

# THG

The Heffernan Group



# COMMUNITY HOUSING

*Opening Doors, Changing Lives.*



Community Housing Partnership is a San Francisco nonprofit that provides a wide range of services to people experiencing homelessness. To Chief Executive Rick Aubry, however, its real job is stabilizing lives.

CHP's main metric for success is the number of the residents who make a permanent break from the cycle of homelessness. By that measure, its performance is astonishingly high.

"We're pleased to report that ninety-eight percent of our residents remain housed," Aubry said.

Founded in 1990, CHP owns 17 properties throughout San Francisco. Each property has 60 to 150 units for individuals and families. Many of residents stay in CHP's buildings for years, while others graduate to other housing. CHP strives to solve homelessness permanently, so there's no requirement to move out. People can stay with CHP forever, if they wish.

Residents pay 30 percent of their income in rent. Some people leave when they reach a certain level of success.

Permanent housing makes a dramatic difference in a person's life. But people who have experienced homelessness often face a wide range of challenges, from mental health and substance abuse issues to long-term trauma from living on the street. CHP provides intensive case management to all residents and maintains close communication between the property management and social-work sides of the operation.

"Our secret sauce is a fully integrated model. We have an early warning system so case management can intervene early," said Aubry. In a commercial rental situation, failure to pay rent or not maintaining the apartment would trigger eviction. At CHP, he said, those situations are an indicator that more support is needed."

The COVID-19 pandemic has created further challenges. Approximately 75 percent of the nonprofit's 300 full-time



# PARTNERSHIP



workers are janitors, site managers, counselors, and others who need to show up onsite to provide services to residents despite the pandemic.

“We got ahead of curve with (personal protective equipment) and teaching everyone how to stay safe,” said Aubry. Like other frontline workers in clinics and hospitals, he said, everyone at CHP has stepped up: CHP sought contributions to provide incentive pay for its frontline workers, who show up every day despite the potential health risks. Managers created a task force to look for ways to make people feel less isolated. Back office functions were strengthened with a focus on diversity and equity.

“Funding has gotten complicated,” Aubry acknowledged. Expenditures haven’t been cut yet, but they haven’t increased, while costs and needs have grown. “We have been fortunate that Heffernan has been a regular supporter and contributor.”

Janice Berthold, a Heffernan broker and shareholder, has served as a CHP Advisory Board member for the past six years. She wholeheartedly believes in CHP’s mission.

“With a home, people can improve their health, heal from trauma, cook for their family, find a job, begin paying rent, feel a sense of dignity, and contribute to the community,” Berthold said. “During the pandemic, the need has become even greater. Despite the added challenges, CHP continues to build a new future for the neighborhoods and the city they love. This organization redefines the meaning of resilience.”

