



INFORMATIONAL REPORT

DATE ISSUED: April 23, 2020

REPORT NO: HCR20-036

ATTENTION: Chair and Members of the San Diego Housing Commission
For the Agenda of May 1, 2020

SUBJECT: February and March 2020 Reporting Update for the City of San Diego's Bridge Shelter Programs

NO ACTION IS REQUIRED ON THE PART OF THE HOUSING COMMISSION

The 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 Bridge Shelter Programs 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 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 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.

A renewal of the MOU between the City and the Housing Commission through June 30, 2019, was approved by the Housing Commission Board of Commissioners on May 4, 2018, and by the Housing Authority and City Council on May 22, 2018. A renewal of the MOU between the City and the Housing Commission through June 30, 2020, was approved by the Housing Commission Board of Commissioners on May 3, 2019, and the Housing Authority and City Council on June 11, 2019.

The Housing Commission exercised the first option to renew operating agreements with Alpha Project for the Homeless (Alpha Project), Veterans Village of San Diego (VVSD), and Father Joe's Villages (FJV), for the City's three Bridge Shelters, for a three-month term, from July 1, 2018, through

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September 30, 2018, in accordance with approvals granted by the Housing Authority and City Council on May 22, 2018, (Housing Authority Resolution Number HA-1781). The Housing Commission, City Council, and Housing Authority allocated \$2,500,000 for the costs of the extended terms of the Bridge Shelter Program agreements, to be funded from Housing Commission property reserves.

The Housing Commission exercised the second option to renew operating agreements with Alpha Project, VVSD, and FJV for the Bridge Shelters for a nine-month term, from October 1, 2018, through June 30, 2019, in accordance with approvals granted by the Housing Authority on September 18, 2018 (Housing Authority Resolution Number HA-1789). The Housing Commission and Housing Authority allocated \$8,482,756 for the costs of the extended terms of the Bridge Shelter Program agreements, to be funded from Housing Commission property reserves. In addition, a third-party evaluator's recommendations to enhance the availability of housing-focused services were incorporated into the nine-month operating agreements approved by the Housing Authority.

On March 19, 2019, the Housing Authority approved an amendment to the second option of the operator agreement with FJV to incorporate the new interim site location, at the San Diego Concourse and parts of Golden Hall, as well as approving an amendment to the MOU between the City of San Diego and the Housing Commission to update the roles and responsibilities related to the interim site location.

On May 3, 2019, and June 11, 2019, respectively, the Housing Commission Board of Commissioners and the Housing Authority authorized the award and execution of operating agreements with Alpha Project, VVSD, and FJV for the City of San Diego's Bridge Shelters for a 12-month term, from July 1, 2019, through June 30, 2020 (Housing Authority Resolution No. HA-1817). The Housing Commission Board of Commissioners and the Housing Authority authorized the expenditure of up to \$11,607,303 for the operations of the Bridge Shelters. Housing Commission property reserves were allocated to fund all three Shelters, and the Housing Commission's federal Moving to Work (MTW) funds were allocated to fund the Shelters operated by Alpha Project and VVSD. In addition, on June 11, 2019, the Housing Authority voted to continue operations of the Bridge Shelter operated by FJV at the San Diego Concourse and parts of Golden Hall and to delete from the operating agreement any references to moving this Bridge Shelter to a location at 17th and Imperial Avenue.

On October 15, 2019, the Housing Authority approved an amendment to the MOU between the City and the Housing Commission and authorized the award and execution of an operating agreement with Alpha Project for the City of San Diego Bridge Shelter located at 1710 Imperial Avenue for a term of eight and a half months, from October 15, 2019, through June 30, 2020, with two one-year options to renew (Housing Authority Resolution No. HA-1835). The Housing Authority authorized the expenditure of up to \$2,395,863.38 for the operations of the Bridge Shelter from City Homeless Emergency Aid Program (HEAP) funds and City Low Income Lease Revenue funds.

On December 10, 2019, the Housing Authority approved an amendment to the MOU between the City and the Housing Commission and authorized an amendment to the agreement between FJV and the Housing Commission to expand the City of San Diego Bridge Shelter program located at Golden Hall (Housing Authority Resolution No. HA-1838). The expansion provided for additional beds for families with children and beds designated for transitional-aged youth (TAY). The Housing Authority authorized the expenditure of up to \$4,176,155.85 for the ongoing operation of the Bridge Shelter from City HEAP

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funds, City Low Income Lease Revenue funds, City General Funds, and Housing Commission Property Reserves.

MONTHLY REPORTING – FEBRUARY & MARCH 2020

The charts below provide an overview of data captured in the 27th and 28th months of operation for the Single Adult Shelter located at 16th Street and Newton Avenue (Newton Single Adult Shelter) and operated by Alpha Project, which opened on December 1, 2017, and the Veterans Shelter operated by VVSD, which opened on December 22, 2017; data captured in the 26th and 27th months of operation for the Shelter for Single Women, Families, and Transitional-Aged Youth (TAY) operated by FJV, which opened on January 3, 2018; and data captured in the fourth and fifth months of operation for the Single Adult Shelter located at 17th Street and Imperial Avenue (Imperial Single Adult Shelter) and operated by Alpha Project, which opened on November 14, 2019.

The four shelters currently provide 865 beds nightly: the Newton Single Adult Shelter provides 324 beds; the Veterans Shelter has 200 beds; and the Imperial Single Adult Shelter provides 128 beds, 54 of which are designated for the San Diego Police Department's (SDPD) Direct Placement Diversion Program (DPDP) at this time. The Shelter for Single Women, Families, and TAY at Golden Hall added 57 family beds, including nine cribs, to the program on February 13, 2020, bringing the total count to 213 beds, including 18 cribs. An additional 27 family beds and 48 TAY beds are planned to open in 2020 when shelter operations resume at Golden Hall at the conclusion of "Operation Shelter to Home." The addition of these beds will bring the total beds available nightly across all four shelters to 892.

