



REPORT NO. CCDC-11-13

DATE ISSUED: February 23, 2011

ATTENTION: Honorable Chair and Members of the Redevelopment Agency
Docket of March 1, 2011

ORIGINATING DEPT.: Centre City Development Corporation

SUBJECT: LeSar Development Consultants – Second Amendment to
Agreement – Homeless Consulting Services – Areawide

COUNCIL DISTRICT: 2

REFERENCE: None

STAFF CONTACT: Jeff Graham, Vice President, Redevelopment, 619-533-7181

REQUESTED ACTION: That the Redevelopment Agency of the City of San Diego (“Agency”) approves the Second Amendment to the Agreement with LeSar Development Consultants (LDC) for technical assistance to end homelessness downtown in an amount not to exceed \$229,750.

STAFF RECOMMENDATION: That the Agency approves the Second Amendment to the Agreement with LDC for technical assistance to end homelessness downtown in an amount not to exceed \$229,750.

SUMMARY: The Agency entered into an agreement and a first amendment to the agreement with LDC in July and October 2010, respectively, to provide technical assistance to end homelessness downtown. Under the agreement, LDC completed initial outreach to develop support to bring Common Ground, a nationally recognized non-profit organization, to San Diego to lead a Registry Week of downtown’s homeless population. The effort organized more than 250 volunteers, secured financial commitments for the costs associated with organizing and conducting the event, counted 1,040 homeless individuals and surveyed 740 participants resulting in the most in-depth interview of downtown’s homeless population in history. Vulnerability profiles were recorded, including photographs, providing service providers with the information necessary to locate, assess housing and service needs, and place the most vulnerable individuals into housing. Also accomplished was the establishment of goals for a pilot program and accompanying one-year work plan to house the 50 most vulnerable individuals; establishment of a leadership team and technical subcommittees to gain regional support for the Registry Week effort and educate members of the leadership team on the needs of downtown’s homeless; monitor best and new evolving practices across the country in order to bring those ideas and resources to San Diego; and development of a Five-Year Work Plan to end homelessness downtown.

The proposed second amendment to the agreement includes an expansion of the scope of services through September 30, 2011 and includes the collection of input and buy-in from partner agencies on the Five-Year Work Plan; commencement of implementation of the plan and coordinating the deployment of housing and services resources to the individuals identified during Registry Week, continued coordination and direction of the leadership team and technical advisory committees; coordination of data management with partner organizations; streamlining the transition into housing process; and coordination of communications and public outreach regarding the homeless solutions effort.

LDC was selected through a competitive Request for Qualifications (RFQ) process for technical advisory, financial and economic consulting services issued in January 2010. LDC was deemed to be highly and uniquely qualified to provide homeless technical advisory services to the Corporation and was the only respondent in the homeless advisory category of the RFQ.

A woman-owned business, LDC provides a full range of consulting services primarily to local government agencies involved in redevelopment, community development, affordable housing, and homelessness.

FISCAL CONSIDERATIONS: Funds in the amount of \$229,750 are available in the Fiscal Year 2011 Low/Mod Housing Fund.

ECONOMIC IMPACTS: None determined at this time.

CENTRE CITY DEVELOPMENT CORPORATION RECOMMENDATION: On January 26, 2011, the Centre City Development Corporation Board voted 6-0 to support the staff recommendation.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS: LDC and the Corporation have, through the efforts of the services provided under this agreement, engaged numerous community and faith-based organizations, service providers, public agencies, neighborhood groups, the business community and law enforcement including the Downtown San Diego Partnership, the San Diego Housing Commission, County of San Diego Health and Human Services Administration, the U.S. Department of Veterans Affairs and the United Way's Home Again program.

KEY STAKEHOLDERS AND PROJECT IMPACTS: The services to be provided by this proposed Second Amendment to the Agreement with LDC will benefit the downtown homeless population by providing the Corporation with a Five-Year Work Plan to end downtown homelessness, service providers by coordinating efforts to transition the most vulnerable homeless individuals and families into housing, and the downtown community by providing a safer and healthier environment in which to work and live.

