



DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

# HSH Permanent Housing Portfolio

**Homelessness Oversight Commission | December 7, 2023**

*Program Area Deep Dive*

*Marion Sanders, Chief Deputy*



# Achieving the *Home By the Bay* Goals

- **Goal #1 - Decreasing homelessness:** Reduce the number of people who are unsheltered by 50% and reduce the total number of people experiencing homelessness by 15%.
- **Goal #2 - Reducing Racial Inequities and Other disparities:** Demonstrate measurable reductions in racial inequities and other disparities in the experience of homelessness and the outcomes of City programs for preventing and ending homelessness.
- **Goal #3 - Increasing Number of People Exiting Homelessness:** Actively support at least 30,000 people to move from homelessness into permanent housing.
- **Goal #4 - Supporting People to Succeed in Housing:** Ensure that at least 85% of people who exit homelessness do not experience it again.

# HSH Housing Portfolio

## Site-based Permanent Supportive Housing

Long-term affordable housing with onsite social services and 24/7 staffing.

**Capacity:** 9,064 units

**Access:** Coordinated Entry

**Rent:** Tenants pay 30% of income toward rent.

## Scattered-site Permanent Supportive Housing

Long term subsidized housing in the private market with social services.

**Capacity:** 2,057 units

**Access:** Coordinated Entry

**Rent:** Tenants pay 30% of income toward rent.

## Rapid Re-housing

Time limited rental assistance in the private market with social services.

**Capacity:** 1,719 units

**Access:** Coordinated Entry

**Rent:** Medium-term subsidy up to 36 months, tenant holds lease and pays rent on sliding scale.

## Housing Ladder

Long term affordable housing (project-based or scattered-site) with limited social services.

**Capacity:** 356 units

**Access:** Application for current PSH tenants.

**Rent:** Tenants pay 30% of income toward rent.

# What is Supportive Housing?

## Scattered-site Housing

- Placements in private market units across various locations (units may be in the same site).
- Services:
- Units are subject to a Housing Quality Standard (HQS) inspection.
- Tenant signs lease and has tenant rights.

## Site-based Permanent Supportive Housing

- Leased, acquired, or newly constructed buildings.
- Building and program designed for target population.
  - Some buildings are mixed-use (some non-PSH units)
- Property management and supportive services providers guided by Housing First, trauma-informed principles:
  - Front desk clerk and other staffing (often 24/7)
  - Onsite voluntary support services (case management and more)
- HQS (Housing Quality Standards) inspections required for Continuum of Care-funded units; HSH expanding to locally funded units.
- Some programs have a maximum income eligibility criteria.
- Referred households have to apply and be approved by property management.
- Tenant signs lease and has tenant rights.

# Housing Portfolio: Key Performance Measures

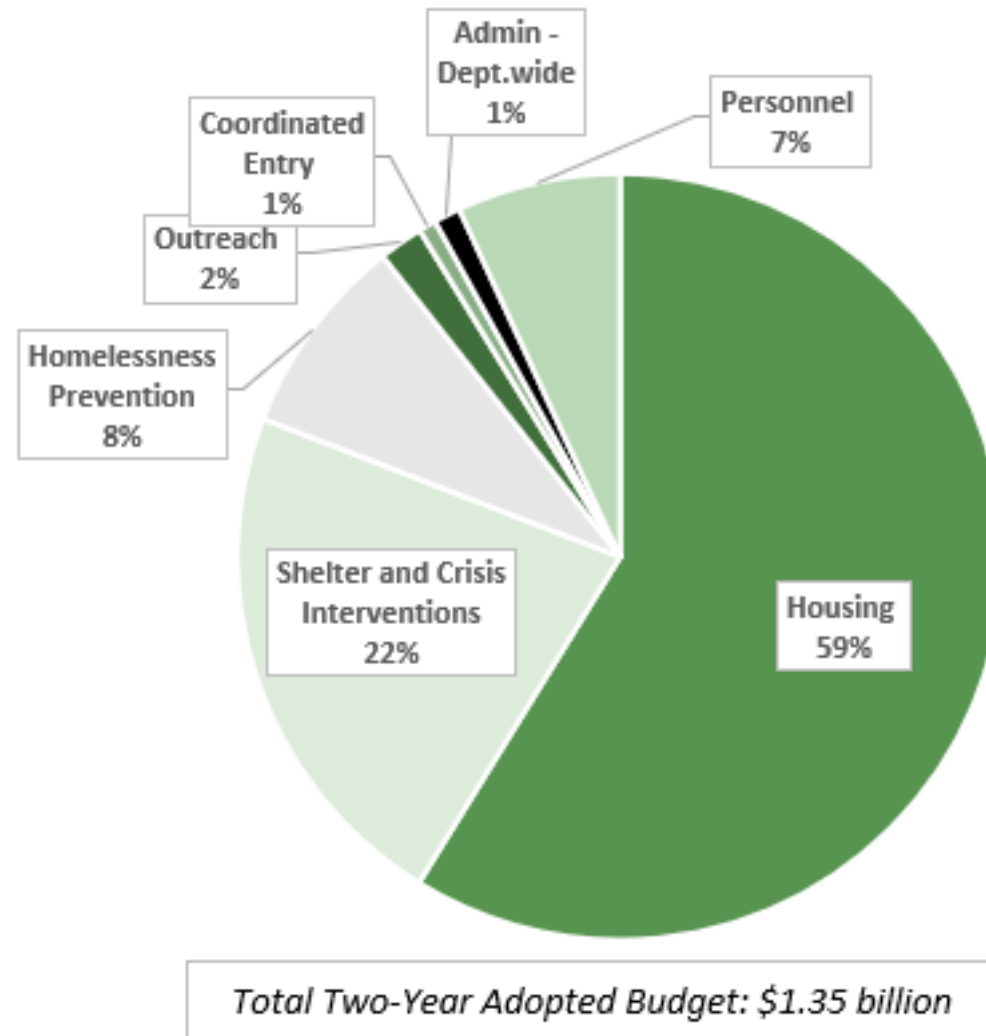
Site-based PSH	Scattered-site PSH (Flexible Housing Pool & Vouchers)	Rapid Re-housing
<ul style="list-style-type: none"><li>• <b>90%</b> of tenants will <b>retain housing for 1 year</b>, or exit to appropriate placement.</li><li>• <b>85%</b> of <b>tenant lease violations</b> will be <b>resolved</b> without loss of housing.</li><li>• <b>80%</b> of <b>service plans</b> will be <b>reviewed at least once every 6 months</b>.</li><li>• <b>65%</b> of tenants shall complete <b>annual survey</b> and <b>80%</b> shall be <b>satisfied</b> or <b>very satisfied</b>.</li></ul>	<ul style="list-style-type: none"><li>• <b>90%</b> of participants enrolled will <b>successfully move into housing</b>.</li><li>• <b>Average length of time</b> from program enrollment to move-in shall be <b>less than or equal to 75 days</b>.</li><li>• <b>90%</b> of tenants will <b>retain housing for 1 year</b>, move to other permanent housing or be provided with more appropriate placements.</li><li>• <b>75%</b> of participants will be <b>referred to community resources</b> (e.g. workforce development, behavioral health etc.)</li></ul>	<ul style="list-style-type: none"><li>• All scattered-site PSH outcomes.</li><li>• <b>80%</b> of participants will <b>maintain their housing for 24 months</b> or exit to appropriate placement;</li><li>• <b>75%</b> of tenants shall <b>obtain employment, or increase income</b> by the first annual tenant assessment.</li></ul>

# HSH Housing Budget

**\$799.7 million** allocated to housing in HSH's FY 2023-25 adopted budget.

**59% of the budget.**

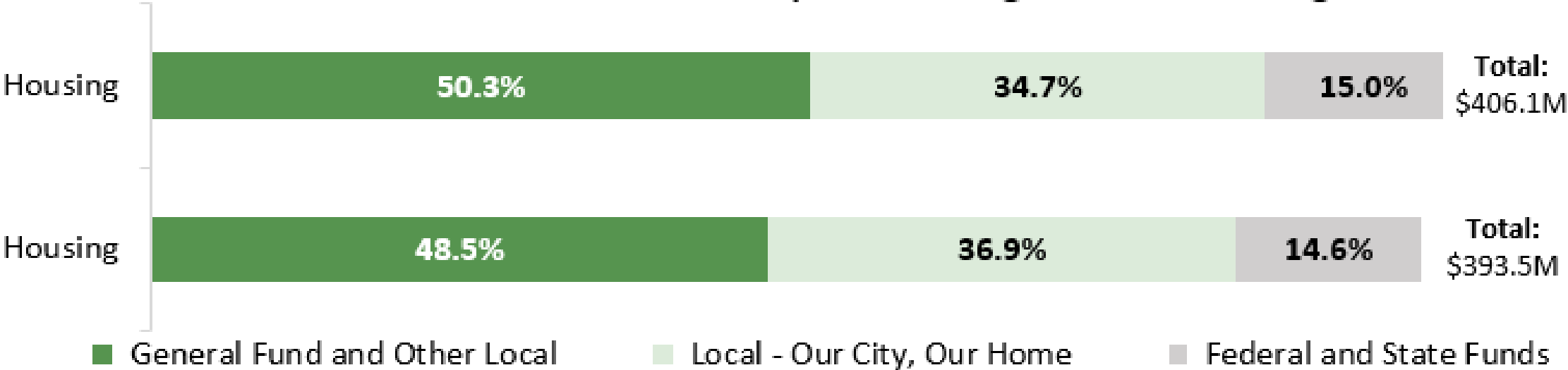
FY 2023-25 Adopted Budget by Service Area



