



EXECUTIVE SUMMARY

MEETING DATE: November 22, 2024

HCR24-082

SUBJECT: Approval of an Operating Agreement between the San Diego Housing Commission and the San Diego Rescue Mission (SDRM) to Operate the South County Lighthouse Shelter Program at 2400 Euclid Ave., National City, CA 91950

COUNCIL DISTRICT: Citywide

ORIGINATING DEPARTMENT: Homelessness Housing Innovations

CONTACT/PHONE NUMBER: Casey Snell, 619-578-7691

REQUESTED ACTION:

Approve the agreement with the San Diego Rescue Mission to operate a 37-bed, congregate shelter program for an initial seven-month term from December 1, 2024, through June 30, 2025, with four one-year options to renew.

EXECUTIVE SUMMARY OF KEY FACTORS:

- The San Diego Rescue Mission South County Lighthouse Interim Shelter program (Program) at 2400 Euclid Ave., National City, CA 91950, will provide a safe, low-barrier, congregate shelter for up to 37 persons who identify as male or non-binary/gender.
- The 37 beds are among 162 beds the San Diego Rescue Mission currently operates at a shelter in National City, serving men, women and families experiencing homelessness.
- Referrals into the Program will be facilitated through the Coordinated Shelter Intake Program, which the Housing Commission administers.
- 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 health care resources, individual therapy, life skills classes and assistance with applying for public benefits.
- The San Diego Rescue Mission operates emergency shelters, residential programs, children's resources center, hunger relief programs, community outreach, and rehabilitation services for all persons experiencing homelessness.
- The San Diego Rescue Mission has been operating the Lighthouse Shelter Program since June 19, 2024, in the National City neighborhood.
- On June 27, 2024, 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. The initial RFQ closed on July 25, 2024, It was reposted on August 2, 2024, and is open indefinitely.
- As of the date of this report, qualifications were received from 5 respondents. A source selection committee evaluated, scored and ranked the responses.
- Of the respondents deemed qualified, the San Diego Rescue Mission provided a site location and specific program for consideration. Based on their ability to secure and provide an available site location, along with meeting a known need for more shelter beds, this project was prioritized for implementation.
- The San Diego Housing Commission is proposing to allocate \$544,668 to this program for operations in Fiscal Year 2025. The funding source is anticipated to be City of San Diego General Funds.



REPORT

DATE ISSUED: November 15, 2024

REPORT NO: HCR24-082

ATTENTION: Chair and Members of the San Diego Housing Commission Board of Commissioners
For the Agenda of November 22, 2024

SUBJECT: Approval of an Operating Agreement between the San Diego Housing Commission and the San Diego Rescue Mission (SDRM) to Operate the South County Lighthouse Shelter Program at 2400 Euclid Ave., National City, CA 91950

COUNCIL DISTRICT: Citywide

REQUESTED ACTION:

Approve the agreement with the San Diego Rescue Mission to operate a 37-bed, congregate shelter program for an initial seven-month term from December 1, 2024, through June 30, 2025, with four one-year options to renew.

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 San Diego Rescue Mission to operate a 37-bed, congregate shelter program at the South County Lighthouse located at 2400 Euclid Ave., National City, CA 91950, for an initial seven-month term from December 1, 2024, through June 30, 2024, in the amount of \$544,668 with four one-year options to renew in the amount of \$933,717 per year. Funding in Fiscal Year 2025 is anticipated to be City General Funds.
- 2) Authorize the Housing Commission's President and Chief Executive Officer (President and 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, is submitted to each Housing Commissioner.
- 3) Authorize the Housing Commission's President and 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 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 Housing Commission has administered homelessness services contracts on behalf of the City based on a Memorandum of Understanding (Homeless Shelters and Services MOU) that first took effect on July

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1, 2010. As of July 1, 2023, several individual MOUs between the Housing Commission and the City for the operation and administration of homelessness services programs have been replaced with a Master Memorandum of Understanding (Master MOU), which consolidates the separate MOUs into one comprehensive document and streamlines the associated administrative processes. The Master MOU describes the responsibilities of both the City and Housing Commission related to the operation of the various homelessness shelters, services and programs and serves as an overarching agreement between the City and the Housing Commission to enter into program-specific agreements and administrative agreements. Execution of the Master MOU between the Housing Commission and the City for the oversight and administration of the City's homelessness services programs for an initial term of July 1, 2023, through June 30, 2024, with three one-year options to renew, was approved by the Housing Commission Board on June 15, 2023, and the Housing Authority and City Council on June 26, 2023 (City Council Resolution No. R-315018; Housing Authority Resolution No. HA-1987).

