San Francisco’s Homelessness Response System, Budget Overview and System Gaps

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Department of Homelessness & Supportive Housing (HSH)
November 9, 2020
Homelessness Response System Deep-Dive

- Mission and Core Components
- High-level Fiscal Overview
  - FY2020-22 Budget
- Homelessness Response System by the numbers
  - Outreach
  - Problem Solving
  - Coordinated Entry
  - Temporary Shelter
  - Housing
  - Housing Ladder
Data Modeling

Where we were: In 2016 HSH was created and worked to develop a data model based on national best practices and informed by local landscape that projected number of households that could resolve their homelessness with budgeted resources.

Where we are now: COVID has dramatically changed the Nation’s economic landscape and homeless crisis. HSH has planned for the Mayor’s Homelessness Recovery Plan using best information available.

Where we’re going: In alignment with the 2021 PIT Count, HSH is preparing an updated data model to inform resources and projections, noting impacts of COVID will continue to evolve.

http://hsh.sfgov.org
The homelessness response system is the **foundation of our work**, and the methodology employed to **achieve our strategic plan goals** through **six core components**

- Outreach
- Problem Solving and Prevention
- Coordinated Entry
- Shelter
- Housing
- Housing Ladder
Leading with Equity


FY20-21 Goals:

• Complete a racial equity action plan for HSH and the Homelessness Response System
• Convene HSH provider partners and make space for provider/government discourse
• Center equity across all funding allocations and programming
• Continue to incorporate equity principles and practices in Coordinated Entry System
• Incorporate equity goals into data collection for improved system performance management

Next Steps:

• Explore creative philanthropic partnerships to support HSH’s racial equity work
• Work with DEI consultant to develop Racial Equity Action Plans and hire an internal Racial Equity Manager in January 2021 to spearhead equity action plan and monitor progress
• Continue to work internally with the HSH DEI committee to advance equity and advocate across the City for key decisions which advance leadership of color
**FY2020-22 Budget Overview**

($ in millions) | Approved FY19-20 | Approved FY 20-21 | Change From FY19-20 | Proposed FY 21-22 | Change From FY 20-21 |
--- | --- | --- | --- | --- | --- |
**Total Budget** | $367.70 | $852.12 | $484.42 | $567.20 | ($284.92) |
**Revenue** | $166.34 | $615.55 | $449.21 | $345.37 | ($270.18) |
**General Fund Support** | $201.36 | $236.57 | $35.21 | $221.83 | ($14.74) |

- FY20-21 budget increased by 132% compared to prior year
- $31 million of General Fund growth due to COVID-19 recovery initiatives including all costs for Shelter-in-Place hotels

http://hsh.sfgov.org
Approved FY21 Budget by Services

- Housing: 54.4%
- Temporary Shelter: 11.6%
- Prevention & Problem Solving: 7.7%
- Staffing & Operations: 3.1%
- Health Services: 0.5%
- Street Outreach: 1.6%
- Coordinated Entry: 1.6%
- COVID-19: 19.5%

http://hsh.sfgov.org
Approved FY21 COVID Budget by Services

- CoVid SIP Hotels: 72%
- CoVid Congregate Shelters: 23%
- CoVid Admin: 2%
- CoVid PSH: 3%

http://hsh.sfgov.org
Approved FY19-20 Budget by Population

* Certain Contracts are for sites that have both adults and families

http://hsh.sfgov.org
## FY2020-22 Mayor’s Homelessness Recovery Plan Sources

<table>
<thead>
<tr>
<th>Homelessness Recovery Plan/COVID-19 Response</th>
<th>Unlocked Prop C Revenue</th>
<th>General Fund</th>
<th>*FEMA</th>
<th>State Funding</th>
<th>Project Homekey</th>
<th>Federal Grants</th>
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<tbody>
<tr>
<td>SIP Hotels</td>
<td>-</td>
<td>3.5</td>
<td>113.9</td>
<td>6.9</td>
<td></td>
<td>50.5</td>
</tr>
<tr>
<td>Shelter (RVs, Safe Sleeping, Congregate Shelter)</td>
<td>19.4</td>
<td>2.6</td>
<td>18.7</td>
<td>4.3</td>
<td></td>
<td>5.5</td>
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<tr>
<td>Permanent Supportive Housing</td>
<td>156.4</td>
<td>26.9</td>
<td>7.3</td>
<td>21.0</td>
<td>45.0</td>
<td></td>
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<td><strong>Subtotal Sources</strong></td>
<td><strong>175.8</strong></td>
<td><strong>33.0</strong></td>
<td><strong>139.9</strong></td>
<td><strong>32.2</strong></td>
<td><strong>45.0</strong></td>
<td><strong>56.0</strong></td>
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<table>
<thead>
<tr>
<th>Total Sources</th>
<th>482.9</th>
</tr>
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<tbody>
<tr>
<td>Reduction in FEMA Revenue</td>
<td>-13.5</td>
</tr>
<tr>
<td>2&lt;sup&gt;nd&lt;/sup&gt; Homekey Award</td>
<td>23.2</td>
</tr>
<tr>
<td>Revised State Funding Estimate</td>
<td>-3.2</td>
</tr>
<tr>
<td><strong>Total Sources (revised)</strong></td>
<td><strong>489.4</strong></td>
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</table>

http://hsh.sfgov.org
Street Outreach connects those living outside with the Homelessness Response System

