



Our City, Our Home Oversight Committee Investment Plan

Fiscal Years 20-21, 21-22, 22-23

May 18, 2021

The Our City, Our Home Oversight Committee

Members:

Brett Andrews, Behavioral Health Liaison

Julia D'Antonio (Vice-Chair), Community Impact & Accountability Liaison

Jennifer Friedenbach, Immediate Needs Liaison

Shaun Haines, Community Impact & Communications Liaison

Julie Leadbetter, Prevention/Diversion Liaison

Lena Miller, Immediate Needs Liaison (unofficial)

Cynthia Nagendra, Data Officer and Systems Modeling/Strategic Investment Plan Liaison

Ken Reggio, Housing Inventory & Pipeline Liaison

Shanel Williams (Chair)

Why Does Homelessness Happen? **Structural Factors**



Skyrocketing Housing Costs



Inadequate Wages



Systemic Racism and Other Structural Inequities

Housing Justice *is* Racial Justice

What is the Solution to Homelessness? **Housing**



Research has shown *repeatedly* that **permanent housing** that using the evidence-based “Housing First” approach is an effective way to end homelessness and help people to maintain housing.

Why Does Homelessness Increase?



HOMELESSNESS PREVENTION – SUPPORT SERVICES AND HOUSING. - STABILIZATION

Effective Homeless Response System: Goal

House as many people in San Francisco as possible,
support housing stabilization,
prevent people at imminent risk of homelessness whenever possible



Effective Homeless Response System: Goal

Housing First approach across the system

Diversion/Prevention from imminent homeless system when safe and appropriate

Rapid identification and engagement of people experiencing unsheltered homelessness to connect them to crisis services and housing assistance

Problem-solve housing crises with people as partners in their pathway to stability at every possible engagement opportunity

Quick, accessible, low-barrier pathways to shelter and other crisis services that result in permanent housing and other positive exits

Housing and behavioral health and other services that support people's ability to get off the street and into housing and stabilize

Rapid connection to permanent housing for all sheltered and unsheltered people

What is the system we want to model,
strengthen, and fund that reduces disparities
and reduces homelessness?

How do we build a coordinated vision, add
NEW capacity, and support systems change?

What do we need to get there?



COOH Committee's Vision, Values, and Strategic Intentions

- Lead with **equity** in developing recommendations and oversight responsibilities to be responsive to historic, structural, and systemic disparities
- Develop recommendations that are guided by a comprehensive, **data-driven** vision for a sustainable and equitable homelessness response and prevention system that ensures homelessness in San Francisco is rare, brief, and one-time, rather than funding siloed proposals or programs that aren't aligned with a cohesive city-wide vision (Prop C can't end homelessness alone!)
- Prioritize recommendations that align with the Housing First approach to system and program design that recognizes **permanent housing** as **the solution** to homelessness with low-barrier and individualized services.
- Develop recommendations that **facilitate system flow** by pairing temporary interventions and services such as shelter, safe sleep sites, and behavioral health services with permanent housing solutions.

OCOH Committee's Vision, Values, and Strategic Intentions

- Conduct a comprehensive, inclusive, and transparent community member and City Department input process to **understand priorities of a wide range of stakeholders.**
- Seek out, listen, and be **guided by the experiences and voices of people with lived expertise** of homelessness and housing instability.
- Prioritize OCOH funds for the most strategic uses with consideration of how to most **effectively leverage** and fill gaps of other local, state, and federal funds.
- Develop and evaluate outcomes and benchmarks to **create transparency.**
- **Communicate clearly and regularly to the public** about the Committee's work and progress towards stated goals

Strategic Alignment of this Investment Plan with Community Goals

These strategic recommendations will support community imperatives, including goals from the Department of Homelessness and Supportive Housing's Five-Year Strategic Framework, including:

- End family homelessness by December 2026 (Using expanded Prop C/SF/HUD McKinney Education definition)
- Reduce chronic homelessness by 50% by December 2022
- Reduce youth homelessness by 50% by December 2022

The recommendations will also:

- Support progress toward the Mental Health Reform performance metric of increasing number of people placed into permanent supportive housing or other long-term placements.
- Respond to the survey results highlighted in the "Stop the Revolving Door" report which emphasize the importance of quality permanent housing for ending homelessness and of supporting people's treatment and services goals.
- Align with the focus on permanent housing exits within the SIP Rehousing Plan and Mayor's Homelessness Recovery Plan.

