



## EXECUTIVE SUMMARY

### HOUSING COMMISSION EXECUTIVE SUMMARY SHEET

MEETING DATE: March 17, 2023

HCR23-040

SUBJECT: Approval of the Contract between the San Diego Housing Commission and The San Diego LGBT Community Center to Operate the LGBTQ+ Affirming Shelter and Outreach Program for Transition-Age Youth

COUNCIL DISTRICT: Citywide

ORIGINATING DEPARTMENT: Homeless Housing Innovations Division

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

#### REQUESTED ACTION:

Authorize the San Diego Housing Commission to enter into an agreement with The San Diego LGBT Community Center (The Center) in the amount of \$704,190 (which includes \$325,000 for one-time startup costs) for an initial term of March 20, 2023, through June 30, 2023, with an annualized budget of \$1,646,801 with two one-year options for renewal to operate the LGBTQ+ Affirming Shelter and Outreach Program for transition-age youth experiencing homelessness. The shelter would be at a site(s) to be determined and as approved by the Housing Commission's President and Chief Executive Officer, or designee.

#### EXECUTIVE SUMMARY OF KEY FACTORS:

- The proposed LGBTQ+ Affirming Shelter and Outreach Program for Transition Age Youth (Program) supports the Community Action Plan on Homelessness for the City of San Diego, which identifies shelter interventions as critical entry points to the City's Crisis Response System.
- The San Diego LGBT Community Center (The Center) is working to secure a permanent site and has identified two potential interim locations to begin operations.
- The interim site(s) will provide up to 21 safe, low-barrier, non-congregate and congregate shelter beds for any transition-age youth (TAY) ages 18 to 24 experiencing unsheltered homelessness in the City of San Diego. In its full capacity, it is anticipated that the Program will provide shelter beds for up to 45 youth at any given time.
- The Program will operate 24 hours a day, seven days a week. Referrals into the Program will be facilitated through the Coordinated Shelter Intake Program, which the Housing Commission administers, as well as by dedicated program outreach staff.
- The Center is the lead applicant and is partnering with San Diego Youth Services and the YMCA of San Diego County.
- The Center was selected through a competitive Request for Qualifications procurement process.
- The Housing Commission is proposing to allocate \$774,609 in City of San Diego General funds for operations in Fiscal Year 2023. Funding for future years is contingent upon funds being made available for this purpose, with the funding source to be determined during the City's annual budgeting process.



## REPORT

**DATE ISSUED:** March 10, 2023

**REPORT NO:** HCR23-040

**ATTENTION:** Chair and Members of the San Diego Housing Commission  
For the Agenda of March 17, 2023

**SUBJECT:** Approval of the Contract between the San Diego Housing Commission and The San Diego LGBT Community Center to Operate the LGBTQ+ Affirming Shelter and Outreach Program for Transition-Age Youth

**COUNCIL DISTRICT:** Citywide

*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)(A)-(B).*

### **REQUESTED ACTION**

Authorize the San Diego Housing Commission to enter into an agreement with The San Diego LGBT Community Center (The Center) in the amount of \$704,190 (which includes \$325,000 for one-time startup costs) for an initial term of March 20, 2023, through June 30, 2023, with an annualized budget of \$1,646,801 with two one-year options for renewal to operate the LGBTQ+ Affirming Shelter and Outreach Program for transition-age youth experiencing homelessness. The shelter would be at a site(s) to be determined and as approved by the Housing Commission's President and Chief Executive Officer, or designee.

### **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 The San Diego LGBT Community Center (The Center) in the amount of \$704,190 which includes \$325,000 for one-time startup costs) for an initial term of March 20, 2023, through June 30, 2023, with an annualized budget of \$1,646,801 with two one-year options for renewal, contingent on funding being made available for that purpose, to operate the LGBTQ+ Affirming Shelter and Outreach Program at a to-be-determined existing facilities and as approved by the Housing Commission's President and Chief Executive Officer (President & CEO), or designee, for Transition-Age Youth (TAY) experiencing homelessness. Funding source for the initial term will be the City of San Diego General Fund.
- 2) Authorize the Housing Commission's 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

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for the proposed agreement, if necessary, without further action by the Housing Commission Board or the Housing Authority of the City of San Diego, but only if and to the extent that funds are determined to be available for such purposes.

## **SUMMARY**

The proposed actions referenced in this report will allow the Housing Commission to enter into an agreement with The Center in amounts referenced within this report to operate the LGBTQ+ Affirming Shelter and Outreach Program for TAY for the initial term of March 20, 2023, through June 30, 2023, with two one-year options for renewal, contingent on funding availability.

The proposed LGBTQ+ Affirming Shelter and Outreach Program for TAY (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 Center is working to secure a permanent site and has identified two potential interim locations to begin operations. The interim site(s) will provide up to 21 safe, low-barrier, non-congregate and congregate shelter beds for any TAY ages 18 to 24 experiencing unsheltered homelessness in the City of San Diego. In its full capacity, it is anticipated that the Program will provide shelter beds for up to 45 youth at any given time. The Program will operate 24 hours a day, seven days a week. Referrals into the Program will be facilitated through the Coordinated Shelter Intake Program, which the Housing Commission administers, as well as by dedicated program outreach staff.

