



EXECUTIVE SUMMARY

HOUSING COMMISSION EXECUTIVE SUMMARY SHEET

MEETING DATE: September 16, 2022

HCR22-104

SUBJECT: Approval of the Agreement between the San Diego Housing Commission and People Assisting the Homeless to Operate the City of San Diego Multidisciplinary Outreach Program

COUNCIL DISTRICT(S): Citywide

ORIGINATING DEPARTMENT: Homeless Housing Innovations Division

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

REQUESTED ACTION:

Recommend that the Housing Authority of the City of San Diego approve an operating agreement with People Assisting the Homeless (PATH) in the amount of \$632,013 (which includes \$7,263 in one-time startup expenses) for an initial nine-month term from October 1, 2022, through June 30, 2023, with two one-year options to renew, contingent on the City of San Diego making funds available for that purpose in its annual fiscal year budgeting process, for the City of San Diego Multidisciplinary Outreach Program. The funding sources for the initial operating term will consist of City of San Diego General Fund and Homeless Housing, Assistance, and Prevention Program (HHAP) funds from the Regional Task Force on Homelessness.

EXECUTIVE SUMMARY OF KEY FACTORS:

- In the Fiscal Year 2023 budget, the City Council approved a direct allocation of funding from the City of San Diego General Fund to the Housing Commission for the purposes of creating and administering the Multidisciplinary Outreach Program (Program).
- The Program will be operated by PATH, which will collaborate and subcontract with Father Joe's Villages (FJV) for the healthcare component.
- The Program utilizes an integrated multidisciplinary team that will include a nurse practitioner, four clinical outreach specialists, a medical assistant/outreach worker, two peer support specialists, and a part-time substance abuse counselor.
- Services to be provided include, but are not limited to: street medicine services, including medical triage, wound care, bio-psycho-social assessments, medication assisted treatment, care coordination with primary care, mental or behavioral health services and substance abuse counseling, housing-focused street-based case management, peer support, system navigation and post-placement stabilization support, basic needs support, referrals to support systems, benefits and services, and transportation assistance.
- PATH and FJV are experienced homelessness service providers.
- Through the Program, PATH and FJV will provide care coordination, linkage to community resources, housing and health assessments, and basic needs support for up to 20 individuals experiencing homelessness at any given time in the City of San Diego. The program is anticipated to serve up to 50 individuals annually.
- The City of San Diego has committed \$500,000 in General Funds for operations and start-up supplies in Fiscal Year 2023. The RTFH will provide the balance of funding (\$194,488) needed for the initial term in Fiscal Year 2023 using HHAP funding.



REPORT

DATE ISSUED: September 14, 2022

REPORT NO: HCR22-104

ATTENTION: Chair and Members of the San Diego Housing Commission
For the Agenda of September 16, 2022

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COUNCIL DISTRICT: Citywide

REQUESTED ACTION:

Recommend that the Housing Authority of the City of San Diego approve an operating agreement with People Assisting the Homeless (PATH) in the amount of \$632,013 (which includes \$7,263 in one-time startup expenses) for an initial nine-month term from October 1, 2022, through June 30, 2023, with two one-year options to renew, contingent on the City of San Diego making funds available for that purpose in its annual fiscal year budgeting process, for the City of San Diego Multidisciplinary Outreach Program. The funding sources for the initial operating term will consist of City of San Diego General Fund and Homeless Housing, Assistance, and Prevention Program (HHAP) funds from the Regional Task Force on Homelessness.

STAFF RECOMMENDATION

That the San Diego Housing Commission (Housing Commission) Board of Commissioners (Board) recommend that the Housing Authority of the City of San Diego (Housing Authority) take the following actions:

- 1) Authorize the Housing Commission to enter into an agreement with People Assisting the Homeless (PATH) in the amount of \$632,013 (which includes \$7,263 in one-time startup expenses) for an initial 9-month term from October 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, for the City of San Diego Multidisciplinary Outreach Program. The funding sources for the initial operating term will consist of City of San Diego General Fund and Homeless Housing, Assistance, and Prevention Program (HHAP) funds from the Regional Task Force on Homelessness.
- 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.

