Homeless Veterans in San Francisco / Housing our Heroes

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Abstract

This paper will review the homeless population, including homeless veterans, in San Francisco, ways the city has tried to handle the situations with the homeless and project a path forward with ideas to help end homelessness for good. Before the COVID-19 Pandemic, San Francisco had an increase of homeless veterans of 8%, but the pandemic has caused these numbers to increase.

San Francisco has lined a path forward to house the homeless during these difficult times, by placing them into hotels. Creating an endless game of hiding the homeless will only create other issues; this must end. With partnerships not only by the mayor, the state, the federal government, and with nonprofits, there must be a pathway to end homelessness in San Francisco.

The city has documented issues with the homeless in parts of the city from business owners, tourists, and private citizens. Housing the homeless in hotels is only a band-aid effect, by not giving them the proper aide needed, physical, mental, or rehabilitation only causes chaos. The city must stop pointing the finger at the mayor and solve the issues instead of hiding it.

Being proactive will create preventive measures to solve these issues by developing a system approved by the city. With help from businesses, nonprofits, donations from private donors, city grants, and federal grants, there is no reason this beautiful city should keep spending above $250 million per year to subdue the problem; why not use those funds to end homelessness? Partnerships and proper planning to solve it will create talks to stop it; the city must move forward with this frame of mind.

The money is in the budget, the businesses want this to happen, the homeless want off the streets, so we should ask ourselves, why are there still homelessness (including veterans) on the streets in San Francisco? Given the importance of housing the homeless, it is vital to establish those lasting organizational relationships which will develop answers to solving homelessness issues in San Francisco?

Through limited literature reviews, interviews with veteran experts, and secondary data analysis, this project captures the various aspects of help available to the homeless veteran. Still, this process only subdues the problem; we seek to end homelessness altogether.

Ultimately, this research encourages cross-sector partnerships with related organizations to end homelessness among veterans. Doing this will solve long-term sustainability issues to achieve the social impact goal of housing all homeless veterans, getting them into a cycle of rehabilitation and eventually out of the system and prospering in their communities.

Keywords: Homeless Veterans, partnerships, nonprofits, grants, proactive
Acknowledgments

The past three years have taken me through my studies for my Bachelor of Science in Management to attaining my Masters of Nonprofit Administration from the University of San Francisco. It has been hard on myself, my wife and family, but without their support and help, I would not have been able to complete this great achievement, thank you for all your love and understanding. I have had the pleasure of having outstanding professors and created great friendships along the way.

I want to thank those friends for the long hours of after-class studying we did. I want to thank the professors from my undergrad courses who helped me define the studies that guided me to continue with my graduate studies and those in the graduate program that gave me the guidance, leadership, development, and professionalism needed to continue with this course. I could not have done it without any of you, again, thank you. Lastly, I want to thank all the veterans and military for all that you do, without you and your sacrifices there will be no life in America worth living.

“SOME PEOPLE LIVE AN ENTIRE LIFETIME AND WONDER IF THEY HAVE EVER MADE A DIFFERENCE IN THE WORLD. A VETERAN DOESN’T HAVE THAT PROBLEM.”

Ronald Reagan
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Section 1. Introduction

San Francisco is the fourth largest city in California. In 2019, there was a record number of visitors, according to the San Francisco Travel’s Marketing Conference at the Mission Bay Conference Center, San Francisco. Up 1.4% from 2018, the visitors for 2019 was at 26.2 million visitors, who brought in $10.2 billion in spending. (San Francisco Travel Association, 2019). With all large cities that have many visitors per year, there are always some visitors who decide to stay, some become homeless, and become a part of the city as a problem the city must endure.

The homeless are not from visitors alone; visitors who stay are only one of those who have become homeless in San Francisco. There is a growing concern with families going homeless due to the rent increases throughout the city. With rent increasing at a rate of nearly 35% and the wages increase of only 15% in the last 20 years, this has created hardships on families, causing an increase in the number of homeless, not just for individuals but also for families.

Ramped drug use is a problem in San Francisco, it is everywhere, but more seen in the district area and on public transportation. With the increasing number of homeless in San Francisco, 8% of those are homeless veterans. Due to the outbreak of COVID-19, these numbers have only increased at an alarming rate, as the pandemic continues.

Understanding Homeless Veterans

Being a retired veteran myself and having to deal with homelessness after the service makes it easy to understand how easy it is to become homeless. In a city like San Francisco, it must be like a small fish in the ocean, overwhelming. With partnerships, grants, donations, and nonprofits, the city can overcome the homeless veterans’ issues and then work together to end all homelessness in San Francisco.

This research study aims at understanding homeless veterans, understanding problems faced through the many systems that are in place that are supposed to help but end up frustrating the veterans. Show the policies in place, what the city is doing, how the COVID-19 Pandemic has changed the way forward, organizing systems through funding, and nonprofits to establish a way ahead to end homelessness in San Francisco. Hopefully, this will help all cities within the United States with the homeless, including homeless veterans.

Social Need

There is a great social need, in communities, at storefronts, at public parks to not shun the homeless and move them from place to place, but to help them as we would want
help ourselves if the situation was different. We all want to feel safe in our neighborhoods, walk down the street we live on, and buy food for our families, where children walk to school, which should be secure areas in San Francisco. Still, it doesn’t feel that way when there are tents, persons sleeping, human feces, or drug paraphernalia (used hypodermic needles) on the sidewalk. San Francisco is a major tourist attraction, not to mention the growing technology businesses which call San Francisco their home.

The homeless must be seen not as a flea on the back of the city, but as people that have fallen on hard times, which a helping hand can often change their futures positively. Getting the homeless off the streets cleans up the areas from unsightly events usually caused by the homeless. Identifying the help needed and producing the professionals to help them is a step in the right direction.

The creation of jobs and funds for the city through the visitors and companies are detrimental in the successful future of the city, $10.2 billion in revenue is an amount the city wishes to have increase year by year.

**Partnerships**

There is an outstanding amount of nonprofit organizations that their whole function is to help the homeless, some just for the homeless veteran. There are food banks that deliver food, shelters, homes, training opportunities, and education to homeless veterans. At times, the problem is getting off the list and into the system to help the veterans.