The Center is the lead applicant and is partnering with San Diego Youth Services and the YMCA of San Diego County. This partnership will leverage existing resources and expertise along with specialized supportive services to provide safe and affirming emergency housing that will improve the economic, physical and emotional well-being of unhoused youth. The shelter will serve as a holistic, affirming, person-centered program that utilizes space where young people and their families will receive support, shelter, housing, services and resource navigation. Youth will be met with a dignified, relationally based environment intentionally designed to mitigate stressors and provide a supportive environment. The service model incorporates the principles of the region's Coordinated Community Plan to end youth homelessness and the evidence-based Housing Our Youth initiative, to ensure that instances of homelessness amongst transition age youth is rare, brief, and non-recurring.

The TAY LGBTQ+ Affirming Shelter Services will significantly enhance the continuum of services available to transition age youth experiencing homelessness through the provision of resources that assist client in quickly diverting from housing instability as well as connections to behavioral and mental health, sexual health and wellness, educational, employment, and entrepreneurship goals, and personalized care coordination to assist in meeting all other needs. Recent evidence indicates that up to 50% of adults experiencing chronic homelessness had their first homeless experience between the ages of 16 and 25 years old. up to 40% of youth experiencing homelessness identify as LGBTQ+ which

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experienced homelessness at twice the rate than their non-LGBTQ peers<sup>1</sup>This makes it imperative to establish emergency shelters and permanent housing opportunities that support and affirm transition age youth that identify as LGBTQ+ in a manner that employs evidence-based practices.~~[[OBJ]]~~.

The three partnering agencies will leverage their resources and services and their networks to meet the needs of youth and their families quickly. Services and supports include housing-focused case management; transportation assistance, employment support; as well as basic needs assistance such as food, hygiene, laundry and clothing. The Program will foster a culturally relevant and affirming environment that is readily accessible and equipped to meet client needs immediately and with sensitivity.

The Center will provide street outreach services for TAY ages 18 to 24 experiencing unsheltered homelessness in the City of San Diego. Street outreach services will build rapport with TAY experiencing unsheltered homelessness through repeated outreach interactions and will address basic needs such as referrals to any needed shelters; identify and facilitate diversion opportunities; provide referrals to medical care, transportation, mental health care and substance abuse treatment; provide housing-focused, street-based case management services, with a focus on fostering positive exits from homelessness. The Center will ensure that TAY experiencing unsheltered homelessness who are LGBTQ+ receive affirming, appropriate street outreach services that are tailored to their needs. The Center has operated a successful street outreach program focused on serving TAY and administered by the Housing Commission since Fiscal Year 2022. Incorporating these services into a larger agreement for a shelter and street outreach program will build on the success of the program and allow for cohesive and seamless services that can meet the needs of LGBTQ+ TAY experiencing unsheltered and sheltered homelessness.

### Operator Experience

The three organization that comprise the care collaborative and are responsible for the provision of services have extensive experience and training in conflict resolution techniques that are trauma informed and developmentally appropriate. Staff aim to manage conflict in a manner that achieves everyone's needs for security, validation, and respect. Training in problem-solving techniques, communication skills, and de-escalation is frequently provided to youth and is modeled by staff. All three organizations have demonstrated the ability and capacity to provide services to LGBTQ+ youth with cultural humility and competency as well as expertise in the provision of mental and behavioral health services. Each organization is also a participant in the San Diego Youth Homeless Consortium whose mission is to prevent and end youth homelessness in San Diego County by creating a multi-disciplinary, community-wide system, in alignment with San Diego's Coordinated Community Plan (CCP), to serve youth ages 24 and under.

### *The San Diego LGBTQ Community Center (The Center)*

The Center has focused on serving those most in need with particular emphasis on the San Diego LGBT community. The organization has served the San Diego region since 1972, providing clients an array of

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<sup>1</sup> Morton, M.H., Samuels, G.M., Dworsky, A., & Patel, S. (2018). *Missed Opportunities: LGBTQ youth homelessness in America*. Chicago, IL: Chapin Hall at the University of Chicago.

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services that promote health, wellness, advocacy and community empowerment. Over the organization 30 years, its portfolio of services has grown to include case management, housing navigation, food distribution, benefits enrollment, health plan enrollment, transportation assistance, mental health services, housing services and aftercare to LGBTQ individuals.

The Center is also an experienced operator of permanent housing programs to include the Sunburst Youth Housing Project, which provides 23 units for youth experiencing homelessness, North Park Senior Apartments, Karibu Permanent Supportive Housing Center, a Host Home Program and a Family Reunification Program.

