Reducing Vacancies in Supportive Housing: Moving Units Online

Homelessness Oversight Commission :: November 7, 2024

Housing Vacancies

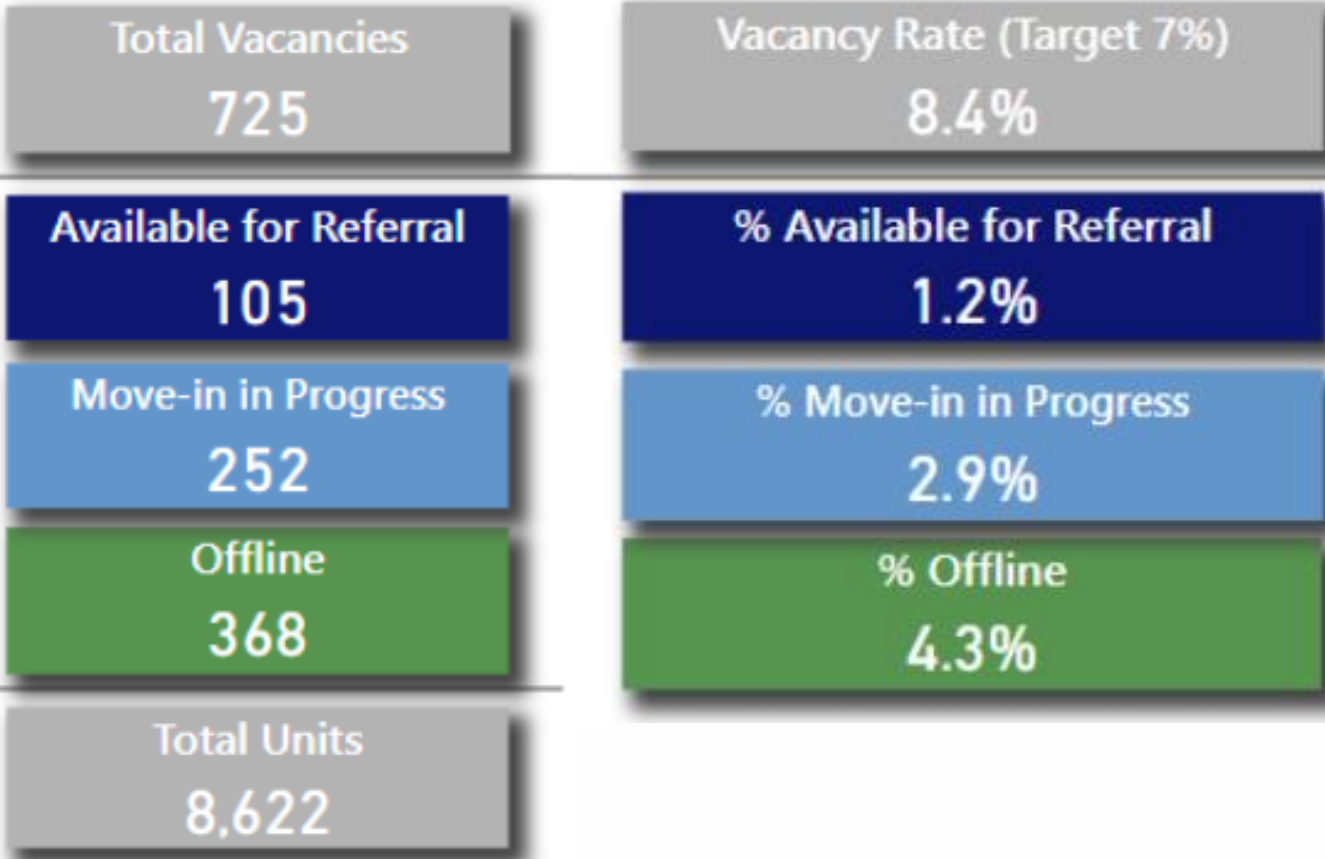## Inventory

**Total Vacancies**
725

By vacancy status

Available for Referral
105

Move-in in Progress
252

Offline
368

Total Units
8,622

Vacancy Rates
(as a percent of total inventory)

Vacancy Rate (Target 7%)
8.4%

% Available for Referral
1.2%

% Move-in in Progress
2.9%

% Offline
4.3%

Offline Vacancies Status Breakdown	
Status	# of Units
Janitorial/Maintenance	193
Recently Vacated	66
Hold for Transfer	52
Property Hold	38
Medical Examiner Hold	19
Total	**368**

