



## INFORMATIONAL REPORT

**DATE ISSUED:** March 10, 2023

**REPORT NO:** HCR23-026

**ATTENTION:** Chair and Members of the San Diego Housing Commission  
For the Agenda of March 17, 2023

**SUBJECT:** November 2022 Reporting Update for the City of San Diego's Bridge Shelter Programs

### **NO ACTION IS REQUIRED ON THE PART OF THE HOUSING COMMISSION**

#### **BACKGROUND**

The San Diego Housing Commission (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. The current MOU between the Housing Commission and the City for the Bridge Shelter Programs expires June 30, 2023.

The Bridge Shelters offer a safe place for single adults, transition-age youth (TAY), and families with children experiencing homelessness to receive temporary housing and appropriate services needed to expedite placement into permanent housing.

The MOU between the City and the Housing Commission, and operating agreements with shelter operators, have been renewed on multiple occasions with Board and Housing Authority/City Council approval, including the addition and expansion of a shelter at the San Diego Concourse and parts of Golden Hall and the addition of a shelter at 1710 Imperial Avenue.

#### **MONTHLY REPORTING – NOVEMBER 2022**

The charts below provide an overview of data captured in November 2022 for the following Bridge Shelter programs:

- Single Adult Bridge Shelter located at 16<sup>th</sup> Street & Newton Avenue, operated by Alpha Project
- Single Adult Bridge Shelter located at 17<sup>th</sup> Street & Imperial Avenue, operated by Alpha Project
- The Bridge Shelter for Single Adults, Families, and Transition Age Youth (TAY) located at Golden Hall, operated by Father Joe's Villages (FJV)

As of November 30, 2022, Bridge Shelters provided a total of 938 beds nightly—728 beds for single adults, 50 of which are allocated to the San Diego Police Department's (SDPD) Direct Placement Program; 164 beds for families with children (146 beds and 18 cribs); and 46 beds for TAY. In

November 2022, the Bridge Shelters provided shelter to 1,016 households (which may be composed of a single individual or a family unit), consisting of 1,112 individuals.

For more data on the City’s Shelter System, including demographic information on persons served, positive exits, and occupancy information, visit the Housing Commission’s “At-a-Glance” web page (<https://www.sdhc.org/about-us/sdhc-at-a-glance/>), and the Housing Commission’s Homeless Programs Reporting Dashboards (<https://www.sdhc.org/homelessness-solutions/city-homeless-shelters-services/dashboard/>).

**Table One: Total Households Served**

<b>SHELTER</b>	<b>Households Served in November 2022</b>	<b>Total Households Served in FY23</b>
<b>16<sup>th</sup> &amp; Newton (Alpha Project) – Single Adults*</b>	345	<b>696</b>
<b>17<sup>th</sup> &amp; Imperial (Alpha Project) – Single Adults</b>	179	<b>353</b>
<b>Golden Hall (FJV) – Single Men</b>	388	<b>611</b>
<b>Golden Hall (FJV) – Families with Children</b>	58	<b>98</b>
<b>Golden Hall (FJV) – Transition Age Youth (TAY)</b>	46	<b>109</b>
<b>TOTAL HOUSEHOLDS SERVED</b>	<b>1,016</b>	<b>1,867</b>

\*NOTE: Data for the Single Adult Bridge Shelter located at 16th Street & Newton Avenue includes persons served by SDPD’s Direct Placement Program. The Direct Placement Program served 66 individuals in November 2022 and a total of 167 individuals in Fiscal Year 2023.

**Intakes and Occupancy**

Coordinated intakes into the Bridge Shelter programs are facilitated seven days a week by the Coordinated Shelter Intake Team in conjunction with City-funded outreach teams, including Bridge Shelter Outreach teams, the SDPD Neighborhood Policing Division’s Homeless Outreach Team (HOT) and Homelessness Response Center (HRC) staff. Housing Commission staff review referrals and match clients with the available and most appropriate shelter intervention.

In early February 2022, the City and Housing Commission coordinated with the County of San Diego to develop updated guidelines, which provide a uniform methodology for assessing COVID-19 positivity rates in a shelter environment as well provide direction as to when modifications to client intake activity is appropriate. The “Shelter Intake Guidelines” detail four tiers, each with a corresponding recommendation for client intakes.

