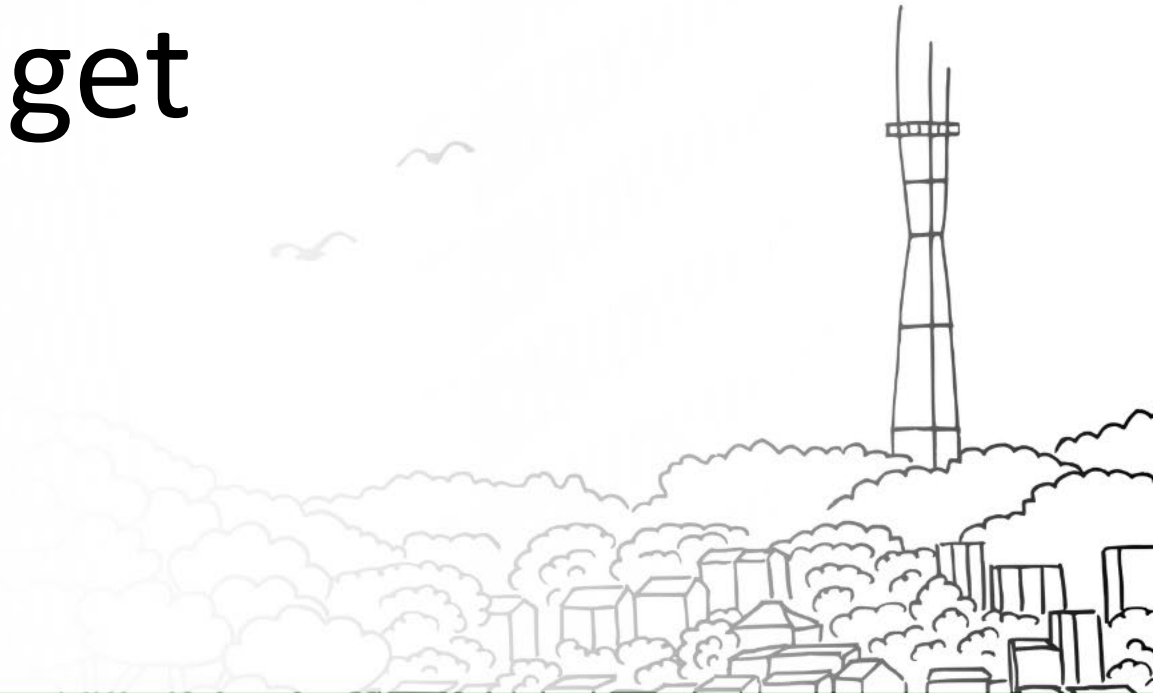




DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

# FY 2023-24 & FY 2024-25 Mayor's Proposed Budget

**HSH Budget Hearing | June 15, 2023**





DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

# Budget Overview

- Departmental budget summary
- Funding sources
- Spending by service area

# Overview: FY 2023-24 & FY 2024-25 Budget

\$ in millions	FY22-23 Adopted	FY23-24 Proposed	\$ Change from FY23	% Change from FY23	FY24-25 Proposed	\$ Change from FY24	% Change from FY24
<b>Total Budget</b>	<b>\$672.02</b>	<b>\$690.30</b>	<b>+ \$18.28</b>	<b>+ 2.7%</b>	<b>\$660.61</b>	<b>- \$29.69</b>	<b>- 4.3%</b>
<i>Revenue</i>	<i>\$386.98</i>	<i>\$387.07</i>	<i>+ \$.09</i>	<i>0.0%</i>	<i>\$365.28</i>	<i>- \$21.79</i>	<i>- 5.6%</i>
<i>General Fund</i>	<i>\$285.04</i>	<i>\$303.23</i>	<i>+ \$18.19</i>	<i>+ 6.4%</i>	<i>\$295.33</i>	<i>- \$7.9</i>	<i>- 2.6%</i>

# Revenue: \$690 Million

## FY2023-24 Proposed Budget

"Other Local" includes the **HSH Fund**, which supports 1,267 PSH units serving CAAP clients.

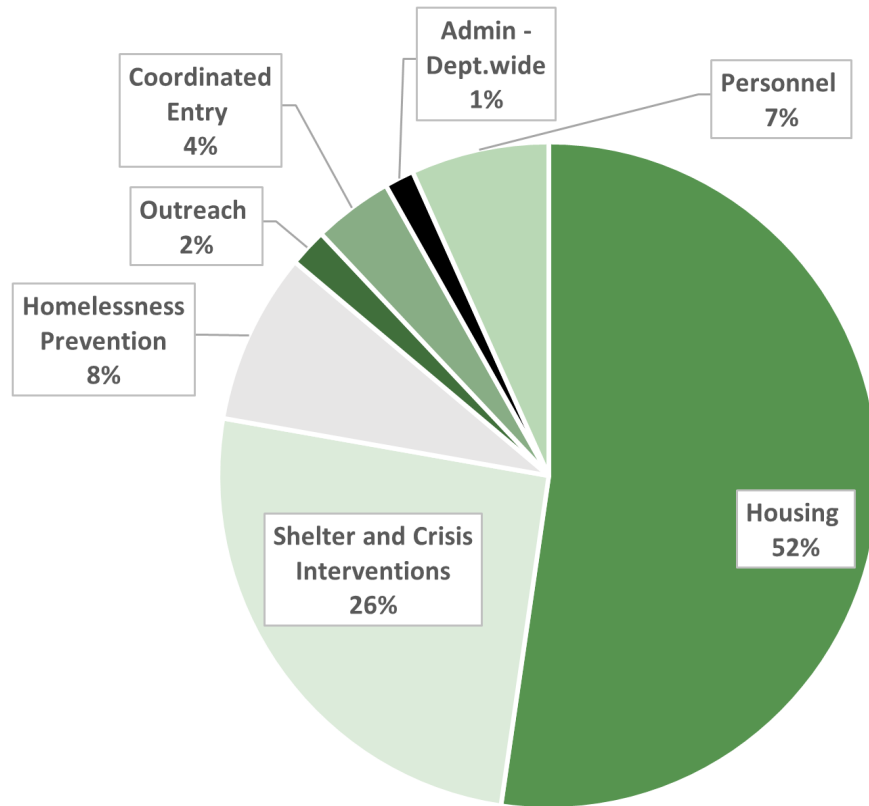
- \$22,366,301 in FY23-24
- \$23,091,926 in FY24-25

