



AGENDA REPORT

City Council

MEETING DATE: June 24, 2020

PREPARED BY: Jennifer Gates,
Principal Planner

DEPT. DIRECTOR: Lillian Dougherty

DEPARTMENT: Development Services
Department

**INTERIM CITY
MANAGER:** Jennifer Campbell

SUBJECT:

Reauthorization of the Opening Doors Program for FY 2020-21.

RECOMMENDED ACTION:

1. Review the fourth year (FY 2019-20) results to date of the Opening Doors Program; and
2. Authorize the City Manager to execute a Memorandum of Understanding (Attachment 1) with the Community Resource Center (CRC), in an amount no to exceed \$118,700, for implementation of the fifth year of the Opening Doors Program in the City of Encinitas in substantial form, as attached, subject to the review and approval of the City Attorney.

STRATEGIC PLAN:

This item is consistent with the Public Safety focus area of the strategic plan, specifically, creating a safe and secure environment for citizens and businesses throughout the City. The item also falls under the Community Planning focus area, to pursue a range of diverse housing opportunities.

FISCAL CONSIDERATIONS:

On June 24, 2020, the City of Encinitas City Council will consider the proposed Fiscal Year 2020-21 budget for approval. Included within that budget is funding for the Opening Doors Program: \$118,700 is appropriated in the General Fund for FY 2020-21. No additional funding is being requested.

BACKGROUND:

The *Opening Doors Initiative* was formerly known as the *25 Cities Initiative*. This initiative was launched in March 2014, through a partnership between the U.S. Department of Veterans Affairs (VA) and the Department of Housing and Urban Development (HUD). The *25 Cities* goal was to assist communities to end veteran and chronic homelessness and began its efforts in cities with high concentrations of homeless veterans, including the City of San Diego. This effort was expanded to include the entire San Diego region and has since expanded to include many homeless subpopulations.

On April 27, 2016, the Encinitas City Council approved \$107,905 for a one-year pilot project to implement the *Opening Doors Initiative* in Encinitas. The CRC and Interfaith Community

Services (ICS) jointly prepared a proposal and entered into a Memorandum of Understanding (MOU) to formalize their relationship. The funds were to be utilized to support a Housing Navigator position with CRC, set-aside technical assistance funds for ICS, and set-aside funds for landlord incentives and move-in costs for program participants.

On June 28, 2017, the City Council reviewed the results of the pilot year and authorized funding for a second year. A total of \$107,905 of general funds was awarded to CRC for continuation of the *Opening Doors* program for Fiscal Year 2017-18 (July 1, 2017 – June 30, 2018). The goals and deliverables remained mostly the same for the second year, although ICS was no longer providing technical assistance. The program was authorized by City Council for a third year on June 20, 2018 and a fourth year on June 19, 2019. In 2019, the program budget was increased to \$118,700. Results of the first three years and first three quarters of the fourth year are shown in Table 1.

TABLE 1 GOALS AND ACCOMPLISHMENTS												
Year	Assessments			Assignments			Matches			Placements		
	Goal	Actual	%	Goal	Actual	%	Goal	Actual	%	Goal	Actual	%
FY 2016-17 (Pilot Year)	80	135	169%	50	76	152%	100% of Veterans Households Matched to Housing Resources	39 (18 Veterans Assigned and Matched)	100%	25	32	128%
FY 2017-18 (Second Year)	50	75	150%	70	72	103%	70% of Households assigned to Housing Navigation	73	146%	32	48	150%
FY 2018-19 (Third Year)	50	13	26%	70	85	121%	70% of Households assigned to Housing Navigation	37	62%	32	34	106%
FY 2019-20 (Fourth Year – through 3rd quarter)	20 ¹	29	145%	70	42	60%	70% of Households assigned to Housing Navigation	34	117%	32	25	78%
(1) In early 2019, the Regional Taskforce on the Homeless changed the order of the regional approach to finding housing. The previous approach required full assessments prior to entering the Coordinated Entry System (CES) saturating the system making it difficult to identify individuals who are ready for services in CES. The new approach is to implement diversion strategies to offer other options to newly homeless before they enter any homeless system. This approach means that providers are completing fewer assessments for homeless individuals to focus on those ready for services and housing. In addition, clients have the option to decline the assessment and still engage in services.												

