



EXECUTIVE SUMMARY

HOUSING COMMISSION EXECUTIVE SUMMARY SHEET

MEETING DATE: April 1, 2022

HCR22-031

SUBJECT: Approval of the Contract between the San Diego Housing Commission and Alpha Project for the Homeless to operate the City of San Diego Bridge Shelter located at 1710 Imperial Avenue, San Diego, 92101

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 (Alpha Project) in the amount of \$2,957,373 for a one-year term from July 1, 2022, through June 30, 2023, with three one-year options for renewal, contingent on the City of San Diego making funds available 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 Bridge Shelter located at 1710 Imperial Avenue, San Diego, 92101.

EXECUTIVE SUMMARY OF KEY FACTORS:

- The San Diego Housing Commission (Housing Commission) administers the City of San Diego's (City) Bridge Shelter programs pursuant to a Memorandum of Understanding with the City.
- The City of San Diego's Bridge Shelter at 1710 Imperial Avenue, San Diego, 92101, provides shelter year-round, in alignment with Housing First principles, for up to 139 persons experiencing homelessness in the City (actual bed count may be less due to Fire Marshal or other health and safety determinations).
- The Program will provide safe, low-barrier shelter, as well as stabilization and supportive services, to prepare persons experiencing homelessness for the most appropriate longer-term or permanent housing interventions, contributing to the regional goals of ensuring instances of homelessness are rare, brief, and non-recurring.
- The Program's target population may be flexible in nature, and the Program may serve more than one sub-population at a time.
- It is anticipated that the City will commit \$3,107,644 in Homeless Housing, Assistance and Prevention (HHAP) and Emergency Solution Grant-CV (ESG-CV) funds for operations in Fiscal Year 2023. The funding source for Fiscal Year 2023 will be determined through the City's annual budgeting process.
- 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 ongoing operation of the Bridge Shelter at 1710 Imperial Avenue.



REPORT

DATE ISSUED: March 24, 2022

REPORT NO: HCR22-031

ATTENTION: Chair and Members of the San Diego Housing Commission
For the Agenda of April 1, 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 Bridge Shelter located at 1710 Imperial Avenue, San Diego, 92101

COUNCIL DISTRICT: Citywide

REQUESTED ACTION:

Seven-day 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 (Alpha Project) in the amount of \$2,957,373 for a one-year term from July 1, 2022, through June 30, 2023, with three one-year options for renewal, contingent on the City of San Diego making funds available 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 Bridge Shelter located at 1710 Imperial Avenue, San Diego, 92101.

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 in the amount of \$2,959,661 for an initial one-year term from July 1, 2022, through June 30, 2023, with three one-year options for renewal, contingent on funding being available for that purpose, 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), to provide bridge shelter and services for persons experiencing homelessness at the City of San Diego's Bridge Shelter located at 1710 Imperial Ave. The funding source for the initial operating term is expected to consist of Homeless Housing, Assistance and Prevention (HHAP) and Emergency Solution Grant-CV (ESG-CV) 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

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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 ongoing operation of the Bridge Shelter Program (Program) for a period of one year, with three one-year options for renewal, contingent on funding be made for this purpose.

The 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 necessary to facilitate permanent housing placements. 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 Bridge Shelter located at 1710 Imperial, San Diego, CA 92101 will provide shelter year-round, in alignment with Housing First principles, for up to 139 persons experiencing homelessness in the City (actual bed count may be less due to Fire Marshal or other health and safety determinations). The Program will provide safe, low-barrier shelter, as well as stabilization and supportive services, to prepare persons experiencing homelessness for the most appropriate longer-term or permanent housing interventions, contributing to the regional goals of ensuring instances of homelessness are rare, brief, and non-recurring.

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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 provided by the Program. Services to be provided include, but are not limited to: a safe, secure, and supportive environment; access to housing-focused case management and supportive services; basic needs support such as a minimum of two 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 homeless 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 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, and 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 the County of San Diego to serve adults experiencing homelessness and substance use or co-occurring conditions.

Program Design

Through the Program, Alpha Project will provide shelter and housing-focused case management, and basic needs support for up to 139 individuals at any given time experiencing homelessness in the City of San Diego with an emphasis on individuals who are enrolled in a permanent housing intervention or are in the process of identifying permanent housing.

