



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

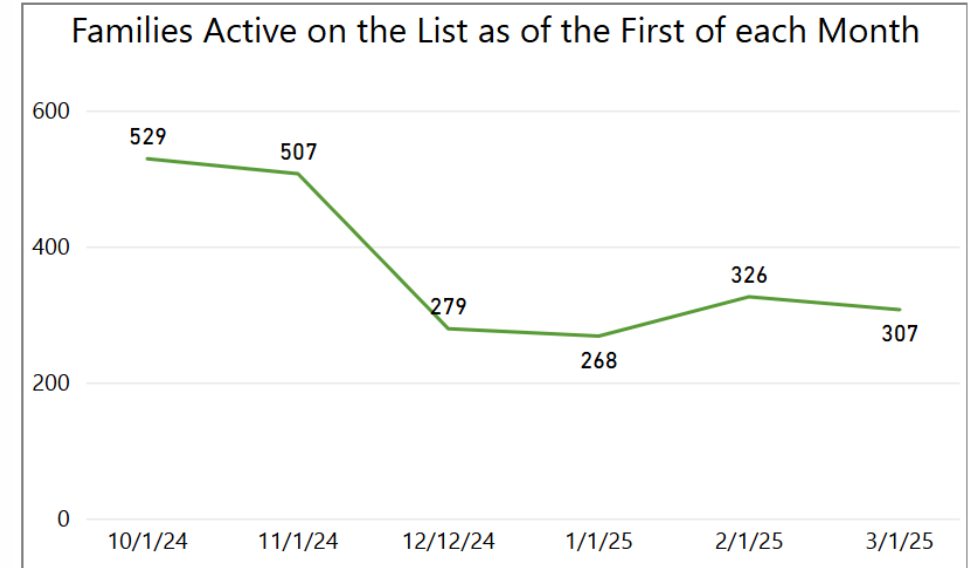
Family Shelter Reforms

Government Audit and Oversight Committee | April 17, 2025



Challenge

- **Family homelessness is a crisis** that impacts some of the most vulnerable people in our community.
 - 2024 Point in Time Count reflected a **94% increase** in families experiencing homelessness since 2022, **32%** of whom were **unsheltered**.
- In November 2024, there were **more than 500 families on the shelter waitlist**, families lingering in shelter, and vulnerable families on the streets unable to access scarce shelter resources.
- Changes to the family shelter system were needed to help ensure that we could meet the demand for homeless family services, including shelter.



