



DATE: April 7, 2021

TO: Honorable Mayor and City Councilmembers

FROM: Neighborhood Services Department

SUBJECT: **APPROVAL AND APPROPRIATION OF BUDGET FOR MOTEL AND SERVICE AGREEMENTS FOR THE IMPLEMENTATION OF AN EMERGENCY MOTEL VOUCHER PROGRAM**

**SYNOPSIS**

Staff recommends that the City Council authorize the City Manager to approve the necessary Professional Service Agreements with one or more motel operators for the provision of motel rooms for homeless residents needing temporary shelter; authorize the City Manager to approve the necessary Professional Services Agreement with McAlister Institute in an amount not to exceed \$95,000 for motel and housing supportive services; appropriate \$602,630 from the General Fund Assigned Infrastructure reserve balance; and authorize the City Manager to execute the associated agreements upon receipt of all supporting documents.

**BACKGROUND**

In March 2020 the City of Oceanside declared an emergency in response to the COVID-19 Pandemic. During that same time, the Regional Task Force on the Homeless notified City staff of the ability to repurpose HEAP funds for any needed COVID-19 modifications for at-risk populations. Staff reallocated funds to reserve 15 motel rooms and moved Bridge Housing residents from a congregate housing setting to the motel rooms, in order to provide a non-congregate setting. Staff worked with a provider to continue supportive services onsite to residents experiencing homelessness at the non-congregate shelter setting.

The City of Oceanside received CDBG-CV funding in May 2020. The City Council approved \$350,000 for the purchase of Hotel/Motel Vouchers in Response to COVID-19. A portion of this funding was used to support the continuation of motel rooms as a non-congregate alternative for Bridge Housing Program recipients through December 2020. Through this program, 69 homeless residents were provided with supportive services and received shelter. Ultimately, 70 percent of the residents served were successfully placed into permanent housing. Additionally, funds were provided to Operation HOPE of Vista to provide sheltering to women with children.

In February 2021, an organized homeless encampment popped up with tents on South Oceanside Boulevard. The camp grew significantly in short time, creating a public safety concern and prompting complaints from local businesses. Additional camps have occurred in other locations as well.

On February 24, 2021, an agenda item was placed on the agenda by Councilmembers Rodriguez and Jensen to discuss the growing homeless crisis and direction was provided to staff to take emergency action to bring relief to impacted communities.

## **ANALYSIS**

The objective of this program is to provide temporary emergency lodging that is housing focused for the unsheltered homeless in the City of Oceanside through the referral of the Oceanside Homeless Outreach Team (HOT) and McAlister Institute. The homeless individuals/households wishing to accept shelter will be placed in temporary lodging at a local hotel or motel and paired with appropriate supportive services through contractual services provided by McAlister Institute Scope of Work - Attachment A. The supportive services are intended to assist individuals and families with the necessary tools and resources while sheltered in a safe and secure environment for a short period of time. It is anticipated that the program will have an average motel stay of 21 days per individual or family.

The motel voucher program will offer non-congregate sheltering for those who require case management and cannot be accommodated at our Oceanside Bridge Apartments. Coordination will be initiated by the HOT to place individuals into the motel. Further coordination will be made between McAlister Institute as the service provider, HOT as assisting street outreach, and the Housing Authority for transition toward permanent housing solutions or bridge housing. Ultimately, it is the goal to assist Oceanside residents who are experiencing homelessness with case management, and supportive services linking them to permanent and supportive services.

Clients will be pre-screened by McAlister; individuals will have an opportunity to describe their needs and barriers to housing. McAlister will review eligibility criteria, and will provide an overview of the motel program structure to the participating individuals. The program will offer daily check-ins, monitor room cleanliness, personal hygiene and health of participants and provide extra cleaning supplies as necessary. The onsite staff will also monitor client behaviors and enforce program rules, and will work with HOT and overnight security as necessary to support the individual in success. However, failure of an individual to work within the rules or certain behaviors may require an exit of the program. The onsite staff will provide housing navigation services and work with the client and Housing Authority social workers to execute a long-term housing plan. Individuals not putting forth effort toward a permanent housing plan will also be exited from the program.

