

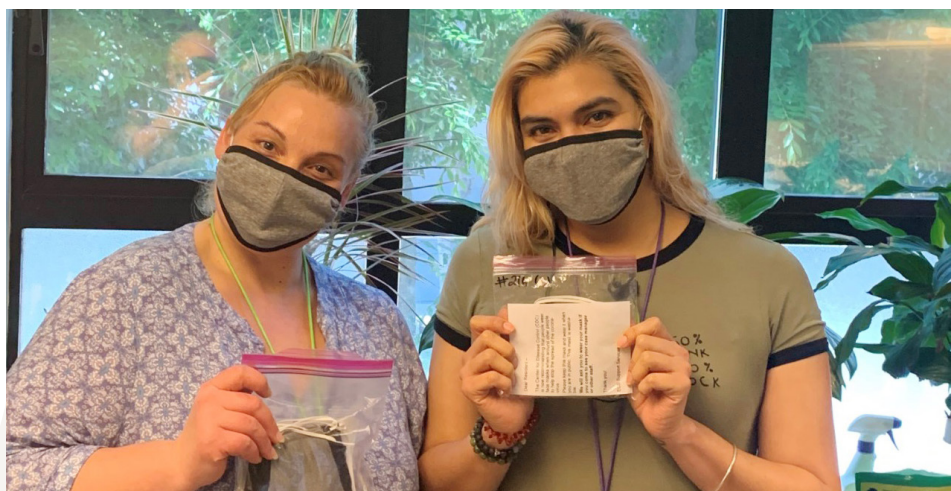
Annual Report Fiscal Year

20 20



**Episcopal
Community Services**
San Francisco

Building Community | Developing Skills | Enriching Lives



Mission

Episcopal Community Services of San Francisco (ECS) helps homeless and very low-income people every day and every night obtain the housing, jobs, shelter, and essential services each person needs to prevent and end homelessness.

In October 2019, to meet the needs of our guests and clients in an ever changing environment, ECS embarked on a three-year Strategic Plan. This plan defined the ways in which ECS will develop capabilities, operate, and institute leading evidence-based practices, while remaining true to our Episcopal values of welcoming each individual with dignity and respect.

Our focus from 2019-2022 will be to:

1. Provide the most comprehensive services to those with the greatest need. Increase our portfolio of supportive housing units and provide a suite of acute, complex services across all programming that focus on re-housing and housing stabilization.
2. Expand use of data in all operations. Utilize data to determine the optimal response for the individuals and families we serve.
3. Increase engagement as a partner and stakeholder. Engage more with the City and County of San Francisco, and rely on people with lived experience to educate funders and the City.
4. Grow our sustainability and operational efficiency. Ensure our internal operations are able to supply the financial, material, and personnel resources needed to fulfill our mission and this strategic plan.



A Message from Our Executive Director

Dear Friends,

I want to express my deep gratitude to each of you for your steadfast commitment to the people we serve. Despite the challenges of this year, we have much to celebrate. In a year complicated by interconnecting public health, socioeconomic, psychosocial, and political crises, with your support, Episcopal Community Services of San Francisco (ECS) continued to build pathways out of homelessness, and to housing and economic stability, for our clients.

While the crisis of homelessness is complex, it is also solvable – and housing is the solution. During this unprecedented year, ECS launched a three-year Strategic Plan, with a focus on expanding housing and economic opportunities for the most vulnerable members of our community. With our partners Mercy Housing, we started construction on 1064 Mission Street that, upon completion in spring 2022, will be the largest supportive housing development in San Francisco and the home of the new CHEFS Kitchen and Social Enterprise hub.

As the backbone of the City's Homelessness Response System, ECS's programs and service delivery model strategically evolved, thoughtfully implementing best practices during the onset of the COVID-19 pandemic. ECS demonstrated innovation and flexibility in transforming each of our programs in order to minimize the impact of COVID-19 in our community. Above all, we prioritized the health and wellness of both clients and staff. Early in the pandemic, ECS recognized that congregate settings presented challenges during a crisis of this nature. As a result, ECS closed Next Door Shelter and two Navigation Centers and pivoted our interim housing model significantly, taking a leadership role in partnering with the City to open and operate eight Project Roomkey hotels.

In spring 2020, ECS launched a new Rapid Rehousing/Rapid Re-Employment program, designed to assist justice-involved individuals and their families exit homelessness and prevent them from being reincarcerated. As we broaden our portfolio of reentry services, we recommit to our core principles of serving those experiencing extreme poverty and homelessness in our community.

