



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

Shelter-in-Place (SIP) Rehousing Proposal

Board of Supervisors
Budget and Finance Committee
December 9, 2020

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 **long-term solution** to save lives for COVID-vulnerable individuals is **stable housing**

Stakeholder Engagement: SIP Rehousing Proposal

Over the last two weeks HSH shared the updated **SIP Rehousing and Site Demobilization Proposal** with:

- Provider Networks
- Strategic Framework Advisory Committee
- HSH Provider Leadership
- HSH and CCC Staff
- City Partners
- Board of Supervisors
- LHCB
- Our City, Our Home Oversight Committee

In addition, the CCC distributed a packet of materials to **each SIP Site** including a **Guest Notification Letter** and **SIP Guest Talking Points**

SIP Rehousing: Early Learnings

Developing the Rehousing Model

- No national templates on rehousing exist; worked with HUD TA 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, "**Diversion Plus,**" a more robust intervention

Addressing System and Operational Barriers

- Need to **improve communication** to hotel operators and within hotels to guests to reduce confusion about plan and timelines
- Barriers to housing in portions of existing portfolio are significant; working with providers and HUD TA to **reduce barriers** and speed up housing
- Lack of data about guests has made it difficult to plan rehousing interventions, but launch of preliminary rehousing plan and new DPH data now available has led to an **increase in data**

With more data, HSH has **aligned the housing pipeline** to the rehousing timeline and guest needs. New OCOH funding ensures we have the right interventions at the right time.

SIP Rehousing: Early Learnings

Our system is interdependent:

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 or adjusted by pandemic
- Shifts in the rental market could change the pace at which we can house guests in scattered site units

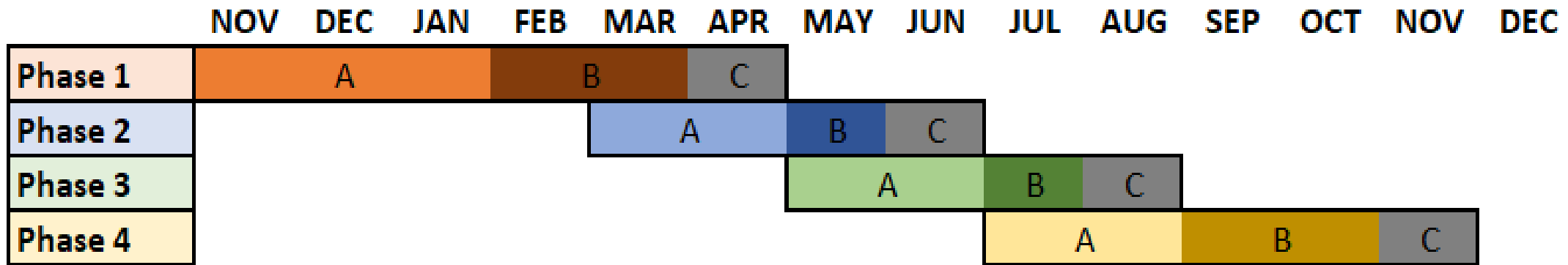
SIP Rehousing: Updated Plan

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%

SIP Rehousing: Proposed Timeline

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

SIP Rehousing: Updated Plan

Pandemic Prioritization Housing Options

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

Budgeted and Planned Housing Capacity

	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

Pandemic Prioritization Housing Options

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

Budgeted and Planned Housing Capacity

	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 Housing to Client Needs

Rehousing proposal aligns the **pandemic prioritization** and **housing pipeline** to ensure the right housing resource is available based on guests' needs during each phase.

An extended timeline gives additional time to connect guests to the resource they need to exit to stability.

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

See appendix for additional demographic data about SIP guests, and alignment of guests and housing capacity for all four phases.

Prop C Funding Additional Immediate Needs

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 November 2021
- **Maintain COVID Sheltering Capacity**
 - Maintain RV site for two years
 - Extend Safe Sleeping Villages for two years (otherwise slated to close March 2021)

One-Time Bonus for Frontline Workers

Gratitude

Shelter in Place (SIP) 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



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

Emergency Ordinance for SIP Hotels

Board of Supervisors

Budget and Finance Committee

December 9, 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 and uncertainty 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.

