



community  
housing  
partnership 

2015-2020  
Report to  
Our Community

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Five years of Finding Home

# Acknowledgments

Our heartfelt thanks to the supporters, advocates, change-makers, fervent believers, and dedicated community partners who have fueled our work every day and helped make our last five years possible. We couldn't do this without you.

Community Housing Partnership's Learning + Evaluation team would also like to thank our fellow staff, Board of Directors, and Advisory Circle for their contributions to our organization and to this report.

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A man with a goatee, wearing a grey suit, light blue shirt, and red patterned tie, stands in front of a light-colored wall. In the background, a construction site is visible with workers in safety gear and red caution tape.

## IN BRIEF: Executive Summary

Dear friends,

As I complete my first year as Community Housing Partnership's Chief Executive Officer, we are celebrating 30 years of serving San Franciscans experiencing homelessness and are finishing our most recent 2015-2020 strategic plan; this is an opportune moment to reflect on what we've achieved and where we envision going next.

As you review our report on the results of our five year plan, I trust you will see how we're holding ourselves accountable and transparent for the sake of our residents, our partners, and our city. In 2015-2020, we set three key priority areas, and as we report on our results we have crucial take-aways from each to share with our community:

### **Building on our core strengths: Deepening Resident Impact**

While providing housing first has remained a key element of our work, we also know that to achieve lasting impact for our residents there must be available a range of services and supports to help our residents secure their future. In 2015, Community Housing Partnership envisioned growing our service offerings to better support residents before move-in, during tenancy, and after move-out. Simultaneous to our service expansion, the creation of the San Francisco Department of Homelessness and Supportive Housing (HSH) in 2016 created an essential platform and partner to make services more central to our work. A major shift in 2016 to a Citywide Coordinated Entry into permanent housing was deployed and in coordination with the city we have been able to evolve our treatment approach and have seen critical positive indicators emerge:



- We innovated to better support our residents by, among other initiatives, offering evening and weekend Resident Services hours in all of our buildings (2017) and case management which places the clients readiness at the core
- Developed a new program model harnessing three key drivers of self-sufficiency: housing, income, and resourcefulness (2018)
- As a result, nearly two-thirds (65%) of residents on a caseload made gains in at least one area of their self-sufficiency following the deployment of these service enhancements (2018-2020)



## Partnering for impact: Lead Systems Change

We targeted making a “Housing Ladder” strategy a pilot within Community Housing Partnership to become a Citywide policy by the conclusion of the 2020 strategic plan; this idea – helping residents move on to less service-enriched housing and thus creating new move-in spots for others experiencing homelessness – called for the creation of step-up housing apart from PSH and was championed by us with the support Mayor Ed Lee. This policy, and the significant changes in real estate development and program support financing was not ultimately adopted as we had hoped in the City. However, the insights we proposed are now being incorporated in programs such as “Rising Up” which is a scattered site version of our goal. While our “next step” housing remains a goal to be achieved, we and our development partners have had significant success in significantly increasing availability of PSH homes for SF by:

- Creating 546 permanent supportive housing and affordable housing units rehabilitated or in our development pipeline (2015-2020), which exceeded the 450-unit goal we set in 2015.
- Enacted policy wins covering the range of issues we identified as underpinning the need for a Housing Ladder, including Free City College (2017) and eliminating burdensome court fines and fees (2018)

## More distance to travel: Strengthen Organizational Capacity

Our final goal was to build agile systems, teams, and processes to stabilize operations and better support our residents. We made good strides, but still have some distance to travel in this area as we look toward our next strategic plan. We laid the groundwork by:



Mission Bay groundbreaking

- Seeding and growing our data capabilities, notably by building a Learning + Evaluation department (2015) and replacing multiple property management and finance systems with one database (2019-2020)
- Engaging a new senior leadership team with extensive experience to lead the next chapter of Community Housing Partnership
- Investing in Community Housing Partnership's Fund Development team, which allowed us to create an Advisory Circle, connect residents to 300+ community volunteers, and grow our community and business partnerships (2018-2020)

As we reflect on what we've accomplished and learned over the last five years and our service to San Francisco over the last 30 years, like our community we are alarmed by new surges of homelessness and by the crises that COVID-19 has wrought. We have already started work on our next strategic plan and we will take the learning from this report and continue to evolve and grow - always with unwavering service to our residents and the utmost dedication to fulfill our mission. We remain constantly impatient to move the needle more, aware that the issue of homelessness is embedded in an economic problem of income inequity and structural racial imbalance and has no simple solutions. Yet we know this societal problem is not unsolvable and we are an indispensable part of the solution. We invite you to join us in this essential struggle to support our residents, restore our collective souls and the future for our city.

Rick Aubry, Ph.D. - CEO

# By the Numbers OUR CITY | 2015-2020

## HOMELESSNESS IN SAN FRANCISCO

More San Franciscans are experiencing homelessness<sup>1</sup>

2015: **6,775** people

2019: **8,035** people

Are staying homeless longer

2015: **51%** homeless for 1 year or longer

2019: **65%** homeless for 1 year or longer

Dealing with chronic physical and mental health conditions

2015: **67%** with a chronic condition

2019: **74%** with a chronic condition

## SAN FRANCISCO

Income equality grew to be the highest in the state<sup>2,3</sup>

**384K** avg. income in the 90th percentile:

**32K** avg. income in the 10th percentile:

And the cost of living jumped 14%<sup>5</sup>

2015: **256** consumer price index

2019: **290** consumer price index

While the share of San Franciscans earning under \$13,000 a year - the Federal Poverty Guideline - fell just 2%<sup>4</sup>