BACKGROUND:

The homeless population in downtown and the entire San Diego region has been increasing, particularly in recent years due to the economic recession and high unemployment rate. The Corporation has elevated the addressing of downtown homelessness to one of its top priorities. An important step in developing solutions was the Corporation's initiation of holding a Registry Week event. During Registry Week, held in September 2010, volunteers counted 1,040 individuals living on the streets of downtown. In addition, the Corporation adopted new affordable housing policies in June 2009 which included the requirement of that least 15% of units in new affordable housing projects seeking Agency assistance from Centre City Project Low/Mod funds be permanent supportive units to house the homeless.

In order to fully understand the volume of homeless individuals and their specific needs for housing and services, the Corporation retained the technical advice and services of LDC to organize the Registry Week event and establish a leadership team and technical committees to create new partnerships with the regions agencies and service providers. The services provided by LDC advance the visions and goals of the Downtown Community Plan and the Objectives of the Centre City Redevelopment Project by:

- Minimizing impacts to surrounding land uses and downtown-at-large, while balancing provision of services to populations in need of assistance, thereby increasing the downtown residential population,
- Creating, maintaining and expanding housing options affordable to very-low income and special-needs groups,
- Encouraging location of human service facilities that provide assistance to people who are homeless or at risk of homelessness,
- Securing funding and locations for housing linked to supportive services for homeless and other special needs populations, and
- Addressing the need for housing for downtown's homeless population through development of permanent supportive housing and services for both families and individuals.

The following provides a summary of the financial status of the Agreement:

Original Agreement	July 2010	\$ 164,600
First Amendment	October 2010	70,400
Proposed Amendment		<u>\$ 229,750</u>
Total Contract		<u>\$464,750</u>

Firm Name: LeSar Development Consultants		
PRINCIPALS AND PRIMARY STAFF ASSIGNED TO CONTRACT	TITLE	PRIMARY CONTACTS
Jennifer LeSar Matthew Doherty	President Principal	Jennifer LeSar

EQUAL OPPORTUNITY –

Firm Name: LeSar Development Consultants		
SUBCONSULTING FIRMS	PRINCIPALS	FIRM CERTIFICATION
Atlantis Group, LLC	Marcela Escobar-Eck	OBE

DISCUSSION:

The Agency entered into an agreement and a first amendment to the agreement with LDC in July and October 2010, respectively, to provide technical assistance to end homelessness downtown. Under the agreement, LDC completed initial outreach to develop support to bring Common Ground, a nationally recognized non-profit organization to San Diego to lead a Registry Week of downtown's homeless population. The effort organized more than 250 volunteers, secured financial commitments for the costs associated with organizing and conducting the event, counted 1,040 homeless individuals and surveyed 738 participants resulting in the most in-depth interview of downtown's homeless population in history. Vulnerability profiles were recorded, including photographs, providing service providers with the information necessary to locate, assess housing and service needs, and place the most vulnerable individuals into housing. Also accomplished was the establishment of goals for a pilot program and accompanying one-year work plan to house the 50 most vulnerable individuals; establishment of a leadership team and technical subcommittees to gain regional support for the registry week effort and educate members of the leadership team on the needs of downtown's homeless; monitor best and new evolving practices across the country in order to bring those ideas and resources to San Diego; and development of a Five-Year Work Plan to end homelessness downtown.

The proposed second amendment to the agreement includes an expansion of the scope of services through September 30, 2011 and includes the collection of input and buy-in from partner agencies on the Five-Year Work Plan; commence implementation of the plan and coordinate the deployment of housing and services resources to the individuals identified during Registry Week, continued coordination and direction of the leadership team and technical advisory committees; coordination of data management with partner organizations; streamlining the transition to housing process; and coordination of communications and public outreach regarding the homeless solutions effort.

