



SAN DIEGO  
HOUSING  
COMMISSION

## INFORMATIONAL REPORT

**DATE ISSUED:** September 2, 2021

**REPORT NO:** HCR21-081

**ATTENTION:** Chair and Members of the San Diego Housing Commission  
For the Agenda of September 9, 2021

**SUBJECT:** June 2021 Reporting Update for the City of San Diego's Bridge Shelter Programs

### **NO ACTION IS REQUIRED ON THE PART OF THE HOUSING COMMISSION**

The San Diego Housing Commission (Housing Commission) Board of Commissioners' approval (Report No. HCR17-079) and corresponding approvals by the Housing Authority of the City of San Diego (Housing Authority) and San Diego City Council (Report No. HAR17-029) require the Housing Commission to report monthly data of the City of San Diego's Bridge Shelter Programs in an Informational Report at regularly scheduled Housing Commission Board meetings.

### **BACKGROUND**

The Housing Commission administers the agreements for the City of San Diego's (City) Homeless Shelters and Services Programs based on a Memorandum of Understanding (MOU) between the Housing Commission and the City that first took effect on July 1, 2010. The Housing Commission and City entered into a separate MOU for the Bridge Shelter Programs, which was approved by the Housing Commission Board of Commissioners on November 3, 2017, as well as the Housing Authority and San Diego City Council (City Council) on November 14, 2017.

As part of the November 2017 approvals, the Housing Commission, City Council and Housing Authority re-allocated up to \$6,530,112 in funding previously allotted to HOUSING FIRST – SAN DIEGO, the Housing Commission's homelessness action plan, to support the City's Bridge Shelters. This approval supported the oversight and management of the Bridge Shelters, operated at three sites within the City, with the goals to address homelessness in the City and combat the regional Hepatitis A outbreak at the time. The Bridge Shelters offer a centralized location and safe place for men, women and children experiencing homelessness to receive temporary housing and appropriate services needed to expedite placement into permanent housing.

The MOU between the City and the Housing Commission and operating agreements with shelter operators have been renewed on multiple occasions with Board and Housing Authority/City Council approval, including the addition and expansion of a shelter at the San Diego Concourse and parts of Golden Hall and the addition of a shelter at 1710 Imperial Avenue.

On June 16, 2020, the City Council approved an MOU with the Housing Commission regarding the administration of Homeless Housing, Assistance, and Prevention (HHAP) program funding (R-313113). A portion of HHAP funds are allocated to fund the operation of the City's Bridge Shelter Program. The Housing Authority also approved Resolution HA-1859, authorizing execution of agreements with Alpha

June 3, 2021

April 2021 Reporting Update for the City of San Diego's Bridge Shelter Programs

Page 2

Project, Father Joe's Villages (FJV) and Veterans Village of San Diego (VVSD) to operate the City's Bridge Shelters during Fiscal Year 2021. Additionally, the City Council approved Resolution R-313111, authorizing execution of an MOU with the Housing Commission for a one-year term, with two one-year option to renew, to operate the City's Bridge Shelter Program and Resolution R-313112 to remove references to the provision of Transitional Storage Center Services and bifurcate the MOUs.

On September 18, 2020, the Housing Authority approved an amendment to the operating agreement with FJV for the operation of the City of San Diego's Bridge Shelter for Families, Single Women and Transition-Age Youth (TAY) at Golden Hall, with expanded capacity to serve 280 additional Single Adults. This item was approved by the Housing Authority on October 6, 2020.

As part of former Mayor Kevin L. Faulconer's effort to increase the opportunity for shelter bed resources outside of the City of San Diego, the Sprung Structure that was located at the initial VVSD Bridge Shelter site was transferred by mutual agreement to the City of Chula Vista. For that reason and due to the reduced number of veterans utilizing the VVSD shelter site at the San Diego Convention Center as part of Operation Shelter to Home, as of November 30, 2020, the VVSD Bridge Shelter program located at the Convention Center ceased operations.

