



INFORMATIONAL REPORT

DATE ISSUED: January 30, 2020

REPORT NO: HCR20-020

ATTENTION: Chair and Members of the San Diego Housing Commission
For the Agenda of February 7, 2020

SUBJECT: December 2019 Reporting Update for the City of San Diego's Bridge Shelter Programs

NO ACTION IS REQUIRED ON THE PART OF THE HOUSING COMMISSION

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 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 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 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. A renewal of the MOU between the City and the Housing Commission through June 30, 2020, was approved by the Housing Commission Board of Commissioners on May 3, 2019, and the Housing Authority and City Council on June 11, 2019.

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 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

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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 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 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 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.

On March 19, 2019, the Housing Authority approved an amendment to the second option of the operator agreement with Father Joe's Villages to incorporate the new interim site location, at the San Diego Concourse and parts of Golden Hall, as well as approving an amendment to the MOU between the City of San Diego and the Housing Commission to update the roles and responsibilities related to the interim site location.

On May 3, 2019, and June 11, 2019, respectively, the Housing Commission Board of Commissioners and the Housing Authority authorized the award and execution of operating agreements with Alpha Project, VVSD, and FJV for the City of San Diego's Bridge Shelters for a 12-month term, from July 1, 2019, through June 30, 2020 (Housing Authority Resolution No. HA-1817). The Housing Commission Board of Commissioners and the Housing Authority authorized the expenditure of up to \$11,607,303 for the operations of the Bridge Shelters. Housing Commission property reserves were allocated to fund all three Shelters, and the Housing Commission's federal Moving to Work (MTW) funds were allocated to fund the Shelters operated by Alpha Project and VVSD. In addition, on June 11, 2019, the Housing Authority voted to continue operations of the Bridge Shelter operated by FJV at the San Diego Concourse and parts of Golden Hall and to delete from the operating agreement any references to moving this Bridge Shelter to a location at 17th and Imperial Avenue.

On October 15, 2019, the Housing Authority approved an amendment to the MOU between the City and the Housing Commission and authorized the award and execution of an operating agreement with Alpha Project for the City of San Diego Bridge Shelter located at 1710 Imperial Avenue for a term of eight and a half months, from October 15, 2019, through June 30, 2020, with two one-year options to renew (Housing Authority Resolution No. HA-2020-10). The Housing Authority authorized the expenditure of up to \$2,395,863.38 for the operations of the Bridge Shelter from City Homeless Emergency Aid Program (HEAP) funds and City Low Income Lease Revenue funds.

On December 10, 2019, the Housing Authority approved an amendment to the MOU between the City and the Housing Commission and authorized an amendment to the agreement between FJV and the Housing Commission to expand the City of San Diego Bridge Shelter program located at Golden Hall (Housing Authority Resolution No. HA-2020-16). The expansion provided for additional beds for families with children and beds designated for transitional-aged youth (TAY). The Housing Authority authorized the expenditure of up to \$4,176,155.85 for the ongoing operation of the Bridge Shelter from City HEAP funds, City Low Income Lease Revenue funds, City General Funds, and Housing Commission Property Reserves.

MONTHLY REPORTING – DECEMBER 2019

The charts below provide an overview of data captured in the 25th month of operation for the Single Adult Shelter located at 16th Street and Newton Avenue (“Newton Single Adult Shelter”) and operated by Alpha Project, which opened on December 1, 2017, and the Veterans Shelter operated by VVSD, which opened on December 22, 2017; data captured in the 24th month of operation for the Shelter for Single Women, Families, and Transitional-Aged Youth (TAY) operated by FJV, which opened on January 3, 2018; and data captured in the first month of operation for the Single Adult Shelter located at 17th Street and Imperial Avenue (“Imperial Single Adult Shelter”) and operated by Alpha Project, which opened on November 14, 2019

The four shelters currently provide 808 beds nightly: the Newton Single Adult Shelter provides 324 beds; the Veterans Shelter has 200 beds, and the Imperial Single Adult Shelter provides 128 beds, 50 of which are designated for the San Diego Police Department's (SDPD) Direct Placement Diversion Program (DPDP) at this time. The Shelter for Single Women, Families, and TAY at Golden Hall provided 141 beds, which includes nine cribs, for most of December 2019. On December 31, 2019, an additional 15 family beds were opened as part of the first phase of expansion of the Shelter for Single Women, Families, and TAY at Golden Hall. An additional 84 family beds, including nine cribs, and 48 TAY beds are planned to open in early 2020 at Golden Hall, which will bring the total beds available nightly across all four shelters to 892.

