



SAN DIEGO
HOUSING
COMMISSION

INFORMATIONAL REPORT

DATE ISSUED: January 3, 2019 **REPORT NO:** HCR19-013

ATTENTION: Chair and Members of the San Diego Housing Commission
For the Agenda of January 11, 2019

SUBJECT: October 2018 and November 2018 Reporting Update for the 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. In addition, a third-party evaluator's recommendations to enhance the availability of housing-focused services were incorporated into the nine-month operating agreements approved by the Housing Authority.

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 – OCTOBER & NOVEMBER 2018

The charts below provide an overview of data captured in the ninth 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 charts provide data captured in the eighth month of operations for the Shelter for Single Women and Families operated by FJV, which opened on January 3, 2018. The three shelters provide 674 beds nightly: the Single Adult Shelter has 324 beds, the Veterans Shelter has 200 beds, and the Families and Single Women's Shelter has 150 beds.

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

- 42 individuals successfully exited to permanent or longer term housing in October 2018¹;
- 49 individuals successfully exited to permanent or longer term housing in November 2018²; and
- 631 individuals remained sheltered, and were receiving services and housing navigation support on November 30, 2018.

¹ This data includes positive exits for individuals with a shelter stay of less than 30 days and individuals with a shelter stay of 30 days or more.

² This data includes positive exits for individuals with a shelter stay of less than 30 days and individuals with a shelter stay of 30 days or more.

Chart One: Total Persons Served

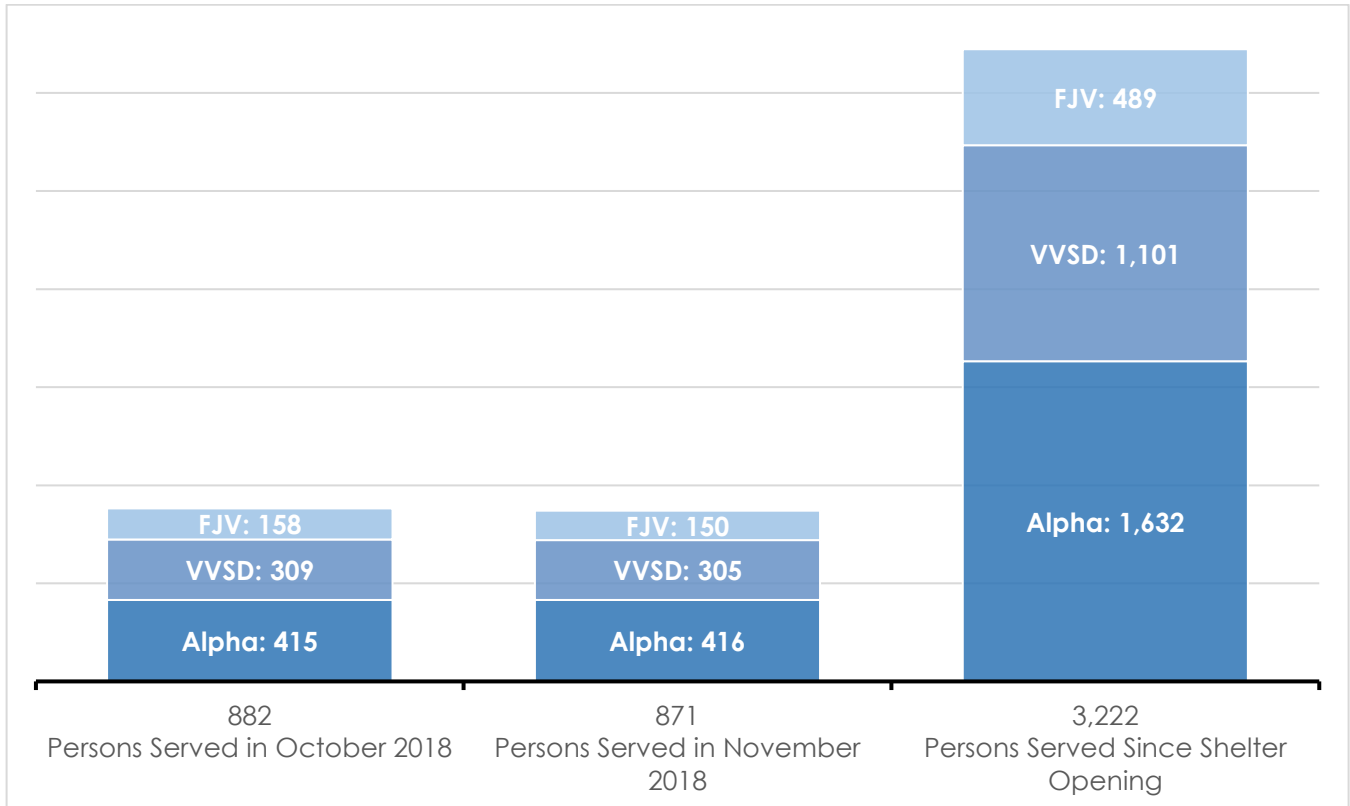
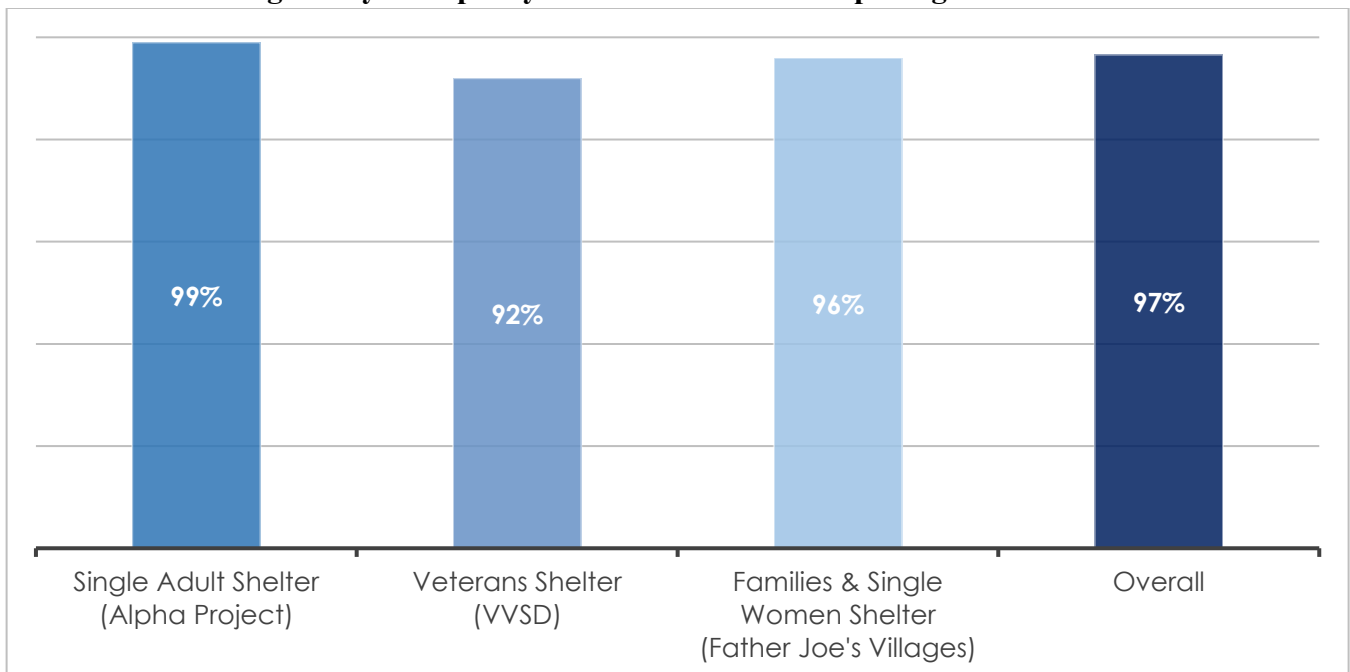


