



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

Director's Report

Local Homeless Coordinating Board | December 5, 2022

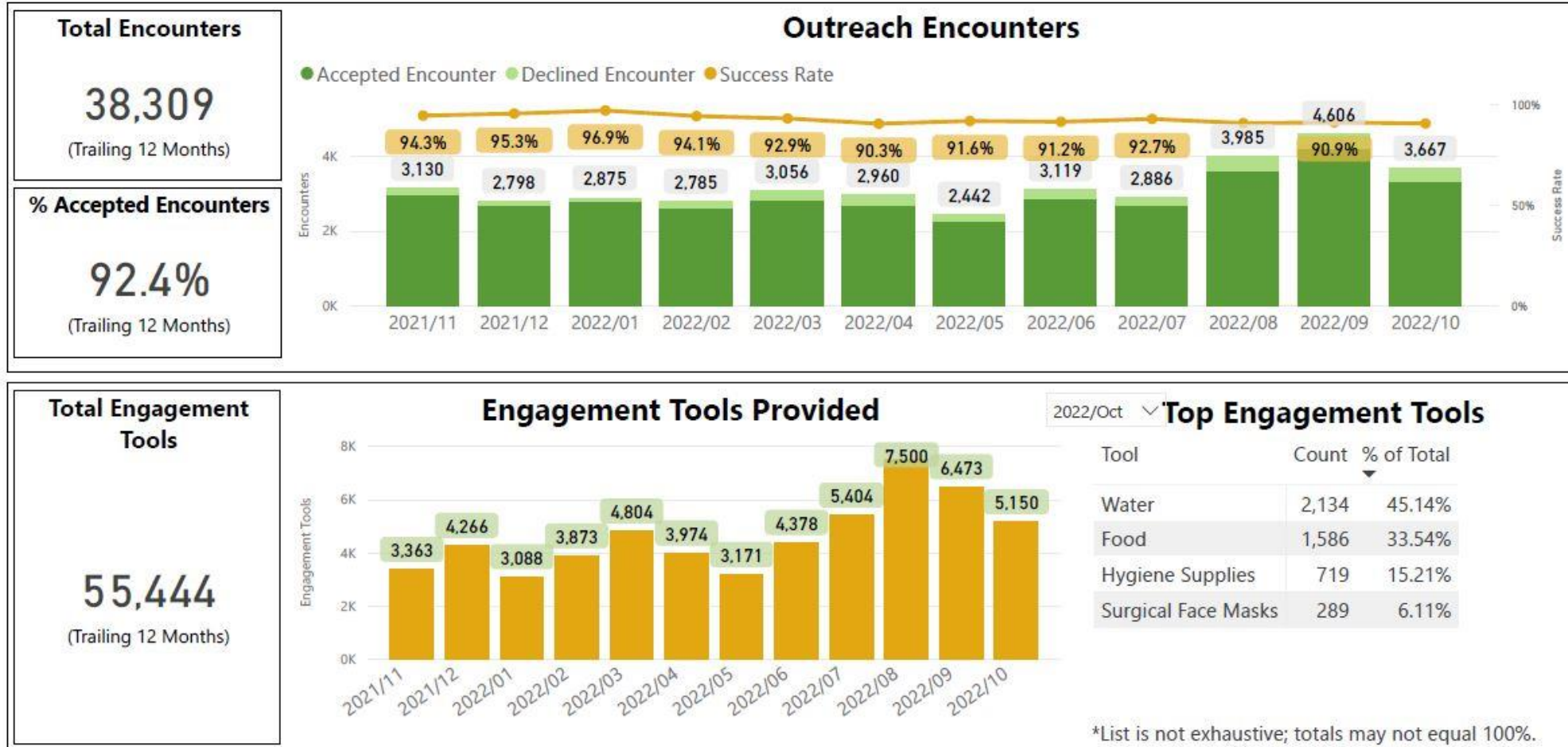




DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

Homelessness Response System Data and Updates

Outreach



Data through Oct. 31, 2022

Street Wellness Response Team: October Update

Total Number of Encounters (October): 701

- Average response time: 14 minutes | Average time on call: 33 minutes

Origin of call: 30% dispatch

- 150% **increase** in rate of calls coming from 911 rather than on-views since summer 2022.

Result of encounter

- 45 ambulance transports to hospital.
- 102 non-ambulance transports to various locations.
- 487 remained in community.

Data from Oct. 1 – Oct. 31, 2022. Breakout data included for calls with available information.

Program Highlights: Outreach

- **New HOT phone line** to go live this month.
- **Shelter Self-Referrals:** Planning in process.
- HOT participating in **Project Homeless Connect Day of Service** on Dec. 14, 2022
- **HOT stabilization program** winding down through end of year – clients moving into non-congregate shelter.

