



EXECUTIVE SUMMARY

HOUSING COMMISSION EXECUTIVE SUMMARY SHEET

MEETING DATE: May 5, 2022

HCR22-068

SUBJECT: Approval of the Contract between the San Diego Housing Commission and Alpha Project for the Homeless to operate the City of San Diego Sprung Structure Shelter located at 3851 Rosecrans St. San Diego, 92110

COUNCIL DISTRICT(S): Citywide

ORIGINATING DEPARTMENT: Homeless Housing Innovations Division

CONTACT/PHONE NUMBER: Lisa Jones (619) 578-7696

REQUESTED ACTION:

Approve an operating agreement with Alpha Project for the Homeless in the amount of \$4,844,331 for a 13-month term from June 1, 2022, through June 30, 2023, with two one-year options for renewal, contingent on the City of San Diego making funds available for that purpose in its annual fiscal year budgeting process and the continuance or extension of the Memorandum of Understanding (MOU) with City of San Diego for oversight and administration of the Bridge Shelter programs (current term ends June 30, 2023), for the operation of the City of San Diego Sprung Structure Program located at 3851 Rosecrans St., San Diego, 92110.

EXECUTIVE SUMMARY OF KEY FACTORS:

- The City of San Diego's Sprung Structure Shelter at 3851 Rosecrans St. will provide safe, low-barrier, emergency shelter beds for up to 150 persons experiencing homelessness in the City (actual bed count may be less due to Fire Marshal or other health and safety determinations).
- This program is a partnership between the City of San Diego, the County of San Diego and the Housing Commission.
- The program will provide access to diverse on-site supportive services to persons who are experiencing homelessness.
- Services will include, but will not be limited to, care coordination and stabilization services, linkage to community resources for medical care, longer-term shelter or housing options, and when possible, permanent housing options.
- The program will also be supported by the County of San Diego Behavioral Health Services Department-contracted services provider to be co-located on-site, to provide behavioral health assessments and care coordination.
- The Sprung Structure for this program has been provided by the Lucky Duck Foundation, a nonprofit organization that funds and activates programs to address homelessness throughout San Diego County. The Lucky Duck Foundation also is funding the construction of the structure at the shelter site.
- Alpha Project is a well-established homelessness service provider with more than 30 years of experience meeting the needs of individuals and families experiencing homelessness. Alpha Project serves more than 4,000 men, women and children on an annual basis.
- It is anticipated that the City of San Diego will commit \$4,844,331 in General Funds and Homeless Housing, Assistance, and Prevention Program (HHAP) funds for operations and start-up supplies in Fiscal Year 2022 and 2023.



REPORT

DATE ISSUED: April 28, 2022

REPORT NO: HCR22-068

ATTENTION: Chair and Members of the San Diego Housing Commission
For the Agenda of May 5, 2022

SUBJECT: Approval of the Contract between the San Diego Housing Commission and Alpha Project for the Homeless to operate the City of San Diego Sprung Structure Shelter located at 3851 Rosecrans St. San Diego, 92110

COUNCIL DISTRICT: Citywide

REQUESTED ACTION:

Advance notice of San Diego Housing Commission hearing of the following matter has been provided to the Housing Authority Members pursuant to the provisions of San Diego Municipal Code Section 98.0301(e)(4)(B).

Approve an operating agreement with Alpha Project for the Homeless in the amount of \$4,844,331 for a 13-month term from June 1, 2022, through June 30, 2023, with two one-year options for renewal, contingent on the City of San Diego making funds available for that purpose in its annual fiscal year budgeting process and the continuance or extension of the Memorandum of Understanding (MOU) with City of San Diego for oversight and administration of the Bridge Shelter programs (current term ends June 30, 2023), for the operation of the City of San Diego Sprung Structure Program located at 3851 Rosecrans St., San Diego, 92110.