2015: **12.3%**

2019: **10%**

# OUR IMPACT | 2015-2020

## FOR COMMUNITY HOUSING PARTNERSHIP RESIDENTS

**We helped residents stay in their homes and communities**

**98%** of CHP residents retained their housing

**6.25** the average years of residency in our homes

**We provided new housing**

**546** units were rehabilitated or in the development pipeline

**635** residents moved on to positive, permanent destinations

**We supported residents to grow their self-sufficiency and quality of life<sup>6</sup>**

**803** residents were served intensively in case management

**65%** of these residents increased their self-sufficiency in at least one key area: Housing, Income, or Resourcefulness

**35%** of these residents increased self-sufficiency in 2 or more key areas

In our annual survey, **9 in 10** residents report that Services staff are respectful and professional, and **8 in 10** feel like a part of their building community<sup>7</sup>

**We advocated for our residents and for all San Franciscans experiencing homelessness**

**City College** free to all San Franciscans (2017)

**Burdensome court fines and fees** for low-income San Franciscans eliminated (2018)

**Passage of San Francisco Prop. C** funds more supportive housing and mental health services (2018)

**Passage of San Francisco Prop. A** brings additional \$600 million in affordable housing development bonds (2019)

**Mental Health SF** framework adopted by City to increase access, coordination, and types of care (2019)

**Workforce development in support of our residents**

**We offered new opportunities to those with barriers to employment**

794 Bay Area residents participated in training

**We supported skill development and achievement:**

512 Bay Area training participants graduated from the training program

**We made a regional impact:**

72 buildings, managed by 17 Bay Area agencies, were served by trained Solutions SF employees

**We supported new levels of self-sufficiency and stability:**

267 participants secured unsubsidized employment after completing training



# Introduction

For the last 30 years Community Housing Partnership has been a leader in developing permanent solutions to homelessness across San Francisco. We were built on the powerful idea that permanent homes coupled with on-site support services, rather than temporary shelters or transitional housing, are key to helping people stabilize and increase self-sufficiency. When we were founded in 1990 this was a radical alternative to the status quo.

This radical idea which started in a single converted hotel on Ellis Street has grown to 17 properties across San Francisco serving over 1,920 adults, children, and seniors in 2020. This idea has transformed thousands of lives by offering long-term stability to people who have experienced homelessness.



**Over the last three decades, this radical idea which started in a single converted hotel on Ellis Street has since transformed into 17 properties across San Francisco serving over 1,920 adults, children, and seniors in 2020.**

As the San Francisco landscape and our community's understanding of homelessness have evolved in recent years, so have we. We have expanded our programs to include employment opportunities and a platform for advocacy and community organizing. And in 2015 we set bold goals and a new bar for what is possible for our residents through a five-year strategic plan called CHP2020. Our Strategic Plan laid out three focal areas: 1) Deepen Resident Impact; 2) Lead Systems Change; and 3) Strengthen Organizational Capacity. In these pages we will share the ways in which our city, organization, and the issues surrounding homelessness have evolved over the last five years, and evaluate the extent to which we were able to deliver on our mission through it all.

We hope you will be proud to read some of what we have accomplished together in the last five years. Though this only scratches the surface of the many lives, neighborhoods, and policies we have changed, the impact we've made has been substantial. Our passionate community of supporters has been an integral part of our organization's evolution and our achievements outlined in this report. For your unwavering dedication, we thank you.



RETROSPECTIVE:

# Evolution of the Organizational Landscape, 2015-2020

San Francisco has long been a fast-changing city that is constantly reinventing itself; in recent years that trend has seemed supercharged. In the last five years alone, San Francisco led the way on criminal justice reform (such as eliminating court fees and fines and banning the box on employment forms to give formerly incarcerated individuals more opportunities to restart their lives); maintained Sanctuary City protections for undocumented San Franciscans; created new pathways to education by making City College free; and established Mental Health SF to provide mental health services and substance abuse treatment for San Francisco adults experiencing homelessness. These marked the City as a beacon of innovation statewide, nationally, and worldwide — and inspired other cities and communities to follow San Francisco’s lead.

Despite these strides, San Francisco has struggled to combat the surging, intersectional challenges of housing availability, equitable corporate citizenship, rising rates of homelessness, public health crises, and the displacement of communities of color. The story of Community Housing Partnership’s

evolution over the past half-decade is also the story of San Francisco, in both its challenges and successes; as such it is vital to situate this review of our work in time and space.

The environment in which Community Housing Partnership planned and delivered on CHP2020 shaped what we accomplished and where we envision going next. In a landscape of constant inconstancy, our response was to sharpen and simplify the approach we initially planned, working to maintain mission alignment and ensure that any pivots were needed, intentional, and of high value.

**Four key areas** influenced Community Housing Partnership’s work from 2015 to 2020: factors internal to the organization; city partners; institutional partners; and the changing nature of San Francisco homelessness. These diverse environmental factors alternately shaped, assisted, hindered, and magnified Community Housing Partnership’s half-decade of work and so are a crucial lens through which to understand progress on the three key strategic goals. Read on to examine those goals in detail.