Between December 22, 2018, and January 4, 2019, the Regional Task Force on the Homeless (RTFH) implemented a new Homeless Management Information System (HMIS) database. In conjunction with the implementation of the new database, RTFH has been restructuring the region's Coordinated Entry System (CES) and is currently collaborating with community stakeholders to finalize an updated CES prioritization and matching process. As the regional approach to CES continues to evolve, Housing Commission staff will determine the most appropriate data points to include in this report going forward to demonstrate program participants' levels of need at program entry and exit.

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

- 44 individuals successfully exited to permanent or longer-term housing in February 2020¹;
- 60 individuals successfully exited to permanent or longer-term housing in March 2020; and
- 636 individuals remained sheltered and were receiving services and housing navigation support on March 31, 2020.

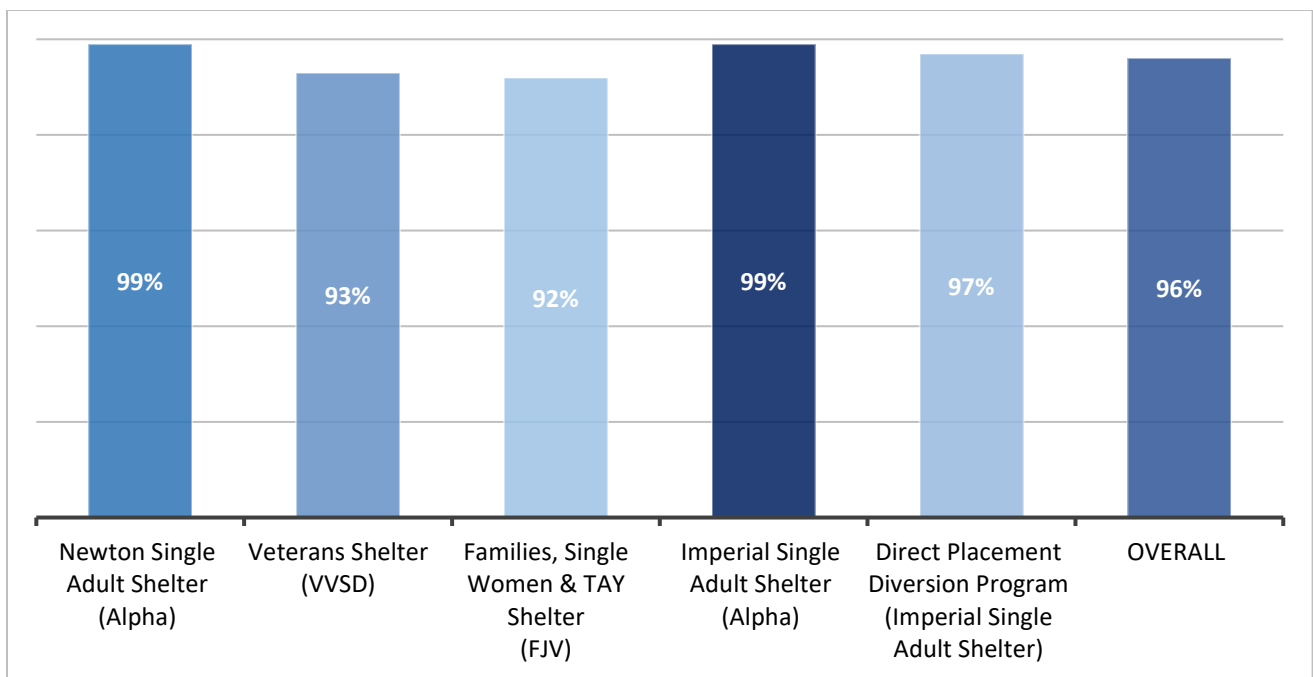
¹ This data includes all individuals exiting to permanent or other longer term housing, regardless of length of stay.

Table One: Total Persons Served

SHELTER	FEBRUARY 2020	MARCH 2020	SINCE OPENING
Newton Single Adult Shelter (Alpha Project)	399	371	2,691
Veterans Shelter (VVSD)	306	305	1,928
Families, Single Women, & TAY Shelter (Father Joe’s Villages)	251	257	1,086
Imperial Single Adult Shelter (Alpha Project)*	222	216	547
TOTALS	1,178	1,149	6,252

*“Total Persons Served” at the Imperial Single Adult Shelter includes persons served by SDPD’s Direct Placement Diversion Program (DPDP). DPDP served 134 individuals in February 2020 and 130 individuals in March 2020. DPDP has served 386 individuals since shelter opening.

Chart One: Average Daily Occupancy Rate – Since Shelter Opening²



² Excludes 30-day ramp-up period. NOTE: The “Overall” percentage is calculated by using the total number of occupied beds compared to available beds per night across all Bridge Shelters; due to rounding, this may not be the same number as the average of the “Average Daily Occupancy Rate” of the shelters.

