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# San Diego Housing Commission (SDHC) City of San Diego Temporary Bridge Shelter Programs Housing First Evaluation, Phases One & Two July 13, 2018

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# City of San Diego Temporary Bridge Shelters Background

- September 1, 2017: Public health emergency declared due to the ongoing Hepatitis A virus outbreak in the County.
- 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 Occupancy

Through May 31, 2018

<b>SHELTER</b>	<b>Daily Capacity</b>	<b>Persons Served in May 2018</b>	<b>Persons Served Since Shelter Opening</b>	<b>Occupancy on May 31, 2018</b>	<b>Average Occupancy Rate since Opening<sup>1</sup></b>
<b>Single Adult (Alpha Project)</b>	324	445	1102	97%	99%
<b>Veterans (VVSD)</b>	200	326	660	92%	88%
<b>Families &amp; Single Women (Father Joe's Villages)</b>	150	197	314	100%	96%
<b>TOTALS</b>	<b>674</b>	<b>968</b>	<b>2076</b>	<b>97%</b>	<b>96%</b>

\*Average occupancy rate excludes the first month of occupancy ramp-up





# City of San Diego Temporary Bridge Shelters Exits to Housing Since Shelter Opening

Through May 31, 2018

<b>SHELTER</b>	<b>Total Exits Since Shelter Opening</b>	<b>Exits to Permanent Housing</b>	<b>Exits to Other Longer Term Housing</b>	<b>Total Positive Exits Since Shelter Opening</b>
Single Adult (Alpha Project)	781	78	19	97
Veterans (VVSD)	476	50	34	84
Families & Single Women (Father Joe's Villages)	164	49	12	61
<b>TOTALS</b>	<b>1421</b>	<b>177</b>	<b>65</b>	<b>242</b>



# 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.





# 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

- As of May 31, 2018, only 5 percent of clients were Priority Level 1 upon entry. Of the individuals served to date, approximately 60 percent are Priority Level 4 – they had only completed the first step of the Coordinated Entry System (CES) process when they initially entered the shelter.
- There are 674 beds in the Bridge Shelters, with a proposed average length of stay of 120 days. However, due to the speed at which the shelters were implemented, it appears the raw data that informed the original model and the Coordinated Entry System (CES) referral process did not sufficiently inform what the system would produce both in Priority Level 1 and 2 referrals and in the average number of CES permanent housing program vacancies available in a given month that could potentially support exits out of the Bridge Shelters to permanent housing.
- Far less than 674 placements would be available every 120 days. Also, the available CES placements are distributed throughout the entire region and cannot be dedicated only to Temporary Bridge Shelter residents.





# City of San Diego Temporary Bridge Shelters Training, Diversion and Staffing

- **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)

- **Work with RTFH to Identify Strategies to Maximize Access to CES-Connected Housing Programs for Temporary Bridge Shelter Residents**
  - Conduct analysis to determine limitations of CES (finite number of available housing placements)
  - SDHC and RTFH work together to 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



### 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

- August 7, 2018: Focus Strategies will present the full evaluation to the Housing Authority of the City of San Diego as an informational report.
- Recommendations from both the first and second phase will be reviewed and incorporated into the Bridge Shelter Model and the operator contracts, as appropriate.
- September 18, 2018: Updated Temporary Bridge Shelter operator contracts will be presented to the Housing Authority of the City of San Diego.





# Questions & Comments

