



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

Interim Director's Report

Local Homeless Coordinating Board
December 7, 2020

Point-in-Time (PIT) Count Update

- January 28th, 9pm – Volunteer Recruitment has begun (<https://hsh.sfgov.org/2021-pit-count/>)
- Safe and Accurate Count – Health Guidance
- HUD Waiver Options as of 12/7/2020
- Los Angeles Status
- Alameda Status
- Request for future meeting of LHCB, pending



DEPARTMENT OF
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Shelter-in-Place (SIP) Rehousing Proposal

Local Homeless Coordinating Board
December 7, 2020

COVID and People Experiencing Homelessness

- San Francisco has shown the nation what a compassionate, data driven approach can be for people experiencing homelessness during this pandemic
- As a result, lives have been saved and the COVID rates among people experiencing homelessness are the same as the general homelessness population which is not the case in other communities
- With that said, people experiencing homelessness began this pandemic in crisis and the fear, uncertainty and basic health risk for them is immense
- Those serving the homeless community have stretched and taken personal and professional risks every day. The City is deeply grateful to these heroes.

Gratitude

Shelter in Place Site Operators

Bayview Hunters Point Foundation
Bay Area Community Services
Catholic Charities
Community Forward
Dolores Street Community Services
Episcopal Community Services
Five Keys
Heluna Health/United Council
Hospitality House
Larkin Street Youth Services
Providence Foundation
Safe House
Urban Alchemy
we hope

City Teams

Controller's Office (CON)
Department of Emergency Management (DEM)
Department of Homelessness and Supportive
Housing (HSH)
Department of Public Health (DPH)
Human Services Agency (HSA)
Mayor's Office

COVID Command Center (CCC) and all the
deployed DSWs from dozens of departments

SIP Rehousing: Commitments

- Exits to stability, not street
- 100% of SIP guests participate in Problem Solving Screening
- Coordinated Entry is the pathway to **equity**
- HSH believes **Housing = Health Care**, but hotels are *NOT* housing
 - SIP hotels have been an effective but *expensive* temporary solution which has successfully saved lives for COVID vulnerable individuals
 - A more effective and ongoing solution to save lives for COVID vulnerable individuals is stable housing

SIP Rehousing: Early Learnings

Summary of Planning Process:

- **Summer 2020:** City conducted financial analysis as part of budget process to determine feasibility of a rehousing plan; SIP hotels continued expansion
- **Summer/Fall 2020:** HSH developed a preliminary rehousing plan acknowledging it would need to evolve, particularly as SIP hotels continued expansion during this time
- **October/November 2020:** City ended SIP hotel expansion and HSH launched preliminary rehousing plan; data gathered as part of Phase 1 informed lessons learned
- **November/December 2020:** New Governor's Fund creates a window to pause rehousing and apply lessons learned to revise the plan

SIP Rehousing: Early Learnings

HUD Technical Assistance:

- No national templates on rehousing exist; worked with HUD to **develop our own template/approach** including piloting a Housing Fair model
- HUD allows us to pivot Coordinated Entry to account for COVID vulnerability, which means **more guests in SIP hotels will be prioritized** for housing resources
- Diversion uptake is low nationally due to the pandemic; adjusting to create a pandemic approach with "**Diversion Plus**," a more robust problem solving intervention of up to \$15,000 per guest
- Barriers to housing in portions of existing portfolio are significant; working with providers and HUD to **reduce barriers**

SIP Rehousing: Early Learnings

Input from guests included:

- Most, but not all, guests knew SIP hotels were temporary from the start of their stay
- Guests expressed a general message of gratitude for being kept safe from the pandemic and knowledge they feel “lucky” to have the room. This was paired with confusion and anxiety about what is next.
- Communication varies widely by site, some guests had lots of clear information from their providers other sites did not
- Guests expressed anxiety about the Rehousing phase ending and not knowing what steps they can be taking to participate in the process. Many were unaware of Coordinated Entry assessment.
- Many guests feel isolated.