## San Francisco Homelessness:

19% increase in San Francisco homelessness between 2015-2020<sup>8</sup>

Longer waits to get into stable housing, with a 27% increase in people experiencing homelessness for a year or more between 2015-2020<sup>9</sup>

Greater acuity among people experiencing homelessness, with a 10% jump in those managing chronic mental and physical health conditions between 2015-2020<sup>10</sup>

An aging population with an increase in vulnerable seniors

Steady increases in Bay Area cost-of-living, including a 14% rise in the Consumer Price Index between 2015-2020<sup>11</sup>

Less police focus on open-air drug use

Criminalization of homeless encampments in San Francisco<sup>12, 13</sup>

## City Partners:

Increased focus on master leasing as an approach to housing creation as new development opportunities declined (2015-2020)

Tech companies relocated to the Mission and Tenderloin (2015-2020)<sup>14</sup>

Navigation Centers started opening (2015)

Creation of San Francisco Department of Homelessness & Supportive Housing (2016)

Start of Coordinated Entry processes (2017)

Death of Mayor Ed Lee and subsequent mayoral elections; Mayor London Breed elected and prioritized rising homelessness, housing affordability, and mental illness treatment access<sup>15</sup> (2018-2019)

Moving On Initiative (MOI) paused (2019)

## Institutional Partners:

Key support for operations, rebranding, data, and systems from Tipping Point Community (2015-2020)

Expanded partnerships with San Francisco and Bay Area-based companies within tech, the arts, development, and more (2015-2020)

## Internal to Community Housing Partnership:

Creation of Learning + Evaluation Department, seeded by Tipping Point Community (2015)

Restructuring and expansion of Leadership Team (2015-2020)

Lexicon change work to refresh messaging (2016)

Rebranding work, including a brand refresh, website redesign, and renaming, funded by Tipping Point Community (2018-2020)

CEO sabbatical and transition (2019)

Leadership transitions (2020)

## New language, new momentum:

In 2016, Community Housing Partnership created a new, more inclusive, and people-focused language to talk internally and in the community about the work that we do. One of the major changes included a shift away from referring to people living in Community Housing Partnership buildings as “tenants” – instead using the more community-focused term “residents.” The language that resulted from this work is not standard across the field, and that is the point: Community Housing Partnership is actively working to expand the boundaries of what permanent supportive housing (PSH) can be.

To build on our momentum, we received generous support from Tipping Point Community to undertake a comprehensive rebranding process. Wonder for Good led Community Housing Partnership in a brand refresh and website update to re-engage our long-term supporters and create recognition with new ones; we will be celebrating 30 years of Community Housing Partnership in 2020 and beyond by renaming the agency and **pivoting to the next chapter in our story.**



# DEEPEN RESIDENT IMPACT

Not content to offer permanent supportive housing (PSH) as usual, deepening resident impact was the very first goal laid out in Community Housing Partnership’s 2020 plan. Building on our combined housing and services model, Community Housing Partnership’s goal was to offer residents an integrated and enhanced housing experience by better coordinating systems, resources, data, and staff. This would create Community Housing Partnership’s Future Program Model. The planned innovation was creating a continuum of program supports for residents – built on Community Housing Partnership’s core strengths – not just after move-in, but also before and after residency.

This level of service integration would necessitate the partnership of every single Community Housing Partnership department. The goal was both to launch an organization-wide effort as well as create a model for an individualized, holistic programmatic philosophy.

## PURPOSE

*Meet the full range of residents’ needs and support their success in achieving stability and self-sufficiency in the areas of:*

Residency Success	Behavioral Health & Wellness	Income	Employment & Education
Individual Resiliency	Community Relationships	Advocacy Skills	Community Leadership

## 2015-2020 PLANNED APPROACH:

- Integrated, enhanced, and data-driven services
- Support the range of resident needs and goals
- Programmatic enhancements at the application, move-in, residency, and move-out stages of the residency cycle
- Coordination within organization and across City and nonprofit partners

# SCORECARD



## IMPLEMENT A NEW PROGRAM MODEL FOCUSED ON NEW DOMAINS OF BUILDING STABILITY

As the agency pivoted to its new five-year strategy in 2015, the early work focused on developing the structures and capacity needed to expand the program model, most notably by creating a Learning + Evaluation Department and implementing a case management database. The work then moved to piloting a new Case Management Model to support rising levels of self-sufficiency within our resident community.

***Community Housing Partnership's new case management model tracks three 'key drivers' of the 2015-2020 plan:***



### Housing

Self-sufficiency in this area means that residents begin to recover from the trauma of homelessness in their new home; begin to pay rent regularly and on-time; and get support in addressing behaviors that could jeopardize their housing stability.



### Income

Self-sufficiency in this area means that residents maximize their non-time-limited incomes sources (like Social Security Disability Insurance [SSDI] or employment income); manage their finances independently; and are appropriately banked, receiving support to access stable financial institutions instead of check cashing, money lending, or high-interest loan services.



### Resourcefulness

Self-sufficiency in resourcefulness means that residents are supported in actively engaging in community meetings, events, volunteering, and/or advocacy; and receive support to address food insecurity, isolation, physical or mental health issues, or substance use.

**803**

residents have worked intensively with a case manager to develop self-sufficiency