**New HOT
Client Number:

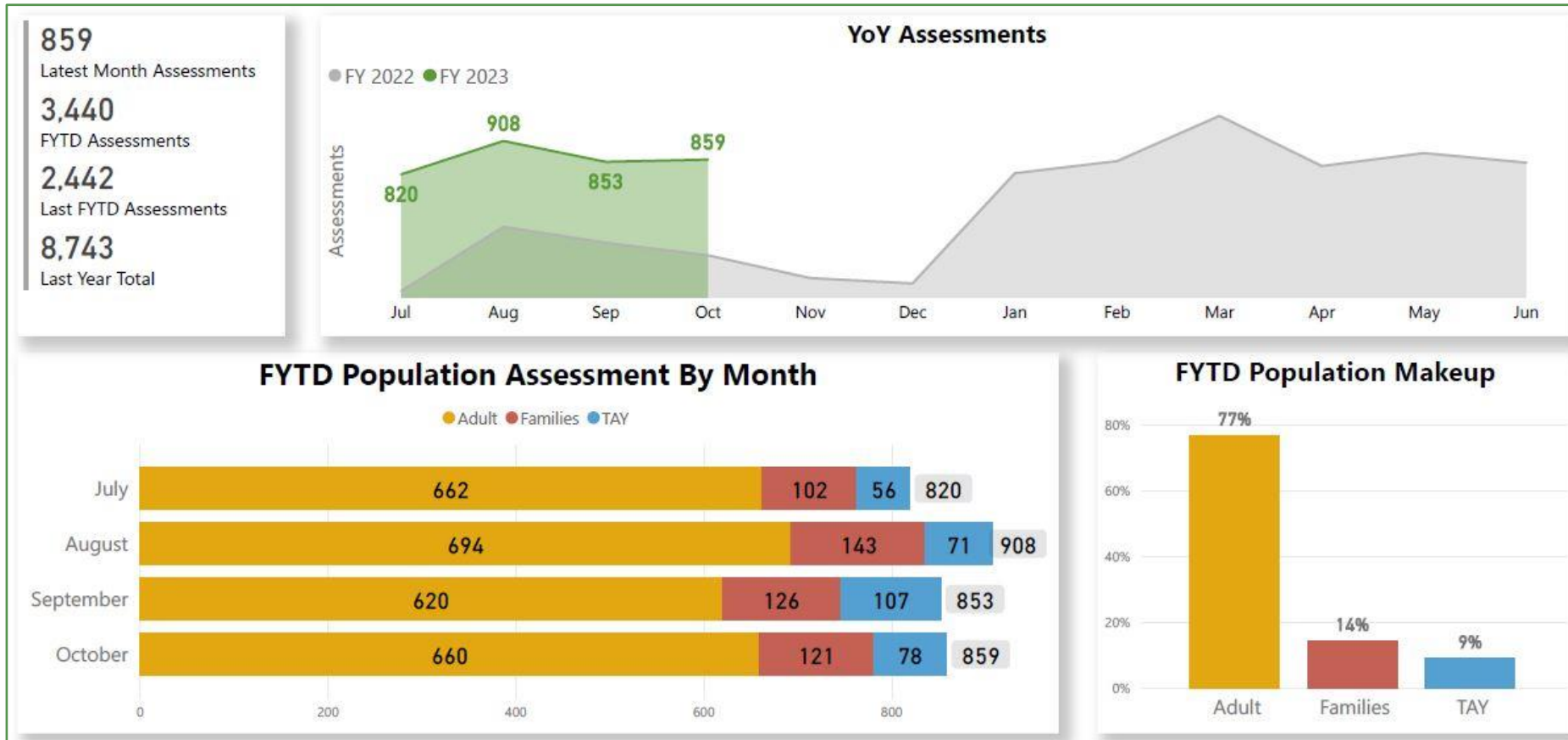
(628) 652-8000**

Problem Solving & Prevention

- **Prevention:** Entered agreements with **two new providers** for Targeted Homelessness Prevention:
 - Mission Neighborhood Centers (Chinese, Russian, and Spanish capacity)
 - Young Community Developers (youth and re-entry focus)
- **Problem Solving:**
 - **SF Pretrial Diversion** will be an Access Point for justice-involved people.
 - **Housing Location Assistance** services for households who need help navigating private housing market started on Nov. 28, 2022.
 - Solicitation of Interest issued for **Problem Solving provider who is not an Access Point** to reach community who might not interact with Homelessness Response System.

Restructuring to improve ONE System data for Problem Solving: reporting "under construction" in November 2022.

Coordinated Entry - Assessments

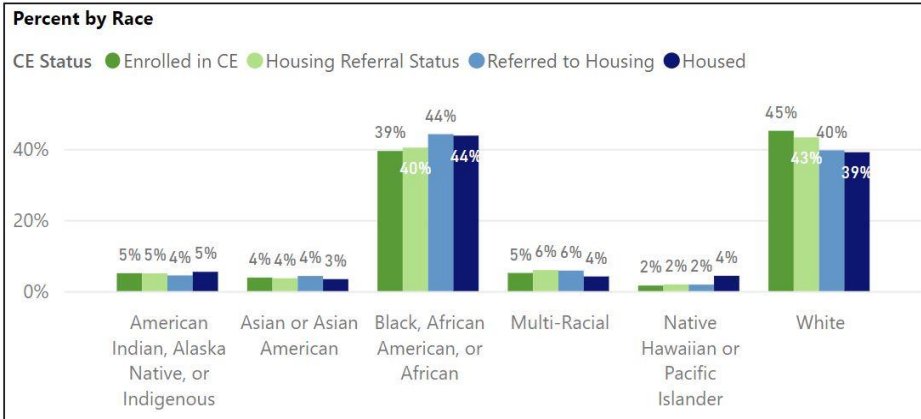


Data through Oct. 31, 2022

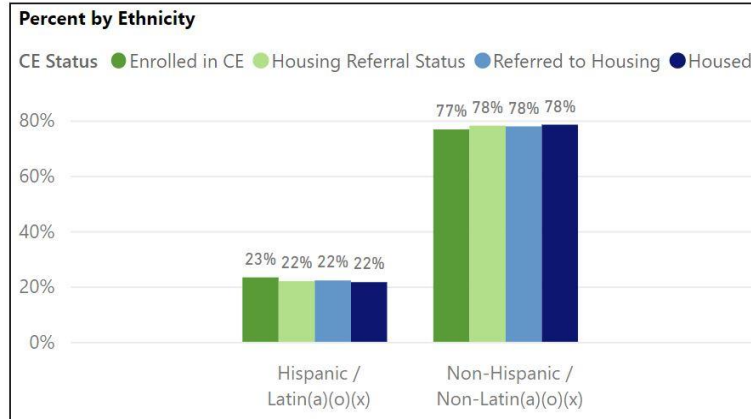
Program Highlights: Coordinated Entry

- **Reasonable Accommodation toolkit:** developed templates and tools for programs that need help implementing a policy at their site.
- **Woman, Inc. training** in November at Adult and Youth Access Points on how to refer survivors to their services and other domestic violence shelter resources.
- **Next Door - Multidisciplinary Team** (connects shelter guests to services/benefits):
 - Coordinated Entry assessed **24% of guests**.
 - **Doubled number of Housing Referral Status guests**. (30% of all guests).
 - **Success Story:** Team helped a client apply for CAAP and moved into a unit within one week.

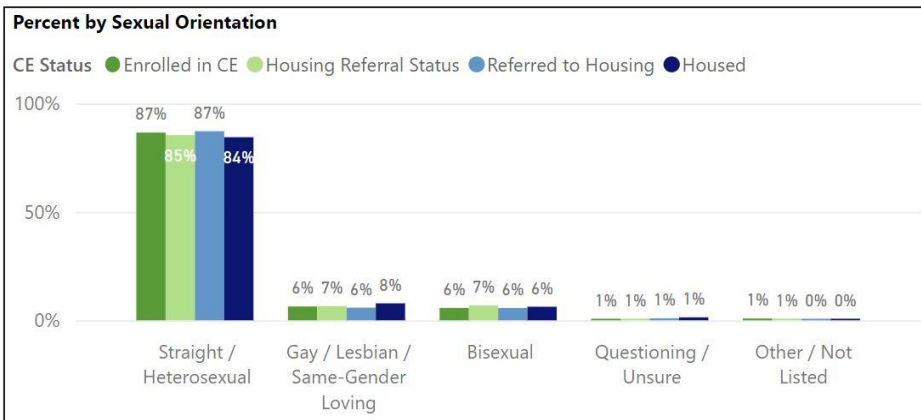
Coordinated Entry & Housing Demographics



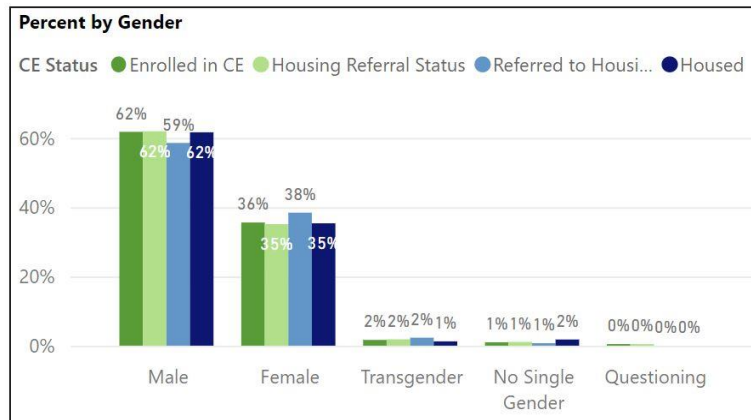
Race is incomplete for 6% of clients (3% Data Not Collected; 3% Doesn't Know / Refused)