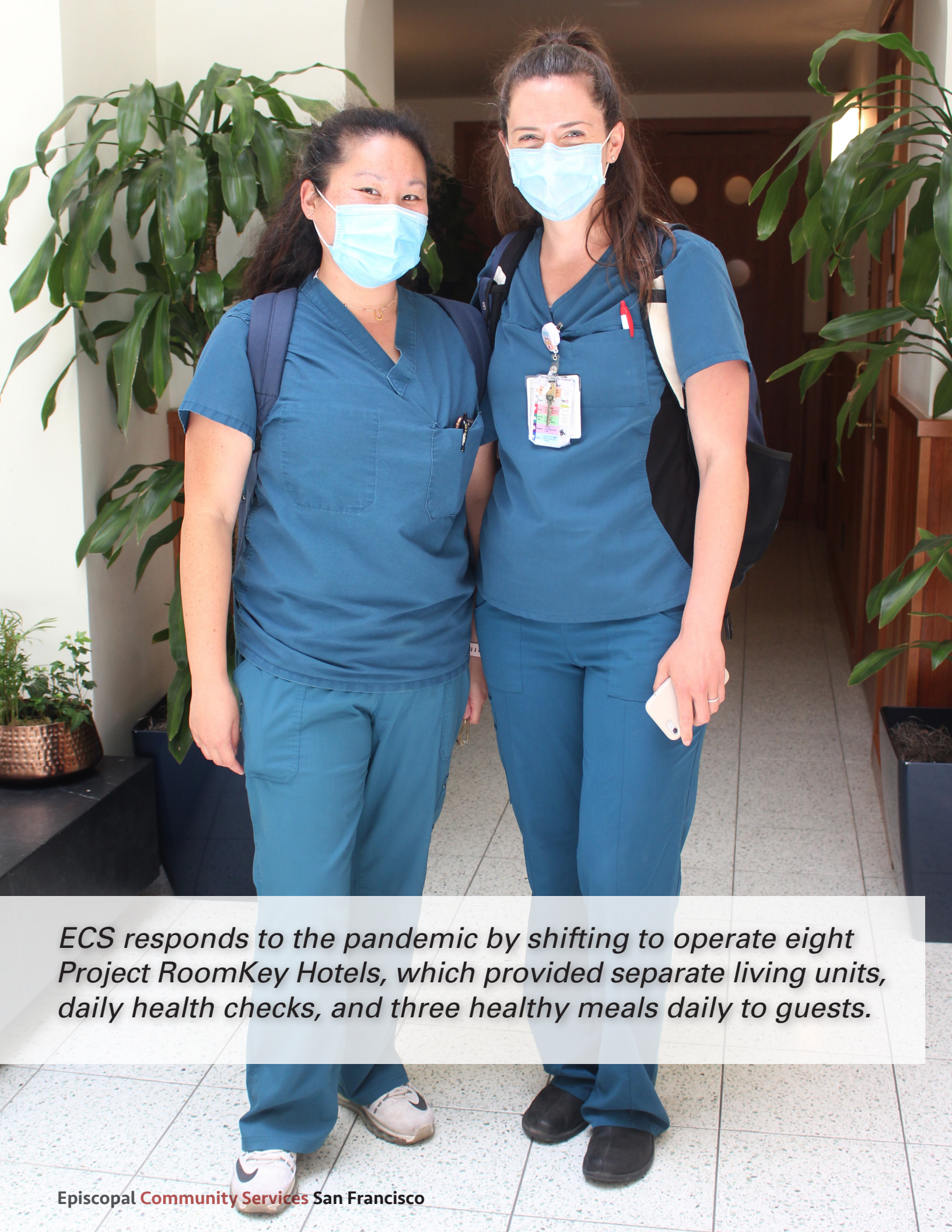
ECS is dedicated to addressing structural racism and examining the way in which our systems contribute to the crisis of homelessness we see on our streets. By doing so, we honor our Episcopal roots, which teach us to transform unjust structures in society and be catalysts for equality and change.

We are grateful to you for your ongoing dedication to serving the most vulnerable members of our community. Thank you for your partnership and support during this historic year.

Best wishes,

A handwritten signature in black ink that reads "Beth Stokes". The signature is fluid and cursive.

Beth Stokes
Executive Director



ECS responds to the pandemic by shifting to operate eight Project RoomKey Hotels, which provided separate living units, daily health checks, and three healthy meals daily to guests.