In 2021, The Center provided more than 80,000 direct service visits to nearly 15,000 San Diegans, through its events, activities and advocacy. The Center recognized that individuals who are part of the lesbian, gay, bisexual, transgender, questioning (LGBTQ) community struggle with intersecting issues stemming from psychosocial health determinants such as housing instability or homelessness, unemployment or underemployment, food insecurity, incarceration, over-policing, and substance misuse.

#### The YMCA

Since 1970, the YMCA's Youth & Family Services (YFS) Division has worked to address San Diego's most pressing social issues, employing a Theory of Change model that serves as a foundation for the organization's service delivery practices. In Fiscal Year 2021-2022 the YMCA served 2,618 individuals with a specific emphasis on transition-age youth experiencing homelessness, those with experience in the child welfare or justice system, transition age youth that identify as black or indigenous persons of color as well as kinship caregivers and families in crisis. YFS also facilitated 2,676 referrals to an array of supportive services. YMCA currently operates a County-funded mental and behavioral health program for LGBTQ+ youth called Our Safe Place as well as multiple transitional housing programs that serve TAY clients experiencing homelessness who are pregnant or parenting or are former foster children with the goal of encouraging independent living skills, self-actualization and emotional wellness.

#### San Diego Youth Services

SDYS is a non-profit organization that has helped improve the lives of more than 770,000 homeless, run away, and other vulnerable youth. Founded in 1970, the organizations provide services to more than 20,000 youth on an annual basis through community and school-based locations throughout San Diego County. The organization's portfolio of services includes child sex trafficking awareness and recovery, foster care support, homeless housing and supportive services, workforce development, suicide prevention and intervention and adoption support. In fiscal year 2022, SDYS provided shelter and support for more than 1,600 youth experiencing homelessness including 107 unaccompanied minors experiencing homelessness or housing insecurity.

#### Program Design

Through the LGBTQ+ Affirming Shelter and Outreach Program for Transition-Age Youth, The Center and its partners will provide shelter, case management, and basic needs support for up to 45 persons at any given time experiencing homelessness in the City of San Diego.

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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 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 residential services and staffing;
  - ii. 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.

**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

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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. 36 potential bidders downloaded the solicitation.

At the RFQ closing on July 25, 2022, qualifications were received from 4 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: Respondents 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 Center's proposal demonstrated the strongest capacity along with its selected partners to meet the special needs of LGBTQ+ Transition-Age Youth.

### **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**

The Housing Commission is proposing to allocate \$704,190 in City of San Diego General funds for operations in Fiscal Year 2023.

<b>FUNDING SOURCE</b>	<b>FUNDING BY USE</b>	<b>FY 2023*</b>	<b>FY 2024**</b>	<b>FY 2025**</b>	<b>FY2026**</b>
General Fund	Start Up Expenses	\$325,000	0	0	0
General Fund	The Center Operating Contract	\$379,190	\$1,350,000	\$1,350,000	\$1,350,000
General Fund	SDHC Administrative Costs	\$70,419	\$150,000	\$150,000	\$150,000
HHAP	The Center Operating Contract (Shelter)	\$0	\$166,761	\$166,761	\$166,761
HHAP	The Center Operating Contract (Outreach)	\$0	\$130,040	\$130,040	\$130,040

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HHAP	SDHC Administrative Costs	\$0	\$14,840	\$14,840	\$14,840
<b>TOTAL</b>		<b>\$774,609</b>	<b>\$1,811,641</b>	<b>1,811,641</b>	<b>1,811,641</b>

*\*FY23 prorated term*

*\*\*Contingent upon funds available for this purpose, funding source will be determined during the City's annual budgeting process*

### **EQUAL OPPORTUNITY CONTRACTING AND EQUITY ASSURANCE**

The San Diego LGBT Community Center is a local nonprofit organization. As a nonprofit, the San Diego LGBT Community Center 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 San Diego LGBT Community Center follows an equity framework primarily focused on four interconnected factors: relationship/networks, systems of power, individual factors and physiological pathways, that contribute to equity and inequity. Its intersectional approach recognizes that staff carry social conditions from their multiple identities that often overlap and create compounding stressors, including social isolation. The Center is committed to advocating for strong leadership that addresses systematic inequities that impact its work and impact the lives of those they serve 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 of 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.

### **PREVIOUS COUNCIL and/or COMMITTEE ACTION**

On June 13, 2023, the City Council approved Resolution R-314153, approving the Fiscal Year 2023 Budget of the City of San Diego, which includes a one-time expenditure of \$1,500,000 for the LGBT youth services and shelter to the San Diego Housing Commission.

### **KEY STAKEHOLDERS and PROJECTED IMPACTS**

Stakeholders for this project include transition-age youth (18-24) experiencing homelessness in the City of San Diego and The San Diego LGBT Community Center 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 45 transition-age youth 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



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existing or former use. The LGBTQ+ Affirming Shelter and Outreach Program for TAY will utilize existing facilities and will not expand any existing facility's capacity or use. Processing under the National Environmental Policy Act is not required because no federal funds are involved in these activities.

Respectfully submitted,



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

Approved by,



Jeff Davis  
Interim President and 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](http://www.sdhc.org).