Ethnicity is incomplete for 2% of clients (1% Data Not Collected; 1% Doesn't Know / Refused)



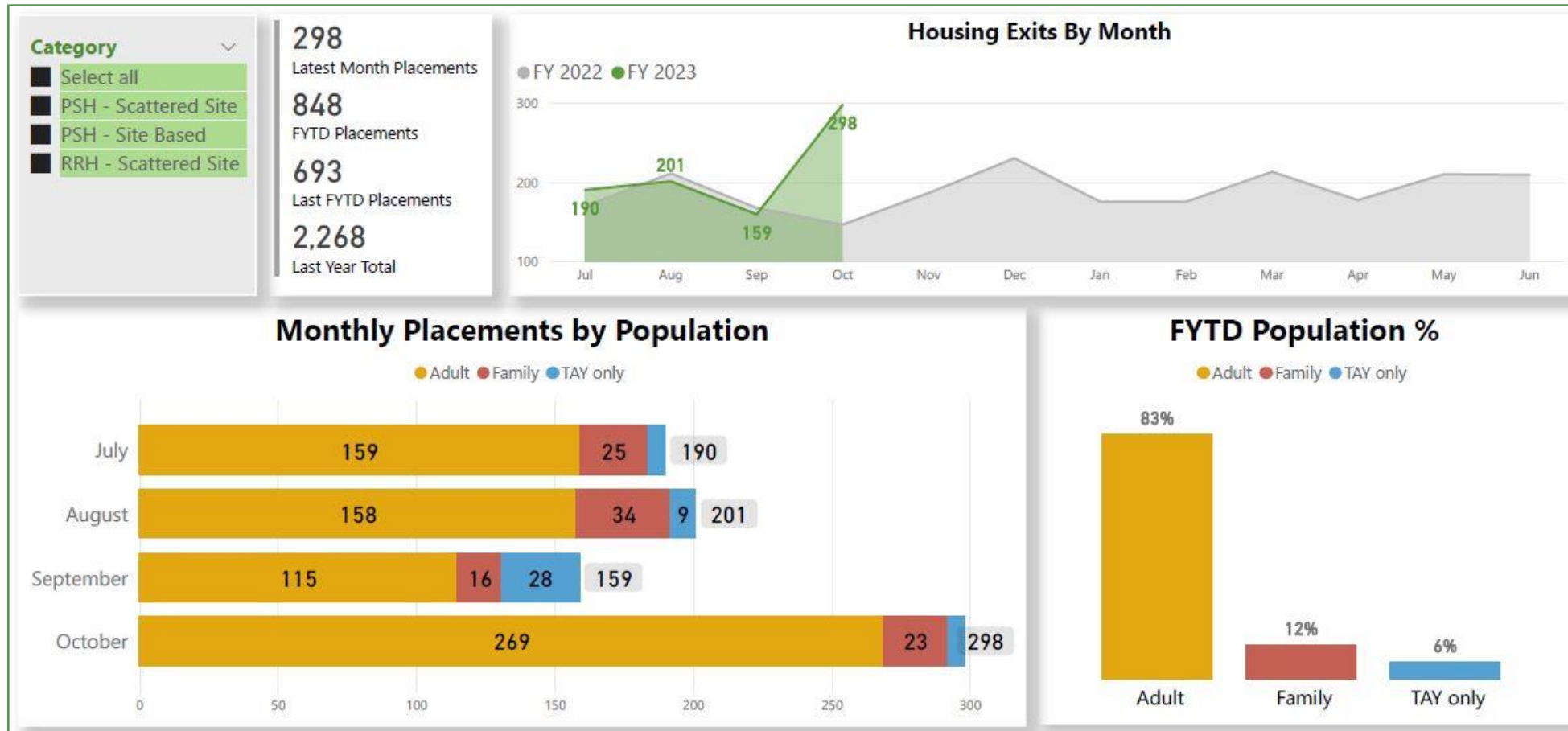
Sexual Orientation is incomplete for 7% of clients (5% Data Not Collected; 2% Refused)



Gender is incomplete for 1% of clients (1% Data Not Collected; 0% Doesn't Know / Refused)

- *Data for Q1 FY2022-23 (July 1, 2022 – Sept. 30, 2022)*
- *New data available quarterly.*
- *Additional breakouts by population and time frame available on the HSH website.*

Housing – Placements



Data through Oct. 31, 2022

Current Housing Vacancies

Total Vacancies
1,243
=

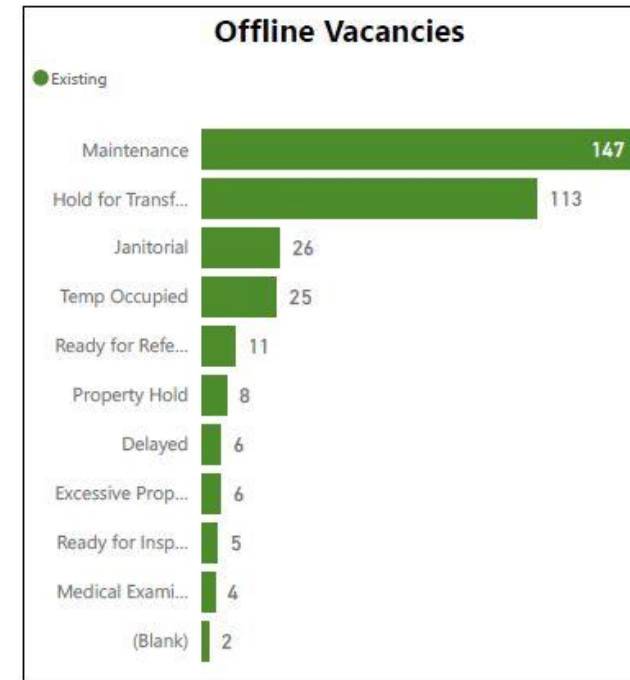
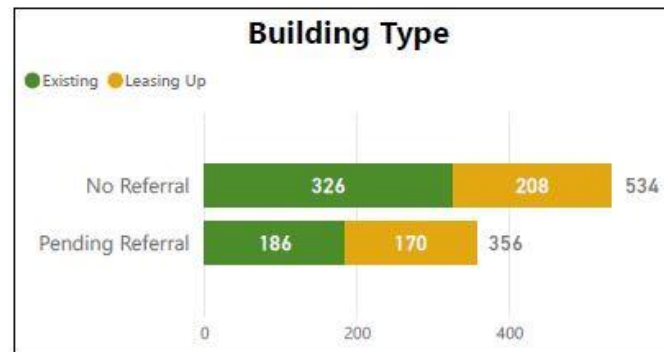
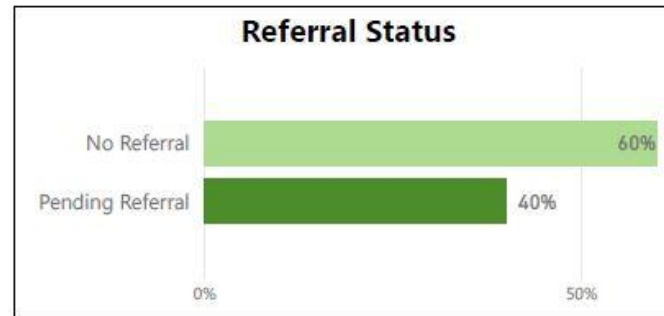
Online Units Ready for Referral
890
+