**65%**

of these residents saw measured gains in at least one area of self-sufficiency

**35%**

of these residents saw measured gains in 2+ areas of self-sufficiency



## ENHANCE PROGRAM MODEL THROUGH AN INTEGRATED SUPPORT TEAM

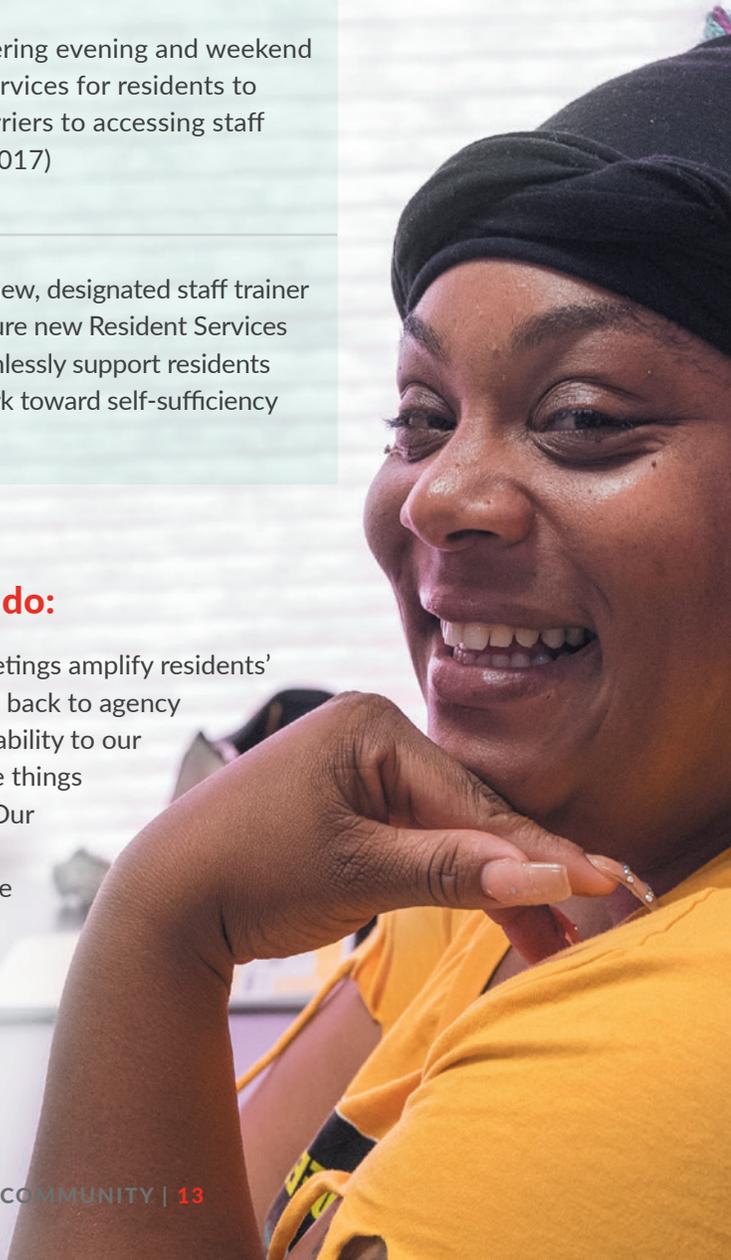
Community Housing Partnership did not adopt the full range of pre- and post-housing interventions we envisioned implementing – but the creation of the San Francisco Department of Homelessness & Supportive Housing (HSH) helped solve for some of the issues we identified in 2015.

***In addition to our new case management model, multiple programmatic enhancements have been deployed to better supported resident stability:***

Offered 1:1 support to residents interested in moving to independent housing through the City’s Moving On Initiative (MOI) and other affordable housing opportunities (2015-2020)	Created a tool to identify residents at risk of jeopardizing their housing by working with Housing and Services teams, and rapidly implementing individualized solutions with residents (2016)
Worked with the City to participate in San Francisco’s Coordinated Entry System, linking San Franciscans experiencing homelessness to a direct, coordinated path to stable housing (2017)	Began offering evening and weekend support services for residents to reduce barriers to accessing staff support (2017)
Improved annual Resident Satisfaction Surveys to garner meaningful feedback and provide more tailored services and operations to residents (2018-2020)	Created a new, designated staff trainer role to ensure new Resident Services teams seamlessly support residents in their work toward self-sufficiency (2019)

### Using resident voice to refine what we do:

Annual Resident Satisfaction Surveys and Town Hall Meetings amplify residents’ voices and provide a platform to share insights and ideas back to agency leaders. The feedback we receive heightens our accountability to our mission-driven programs and lets us tailor services to the things residents say they need and want in their communities. Our surveys solicit feedback on Resident Services, Housing Operations, and Facilities across our 17 buildings, and the findings are shared far and wide throughout the agency: to staff, to Board members, and - most importantly - to residents during Town Hall meetings at every site. This provides our residents with multiple avenues to engage and partner in their own self-sufficiency journeys.





## PAIR SUPPORT SERVICES WITH WORKFORCE AND COMMUNITY ENGAGEMENT PROGRAMS

Beyond the direct support offered within a Community Housing Partnership home, our workforce development and social enterprise programs help our resident communities thrive in new ways.

*We have expanded these programs over the last five years to more intentionally pair support services and community engagement:*

### Expanded Workforce Development

As residents begin to create stability at home, some are interested in exploring employment through Community Housing Partnership's workforce social enterprise, **Solutions SF**. Participants hail both from Community Housing Partnership sites and from wider Bay Area populations with barriers to employment.

The program combines training on hard and soft skills with one-on-one coaching and supports; participants then secure up to 15 months of transitional employment with ongoing supports through Solutions SF; and, finally, gain long-term, unsubsidized employment in the case management, hospitality, or property management fields.

### Community Organizing

Our **Public Policy & Community Organizing** programs are fully integrated into our supportive housing. Resident participants have a platform to guide Community Housing Partnership's position on resident- and community-facing issues. Our offerings have grown to include trainings, marches on City Hall, visits with City Supervisors, participation in multi-agency coalitions, participation in education and special events panels, and leadership development opportunities. By integrating housing and community organizing, residents can use their voices to catalyze systemic change.

### Creation of the Community Volunteer Team

Many of our residents who have experienced chronic, long-term homelessness may not be prepared - due to physical/mental health issues, or from a justified fear of losing their benefits (the "benefits cliff") - to rejoin the workforce at full-time employment. In response, we developed the **Community Volunteer Team**. This program offers a structured, incentivized way for residents to volunteer in Community Housing Partnership buildings and across San Francisco, gaining new skills, confidence, and interests in the process.

### The Communitywide Reach of Solutions SF and Community Volunteer Team:

**Solutions SF:** Community Housing Partnership's social enterprise, Solutions SF, provides Bay Area residents with new opportunities through a structured, multi-part employment training and Desk Clerk placement program. Since 2015 the program has successfully doubled its participation and trained over 794 people at-risk of homelessness. The program does over \$4 million annually in business and staffs desk clerks in over 70 buildings across the Bay Area.