Chart Two: Average Daily Occupancy Rate – Since Shelter Opening³



³ Excludes 30-day ramp up period.

Chart Three: Occupancy on November 30, 2018

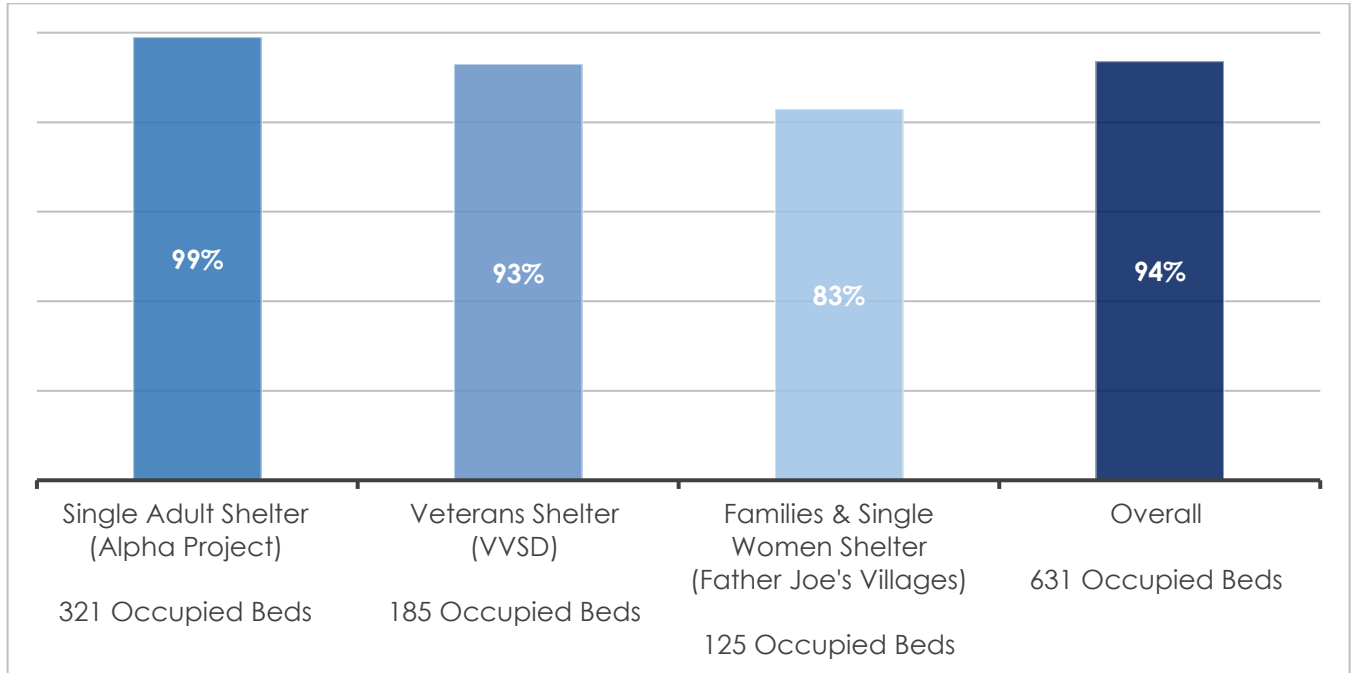


Chart Four: New Intakes by Priority Level – October 2018

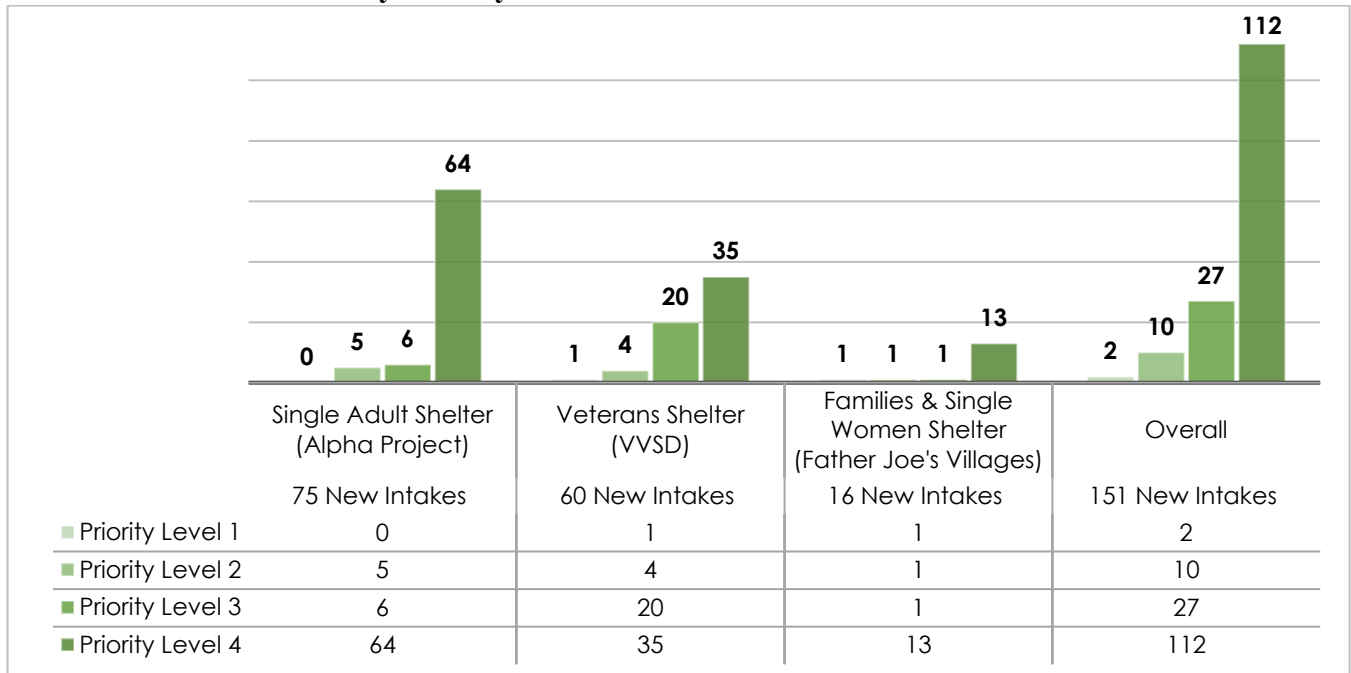