Revenue Overview: FY2023-24 Proposed Budget



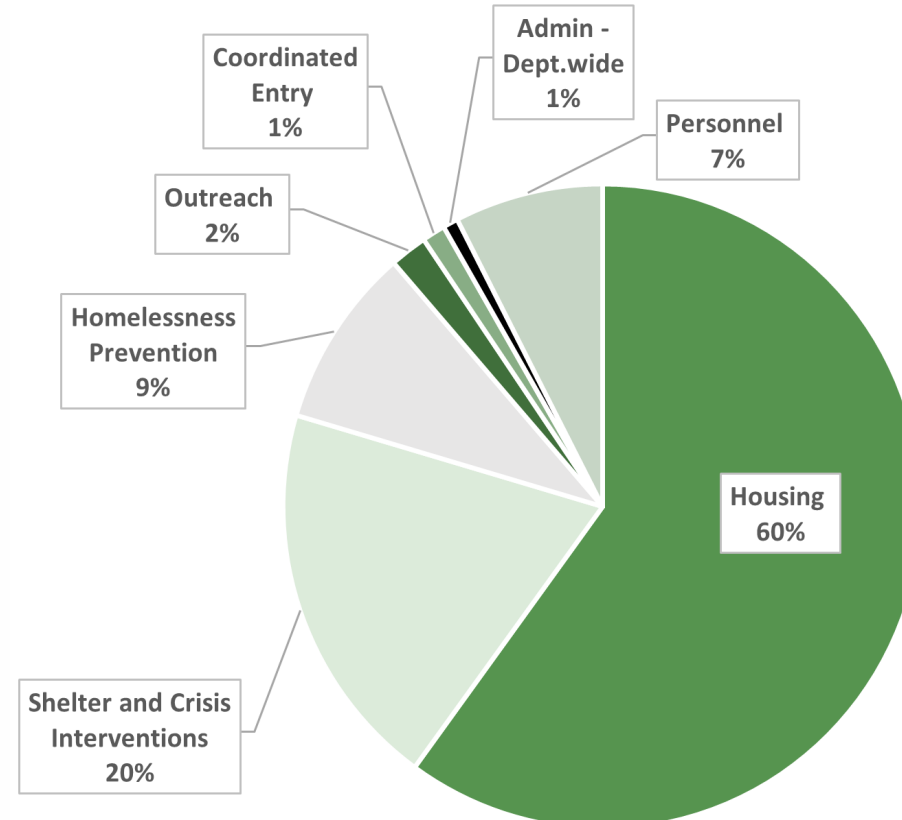
# Proposed Two-Year Budget by Service Area

FY 2023-24 Proposed Budget by Service Area



FY2023-24 Proposed Budget: \$690.3 million

FY 2024-25 Proposed Budget by Service Area



FY2023-24 Proposed Budget: \$660.6 million



DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

# Budget Challenges

- **Funding Gap to Meet Strategic Goals**
- **Critical Staffing Shortages**

## **Challenge:** Lack of Funding to Meet Strategic Goals and Invest in Expanded Shelter, Housing and Prevention

Proposed **one-time reallocation** of unspent or unprogrammed OCOH revenue to address the **most urgent** and **unmet** needs in challenging budget cycle.

### 🔑 FY2023-24:

- **Reallocates \$20.6 m** in OCOH revenue to serve **general** housing, prevention, and shelter services for all populations, rather than exclusively youth and family housing programs.
- Suspends **12% cap on short-term rental subsidies** for two budget cycles.

### 🔑 FY2024-25:

- **Adheres to statutory percentages:** no change to youth and family housing revenue.
- **Re-appropriates \$39.4 million** in accumulated FY23 youth and family housing savings to general housing, prevention, and shelter programs.

# Resources Lost Without OCOH Proposal

Program	Proposed New Capacity
<b>Prevention</b>	<b>825 New Slots Annually (1,650 over 2 years)</b>
Homelessness Prevention	750 slots a year
Problem solving	75 slots a year
<b>Shelter</b>	<b>120 shelter units + Other Enhancements</b>
D10 Non-congregate Shelter Site	At least 60 beds
Mission Cabin Operations	60 beds
Expanded hours at BVHM family shelter	185 days for 20 families or 60 individuals
Expanded hours at Hospitality House Adult Men's Shelter	24/7 for 22 adult guests
Vehicular Assistance Program	Pilot to serve at least 60 clients
<b>Housing</b>	<b>425 New Housing Slots</b>
Adult rapid re-housing	350 slots
Adult permanent supportive housing	75 units

Statute Requirements	Statue %	FY 23-24 %	FY 24-25 %
Housing Total	50%	44%	50%
Prevention	15%	18%	15%
Shelter	10%	13%	10%



# Challenge: Lack of Staffing Resources

Proposed two-year budget continues to right-size **HSH staffing levels** and **enhance departmental effectiveness and ensure accountability.**

- Exit interviews cited *unsustainable workload* as primary reason for leaving HSH.
- Since FY2016-17, on average **22% staffing turnover rate** each year
  - Staff departures compound overwork issues.
  - Challenge to fill new positions, while backfilling vacant roles.
  - Impact on department's ability to deliver timely and effective services.





DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

# Performance Measures




- **Five-Year Strategic Plan Goals**
- **FY 2022-23 Performance Measures**

# Five-Year Strategic Plan Goals: July 2023 to June 2028

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

# Strategic Investments

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

 <b>Prevention Services</b>	 <b>Shelter Beds</b>	 <b>Permanent Housing</b>
Prevention services for 4,300 additional households	1,075 new shelter beds	3,250 new units of permanent housing
<b>Current Inventory</b>		
13,000 households over 5 years	3,062 shelter beds	13,183 housing slots
<b>Proposed Budget: Progress towards Five-Year Strategic Plan Goals</b>		
+ 1,650 households (prevention & problem solving)   34%	+ 594 shelter beds   55%	+ 545 housing slots   17%

# Performance Measures

FISCAL YEAR	FY2021-22		FY2022-23		
Goal	Actual		Projected	Target	Progress Towards Target (%)
<b>Homelessness Prevention</b>					
Number of households that secured or maintain housing due to homelessness prevention grant.	923		537	500	107%
<b>Problem Solving</b>					
Number of households whose homelessness was resolved through problem solving interventions.	831		912	700	130%
<b>Temporary Shelter</b>					
Percent of case-managed families in individual room shelters that exit to permanent or transitional housing, treatment facility, or reunite with family.	71%		65%	65%	100%
Percent of all available year-round adult shelter beds used.	92%		89%	92%	96%

