



INFORMATIONAL REPORT

DATE ISSUED: March 28, 2018 **REPORT NO:** HCR18-021

ATTENTION: Chair and Members of the San Diego Housing Commission
For the Agenda of April 6, 2018

SUBJECT: February 2018 Reporting Update for City of San Diego's Temporary Bridge Shelter Programs

NO ACTION IS REQUIRED ON THE PART OF THE HOUSING COMMISSION

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 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 – FEBRUARY 2018

The tables below provide an overview of data captured in the third 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. The tables provide data captured in the second month of operations for the Shelter for Single Women and Families operated by Father Joe's Villages, which opened on January 3, 2018.

Table One: February 2018 Shelter Data

| SHELTER | CAPACITY | SERVED | PRIORITY 1 NEW INTAKES | PRIORITY 2 NEW INTAKES | PRIORITY 3 NEW INTAKES | PRIORITY 4 NEW INTAKES |
|---|------------|------------|------------------------|------------------------|------------------------|------------------------|
| Single Adult (Alpha Project) | 324 | 480 | 9 | 16 | 4 | 150 |
| Veterans (VVSD) | 200 | 314 | 15 | 78 | 5 | 97 |
| Families & Single Women (Father Joe’s Villages) | 150 | 171 | 1 | 2 | 4 | 32 |
| TOTALS | 674 | 965 | 25 | 96 | 13 | 279 |

Table Two: February 2018 Exits and Year-to-Date Housing Exits

| SHELTER | EXITS IN FEBRUARY | EXITS TO PERMANENT HOUSING IN FEBRUARY | EXITS YEAR-TO-DATE | EXITS TO PERMANENT HOUSING YEAR-TO-DATE | EXITS TO OTHER LONGER TERM HOUSING YEAR-TO-DATE |
|---|-------------------|--|--------------------|---|---|
| Single Adult (Alpha Project) | 160 | 12 | 430 | 44 | 15 |
| Veterans (VVSD) | 130 | 12 | 204 | 16 | 17 |
| Families & Single Women (Father Joe’s Villages) | 24 | 1 | 33 | 1 | 7 |
| TOTALS | 314 | 25 | 667 | 61 | 39 |

MONTHLY REPORTING SUMMARY – FEBRUARY 2018

Shelter Data

In February 2018, 413 new intakes were conducted across all three Shelters. Of those new intakes:

- 25 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;
- 96 individuals were **Priority Level 2**, working with assigned Housing Navigators to prepare for and await a permanent housing resource match as they become available;
- 13 were **Priority Level 3** and 279 were **Priority Level 4**, which are 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:

- 25 individuals successfully exited to permanent housing;

- A family, who was eager for help and had very little to support themselves, had been sleeping in the lobby at Father Joe's Villages while waiting for the Families and Single Women Shelter to open in January 2018. When they entered the Shelter, they worked hard to complete applications and evaluations for permanent housing resources, engaged in parenting classes, and enrolled their children in childcare and school. The family has now been matched to a permanent housing resource and was recently informed that their apartment will be ready within 30 days.
- A single woman became homeless due to mental illness and alcohol abuse, and had spent many years on the street prior to entering the Single Adult Shelter. She sought help from Day Center Facility and the San Diego Police Department Homeless Outreach Team, received a temporary bed at the 20th and B site, and was one of the first people who moved into the Single Adult Shelter. She worked with the Housing Navigators at the shelter and was matched to a Rapid Rehousing Program providing rental assistance and housing stability services. She then moved into a unit the following week.
- 654 individuals remain stably sheltered, and are receiving services. Services and partners include but are not limited to: County public health nurses and behavioral health services, substance abuse services, benefit eligibility, Family Health Center Services, Veterans Community Services, Veterans Administration, Clean & Safe Family Reunification, Youth Assistance Coalition, PATT Whole Person Wellness, referral to residential treatment programs (client choice), and donated move-in kits for many exiting to housing.

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.

As was mentioned in the January reporting period, 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. Veterans Village of San Diego reported that they are seeing more stability in veterans who have been in the shelter longer, with less missed bed checks and better engagement in services.

- Single Adult Shelter Exits YTD: 430
 - Persons who entered and exited more than once: 56
 - Persons who entered and exited more than twice: 2
- Veterans Shelter Exits YTD: 204
 - Persons who entered and exited more than once: 74
 - Persons who entered and exited more than twice: 28
 - Persons who entered and exited more than three times: 11
 - Persons who entered and exited more than four times: 2
 - Persons who entered and exited more than five times: 1
- Families and Single Women Exits YTD: 33
 - Persons who entered and exited more than once: 5
 - Persons who entered and exited more than twice: 1

These issues impact the providers' ability to continuously engage with their residents and provide stabilization within the shelter environment. The Housing Commission, Shelter operators and RTFH

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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.

In addition to the ongoing monthly review of outcomes and challenges, an evaluation of the Temporary Bridge Shelter Model is underway. The Housing Commission contracted with an independent third party to conduct a Housing First Evaluation of the Bridge Shelter programs. As part of this evaluation process, all agencies involved must be willing to set-aside assumptions about what is expected to occur, and be flexible and responsive to unanticipated results. The first phase of the Housing First evaluation will look at the Bridge Model itself: to ensure that the program design, program expectations and contractual requirements do not in and of themselves create any barriers to successful housing outcomes. The second phase of the evaluation will focus on the individual operations of the three Bridge Shelters, to ensure they are following Housing First principles and that operational policies and practices maintain a high fidelity to the Bridge program model. The initial evaluation is due by May 30, 2018, and recommendations for changes to the program model or individual changes to operational practices will be finalized by June 30, 2018. Any changes to the program model or program operations will be brought to the Housing Commission Board for approval as part of the recommendation for approval to exercise the first option year of the Bridge Shelter contracts.

Respectfully submitted,



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Homeless Housing Innovations

Approved by,



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