The Program's target population may be flexible in nature, and the Program may serve more than one sub-population at a time. Final determination of targeted population/sub-populations will be made by the City, and the Housing Commission will work with Alpha Project throughout the term of the proposed agreement to re-align budget and/or staffing resources to best meet needs of the determined population/sub-populations.

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.

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- c. 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 client housing plan, including stabilization strategies and client 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 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 clients with prospective landlords.
- d. Basic shelter services, including but not limited to:
 - i. Appropriate 24-hour residential services and staffing;
 - ii. A maximum of 40 beds and other residential furnishings;
 - iii. A minimum of two 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.
- e. Coordination to support testing and vaccinations for communicable diseases.

CONTRACT SELECTION PROCESS

On January 25, 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 895 notifications were sent through the PlanetBids system. Twenty bidders downloaded the solicitation from the Housing Commission's portal, and 15 bidders downloaded the solicitation from the City of San Diego's portal.

At the RFP closing on February 15, 2022, proposals were received from two respondents, Alpha Project and Lids of Encouragement. A source selection committee evaluated, scored and ranked the responses based on the following criteria: Program Operations, Case Management & Residential Services, Care Coordination, Equity & Inclusion, Community Considerations, Cost Proposal and Organizational

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Experience & Capacity. At the conclusion of the proposal evaluations, Alpha Project was selected as providing the best 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 Bridge Shelter at 1710 Imperial Avenue serves this purpose by providing Bridge 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 \$3,107,644 in HHAP and ESG-CV funds for operations in Fiscal Year 2023. The funding source for Fiscal Year 2023 will be determined through the City’s annual budgeting process.

FUNDING SOURCE	FY 2023
HHAP	TBD
ESG-CV	TBD
TOTAL	\$3,107,644

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	FY 2023
Operator Agreement	\$2,959,661
Housing Commission	\$147,983
TOTAL	\$3,107,644

EQUAL OPPORTUNITY CONTRACTING AND EQUITY ASSURANCE

Alpha Project for the Homeless is a local nonprofit organization. As a nonprofit, Alpha Project for the Homeless 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.

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Alpha Project employs a diverse staff that includes bilingual and ethnically, culturally and racially diverse individuals. Alpha Project has a long history of employing formerly homeless individuals throughout the agency, from direct line staff to directors, and values having a diverse staff reflective of the population being served. Alpha Project is committed to fostering and preserving a culture of equity and inclusion, which is reflected in their hiring practices.

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). A portion of HHAP funds are allocated to fund the operation of the City's Bridge Shelter Program.

On June 16, 2020, the City Council approved Resolution HA-1859 authorizing execution of agreements with Alpha Project for the Homeless, Father Joe's Village, and Veterans Village of San Diego to operate the City's Bridge Shelters during Fiscal Year 2021.

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 option to renew to operate the City's Bridge Shelter Program. City Council also approved Resolution R-313112 to remove references to the provision of Transitional Storage Center Services and bifurcate the MOUs.

In addition, the City Council approved an MOU with the Housing Commission regarding the administration of Homeless Emergency Aid Program (HEAP) block grant funding (R-312516). This resolution included an amendment to authorize the reallocation of \$1.6 million dedicated to outreach in HEAP funding to support a fourth Bridge Shelter at 17th and Imperial Avenue (previously planned for the relocation of the Single Women and Family Program).

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 Bridge Shelter located at 1710 Imperial Avenue.

On October 4, 2019, the Housing Commission Board of Commissioners authorized the execution of an agreement with Alpha Project for the Homeless to operate the Bridge Shelter at 1710 Imperial for the initial one-year term from October 23, 2019 through June 30, 2020, with two one-year options.

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 139 otherwise homeless individuals.

ENVIRONMENTAL REVIEW

These activities are exempt from the California Environmental Quality Act 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

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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. Federal funds constitute a portion of the project's funding. The parties agree that the provision of any federal funds to the project is conditioned on the City of San Diego's final NEPA review and approval. NEPA clearance was obtained from the City of San Diego on March 15, 2022.

Respectfully submitted,

Lisa Jones

Lisa Jones
Executive Vice President of 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