**Community Volunteer Team:** The Community Volunteer Team (CVT) helps residents remain actively engaged in their community and build skills that scaffold resident self-sufficiency; it also offers residents who may be contemplating a return to more structured employment ways to re-engage in the work world. Dozens of residents have participated in the program since its inception, many of whom have completed their 40 hours and moved on to new employment.

## WHAT TO LOOK FOR NEXT

Now as in 2015, Community Housing Partnership residents' experiences and successes form the foundation of organizational strategy. Gearing up in 2020 for the next Strategic Plan, we will continue to play up our demonstrated strengths and work to deliver on the promises of Community Housing Partnership's robust programs.

### *Specifically, Community Housing Partnership will:*

- Continue monitoring the implementation fidelity and the quality range of services offered to residents
- Keep systematically asking residents for their feedback during annual Satisfaction Surveys and Town Halls
- Offer residents continued and varied chances for engagement, leadership, empowerment, and coalition building through Community Housing Partnership's Public Policy & Community Organizing and Community Volunteer Team programs
- Continue strengthening and innovating on the ways our Housing Operations and Asset Management teams care for our buildings and support residents' sense of safety, home, and community





# LEAD SYSTEMS CHANGE

The problem of homelessness remains bigger and more complex than any one agency can solve alone. The underlying causes of homelessness, and the people experiencing it, are complex and diverse; the support services available to them must be varied and diverse, too. The issues surrounding housing development, public health crises (including mental health and substance use), equitable housing and pay, expanded safety nets, health insurance, employment opportunity, poverty, structural racism and its legacies, and criminal justice all play a critical part in how we combat homelessness. It is this system that Community Housing Partnership targeted for change-making in the 2015-2020 plan.

This meant empowering residents to lead advocacy efforts on policy issues such as homelessness, health, and criminal justice; creating more housing through new developments or rehabilitation projects; and making the Housing Ladder philosophy a policy reality. This philosophy (and the City's subsequent Moving On Initiative, modeled on programs in Atlanta and New York<sup>16</sup>) held that providing a permanent home coupled with support helps people experiencing homelessness gain enough stability to eventually move out of supportive housing and into less service-enriched affordable housing, and ultimately into a non-subsidized home. As each tenant moves up the housing ladder, a new home becomes available for the next person experiencing homelessness to begin their own path toward stability.

However, the Housing Ladder strategy relied heavily on Mayor Ed Lee's support, and his passing and the subsequent mayoral elections precluded this policy becoming reality. In this past half-decade, the demand for supportive housing far outstripped supply. As the numbers of people experiencing homelessness in San Francisco have surged and City resources grow strained, people are experiencing homelessness longer, and as a result see compounded acuity throughout their prolonged trauma.<sup>17</sup> For these people, the solution to stabilizing their lives is clear: permanent supportive housing (PSH) - the powerful idea Community Housing Partnership was built on 30 years ago.

## PURPOSE

Accelerate affordable housing progress by increasing advocacy and constituent engagement.

## 2015-2020 PLANNED APPROACH

- Build and operate more supportive housing, adding or breaking ground on 450 additional Community Housing Partnership units by 2020
- Advocate for the City to adopt a Housing Ladder strategy, creating a continuum of housing options of (intensive) supportive housing to (less service-enriched) 'step up' options
- Advocate for other policies, programs, and funding that improve life for low-income San Franciscans and individuals and families experiencing or at risk of homelessness

# SCORECARD



## CREATE NEW HOUSING FOR PEOPLE STILL EXPERIENCING HOMELESSNESS

Community Housing Partnership has functioned from day one as not just a service provider, but a developer of new supportive housing across the City. In 2020 we exceeded the 450 unit goal we set out to achieve in 2015, with **546** permanent supportive housing and affordable housing units rehabilitated or in our development pipeline.

### Navigation Center

In 2016 Community Housing Partnership transformed the Civic Center Hotel into the City's second Navigation Center, providing 92 units for high-acuity adults who have experienced chronic periods of homelessness and are awaiting more permanent housing solutions. In late 2019 Community Housing Partnership rehabilitated an additional 20 units to offer space for a total of 112 people, as part of Mayor London Breed's push to create more beds for individuals in need of immediate support.

*Mission Bay rendering*

### New Mission Bay Development

In 2017 a new development project in Mission Bay launched, as selected by the San Francisco Office of Community Investment and Infrastructure (OCII); Community Housing Partnership, in joint venture partnership with BRIDGE Housing, will build a new multi-story building with 141 supportive housing units. Community Housing Partnership and BRIDGE are partnering with OCII, Wells Fargo, National Equity Fund Inc. (NEF), and Federal Home Loan Bank (FHLB), and are receiving operational support from the Department of Homelessness and Supportive Housing (HSH) and the Mayor's Office of Housing and Community Development (LOSP). The development broke ground in summer 2020.



Colton Street rendering

### **New Colton Street Development**

In 2017 Community Housing Partnership, with Strada Investment Group, launched a project to develop 96 studio units for single adults designed by David Baker architects as part of a 579-unit master development planned at Market and Brady Streets. This project is financed by the California Department of Housing and Community Development’s Multifamily Housing Program, Enterprise as the tax credit syndicator, and with capital from Strada and the Mayor’s Office of Community Development (MOHCD); MOHCD and HSH are also providing operational support. This project is slated to break ground in early 2021.



