



DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

# Nonprofit Wages & Recruitment

Budget & Appropriations Committee | June 8, 2022



# Overview

- The majority of **direct services** in the Homelessness Response System are provided through nonprofit service providers funded by HSH.
  - Many direct services are provided by **front-line** or **mid-level staff** (e.g. case managers), many of whom are **BIPOC** or have **lived experience**.
- According to the Controller's Office Memo, in FY2020-21 the City made payments to nonprofit service providers totaling **\$1.2 billion**.
- HSH paid approximately **\$300 million** in FY2020-21 to over **65** nonprofit providers.
- High staff turnover impacts **quality** and **timeliness** of services.
  - Supportive housing vacancies.
  - Underspending on contracts.
  - Overburdened case managers.

# Report Findings and Recommendations

- HSH engaged multiple stakeholders in collaborative processes to inform **strategic investments** to support nonprofit wages, retention, and recruitment.
  - **Corporation for Supportive Housing (CSH) Report (2021)**
    - HSH and Supportive Housing Provider Network (SHPN) commissioned CSH to report on **services** and **staffing** recommendations in **Adult Permanent Supportive Housing (PSH)**.
  - **Controller's Office Memo: Addressing Nonprofit Wage Pressures (2022)**
    - HSH along with city and provider partners participated in the Controller's Office analysis on **nonprofit wage pressures citywide**.
- Both reports reflected similar recommendations to prioritize **wage equity** and **retention/recruitment** of nonprofit staff.

# Building on Previous Investments

## • COVID-19 Initiatives to Support Nonprofit Frontline Staff

- Childcare
- Transportation
- Frontline worker hotel accommodations

## • Nonprofit Staff Recruitment Pilot

- Pro-bono nonprofit staff recruitment support provided through a partnership with Tipping Point Community.

## • COVID-19 Bonus Pay

- HSH provided \$10.1 million in one-time funding for one-time bonus pay for nonprofit workers earning less than \$25/hr.

## • Increased Wages for Case Managers

- HSH increased wages for Case Managers in supportive housing to \$25/hour in FY21-22.

# Proposed FY2022-24 Investments

## • Wage Equity Investments

- **\$3 million** annually to set \$28/hour floor for PSH and TH case managers.
- **\$12 million** annually for frontline property management staff (desk clerks, janitors, etc.).

## • Case Management Services

- **\$16.2 million** annually to lower case manager-to-client ratios.
- **1:20** case manager-to-client ratio for **families and TAY sites**; and brings **adult sites** closer to **1:25** case manager-to-client ratio.

## • Additional systemwide support for nonprofit providers

- **\$300,000** annually for mental health training and support for frontline provider staff.
- **\$230,000** annually to implement the City's Overdose Directive and reduce overdoses.