Chart Two: Occupancy on February 29, 2020

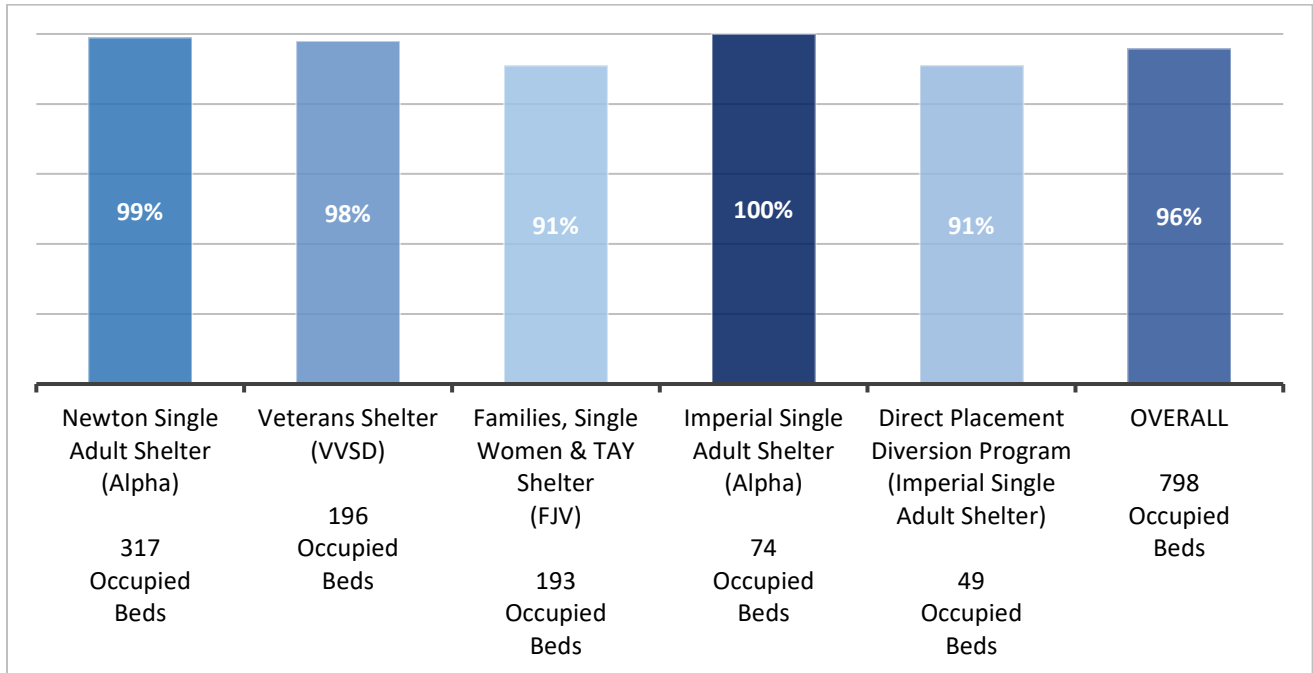
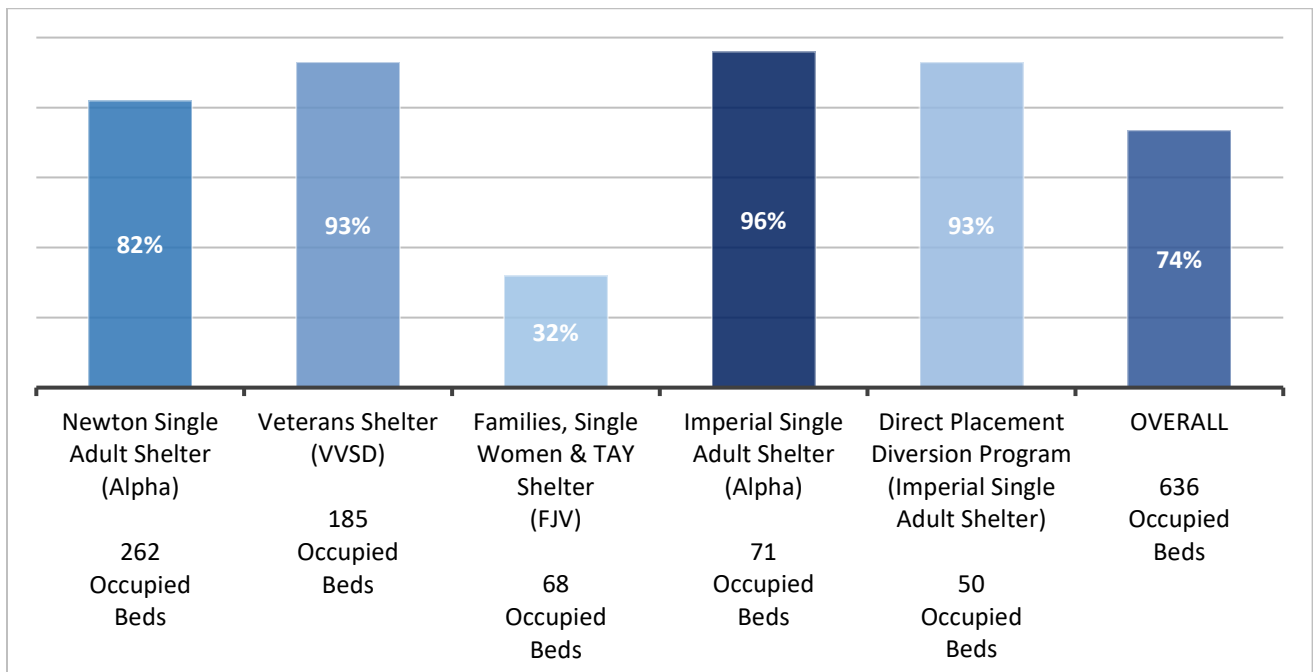