Updated SIP Rehousing Proposal

The updated SIP Rehousing and Site Demobilization Proposal addresses the policy concerns raised through the Emergency Ordinance through:

- **Extended timelines of SIP hotels**
 - Phase 1 timeline extended through **March 2021**
 - Timeline extended through **October 2021**
- **Improved projection of needs and resources**
 - Adjustments in Coordinated Entry; **Pandemic Prioritization**
 - Defining **housing resources**; projected timeline and funding needs for expansion
- **Improved data and reporting**
 - Commitment to have **data** available through weekly reporting or through a public dashboard starting **December 31, 2020**

SIP Emergency Ordinance: COVID-Vulnerability

SIP Hotels are a **temporary** emergency response that are intended for **COVID-vulnerable** individuals at highest risk from the virus

The proposed Emergency Ordinance expands eligibility of SIP hotels to all people experiencing homelessness regardless of COVID-status:

- Utilizes SIP hotels as **temporary shelter** without **designated rehousing resources**
- Expands the number of guests who are **not** FEMA reimbursable, **increasing** the City's fiscal commitment
 - San Francisco has already **expanded** the definition of COVID-vulnerable to **age 60+**

SIP Emergency Ordinance: Rehousing Resources

The SIP Rehousing Proposal is **client-centered** and includes a clear **commitment** and projected resources needed to provide all SIP hotel guests with a **permanent solution** to end their homelessness based on their **unique needs**.

The proposed Emergency Ordinance allows guests the option to **not** accept housing resources and **remain** at SIP sites:

- **Decreases** guest engagement in assessment and rehousing process
- Individuals outside of the SIP system of care will have to **wait longer** for housing resources

SIP Rehousing: Appendix 1

Early Learnings

The following slides include additional information and input received that informed the updates to the SIP Rehousing Proposal

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

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

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: Appendix 1

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

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.



Demographics

ALL PHASES 1-4

Filters

CE Status

All

Shelter Data Source

All

Shelter Type / Site

All

Referred <7/1/2020

All

Active Assessment?

All

TAY & Youth

All

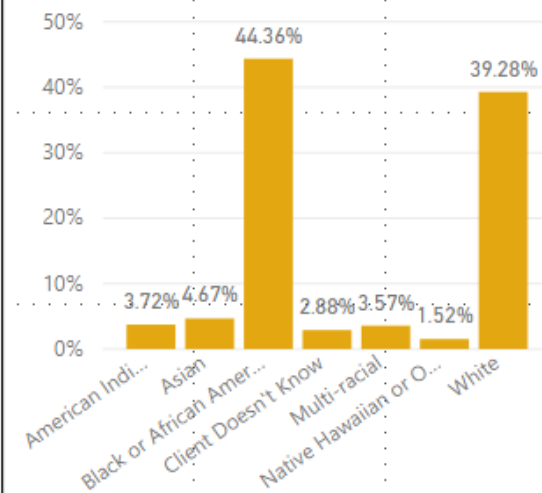
Veteran Status

All

Number of Clients

2201

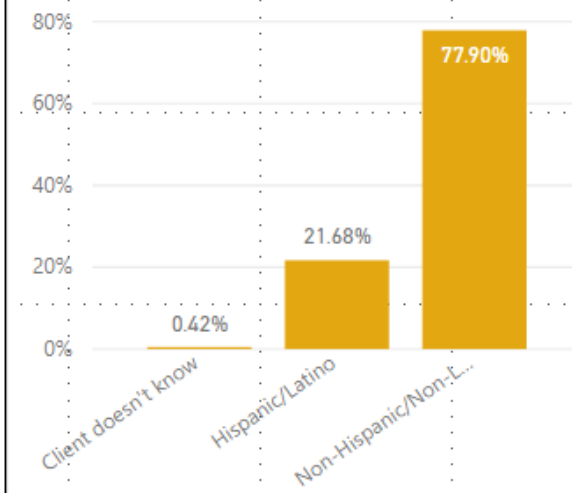
Race (complete data only)