- The San Francisco Homeless Outreach Team (SFHOT) works to engage and stabilize the most vulnerable individuals experiencing homelessness by placing them into shelter and housing. SFHOT works in small teams to provide outreach and case management to unsheltered persons in San Francisco who have severe illnesses.

FY20-21 Budget Overview

- $14 m or 1.6% of FY20-21 Budget

Gaps in Street Outreach

- Addressed in Needs Analysis Presentation
Core Component: Outreach FY19-20

Emergency Outreach
FY 2019-2020 (Data thru 6/30/2020)

Emergency Outreach Encounters

- 42,678 Total Encounters
- 88.2% Success Rate

Engagement Tools Provided

- 34,969 Total Engagement Tools

Top Engagement Tools

- Water(s): 4,132 (52.32%)
- Hand Sanitizer: 1,641 (20.78%)
- Face Masks: 1,402 (17.75%)
- Referral to Medical Provider: 722 (9.14%)

*List is not exhaustive; totals may not equal 100%.

http://hsh.sfgov.org
Core Component: Problem Solving FY19-20

**Problem Solving and Prevention** provides opportunities to prevent people from entering the Homelessness Response System and to redirect people who can resolve their homelessness without the need for ongoing support.

- One-time Flexible Grants
- Eviction Prevention
- Family Reunification (Homeward Bound)

**FY20-21 Budget Overview**
- $65 m or 7.7% of FY20-21 Budget

**Gaps in Problem Solving and Prevention**
- Addressed in Needs Analysis Presentation
Problem Solving & Prevention: FY19-20 Overview

Problem Solving: Homeward Bound
Fiscal Year 2019-2020 (Data thru 6/30/2020)

Homeward Bound Placements

Homeward Bound Placements by Population (FY2020)

Population % Breakout (FY2020)

http://hsh.sfgov.org
**Core Component: Coordinated Entry FY19-20**

**Coordinated Entry** organizes the Homelessness Response System with a common, population specific assessment, a centralized data system, a “by name” database of clients and a prioritization method. Coordinated Entry Access Points serve:

- Adults
- Families
- TAY

**FY20-21 Budget Overview**

- $14 m or 1.6% of FY20-21 Budget

**Gaps in Problem Solving and Prevention**

- Addressed in Needs Analysis Presentation

[http://hsh.sfgov.org](http://hsh.sfgov.org)
Coordinated Entry: FY19-20 HOMstat Data
**Core Component: Temporary Shelter FY19-20**

**Temporary Shelter** provides temporary places for people to stay while accessing other services and seeking housing solutions.

- Emergency Shelter
- Navigation Centers
- Transitional Housing

**FY20-21 Budget Overview**

- $99 m or 11.6% of FY20-21 Budget

**Gaps in Temporary Shelter**

- Addressed in Needs Analysis Presentation

http://hsh.sfgov.org
Core Component: Housing FY19-20

**Housing** provides permanent solutions to homelessness through subsidies and supportive services.

- Permanent Supportive Housing (PSH)
- Rapid Rehousing (RRH)
- Subsidies and Vouchers
- Housing Ladder

**FY20-21 Budget Overview**

- $463 m or 55.4% of FY20-21 Budget

**Gaps in Temporary Shelter**

- Addressed in Needs Analysis Presentation
Housing: FY19-20 Data

Housing Placements
Fiscal Year 2019-2020 (Data thru 6/30/2020)

Placements by Population (FY2020)

Population % Breakout (FY2020)

http://hsh.sfgov.org
Housing Ladder: FY19-20 Data

Housing Ladder Placements

Housing Ladder Placement Population (FY2020)

Population % Breakout (FY2020)

http://hsh.sfgov.org
FY19-20 Coordinated Entry Demographics: Race and Ethnicity

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th># of Households</th>
<th>% of Households</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian or Alaska Native</td>
<td>308</td>
<td>4.13%</td>
</tr>
<tr>
<td>Asian</td>
<td>319</td>
<td>4.27%</td>
</tr>
<tr>
<td>Black or African American</td>
<td>3355</td>
<td>44.94%</td>
</tr>
<tr>
<td>Multi-Racial</td>
<td>492</td>
<td>6.59%</td>
</tr>
<tr>
<td>Native Hawaiian or Other Pacific Islander</td>
<td>207</td>
<td>2.77%</td>
</tr>
<tr>
<td>White</td>
<td>2784</td>
<td>37.29%</td>
</tr>
</tbody>
</table>

