



INFORMATIONAL REPORT

DATE ISSUED: September 6, 2018

REPORT NO: 18-026

ATTENTION: Chair and Members of the San Diego Housing Commission
For the Agenda of September 13, 2018

SUBJECT: June & July 2018 Reporting Update for City of San Diego's Temporary Bridge Shelter Programs

NO ACTION IS REQUIRED ON THE PART OF THE HOUSING COMMISSION

SUMMARY

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 Temporary 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 Temporary 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 Temporary Bridge Shelters (Shelters). This approval supported the oversight and management of the Shelters, operated at three sites within the City, with the goals to address homelessness in the City and combat the regional Hepatitis A outbreak. The 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.

A renewal of the MOU between the City and the Housing Commission through June 30, 2019, was approved by the Housing Commission Board of Commissioners on May 4, 2018, and by the Housing Authority and City Council on May 22, 2018. The Housing Commission exercised the first option to renew operating agreements with Alpha Project for the Homeless, Veterans Village of San Diego, and Father Joe's Villages, for the operation of the City's three Temporary Bridge Shelters, for a three-month term, from July 1, 2018, through September 30, 2018, in accordance with approvals granted by the Housing Authority and City Council on May 22, 2018 (Housing Authority Resolution Number HA-1781). The Housing Commission, City Council, and Housing Authority, allocated \$2,500,000

for the costs of the extended terms of the Temporary Bridge Shelter Program agreements, to be funded from Housing Commission property reserves.

As indicated in previous reports, intakes into the Shelters are coordinated in partnership with the Regional Task Force on the Homeless (RTFH). This includes a goal to prioritize intakes using the Coordinated Entry System (CES) when beds and referrals are available. Operators of the three shelters receive referrals from RTFH for potential residents from their primary target populations: adults, Veterans, and families with children, based on prioritization categories.

Each category calls for the individual or family to have a score from the Vulnerability Index-Service Prioritization Decision Assistance Tool, also known as the VI-SPDAT. These scores identify the most vulnerable homeless individuals and families, who then receive priority in being matched to permanent housing subsidies. For the 674 Temporary Bridge Shelter beds operated by Alpha Project for the Homeless, Father Joe's Villages, and Veterans Village of San Diego, there are four prioritization categories:

- Top priority is given to households who are "**Unit Ready**." This means those who have a VI-SPDAT score, are matched to a permanent housing subsidy in the CES, and are looking for a permanent housing unit. These are considered priority level 1.
- If attempts to refer individuals meeting the "Unit Ready" criteria have been made but shelter opportunities remain, referrals to priority level 2, or "**Match Ready**" households, can be made. These households have a VI-SPDAT score, are permanent housing "match ready" as defined by the RTFH, and are waiting to be matched to a permanent housing subsidy.
- Similarly, if attempts to refer individuals from the above two categories are made but shelter opportunities remain, the operators can refer households from the third prioritization level, or those who are "**Navigation Ready**." These households have a VI-SPDAT score and are working with a Housing Navigator to become permanent housing "match ready."
- Finally after attempts are made to refer households from the above three categories, the shelter operators can refer priority level four, or "**Assessment Ready**" households, into the programs. Households meeting this criteria have a VI-SPDAT score.

MONTHLY REPORTING – JUNE & JULY 2018

The tables below provide an overview of data captured in the sixth and seventh months of operations for the Single Adult Shelter operated by Alpha Project for the Homeless (Alpha Project), which opened on December 1, 2017, and the Veterans Shelter operated by Veterans Village of San Diego (VVSD), which opened on December 22, 2017. The tables provide data captured in the fifth and sixth months of operations for the Shelter for Single Women and Families operated by Father Joe's Villages, which opened on January 3, 2018.

During the reporting period, several successes were noted by each of the operators. These include but are not limited to:

- 57 individuals/households successfully exited to permanent or longer term housing in June 2018;
- 51 individuals/households successfully exited to permanent or longer term housing in July 2018; and
- 658 individuals remain sheltered, and are receiving services and housing navigation support.