Race (Incl. Incomplete Data)

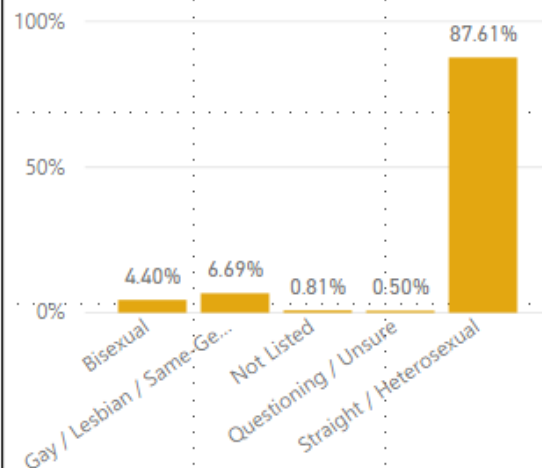
C_Race	Count	%
American Indian or Alaska...	71	3.23%
Asian	89	4.04%
Black or African American	846	38.44%
Client Doesn't Know	55	2.50%
Client Refused	38	1.73%
Data Not Collected	256	11.63%
Multi-racial	68	3.09%
Native Hawaiian or Other ...	29	1.32%
White	749	34.03%
Total	2201	100.00%

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%

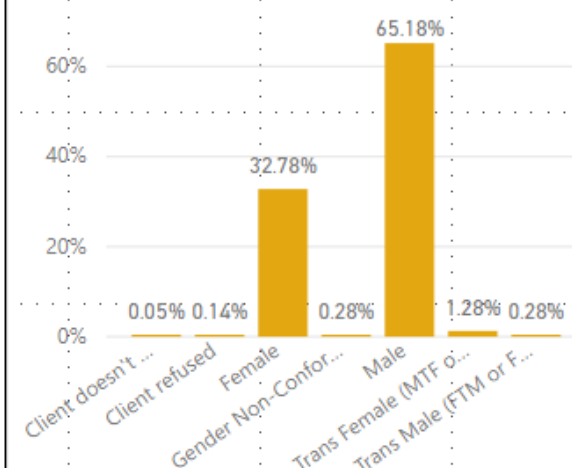
Sexual Orientation (complete data o...)



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

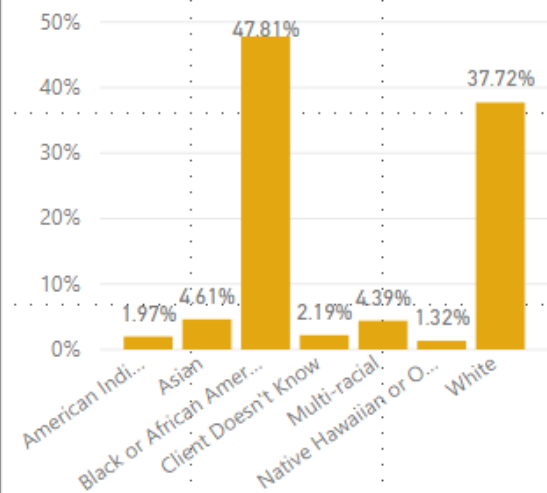
Veteran Status

All

Number of Clients

472

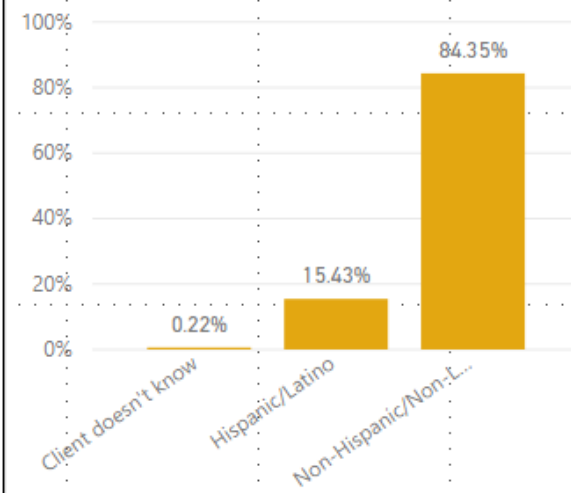
Race (complete data only)