SIP Rehousing: Early Learnings

Low Rate of Assessments:

- Lack of data about guests has made it difficult to plan rehousing interventions, but launch of preliminary rehousing plan has led to an **increase in data**; HSH will complete assessments across all phases over December and January
- Some sites continue to struggle to meet minimum contract expectations around data entry
- Need to **improve communication** to and within hotels and with guests to reduce confusion about plan and timelines
- Now using **data from DPH** to support prioritization, which did not exist when original plan was developed

SIP Rehousing: Early Learnings

HSH held recent input sessions to inform ongoing planning for SIP rehousing:

- 3 meetings with the HSH Strategic Framework Advisory Committee
- LHCB Meetings
- Focus group with current SIP guests organized by Miracle Messages
- CBO operators of hotels in Phases 1 and 2
- Housing providers
- Co-Chairs of HSN, SHPN, and HESPA

Input from providers included:

- Need for incentive pay for staff
- Concerns about safely moving guests during surge
- Concerns about the timeline; 60-90 more days for first phase and December 2021 end
- Interest in additional data regarding guests' needs and demographics
- Interest in more detail about housing options available for guests
- Improvements needed in Housing Fair logistics and operations
- Concern about communication to guests
- Need clear communication for Housing Referrals Status clients not in SIPs
- Need for more coordination with DPH to support behavioral health needs in housing and congregate shelter

SIP Rehousing: Input

Based on input and early learnings, the following has been incorporated into the updated SIP Rehousing Proposal

- Incentive pay for providers included in HSH's immediate needs proposed spending plan for OCOH
- Adjustments to Rehousing Timeline
 - Extending timeline for Phase 1 with support from State funding
 - Rehousing timeline extended to October 2021 (recognizing December 2021 was preference)
 - Each Phase expanded to include three timelines for Rehousing, Consolidation and Demobilization
- Preliminary race, ethnicity and SOGI demographic data collected for all SIP guests and by Phase
- Projections of housing resources needed based on Pandemic Prioritization categories by Phase
 - Now using data from DPH in addition to CE assessments to support prioritization, which did not exist when original plan was developed

SIP Rehousing: Early Learnings

Our system is interdependent:

- More robust assessment data has allowed HSH to identify the specific types of resources guests will need to exit to stability
 - HSH has aligned our pipeline of housing to the timeline for rehousing to ensure we have sufficient resources to meet the need; we are making new funding requests to ensure we have the right interventions at the right time
- Flexibility, and the understanding that our plans may need to change, will be essential as we adjust to the uncertainty of COVID response:
 - Potential for additional shelter-in-place orders could delay the opening of new housing units
 - A need to repurpose a hotel to support Isolation and Quarantine needs could change the timeline for demobilization
 - Housing Fair approach could be paused by pandemic
 - Shifts in the rental market could change the pace at which we can house guests in scattered site units

SIP Rehousing: Updated Plan

Pandemic Prioritization

Prioritization Category	Description of Population	Exit Strategies	Estimated Population Distribution
A. Housing Referral Status	People in SIP sites who are assessed as Housing Referral Status, including those with COVID vulnerabilities and those who are not COVID vulnerable but are prioritized through the Coordinated Entry assessment	<ul style="list-style-type: none">• Adult PSH, including scattered site• TAY PSH• Senior PSH	40%
B. Pandemic Prioritization: 60+ COVID Vulnerable	People in SIP sites who are not Housing Referral Status but are COVID vulnerable due to age (age 60+) and will likely require a permanent subsidy to exit the SIP hotels	<ul style="list-style-type: none">• Senior scattered site PSH	25%
C. Pandemic Prioritization: COVID Vulnerable <60	People in SIP sites who are not Housing Referral Status but have a medical condition making them COVID vulnerable and will likely require a temporary subsidy to exit the SIP hotels	<ul style="list-style-type: none">• Adult Medium-Term Housing Subsidies• TAY RRH• Family RRH	25%
D. Problem Solving Status, Non-COVID Vulnerable <60	People in SIP sites who are not Housing Referral Status and not COVID vulnerable and will likely require Problem Solving resources to exit the SIP hotels	<ul style="list-style-type: none">• Problem Solving rental assistance grant (Diversion Plus)*	10%

SUMMARY OF HOUSING REFERRAL STATUS BY PHASE

As of 11/30/20 – data subject to change

	PHASE 1	PHASE 2	PHASE 3	PHASE 4	ALL PHASES
# of Clients	470	559	541	631	2201
# of Clients with Unknown CE Status	54	272	311	424	1061
% of Clients Assessed	88%	50%	33%	31%	51%
% of Assessed Clients that are Housing Referral Status	45%	42%	26%	60%	43%

NOTE: Housing assessments are typically conducted for the Head of Household only, which is not readily available information in SIP site data. A small % of clients that appear as unassessed with unknown Coordinated Entry status may be part of a household where the Head of Household was assessed. This is particularly true for family site 28 in Phase 3.