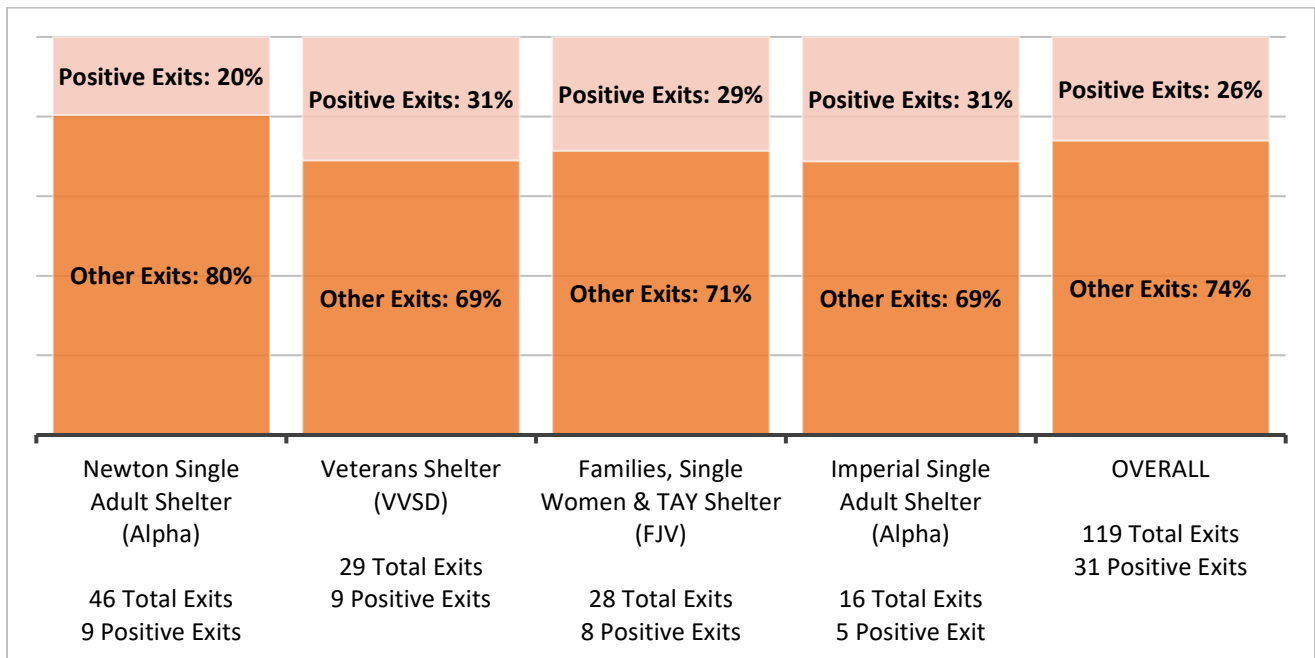
Chart Three: Occupancy on March 31, 2020



In March 2020, due to concerns over COVID-19, San Diego County Public Health officials recommended that the families residing at Golden Hall be moved to hotel/motel rooms to facilitate appropriate social-distancing guidelines. On March 24, 2020, 53 families, consisting of 151 individuals, moved to hotel/motel rooms. The families were exited from the Bridge Shelter for Families, Single Women, and TAY, and were enrolled in case management with another provider.

RTFH and the County of San Diego are funding the cost of the rooms. As a result, occupancy at the end of March 2020 at the Bridge Shelter for Families, Single Women, and TAY was significantly lower than normal. The program continued to serve single women at Golden Hall through April 7, 2020, when all remaining clients at Golden Hall were moved to the San Diego Convention Center as part of Operation Shelter to Home. Additionally, occupancy at the Newton Single Adult Shelter was lower than normal at the end of March 2020 due to a reduction in intakes to facilitate social distancing at that shelter until clients were able to move to the San Diego Convention Center.

Chart Four: Positive Exits for Individuals in Shelter 30 Days or More – February 2020



“Positive Exits” are measured in the current operating agreements as the percentage of exits to permanent or other longer-term housing for individuals who exit the shelters after a stay of 30 days or more. In February 2020, 44 individuals exited to permanent or other longer-term housing across the four Bridge Shelter programs, and three individuals from the SDPD DPDP exited to permanent or other longer-term housing. Thirty-one individuals from all four shelters had a positive exit as measured by the current operating agreements, representing 26 percent of all individuals exiting the shelters after a stay of 30 days or more. The 31 positive exits consisted of 19 exits to permanent housing and 12 exits to other longer-term housing. An additional 13 individuals exiting the shelter in less than 30 days also exited to permanent (five individuals) or other longer-term housing (eight individuals).

Chart Five: All Exits to Permanent or Other Longer-Term Housing by Length of Stay* – February 2020 (*Of total positive exits, the percentage who exited with less than 30 days of residency, and the percentage that exited after 30 days of residency or more)