On January 26, 2021, the City Council appropriated an additional \$5,560,358 in Homeless Emergency Aid Program and Community Development Block Grant funds to support the extension of Operation Shelter to Home through March 31, 2021. In addition, the City Council, in its role as the Housing Authority, authorized the Housing Commission to expend \$2,000,000 in federal Moving to Work (MTW) funds to fund the operator agreements for the three Bridge Shelters. These MTW funds partially replace HHAP funds previously allocated to fund the Bridge Shelter operations, thereby making those HHAP funds available to the City of San Diego to support the continuation of Operation Shelter to Home at the Convention Center.

Client transitions to both new and pre-existing shelter programs began in early March, with the final move-out dates on March 23 and March 24. Throughout the month of March 2021, staff supported Convention Center residents in transitioning to other shelter options or permanent and longer-term housing opportunities.

On the final demobilization days of March 23 and March 24, 506 people exited from the Convention Center and transferred to the reactivated Bridge Shelters. This group consisted of all remaining clients in both the Alpha Project and FJV shelters operated at the Convention Center. Over the two-day period, in coordination with the Metropolitan Transit System, San Diego Police Department, service providers, Convention Center personnel and the Operation Shelter to Home Incident Command, all individuals who had not already exited to a permanent or longer-term housing destination or other shelter destination were transitioned to either the Golden Hall shelter operated by FJV or one of two shelter sites operated by Alpha Project.

Planning for the reactivation of shelter beds, due to new public guidelines by the California Department of Public Health, began May 24 between the Housing Commission and City of San Diego. Planning included the reconfiguration of shelter bed layouts, ordering of bunk beds and ensuring sufficient staff to provide services to the increase in shelter residents.

Beginning June 1, the Housing Commission, City of San Diego and shelter operators began planning for the expansion of shelter bed capacity to pre-COVID levels with the intent of having the additional capacity fully phased in and operational by the end of August. The shelter reconfiguration is projected to provide 347 additional beds across the City's portfolio of shelter programs. Impacted program sites include:

- Bridge Shelter operated by Alpha Project (16<sup>th</sup> & Newton)
- Bridge Shelter operated by Alpha Project (17<sup>th</sup> & Imperial)
- Interim Housing Shelter operated by Father Joe's Villages at the Paul Mirabile Center
- Interim Housing Shelter operated by PATH at Connections Housing

### **MONTHLY REPORTING – JUNE 2021**

The charts below provide an overview of data captured in June 2021 for the following Bridge Shelter programs:

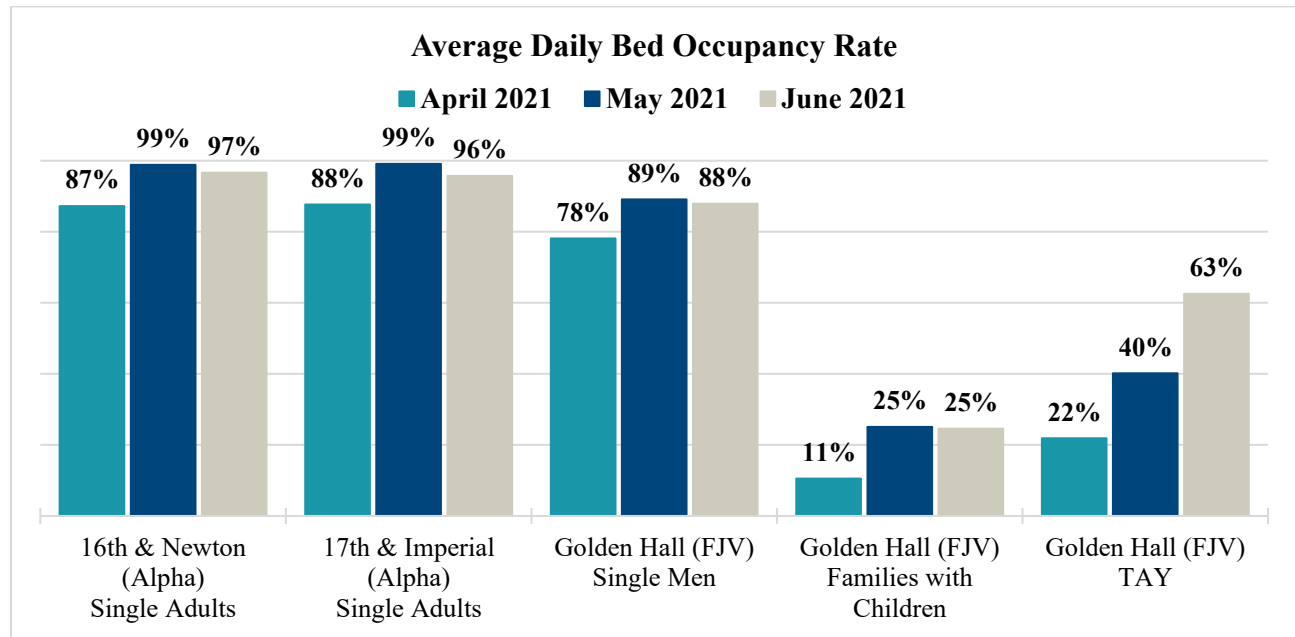
- Single Adult Bridge Shelter located at 16<sup>th</sup> Street & Newton Avenue, operated by Alpha Project
- Single Adult Bridge Shelter located at 17<sup>th</sup> Street & Imperial Avenue, operated by Alpha Project
- The Bridge Shelter for Single Adults, Families, and Transition-Age Youth (TAY) located at Golden Hall, operated by FJV

As of June 2021, Bridge Shelters provided a total of 802 beds nightly—610 beds for single adults, 146 beds for families with children, and 46 beds for TAY. In June 2021, the Bridge Shelters provided shelter to 969 households<sup>1</sup>, consisting of 1,021 individuals. On June 30, 2021, 618 households, consisting of 642 individuals, were in shelter.

**Table One: Total Households Served**

<b>SHELTER</b>	<b>Households Served in June 2021</b>	<b>Households Served Since March 25, 2021</b>
<b>16<sup>th</sup> &amp; Newton (Alpha Project) – Single Adults</b>	270	452
<b>17<sup>th</sup> &amp; Imperial (Alpha Project) – Single Adults</b>	172	338
<b>Golden Hall (FJV) – Single Men</b>	446	709
<b>Golden Hall (FJV) – Families with Children</b>	26	43
<b>Golden Hall (FJV) – Transition Age Youth (TAY)</b>	55	91
<b>TOTAL HOUSEHOLDS SERVED</b>	<b>969</b>	<b>1,633</b>

<sup>1</sup> A household can be composed of a single individual or of a family unit.

**Chart One: Average Daily Bed Occupancy Rate****Intakes**

Coordinated intakes into the Bridge Shelter programs are facilitated by the Coordinated Shelter Intake Team in conjunction with City-funded outreach teams, including Bridge Shelter Outreach teams, the San Diego Police Department Neighborhood Policing Division's Homeless Outreach Team (HOT) and Homelessness Response Center staff, seven days a week. Intakes are conducted in alignment with all applicable County of San Diego Public Health guidelines. City-funded outreach teams, including the San Diego Police Department's HOT, are approved referring partners and receive daily updates on shelter bed availability. Housing Commission staff review referrals and match clients with the available and most appropriate shelter intervention, based on client need and preference.