Development of The Investment Plan

- Extensive involvement of CCOH Committee members serving as liaisons for each of the expenditure categories, supported by Tipping Point Community and Matthew Doherty Consulting
- Close coordination and communication between Committee members and representatives from City Departments to discuss priorities, proposals, and recommendations
- A robust community engagement process



Community Engagement Process

17 listening sessions plus 3 community-wide stakeholder sessions

- Dedicated listening sessions for people with lived experience of homelessness, including unhoused families (with interpreters), pregnant and parenting women, survivors of DV, criminal-justice involved people, and veterans
- GLIDE event with surveys and priority-voting for people with lived experience (250 survey respondents)

800 participants

Community Engagement Process

What were the top barriers cited across all listening sessions?



Community Engagement Process

In addition to identifying challenges, the OCOH listening sessions resulted in dozens of recommendations across the OCOH funding priorities. Notably, there was widespread agreement that the OCOH Committee should prioritize for funding:

- Permanent housing solutions
- A wider range of housing and prevention options that meet people where they are, not where we want or expect them to be
- Interventions that are flexible in design and duration, and approaches are individualized to each household, in recognition that a one-size-fits-all approach does not work
- Services that address the true needs of clients, particularly individuals with higher acuity or individuals who require only “light touch” services

OOCH Investment Plan Recommendations for FYs 20-21, 21-22, 22-23

Eligible Expenses Include:

- Permanent Housing
- Prevention/Diversion
- Behavioral Health Expenditures
- Shelter/Hygiene

Funds can be allocated across the following sub-populations, General/Adults, Transition Age Youth, Families with Children

Projected Our City, Our Home Funding Available

OCOH FUNDING PROJECTED TO BE AVAILABLE FOR ALL EXPENDITURE CATEGORIES FOR FYs 20-21, 21-22, AND 22-23 (PROJECTED)			
EXPENDITURE CATEGORY	Balances FY 20-21	Balances FY 21-22	Balances FYs 22-23
Permanent Housing Expenditures (At least 50%)	At least \$337.5 million	At least \$166.5 million	At least \$177.3 million
Homeless Shelter Expenditures (Up to 10%)	Up to \$67.5 million	Up to \$33.3 million	Up to \$35.5 million
Homelessness Prevention Expenditures (Up to 15%)	Up to \$101.2 million	Up to \$50.0 million	Up to \$53.2 million
Mental Health Expenditures for Homeless Individuals (At least 25%)	At least \$168.7 million	At least \$83.3 million	At least \$88.6 million
Administrative Expenditures (Up to 3%)	\$0	Up to \$2.5 million	Up to \$2.5 million
TOTALS:	\$675.0 million	\$333.1 million	\$354.6 million

Previously released OCH funds

These fund balances were reduced through a December 2020 OCH Committee vote which authorized the release of:

- \$55.2 million for permanent housing (combination of funds for 362 Homekey units, 395 flexible housing subsidy pool, medium term subsidies, 225 rapid rehousing expansion with workforce funding and a one-time frontline worker pay bonus)
- \$25.9 million into 450 shelter beds primarily for COVID-19 related activities and one-time frontline worker pay bonuses
- \$3.4 million into prevention for problem solving plus emergency rental assistance and one-time frontline worker pay bonuses
- \$127 million in mental health for expansion of street crisis response teams, expanded mental health and substance use treatment beds, site acquisition for 125 new beds, care coordination and transition management teams, creation of a crisis diversion facility

Permanent Housing Expenditures

Permanent Housing Expenditures are to receive at least 50% of OCH funding, with the goal of, over time, providing permanent housing for 4,000 people

Priorities and Recommendations Identified through Community Stakeholder Input Processes:

- More permanent housing
- Expansion of flexible housing subsidy pool funding
- Provision of time-limited subsidies
- Support the availability of culturally competent services to support people after they are connected to housing

Alignment of Recommended Investments with Equity and Justice Goals

- Rapid rehousing vouchers for 50 people with criminal justice histories

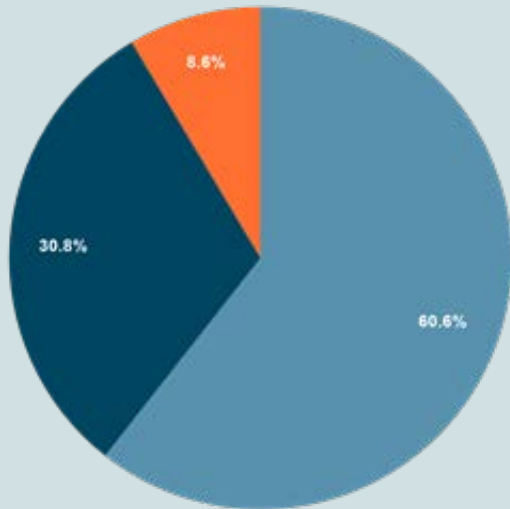
Permanent Housing Expenditures

Recommendations for Investments Adopted at April and May CCOH Committee Meetings:

- The Committee recommended investments totaling **\$508.3 million** into Permanent Housing Expenditures and prioritized investments into a mix of development activities, 1,182 unit acquisitions, 1,300 Flexible Housing Subsidy Pool resources, 315 Medium-Term Subsidies and Rapid Rehousing supports, and non-time-limited bridge housing for youth.
- These investments include **\$22.9 million** that the Committee recommended be transferred from the Homelessness Prevention fund balances and used to increase recommended investments into housing acquisition and development activities for adults, families with children, and transition age youth.

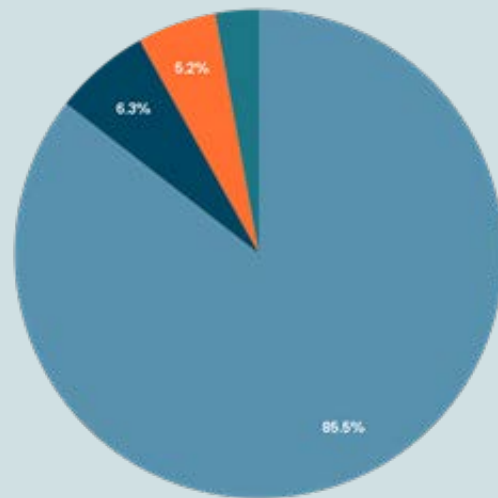
General/Adults

● Acquisition, rehabilitation, and operations of Homekey and other new PSH, \$143.5
 ● Flex Pool, \$73 ● Med-term Subsidies and workforce programming, \$20.3



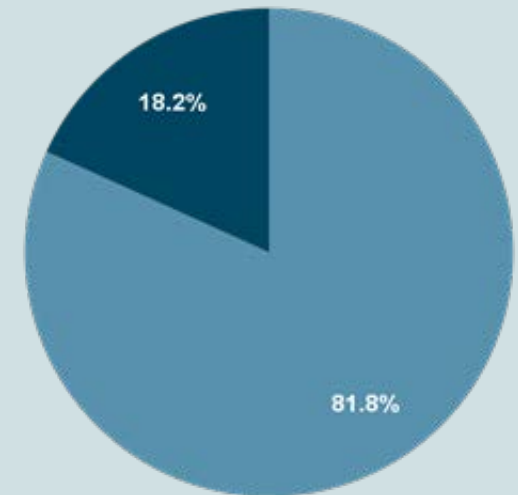
TAY

● Acquisition, rehabilitation, and operations of Homekey and other new PSH, \$101.1
 ● Rapid Rehousing and Workforce Services, \$7.5 ● Flex Pool, \$6.2
 ● Non-Time-Limited Bridge Housing, \$3.4



Families with Children

● Acquisition, rehabilitation, and operations of Homekey and other new PSH, \$109.4
 ● Flex Pool, \$24.4



Homeless Shelter & Hygiene Expenditures

Shelter expenditures are to receive up to 10% of OCOH funds with the goal of providing emergency shelter and hygiene services for 1,000 people

Priorities and Recommendations Identified through Community Stakeholder Input Processes:

- Sheltering options, across a full range of non-congregate models
- Sheltering options tailored and targeted to specific populations
- Continued access to hotel settings as shelter options
- Sheltering options dedicated to transition age youth in wider range of neighborhoods, away from Tenderloin neighborhood.
- Expanded outreach and facilities

Alignment of Recommended Investments with Equity and Justice Goals

- Continuation of the RV park in the Bayview
- 100-vehicle Safe Parking Site in Bayview
- Navigation center for justice-involved individuals