Chart Five: New Intakes by Priority Level – November 2018

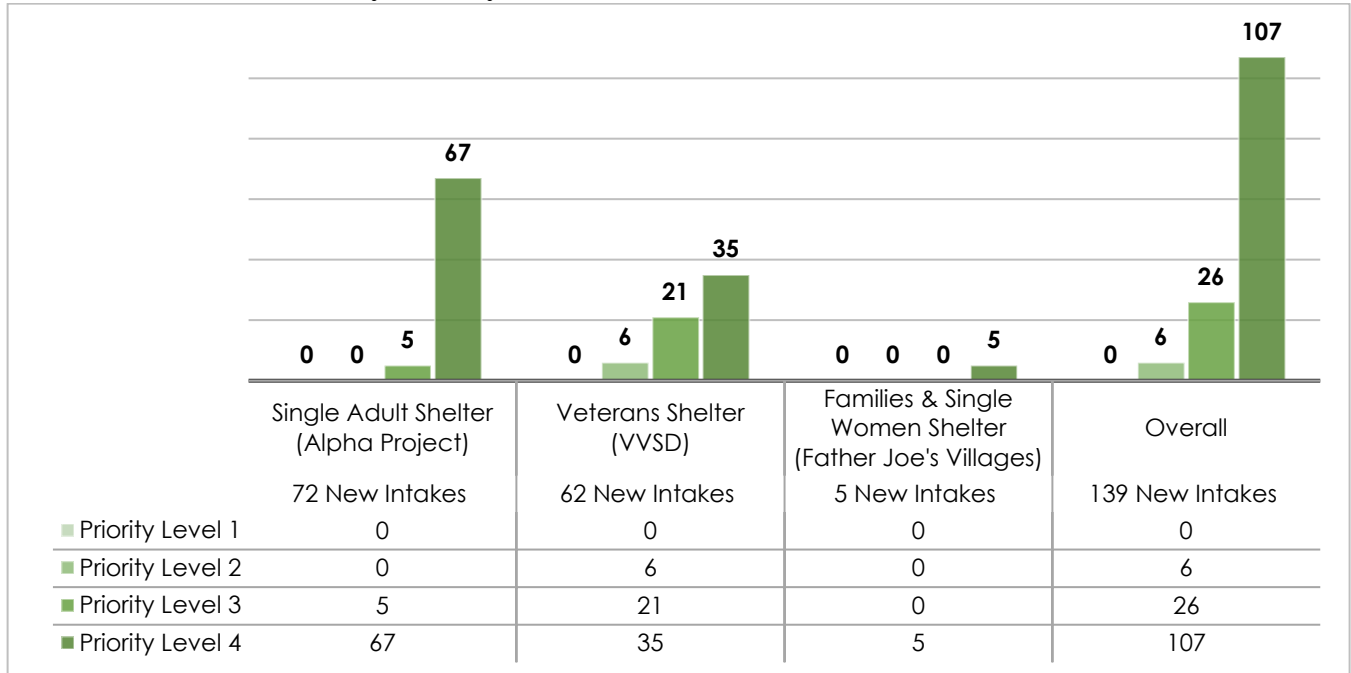


Chart Six: Intakes by Priority Level – Since Shelter Opening

