



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

HSH Housing Programs and Shelter: Budget Presentation

Budget and Appropriations Committee | May 10, 2023



Housing Programs Streamlined Under HSH

- Pre-August 2016, **three different City departments** administered housing programs for adults, families, youth, veterans, and older adults experiencing homelessness.
- In 2016-17, these programs **moved to HSH**.

Department of Public Health

- **Direct Access to Housing** (six City-leased sites with clinically enriched services) (General Fund/MHSA funds)
- **DPH-funded units** in nonprofit-owned/operated Local Operating Subsidy Program (LOSP) units (General Fund)

Human Services Agency

- HUD-funded **Continuum of Care** permanent housing and rapid re-housing
- **Master-leased SROs** for County Adult Assistance Program (CAAP) clients and non-CAAP clients (General Fund and H.S.A. Care Fund)
- HSA-funded **LOSP units** (General Fund)

Mayor's Office of Housing and Community Development

- Federally funded **rapid re-housing subsidies through the HUD Emergency Solutions Grant (ESG)**

New Housing Models to Expand Exits from Homelessness

• Housing Ladder Program:

- Moving On Initiative launched in 2018 offers permanent supportive housing (PSH) tenants the opportunity to move to market-rate rental units in their community.
- Provides a shallow rent subsidy and limited services.
- Frees up PSH units for higher acuity tenants.
- In 2022, HSH expanded the housing ladder program to family households.

• Adult Rapid Rehousing Program

- Time-limited subsidy.
- Launched for adults in 2019; scaled up the program in 2022 with Our City, Our Home Funds
- Program model includes financial empowerment support and workforce assistance

• Flexible Housing Subsidy Program

- Launched with philanthropic funds in 2019 for scattered-site rental units.
- In 2022, scaled program model to 1,700 slots for adults, family and youth.

New Housing Models to Expand Exits from Homelessness

- Partnered with **San Francisco Housing Authority** to implement **housing choice vouchers** earmarked for homeless households.
- Expanded PSH portfolio through direct City acquisition, purchased 6 buildings
 - Received **~\$138 million** in competitive state **Homekey grants** for four of the six sites.
- Launched **housing navigation and stabilization services** under MediCal waiver pilot (Whole Person Care), continuing under California Advancing and Innovating Medi-Cal (CalAIM).

Citywide Coordination on HSH's Housing Goals

- Creation of HSH ushered in stronger **collaboration and coordination** among key City departments responsible for outreach, housing, healthcare, and income support for people at risk or experiencing homelessness.
- HSH has **key partnerships** with **MOHCD, HSA, DAS, and DPH on strategy and implementation**, including:
 - HSH Housing Director serves as standing member on Citywide Affordable Housing Committee
 - HSH-MOHCD executive leadership meet monthly on cross-cutting issues
 - Staff-level coordination on housing pipeline planning, funding opportunities, and implementation
- California Advancing and Innovating Medi-Cal (CalAIM), builds on successful MediCal waiver pilot program. Goals to improve quality of care, client well-being, and health system efficiency in San Francisco by **coordinating the delivery of healthcare, housing, and benefits** to homeless households.
 - Funds administered through managed health care plans (SF Health Plan and Anthem)
 - Continuing housing navigation, housing stabilization and housing deposits
- Inter-departmental coordination evident in new 5-Year Strategic Plan: ***Home by the Bay: An Equity-Driven Plan to Prevent and End Homelessness in San Francisco***

HSH Permanent Supportive Housing Program

🔑 Site-Based PSH:

- >9,500 units in over 150 buildings across the City.
- **Four operating models:** (1) non-profit owned (LOSP) | (2) nonprofit, master-leased sites | (3) City-leased sites, and (4) City-owned buildings.
- Includes 6 City-leased buildings transferred from DPH: City staff provide case management and clinical services.

🔑 Scattered-Site PSH:

- Tenants live in privately owned and operated, market-rate rental units and enter into a lease with landlord.
- City pays the rental subsidy and provides roving case management services through community-based organizations.
- Model includes housing deposits, move-in expenses and housing stabilization services.
- Includes limited **federal housing choice voucher programs** funded by the San Francisco Housing Authority



Newly acquired site for family and adult permanent supportive housing at The Margot (1321 Mission Street).