Permanent Supportive Housing Vacancies Overtime
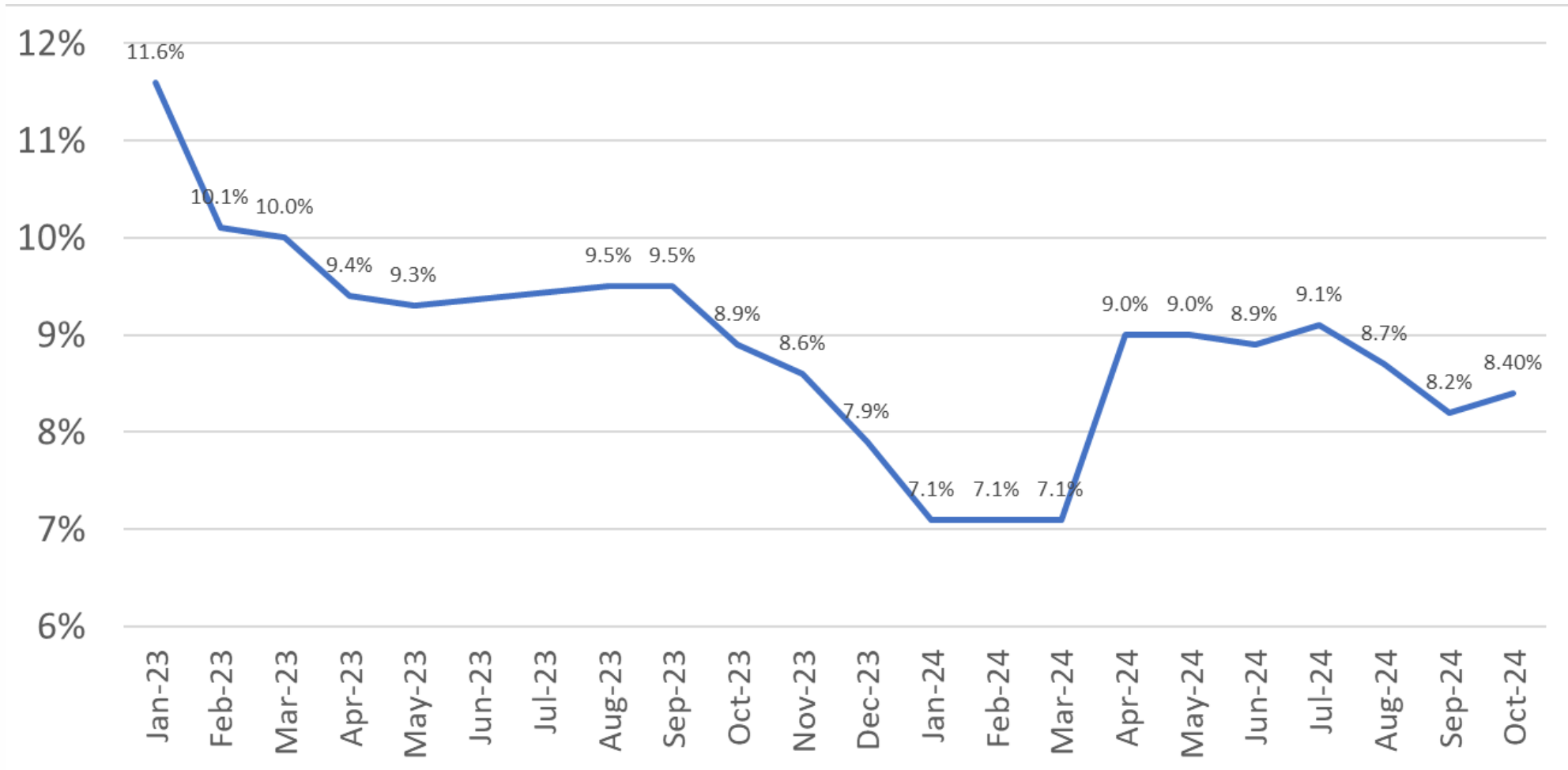
Effective Strategies to Reduce Vacancies

