



Hamilton  
Family Center

**Strengthening At Risk and Homeless  
Young Mothers and Children**

**Annual Grantee Conference  
Hilton Foundation**

# **Housing Strategies**

**Los Angeles, April 29th, 2008**

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# Improving Permanent Housing Outcomes

## Outline of Discussion

### Mapping a Process of Change

Thinking through the steps toward desired change  
& identifying the partnerships needed to be successful

- Homeless Prevention
- Rapid Re-housing
- Targeted Transitional Housing
- Targeted Permanent Supportive Housing

# Improving Permanent Housing Outcomes: Homeless Prevention

## 5. Strategies

- Central intake point for at-risk families seeking eviction prevention assistance. Collaboration of multiple non-profit service & advocacy providers
- Strengthen Home-base services. Early identification and intervention of landlord tenant issues.
- Strengthen landlord relationships via dedicated staff member
- Provide formerly homeless families with in-home resources, e.g. Pathways to Technology Program

## 6. Assumptions

- SF has a history of strong tenant advocacy and collaborations among legal groups and service providers
- SF LHCB, Community Stakeholders, and city government all rank Homeless Prevention within their top three priorities
- SF cost of rental housing has increased by over 14%, vacancy rates have decreased. Homeless prevention is critical in this economy

## 4. Influential Factors

- Mayor Newsom supports Housing First Approach (December 2005)
- Mayors office of Housing granted First Avenues over \$150,000 in Homeless Prevention funding (July 2006)
- Homeless Family Redesign Recommendations from community stakeholders results in \$800,000 in new homeless prevention funding over three years (February 2007)
- Legal advocacy community working in close partnership with LHCB & SF Housing Authority to address evictions

## 1. Problem Statement

- Funding and strategies for diverting at-risk families from the shelter system are not prioritized or coordinated (July 2004)
- Less expensive to maintain a family in their current housing than to house in emergency housing, or find new housing
- Eviction Prevention emergency assistance is one-time only grant
- Homeless prevention strategies help families avoid homelessness altogether and the trauma and disorganization that accompany it

## 2. Community Needs

- Schwab Foundation Initiative convenes collaboration; identifies homeless prevention as one of three priorities to end homelessness (July, 2004)
- Homeless Families Services Redesign: Community Stakeholders recommend as Priority No. 2 to expand eviction prevention assistance (June 2006)
- SF Local Homeless Coordinating Board identifies Eviction Prevention as their second of six priorities in the Five Year Strategic Plan. (January 2008)

## 3. Outcomes

- Increase available homeless prevention funding
- End "one-time" only eligibility requirement for eviction prevention assistance
- Expand flexibility of eviction prevention funding to include rent forward, versus back rent only
- Expand eviction prevention outreach, education, and advocacy in home-based services.
- Dedicated homeless prevention staff to act as a liaison with landlords.

# Improving Permanent Housing Outcomes: First Avenues Homeless Prevention Model

## Program Outcomes

- **Funding for Homeless Prevention Direct Assistance**

2005-2006: \$35,000

2006-2007: \$175,000

2007-2008: \$175,000

- **Received Eviction Prevention Assistance**

2005-2006: 4

2006-2007: 134

2007-2008: 105

- **Eligibility**

Families have up to \$3,000 to use for eviction prevention. Can use all at one time, or can access twice. (Funding Source: Human Service Agency)

First Avenues has access to additional funding that is more flexible and used as a “Safety Net” (Mayor’s Office on Housing)

First Avenues has a “loan program” for families that have used up all eviction prevention resources (Foundation Grant)

- **Flexibility of Funding**

First Avenues can use Eviction Prevention Grants to assist a family with up to three month of Rent Forward payments

- **Expand Eviction Prevention Outreach**

First Avenues Newsletter

[MyHousing.org](http://MyHousing.org) website

Pathways to Technology

- **Increase Dedicated Staffing**

One dedicated Eviction Prevention Specialist (Funded by Human Services Agency)

# Improving Permanent Housing Outcomes: First Avenues Homeless Prevention Model

## Partnerships & Collaborations

- Mayor's Office of Housing
- Landlord Relationship Building
- SF Housing First Rental Assistance Work Group
- Salesforce.com  
Pathways to Technology Initiative, Salesforce volunteers, database
- Reliatech
- SF Tech Connect
- Tech Soup
- Full Circle Fund
- One California Bank: Saving accounts; \$50 savings grant; online banking support

# Improving Permanent Housing Outcomes: Rapid Re-Housing Strategies

## 4. Influential Factors

- Schwab Foundation funds a Shallow subsidy pilot program (January 2005)
- Mayor Newsom supports Housing First Approach (December 2005)
- Hamilton Family Center redirects \$500,000 in emergency shelter resources toward Housing First initiatives (July 2006)
- Advocacy Groups initiate a Housing First Campaign
- SF Board of Supervisors authorizes new funding for shallow rental subsidies and eviction prevention assistance (July 2006)
- Homeless Family Redesign Recommendations from community stakeholders results in 2.3 million in new Shallow Rental Subsidy funding for homeless, at-risk, and doubled-up families (February 2007)