ECS Quickly Responds at the Onset of the Pandemic

Throughout the COVID-19 pandemic, ECS took extraordinary care to prioritize the health and safety of staff and clients. Beginning in February, when the world came to understand the seriousness of the COVID-19 virus, ECS convened an emergency response team, and began purchasing disinfectants and personal protective equipment (PPE) for use by staff and guests in shelters.

On March 16th, 2020, San Francisco issued a Shelter-in-Place order. San Francisco took advantage of available Federal and State funding and began leasing empty hotels. ECS moved clients out of congregate living spaces such as shelters and navigation centers and into hotel rooms. Clients received individual rooms, healthy meals and needed services. ECS was the first service provider the City asked to manage a leased hotel. Within the span of two months, ECS staff would begin working at eight hotels, and caring for over 800 people, almost a hundred more than had been in the shelters and navigation centers ECS had operated previously. ECS undertook an enormous hiring effort to accomplish this rapid change to and expansion of services.

Across the agency, ECS has remained committed to delivering high-quality rehousing, housing navigation, and housing stabilization services to clients while mitigating the risk of the virus. Examples of this include:

- Formerly in-person, Adult Coordinated Entry assessments and housing solutions pivoted to teleconferencing. ECS provided phones at access points under social distancing guidelines, and under the supervision of minimal staff.
- Problem Solving became fully mobile, with many of the resolutions achieved through telephone conversations, while dedicated ECS staff members continued to visit safely with individuals in encampments and San Francisco's Safe Sleeping Villages.
- Many Canon Kip Senior Center and Healthy Aging services became virtual. The weekday meal service continued to offer prepared and packaged hot meals that were picked up by the vulnerable seniors and adults with disabilities that rely on them.

Across the agency, ECS has remained committed to delivering high-quality rehousing, housing navigation, and housing stabilization services to clients, while mitigating the risk of the virus.

Food insecurity for residents of permanent supportive housing grew during the pandemic. Many food stores, community meal programs or subsidized food programs were closed for months and clients, sheltering-in-place, were often afraid to go out to shop.

Case managers have focused on two key issues: getting sufficient healthy food to residents, and ensuring they have the information and equipment they need to stay safe. ECS formed partnerships with local restaurants and small business collaboratives, which used crowdfunding to provide meals directly to ECS residents.



Along with our partners Mercy Housing and the City of San Francisco, ECS started construction on 1064 Mission Street. Upon completion in Spring 2022, 1064 Mission Street will be San Francisco's largest supportive housing development for formerly homeless seniors and adults. The development will be comprised of 256 supportive housing units with wraparound services, including healthy aging and behavioral health services, workforce development and employment placement, and a robust social enterprise. The development will be a national model, bringing together multiple best-practice elements to help San Francisco's most vulnerable, chronically homeless neighbors achieve housing stability, improve health outcomes, and lead more independent lives.



Rehousing Through Adult Coordinated Entry

Served: **5,496**

Housing placements: **401**

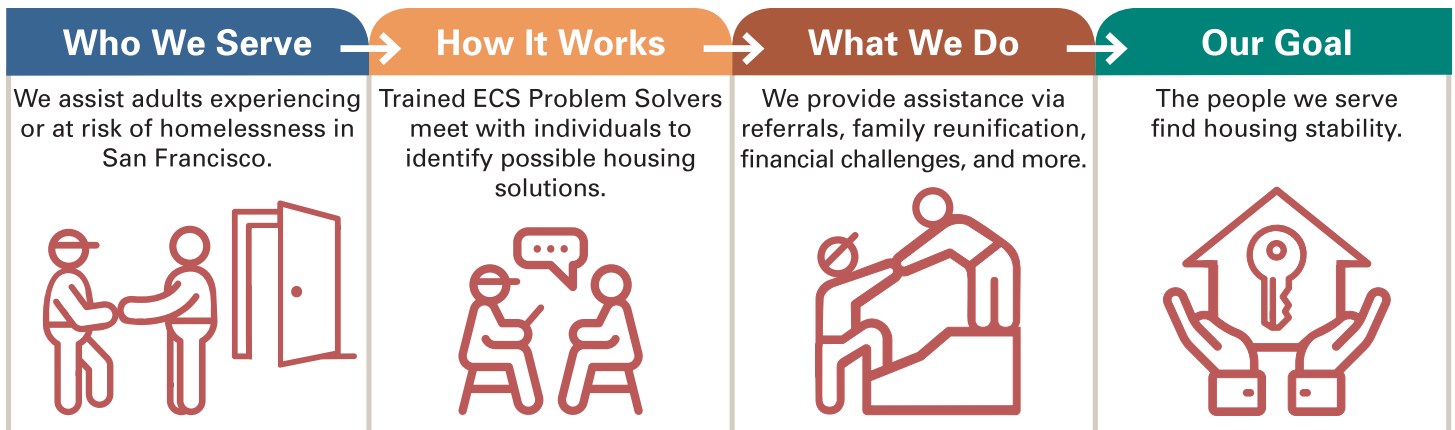
Housing resolutions: **554**

In fiscal year 2020, ECS served more than 13,000 people, including families, seniors, veterans, LGBTQ+ individuals, and single adults in six different areas of programming.