The City of San Diego (City), in collaboration with the Housing Commission, has developed a short-term action plan on homelessness informed by stakeholder feedback from persons with lived experience, living experience, frontline staff from shelters and outreach, and shelter operator leadership to address the projected loss of 614 shelter beds by December 31, 2024. A consistent theme in the feedback was the importance of offering options that include programs directed at special populations or persons with special needs and shelter that offered a variety of settings, including non-congregate. It was also noted that smaller programs are preferred across all stakeholder groups, and that co-located services are necessary.

The proposed action referenced in this report will allow the Housing Commission to enter into an agreement with the San Diego Rescue Mission in amounts referenced within this report to operate the South County Lighthouse Shelter Program for the initial operating term of December 1, 2024, to June 30, 2025, with four one-year options to renew, contingent on funding being allocated for this purpose during the City of San Diego's annual budgeting process.

The program will support the Community Action Plan on Homelessness for the City of San Diego (Action Plan). This comprehensive, 10-year plan builds on recent progress and lays out short-term achievable goals while serving as a guide for long-term success in addressing homelessness. According to the updated Action Plan released in fall 2023, the crisis response system estimates a need of 410-820 beds for unsheltered individuals in addition to any shelter replacement beds bought online to address closing of shelter programs.

PROGRAM OVERVIEW

The San Diego Rescue Mission South County Lighthouse Interim Shelter program (Program) at 2400 Euclid Ave., National City, CA 91950, will provide a safe, low-barrier, congregate shelter for up to 37 persons who identify as male or non-binary/gender. The Program provides stabilization and supportive services to connect individuals with 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 37 beds are among 162 beds the San Diego Rescue Mission currently operates at a shelter in National City, serving men, women and families experiencing homelessness. The Lighthouse Interim Shelter is open 365 days a year, offering a safe place to sleep, meals, clothing, access to showers, laundry, and wraparound services.

Referrals into the Program will be facilitated through the Coordinated Shelter Intake Program, which the Housing Commission administers. 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 health care resources, individual therapy, life skills classes and assistance with applying for public benefits. The Program will adhere to the Housing Commission's Universal Terms of Service, Termination, Suspension & Appeals for Shelter/Residential Programming – Policies & Procedures.

Program Services:

- a. A 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 assessments;
 - iii. Development of housing plans, including stabilization strategies and client housing goals and objectives;
 - iv. Coordination with and referrals to County of San Diego, State of California, 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 pursuant to the San Diego Continuum of Care community standards and policies;
 - vii. Assistance with housing applications and supportive and subsidized housing paperwork;
 - viii. Advocacy for clients with prospective landlords;
 - ix. A minimum of two meals per day
 - x. Showers, wash stations, restrooms, laundry facilities and/or laundry services, and storage for Program Clients' personal belongings;
 - xi. Routine operating and client supplies, including but not limited to hygiene products, basic first aid supplies, and cleaning supplies;
 - xii. Telephone access and message services;
 - xiii. Mail services.

Operator Experience

The San Diego Rescue Mission (Rescue Mission) has focused on serving San Diegans experiencing homelessness including men, women and families. Services in San Diego have been operational since 1955, providing shelter and other resources to address the homelessness crisis within the City. The Rescue Mission operates emergency shelters, residential programs, children's resources center, hunger relief programs, community outreach, and rehabilitation services for all persons experiencing homelessness. The Rescue Mission has been operating the Lighthouse Shelter Program since June 19, 2024, in the National City neighborhood. The shelter's purpose is to serve the individuals experiencing homelessness in the region.

The Rescue Mission model is focused on changing the state of homelessness within San Diego. They believe in a continuum of care approach in which services must be connected to a system of care with the goal of moving a person from homelessness into a thriving community. The Rescue Mission operates in a person-centered, trauma-informed and strength-based approach. The Rescue Mission's approach begins with strategic outreach, leveraging a relational model that exemplifies the San Diego Continuum of Care (CoC) Street Outreach Standards published by the Regional Task Force on Homelessness (RTFH). In

2020, the Little Italy Association contracted with the Rescue Mission to provide outreach services. The outreach staff demonstrated the power of doing street-based case management. The team participated in coordinated case conferencing held weekly with other City of San Diego outreach workers. Professional outreach services are also provided in Oceanside and will begin in October 2024 in the City of Vista.

The Rescue Mission also operates shower trailers through a model known as Hub Spots. This is a partnership with churches and other community partners who will host the shower trailer and provide a bridge for people experiencing homelessness to connect with homelessness services to include shelter placement. This is primarily volunteer driven, which enables the Rescue Mission to increase impact by providing more opportunities for people experiencing homelessness to get connected. The Rescue Mission operates two low-barrier shelters known as The Lighthouses in Oceanside and National City. The goal is to help people identify their next steps forward into housing and out of homelessness. The Rescue Mission has built two key elements within its approach: relationships and self-sufficiency. The Rescue Mission utilizes the standard self-sufficiency matrix to monitor progress with evaluations at regular intervals. As needs are identified, resources are aligned to help meet the individual where they are in their housing journey.