Current Inventory Serving Families

Family Shelter

Inventory: 318
units/ beds
across 8 sites*

Family Transitional Housing

Inventory: 50
units across 3
sites

Family Site- Based PSH

Inventory: 871
total units

Family Scattered Site PSH

Inventory:
1,527 beds
across 489
slots

Family Rapid Rehousing

Inventory:
1,095 beds
across 364
slots**

**Family Shelter excludes 14-day (15 units) UAVs and BVHM Family Stayover Program (80 beds)*

***Does not include the 50 Parenting TAY or 56 Family RRH slots that are not yet online.*

Opportunity: Safer Families Plan

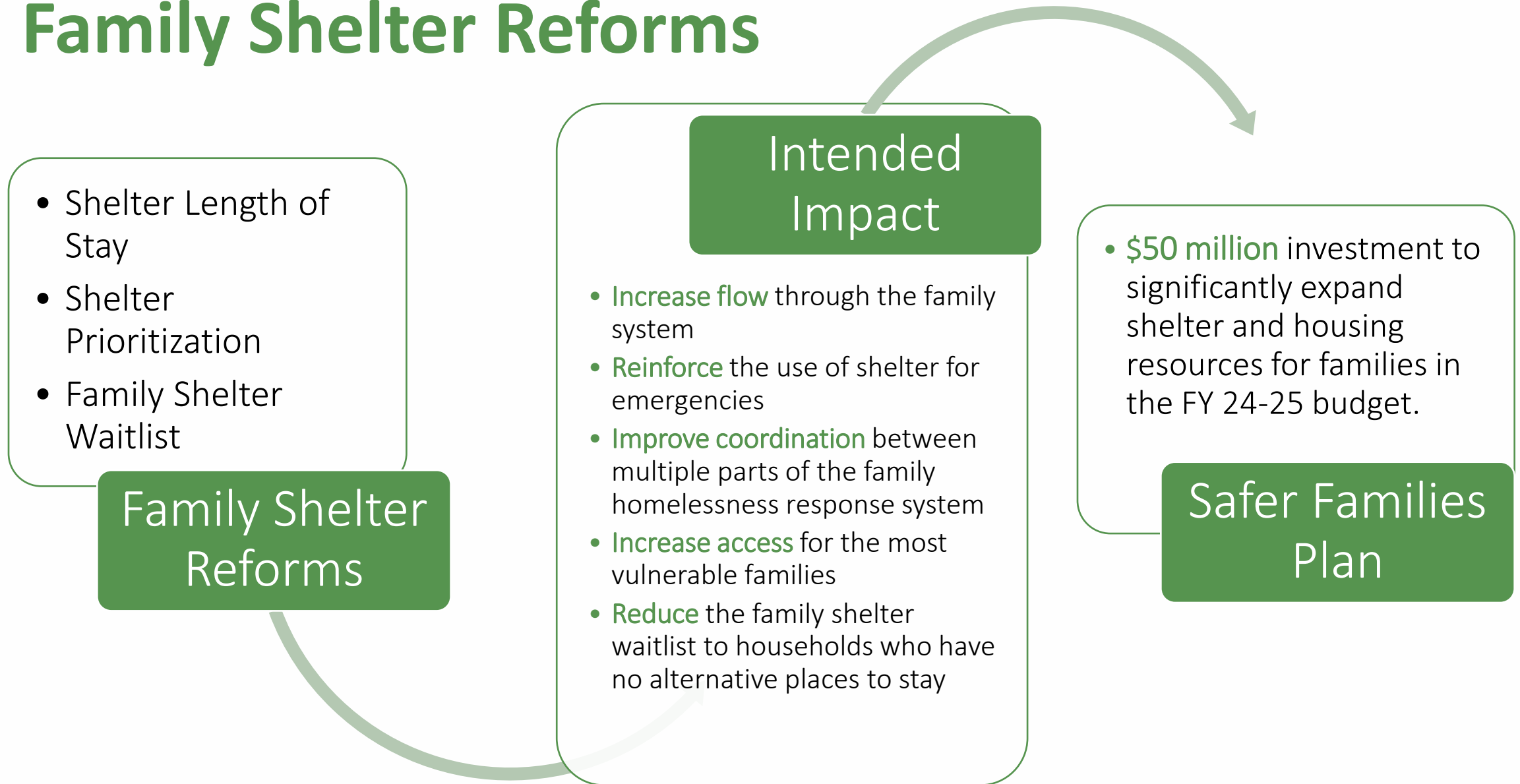
Investment of **over \$50 million** in the FY 24-26 budget to **expand** both **shelter** and **housing** options to provide **shelter to ~600 families** and **house more than ~450 families** through new investments and existing turnover.

| | Status | Provider(s) | Utilization (4/2025) |
|---|-----------------------|--|---|
| 115 New Hotel Vouchers for Emergency Shelter | Implemented | Compass Family Services | <ul style="list-style-type: none"> • 111 occupied • 4 vacant |
| 35 Family Shallow Subsidy Slots for Families | Implemented | Mission Neighborhood Centers | <ul style="list-style-type: none"> • 14 move-ins • 8 released each month |
| 130 Family RRH Slots | Implemented / Pending | Implemented: Actively taking referrals <ul style="list-style-type: none"> • Compass Family Services (45 slots) • Catholic Charities (29 slots) Agreement Pending Final Approval <ul style="list-style-type: none"> • Homeless Prenatal Program (28 slots) • Hamilton Families (28 slots) | <ul style="list-style-type: none"> • 8 move-ins • 20 to 32 released each month |
| 50 RRH slots for families headed by young adults | Contract Negotiations | Tentatively awarded to Homeless Prenatal Program and 3rd Street for Youth Center & Clinic | Program to begin July 1, 2025 , with referrals starting in August. |

Opportunity: Family Shelter Reform

- In late 2023, non-profit providers asked HSH for **tools** to **better engage** families to support flow through the family system.
- From January – June 2024, HSH conducted a **Family System Paint Points Analysis** to identify where reforms were needed to support better service and outcomes for families experiencing homelessness.
 - **HSH staff** workgroup facilitated by Controller's Office on family system of care;
 - **18 non-profit partners** serving families with executive, middle and frontline staff participated in workshop facilitated by Controller's Office; and
 - Four focus groups with **40 families experiencing homelessness** facilitated by Talent Poole.
- In **November 2024**, HSH engaged in a series of conversations and trainings with family providers to socialize the set of family shelter reforms and policies.
- Based on input from this process, on **December 10, 2024** HSH issued family shelter reforms.