The Mayor’s office has the power, with the support of the people, to house people the homeless in hotels if needed. The Mayor can produce policies, which will help fund or placement of the homeless.

The nonprofits throughout the city have a lot of power. Some receive funding through federal and state grants, private donors, and philanthropists that can change lives and influence others to support through websites and ads.

The healthcare facilities are there to help support injuries to all people, regardless if they are homeless or not. What can happen to help expedite problems with homeless that might occur is to have a field team document the homeless. Hence, at least they are in the system with annotations of their medical history, allergies, or addictions that can better support the medical teams if they are later treated at the hospital. During this process, easy blood tests to find out more about them can be
conducted and help them with problems they may have that they didn't go to the hospital for, like cuts or infections.

The VA is a huge source of information that helps homeless veterans. The only problem with the VA is that the system is in place to help all veterans, which can, at times, slow the process of getting the help needed. There are counselors, but again, the counselors in place to help all, not just the homeless. If there is a need to get help and speak to someone immediately, there is a Veterans Crisis Line (1-800-273-8255, press 1). The U.S. Department of Housing and Urban Development-VA Supportive Housing (HUD-VASH) is a source that is great to have, especially when families are involved. The only problem with the HUD-VASH system is it is on a voucher system (Section 8), where the vouchers are worth approximately 70% of the rent. The persons requesting this will be placed a list and wait till a voucher is available for them. The system is currently approximately 7,000 homes shy of helping all that are on the list, but these numbers will increase due to the COVID-19 Pandemic.

The shelters are all over the city, but the problem is that they are for the person themselves, but most homeless persons have items that are not allowed into the shelters. I would like to see changes to the system to create locking cages so the homeless person can put their things into a locked place when assigned a bed. There are so many shelters that go empty because the homeless are not allowed to bring in their items, sometimes this is all they have in the world, and we as supporters should know this and do something to rectify the problem, not just close the door on this person that has gone there for a bed.

Food banks are wonderful and help feed the homeless all over the city. Some partnerships with the food banks have volunteers who will come out and give items to the homeless, sometimes whole meals, to include drinks. There is a waste problem, expected when giving out plastic or foil-wrapped food items. Often, churches team up with food banks, but what churches give help through counseling, with rejoiceful singing, support with lost and found clothing & food, and sometimes with a beautiful sermon.

The Goal
The goal of this capstone research project is to end homelessness among veterans, but if the plan works then, the target can continue to end homelessness among nonmilitary personnel. We all seek the same things in life, and that is opportunities. We can support the path forward to end homelessness, which will benefit the city and the businesses throughout San Francisco. Once the system has is established, there can be a continuation and partnership for other cities throughout the
United States. We can end homelessness in America, but first, let’s begin with the homeless veterans in San Francisco.

Homeless veterans come with significant backing. Through the federal government with grants, state and city grants can be available to support those who want help, eventually getting them out of the system as soon as possible, not those who wish to remain in the system forever. Veterans are more likely to help each other achieve the goals they have set; they support the growth, learning, and helping others as they have always done while serving. The homeless veterans are more likely to want out of the system to allows others the help needed.

This research begins with a comprehensive literature review of the identification and numbers of homeless veterans in America and systems in place to help these veterans. A mixed-method approach involving a series of interviews with questions outlining their procedures as positive or negative findings. The research paper then concludes with implications and recommendations on how to move forward with partnerships and approval from the city to come up with solutions to end homelessness instead of hiding them.

When there are partnerships, all can see and be a part of solving this growing problem, including businesses; all can be a part of the way forward to end homelessness in San Francisco. The city can see how this can affect the social sector, and nonprofit leaders can start to understand better what they can do to cultivate these relationships. With better links in place, federal, state, city grants, and donors can trust one another and provide a combined effort together. The goal is to end homelessness; one group can’t do it alone; it will take everyone.
Section 2: Literature Review

Through the millions who have served in the military from the beginning of our nation, there has been those who have had trouble adapting to the life after they have served, thus altering their lives and rendering them homeless veterans, without help and guidance they would just die alone. Today we have a system that helps and tries to identify the struggles veterans have after the time served in the military.

Tsai and Rosenheck (2015) identify homeless veterans as not having a “fixed, regular, and adequate nighttime residence”, and it includes moving frequently between different types of accommodations and staying in homeless shelters and places not meant for human habitation (e.g., vehicles, abandoned buildings). Although similar, the Veterans Administration (2020) identify the homeless veteran in four categories, as illustrated in Figure 1. The categories show the different levels in which a veteran can be identified as homeless, this helps with identifying how the VA and HUD-VASH can better help the veteran and what is available to the veterans based on their current condition.

Category 1: Literally Homeless-Shelters

Category 2: Imminent Risk of Homelessness-Will be homeless within 14 days

Category 3: Homeless under other Federal Statutes-Youth and families with children

Category 4: Fleeing/Attempting to flee Domestic Violence- No home, no money.

Through these categories outlines the type of governmental support you may be eligible to receive.

1. SSVF: Supportive Services for Veteran Families
   a. Rapidly re-house Veteran Families
   b. Through case management, helps to give housing stability and community integration
   c. Also has available temporary payments to cover rent, utilities, security deposits and moving costs

2. HUD-VASH: U.S. Department of Housing and Urban Development-VA Supportive Housing
   a. Rental assistance vouchers
   b. Support Service
      i. Health care
      ii. Mental health treatment and substance use counseling