STAFF RECOMMENDATION

That the San Diego Housing Commission (Housing Commission) take the following actions:

- 1) Authorize the Housing Commission to enter into an agreement with Alpha Project for the Homeless (Alpha Project) in the amount of \$4,844,331 for an initial 13-month term from June 1, 2022, through June 30, 2023, with two one-year options for renewal, contingent on the City of San Diego making funds available for that purpose in its annual fiscal year budgeting process and the continuance or extension of the Memorandum of Understanding (MOU) with City of San Diego for oversight and administration of the Bridge Shelter programs, to provide shelter and services for persons experiencing homelessness at the City of San Diego's Sprung Structure Shelter at 3851 Rosecrans St., San Diego, 92110. The funding sources for the initial operating term are expected to consist of City of San Diego General Fund and Homeless Housing, Assistance, and Prevention Program (HHAP) funds.
- 2) Authorize the Housing Commission's Interim President & Chief Executive Officer (President & CEO), or designee, to execute all documents and instruments that are necessary and/or appropriate to implement these approvals, in a form and format approved

by General Counsel, and to take such actions necessary and/or appropriate to implement these approvals, provided that a copy of the documents, signed as to form by General Counsel, are submitted to each Housing Commissioner in advance of approval for the designee to sign.

- 3) Authorize the Housing Commission's Interim President & CEO, or designee, to substitute funding sources and/or increase compensation by not more than 20 percent of the total agreement amount for the proposed agreement, if necessary, without further action by the Housing Commission Board or the Housing Authority, but only if and to the extent that funds are determined to be available for such purposes.

SUMMARY

The Housing Commission administers some agreements for the City of San Diego's (City) Homeless Shelters and Services Programs based on a Memorandum of Understanding (MOU) between the Housing Commission and the City of San Diego (City) that first took effect on July 1, 2010, and as has been updated from time to time (Homeless Services MOU). The Housing Commission and the City have subsequently entered into separate memoranda of understanding for the operation and administration of other programs that are not the subject of the Homeless Services MOU. The Housing Commission and City entered into a separate MOU for the administration and operation of the City's Bridge Shelter Programs, which was approved by the Housing Commission Board of Commissioners on November 3, 2017, as well as the Housing Authority and City Council (City Council) on November 14, 2017 (Bridge MOU). The Bridge MOU will expire on June 30, 2023.

The Bridge MOU between the City and the Housing Commission and operating agreements with shelter operators have been renewed on multiple occasions with Board and Housing Authority/City Council approval, including the addition and expansion of a shelter at the San Diego Concourse and parts of Golden Hall and the addition of a shelter at 1710 Imperial Avenue.

The proposed actions referenced in this report will allow the Housing Commission to enter into an Agreement with Alpha Project in the amounts referenced within this report to provide for the operation of the Sprung Structure Shelter Program (Program) for a period of 13 months, with two one-year options for renewal, contingent on the City of San Diego making funds available for that purpose, in its annual fiscal year budgeting process and the continuance or extension of the Memorandum of Understanding (MOU) with City of San Diego for oversight and administration of the Bridge Shelter programs (current term ends June 30, 2023).

This program is a partnership between the City of San Diego, the County of San Diego and the Housing Commission. In addition to all standard shelter services, this program will provide access to on-site behavioral healthcare assessment, care coordination and connection to a variety of community resources made available to eligible participants through the County Behavioral Health Services department. The Sprung Structure for this Program has been provided by the Lucky Duck Foundation, a nonprofit organization that funds and activates programs to address homelessness throughout San Diego County. The Lucky Duck Foundation also is funding the construction of the structure at the shelter site. This Program supports the Community Action Plan on Homelessness for the City of San Diego (Action Plan), a comprehensive, 10-year plan that builds on recent progress, lays out short-term achievable goals and serves as a guide for long-term success in addressing homelessness. The Action Plan identifies shelter

interventions as critical entry points to the City's Crisis Response System, and further identifies increased access to behavioral health resources along with other health and human services as critical to address the needs of people experiencing homelessness. The Program is an important component to the vision, principles and strategies identified in the Action Plan.

