



Episcopal  
Community Services  
San Francisco

BUILDING COMMUNITY | DEVELOPING SKILLS | ENRICHING LIVES



# 2022

*Annual Report*

## Our Values



DIGNITY AND  
RESPECT



INNOVATION



COMPASSION



DIVERSITY, EQUITY,  
INCLUSION AND  
BELONGING



EMPOWERMENT



COMMUNITY



## Our Vision

Our vision is a world without chronic homelessness.

## Our 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.

## New Beginnings and Increased Partnerships

The 2022 Fiscal Year brought the beginning of re-emergence from the COVID pandemic for many. While the urgency of the public health emergency had not yet abated, vaccines became widely available, and some in-person activities began to resume. During this time, ECS focused on keeping individuals and families receiving ECS services safe and healthy while providing opportunities to engage socially.

During FY22, ECS concluded its previous three-year strategic plan and began the process of creating a new strategic plan for the following three years. Although the period covered by the previous strategic plan was highly disrupted by the COVID public health emergency, ECS staff and Board were diligent in achieving the major planks of the plan: identifying and providing the most complex services for those with the greatest need, making use of more data-driven and evidence-based strategies to respond to those we serve, increasing engagement with government entities and other partners, and improving operational efficiency and sustainability.

In this three-year period, ECS moved with intentionality to enhance services in permanent supportive housing, embedded employment, and income opportunities for service recipients ready to pursue them and strengthened pathways to housing through existing and new programs. We intentionally incorporated the voices of people with lived experience of homelessness in ECS leadership and program delivery, including at the Board level. Our strategic focus on strengthening partnerships with



public agencies, building partners, and non-profit sister organizations resulted in a highly effective framework on housing development and service delivery.

Just as ECS had been at the core of San Francisco's COVID response to protect its unhoused residents, so it has played a significant role in the City's comeback, especially in the effort to transform the housing landscape to build supportive housing faster and at scale. Not only is ECS investing heavily in permanent and supportive housing for those with high needs, but we are also at the forefront of providing temporary shelter beds and assisting those with fewer service needs achieve stable housing and financial stability.

ECS created major impact by engaging our partners, leveraging our expertise in services and housing development, and taking advantage of funding streams at the federal, local, state, and philanthropic levels. San Francisco—and the State of California—began the process of converting some Shelter-in-Place (SIP) hotels to permanent housing with funding from the state's Homekey program. ECS acquired two such hotels through Homekey funding: The Granada and The Diva, beginning building rehabilitations in earnest.

ECS launched a new workforce development initiative to train individuals with lived experience of homelessness for entry-level positions in the social services sector. We also launched the new ECS Job Center, helping adults complete their secondary education, polish their resumes, hone interview skills, and gain employment.

While ECS' work has always been synonymous with equity and inclusion, with the addition to the ECS team of an Associate Director of Diversity, Equity, and Inclusion in May of 2022, ECS began a new chapter of creating an organization-wide focus on ensuring diverse voices from staff and stakeholders are brought to our leadership table more directly.

This report is a window into a year of transition, major achievements, and pioneering solutions.

# From the Desk of Beth Stokes, Executive Director



In reflection of ECS' 2022 Fiscal Year, I am incredibly grateful and proud of all that we have accomplished in service to those experiencing homelessness. In many ways, this year encompassed both the darkest and the most hopeful periods of the pandemic. For the majority of the year, the rise of Omicron and Delta variants put an enormous strain on our operations and frontline workers, forcing us to be nimble in our efforts to reach those most vulnerable in our communities. With the state's COVID-19 tier system still in effect, operations in San Francisco continued to be restricted, yet our frontline staff stepped up to manage and serve many of the City's Shelter-In-Place (SIP) Hotels, provide remote services and social connection for seniors through Canon Kip Senior Center, address food insecurity through meals cooked by our CHEFS staff, and more. I am incredibly grateful to our staff for their unwavering dedication to serving unhoused people during a very difficult and trying time. Their fierce compassion served as a pillar of strength for San Francisco as a whole.