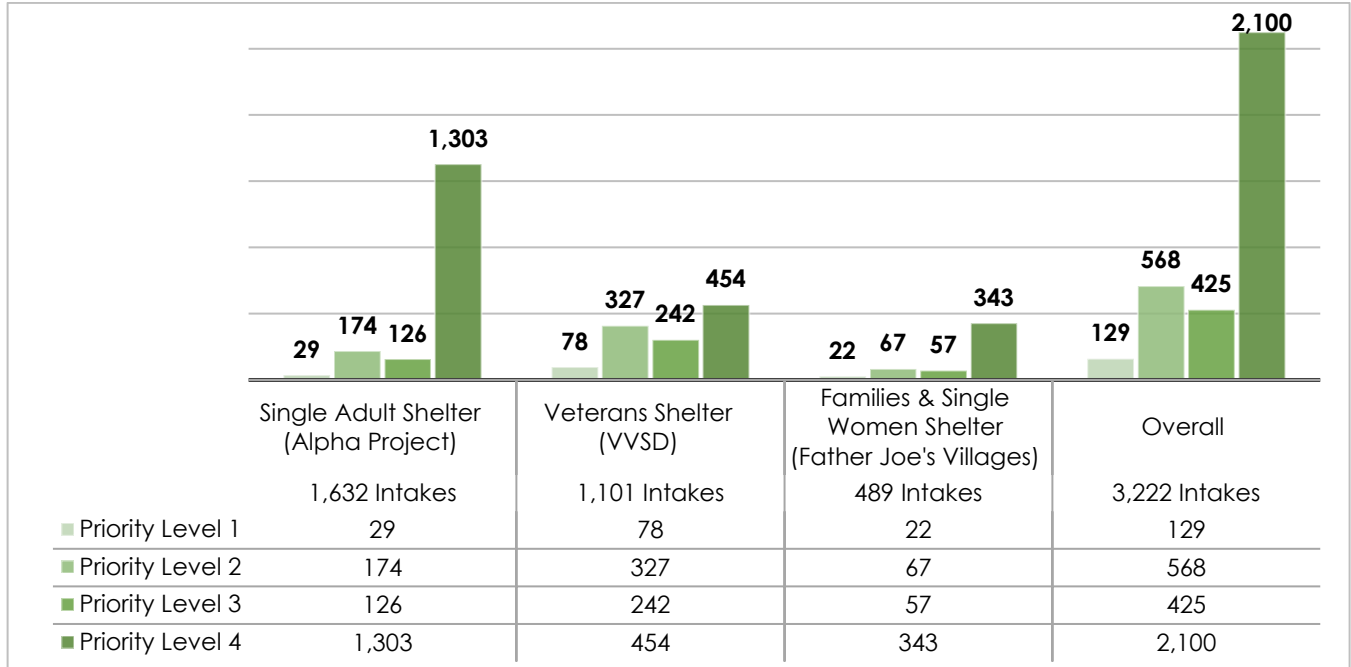
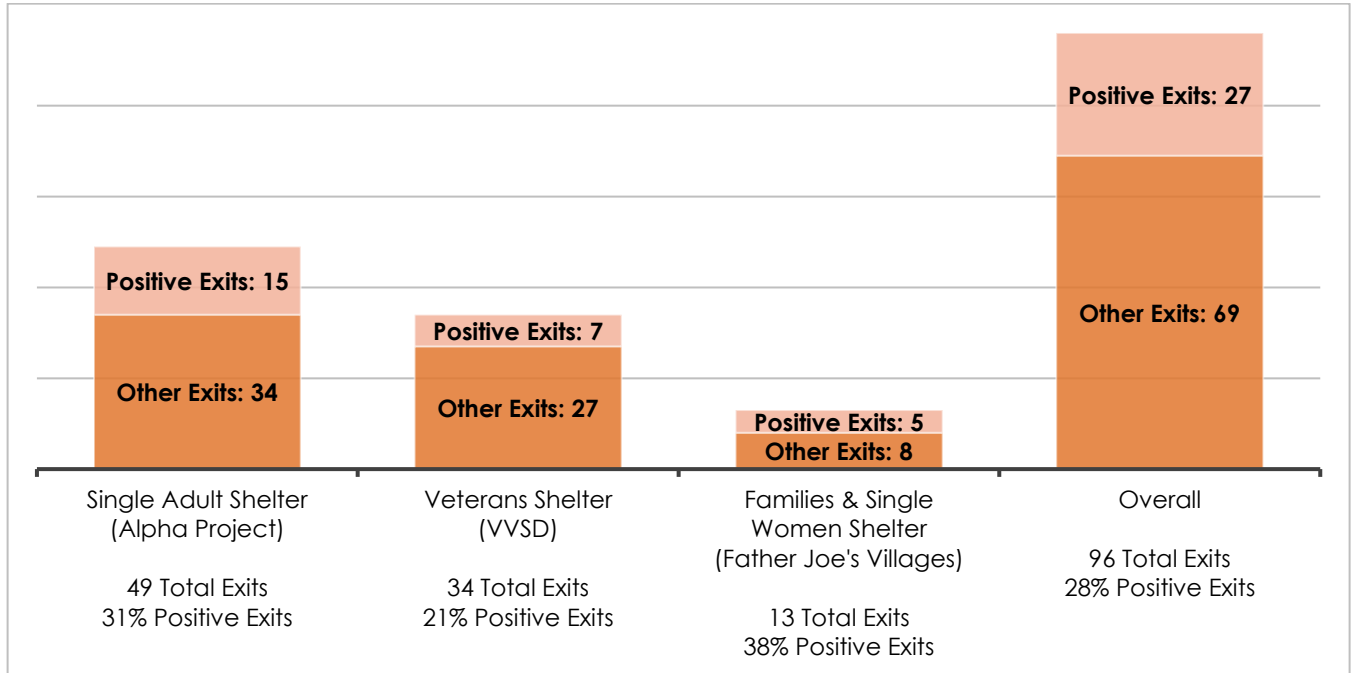
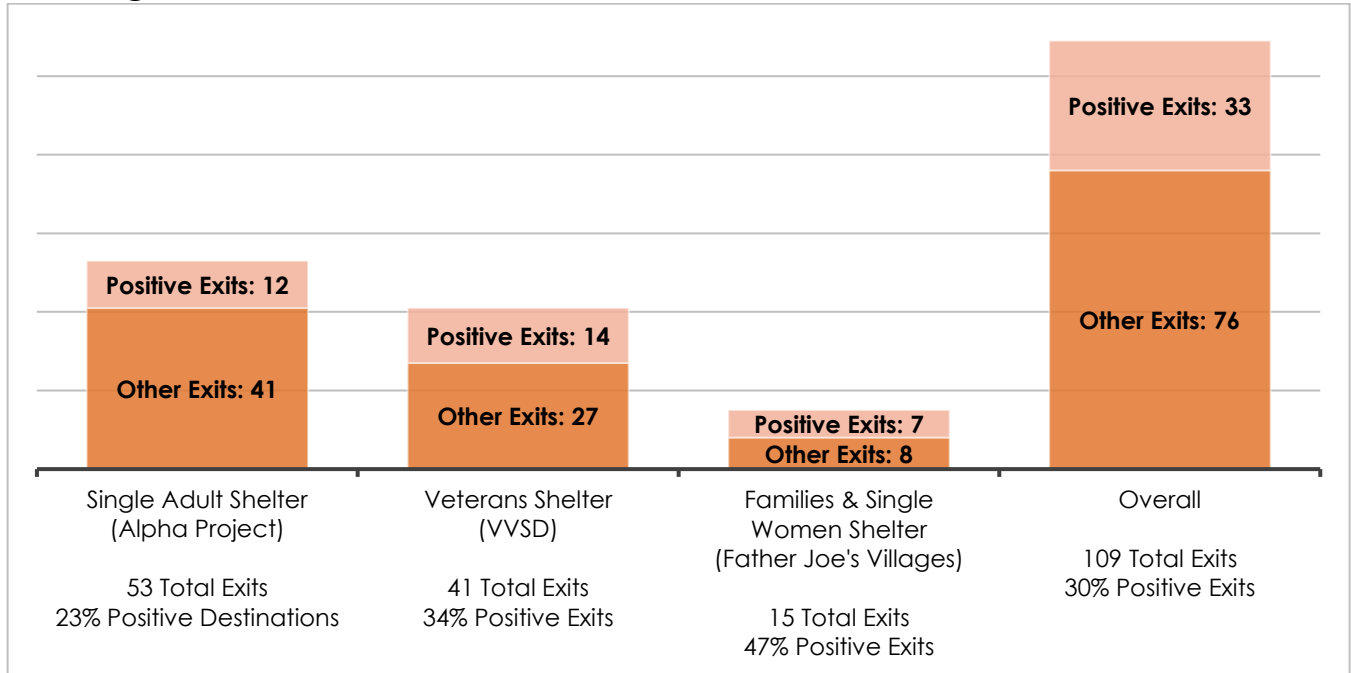