Between December 22, 2018, and January 4, 2019, the Regional Task Force on the Homeless (RTFH) implemented a new Homeless Management Information System (HMIS) database. In conjunction with the implementation of the new database, RTFH has been restructuring the region's Coordinated Entry System (CES) and is currently collaborating with community stakeholders to finalize an updated CES prioritization and matching process. As the regional approach to CES continues to evolve, Housing Commission staff will determine the most appropriate data points to include in this report going forward to demonstrate program participants' levels of need at program entry and exit.

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

- 54 individuals successfully exited to permanent or longer-term housing in December 2019¹;
- 793 individuals remained sheltered and were receiving services and housing navigation support on December 31, 2019.

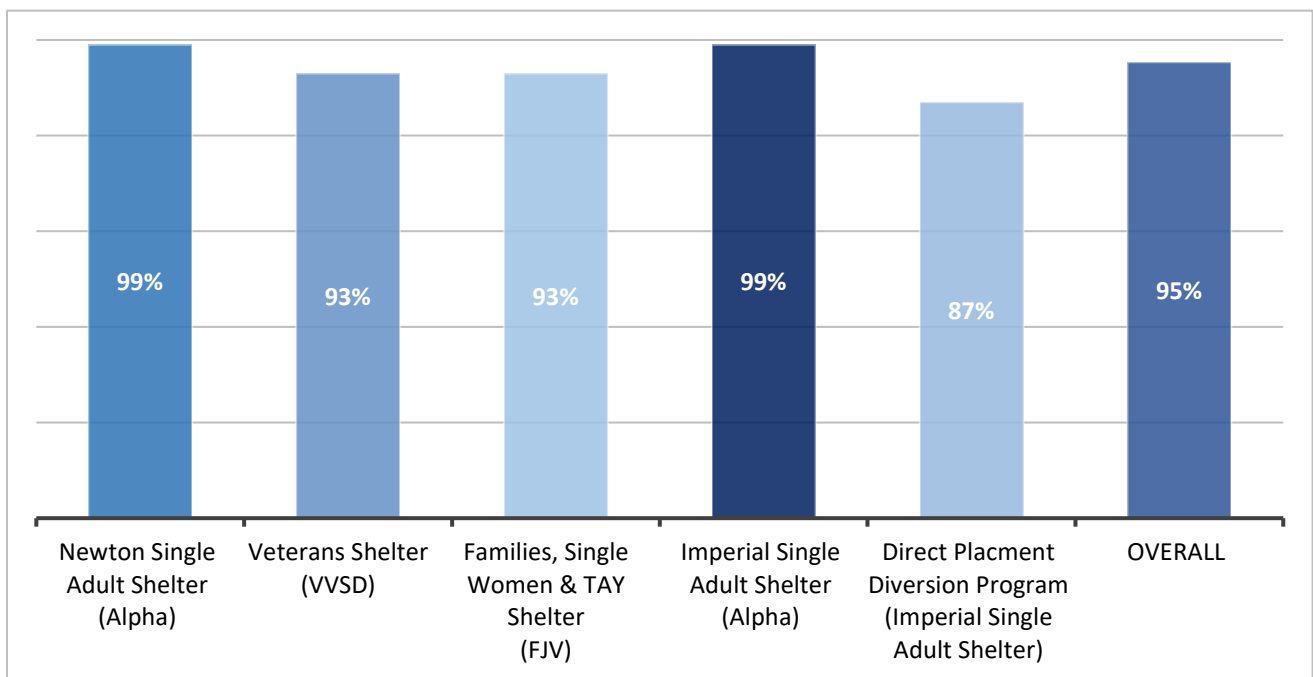
¹ This data includes all individuals exiting to permanent or other longer term housing, regardless of length of stay.

