



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING



**City and County
of San Francisco
COVID-19 Command Center**

November 2, 2020

To: Supervisors Matt Haney, Shamann Walton, Hillary Ronen and Dean Preston

Cc: Clerk of the Board, Sophia Kittler, Dylan Schneider (HSH), Francis Zamora (DEM)

From: Directors Abigail Stewart-Kahn (HSH) and Mary Ellen Carroll (DEM)

Dear Supervisors Haney, Walton, Ronen and Preston,

The SIP Hotel program was successful in protecting public health during this unprecedented time. Thousands of our most vulnerable neighbors were able to safely shelter in place which supported the collective efforts of San Francisco to contain the virus. SIP hotels are expensive and not a sustainable solution as the pandemic continues. The City has developed a plan that is committed to short, medium and long-term rehousing interventions for people transitioning out of SIP hotels so they do not return to congregate shelter, Safe Sleeping programs or the street.

As a community and alongside our Governor and Mayor, we know that we know that Housing is Healthcare and the solution to homelessness. We have been communicating about this frequently for many weeks with increasing detail as the SIP Rehousing and Site Demobilization plans developed. We are now working with each SIP hotel site and each guest to develop a transition plan from SIP hotels to stability, and ultimately realizing our shared goal of ending their homelessness.

On Tuesday, October 27, 2020 the Department of Homelessness and Supportive Housing (HSH) and the Department of Emergency Management (DEM) received your Letter of Inquiry requesting further details about the Department of Homelessness and Supportive Housing & COVID Command Center's (CCC) "SIP Rehousing and Site Demobilization" plan for Shelter-in-Place (SIP) hotels. The below memo provides answers to your questions and acknowledges where gaps remain as planning continues. We are bringing all the resources of the City to bear on this effort, we have asked for and received a team of deployed HUD disaster experts who developed this plan in partnership with the City and are in the field this week with HSH and partners to begin our pilot rehousing within our first phase.

We look forward to meeting with your offices later this week to continue this discussion.

Sincerely,

Abigail Stewart-Kahn & Mary Ellen Carroll

Part I:

A. The anticipated number of units that will be converted to Permanent Supportive Housing;

PSH is a critical intervention strategy for those who are most vulnerable and complements the other short and medium-term housing strategies such as Rapid Rehousing (RRH) that will be offered to guests transitioning out of SIP Hotels.

July 2020, Mayor London Breed announced her [Homelessness Recovery Plan](#) that prioritizes housing as healthcare and includes the largest expansion of Permanent Supportive Housing in San Francisco in the last 20 years. The Mayor's Homeless Recovery Plan sets the goal of acquiring 1,500 new units of PSH by 2022. The timelines to meet this goal are as follows:

- In Fiscal Year (FY) 2020-21, the City plans to purchase and lease 1,000 new Permanent Supportive Housing (PSH) units and add an additional 500 PSH units in FY 2021-2022, for a total two-year investment in 1,500 new units
 - o The first 362 of the 1,000 new PSH units in FY20-21 have been identified and will be acquired with two awards HSH received through the State's Homekey Grant Program. Both sites are anticipated to be occupied in early 2021.
 - o An additional 200 PSH slots have been developed in partnership with philanthropy through the Flexible Housing Subsidy Pool launched during COVID.
 - As of October 28, 2020, 30 individuals have been housed in PSH through the Flexible Housing Subsidy Pool, with 24 more individuals in referral status and anticipated to be housed shortly.
 - o Between these initiatives, over 560 new PSH units are either already available or are becoming available in the next several months.
- In addition to the goal of 1,500 new units of PSH the Mayor's Recovery Plan sets the goal of placing 1,500 individuals in existing PSH each year (2021 and 2022) by identifying and optimizing the existing HSH and Mayor's Office of Housing and Community Development (MOHCD) pipeline of PSH units completing construction and by maximizing turnover within the City's current PSH portfolio.

San Francisco has the most Permanent Supportive Housing (PSH) units based on population per capita. PSH is an effective and permanent solution to ending homelessness for the most vulnerable individuals, those who are determined to be Housing Referral Status through Coordinated Entry. The Coordinated Entry Primary Assessment determines an individual to be Housing Referral Status based on vulnerability, chronicity of homelessness and barriers to housing.

B. A summary of anticipated occupancy for congregate shelters;

Congregate Shelter is a critical core component of the City's Homelessness Response System and provides a safe place for a household to connect with resources to address their housing

crisis. HSH, in partnership with the CCC, continues to reactivate congregate shelter that was initially closed or repurposed during the initial COVID-response.

As of October 31, 2020, the current capacity of the Adult Congregate Shelter System was 741 beds, 540 of which are occupied. Vacancies in the Adult Congregate Shelter System are gender-specific beds and single rooms at Civic Center Navigation Center that are reserved for individuals with case management or supportive housing needs. HSH and the CCC continue to work toward the goal of reactivating the adult congregate system back to 50% of its pre-COVID capacity, or approximately 1,000 beds. The re-opening of Nextdoor Shelter in December 2020 will add an additional 156 beds toward this goal. Family shelters have remained open to new referrals during COVID with DPH guidance.

Additionally, two new Navigation Centers, the Bayview SAFE Navigation Center and the Lower Polk Transitional Aged Youth (TAY) Navigation Center will be opened in late 2020 – early 2021 adding an additional ~160 beds as part of the pre-COVID Mayor’s 1,000 shelter bed goal.

Congregate Shelter is a critical core component of the City’s Homelessness Response System and provides a safe place for a household to connect with resources to address their housing crisis. HSH in partnership with the CCC continue to reactivate congregate shelter that was initially closed or repurposed during the City’s initial COVID-response. Congregate shelters are being assessed to determine COVID-informed capacity to ensure maximum capacity is used while maintaining strict adherence to public health guidance to support the health and safety of guests and staff. Family shelters have remained open to new referrals during COVID in alignment DPH guidance.