Each year an MOU was executed between the City of Encinitas and CRC to establish the deliverables and timeline for the project. Development Services Department staff monitors program implementation.

ANALYSIS:

The primary goal of the Opening Doors Program is to end homelessness in Encinitas. The project's measurable objectives are as follows:

- Complete in-depth standardized assessments of at least 50 Encinitas unsheltered homeless seeking housing;
- Assign at least 70 Encinitas homeless households seeking housing to the Housing Navigator;
- Match 70 percent of all Encinitas homeless households assigned to the Housing Navigator, seeking housing, to available housing resources;
- Place at least 32 Encinitas homeless households, interested in housing, into permanent housing; and,
- Refer at least 15 Encinitas homeless individuals who are identified as in crisis and needing clinical medical health attention and/or substance abuse treatment to the San Diego County Health and Human Services Social Worker.

Fourth Year: Accomplishments (end of third quarter - July 1, 2019 – March 31, 2020)

To date in FY 2019-20, CRC's Housing Navigator and Case Managers have worked with 94 new homeless households and continue to provide supportive services and case management to the 73 households assisted in previous years. Program accomplishments are summarized below and described in greater detail in the enclosed tables. Program accomplishments are described below and summarized in Attachment 2.

Assessments: To date in FY 2019-20, a total of 29 households were assessed. Households are assessed using the Vulnerability Index Service Prioritization Decision Assistance Tool (VISPDAT) which provides a score to indicate the level of housing resources needed. There are three categories in which a household can score with respect to the VISPDAT assessment, which are summarized as self-resolve with no intervention needed, in need of rapid rehousing (some short term rental assistance), and appropriate for Permanent Supportive Housing or Housing First programs (Supportive Housing or Section 8 Voucher, etc.). The majority of households assessed to date this fiscal year were in the rapid rehousing range.

Assignments: To date in FY 2019-20, a total of 42 households were assigned to Housing Navigation. Households are assigned to Housing Navigation if they are "housing ready."

Matches: To date in FY 2019-20, a total of 34 households were matched to housing resources.

Placements: To date in FY 2019-20, a total of 25 households were placed into permanent housing. Of the placed households, 12 percent were families, 28 percent were couples, and 60 percent were individuals. 76 percent of the placed households found housing in North County, of which 12 percent found housing in Encinitas. The attached tables provide greater details on placed households.

Referrals: To date in FY 2019-20, CRC has made seven referrals to mental health services.

Expenditures (end of third quarter - July 1, 2019 – March 31, 2020)

CRC was awarded a total of \$118,700 for FY 2019-20, and as of the third quarter (through March 31, 2019), a total of \$64,548 has been expended. Staff reviews quarterly reports and invoices to ensure that funds are expended on eligible activities and that goals are being met.

FY 2019-20 Opening Doors Mid-Year Expenditures			
Item	Budget	Expended	Remaining
Housing Navigator	\$13,590.00	\$13,590.00	\$0
Case Management Support	50,536.00	22,196.10	28,339.90
Data Entry & Monitoring	1,566.00	860.05	705.95
Payroll Taxes & Benefits	21,751.00	12,133.54	9,617.46
Travel	1,469.00	29.06	1439.94
Landlord Incentives & Move-in Support	18,000.00	9,549.00	8,451.00
Indirect/overhead Costs	10,788.00	5,861.50	4,926.50
Printing and Materials	1,000.00	329.17	670.83
TOTAL	\$118,700.00	\$64,548.42	\$54,151.58

Fifth Year Opening Doors (July 1, 2020 – June 30, 2021)

The primary objective for FY 2020-21 fifth year implementation of *Opening Doors* remains the same - to “end homelessness in Encinitas, assessing each homeless individual or family currently homeless in Encinitas, or with ties to Encinitas. They will be matched to housing resources with right-sized supportive services. CRC will serve all who are homeless in Encinitas, including individuals, families, seniors, veterans, and chronically homeless or other subpopulations.”

Goals

Table 3 shows the current year deliverables, year-to-date accomplishments, and the proposed deliverables for FY 2020-21.