Table One: Total Persons Served

SHELTER	DECEMBER 2019	SINCE OPENING
Newton Single Adult Shelter (Alpha Project)	395	2,535
Veterans Shelter (VVSD)	296	1,793
Families, Single Women, & TAY Shelter (Father Joe’s Villages)	184	904
Imperial Single Adult Shelter (Alpha Project)*	228	289
TOTALS	1,107	5,526

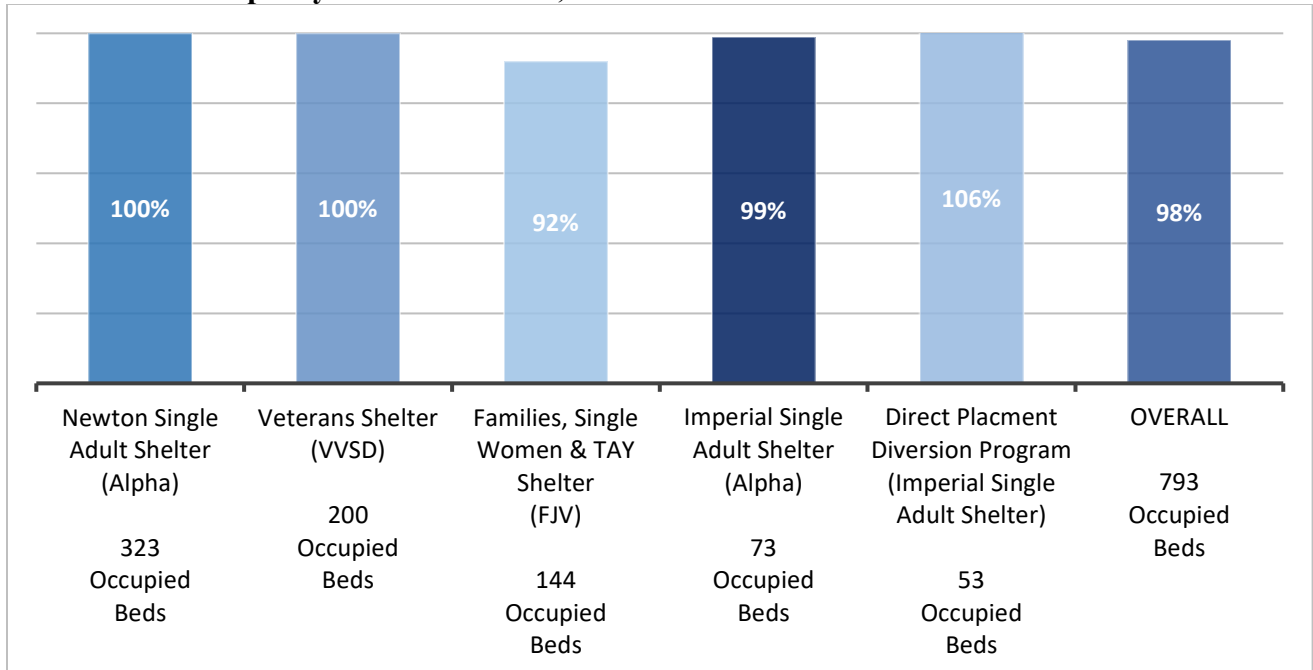
*“Total Persons Served” at the Imperial Single Adult Shelter includes persons served by SDPD’s Direct Placement Diversion Program (DPDP). DPDP served 126 individuals in December 2019, and has served 165 individuals since shelter opening.