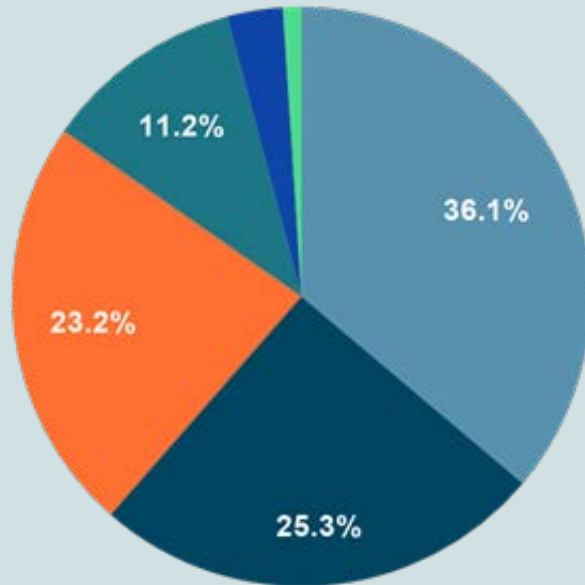
Homeless Shelter & Hygiene Expenditures

Recommendations for Investments Adopted at April and May CCOH Committee Meetings:

- The Committee recommended investments totaling \$66.4 million into Homeless Shelter Expenditures, and prioritized investments into a range of different models for sheltering and supporting people, tailored to the needs of different sub-populations of people experiencing homelessness

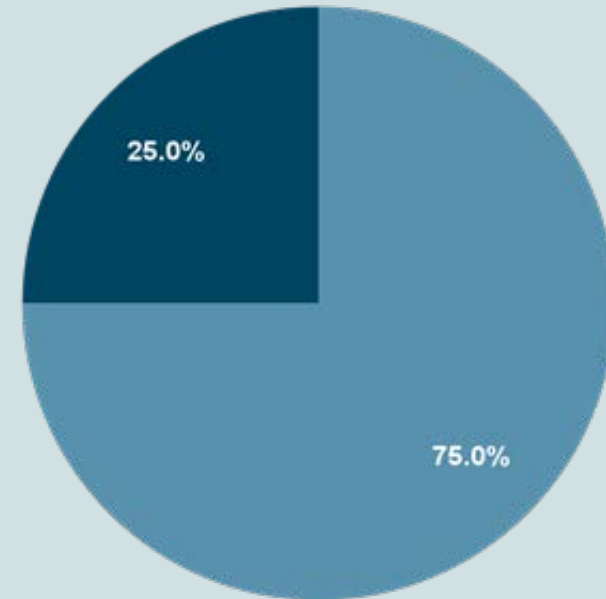
General/Adults

- Safe Sleep sites, \$21
- Trailer Program, \$14.7
- Navigation Center Operations, 13.5
- Safe Parking Site in Bayview, \$6.5
- Naivation center for Justice-Involved Adults, 1.8
- Hotel Vouchers for Survivors of Domestic Violence, \$0.6



Families with Children

- Drop-in Shelter for Families, \$3.6
- Hotel Vouchers for Pregnant People and Families, \$1.2



Homeless Prevention Expenditures

Homelessness Prevention Expenditures are to receive up to 15% of CCOH funding, with the goal of, over time, preventing 7,000 people from becoming homeless

Priorities and Recommendations Identified through Community Stakeholder Input Processes:

- Expansion of homelessness prevention assistance, supported through flexible forms of financial assistance addressing a range of costs and debts
- Provide expanded access to flexible problem-solving assistance, services, and supports for people who have recently lost housing
- Increased eviction prevention and housing stabilization assistance, legal services, and supports
- Supporting access to workforce training, employment programs, and job placement services
- Implement small-site acquisition strategies to preserve units

Alignment of Recommended Investments with Equity and Justice Goals

- Enhanced problem solving/shallow subsidy pool for people involved in the criminal justice system
- Eviction prevention/housing stabilization services specifically for justice-involved women with children

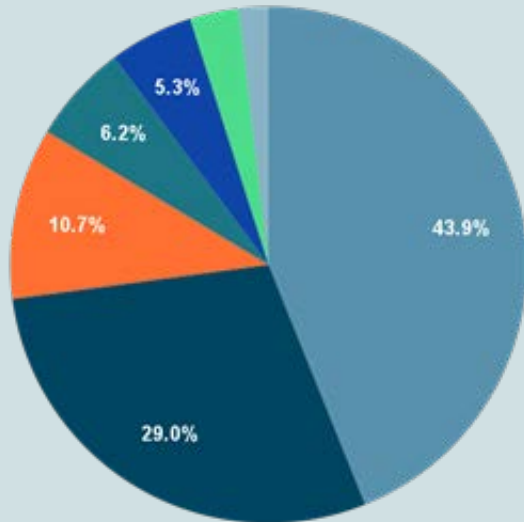
Homelessness Prevention Expenditures

Recommendations for Investments Adopted at April and May CCH Committee Meetings:

- The Committee recommended investments totaling \$136.39 million into Homelessness Prevention Expenditures, and prioritized investments into a wide and flexible range of eviction prevention, homelessness prevention, problem-solving/diversion activities, and workforce services and supports.
- Further, the Committee that \$22.9 million be transferred from the Homelessness Prevention fund balances and used to increase recommended investments into housing acquisition and development activities for adults, families with children, and transition age youth with the Permanent Housing Expenditure category.