TABLE 3 FY 2019-20 PROGRAM GOALS AND ACCOMPLISHMENTS AND PROPOSED FY 2020-21 GOALS			
	FY 2019-20 Goals	FY 2019-20 YTD Accomplishments	FY 2020-21 Anticipated
Completed Assessments	20	29	20
Housing Navigation Assignments	70	42	70
Matches to Available Housing Resources	70% of newly assessed households	34 (117%)	70% of newly assessed households
Housing Placements	32	25	32
Mental Health and/or Substance Abuse Referrals	15	7	15

In addition to the goals stated above, CRC will conduct follow-ups with households after placements at six- and twelve-month intervals.

Table 4 provides the budget for FY 2020-21.

TABLE 4 FY 2020-21 BUDGET	
Project Specialist - 0.25 FTE (1)	\$ 17,063
Case Management Support - 1.25 FTE (2)	64,557
Data Entry & Monitoring – 0.03 FTE (3)	1,750
<i>Total Personnel Expenses</i>	<i>\$ 83,370</i>
Travel (4)	\$ 1,440
Printing Materials and Supplies (5)	1,000
Housing Placement & Diversion Support (6)	22,100
Indirect/Overhead Costs (7)	<u>10,790</u>
TOTAL:	\$118,700
(1) Project Specialist, ACSW (2) Case management to support housing navigation and outreach efforts. (3) Data entry and monitoring (ETO and Reporting). (4) Travel for outreach efforts and meetings throughout San Diego County, reimbursed at federal rate of \$.58 per mile, 2,533 miles. (5) Printing costs for outreach materials (flyers, cards, etc.) (6) Represents Housing placement & homeless diversion costs, set aside for landlord incentive payments, if necessary, along with other move in support including: security deposits, utility deposits and transportation - these costs to be covered, only if other sources are not available. (7) Indirect/overhead costs represent occupancy costs (utilities, insurance, maintenance), IT costs	

District 76 Funds and Opening Doors

The District 76 Homeless Prevention and Intervention Funds (HPIF) were approved and included in the July 1, 2019-20 Governor’s Budget, “One million dollars to fund each Encinitas, Carlsbad, Oceanside, and Vista with \$250,000 each for homeless prevention and interventions services – in partnership with the Community Resource Center.” The one million dollars included in the 2019 State Budget is to expand and fill in gaps in homelessness intervention and prevention services. On May 20, 2020, the City Council authorized the City Manager to enter into and execute an Agreement with the State accepting the funds. The draft MOU for the *District 76 HPIF* is on the City Council Agenda for June 24, 2020. The scope of work for the homeless intervention services, identified as “Placement” in the draft MOU for the *District 76 HPIF*, is intended to be an expansion of the *Opening Doors* program and provides more flexible funding for housing placement and diversion support such as rental assistance, landlord incentives, and utility deposits. *Opening Doors* and the *District 76 HPIF* programs have a combined goal for 42 placements in permanent housing.

Homeless Action Plan

The City of Encinitas is currently developing a Homeless Action Plan. The progress to date of the plan will be presented to City Council on June 24, 2020. A list of draft strategies is included in the staff report presented to City Council for discussion and direction. One strategy is to “Expand Prevention resources and services, and pilot Diversion or Housing Problem Solving services and resources to stem the inflow of people into homelessness.” The proposed scope of work for the District 76 Funds includes the allocation of funds for staff and flexible funding for prevention services with a goal of serving 30 households. The scope of work also identifies a new Diversion program. The MOUs for the *District 76 HPIF* and *Opening Doors* include a clause on amendments allowing either party the option to amend. Once the Homeless Action Plan is approved, City staff will work with CRC to identify how one or both MOUs may need to be amended to meet the needs of the Encinitas homeless population.

Staff Recommendation

Staff recommends that the City Council approve the implementation of *Opening Doors* for FY 2020-21, and authorize the City Manager, or designee, to execute a Memorandum of Understanding (Attachment 1) with CRC, to outline the performance measures and formalize the timeline and reimbursement payment process.

ENVIRONMENTAL CONSIDERATIONS:

The action being considered by the City Council is exempt from the California Environmental Quality Act (CEQA) because it is not a “project” under Section 15378(b)(5) of CEQA Guidelines. The action involves an organizational or administrative activity of government that will not result in the direct or indirect physical change in the environment.