Chart Seven: Positive Exits – October 2018



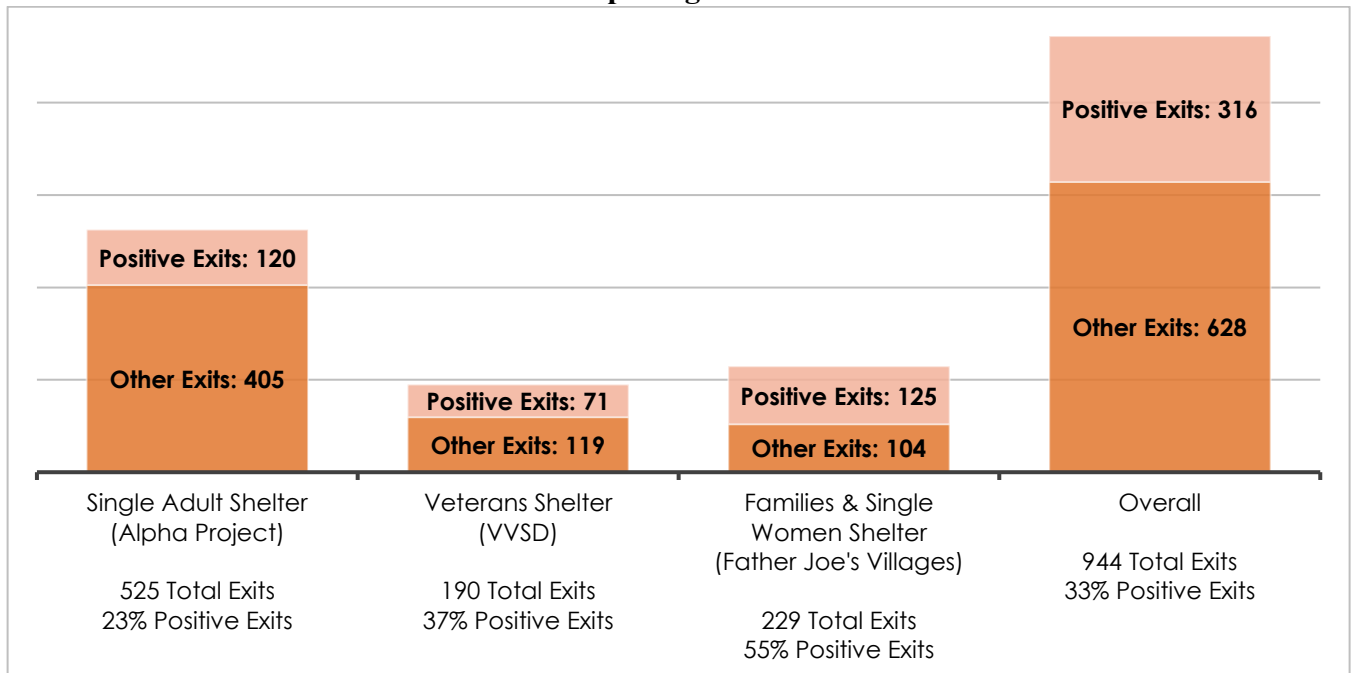
“Positive Exits” are defined in the current operating agreements as exits to permanent and other longer term housing solutions for individuals with a shelter stay of 30 days or more. In October 2018, the 27 positive exits from all three shelters consisted of 19 exits to permanent housing and eight exits to other longer term housing. Additionally, in October 2018 there were 133 total exits for individuals with a shelter stay of less than 30 days; 14% of those exits were to permanent housing (10 exits) or other longer term housing (eight exits).

Chart Eight: Positive Exits – November 2018



In November 2018, the 33 positive exits from all three shelters consisted of 23 exits to permanent housing and 10 exits to other longer term housing. Additionally, in November 2018 there were 119 total exits for individuals with a shelter stay of less than 30 days; 13% of those exits were to permanent housing (five exits) and other longer term housing (11 exits).

Chart Nine: Positive Exits – Since Shelter Opening



Since shelter opening, the 316 total positive exits from all three shelters consisted of 254 exits to permanent housing and 62 exits to other longer term housing. Additionally, since shelter opening there have been 1,635 exits for individuals with a shelter stay of 30 days or less; 12% of those exits were to permanent housing (121 exits) and other longer term housing (79 exits).