LDC will facilitate discussions between the Corporation and key partners involved in the Ending Homelessness in Downtown San Diego Campaign in 2011, including the San Diego Housing Commission and County of San Diego Health and Human Services Agency, to solicit input on the Strategies, Action Steps, and Tasks included within the Five-Year Work Plan. These discussions will result in the agreement of key partners to collaborate with the Corporation on the implementation of the Five-Year Work Plan and to partner further on the identification and commitment of necessary resources. Based upon that communication with partners, LDC will then prepare a final version of the Five-Year Work Plan for Corporation use, including preparation of the plan document for public distribution.

Following completion of the Work Plan, LDC will provide support to Corporation staff in initiating key Strategies, Action Steps, and Tasks contained within the Work Plan, including many relevant services and activities described elsewhere in this proposal. LDC services and activities may be revised based upon discussion with Corporation staff and the input and recommendations of partner agencies involved in the review of the Five-Year Work Plan.

A key priority for the Ending Homelessness in Downtown San Diego Campaign in 2011 is completing the enrollment of persons identified through the 2010 Registry Week with the 125 housing and services opportunities committed through Housing and Urban Development -- Veterans Administration Supportive Housing (HUD-VASH), County-funded mental health services, and San Diego Housing Commission (SDHC) sponsor-based subsidies. While transitioning responsibilities for these activities to SDHC staff, LDC will continue to fill temporary roles for managing the mobilization of these services and housing commitments, including the project management of inter-agency processes for: coordinating the identification of persons from the Vulnerability Index (VI) and facilitating linkages to, and coordination among, housing and services providers; and implementation of methodologies for tracking progress and reporting outcomes across programs and systems.

The Campaign's Leadership Team represents an unprecedented dedication and coordination of the efforts and expertise of community leaders to the cause of ending homelessness in downtown San Diego, and currently includes representation from public agencies, downtown business leaders, elected officials, the San Diego Police Department, hospitals and health clinics, affordable housing and supportive services experts, homelessness experts, and advocates for

veterans. In addition, the Campaign's Steering Committee represents new partnerships between the Corporation, the County of San Diego, the SDHC, and the U.S. Department of Veterans Affairs, whose resources are vital for creating the housing and services solutions necessary for ending homelessness downtown.

LDC will continue to coordinate and facilitate the activities of the Campaign Leadership Team and the Steering Committee, with monthly Leadership Team meetings expected to continue throughout the term of this scope of work. On a monthly basis, these activities will include:

- Gathering and analyzing local information, and researching best practices from other communities, to guide Leadership Team discussions and decisions.
- Planning, preparing, and distributing Meeting Agendas, Progress Reports, and other meeting materials.
- Staffing each Leadership Team meeting, facilitating discussions and presentations, and preparing minutes summarizing discussions and decisions reached at each meeting.
- Working with Steering Committee members to determine next steps and roles and responsibilities for implementing decisions reached at Leadership Team meetings.
- Recruiting and orienting new members to expand current representation on the Leadership Team.
- Responding to Leadership Team members requests for information and participation in meetings outside of the Leadership Team meetings.

To demonstrate the effectiveness of the Campaign's activities, it is essential that data management and analysis systems be implemented to document outcomes for the persons housed through the housing and services opportunities committed through HUD-VASH, County-funded mental health services, and SDHC sponsor-based subsidies, and to document the cost-effectiveness of these housing and services solutions. In addition, in order to fully understand the needs of downtown's homeless population, the information gathered through the 2010 Registry Week must be expanded to include information regarding the characteristics and services needs of persons in shelters and transitional housing programs downtown through the use of the VI survey tool and comparison with the data gathered during Registry Week. LDC will continue to advance plans and strategies with key Campaign partners to develop enhanced coordination and integration of data management and analysis activities through continued research regarding feasibility and costs associated with enhanced integration with the Regional Task Force on the Homeless' Homelessness Management Information System, in order to develop sustainable systems for tracking and reporting activities regarding the outcomes for persons housed through the 50 County FSP/SDHC Sponsor-Based Subsidy program slots and the 75 HUD-VASH program slots, and for documenting on-going progress toward ending downtown homelessness.