- 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, but only if and to the extent that funds are determined to be available for such purposes.

SUMMARY

As part of the Fiscal Year 2023 budgeting process, the City Council approved a direct allocation of funding from the City of San Diego General Fund to the Housing Commission for the purposes of creating and administering the Multidisciplinary Outreach Program (Resolution R-314153). The proposed actions referenced in this report will allow the Housing Commission to enter into an Agreement with PATH in the amounts referenced within this report to provide for the operation of the Multidisciplinary Outreach Program (Program) for an initial term of nine months, with two one-year options for renewal.

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 ~~was~~ as a guide for long-term success in addressing homelessness. The Action Plan identifies increased access to behavioral health resources along with other health and human services as critical to address the needs of people experiencing homelessness. This Program is an important component to the vision, principles and strategies identified in the Action Plan.

PROGRAM OVERVIEW

The Multidisciplinary Outreach Program will be operated by PATH, which will collaborate and subcontract with Father Joe's Villages (FJV) for the healthcare component. The program utilizes an integrated multidisciplinary team that will include a nurse practitioner, four clinical outreach specialists, a medical assistant/outreach worker, two peer support specialists, and a part-time substance abuse counselor. FJV will also leverage support from several members from its Street Health Team and Village Health Clinic to increase access to services. These include access to FJV's psychiatric nurse practitioner and clinical psychologist and other healthcare professionals. The Program will address existing gaps in the system by deploying a multidisciplinary outreach team to work directly with those hardest to serve. Utilizing a street-based case management and supportive service model, the Program's objective is to serve individuals (and families) who are among the most vulnerable experiencing unsheltered homelessness with an emphasis on diverting individuals from the crisis response system and fostering connections to permanent and other longer-term housing, while meeting basic needs, and providing connections to shelter and specialized supportive services, such as behavioral health and primary care resources to support physical and mental health stabilization.

Services to be provided include, but are not limited to: street medicine services, including medical triage, wound care, bio-psycho-social assessments, medication assisted treatment, care coordination with primary care, mental or behavioral health services and substance abuse counseling, housing-focused street-based case management, peer support, system navigation and post-placement stabilization support, basic needs support, referrals to support systems, benefits and services, and transportation assistance.

Operator Experience

PATH has 37 years of operational and programmatic experience and locally has been engaged in serving the

highest-acuity San Diegans experiencing homelessness. The organization serves 1,100 people in the County of San Diego annually, helping clients develop stable, independent lives through permanent homes and wraparound supportive services.

Since 2013, the organization has operated Connections Housing, a City-funded program in downtown San Diego that functions as a one-stop supportive service and residential community that provides space for several agencies in a single location to meet the varying needs of the clients they serve. Connections Housing includes 73 permanent supportive housing units for which the Housing Commission provides federal rental assistance through rental housing vouchers; 80 beds of interim housing through a contract the Housing Commission administers on behalf of the City; 40 interim shelter beds through a grant per diem program with the U.S. Department of Veterans Affairs; 14 respite care beds through contracts with four different health insurance providers; a federally qualified health center; a food service program; case management services; and the PATH Depot, a robust hub of homeless services and resources.

PATH San Diego has operated several street outreach programs, one funded through the County of San Diego, which focuses on both engaging and housing individuals experiencing unsheltered homelessness who were frequent users of the healthcare system. PATH mobilizes teams composed of personnel with either a master's or bachelor's degree in Social Work or related fields, as well as those with mental health experience and substance use disorder certifications, which allows the team to facilitate field-based assessments, housing connections, and linkages to healthcare. Outreach teams build relationships over extended periods of time and foster client interest through various engagement strategies, including service linkages and assistance in meeting basic needs.

