



## INFORMATIONAL REPORT

**DATE ISSUED:** September 27, 2018

**REPORT NO:** HCR18-087

**ATTENTION:** Chair and Members of the San Diego Housing Commission  
For the Agenda of October 5, 2018

**SUBJECT:** August 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 (Alpha Project), Veterans Village of San Diego (VVSD), and Father Joe's Villages (FJV), for 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.

The Housing Commission exercised the second option to renew operating agreements with Alpha Project, VVSD, and FJV for the Temporary Bridge Shelters, for a nine-month term, from October 1, 2018, through June 30, 2019, in accordance with approvals granted by the Housing Authority on September 18, 2018 (Housing Authority Resolution Number HA-1789). The Housing Commission and Housing Authority, allocated \$8,482,756 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, FJV, and VVSD, 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 – AUGUST 2018

The tables below provide an overview of data captured in the eighth month of operations for the Single Adult Shelter operated by Alpha Project, which opened on December 1, 2017, and the Veterans Shelter operated by VVSD, which opened on December 22, 2017. The tables provide data captured in

the seventh month of operations for the Shelter for Single Women and Families operated by FJV, 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:

- 67 individuals/households successfully exited to permanent or longer term housing in August 2018; and
- 638 individuals remain sheltered, and are receiving services and housing navigation support.

Table One: Shelter Occupancy & Persons Served

SHELTER	Capacity in August 2018	Persons Served in August 2018	Persons Served Since Opening	Occupancy on August 31, 2018	Average Occupancy Rate Since Opening <sup>1</sup>
Single Adult (Alpha Project)	324	429	1,396	98%	99%
Veterans (VVSD)	200	323	898	89%	91%
Families & Single Women (Father Joe's Villages)	150	184	419	97%	97%
<b>TOTALS</b>	<b>674</b>	<b>936</b>	<b>2,713</b>	<b>95%</b>	<b>96%</b>

Table Two: New Intakes by Priority Level

SHELTER	Priority 1	Priority 2	Priority 3	Priority 4	Total Intakes in August 2018
Single Adult (Alpha Project)	0	29	1	54	84
Veterans (VVSD)	2	10	29	33	74
Families & Single Women (Father Joe's Villages)	0	6	0	30	36
<b>AUGUST TOTALS</b>	<b>2</b>	<b>45</b>	<b>30</b>	<b>117</b>	<b>194</b>
<b>TOTALS SINCE OPENING</b>	<b>124</b>	<b>544</b>	<b>320</b>	<b>1,725</b>	<b>2,713</b>

Table Three: Exits and Exits to Permanent and Other Longer Term Housing – August 2018

SHELTER	Total Exits in August 2018	Exits to Permanent Housing	Exits to Other Longer Term Housing	Total Positive Exits in August 2018
Single Adult (Alpha Project)	108	8	4	12
Veterans (VVSD)	144	19	12	31
Families & Single Women (Father Joe's Villages)	39	22	2	24
<b>AUGUST TOTALS</b>	<b>291</b>	<b>49</b>	<b>18</b>	<b>67</b>

<sup>1</sup> Excludes 30-day ramp up period.

Table Four: 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)	1,075	103	30	133
Veterans (VVSD)	719	81	57	138
Families & Single Women (Father Joe's Villages)	274	101	19	120
<b>TOTALS SINCE OPENING</b>	<b>2,068</b>	<b>285</b>	<b>106</b>	<b>391</b>

Table Five: 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	7	6	77	103
Veterans (VVSD)	12	29	23	17	81
Families & Single Women (Father Joe's Villages)	8	23	23	47	101
<b>TOTALS</b>	<b>33</b>	<b>59</b>	<b>52</b>	<b>141</b>	<b>285</b>

Table Six: 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	23	30
Veterans (VVSD)	4	20	11	22	57
Families & Single Women (Father Joe's Villages)	0	8	1	10	19
<b>TOTALS</b>	<b>4</b>	<b>32</b>	<b>15</b>	<b>55</b>	<b>106</b>

Table Seven: Exit &amp; Reentry Data since Shelter opening through August 31, 2018