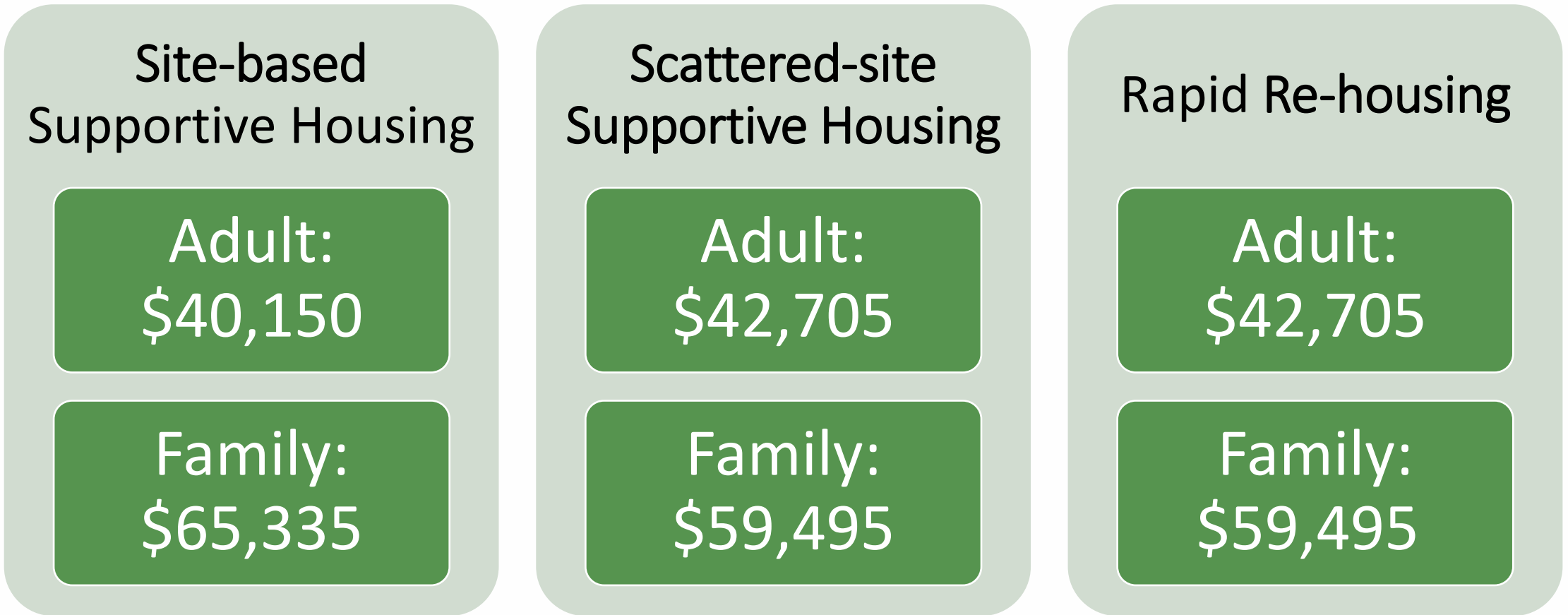
# Housing: Funding Sources

- Over 80% of annual funding comes from **local sources**.
- Approximately 15% of annual funding comes from **state and federal sources**.
  - In FY 2023-24: **14.1% is federal** and **0.87% is state**

**FY 2023-24 and FY 2024-25 Adopted Funding Sources: Housing**

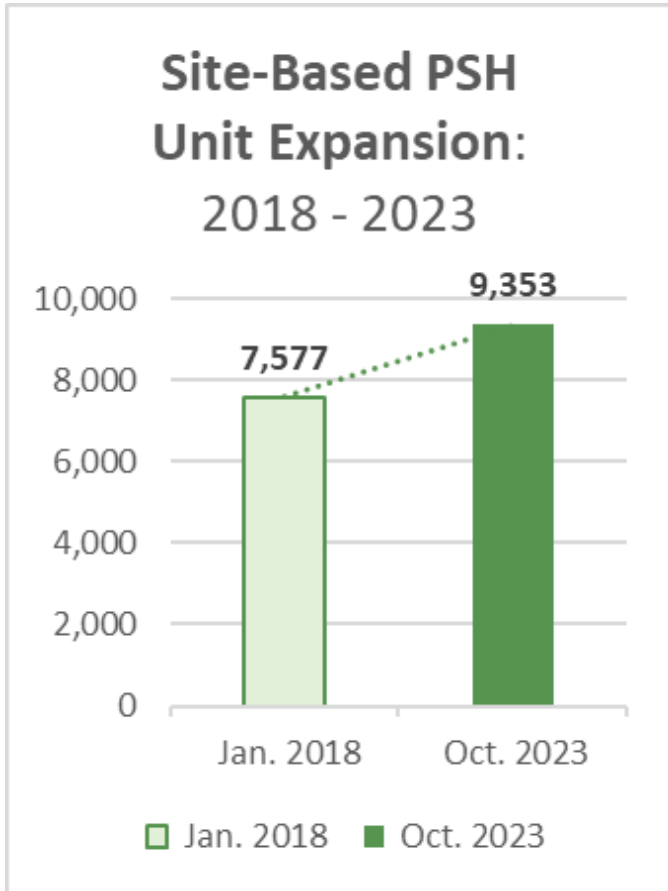


# Supportive Housing: Annual Operating Cost

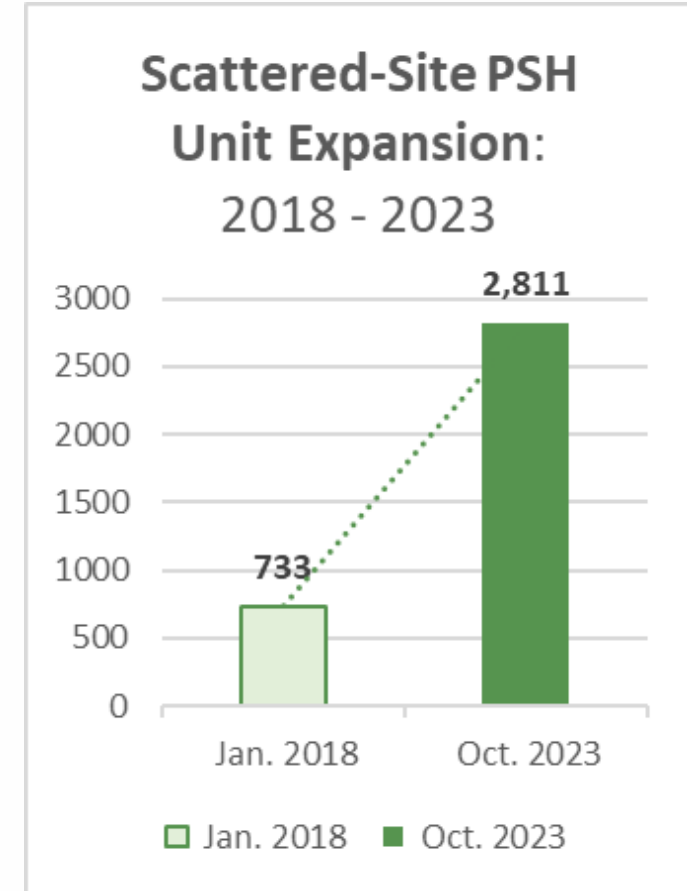
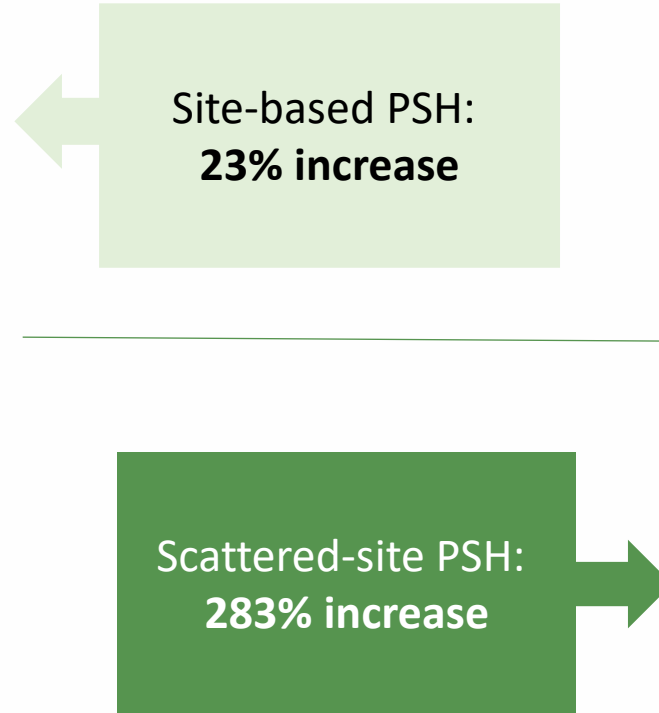