Permanent Supportive Housing Program Model

• Populations served:

- **Formerly homeless** adults (including older adults and chronically homeless adults), veterans, families with minor children, and youth (generally ages 18-24, programs can serve up to age 29)

• **Deep housing subsidy:**

- Tenants pay no more than 30% of income in rent

• **Supportive services:**

- Voluntary, but programs are designed to encourage participation
- Housing stabilization and case management
- Referrals to benefit enrollment (SSI, CalFresh, etc.)
- Physical and behavioral health services:
- Provided through DPH nurses and clinical staff
- Family behavioral health services provided through contracted CBOs
- In-Home Supportive Services for older adults and people with disabilities through Department of Disability and Aging Services

Rapid Rehousing and Housing Ladder

- Rapid re-housing (RRH): **Time-limited rental assistance** for up to two years with supportive services and financial education
 - Scattered-site, private market units
 - Model expanded to include workforce assistance through the Office of Economic and Workforce Development (OEWD)
 - Financial assistance through Office of Financial Empowerment
- **Housing ladder**: Ongoing subsidy for former PSH tenants to live more independently in site-based or scattered-site housing with a lower level of supportive services

Overall Housing Information: FY2021-22

- Placed **2,306 households into housing**
 - **1,257** to *site-based PSH*
 - **467** to *scattered-site PSH*
 - **582** to *rapid re-housing*
- Placed **52 households into housing ladder**
- **Maintained approx. 11,000 households** of existing housing



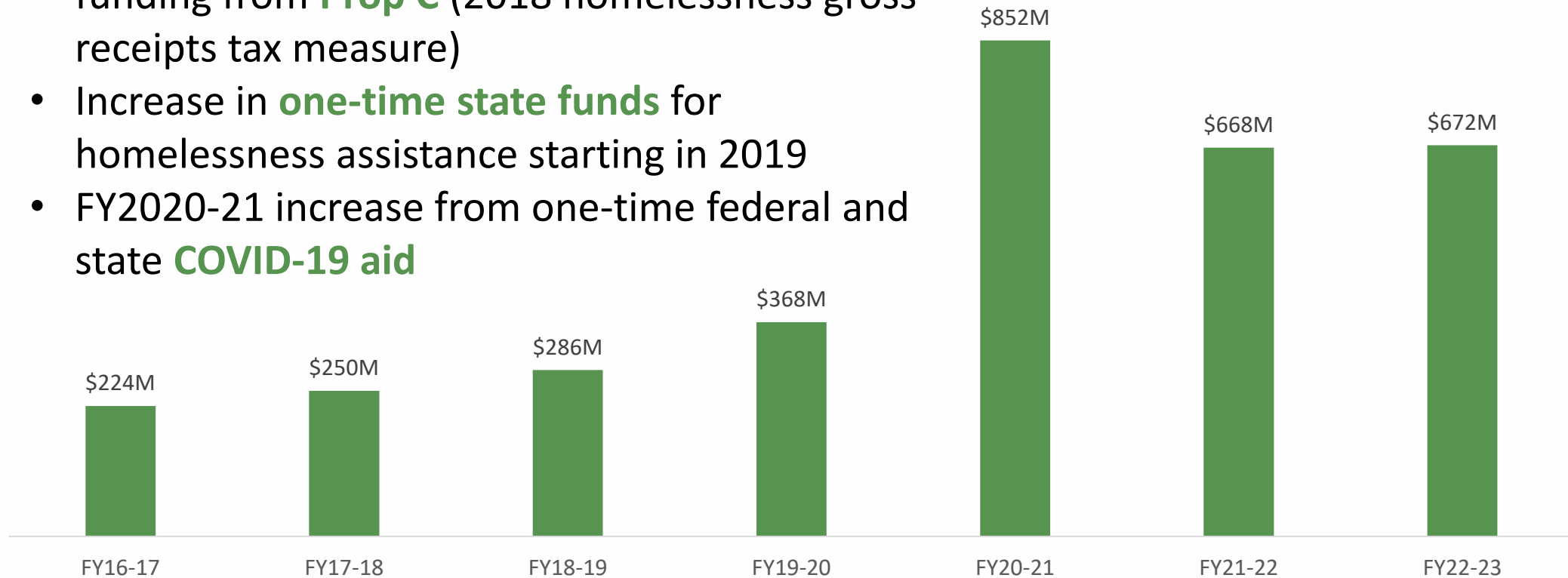
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FY2022-23 Adopted Budget