Housing staff will coordinate meal deliveries to the motel through local restaurants and grocery delis suitable to the dietary needs of individuals in the program. Staff has

arranged for overnight security to be provided by Rancho Santa Fe Security through the duration of the program from 8:00 pm to 12:00 pm, daily.

The motel contract will be paid on a 10-room block basis; because the motel will reserve the rooms specifically for this program, the rooms must be paid for regardless of occupancy. One room into a 10-block will trigger payment of the full block of rooms. Additionally, the six-month contract between the City and the motel for a special program will exempt the motel from paying transient occupancy tax (TOT) on the room charges.

**FISCAL IMPACT**

The total cost of the program for six months is \$632,630 assuming full capacity through the duration of agreement. The costs shown below will be charged and appropriated to the respective accounts:

		<b>Account</b>
Motel Agreement(s)	\$213,000	170230101.5305
Motel Agreement (HEAP)	\$ 30,000	836160120272.5305
Service Provider	\$ 95,000	170230101.5305
Security	\$ 93,184	170230101.5305
Food Service	\$ 87,360	170230101.5355
Additional Cleaning Services	\$ 46,000	170230101.5305
OPD and HA Staff Time	\$ 63,086	170230101.5105
Materials and Supplies	\$ 5,000	170230101.5355
<b>Total Program</b>	<b>\$632,630</b>	

Funding sources available to fund the program are shown below:

Funding Source	Account	Amount
HEAP Grant	836160120272	\$30,000
General Fund Assigned Infrastructure	101.3020.0054	\$602,630
<b>Total</b>		<b>\$632,630</b>

If the American Rescue Act funds can be used for this program, the General Fund Assigned Infrastructure Account will be reimbursed with these funds. If not, staff will submit eligible expenses to FEMA for reimbursement of funds spent to respond to the COVID-19 pandemic.

**INSURANCE REQUIREMENTS**

The City's standard insurance requirement will be met.

**COMMISSION OR COMMITTEE REPORTS**

Does not apply

**CITY ATTORNEY ANALYSIS**

The referenced documents have been reviewed by the City Attorney and approved as to form.

**RECOMMENDATION**

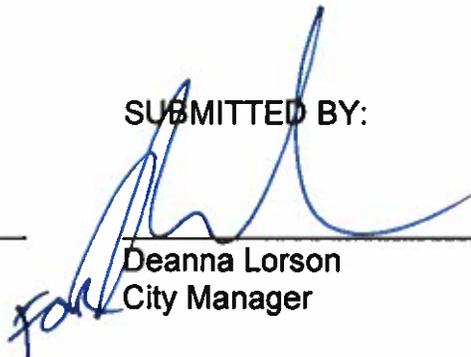
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PREPARED BY:



Salvador Roman  
Management Analyst

SUBMITTED BY:



Deanna Lorson  
City Manager

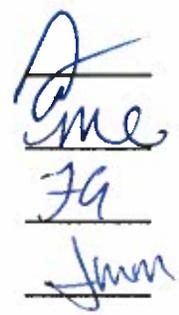
REVIEWED BY:

Michael Gossman, Assistant City Manager

Megan Crooks, Interim Neighborhood Services Director

Fred Armijo, Police Chief

Jane M. McPherson, Financial Services Director



ATTACHMENTS:

McAlister Institute Scope of Work

### **Scope of Work**

The priority objective is to provide supportive services for individuals placed in temporary emergency lodging as a result of the COVID-19 pandemic for the unsheltered homeless in the City of Oceanside, assessing each individual's and/or household's personal circumstances. Homeless individuals/households will be placed in temporary lodging at a local hotel or motel by authorized representatives of the City of Oceanside (CITY) and paired with appropriate supportive services.

Under this Professional Services Agreement, McAlister Institute (CONSULTANT) is being subcontracted to provide supportive services for the unsheltered homeless in Oceanside, including individuals, families, seniors, youth, veterans, chronically homeless, and other subpopulations; accepted into the Emergency Shelter operated by the City of Oceanside. The program will serve up to 30 rooms dependent upon the caseload capacity of CONSULTANT.