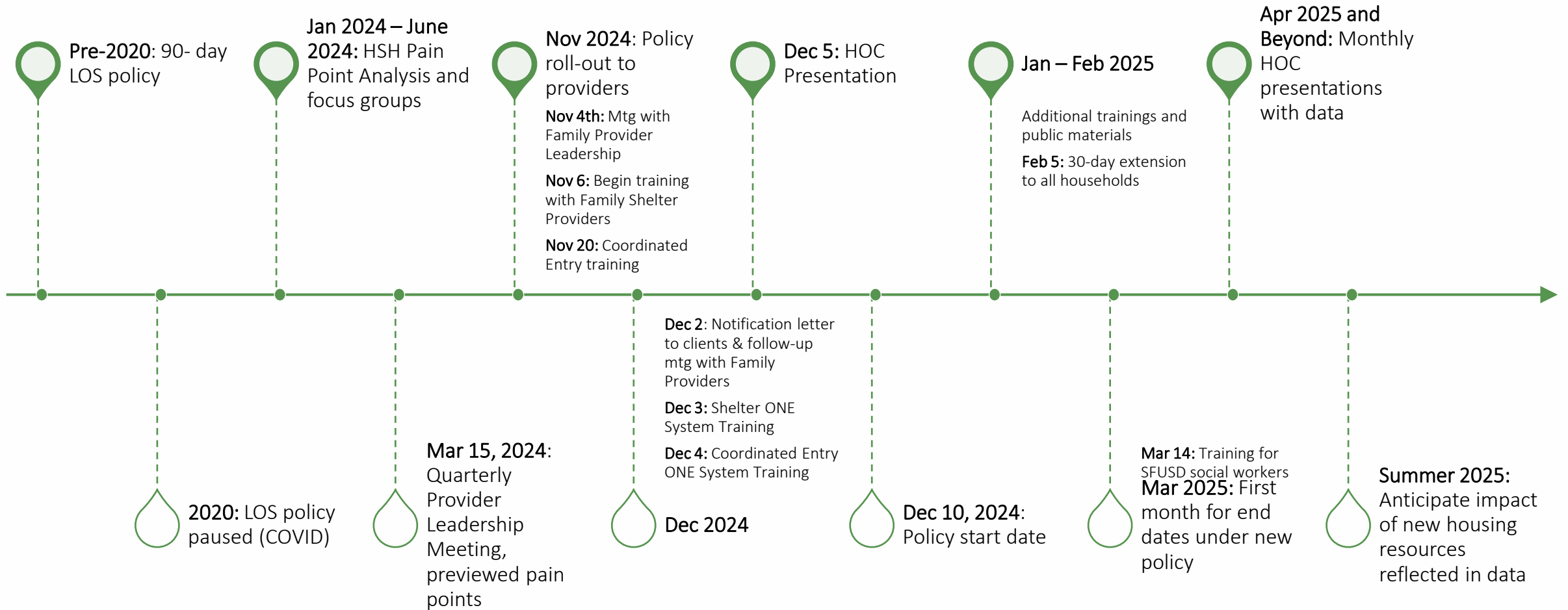
Family Shelter Reforms



Impact Analysis

- Since the implementation of the family shelter reforms in December 2024, HSH has been closely **monitoring and tracking data and system flow** across the **Family Homelessness Response System**.
- While it is **too early** to understand the **full impact** of the policy in coordination with the new investments, we are seeing preliminary data **moving in the right direction**.
- Initial data from 4 months prior to the December 10th policy change vs. 4 months post shows:
 - **3 families** have been **denied extensions** from 90-day shelter due to the length of stay policy.
 - The **family shelter waitlist** reflects a **39% decrease** since November 2024.
 - **Family housing referrals** have **increased 72%** from Q4 2024 to Q1 2025.
 - **Family shelter exits to housing** have **modestly increased** from 21% to **25%**.