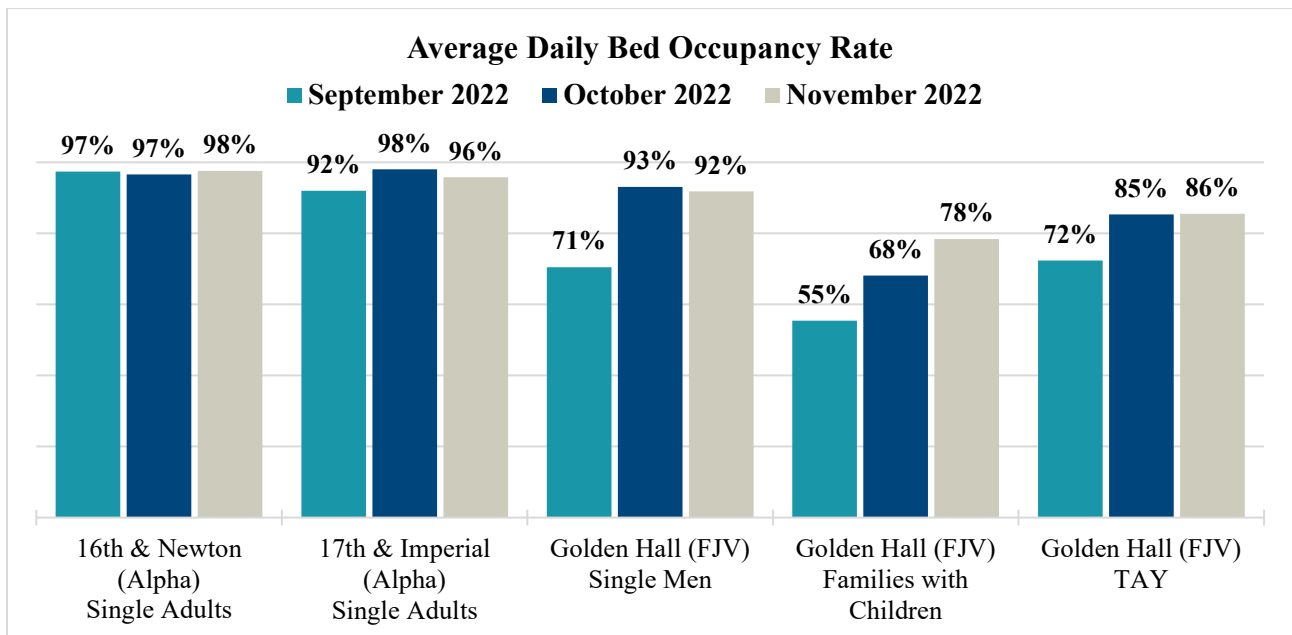
With the adoption of these guidelines, client intake activity is subject to change based on positivity rates. These fluctuations, which can vary between scaled intakes and the temporary suspension of client intakes, have a direct impact on the shelter programs’ operational capacity and overall utilization.

**Table Two: Shelter Intake Guidelines**

	Low	Moderate	Substantial	High
<b>Positivity Rate*</b>	≤5%	5%–7.9%	8%–9.9%	≥10%
<b>Client Intakes</b>	No modifications	10% of the shelter’s maximum capacity, in addition to the shelter’s average attrition rate	5% of the shelter’s maximum capacity, in addition to the shelter’s average attrition rate	Temporarily Suspend Client Intakes

\*Positivity rate is a function of total positives within a given testing period and the rolling average of total of tests administered over the last two testing intervals.

**Chart One: Average Daily Bed Occupancy Rate - Last Three Months**



Shelter occupancy rates may be adversely impacted by elevated COVID-19 positivity rates, which may result in either scaled or suspended client intakes.

**Positive Exits**

Between July 1, 2022, and November 30, 2022, 123 households had positive exits from a Bridge Shelter—70 households exited to permanent destinations, and 53 households exited to other longer-term housing destinations. “Positive Exits” include exits to the following destinations:

- Permanent Destinations:
  - Rental with Permanent Supportive Housing (PSH) Subsidy, including Veterans Affairs Supportive Housing (VASH - veteran resource), Project One for All (POFA) Project-Based PSH, and Sponsor-Based PSH

- Rental with Rapid Rehousing (RRH) Subsidy, including Supportive Services for Veteran Families (veteran resource)
- Rental with Other Subsidy, including Grant Per Diem (GPD) Transition In Place (TIP) (Veteran resource), Section 8 Housing Choice Voucher, or any other non-PSH or non-RRH housing subsidy
- Rental with No Subsidy
- Living with Friends/Family on a permanent basis
- Other Longer-Term Housing Destinations:
  - Temporarily living with family/friends
  - Transitional housing
  - Safe haven
  - Host homes (TAY resource)
  - Foster care
  - Substance abuse treatment facilities
  - Long-term care facilities (nursing homes)

**Table Three: Positive Exits – Fiscal Year 2023**

Positive Exit Destination	16 <sup>th</sup> & Newton (Alpha)	17 <sup>th</sup> & Imperial (Alpha)	Golden Hall (FJV)			TOTAL HOUSEHOLDS
	Single Adults	Single Adults	Single Men	Families with Children	TAY	
Permanent Supportive Housing (PSH)	7	6	1	1	0	15
Rental – Rapid Rehousing (RRH)	1	4	0	3	0	8
Rental – Other Subsidy	2	3	6	2	0	13
Rental – No Subsidy	4	3	1	2	0	10
Family/Friends (Permanent)	5	1	10	4	4	24
Other Longer-Term Housing	22	14	9	4	4	53
<b>TOTAL HOUSEHOLDS</b>	<b>41</b>	<b>31</b>	<b>27</b>	<b>16</b>	<b>8</b>	<b>123</b>

