San Diego Housing Commission (SDHC) 
City of San Diego Bridge Shelter Program 
Informational Report 
Presentation to the SDHC Board of Commissioners 
June 12, 2020 

Lisa Jones 
Senior Vice President 
Homeless Housing Innovations 

Deanna Villanueva 
Vice President Housing First Programs 

Casey Snell 
Director Housing First Administration
April 1, 2020: City of San Diego launched “Operation Shelter to Home” (OSTH) in partnership with the County of San Diego, SDHC, Regional Task Force on the Homeless (RTFH), and the San Diego Convention Center.

OSTH temporarily repurposes parts of the San Diego Convention Center as a shelter for single adults experiencing homelessness in the City.

The program is part of a new, system-wide, coordinated plan to assist sheltered and unsheltered individuals experiencing homelessness to remain healthy during the global pandemic, and supports a regional approach to address homelessness during this state of emergency.
• Centralized shelter staff from the City’s Bridge Shelter Programs into one location to ensure client services were maintained even with interim reductions in staffing levels.
  – Bridge Shelter Programs were experiencing staffing shortages in March 2020 due to the pandemic.

• OSTH continues to offer clients the same services they received at the Bridge Shelters, including:
  – 24-hour security
  – meals
  – showers
  – restrooms
  – laundry services
  – case management
  – housing navigation
Opportunity to integrate County of San Diego public health nurses, behavioral health services, and primary care services into the shelter setting

Supportive Services available throughout the shelter, providing an integrated service-rich environment to support shelter residents during the public health crisis

Phased approach for move-ins to the Convention Center to ensure needs and resources were scaled appropriately.
Phase One:

- Individuals from the City’s Bridge Shelters and Interim Housing Programs moved into the Convention Center to allow for proper physical distancing to prevent the spread of COVID-19.

- April 1, 2020 – April 8, 2020: 765 individuals were relocated to the Convention Center to accommodate social distancing and enhance measures to mitigate the spread of COVID-19.
  - Residents from the four Bridge Shelter Programs
  - A portion of the residents from the City of San Diego Interim Housing Program operated by Father Joe’s Villages
Phase Two:

- April 10, 2020: Outreach teams began bringing individuals experiencing unsheltered homelessness within the City to the Convention Center.

- Beginning April 15, 2020, a centralized intake unit conducted all intakes to OSTH to facilitate a streamlined intake process for clients.

- The intake process includes COVID-19 symptom screening and additional general health and wellness screenings by County of San Diego public health nurses.
• Once screenings are completed, the client is accompanied to their assigned shelter location.
  – Location determined based on client preference and bed availability.
  – During the health screening process, the public health nurses may determine that the client would be better served at the City of San Diego Interim Housing Program(s) due to mobility issues or having high-risk factors for COVID-19 due to age or an underlying health condition.
  – The intake unit then facilitates placement of the client at the Interim Housing Program(s) based on client preference.
• Incident Command structure was created to support project implementation

• SDHC staff oversee and support the service provider branch, which includes:
  – Alpha Project for the Homeless
  – Veterans Village of San Diego
  – Father Joe’s Villages
  – Housing Navigation Unit
  – Exit Strategies Resource Unit
  – Outreach Strategies Unit
  – Intake Coordination Unit

• 14 SDHC staff members support the Service Provider Branch, as well as staff the Data Intelligence Unit.
  – Staff coverage is 7 days a week.
• Seizing the Opportunity to Elevate and Centralize Coordination

• Coordinated outreach process
  – Bridge Shelter Outreach
  – Downtown San Diego Partnership Outreach
  – SDPD Homeless Outreach Team
  – Non City-Funded Outreach

• Coordinated Intake Process
  – Single point of coordination for client-choice-based shelter placement across all three bridge shelters at Convention Center

• PATH Connections and Father Joe’s Interim Shelter.

• Single Source Housing Assessment
Seizing the Opportunity to Redesign Systems and Increase Housing Exits

- Partnership between SDHC and RTFH on housing system navigation
- Redevelopment of By-name Lists by shelter cohort to determine prioritization for Coordinated Entry System resources
- Strengthened partnership with housing resource agencies
- Political will and support from City and County leadership to work outside of traditional lanes to problem solve quickly
- Policy requests to waive restrictive regulations, adjust practices and procedures, and streamline processes
Two Major Functions

**HOUSING INTERVENTIONS**

- **Permanent Supportive Housing**
  - 152+ VASH for veterans
  - 67 POFA for people w/SMI
  - 178+ PSH PBV

- **Rapid Rehousing**
  - 161 including SSVF for veterans

- **Alternative Strategies**
  - 100 FLEX/Shallow Subsidy
  - 15 Non-homeless vouchers
  - Friends/Family
  - Longer-term Housing

**HOUSING**

- **Landlord Engagement**
  - Ongoing recruitment efforts
  - Access to LEAP incentives/benefits

- **Housing Search and Placement**
  - Outline housing plan with resident
  - Locate and secure units
  - Complete applications and pay fees
  - Advocate w/landlord or property management

- **Coordination across providers**
  - Ensure connection to housing intervention
City of San Diego Bridge Shelter Program
OSTH Housing Navigation Team (Continued)

### Identify eligible residents for housing interventions
- Permanent Supportive Housing
- Rapid Rehousing
- Alternative Strategies

### Complete intake sessions with residents
- Complete eligibility paperwork
- Obtain verification documents

### Housing intervention program eligibility determinations and enrollments
- Residents are connected to more than 30 housing intervention programs