*The chart above does not include clients with Missing/Incomplete or Unknown data which accounts for 717 or 9% of total FY19-20 clients engaged with Coordinated Entry*
## FY19-20 Coordinated Entry Demographics: SOGI

### Coordinated Entry FY19-20: Sexual Orientation Demographics

<table>
<thead>
<tr>
<th>Orientation</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Straight / Heterosexual</td>
<td>6252</td>
<td>83.98%</td>
</tr>
<tr>
<td>Gay / Lesbian</td>
<td>599</td>
<td>8.05%</td>
</tr>
<tr>
<td>Bisexual</td>
<td>474</td>
<td>6.37%</td>
</tr>
<tr>
<td>Not Listed</td>
<td>70</td>
<td>0.94%</td>
</tr>
<tr>
<td>Questioning / Unsure</td>
<td>50</td>
<td>0.67%</td>
</tr>
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</table>

### Coordinated Entry FY19-20: Gender Identity Demographics

<table>
<thead>
<tr>
<th>Gender Identity</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>4834</td>
<td>59.63%</td>
</tr>
<tr>
<td>Female</td>
<td>3045</td>
<td>37.56%</td>
</tr>
<tr>
<td>Trans Male</td>
<td>28</td>
<td>0.35%</td>
</tr>
<tr>
<td>Trans Female</td>
<td>128</td>
<td>1.58%</td>
</tr>
<tr>
<td>Gender Non-Conforming (i.e. not exclusively male or female)</td>
<td>70</td>
<td>0.86%</td>
</tr>
<tr>
<td>Client doesn't know</td>
<td>2</td>
<td>0.02%</td>
</tr>
</tbody>
</table>

*The chart above does not include clients with Missing/Incomplete/Client Refused or Unknown data which accounts for 69 or ~1% of total clients for Gender Identify and 731 or ~9% of total clients for Sexual Orientation*

http://hsh.sfgov.org
System Needs: Recovery and Expansion

HSH Presentation Part II
HSH’s strategic framework is the pathway the mission of making homelessness rare, brief and one-time and achieve core goals of ending family homelessness, reducing youth homelessness and reducing chronic homelessness.

The OCOH Fund provides the opportunity to make high-impact investments towards these goals. We aim to make these investments strategically and with racial equity at the center of our decision-making, while acknowledging that 2020 has brought new priorities into focus, including responding to and recovering from the impacts of the COVID-19 pandemic.
HSH has solicited broad input from stakeholders on our recovery and expansion plans:

• Housing and Shelter Workgroup, including Provider and Community Input sessions
• HSH Provider Feedback Sessions for Family and TAY populations
• HSH Strategic Framework Advisory Committee
• HSH and City Staff
• National best practices review by Focus Strategies
System Needs: Immediate and Ongoing Investments

1. Immediate Needs for Expansion and Recovery
   • Mayor’s Homelessness Recovery Plan

   Release of emergency funds will allow SF to sustain COVID-19 response, acquire new housing units, and rapidly rehouse guests in SIP hotels.

2. Planning for a Robust System
   • Additional housing subsidies
   • New strategies for families and youth
   • Additional shelter and hygiene programming
   • Capacity building strategies for service providers
   • Centering equity and accountability across the system

http://hsh.sfgov.org
1. Create 4,500 placements into PSH over 2 years including 1,500 new PSH units

2. Reactivate congregate shelter beds and expand emergency shelter

3. Expand Prevention, Problem Solving, Rapid Rehousing, and other housing interventions

4. SIP Rehousing and Site Demobilization

5. Continue long-term planning to provide housing and shelter to people experiencing homelessness
HSH’s guiding principle: **Housing is the Solution to Homelessness.**

Based on community and client input, San Francisco needs:

- **A more flexible** approach to housing solutions.
- **Continue expansion of** Permanent Supportive Housing (PSH) and move **beyond** PSH as the City’s primary housing intervention.
- **Pilot new models for** permanent and flexible housing subsidies.
- **Rapidly** expand to address the housing crisis faced by the ~2,500 households in temporary shelter-in-place (SIP) hotels while continuing serving all HRS clients.
Immediate Housing Expansion Needed over next two years:

- Acquire 1,000 new PSH units and lease 500 new PSH units, including new Flex Housing Subsidy Pool with scattered site and in private market rental units.