HSH's Budget Has Grown Rapidly Since 2016

HSH's budget has **tripled** since creation 6 years ago:

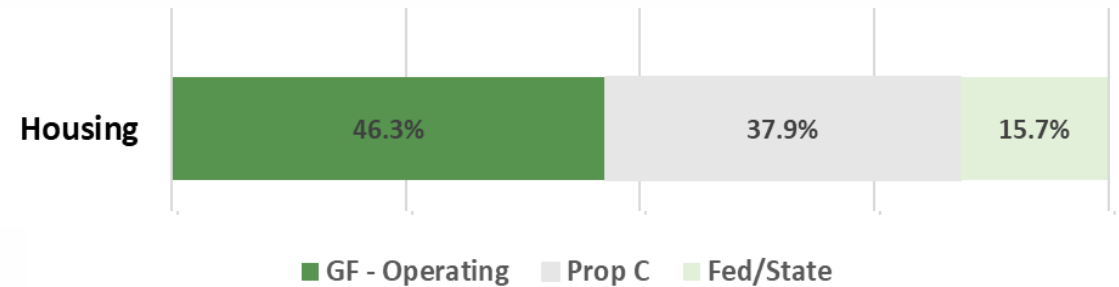
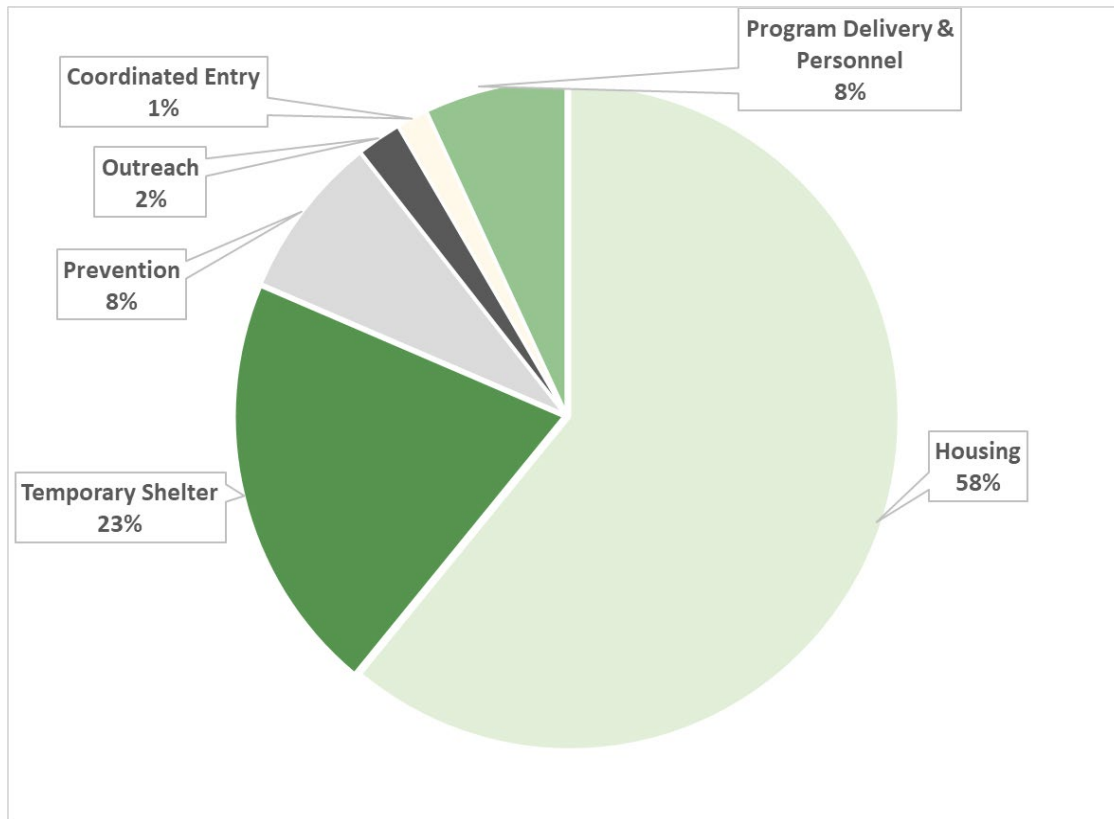
- Increase in 2020 due to new local source of funding from **Prop C** (2018 homelessness gross receipts tax measure)
- Increase in **one-time state funds** for homelessness assistance starting in 2019
- FY2020-21 increase from one-time federal and state **COVID-19 aid**



Multiple Funding Sources Support HSH's \$672 Million Budget



HSH FY2022-23 Budget for Housing



- **58%** or approximately **\$389.8 million** allocated to **housing programs**.
- Blended funding for housing through local funds, state funds, and federal grants and vouchers.