# Five-Year PSH Growth: 2018 to 2023



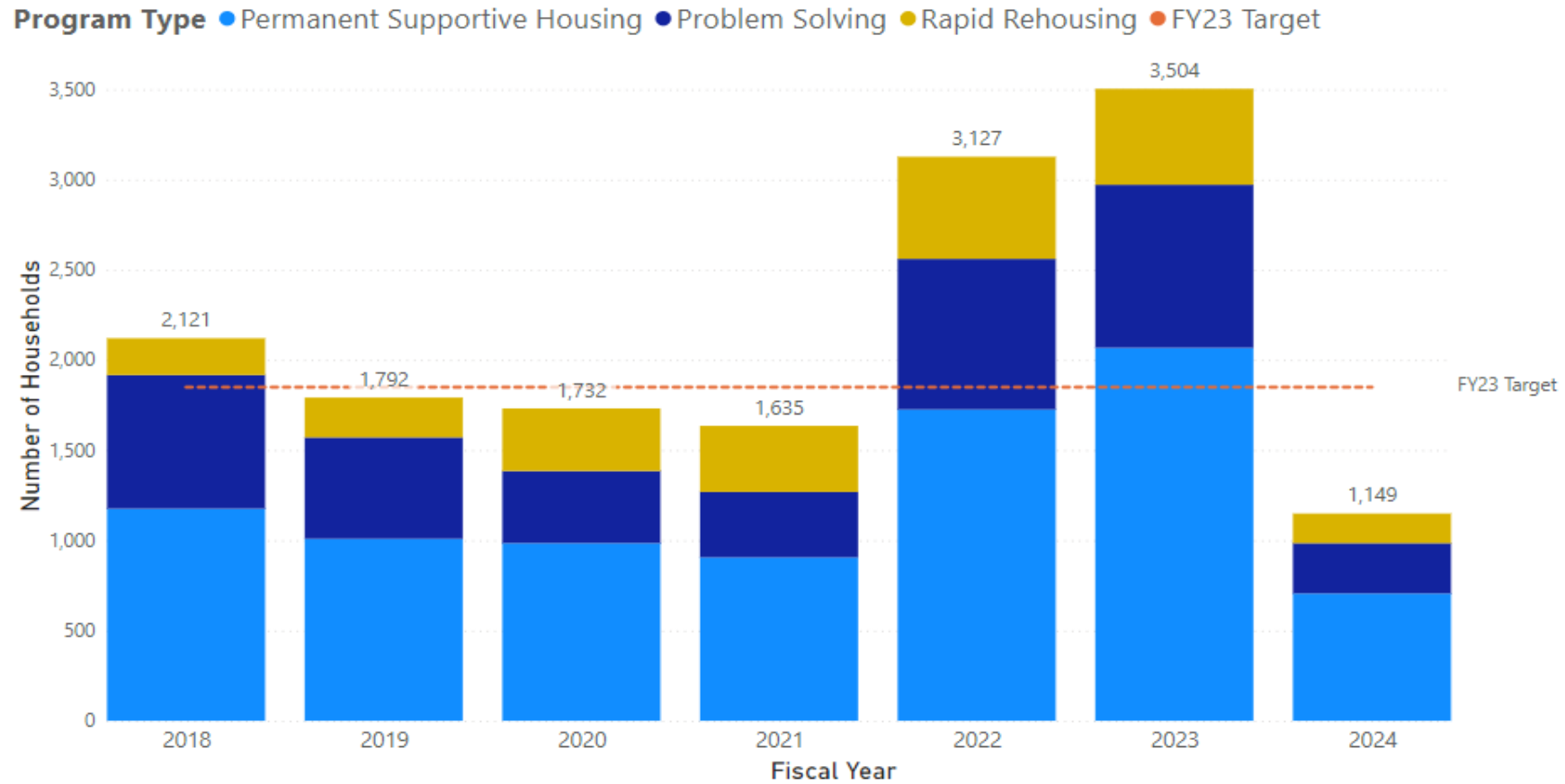
*Includes site-based PSH units and site-based housing ladder units.*



*Includes scattered-site PSH units, scattered-site housing ladder units and HUD VASH vouchers.*

# Housing Placements

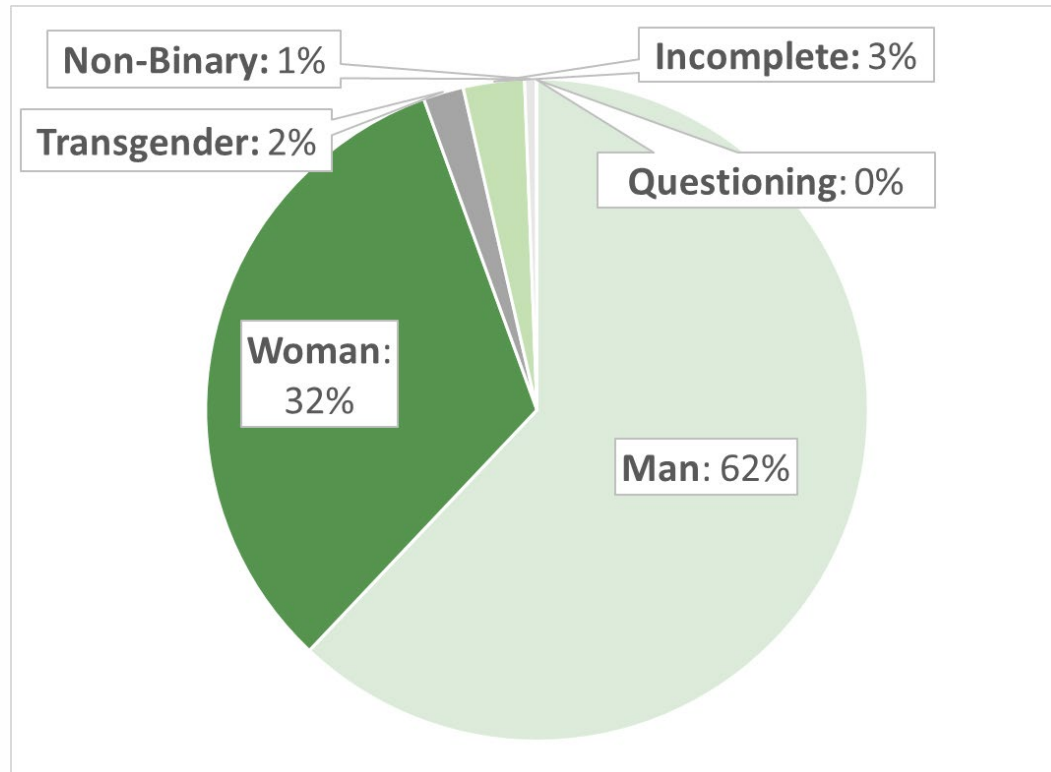
## DIRECT EXITS FROM HOMELESSNESS THROUGH CITY PROGRAMS