In the Mayor’s Homelessness Recovery Plan, the Mayor committed to rehousing those in SIP hotels through permanent housing solutions that may be achieved through Problem Solving case management and connections, Rapid Rehousing and Permanent Supportive Housing, while also continuing to expand other needed resources like congregate shelter and safe sleep for unsheltered households and those who might become homeless due to the economic impacts of the pandemic. It is important to note that returning COVID-vulnerable SIP hotel guests to congregate shelter or Safe Sleep is not part of the SIP Rehousing plan.

C. The number of people experiencing homelessness who have “exited” homelessness during the COVID emergency;

Based on data provided through HSH’s HOMstat dashboard which is shared at the monthly [Local Homeless Coordinating Board \(LHCB\) meetings](#), there have been a total of 1,140 exits to stability from homelessness from March – September 2020 and 52 households utilized one-time Problem Solving grants for eviction prevention.

- 721 households exited to Permanent Supportive Housing or Rapid Rehousing,
- 419 exited through Problem Solving resolutions including short-term rental subsidies, one-time grants and Homeward Bound

- 52 utilized one-time Problem Solving grants for eviction prevention There may have been additional exits from homelessness during this time period that is not captured in the data above such as households self-resolving their housing crisis.

D. How many clients in SIP Hotels have had a housing assessment?

As of October 31, 2020, 1,402 of the 2,359 SIP hotel guests had completed a Coordinated Entry assessment either prior to or during their stay at SIP hotels. 781 (33%) of SIP Hotel guests are actively engaged with Coordinated Entry staff. This number is anticipated to increase as Care Coordinators focus on offering assessments (Problem Solving Screenings and/or Coordinated Entry Assessments) to guests in SIP hotels as part of the four-phased SIP Rehousing Plan. Both assessment tools are utilized by Care Coordinators to support the identification of appropriate transition options for each guest.

HSH's Coordinated Entry Access Points that serve Adults, TAY and Families experiencing homelessness as well as Care Coordinators (staffed by HSH Providers) and teams from the Human Services Agency (HSA) and Department of Public Health (DPH) have already begun working with guests in SIP Hotels to engage in services and begin Problem Solving conversations and Screenings.

The goal is to assess 100% of guests in SIP hotels, however the type of assessment will differ based on the guest's individual needs. If the guest is unable to self-resolve their housing issues through support networks or services offered through Problem Solving, then the guest will be connected for a Coordinated Entry assessment to support identifying appropriate exit planning resources. To support the rapid assessment and exit planning for guests in SIP Hotels, a Problem Solving Screening was developed that will be offered to all SIP hotel guests as the first step in transition planning.

Problem Solving Screenings and Coordinated Entry Assessments are voluntary and SIP hotel guests must agree to complete a Homeless Response System Release of Information (HRS ROI) that provides permission to HSH, partner agencies and Providers to assist the guest with housing solutions. As we learn more about the barriers to assessment, we will deploy improvements at the next hotels in Phase 1. Our focus in the SIP Rehousing and Demobilization Plan is to increase enrollment and assessments and we will deploy all trained non-profit Coordinated Entry staff and HSH additional staff to support this.

E. How many SIP clients assessed are Housing-Referral Status, and a breakdown by race?

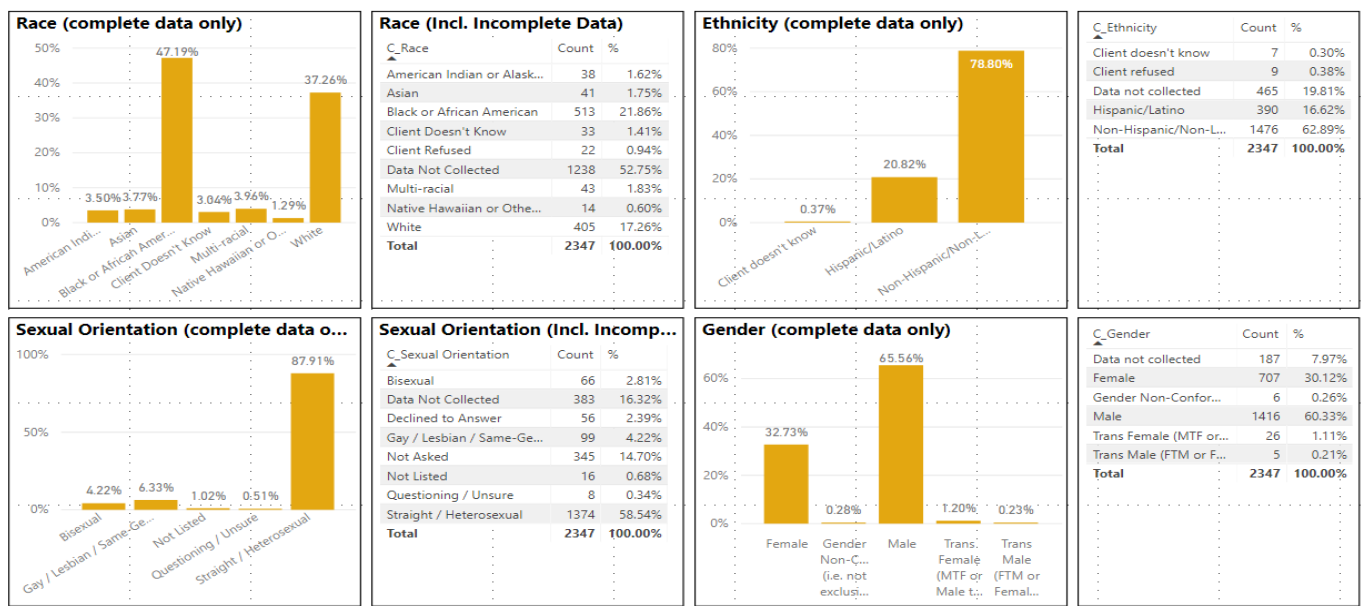
In order to determine if a guest is Housing Referral Status, that guest must participate in a Coordinated Entry Assessment as described in the response above.