3. GPD: Grants and Per Diem Programs
a. Application approval for funds that will help house homeless veterans

**Figure 1: Categories of homelessness identified by the VA (2020)**

<table>
<thead>
<tr>
<th>HEARTH Homeless Category – Final Rule</th>
<th>SSVF</th>
<th>HUD-VASH</th>
<th>GPD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cat. #1 – Literally Homeless:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shelter, transitional housing or Safe</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Haven:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Place not meant for human habitation,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>exiting an institution where (s)he has</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>resided for 90 days or less and was in</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a shelter or place not meant for human</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>habitation immediately before entering</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>the institution</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Eligible for SSVF</td>
<td>Eligible</td>
<td>Eligible</td>
</tr>
<tr>
<td></td>
<td>Can provide TFA for Veterans receiving HUD-VASH if under 30% AMI and chronically homeless, some exceptions to these requirements are allowed</td>
<td>Eligible</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Can provide TFA for Veterans for Veterans residing in GPD if enrolled in SSVF within 30 days of entry or if GPD is used as bridge housing while Veteran searches for permanent housing with SSVF assistance</td>
<td>Eligible</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Can provide TFA for Veterans residing in GPD and exiting with a VASH voucher if under 30% AMI and chronically homeless</td>
<td>Eligible</td>
<td></td>
</tr>
<tr>
<td>Cat. #2 – Imminent Risk of Homelessness:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Losing housing within 14 days</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>No subsequent residence identified</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The person lacks the resources or support networks needed to obtain other housing</td>
<td>Eligible for HP</td>
<td>Eligible</td>
<td>Eligible</td>
</tr>
<tr>
<td></td>
<td>Can provide TFA for Veterans at imminent risk of homelessness that are receiving HUD-VASH if it is necessary and required to resolve risk of literal homelessness (SSVF Program Guide pg. 121-122)</td>
<td>Eligible</td>
<td></td>
</tr>
<tr>
<td>Cat. #3 – Homeless under other Federal Statutes:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unaccompanied youth under 25 years of age or families with children who are homeless under other Federal statues</td>
<td>Not eligible</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>No lease, ownership interest or occupancy agreement for permanent housing in last 60 days</td>
<td>Not eligible</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Persistent housing instability – 2 or more moves in last 60 days</td>
<td>Not eligible</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Expected to retain homeless status due to special needs or 2 or more barriers to employment</td>
<td>Not eligible</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Cat. #4 – Fleeing/Attempting to Flee Domestic Violence:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No housing options</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No financial resources or supports</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Eligible</td>
<td>Eligible</td>
<td>Eligible</td>
</tr>
<tr>
<td></td>
<td>RR if literally homeless</td>
<td>HP if at imminent risk of homelessness</td>
<td>Eligible</td>
</tr>
</tbody>
</table>

All Veterans must meet applicable VA, PHA and grantee program requirements for SSVF, HUD-VASH and GPD.

**Figure 1:** Created by VA, four categories of homelessness identified by the VA, 2020.

As indicated in the Department of Homelessness and Supportive Housing (2019, pgs. 39 and 41), most reason veterans become homeless other than not wanting to ask for help, is due to Post Traumatic Stress Disorder (PTSD), Traumatic Brain Injury (TBI), sexual assault, and sexual abuse. There are five other reasons, loss of job, alcohol and drug use, eviction, medical problems or illness, and incarceration (see Figure 2). There are many things veterans keep inside; they do things, live through things that are often not easy to explain or deal with other than keeping it inside, but sometimes that doesn’t even help, so they isolate themselves by becoming homeless.
The systems put in place to help the veterans are great, but accessibility to them is hard for homeless veterans:

1. **Veterans Administration (VA)**
   - Both physical and mental healthcare (including psychiatric counseling and operations if needed). Once the veterans goes to the VA clinic or hospital they are first directed to in-process their information on the computer, this will also allow them to set up an account called EBenefits which helps when setting up appointments, seeing medical records, seeing the outcome of laboratory work (labs) and reordering your medications.
   
   - Job training and resume writing (help with job search also). The counselors that are there to help with this part of the process are sometimes veterans themselves and understand the difficulties of process and are there to support the veteran in any way possible. At times they will set up a mock interview to set the veteran up for success, along with this training and resume writing, the process works.
   
   - Education benefits (dependent on disability rating). Most veterans have the opportunity to attend college, if it be a technical school, community college, undergraduate course, graduate, PhD or higher, it is often available up to 15 years after the veteran has exited the military from their service obligation, but they have to be in good standing and have receive an Honorable Discharge from the military. This can all be done through the VA, to see if the veteran qualifies and how much the federal government will cover their tuition.

2. **U.S. Department of Housing and Urban Development-VA Supportive Housing (HUD-VASH)**
   - Temporary and permanent housing can be set up with the partnerships of housing through HUD-VASH, but with the HUD-VASH process of obtaining
housing vouchers which will help with up to 70% of the veterans’ rent, this helps to take the burden of the increasing rent and allows the veteran to get ahead with savings.

- There are problems with this process though, the veteran is permanent, which ties up the housing not allowing a flow of people through the system. For individual families that need to be on the system, there are just not enough available per year to house all those that need it. 90,749 Veterans with active HUD-VASH vouchers and 83,684 vouchers in use. Homeowners like this process because it is a guaranteed federal payment for up to 70% of the specified rent. (DHSH, 2019).

3. American Legion are there to help those that need it, they are there to have embrace comradery and an overall sense of belonging, it allows this through support and fellowship.

4. Disabled American Veterans (DAV)

5. Volunteers of America (VOA)
   - Help with housing (temporary and permanent)
   - Resume writing and job search
   - Mock job interview sessions

6. Nonprofit organization partnerships
   - Swords to Plowshares Nonprofit (mimics the processes of the VA) (SP, 2020)

The process is getting better, but with all these organizations helping along with other nonprofits within the city, it is hard for the veteran to get off the subsistence given to them. The goal is to get veterans out of the system and live independently, possibly helping others through the process. Of these systems, the VA will remain the best organization available for veterans within the federal government. There are offices of the VA in most large cities throughout the United States to include easy access online and via hotline for appointments, counselors to speak with, and processes to use when getting veterans' lives together. The steps may be extended and repetitive at times. Still, it is all necessary to get a homeless veteran off the streets and into a place safe for them to seek that help if that is in a temporary shelter or permanent one, it is worth the wait to get those lives back to being a positive part of society.

Reports indicated the San Francisco VA Health Care System (SFVAHC, 2017) received a commendation from the VA Central Office for participating in a 25-city initiative. Reporting they have served at least 58 homeless veterans per month for the initiative
timeframe, which was from January 2014 till September 2016. The 18-month effort supposedly produced over 29,499 through the 25 cities. (SFVAHC, 2017).