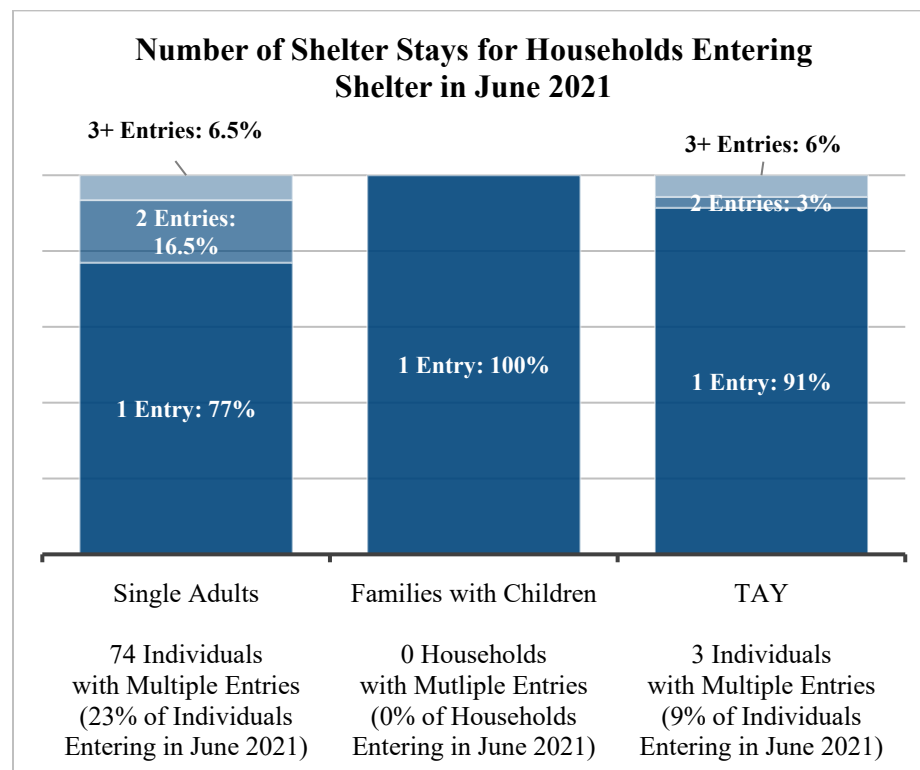
In June 2021, the Bridge Shelters conducted 412 intakes—339 intakes into Bridge Shelters for single adults, 35 intakes into the family Bridge Shelter, and 38 intakes into the TAY Bridge Shelter. The 412 intakes include individuals/households who may have entered more than once, and represent 356 unique single adults/TAY and 12 unique families with children.

**Table Two: Bridge Shelter Intakes\* by Subpopulation – March 25, 2021 - June 30, 2021**  
 \*(Includes individuals/households with multiple entries)

SUBPOPULATION SERVED	Total Intakes in June 2021	Total Intakes Since March 25, 2021
Single Adults	339	1,080
Families with Children	35	131
Transition Age Youth (TAY)	38	100
<b>TOTAL</b>	<b>412</b>	<b>1,311</b>

Of the 412 intakes totaling 368 households, 314 intakes (76 percent) were for households entering a Bridge Shelter for the first time since March 25, 2021; 65 intakes (16 percent) were for 54 households with two entries into a Bridge Shelter; and 33 intakes (eight percent) were for 23 households with three or more entries into a Bridge Shelter.

**Chart Three: Shelter Entries for Households Entering Shelter - June 2021**



Of the 368 Households (412 intakes) entering the Bridge Shelters in June 2021, 212 households (58 percent) remained in shelter on June 30, 2021, and 156 households (42 percent) exited the shelters on

or before June 30, 2021. The average length of stay for the 156 households exiting shelter was seven days.