In 2018, PATH San Diego partnered with stakeholders in the Mid-City area, including North Park Main Street, City Heights Business Improvement District (BID), Price Philanthropies, City Heights Community Development Corporation, as well as the offices of former San Diego City Council President Georgette Gómez and former City Councilmember Chris Ward to develop a pilot program that would employ a neighborhood-specific outreach strategy, which allowed outreach staff to focus more attention on smaller geographic areas. The program initially launched in City Heights and North Park communities and was successful in placing more than 50 individuals into interim and permanent housing in its first year of operation.

In 2020, PATH San Diego began operating the City of San Diego's first Coordinated Outreach Program. The program marks a new approach to conducting homelessness outreach in the City of San Diego by addressing gaps in the existing system and deploying outreach resources in alignment with the goals of the Community Action Plan on Homelessness for the City. City-funded outreach activities, coordinated through a dedicated coordinator, provide the infrastructure necessary to direct rapid crisis response teams and to also support ongoing neighborhood-based outreach and case management.

FJV has more than 72 years of service, working alongside individuals and families to remove barriers, increase access, and create opportunities toward overcoming homelessness and poverty. As one of San Diego's largest residential homelessness service providers, FJV provided shelter and housing to approximately 3,400 people and provided services to nearly 12,000 San Diegans struggling with homelessness in 2021. FJV has a long history of providing a person-centered system of care. FJV's street-based outreach interventions are currently a component of its supportive services and Village Health Center (VHC). The Village Health Center's Street Health Program (SHP) focuses on providing street-based

healthcare and outreach to individuals struggling with homelessness. The SHP team provides primary healthcare services and outreach aimed at addressing acute physical health conditions and behavioral health concerns, such as mental health challenges and alcohol and substance use disorders. With the onset of the COVID-19 pandemic, the SHP team expanded its area of concern beyond downtown to include nearby neighborhoods, such as Hillcrest.

Program Design

Through the Program, PATH and FJV will provide care coordination, linkage to community resources, housing and health assessments, and basic needs support for up to 20 individuals experiencing homelessness at any given time in the City of San Diego. The program is anticipated to serve up to 50 individuals annually (up to 36 in its initial pro-rated term). Given the high intensity of direct service this population will need to be successful in ending their homelessness, a case management ratio of 1:5 will be used.

The individuals served through this project will be identified using a variety of means intended to identify and prioritize those in the greatest health crisis and with the highest barriers in engagement with existing resources, including the justice system and City and County crisis response systems that regularly engage with this population within the City to identify frequent users of crisis response services. The team will also utilize data from the Community Information Exchange and the Homeless Management Information System, looking at those who qualify for Permanent Supportive Housing but have struggled to use this intervention, as measured by repeated referrals and enrollments. The team will also work with the City's Coordinated Outreach Program through weekly case conferencing to identify persons that have been the most service hesitant. The team will work to establish rapport and will work first to stabilize both physical and behavioral health needs while working toward creating the trust needed to engage in a service plan. 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.

Program Components:

PATH will ensure the following Program Client services are provided under this Agreement:

- a. Housing First program with low barriers to entry and operations;
- b. PATH shall facilitate targeted and strategic outreach and engagement efforts with the goals of:
 - i. Determining diversion opportunities;
 - ii. Building relationships, trust, and rapport over time with individuals and families experiencing homelessness to expedite access to housing resources and supportive services;
 - iii. Making efforts to maintain contact with known individuals as frequently as possible to foster deeper engagement and linkage to community resources and longer-term and permanent housing options as frequently as possible;
 - iv. Addressing basic needs, including but not limited to, access to food, clothing, and safety;
 - v. Access to shelter, through participation in the Coordinated Shelter Intake process;
 - vi. Access to housing-focused street-based case management services, including but not limited to:
 1. Development of an individualized care plan consisting of emergency, permanent, or other longer-term housing options; self-sufficiency assistance; stabilization strategies; and Program Client goals and objectives;