SIP Rehousing: Updated Approach

Housing Options for SIP Rehousing: Pandemic Prioritization

Permanent Supportive Housing (PSH)

- Includes traditional PSH and scattered site options for adults and seniors, and traditional PSH for prioritized families and TAY (up to age 29)
- Through pandemic prioritization, seniors (over age 60) who are not Housing Referral Status will be eligible for scattered site PSH (ongoing subsidies)

Adult Housing Subsidies

- Through pandemic prioritization, we will offer medium-term (24-month) subsidies to adults under age 60 who are not Housing Referral Status but have a documented COVID vulnerability

Rapid Rehousing (RRH)

- RRH continues to be a primary intervention for families and TAY prioritized for housing.

Problem Solving (Diversion Plus)

- HSH is establishing "Diversion Plus" specifically for SIP guests allowing up to \$15,000 per person on rental assistance grants

SIP Rehousing: Updated Plan

Housing Capacity: Budgeted and Planned

	Funded Capacity	Proposed Expansion (requires funding)	Total Units
Permanent Housing - Adults			
Adult PSH Vacancies/Turnover	400		400
Adult PSH Pipeline Units	184		184
Adult PSH - New Homekey Units		280	280
Senior PSH Pipeline Units	59		59
Adult Flex Subsidy Pool	130		130
Senior Flex Subsidy Pool		600	600
Adult Housing Subsidy (24 months)		500	500
Adult Housing Subtotal	773	1380	2153

SIP Rehousing: Updated Plan

Housing Capacity: Budgeted and Planned

	Funded Capacity	Proposed Expansion (requires funding)	Total Units
Permanent Housing - TAY			
TAY PSH Pipeline Units	54		54
TAY Rapid Rehousing	23	100	123
TAY Housing Subtotal	77	100	177
Permanent Housing - Families			
Family Rapid Rehousing	60		60
Family Housing Subtotal	60	0	60
Prevention			
Diversion Plus		250	250
Prevention Subtotal	0	250	250
Total Funded and Proposed Capacity	910	1730	2640

SIP Rehousing: Updated Plan

Aligning Clients with Housing Capacity

Phase 1 Rehousing Needs (as of 11/16/20)	Housing Options Available and Planned	Phase 2 Rehousing Needs (as of 11/20/20)	Housing Options Available and Planned
<p>Total Hotel Units: 567 Hotel Units Occupied: 450 Number of Guests: 489</p> <p>Approx. # of TAY (18-28): 58 Approx. # of Adults (29-59): 299 Approx. # of Seniors (60+): 132 Approx. # of Family Households: 0</p> <p>Estimated Pandemic Prioritization:</p> <p>A. 200 (~40%) – PSH B. 120 (~25%) – Senior Flex Pool C. 120 (~25%) – Subsidy & RRH D. 50 (~10%) – Problem Solving</p>	<p>Permanent Supportive Housing:</p> <ul style="list-style-type: none">• Adult PSH: 315• TAY PSH: 24• Adult Flex Pool PSH: 130• Senior Flex Pool PSH: 75 <p>Medium-Term Subsidies & Rapid Rehousing:</p> <ul style="list-style-type: none">• Adult Subsidies: 50• Family RRH: 30• TAY RRH: 45 <p>Problem Solving:</p> <ul style="list-style-type: none">• Adult Diversion Plus: 70 <p><i>An estimated 200+ units of capacity can be carried forward to later phases of rehousing.</i></p>	<p>Total Hotel Units: 661 Hotel Units Occupied: 507 Number of Guests: 557</p> <p>Approx. # of TAY (18-28): 19 Approx. # of Adults (29-59): 329 Approx. # of Seniors (60+): 209 Approx. # of Family Households: 0</p> <p>Estimated Pandemic Prioritization:</p> <p>A. 225 (~40%) – PSH B. 140 (~25%) – Senior Flex Pool C. 140 (~25%) – Subsidy & RRH D. 55 (~10%) – Problem Solving</p>	<p>Permanent Supportive Housing:</p> <ul style="list-style-type: none">• Adult PSH: 190• TAY PSH: 15• Senior PSH: 30• Senior Flex Pool: 100 <p>Medium-Term Subsidy:</p> <ul style="list-style-type: none">• Adults: 110 <p>Rapid Rehousing:</p> <ul style="list-style-type: none">• Families: 30• TAY: 20 <p>Problem Solving:</p> <ul style="list-style-type: none">• Adult Diversion Plus: 55