PROGRAM OVERVIEW

The City of San Diego's Sprung Structure Shelter at 3851 Rosecrans St. will provide safe, low-barrier, emergency shelter beds for up to 150 persons experiencing homelessness in the City with immediate need for shelter beds (actual bed count may be less due to Fire Marshal or other health and safety determinations). The Program will provide access to diverse on-site supportive services to persons who are experiencing homelessness and have not been successfully diverted from the homeless assistance system. Services will include, but will not be limited to, care coordination and stabilization services, linkage to community resources for medical care, longer-term shelter or housing options, and when possible, permanent housing options. The Program will also be supported by the County of San Diego Behavioral Health Services Department -contracted services provider to be co-located on-site, to provide behavioral health assessments and care coordination.

The Program will provide emergency shelter beds, initial intake assessment, stabilization services, and access to behavioral health assessments and will re-evaluate shelter and housing needs for participants who have been enrolled for seven consecutive days or longer to determine the next best steps in shelter or housing options. The program will assist participants in accessing the broader system of care. This may include shelter/interim housing and longer-term housing options within the City, as well as assessment of eligibility for/access to County-funded interim treatment and/or residential programs and connection to behavioral health resources when and if appropriate, contributing to the regional goals of ensuring instances of homelessness are rare, brief, and non-recurring.

The Program will prioritize the most vulnerable individuals living in the City, including individuals who may live in places not intended for human habitation (vehicles, parks, abandoned buildings, sidewalks, streets, etc.) were it not for the shelter and services the Program provides. Services to be provided include, but are not limited to: a safe, secure, and supportive environment; access to service coordination and on-site supportive services; basic needs support such as three meals per day, laundry, telephone, restrooms and showers; referrals to partner agencies for additional services; and assistance in obtaining permanent or longer-term housing interventions.

Operator Experience

Alpha Project is a well-established homelessness service provider with more than 30 years of experience meeting the needs of individuals and families experiencing homelessness. Through its array of housing and supportive services, Alpha Project serves more than 4,000 men, women and children on an annual basis. The organization follows a Housing First model, which recognizes the need to provide housing and shelter without preconditions, in conjunction with the provision of supportive services. Alpha Project has been serving individuals and families experiencing homelessness since 1995 through permanent supportive housing programs, and in the past several years, through federally funded Rapid Rehousing programs.

Alpha Project has successfully operated several shelters, including two of the City's Bridge Shelter Programs as well as the inclement weather shelter and the temporary campground that was opened during the fall of 2017 in response to the Hepatitis A outbreak. In addition to its portfolio of interim shelters, rapid

rehousing and permanent supportive housing programs, Alpha Project coordinates a variety of services for its clients, including substance abuse treatment, employment readiness and placement, transportation assistance and healthcare. Alpha Project also has developed innovative programs that support persons with lived experience to engage with the local community and provide peer-to-peer outreach through their Wheels of Change and Take Back the Streets programs. Alpha Project was recently selected to operate the City of San Diego's first harm reduction shelter in collaboration with a County of San Diego Behavioral Health Services department-contracted provider to serve adults experiencing homelessness and substance use or co-occurring conditions.

Program Design

Through the Program, Alpha Project will provide shelter, service coordination, linkage to community resources and next step shelter and housing assessment, and basic needs support for up to 150 individuals at any given time experiencing homelessness in the City of San Diego.

The program design and the coordination between Alpha Project and the County's Behavioral Health Services department-contracted services provider will be regularly reviewed by the Housing Commission, the County Behavioral Health Services department and the City of San Diego to foster program effectiveness and identify opportunities for enhancement of program model operations and outcomes.

