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# San Diego Housing Commission (SDHC) City of San Diego Temporary Bridge Shelter Programs Second Renewal Option Presentation to the SDHC Board of Commissioners September 13, 2018

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# City of San Diego Temporary Bridge Shelters Introduction

- SDHC and the City of San Diego (City) entered into a Memorandum of Understanding (MOU) for the oversight and administration of the City's Temporary Bridge Shelters.
  - First option to extend the MOU for one year (July 1, 2018 – June 30, 2019) was approved in May.
- The SDHC Board and Housing Authority of the City of San Diego (Housing Authority) authorized execution of agreements for the operation of the City's Temporary Bridge Shelters from December 1, 2017 – June 30, 2018.
  - First option to renew agreements for three months (July 1, 2018 – September 30, 2018) was approved in May.
- **Approvals:**
  - **November 3, 2017:** SDHC Board of Commissioners
  - **November 14, 2017:** Housing Authority and City Council
  - **May 4, 2018:** SDHC Board of Commissioners
  - **May 22, 2018:** Housing Authority and City Council





# City of San Diego Temporary Bridge Shelters Program Evaluation

- 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 Model program design, program expectations, and contractual requirements are in alignment with successful 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.
- **Presentations to Council:**
  - **June 18, 2018:** First Phase to Select Committee on Homelessness
  - **July 31, 2018:** First and Second Phase Recommendations for refinement of the program model to City Council.





# City of San Diego Temporary Bridge Shelters Program Evaluation (Continued)

- **Utilizing Best Practices**
  - Housing First
  - Low Barrier to Entry
  - Client Focused Practices
  - Physical Environment
  - Oversight
- **System Level Coordination**
  - Coordinated Entry System
  - Client Prioritization
  - Service Rich Environment
- **Data Collection**
  - Program Optimization
  - Third-Party Analysis
  - HUD Technical Assistance





# City of San Diego Temporary Bridge Shelters Program Evaluation (Continued)

- Focus Strategies provided recommendations to both measure and improve the performance of the Temporary Bridge Shelters.
- Some of the proposed recommendations, require additional expenditures for the Bridge Shelters to be implemented.
- 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.



# City of San Diego Temporary Bridge Shelters Staffing Changes

SHELTER	Original/ Eliminated Positions	New Positions	Net Staff Increase	Initial Projected 9-Month Budget	Updated Projected 9-Month Budget	Net Budget Increase
<b>Single Adult (Alpha Project)</b>	<ul style="list-style-type: none"> <li>10 Housing Navigators (FTEs)</li> </ul>	<ul style="list-style-type: none"> <li>10 Case Managers (FTEs)</li> <li>5 Housing Specialists (FTEs)</li> </ul>	5 FTEs	\$3,600,000	\$3,987,907	\$387,907
<b>Veterans (VVSD)</b>	<ul style="list-style-type: none"> <li>5 Housing Navigators (FTEs)</li> </ul>	<ul style="list-style-type: none"> <li>6 Case Managers (FTEs)</li> <li>3 Housing Specialists (FTEs)</li> <li>2 Security Guards</li> </ul>	6 FTEs	\$2,250,000	\$2,640,481	\$390,481
<b>Families &amp; Single Women (Father Joe's Villages)</b>	<ul style="list-style-type: none"> <li>3 Housing Navigators (FTEs)</li> </ul>	<ul style="list-style-type: none"> <li>5 Case Managers (FTEs)</li> <li>1 Housing Specialist (FTEs)</li> </ul>	3 FTEs	\$1,650,000	\$1,854,368	\$204,368
<b>TOTALS</b>	<b>18 FTEs</b>	<b>32 FTEs</b>	<b>14 FTEs</b>	<b>\$7,500,000</b>	<b>\$8,482,756</b>	<b>\$982,756</b>





# City of San Diego Temporary Bridge Shelters Additional Contract Changes

- Updated percentage of exiters to permanent and longer term housing.
- Included additional types and frequency of mandatory trainings.
- Additional programming and training expectations on housing-focused shelter environment.
- Follow-up third-party evaluation to identify the impact of implemented recommendations.
- Mutual termination and wind-down language incorporated into Father Joe's Villages contract.





# City of San Diego

## Temporary Bridge Shelters

### Additional Contract Considerations

- Exploring potential funding sources for flexible funding pool to support housing exits.
- City staff exploring potential for operators to assume responsibility of vendor facilities contracts that support each site.
- To increase the total number of beds available at the shelter operated by Veterans Village of San Diego (VVSD) to 250, and open up the shelter to non-veterans.