# Performance Measures (Cont.)

FISCAL YEAR	FY 2021-21		FY 2022-23	
Goal	Actual	Projected	Target	Progress Towards Target (%)
<b>Permanent supportive housing (PSH)</b>				
Number of adults leaving homelessness due to placement in PSH.	1,656	1,843	980	188%
Number of families leaving homelessness due to placement in PSH.	20	183	65	281%
Percent of households in PSH that remained stably housed or exited to other permanent housing.	n/a	98%	95%	103%
<b>Rapid rehousing (RRH)</b>				
Number of adults leaving homelessness due to RRH rental subsidy.	306	271	75	361%
Number of families leaving homelessness due to RRH rental subsidy.	270	176	100	176%
Number of households leaving homelessness due to RRH rental subsidy.	576	447	175	255%



DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

# Staffing

- **HSH Organizational Chart**
- **Status of Vacant Positions**
- **Historic Overview of Department Staffing**

Homelessness Oversight Commission:  
7 Members

# HSH Organizational Chart: Overview

**Total Proposed  
FY2023-24 FTEs:**  
255.34  
**Total Funded FTE:**  
242.68

**Executive Director**  
5 FTE | 1 vacant

**Chief Deputy Director:**  
2 FTE

**Communications  
and Legislative  
Affairs**  
9 FTE

**Equity**  
3 FTE  
1 vacant

**Planning,  
Performance,  
and Strategy**  
16 FTE  
10 vacant

**Admin. and  
Finance**  
74.38 FTE  
20 vacant |  
1.58 proposed

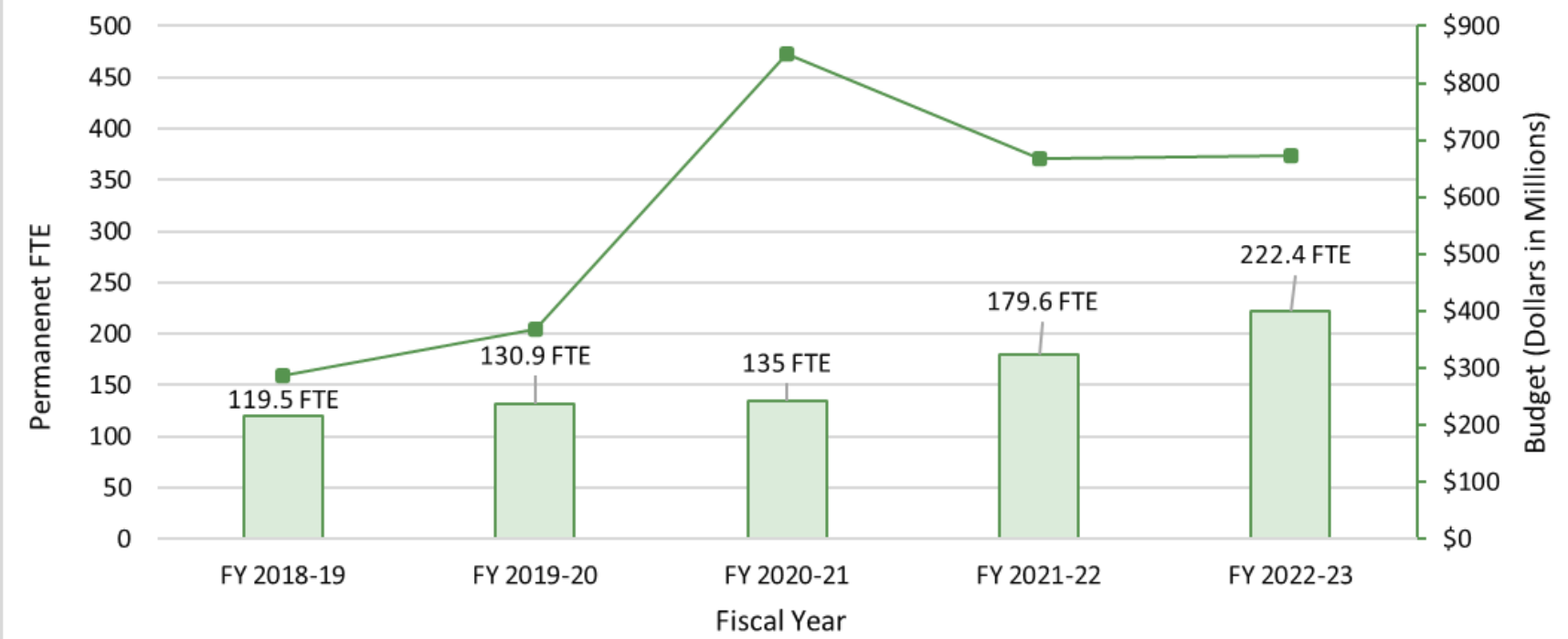
**Programs**  
147 FTE  
28 vacant |  
6 proposed

*\*Includes 2 off-budget commission positions.*



# Historic Staffing Overview

HSH Permanent Budgeted Positions and Annual Budget:  
FY18-19 to FY22-23



Fiscal Year	Vacant Budgeted Positions
FY 18-19	<b>17 (14%)</b>
FY 19-20	<b>19 (15%)</b>
FY 20-21	<b>12 (9%)</b>
FY 21-22	<b>33 (18%)</b>
FY 22-23	<b>60 (27%)</b>

*Excludes as-needed temp FTE, off-budget FTE, and positions held open due to lack of funding.*



DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

# Questions?

Thank you!



DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

# Appendix Slides

- **Service Area highlighted investments:**
  - Prevention investments
  - Housing investments
  - Shelter investments
- Investments in **young adults and families**
- **Homelessness response system data** as of May 31, 2023

# Expanding Prevention & Problem Solving

Budget proposes **825 new annual slots** of homelessness prevention & housing problem solving.

Expands prevention to serve **750 additional households** annually with emergency rental assistance.

FY24: \$8.1M

FY25: \$8.1M

Funds **problem solving for 75 Latine youth** and supports **staffing for Mission Access Point**.

FY24: \$960K

FY25: \$960K

# Proposed Housing Expansion: 545 Slots

120 shallow subsidy slots for adults and families:

- \$2.2 million over two years for 60 new adult shallow subsidies (ongoing).
- \$3 million over two years for 60 new family shallow subsidies (ongoing).

350 rapid re-housing slots for adults:

- \$14 million in one-time funds over two years.

75 permanent supportive housing units for chronically homeless adults:

- \$4.25 million in FY2024-25.