Offline Units
353

Buildings in Lease Up Phase

Building	Open Date	Capacity
53 Colton (Jazzy Collins)	Jun/22	96
1064-68 Mission	Jun/22	256
1321 Mission St. (Panoramic)**	Jul/22	160
Mission Bay SB9	Jul/22	140
Casa Esperanza**	Aug/22	25
Mission Inn**	Aug/22	52
681 Florida	Aug/22	39

10.4%
Vacancy Percentage*



* Calculated for existing site based buildings.

** Clients have signed occupancy agreements and will sign tenant lease agreements once the Provider has entered into a master lease agreement with the City.

Data snapshot as of November 23, 2022

"Pending Referral:" Move-in Timelines

Average Time:
Referral to Move-in

Site-Based:
5 months

Scattered-Site:
8 months

*Data for clients moved in between
Sept. 1 and Nov. 30, 2022.*

- **New site-based buildings:** By design, referrals for new sites takes longer than existing sites
 - During lease-up, HSH send referrals **at least 60 days prior to building completion date** to allow enough time for interviews and documentation.
 - In existing sites, referrals sent when unit is ready for occupancy.

Progress: Acquired Buildings in Lease-Up

Building	Number of Open Units (Nov. 23)	Number of Placements Per Week*	Estimated Date of Full Occupancy
835 Turk St. - Adults	15	10-12	December 2022
1321 Mission St. - Adults	42	9	February 2023
1321 Mission St. – Families	5	3	December 2022
3061 16th St. - TAY	1	n/a - nearly at capacity.	December 2022
5630 Mission St. - TAY	16	3	January 2023

*The number of placements per week is limited by provider capacity to intake tenants while maintaining a healthy and stable housing community. | Lease up for 333 12th Street (200 units for families) will start in March 2022.

Additional Details on Vacant Units

- Differences between supportive housing sites:
 - Certain PSH sites are more challenging to fill and retain tenants.
 - **Common reasons:** location, safety concerns in the neighborhood, age/type of building, lack of amenities like private bathrooms.
- Offline Units: **49%** vacant for more than **60 days**.
 - **142 held for maintenance** – increased property management investments will support this work.
 - **112 held for transfers – not truly "offline"** as they have a matched transfer referral (ONE System cannot track transfer referrals).
- **Unit-Level Inventory project** in the ONE System (under way) will help improve occupancy, vacancy, and referral data – Phase 2 pilot rolling out at 25 sites.

Housing Vacancies over Time

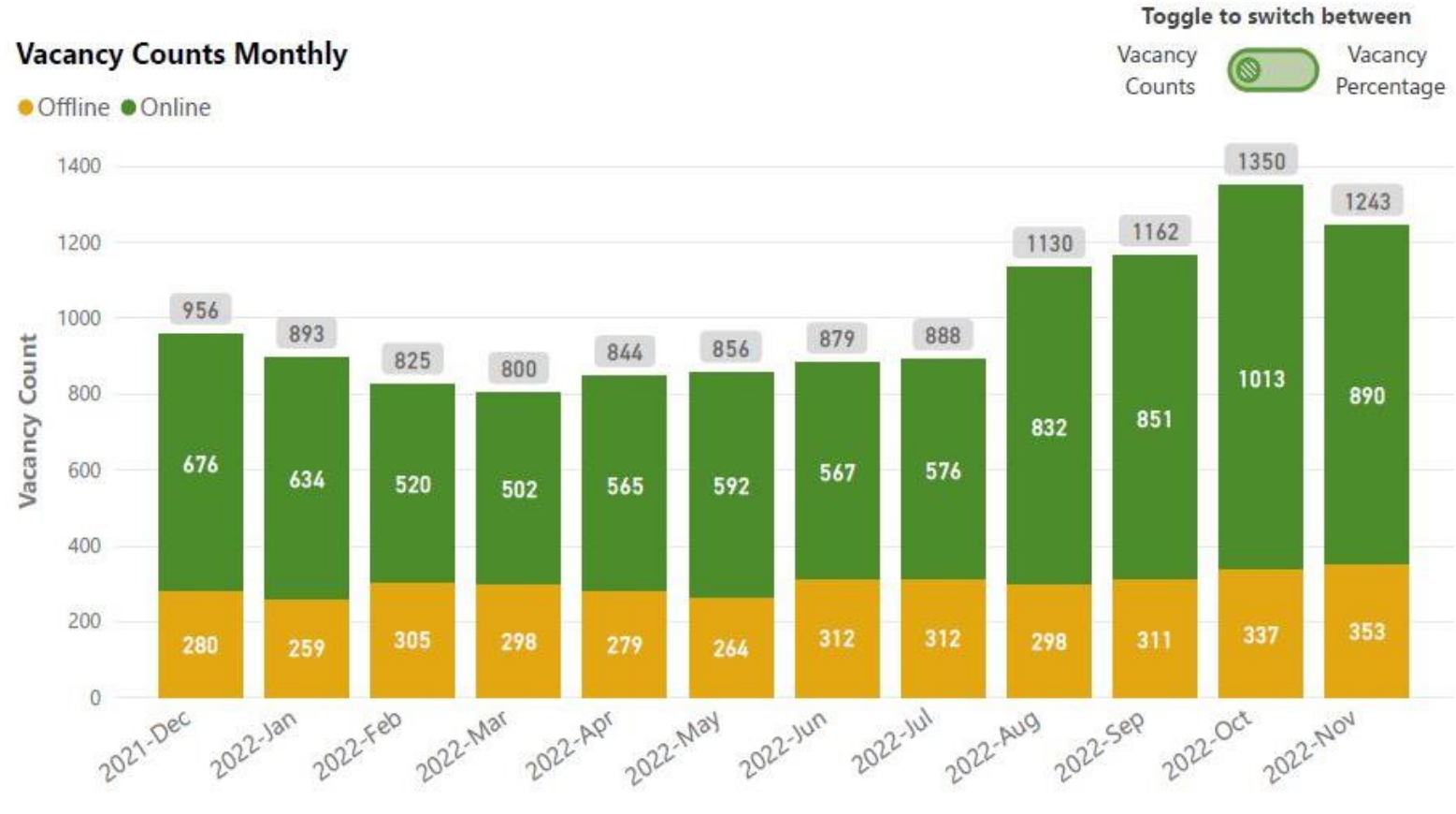


Averages
(based on reporting period above)

