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HOUSING
COMMISSION

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San Diego Housing Commission (SDHC) City of San Diego Bridge Shelter Program Informational Report

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City of San Diego Bridge Shelter Program COVID-19 Response

- 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.



City of San Diego Bridge Shelter Program COVID-19 Response (Continued)

- 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





City of San Diego Bridge Shelter Program

Operation Shelter to Home – Phase One

- 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.



City of San Diego Bridge Shelter Program Operation Shelter to Home – Phase One (Continued)

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





City of San Diego Bridge Shelter Program Operation Shelter to Home – Phase Two

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.





City of San Diego Bridge Shelter Program Operation Shelter to Home – Phase Two (Continued)

- 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.



City of San Diego Bridge Shelter Program OSTH Organizational Structure

- **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.



City of San Diego Bridge Shelter Program OSTH System Change

- **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**



City of San Diego Bridge Shelter Program OSTH Exit Strategies

- **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



City of San Diego Bridge Shelter Program

OSTH Housing Navigation Team

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



City of San Diego Bridge Shelter Program OSTH Population Demographics

Exit Strategies - Population Demographics and Housing Interventions			
Population Demographics by Intervention			
Non-Vets Population as of 6/4/20: 1,075 Individuals		Need	
<i>Permanent Supportive Housing or Higher</i>		648	60%
<i>Shallow Subsidy/Long Term Support and/or Hotel/Motel</i>		279	26%
<i>Rapid Rehousing Subsidy</i>		108	10%
<i>Other Diversion/Longer Term Housing</i>		40	4%
	Total	1075	100%
Vets Population as of 6/4/20: 238 Individuals		Need	
<i>Permanent Supportive Housing or Higher</i>		152	64%
<i>Shallow Subsidy/Long Term Support and/or Hotel/Motel</i>		13	5%
<i>Rapid Rehousing Subsidy</i>		73	31%
<i>Other Diversion/Longer Term Housing</i>		0	0%
	Total	238	100%



City of San Diego Bridge Shelter Program OSTH Exit Resources

Housing Intervention Types						
Permanent Supportive Housing	Availability	Need as of 6/4	Gap (Available - Need)	In Progress/ Committed	Housed	
PSH/PBV (San Ysidro Village, Benson Place, The Links)	178	*	*	165	19	
POFA (Project One for All)	67	*	*	37	6	
Permanent - Other/ No Subsidy	*	*	*	*	21	
Total	245	788	-543	202	46	
Veterans						
	Availability	Need	Gap	In Progress/ Committed	Housed	
VASH (Veterans Affairs Supportive Housing Vouchers: 460)	152	152	0	143	5	
Supportive Services for Veterans Families (SSVF)	49	73	24	49	5	
Total	201	225	-24	192	10	
Rapid Rehousing						
	Availability	Need	Gap	In Progress/ Committed	Housed	
HEAP Funded RRH	26	*	*	26	2	
SDHC RRH	10	*	*	10	5	
CoC: RRH/TH	16	*	*	16	12	
Other in CES System	60	*	*	60	4	
Total	112	108	4	112	23	
Alternative Strategies						
	Availability	Need	Gap	In Progress/ Committed	Housed	
Flex/Shallow Subsidy	100	*	*	35	0	
Non-Homeless Vouchers	15	*	*	12	3	
Friends/Family	0	*	*		22	
Longer Term Housing	0	*	*		33	
Total	115	193	-78	47	58	
Total All Intervention Types						
	Availability	Need as of 6/4	Gap (Available - Need)	In Progress/ Committed	Housed	
Total	673	1313	-640	553	114	
				Total Committed/Housed	667	

	Availability	Need	Gap
Hotel Motel SDHC - Current Potential Units	300	*	*
Total All Intervetnions with Hotel/Motel	973	1313	-340





City of San Diego Bridge Shelter Program OSTH

Questions?

