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San Diego Housing Commission (SDHC)
City of San Diego Temporary Bridge Shelter Programs
Housing First Evaluation, Phases One & Two
Presentation to the Housing Authority of the City of San Diego
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City of San Diego Temporary Bridge Shelters Background

- September 13, 2017: Mayor Kevin L. Faulconer and additional elected officials and community leaders announce the creation of three new Temporary Bridge Shelter Programs to address homelessness in the City and combat the regional Hepatitis A outbreak.
- The shelters offer a safe place for men, women, and children experiencing homelessness to receive temporary housing and appropriate services needed while preparing for permanent housing placements using the principles of “Housing First.”



City of San Diego Temporary Bridge Shelters Housing First Program Evaluation

- The original agreements provided that a third-party evaluation of the City's Temporary Bridge Shelters would start in their fourth operating month.
 - First Phase: Ensure that the Bridge Shelter Model program design, program expectations, and contractual requirements align to foster achievable and impactful outcomes.
 - Second Phase: Ensure operations of the individual Temporary Bridge Shelters are in alignment with the principles of Housing First and maintain fidelity to the Bridge Model.
- Focus Strategies was selected through a competitive bid process to conduct the evaluation.



City of San Diego Temporary Bridge Shelters Evaluation's Key Findings

- **Strong areas of alignment with national best practices:**
 - Low Barrier to Entry
 - Client-Focused Practices
 - Service-Rich Environment
 - Physical Environment
 - Oversight





City of San Diego Temporary Bridge Shelters Service-Rich Environment

- **Housing Navigation**
 - 21 Housing Navigator Positions
- **Street-Based Outreach**
 - 18 Street-Based Outreach Workers
- **On-site Services**
 - Key components of Citywide Homeless Crisis Response System
 - Father Joe's Medical Services (Families & Single Women Shelter)
 - Family Health Centers Mobile Medical Unit
 - County of San Diego Public Health Nurses
 - U.S. Department of Veterans Affairs



City of San Diego Temporary Bridge Shelters Performance Challenges and System Impediments

Priority Levels

- As of May 31, 2018:
 - 5 percent of clients were Priority Level 1 upon entry.
 - Approximately 60 percent of clients served were Priority Level 4.

Length of Stay and Availability of Resources

- Initial raw data did not sufficiently inform:
 - Anticipated Priority Level 1 and 2 referrals; and
 - Average number of permanent housing program vacancies per month that could potentially support exits out of the Bridge Shelters.
- Less than 674 placements would be available every 120 days.
- Coordinated Entry System (CES) available placements are region-wide and cannot be dedicated only to Temporary Bridge Shelter residents.



City of San Diego Temporary Bridge Shelters

Performance Challenges and System Impediments (Continued)

- **Training**
 - Additional training in crisis intervention and to encourage and engage clients in services. Also, Cardio Pulmonary Resuscitation training.
- **Diversion**
 - Additional training on how to have diversion discussions prior to or during the intake process could help establish client and staff expectations on the housing-focused environment of the shelters.
- **Staffing**
 - All of the shelters have Housing Navigators on-site; however, they are not staffed with higher levels of housing support, such as Housing Specialists who could provide additional supports in developing a housing plan with every client and working with clients to identify possible housing solutions outside the CES.



City of San Diego Temporary Bridge Shelters Recommendations

- **Build-Up Housing-Focused Services and Staffing**
 - Create dedicated Housing Specialist positions
 - Provide training on housing policies and practices
 - Train staff on motivational interviewing and trauma-informed care
 - Consider a small amount of flexible funding to help secure housing outside of Coordinated Entry System
 - Ensure staff ratios are sufficient so staff are available to help each resident develop a housing plan and follow up with each resident
- **Create a More Robust Housing-Focused Culture**
 - Develop clearer messaging that Temporary Bridge Shelter is to help secure housing and about options in and outside of the Coordinated Entry System
 - Put up bulletin boards with housing information and resources
 - Find ways for non-housing staff to communicate the housing-focused message



City of San Diego Temporary Bridge Shelters Recommendations (Continued)

- **RTFH encouraged to Identify Strategies to Maximize Access to CES-Connected Housing Programs for Temporary Bridge Shelter Residents**
 - Conduct analysis to determine limitations of CES.
 - Determine whether or not steps can be taken to improve flow of shelter residents into permanent housing.
- **Set Reasonable Performance Measures**
 - Set interim goal of 30 percent of shelter residents exiting to permanent housing.
 - Re-evaluate interim goal after a year and consider raising it to 50 percent.
 - Consider setting a target average length of stay for households that secure housing.