Table One: Persons Served

| 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 |
| TOTALS | 674 | 968 | 965 | 2,521 |

Table Two: Shelter Occupancy

| SHELTER | Occupancy Rate on June 30, 2018 | Occupancy Rate on July 30, 2018 | Average Occupancy Rate since Opening ¹ |
|---|---------------------------------|---------------------------------|---|
| Single Adult (Alpha Project) | 97% | 98% | 99% |
| Veterans (VVSD) | 81% ² | 97% | 90% |
| Families & Single Women (Father Joe's Villages) | 96% | 97% | 97% |
| TOTALS | 92% | 98% | 96% |

¹ Excludes 30-day ramp up period.

² Occupancy for June 2018 was over 90 percent daily except for June 29 and 30; occupancy remained between 80 and 90 percent for July 1 through July 5, and was then over 90 percent daily for the remainder of July. VVSD staff report that often when participants receive benefit payments on the first of the month they exit the shelter for several nights to stay in alternative lodging. July 1 was on a Sunday, and therefore anyone eligible for benefits received payments on June 29, which could be why there was an occupancy decrease for several nights beginning on June 29.

Table Three: New Intakes by Priority Level – June 2018

| SHELTER | Priority 1 | Priority 2 | Priority 3 | Priority 4 | Total Intakes in June 2018 |
|---|------------|------------|------------|------------|----------------------------|
| Single Adult (Alpha Project) | 0 | 10 | 3 | 98 | 111 |
| Veterans (VVSD) | 5 | 10 | 17 | 46 | 78 |
| Families & Single Women (Father Joe's Villages) | 1 | 0 | 6 | 34 | 41 |
| JUNE TOTALS | 6 | 20 | 26 | 178 | 230 |

Table Four: New Intakes by Priority Level – July 2018

| SHELTER | Priority 1 | Priority 2 | Priority 3 | Priority 4 | Total Intakes in July 2018 |
|---|------------|------------|------------|--------------|----------------------------|
| Single Adult (Alpha Project) | 0 | 30 | 4 | 65 | 99 |
| Veterans (VVSD) | 0 | 6 | 35 | 45 | 86 |
| Families & Single Women (Father Joe's Villages) | 2 | 0 | 1 | 24 | 27 |
| JULY TOTALS | 2 | 36 | 40 | 134 | 212 |
| TOTALS SINCE OPENING | 122 | 499 | 291 | 1,609 | 2,521 |

Table Five: Exits and Exits to Permanent and Other Longer Term Housing – June 2018

| SHELTER | Total Exits in June 2018 | Exits to Permanent Housing | Exits to Other Longer Term Housing | Total Positive Exits in June 2018 |
|---|--------------------------|----------------------------|------------------------------------|-----------------------------------|
| Single Adult (Alpha Project) | 133 | 8 | 5 | 13 |
| Veterans (VVSD) | 157 | 5 | 15 | 20 |
| Families & Single Women (Father Joe's Villages) | 43 | 17 | 7 | 24 |
| JUNE TOTALS | 333 | 30 | 27 | 57 |

Table Six: Exits and Exits to Permanent and Other Longer Term Housing – July 2018

| SHELTER | Total Exits in July 2018 | Exits to Permanent Housing | Exits to Other Longer Term Housing | 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 |
| JULY TOTALS | 298 | 40 | 11 | 51 |

Table Seven: Exits and Exits to Permanent and Other Longer Term Housing – Since Shelter Opening

| SHELTER | Total Exits Since Opening | Exits to Permanent Housing | Exits to Other Longer Term Housing | Total Positive Exits |
|---|---------------------------|----------------------------|------------------------------------|----------------------|
| 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 |
| TOTALS SINCE OPENING | 1,854 | 242 | 90 | 332 |

Table Eight: Exits to Permanent Housing by Priority Level Since Shelter Opening

| SHELTER | Exits to Permanent Housing Since Shelter Opening | | | | TOTALS |
|---|--|------------|------------|------------|------------|
| | Priority 1 | Priority 2 | Priority 3 | Priority 4 | |
| Single Adult (Alpha Project) | 13 | 8 | 5 | 72 | 98 |
| Veterans (VVSD) | 10 | 25 | 16 | 14 | 65 |
| Families & Single Women (Father Joe's Villages) | 8 | 23 | 16 | 32 | 79 |
| TOTALS | 31 | 56 | 37 | 118 | 242 |