Despite its pandemic-related challenges, FY22 also presented the first glimpse of light at the end of the tunnel. On the heels of adversity came great triumphs, including the return of our beloved ECS annual CHEFS Gala, the re-opening of Canon Kip Senior Center, the winding down of our SIP Hotel, and transitioning the guests into permanent, stable housing. We also reached new milestones in our partnership with Project Homekey as the Diva Hotel transitioned from a SIP Hotel into supportive housing, which, once fully renovated and occupied, will provide 130 units of new supportive housing to San Franciscans in need. Lastly, for the first time in our history, this year, we were able to establish ourselves as a regional provider by expanding our footprint beyond San Francisco. In partnership with the Marin County Department of Health and Human Services and the State's Project Homekey Program, we were able to purchase and are renovating a 43-unit supportive housing building in the City of Larkspur. We are incredibly grateful for the opportunity to increase our impact across the region.

This year presented opportunities for new beginnings and strategic goals built on lessons learned from the pandemic. Though challenging, the pandemic showed us not only what we're able to overcome but achieve when we all come together. As we create visions for the future, I am strengthened by our demonstrated ability to help one another, especially those most vulnerable, and I'm excited by the unlimited possibilities to come.

In community,

A handwritten signature of Beth Stokes in black ink. The signature is written in a cursive, flowing style.

Beth Stokes  
Executive Director



# Programs and Impact



## Site-based, Permanent Supportive Housing

Residents: **2,023**

Retention: **94%**

Residents Accessing Services: **90%**



## Scattered Sites Housing

Residents served: **311**



## Interim Housing

Bed-nights: **153,874** Individuals served: **1,754**

Individuals served in shelters: **1,135**

Individuals served in Shelter-in-Place Hotels: **900**

Individuals served through re-entry: **111**



## Adult Coordinated Entry

Individuals served: **5,248**

Housing placements: **358**

Housing resolutions: **298**



## Behavioral Health

Encounters: **1,047**

Individuals served: **280**

Groups met: **29**



## Healthy Aging & Disability Services

Individuals served: **802**

Individuals receiving community services: **490**

Case management provided: **87**

Groups met: **208**



## Workforce Development

Meal preparation and meals served: **558,662**

Participants: **174**

Job Placements: **66**

# Expanding Permanent Supportive Housing

## **Hotels to Home: Converting COVID-Era Shelter-in-Place Hotels to Permanent Supportive Housing**

A large part of San Francisco's pandemic re-emergence plan for people experiencing homelessness included acquiring hotels that had been used to allow residents to shelter in place (known as Shelter-in-Place, or SIP hotels) and converting them into permanent supportive housing. The initiative was made possible through Homekey funding, which leveraged federal and state funds.

ECS acquired two properties, The Diva and The Granada, through this initiative. Both are at various stages of improvement and rehabilitation while allowing residents to continue their daily lives with minimal disruptions.

## **Dedication of Tahanan**

On April 28, 2022, ECS joined Mayor London Breed, Mercy Housing, the San Francisco Department of Homelessness and Supportive Housing, the San Francisco Housing Accelerator Fund, Tipping Point Community, Citi Community Capital, and other stakeholders for the dedication of Tahanan, a new permanent supportive housing residence located in the heart of the South of Market Pilipinas Cultural District. Notably, Tahanan means "home" in Tagalog, so named to underscore the invaluable contributions of Filipino/a communities in the SOMA dating back more than a century.

ECS provides support services for the residents at the Tahanan, while our partner, Mercy Housing owns and manages the development.

## **Building of San Francisco's Largest Supportive Housing Development**

ECS and Mercy Housing collaborated to complete construction of San Francisco's largest supportive housing development to date, at 1064–1066 Mission Street, which took three years. With 103 studio units

reserved for people over 55 exiting homelessness and 153 units available to single adults of all ages exiting homelessness, the development expects to begin welcoming its first residents in the Fall of 2022.