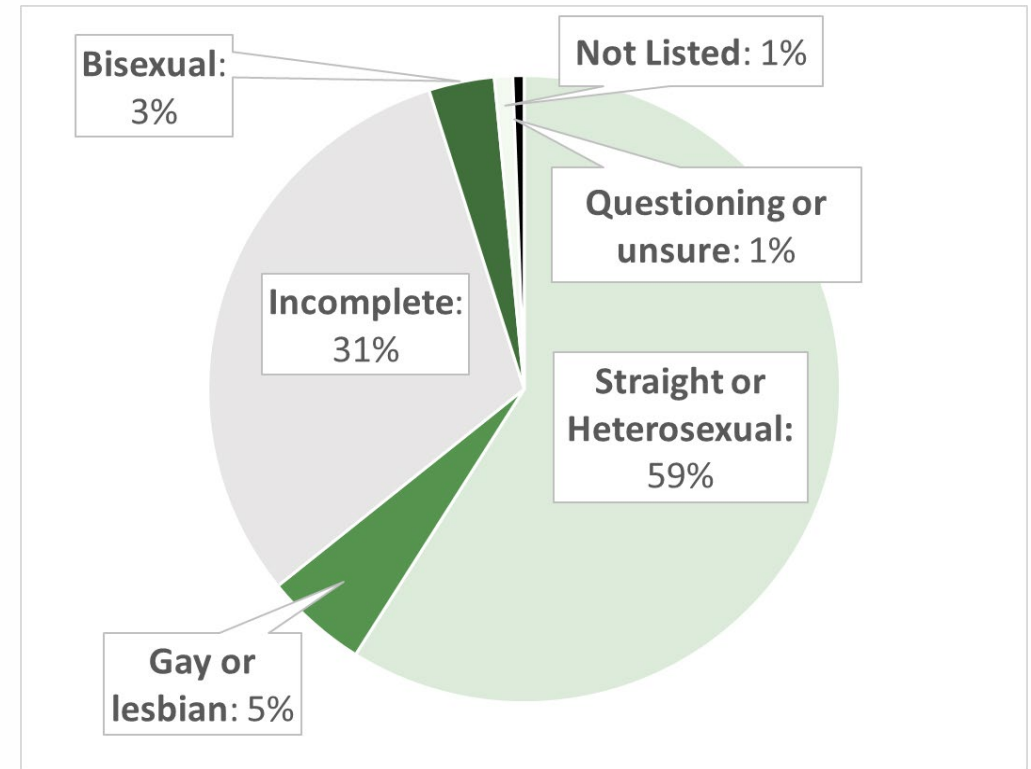
# Demographics of Clients in Site-Based PSH, FY 2022-23

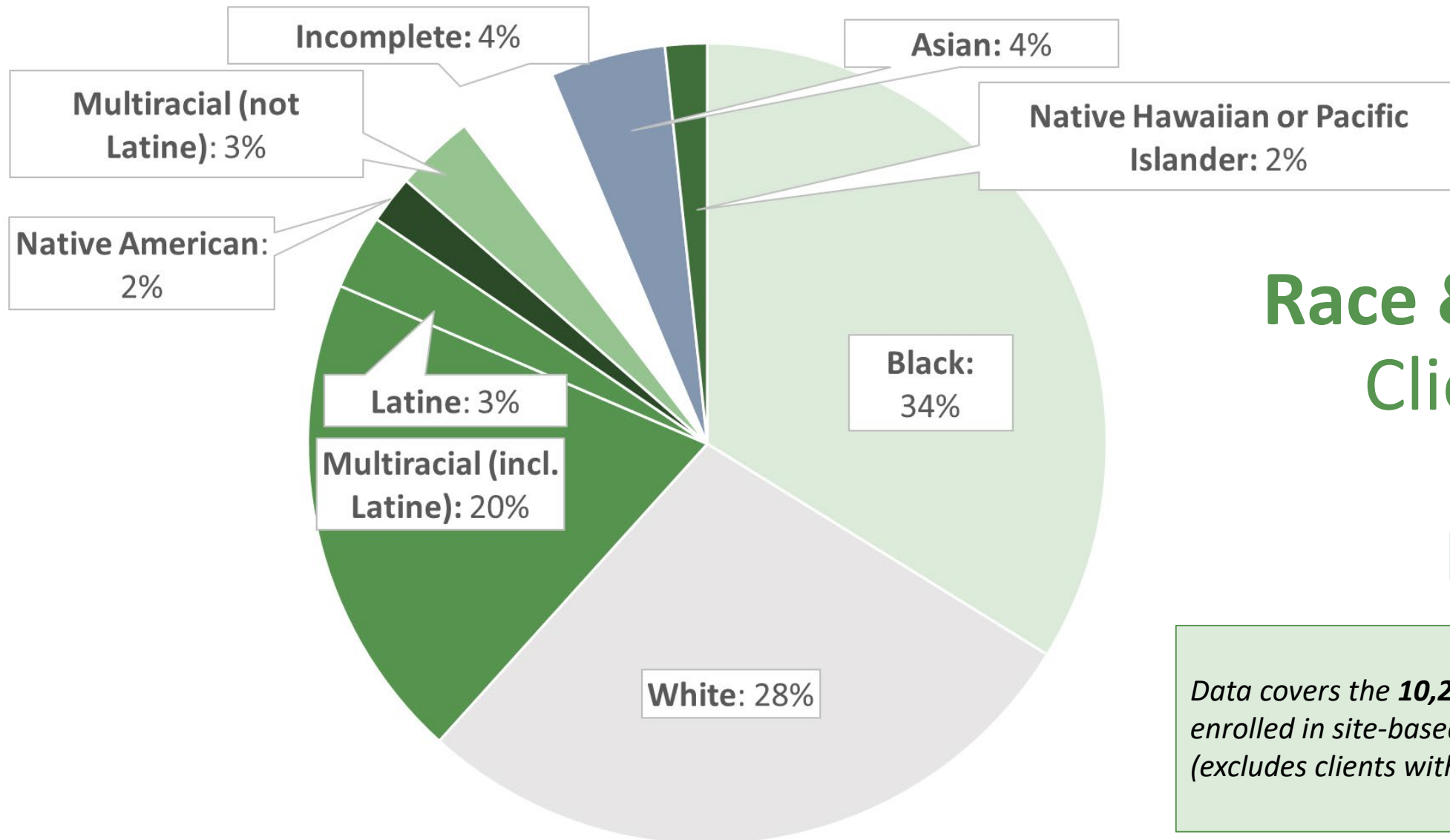
Data covers the **10,278 unique clients** actively enrolled in site-based PSH in FY 2022-23 (excludes clients without move-in dates).

## Gender Identity



## Sexual Orientation





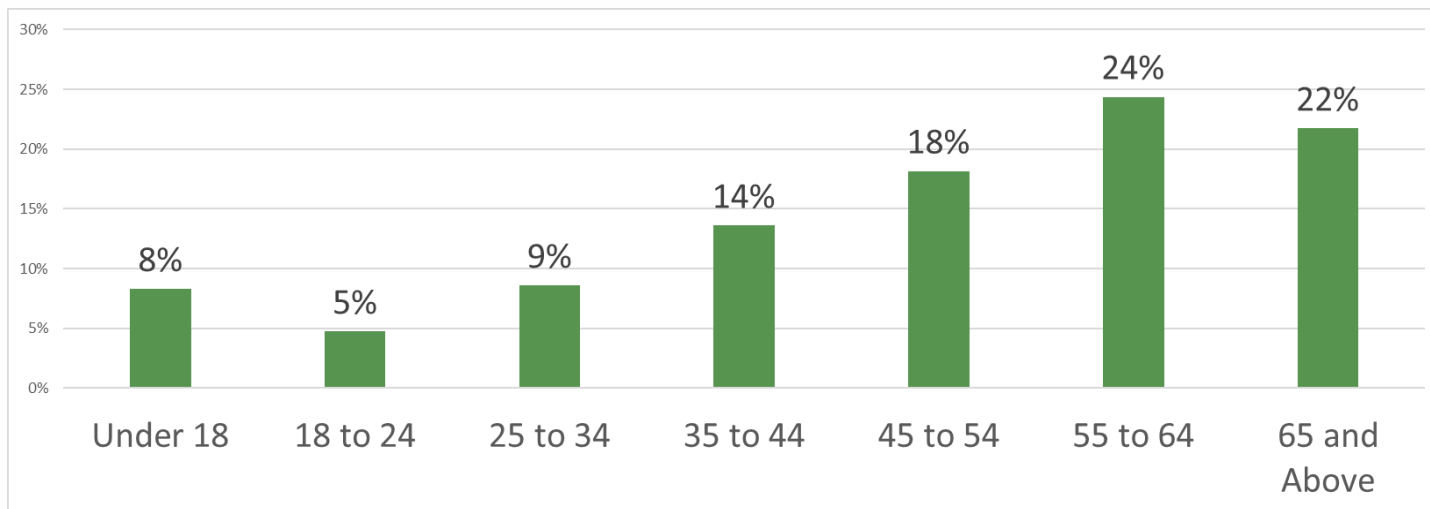
## Race & Ethnicity: Clients in Site- Based PSH, FY 2022-23

*Data covers the 10,278 unique clients actively enrolled in site-based PSH in FY 2022-23 (excludes clients without move-in dates).*

# Demographics of Clients in Site-Based PSH, FY 2022-23

Data covers the **10,278 unique clients** actively enrolled in site-based PSH in FY 2022-23 (excludes clients without move-in dates).