Chart One: Average Daily Occupancy Rate – Since Shelter Opening²



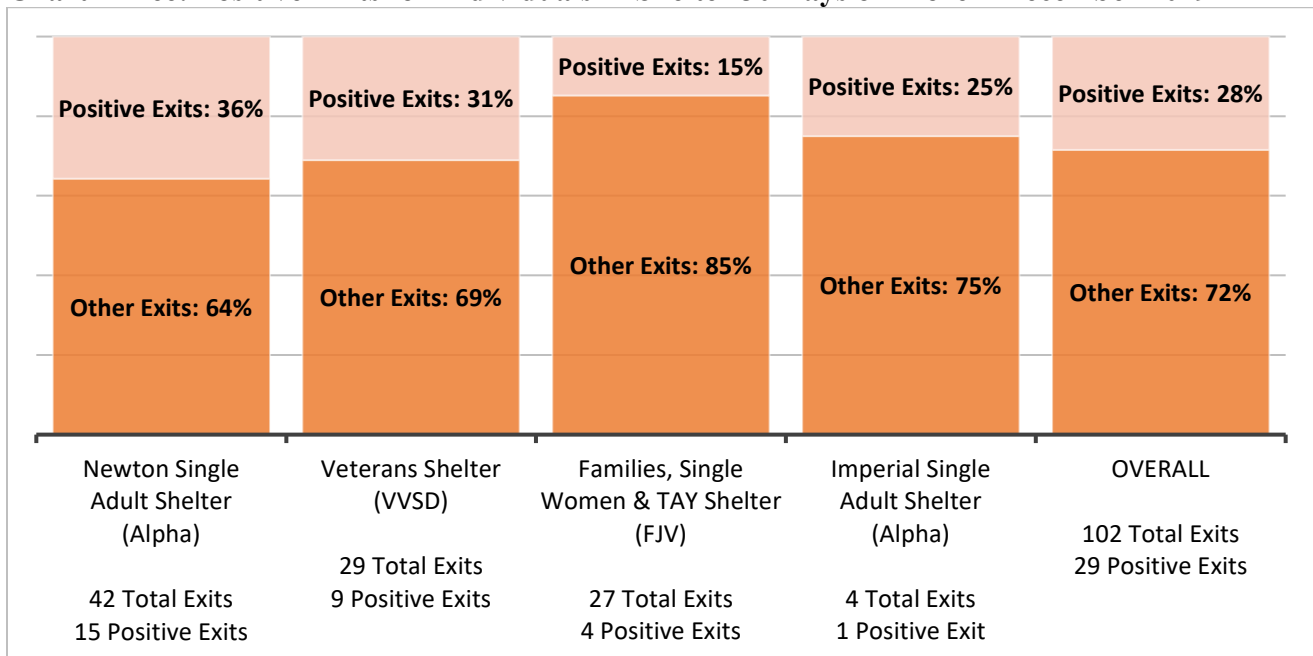
² Excludes 30-day ramp up period. NOTE: The “Overall” percentage is calculated by using the total number of occupied beds compared to available beds per night across all Bridge Shelters; due to rounding, this may not be the same number as the average of the “Average Daily Occupancy Rate” of the shelters.

Chart Two: Occupancy on December 31, 2019



NOTE: The SDPD Direct Placement Diversion Program (DPDP) occupancy is higher than 100 percent in the above chart because four beds currently used by DPDP and Alpha Project at the Imperial Single Adult Shelter are planned to be designated for a different subpopulation pilot program in the near future.

Chart Three: Positive Exits for Individuals in Shelter 30 Days or More – December 2019



“Positive Exits” are measured in the current operating agreements as the percentage of exits to permanent or other longer term housing for individuals who exit the shelters after a shelter stay of 30 days or more. In December 2019, 54 individuals exited to permanent or other longer-term housing

across the four Bridge Shelter programs. Twenty-nine individuals from all four shelters had a positive exit as measured by the current operating agreements, representing 28 percent of all individuals exiting the shelters after a stay of 30 days or more. The 29 positive exits consisted of 16 exits to permanent housing and 13 exits to other longer-term housing. An additional 25 individuals exiting the shelter in less than 30 days also exited to permanent (18 individuals) or other longer-term housing (seven individuals).

Chart Four: All Exits to Permanent or Other Longer-Term Housing by Length of Stay – December 2019