This item is not related to the Climate Action Plan.

ATTACHMENTS:

1. Draft Memorandum of Understanding between City of Encinitas and Community Resource Center *Opening Doors*
2. Fourth Year Accomplishments - (end of third quarter - July 1, 2019 – March 31, 2020)

MEMORANDUM OF UNDERSTANDING

FOR USE OF FY 2020-21 GENERAL FUNDS BETWEEN CITY OF ENCINITAS AND COMMUNITY RESOURCE CENTER

This Memorandum of Understanding (MOU) is entered into this ____ day of _____ 2020 between the City of Encinitas (COE) and the Community Resource Center (CRC) to continue the Opening Doors Program (Program) to make significant progress toward providing permanent housing to the unsheltered homeless households in the City of Encinitas.

CRC is the grantee administrator for the implementation of the Encinitas Opening Doors Program (*formerly known as the 25 Cities Initiative*), launched by the U.S. Department of Veterans Affairs, to assist communities with high concentrations of homeless veterans in intensifying and integrating their local efforts to end veteran homelessness. That effort has since expanded significantly to include many homeless subpopulations. For Year 5 of this program, COE is granting \$118,700 to CRC to provide a Project Specialist, Housing Case Managers, and other resources to link homeless households to available housing resources thereby facilitating the housing placement process. Additionally, the granted funds are to be used for outreach, landlord incentives and move-in support, housing diversion support for at-risk homeless households, program materials, and indirect costs.

This MOU establishes the working parameters for the Program activities to be accomplished with these funds. This general-funded activity has been incorporated into the City's annual budget, for a total allocation of \$118,700 over a one-year period.

IT IS AGREED AS FOLLOWS:

1. SCOPE OF WORK:

CRC will implement the Program described as follows, and in accordance with the Budget (Exhibit A).

CRC will report the outreach efforts regarding the Program, including encouraging landlord participation and interagency referrals with each quarterly report and progress made to date.

The priority objective is to end homelessness in Encinitas, assessing each homeless individual and family currently experiencing homelessness in Encinitas -or with ties to Encinitas. Homeless households will be matched to housing resources paired with right-sized supportive services. CRC will serve all who are homeless in Encinitas, including individuals, families, seniors, youth, veterans, chronically homeless, and other subpopulations. Measurable action items including the following:

1. **Provide** each participant household with Coordinated Entry System (CES) support. The components of this support include initial and/or on-going CES engagement, assessment and referrals to appropriate housing interventions. This support is

specifically tailored to each household and will be determined by previous CES engagement, available housing resources and interventions available interventions within the system and level of participant-desired engagement. CRC will report the number of initial and ongoing engagements, including 20 Vulnerability Index -Service Prioritization Decision Assistance Tool (VI-SPADAT) assessments, each quarter as well as the number of households who do not engage in CES either because they decline or self-resolve without CES intervention.

2. **Assign** approximately 70 Encinitas homeless households seeking housing to a Housing Case Manager. CRC will report the number of assignments completed in each quarterly report and progress to date. The report will specify how many assignments were completed for homeless individuals and families and will also report the following subpopulations: such as: veterans, seniors, youth, and those identified as chronically homeless. If the homeless household falls into multiple categories, it will only be reported into one category – as each of these subpopulations would be considered homeless, and will not be double counted. This report will specify the number of unduplicated and duplicated assignments completed.
3. **Match** 70 percent of Encinitas homeless households, assigned to a Housing Case Manager and seeking housing, to available housing resources CRC will report the number of matches completed in each quarterly report and progress to date. The report will specify how many matches were completed for homeless individuals and families which includes the following subpopulations: veterans, seniors, youth, and those identified as chronically homeless. If the homeless household falls into multiple categories, it will only be reported into one category and will not be double counted. This report will specify the number of unduplicated and duplicated matches completed.
4. **Place** at least 32 homeless households seeking housing into permanent housing, and a commitment to those who are identified as chronically homeless. CRC will report the number of placements completed in each quarterly report and progress to date. The report will specify how many placements were completed for homeless individuals and families, which will include the following subpopulations: veterans, families, seniors, youth, and those identified as chronically homeless. If the homeless household falls into multiple categories, it will only be reported into one category and will not be double counted.
5. **Refer** at least 15 individuals who are identified as in crisis and needing clinical mental health assessment and/or substance abuse treatment, to outside mental health providers or substance abuse treatment
6. CRC will provide follow-ups at 6-month program intervals and for the annual reporting with housing placements. This includes the written quarterly and annual update reports.