The Campaign's success in ending downtown homelessness will require sustaining on-going public attention to the issues and the Campaign can be expected to continue to generate significant media interest and additional sponsorships and donations. LDC will continue to coordinate communications and public relations activities to help advance the implementation of the Campaign's strategies, including preparation and distribution of at least six (6) editions of the *Ending Homelessness in Downtown San Diego* newsletter for Registry Week volunteers and other stakeholders. LDC will also work with Downtown Partnership staff to ensure updated content regarding efforts and activities is posted on the Corporation's website, the Clean and Safe Program web pages, and the Campaign's Facebook page. LDC will also manage responses to media inquiries and opportunities for press coverage for the Campaign. LDC will continue to coordinate communication with sponsors and individual donors in order to ensure the collection of pledged commitments, including pledged donations for Move-in Kits and any additional commitments made during the timeframe of this scope of work. For example, LDC may work with Campaign partners to secure additional funding commitments to support the costs associated with cost-benefit analysis activities.

And finally, LDC will engage in appropriate outreach and education efforts regarding the Campaign, regarding progress and outcomes in mobilizing the housing and services commitments for persons identified through the 2010 Registry Week, and regarding information and strategies generated through any additional surveying activities in 2011. Examples of such outreach and education efforts are expected to include: communication with homelessness services providers via the Regional Continuum of Care Council and United Way's Home Again initiative; participation in relevant meetings regarding new efforts that might shape or enhance the Campaign's strategies and/or the Corporation's implementation activities; and presentations to collaborative associations representing affordable housing and/or behavioral healthcare stakeholders.

Key Success To Date

The following is a summary of several key milestones achieved thus far, under LDC's scope of services, toward downtown homeless solutions:

- Launched Ending Homelessness in Downtown San Diego campaign
- Formed 40+ person Campaign Leadership Team
- Planned and coordinated Downtown Registry Week
- Secured housing and services commitments for 125 homeless individuals
- Managed housing and services efforts
- 262 individuals referred to service providers
- 31 individuals located into interim housing

- 6 individuals located into permanent housing
- Drafted CCDC Five-Year Workplan to End Downtown Homelessness
- Recruited key partners in Ending Homelessness campaign

PROJECT DESCRIPTION

The proposed second amendment to the agreement includes an expansion of the scope of services through September 30, 2011 and includes the collection of input and buy-in from partner agencies on the Five-Year Work Plan; begin implementation of the plan and coordinate the deployment of housing and services resources to the individuals identified during Registry Week, continued coordination and direction of the leadership team and technical advisory committees; coordination of data management with partner organizations; streamlining the transition into housing process; and coordination of communications and public outreach regarding the homeless solutions effort.

Environmental Impact – This activity is not a “project” for purposes of the California Environmental Quality Act (CEQA) because it does not fit within the definition of a “project” set forth in Public Resources Code Section 21065 or State CEQA Guidelines Section 15378. Thus, this activity is not subject to CEQA pursuant to State CEQA Guidelines Section 15060(c)(3).

CONCLUSION:

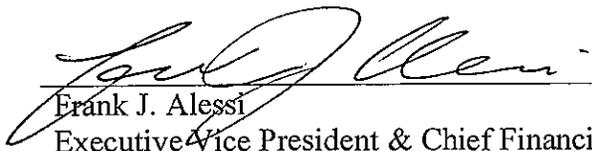
The services proposed in the second amendment to the agreement with LDC for homeless technical advising will further the Corporation’s goal in reducing and ultimately ending downtown homelessness. Neither the Corporation nor SDHC currently possess the resources or expertise on staff to advance and implement the transition of those individuals identified during Registry Week into necessary housing with services. It is the objective of this second amendment to the LDR agreement to transfer these housing and resource coordination efforts to the SDHC by September 30, 2011.

Respectfully submitted,

Concurred by:



Jeff Graham
Vice President, Redevelopment



Frank J. Alessi
Executive Vice President & Chief Financial Officer

Attachment: A – Proposed Scope of Work and Budget
B – Second Amendment to the Agreement w/LDC