



## INFORMATIONAL REPORT

**DATE ISSUED:** July 5, 2018

**REPORT NO:** HCR18-024

**ATTENTION:** Chair and Members of the San Diego Housing Commission  
For the Agenda of July 13, 2018

**SUBJECT:** May 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.

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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 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 – MAY 2018

The tables below provide an overview of data captured in the sixth 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 fifth month of operations for the Shelter for Families and Single Women 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:

- 64 individuals/households successfully exited to permanent or longer term housing; and
- 653 individuals remain sheltered, and are receiving services and housing navigation support.

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Table One: Shelter Occupancy and Persons Served

SHELTER	Daily Capacity	Persons Served in May 2018	Persons Served Since Shelter Opening	Occupancy on May 31, 2018	Average Occupancy Rate since Opening <sup>1</sup>
Single Adult (Alpha Project)	324	445	1102	97%	99%
Veterans (VVSD)	200	326	660	92%	88%
Families & Single Women (Father Joe's Villages)	150	197	314	100%	96%
<b>TOTALS</b>	<b>674</b>	<b>968</b>	<b>2076</b>	<b>97%</b>	<b>96%</b>

Table Two: May 2018 New Intakes by Priority Level

SHELTER	Priority 1	Priority 2	Priority 3	Priority 4	Total Intakes in May 2018
Single Adult (Alpha Project)	0	44	8	54	106
Veterans (VVSD)	6	6	20	61	93
Families & Single Women (Father Joe's Villages)	0	4	0	42	46
<b>MAY TOTALS</b>	<b>6</b>	<b>54</b>	<b>28</b>	<b>157</b>	<b>245</b>
<b>TOTALS SINCE OPENING</b>	<b>114</b>	<b>443</b>	<b>223</b>	<b>1296</b>	<b>2076</b>

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

SHELTER	Total Exits in May 2018	Exits to Permanent Housing	Exits to Other Longer Term Housing	Total Positive Exits in May
Single Adult (Alpha Project)	124	10	5	15
Veterans (VVSD)	142	14	14	28
Families & Single Women (Father Joe's Villages)	47	20	1	21
<b>MAY TOTALS</b>	<b>313</b>	<b>44</b>	<b>20</b>	<b>64</b>

<sup>1</sup> Excludes 30-day ramp up period.

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

<b>SHELTER</b>	<b>Total Exits Since Shelter Opening</b>	<b>Exits to Permanent Housing</b>	<b>Exits to Other Longer Term Housing</b>	<b>Total Positive Exits Since Shelter Opening</b>
Single Adult (Alpha Project)	781	78	19	97
Veterans (VVSD)	476	50	34	84
Families & Single Women (Father Joe's Villages)	164	49	12	61
<b>TOTALS</b>	<b>1421</b>	<b>177</b>	<b>65</b>	<b>242</b>

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

<b>SHELTER</b>	<b>Exits to Permanent Housing Since Shelter Opening</b>				<b>TOTALS</b>
	<b>Priority 1</b>	<b>Priority 2</b>	<b>Priority 3</b>	<b>Priority 4</b>	
Single Adult (Alpha Project)	13	3	4	58	78
Veterans (VVSD)	8	21	13	8	50
Families & Single Women (Father Joe's Villages)	8	15	9	17	49
<b>TOTALS</b>	<b>29</b>	<b>39</b>	<b>26</b>	<b>83</b>	<b>177</b>

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

<b>SHELTER</b>	<b>Exits to Other Longer Term Housing Since Shelter Opening</b>				<b>TOTALS</b>
	<b>Priority 1</b>	<b>Priority 2</b>	<b>Priority 3</b>	<b>Priority 4</b>	
Single Adult (Alpha Project)	0	4	2	13	19
Veterans (VVSD)	3	17	2	12	34
Families & Single Women (Father Joe's Villages)	2	4	1	5	12
<b>TOTALS</b>	<b>5</b>	<b>25</b>	<b>5</b>	<b>30</b>	<b>65</b>

Table Seven: Exit & Reentry Data since Shelter opening through May 31, 2018

SHELTER	One Exit & Reentry	Two Exits & Reentries	Three Exits & Reentries	Four Exits & Reentries	Fives Exits & Reentries	Six or More Exits & Reentries	OVERALL
Single Adult (Alpha Project)	120	6	0	0	0	0	126
Veterans (VVSD)	137	61	33	30	18	33	312
Families & Single Women (Father Joe's Villages)	23	0	1	0	0	0	24
<b>TOTALS</b>	<b>280</b>	<b>67</b>	<b>34</b>	<b>30</b>	<b>18</b>	<b>33</b>	<b>462</b>

Table Eight: Expense Actuals Compared to Budget since Shelter opening through May 31, 2018

SHELTER	START-UP COSTS	MAY OPERATING	ACTUALS THROUGH 5/31/2018	BUDGET THROUGH 5/31/2018	UNDER/OVER SPENT
Single Adult (Alpha Project)	\$116,765	\$297,621	\$1,765,947	\$2,696,327	\$(930,380)
Veterans (VVSD)	\$37,265	\$234,990	\$1,173,962	\$1,786,405	\$(612,442)
Families & Single Women (Father Joe's Villages)	\$108,586	\$150,101	\$906,857	\$1,288,860	\$(382,003)
<b>TOTALS</b>	<b>\$262,616</b>	<b>\$682,712</b>	<b>\$3,846,767</b>	<b>\$5,771,592</b>	<b>\$(1,924,826)</b>

**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. 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 week three covers Districts 7, 6 and 5. These are the standard rotations that occur every three weeks. Additional activities are added throughout each week to follow up on previous engagements, and respond to requests for outreach to specific areas.

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In the May operating month, the outreach teams encountered a total of 757\* individuals. Of the 757 individuals, 675 were active engagements and 82 were visual observations/ the individual declined to engage. . The 675 engagements resulted in 14 VI-SPDAT assessments administered, 65 shelter placements, and 365 shelter referrals. There were 309 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 teams 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.. (\* Please note that Father Joe's Villages experienced an information system crash in May and lost approximately two weeks' worth of data for the operating month. Their Information Technologies department made significant efforts to retrieve lost data but were unable to do so. The first two operating weeks of May Outreach data was part of the data that was lost. Father Joe's has now transitioned to the mobile application for June, so this will not be an issue going forward.)

In the month of May, there were 3 engagements in District 1; 89 engagements in District 2; 326 engagements in District 3; 12 engagements in District 4; 3 engagements in District 5; 14 engagements in District 6; 8 engagements in District 7; 211 engagements in District 8; and 57 engagements in District 9. The outreach teams launched data recording in a new mobile application in June, and it is anticipated that this application will provide significant additional reporting on demographic and geographic data 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 114 Priority Level 1 intakes and 443 Priority Level 2 intakes have been processed. The remaining intakes were Priority Level 3 (223) and Priority Level 4 (1,295). This means that more than 73 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, 55 percent across all three Temporary Bridge Shelters entered the Shelters with no income, and an additional 7 percent had income at entry of \$500 or less. Of the total persons served since the openings of the Shelters, 35 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 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

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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.

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 was presented to the Select Committee on Homelessness on June 18, 2018. As anticipated, the evaluation highlighted 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 changes to the program model or individual changes to operational practices are due from the consultant by June 30, 2018. A full presentation on both the first and second phase of the evaluation will be presented to the Housing Authority of the City of San Diego on August 7, 2018. Recommendations for modification of the program model based on the evaluation, and any changes to operator contracts will be brought to the Board for approval in September 2018, 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,



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)