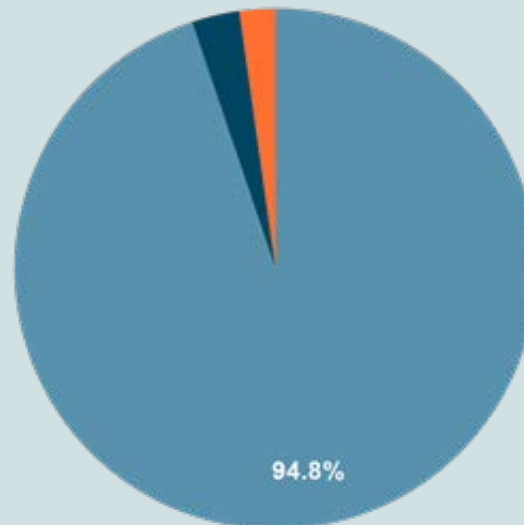
General/Adults

- Targeted Prevention, \$50
- Eviction Prevention and Housing Stabilization, \$33
- Problem-Solving, Diversion, Rapid Exit, and other services, \$12.24
- Health and behavioral health services, \$7.05
- Workforce Services, \$6
- Legal and Support Services to Secure Disability Income, \$3.5
- Problem-Solving Plus, \$2.1



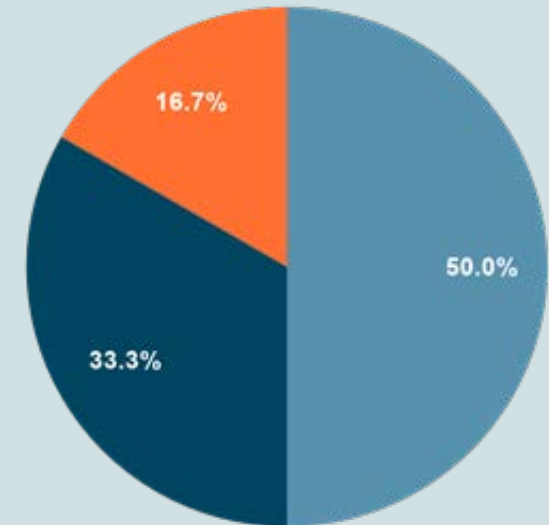
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- Problem-Solving, Diversion, Rapid Exit, and other services, \$64
- Workforce services and supports, \$2
- Direct cash transfers, \$1.5



Families with Children

- Problem-Solving, Diversion, Rapid Exit, and other services, \$6
- Workforce services and supports, \$4
- Eviction Prevention and Housing Stabilization services, \$2



Mental Health Expenditures

Mental health is to receive at least 25% of the fund to provide services to 4,500 people

Priorities and Recommendations Identified through Community Stakeholder Input Processes:

- Expansion street-based health services and mobile outreach
- Residential and drop-in behavioral health treatment services
- Specialized temporary and long-term housing options

Alignment of Recommended Investments with Equity and Justice Goals

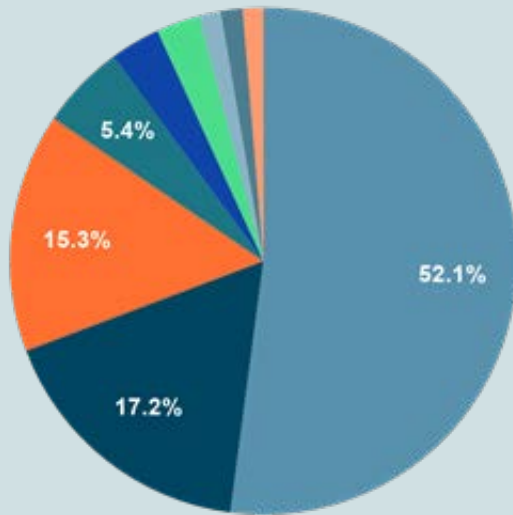
- \$1 million in culturally competent behavioral health services for transgender people

Mental Health Expenditures

Recommendations for Investments Adopted at April and May CCOH Committee Meetings:

