



EXECUTIVE SUMMARY

HOUSING COMMISSION EXECUTIVE SUMMARY SHEET

MEETING DATE: November 17, 2022

HCR22-119

SUBJECT: Approval of the Contract between the San Diego Housing Commission and The Salvation Army to Operate the Haven Interim Family Shelter Program

COUNCIL DISTRICT(S): 7

ORIGINATING DEPARTMENT: Homeless Housing Innovations Division

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

REQUESTED ACTION:

Authorize the San Diego Housing Commission (Housing Commission) to enter into an agreement with The Salvation Army in the amount of \$175,196 for an initial term of November 18, 2022, through June 30, 2023, with three one-year options for renewal at an annual contract amount of \$280,313, contingent on funding being made available for that purpose, to provide interim shelter and supportive services at the Haven Interim Shelter Program at 2799 Health Center Drive, San Diego, CA 92123, for families experiencing homelessness. The funding source for the initial term will be federal Moving to Work funds.

EXECUTIVE SUMMARY OF KEY FACTORS:

- The Haven Interim Shelter Program (Program), located on The Salvation Army's Door of Hope Campus, will provide nine safe, low-barrier, non-congregate shelter units for families with children experiencing unsheltered homelessness in the City of San Diego.
- The Program will operate 24 hours a day, seven days a week, with a maximum capacity of nine fully furnished one-, two-, or three bedroom apartments, which provide up to 32 beds.
- Referrals into the Program will be facilitated through the Coordinated Intake Program, which the Housing Commission administers.
- The following families will be prioritized for entry: large families, families with children under the age of 4 or families with at least one member with a disabling condition.
- The Program will provide wraparound services and a diverse portfolio of supportive services, utilizing practices aligned with trauma-informed principles, including but not limited to: case management, care coordination, referrals and support for enrollment in child care and health care resources, individual therapy, life skills classes and assistance with applying for public benefits.
- The Salvation Army currently operates interim housing, transitional housing, prevention and diversion, outreach, rapid rehousing, a Continuum of Care joint transitional and rapid rehousing program, and permanent supportive housing for those at risk of or experiencing homelessness.
- On June 30 2022, the Housing Commission issued a Request for Qualifications (RFQ), seeking to increase the capacity of the existing shelter system within the City of San Diego.
- At the RFQ closing on July 25 2022, qualifications were received from four respondents. A source selection committee evaluated, scored and ranked the responses.
- Based on The Salvation Army's ability to secure and provide an available site location, along with meeting a known need for more shelter beds for specific populations such as families with children, this project was prioritized for implementation.



REPORT

DATE ISSUED: November 10, 2022

REPORT NO: HCR22-119

ATTENTION: Chair and Members of the San Diego Housing Commission
For the Agenda of November 17, 2022

SUBJECT: Approval of the Contract between the San Diego Housing Commission and
The Salvation Army to Operate the Haven Interim Family Shelter Program

COUNCIL DISTRICT: 7

REQUESTED ACTION

Authorize the San Diego Housing Commission to enter into an agreement with The Salvation Army in the amount of \$175,196 for an initial term of November 18, 2022, through June 30, 2023, with three one-year options for renewal at an annual contract amount of \$280,313, contingent on funding being made available for that purpose, to provide interim shelter and supportive services at the Haven Interim Shelter Program at 2799 Health Center Drive, San Diego, CA 92123, for families experiencing homelessness. The funding source for the initial term will be federal Moving to Work funds.

STAFF RECOMMENDATION

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

- 1) Authorize the Housing Commission to enter into an agreement with The Salvation Army in the amount of \$175,196 for an initial term of November 18, 2022, through June 30, 2023, with three one-year options for renewal at an annual contract amount of \$280,313, contingent on funding being made available for that purpose, to provide interim shelter and supportive services at the Haven Interim Shelter Program at 2799 Health Center Drive, San Diego, CA 92123, for families experiencing homelessness. The funding source for the initial term will be federal Moving to Work funds.
- 2) Authorize the Housing Commission's 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.
- 3) Authorize the Housing Commission's 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.

