



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

DATE ISSUED: March 1, 2018

REPORT NO: HAR18-004

ATTENTION: Chair and Members of the Housing Authority of the City of San Diego
For the Agenda of March 20, 2018

SUBJECT: January 2018 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.

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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 bridge shelter 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 – JANUARY 2018

Operators of each Shelter submit reports to the Housing Commission's Homeless Housing Innovations Team (HHIT) by the 18th of each month, documenting the previous month's performance. Due to timelines related to approval of the provider reports, as well as the docketing schedule and Board Report approval process, this means that the data provided to the Housing Commission is from the project reporting period two months prior to the actual meeting date. The table below demonstrates the reporting and docketing timeline.

Table One: Reporting Timeline Housing Commission Meeting

REPORTING MONTH	PROVIDER REPORT SUBMITTED	HHIT REVIEW AND APPROVAL	SDHC DOCKETING REVIEW	AGENDA AND ITEMS POSTED FOR PUBLIC NOTICE	HOUSING COMMISSION MEETING
January 2018	Feb. 18, 2018	3-5 Business Days	3-5 Business Days	Mar. 1, 2018	Mar. 9, 2018

Table Two: Reporting Timeline Housing Authority Meeting

REPORTING MONTH	PROVIDER REPORT SUBMITTED	HHIT REVIEW AND APPROVAL	CITY OF SAN DIEGO DOCKETING REVIEW	DOCKET CLOSING FOR MARCH 20, 2018	HOUSING AUTHORITY MEETING
January 2018	Feb. 18, 2018	3-5 Business Days	5-7 Business Days	Mar. 6, 2018	Mar. 20, 2018

The table below provides an overview of data captured in the second month of operations for the Single Adult Shelter operated by Alpha Project for the Homeless (Alpha Project), which opened on December 1, 2017, the Veterans Shelter operated by Veterans Village of San Diego (VVSD), which opened on December 22, 2017, and the Shelter for Single Women and Families operated by Father Joe’s Villages, which opened on January 3, 2018.

Table Three: January 2018 Expenditures

SHELTER	START-UP COSTS	DECEMBER ACTUALS	JANUARY ACTUALS	ACTUALS THROUGH 1/30/18	BUDGET THROUGH 1/30/18	UNDER/OVER SPEND
Single Adult (Alpha Project)	116,765	206,939.24	285,365.01	609,070	1,045,941	(436,871)
Veterans (VVSD)	37,265	32,449.23	183,158.58	252,872	644,952	(392,079)
Families & Single Women (Father Joe’s Villages)	108,586	42,357.34	98,421.32	249,365	366,394	(117,029)
TOTALS	262,616	281,746	566,945	1,111,307	2,057,287	(945,980)

Table Four: January 2018 Shelter Data

SHELTER	CAPACITY	SERVED	PRIORITY 1 & 2 NEW INTAKES	PRIORITY 3 & 4 NEW INTAKES	EXITED	EXITS TO PERMANENT HOUSING
Single Adult (Alpha Project)	324	498	17	161	183	26
Veterans (VVSD)	200	247	184	15	74	3
Families & Single Women (Father Joe's Villages)	150	140	48	92	7	0
TOTALS	674	885	249	268	264	29

MONTHLY REPORTING SUMMARY – JANUARY 2018

Shelter Data

In January 2018, 527 new intakes were conducted across all three Shelters. Of those new intakes:

- 40 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;
- 209 individuals were **Priority Level 2**, working with assigned Housing Navigators to prepare for and await a permanent housing resource match as they become available;
- 268 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:

- 29 individuals successfully exited to permanent housing;
 - A single woman experiencing severe medical issues was able to find shelter at the Bridge Shelter for single adults. At the Shelter she was connected to a Housing Navigator, which helped her to identify housing. She is now housed and receiving support via a Rapid Rehousing program that will provide rental assistance and housing stability services.
 - A Veteran who had served 16 years in the U.S. Navy had been living on the streets after utilizing his savings to be by his brother's side during a terminal illness. Though he was skeptical about receiving services, he entered the Veterans Bridge Shelter, where a Housing Navigator engaged with him and identified that he was eligible for the Supportive Services for Veterans Families program, which will provide Rapid Rehousing assistance for him to enter into a lease in his own name.
- 611 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 in initial implementation was 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 challenges reaching out to

individuals identified in the first data captures. Since the last report, the Housing Commission and RTFH staff have worked together with input from the three Bridge Shelter providers to refine the current referral process, making it more streamlined and making referrals directly from RTFH staff to the Bridge Shelter outreach teams at the same time a Housing Navigator is assigned or a permanent housing resource match is secured by a household.

In addition the Single Adult Shelter and the Veterans Shelter are seeing higher than anticipated exits to unknown destinations, as well as clients who enter and exit multiple times.

- Single Adult Shelter Exits YTD: 287
 - Persons who entered and exited more than once: 26
- Veterans Shelter Exits YTD: 93
 - Persons who entered and exited more than once: 30
 - Persons who entered and exited more than twice: 5

These issues impact the providers' ability to continuously engage with their residents and provide stabilization within the shelter environment. Stabilization includes access to public health nurses, physical and mental health services, County eligibility workers, and an array of other service providers, as well as ongoing Housing Navigation services, which are directly focused on the ultimate goal of permanent housing placements. The Shelter providers are actively working with Housing Commission staff, representatives from the RTFH and other community providers to identify ways to address these issues and case-conference together to enhance stabilization and Housing Navigation efforts.

Moving forward, the Housing Commission, Shelter operators and RTFH will continue to work closely to take into account lessons learned throughout this process; ensuring system improvements are made as needed in order to refine data entries, ensure accurate prioritization and timely referrals and to continue to strengthen partnerships system-wide to identify and address issues that arise, and further the goal of successful Permanent Housing placements for Bridge Shelter residents.

Respectfully submitted,

Lisa Jones

Lisa Jones
Director, Housing First Administration
Homeless Housing Innovations

Approved by,

Jeff Davis

Jeff Davis
Executive Vice President & Chief of Staff
San Diego Housing Commission

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 "Public Meetings" section of the San Diego Housing Commission website at www.sdhc.org



The City of San Diego
Item Approvals

Item Subject: January 2018 Reporting Update for Temporary Bridge Shelter Programs

Contributing Department	Approval Date
DOCKET OFFICE	03/05/2018

Approving Authority	Approver	Approval Date
HOUSING COMMISSION FINAL DEPARTMENT APPROVER	DAVIS, JEFF	03/01/2018
DEPUTY CHIEF OPERATING OFFICER	GRAHAM, DAVID	03/06/2018
CITY ATTORNEY	SLEGGERS, NATHAN	03/07/2018