



**INFORMATIONAL REPORT TO THE  
HOUSING AUTHORITY OF THE CITY OF SAN DIEGO  
AND THE SAN DIEGO CITY COUNCIL**

**DATE ISSUED:** February 7, 2018

**REPORT NO:** HAR18-003

**ATTENTION:** Chair and Members of the Housing Authority of the City of San Diego  
For the Agenda of February 26, 2018

**SUBJECT:** December 2017 Reporting Update for Temporary Bridge Shelter Programs

**NO ACTION IS REQUIRED ON THE PART OF THE HOUSING AUTHORITY**

**SUMMARY**

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 Program(s) 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 using the principles of Housing First while also contributing to the regional goals of ensuring instances of homelessness are rare, brief, and non-recurring.

Intakes into the Shelters are coordinated in partnership with the Regional Task Force on the Homeless (RTFH) in an effort to align Shelter service delivery with the regional planning process for creation of a Homeless Crisis Response System. This includes prioritized intakes using the Coordinated Entry System. Operators of the three shelters work with RTFH to refer 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 beds operated by Alpha Project for the Homeless, Father Joe's Villages, and Veterans Village of San Diego, 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 Coordinated Entry System, 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.

Incorporating the Shelters into the Coordinated Entry System better aligns available resources within the community and targets those most in need of assistance. Additionally, the Shelter operators follow all Federal and RTFH performance requirements.

Goals for the Shelters include:

- Prioritize entry of 100 percent of beds for persons from the streets, emergency shelter, or safe havens.
- Maintain a monthly average occupancy rate of at least 95 percent.
- Average length of time to move program participants out of shelters and into permanent housing is 120 days (no limit on length of stay).
- At least 65 percent of program participants will exit to permanent housing.
- No more than 15 percent of program participants who leave for permanent housing will return to a shelter.

### **MONTHLY REPORTING – DECEMBER 2017**

Operators of each Shelter submit reports to the Housing Commission by the 18<sup>th</sup> of each month, documenting the previous month's performance. Two of the City's three Temporary Bridge Shelters opened in December 2017, with the first month's reporting due to the Housing Commission by January 18, 2018. The table below provides an overview of data captured in the first month of operations for the

Single Adult Shelter operated by Alpha Project for the Homeless (Alpha Project), which opened on December 1, 2017, and the Veterans Shelter operated by Veterans Village of San Diego (VVSD), which opened on December 22, 2017. It is important to note the Shelter for Single Women and Families operated by Father Joe’s Villages did not open until January 4, 2018; data for month one of its operations will be included with the March 2018 Informational Report to the Housing Commission Board. Additionally, not all 324 beds at the Single Adult Shelter were fully operational until December 7, 2017. As part of the final approval for full occupancy, a total of 26 beds (13 bunks) had to be removed to address safety and evacuation requirements. This made the total available bed occupancy at the Single Adult Shelter 324 beds rather than the originally projected 350.

Table One: December 2017 Shelter Data

SHELTER	CAPACITY	SERVED	PRIORITY 1 & 2 INTAKES	PRIORITY 3 & 4 INTAKES	EXITED	EXITS TO PERMANENT HOUSING
Single Adult (Alpha Project)	324	436	38	398	115	7
Veterans (VVSD)	200	84	78	6	19	0
Families & Single Women (Father Joe’s Villages)	NA	NA	NA	NA	NA	NA
<b>TOTALS</b>	<b>524</b>	<b>520</b>	<b>116</b>	<b>404</b>	<b>134</b>	<b>7</b>

**MONTHLY REPORTING SUMMARY – DECEMBER 2017**

In December 2017, 520 individuals were served across two Shelters. Of those assisted:

- 32 individuals were **Priority Level 1**, already matched to a housing resource and expected to remain in Shelter for a short period of time while permanent housing is identified;
- 84 individuals were **Priority Level 2**, working with assigned Housing Navigators to prepare for and await a permanent housing resource match as they become available;
- 404 were **Priority Levels 3 or 4** and are being reviewed based on their VI-SPDAT score to determine appropriate next steps for long-term housing stability.

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

- 7 individuals successfully exited to permanent housing;
- 386 individuals remain stably sheltered, and are receiving services.

The City’s Temporary Bridge Shelter programs are the first of their kind in the region. As such, the Housing Commission and Shelter operators anticipate and have already experienced lessons learned in the operating procedures and practices, responses to which will help create a higher functioning Homeless Crisis Response System. The primary challenge to date has been the quality of data in the Coordinated Entry System (CES), which informs the prioritization reports used for intakes into each

Shelter. Given the age of the data in CES, the Shelters experienced problems reaching out to individuals identified in the first data captures. Examples include:

- Outdated client geographic location;
- Outdated contact information (e.g., disconnected phone numbers); and
- Invalid housing statuses (e.g., 37 of the 164 clients identified as Priority Level 1 were already in permanent housing).

The Housing Commission and Shelter operators have been working closely with RTFH to refine CES data entries and ensure more accurate prioritization lists are generated, which will increase time to intake for each Shelter. Moving forward, these issues will significantly diminish as referrals to the Shelters will be made in real or near real-time by RTFH staff at the same time a Housing Navigator is assigned or a permanent housing resource match is secured by a household.

Respectfully submitted,

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Approved by,

*Jeff Davis*

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San Diego Housing Commission

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The City of San Diego  
**Item Approvals**

**Item Subject:** December 2017 Reporting Update for Temporary Bridge Shelter Programs

<b>Contributing Department</b>	<b>Approval Date</b>
DOCKET OFFICE	02/08/2018

<b>Approving Authority</b>	<b>Approver</b>	<b>Approval Date</b>
HOUSING COMMISSION FINAL DEPARTMENT APPROVER	DAVIS, JEFF	02/07/2018
DEPUTY CHIEF OPERATING OFFICER	GRAHAM, DAVID	02/13/2018
CITY ATTORNEY	REISCH, KEVIN	02/13/2018