ECS is the lead operator of Adult Coordinated Entry (ACE) for the City of San Francisco. ACE plays a foundational role in the city's Homeless Response System, and is the access point by which people experiencing homelessness receive Problem Solving services, housing assessments, and housing navigations and placement services.

The ECS Problem Solving team meets with adults experiencing homelessness throughout San Francisco, including at ACE Access Points, in interim housing, encampments, hospitals, jail, etc. to lower the barriers to accessing services. This one-to-one support guides each person to uncovering solutions to their homelessness through their own relationships and resources without the need for continued interventions.

If Problem Solving services do not result in a housing resolution, then clients receive a housing assessment through a consistent, community-wide intake process that matches people experiencing homelessness to available housing or the community resources that are the best fit for their situation.





"I am grateful for the opportunities that CCSF and ECS offered, and how they helped me achieve my dreams. I went from being homeless to owning my own home in six years."

– Bradley, Former Resident of ECS Supportive Housing



Supportive Housing

Housing sites: **14**
Residents: **1,613**
Individual adults remain housed
for at least a year: **96%**
Families remain housed for at
least a year: **96%**

**Permanent supportive
housing is the proven
solution to chronic
homelessness.**

In December 2019, ECS added its 14th permanent supportive housing site at 455 Fell Street in Hayes Valley. This Mercy Housing location provides 33 supportive housing units for families, bringing the ECS housing portfolio to 1,145 units. Through Episcopal Community Services 14 sites, ECS offers stabilizing, tailored, on-site social services, activities, and case management to over 1,500 residents (including seniors, families, veterans, and other adults).

From Homelessness to Home Ownership

After experiencing homelessness in San Francisco for more than a year, Bradley* secured stable housing at an ECS supportive housing site on Sixth Street. With the help of his Case Manager, he enrolled in community college and studied wireless networking. Working full-time after graduation, Bradley was able to save enough money to purchase a home in Minnesota near his family. In six years, Bradley journeyed from homelessness to home ownership. "I am grateful for the opportunities that CCSF and ECS offered, and how they helped me achieve my dreams. I went from being homeless to owning my own home in six years."



PROFILE: MISHA'S SUCCESS STORY

After being rejected by her family for identifying as a transgender person, Misha lived in cars and shelters for four years. ECS provided guidance and financial assistance to help her find safe, stable housing, allowing her to focus on continuing her education.*

*All client names changed to protect the clients' identity



"It was just to get me out of my slump of a life. I wanted something to live for — sounds drastic, but it kind of was. I was looking for something to motivate me."

– Nathaniel, CHEFS Program Graduate



Workforce Development and Social Enterprise

Participants: 166
CHEFS graduates placed in jobs: 93%
Hospitality For All graduates placed in jobs: 80%

ECS integrates workforce development opportunities throughout its service portfolio to improve access to income through employment. All of the opportunities are of no cost to participants.

The ECS Workforce Development and Social Enterprise program provides 300 individuals annually with job counseling, adult education, GED, culinary training, and other vocational programs to help them move into stable employment and better jobs.

CHEFS (Conquering Homelessness through Employment in Food Services) is a training program for jobs in the food service industry. Students receive classroom instruction, in-kitchen hands-on training, and on the job experience in a local restaurant or institutional kitchen.



CHEFS Provided Nathaniel with Training to Secure a Job

Nathaniel* was referred to the CHEFS program by his case manager at the Henry Hotel, where he resided for seven years. Originally from Sacramento, Nathaniel suffered a traumatic brain injury several years ago, and was unmotivated to pursue employment until he heard about CHEFS.

The CHEFS team worked with him every day to overcome his self-defeating attitude. Nathaniel went on to train with Farming Hope at Manny's Restaurant in San Francisco's Mission District. From there, he worked in ECS's shelter kitchens, and then St. Anthony's Kitchen. He hopes to move out of his SRO and into a studio of his own and continue his culinary path. Nathaniel shared that "It was a fun and educational and productive program, it got me out of myself. Thank you CHEFS."