Chart 10: Positive Exits by Priority Level – Since Shelter Opening

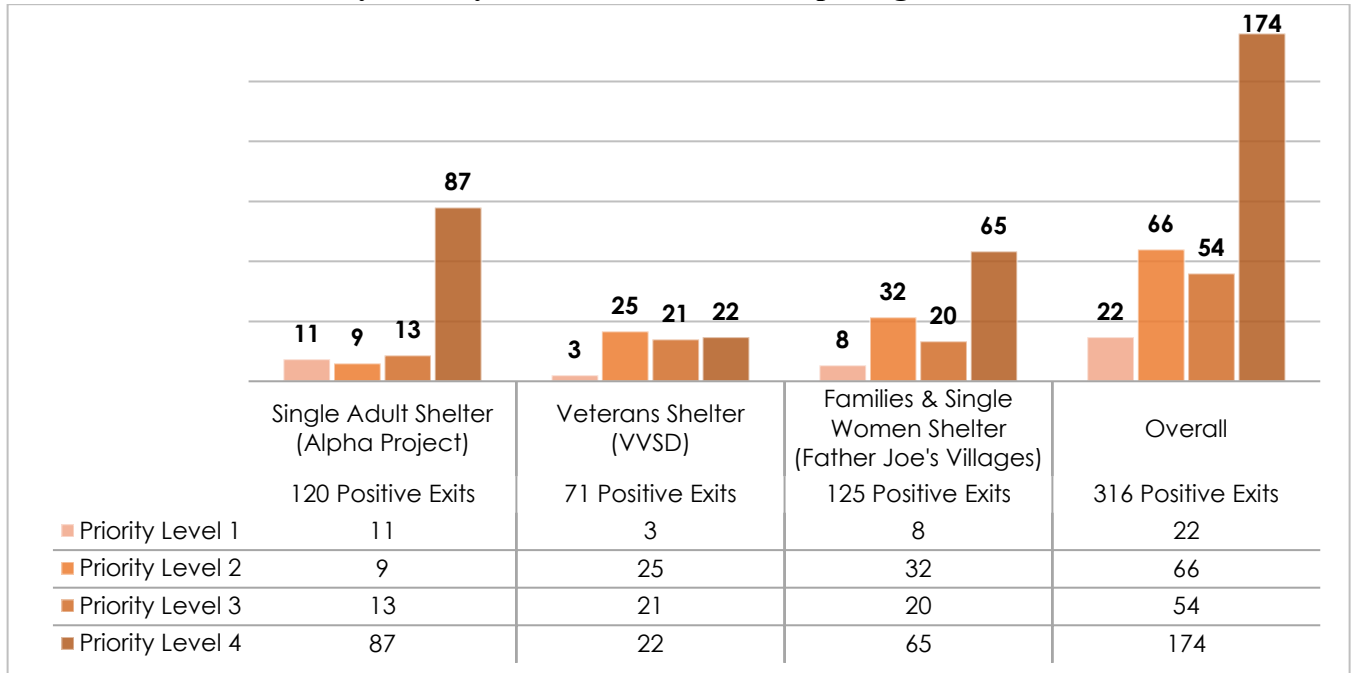


Chart 11: Individuals with Multiple Entries - Since Shelter Opening

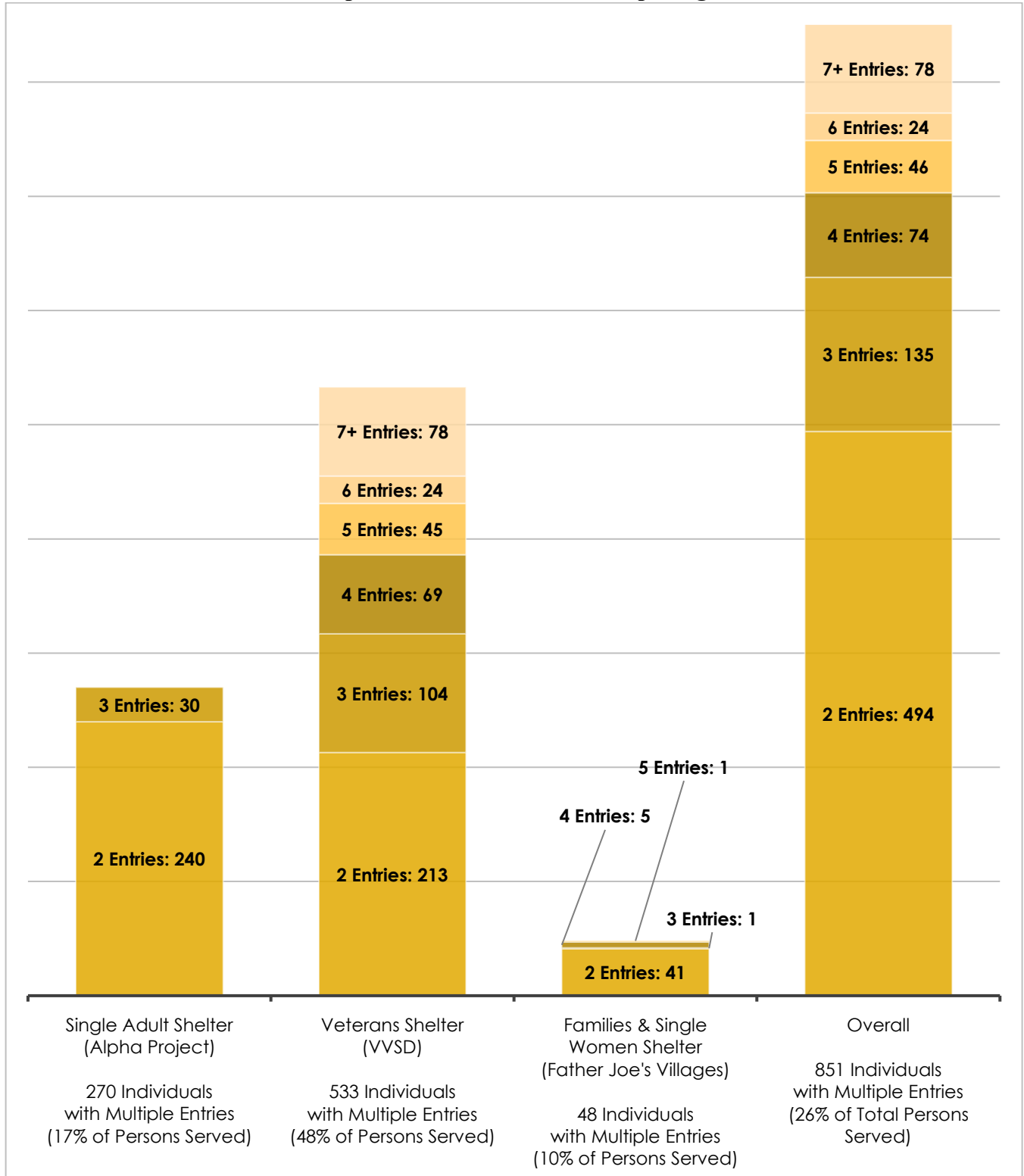


Table One: Expense Actuals Compared to Budget – October 1, 2018-October 31, 2018

SHELTER	OCTOBER OPERATING	*ACTUALS THROUGH 10/31/2018	BUDGET THROUGH 10/31/2018	UNDER/OVER SPEND
Single Adult (Alpha Project)	\$358,994	\$358,994	\$443,101	\$(84,107)
Veterans (VVSD)	\$222,475	\$222,475	\$293,387	\$(70,912)
Families & Single Women (Father Joe’s Villages)	\$155,441	\$155,441	\$206,041	\$(50,600)
TOTALS	\$736,909	\$736,909	\$942,529	\$(205,619)

**November financial information will be included in the next informational report because of delays in reporting due to the impact of the December 6 flooding at the Shelter for Single Adults and a staff leave of absence at the Shelter for Families and Single Women.*

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 October 2018, Temporary Bridge Shelter Outreach teams engaged with a total of 1,296 individuals/households. These engagements consisted of 1,062 interviews and 234 visual observations across all nine City Council Districts. The engagements in October resulted in:

- 60 shelter placements
- 4 transitional housing placements
- 882 shelter referrals
- 1 placement into substance abuse treatment
- 21 referrals to medical services
- 21 referrals to mental health services
- 8 referrals to substance abuse treatment
- 14 referrals to income assistance services
- 1,027 basic services provided, including water, hygiene kits, blankets or clothing, and transportation assistance.

Table Two: Engagements by City Council District – October 2018

DISTRICT	INTERVIEWS	VISUAL OBSERVATIONS	TOTAL ENGAGEMENTS
District 1	0	2	2
District 2	152	45	197
District 3	640	102	742
District 4	26	7	33
District 5	2	7	9
District 6	8	6	14
District 7	68	16	84
District 8	129	31	160
District 9	22	13	35
Unknown⁴	15	5	20
TOTALS	1,062	234	1,296

In November 2018, Temporary Bridge Shelter Outreach teams engaged with a total of 801 individuals/households. These engagements consisted of 695 interviews and 106 visual observations across all nine City Council Districts. The engagements in November resulted in:

- 34 shelter placements
- 1 transitional housing placement
- 614 shelter referrals
- 5 referrals to medical services
- 7 referrals to mental health services
- 3 referrals to substance abuse treatment
- 4 referrals to income assistance services
- 676 basic services provided, including water, hygiene kits, blankets or clothing, and transportation assistance.