Rachel Townsend Apartments

### **Housing Authority Conversions**

In 2018 renovations concluded on two properties serving seniors and people with disabilities, 666 Ellis Street and the Rachel Townsend Apartments. Both properties, containing 99 and 97 units respectively, were renovated as part of the U.S. Department of Housing and Urban Development’s (HUD) Rental Demonstration Assistance (RAD) program, which allowed for a voluntary, permanent conversion of public housing to privately-owned, permanently affordable housing; SF RAD is the nation’s largest affordable housing project. These two RAD conversions were funded with over \$89.8 million in LP equity and construction loans from Bank of America Merrill Lynch. Partners from the Mayor’s Office of Housing and Community Development (MOHCD), San Francisco Housing Authority, Federal Home Loan Bank (FHLB), and Freddy Mac also supported Community Housing Partnership in bringing these properties into the portfolio.



## ADOPT A CITY-WIDE HOUSING LADDER STRATEGY

In 2017, as part of a broader series of City-wide programs aimed at reducing chronic homelessness, the San Francisco Housing Authority launched the Moving On Initiative (MOI). The initiative, created under Mayor Ed Lee’s leadership, was designed to help residents of permanent supportive housing (like Community Housing Partnership residents) transition into less service-enriched housing through a coordinated voucher program. This aligned with the City’s shift from public to private housing, with Community Housing Partnership acquiring buildings intended to serve individuals who could thrive under less intensive support programs.

*In 2015-2020, we saw:*



**635 positive  
move-outs**

Community Housing Partnership put new support in place to guide residents who exhibited high levels of self-sufficiency and an interest in the program towards moving up the Housing Ladder. Between the initial success of the MOI and other positive move-outs, Community Housing Partnership saw **635** positive resident move-outs between 2015 and 2020.



**Voucher  
uncertainty**

However, in 2019, the Moving On Initiative, despite its initial success, was paused. Residents still set goals and work toward moving into less service-enriched housing, but now do so without the motivator and security of a voucher program. .



**Refocus  
on PSH’s  
permanency**

Though the temporary pause of MOI limited the pipeline of affordable housing available for Community Housing Partnership residents, it serendipitously aligned with our refocus on the intended permanency of permanent supportive housing. In 2020, with a sharpened focus on providing permanent supportive homes to the over **1,900** adults, children, and seniors we served this year, we are able to maintain a **98%** retention rate that keeps our vulnerable populations and high-acuity residents in their homes for good.



*“Getting my housing was like an out of this world experience. Going where no woman has gone before. Not knowing how this second chance was going to turn my life around, I took this leap of faith and changed the trajectory of my life forever.”*

Juthaporn Chaloeicheep



## ADVOCATE FOR POLICY CHANGE TO MITIGATE HOMELESSNESS

Over the last five years, our residents, Public Policy & Community Organizing team, and fellow advocates have been an integral part of shaping policy issues surrounding housing, health, homelessness, and poverty in San Francisco. Though a formal Housing Ladder strategy was not adopted in San Francisco in 2015-2020, our policy wins in that same period covered the range of issues Community Housing Partnership stakeholders identified as underpinning the need for such a policy. These successes are notably a joint community effort - often accomplished through alliances with partner organizations and coalitions, and strengthened by our collaborations with community leaders and elected officials.

*In 2015-2020, we achieved:*

<p><b>City College Tenderloin Campus</b></p> <p>With a coalition of community partners, we mobilized to bring the impacts of City College's Tenderloin campus closure to light, resulting in a new interim location secured at 1170 Market Street</p> <p><b>2015</b></p>	<p><b>Free City College</b></p> <p>Established a Free City College platform to allow residents and other low-income and marginalized San Franciscans to access educational programs with fewer barriers to participation</p> <p><b>2017</b></p>	<p><b>Court Fees and Fines</b></p> <p>Eliminated burdensome court-mandated fines and fees for formerly-incarcerated individuals in San Francisco</p> <p><b>2018</b></p>
<p><b>Housing Bonds</b></p> <p>Allocated an additional \$600 million in bonds for affording housing and low-income developments through the passing of San Francisco's Prop A</p> <p><b>2019</b></p>	<p><b>Students in Tax Credit-Funded Housing</b></p> <p>Organized for and supported the introduction of HR5290, a federal bill to allow formerly homeless youth and veterans to attend college full-time while living in tax-credit-funded housing</p> <p><b>2019</b></p>	<p><b>Public Mental Health and Substance Abuse Programs</b></p> <p>Advocated for Treatment on Demand and Mental Health SF programs to expand services for low-income individuals living in poverty or experiencing homelessness needing critical mental health or substance abuse support</p> <p><b>2019-2020</b></p>

## WHAT TO LOOK FOR NEXT

- Continued, expanded Treatment on Demand and Mental Health SF initiatives to more proactively provide critically-needed health and treatment services to San Franciscans still suffering on the streets.
- New permanent supportive housing units in development, with Community Housing Partnership continuing to build capacity and be a leader within PSH and solutions to homelessness.
- Ongoing and future advocacy initiatives and systems-change that anticipate and respond to our community's most pressing needs; Community Housing Partnership advocates on a multitude of local, state, and federal issues surrounding homelessness and poverty.





## GOAL

# STRENGTHEN ORGANIZATIONAL CAPACITY

As Community Housing Partnership embarked on the 2015-2020 plan and deeper focus on mission-driven outcomes, it became evident that the long-term success of both residents and the organization would rest on building responsive, agile systems, teams, and processes. Looking ahead towards Community Housing Partnership's thirtieth year - and, simultaneously creating a stronger foundation for the decades to come - the organization would focus its time between 2015 and 2020 on strengthening organizational capacity across all departments and 17 buildings.

As the San Francisco housing landscape has evolved, so has the need for more formal quantitative and qualitative methods to evaluate our residents' successes. A concerted shift to a new Case Management Model, new Coordinated Entry processes, and an ever-changing environment shaping our residents' experiences catalyzed new data-driven models. To support our learning (and ensure sufficient resources to guarantee long-term stability), the organization would need to explore restructuring staff and leadership, and implementation of new technology to keep running efficiently. In doing so, Community Housing Partnership could continue to prioritize what's most important: staying laser-focused on executing the mission and transforming the lives of San Franciscans who have experienced homelessness.