HSH FY2022-23 Budget for Housing Funds:

• **Permanent supportive housing** (PSH) operations and supportive services:

- As applicable, lease costs.

• **Rapid re-housing** (time-limited subsidies and services)

• **Housing ladder**

Supportive services vary by program model but include:

- Behavioral and physical health services
- Overdose prevention
- Money management (representative payee program)
- Food pantry services
- SSI advocacy and linkage to public benefits
- IHSS services

DPH provides \$13 million annually in medical services at PSH sites:

- Includes on-site nursing care, psychiatric support, UCSF roving team
- HSH funds \$8.5 million
- \$9.4 million supports DPH medical, behavioral, and nursing staff.
- \$3.6 million supports contracted services

DPH Services in HSH Supportive Housing

PSH tenants can access the full-range of services available through the **SF Health Network, including:**

- **Primary Care**
- **Whole Person Integrated Care** programs.

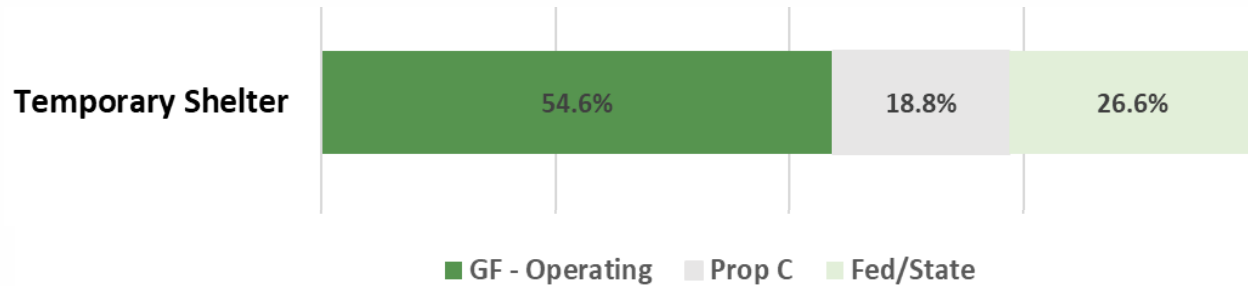
Additional services available through **PHACS** (Permanent Housing Advanced Clinical Services).

DPH Services in HSH Supportive Housing

PHACS (Permanent Housing Advanced Clinical Services), launched in 2022:

- \$7.8 M expansion of **PSH site-based care and linkage services** funded by Prop C (Our City, Our Home Fund)
- PHACS launched physical health services at 10 pilot PSH sites in January 2022; Now operates at 69 sites, serving **~5,300 PSH households**.
- Offers **on-site medical and behavioral health services**, linkage to ongoing care, and help with getting benefits and other social services. Also provides support to on-site staff from HSH-funded case management providers, including training, technical assistance, and onsite consultation.
- Fully staffed, PHACS will include 22 staff including NPs, RNs, health workers, behavioral health clinicians, a physician consultant, pharmacist partners, and a training/capacity building coordinator.

HSH FY2022-23 Budget for Shelter



Services vary by program model:

➤ **20%** (approximately **\$154 million**) for **shelter & crisis intervention** programs.

- Blended funding through local, state, and federal sources.
- Temporary Shelter Portfolio with 3,000+ bed/unit capacity:
 - **Shelter** (~2,700 capacity)
 - **Crisis Interventions** (~100 capacity)
 - **Transitional Housing** (~200 capacity)

- Shelter operations
- Where applicable, lease costs
- Security and meal costs
- Case management, behavioral and physical health services, shelter transportation, overdose prevention and housing navigation