**Status of Households Active in Shelter**

On November 30, 2022, 738 households were enrolled in a Bridge Shelter. Of those 738 households, 61 households (8 percent) were connected to a Rapid Rehousing (RRH) or Permanent Supportive Housing (PSH) resource, and 15 households (2 percent) had been referred to an Emergency Housing

Voucher (EHV) resource<sup>1</sup>. These statistics demonstrate the ongoing limitations of available rental assistance options to support people experiencing homelessness in transitioning to permanent housing. Exploring and accessing other housing exit interventions such as family reunification, increasing income, roommate sharing or other means must consistently be explored by residents and staff to end someone’s homelessness and increase flow through in the shelter system. This proves especially challenging in a rental market with historically low vacancy rates and increasing rental costs.

**Table Four: Sheltered Households Connected to Permanent Housing Resources on November 30, 2022**

Permanent Housing Resource	16th & Newton (Alpha)	17th & Imperial (Alpha)	Golden Hall (FJV)			TOTAL HOUSEHOLDS
	Single Adults	Single Adults	Single Men	Families with Children	TAY	
Permanent Supportive Housing (PSH)	20	7	10	1	1	39
Rapid Rehousing (RRH)	6	4	4	7	1	22
Emergency Housing Voucher (EHV)	5	2	7	1	0	15
<b>TOTAL HOUSEHOLDS</b>	<b>31</b>	<b>13</b>	<b>21</b>	<b>9</b>	<b>2</b>	<b>76</b>

**Staffing Summary**

The table below provides the total funded position by shelter, those that are filled and the programs staff vacancy rate. Recruitment efforts continue to be adversely impacted by an array of factors, including a limited workforce with the interest, skill set and qualifications to work in a shelter environment, as well as increased competition in the social service sector, all of which has been exacerbated by the COVID-19 pandemic.

**Table Five: Bridge Shelter Staffing Summary – November 2022**

SHELTER	BUDGETED	FILLED	VACANY RATE
16th & Newton (Alpha Project)	68.4	60.4	12%
17th & Imperial (Alpha Project)	34.45	29.45	15%
Golden Hall (FJV) - Single Men	45.01	34.51	23%

<sup>1</sup> The U.S. Department of Housing and Urban Development’s (HUD) EHV program is providing 70,000 Housing Choice Vouchers to Public Housing Authorities (PHAs) nationwide for persons experiencing homelessness, with 480 EHV’s awarded to the Housing Commission, and an additional 339 EHV’s awarded to other PHAs throughout the county.

Golden Hall (FJV) - Families with Children and Transition Age Youth	36.89	31.39	15%
<b>TOTAL</b>	<b>184.75</b>	<b>155.75</b>	<b>16%</b>

**Outreach Activity**

Bridge Shelter Outreach teams are a component of the City’s Coordinated Street Outreach Program and are providing intensive street-based case management for individuals in an assigned neighborhood and/or Council district. Outreach specialists focus on engaging highly vulnerable individuals as well as those who are connected to a housing resource. Bridge Shelter outreach teams reported 319 client interactions in November 2022. For more details on the Street Outreach Program activities administered by the Housing Commission, visit the Homeless Programs Reporting Dashboards on the Housing Commission website (<https://www.sdhc.org/homelessness-solutions/city-homeless-shelters-services/>).

**Infectious Disease Mitigation**

The City, Regional Task Force on Homelessness, and Housing Commission staff continue to provide guidance to service providers in alignment with all applicable County Public Health, California Department of Public Health, and Centers for Disease Control and Prevention guidance to best protect the health and safety of both staff and clients,

A Joint Hazard Assessment Team (JHAT) composed of representatives with the City Homelessness Strategies and Solutions Department, San Diego Fire Rescue Department, County of San Diego Public Health and the Housing Commission conducts periodic site visits on a regular basis to review compliance with life safety and public health guidelines, facility/environmental issues, as well as to solicit feedback from staff on general operations.

Stakeholders recognize that the ongoing operations of the shelter programs are a shared responsibility and are committed to making sure that resources are available to assist each service provider in maintaining a safe space for both clients and staff.

**HOUSING COMMISSION STRATEGIC PLAN**

This item relates to Strategic Priority Area No. 4 in the Housing Commission Housing Commission Strategic Plan for Fiscal Year (FY) 2022-2024: Advancing Homelessness Solutions- Supporting the City of San Diego Community Action Plan on Homelessness.

Respectfully submitted,



Lisa Jones  
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San Diego Housing Commission

Approved by,



Jeff Davis  
Interim President and Chief Executive Officer  
San Diego Housing Commission

Docket materials are available in the “Governance & Legislative Affairs” section of the San Diego Housing Commission website at [www.sdhc.org](http://www.sdhc.org)