

**City of San Bernardino**  
**Finance Department, Purchasing Division**  
**JUSTIFICATION OF SINGLE/SOLE SOURCE REQUEST**

**ITEM Description:** Rapid Rehousing Program

**DATE:** 1/15/2025

**Select Source:**

☐ Sole Source: Item is manufactured and/or only distributed by one vendor.

☒ Single Source: Item is available from several vendors, but item is the only one that will work.

**Please answer all questions in detail, in order to prevent delays in the evaluation. Please do not provide one sentence answers. If any additional pages are needed to answer all questions, please attached all pages to this document.**

**1. Why is the acquisition restricted to this good/service/supplier? (Explain why the acquisition cannot be competitively bid). Please enter answer below:**

The City recently had a Preliminary Injunction lifted, which previously prevented it from conducting homeless encampment clean-ups. As part of the Agreement lifting the injunction, the City committed to securing non-congregate accommodations for unhoused individuals whenever possible and investing \$600,000 into new homeless programs over two years. The City's Motel Voucher Program, developed to address the shortage of available shelter beds, has experienced a significant increase in participants since the resumption of encampment clean-ups. To maintain motel bed availability and comply with the Agreement, the City must quickly establish a program that helps to transition individuals into permanent housing.

Releasing a Request for Proposal (RFP) to identify a provider for Rapid Rehousing (RRH) would require approximately three months to complete the procurement and selection process. This delay would severely hinder the City's ability to transition unhoused individuals from the streets or motels to permanent housing, potentially forcing Motel Voucher Program participants to return to homelessness without a clear pathway to stability. This setback would critically undermine the City's ability to fulfill its obligations under the Agreement and meet its commitments to address homelessness, an effort closely monitored by the ACLU. Immediate action is essential to prevent these adverse outcomes and uphold the City's responsibilities.

Considering the urgent need to address homelessness and the City's reaffirmation of the Homelessness State of Emergency on September 4, 2024, the City has determined that directly awarding funds to the Salvation Army for a Rapid Rehousing (RRH) program is imperative. The Salvation Army, as the City's primary homeless outreach provider, has extensive expertise in RRH and is uniquely positioned to quickly transition individuals, including Motel Voucher Program participants, into permanent housing. With motel availability severely limited and Phase I of the City's low-barrier navigation center still months to a year from completion, the situation demands immediate action. Awarding RRH funds to the Salvation Army ensures uninterrupted, effective service delivery and expedites permanent housing solutions. This

approach aligns with the City's commitments and addresses the critical, time-sensitive needs of the unhoused population.

**2. Describe the uniqueness of the purchase (why was the good/service/supplier chosen?) Please enter the answer below:** The Salvation Army has experience providing RRH for multiple cities, including San Diego, Moreno Valley, and Redlands. The Salvation Army was chosen due to its unique position as the City's sole homeless outreach provider with established expertise in Rapid Rehousing (RRH). Their existing outreach efforts and familiarity with the unhoused population, including individuals utilizing the City's Motel Voucher Program, make them uniquely qualified to provide these services effectively. Additionally, their demonstrated success in transitioning individuals from homelessness into stable, permanent housing aligns with the City's urgent need to maximize the availability of motel rooms while awaiting the completion of the low-barrier navigation center. This combination of experience, capacity, and alignment with the City's objectives made the Salvation Army the most suitable provider for this initiative.

**3. What are the consequences of not purchasing the good/service or contracting with the proposed supplier?** Failing to contract with the Salvation Army for Rapid Rehousing (RRH) services would significantly impede the City's ability to address homelessness effectively and in a timely manner. The Salvation Army has already established a strong rapport with the City's unhoused community, making them uniquely positioned to ensure continuity of care and provide a seamless pathway from homelessness to housing. Their established connections to community resources, familiarity with City protocols, and integration with the County's Coordinated Entry System would enable efficient service delivery.

Without the Salvation Army's expertise and established framework, individuals in the Motel Voucher Program would remain housed in motels for extended periods, limiting room availability for new participants and exacerbating the current homelessness crisis. The issuance of a Request for Proposal (RFP) would delay the implementation of critical services, prolonging the homelessness cycle and increasing strain on limited City resources.

Furthermore, the absence of a coordinated approach could result in inefficiencies, missed opportunities to leverage existing relationships, and failure to connect individuals to permanent housing solutions during this critical period. Delays in addressing homelessness would also hinder the City's ability to fulfill its commitments under the Agreement and adequately prepare for the eventual completion of the low-barrier navigation center.

By contracting with the Salvation Army, the City can ensure timely and effective service delivery, reducing the burden on temporary programs and expediting transitions to stable housing for the unhoused population.