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SUMMARY

The proposed actions referenced in this report will allow the Housing Commission to enter into an Agreement with The Salvation Army in amounts referenced within this report to operate the Haven Interim Family Shelter Program at 2799 Health Center Drive., San Diego, 92123, for the initial operating term of November 18, 2022, through June 30, 2023, with three one-year options for renewal, contingent on funding availability. The proposed Interim Family Shelter Program (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. The Program is an important component to the vision, principles and strategies identified in the Action Plan.

Program Overview

The Program, located on The Salvation Army's Door of Hope Campus, will provide nine safe, low-barrier, non-congregate shelter units for families with children experiencing unsheltered homelessness in the City of San Diego. The Program will operate 24 hours a day, seven days a week, with a maximum capacity of nine fully furnished one-, two-, or three bedroom apartments, which provide up to 32 beds. Referrals into the Program will be facilitated through the Coordinated Intake Program, which the Housing Commission administers. The following families will be prioritized for entry: large families, families with children under the age of 4 or families with at least one member with a disabling condition. The Program will provide wraparound services and a diverse portfolio of supportive services, utilizing practices aligned with trauma-informed principles, including but not limited to: case management, care coordination, referrals and support for enrollment in child care and health care resources, individual therapy, life skills classes and assistance with applying for public benefits.

The Salvation Army will provide housing-focused case management aimed at reducing the amount of time families experience homelessness by providing the necessary supports to exit to permanent or longer-term housing. The Program will utilize a housing-focused model, in which all services are focused on supporting Program clients' access to permanent or other longer-term housing as quickly as possible. The Program is intended to be a short-term solution to help clients transition to the most appropriate longer-term or permanent housing resource. The Program ensures that families' basic needs are met so they are able to establish a housing plan for permanent housing.

Operator Experience

The Salvation Army has focused on serving those most in need, with particular emphasis on people experiencing homelessness. Services in San Diego have been in operation since 1887 and have benefited many different populations, including seniors (low-income housing and dining centers throughout San Diego); children and youth in after-school programs, sports, and day care programs; those with substance use disorder (recovery center/post care – transitional housing) and victims/survivors of natural disasters such as the 2007 wildfire (emergency assistance, outreach, long-term recovery case management). It is the organization's mission to serve those who are suffering and in crisis, which is why The Salvation Army, with more than 130 years of experience in serving the needs of this population, created a variety of programs to address homelessness.

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The Salvation Army currently operates interim housing, transitional housing, prevention and diversion, outreach, rapid rehousing, a Continuum of Care joint transitional and rapid rehousing program, and permanent supportive housing for those at risk of or experiencing homelessness. The Door of Hope has been serving women and children who have no home since 1931. As times changed and reasons people became homeless changed, the program model at Door of Hope has also evolved. Currently, the Door of Hope campus houses families and single women participants through five programs: the Transitional Living Center (TLC), which the Housing Commission also funds; rapid rehousing for families; permanent supportive housing for families; housing for women in the Adult Rehabilitation Center program; and the proposed Haven Interim Family Shelter Program.

Program Design

Through the Haven Interim Family Shelter Program, The Salvation Army will provide shelter and case management and basic needs support for up to nine families/32 persons experiencing homelessness at any given time in the City of San Diego.

Program Components:

- a. Housing First program with low barriers to entry and operations.
- b. Housing-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. Self-sufficiency needs assessment;
 - iii. Development of housing plan, including stabilization strategies and housing goals and objectives;
 - iv. Coordination with and referrals to County, State and Federal programs, as well as nonprofits and social service agencies, as appropriate;
 - v. Assistance in locating safe and affordable permanent or other longer-term housing, including determining housing interventions and opportunities outside of the Coordinated Entry System (CES);
 - vi. Completion of intakes, screenings, assessments and case conferencing or other integral components of CES as established by the Regional Task Force on Homelessness (RTFH) community standards and policies;
 - vii. Assistance with housing applications and supportive and subsidized housing paperwork; and
 - viii. Advocacy for families with prospective landlords.
- d. Basic shelter services, including but not limited to:
 - i. Appropriate 24-hour residential services and staffing;
 - ii. A maximum of nine units with residential furnishings;
 - iii. Routine operating and client supplies, including but not limited to hygiene products, basic first aid supplies, and cleaning supplies;

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- iv. Telephone access and message services;
- v. Mail services.
- vi. Access to laundry services

CONTRACTOR SELECTION PROCESS

On June 30 2022, the Housing Commission issued a Request for Qualifications (RFQ), seeking to increase the capacity of the existing shelter system within the City of San Diego, in particular to expand its ability to serve special populations such as LGBTQIA+, Transition-Age Youth, veterans, single women, elderly, those in need of respite care, those with substance use disorder or other sub-populations, potentially in smaller scale that supports the unique needs of these populations.