## PURPOSE

Strengthen organizational capacity to improve evaluation and analysis tools, expand resource development to promote a more sustainable foundation, and support programmatic and infrastructure growth.

## 2015-2020 PLANNED APPROACH

- Improve internal processes through the implementation of new systems, staffing, and tools that encourage data-driven decision making and accountability.
- Invest in human capital and performance management with a focus on employee growth through recruiting, developing, and retaining talent.
- Strengthen core technology and data system infrastructure to improve staff productivity.
- Invest in fundraising personnel and systems as a means of resource development.

# SCORECARD



## SUPPORT DATA-DRIVEN DECISION MAKING

Building on the establishment of Community Housing Partnership's Learning + Evaluation department in 2015, the organization has implemented new tracking tools and processes to make decisions that are more objective, data-focused, and transparent. These tools have not only supported analysis, they have helped us better understand the resident experience and uncover best practices by more effectively examining changes over time.

*Specifically we prioritized:*

	<b>Investment in data expertise</b>	Grew the Learning + Evaluation team by 250%, notably through targeted investments from Tipping Point Community (2015-2020)
	<b>Resident feedback as a North Star</b>	Revamped annual Resident Satisfaction Surveys and Town Halls to better evaluate resident feedback, pushing far beyond what funders require to make these opportunities meaningful, resident-driven, and actionable; during this five-year period, our resident response rate grew by 142% (2015-2020)
	<b>Expanded data infrastructure</b>	Implemented a new Salesforce-based outcome tracking and case management system for our Resident Services department, replacing a paper-based system using carbon triplicate forms (2016)
	<b>Data for key decisions</b>	Monthly departmental and agency-wide dashboards for staff and the Board of Directors are tools for accountability and which infuse agency decisions with up-to-date, accessible, accurate data (2018)
	<b>Experimentation and innovation</b>	Piloted multiple innovative, data-driven projects, including using tablets for real-time, mobile charting to ensure that residents are receiving services support that is accurate, timely, and data-driven (2017-2020)



## INVEST IN HUMAN CAPITAL AND PERFORMANCE MANAGEMENT

As Community Housing Partnership made a meaningful investment in comprehensive data-driven systems, shifts in staff to support these new systems followed close behind. Simultaneously, as Community Housing Partnership grew to be a stronger, more prominent leader combating homelessness in the City, internal leadership grew as well:

### Agency-Wide Training

Introduced a program teaching staff crisis de-escalation to support our vulnerable residents; Crisis Prevention Institute (CPI) Training participation standardized for all staff members in all roles (2015-2020)

### Workforce Development Training Pipeline

Developed new employment pipelines and partnerships with Community Housing Partnership's social enterprise workforce, **Solutions SF**, as a method of boosting internal hiring practices and efficiently filling vacant Desk Clerk and Housing Operations positions (2015-2020)

### Addition of Key Senior Leaders

Restructured and expanded the senior leadership suite to include three newly formed positions focused on building capacity and expertise: Chief Development Officer (2018), Chief Operating Officer (2019), and Chief People Officer (2020)

### Strengthening the Board of Directors

Added several seats to our governing Board of Directors, including private sector members who could contribute a business- and finance-focused perspective (2015-2017)

### Creation of Advisory Circle

Established an Advisory Circle comprised of a dynamic group of local influencers and community leaders with a goal to actively mobilize resources to expand and enhance Community Housing Partnership's impact on solving homelessness in San Francisco (2018)





## STRENGTHEN CORE TECHNOLOGY AND DATA

In order to successfully coordinate 17 buildings and multiple administrative offices across the City, we improved our technology systems to keep our programs running smoothly. Notably, this included establishing a Yardi Voyager database system to improve and integrate training and e-learning, financial processes, property management, and grants and compliance. As well, our teams worked to streamline other extant information technology systems organization-wide with the goals of reducing duplication and better using agency resources. This work will continue as we pick up the agency's next strategic plan in late 2020 and beyond.

### New technology for resident support

As Community Housing Partnership adopted more data-driven practices and structures, the need for better ways of collecting, organizing, and using data became evident. With generous financial and technical support from The Tipping Point Community, the agency in 2018 began exploring a new, cloud-based database to unite our Housing Operations and Finance functions; implementation began in 2019. This new Yardi data system will replace three other decentralized, outdated databases, and align core agency functions - including collecting and tracking rent and subsidy payments - that together help keep Community Partnership running and help keep our residents housed.



## SUPPORT RESOURCE DEVELOPMENT

Between 2015 and 2020 we restructured and refined our resource development efforts to better align with Community Housing Partnership's growing infrastructure and programmatic needs. Under the leadership of the new Chief Development Officer, our restructured Fund Development team has undertaken:

### Agency repositioning projects

Undertook a multi-year rebranding project to better align Community Housing Partnership's brand and messaging with that of supporters and community interest; trained 175 key stakeholders as brand ambassadors (2018-2020)

### New community partnerships

Developed new long-term partnerships and cultivated funding opportunities with local businesses, companies, foundations, community leaders, and partner agencies to elevate and fuel Community Housing Partnership's mission; our community partners leaned in more than ever as we supported (and continue to support) our residents in navigating COVID-19 health, service access, isolation, and personal protective equipment challenges (2018-2020)



## OUR COMMUNITY IN ACTION

Our dedicated supporters are mission-critical players, and have helped transform thousands of lives in the last five years alone. Learn more about the impact our supporters make at: [give.chp-sf.org](https://give.chp-sf.org)