New Partnership with Goodwill

In May 2019, ECS launched a partnership with Goodwill Industries to provide individuals served by its Rehousing programs with another opportunity to prepare for and secure employment. ECS provides a referral to Goodwill's Career Services, where clients receive one-on-one employment support, job readiness training, and computer access.



PROFILE: ZACH'S SUCCESS STORY

Thanks to his determination, work ethic and the support of ECS shelter staff and Problem Solvers, Zach found housing while staying at ECS shelters and working full time. To better ensure his stability, ECS Problem Solvers helped him to get set up in his new place.*

*All client names changed to protect the clients' identity





Adult Rapid Rehousing

The “Step Up to Freedom” program launched in May 2020 in partnership with the San Francisco Adult Probation Department (APD), the Bureau of State and Community Corrections, and Tipping Point Community. This program provides 40 rapid rehousing opportunities for individuals exiting the criminal justice system. Rapid rehousing is a short-to medium-term housing intervention that offers housing navigation support, move-in cost and short-term rental subsidies, and employment and housing stabilization services. Our rapid rehousing programs are commonly referred to as “rapid re-employment” programs, emphasizing the importance of income through employment on housing stability, and the deep investments made by our workforce development program in all rapid rehousing programming.

Separately, the Adult Rapid Rehousing Program helped adults experiencing homelessness regain housing and economic stability. Like Step Up to Freedom, this initiative launched for 40 individuals, including five CHEFS students who moved from shelters into housing. The services provided are tailored to each individual via a stability plan designed by the participant with support from the Rapid Rehousing team.

Individuals rehoused through Rapid Rehousing: 65



Interim Housing

During the first half of the fiscal year, ECS operated four interim housing sites (Sanctuary Shelter, Next Door Shelter, Waterfront Navigation Center, and Bryant Street Navigation Center), as well as hosted the Interfaith Winter Shelter and a pop-up shelter at Next Door Shelter.

The arrival of the COVID-19 pandemic and the inherent dangers of congregate settings required a swift response to serve those vulnerable individuals at these sites, and similar sites across San Francisco.

ECS services responded by shifting to operate eight Project RoomKey Hotels, which provided separate living units, daily health checks, and three healthy meals daily to guests.

Shelter guests: 2,174
Navigation Center guests: 685
RoomKey guests: 1,000+



PROFILE: KEN'S SUCCESS STORY

With the help of ECS, Ken no longer has to live in his car. Ken worked persistently with ECS Problem Solvers to find a home near his work that was within his means. Now that he has stable housing, he can focus fully on his full-time job and health.*

*All client names changed to protect the clients' identity





Behavioral Health Services

In order to better address the trauma of homelessness and the unique pathways individuals take on their way to stable and permanent housing, ECS incorporated SF START (San Francisco Shelters Treatment Access and Resource Team) into a new Behavioral Health Services program.

Under the leadership of a new Director of Clinical Services, the team provided coordinated and integrated services in Interim Housing and expanded into all ECS programming.

“I believe everyone should have the choice and ability to access therapeutic services without barriers, and ECS continuously strives to uphold this standard. The best part of working at ECS is being able to be involved with the community and help facilitate change.”

— Yasaman Shahmohammadi,
ECS Behavioral Health Clinician

Participants: **338**

Participants with self-reported substance abuse issues: **51%**

Participants with self-reported mental health conditions: **84%**



Healthy Aging

ECS provides housing and services to seniors in our community. Healthy Aging programming focuses on: physical and mental well-being, community involvement, resources access, independent living through case management, drop-in services, and access to a Senior Center that features a nutritious lunch.

ECS has long been one of San Francisco’s leading providers of interim and supportive housing and other services for homeless and/or low-income seniors. ECS’s Healthy Aging program focuses on physical and mental well-being, community involvement, accessing resources, and independent living. At the Canon Kip Senior, ECS provides a hub of daytime meals, case management, and community activities for older adults.

During the COVID-19 pandemic ECS created a Mobile Senior Center in which ECS staff visit participants in their homes and ECS’s Project RoomKey/SIP hotels. In addition, ECS created a mobile team who provided journals, art supplies, and puzzle books, as well as a friendly face to seniors facing loneliness and social isolation.