Race (Incl. Incomplete Data)

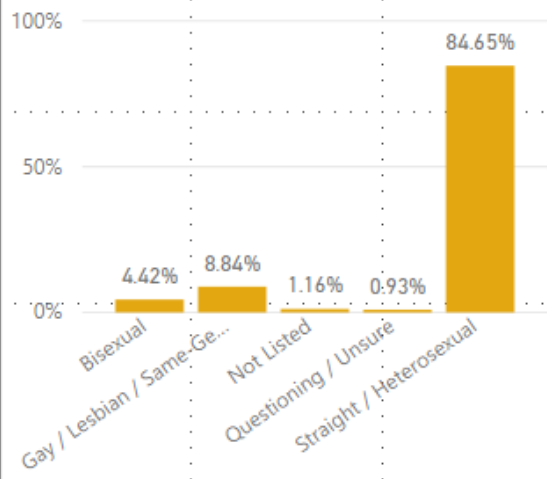
C_Race	Count	%
American Indian or Alaska...	9	1.91%
Asian	21	4.45%
Black or African American	218	46.19%
Client Doesn't Know	10	2.12%
Client Refused	4	0.85%
Data Not Collected	12	2.54%
Multi-racial	20	4.24%
Native Hawaiian or Other ...	6	1.27%
White	172	36.44%
Total	472	100.00%

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%

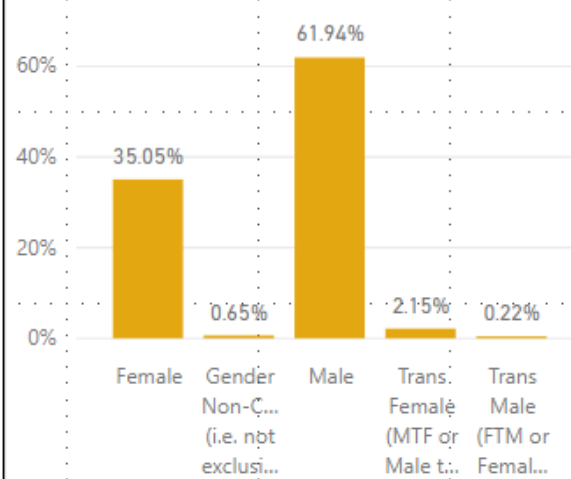
Sexual Orientation (complete data o...)



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

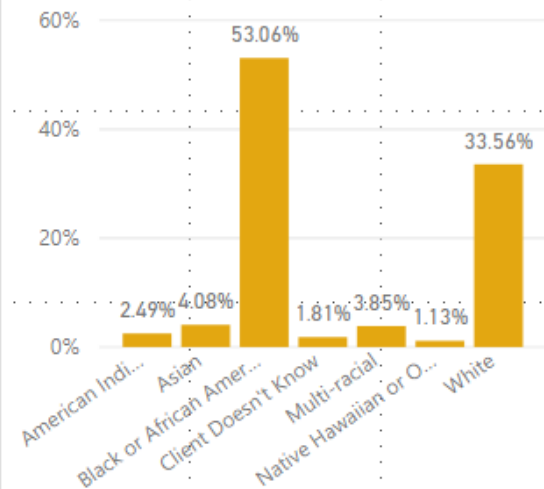
Veteran Status

All

Number of Clients

470

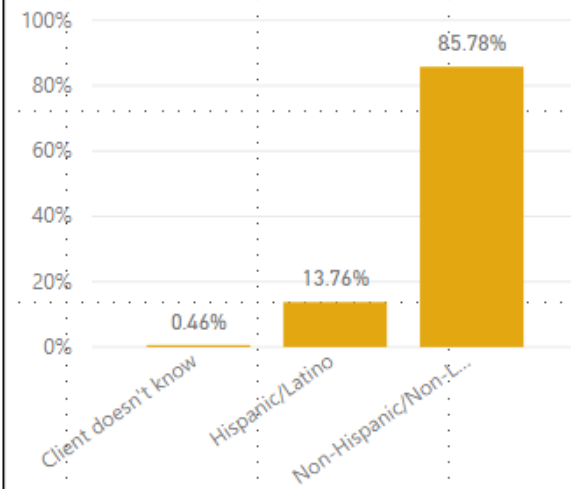
Race (complete data only)



