



## INFORMATIONAL REPORT

**DATE ISSUED:** April 26, 2018

**REPORT NO:** HCR18-022

**ATTENTION:** Chair and Members of the San Diego Housing Commission  
For the Agenda of May 4, 2018

**SUBJECT:** March 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 – MARCH 2018**

The tables below provide an overview of data captured in the fourth 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 third 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: March 2018 Shelter Data

| SHELTER  | CAPACITY   | SERVED     | NEW INTAKES IN MARCH |            |            |            |
|--|------------|------------|----------------------|------------|------------|------------|
|  |            |            | Priority 1           | Priority 2 | Priority 3 | Priority 4 |
| Single Adult<br>(Alpha Project)                    | 324        | 468        | 4                    | 27         | 4          | 99         |
| Veterans<br>(VVSD)                                 | 200        | 315        | 5                    | 15         | 30         | 41         |
| Families & Single Women<br>(Father Joe's Villages) | 150        | 182        | 0                    | 7          | 1          | 25         |
| <b>TOTALS</b>                                      | <b>674</b> | <b>965</b> | <b>9</b>             | <b>49</b>  | <b>35</b>  | <b>165</b> |

Table Two: March 2018 Exits and Housing Exits Since Shelter Opening

| SHELTER  | March Exits | March Exits to Permanent Housing | Exits Since Shelter Opening | Exits to Permanent Housing Since Shelter Opening | Exits to Other Longer Term Housing Since Shelter Opening |
|--|-------------|----------------------------------|-----------------------------|--|--|
| Single Adult<br>(Alpha Project)                    | 145         | 12                               | 563                         | 57   | 13   |
| Veterans<br>(VVSD)                                 | 154         | 11                               | 316                         | 33   | 17   |
| Families & Single Women<br>(Father Joe's Villages) | 36          | 12                               | 67                          | 13   | 6  |
| <b>TOTALS</b>                                      | <b>335</b>  | <b>35</b>                        | <b>946</b>                  | <b>94</b>  | <b>36</b>  |

**MONTHLY REPORTING SUMMARY – MARCH 2018**

**Shelter Data**

In March 2018, 258 new intakes were conducted across all three Shelters. Of those new intakes:

- 9 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;
- 49 individuals were **Priority Level 2**, working with assigned Housing Navigators to prepare for and await a permanent housing resource match as they become available;
- 35 were **Priority Level 3** and 165 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:

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

As was mentioned in the February 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. The table below provides data on individuals who have entered and exited the shelters multiple times.

Table Three: March 2018 Exit & Reentry Data

|                                    | Single Adult<br>(Alpha Project) | Veterans<br>(VVSD) | Families &<br>Single Women<br>(Father Joe’s<br>Villages) | OVERALL    |
|------------------------------------|---------------------------------|--------------------|--|------------|
| <b>One Exit &amp; Reentry</b>      | 73                              | 103                | 9  | <b>185</b> |
| <b>Two Exits &amp; Reentries</b>   | 3                               | 49                 | 0  | <b>52</b>  |
| <b>Three Exits &amp; Reentries</b> | 0                               | 21                 | 1  | <b>22</b>  |
| <b>Four Exits &amp; Reentries</b>  | 0                               | 9                  | 0  | <b>9</b>   |
| <b>Five Exits &amp; Reentries</b>  | 0                               | 5                  | 0  | <b>5</b>   |
| <b>Six Exits &amp; Reentries</b>   | 0                               | 6                  | 0  | <b>6</b>   |

These issues impact the providers’ ability to continuously engage with their residents and provide stabilization within the shelter environment. Shelter operators make continuous efforts to engage with and encourage Shelter residents to remain in the stable environment of the Shelter and access services. Shelter staff focus on direct engagement with all residents from initial intake, providing information on the variety of services available within the Bridge Shelter, and posting information on available services on a daily basis. Shelter staff case conference with Housing Navigators, Case Managers and staff from other agencies that come to the Bridge Shelter to work with their clients that are residing at the Shelter. Issues such as these are elements that are being reviewed by the Bridge Shelter model evaluation that is currently underway. 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 board for approval as part of the recommendation for approval to exercise the first option year of the Bridge Shelter contracts.

Respectfully submitted,



Lisa Jones  
 Director, Housing First Administration  
 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](http://www.sdhc.org)