Of the 1,402 SIP guests that have completed (or had an existing) Coordinated Entry Assessment, 382 (16%) have been determined to be Housing Referral Status, meaning they are eligible and can be referred to PSH. We anticipate as additional guests participate in enrollment and

assessments the number of Housing Referral Status guests will continue to increase. Additionally, we anticipate many guests will be eligible for Rapid Rehousing (RRH).

Below is a breakdown of guests currently sheltering in place in SIP Hotels by race and Sexual Orientation and Gender Identity (SOGI) demographics as well as a breakdown for those guests who have been determined to be Housing Referral Status. Please note, this data is not comprehensive of all guests at SIP Hotels as Care Coordinators are still working with guests to ensure they have completed the Homeless Response System Release of Information (HRS ROI) that allows their data to be collected and shared. We note the high level of “data not collected” category and need this data quality and collection to improve.

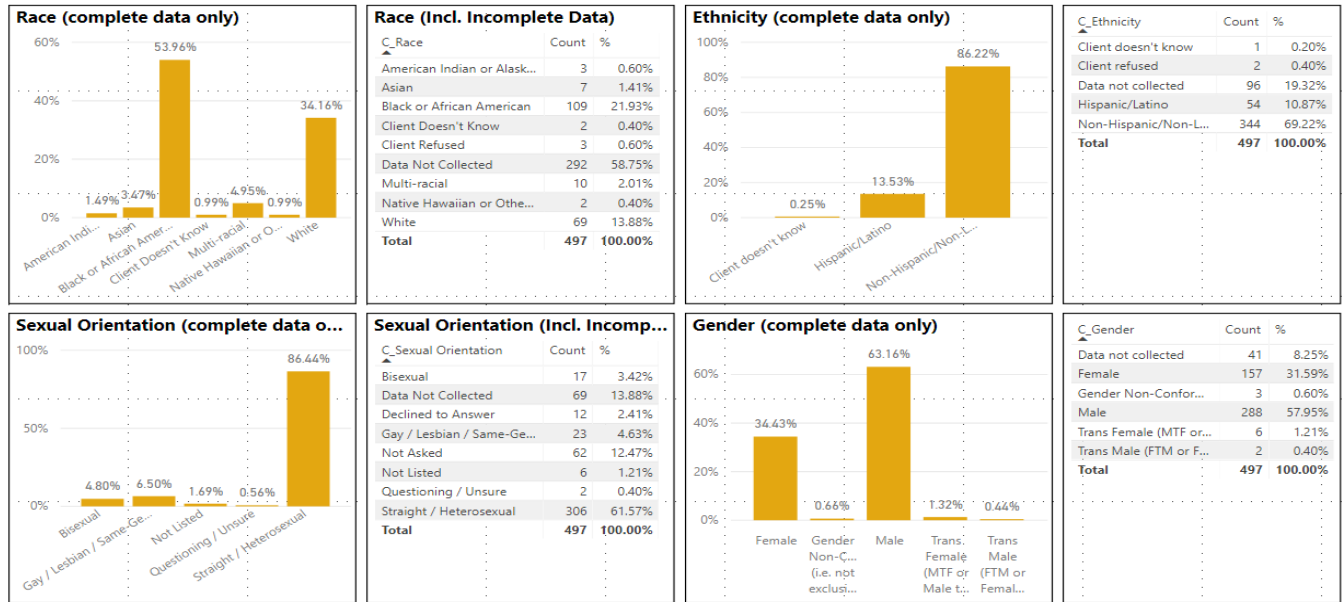
Figure 2: Full SIP Hotel Portfolio - Demographic Information



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Data as of: 11/2/2020

Figure 3: Known Housing Referral Status Guests in SIP Hotels, Demographic Information



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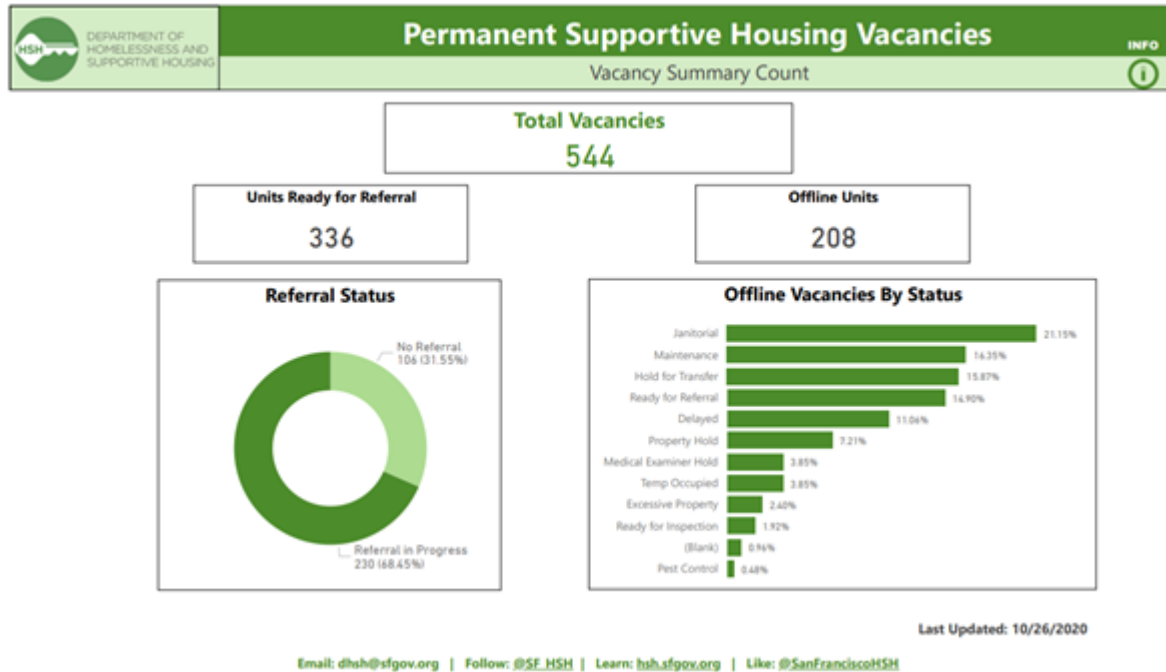
F. How many Permanent Supportive Housing units are vacant or available for occupancy?