## 1. Problem Statement

- San Francisco is one the most expensive housing markets in the country. Rents increased 14.6% in 2007, vacancies have decreased, with the average rent at \$2,200.
- Homeless families lack the resources to afford market rate rent.
- Stock of existing affordable housing for extremely low income families does not meet demand
- A rapid re-housing strategy requires a systemic shift in programmatic focus, resources, and goals.
- Emergency and interim housing programs lack an assessment tool to assist in determining the best “housing type”
- New shallow rental subsidy and eviction prevention funding lacks a strong evaluation component

## 2. Community Needs

- Schwab Foundation Initiative, convenes Bay Area collaboration; identifies **Rapid Re-Housing** as one of three priorities to end homelessness (July, 2004)
- Homeless Families Services Redesign Committee: Community Stakeholders recommend the development of **Rental Subsidies** as the Number One Priority (June 2006)
- SF Local Homeless Coordinating Board identifies Permanent Housing (subsidized according to need) as their number one priority in the Five Year Strategic Plan. (January 2008)

## 3. Outcomes

- Fund shallow rental subsidies for homeless, at-risk, and doubled-up families in San Francisco
- Develop shelter services to focus on: childcare; wage & income development & sustainability; asset building; financial training; and housing placement
- Increase the number of families rapidly re-housed from the family shelters
- Increase the number of families exiting shelter into permanent housing
- Develop services that follow families into housing for duration of subsidy; with a focus on income development and housing stability

# Improving Permanent Housing Outcomes: Rapid Re-housing Strategies

## 5. Strategies

- Coordinate a working group of shelter and permanent supportive housing providers to develop an effective entry point assessment tool
- Recruit staff who have housing and employment skills and/or interest
- Train, support, and educate frontline staff on employment and housing resources and goals
- Encourage program staff to experiment with interventions
- Implement systemic processes in programs that are geared toward periodic review of progress toward employment and housing
- Create dedicated employment position in shelter programs
- Increase technology training and accessibility within programs and when housed
- Create partnerships with credit unions and community banks
- Create online housing and employment resource geared toward homeless, formerly homeless and extremely low-income consumers
- Create shallow subsidy programs that are flexible and allowed to develop in response to incoming data and current economic conditions
- Create community based, service provider collaborations with a focus on Housing First initiatives, programming, best practices

## 6. Assumptions

- SF LHCB, Community Stakeholders, and city government all rank Permanent Housing as their number one priority
- Strong political will (Board of Supervisors) and community advocacy will continue to promote the funding of shallow rental subsidies as one housing option for homeless and extremely low income families
- Foundations continue to demonstrate interest in Housing First initiatives

# Improving Permanent Housing Outcomes: Data Outcomes

## First Avenues Program

- Referral sources: 32% from family shelter  
28% from a family resource center  
16% self-referred  
8% Domestic Violence shelters
- Residence at time of referral:  
40% in family shelter  
60% living w/family & friend
- Reasons for homelessness:  
60% asked to move out  
24% Family Conflict
- Employment Status  
36% unemployed primary caregivers at entry  
28% permanent, part-time work (less than 32 hours)  
Improvement shown in the number of hours and permanence of employment at exit. 20% had permanent full-time employment, 16% had 40+ hours of permanent employment
- Increase in income at exit: 5%

# Improving Permanent Housing Outcomes: Data Outcomes

## First Avenues Program

- 18-25 year olds, over one year receiving housing assistance: 25
- Comprise 36% of our shallow rental subsidy clients
- Average age: 22
- 72% African-American, 16% white, 8% Pacific Islander
- 72% had single head of household, all female
- Of the two-parent households, 57% of secondary caregivers were female, 43% were male
- 12% had adult known to have been in foster care
- Primary Caregivers education level
  - 40% some high school
  - 32% high school
  - 20% some college
  - 4% GED, 4% no high school
- Average income: \$1,349
- Average rent: \$857
- Average family members at entry: 2.6
- Average family members at exit: 2.9 (increase 9.7%)
- 24% of families were pregnant during program

# Improving Permanent Housing Outcomes: Rapid Re-housing Strategies

## Partnerships & Collaborations

- San Francisco Housing First Workgroup
- SF Human Services Agency
- Individual Landlords
- Full Circle Fund
- Foundations (Taproot Foundation, San Francisco Foundation, Schwab Foundation)
- Pathways to Technology Initiative
- SF Tech Connect

# Improving Permanent Housing Outcomes: Transitional Housing

## 5. Strategies

- Prioritize homeless families in the DDC & Behavioral Health Court system for placement in HFTHP
- Establish a multi-disciplinary team that meets regularly (DDC, BHC, HFTHP staff, Child Welfare, Homeless Pre-natal Program) with parent(s)
- Provide staff with additional training and resources to be effective
- Expand children and youth resources and funding