Race (Incl. Incomplete Data)

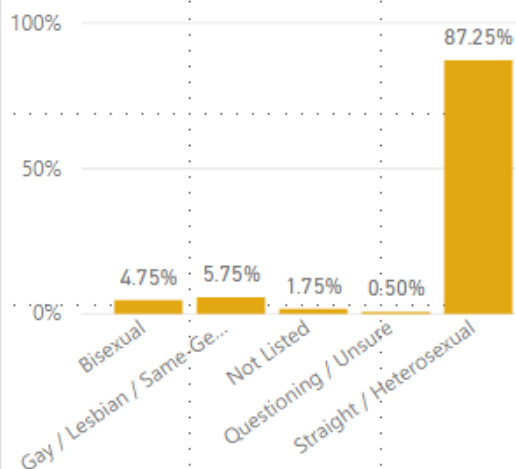
C_Race	Count	%
American Indian or Alaska...	11	2.34%
Asian	18	3.83%
Black or African American	234	49.79%
Client Doesn't Know	8	1.70%
Client Refused	2	0.43%
Data Not Collected	27	5.74%
Multi-racial	17	3.62%
Native Hawaiian or Other ...	5	1.06%
White	148	31.49%
Total	470	100.00%

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%

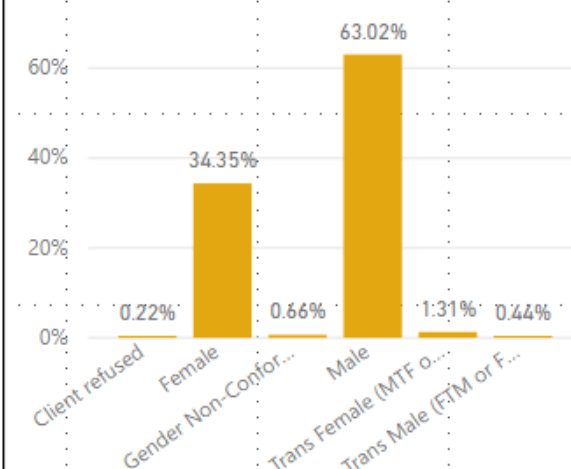
Sexual Orientation (complete data only)



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-Ge...	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%

SIP Rehousing: Appendix 2

Aligning Clients and Capacity

The following slides provide information about the guests in each phase and housing capacity, both budgeted and planned, that align to guests' needs.

Data about clients is estimated based on reports drawn on 11/16/20 and subject to change. Capacity is based on budgeted units currently in the pipeline, and planned capacity that relies on new funding to be appropriated.

SIP Rehousing: Updated Plan

Aligning Clients with Housing Capacity

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

Phase 2 Rehousing Needs (as of 11/20/20)	Housing Options Available and Planned
Total Hotel Units: 661 Hotel Units Occupied: 507 Number of Guests: 557	Permanent Supportive Housing: <ul style="list-style-type: none">• Adult PSH: 190• TAY PSH: 15• Senior PSH: 30• Senior Flex Pool: 100
Approx. # of TAY (18-28): 19 Approx. # of Adults (29-59): 329 Approx. # of Seniors (60+): 209 Approx. # of Family Households: 0	Medium-Term Subsidy: <ul style="list-style-type: none">• Adults: 110
Estimated Pandemic Prioritization: A. 225 (~40%) – PSH B. 140 (~25%) – Senior Flex Pool C. 140 (~25%) – Subsidy & RRH D. 55 (~10%) – Problem Solving	Rapid Rehousing: <ul style="list-style-type: none">• Families: 30• TAY: 20
	Problem Solving: <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