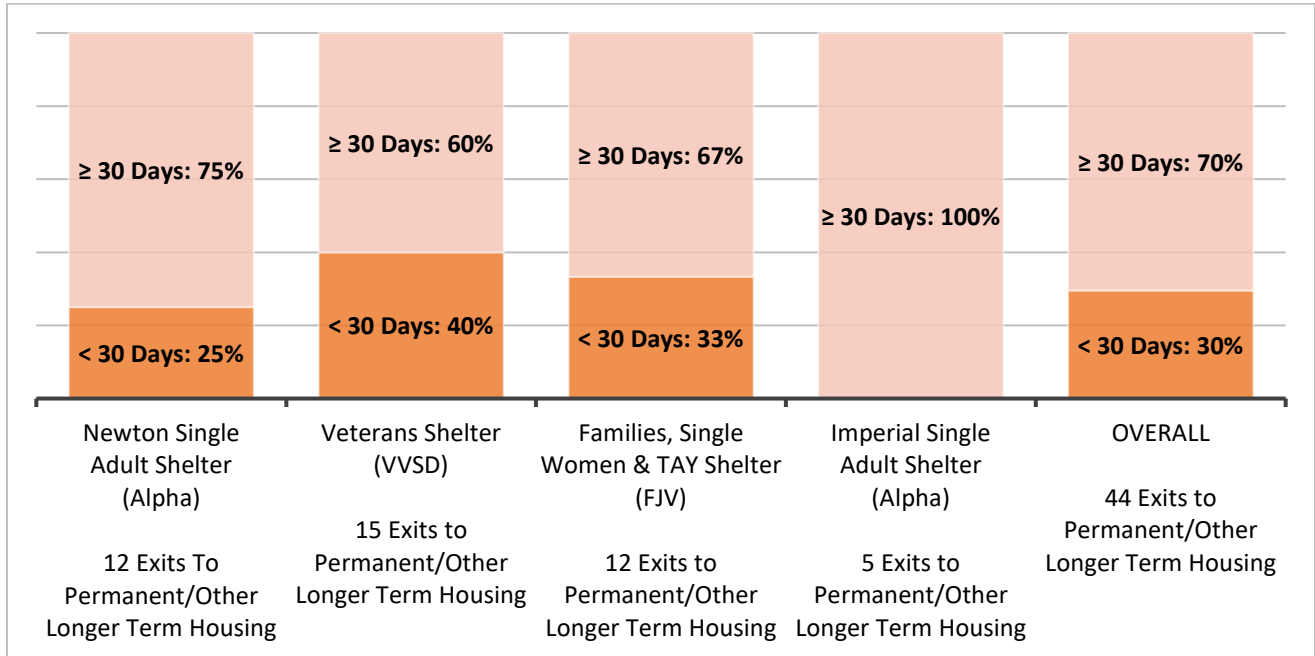
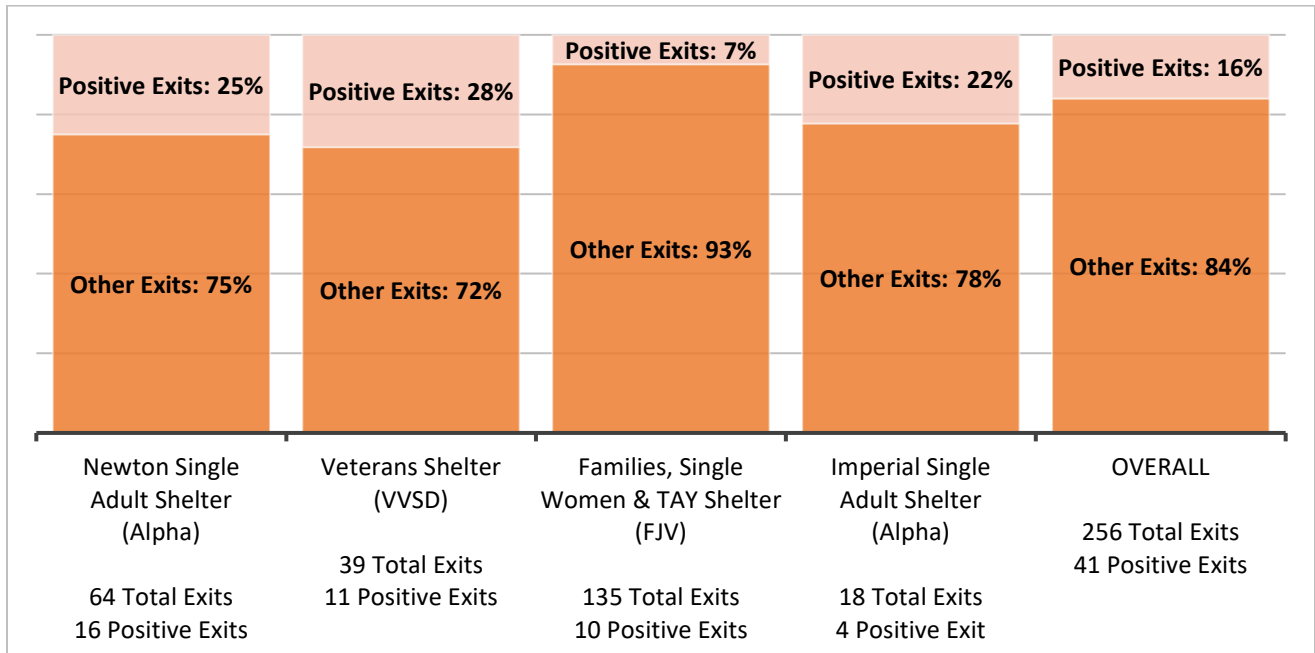


Chart Six: Positive Exits for Individuals in Shelter 30 Days or More – March 2020



“Positive Exits” are measured in the current operating agreements as the percentage of exits to permanent or other longer-term housing for individuals who exit the shelters after a stay of 30 days or more. In March 2020, 60 individuals exited to permanent or other longer-term housing across the four

Bridge Shelter programs, and six individuals from the SDPD DPDP exited to permanent or other longer-term housing. Forty-one individuals from all four shelters had a positive exit as measured by the current operating agreements, representing 16 percent of all individuals exiting the shelters after a stay of 30 days or more. The 41 positive exits consisted of 23 exits to permanent housing and 18 exits to other longer-term housing. An additional 19 individuals exiting the shelter in less than 30 days also exited to permanent (six individuals) or other longer-term housing (13 individuals).

The “Positive Exits” percentage for the Families, Single Women, and TAY Shelter in March 2020 was adversely impacted by the households who were relocated to hotel/motels due to COVID-19 and exited from the program. These relocations similarly impacted the Overall “Positive Exit” percentage for March 2020.

Chart Seven: All Exits to Permanent or Other Longer-Term Housing by Length of Stay* – March 2020 (*Of total positive exits, the percentage who exited with less than 30 days of residency, and the percentage that exited after 30 days of residency or more)