As of October 26, 2020 there were 544 vacancies in the HSH PSH portfolio. Housing referrals and placements were impacted by COVID-19, among many reasons due to staff being deployed to rapidly design, develop and operate SIP hotels and the Alternative Housing System. During COVID, HSH developed and published a PSH Vacancies Dashboard to increase transparency and inform policy decisions to support the removal of housing barriers, including but not limited to the development of a Universal Housing Application. The presentation HSH, MOHCD and the San Francisco Housing Authority (SFHA) presented at the September 3, 2020 Hearing on Vacancies in Supportive Housing (Appendix B) provides additional context on steps being taken collectively to address vacancies in supportive housing.

HSH continues to identify and remove barriers within Coordinated Entry referral, Housing Navigation and Housing referral. Through the SIP Rehousing Pilot starting this week, as we identify further obstacles to housing, we work to actively remove them.

The data below is a snapshot of the HSH Permanent Supportive Housing Vacancies Dashboard that also includes a definition key of terminology used in the dashboard in response to feedback received on the first draft of this dashboard that was presented as part of the September 3, 2020 Vacancies in Supportive Housing Hearing at the Board of Supervisor’s Government Audit and Oversight Committee. This dashboard will be updated monthly and shared publicly beginning in November 2020 as part of the Local Homeless Coordinating Board (LHCB) meetings.

Figure 4: Permanent Supportive Housing Vacancies Dashboard, October 2020



Permanent Supportive Housing Vacancies
Summary and Definitions

The Permanent Supportive Housing Vacancies Summary Report represents units both offline (where the unit is vacant but not yet ready for a new tenant for some reason, i.e. it is undergoing maintenance or cleaning, being held for transfer, etc.) and those that are ready for a new tenant referral. This dashboard is made possible because our nonprofit providers began reporting on offline vacancies via our new Offline Vacancy Tracker tool implemented in early 2020. Below is a list of definitions for the different offline statuses:

Offline Status Definitions

- **Delayed:** delay due to reasons that do not fit in the other categories and further described in the note section.
- **Excessive Property:** when a unit has a substantial number of items needing to be removed (i.e. hoarding, filth etc...)
- **Hold for Transfer:** represents internal transfers (property holds unit for transfer within the same site) and external transfers (HSH holds a unit for reasonable accommodation, safety or household composition change transfer)
- **Janitorial:** unit requires minor repairs and/or cleaning
- **Maintenance:** unit requires major or substantial repairs
- **Medical Examiner Hold:** unit being held by the City's Medical Examiner's Office
- **Pest Control:** unit needs to be professionally treated for pests
- **Property Hold:** Provider placed hold on the unit for a specified reason(s).
- **Ready for Inspection:** unit needs to be inspected by the San Francisco Housing Authority (SFHA) or Department of Building Inspection (DBI)
- **Ready for Referral:** unit is available for occupancy
- **Temp Occupied:** unit is temporarily occupied by a resident while repairs to the permanent unit are made.

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To date, despite multiple follow ups, that report has not been shared and the only data point shared has been the number of vacant and available PSH units.

HSH's Permanent Supportive Housing Vacancies Dashboard (above) provides a summary of all vacant units in HSH's PSH portfolio, including units that are available (pending referral or ready for referral) and offline. This dashboard will be shared publicly at monthly Local Homeless Coordinating Board (LHCB) meetings starting in November 2020.

A draft of this Dashboard was presented at the September 3, 2020 hearing on Vacancies in Supportive Housing at the Board of Supervisor's Government Audit and Oversight Committee. After hearing feedback from the Board of Supervisors, members of the public and non-profit providers, HSH updated the dashboard to provide a clearer and more comprehensive overview of available and vacant units in the HSH supportive housing portfolio, including a definition key to support the utilization of shared terminology to support transparency and understanding from all stakeholders. Please see Appendix B for more details.

Part II:

1. How many Permanent Supportive Housing, Rapid Re-Housing, Flex Housing Pool, and Problem Solving placement are available for Phase 1 of the exit plan?

Permanent Supportive Housing (PSH), Rapid Rehousing (RRH), Flexible Housing Subsidy Pool and Problem Solving resources are all needed to meet the specific and unique needs of the households who are currently sheltering in place at SIP hotels. Please note that the Flexible Housing Subsidy Pool is a subset or type of PSH.

As of November 2020, housing resources include:

- 200 Flexible Housing Subsidy Pool slots that are PSH
- 336 PSH units ready for referral, with an estimated 15% of turnover anticipated across the adult and TAY PSH portfolio*
- Developing medium-term subsidy slots (e.g. Rapid Rehousing (RRH)) through the State's 100 Day Challenge for 175 people, pending Prop C process. HSH has allocated resources to begin this program prior to Prop C funding being taken off reserve.