According to the VA, the number of homeless veterans is and has always been below 800 persons. Still, if the SFVAHC had properly conducted this initiative and housed 58 different veterans each month for 18 months, that would be a total of 1,044 veterans off the streets, just in San Francisco. Meaning all homeless veterans would be housed either temporarily or permanently through the SFVAHC and HUD-VASH partnership, from where the housing vouchers originated.

What an incredible achievement this would be, but if the SFVAHC continued to count the same 58 for the 18 months repeatedly, well, then this gives a false implication to the facts of the initiative. We need to work with organizations relevant to solving the issues of ending the homelessness of veterans in San Francisco.

**How the city can criminalize actions of the homeless.** Due to the number of persons that are homeless, there are laws that might be on the borderline of being wrong for a city like San Francisco to have. Laws are in place, but it is hard to adhere to them when they are set up to create a way to punish the homeless for being homeless. See Figure 3, also this comes from the Out of Bounds: San Francisco’s Homeless Policies. (Flynn, A., 2005).

**Figure 3: San Francisco Police Codes that can punish homeless**
Are these in place to punish those that are homeless, it is bad enough they have fallen on hard times, putting them into jail and giving them a criminal folder is not empathetic.

The mayor has stepped up and announced her Homeless Recovery Plan which is good and brings light to the fact there is a huge problem with the homeless in San Francisco, but like all other plans with the Mayor they are temporary plans. (Office of the Mayor, 2020).

**Homelessness Recovery Plan**

The City’s Homelessness Recovery Plan is as follows:

- Beginning this year, the City will move Coordinated Entry Housing-Referral Status individuals, some currently in Shelter in Place Hotels, into Permanent Supportive Housing (PSH) units.

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Figure 3: San Francisco Police Codes that can punish homeless
In Fiscal Year (FY) 2020-21, the City plans to purchase and lease 1,000 new Permanent Supportive Housing (PSH) units and add an additional 500 PSH units in FY 2021-2022.

In partnership with Tipping Point Community, 200 of the newly leased units will be made available through a flexible housing subsidy pool, which matches people experiencing homelessness with private market apartments and provides support services and rental subsidies to keep them housed. Tipping Point and other philanthropic partners are also hard at work raising additional funds to support this Recovery Plan.

The City will be looking at a variety of possible sites for acquisition to identify buildings that meet the needs of future tenants and that are financially feasible for the City. By 2022, the City will have completed the largest one-time expansion of PSH in the last 20 years, with 1,500 new units on-line.

In addition to the new units, each year, the City will place approximately 1,500 individuals in PSH each year, identifying and optimizing a pipeline of units completing construction and maximizing turnover within the City’s current PSH portfolio.

Additionally, the City plans to reactivate its adult shelter system up to approximately 1,000 beds, reopening more placements for people experiencing homelessness. This increase will maintain necessary spacing between residents and will include robust safety measures including daily health screening, social distancing, enhanced cleaning, testing, and other preventative measures. Due to the pandemic, the City’s adult congregate shelter system will remain at 50% total capacity to protect the safety of clients and staff.

In fall 2020, the City plans to open a new first-of-its-kind Transitional Age Youth Navigation Center at 888 Post, providing beds for young people ages 18-24.

In January 2021, the City expects to open a new adult SAFE Navigation Center at 1925 Evans Street to serve the Bayview community.

Additionally, the City plans to continue the operation of 120 RVs to maintain this expanded emergency shelter.

In addition to expanded exits to homelessness, the City will invest further in homelessness prevention as the City anticipates that people experiencing the crisis of homelessness may increase as the economic impacts of the COVID-19 pandemic evolve.

Finally, assuming the COVID-19 pandemic has subsided, capacity in the adult shelter system will return to pre-COVID levels, reopening approximately 1,000 placements in previously existing shelter locations.
The Office of The Mayor are on the right track, this initiative along with the funds from Proposition A, which outlined $600 Million bond to be issued for affordable housing. This bond of course will come at the expense of the citizens of San Francisco through property taxes for the 2020-2021.

San Francisco last approved a bond issue for affordable housing in 2016 for $260.7 million. Proposition A issued $600 million in bonds to be allocated as follows:

- $150 million for public housing,
- $220 million for low-income housing,
- $60 million for middle-income housing and preservation,
- $150 million for senior housing, and
- $20 million for educator housing.

With the funds and the plan forward there could be a great process in the future to end homelessness in San Francisco.
Section 3: Methods and Approaches

This research aims to identify elements that create homelessness in San Francisco, which can then contribute to producing a synchronous movement towards social change throughout the city.

The literature review was attempted by seeking positive literature with large quantities of citations (showing use in other projects strengthens the data), through Google Scholar and the online Gleeson Library website. This effort to achieve well-documented information on homelessness among veterans with the citations given on the papers posted, numbers like 13, or 7 are inadequate to use for this paper.

COVID-19 has affected the process of collecting the data needed for this paper. The method of collecting data through the interview process would have been quickly done through appointments, meeting with the candidate to be interviewed, and filming the means to collect all information, but during the pandemic, adjustments must be used.

Setting up an appointment in the Mayor’s Office would have been simple, go in, identify the reasoning behind the interview, and someone would have been available for the interview. During this time, the statewide Shelter in Place Order was given by the Governor of California. Which only put more blocks in the way of collecting information for this paper. I was not able to get anyone from the Mayors’ Office.

While continuing the literature review, the interview process was conducted, with efforts reaching all types of activities, organizations, and offices with little results. Social media efforts through LinkedIn found more positive results, out of the 20-plus professionals. Through emails and messaging, three professionals were available for interviews, and those interviews focused on the work their organizations provide along with the three research questions.

RQ1: What does your organization do to help prevent homelessness among veterans?

RQ2: Are there any political laws or policies which will keep the organization you work with from completing the duties of the organization?

RQ3: What path forward does your organization have to end homelessness within your community?

Expert interviews

Primary data was to be achieved by interviewing qualified experts in their field to give a wide variety of information that pertain to the development and use of their organization programs that provide systems used for the homeless. Although the collective data was to be used for homeless veterans, the organizations delivered help
to all homeless, including homeless veterans. The three research questions proposed in this paper were used to receive information from the experts.