### Conduct Housing Search and Placement
- Outline housing plan with resident
- Locate and secure units
- Coordinate unit viewings
- Complete applications and pay fees
- Advocate & negotiate with landlords

### Recruit New and Engage Existing Landlord
- Recruitment efforts including Mayor’s Call to Action
- Utilizing LEAP’s incentives and benefits
## Exit Strategies - Population Demographics and Housing Interventions

### Population Demographics by Intervention

#### Non-Vets
Population as of 6/4/20: 1,075 Individuals

<table>
<thead>
<tr>
<th>Intervention</th>
<th>Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Supportive Housing or Higher</td>
<td>648</td>
</tr>
<tr>
<td>Shallow Subsidy/Long Term Support and/or Hotel/Motel</td>
<td>279</td>
</tr>
<tr>
<td>Rapid Rehousing Subsidy</td>
<td>108</td>
</tr>
<tr>
<td>Other Diversion/Longer Term Housing</td>
<td>40</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1075</strong></td>
</tr>
</tbody>
</table>

#### Vets
Population as of 6/4/20: 238 Individuals

<table>
<thead>
<tr>
<th>Intervention</th>
<th>Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Supportive Housing or Higher</td>
<td>152</td>
</tr>
<tr>
<td>Shallow Subsidy/Long Term Support and/or Hotel/Motel</td>
<td>13</td>
</tr>
<tr>
<td>Rapid Rehousing Subsidy</td>
<td>73</td>
</tr>
<tr>
<td>Other Diversion/Longer Term Housing</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>238</strong></td>
</tr>
</tbody>
</table>

### Need percentages

- **Non-Vets**
  - Permanent Supportive Housing or Higher: 60%
  - Shallow Subsidy/Long Term Support and/or Hotel/Motel: 26%
  - Rapid Rehousing Subsidy: 10%
  - Other Diversion/Longer Term Housing: 4%
  - **Total**: 100%

- **Vets**
  - Permanent Supportive Housing or Higher: 64%
  - Shallow Subsidy/Long Term Support and/or Hotel/Motel: 5%
  - Rapid Rehousing Subsidy: 31%
  - Other Diversion/Longer Term Housing: 0%
  - **Total**: 100%
## City of San Diego Bridge Shelter Program
### OSTS Exit Resources

### Housing Intervention Types

<table>
<thead>
<tr>
<th>Housing Intervention Types</th>
<th>Availability</th>
<th>Need as of 6/4</th>
<th>Gap</th>
<th>(Available - Need)</th>
<th>In Progress/Committed</th>
<th>Housed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Supportive Housing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSH/PBV (San Ysidro Village, Benson Place, The Links)</td>
<td>178</td>
<td>*</td>
<td>*</td>
<td>165</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>POFA (Project One for All)</td>
<td>67</td>
<td>*</td>
<td>*</td>
<td>37</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Permanent - Other/No Subsidy</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>245</strong></td>
<td><strong>788</strong></td>
<td><strong>-543</strong></td>
<td><strong>202</strong></td>
<td><strong>46</strong></td>
<td></td>
</tr>
<tr>
<td>Veterans</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VASH (Veterans Affairs Supportive Housing Vouchers: 460)</td>
<td>152</td>
<td>152</td>
<td>0</td>
<td>143</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Supportive Services for Veterans Families (SSVF)</td>
<td>49</td>
<td>73</td>
<td>24</td>
<td>49</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>201</strong></td>
<td><strong>225</strong></td>
<td><strong>-24</strong></td>
<td><strong>192</strong></td>
<td><strong>10</strong></td>
<td></td>
</tr>
<tr>
<td>Rapid Rehousing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HEAP Funded RRH</td>
<td>26</td>
<td>*</td>
<td>*</td>
<td>26</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>SDHC RRH</td>
<td>10</td>
<td>*</td>
<td>*</td>
<td>10</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>CoC RRH/TH</td>
<td>16</td>
<td>*</td>
<td>*</td>
<td>16</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>Other in CES System</td>
<td>60</td>
<td>*</td>
<td>*</td>
<td>60</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>112</strong></td>
<td><strong>108</strong></td>
<td><strong>4</strong></td>
<td><strong>112</strong></td>
<td><strong>23</strong></td>
<td></td>
</tr>
<tr>
<td>Alternative Strategies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flex/Shallow Subsidy</td>
<td>100</td>
<td>*</td>
<td>*</td>
<td>35</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Non-Homeless Vouchers</td>
<td>15</td>
<td>*</td>
<td>*</td>
<td>12</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Friends/Family</td>
<td>0</td>
<td>*</td>
<td>*</td>
<td>22</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td>Longer Term Housing</td>
<td>0</td>
<td>*</td>
<td>*</td>
<td>33</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>115</strong></td>
<td><strong>193</strong></td>
<td><strong>-78</strong></td>
<td><strong>47</strong></td>
<td><strong>58</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Total All Intervention Types</strong></td>
<td><strong>673</strong></td>
<td><strong>1313</strong></td>
<td><strong>-640</strong></td>
<td><strong>553</strong></td>
<td><strong>114</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Total All Intervention with Hotel/Motel

<table>
<thead>
<tr>
<th>Availability</th>
<th>Need</th>
<th>Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotel Motel SDHC - Current Potential Units</td>
<td>300</td>
<td>*</td>
</tr>
<tr>
<td>Total All Interventions with Hotel/Motel</td>
<td>973</td>
<td>1313</td>
</tr>
</tbody>
</table>
Questions?