Table Nine: Exits to Other Longer Term Housing by Priority Level Since Shelter Opening

| SHELTER | Exits to Other Longer Term Housing Since Shelter Opening | | | | TOTALS |
|--|---|------------|------------|------------|-----------|
| | Priority 1 | Priority 2 | Priority 3 | Priority 4 | |
| Single Adult (Alpha Project) | 0 | 4 | 3 | 19 | 26 |
| Veterans (VVSD) | 5 | 18 | 7 | 17 | 47 |
| Families & Single Women (Father Joe's Villages) | 0 | 8 | 1 | 8 | 17 |
| TOTALS | 5 | 30 | 11 | 44 | 90 |

Table Ten: Exit & Reentry Data since Shelter opening through July 31, 2018

| SHELTER | One Reentry | Two Reentries | Three Reentries | Four Reentries | Fives Reentries | Six or More Reentries | OVERALL |
|--|----------------|------------------|--------------------|-------------------|--------------------|-----------------------------|------------|
| Single Adult (Alpha Project) | 170 | 15 | 0 | 0 | 0 | 0 | 185 |
| Veterans (VVSD) | 165 | 74 | 46 | 35 | 25 | 70 | 415 |
| Families & Single Women (Father Joe's Villages) | 33 | 1 | 1 | 0 | 0 | 0 | 35 |
| TOTALS | 368 | 90 | 47 | 35 | 25 | 70 | 635 |

Table Eleven: Expense Actuals Compared to Budget since Shelter opening through June 30, 2018

| 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) |

| | | | | | |
|---------------|------------------|------------------|--------------------|--------------------|----------------------|
| TOTALS | \$262,616 | \$805,111 | \$4,651,878 | \$6,645,513 | \$(1,993,635) |
|---------------|------------------|------------------|--------------------|--------------------|----------------------|

Table Twelve: Expense Actuals Compared to Budget: Three Month Operating Agreements
July 1, to September 30, 2018

| SHELTER | JULY OPERATING | ACTUALS THROUGH 7/30/2018 | BUDGET THROUGH 7/30/2018 | UNDER/ OVER SPENT |
|--|---------------------------|--|---|------------------------------|
| Single Adult (Alpha Project) | \$273,328 | \$273,328 | \$400,000 | \$(126,672) |
| Veterans (VVSD) | \$219,583 | \$219,583 | \$250,000 | \$(30,417) |
| Families & Single Women (Father Joe's Villages) | \$164,854 | \$164,854 | \$183,333 | \$(18,479) |
| TOTALS | \$657,765 | \$657,765 | \$833,333 | \$(175,568) |

OUTREACH ACTIVITY

The focus of the Temporary Bridge Shelter Outreach teams is to provide housing navigation services to unsheltered homeless individuals throughout the City. The outreach teams coordinate and target key areas within each Council District on a three-week rotational basis. Week one covers Districts 8, 4 and 1; week two covers Districts 9, 3 and 2; and week three covers Districts 7, 6 and 5. Additional activities are added weekly to follow up on previous engagements and respond to requests for outreach to specific locations. In addition to the scheduled outreach rotation across all districts, the Temporary Bridge Shelter Outreach team's partner with the San Diego Police Department's Homeless Outreach Team (HOT) every Thursday, addressing specific areas throughout the City as determined by the HOT team.

In June 2018, Temporary Bridge Shelter Outreach teams engaged with a total of 1,289 individuals/households. These engagements consisted of 947 interviews and 342 visual observations across all nine City Council Districts. The engagements in June resulted in:

- 266 shelter placements
- 592 shelter referrals
- Three placements into substance abuse treatment
- 52 referrals to medical services
- 17 referrals to mental health services
- 14 referrals to substance abuse treatment
- 659 basic services provided, including water, hygiene kits, blankets or clothing, and transportation assistance.