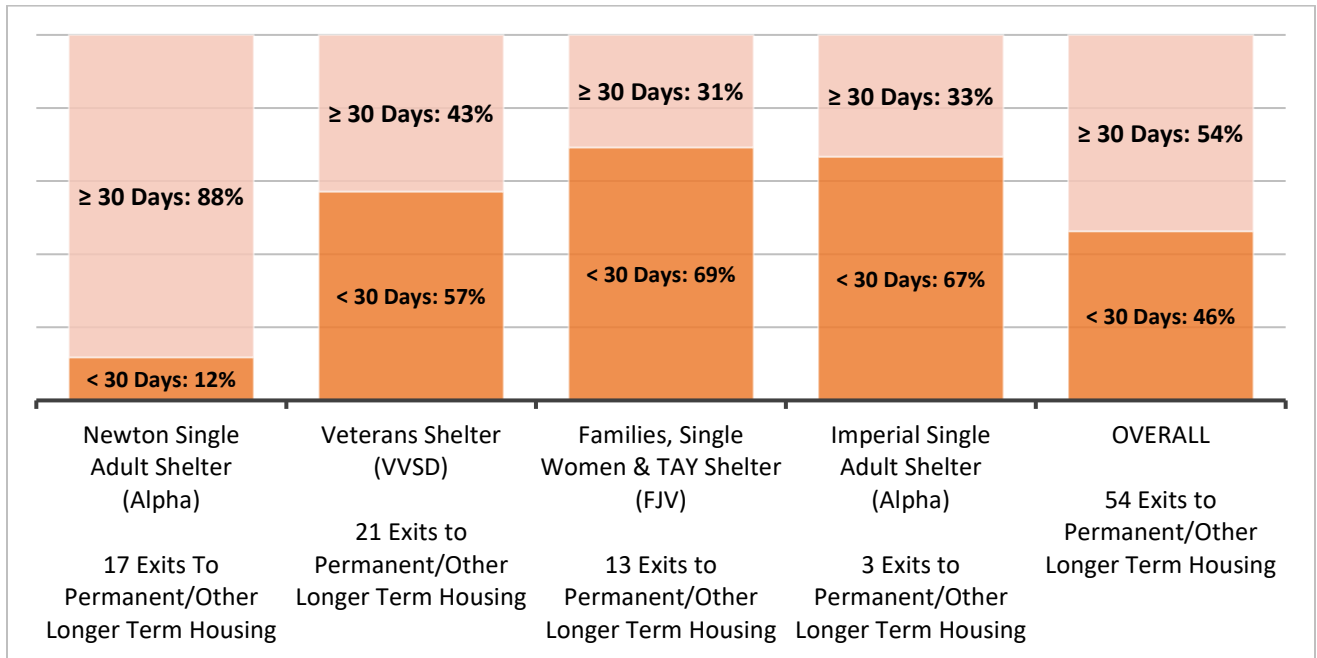
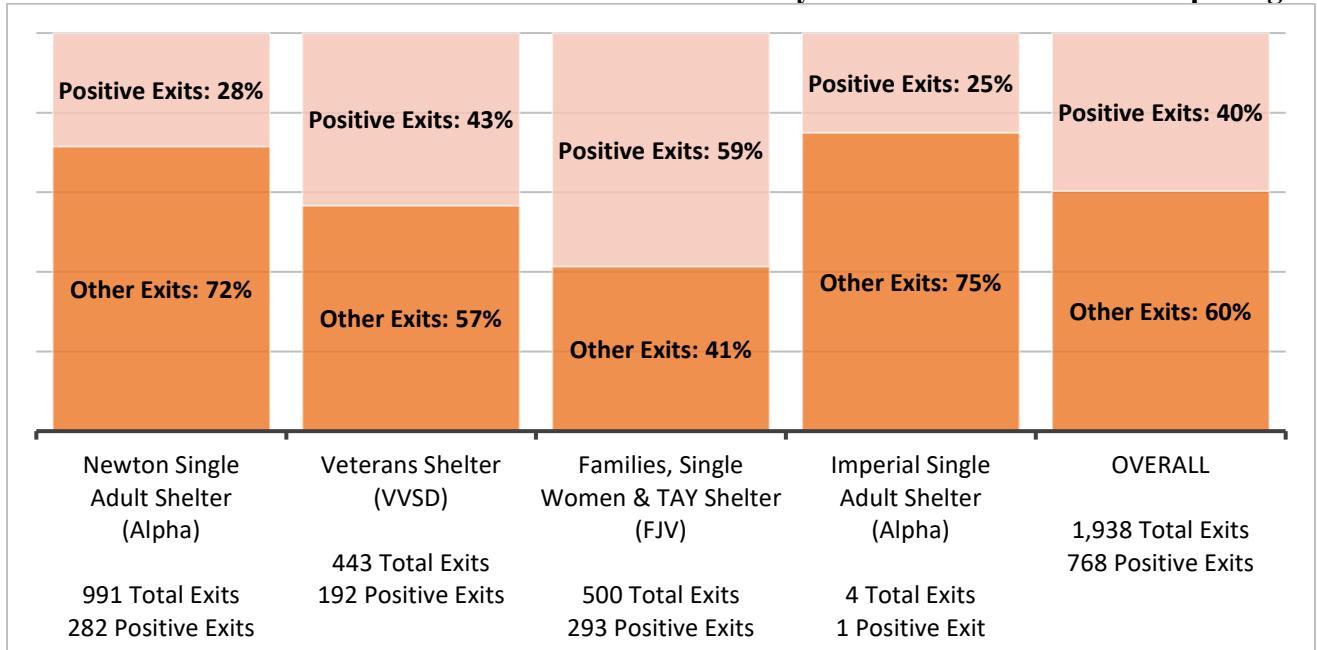