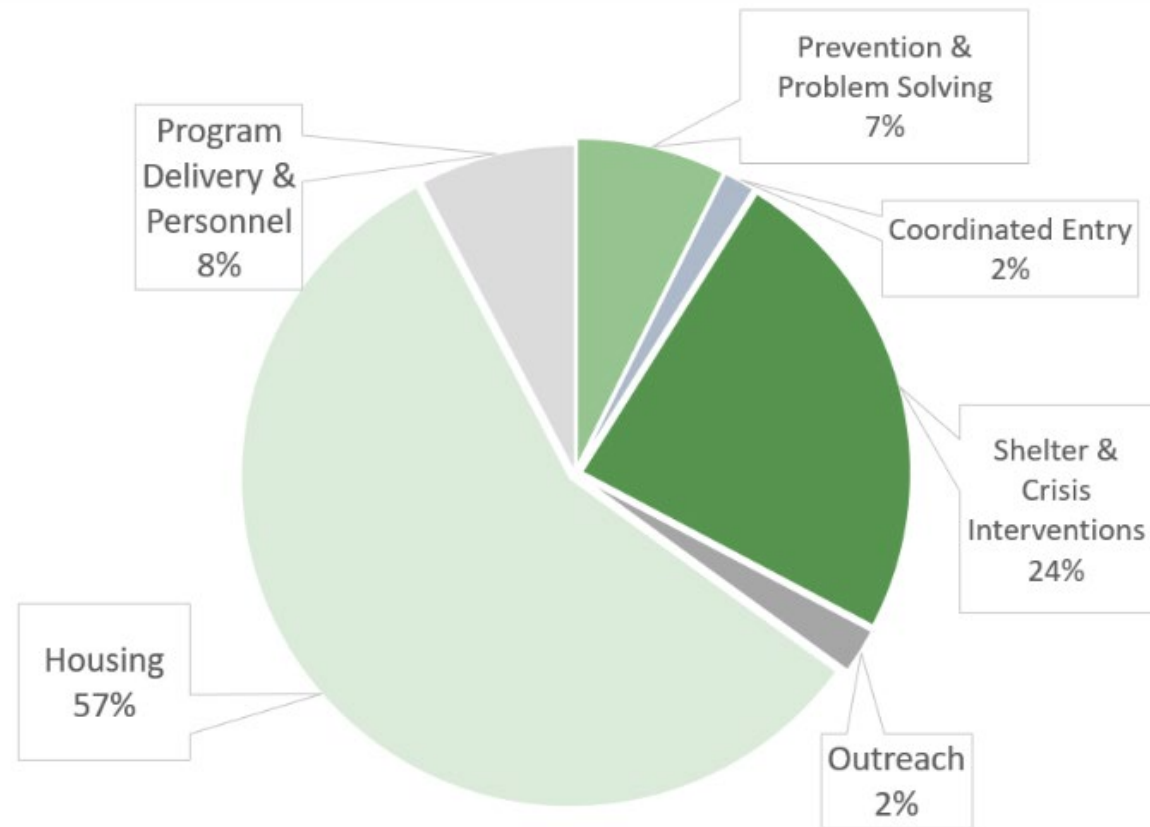
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FY2023-25 Proposed Budget

HSH Proposed FY2023-25 Budget

- Maintain system capacity by leveraging state and federal funding opportunities to align with Mayor's Budget Instructions
- HSH's February proposed budget totaled approximately **\$680 M**

Proposed Budget as of Feb. 2023* by Service Area





**HSH has refined our budget proposal throughout spring 2023 and this figure does not reflect the final submission to the Mayor's Office.*

5-Year Strategic Plan Goals: July 2023 - June 2028

<u>GOAL #1:</u> Decrease Homelessness	Reduce the number of people who are unsheltered by 50% and reduce the total number of people experiencing homelessness by 15% .
<u>GOAL #2</u> Reduce Inequities	Demonstrate measurable reductions in racial inequities and other disparities in both: <ul style="list-style-type: none">• the experience of homelessness and• the outcomes of City programs intended to prevent and end homelessness.
<u>GOAL #3</u> Increase Exits from Homelessness	Actively support at least 30,000 people to move from homelessness into permanent housing.
<u>GOAL #4</u> Support Housing Success	Ensure that at least 85% of people who exit homelessness do not experience it again .
<u>GOAL #5</u> Prevent Homelessness	Provide prevention services to at least 18,000 people at-risk of losing their housing and becoming homeless.

Strategic Investments in the City's Homelessness Response System

To achieve the Plan's Goals, the City must make investments in among prevention, shelter and housing between July 2023 and June 2028.

 Prevention Services	 Shelter Beds	 Permanent Housing
Prevention services for 4,300 additional households	1,075 new shelter beds	3,250 new units of permanent housing



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Questions?

Thank you!