2. TIMELY COMPLETION AND EXPENDITURE:

1. Payment process for this project will be on a monthly reimbursement basis and based on

performance as measured by the quarterly reports. The payment and reporting process for this project will be consistent with that of contract for District Homeless Prevention and Intervention Fund program. Payments will be made monthly in arrears, upon COE receipt of the performance measure reports from CRC and the financial reporting as required.

2. Performance measure reports shall be provided within fifteen (15) calendar days of the end of the quarter. Performance measure reports should include summary narrative and reports on progress made in achieving the project goal and performance objectives described above in Scope of Work. Performance measure reports that are incomplete will be returned to CRC for correction and will delay the payment schedule accordingly. Upon request from the City, CRC shall provide reports showing the raw data that comprises the summary data shown in the quarterly reports. The following is a schedule of performance measure report due dates:

Table 1 – Milestones and Events

Milestone/Event	Due Date
Quarter 1 Performance Report	October 15, 2020
Quarter 2 Performance Report	January 15, 2021
Quarter 3 Performance Report	April 15, 2021
Quarter 4 Performance Report	July 15, 2021

3. TERM:

This MOU will commence on July 1, 2020, subsequent to execution by both parties and shall remain in effect until June 30, 2021 or until terminated by either party with a 30-day written notice, whichever is sooner.

4. HOLD HARMLESS:

To the greatest extent allowed by law, CRC shall defend and indemnify and hold City, its elected officials, officers, agents, employees, and representatives free and harmless from any and all claims, demands, negligence (including the active or passive negligence of City as allowed by law), causes of action, costs, expenses, liabilities, losses, damages or injuries, in law or equity, regardless of whether the allegations are false, fraudulent, or groundless, to property or persons, including wrongful death, to the extent arising out of or incident to any acts, omissions, negligence or willful misconduct of CRC, its officials, officers, employees, agents, CRC’s, subcontractors and contractors arising out of or in connection with the performance of the Scope of Work of this MOU, including without limitation the payment of all damages and attorney’s fees, fines, penalties and other related costs and expenses. The only limitations on this provision shall be those imposed by Civil Code section 2782 or other applicable provisions of law.

5. ASSIGNMENT OF CONTRACT:

CRC is without right to and shall not assign this MOU or any part thereof or any monies due hereunder without the prior written consent of the City.

6. INSURANCE:

CRC shall obtain, and during the term of this MOU shall maintain, insurance policies of general liability and automobile liability insurance from an insurance company authorized to be in and conduct business in the State of California. Each such policy shall be in an amount of not less than two million dollars (\$2,000,000) for each occurrence, and shall be endorsed with the following language:

A. The City and City’s officers, elected officials, employees, agents and volunteers are to be covered as additional insured by endorsement, using form ISO CG 20-10-10-01 and CG 20-37-10-01 or the exact equivalent with respect to liability arising out of the operations of CRC.

B. The insured waives all rights of subrogation against the City and City’s officers, officials, employees, agents and volunteers. Any policies of insurance maintained by CRC shall be primary and non-contributory to any insurance that may be carried by City.

C. Provide that the policy shall remain in full force during the full term of this MOU and shall not be canceled, voided, terminated, reduced, or allowed to expire without thirty (30) days’ prior written notice from the insurance company to City.

Before CRC shall employ any person or persons in the performance of the MOU, CRC shall procure a policy of statutory Workers' Compensation Insurance and Employer's Liability insurance for any and all persons employed directly or indirectly by CRC and shall be provided with limits not less than one million dollars (\$1,000,000). The insurer shall waive all rights of subrogation against the City for loss arising from work performed under this MOU

CRC shall provide certificates of insurance with original endorsements to City as evidence of the insurance coverage required herein. Certificates of such insurance shall be filed with the City on or before commencement of performance of this MOU. Current certification of insurance shall be kept on file with the City at all times during the term of this MOU.