# City of San Diego Temporary Bridge Shelters Persons Served & Occupancy

SHELTER	Daily Capacity	Persons Served in June 2018	Persons Served in July 2018	Persons Served Since Shelter Opening
Single Adult (Alpha Project)	324	456	455	1,312
Veterans (VVSD)	200	321	329	825
Families & Single Women (Father Joe's Villages)	150	191	181	384
<b>TOTALS</b>	674	968	965	2,521

SHELTER	Occupancy Rate on June 30, 2018	Occupancy Rate on July 31, 2018	Average Occupancy Rate since Opening
Single Adult (Alpha Project)	97%	98%	99%
Veterans (VVSD)	81%	97%	90%
Families & Single Women (Father Joe's Villages)	96%	97%	97%
<b>TOTALS</b>	92%	98%	96%



# City of San Diego Temporary Bridge Shelters

## Exits to Permanent and Other Longer Term Housing

SHELTER	Total Exits in July 2018	Exits to Permanent Housing in July 2018	Exits to Other Longer Term Housing in July 2018	Total Positive Exits in July 2018
Single Adult (Alpha Project)	131	15	4	19
Veterans (VVSD)	135	12	6	18
Families & Single Women (Father Joe's Villages)	32	13	1	14
<b>JULY TOTALS</b>	<b>298</b>	<b>40</b>	<b>11</b>	<b>51</b>

SHELTER	Total Exits Since Opening	Exits to Permanent Housing Since Opening	Exits to Other Longer Term Housing Since Opening	Total Positive Exits Since Opening
Single Adult (Alpha Project)	988	98	26	124
Veterans (VVSD)	631	65	47	112
Families & Single Women (Father Joe's Villages)	235	79	17	96
<b>TOTALS SINCE OPENING</b>	<b>1,854</b>	<b>242</b>	<b>90</b>	<b>332</b>



# City of San Diego Temporary Bridge Shelters

## Outreach Engagements by City Council District – July 2018

DISTRICT	Interviews	Visual Observations	Total Engagements
District 1	0	3	3
District 2	84	51	135
District 3	433	190	623
District 4	16	7	23
District 5	5	4	9
District 6	6	8	14
District 7	22	10	32
District 8	176	83	259
District 9	66	35	101
Unknown	21	23	44
<b>TOTALS</b>	<b>829</b>	<b>414</b>	<b>1,243</b>





# City of San Diego Temporary Bridge Shelters Actual Expenses Compared to Budget

SHELTER	START-UP COSTS	JUNE OPERATING	ACTUALS THROUGH 6/30/2018	BUDGET THROUGH 6/30/2018	UNDER/ OVER SPENT
Single Adult (Alpha Project)	\$116,765	\$418,825	\$2,184,772	\$3,108,924	\$(924,152)
Veterans (VVSD)	\$37,265	\$215,395	\$1,389,358	\$2,056,874	\$(667,516)
Families & Single Women (Father Joe's Villages)	\$108,586	\$170,891	\$1,077,748	\$1,479,715	\$(401,967)
<b>TOTALS</b>	\$262,616	\$805,111	\$4,651,878	\$6,645,513	\$(1,993,635)





# City of San Diego Temporary Bridge Shelters Funding Sources and Uses

FUNDING SOURCE	FUNDING USE				
	Alpha	VVSD	FJV	Housing Commission	TOTAL
Housing Commission Property Reserves	\$3,987,907	\$2,640,481	\$1,854,368	\$138,500	\$8,621,256





# City of San Diego Temporary Bridge Shelters Staff Recommendations

That SDHC recommend that the Housing Authority take the following actions:

## **Housing Authority:**

- Authorize the execution of the second option to renew agreements with Alpha Project, Veterans Village of San Diego and Father Joe's Villages for the operation of the City's Temporary Bridge Shelters in the amount of \$8,482,756. The renewal term is for nine months, from October 1, 2018 to June 30, 2019;
- Authorize SDHC's President & CEO, or designee, to execute all necessary documents and instruments to implement these approvals in a form approved by General Counsel;





# City of San Diego

## Temporary Bridge Shelters

### Staff Recommendations (Continued)

- Authorize SDHC's President & CEO, or designee, to increase compensation to Alpha Project, VVSD, and FJV to provide for flexible spending subsidies to help clients secure housing exits without further action by the SDHC Board, through allocated state grant funding for grant-eligible activities;
- Authorize SDHC's President & CEO, or designee, to increase compensation to Alpha Project, VVSD, and FJV to allow each service provider to assume responsibility for facility support at the shelters, without further action by the SDHC, provided that the City demonstrates that the funding has already been provided in the FY19 budget for such purpose;





# City of San Diego

## Temporary Bridge Shelters

### Staff Recommendations (Continued)

- Authorize SDHC's President & CEO, or designee, to increase compensation to VVSD, to increase the total number of beds available to 250, and open up the shelter to non-veterans if the expansion is determined to be appropriate and achievable, without further action by the SDHC Board, through allocated state grant funding for grant-eligible activities or other identified eligible funding sources
- Authorize SDHC's President & CEO, or designee, to substitute funding sources and/or increase compensation by not more than 10 percent of the total agreement amount without further action by the SDHC Board.





# City of San Diego Temporary Bridge Shelters

# Questions?