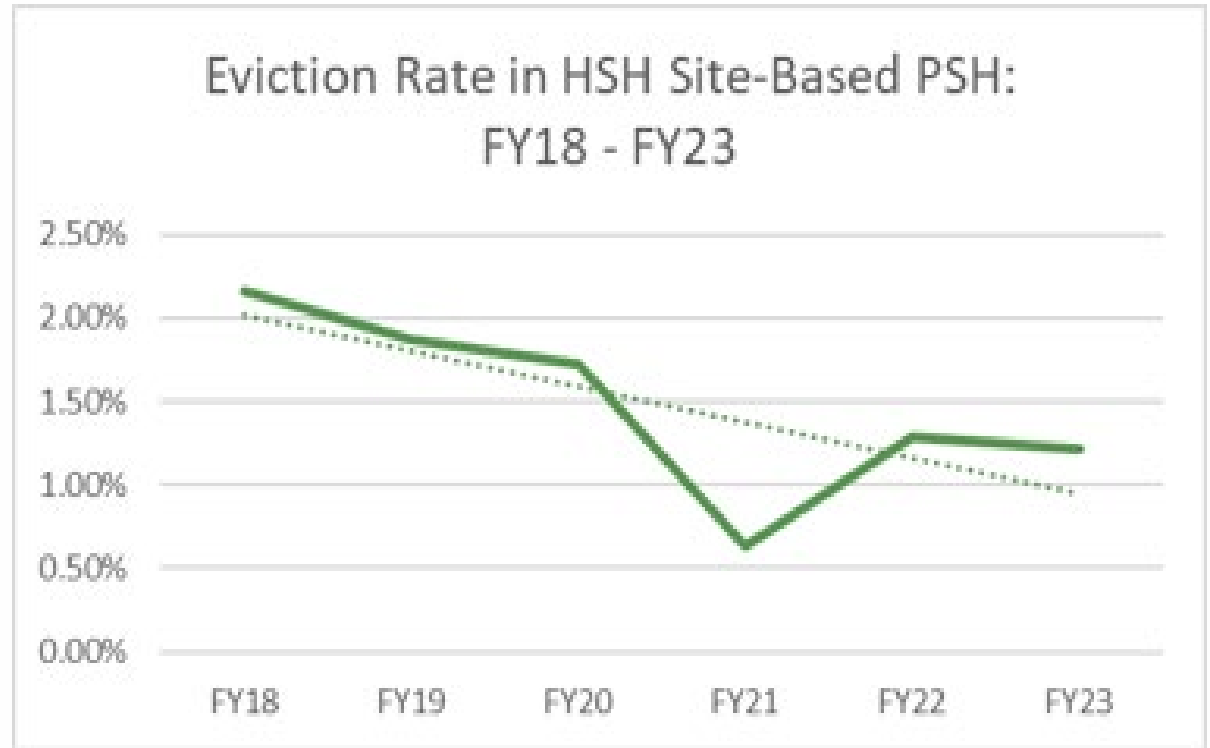
## Age



Mental Health Condition	% All Clients
Yes	38%
No	44%
Data not collected	15%
Client doesn't know	2%
Client prefers not to answer	1%

# Evictions from Supportive Housing

FY2022-23 annual eviction report shows **continued decrease in eviction rate in PSH** since 2017.



## FY 2022-23 Evictions in Site-Based PSH

# of PSH Sites	Households Served	Households issued written notices of eviction	Households issued unlawful detainer filings	Households evicted	% of households evicted
151	9,046	678	155	110	1.22%

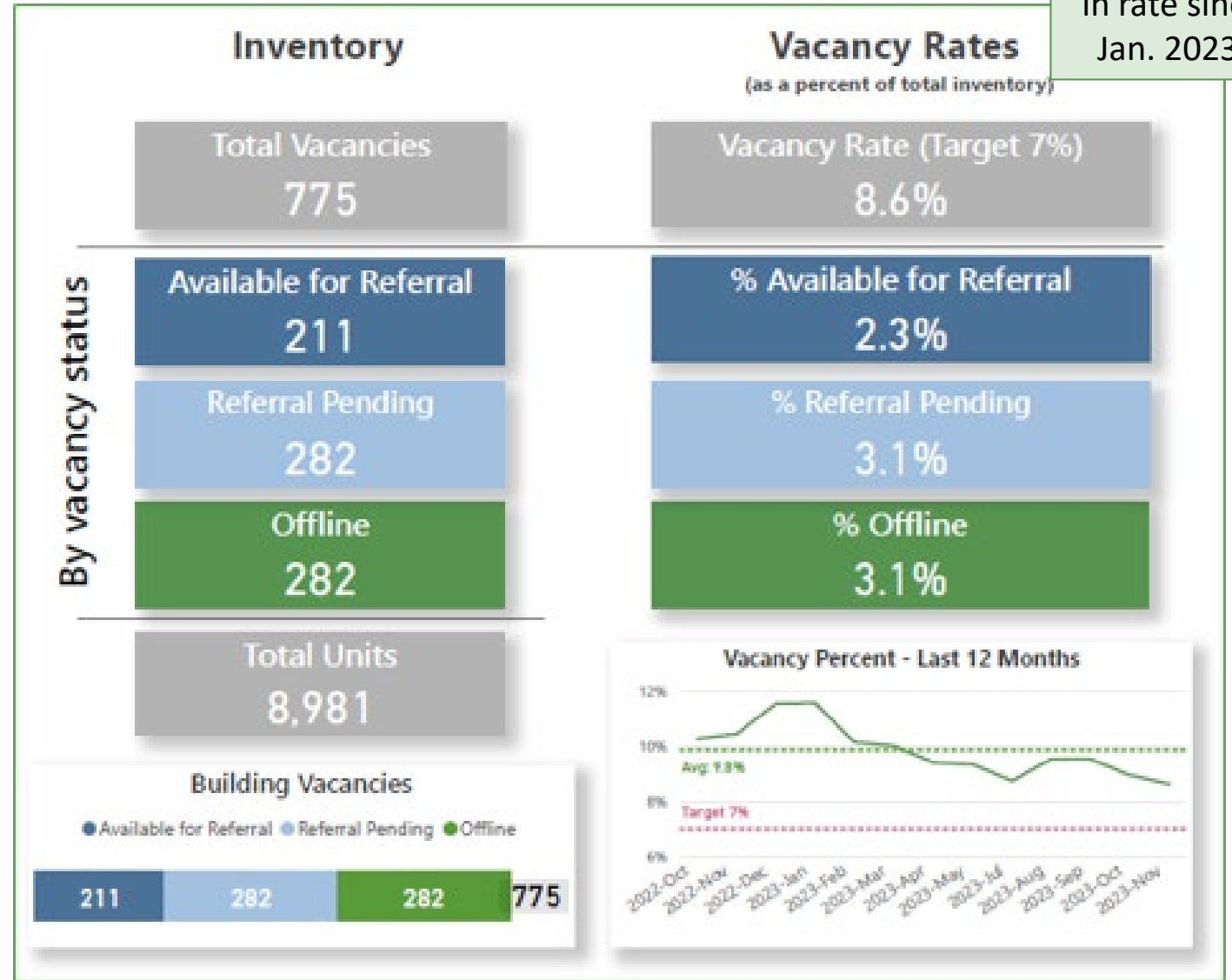
# Site-Based Housing Vacancies

25% decrease in rate since Jan. 2023.

Offline Vacancies Status Breakout	
Status	Offline Vacancies
Janitorial/Maintenance	184
Property Hold	51
Hold for Transfer	29
Coroner Hold	18
<b>Total</b>	<b>282</b>

Excludes 1 site in lease-up phase with 58 units and 22 vacancies. 16 of these lease-up vacancies were available for referral.

Monthly data snapshots through November 21, 2023.