# Additional Proposed Housing Expansion

- **\$13 million** for young adult (TAY) and family housing acquisitions in FY 2024-25, including \$6 million for a TAY bridge housing site.
- **Operating dollars** for 3 new TAY sites:
  - **\$5.4 million** to fund operations at **two TAY housing sites** (1174-78 Folsom and second site TBD)
  - **\$1 million** annually to fund **operations** at a **TAY bridge housing site**.
- **\$3.9 million** over two years to support operations and services of **258 newly constructed units** through MOHCD's affordable housing pipeline.
  - Will serve adults, veterans, families and young adults.

# Proposed Investments to Enhance Housing Quality & Housing Choice

\$10.5 million  
one-time  
funding

Building upgrades & ADA improvements at legacy PSH buildings.

\$4 million  
over two  
years:

Expansion of money management program for PSH tenants.

\$8 million  
over two  
years:

Acquisition of TAY “bridge housing” site and funds to operate new program model.

\$2 million  
one-time  
state funds:

Pilots state-funded model to provide enhanced behavioral health and skilled nursing services at a PSH site.

\$25 million in  
one-time  
funds:

Capital to complete seismic and waterpipe renovations of PSH site at 1000 Sutter Street (the Granada).

# Proposed Shelter Expansion: Nearly 600 Beds

Expansion and maintenance of HSH's shelter system in the proposed budget adds a net of nearly **600 beds** over two years for a **total shelter capacity** of **~3,656**.

## Proposed Shelter Expansion Includes:

- **\$15 million** over two years to create and operate a new **shelter site in District 10**.
- **\$9.7 million** over two years to operate a new 60-unit **cabin program** in the Mission.
- **\$3.9 million** annually to expand capacity by **332 beds** across three existing shelter sites and add **63 new beds** at Dolores Street Shelter through the **state's Bridge Housing Grant** in partnership with DPH.

Overall investments will support shelter expansions (including already funded **expansion of over 200 Navigation Center beds**) and support **housing plans** for guests in sites scheduled to wind-down.



# Maintain Critical Shelter Resources

- **\$54 million** investment over two years to maintain **521 shelter units** across six sites and expand Bayview Safe Parking.
  - **\$7.5 million** over two years to fund Bayview Safe parking to serve **81 vehicles**.
  - **\$5.5 million** over two years to maintain **70 cabins** at 33 Gough.
  - **\$27 million** to extend one-year of operations for **288 non-congregate units** at three hotel-based non-congregate shelter sites
  - **\$14 million** in state grant funds over two years to extend operations of **~114 beds of semi-congregate shelter** at 685 Ellis Street.
- **\$50,000** one-time funding in FY24 for **10 additional emergency hotel vouchers for families** in addition to \$1.2 million investment over two years.

# Net Shelter Bed Gain of 594 Beds

Program	No New Investment: Change in # of Beds	Beds Maintained: Proposed Budget	Capacity Added: Proposed Budget	Net Change
<b>3 hotel-based non-congregate shelters</b>	-288	288		0
<b>685 Ellis Street</b>	-114	114		0
<b>33 Gough cabins</b>	-70	70		0
<b>Jennings safe sleep</b>	-4	0		-4
<b>Bayview safe parking</b>	-49	49	32	32
<b>1515 SVN safe sleep</b>	-40		60	20
<b>Pier 94 RV Site</b>	-115			-115
<b>New District 10 shelter site</b>			60	60
<b>Shelter reinflation at three sites</b>			332	332
<b>New shelter beds - Dolores Shelter</b>			63	63
<b>Navigation Center reinflation</b>	206			206
<b>TOTAL</b>	<b>-474</b>	<b>521</b>	<b>547</b>	<b>594</b>

# Proposed Investments: Enhance Shelter Quality & Services

\$300,000  
over 2 years

- Vehicular assistance pilot program partnership with Office of Financial Empowerment.

\$600k  
annually

- Expand days of operations at BVHM family shelter

\$220k  
annually

- Expand to 24/7 at Hospitality House Shelter

7 FTEs at  
DPH

- Behavioral Health Mobile Team for shelter (state grant in DPH budget)

\$6.4 million

- Continuation of operations and services at recently acquired and opened ~240 units of family supportive housing

\$3 million

- 60 new family shallow subsidies for housing

Long-term commitment

- Continue operations of the Oasis Family Shelter

\$1.2 million over two years

- Expansion of hours at Buena Vista Horace Mann Family Shelter.

\$1.1 million

- Continued support for families using Emergency Housing Vouchers
- 191 families moved in as of mid-May

Funding for operations and services

- For 91 new PSH family units in LOSP pipeline (Star View Court and 600 7th Street)

# Highlights: FY 2023-25 Investments in Families

# Highlights: FY 2023-25 Investments in Young Adults (ages 18-29)

- **\$10.3 million** for the continuation of operations and services at recently acquired and opened **~77 units** of supportive housing for young adults.
- **\$5.4 million** funds operating costs for **three new young adult housing sites** and adds an **additional \$10 million in acquisition funding**:
  - Proposed 42-unit 1174-78 Folsom youth housing site
  - Additional youth permanent housing site
  - TAY bridge housing site
- **\$1.8 million** for Access Point services and 75 Problem Solving slots for **Latine young adults**.
- **\$6 million** for **24/7 young adult drop-in center** funded by State HHAP grant funds, included in FY 2023-24 budget.
- **\$1 million** continued support for young adults placed in **Emergency Housing Vouchers**.
- Operating and services for **32 new TAY PSH units** at **78 Haight Street** site.

# Leveraging State & Federal Resources for Young Adults and Families

HSH has leveraged **considerable state and federal resources** over the year and a half years for families and young adults (i.e., TAY between 18 and 29), including:

- **\$70.1 million** for **family housing** and **\$23.8 million** for **young adult housing** from Homekey awards.
- Partnered with **SFHA** to include **50 federally funded project-based vouchers** at City Gardens, reducing OCOH share of cost by \$2.3 million annually.
- **Federal Emergency Housing Vouchers (EHVs)** dedicated to provide permanent housing for various populations, including families and young adults.
- Leveraged **four rounds** of the State's Homeless Housing, Assistance and Prevention **(HHAP) grant program**, including a **10% set aside for TAY** (including funding for Lower Polk **TAY Navigation Center**, **Artmar** TAY PSH site and new TAY **drop-in center**)

# Proposal: OCOH Two-Year Spending Plan & Trailing Legislation

- Allows current OCOH-funded programs to **continue on pace**.
- **Supports all investments** recommended by the OCOH Oversight Committee.
- Funds **55% of the City's five-year shelter goals** and **34% of the prevention goals** to achieve reduction of unsheltered homelessness overall.
- Remains **closely aligned with original OCOH allocations**, while providing **flexibility** needed to address unmet community needs, including youth and family shelter and prevention priorities.
- **Maintains** existing programs and services.
- Continues to **expand programming and housing** for youth and families.