Methods. Using email or LinkedIn messaging to first contact a variety of personnel in the field of helping homelessness and homeless veterans. The messages to over 25 people were sent to potential interviewees, there were only three responses with the listed interviewees.

![Figure 4: List of professional interviewees](image)

<table>
<thead>
<tr>
<th>NAME</th>
<th>ROLE</th>
<th>ORGANIZATION AND LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sarah Loken</td>
<td>Community Relations Director</td>
<td>Community Shelter Board, Columbus, Ohio</td>
</tr>
<tr>
<td>Daryl Lankford</td>
<td>Veteran Services Counselor</td>
<td>Volunteers of America (VOA), Sacramento, California</td>
</tr>
<tr>
<td>John McCormick</td>
<td>Organization Representative</td>
<td>Tenderloin Neighborhood Development Corporation, San Francisco, California</td>
</tr>
</tbody>
</table>

Figure 4: Authors’ creation, List of professional interviewees, 2020.

The interviewee set up timeline of when they were available to be interviewed, then the actual interview was captured via zoom or telephone with approval of the interviewee. The recording was to be used for transcription, when reviewing the recording, the correct data would be used. Each interview was subject to the time allowed by the interviewee, allocated was one hour for each interview.

With hopes to speak with the office of the Mayor of San Francisco and to have interviews with some of the journalists that wrote articles which were used as the secondary data for this paper.

Sarah Loken works for Community Shelter Board (CSB) as a Community Relations Director in Columbus, Ohio. Sarah deals with the same problems that San Francisco must face when it comes to organizing a way for the homeless, but in Columbus the system is working.

Daryl Lankford works for Volunteers of America (VOA) as a Veteran Services Counselor in Sacramento, California. Daryl counsels’ veterans on many aspects of the VA, he counsels the veteran on temporary to permanent housing, on education and job-related processes, from mock interviews to resume building, he is truly there to help support the growth of the homeless veteran.

John McCormick works for Tenderloin Neighborhood Development Corporation (TNDC) as an Organization Representative in San Francisco, California. He helps coordinate the intake and outtake of food for the homeless. The TNDC also manages housing for homeless as well, but on a permanent basis.

Secondary data. Due to the lack of scholastic papers about homeless veterans, the secondary data came from news sources, via the internet or interviews from news
sources. The information came from these sources and were a huge part of delivering the important facts and information for this capstone.

Websites were also used to collect data to give context to the information provided, which became a source that was important to the information formed in creating this paper.
Section 4. Data Analysis

Some of the reasons are valid, substance abuse, mental health (a lot of this is due to PTSD and other problems of soldiers that just came into the military right out of High School and have other issues not taken care of prior to entering the military. Poverty is huge, what people don’t realize is that soldiers are often not paid well, you have to earn that through the ranking system which takes time, some people came into the military already with families, so exiting would bring hardship to them.

Unemployment, this is usually done because it is often the exiting veteran didn’t plan where they would be, send out the resumes and do those interviews while they were still in the military, this is important to plan ahead, but it is very hard to do after the fact.

The combined numbers. When thinking of the potential amount of data that can give insight to the possibilities of the homeless in the future, the VA has the total number of living veterans (combined branches) to be on the decline in the next 10 years. (Figure: 4). Although the numbers of living veterans are on the decline, the number of homeless veterans in San Francisco grows. (Duffin, 2020)(Guina, 2020) (see Figure 5).

Figure 5: Combined total of living veterans 2020-2029 (10-years)

Figure 5: Author’s creation, living veteran’s data from the VA Benefits and Health Care; National Center for Veterans Analysis and Statistics, 2020-2029.
Figure 6: Updated Homeless Veterans Population by State

Table 2: Homeless Veterans (2019)

Figure 6: Author’s creation, homeless veteran’s data from Statista Society Demographics, 2019.

17% Increase in Point-In-Time. As the amount increases from the already high number of 28,000 homeless in the Bay Area, so do the numbers of homeless veterans. (Figure 6), this is when the city, businesses and the residents of San Francisco need to come together to end the homeless issues now before it continues to increase as indicated a the report by McKinsey and Company (Anthony, 2019).

Figure 7: Bay Area homeless population 2017

In a 2017 count, around 28,000 people were estimated to be homeless in the San Francisco Bay Area.

Figure 7: Author’s creation data from US Department of Housing and Urban Development, 2017.
Figure 7 indicates the growth of homelessness in San Francisco in since 2017 to 2019 with a growth of 17%. Of the 8,011 homeless in San Francisco, 8% are veterans, which would bring the numbers of homeless veterans to approximately 642.

**Figure 8: San Francisco homeless population 2019**

![San Francisco homeless population chart](chart.png)

**Figure 8**: Author’s creation, data from San Francisco Department of Homelessness and Supportive Housing, 2019.

**Interviewee Data.** The data received from the interviews related to the organizations in which the interviewee worked, there was no outside factors.

**RQ1:** What does your organization do to help prevent homelessness among veterans?

**AQ1:** Sara, because we work with the city of Columbus and the growing trend was to shelter and pay for those in the shelter, but what was the cost of long-term stay than that of short-term stay? With an average of helping 500 families before they become homeless for the past 5 years, the overall costs were less than that if the family were to go homeless and become 100% dependent of services.

Daryl, the VOA is set up to react to the homeless with vouchers through the support of HUD-VASH to getting resumes ready while searching for job openings for the veteran there aren’t any prevention measures in
place. Housing becomes permanent housing at a greater cost than to solving the issues and re-housing them.

**John**, there are no prevention measures, the TNDC helps feed and house the homeless to get them off the streets, but there are no prevention measures, only reactive measures. The housing for the homeless can be permanent, but the rooms housing them are small.

**RQ2:** Are there any political laws or policies which will keep the organization you work with from completing the duties of the organization?

**AQ2:**  
**Sara**, no policies or laws are keeping the organization away from doing their job of helping those who are homeless in Columbus.  
**Daryl**, no policies that would affect the process of the job, even during the times of Shelter in Place, remote telephone or zoom appointments were done with the VOA.  
**John**, no, but with the new proposition that can be voted on in November will be a game changer for supporting the homeless with funds from taxing the large businesses in San Francisco.