1064–1066 Mission Street offers on-site wraparound services, including case management, primary health care, behavioral health clinicians and group therapy, and a hub for in-home support services to help improve outcomes for individuals who have experienced long-term, chronic homelessness. In addition to in-unit kitchenettes and bathrooms, the development's architects thoughtfully built indoor and outdoor community spaces to foster community.

In addition, private philanthropic gifts helped fund a brand-new, 6,000 square foot commercial kitchen and classroom space as the new home of the CHEFS program. This iconic workforce development initiative trains people experiencing extreme poverty in culinary skills and helps graduates secure employment.

## **A Regional Approach: ECS' First Housing Development In Marin County**

In Fiscal Year 2022, ECS partnered with Marin County to secure Project Homekey funding and acquired and are rehabilitating a former skilled nursing facility in Larkspur, CA. The site will be developed into permanent supportive housing complex with 43 single-adult units.

The invitation for ECS to develop this property in Marin is a testament to ECS' expertise and established record of effective service delivery for people experiencing and exiting homelessness. The site was enabled after a great deal of community engagement, including with public officials, law enforcement, and community members. ECS is deeply grateful for the good-faith engagement of all involved. A regional approach to preventing and ending homelessness is critical to the Bay Area. We look forward to creating healing homes for neighbors experiencing homelessness in Marin.

# Home is where Family is

## Tiffany's Story

Poor living conditions, broken-down appliances, and a lack of safety defined the apartment Tiffany and her two children shared in Oakland until 2013. But when they had to move out, they became homeless. The family came to San Francisco and lived in shelters.

Things finally began to look up for Tiffany and her children a year later, when in October 2014, her family accepted a supportive housing apartment in San Francisco's Mission Bay district where ECS provides supportive services for families that have experienced homelessness.

Around the time of her move-in, Tiffany also began working at the Giants stadium, now known as Oracle Park. She welcomed twins into her family shortly after. She now works while her children are in school,

and they cherish their evenings together as a family.

Though life hasn't always been kind, Tiffany speaks with contentment and gratitude, especially toward ECS staff that she says makes her life easier. She is grateful to ECS housing staff like Monica Carlos, a bilingual case manager, for helping her with household items, free and healthy food, commuter checks, and more. She enjoys social activities, like coffee hours and lunches.

Housing has given Tiffany the security, safety, and peace to recover from the difficulties of homelessness and enabled her to focus on raising her family. All of us at ECS are deeply grateful to be able to work in partnership with families like Tiffany's and create long-term positive change in their lives.





## Addressing Food Insecurity

Throughout this year, food security remained a top concern for ECS service recipients. With the pandemic's negative impact on many businesses, including restaurants involved in food security services for the community, ECS worked with public and private partners to bridge the gap. ECS Housing Services began partnering with the City in the San Francisco New Deal program, which provides vouchers for residents to use at local participating restaurants. The initiative addressed food security for those in need while providing a much-needed revenue source for San Francisco restaurants struggling to stay afloat during the pandemic.

ECS also partnered with Eat SF, a philanthropic initiative to make fresh, nutritious vegetables available to individuals and families experiencing food insecurity, including our housing residents. This initiative added to weekly food distributions at ECS housing sites in partnership with the San Francisco and Marin Food Banks.

ECS' CHEFS program, which focused on preparing and delivering hot meals to the community during the pandemic as enrollment in the training program slowed, was able to provide 550,000 hot meals to community members suffering from daily food insecurity.





# Launching New Solutions to Housing and Economic Insecurity

Fiscal Year 2022 saw the start of two new initiatives to take on housing and economic insecurity among neighbors with the greatest need: the Scattered Sites Department that consolidated ECS' efforts to quickly provide permanent housing solutions outside of site-based developments, and a new social services sector Workforce Development initiative to leverage lived experience in homelessness in providing case management services.