# Efforts to Reduce Vacancies

- Set a **goal vacancy rate of 7%** and have been consistently making progress toward lowering our vacancy rate across our PSH portfolio.
- Implemented a policy to **lower requirements** for the documents clients need to move into housing faster.
- Added new **Access Points** to increase services that support clients to navigate the housing process.
- Implemented a new policy outlining the **length of time** units can be **offline for repairs**.
- Launched the **Unit Level Inventory Tracker** to provide real time monitoring around vacancies and the length of time units are vacant.
- Continue to **improve the quality** of PSH buildings to increase the rate at which clients accept referrals to vacant units.
- Integrated the **HSH Housing Placement Team** to provide support to clients navigating the housing process based on best practices from SIP Hotels.



# Enhancing Support Services in Supportive Housing

- Our focus on housing people with the **highest barriers to housing** for supportive housing leads to **increased acuity** of people living in City-funded supportive housing.
- To ensure appropriate support for people in supportive housing, HSH has **enhanced support services** across the portfolio.

## HSH Investments

- Targeted **wage equity investments** for case managers and frontline workers.
- Invested **\$32.4m** over 2 years to **standardize and lower ratio of case managers to clients**:
  - 1:20 for families and young adults; 1:25 for adults
- Improve **infrastructure** through capital repairs, Wi-Fi and elevator modernization.
- Enhance services in scattered-site through partnership with **Office of Financial Empowerment and Workforce Development**:
  - Support households enhance economic growth and maintain housing stability.

# Enhancing Support Services in Supportive Housing

## Department of Public Health (DPH)

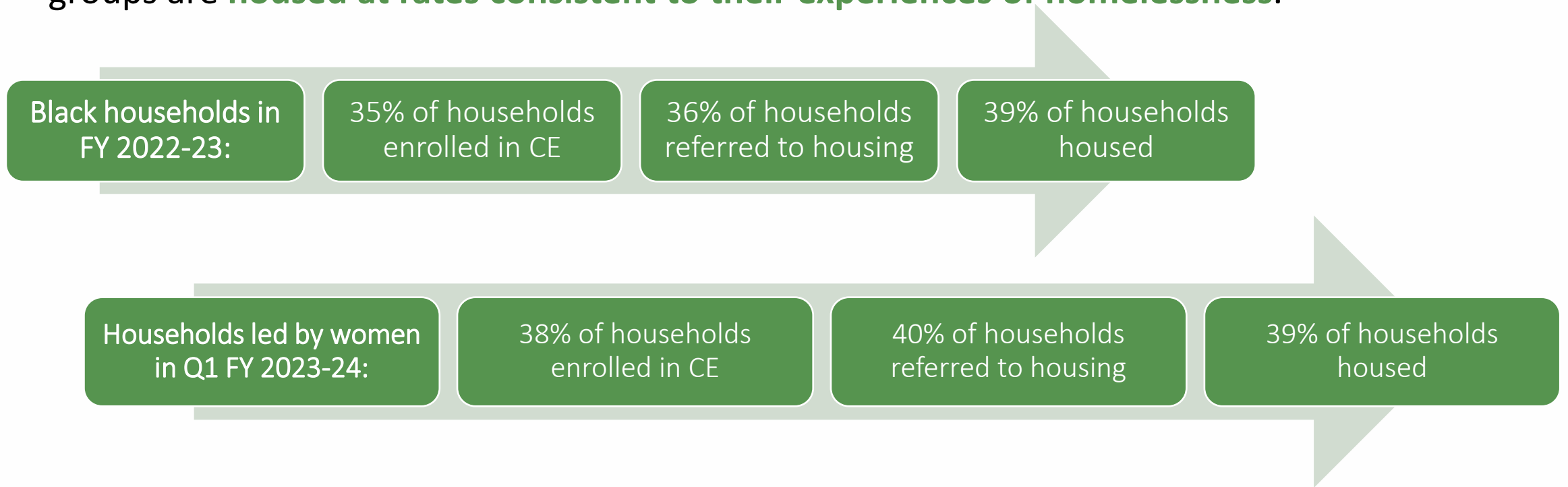
- Overdose prevention, site-based nursing, intensive case management & citywide roving services.
- **Behavioral Health Services** serves more than 800 units of PSH and transitional housing.
- The **Permanent Housing Advance Clinical Services (PHACS) team** works with PSH providers to improve quality of life and support housing retention.
  - By March 2024, PHACS will provide services to 139 sites and over 8,000 tenants

## Department of Disability and Aging Services (DAS)

- **In-Home Supportive Services (IHSS)** to assist residents with activities of daily living.
- **Collaborative Caregiver Support Team (CCST)** provides enhanced IHSS service model across 66 sites.
- Adult Protective Services' (APS) **Home Safe** program provides intensive support to older adults and adults with disabilities.

# Advancing Equity in Housing

- HSH has implemented the **BIPOC Equity Fund** to provide capacity-building support to BIPOC-led or BIPOC-serving organizations.
- Tracking **demographics** of households placed into HSH-funded housing to ensure that groups are **housed at rates consistent to their experiences of homelessness.**



# Advancing Equity in Housing

- **Implementing the Ending Transgender Homelessness Initiative:**
  - HSH and the Office of Transgender Initiatives (OTI) are conducting a Training Symposiums “**Affirming Trans Access to Housing**” to build better awareness, enhance cultural humility and equitable competencies for providers.
  - Adding housing for TGNC people.
- Implemented a **neighborhood prioritization strategy** to enhance equity in new housing programs and ensure these resources are serving people from **marginalized communities most deeply impacted by homelessness:**
  - **Emergency Housing Vouchers** (Bayview and Fillmore)
  - **Flexible Housing Subsidy Pool** (Bayview)
  - **Casa Esperanza** (Mission)



# David's Housing Success Story

*"When I walk through these front doors, I'm home."*

These days, David takes what he calls a safe walk – up the street to **St. Mary's Cathedral** where he says he talks to God. He also **visits the nearby park** where he played baseball as a teenager.

With stable housing, David is able to **work on his detox plan** to enter a 90-day program. "Without stable housing, I couldn't get healthy," said David. "Now that I'm home, I'm really feeling better."

# Housing Challenges + Solutions



# Housing Challenges + Solutions

**Challenge: Meet needs of high-acuity tenants**



DPH and DAS partnerships for health/behavioral health services



More case management

**Challenge: Tenant non-payment of rent**



Published non-payment of rent guidelines



Drew on national best practices

**Challenge: Maintaining quality in PSH sites**



Invest in capital improvements, incl. Elevator modernization



Expand HQS inspections across portfolio.



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*Thank You!*  
*Q & A*





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# APPENDIX SLIDES

# Non-Profit Housing Operators

Operator	Number of Contracts	Number of Households/Units Served	Populations Served
Third Street Youth Center & Clinic	1	50	Young Adults
Abode	10	812	Adults, Young Adults, Older Adults & Families
Asian Women's Shelter	4	122	Adult and Families
At the Crossroads	1	18	Young Adults
Bayview Hunters Point Foundation	8	484	Adults, Families & Young Adults
Bayview Hunters Point Multiservice Senior Center	1	23	Older Adults
Bernal Heights Housing Corporation	2	12	Adults & Families
Bridge Housing Corporation	1	93	Families
Brilliant Corners	7	916	Adults & Young Adults
Catholic Charities	17	605	Families & Older Adults

# Non-Profit Housing Operators (cont.)

Operator	Number of Contracts	Number of Households/Units Served	Populations Served
Chinatown Community Development Corporation (CCDC)	5	107	Adults, Older Adults & Families
Community Forward	8	364	Adults
Compass Family Services	5	340	Families
Conard House	6	352	Adults
Dolores Street Community Services	3	128	Adults & Young Adults
Episcopal Community Services	28	10,147	Adults, Older Adults & Families
Felton Institute	4	330	Adults
First Place for Youth	2	50	Young Adults
Five Keys Schools & Programs	5	317	Adults, Young Adults & Older Adults
Glide Community Housing Inc.	4	476	Adults & Families

# Non-Profit Housing Operators (cont.)

Operator	Number of Contracts	Number of Units/Households Served	Populations Served
GP/TODCO-A	4	57	Adults
Hamilton Families	4	183	Families
Homeless Prenatal Program	1	32	Families
HomeRise	10	1,138	Adults & Families
Housing for Independent People (HIP)	1	168	Families
Larkin Street Youth Services	7	190	Young Adults
Lutheran Social Services of Northern California	11	381	Adult, Older Adults & Families
Mercy Housing California	11	204	Adults, Older Adults & Families
Mercy Housing California 50	1	18	Older Adults
Mercy Housing California DBA Mission Creek	1	51	Adults