### Volunteer programs for agency and resident support

Established new corporate and individual volunteer programs which activated over 300 San Francisco community members and expanded to include decorating and serving meals to residents during the holidays; supporting summer resident activities and events; and engaging transition-age youth in exposure to career opportunities within local companies (2018-2020)

### Resident voice in A Night With the Stars

Through our signature fundraising event showcasing resident talent, grew resident participation year over year; celebrated 20 years of residents performing and contributing their talent to the event (2015-2020)

### Technology in support of giving

Implemented new digital platforms to streamline individual and peer-to-peer fundraising and special campaigns (2019-2020)

## WHAT TO LOOK FOR NEXT

- Ongoing culture change work alongside staff growth and education opportunities
- Continued implementation of new tools including Yardi, a new Fund Development database, and improved information technology systems
- Continued strengthening of the organizational brand to provide more recognition, understanding of permanent supportive housing
- Brand refresh work culminating in renaming the agency to inaugurate our next impactful chapter
- More and new ways for our community and corporate partners to support our residents in getting and staying housed in 2020 and beyond



## Conclusion

The San Francisco landscape we know today has changed dramatically from the City which shaped our organization five years ago. 2020 alone has been full of unprecedented change and a health crisis beyond expectation. But if these last five years have taught us anything, it is that our community, our organization, and our residents are incredibly resilient.

As we've outlined in these pages, a concentrated focus on the three strategic approaches we laid out in 2015 - to Deepen Resident Impact; Lead Systems Change; and Strengthen Organizational Capacity - has helped us not only transform resident lives, but has transformed the ways in which our organization and community continue to address the issues surrounding homelessness.

But while on reflection there are numerous successes we have achieved over the last five years and our service to San Francisco over the last 30 years, we also know that while our efforts have helped many we have by no means “bent the curve” on the increases in unhoused people in San Francisco. We are far from any victory lap. What is so tantalizing and frustrating for us is that homelessness is not a naturally occurring but a socially-created problem and can and should be solved by society. Like our community, we are alarmed by new surges of homelessness in our beloved City, and know that to stop this crisis we must continue to reignite our movement on all fronts. As we shift gears to our next Strategic Plan, we will take the learning from this report and continue to evolve and grow - but always with unwavering service to our residents and the utmost dedication to fulfill our mission.

We invite you to join us in rewriting the future for our City. The legacy you leave might be the new supportive housing development you help bring to life by saying yes to building in your backyard. It might be the resident you inspire to go back to school after volunteering in one of our buildings. It might be the partnership you help us build with your company, or the donation that pays for a life-saving counseling session for a resident who is struggling to make it through the week. No matter your impact, when we finally achieve that future for San Francisco we all envision, you can say you were part of getting there.

Thank you for being part of that brighter future.

To learn more about how you can support Community Housing Partnership’s mission to help people experiencing homelessness secure housing and become self-sufficient please visit [give.chp-sf.org](https://give.chp-sf.org)

## END NOTES & REFERENCES

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# METHODOLOGY

Community Housing Partnership's Learning + Evaluation (L+E) team designed the qualitative and quantitative data collection and analysis processes for this report, applying the following research methods:

## Phase 1 – Project Development

L+E initiated project design by first data mapping the goals, timeline, and indicators in the 2015-2020 Strategic Plan, and then by developing the guiding research questions that would orient the project. These key research questions were:

- To what extent did Community Housing Partnership achieve the goals set in the 2015-2020 Strategic Plan?
- What activities or initiatives did Community Housing Partnership undertake to meet these goals? What was the community impact?
- When goals were partially achieved or not achieved, what accounted for this? How will the organization apply this learning to its next Strategic Plan?

## Phase 2 – Participatory Data Sourcing

Next, L+E identified key report stakeholders and assigned each to one or more key groups: subject expertise (such as Real Estate Development or Public Policy); participant in the 2015-2020 Strategic Plan; organizational/historical expertise; and quantitative data knowledge/expertise.

L+E team members connected with the internal CHP stakeholders assigned to these four key content groups. Stakeholders participated in identifying data sources, suggesting new data, and assessing the data's availability and reliability; L+E used the information generated to collate the Strategic Plan's goals with the quantitative and qualitative data available to evaluate Community Housing Partnership's work.

## Phase 3 – Stakeholder Interviews

L+E team members developed a series of interview protocols to gather qualitative data from content-group experts within the organization; seven interviews (averaging 30-60 minutes), spanning five departments, were conducted in February and March 2020. The L+E team then undertook qualitative analyses, applying deductive and inductive codes in an iterative process; interviewers did not code their own interview notes in the first round.

## Phase 5 – Complementary Quantitative Analyses

Sourcing data from Community Housing Partnership's two main programmatic databases, the L+E team compiled quantitative data to round out the data map developed in Phase I and to answer questions raised by the guiding research questions, by stakeholder interviews, or by other data. When available, data was sourced to cover the entire 2015-2020 period.

Importantly, because the Strategic Plan detailed very few quantitative goals (for example, it specified creating 450 new units of Permanent Supportive Housing, but did not specify how many residents would move out, move in, or grow their self-sufficiency), the report relies heavily on qualitative data and uses quantitative data to provide an idea of the scope of the agency's achievements and impact during the time frame.

### **Phase 6 – Participatory Meaning Making and Writing**

The L+E team and the project consultant spearheaded the writing process; the report was drafted in four rounds, with each report draft read and edited by select members of the key stakeholder/interview groups identified in Phase I; stakeholders read drafts to ensure that the data presented were an accurate, fair, and comprehensive representation of the agency's work and community reach in 2015-2020.

Our Scorecard gauge of success is noted by the symbol below.  
100% completion is shown by a full arc.





community  
housing  
partnership 