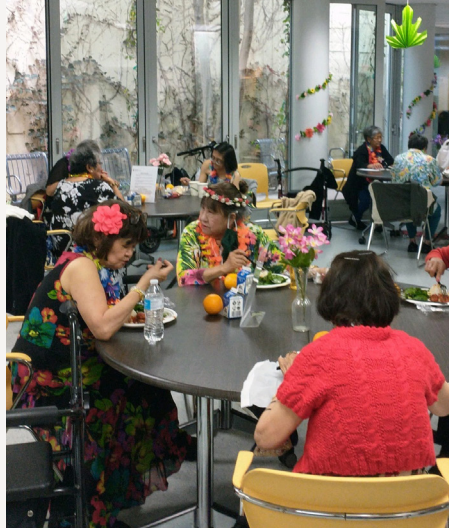
In the first year, the Scattered Sites initiative – consisting of a rapid rehousing program for people exiting incarceration and a flexible subsidy pool for those with fewer service needs – provided

rental subsidies and support services for nearly 80 individuals.

The social services sector Workforce Development began as a pilot initiative, supported by San Francisco's Office of Economic and Workforce Development (OEWD). It is the City's first earn-and-learn program in conjunction with OEWD. The program recruits and provides social services training to people with lived experience of homelessness and extreme poverty, allowing the social services profession to benefit from their perspective as well as allowing individuals to leverage their lived experience to serve our community and create income.







## Safe, Healthy Re-Emergence from the Pandemic and Bringing the Community Together

Toward the end of Fiscal Year 2022, many in-person program activities that had been on pause since the onset of the pandemic, began to resume slowly.

### Canon Kip Senior Center (CKSC)

ECS' Canon Kip Senior Center, which is a second home to many in-need seniors and people with disabilities, reopened for in-person lunch, bingo, and other communal activities in June. At the same time, staff continued to enable participants who did not yet feel safe in in-person settings to be able to receive boxed lunches and participate in activities remotely.

Although the Senior Center formally re-opened for in-person activity in June, the return of another CKSC-sponsored community tradition took place a month earlier. Located in San Francisco's Filipino Cultural District, the CKSC is also a cultural home to many

Filipino, American seniors and is a leader in cultural activities for the Filipino senior community in the area. The CKSC held its 24th Flores de Mayo event at Yerba Buena Center for the Arts on Friday, May 20, 2022, which it sponsors with participating support from SOMA Pilipinas, South of Market Community Action Network (SOMCAN), Bindlestiff Studio, the Filipino Senior Resource Center, and Mabuhay Health Center.

Flores de Mayo – Spanish for “flowers of May” – is a centuries-old, month-long festival held every May in the Philippines.

Nearly 150 people attended the May 20 event to enjoy music, dance, intricate and colorful garb, and delicious food, which was generously donated by SOMA Pilipinas for the second year.





# A Second Home

## Elmira's Story

Growing up in a poor family in the Philippines during the 1950s and 1960s, Elmira never imagined she would get to visit the US, much less make a life in the states. But even though her family was not wealthy, they enriched her with a strong work ethic, a desire to keep learning, and a heart always looking to help others.

After finishing high school by getting scholarships because her parents could not afford the tuition, Elmira and her mom moved in with a distant relative to save money so that she could attend college. She received a degree in Business Administration in 1966 but could not attend her convocation ceremony because she lacked the money to buy a cap and gown.

Following college, she was recruited as household staff for a Filipino commercial attaché who was being stationed at the Filipino Embassy in Japan. Elmira moved to Japan with the Attache's family, and when the attaché was then stationed in the Philadelphia Filipino Consulate in 1972, Elmira came to the US. The attaché was relocated to the San Francisco consulate, where he would later become Consul General. Elmira moved to San Francisco, too, continuing to raise the attaché's children, which became her primary duty.

After the children were grown, Elmira began to reimagine her life in San Francisco. She took classes in medical assisting at the City College of San Francisco. She became a permanent resident in 1989 and received US citizenship in 1994. She worked at a Dermatology office as a Medical Assistant for nearly 20 years before retiring in 2013.