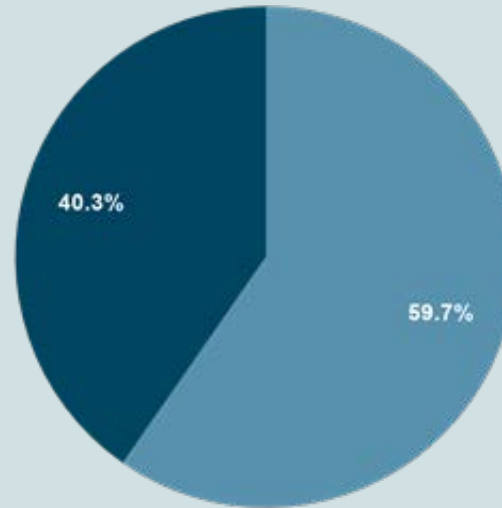
- The Committee recommended investments totaling \$150 million into Mental Health Expenditures, and prioritized investments in:
 - Expanding residential treatment bed capacity, including both site acquisition and operations costs; supporting overdose prevention efforts targeting people using on the streets
 - Enhancing access to behavioral health services through Behavioral Health Access Center and through services targeting specific populations and connected to existing settings
 - Expanding care coordination services for transition age youth

General/Adults

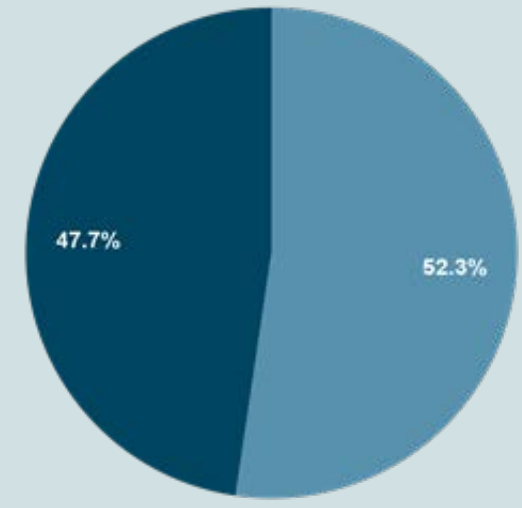


TAY

10 residential treatment beds, \$1.48 Care coordination and case management services, \$1



Beds vs. Services



Beds, \$128.6 Services, \$119

- Site acquisition costs for new Behavioral Health beds, \$75
- Overdose prevention efforts, \$24.7
- Mental health and substance abuse treatment beds, \$22
- 12% indirect operating costs, \$7.8
- Behavioral health services in PSH, \$4.6
- Funding community-based providers, \$4
- Expanded access to assessments and evaluations, \$2
- Harm Reduction Therapy Center and pop-up clinics, \$2
- Co-operative housing \$1.9

Difference: OOH Recs vs Mayor's Recs Housing

- Mayor moved funds from private market subsidies to acquisitions
 - Adults: Overall units are the same
 - Families: Slight reduction of .4m
 - Youth: Lost operating for special bridge housing for high needs TAY
- Lost set aside for non-SIP hotel residents
 - Adults: Went from 300 subsidies to 100
 - Youth: Eliminated non SIP subsidies

Difference: OOH Recs vs Mayor's Recs
Mental Health

Difference: OOH Recs vs Mayor's Recs Prevention

- Mayor's Budget combined special categories, thus losing focus on Veterans, Justice Involved Families and others. These were very deliberately set aside for equity reasons, and opportunities for meet needs.

Difference: OOH Recs vs Mayor's Recs
Shelter

Summary & Next Steps

This Investment Plan represents a major accomplishment for the Committee, City Departments, people experiencing homelessness, stakeholders, and advocates from across the community who have worked tirelessly on these issues for years.

The investments recommended within this Plan also represent an unprecedented opportunity to better serve San Franciscans who are in crisis, and to drive progress on homelessness, through:

- A purposeful focus on addressing racial inequities and justice;
- The largest ever investment in the community with a concerted strategy to prevent people from experiencing the crisis of homelessness;
- Expanded crisis services, interim housing, and treatment options tailored to specific populations and communities;
- Resources for acquisition and development of a new pipeline of thousands of affordable and supportive housing units; and
- Improved access to behavioral health services and supports for people impacted by substance use and mental health conditions.

Investment Plan Recommendations for FYs 20-21, 21-22, and 22-23

Recommended funds are intended to produce the following outcomes (as a percentage of Prop C goals).