7. AMENDMENTS TO MOU:

Either Party may propose amendments to this MOU by providing written notice of such amendments to the other party. This MOU may only be amended by a written amendment signed by all parties.

8. SEVERABILITY:

If any terms or provisions of this MOU or the application thereof to any person or circumstance shall, to any extent, be held invalid or unenforceable, the remainder of this MOU, or the application of such term and provision to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected thereby and every other term and provision of this MOU shall be valid and enforced to the maximum extent permitted by law.

9. CONFIDENTIALITY:

The parties agree to maintain the confidentiality of any information from CRC records that CRC, its clients, employees or agents may have in the context of providing services under this MOU that is privileged or confidential under all applicable Federal, State, County, and local laws, rules and regulations, current and hereinafter enacted.

IN WITNESS WHEREOF, this Memorandum of Understanding is hereby executed.

<p>City of Encinitas</p> <p>Date: _____</p> <p>By: _____</p> <p>Jennifer Campbell Interim City Manager</p>
--

<p>Community Resource Center</p> <p>Date: _____</p> <p>By: _____</p> <p>John Van Cleef Executive Director</p>

APPROVED AS TO FORM:

Leslie Devaney, City Attorney

Date

Exhibit A · Opening Doors - Year 5 Budget

Personnel

Housing Navigation and Outreach

Project Specialist (1)	0.25 FTE	\$	17,063
Case Management Support (2)	1.25 FTE	\$	64,557
Data entry and monitoring (3)	0.03 FTE	\$	1,750
	Personnel Total	\$	83,370

Project

Travel (4)		\$	1,440
Printing and materials (5)		\$	1,000
Housing Placement & Diversion Support (6)		\$	22,100
	Project Subtotal	\$	107,910

Indirect/overhead costs (7)	10%	\$	10,790
Total Project Budget		\$	118,700

Footnotes:

(1) Project Specialist, ACSW

(2) Case management to support housing navigation and outreach efforts.

(3) Data entry and monitoring (ETO and Reporting)

(4) Travel for outreach efforts and meetings throughout San Diego County, reimbursed at federal rate of \$.58 per mile, 2,533 miles.

(5) Printing costs for outreach materials (flyers, cards, etc.)

(6) Represents Housing placement & homeless diversion costs, set aside for landlord incentive payments, if necessary, along with other move in support including: security deposits, utility deposits and transportation - these costs to be covered, only if other sources are not available.

(7) Indirect/overhead costs represent occupancy costs (utilities, insurance, maintenance), IT costs

OPENING DOORS ENCINITAS
FY 2019-20 1st-3rd QUARTER ACCOMPLISHMENT TABLES

Goals		Q1	Q2	Q3	Q4	Total	%
Assessments Completed	20	15	9	5		29	145%
Assignments to Housing Navigation	70	8	16	18		42	60%
Matches to Housing Resources	70% Assigned	8	16	10		34	117%
Permanent Housing Placements	32	7	8	10		25	78%
Mental Health Referrals	15	3	2	2		7	47%
Households Placed – Housing Type						Total	%
		Q1	Q2	Q3	Q4		
Room/Shared Housing		4	3	6		13	52%
Apartment/Studio		3	5	4		12	48%
House		0	0	0		0	0%
Total		7	8	10	0	25	100%
Households Placed – Household Age						Total	%
		Q1	Q2	Q3	Q4		
Youth (18-24)		0	0	0		0	0%
Adult		7	8	10		25	100%
Senior		0	0	0		0	0%
Total		7	8	10	0	25	100%
Households Placed – Household Type						Total	%
		Q1	Q2	Q3	Q4		
Single		5	3	7		15	60%
Couple		1	1	1		3	12%
Family		1	4	2		7	28%
Total		7	8	10	0	25	100%
Households Placed - Location						Total	%
		Q1	Q2	Q3	Q4		
Carlsbad		1		1		2	8%
Encinitas		1		2		3	12%
Oceanside		1	2	1		4	16%
Outside SD County		1	1			2	8%
San Diego			1	3		4	16%
San Marcos		1	1			2	8%
Vista		2	1	1		4	16%
El Cajon						0	0%
Fallbrook			1			1	4%
Rancho Santa Fe				1		1	4%
Escondido			1	1		2	8%
Total		7	8	10	0	25	100%