# Proposed OCOH Spending Reallocations

## Mayor's OCOH Reallocation FY23-25 Proposed Budget

### Sources

	FY23-24	FY24-25
Total Business Tax Revenue	291,260,000	295,360,000
Total Fund Balance (Re-Appropriated)	-	39,359,500
<b>Total Sources</b>	<b>291,260,000</b>	<b>334,719,500</b>

### Uses

#### Housing

	FY23-24	FY24-25
General	83,515,000	96,055,500
Under 30	17,328,000	29,536,000
Family	27,565,000	36,920,000

<b>Housing Total</b>	<b>128,408,000</b>	<b>162,511,500</b>
<b>Prevention</b>	<b>52,771,000</b>	<b>55,392,000</b>
<b>Shelter</b>	<b>37,266,000</b>	<b>42,976,000</b>
<b>Mental Health</b>	<b>72,815,000</b>	<b>73,840,000</b>
<b>Total Uses</b>	<b>291,260,000</b>	<b>334,719,500</b>

### Proposal Funds Following Expenditures

	FY23-24	FY24-25
<b>General Housing</b>	<b>3,418,500</b>	<b>14,831,500</b>
Fund 350 Slots of Adult Rapid Rehousing	3,418,500	10,581,500
New 75 units of Adult Permanent Supportive Hsg	0	4,250,000
<b>Prevention</b>	<b>9,082,000</b>	<b>11,088,000</b>
Addtl Homelessness Prevention/Diversion	8,122,000	8,122,000
Problem Solving for Latine Youth	960,000	960,000
Sustains Prevention Portfolio Funding Level		2,006,000
<b>Shelter</b>	<b>8,140,000</b>	<b>13,440,000</b>
D10 Cabin Site Operations	3,000,000	7,000,000
Vehicular Assistance Program	150,000	150,000
Expand Hours at Buena Vista Horace Mann Family Shelter	600,000	600,000
Expand Hours at Hospitality House Adult Shelter	220,000	220,000
Fund Mission Cabins Operations	4,170,000	5,470,000
<b>TOTAL</b>	<b>20,640,500</b>	<b>39,359,500</b>

## Re-allocated Revenue in FY24

### Revenue by Population

	FY23-24 Budget Year Changes (Increases/(Decreases))
General Housing	3,418,500
TAY Housing	(11,798,000)
Family Housing	(8,842,500)
Prevention	9,082,000
Shelter	8,140,000
<b>TOTAL</b>	<b>-</b>

## Re-allocated Fund Balance in FY25

<u>Fund Balance</u>	FY22-23 Current Year De-appropriation	FY24-25 Budget Year+1 Re-Appropriation
General Housing		14,831,500
TAY Housing Prior Year Fund Balance	(20,157,500)	
Family Housing Prior Year Fund Balance	(19,202,000)	
Prevention		11,088,000
Shelter		13,440,000
<b>TOTAL</b>	<b>(39,359,500)</b>	<b>39,359,500</b>



# HSH Staffing Overview

	FY 2022-23 Adopted	FY 2023-24 Proposed	Change from FY23	FY 2024-25 Proposed	Change from FY24	Two-Year Budget Change
<b>Total Full-Time Equivalent (FTE)</b>	<b>228.69</b>	<b>255.34</b>	<b>26.65</b>	<b>263.83</b>	<b>8.49</b>	<b>35.14</b>
<i>Permanent FTE</i>	<i>222.37</i>	<i>249.26</i>	<i>26.89</i>	<i>257.72</i>	<i>8.46</i>	<i>35.35</i>
<i>Temp FTE</i>	<i>6.32</i>	<i>6.08</i>	<i>- 0.24</i>	<i>6.11</i>	<i>0.03</i>	<i>- 0.21</i>

*FY24 FTE increase accounts for 7.59 net new FTE with partial funding; 19.2 FTE growth in FY24 to annualize new positions added at partial funding last fiscal year.*

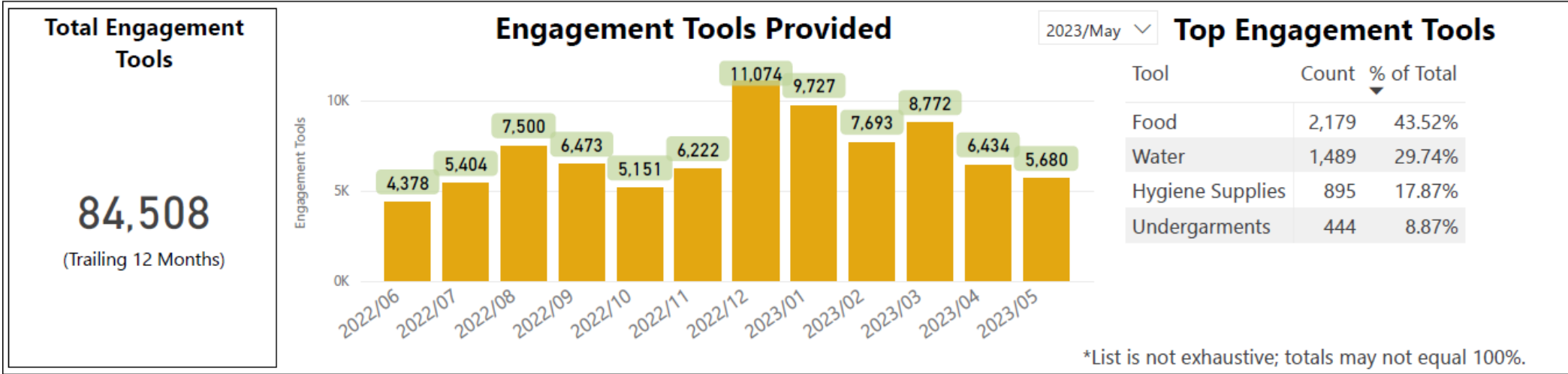
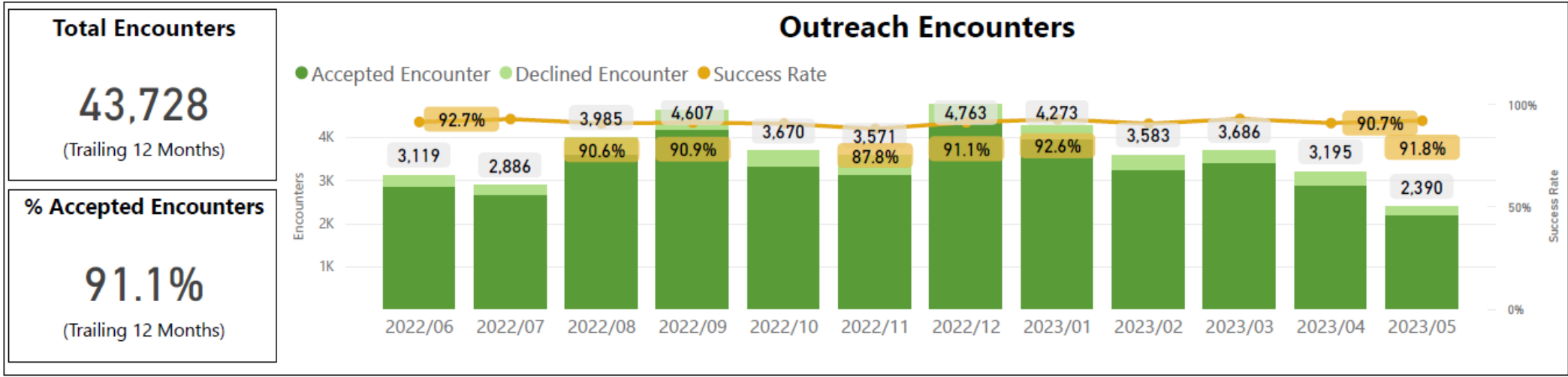
# Proposed FY 2023-25 Staffing Investments