- Expand Flexible Housing Subsidy Pool (ongoing housing subsidies)
  - At least 500 additional clients needing Flex Pool subsidies, including seniors with fixed incomes
  - At least 200 TAY clients and 200 family households needing Flex Pool housing subsidies

- Launch Rapid Rehousing for Adults to offer 12-month and 24-month subsidies
  - Anticipate up to 250 clients needing short term subsidies and up to 500 clients needing medium term subsidies. Rapid rehousing requires additional workforce and case management services to help clients increase and maintain their income.
HSH offers Problem Solving and Prevention services for adults, families and TAY who are already homeless or at imminent risk of homelessness. Significant expansion is needed to limit the inflow of households into homelessness and the Homelessness Response System.

Based on community and client input, San Francisco needs:

• To expand prevention and Problem Solving programs targeted to households most at risk of homelessness
• Increase prevention in neighborhoods with high rates of homelessness, within marginalized communities, and among non-traditional partners
• Make Problem Solving one-time grants larger and more flexible, particularly for persons with barriers to rehousing
System Needs: Expand Prevention and Problem Solving

Immediate Problem Solving Expansion Needed:

- HSH anticipates between 200-300 clients in SIP hotels could resolve their homelessness through Problem Solving and one-time grants
COVID-19 changed how we deliver shelter. The Strategic Framework recognizes the need for Temporary Shelter to provide short-term places to sleep while accessing other services and seeking housing solutions. The changing landscape of shelter brought about by COVID requires innovation solutions to safely reactive the City’s emergency shelter capacity.

Based on community and client input, San Francisco needs:

- Additional temporary shelter is needed, including more options in types of sheltering for underserved communities and clients
- Safe Sleep programs are useful in helping unsheltered clients access services and move toward stability, particularly during the pandemic
Immediate Shelter Expansion Needed:
Due to the COVID emergency, the City’s priority for shelter should be to maintain and support the new temporary shelters established for COVID through the remainder of the fiscal year, including:

- **120** RVs serving as non-congregate shelter in the Bayview Neighborhood
- **200** beds of new congregate shelter at Site A
- **~260** spaces of Safe Sleep
- Sustain SIP hotels through a four-phased rehousing process for **~2,500** individuals temporarily residing in them
System Needs: Moving toward Recovery

Planning for a Robust System:

• HSH has identified the following system needs that support our mission and strategic goals.

• These areas support continued Recovery and Expansion, as well as inform Robust Long-term Planning for the Homelessness Response System post-COVID

• An additional stakeholder process that includes Board of Supervisors, OCOH and community stakeholders would continue to refine these strategies as we move out of the immediate needs of COVID response and toward recovery.
System Needs: Housing and Prevention

- Expand subsidy programs aligned to the needs of the population, including:
  - Rapid Rehousing for adults, families and TAY, paired with services when appropriate
  - Ongoing housing subsidies for adults, families and TAY, paired with services when appropriate

- Address population-specific PSH needs, including:
  - Dedicated transgender youth housing
  - PSH for families assessed as needing permanent housing and support services through Coordinated Entry

- Expand Problem Solving and targeted homelessness prevention services in equal measure

- Enhance subsidies in existing PSH to cap rent at 30% of income
System Needs: Shelter and Hygiene

• Broaden the array of shelter services and options, including:
  • Expand shelter programming in the Bayview Neighborhood
  • Extend and/or expand the Vehicle Triage Center
  • Maintain TAY Navigation Center
  • Use student-oriented locations (e.g., hostels) with varying room layouts as an alternative to large dormitory style shelters
  • Maintain a Safe Sleep program post-COVID response
  • Expand shelter capacity for LGBTQ+ and in particular, trans-women

• Develop service-rich hygiene models
  • Enhance hygiene services such as Pit Stop Expansion
  • Use vacant gym facilities to offer showers and laundry paired with services
System Needs: Collaboration on Mental Health Services

In collaboration with the Department of Public Health, the Homelessness Response System needs:

• Enhanced clinical support across shelter and housing systems

• Increased stabilization and/or medical respite services
System Needs: Expand Accountability and Equity

Our system needs an accountability framework.

- We must embed an accountability framework across all OCOH Fund programming and the larger system of care by immediately adopting the Housing and Urban Development (HUD) system performance metrics and integrating these into the scope of work for all providers.

Our system needs strong, sustainable providers representing the diverse communities they serve.

- Wage equity and core infrastructure support
- Capacity building targeted to support emerging organizations serving diverse communities
Together, in partnership with community, city, state, federal, and philanthropic funding, we will eradicate homelessness in San Francisco

Abigail Stewart-Kahn, Interim Director
San Francisco Department of Homelessness & Supportive Housing
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