Contractor Selection Process

On June 27, 2024, 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. The RFQ was posted and made available for download on the PlanetBids website through the Housing Commission’s and the City of San Diego’s portals. More than 839 notifications were sent through the PlanetBids system. Thirty-two potential bidders downloaded the solicitation. The initial RFQ closed on July 25, 2024, It was reposted on August 2, 2024, and is open indefinitely.

As of the date of this report, qualifications were received from 5 respondents. A source selection committee evaluated, scored and ranked the responses based on the following criteria: Operator’s Profile, Capacity and Readiness, Service Delivery Model, and Equity & Inclusion. Respondents were determined to be qualified based on their response to the evaluation criteria outlined in the RFQ. Of the respondents deemed qualified, the Rescue Mission provided a site location and specific program for consideration. Based on the Rescue Mission’s ability to secure and provide an available site location, along with meeting a known need for more shelter beds, this project was prioritized for implementation.

FISCAL CONSIDERATIONS

The Housing Commission is proposing to allocate \$544,668 to this program for operations in Fiscal Year 2025. The funding source is anticipated to be City of San Diego General Funds.

FUNDING SOURCE	FUNDING BY USE	FY2025 (Seven Month Term)	FY2026-FY2029*
General Funds	Operator Agreement	\$544,668	\$933,717
General Funds	SDHC Administrative Costs	\$27,233	\$46,686
TOTAL		\$571,901	\$980,403

*Contingent upon funds being made available for this purpose during the City’s Annual Budgeting Process

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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. The Housing Commission is in the process of developing a new Strategic Plan.

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 program serves this purpose by providing 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.

EQUAL OPPORTUNITY CONTRACTING AND EQUITY ASSURANCE

The San Diego Rescue Mission is a local nonprofit organization. As a nonprofit, it is exempt from the requirement to submit a Workforce Report. The Rescue Mission is committed to diversity, equity and inclusion (DEI) for its clients, staff and colleagues. Its RFQ response includes specific examples of their commitment to DEI. .

AD HOC COMMITTEE ON HOMELESSNESS AMONG BLACK SAN DIEGANS ACTION PLAN

The Housing Commission supports and is committed to applying the action items identified in the regional Ad Hoc Committee on Homelessness Among Black San Diegans' (Ad Hoc Committee) Action Plan. The staff-recommended actions proposed for Housing Commission Board consideration in this report relate to Ad Hoc Committee Action Item No. 2, Inclusive Procurement.

PREVIOUS COUNCIL and/or COMMITTEE ACTION

The Housing Commission and the City consolidated and replaced five existing Memoranda of Understanding (MOUs) into a Master MOU for the administration of homelessness services programs, which the Housing Authority and City Council approved on June 26, 2023 (Housing Authority Resolution HA-1987 and City Council Resolution R-315018). The Master MOU will end on June 30, 2027, if all three option years are exercised.

The City's Homelessness Strategies and Solutions Department, in collaboration with the Housing Commission, developed a short-term action plan on homelessness to address the projected loss of 614 shelter beds by December 31, 2024. On October 1, 2024, the City Council approved the short-term plan, which set strategies to quickly add shelter beds to the homelessness response system (City Council Resolution R-315813).

KEY STAKEHOLDERS and PROJECTED IMPACTS

Stakeholders for this project include San Diegans experiencing homelessness and the San Diego Rescue Mission 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 37 male/non-binary persons experiencing unsheltered homelessness at any given time.

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

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owned by the local government for, or to provide financial assistance to, a homeless shelter constructed or allowed by this section. Additionally, these activities are categorically exempt from the requirements of the California Environmental Quality Act (CEQA) pursuant to title 14 of the California Code of Regulations (CCR) 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, and no exception to the exemption in Title 14 CCR section 15300.2 applies.

National Environmental Policy Act

National Environmental Policy Act (NEPA) review is not required because no federal funds are involved in these activities.

Respectfully submitted,

Casey Snell

Casey Snell
Senior Vice President, Homelessness Innovations
San Diego Housing Commission

Approved by,

Jeff Davis

Jeff Davis
Deputy Chief Executive Officer
San Diego Housing Commission

Hard copies are available for review during business hours at the information desk in the main lobby of the San Diego Housing Commission offices at 1122 Broadway, San Diego, CA 92101. Docket materials are also available in the "Governance & Legislative Affairs" section of the San Diego Housing Commission website at www.sdhc.org.