Monthly Vacancies
909

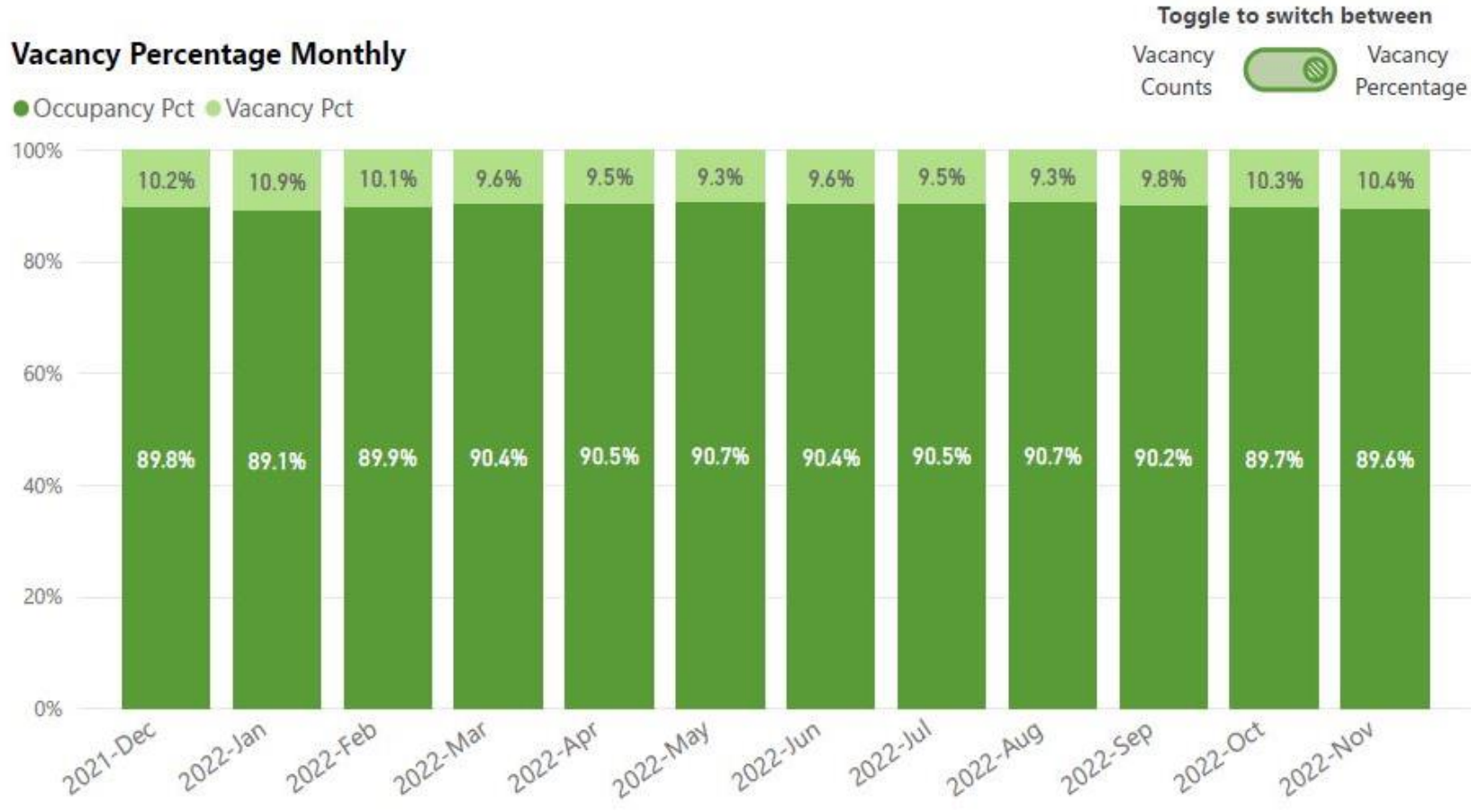
Online Vacancies
609

Offline Vacancies
300



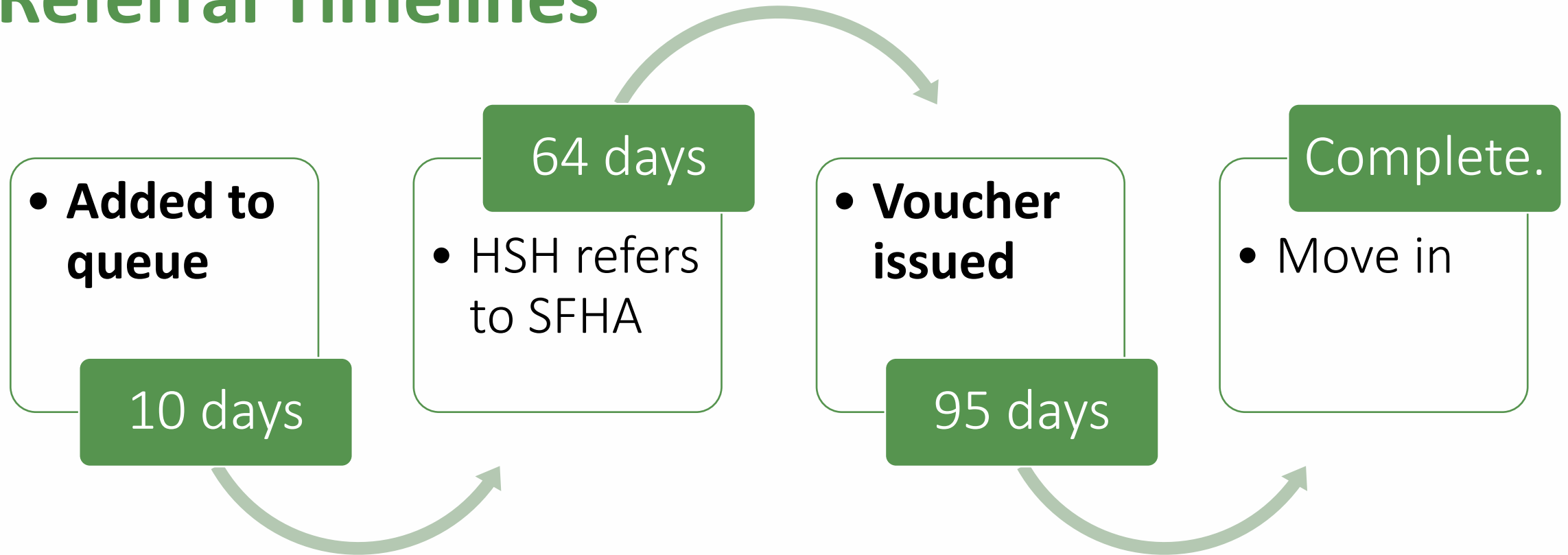
Monthly data snapshots through November 23, 2022

Housing Vacancies over Time



Monthly data snapshots through November 23, 2022.