Timeline





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Family Shelter Length of Stay

Shelter Length of Stay (LOS) Policy

- As of December 2024, the policy allows families to stay in shelter for **90 days** as was the previous policy prior to the COVID-19 pandemic.
- However, the new version of the policy is **more generous** offering **unlimited extensions** if households are engaged and making concrete progress toward a permanent housing placement or exit.
 - **Providers** are authorized to approve up to three **30-day extensions (90 days total)** if a family is meeting regularly with their case manager, making concrete progress towards a housing placement / exit, and meets one of the four criteria for extensions.
 - **HSH** can authorize an **unlimited amount of further extensions** if a family is making progress but needs more time to access their permanent housing.
- Families must be **regularly meeting** with their **shelter case manager** to remain eligible for shelter.
- San Francisco's **LOS policy** offers **longer stays** and **more flexibility** than other major cities with high rates of homelessness.

LOS Policies

- **Los Angeles:** 90 days plus extensions
- **Denver:** 42 days plus extensions
- **Salt Lake City:** 30 days plus extensions
- **Chicago:** 120 days



Criteria for Shelter Extensions

1. Have a **medical condition** that is being treated
2. Have a **pending** shelter or transitional housing placement
3. Have a pending permanent housing **placement** (rapid rehousing, PSH or self-resolution)
4. Have **housing barriers** outside of the client's direct and immediate control (i.e. immigration related barriers)



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Shelter Prioritization

Shelter Prioritization

Original Policy vs. Key Changes

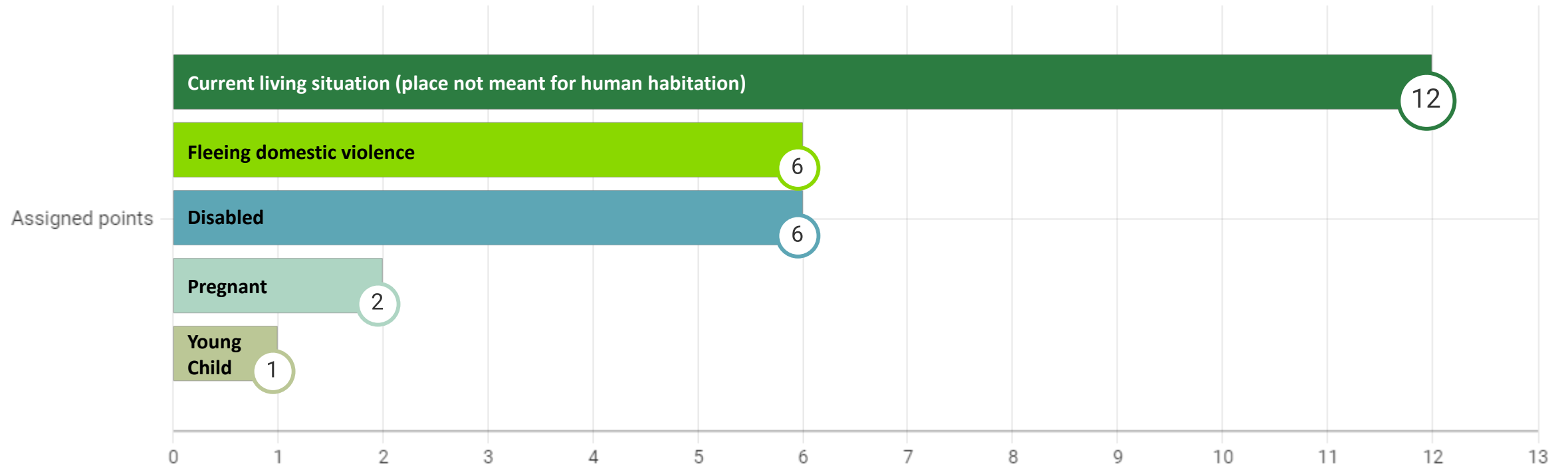
Original Policy

- Created when First Friendship existed
 - Shelter with mats on the floor
- Prioritization is for a referral to Individual Room Shelter (non-congregate):
 - Experiencing Physical or Sexual Violence
 - Cumulative length of time both in congregate shelter (counted as 6/10 of a day) or verified unsheltered (counted as one day); calculated via ONE System logic.

Key Change(s)

- Prioritization for the following:
 - Current living situation (literally homeless)
 - Fleeing Violence (domestic violence, intimate partner violence, sex trafficking, etc.)
 - Disabled
 - Pregnant or perinatal families
- Weighted score for prioritization.