SIP Rehousing: Updated Plan

Aligning Clients with Housing Capacity

Phase 3 Rehousing Needs (as of 11/16/20)

Total Hotel Units: 552
Hotel Units Occupied: 430
Number of Guests: 541

Site 28:

60 Family households = approx.
166 guests; RRH 60 units

Excluding Site 28, estimated 381
individuals:

Approx. # of TAY (18-28): 11
Approx. # of Adults (29-59): 209
Approx. # of Seniors (60+): 161

Estimated Pandemic Prioritization

(excluding Site 28 households):

- A. 150 (~40%) – PSH
- B. 95 (~25%) – Senior Flex Pool
- C. 95 (~25%) – Subsidies & RRH
- D. 40 (~10%) – Problem Solving

Housing Options Available or Planned

Permanent Supportive
Housing:

- Adult PSH: 115
- TAY PSH: 5
- Senior PSH: 10
- Senior Flex Pool: 100

Medium-Term Subsidies:

- Adults: 115

Rapid Rehousing:

- TAY: 20
- Family: capacity available from earlier phases

Problem Solving:

- Adult Diversion Plus: 50

Phase 4 Rehousing Needs (as of 11/16/20)

Total Hotel Units: 743
Hotel Units Occupied: 583
Number of Guests: 625

Approx. # of TAY (18-28): 17
Approx. # of Adults (29-59): 312
Approx. # of Seniors (60+): 296
Approx. # of Family Households:
0

Estimated Pandemic Prioritization:

- A. 250 (~40%) – PSH
- B. 150 (~25%) – Senior Flex Pool
- C. 150 (~25%) – Subsidy & RRH
- D. 60 (~10%) – Problem Solving

Housing Options Available and Planned

Permanent Supportive
Housing:

- Adult PSH: 200
- Senior PSH: 10
- TAY PSH: 10
- Senior Flex Pool: 275

Medium-Term Subsidy:

- Adults: 225

Rapid Rehousing:

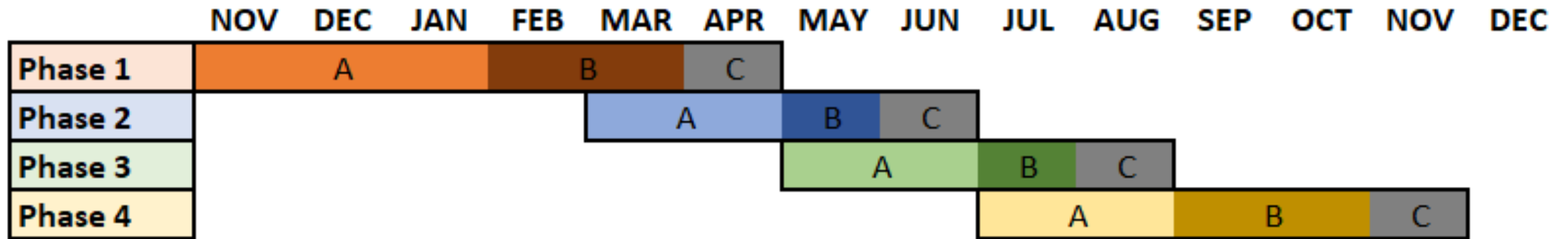
- TAY: 35

Problem Solving:

- Adult Diversion Plus: 80

SIP Rehousing: Updated Plan

Rehousing Timeline - Tentative



KEY:

A: Rehousing across all hotels in phase

B: Consolidation of guests at 2-3 hotels; complete rehousing; demobilization of vacated sites

C: Final demobilization of hotels in phase

Prop C Funding Needs Overview

Proposed Housing Investments:

- **Immediate Expansion of Housing Resources**
 - Newly acquired units of Permanent Supportive Housing (PSH)
 - Expand Flexible Housing Subsidy Pool for Seniors
 - Pilot 24-month housing subsidies for COVID-vulnerable adults under age 60