Table Thirteen: Engagements by City Council District – June 2018

| DISTRICT | Interviews | Visual Observations | Total Engagements |
|----------------------------|-------------------|----------------------------|--------------------------|
| District 1 | 4 | 15 | 19 |
| District 2 | 73 | 56 | 129 |
| District 3 | 485 | 129 | 614 |
| District 4 | 27 | 14 | 41 |
| District 5 | 0 | 3 | 3 |
| District 6 | 6 | 1 | 7 |
| District 7 | 13 | 23 | 36 |
| District 8 | 267 | 67 | 334 |
| District 9 | 62 | 29 | 91 |
| Unknown³ | 10 | 5 | 15 |
| TOTALS | 947 | 342 | 1289 |

In July 2018, the Temporary Bridge Shelter Outreach teams engaged with a total of 1,243 individuals/households, consisting of 829 interviews and 414 visual observations across all nine City Council Districts. The engagements in July resulted in:

- 73 shelter placements
- 482 shelter referrals
- Two placements into substance abuse treatment
- 100 referrals to medical services
- 22 referrals to mental health services
- 16 referrals to substance abuse treatment
- 630 basic services provided, including water, hygiene kits, blankets or clothing, and transportation assistance.

Table Fourteen: Engagements by City Council District – July 2018

| DISTRICT | Interviews | Visual Observations | Total Engagements |
|-------------------|-------------------|----------------------------|--------------------------|
| District 1 | 0 | 3 | 3 |

³ 15 of the recorded engagements were unable to be geo-coded to a District level.

| | | | |
|----------------------------|------------|------------|-------------|
| 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 |
| Unknown⁴ | 21 | 23 | 44 |
| TOTALS | 829 | 414 | 1243 |

SHELTER ACTIVITY OVERVIEW

The expectation when the City’s Temporary Bridge Shelter Programs were implemented was that the majority of the shelters’ residents would be Priority Level 1, (referred from RTFH and already matched to a housing resource), or Priority Level 2, (“match ready” and awaiting a match to a housing resource). Since the shelters opened, a total of 122 Priority Level 1 intakes and 499 Priority Level 2 intakes have been processed. The remaining intakes were Priority Level 3 (291) and Priority Level 4 (1,609). This means that 75 percent of all intakes were not matched to a housing resource, nor could they reasonably be expected to be matched any time within the first 120 days of shelter residence. The implementation of the Temporary Bridge Shelter Programs has not only provided more than 2,500 individuals experiencing homelessness with shelter, but has also afforded the Housing Commission and the City the opportunity to better understand the needs of the homeless population and the intersection with the homeless crisis response system. This new understanding will help to inform system-wide improvements and more efficient allocation of resources in the future.

As intended, the Temporary Bridge Shelters are reaching out to and serving the most vulnerable San Diegans who are experiencing homelessness. Of the population served since the opening of the shelters, 55 percent across all three Temporary Bridge Shelters entered the shelters with no income, and an additional eight percent had income at entry of \$500 or less. Of the total persons served since the shelters opened, 56 percent had a disability, 48 percent were chronically homeless, and 35 percent were 55 years of age or older.

The original contract agreements for the operation of the Temporary Bridge Shelters provided that a third-party evaluation of the shelters would begin in their fourth operating month. Focus Strategies, the third-party evaluator, provided recommendations to enhance the availability of housing-focused services. Some of the proposed recommendations, if implemented, would require additional expenditures for the Temporary Bridge Shelters. To provide stabilization to the high-need population

⁴ 44 of the recorded engagements were unable to be geo-coded to a District level.

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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. Based on input from the members of the Housing Authority of the City of San Diego, the evaluation recommendations have been incorporated into the Temporary Bridge Shelter Fiscal Year 2019 contracts. The updated operator contracts are being presented to the Housing Commission Board of Commissioners on September 13, 2018, and will be presented to the Housing Authority for consideration on September 18, 2018, as part of the recommendation for approval to exercise the second option for renewal of the Temporary Bridge Shelter contracts.

Respectfully submitted,



Lisa Jones
Vice President
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Approved by,



Jeff Davis
Executive Vice President & Chief of Staff
San Diego Housing Commission

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