But retirement and inactivity didn't suit Elmira. She started getting involved in the community. She became connected to multiple senior centers in San Francisco including the Bayanihan Equity Center, Gene Friend SoMa Recreation Center, On Lok, and Canon Kip Senior Center, in 2014. Today she is a strong advocate for issues important to seniors and people with disabilities, and regularly advocates for policies at city and state levels. She's been involved

in helping low-income seniors receive free Muni passes and free Wi-Fi access.

If she is an activist by day, Elmira is an artist at heart. She sings in three choirs for older adults: the Bernal Heights Older Adults Choir, the Bayanihan Choir, and the Centro Latino Older Adults Choir, where she is the only non-Hispanic member. She participates in the Annual Pistahan Parade and Festival, a project of the Filipino American Arts Exposition.

Of all the activities she takes part in and all the places she is a presence, Elmira singles out the ECS Canon Kip Senior Center as her second home. She says she feels the most at home here, where she loves to get together with her friends for lunch, bingo, and community activities, and where the staff make her experience – and that of her fellow seniors – special. We are so grateful to Elmira and her friends for all that they do to make ECS Senior Center a second home to so many.





## Holiday Gift Drive

The 2021 ECS Holiday Gift Drive provided gifts for over 2,000 ECS service recipients thanks to the donations of local congregations, Project Glimmer, Old Navy, and individual contributions through ECS' Amazon Wish List. Despite challenges presented by the pandemic, ECS staff from multiple departments – led by our Development colleagues – worked tirelessly to acquire, wrap, and deliver gifts to children, elders, single adults, and veterans within the ECS family.





# The 16th Annual CHEFS Gala

In May of 2022, ECS hosted its first CHEFS Gala fundraising event since the pandemic began. Once a standing room-only event where a collection of local restaurants brought their small plates, the gala format changed to a seated dinner and program as a nod to changing realities: both due to health measures and the stress the pandemic created on the local restaurant industry. The new format provided our community the opportunity to come together to be with each other again and celebrate the iconic CHEFS program, which trains people experiencing homelessness and poverty in commercial kitchen skills and assists them in obtaining employment after graduation. The CHEFS program also produces and serves meals to community members experiencing food insecurity, and it served some 500,000 meals in the 2022 fiscal year.

The Gala was held at the San Francisco Design Center on May 14th. Larry Gorbet, CHEFS graduate, spoke to attendees about his journey and how he was able to change his life with the help of the CHEFS program. Newly elected member of the California State Assembly, Matt Haney, shared his experience volunteering with ECS and highlighted ECS' commitment to treat everyone with kindness, dignity, and respect.

Gala attendees enjoyed a cocktail hour, dinner, silent and live auctions, desserts created by CHEFS students, and an afterparty. Thanks to the generosity of those who participated, the event raised more than \$200,000 for ECS and the CHEFS program.





# From Turbulence to Stability



## Larry's Story

As a native of rural northern California, Larry's love for fishing, informed his early culinary experiences. Despite facing challenges due to a toxic relationship leading to a downward spiral and incarceration, Larry was determined to turn his life around.

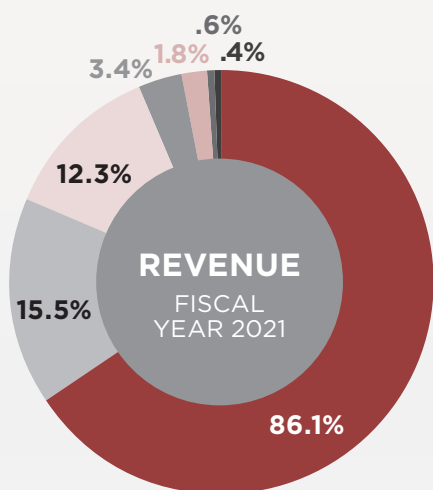
After his release, Larry found hope in the CHEFS program at ECS, which he joined in 2020. Initially underestimating the program, he soon realized the value of challenging work and embraced the opportunity to learn from the CHEFS team, including Manager Melanie Brew and Instructor Corina Beasley. The program not only provided culinary training but also support, camaraderie, and assistance in finding employment.