City of San Diego Temporary Bridge Shelters Recommendations (Continued)

- Focus Strategies provided recommendations to enhance the availability of housing-focused services.
- Some of the proposed recommendations, if implemented, would require additional expenditures for the Bridge Shelters.
- To provide stabilization to the high-need population being served, and to maximize opportunities to connect individuals to a variety of housing interventions, higher level case management and housing stabilization positions are needed.



Key component of the Bridge Shelter Program Model is Ensuring that the Shelters follow Housing First Principles

- **Low Barrier to Entry**
 - No identification initially required
 - Harm Reduction Model
- **No Preconditions**
 - No service participation requirements
- **Engage & Encourage**
 - Trauma-Informed Care and Motivational Interviewing
 - Supportive services are offered to maximize stability as opposed to addressing predetermined treatment goals prior to entry.



City of San Diego Temporary Bridge Shelters Phase Two – Overview (Continued)

Major Program Elements that Can be Influenced by Housing First principles:

- Low Barrier Access
- Basic Services
- Property Management
- Supportive Services
- Health Services
- Staffing Levels and Staff Training
- Community Relations



City of San Diego Temporary Bridge Shelters Phase Two – Overview (Continued)

Connection to Coordinated Entry

- Priority Level (PL) 1: Client has been matched to a housing subsidy in CES, and is looking for housing;
- PL 2: Client has a VI-SPDAT score, is “match ready”;
- PL 3: Client has a VI-SPDAT score and is working with a Housing Navigator to become “match ready”; and
- PL 4: Resident has a VI-SPDAT score.

Participate in CES

- Document homelessness following HUD definition
- Use the CES standardized vulnerability assessment tool in screening, referral and admissions processes
- Participate in Housing Navigation, Case Conferencing or other integral components of CES





City of San Diego Temporary Bridge Shelters Phase Two - Alpha Project for the Homeless

Overall Strong Alignment with the Bridge Shelter Model and Housing First Principles

Prior Living Situation:

Work with SDHC to better document Diversion attempts

Staff Training:

Ongoing Coordinated Training across all 3 providers, ongoing rotation core and additional training types.

Transportation:

Funding for bus passes, Alpha vans & other resources

Length of Stay:

Will clarify policy that 120-day stay is a goal, not a maximum length of stay.

Employment Services:

Job Fair scheduled, building relationships with employers, 'Take Back the Streets' and Wheels for Change.





City of San Diego Temporary Bridge Shelters Phase Two – Veterans Village of San Diego

Overall Strong Alignment with the Bridge Shelter Model and Housing First Principles

Prior Living Situation:

Work with SDHC to better document Diversion attempts/ Leverage Veteran Resources

Staff Training:

Ongoing Coordinated Training across all 3 providers, ongoing rotation core and additional training types

Transportation:

Will work to identify/ leverage funds for bus passes & other resources

Length of Stay:

Will clarify policy that 120-day stay is a goal, not a maximum length of stay.



City of San Diego Temporary Bridge Shelters Phase Two- Father Joe's Villages (FJV)

Overall Strong Alignment with the Bridge Shelter Model and Housing First Principles

Prior Living Situation:

Diversion tool in place

Staff Training:

Ongoing coordinated training across all 3 providers. FJV staff will attend FJV Internal Motivational Interviewing and Poverty class.

Inconsistent Enforcement of Rules:

Update policy and procedures, review with staff to enforce consistency across staffing, rule implementation, and quality of care.

Service Linkages:

Bridge staff will attend referral process training for FJV Alcohol Treatment, Mental Health and other services.

Showers:

Coordination of maintenance with SDHC, City and United Sanitation





City of San Diego Temporary Bridge Shelters Next Steps

- Recommendations from both the first and second phase—along with comments and feedback from the Housing Authority of the City of San Diego—will be reviewed and incorporated into the Bridge Shelter Model and the operator contracts.
- September 18, 2018: Updated Temporary Bridge Shelter operator contracts will be presented to the Housing Authority of the City of San Diego.





Questions & Comments