Proposed Prevention Investments:

- **Enhance Problem Solving Program**
- Add Emergency Rent Subsidies to assist non-vulnerable clients in SIP hotels rehouse

Proposed Shelter & Hygiene Investments:

- **Extend Timeline for Unwinding SIP Hotels**
 - Wind down SIP Hotels via a four-phased rehousing process through October 2021
- **Maintain COVID Sheltering Capacity**
 - Fund RV site, Safe Sleeping Villages and 200-bed emergency shelter in current fiscal year
 - Maintain RV site for two years
 - Extend Safe Sleeping Villages for two years (otherwise slated to close March 2021)

SIP Client Demographic Data

Data as of 11/30/20, subject to change as more assessments are completed

Preliminary equity analysis:

- HSH anticipates race and ethnicity data among SIP guests and those prioritized for housing will support our equity goals.
- HSH anticipates queer and transgender individuals are underrepresented within the SIP population, and we are developing plans to address this disparity



Demographics

Filters

CE Status

All

Shelter Data Source

All

Shelter Type / Site

All

Referred <7/1/2020

All

Active Assessment?

All

TAY & Youth

All

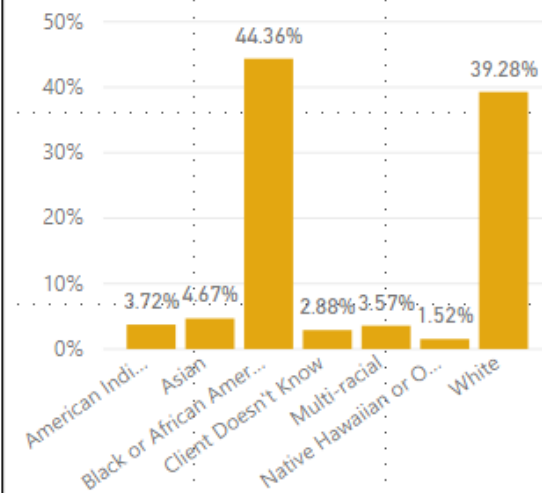
Veteran Status

All

Number of Clients

2201

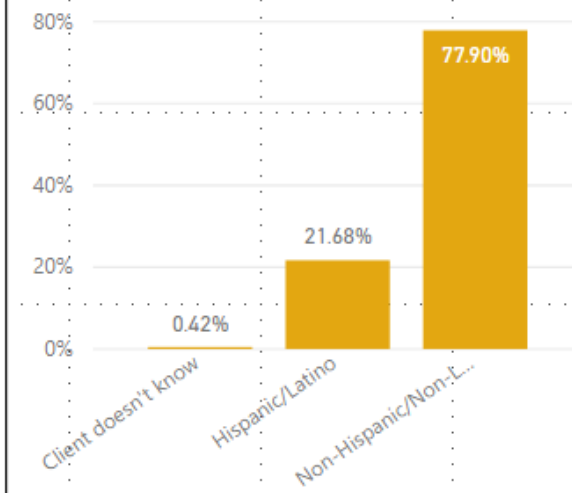
Race (complete data only)



Race (Incl. Incomplete Data)

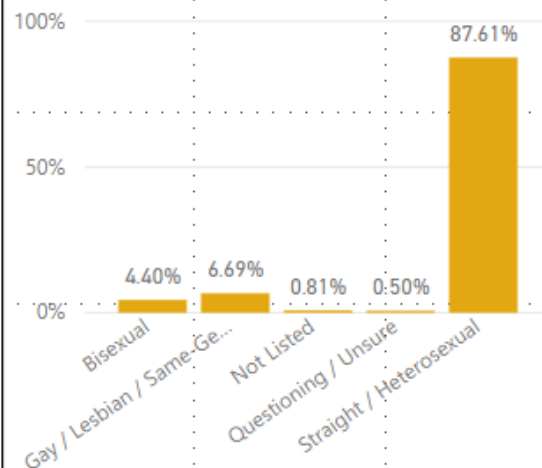
C_Race	Count	%
American Indian or Alaska...	71	3.23%
Asian	89	4.04%
Black or African American	846	38.44%
Client Doesn't Know	55	2.50%
Client Refused	38	1.73%
Data Not Collected	256	11.63%
Multi-racial	68	3.09%
Native Hawaiian or Other ...	29	1.32%
White	749	34.03%
Total	2201	100.00%