The RFQ 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 393 notifications were sent through the PlanetBids system. Thirty-six potential bidders downloaded the solicitation.

At the RFQ closing on July 25 2022, qualifications were received from four respondents: Father Joe's Villages, The Salvation Army, Equitable Social Solutions LLC and San Diego LGBT Community Center. A source selection committee evaluated, scored and ranked the responses based on the following criteria: Respondent's Profile, Capacity and Readiness, Service Delivery Model & Qualifications, and Equity & Inclusion. Respondents were determined to be qualified based on each agency's response to the evaluation criteria outlined in the RFQ. Of the respondents deemed qualified, The Salvation Army provided a proposed site location and specific program for consideration. Based on The Salvation Army's ability to secure and provide an available site location, along with meeting a known need for more shelter beds for specific populations such as families with children, this project was prioritized for implementation.

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 shelter serves this purpose by providing interim shelter services and a pathway to housing to persons experiencing homelessness. Participants 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

SDHC is proposing to allocate \$175,196 in federal Moving to Work funds for operations in Fiscal Year 2023.

FUNDING SOURCE	FUNDING BY USE	FY 2023*	FY 2024**	FY 2025**	FY2026**
Housing Commission MTW	The Salvation Army Operating Contract	\$175,196	\$280,313	\$280,313	\$280,313
TOTAL		\$175,196	\$280,313	\$280,313	\$280,313

*Indicated amounts are pro-rated for the 7.5-month operating term in Fiscal Year 2023.

**Future annualized amounts will be reviewed on an annual basis during the budget cycle to consider potential increased costs related to labor/supplies, utilities, etc., while also taking into consideration budget availability and funding authority.

EQUAL OPPORTUNITY CONTRACTING AND EQUITY ASSURANCE

The Salvation Army is a local nonprofit organization. As a nonprofit, Salvation Army is exempt from the requirement to submit a Workforce Report. The Housing Commission included a requirement in the RFQ 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. The Salvation Army San Diego Metropolitan Advisory Board (Salvation Army Board) has adopted a written policy that addresses The Salvation Army Board’s diversity, equity and inclusion (DEI) approach and commitment. This policy states The Salvation Army Board is committed to pursuing greater diversity within their board, committees, and leadership positions so they reflect the diversity of the community at-large and the people they serve. The Salvation Army reported that it is committed to advocating for strong leadership that addresses systematic inequities that impact its work and impact the lives of those it serves and creating learning opportunities and transparent policies toward cultural competency throughout the organization.

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.

KEY STAKEHOLDERS and PROJECTED IMPACTS

Stakeholders for this project include families with children experiencing homelessness and The Salvation Army as the subrecipient administering the Program. The Program is expected to have a positive impact on the community as it will provide shelter and services for up to nine families experiencing unsheltered homelessness at any given time.

ENVIRONMENTAL REVIEW

These activities are categorically exempt from the requirements of the California Environmental Quality Act (CEQA) pursuant to Section 15301 (Existing Facilities), which allows the operation, repair, maintenance permitting, leasing, or minor alteration of existing public or private structures, facilities, mechanical equipment, or topographical features, involving negligible or no expansion of existing or former use. Federal funds constitute a portion of the funding for these activities. The parties agree that the provision of any federal funds as the result of this action is conditioned on the City of San

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Diego's final National Environmental Policy Act (NEPA) review and approval. NEPA approval was obtained on November 7, 2022.

Respectfully submitted,

Lisa Jones

Lisa Jones
Executive Vice President Strategic Initiatives
San Diego Housing Commission

Approved by,

Jeff Davis

Jeff Davis
Deputy 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.