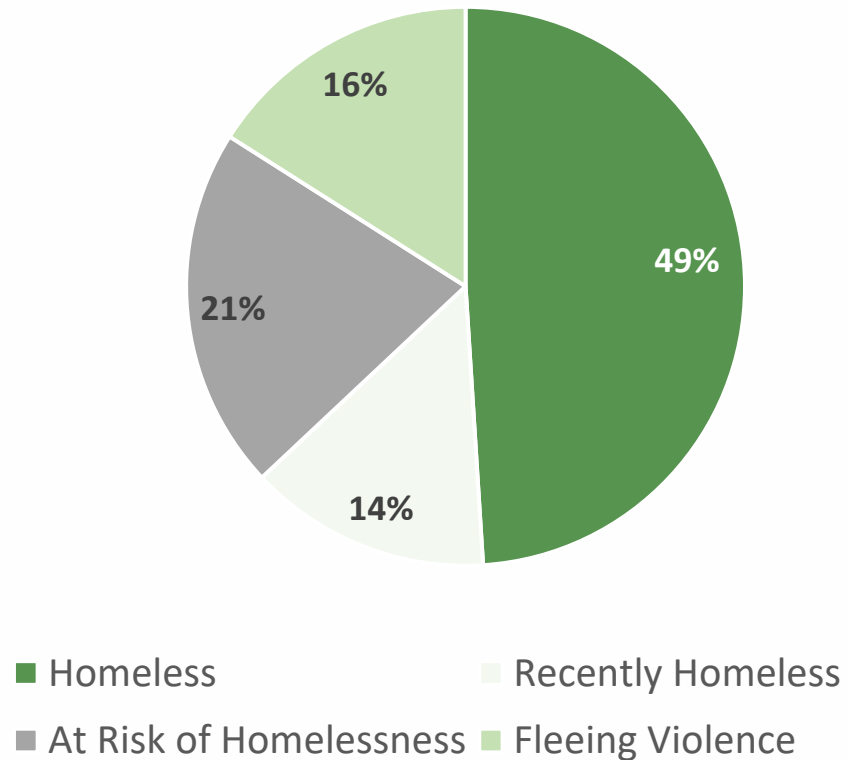
Emergency Housing Voucher Process: Referral Timelines



Average referral timelines for households who have completed the move-in process, excluding victims' service providers (n = 353 households as of Nov. 28, 2022). Households have 180 days to search for housing once the voucher is issued, with options to request a 60-day extension and get a reasonable accommodation after 240 days.

Emergency Housing Voucher Rollout

Housed EHV Recipients



Interim Progress Report:

- **793** referrals submitted
- **731** vouchers issued
- **392** households housed

Data as of November 18, 2022.

Program Highlights: Housing

• Acquired PSH sites:

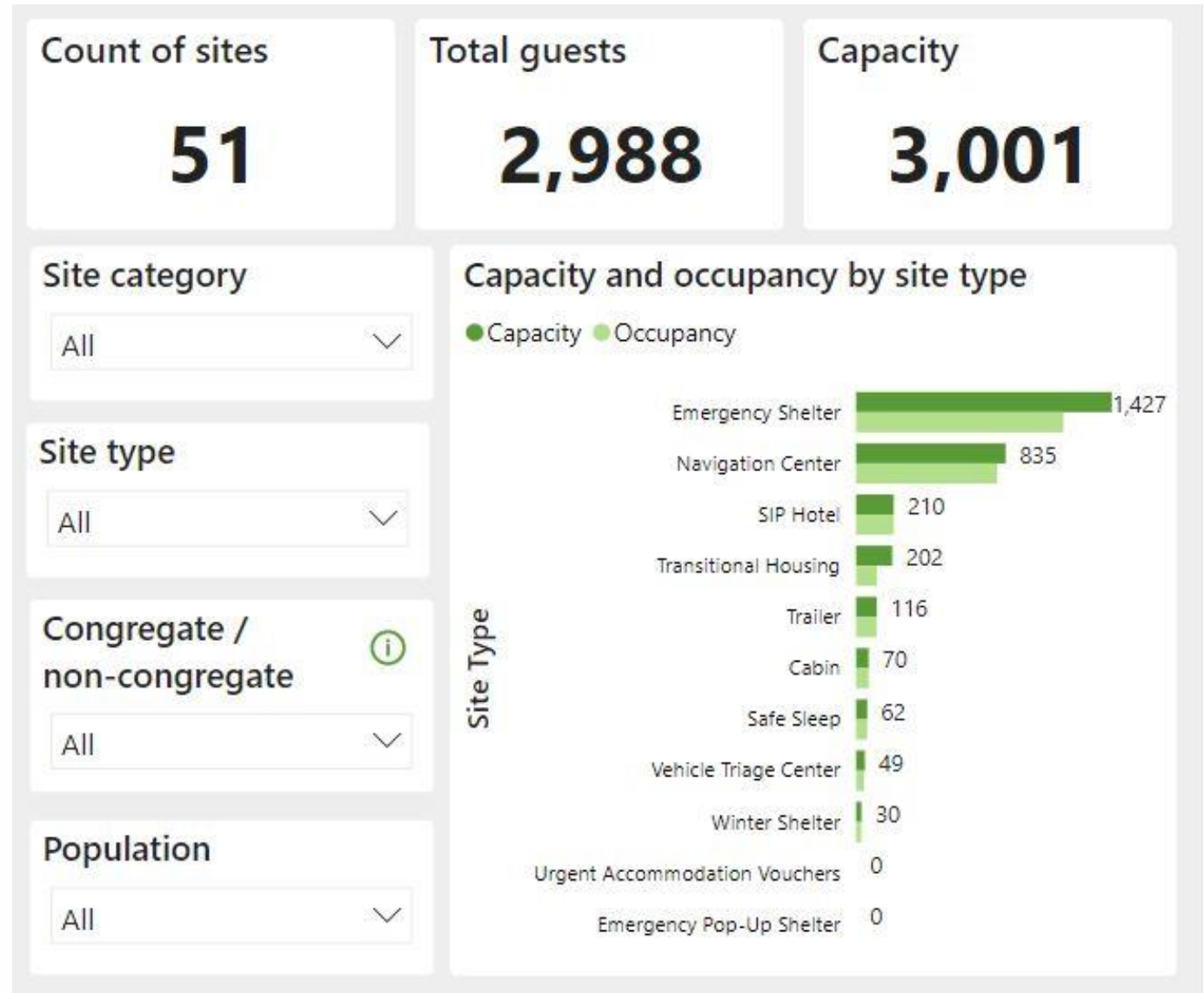
- 1321 Mission Street is now officially "**The Margot**;" master lease in effect on Dec. 15, 2022.
- **Four other lease and property management agreements** in the legislative process this winter.

• Continuum of Care team started a new **income recertification** and **Housing Quality Standards** inspection process in November:

- Resumed this important record-keeping process now that COVID-19 waivers have expired.