Ethnicity (complete data only)



C_Ethnicity	Count	%
Client doesn't know	8	0.36%
Client refused	8	0.36%
Data not collected	279	12.68%
Hispanic/Latino	415	18.86%
Non-Hispanic/Non-L...	1491	67.74%
Total	2201	100.00%

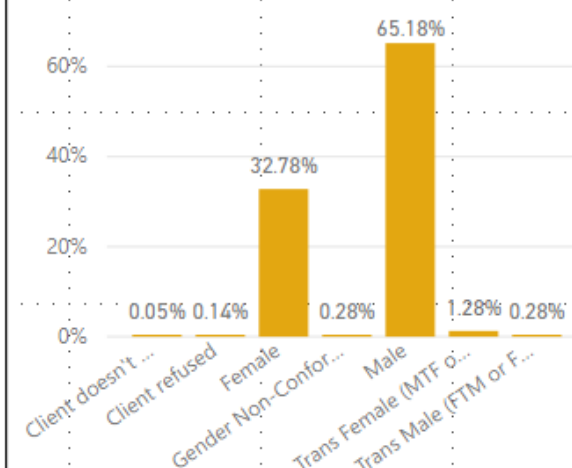
Sexual Orientation (complete data o...)



Sexual Orientation (Incl. Incomp...)

C_Sexual Orientation	Count	%
Bisexual	71	3.23%
Data Not Collected	265	12.04%
Declined to Answer	41	1.86%
Gay / Lesbian / Same-Ge...	108	4.91%
Not Asked	281	12.77%
Not Listed	13	0.59%
Questioning / Unsure	8	0.36%
Straight / Heterosexual	1414	64.24%
Total	2201	100.00%

Gender (complete data only)



C_Gender	Count	%
Client doesn't know	1	0.05%
Client refused	3	0.14%
Data not collected	90	4.09%
Female	692	31.44%
Gender Non-Confor...	6	0.27%
Male	1376	62.52%
Trans Female (MTF or...	27	1.23%
Trans Male (FTM or F...	6	0.27%
Total	2201	100.00%



Demographics

HOUSING REFERRAL STATUS ONLY - ALL PHASES

Filters

CE Status

Housing Referral ...

Shelter Data Source

All

Shelter Type / Site

All

Referred <7/1/2020

All

Active Assessment?

All

TAY & Youth

All

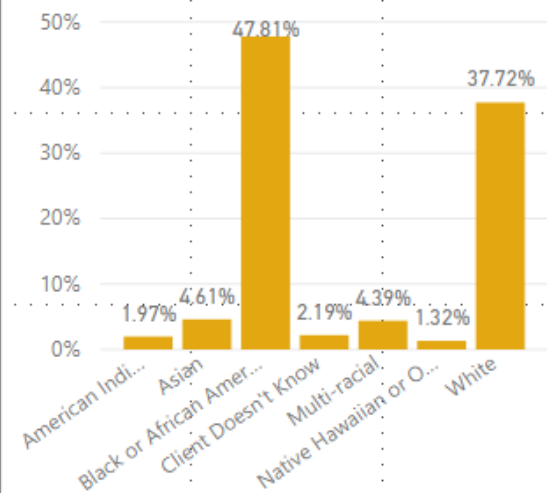
Veteran Status

All

Number of Clients

472

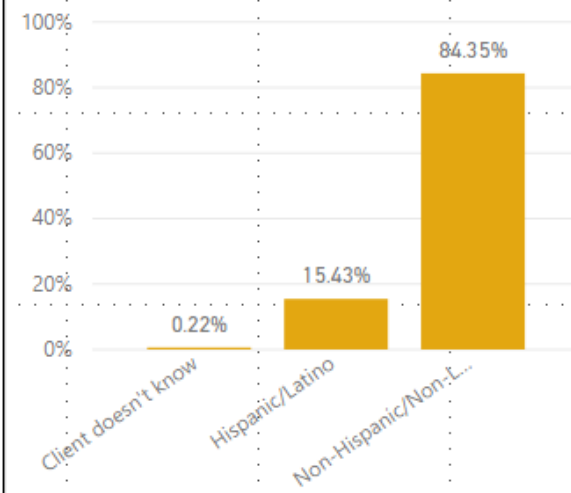
Race (complete data only)