### **Positive Exits**

Between March 25, 2021, and June 30, 2021, 116 households had positive exits from shelter—82 households exited to permanent destinations, and 34 households exited to other longer-term housing destinations. "Positive Exits" include exits to the following destinations:

- Permanent Destinations:
  - Rental with Permanent Supportive Housing (PSH) Subsidy, including Veterans Affairs Supportive Housing (VASH - veteran resource), Project One for All (POFA) Project-Based PSH, and Sponsor-Based PSH
  - Rental with Rapid Rehousing (RRH) Subsidy, including Supportive Services for Veteran Families (veteran resource)
  - Rental with Other Subsidy, including Grant Per Diem (GPD) Transition In Place (TIP) (Veteran resource), Section 8 Housing Choice Voucher, or any other non-PSH or non-RRH housing subsidy
  - Rental with No Subsidy
  - Living with Friends/Family on a permanent basis
- Other Longer-Term Housing Destinations::
  - Temporarily living with family/friends
  - Transitional housing
  - Safe haven
  - Host homes (TAY resource)
  - Foster care
  - Substance abuse treatment facilities
  - Long-term care facilities (nursing homes)

**Table Three: Positive Exits – March 25, 2020 - June 30, 2021**

Positive Exit Destination	16 <sup>th</sup> & Newton (Alpha)	17 <sup>th</sup> & Imperial (Alpha)	Golden Hall (FJV)			TOTAL HOUSEHOLDS
	Single Adults	Single Adults	Single Men	Families with Children	TAY	
Permanent Supportive Housing (PSH)	5	4	10	0	1	20
Rental – Rapid Rehousing (RRH)	2	3	6	1	1	13
Rental – Other Subsidy	12	1	5	0	1	19
Rental – No Subsidy	0	1	8	0	0	9
Family/Friends (Permanent)	2	0	12	2	5	21
Other Longer-Term Housing	16	1	9	3	5	21
<b>TOTAL HOUSEHOLDS</b>	<b>37</b>	<b>10</b>	<b>50</b>	<b>6</b>	<b>13</b>	<b>116</b>

**Status of Households Active in Shelter**

On June 30, 2021, 618 individuals/households were enrolled in a Bridge Shelter. Of those 618 individuals/households, 63 (10 percent) were connected to a housing resource.

**Table Four: Sheltered Households Connected to Permanent Housing Resources on June 30, 2021**

Permanent Housing Resource	16 <sup>th</sup> & Newton (Alpha)	17 <sup>th</sup> & Imperial (Alpha)	Golden Hall (FJV)			TOTAL HOUSEHOLDS
	Single Adults	Single Adults	Single Men	Families with Children	TAY	
Permanent Supportive Housing (PSH)	8	7	10	0	1	26
Rapid Rehousing (RRH)	14	5	13	0	5	37
<b>TOTAL HOUSEHOLDS</b>	<b>22</b>	<b>12</b>	<b>23</b>	<b>0</b>	<b>6</b>	<b>63</b>

**Fiscal Considerations**

Across all four Bridge Shelters, the operational expenses incurred from July 1, 2020, through June 30, 2021, were \$15,917,573 which is \$4,359,030 less than the allocated budget for this time period. This is predominantly a result of client meal expenses being paid through other funding sources while clients were temporarily located at the Convention Center, as well as personnel costs that were lower than budgeted. As of the final June 30, 2021, fiscal reporting period, there were 29 total budgeted positions for case managers, supervising case managers and housing specialists across the Bridge Shelter programs (not including the downstairs Golden Hall expansion, which came online when the shelter programs exited the Convention Center). Of those 29 positions, 17 were filled. Recruitment of case managers and supervising case managers continues to be a challenge for the operators. This challenge is due to a combination of factors: potentially a lack of workforce skilled in higher-level case management and supervision classifications, such as Licensed Clinical Social Worker; and of those trained in the field, the unique environment of the shelter sites sometimes does not appeal to everyone. A successful candidate needs to be technically qualified with the right credentials, but also mission-driven and willing to work in unique worksite locations, and availability of skilled staff during the pressures of the pandemic may be a further contributing factor. Recruitment has also been additionally challenging during the pandemic.