We anticipate the additional housing resources being available by January 2021:

- Potential expansion of Flexible Housing Subsidy Pool and other solutions based on assessed needs from guests in SIP hotels
- 362 new PSH units via Homekey, with an additional 15% of turnover anticipated across the adult and TAY PSH portfolio*
- Pending Prop C funds being removed from reserve, additional medium-term subsidy slots (e.g. RRH) are anticipated

**COVID impacts on this annual estimate are still being determined.*

In order to determine how much of each resource will be needed to support guest's exiting to stability in Phase 1 and beyond will be guided through data collection and the unique transition plan developed with each guest to determine which option(s) is available and best suited for that individual or household. Assessing all SIP hotel guests is the first step to inform and determine the amount and type of resources needed. This comprehensive data will also identify resource gaps, so we can work to quickly secure additional resources or solutions to meet the needs of guests sheltering in place at SIP hotels.

On November 3, 2020 the By Name List (BNL) for each site in Phase 1 will be confirmed. This signifies that no new intakes will enter the site and that as guests move out, the By Name List will be updated to monitor progress. Care Coordinators will work closely with the HSH Problem Solving, Coordinated Entry teams and Access Points to work with guests to understand their exit plan and identify resources to assist them with their next steps.

Current guest data for Phase 1 (as of October 31, 2020):

- 499 SIP hotel guests in Phase 1
- 94% of Phase 1 guests have a ONE Profile
- 45% are active in Coordinated Entry
- 108 (22%) are known to be Housing Referral Status (eligible for PSH)

In addition, HSH, the U.S. Department of Housing and Urban Development's Technical Assistance (HUD TA) and Providers will pilot a Housing Fair model with three Phase 1 sites. This pilot will overlay a disaster rehousing framework utilized to house people experiencing homelessness from temporary shelters after natural disasters. The disaster response strategy focuses on acting with urgency, connecting people in need immediately to housing resources, removing onerous documentation requirements and accessing needed public benefits and supports quickly.

The strategy also employs a housing fair strategy by which all the resources a guest needs to exit homelessness are brought to them in one central location. The goal of the pilot is to offer an opportunity for guests to engage in Problem Solving, assessments and to connect those who have completed assessments and have been determined to be Housing Referral Status to available PSH. Additionally, the pilot will allow HSH to test out streamlined processes to ensure we can move people to appropriate housing as quickly as possible by removing documentation and process barriers.

a. How many of each of those placements will be made available by June for all Phases?

As mentioned above, we are in the process of completing Assessments (Problem Solving Screening and/or Coordinated Entry Assessments) that will continue to inform the amount of each resource that will be needed to successfully rehouse guests in SIP hotels. Placements will

ultimately be determined by client choice in accordance with the type of housing a guest qualifies for.

Based on data and national best practices, we anticipate a minimum of 10% of guests will be able to resolve their housing crisis through Problem Solving strategies. If Problem Solving (short-term) resources are not the right fit for the individual/household, the Coordinated Entry primary assessment will assist in identifying local, state or federal housing interventions (medium and long-term solutions) e.g. 100 Day Challenge that will be ready for launch in December/January.

Figure 6: SIP Rehousing Plan and Site Demobilization – Short, Medium and Long-Term Resources*

SIP Rehousing: Developing Housing Exits

- Short Term Housing Expansion**
 - Diversion including one-time grants and connections to family/friends
- Medium Term Housing Expansion**
 - Bridge subsidies, Rapid Rehousing (RRH) for those in SIPs
- Long Term Housing Expansion**
 - Use every PSH resource by matching faster, bringing off-line units online faster and lowering all non-required barriers to housing
 - Expand PSH through purchase, master lease and flex-pool
 - Expand PSH through existing pipeline

**This slide is an excerpt from the SIP Rehousing and Site Demobilization presentation that was presented to the LHCB on Monday November 2, 2020. The full presentation is included in this response letter as Appendix C.*

b. How much funding is available for Problem Solving and Rapid Rehousing?

A limited amount of funds are immediately available and appropriated in HSH’s FY20-21 budget:

- \$1.6 million for Family RRH
- \$1.275 million for Family Flex Housing Subsidy Pool
- \$626k for TAY Flex Housing Subsidy Pool

In addition, the Mayor’s Homelessness Recovery Plan is predicated on additional Prop C funding currently on Budget & Finance Committee reserve, being released for the rehousing plan. The following funding is appropriated in HSH’s FY20-21 budget but on Budget and Finance Committee reserve pending review and approval of a final spending plan for Prop C funding.

Prop C caps RRH or housing subsidies less than 5 years at 12% of the total housing funding:

- Total Housing Funding from Prop C: \$196.8 million in FY20-21
- 12% cap on shorter-term subsidies: \$23.6 million

Population Allocation of Prop C Housing Funding in FY20-21

- \$108.2 million general population
- \$39.4 million TAY
- \$49.2 million Families

HSH is working with the Mayor's Office on a FY20-21 spending plan to present to the Prop C advisory committee for recommendations in order to present a spending plan to the Board of Supervisors in December and release funds from reserve in order to complete the rehousing initiative.

2. Are there other exits that fit the definition of an "exit to stability"? How do you define an "exit to stability"?

An "exit to stability" speaks to the commitment to offer each guest currently sheltering in place at SIP Hotels a connection to a permanent housing resource provided through the many resources mentioned above – these include short, medium and long-term *housing* solutions. An exit to stability is not returning to temporary crisis interventions such as congregate shelter or Safe Sleep.