## 6. Assumptions

- A collaboration w/DDC & BHC will meet “specialized” targeting of services as prioritized by the LHCB
- DDC & BHC family reunification rates will improve with prioritization and the longer stay associated with transitional housing
- Targeting this specialized population will demonstrate the cost effectiveness of transitional housing, in comparison to the costs associated with DDC & Child reunification cases

## 4. Influential Factors

- DDC & HFTHP form partnership to address interim housing shortages program encountered (February 2008)
- Partnership w/DDC expands collaborative relationships & resources for HFTHP
- HFTHP receives approx. \$18,000 in client services & staff training dollars for 2 quarter
- HFTHP requesting additional funding from DDC for 2008-2009
- SF Behavioral Health Court requests to be included in the collaborative

## 1. Problem Statement

- Transitional housing has come under increased scrutiny for its cost effectiveness
- Funding priorities include targeting a more “specialized” population for this type of housing assistance
- Family transitional housing providers are under pressure to identify and secure funding from sources other than HUD McKinney
- Exits into permanent housing remain the primary expectation and goal with specialized populations in transitional housing

## 2. Community Needs

- HFC THP begins to seek partnerships with service providers who work with “specialized populations” (August 2007)
- Superior Court of CA, County of SF Dependency Drug Court opens new program to improve reunification outcomes for parents involved in the dependency system
- SF LHCB requests narratives from transitional housing providers outlining how each are/will target “specialized” populations and be aligned with the Local Five Year Plan (May 2008)

## 3. Outcomes

- Increase permanent housing outcomes for the identified “specialized” population
- Increase funding partners in transitional housing programs
- Alignment w/local funding priorities
- Support collaborative to increase the rate of family reunification, decreasing length of time to family reunification, and reducing the number of children who re-enter the child welfare system

# Improving Permanent Housing Outcomes: Transitional Housing

## Partnerships & Collaborations

- Superior Court of CA, County of San Francisco, Drug Dependency Court
- SF Behavioral Health Court
- SF Department of Public Health
- SF Child Welfare Department
- Homeless Pre-natal Program
- SF County, Probation Aftercare Services
- Citywide Homeless Outreach Services
- SF Family Court Defense Attorneys
- Outpatient SA Treatment Programs

# Improving Permanent Housing Outcomes: Permanent Supportive Housing

## 5. Strategies

- FSHN follow-up on recommendations to HSA
- Bring LHCB into discussion to track progress/success of Local Operating Subsidy and Access Points
- Evaluate all PSH programs at start of “Access Point”

## 6. Assumptions

- City agencies, LHCB, and FSHN share common goal of prioritizing PSH services to funding “high” need homeless families

## 4. Influential Factors

- FSHN delivers “Systems Change Recommendations to Support Effective SF Family Supportive Housing”, to leadership of local Human Services Agency (March 2008)
- Human Services Agency leadership identifies the need to develop an assessment tool (March 2008)
- Human Services Agency announces development of an “Access Point” for all new PSH units-homeless families in shelter receive priority (March 2008)
- New PSH units are receiving a “local operating subsidy”, or deep housing subsidy

## 1. Problem Statement

- Permanent supportive housing is a limited, affordable housing resource
- Permanent supportive housing, designed to be indefinite, service intensive family housing, is not needed by most homeless, extremely low-income families
- PSH programs lack an assessment, identifying high need families that would benefit from this housing type
- PSH developers have high threshold tenant selection processes, preventing some of the most vulnerable families from accessing this type of housing
- PSH property managers lack consistent approach to tenant related issues; particularly related to evictions

## 2. Community Needs

- LHCB has identified the need to “maintain the investment” in supportive housing in their Five Year Strategic Plan (January 2008)
- Family Supportive Housing Network convenes a working group of local PSH service providers to develop recommendations to be issued to the Human Services Agency as they began developing cost and service guidelines for new family supportive housing (summer 2007)

## 3. Outcomes

- Human Services Agency (HSA) prioritize permanent supportive housing services funding to “high” and “moderate” needs homeless families
- Creation of an assessment to identify “high” and “moderate” need families for all new, family supportive housing units
- Development of a system-wide, low threshold tenant selection criteria among PSH providers
- HSA increase leadership role in leveraging resources from other public and private funders to ensure a comprehensive and flexible service package is available to both “high” and “moderate” need families

# Improving Permanent Housing Outcomes: Permanent Supportive Housing

## Partnerships & Collaborations

- San Francisco Family Supportive Housing Network
- SF Department of Public Health
- Corporation for Supportive Housing
- SF Local Homeless Coordinating Board
- SF Human Services Agency
- SF Redevelopment Agency
- All SF Public Agencies
- Family Shelter Providers