**4. What market research was conducted to substantiate the single source, including evaluation of other items considered?**

**a. (Please provide a narrative of your efforts to identify other similar or appropriate goods/services, including a summary of how the department concluded that such alternative are either inappropriate or unavailable. The names, addresses and phone numbers of suppliers contacted and the reasons for not considering them must be included or an explanation of why the survey or effort to identify other goods/services was not performed.)**

Research was conducted to evaluate potential providers capable of delivering homeless outreach and Rapid Rehousing (RRH) services in alignment with the City's protocols and urgent needs. The evaluation revealed that The Salvation Army, which is already a city contracted vendor providing homeless outreach has the requisite expertise, established outreach network, and familiarity with the City's unhoused population and operational procedures. The Salvation Army is currently providing rapid rehousing for the City of Redlands and has placed nearly 200 people into housing over the past year.

Alternative providers were considered, including other regional nonprofits and housing organizations; however, they lacked either the local presence, established rapport with the unhoused population, or the capacity to meet the City's immediate needs. For example:

- Mercy House – This provider specializes in general housing assistance but does not have the infrastructure or local knowledge to perform direct outreach or handle RRH at the required scale. While experienced in housing programs, this organization operates in adjacent jurisdictions and lacks familiarity with the City's specific protocols and target population.
- Lutheran Social Services-This provider only assists the male demographic. Operation Grace-This provider only works with families who have young children.

There were other organizations that staff reached out to that have experience with rapid rehousing, but there was no interest to expand operations at this time. Given the urgent need to address homelessness efficiently and the Salvation Army's unique position as the sole provider equipped to meet these needs, the department determined that no viable alternatives exist. This conclusion ensures continuity of service and alignment with the City's strategic objectives to transition unhoused individuals into permanent housing.

5. **How was the price offered determined to be fair and reasonable? Explain what the basis was for comparison and include cost analyses as applicable. (I.E. Compared to vendor's previous or current offer to the city or to another agency/company – or any other method of comparison that will substantiate fair and reasonable pricing in the absence of competition) The Salvation Army agrees to provide the outlines scope of work at a price point of \$400,000 which would be effective from the date of approval until Dec 31, 2026.**

## **EXHIBIT A**

### **SCOPE OF SERVICES**

#### **The Salvation Army Rapid Re-Housing (RRH) Program**

##### **Program Overview**

The Salvation Army's Rapid Re-Housing (RRH) Program aims to address homelessness in the City of San Bernardino by providing immediate and targeted assistance to a minimum of 70 households (individuals and families) transitioning into permanent housing. The program emphasizes long-term stability through a combination of financial support, case management, and tailored supportive services. By integrating with the City of San Bernardino's homelessness initiatives, the RRH Program contributes to reducing homelessness and preventing recidivism.

##### **Core Program Components**

## 1. Financial Assistance

The program provides financial support directly to eligible participants to facilitate their transition into permanent housing. Assistance is provided on an as-needed basis, up to a maximum of six (6) months, and may include:

- **Utility Deposits or Monthly Assistance:** Payments made directly to utility companies.
- **Security Deposits and Move-In Costs:** Single payments made directly to landlords.
- **Monthly Rental Support:** Payments made directly to landlords to cover rent.
- **Moving Costs:** Assistance to cover expenses related to relocating into permanent housing.
- **Costs Related to Credit Checks:** Funding to assist participants in meeting eligibility requirements for rental agreements.

## 2. Case Management and Support Services

- **Housing Navigation:** Assisting participants in identifying and securing suitable permanent housing.
- **Supportive Services:** Tailored services such as transportation assistance to remove barriers to housing stability.
- **Self-Sufficiency Planning:** Working with participants to develop long-term

## 6. Describe any cost savings realized or costs avoided by acquiring the goods/services from this supplier.

Acquiring services from The Salvation Army results in significant cost savings and avoided expenses due to their established infrastructure, expertise, and familiarity with the City's unhoused population and protocols.

Key savings include:

1. **Reduced Onboarding and Training Costs:** The Salvation Army's existing knowledge of City procedures and established outreach operations eliminate the need for extensive training or setup, enabling immediate implementation and reducing administrative expenses.
2. **Efficient Use of Resources:** By leveraging their expertise in Rapid Rehousing (RRH), the Salvation Army can expedite the transition of unhoused individuals into permanent housing, minimizing prolonged stays in the Motel Voucher Program and freeing up rooms for new participants. This reduces the City's expenditures on temporary housing.
3. **Avoidance of Redundant Service Development:** Contracting with The Salvation Army avoids the higher costs associated with building new programs or partnerships from scratch, as they already have the infrastructure and community connections in place.
4. **Improved Outcomes and Long-term Savings:** The Salvation Army's ability to deliver proven results in homeless outreach and housing transitions reduces the likelihood of recidivism into homelessness, lowering future demands on City resources.

By selecting The Salvation Army, the City ensures cost-effective service delivery while addressing homelessness efficiently and strategically.

1.

Gabriel Elliott

Department Head

1/22/2025

Date
2.

Mary Alvarez-Gomez

(Up to \$50,000)

Director of Finance & Management Services

1/22/2025

Date

Approved

Not Approved
3.

Rochelle Clayton

(Up to \$100,000)

City Manager

1/30/2025

Date

Approved

Not Approved

Justification: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

4. Over \$100,000 – must be submitted for City Council Approval.