**Table Five: Expense Actuals Compared to Budget – July 1, 2020 – June 31, 2021**

<b>SHELTER</b>	<b>June OPERATING</b>	<b>*ACTUALS THROUGH 6/31/2021</b>	<b>BUDGET THROUGH 6/31/2021</b>	<b>UNDER/ OVER SPENT</b>
<b>Newton Single Adult (Alpha Project)</b>	\$ 692,934	\$4,537,585	\$ 6,403,714	\$(1,866,129 )
<b>Veterans (VVSD)</b>	\$0	\$1,233,432	\$1,955,443	\$(722,011)
<b>Families, Single Adults &amp; TAY (FJV)<sup>2</sup></b>	\$345,070	\$3,351,877	\$4,747,087	\$(1,395,210 )
<b>Imperial Single Adult (Alpha Project)</b>	\$293,731	\$2,435,649	\$2,811,328	\$(375,679 )
<b>TOTALS</b>	<b>\$1,331,735</b>	<b>\$11,558,543</b>	<b>\$15,917,573</b>	<b>\$(4,359,030 )</b>

**OUTREACH ACTIVITY**

Bridge Shelter Outreach teams are a component of the City of San Diego's Coordinated Street Outreach Program and are providing intensive street-based case management for individuals in an assigned neighborhood and/or Council district. Outreach specialists focus on engaging highly vulnerable individuals as well as those who are connected to a housing resource.

On June 23, the Housing Commission launched a month-long intensive outreach initiative focusing on the East Village, Center City and Gaslamp District communities in Downtown San Diego. The collaboration consisted of more than 75 personnel composed of City-funded outreach resources, multiple County Departments, federally qualified health centers, and homeless service providers. Multidisciplinary teams were established to canvas the community and a base of operations was utilized to provide an array of supports for clients, including food, water, clothing, hygiene kits, COVID-19 vaccinations, access to primary care, substance abuse treatment and mental health services. Bridge shelter outreach teams participated in this event.

**COVID-19 MITIGATION RESPONSES**

Beginning in early March 2020, the Housing Commission began sending regular updates to homeless shelters and services providers on ongoing activities of the Regional Task Force on Homelessness (RTFH), the Housing Commission, City of San Diego, and County of San Diego to mitigate the spread of COVID-19 among homeless shelters and services programs and unsheltered populations.

The City of San Diego, RTFH, and Housing Commission staff continue to provide guidance to service providers as needed during this time to support alignment with County Public Health and CDC guidance to protect the health and safety of staff and clients, which includes symptoms monitoring for staff and clients, requirement of enhanced sanitation and cleaning practices, and utilization of personal protective equipment.

<sup>2</sup> These numbers do not yet incorporate the additional budget for the downstairs of Golden Hall.

June 3, 2021

April 2021 Reporting Update for the City of San Diego's Bridge Shelter Programs

Page 10

A Joint Hazard Assessment Team (JHAT) composed of representatives with the City of San Diego Homelessness Strategies Department, San Diego Fire Rescue Department, County of San Diego Public Health and the Housing Commission conducts periodic site visits on a regular basis to review compliance with life safety and public health guidelines, facility/environmental issues, as well as to solicit feedback from staff on general operations.

The site visits focus on;

- Utilization and completion of the Daily Public Health Screening Log
- Social Distancing in all staff workspace, client living areas and communal space
- Staff/Client compliance with face mask requirements
- Isolation Area
- Availability and maintenance of hygiene stations
- Facility maintenance issues

Stakeholders recognize that the ongoing operations of the shelter programs are a shared responsibility and are committed to making sure that resources are available to assist each service provider in maintaining a safe space for both clients and staff.

Respectfully submitted,



Lisa Jones  
Executive Vice President of Strategic Initiatives  
San Diego Housing Commission

Approved by,



Jeff Davis  
Deputy Chief Executive Officer  
San Diego Housing Commission

Docket materials are available in the "Governance & Legislative Affairs" section of the San Diego Housing Commission website at [www.sdhc.org](http://www.sdhc.org)