



REVISED INFORMATIONAL REPORT

DATE ISSUED: June 13, 2018

REPORT NO: HCR18-023

ATTENTION: Chair and Members of the San Diego Housing Commission
For the Agenda of June 15, 2018

SUBJECT: April 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.

As indicated in previous reports, intakes into the Shelters are coordinated in partnership with the Regional Task Force on the Homeless (RTFH). This includes a goal to prioritize intakes using the Coordinated Entry System (CES) when beds and referrals are available. Operators of the three shelters receive referrals from RTFH for 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 CES, 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.

MONTHLY REPORTING – APRIL 2018

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

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

- 55 individuals/households successfully exited to permanent or longer term housing; and
- 649 individuals remain sheltered, and are receiving services and housing navigations support.

Table One: Shelter Occupancy and Persons Served

SHELTER	Capacity	Persons Served in April 2018	Persons Served Since Shelter Opening	Occupancy on April 30, 2018	Average Occupancy Rate since Opening ¹
Single Adult (Alpha Project)	324	462	996	98%	99%
Veterans (VVSD)	200	323	567	91%	86%
Families & Single Women (Father Joe's Villages)	150	200	276	99%	96%
TOTALS	674	985	1830	96%	95%

Table Two: April 2018 New Intakes by Priority Level

SHELTER	Priority 1	Priority 2	Priority 3	Priority 4	Total Intakes in April
Single Adult (Alpha Project)	0	12	27	71	110
Veterans (VVSD)	14	3	20	56	93
Families & Single Women (Father Joe's Villages)	2	5	4	46	57
APRIL TOTALS	16	20	51	173	260
TOTALS SINCE OPENING	108	389	195	1138	1830

Table Three: April 2018 Exits and Exits to Permanent and Other Longer Term Housing

SHELTER	Total Exits in April 2018	Exits to Permanent Housing	Exits to Other Longer Term Housing	Total Positive Exits in April
Single Adult (Alpha Project)	138	13	2	15
Veterans (VVSD)	139	14	5	19
Families & Single Women (Father Joe's Villages)	51	16	5	21
APRIL TOTALS	328	43	12	55

¹ Excludes 30-day ramp up period.

Table Six: Exits and Exits to Permanent and Other Longer Term Housing Since Shelter Opening

SHELTER	Total Exits Since Shelter Opening	Exits to Permanent Housing	Exits to Other Longer Term Housing	Total Positive Exits
Single Adult (Alpha Project)	673	69	14	83
Veterans (VVSD)	383	39	21	60
Families & Single Women (Father Joe's Villages)	118	29	11	40
TOTALS	1174	137	46	183

Table Seven: Exits to Permanent Housing by Priority Level Since Shelter Opening

SHELTER	Exits to Permanent Housing Since Shelter Opening				TOTALS
	Priority 1	Priority 2	Priority 3	Priority 4	
Single Adult (Alpha Project)	12	2	4	51	69
Veterans (VVSD)	8	22	5	4	39
Families & Single Women (Father Joe's Villages)	6	8	4	11	29
TOTALS	26	32	13	66	137

Table Eight: Exits to Other Longer Term Housing by Priority Level Since Shelter Opening

SHELTER	Exits to Other Longer Term Housing Since Shelter Opening				TOTALS
	Priority 1	Priority 2	Priority 3	Priority 4	
Single Adult (Alpha Project)	0	2	1	11	14
Veterans (VVSD)	1	14	0	6	21
Families & Single Women (Father Joe's Villages)	2	4	1	4	11
TOTALS	3	20	2	21	46

Table Nine: Exit & Reentry Data since Shelter opening through April 30, 2018

	Single Adult (Alpha Project)	Veterans (VVSD)	Families & Single Women (Father Joe's Villages)	OVERALL
One Exit & Reentry	99	120	13	232
Two Exits & Reentries	6	62	0	68
Three Exits & Reentries	0	34	1	35
Four Exits & Reentries	0	17	0	17
Five Exits & Reentries	0	18	0	18
Six or More Exits & Reentries	0	15	0	15
TOTALS	105	266	14	385

Table Ten: Expense Actuals Compared to Budget since Shelter opening through April 30, 2018

SHELTER	START-UP COSTS	APRIL OPERATING	ACTUALS THROUGH 4/30/18	BUDGET THROUGH 4/30/18	UNDER/ OVER SPENT
Single Adult (Alpha Project)	\$116,765.44	\$282,083.88	\$1,468,326.12	\$1,871,134.29	\$(402,808.17)
Veterans (VVSD)	\$37,264.62	\$243,539.74	\$938,972.55	\$1,245,466.14	\$(306,493.59)
Families & Single Women (Father Joe's Villages)	\$108,586.19	\$132,620.81	\$756,756.05	\$907,150.00	\$(150,393.95)
TOTALS	\$262,616.25	\$658,244.43	\$3,164,054.72	\$4,023,750.43	\$(859,695.71)

OUTREACH ACTIVITY

The initial outreach activities conducted by the three Temporary Bridge Shelter providers were predominantly focused on reaching out to individuals referred via the RTFH's Coordinated Entry System, and conducting street outreach when shelter beds remained available. With the Temporary Bridge Shelters now experiencing ongoing high bed utilization, the focus of the outreach teams has shifted to provide housing navigation services to unsheltered homeless individuals. To ensure that the outreach resources of the Temporary Bridge Shelters are utilized most effectively, in the April operating month, additional procedures in outreach coordination and data tracking methodologies were implemented. The outreach teams coordinate and target key areas within each Council District on a rotational basis. Week one covers Districts 8, 4 and 1; week two covers Districts 9, 3 and 2; and a week three Covers Districts 7, 6 and 5. These are the standard rotations that occur every three weeks.