# Non-Profit Housing Operators (cont.)

Operator	Number of Contracts	Number of Units/Households Served	Populations Served
Mission Housing Development Corp.	3	211	Adults & Families
National Harm Reduction Coalition	1		Various
Providence Foundation	3	78	Adults & Families
Reality House West Inc.	2	120	Adults
Regents University of California San Francisco	6	479	Adults & Families
Salvation Army	1	40	Adults
San Francisco Housing Development Corp.	2	30	Adults & Families
San Francisco Network Ministries Housing Corp.	1	36	Adults
Sequoia Living	3	60	Older Adults
St. Vincent de Paul Society	1	17	Adults

# Non-Profit Housing Operators (cont.)

Operator	Number of Contracts	Number of Units/Households Served	Populations Served
Swords to Plowshares	11	344	Adults (Veterans)
TODCO	3	392	Adults & Families
Tenderloin Housing Clinic	10	2,126	Adults
Tenderloin Neighborhood Development Corporation	21	534	Adults & Families
TIDES Center (Delivering Innovation in Supportive Housing)	10	730	Adults & Families
Unity Care Group	1	50	Young Adults

*NOTES: Number of Units/Households are approximate and may include duplicates and/or estimates based on agreement. Agreements reflected in this list include non-profit operators of: Emergency Housing Vouchers, Flexible Housing Subsidy Pool, Housing Ladder, Leasing & Operations, Leasing & Support Services, Leasing & Operations, Mainstream Voucher Program, Permanent Supportive Housing and Rapid Rehousing.*

# Housing Pipeline

## • **1,878 Site-Based Units**

- ~66 new TAY units (2 recent acquisitions)
- ~74 units – 685 Ellis conversion into PSH
- 1,738 new PSH units in MOHCD/HSR pipeline across 30 sites
  - 514 units across 9 sites anticipated to open in next 2 years

## • **517 Scattered Site Units**

- 112 FHSP TGNCI Scattered Site Units through Prop C
- 50 FHSP units for women through Prop C
- 120 units through the Shallow Subsidy Program (60 adults and 60 families)
- 235 units of Adult RRH through Prop C

# Strategies to Reduce Evictions in PSH

- **Improved data tracking** in the ONE System:
  - Unit-level inventory allows us to analyze evictions data over the year.
- **Non-payment of rent** guidelines
- **Money management** support:
  - Expansion of this supportive service in the FY23-25 budget
- Streamlining and **improving transfer policy**:
  - Transfer Request Office
  - Working to make it **easier to transition from site-based to scattered-site PSH**: more appropriate placement/opens site-based units for higher-acuity tenants.



# Improve Housing Retention: Investments

## • Targeted **Wage Equity** Investments

- \$3 million ongoing to bring **case manager wages** to a base of \$28/hr.
- \$12 million ongoing to bring **frontline worker wages** to a base of:
  - \$22/hour for desk clerks,
  - \$23/hour for janitors and
  - \$25/hour for maintenance workers.

## • **Service Enhancements** in Legacy PSH Sites

- \$32.4 million over two years to bring **case manager to client ratios** to 1:25 for adults and 1:20 for families and youth.
- **Three** additional HSH staff positions to provide **direct case management services** at city-leased PSH sites.

## • **Improving Infrastructure** in Legacy PSH Sites

- \$5 million in FY2022-24 budget for one-time **capital repairs & Wi-Fi** in legacy sites.
- Additional funding through GO bond available for **elevator repairs**.

# Improve Housing Retention: HSH Housing Placement Team

- HSH recently created the **Housing Placement Team**: draws on success of SIP housing process to match people with permanent housing.
- Housing Placement Team **coordinates efforts** of Housing Navigators to provide **additional support** to future-tenants and housing providers during the referral and placement process.
- Current priorities of the team:
  - Improve and expedite **housing placement** process
  - **Reduce offline vacancies**
  - Expedite **transfer process** and expand to include scattered-site based PSH
  - Review and revise **Reasonable Accommodation** process

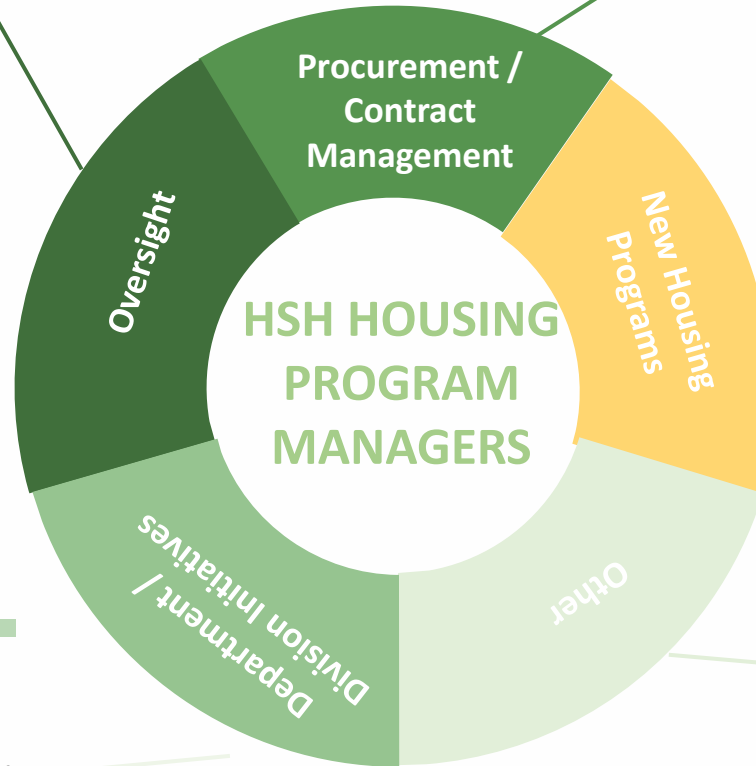
# HSH Housing Team: Overview

## I. Oversight

- Oversee a portfolio of PSH programs and serve as HSH liaison
- Annual Program Monitoring
- Ensure providers meet all contractual obligations
- Review program reports and monitor for compliance with service and outcome objectives
- Assess resource/budget gaps and ensure providers are using resources efficiently
- Support data quality in ONE
- Monitor vacancy rate, evictions, and critical incident reports

## II. Department / Division Initiatives

- Support development, standardization and implementation of policies, procedures and programs



## III. Procurement / Contract Management

- Participate in development of RFPs and RFQs
- Update Appendix As (Services)
- Review and approve/deny budget revisions
- Review and submit budget modification requests

## IV. New Housing Programs

- Collaborate with internal and external stakeholders on program design and strategic goals for new PSH acquisitions and developments
- Facilitate property management and/or support services agreements
- Lead and/or participate in the lease-up process

## V. Other

- Follow-up on critical incidents and tenant grievances/complaints
- Support Sunshine requests and Whistleblower investigations

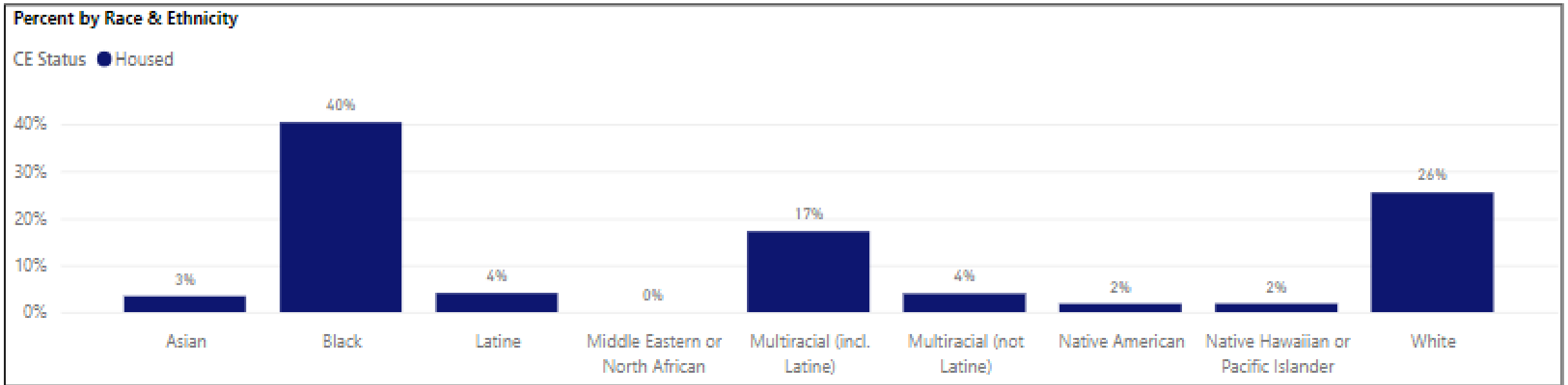
# FY 23/24 Site-Based PSH Projects and Priorities

42 Otis (new TAY acquisition)	1174 Folsom (new TAY acquisition)	NOFA Elevator Modernization	HQS Inspection Program Implementation	CalAIM Implementation
Acquisition Site Rehabs	Budget Enhancement Impact Analysis	New PSH Acquisitions & LOSP Pipeline Lease-Ups	PSH Capital Needs Funding	Enhanced PSH Services Implementation (Cardea Health Model)
Support Services Equity Analysis	Money Management Services Enhancement	Eviction Prevention Guidance & Strategies	Safety Enhancement Funding	Behavior Health Services Funding Assessment
Subsidy Revocation Policy	Agency Policy Guidance	Performance Measures & Services/Outcome Objectives Revisions	PSH Procurement	LOSP Pipeline Predevelopment

# Housing Placements: Demographic Data

Since July 2019, HSH has placed **7,820** guests **into all supportive housing programs** through Coordinated Entry.