Shelter Prioritization Score



Points added given the
prioritization category



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Shelter Family Waitlist

Shelter Eligibility

Original Policy vs. Key Changes

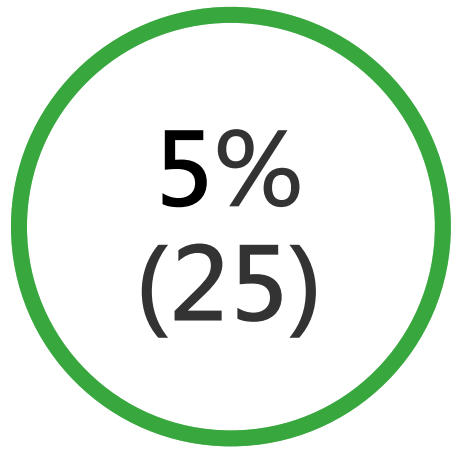
Original Policy

- Definition of Family
- Definition of homelessness
 - HUD categories: (1) literally homeless, (2) imminent risk of homelessness, and (4) fleeing/attempting to flee DV.
 - Connection to SF (for at least 7 days)
 - Living in a SRO or doubled up
- Family Individual Room Waitlist is for families interested in individual room shelter or transitional housing placement.

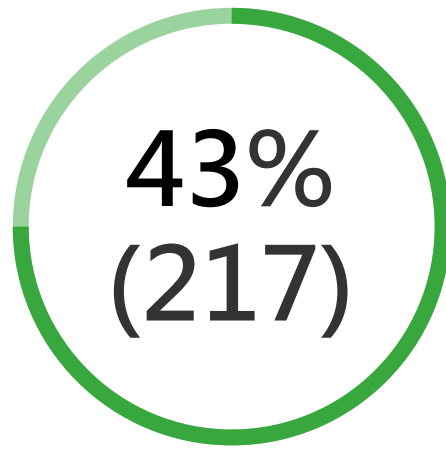
Key Change(s)

- Families living in SROs or doubled up will no longer be eligible for family shelter, unless being evicted or room is uninhabitable.
- Families living in shelters for 14 or more days with 24-hour access to amenities will no longer be on the waitlist.
- Adjusted family shelter waitlist eligibility:
 - Living in a place not meant for human habitation
 - Residing in shelter/hotel w/exit date of less than 14 days
 - Residing in a residence and being evicted w/in 14 days
 - Leaving an institution and was homeless prior
 - Fleeing domestic violence
 - Pregnant people or people reuniting with children transferring from shelter for adults without children
 - Families living in a shelter without 24-hour access to amenities

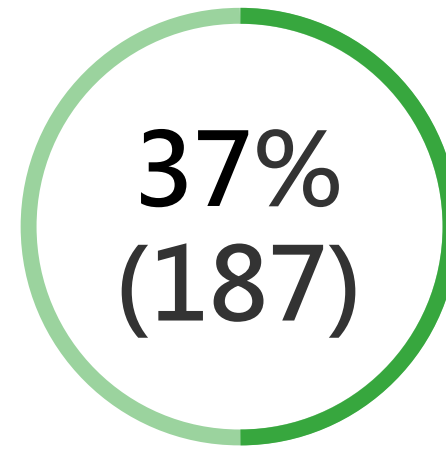
Family Emergency Shelter Waitlist Breakdown November 2024: 505 Families



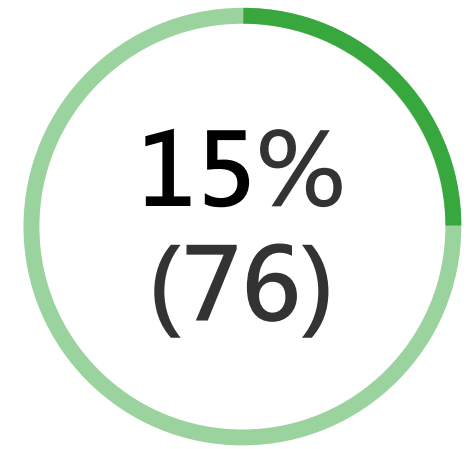
In HSH Family Shelter
without 24 Hour Access
to Beds/Amenities



Place Not Meant for
Human
Habitation/Fleeing
DV/Short Term Hospital



Living in Housing: i.e. SRO
unit or doubled up, not at
imminent risk of
homelessness or fleeing DV



In HSH Family Shelter
with 24 Hour Access to
Beds/Amenities



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Questions?

Thank you!