Driven by his desire to serve others, Larry started working at Glide Memorial Church's kitchen, providing meals to the unhoused even before completing his training. He eventually returned to the CHEFS kitchen as a staff member, preparing meals for disabled and special needs residents. In addition, he found joy in training new students and helping them take control of their lives.

Through the CHEFS program, Larry experienced personal growth as well. He secured his own apartment, maintained timely rent payments, and significantly improved his credit score. He now has goals and a renewed sense of purpose, grateful to his mentors for giving him a second chance.

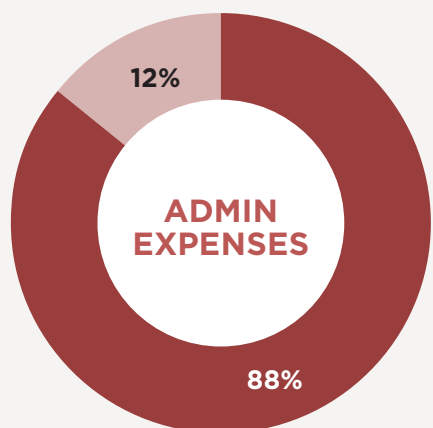


# FY 2022 Financial Data



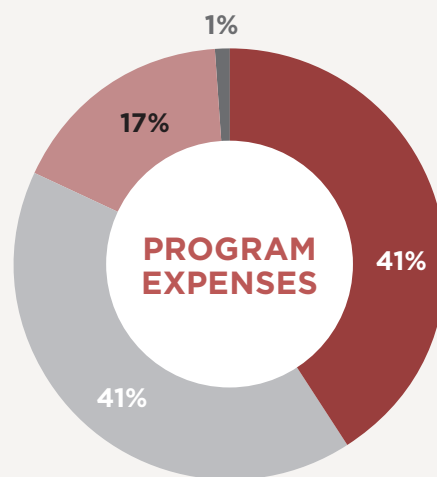
## REVENUE BY SOURCE

Government Grants & Contracts.....	\$53,614,343
Rental Income.....	\$12,898,828
Bequest and Trust Revenue.....	\$10,000,000
Contributions & Foundation Grants.....	\$2,770,461
Other Program Income .....	\$1,470,766
In-kind Contributions.....	\$492,946
Interest & Other Income .....	\$355,704
<b>Total.....</b>	<b>\$81,603,048</b>



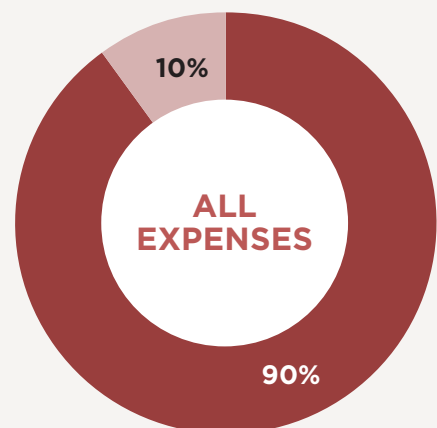
## ADMINISTRATIVE EXPENSES

Management & General .....	\$6,650,297
Fundraising.....	\$878,226
<b>Total.....</b>	<b>\$7,528,523</b>



## PROGRAM EXPENSES

Shelters/Interim Housing .....	\$21,367,521
Supportive Housing.....	\$21,447,532
Education & Employment Services.....	\$8,746,520
Senior Services .....	\$583,898
<b>Total .....</b>	<b>\$52,145,471</b>



## ALL EXPENSES

Program Services .....	\$67,871,197
Supportive Services/Admin .....	\$7,528,523
<b>Total.....</b>	<b>\$75,399,720</b>

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