2. Completion of intakes, screenings, assessments, and case conferencing or other integral components of the Coordinated Entry System (CES) as established by Regional Task Force on Homelessness (RTFH) community standards and policies;
 3. Coordination with and referrals to County, State, and Federal programs, as well as nonprofits and social services agencies, as appropriate;
 4. Assistance in locating safe and affordable permanent or other longer-term housing, including determining housing interventions and opportunities outside of CES;
 5. Assistance with housing applications and supportive/subsidized housing paperwork.
- vii. Providing access to medical care, transportation, mental health care, and substance abuse resources as quickly as possible, when appropriate; and
- viii. Maintaining documentation of outreach efforts and Program Clients' choice to accept or decline resource referrals/opportunities, in a form and format determined by the Housing Commission or as established by RTFH community standards and policies.

CONTRACT SELECTION PROCESS

On July 7, 2022, the Housing Commission issued a Request for Proposal (RFP), seeking to identify interested and qualified service providers within the City of San Diego.

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 730 notifications were sent through the PlanetBids system. Thirty prospective bidders downloaded the solicitation from the respective portals.

At the RFP closing on August 4, 2022, PATH was the sole respondent. A source selection committee evaluated and scored the response based on the following criteria: Service Model Description, Case Management, Care Coordination, Equity & Inclusion, Cost Proposal and Organizational Experience & Capacity. At the conclusion of the proposal evaluations, PATH 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 Multidisciplinary Outreach Program serves this purpose by connecting unsheltered individuals and families with shelter resources and supportive services. 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 income.

FISCAL CONSIDERATIONS

The City of San Diego has committed \$500,000 in General Funds for operations and start-up supplies in Fiscal Year 2023. The RTFH will provide the balance of funding (\$194,488) needed for the initial term in Fiscal Year 2023 using HHAP funding. Please note that this funding was not included in the Housing Commission's original approved Fiscal Year 2023 Budget and will increase budgeted sources and uses accordingly.

FUNDING SOURCE	FY 2023	FY 2024*	FY2025*
General Fund	\$500,000	TBD	TBD
RTFH HHAP	\$194,488	TBD	TBD
TOTAL	\$694,488	TBD	TBD

**Option years will be exercised contingent upon the appropriation of said funds by the City for that purpose.*

FUNDING BY USE	Initial Term (October 1 2022 - June 30 2023)
Operator Agreement (including one time start-up expenses)	\$ 632,013
SDHC ADMIN	\$62,475
TOTAL	\$694,488

EQUAL OPPORTUNITY CONTRACTING AND EQUITY ASSURANCE

PATH is a local nonprofit organization and is exempt from the requirement to submit a Workforce Report. The organization 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. The Housing Commission included a requirement in the RFP for prospective firms to include a description of their experience and commitment to equity. PATH demonstrates a commitment to this effort by continuing to use the Global Diversity, Equity & Inclusion Benchmarks (GDEIB) assessment checklist to assess current racial equity and inclusion (REI) efforts and ensure that REI policies, initiatives, and practices are intentionally imbedded in all that they do.

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 community stakeholders and PATH as the sub-recipient administering the program. The program is expected to have a positive impact on the community as it will provide services for up to 50 individuals experiencing unsheltered homelessness annually.

ENVIRONMENTAL REVIEW

These activities are exempt from the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15061(b)(3) (Common Sense) which states that CEQA applies only to projects that have the potential for causing a significant effect on the environment. The Common Sense Exemption is applicable where it can be seen with certainty that there is no possibility that the activity in question may have a significant effect on the environment. The activities would not, on their own accord, cause a significant effect on the environment. These activities are also exempt from the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15301 (Existing Facilities), which allows the

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Approval of the Contract between the San Diego Housing Commission and People Assisting the Homeless to operate the City of San Multidisciplinary Outreach Program

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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. The Multidisciplinary Outreach Program will operate using existing facilities. Processing under the National Environmental Policy Act is not required as no federal funds are involved in these activities.

Respectfully submitted,

Lisa Jones

Lisa Jones

Executive Vice President, Strategic Initiatives

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