SHELTER	One Reentry	Two Reentries	Three Reentries	Four Reentries	Fives Reentries	Six or More Reentries	OVERALL
Single Adult (Alpha Project)	189	19	0	0	0	0	<b>208</b>
Veterans (VVSD)	179	82	55	30	30	60	<b>436</b>
Families & Single Women (Father Joe's Villages)	39	3	1	0	0	0	<b>43</b>
<b>TOTALS</b>	<b>407</b>	<b>104</b>	<b>56</b>	<b>30</b>	<b>30</b>	<b>60</b>	<b>687</b>

Table Eight: Expense Actuals Compared to Budget: July 1 – August 31, 2018

SHELTER	JULY OPERATING	AUGUST OPERATING	*ACTUALS THROUGH 8/31/2018	BUDGET THROUGH 8/31/18	UNDER/OVER SPEND
Single Adult (Alpha Project)	\$273,328	\$321,946	\$595,274	\$800,000	\$(204,726)
Veterans (VVSD)	\$219,583	\$281,473	\$ 501,056	\$500,000	\$1,056
Families & Single Women (Father Joe's Villages)	\$164,854	\$158,369	\$323,223	\$366,667	\$(43,443)
<b>TOTALS</b>	<b>\$657,765</b>	<b>\$ 761,788</b>	<b>\$1,419,553</b>	<b>\$1,666,667</b>	<b>\$(247,114)</b>

\*Actuals are subject to change if there are disallowances.

### **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 teams partner with the San Diego Police Department's Homeless Outreach Team (HOT) every Thursday, addressing specific areas throughout the City as determined by HOT.

In August 2018, Temporary Bridge Shelter Outreach teams engaged with a total of 1,254 individuals/households. These engagements consisted of 851 interviews and 403 visual observations across all nine City Council Districts. The engagements in August resulted in:

- 56 shelter placements
- 5 Transitional Housing Placements
- 575 shelter referrals
- 1 placement into substance abuse treatment
- 119 referrals to medical services
- 56 referrals to mental health services
- 9 referrals to substance abuse treatment
- 32 referrals to income assistance services
- 743 basic services provided, including water, hygiene kits, blankets or clothing, and transportation assistance.

Table Nine: Engagements by City Council District – August 2018

<b>DISTRICT</b>	<b>Interviews</b>	<b>Visual Observations</b>	<b>Total Engagements</b>
<b>District 1</b>	2	3	<b>5</b>
<b>District 2</b>	48	67	<b>115</b>
<b>District 3</b>	545	207	<b>752</b>
<b>District 4</b>	17	16	<b>33</b>
<b>District 5</b>	2	2	<b>4</b>
<b>District 6</b>	9	9	<b>18</b>
<b>District 7</b>	16	10	<b>26</b>
<b>District 8</b>	131	47	<b>178</b>
<b>District 9</b>	37	29	<b>66</b>
<b>Unknown<sup>2</sup></b>	44	13	<b>57</b>
<b>TOTALS</b>	<b>851</b>	<b>403</b>	<b>1,254</b>

### **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 124 Priority Level 1 intakes and 544 Priority Level 2 intakes have been processed. The remaining intakes were Priority Level 3 (320) and Priority Level 4 (1,725). This means that 65 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 2,700 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 of individuals across all three Temporary Bridge Shelters entered the shelters with no income, and an additional seven percent of individuals had income at entry of \$500 or less. Of the total persons served since the shelters opened, 56 percent had a disability, 47 percent were chronically homeless, and 34 percent were 55 years of age or older.

<sup>2</sup> 15 of the recorded engagements were unable to be geo-coded to a District level.

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. 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. 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 were presented to the Housing Commission Board of Commissioners on September 13, 2018, and 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. Updates on the implementation of the evaluation recommendations will be provided in the October operating month informational report.

Respectfully submitted,



Lisa Jones  
Senior Vice President  
Homeless Housing Innovations  
San Diego Housing Commission

Approved by,



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

Hard copies are available for review during business hours at the security information desk in the main lobby and at the fifth floor reception desk of the San Diego Housing Commission offices at 1122 Broadway, San Diego, CA 92101 and at the Office of the San Diego City Clerk, 202 C Street, San Diego, CA 92101. You may also review complete docket materials in the "Governance & Legislative Affairs" section of the San Diego Housing Commission website at [www.sdhc.org](http://www.sdhc.org)