HSH Shelter Inventory

- Snapshot as of **November 28, 2022**.
- Public dashboard available on HSH website; **refreshes daily Monday – Friday**.
- **Ability to filter** to drill down on specific programs and populations served.



Program Updates: Shelter

- **Pregnant person pilot** in Hamilton Family Emergency Center:
 - Launched on Nov. 17 – six beds set aside for low barrier 14 day placements.
 - Clients or service providers can call 24/7 phone line to request placement: **(628) 250-0016**.
 - **Goals:** stabilize to address initial crisis and connect to services/programs (Coordinated Entry, HSA benefits, prenatal care)
- **Bond proposal to transition Nextdoor to family shelter:**
 - **Input sessions:** 11/2 and 12/7 for providers | 11/17 for families & advocates.
 - Using input for design development with DPW.
- **Oasis updates:**
 - Slated to close by January 2023 so owners can sell the property.
 - **HSH continues to explore extensions and purchase of site**, but preparing for closure by placing families into PSH, Rapid Rehousing, or family shelter (some shelter placements temporary while awaiting housing placement).
- **Buena Vista Horace Mann:** capacity expanded from 30 people (9 families) to 45 people (13 families); further expansion to 60 people being explored.

Program Updates: Shelter

- **Interfaith Winter Shelter** open **Nov. 21, 2022** to **March 6, 2023**:
 - Access through self-referrals/walkups.
 - Overnight shelter from 6PM – 7AM daily, operated by ECS.
 - Rotating locations with capacity for **30-80 adult guests**.
- **Hospitality House** reopened on Nov. 18 with capacity for 22 men.
 - Congregate site open overnight, evening, and weekends.
- **SIP Site 34 (685 Ellis Street)** transitioning to a **semi-congregate shelter** in December 2022.
 - Site will operate as a shelter until it transitions to PSH.

Shelter in Place Hotel Guest Exit Destinations by Cohort

Guests Eligible for SIP Housing Process

Exit Destination	Number of Guests
Housing	1,329
Temporary Shelter	283
Other Institutions	54
Other*	659

+

Other SIP Hotel Guests

Exit Destination	Number of Guests
Housing	156
Temporary Shelter	89
Other Institutions	27
Other*	996



245 Current Guests

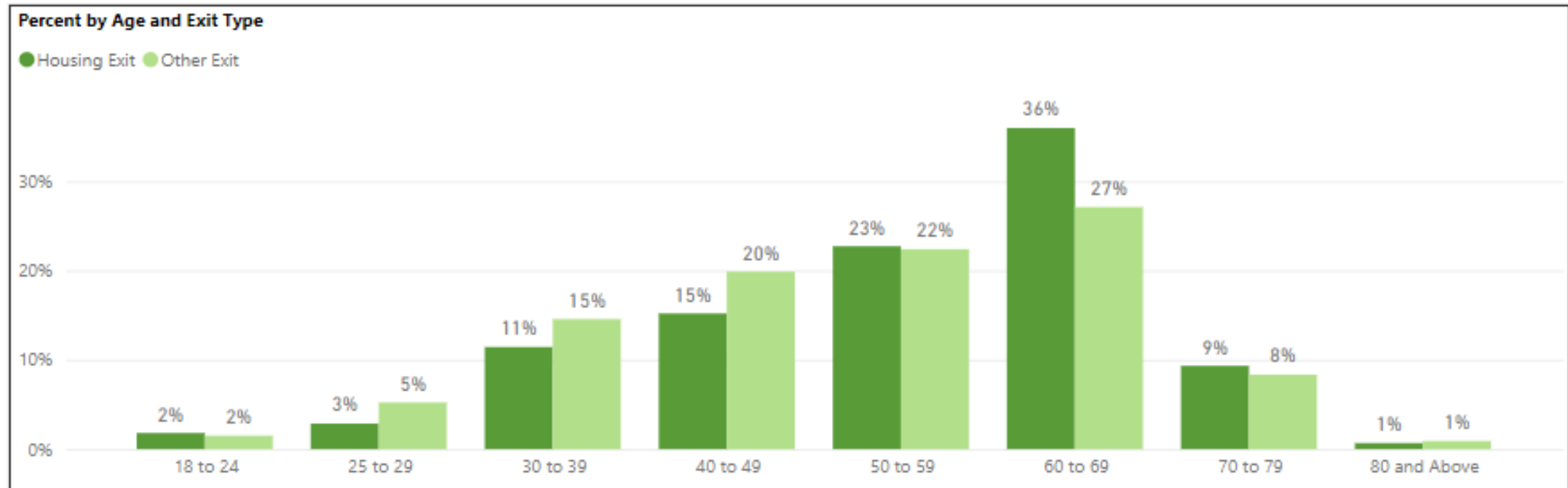
1,485 Guests Housed

Program ends Dec. 2022

*Includes exit by client choice & safety discharges | Data through Nov. 28, 2022 | [See HSH website for more details.](#)

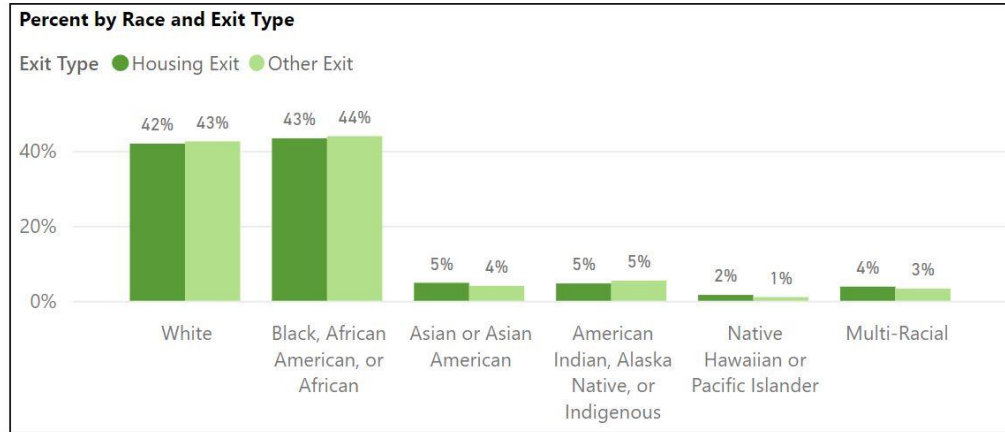
Shelter in Place Hotel Guest Exits: Demographics

42% of guests eligible for the Shelter in Place housing process were **older adults (60+)**.
46% of guests from this group who have been **housed** are older adults.