**40%** were Black and **21%** were Latine (including Multiracial)

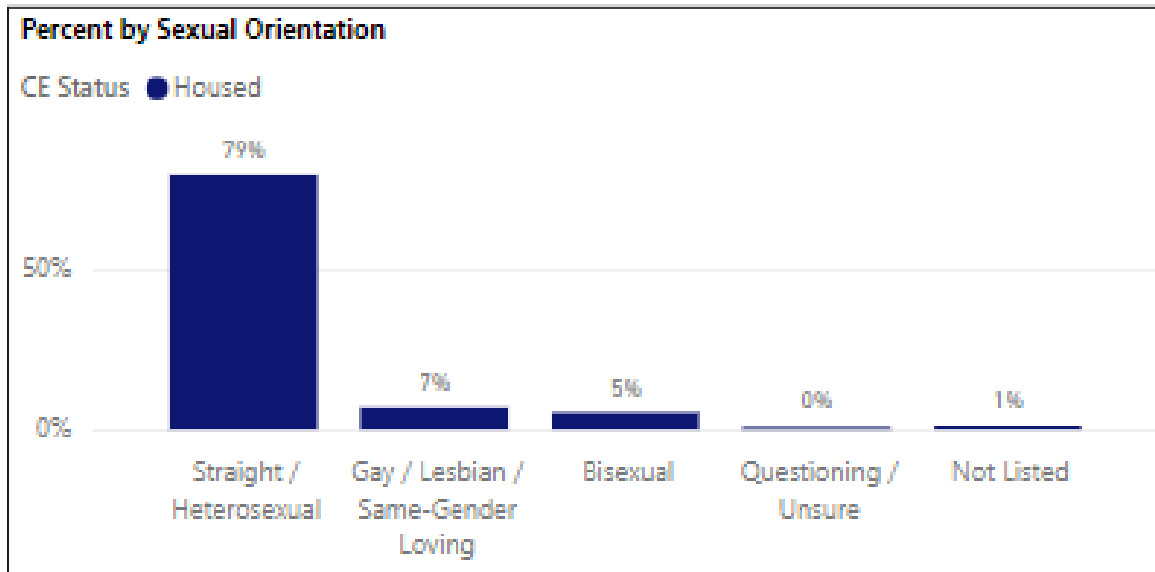


Data incomplete for 2% of clients.

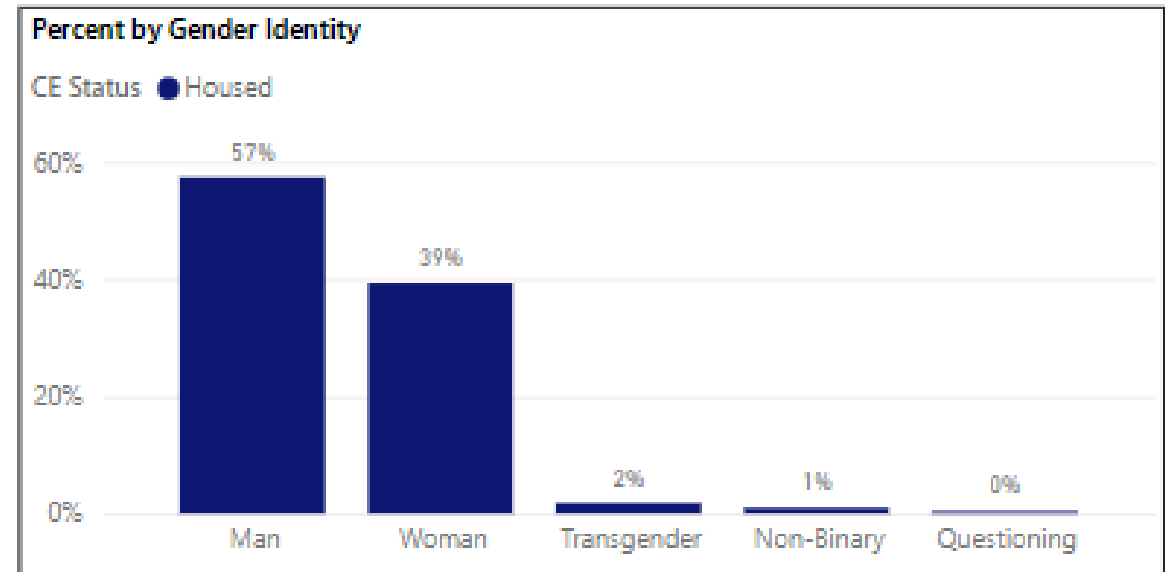
# Housing Placements: Demographic Data

Since July 2019, HSH has placed **~8,000** clients into all supportive housing programs through Coordinated Entry.

**12%** were LGBTQ+ and **3%** were TGNC



Data incomplete for 7% of clients.



Data incomplete for 1% of clients.

# Portfolio-Wide Metrics

Existing reports in ONE system that are generic reports we could pull from if needed for this presentation.

- Budget book measure -- % of people retained housing for min of 1 year

Draft metrics identified for PMP that cover each of the program areas including housing, as well as system-wide metrics.

- Working to finalize and then will integrate into various performance measurement tools (budget book, CON performance scorecards, etc.)

In process of finalizing FY22-23 APR, (in process of finalization)  
Retention (~98%) stayed or exited to other housing  
# of placements made

We have this, it's just in various places and we are working to update outcome measures that we can use for simplified, system wide tracking in alignment with strategic plan.

Benefits – likely tracked by HAS, we have limited access to all benefit tracking (we have some self-reported info from enrollment – health insurance, income, etc.)

## F. Permanent Supportive Housing

Measure	Likely to Serve as a "Top Line Metric"
PSH.001: Vacancy rates on site-based Permanent Supportive Housing and broken out by category of reason for vacancy (e.g., pending referral of client, multiple declines by referred clients, pending necessary repairs)	YES
PSH.002: Annual turnover rate within Permanent Supportive Housing site-based units, calculated as a proportion of total portfolio of units	
PSH.003: Number and percentage of households who are enrolled in Permanent Supportive Housing program who move into permanent housing	YES
PSH.004: Number and percentage of Permanent Supportive Housing residents who retain housing annually (i.e., do not exit housing)	YES
PSH.005: Number and percentage of Permanent Supportive Housing residents who exit housing, broken out by all exit destination types	
PSH.006: Number and percentage of exits that qualify as positive, negative, or neutral exits, per HUD definitions, including number and percentage of people who exit to homelessness	YES
PSH.007: Number of evictions of Permanent Supportive Housing tenants and analysis of reasons for evictions	
PSH.008: Living situations of households prior to enrollment into Permanent Supportive Housing program, prior to move-in date, and including those who were enrolled or had move-in date while experiencing unsheltered homelessness	YES
PSH.009: Average number of days from Permanent Supportive Housing program enrollment to move-in date into housing	
PSH.010: Average number of days from move-in date into housing to program exit	
PSH.011: Percentage of households with move-in date into scattered-site permanent supportive housing who secure housing within San Francisco, and by zip codes within San Francisco, compared to percentage of households who move into housing outside San Francisco	

### Additional Measures that May be Defined and Implemented in the Future

- Assessment of experience and satisfaction among people living in Permanent Supportive Housing
- Analysis of targeting of Permanent Supportive Housing options to people with mental health issues, substance use disorder, assessment, long lengths of homelessness experiences, and/or other significant challenges
- Average number of days for turn-over of site-based Permanent Supportive Housing unit to move-in of new tenant into housing
- Number of reasonable accommodations to people enrolled in Permanent Supportive Housing program and people living in scattered-site permanent supportive housing
- Number and percentage of households in Permanent Supportive Housing who are transferred to or move to another PSH unit to address service needs, prevent evictions, or to resolve other challenges