Chart Five: Positive Exits for Individuals in Shelter 30 Days or More – Since Shelter Opening



“Positive Exits” are measured in the current operating agreements as the percentage of exits to permanent or other longer term housing for individuals who exit the shelters after a shelter stay of 30 days or more. Since shelter opening, 1,146 individuals have exited the shelters to permanent or other longer-term housing. From all four shelters, 768 individuals had a positive exit as measured by the current operating agreements, representing 40 percent of all individuals exiting the shelters after a stay of 30 days or more. The 768 positive exits consisted of 625 exits to permanent housing and 143 exits to other longer-term housing. An additional 378 individuals exiting the shelters in less than 30 days also exited to permanent (223 individuals) or other longer-term housing (155 individuals).

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 exit after 30 days or more will exit to permanent or other longer term housing.” The total positive exits across all three Shelters in cumulatively since opening, exceed this goal.

Chart Six: All Exits to Permanent or Other Longer-Term Housing by Length of Stay– Since Shelter Opening

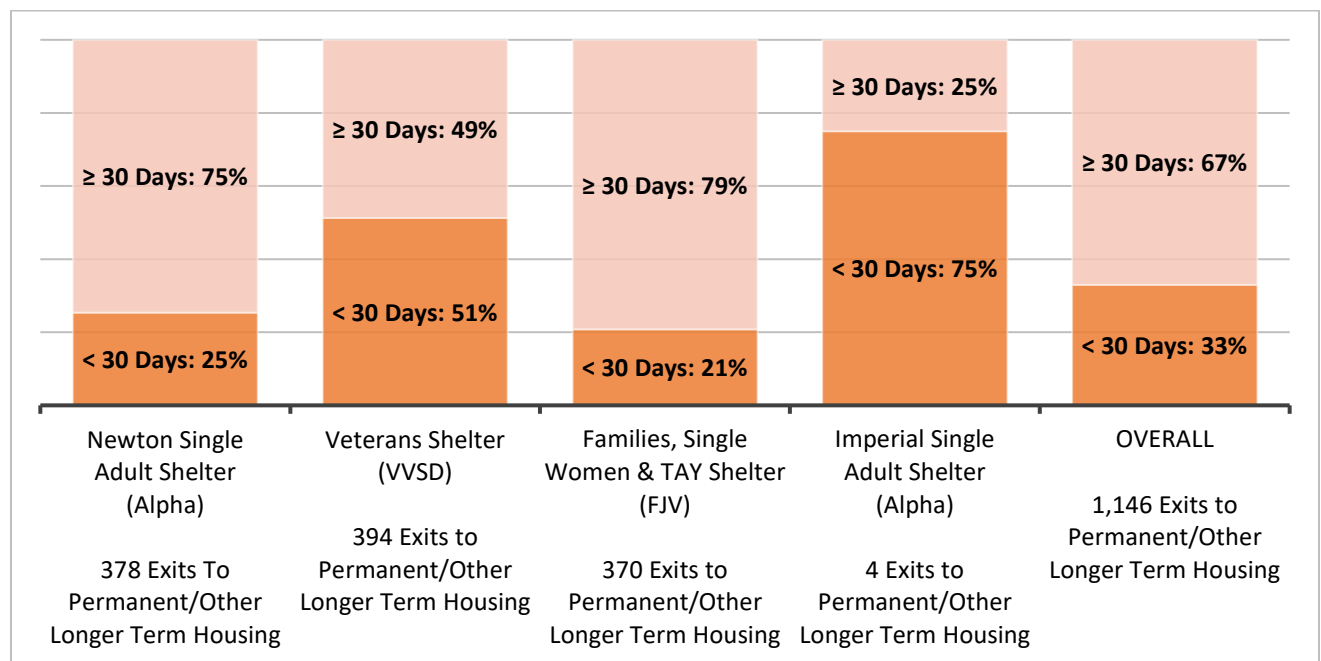


Chart Seven: Number of Shelter Stays for Persons Served - Since Shelter Opening

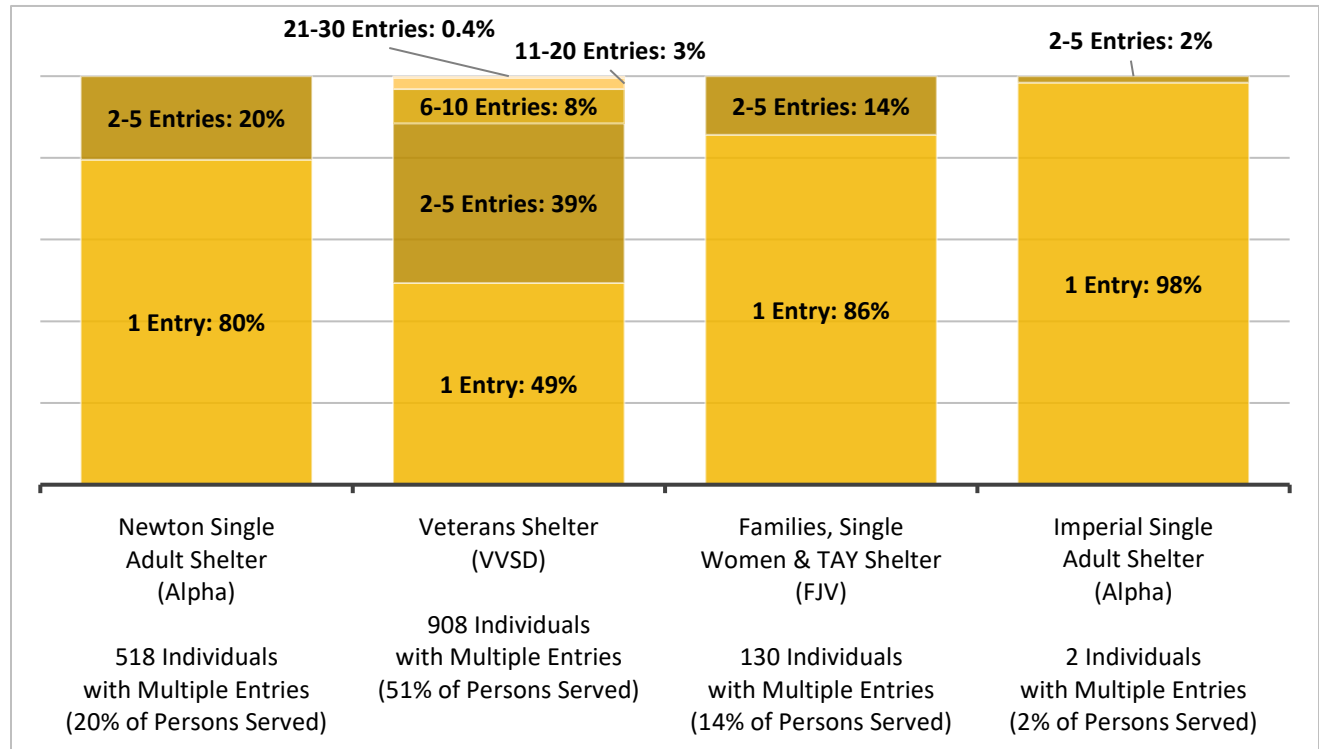


Table Two: Expense Actuals Compared to Budget – July 1, 2019 – November 30, 2019

SHELTER	NOVEMBER OPERATING	*ACTUALS THROUGH 11/30/2019	BUDGET THROUGH 11/30/2019	UNDER/OVER SPENT
Newton Single Adult (Alpha Project)	\$410,124	\$1,740,858	\$2,215,505	\$(474,647)
Veterans (VVSD)	\$252,280	\$1,199,751	\$1,420,197	\$(220,445)
Families, Single Women & TAY (Father Joe’s Villages)	\$235,810	\$1,095,280	\$1,030,205	\$65,075
Imperial Single Adult (Alpha Project)	\$217,468	\$217,468	\$396,655	\$(179,187)
TOTALS	\$1,115,772	\$4,253,448	\$5,062,562	\$(809,204)