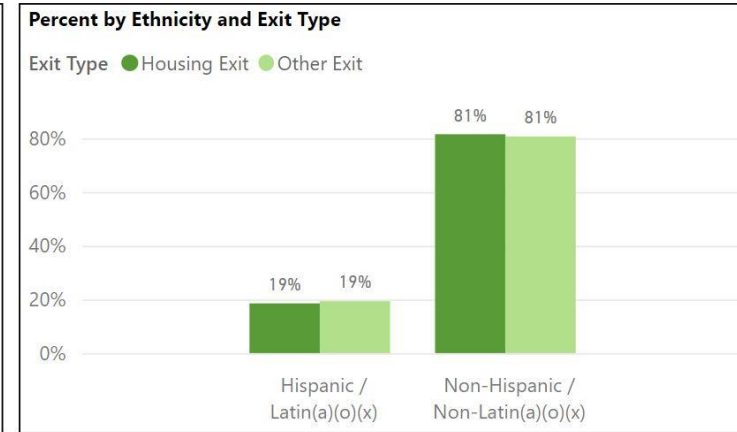


Data through November 28, 2022 | [See HSH website for more details.](#)

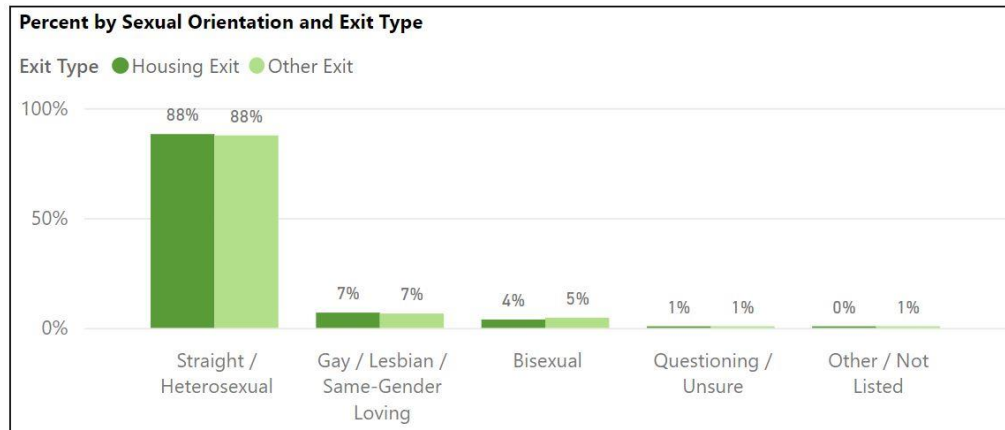
Shelter In Place Hotel Guest Exits: Demographics



Race is "Data Not Collected" or "Doesn't Know / Refused" for 5% of guests.



Ethnicity is "Data Not Collected" or "Doesn't Know / Refused" for 2% of guests.



Data through
Nov. 28, 2022.
[See HSH website
for more details.](#)

Tenderloin Emergency Initiative: Progress & Outcomes

6,237 Homeless Outreach Team encounters in the Tenderloin.

- Approx. 124 encounters per week

1,669 shelter placements from the Tenderloin.

- 1,042 placements from the Tenderloin Center.

286 Tenderloin Center guests referred to housing.

- 213 placements to housing.

Data from December 13, 2021 through October 31, 2022. | [More Information on sf.gov.](#)



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Updates: Additional Initiatives

Equity Update

- **Diversity, Equity and Inclusion Training Officer** starting on Dec. 12, 2022.
- Collecting feedback from this fall's internal **racial equity training** for all Department of Homelessness and Supportive Housing staff; division follow ups in March 2023.
- **Equity in Action** – Consultant releasing a work plan by January 2023 for action items for the Racial Equity Action Plan.

Homeless Housing, Assistance, and Prevention: Update

- **Homeless Housing, Assistance, and Prevention (HHAP) 3 update:**
 - San Francisco was not asked to amend our goals.
 - State is set to release funds shortly.
- Like all communities, asked to commit to **advancing bolder goals** through future rounds of **Homeless Housing, Assistance, and Prevention** .
- **Homeless Housing, Assistance, and Prevention 4** is a separate agenda item this month (Dec. 2022).

Overview: Program & Fiscal Monitoring

- **Program monitoring:** ongoing monitoring with an annual assessment.
 - Program manager has **regular communication and check ins** with providers about program delivery throughout the year.
 - **Annual program monitoring assessment** and **site visit** checks that:
 - Providers are complying with HSH program standards and contract terms.
 - Assesses performance against contracted service and outcome objectives.
 - Provider responds to findings in writing and develops an action plan as needed.
- **Fiscal monitoring:** provider-level joint monitoring conducted by the Contracts team in coordination with 12 other City departments.
 - Assesses contractors for **financial health** and offers **capacity-building** as needed.
 - May involve a site visit, self-assessment, or one-year waiver if standards are met)

Strengthening Program Monitoring

- Resumed **in-person site visits** in FY2021-22
 - Suspended per citywide guidance in FY2019-20 and FY2020-21 due to impacts of COVID-19.
- **Improving performance metrics**: ongoing work to align contract objectives to system performance metrics and to standardize metrics by service area.
- **Increased support and training** for HSH staff:
 - Regular staff trainings provided by Contracts team.
 - Programs Agreement Management Handbook to be rolled out in early 2023 – developed with support from the Controller's Office.
 - Hired dedicated Programs Compliance Specialist to support improved programmatic monitoring.
 - Plans to procure a software vendor in spring 2023 to develop a compliance management system, anticipated to create more efficient workflows and streamlined processes for managing grant agreements, invoices, reporting, and monitoring.

Strengthening Fiscal Monitoring

• Training:

- November 2022 training for all contracts analysts on **assessing grantees' financial health**.
- Deep dive on assessing documents and understanding financial health as part of monitoring process.

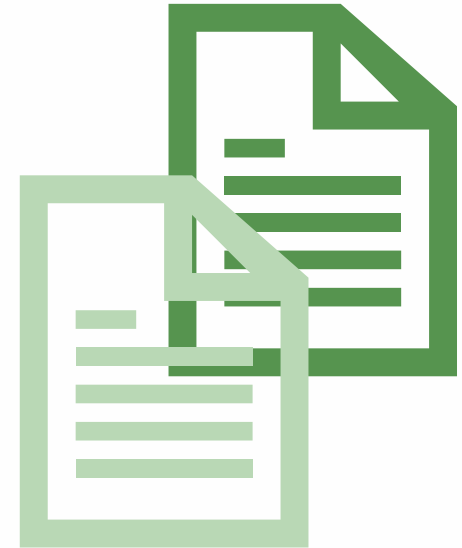
• HSH participates in the Controller's **Joint Fiscal Monitoring Steering Committee**.

Homelessness Oversight Commission

- San Francisco voters passed Prop C (with 67% of the vote) approving establishment of HSH Oversight Commission.
- **Seven members** with **four mayoral** and **three Board appointees**.
 - Members cannot serve on both bodies.
- **March 1, 2023**: Deadline for initial appointments.
- **May 1, 2023**: Earliest date commission can launch.
- Impact on LHCB:
 - Commission will **appoint members** of the LHCB
 - LCBH will focus on **CoC oversight responsibilities**.
 - LHCB will **advise commission**.

HSH is Hiring!

- HSH has open positions currently listed on the [DHR website](#):
 - Manager of Housing Justice Initiatives
 - Senior Administrative Analyst – various roles.
- More positions approved in FY2022-24 budget will be posted in coming months.





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Questions?

Thank you.