3. How many guests have been assessed so far for a) Coordinated Entry or b) Problem Solving Screening?

- a. As stated in response 'D' above, 1,402 out of 2359 of SIP hotel guests have completed a Coordinated Entry assessment at some point in time, though some of these assessments have expired and are considered to be inactive. As of October 31, 2020, 781 (33%) of SIP Hotel guests are actively engaged in Coordinated Entry. To be clear, the goal is not for all guests in SIP hotels to have a Coordinated Entry Assessment as the first assessment for all guests is a Problem Solving Screening. Those who are not able to resolve their housing crisis through Problem Solving (short-term) resources will then participate in a Coordinated Entry Primary Assessment.
- b. Problem Solving Conversations are the starting point for every person experiencing homelessness and had been incorporated as part of the intake process for all guests entering SIP hotels. A Problem Solving Screening Tool was developed specifically for the Rehousing and Site Demobilization effort to begin proactively identifying needed resources. We are working closely with Care Coordinators, Providers and City partners to assess all SIP hotel guests as quickly as possible and look forward to providing more data as on this assessment tool as it becomes available.

a. How will 2500+ guests be systematically assessed across all sites?

A high level of coordination between City and Provider partners is required to support the SIP Rehousing and Site Demobilization Plan, the foundation of which begins with the development of a Byname List (BNL) for each SIP hotel site. These BNLs are now stored within RTZ, a room management system with complimentary confidential client information (Problem Solving Screening and Coordinated Entry Assessment) stored in the ONE System. Both data systems will inform Care Coordinators on exit planning as well as data reporting.

Staffing limitations prevent the City and Provider partners from assessing guests at all sites simultaneously. Assessments are and have been available to guests at all times and at all sites. However, participating in assessments is voluntary and working with a guest to actively engage in the assessment process can take time. HSH is concerned about the lower than anticipated levels of Problem Solving and Coordinated Entry Assessment data, but our recent data in the last month shows a significant increase in assessments across SIP hotels. HSH and its non-profit partners intend to deploy all resources to this effort and will focus this week on the pilot hotels (see below). Establishing a relationship with a guest and building trust are critical components to the assessment process.

A hyper focus on assessments will occur at the hotels based on the Phase in which they are slated to close. This way HSH can focus surge capacity to focus staffing resources on these efforts. Any individual at any site can receive an assessment by contacting staff on site or contacting a Coordinated Entry Access Point by phone. This information was recently provided by letter directly to each guest in Phase 1 and we need to continue to consistently encourage all guests to reach out to work on their exit planning immediately.

All SIP hotel sites are actively providing Problem Solving Screenings and Coordinated Entry Assessments and will utilize the BNL to track which guest have been assessed and which guests need additional follow-up. Site by site Screenings and Assessment progress is monitored on a weekly basis. The goal is to have all necessary screenings/assessments complete for all guests at the so that we can make strategic decision as to what housing options we will need to allocate.

Coordinated Entry Access Points are assisting in these efforts and lending their expertise in working with guests to understand and participate in these conversations. These critical practices require a large amount of coordination and staffing resources which is why they are being prioritized by the four phases of the SIP Rehousing and Site Demobilization Plan.

b. What specific guidance have the Hotel Operators been given to accomplish this?

HSH and the CCC have worked closely with providers since July 2020 when the Mayor's Homelessness Recovery Plan was announced with the commitment to rehouse guests sheltering in place at SIP hotels. HSH has communicated that while sites were continuing to expand, rehousing would begin in November 2020. This was communicated in weekly calls,

with leadership and in writing. Comprehensive trainings were conducted in September and October to ensure all City and Provider staff, specifically Care Coordinators understood the expectations and tools to support guests in their transition planning and assessment.

Please see Appendix A for a comprehensive list of all trainings offered to SIP Providers and City staff September – October.

As rehousing got closer and more specifics were determined, a letter was sent out to all SIP Providers on October 23, 2020 to inform them of which of the four Phases their site(s) were in and the SIP Rehousing and Site Demobilization Phase and Timeline was presented at the weekly SIP Provider Meeting on October 30, 2020. The CCC and HSH continue to socialize this process and timeline with internal and external stakeholders as quickly as possible. We as a City and County need to make quick decisions to prioritize life safety during a disaster and as the stewards of public funds. We continue to do our best to socialize plans and collect input from stakeholders as much as possible given the state of emergency we are in but we will continue to move with urgency to ensure people are rehoused and public funds are effectively deployed.

4. How many current SIP guests are Housing Referral Status?

As stated above in response 'E', 382 (16%) of the 1,402 guests sheltering in place at SIP hotels (including SIP trailers) have been determined to be Housing Referral Status. This data is not comprehensive as there are guests who have not yet completed a Coordinated Entry Assessment. A reminder that not all SIP hotel guests will need to complete a Coordinated Entry Assessment if they are able to resolve their housing crisis through Problem Solving resources and we have talked about steps being taken to increase these numbers. We need to see these numbers increase rapidly and we will learn more from our pilot sites over the next few weeks.

5. How many people have been placed into housing from Shelter In Place hotels to date?

Based on the data that is currently available, a total 49 households have been placed into housing from SIP hotels. We believe this to be an undercount as the data collected on exits from SIP hotels March – September 2020 prior to RTZ adoption across all SIP hotel sites has heavily relied on manual update/entry and there are outstanding exits that have not yet been verified and matched to ONE system exit destinations.

HSH and the CCC are actively working on public facing dashboards that will demonstrate the progress and exit destinations for guests transitioning out of SIP Hotels as part of the SIP Rehousing and Site Demobilization Plan.

6. Why are some site operators concentrated in Phase 1&2 versus being spread out to allow for better planning?

The SIP Rehousing and Site Demobilization Plan will occur in four phases from November 2020 – June 2021. A phased approach is necessary as we cannot rehouse all guests at one time, both from a staffing and housing resources capacity perspective. As we are reminded by the

Controller's Office, every month SIP hotels stay open costs the City an additional \$10 million. So as fast as this process is, even this length of time has significant implications given how many SIP hotels San Francisco has opened. We know from our national colleagues that even with a change in administration, FEMA is unpredictable and does not provide local jurisdictions with a long runway for when funding goes away. This has been the case in each disaster response in recent history and which is why it is so critical that San Francisco begin rehousing now.