Across all four Bridge Shelters, the operational expenses incurred from July 1, 2019, through November 30, 2019, are \$809,204 less than the allocated budget for this time period. This is predominantly due to personnel costs that were lower than budgeted. “Actuals” spending at the Bridge Shelter for Families, Single Women, and TAY at Golden Hall appears to be overspent at this time because the contract amendment to increase funding for the shelter, as authorized by the Housing Commission Board of Commissioners and the Housing Authority on November 15, 2019, and December 10, 2019, respectively (Housing Authority Resolution HA-1838), is pending execution. The “Budget Through 11/30/2019” column in the table above reflects the original contract

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budget for the Bridge Shelter for Families and Single Women. The approved budget amount will be updated once the contract amendment has been executed.

With the addition of the new Imperial Single Adult Shelter, six new positions were added to the 30 existing budgeted positions, bringing the total budgeted positions for the four shelters to 36. As of January 21, 2020, 43 candidates have been approved for hiring across the four programs, and three of those approved candidates have been promoted to supervisory roles since their original hire. Twenty approved candidates are currently employed at the shelters; two approved candidates have pending start dates, six declined employment offers, and two accepted other employment offers during the onboarding process. Seven staff members hired between February and November 2019 have resigned, and one staff member was terminated. There are 16 positions currently under recruitment. Recruitment of case managers and supervising case managers continues to be a challenge for the operators. This challenge is due to a combination of factors; potentially a lack of workforce skilled in higher level case management and supervision classifications, such as Licensed Clinical Social Worker, and of those trained in the field, the unique environment of the shelter sites sometimes does not appeal to everyone. A successful candidate needs to be technically qualified with the right credentials, but also mission driven and willing to work in unique worksite locations.

OUTREACH ACTIVITY