Participants: **1,329**

Meals served: **43,884**

Case management clients: **333**

Services resolutions: **96%**

Financial Data

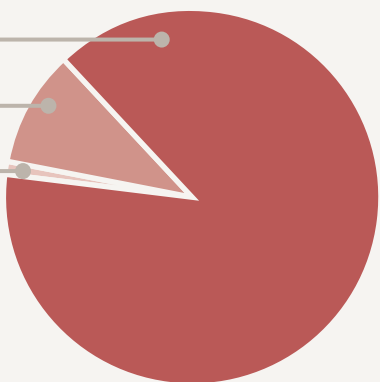
FISCAL YEAR: JULY 1, 2019 - JUNE 30, 2020

Expenses

Program Services: 89%

Administration: 10%

Fundraising: 1%



Program Services	\$38,418,835
Administration	4,246,386
Fundraising	624,642
Total Expenses	\$43,289,863

Program Services Expenses

Supportive Housing: 44%

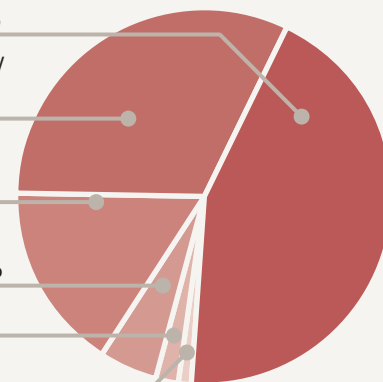
Interim Housing/Shelters/
RoomKey Hotels: 32%

Adult Coordinated
Entry: 16%

Workforce Development
and Social Enterprise: 5%

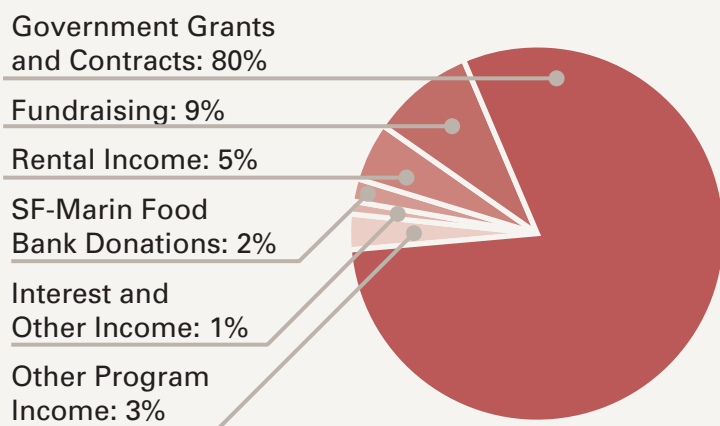
Behavioral Health: 2%

Healthy Aging: 1%



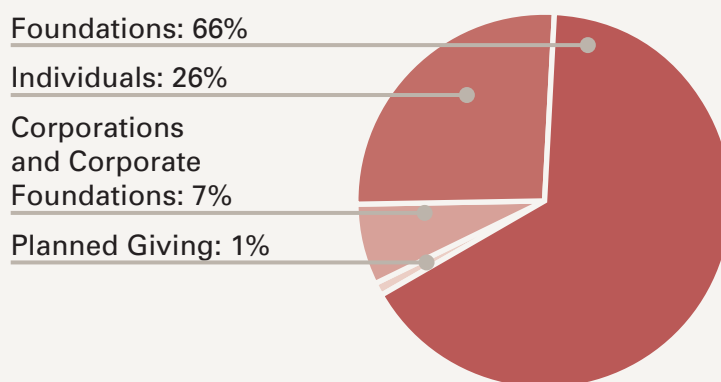
Supportive Housing	\$16,785,300
Interim Housing/Shelters/RoomKey Hotels	12,236,743
Adult Coordinated Entry	6,185,958
Workforce Development and Social Enterprise	1,962,518
Behavioral Health	703,864
Healthy Aging	544,452
Program Services Total	\$38,418,835

Revenue by Source



Government Grants and Contracts	\$36,285,064
Fundraising	4,124,018
Rental Income	2,428,550
SF-Marin Food Bank Donations	770,092
Interest and Other Income	314,096
Other Program Income	1,317,941
Total Revenue	\$45,239,761

Fundraising Revenue



Foundations	\$2,729,904
Individuals	1,070,289
Corporations and Corporate Foundations	288,907
Planned Giving	34,918
Total Fundraising Revenue	\$4,124,018



Episcopal Community Services San Francisco

ECS Board of Directors

FY2020 (JULY 2019 – JUNE 2020)

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* Served for a partial year

Episcopal Community Services of San Francisco

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