- **Provides new** HSH position authority **department-wide** over the next two years.
  - General Fund cost limited to \$787,000 in FY2023-24 and partial cost in FY 2024-25.
  - Keeps pace with **multi-million-dollar** expansion of services across the homelessness response system while recognizing time to hire.
- Address **unsustainable workloads** by investing in **department infrastructure**.
  - Reduce workloads of existing staff by filling critical staffing gaps.

# Staffing Vacancies: Status

HSH Division	# of Vacancies	Hiring Status	Hiring Date
Executive Director's Office	1	In process	June 2023
Equity	1	In process	June 2023
Planning, Performance and Strategy	10 <i>3 positions new in FY22-23</i>	In process: 9 Pending list: 1	June 2023: 1 July 2023: 3 August 2023: 2 September 2023: 4
Admin and Finance	20 <i>13 positions new in FY22-23</i>	In process: 14 Pending list: 3 Hired: 2 On Leave: 1	July 2023: 2 August 2023: 4 September 2023: 7 October 2023: 1 TBD: 3
Programs	28 <i>9 positions new in FY22-23</i>	In process: 20 Pending list: 4 Hired: 4	June 2023: 6 July 2023: 9 August 2023: 5 TBD: 4

# HSH Monthly Data: Outreach



Data through May 31, 2023. Note: Data may be incomplete as data is due June 15th for May 2023.

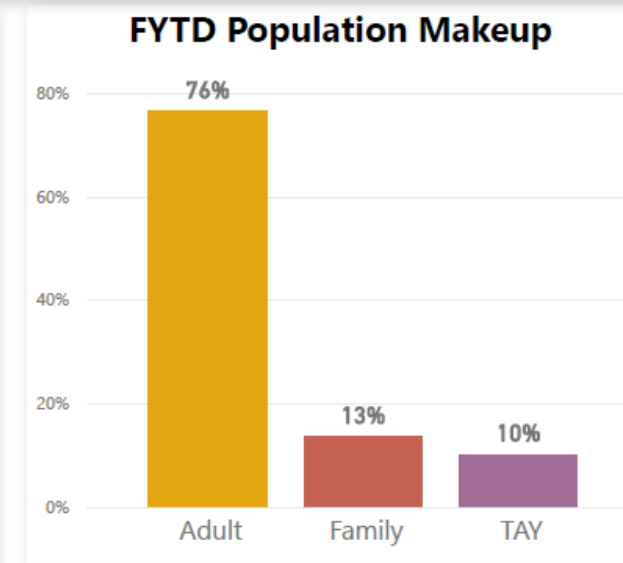
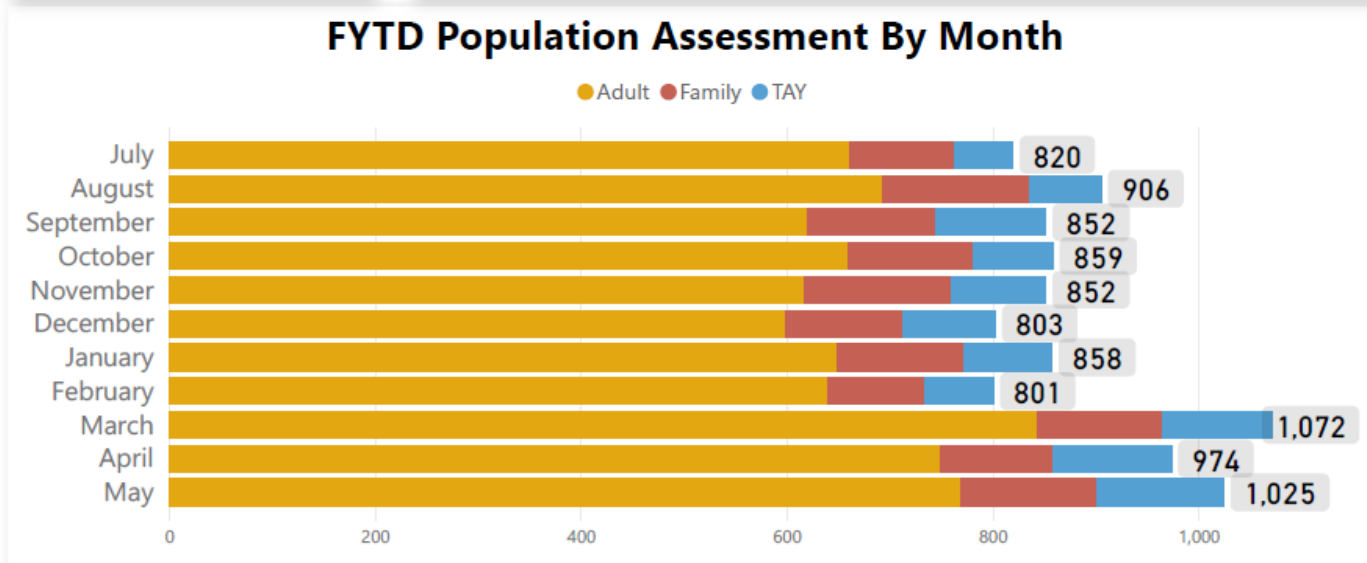
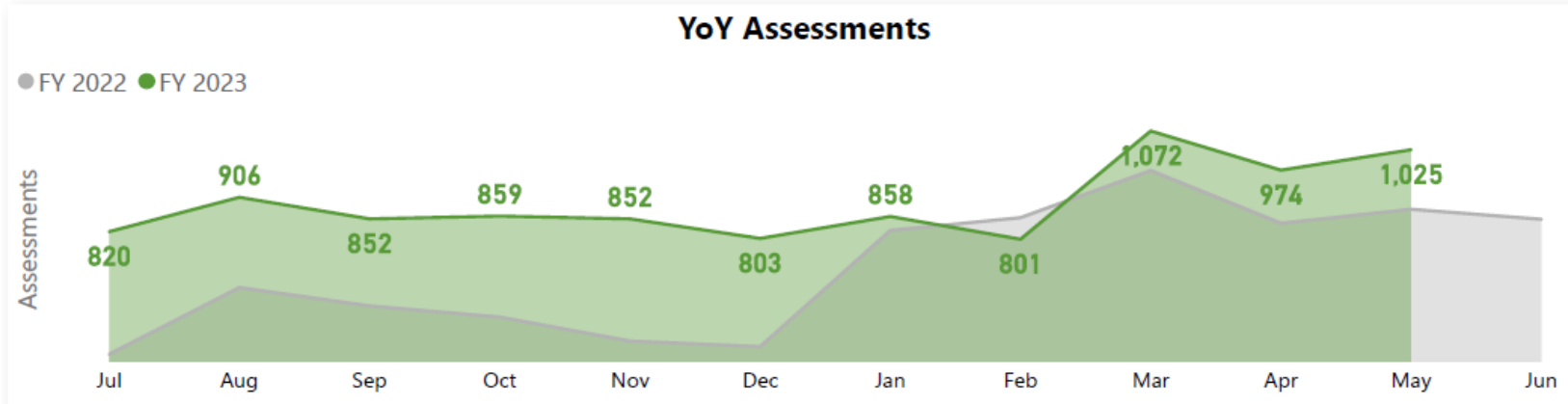
# HSH Monthly Data: Coordinated Entry