Table Three: Engagements by City Council District – November 2018

DISTRICT	INTERVIEWS	VISUAL OBSERVATIONS	TOTAL ENGAGEMENTS
District 1	1	0	1
District 2	48	22	70
District 3	450	36	486
District 4	24	9	33
District 5	2	2	4
District 6	7	2	9
District 7	1	2	3
District 8	92	21	113
District 9	33	5	38
Unknown5	37	7	44
TOTALS	695	106	801

SHELTER ACTIVITY OVERVIEW

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.

Based on Focus Strategies’ recommendations, the positive exits outcome goal for the Shelters was revised to state, “At least 30 percent of Program participants who remain in shelter for 30 days or greater will exit to permanent or other longer term housing.” The total positive exits across all three Shelters in November and cumulatively since they opened exceeds this goal.

In addition, 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, the evaluation recommendations have been incorporated into the Temporary Bridge Shelter Fiscal Year 2019 contracts. The updated operator contracts were approved by the Housing Commission Board of Commissioners on September 13, 2018, and the Housing Authority on September 18, 2018, as part of the approval to exercise the second option for renewal of the Temporary Bridge Shelter contracts.

Over the past few months, Housing Commission staff have worked with the operators to begin to implement the key recommendations of the evaluation, as approved by the Housing Authority. The development of appropriate job descriptions for the new positions has completed, and the new positions were posted for recruitment. Operators⁴ are currently conducting interviews, and all recommended candidates will be forwarded to Housing Commission staff for review. In addition Housing Commission staff has been working with shelter operators to provide training on prevention and diversion practices, as well as how to access Housing Commission programs. Housing Commission staff is also working with the U.S. Department of Housing and Urban Development (HUD) Technical Assistance team assigned to San Diego to develop and deliver training covering the major subject areas identified in the evaluation. This training is anticipated to take place in February, once new staff have completed their initial onboarding.

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.

⁴ Alpha Project and VVSD are in active recruitment. Recruitment at Father Joe's Villages is currently on hold due to the anticipated closure of the shelter at the current site and the projected time it will take for re-assembly once a new site has been secured.