Reduced Documentation Requirements

Standards for Offline Units

Unit Level Inventory Tracker

Improved Housing Quality

Created Housing Placement Team

Increased Wages for Provider Staff
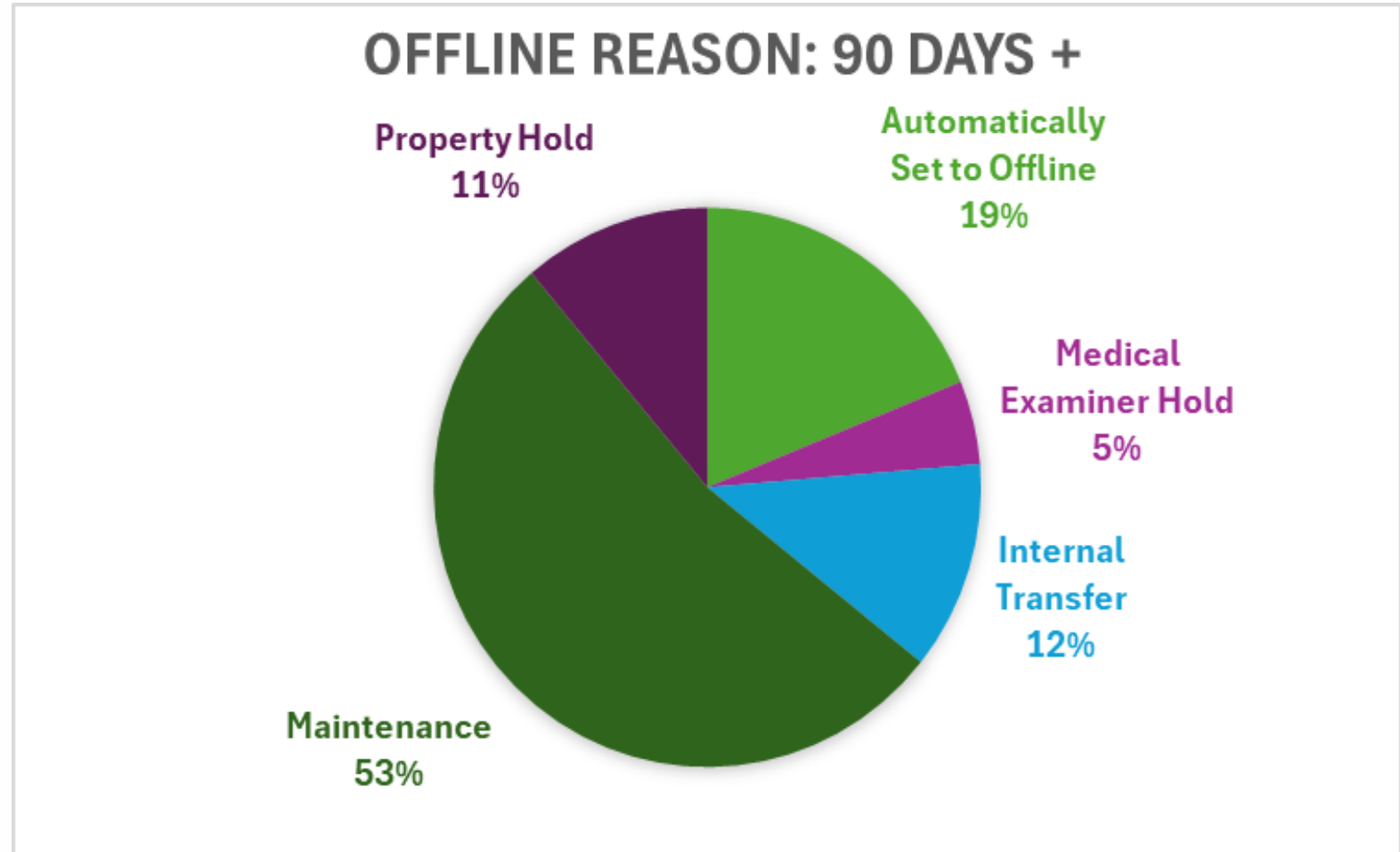
Updated Service Outcome Objectives

Street to Home

Get all Eligible Shelter Guests Doc Ready

Convert to "Dedicated Plus"

Focus on Offline Units

☞ 4% of project based supportive housing is currently offline.

☞ Less than 2% have been offline for 90+ days.

☞53% of units that have been offline for 90+ days are for maintenance and repairs

OFFLINE REASON: 90 DAYS +

Property Hold
11%

Automatically
Set to Offline
19%

Medical
Examiner Hold
5%

Internal
Transfer
12%

Maintenance
53%

Context for the Offline Unit Challenge

- Offline units are distributed throughout the portfolio and are *not* concentrated among a few providers or a few buildings.

- Offline units are impacting both older and newer buildings, but are exacerbated by deferred maintenance.

- 110 units (~1.2% of the portfolio) are in need of some level of rehab needs.

- Flooding occurs in PSH and can create costly repairs and delays in turning units.

- Operators often focus on units that can be brought online quickly leaving units with significant damage offline for an extended period of time.

Focus on Offline Units: Maintenance Support

- Operators are required to bring all offline units, that have been offline for 90+ days, online by December 16, 2024 **OR** provide a plan and timetable to bring the unit back online. Plans due by December 16th.

- HSH will make one-time funding available for operators to hire additional contractors to support unit rehab.
  - Up to $10,000 per unit on a first come, first served basis. Payment will be made when the unit is ready for occupancy.
  - Up to $700,000

- HSH is separating units that need basic janitorial services from those that need significant rehabilitation in our data system for better tracking and response.

- Explore new technology to prevent flooding and water damage.

- Limit the holding time for internal transfers to 30 days.

Focus on Offline Units: Policy Changes & Increased Accountability

1. Limit allowable offline units to 3% of an operator's portfolio

2. Separate units that need rehab from units that need minor repairs and janitorial services.

3. Limit the length of time that a unit can be offline

4. Improve data quality in the Unit Level Inventory Tracker

5. Immediate site visits for any building with 4% or more units offline

6. Future State: Require plan/timeline for all units needing rehab

Impact

- Goal
  - Vacancies should be no more than 7% of the project-based portfolio.

- By December 16, 2024 all units must be back online. If all units can't be brought back online by this date, the provider must submit a unit-by-unit plan to bring it back online by December 16.
  - Plan may include cost estimate
  - Plan must include timeline to bring unit online
  - Plan must be implemented by March 31, 2024

Questions