**1,025**  
Latest Month Assessments

**9,822**  
FYTD Assessments

**7,879**  
Last FYTD Assessments

**8,730**  
Last Year Total



Data through May 31, 2023

# HSH Monthly Data: Problem Solving Resolutions

**Service Dates**

7/1/2022 5/31/2023

**Households**

823  
Unique Households Resolved

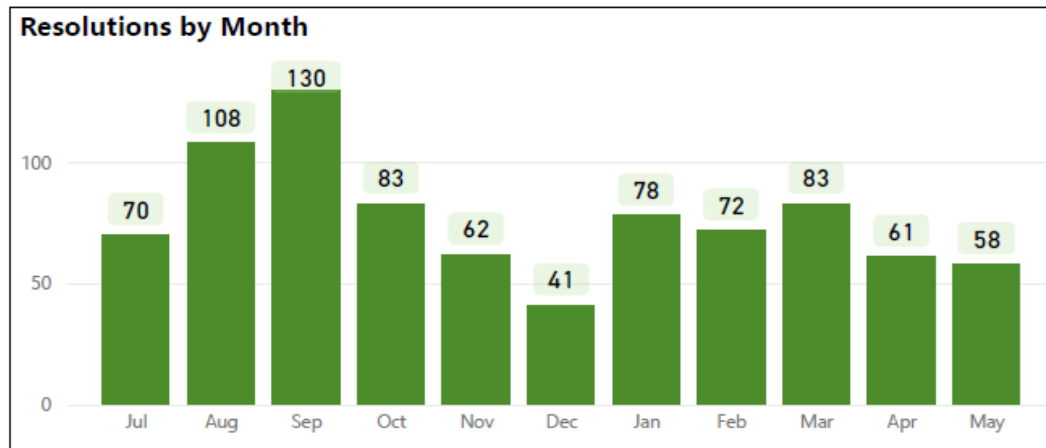
7,576  
Households Served

**Services**

857  
Total Resolutions

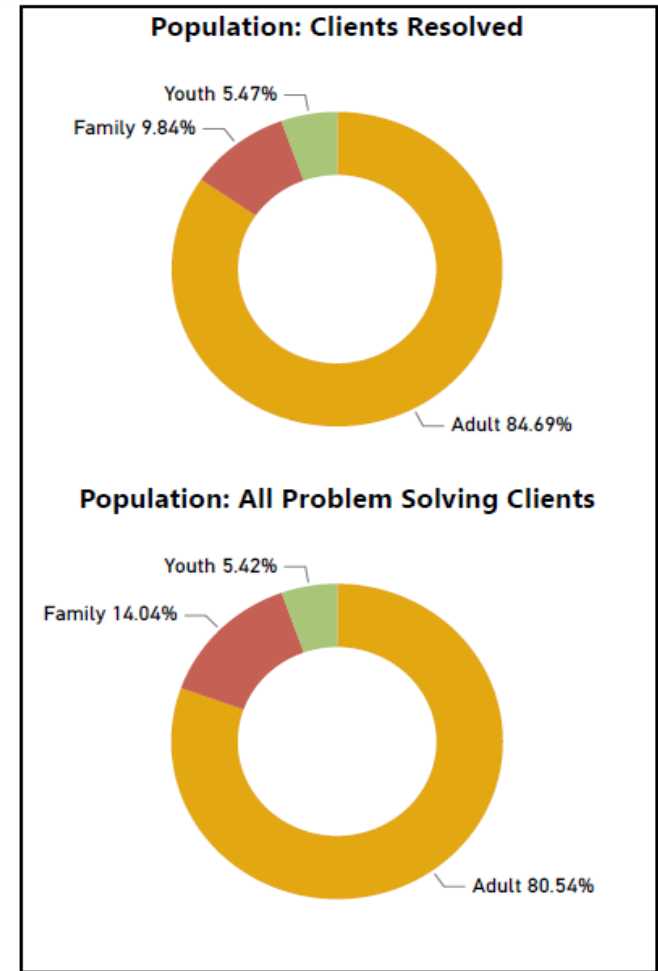
10,962  
Total Conversations

\$2,511,938  
Total Financial Assistance



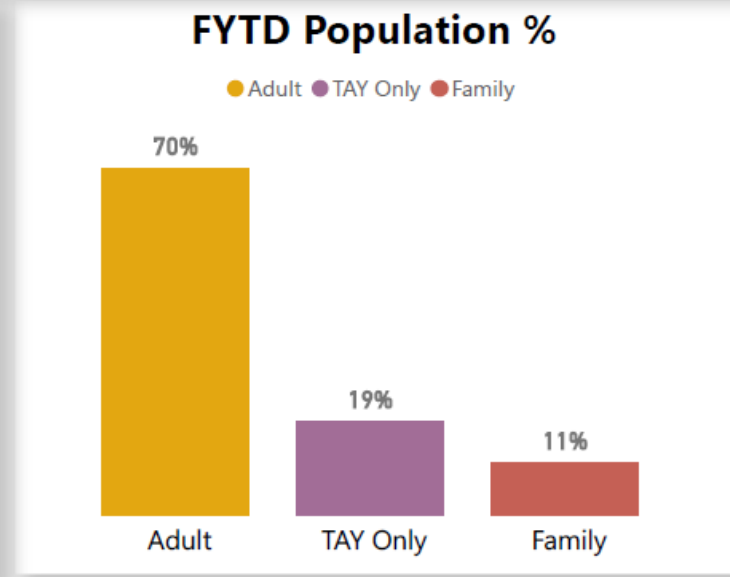
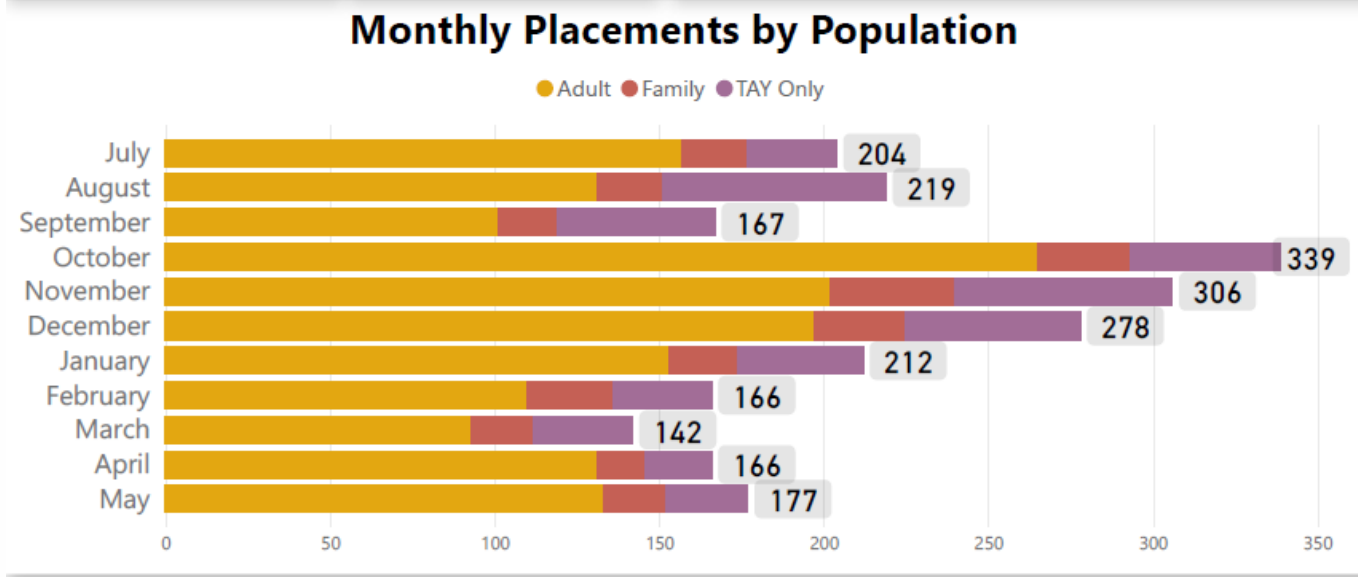
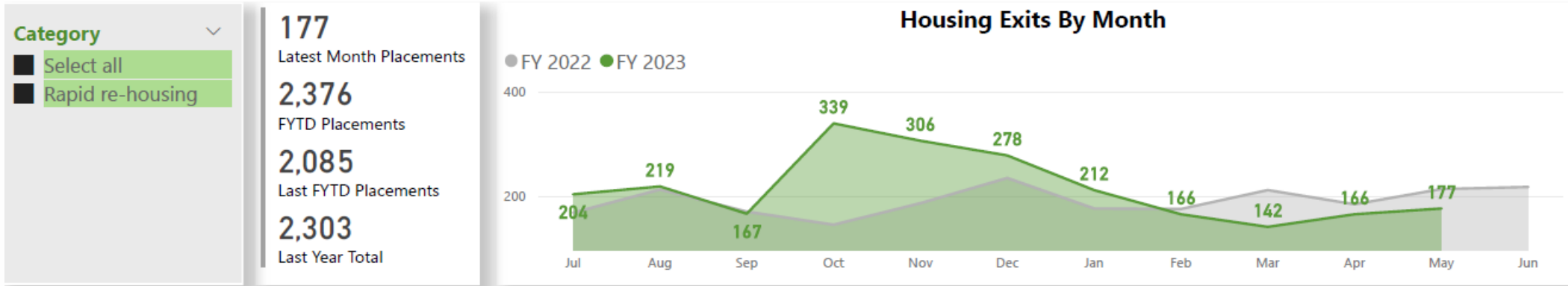
**Top 5 Financial Assistance**

Assistance	Amount
Move-in assistance for housing outside the San Francisco HRS, including deposits and first and last month's rent	\$1,981,067
Furniture, such as a bed, if reasonable and directly linked to a housing resolution	\$127,160
Travel and relocation support outside of San Francisco that will result in a housing connection - airline, train or bus ticket	\$120,463
Rental Assistance after Move-in	\$115,876
Contribution to rent or utility costs of another household (non lease agreements) if it will allow the participant to move into the unit or maintain/return to the unit	\$31,352



Data through May 31, 2023

# HSH Monthly Data: Housing Placements



Data through May 31, 2023