**RQ3:** What path forward does your organization have to end homelessness within your community?

**AQ3:**  
**Sara**, first with the prevention of the homeless, then with the re-housing of more than 8,000 homeless in the past 5 years has been an incredible savings to the city of Columbus. Being proactive and helping before the homeless become dependent upon the services and using shelters as a short-term remedy to the situation and re-housing them as soon as possible. These are preventive measure that will end the homelessness in Columbus, Ohio, which are great ideas to use in San Francisco.  
**Daryl**, because there aren’t any measures put in place to do things differently and the system is set up to help those that need help, then there is no change from the VOA.  
**John**, the TNDC is organized to help feed and house, there are no measures in place to change that unless there are no more homeless in San Francisco.

As in collecting data for this paper, it is obvious that if the systems that are in place can be utilized differently to have a better outcome and those ideas come from another large city with positive ways of ending homelessness, wouldn’t that be in indicator to do the same thing in San Francisco? The ideas is that we are all open to new ideas, where they come from doesn’t matter, what matters is that they work and there is a light at
the end of the tunnel for ending homelessness in San Francisco, which includes those homeless veterans as well.
Section 5: Implications and Recommendations

Implications
From the viewpoint of the Mayors' Office of the city of San Francisco. Since 1983 when the first homeless shelter was established in San Francisco, the system was in place to temporarily house, feed, and do this on a daily process, only having the homeless questioning if they would have a bed to sleep in the next night.

Pandemic Chaos. In recent times, the COVID-19 Pandemic has created more issues with the homeless and how to help them, or in most cases, not help them with fear of catching the deadly COVID-19 virus. Businesses in the Tenderloin area of the city got together and began a petition to sue the city for not handling the homeless, who were outside their businesses, sleeping in the corridors, the sidewalks, and alleyways where there was a lot of drug use. Due to this lawsuit, Mayor London Breed came up with a temporary solution by painting large squares in the street, where the homeless were to place their items in and sleep with no interference from anyone, basically shutting down vehicle travel in that area, but allowing the sidewalks to be clear of the homeless.

Hotels. There are over 8,000 homeless in San Francisco, with the Pandemic and the shut-down of jobs, this number has increased. The city faces getting the homeless off the streets and into shelters? Again, from the business owners' reaction and other active systems that were in place to help the homeless no longer working at full potential, there had to be a different solution than painting squares on the streets and keeping some businesses still going with the help of the city. The Mayor in April of 2020 decided to fill unused rooms in hotels with the homeless, taking care of a majority of problems in the Tenderloin, where the threat of suing the city was still in effect, the mayor took action at a hefty cost to the city. Hotel rooms were priced between $75 to $300 a night, although the city received a discount, they were still funding the bill. The process continues to house the homeless in hotels and training those who continued to work at the hotel. The staff got training on the safety regulations of dealing with people during this Pandemic.

Health Issues. There are systems in place throughout the city for addicts of all nature. Some alcoholics seek treatment through AA and other addicts that seek treatment through NA or medications such as methadone. When the homeless went into hotels, this was the city's reaction to take care of those homeless, which is useful in a way, but it isn't the answer. When placing people with mental health issues, substance abuse, and homelessness because of financial difficulties, it allows dangerous things to happen if there is no police, security, or healthcare facility personnel to look upon them.
What happened in the San Francisco hotels is that the city served alcohol to alcoholics, methadone, and other drugs that were given to the addicts, but there wasn't any proper healthcare for them. The hotels reported severe issues with the homeless, drugs were being used, alcohol used, physical and sexual abuse occurred, all without punishment from the law.

These actions were produced during a difficult time in San Francisco, as a knee jerk reaction to homeless persons on the streets where there is no oversight of the police, out of fear of obtaining the virus from a homeless person. It is easy to see that reacting to the problem only supports no end, but the city can do better; the city must do better to solve the homeless problem, including homeless veterans. Being reactive to issues is not how you answer them, think ahead, and become proactive; this is how solutions are created to problems, no matter what they may be.

**COVID-19.** Through the safety issues in the city, there are processes to maintain distance, work from home, and other policies implemented by the government to help stop the spread of this deadly virus, COVID-19. Because of the unknown realities of this virus, the ways of dealing with the homeless have been to place them into hotels and not give them the mental health support, rehabilitation they need to get better. The effects this virus has had on all persons in the city are enormous, including first responders. The police are told not to respond to situations unless it happens to be a felony, then do what you can, but do it safely.

**Policies to help the homeless.** There are many policies that the mayor has created or support to deal with homelessness in San Francisco. The businesses and residents of the city see homelessness as a problem for the city but don't wish to help the city solve these problems.

1. The building of a Navigation Center on seawall lot 330
   a. Residence in the area are against the Navigation Center Project
   b. Residence went to Sacramento to try to block NCP, but Sacramento judge ruled against it and sent it back to San Francisco to be heard

2. Proposition C authorizes San Francisco to tax businesses to help pay for housing and homelessness services (see Figure 3, 2019)
   a. Gross Receipts Tax percentages will be used for Homeless Services
   b. Businesses wanted to appeal this because it passed with less than two-thirds vote
   c. Superior judge rules, majority vote, 61% was good for Proposition C
3. Proposition 21 (see Table 1). (AHF, 2020)
   a. This proposition will be voted on in November 2020 to limit annual rent increases, which is one of the factors that have a negative effect towards homelessness.
   b. The proposition also to Preserve Currently Affordable Housing.

**Figure 9. Proposition C, Gross Receipts Tax for Homeless Services, 2019**

A gross receipts tax initiative to fund homelessness services was on the ballot for San Francisco voters in San Francisco County, California, on November 6, 2018. It received 61 percent approval, and San Francisco city officials certified the measure as approved. A lawsuit was filed arguing that the measure required a two-thirds (66.67 percent) supermajority vote to pass. A superior court ruling sided with city officials and stated a simple majority was sufficient. It was appealed.