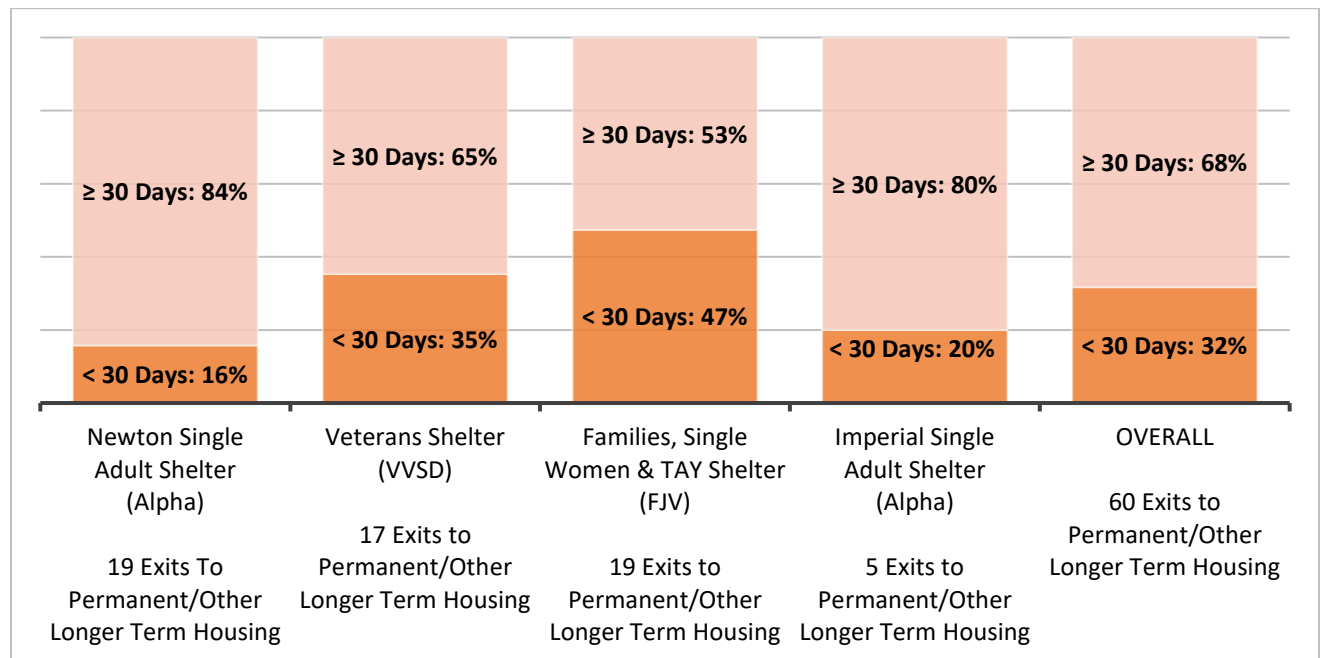
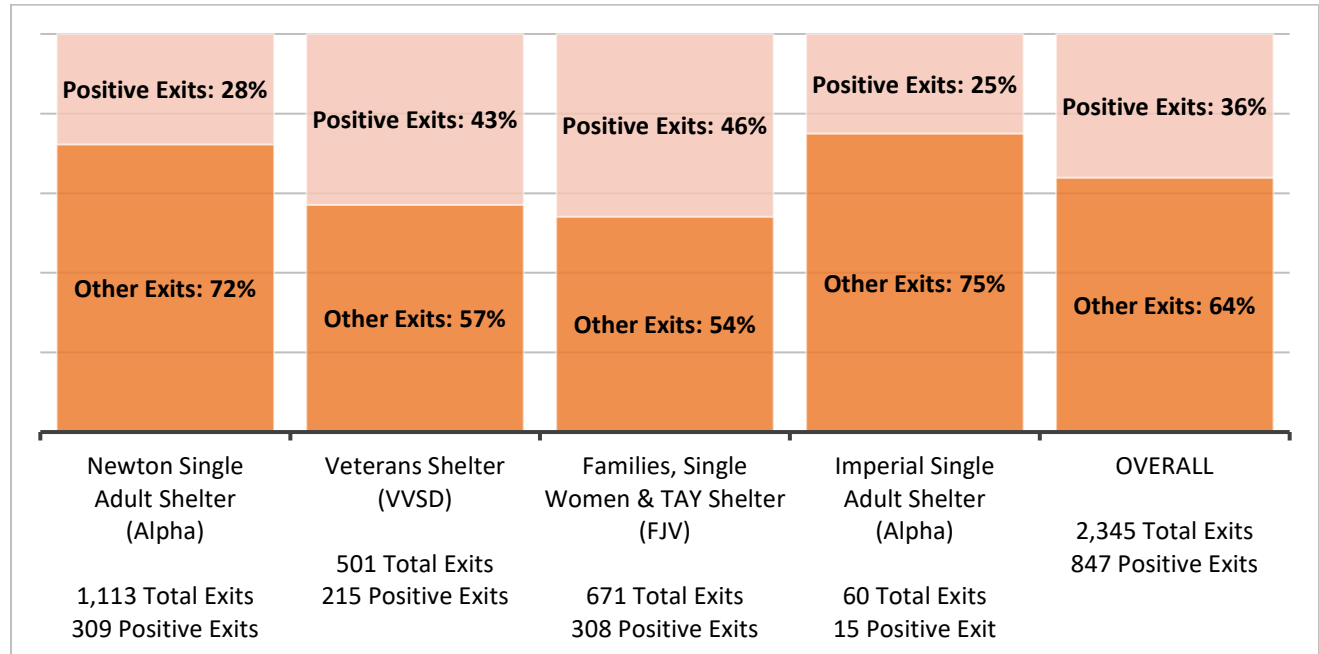


Chart Eight: Positive Exits for Individuals in Shelter 30 Days or More – Since Shelter Opening



“Positive Exits” are measured in the current operating agreements as the percentage of exits to permanent or other longer-term housing for individuals who exit the shelters after a stay of 30 days or more. Since shelter opening, 1,258 individuals have exited the shelters to permanent or other longer-term housing across all four Bridge Shelter programs, and 13 individuals from the SDPD DPDP have exited to permanent or other longer-term housing. From all four shelters, since shelter opening, 847 individuals had a positive exit as measured by the current operating agreements, representing 36 percent of all individuals exiting the shelters after a stay of 30 days or more. The 847 positive exits consisted of 672 exits to permanent housing and 175 exits to other longer-term housing. An additional 411 individuals exiting the shelters in less than 30 days also exited to permanent (236 individuals) or other longer-term housing (175 individuals).

Chart Nine: All Exits to Permanent or Other Longer-Term Housing by Length of Stay—* Since Shelter Opening (*Of total positive exits, the percentage who exited with less than 30 days of residency, and the percentage that exited after 30 days of residency or more)