Race (Incl. Incomplete Data)

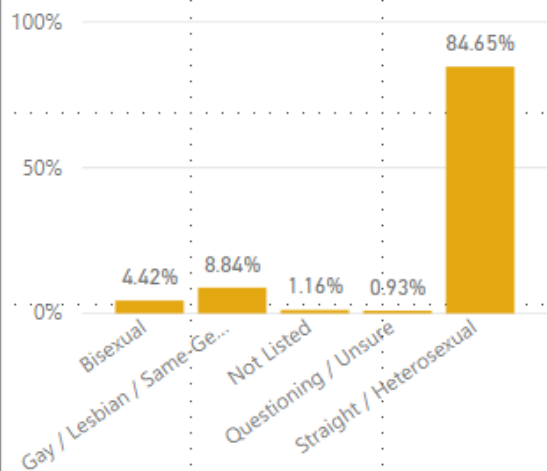
C_Race	Count	%
American Indian or Alaska...	9	1.91%
Asian	21	4.45%
Black or African American	218	46.19%
Client Doesn't Know	10	2.12%
Client Refused	4	0.85%
Data Not Collected	12	2.54%
Multi-racial	20	4.24%
Native Hawaiian or Other ...	6	1.27%
White	172	36.44%
Total	472	100.00%

Ethnicity (complete data only)



C_Ethnicity	Count	%
Client doesn't know	1	0.21%
Data not collected	12	2.54%
Hispanic/Latino	71	15.04%
Non-Hispanic/Non-L...	388	82.20%
Total	472	100.00%

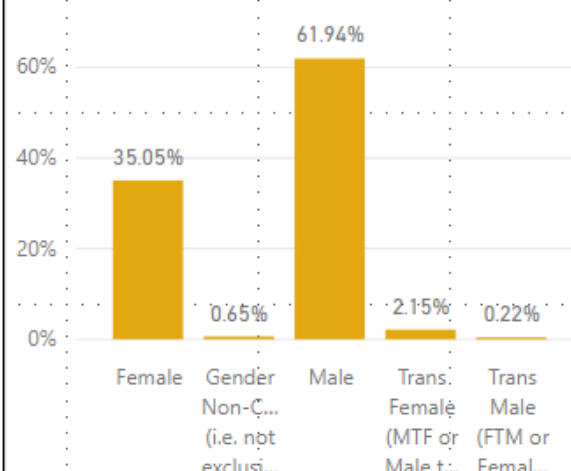
Sexual Orientation (complete data o...)



Sexual Orientation (Incl. Incomp...)

C_Sexual Orientation	Count	%
Bisexual	19	4.03%
Data Not Collected	21	4.45%
Declined to Answer	7	1.48%
Gay / Lesbian / Same-Ge...	38	8.05%
Not Asked	14	2.97%
Not Listed	5	1.06%
Questioning / Unsure	4	0.85%
Straight / Heterosexual	364	77.12%
Total	472	100.00%

Gender (complete data only)



C_Gender	Count	%
Data not collected	7	1.48%
Female	163	34.53%
Gender Non-Confor...	3	0.64%
Male	288	61.02%
Trans Female (MTF or...	10	2.12%
Trans Male (FTM or F...	1	0.21%
Total	472	100.00%



Demographics



Filters

CE Status

All

Shelter Data Source

All

Shelter Type / Site

All

Referred <7/1/2020

All

Active Assessment?