The focus of the Bridge Shelter Outreach teams is to provide housing navigation services to individuals experiencing unsheltered homelessness 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 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 December 2019 the outreach teams focused efforts in the East Village area of the City, mainly on 17th Street, Imperial Avenue, and areas surrounding the Housing Navigation Center, the shelters located in the area, and the City's Day Center.

Beginning in spring 2019, RTFH implemented new data collection processes for outreach workers across the region using HMIS, based on guidance from HUD; RTFH is currently developing outreach data collection standards and best practices to go along with the new processes. The new data collection processes allow outreach workers to report more information about the individuals they are interacting with during outreach efforts, which better informs system-wide resource needs and prioritization for CES housing resources. The Bridge Shelter Outreach teams have been at the forefront of implementing this new data collection process, and in an effort to ensure the teams are focused on better collection in HMIS we have modified the use of the Survey123 application provided through ArcGIS. Bridge Shelter Outreach teams are now only using the Survey123 application to capture the locations of the individuals they are serving; the teams are no longer using Survey123 to gather data that will be captured in HMIS. The location data that is being collected with Survey123 is presented in the table below. As the data in HMIS becomes more uniform in the coming months, and the Housing Commission is able to ensure the integrity of the data, additional data points will be incorporated into this report to demonstrate outreach activity and outcomes.

Table Three: Reported Engagements by City Council District – December 2019

DISTRICT	TOTAL NCOUNTERS
District 1	3
District 2	3
District 3	208
District 4	0
District 5	0
District 6	0
District 7	0
District 8	62
District 9	7
Unknown³	1
TOTALS	284

Respectfully submitted,



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Approved by,



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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

³ Geolocation error in the ArcGIS application resulting in unknown district and neighborhood location.