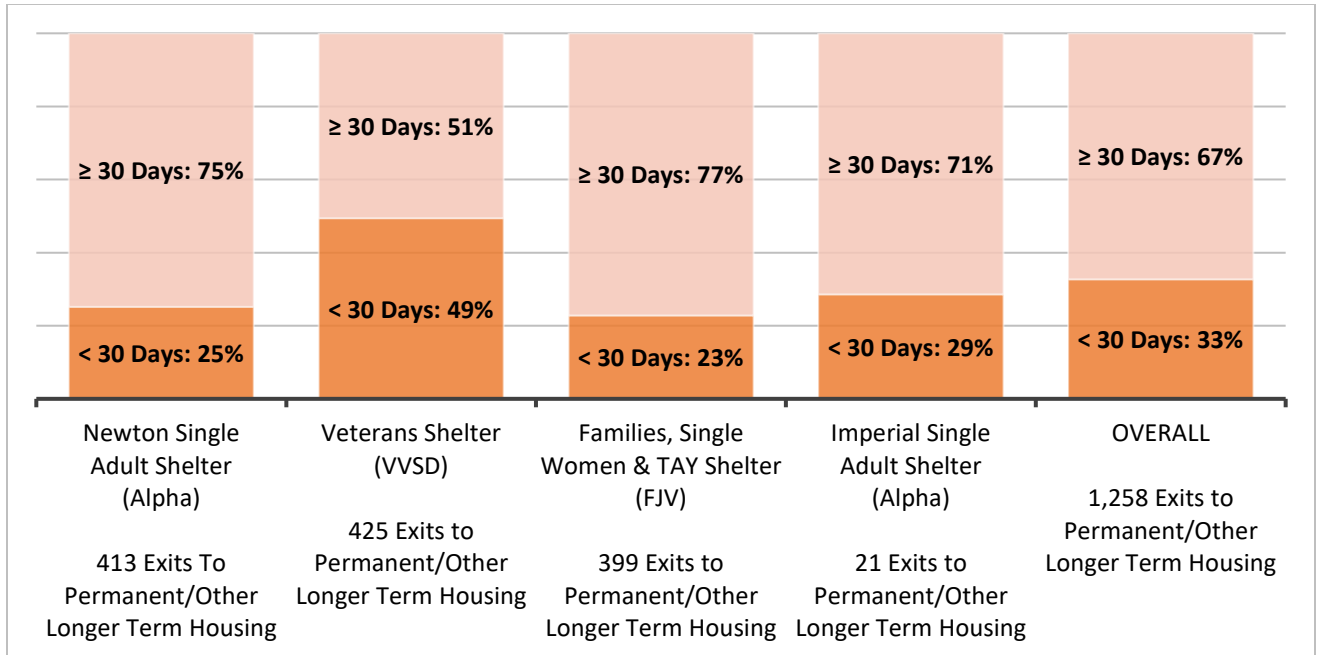


Chart 10: Number of Shelter Stays for Persons Served - Since Shelter Opening

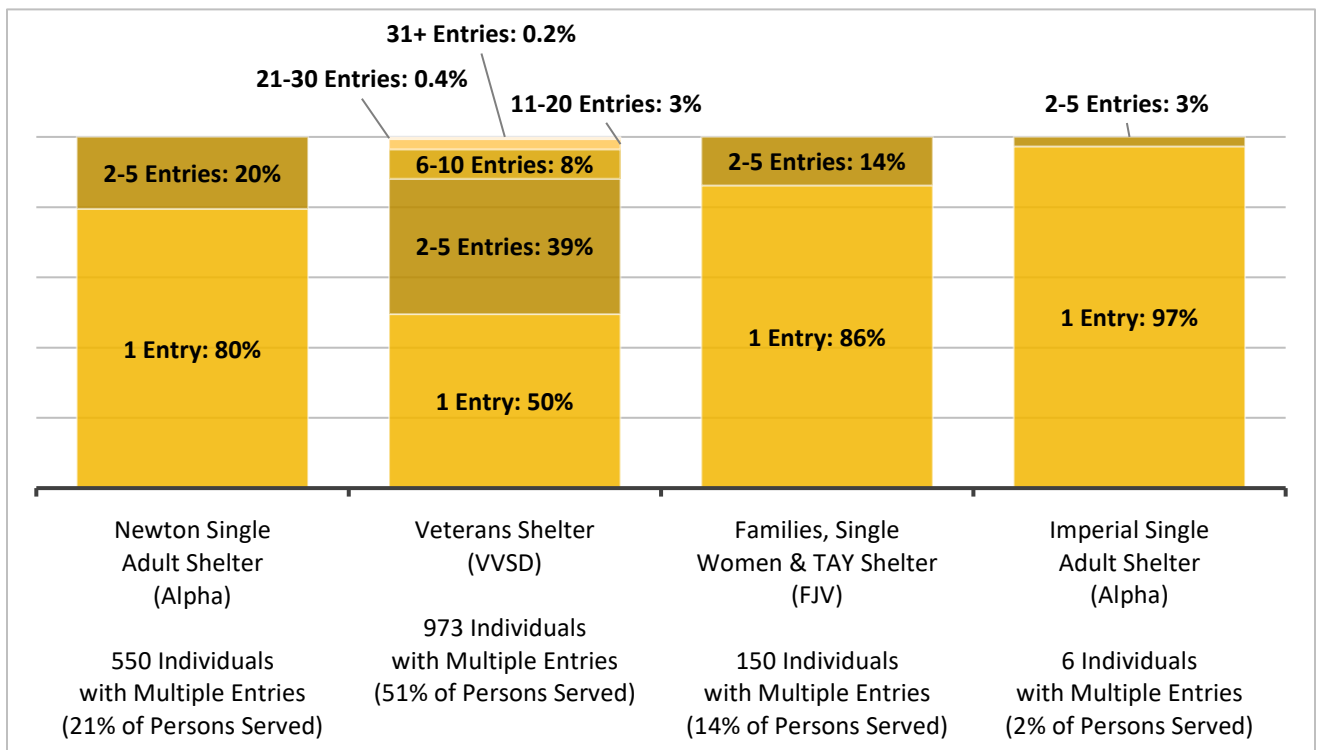


Table Two: Expense Actuals Compared to Budget – July 1, 2019 – February 29, 2020

SHELTER	JANUARY OPERATING	FEBRUARY OPERATING	*ACTUALS THROUGH 02/29/2020	BUDGET THROUGH 02/29/2020	UNDER/ OVER SPENT
Newton Single Adult (Alpha)	\$359,047	\$323,996	\$2,784,057	\$3,544,806	(\$760,749)
Veterans (VVSD)	\$359,793	\$301,982	\$2,118,868	\$2,272,315	(\$153,447)
Families, Single Women & TAY (FJV)	\$172,953	\$374,629	\$1,786,813	\$2,484,680	(\$697,867)
Imperial Single Adult (Alpha)	\$164,022	\$189,421	\$751,768	\$1,189,966	(\$438,198)
TOTALS	\$1,055,682	\$1,190,028	\$7,441,506	\$9,491,767	(\$2,050,261)