All

TAY & Youth

All

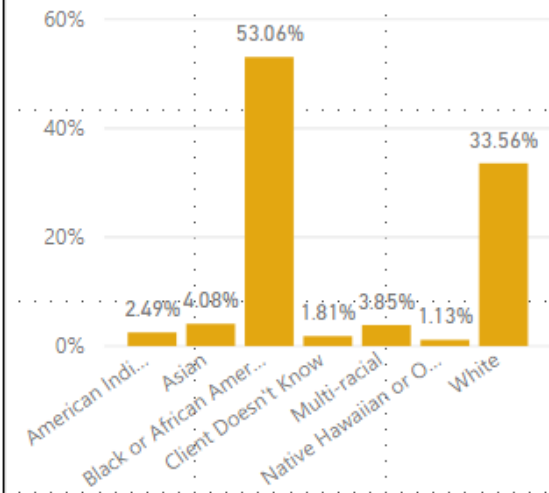
Veteran Status

All

Number of Clients

470

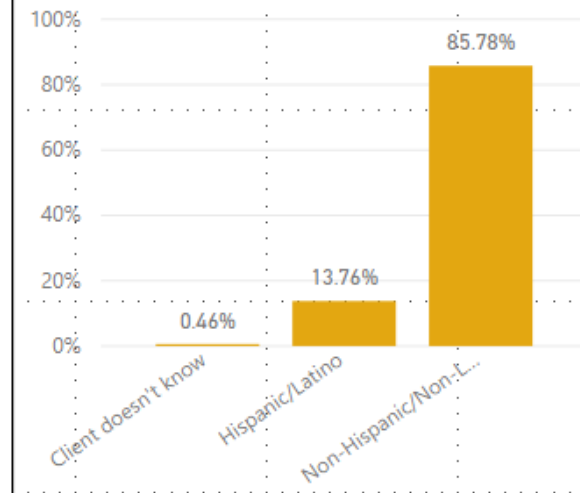
Race (complete data only)



Race (Incl. Incomplete Data)

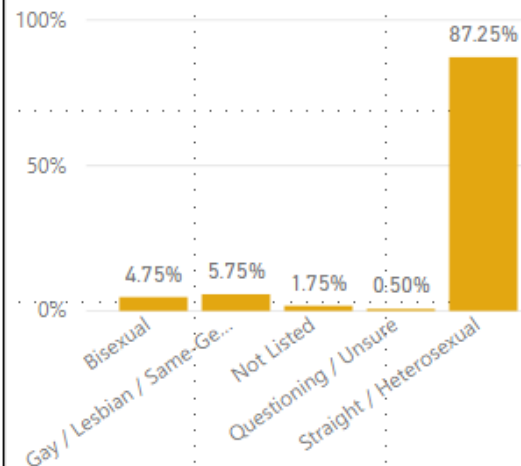
C_Race	Count	%
American Indian or Alaska Native	11	2.34%
Asian	18	3.83%
Black or African American	234	49.79%
Client Doesn't Know	8	1.70%
Client Refused	2	0.43%
Data Not Collected	27	5.74%
Multi-racial	17	3.62%
Native Hawaiian or Other Pacific Islander	5	1.06%
White	148	31.49%
Total	470	100.00%

Ethnicity (complete data only)



C_Ethnicity	Count	%
Client doesn't know	2	0.43%
Client refused	2	0.43%
Data not collected	32	6.81%
Hispanic/Latino	60	12.77%
Non-Hispanic/Non-Latino	374	79.57%
Total	470	100.00%

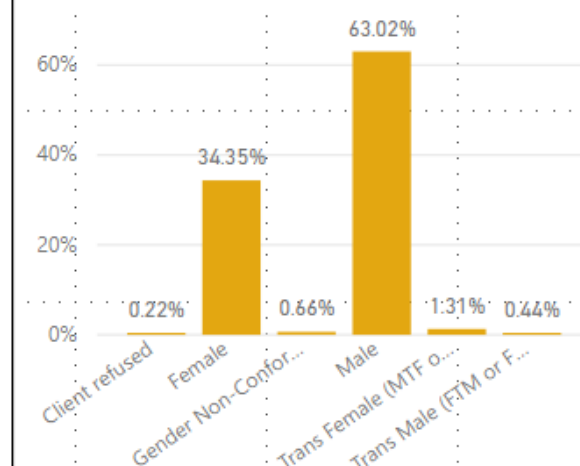
Sexual Orientation (complete data only)



Sexual Orientation (Incl. Incomplete Data)

C_Sexual Orientation	Count	%
Bisexual	19	4.04%
Data Not Collected	36	7.66%
Declined to Answer	7	1.49%
Gay / Lesbian / Same-Gender Loving	23	4.89%
Not Asked	27	5.74%
Not Listed	7	1.49%
Questioning / Unsure	2	0.43%
Straight / Heterosexual	349	74.26%
Total	470	100.00%

Gender (complete data only)



C_Gender	Count	%
Client refused	1	0.21%
Data not collected	13	2.77%
Female	157	33.40%
Gender Non-Conforming	3	0.64%
Male	288	61.28%
Trans Female (MTF or FTM)	6	1.28%
Trans Male (FTM or FTM)	2	0.43%
Total	470	100.00%