Program Components:

- a. Housing First program with low barriers to entry and operations.
- b. A formal shelter intake and move-in process, in a welcoming and solutions-focused environment, to include a review of required intake documents, terms of service, and guidelines for community living. The formal intake process will detail how intakes will be facilitated 24 hours a day as needed;
- c. To include facilitation of intakes with Housing Commission-coordinated intake program as appropriate;
- d. Assistance to determine the next best steps in shelter/housing options and case-conferencing for care coordination services with on-site partners;
- e. Assistance with transportation resources for clients who determine they no longer want a bed and do not want to be supported in transition to another longer term shelter/next step environment;
- f. Coordination activities with co-located staff designated by the County of San Diego's Behavioral Health Services Department and other on-site, community-based services that support a welcoming, team-oriented environment focused on the continuity of care and well-being of program clients, facilitating access to the broader community systems of care and appropriate transition to longer-term and/or permanent shelter and housing options.
- g. Housing/stabilization-focused program that aims to resolve Program Clients' homelessness as quickly as possible. Related services include, but are not limited to:
 - i. Determining diversion opportunities;
 - ii. Development of client housing/stabilization plan, including stabilization strategies and client housing goals and objectives;
 - iii. Coordination with and referrals to County, State, and Federal programs, as well as nonprofits and social service agencies, as appropriate;
 - iv. Assistance in locating other longer-term shelter or housing, including determining housing interventions and opportunities outside of the Coordinated Entry System (CES);

- v. Completion of intakes, screenings, assessments, and case conferencing or other integral components of CES as established by Regional Task Force on Homelessness (RTFH) community standards and policies;
 - vi. Assistance with housing applications and supportive and subsidized housing paperwork;
 - vii. Advocacy for clients with prospective landlords; and
 - viii. Coordination with on-site services and leveraged partners including County of San Diego Behavioral Health Services.
- h. Basic shelter services, including but not limited to:
- i. Appropriate 24-hour residential services and staffing;
 - ii. An anticipated maximum of 150 beds* and other residential furnishings (*final bed count not yet determined);
 - iii. Three meals per day in compliance with all applicable health and safety regulations;
 - iv. Showers, wash stations, restrooms, laundry facilities and/or laundry services, and belongings storage for Program Clients;
 - v. Routine operating and client supplies, including but not limited to hygiene products, basic first aid supplies, and cleaning supplies;
 - vi. Telephone access and message services;
 - vii. Regularly laundered linens; and
 - viii. Mail services.

Coordination to support testing and vaccinations for communicable diseases

CONTRACT SELECTION PROCESS

On March 4, 2022, the Housing Commission issued a Request for Proposal (RFP) seeking to identify interested and qualified service providers within the City of San Diego. In particular, providers with a history of providing shelter and related services to individuals experiencing homelessness.

The RFP was posted and made available for download on the PlanetBids website through both the Housing Commission's and the City of San Diego's portals. More than 910 notifications were sent through the PlanetBids system. Twenty prospective bidders downloaded the solicitation from the respective portals.

At the RFP closing on March 25, 2022, Alpha Project was the sole respondent. A source selection committee evaluated, and scored the response based on the following criteria: Program Operations, Service Coordination and Residential Services, Care Coordination, Equity & Inclusion, Community Considerations, Cost Proposal and Organizational Experience & Capacity. At the conclusion of the proposal evaluations, Alpha Project was selected for providing a quality response and overall value to the Housing Commission.

AFFORDABLE HOUSING IMPACT

As San Diegans continue to live in a City-declared housing emergency "shelter crisis," the need for immediate housing assistance is critical to the well-being of community members. The Sprung Structure Shelter at 3851 Rosecrans St., San Diego 92110, serves this purpose by providing Shelter services and a pathway to housing to persons experiencing homelessness. Individuals participating in this program represent some of San Diego's most vulnerable citizens, as 100 percent of participants are homeless, with low-to-moderate incomes.

FISCAL CONSIDERATIONS

It is anticipated that the City of San Diego will commit \$4,844,331 in General Funds and HHAP funds for operations and start-up supplies in Fiscal Year 2022 and 2023. The funding source for start-up expenses and operating costs in Fiscal Year 2022 is anticipated to be City General Funds, and in Fiscal Year 2023, funding for operations is anticipated to be HHAP and will be determined through the City’s annual budgeting process. Within its existing authority, the City has advanced the Housing Commission funds to ensure the timely procurement of start-up items, which will be deducted from the total start-up budget referenced within if the Board approves the staff-recommended actions.