Across all four Bridge Shelters, the operational expenses incurred from July 1, 2019, through February 29, 2020, are \$2,050,261 less than the allocated budget for this time period. This is predominantly due to personnel costs that were lower than budgeted. With the addition of the new Imperial Single Adult Shelter, six new positions were added to the 30 originally budgeted positions. Additionally, with the expansion of the Bridge Shelter for Families, Single Women, and TAY, another five new positions were added. There are now 41 total budgeted positions for the four shelters. As of March 18, 2020, 46 candidates have been approved for hiring across the four programs, and four of those approved candidates have been promoted to supervisory roles since their original hire. Twenty-six approved candidates are currently employed at the shelters; six approved candidates declined employment offers, and two accepted other employment offers during the onboarding process. Seven staff members hired between February and November 2019 have resigned, and one staff member was terminated. There are 15 positions currently under recruitment. Recruitment of case managers and supervising case managers continues to be a challenge for the operators. This challenge is due to a combination of factors; potentially a lack of workforce skilled in higher level case management and supervision classifications, such as Licensed Clinical Social Worker, and of those trained in the field, the unique environment of the shelter sites sometimes does not appeal to everyone. A successful candidate needs to be technically qualified with the right credentials, but also mission driven and willing to work in unique worksite locations.

OUTREACH ACTIVITY

The focus of the Bridge Shelter Outreach teams is to provide housing navigation services to individuals experiencing unsheltered homelessness throughout the City. The outreach teams coordinate and target key areas within each Council District on a three-week rotational basis. Week one covers Districts 8, 4 and 1; week two covers Districts 9, 3 and 2; and week three covers Districts 7, 6 and 5. Additional activities are added weekly to follow up on previous engagements and respond to requests for outreach to specific locations. In addition to the scheduled outreach rotation across all districts, the Bridge Shelter Outreach teams partner with the San Diego Police Department's Homeless Outreach Team (HOT) every Thursday, addressing specific areas throughout the City as determined by HOT. In January 2019 the outreach teams focused efforts in the East Village area of the City, mainly on 17th Street, Imperial

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Avenue, and areas surrounding the Housing Navigation Center, the shelters located in the area, and the City's Day Center.

Beginning in spring 2019, RTFH implemented new data collection processes for outreach workers across the region using HMIS, based on guidance from the U.S. Department of Housing and Urban Development (HUD). The new data collection processes are reflective of a more housing-focused, street-based case management approach to outreach region-wide. Outreach workers are able to report more information about the individuals they are interacting with during outreach efforts, which better informs system-wide resource needs and prioritization for CES housing resources. RTFH is currently developing outreach data collection standards and best practices to go along with the new processes, and has partnered with a nationally recognized third-party consultant to assist in making best practices more uniform throughout the region. The Housing Commission is coordinating with RTFH to facilitate ongoing outreach trainings, as well as facilitating coordinated outreach meetings and roundtables to enhance communication and coordinate efforts across various outreach programs within the City of San Diego.

The Bridge Shelter Outreach teams have been at the forefront of implementing this new data collection process, and in an effort to ensure the teams are focused on better data collection in HMIS, the use of the Survey123 application provided through ArcGIS has been modified. Bridge Shelter Outreach teams are now only using the Survey123 application to capture the locations of the individuals they are serving; the teams are no longer using Survey123 to gather data that will be captured in HMIS. The location data that is being collected with Survey123 is presented in the table below for February 2020. March 2020 data is unavailable at this time, but will be provided in subsequent reporting. As the data in HMIS becomes more uniform in the coming months, and the Housing Commission is able to ensure the integrity of the data, additional data points will be incorporated into this report to demonstrate outreach activity and outcomes.

Table Three: Reported Encounters by City Council District – February 2020

DISTRICT	TOTAL ENCOUNTERS
District 1	11
District 2	52
District 3	471
District 4	35
District 5	7
District 6	0
District 7	22
District 8	73
District 9	15
Unknown³	52
TOTALS	738

COVID-19 Mitigation Responses

Beginning in early March 2020, the Housing Commission began sending regular updates to homeless shelters and services providers on ongoing activities of the Regional Task Force on the Homeless (RTFH), the Housing Commission, City of San Diego and County of San Diego to mitigate the spread of COVID-19 among homeless shelters and services programs and unsheltered populations. This includes providing updated guidance as it is released from the Centers for Disease Control and Prevention (CDC), the United States Interagency Council on Homelessness and the County of San Diego related to serving persons experiencing homelessness.

Housing Commission staff began tracking stock levels of critical cleaning supplies and Personal Protective Equipment (PPE) at all City of San Diego homeless shelters and services programs that the Housing Commission administers and began assisting with procuring needed cleaning and PPE supplies to ensure providers could effectively clean and sanitize program spaces in alignment with guidance from the CDC and County of San Diego.

In addition, the City of San Diego print shop started creating bundles of posters and flyers for providers for posting through facilities and delivered material on an ongoing basis to providers as needed.

Communication trees were also reinforced between providers, the Housing Commission, the City of San Diego, the County of San Diego, RTFH, and shelter leadership were encouraged to ensure redundancy is in place at leadership and program management levels (as the Housing Commission

³ Geolocation error in the ArcGIS application resulting in unknown district and neighborhood location.

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carried out internally) in regard to communication and knowledge sharing, in case leadership workforce reduction occurred.

Respectfully submitted,



Lisa Jones
Senior Vice President
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Approved by,



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

Docket materials are available online in the "Governance & Legislative Affairs" section of the San Diego Housing Commission website at www.sdhc.org.