A **yes** vote was a vote in favor of authorizing the city and county of San Francisco to fund housing and homelessness services by taxing certain businesses at the following rates:
- 0.175 percent to 0.69 percent on gross receipts for businesses with over $50 million in gross annual receipts, or
- 1.5 percent of payroll expenses for certain businesses with over $1 billion in gross annual receipts and administrative offices in San Francisco.

A **no** vote was a vote against authorizing the city and county of San Francisco to tax businesses at the above rates to fund housing and homelessness services.

**Figure 9:** Author’s creation, Proposition C, Tax for Homeless Services, 2019.
Table 1. Proposition 21 to limit annual rent increases.

Reactive. Everything from the city has been in reaction to one thing or another, the process of change isn’t to continue to do what has already been done and expect different results. There has to be interaction from the city, the business owners and the residents to end this vicious cycle of clearing the streets of the homeless temporarily and get a better system in place to rehabilitate, re-house and move the homeless out of temporary and permanent housing to be a part of society.

Implications from a positive forward plan. From a well thought of plan in which the city works together as a whole and is being proactive instead of reactive will created solutions allowing the city to see an end to homelessness. Although we know and have identified many factors which cause homelessness, we can use these factors for solutions that can be utilized going forward. The idea of preventive measure like those of the city of Columbus, Ohio can be adopted to San Francisco and eventually ending the everlasting homeless cycle.
**Delancey Street Foundation.** We are a community where people with nowhere to turn, turn their lives around. (DSF, 2020) This foundation has one of the greatest reputations in the city of San Francisco which began in 1971 with four residents. Started by John Maher (ex-felon) and Mimi Silbert (PhD in Criminology).

Working like a commune, they created systems in place that will benefit all that lived there, but their primary focus was to help those that want to help themselves, they were unemployable drug addicts, homeless people and ex-felons. They worked together, lived together and helped one another through self-help, later they would conduct training in purchasing, contracting, computer and accounting services.

Those who can read, taught classes, those who can cook became the chef, it was a system of respect, no matter the background from which you had, it didn’t matter at the DSF. We have been taking in as residents representatives of our society’s most serious social problems and, by a process of each one helping another, with no professionals, no government funding, and at no charge to the clients, we have been solving these problems: generations of poverty, illiteracy, lack of job skills, hard core substance abuse, homelessness, crime, violence, teen pregnancy, and emotional and physical abuse. After an average of 4 years (a minimum stay of 2 years), our residents gain an academic education, 3 marketable skills, accountability and responsibility, dignity, decency, and integrity. (DSF, 2020).

What an incredible organization and situated in the heart of San Francisco. Mimi Silbert still lives at the Delancey Street Foundation facility. The facility prides themselves as being a drug, alcohol and crime-free, if there are any cases of violence or threat of violence that individual may be immediately removed. Residents learn to work together promoting non-violence through a principle called “each-one-teach-one” where each new resident is responsible for helping guide the next arrival.

**Recommendations.** There are a great many recommendations that can be brought forward for those who seek an ending to the homelessness in San Francisco and end of veteran homelessness all over America. The office of the Mayor must be able to pull from the systems that have proven to work. Use the model of Delancey Street Foundation as a model, along with ideas from other cities to conquer the ongoing problems with permanent housed homeless that cost the city and state money.

**Combination of efforts.** There are nonprofit organizations in San Francisco that their sole purpose is to house or feed the homeless, can the homeless feed themselves? If given the way to do this, can all of this be done through their own measure?
Nonprofits for housing veterans and all the funds that go towards those efforts, if it be through the private nonprofit, grants or other funding the fact of the matter is there is a huge sum of money that goes towards something that can be fixed if put into a system of regeneration and integration.

Proposition C can be something of the past, if there is no more homeless in San Francisco, there is no need to continue the taxation of the businesses for homeless services, so Proposition C would come to an end, that is a plus for those businesses that are large enough to be included in the taxation comprised from Proposition C.

Businesses and Communities which are affected by the homeless population with trash, smell, drugs and overall unsightly, will be given a new growth in their businesses and house market prices would increase because of the cleaning up of the areas like the Tenderloin.

Funds from private donors, federal, state and city grants can all be a thing of the past, saving billions of dollars per year.

**Homeless Veterans.** All military veterans have job skills that can be utilized, depending on the length of time they were in and the positions they held, they were given different courses and certifications, all while becoming proficient in their primary job. Use this as an advantage in the process, they will work for things when given a positive direction to go.

**The way forward.**

With the progress of the mayor’s office to find a place for more beds in the city for the homeless, this can be converted into creating a facility that will last and be used for many things, which will all be explained in the way forward.

1. Backed by the city commission and the Mayor to move forward on the building of one large facility, which can be placed in the abandoned areas in the old industrial dock yards where there is plenty of land that is available with no worries about blocking the skyline from any corporation or high-rise.
   a. Ask for input from businesses and others that call San Francisco their home, their input could be the backing force needed to move forward.
   b. Ask for input from other cities on how to get those that are in the system out of the system and give timelines.
      i. Columbus, Ohio has a great plan to help prevent homelessness and create a way to re-house those who have been in shelters.
   c. Increase partnerships with organizations that will produce guidance and hopefully volunteers to help with the process of planning and building.
d. Identify a way to use the homeless to do the work, those that participate will get residency, meaning a room to themselves.
e. Centralize a large tent to house the homeless, get with organizations like Alaska Structures that have temporary hangar size tent system that can house people while they build.
f. Once the facility is built, then centralize homeless veterans into one building
g. First floor functionality  
i. Contain offices for the organization  
ii. Offices to conduct healthcare by doctors from the VA  
iii. Counselors for mental health  
v. Healthcare clinic (VA)  
vii. Courses to teach those that live there in meal preparation, cafeteria and kitchen duties  
vii. Training facilities for integration to the workforce (mock interviews)  
vi. Classrooms with computers in place to help with online courses or inhouse classes  
viii. Job placement office  
ix. Financial training classes

2. Partnerships for Veterans  
a. California Department of Veterans Affairs (VA)  
b. San Francisco Veteran Services  
c. US Department of Veterans Affairs  
d. Services for Diables