FUNDING SOURCE	FY 2022	FY 2023	TOTAL
General Fund	\$626,488	N/A	\$626,488
HHAP	N/A	\$4,217,843	\$4,217,843
TOTAL	\$626,488	\$4,217,843	\$4,844,331

Option years will be exercised contingent upon the appropriation of said funds by the City for that purpose and the continuance or extension of the current MOU between the City and the Housing Commission (current term ends June 30, 2023).

FUNDING BY USE	Initial Term (June 1 2022 - June 30 2023)
Operator Agreement	\$4,569,331
Start-Up Supplies	\$275,000
TOTAL	\$4,844,331

HOUSING COMMISSION STRATEGIC PLAN

This item relates to Strategic Priority Area No. 4 in the Housing Commission’s Strategic Plan for Fiscal Year (FY) 2022- 2024: Advancing Homelessness Solutions – Supporting the City of San Diego Community Action Plan on Homelessness.

EQUAL OPPORTUNITY CONTRACTING AND EQUITY ASSURANCE

Alpha Project is a local nonprofit organization. As a nonprofit, Alpha Project is exempt from the requirement to submit a Workforce Report. The Housing Commission included a requirement in the RFP for prospective firms to include a description of how they would address racial equity and inequities for the target population(s), including any local disproportionate impact of COVID-19 and homelessness by race and other protected classes. The requirement was a part of the scored evaluation criteria. Alpha Project does not discriminate based on race, color, religion, national origin, ancestry, gender, age, medical condition, sexual orientation, marital status, domestic partnership status, physical or mental disabilities, veterans, or any other consideration made unlawful by federal, state, or local laws.

PREVIOUS COUNCIL and/or COMMITTEE ACTION

On June 16, 2020, the City Council approved an MOU with the Housing Commission regarding the administration of Homeless Housing, Assistance, and Prevention (HHAP) program funding (R313113).

April 28, 2022

Approval of the Contract between the San Diego Housing Commission and Alpha Project for the Homeless to operate the City of San Diego's Bridge Shelter at 1710 Imperial Ave, San Diego, CA 92103

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A portion of HHAP funds are allocated to fund the operation of the City's Bridge Shelter Program. The current MOU expires on June 30, 2025.

On June 16, 2020, the City Council approved Resolution R-313111, authorizing execution of an MOU with the Housing Commission for a one-year term, with two one-year options to renew, to operate the City's Bridge Shelter Program. City Council also approved Resolution R-313112 to remove referenceto the provision of Transitional Storage Center Services and bifurcate the MOUs.

On October 15, 2019, the Housing Authority approved Resolution HA-1835, approving the execution of the Fifth Amendment between the Housing Commission and the City to reflect the Housing Commission's responsibility for the oversight and administration of the City's Bridge Shelter programs.

KEY STAKEHOLDERS and PROJECTED IMPACTS

Stakeholders for this project include community stakeholders and Alpha Project as the sub-recipient administering the program. The program is expected to have a positive impact on the community as it will provide shelter and services to 150 individuals experiencing homelessness.

ENVIRONMENTAL REVIEW

Pursuant to Government Code Section 8698.4 - Declaration of Shelter Crisis, The California Environmental Quality Act (Division 13 (commencing with Section 21000) of the Public Resources Code) shall not apply to actions taken by a state agency or a city, county, or city and county, to lease, convey, or encumber land owned by a city, county, or city and county, or to facilitate the lease, conveyance, or encumbrance of land owned by the local government for, or to provide financial assistance to, a homeless shelter constructed or allowed by this section. Processing under the National Environmental Policy Act (NEPA) is not required because federal funds are not involved in these activities.

Respectfully submitted,

Lisa Jones

Lisa Jones
Executive Vice President, Strategic Initiatives
Homeless Housing Innovations
San Diego Housing Commission

Approved by,

Jeff Davis

Jeff Davis
Interim President & Chief Executive Officer
San Diego Housing Commission

Docket materials are available in the "Governance & Legislative Affairs" section of the San Diego Housing Commission website at www.sdhc.org