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Additional activities are added throughout each week to follow up on previous engagements, and respond to requests to outreach to specific areas.

In the April operating month, a total of 709 individuals were engaged. These engagements resulted in 11 VI-SPDAT assessments administered, 57 shelter placements, and 184 shelter referrals. There were 214 basic services provided, which included provision of water, hygiene kits, blankets or clothing and transportation. In addition to the scheduled outreach rotation across all districts, the Bridge Outreach team's partner with the San Diego Police Department's Homeless Outreach Team (HOT) every Thursday, addressing specific areas throughout the City as determined by the HOT team.

In the month of April, there were eight engagements in District 1; 72 engagements in District 2; 489 engagements in District 3; 5 engagements in District 4; no engagements in District 5; 2 engagements in District 6; 22 engagements in District 7; 24 engagements in District 8; and 30 engagements in District 9. These numbers reflect active engagements that the outreach teams had in each district. If an individual declined to engage with the outreach workers, those numbers were not recorded. An early lesson learned in this initial reporting month for outreach is that to reflect the efforts of the teams in each district, the engagements that occurred, as well as the number of individuals who refused engagement, should be included. This element has now been included in the data collection going forward. The outreach teams will also be launching data recording in a new mobile application being developed by the City's Information department, and it is anticipated that this application will provide significant additional reporting on demographic and geographic visualization on disbursement of engagements and visual observations.

SHELTER ACTIVITY OVERVIEW

As indicated in previous informational presentations on the Temporary Bridge Shelter activities, the longer the Shelters are open, the more valuable the data on the program activity becomes. The expectation when the Shelters were implemented was that the majority of the residents of the shelters would be Priority Level 1 (referred from RTFH and already matched to a housing resource) or Priority Level 2 ("unit ready" and awaiting a match to a housing resource). Since the openings of the Shelters, a total of 108 Priority Level 1 intakes and 389 Priority Level 2 intakes have been processed. The remaining intakes were Priority Level 3 (195) and Priority Level 4 (1,062). This means that more than 70 percent of all intakes were not matched to a housing resource, nor could they reasonably be expected to be matched any time within the first 120 days of shelter residence.

Of the population served since the openings of the Shelters, 53 percent across all three Temporary Bridge Shelters entered the Shelters with no income, and an additional 6 percent had income at entry of \$500 or less. Of the total persons served since the openings of the Shelters, 37 percent were 55 years of age or older.

As intended, the Bridge Shelters are reaching out to and serving the most vulnerable San Diegans who are experiencing homelessness. However, the numbers are not aligning with what was expected when the Bridge Shelters began operations. This is primarily due to the original expectation that the initial referral list from the RTFH would contain several hundred people that were matched to a housing resource but needed temporary shelter. As the shelters began operations, it became evident that initial

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referral lists were out of date due to length of time in the system. Contact information was not current or system data had not been updated when a housing placement occurred. However, the operations of the Shelters have helped to identify process improvements in the homelessness system in the City of San Diego. For example, challenges with the quality of data in the Coordinated Entry System resulted in additional collaboration among the Housing Commission, RTFH and Bridge Shelter staff to streamline the referral process. Referrals are now made directly to Bridge Shelter outreach teams at the same time the RTFH assigns a Housing Navigator, or a permanent housing resource match is secured.

Everyone entering the shelters is expected to either already have a VI-SPDAT assessment within the Coordinated Entry System, or complete an assessment during their initial occupancy at the Shelters. The individual's score determines their eligibility for potentially being matched to a permanent housing resource. Of the intakes since the openings of the Shelters, approximately 21 percent scored as eligible for a Permanent Supportive Housing resource, and approximately 28 percent scored as eligible to receive a Rapid Rehousing resource. In both cases, referral to those housing opportunities is based on availability of those resources and who has been waiting the longest to be matched.

The original contract agreements for the operation of the Shelters provided that a third-party evaluation of the Shelters would start in their fourth operating month. The initial phase of the Housing First evaluation of the Bridge Shelter model is due to by May 30, 2018, and recommendations for changes to the program model or individual changes to operational practices will be due by June 30, 2018. It is anticipated that the evaluation will highlight some of the potential challenges and impacts to successful outcomes and performance that may be occurring due to the population served being somewhat different than what was originally expected. Recommendations for modification of the program model based on the evaluation, and any changes to the program operations will be brought to the 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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Approved by,



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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