**Staffing:** CONSULTANT will provide appropriate staffing to support the project. Duties include but are not limited to:

- Case Manager(s) will complete pre-screenings, intakes, and orientation; support individuals' housing plans; and assist with referrals and linkage to resources to overcome barriers to permanent housing.
- Resident Coordinator(s) will maintain open lines of communication with Motel staff, security, McAlister staff, HOT, and OHA; distribute supplies for basic needs; assist with orientation; conduct initial and exit inspections; coordinate with social workers to address any behavioral issues; ensure all COVID protocols are followed; and address any medical needs and/or issues as needed.

**Referrals:** Referrals will come from the following:

- Oceanside Housing Authority (OHA)
- Oceanside HOT
- McAlister – Oceanside Sobering Services Center

**Eligibility:** Eligible clients must meet the definition of homelessness and will be open to identifying a housing plan. Priority will be given to (1) individuals over 65 years of age, (2) individuals at risk due to underlying health conditions, (3) individuals with a permanent disability, and (4) families.

**Initial Screening Process and Referral (OHA):** OHA and Oceanside HOT will screen individuals and place appropriate referrals in a hotel/motel room. Individuals referred outside of this process will be screened by McAlister, during which time the client will have an opportunity to describe their needs and barriers to housing. McAlister will then: A) review eligibility criteria, B) provide an overview of the program structure, and C) submit the referral to OHA for final approval.

**Orientation Process:** Following appropriate screening and referral, McAlister will meet the client at the motel to assist with check-in and complete the Orientation/Intake process and paperwork. This includes reviewing the program rules, linking individuals to the onsite Resident Coordinator(s) for supportive services, and scheduling weekly case management and check-in

times. McAlister will work with the CITY to ensure access to cleaning products, laundry coins, and supplies on a weekly basis. If an ongoing health concern exists, this process will be adjusted to minimize in-person contact.

Clients must arrive by 4 pm to ensure that orientation and check-in can be completed the same day. Late referrals will have a full intake completed within 24 business hours.

**Case Manager(s) Duties:**

- Ensure proper Housing Authority Paperwork has been completed.
- Maintain a daily roster.
- Do check-ins and case management with the residents two times per week at the motel project to ensure they have their essentials and assist in identifying barriers to permanent housing to be addressed in their Housing Plan.
- Work collaboratively with OHA Housing Authority Social Workers if client is eligible for Section 8 voucher to gather all appropriate paperwork (i.e. ID, SS card, etc.), ensure that client is keeping all housing appointments, and support the client's successful completion of their housing plan.
- Collaborate with the Resident Coordinator(s) and CITY to ensure that the client's needs, requests, and behaviors are addressed.
- Monitor pass downs and work with onsite social workers to write behavioral contracts or commitments to change when a client is violating program rules.
- Work with the Resident Coordinator to exit a client when necessary, ensuring that the City is notified and the incident report has been written.

**Resident Coordinator(s) Duties:**

- Maintain daily contact with Motel staff, on-site security, McAlister and OHA staff.
- Do daily check-ins two times a day, monitor cleanliness of rooms, and provide extra cleaning supplies as necessary.
- Dispense basic needs supplies when needed.
- Assist with orientation.
- Conduct initial and exit inspections.
- Address any non-emergency medical needs and/or issues or call 911 when appropriate.
- Monitor client behaviors.
- Write daily pass down.
- Enforce program rules on-site and work with Case Manager to exit clients as needed.

**Data and Documentation:**

- CONSULTANT will work with CITY to enter program enrollment, certifications, and exits into HMIS, Clarity.
- Paper files will be maintained by the Case Manager for all cases.
- Monthly reports will be submitted to identified Housing staff for tracking purposes.

**Billing Arrangements**

- McAlister will submit monthly invoicing to the City of Oceanside Neighborhood Services Department: Housing Authority by the 10th of the following month
- All invoices will have copies of supporting documents and expenses to include but not limited to payroll, timesheets, cell phone bills, etc.
- The City of Oceanside agrees to pay within 10 business days. Invoices may be sent via email to [sroman@oceansideca.org](mailto:sroman@oceansideca.org).