The SIP Rehousing and Site Demobilization Plan will require high levels of coordination across City departments, provider partners, community partners and guests. There are a number of factors that went into deciding where sites are placed in the timeline that include the following:

- Date the Site began to take Guests
- Contract Terms
- Budget*
- Size of Site
- Equity
- Leadership
- Potential for Competing Priorities (i.e. CBO operated multiple sites, pre-COVID operations were to resume and staff and budget needed to be adjusted, etc.)

8. What have you done to draft the plan and gather feedback from SIP Hotel Operators?

The City has been intentional and thoughtful in designing processes to collect as much feedback as possible during a disaster.

Recognizing that this process needed to be developed rapidly and simultaneously with the continued response to the COVID-19 crisis, the City utilized the Advanced Planning Housing and Shelter Workgroup to solicit input that would inform the SIP Rehousing and Site Demobilization Plan. The Advanced Planning Housing and Shelter Workgroup, charged by the Mayor and Board of Supervisors with future planning as the City began reopening, established a goal to ensure that none of the approximately 2,500 homeless clients currently housed in temporary Shelter-In-Place (SIP) hotels exit the COVID response to unsheltered homelessness. This workgroup was co-chaired by Supervisor Walton and HSH Interim Director Abigail Stewart-Kahn and membership included DEM Executive Director Mary Ellen Carroll, LCHB co-chair Del Seymour, Executive Director of Larkin Street Youth Services Sherilyn Adams, HSA Director Trent Rhorer, Dr. Deb Borne with DPH and other City partners.

The Workgroup explored key issues related to the homeless response and behavioral health systems and developed a set of policy recommendations for the City to use to inform the development of the SIP Rehousing and Site Demobilization Plan by prioritizing equity and considering the impacts on unsheltered individuals and street conditions. With leadership of community representatives, the Advanced Planning Group and HSH hosted two Provider input

sessions and LHCB hosted a special session to gather public input from provider and public stakeholders, including those with lived experience.

In addition to these input sessions, the Workgroup received input from other sources including COVID Command Center Neighborhood Plans , several additional input sessions with nonprofit providers, and open letters from Provider Associations. The input and feedback from these sessions ultimately informed the development of the Mayor’s Homelessness Recovery Plan which in turn informed the SIP Rehousing and Site Demobilization Plan. In crisis responses, federal, state and local governments necessarily make more decisions with less input and more speed than our typical approach in San Francisco. We acknowledge that this is difficult. And we need to continue to proceed with haste - balancing life safety and fiscal responsibility.

Starting in October 2020, HSH began to socialize the SIP Rehousing and Site Demobilization Plan with stakeholders including providers, elected officials, community, City partners and the public. This socialization includes but is not limited to the following stakeholder groups:

- Between July – November 2020, communicated with providers on a collective weekly call about the continued expansion of SIP hotels through November and preparation for SIP Rehousing launch in November
- October 13, 2020 SIP Rehousing and Site Demobilization Kick-Off (SIP Providers and CCC Branch)
- October 13, 2020 Hotel Council
- October 14, 2020 HSH All Staff Meeting
- October 15, 2020 Quarterly Leadership Meeting (HSH and provider leadership)
- October 21, 2020 Board of Supervisors CCC Briefing
- October 23, 2020 Written notification to all SIP Providers
- October 23, 2020 HSH Strategic Framework Advisory Committee (includes provider-selected representatives, HSH Director and HSH Director of Strategy and External Affairs)
- October 23, 2020 Embarcadero SAFE Navigation Center Advisory Committee
- October 30, 2020 Written notifications to Phase 1 SIP Hotel Guests
- October 30, 2020 HSH Housing Provider Special Meeting
- October 30, 2020 meeting with the Coalition on Homelessness
- November 2, 2020 Local Homeless Coordinating Board (LHCB) Meeting

To support the rehousing pilot of three sites that will kick off November 2, 2020, HSH has formed an Implementation Team and a Logistics Team which meet every day to discuss client matches, unit availability and the operational processes required to house people. HSH and SIP Provider staff participate in these daily meetings. These meetings are in addition to the Care Coordinator position that all SIP Providers were asked to create in September 2020 and so these key staff could participate in the trainings included in Appendix A of this document to ensure they are knowledgeable ambassadors of the SIP Rehousing and Site Demobilization Plan.

While the total numbers are massive and every single number represents a human being in need of our care, HSH has decided to strategically focus on three hotels with an intentional pilot with expert HUD TA onsite. We will be providing further details on learnings from this pilot on an ongoing basis to community. Plans for the pilot launching today were shared in the forums above and are included in the LHCB presentation included as Appendix C.

9. How many more SIP placements will occur through November?

The last two SIP hotels to open will continue to take new placements until capacity is reached or until November 15, 2020, whichever comes first. Backfills to other sites will stop now. Transfers -- which include the need to transfer due to domestic violence or similar circumstances --within the SIP Hotel system of care will continue across sites that have not yet confirmed their BNL.

10. How is the City supporting the dozens of workers who will be laid off from their roles at the SIP sites?

SIP Hotel sites were always a temporary solution, and we are grateful for the amazing non-profit partners who quickly responded to the need to quickly staff up and operate SIP hotels to respond to the need of those most vulnerable to the COVID-19 virus. We are in conversation with two providers who are particularly concerned about this and there may be others. For these providers, we are working to creatively problem solve. We know these providers operate other programs and may be able to hire these staff within their existing contracts and/or to their expanding contracts. Many other providers tell us they are looking forward to having their staff back at their original sites to fill vacancies there and that they are excited to begin the rehousing effort.

More broadly speaking, HSH and the City will continue to support Providers operating SIP hotels to creatively identify options to transition staff to other programs within their portfolios and explore additional Technical Assistance resources for non-profit Providers in partnership with the Controller's Office to provide additional support in working with temporarily hired staff to support them as SIP sites demobilize.

11. What is the plan to re-populate congregate shelters?

Congregate shelter continues to be a limited resource. HSH and the CCC continue to reactivate congregate shelter to COVID-informed capacity and work to bring additional congregate shelter resources online as mentioned in question #2 of this document. HSH is currently reviewing the current shelter capacity against the pre-COVID capacity in order to better understand long-term temporary shelter needs and what congregate shelter will look like post-COVID.

Referrals to congregate shelter are managed through a centralized referral process managed through the CCC that is publicly available. CCC Guest Placement Coordinators will allocate Congregate Shelter beds through the referring entities outlined below. These ongoing allocations will be evaluated at the end of each week and numbers may be adjusted based on

previous utilization. Once the needs of these referring entities have been met, remaining beds can be made available to the remaining referring entities.

Referrals to Congregate Shelter will be referred to CCC Guest Placement Coordinators from the following referral sources based on availability:

- a. Hospital outflow
- b. I&Q outflow
- c. SFHOT / HSOC

12. What are the results of the analysis of which Safe Sleeping Sites will remain open, for how long, and what capacity?

Final analysis is still being conducted and we look forward to sharing final timelines and projected capacity of the Safe Sleeping Program to share with you when we meet with your offices the week of November 2, 2020. For context, the original budget including addbacks for the Safe Sleeping Program was approximately \$13 million for capital and operations.

Unfortunately, FEMA has since changed what it is willing to reimburse in congregate settings, including Safe Sleeping, leaving less FEMA resources for San Francisco's Safe Sleeping Program.

We are all interested in learning more about expansion of Safe Sleep and how it fits into the Homelessness Response System and look forward to working with stakeholders to identify additional funding resources.

Appendix A: SIP Rehousing: Training for Enrollment Initiative Process:

RTZ training and data entry is the priority during this time period

DATE	ACTION	STATUS
9/29 – 10/9	Housing Group will confirm the names and contact information for Care Coordinators and back-up staff.	Completed
9/29 – 10/9	All Care Coordinators and back-up staff must complete the DPH Privacy Certificates ahead of RTZ training. <i>NOTE: Training cannot proceed without certificates for every Care Coordinator.</i>	Completed

RTZ Training and Data Entry Timeline:

DATE	ACTION	STATUS
9/16 – 9/24	Care Coordinator Training: All Care Coordinators complete DPH Privacy and Compliance Training. This MUST be completed in order to move forward with RTZ training.	Completed
9/25	Overview/Introduction: Overview of the RTZ Rapid Enrollment Initiative (timeframe and objectives) and an introduction to RTZ itself. This will focus on more the conceptual-level RTZ, like how the system works and the different views they will have access to. We will also discuss their ongoing interaction with RTZ in needing to keep it updated after the two-week intensive is over.	Completed

<p>9/28</p>	<p>RTZ Training: This will be a more detail focused RTZ training with the specific use cases that we expect the Care Coordinators to encounter. For example, referring new clients, filling out detailed referrals, accepting clients to the site/room, discharging clients who are no longer there, etc. After this we expect them to be able to functionally use RTZ.</p>	<p>Completed</p>
<p>9/28</p>	<p>Care Coordinators and RTZ: Care Coordinators will spend Monday working in RTZ itself to begin getting their site updated and the CCC Data and Reporting Team will be on-hand (virtually) to help. All questions should be written down by Care Coordinators so they may be addressed as a group at the Q&A session on 9/29.</p>	<p>Completed</p>
<p>9/29</p>	<p>QA Session: CCC Data Team will hold an hour of time for Care Coordinators to bring all the questions generated during their work 9/28 to get answered in a Q&A session. This will have all the Care Coordinators present so that questions can be brought up and answered for everyone together</p>	<p>Completed</p>
<p>9/29 – 10/9</p>	<p>RTZ Input: Sites will be expected to have all Guest(s) entered in RTZ with Referral/Patient Record fields filled for all guests.</p>	<p>Completed</p>

Ongoing	Data Support: CCC Data team will be answering questions/providing support for these folks throughout the two weeks.	Ongoing
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ONE SYSTEM TRAINING:

ONE System will contain client-level data and will bridge data to RTZ.

DATE	ACTION	STATUS
10/9	<p>ONE System Training: This will be for Care Coordinators, Access Points or other staff members who would participate in SIP wind down</p> <p><i>Note: There have been two ONE System trainings that have occurred in September and many of the Access Points have already been trained.</i></p>	Completed
10/9	<p>Problem Solving Screening Training: Will be available in the ONE System training and curriculum will be complete.</p>	Completed
10/12 – 10/16	<p>Coordinated Entry Training: Will provide a series of trainings for the Care Coordinators. Trainings include the following: Weekly Staffing Facilitation, Generating Byname List Reports, Escalating cases to the Housing Match and Resolution Conference, etc.</p>	Completed

Appendix B: Vacancies in Supportive Housing Presentation

This presentation on vacancies in supportive housing is attached to this letter of response as a supplemental document and is publicly posted on legistar:

<https://sfgov.legistar.com/View.ashx?M=F&ID=8762890&GUID=DFD18006-1FDC-4AAA-B760-9434881DDCE4>

This is a presentation that was given by representatives from HSH, MOHCD and SFHA during the September 3, 2020 Board of Supervisor's Hearing on Vacancies in Supportive Housing the Government and Audit Oversight Committee.

Appendix C: SIP Rehousing and Site Demobilization LHC B Presentation

This presentation is attached to this letter of response as a supplemental document and publicly posted on the HSH website: https://hsh.sfgov.org/wp-content/uploads/2020/11/SIP-Rehousing-Presentation_LHC_B_FINAL-DRAFT.pdf