3. Temporary Housing, not permanent  
a. Create a system like that at Delancey Street Foundation, creating a path forward with minimal to no help from the outside, those that can work will work, those that can cook will cook, etc.  
b. Have a minimal and maximum stay time  
i. Minimum of 2 years stay  
ii. Maximum of 4 years stay  
iii. Those with 2 years left will help newcomers

4. Check-ups on the veterans  
a. Check up may consist of in person, telephone or zoom interviews  
i. This is a checkup from the VA representative  
ii. Set up steps for continued VA help if needed
5. Battle buddy process
   a. Everyone new will get someone to go through the process with, to talk to and to guide them (a buddy)

6. Helping veterans by those who have already been helped
   a. Once a person has gone through the system, they will mentor others
   b. Create training opportunities, like that of DSF, learn three trades before leaving to increase job opportunities when leaving the facility
   c. Set up bank accounts and financial help
      i. This will be backed with training
      ii. Contribute to the community any way possible
   d. Set up persons for GED or higher education (partnerships with colleges)
      i. Professors can come and teach at the facility
      ii. Can produce online courses

7. Seek expansion to other cities throughout California and America

8. Expansion of the building uses
   a. Homeless Veterans
      i. The systems in place for homeless veterans will be far less time than that of others due because veterans have skills, certification and proven leadership techniques
   b. Homeless (other than veterans)
      i. This will be harder to track because there isn’t verification of the skills and level of jobs they attained prior to their homelessness
      ii. The same systems apply listed above for the homeless as they do for the homeless veteran
      iii. Support will be given but not through the VA
   c. Elderly
      i. The elderly needs a place to go and this facility would be perfect to house and care for those who have cared for us.
      ii. Systems will be in place as they did for the homeless and the homeless veterans.
Section 6: Conclusions

San Francisco is a beautiful city with a vast amount of history and sites to see not only for those who live there, but for the millions of visitors that frequent the city annually, but there is a problem in the city and it is homeless, who frequent those visited areas in hopes to getting some pocket change from on comers.

With the realization of this city-wide problem, the mayor has tried to think of ideas but only succeeding in hiding the homeless. There are nonprofit organizations that deliver food to the homeless that help but provide other problems, often this food is eaten, the trashed is not correctly discarded and the homeless stay in place, awaiting the next free meal. The shelters are usually not full because they will not allow the homeless to bring in their items, which are often all they have in the world which identify themselves with, so they would rather stay outside with their things.

The social problem. The reality of the homeless and homeless veterans is all over the large cities throughout America, identifying the problem in San Francisco is just the part of it, solving the issue to get a remedy to the situation is the next. Identifying, housing, healthcare, training, job placement and graduating into society is what should be happening with these systems that are in place, but it is not what is happening, we have to recreate the policies, formulate the plan forward and create solutions to end the homelessness, not hide it. Homeless veterans are amongst the homeless, although all homeless are an issue in most large cities there are opportunities that veterans get than that of the other homeless personnel, this is the population we want to identify that can quickly be rehabilitated in a system to then be out of the system to be a functioning part of the society in their communities.

Veterans all have professions taught to them from the military, anywhere from working in a kitchen to being a judge. Veterans have the skills, training, leadership, empathy, and selfless service for others worthy of sustainment if given the opportunity; they would instead get out of the system. Veterans will work hard to achieve that goal and turn it into a mission. With all military, "mission is first," whether that be for themselves or to help others, it is what we must understand to help them with a hand up, not a handout. The systems are there, the nonprofits are there, the city wants to alleviate the problems of homelessness because they care about those that have fallen on hard times, but if there isn't a plan to get them out of the cycle, then it will never end. The city must stop reacting to the homeless' problems and produce proactive solutions to the situations ahead.

Funding the homeless. Millions of dollars are received throughout the city to help with homelessness, but none is to solve the issues and end it. However, with the partnerships
of the federal government, the state, the city, businesses, and nonprofits that deal with the homeless to include guidance and medical help from the Veterans Administration (VA), there can be an end to homelessness in San Francisco. A plan to end it is what must happen, funds are gathered but used as a band-aid to have the homeless remain on the streets; we must come up with solutions as a combined effort. Through grants, donations, and combined partnerships, there can be an end to this problem in San Francisco so that future funds may be utilized for other things needed in the city, like street repairs.

The answers can be from anyone. Take advice from those that want to help; all ideas are relevant and can be solutions to solving this problem. Remembering the old saying, "There are no dumb questions," this is the same when it comes to gathering information on resolving issues with the homeless, the more information you collect, the better you can create systems that will be proactive in solving not hiding it. Together with the right partnerships, there is an end solution to homelessness in San Francisco. We can start with those who have given to the country already, the homeless veterans. Seek and use ideas from other large cities that help from organizations that have developed working products to end homelessness.

Research. There was a limited number of interviews because not many people during the COVID-19 Pandemic wanted to talk with a student. The study was limited because the topic of homeless veterans isn’t a sizeable academic writing point. If people can get together financially and with ideas, there can be a solution to end homelessness for veterans and all the homeless in San Francisco.

The research can continue to gather information about the partners needed to move forward and then present, backed with the partnerships, the proactive plan for ending the homelessness in San Francisco to the Mayor and the City Commission. It doesn’t end there, with solutions in place in one of the largest cities in the United States, and it can be replicated and used throughout other cities that deal with the same issues among their homeless.

The way forward. As outlined there must be a way to create a system that is functional and works for San Francisco, right now the current way of doing things is not working.
List of References


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San Francisco VA Health Care System (2017). SFVAHCS Homeless Program Recognized by VA. Retrieved from https://www.sanfrancisco.va.gov/features/In_February_the_San_Francisco_VA_Health_Care_Syst.asp


Appendix A: List of Shelters in San Francisco

Shelters in San Francisco.

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<th>Gender and Age Restrictions</th>
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<td>☑ Men welcome ☑ Men only ☑ Women welcome ☑ Women only ☑ Children welcome</td>
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<tr>
<td>☑ Veteran services ☑ Medical services ☑ Mental health care ☑ Addiction care ☑ Legal assistance</td>
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</table>

1. Next Door Shelter – Episcopal Community Service, 1001 Polk Street San Francisco, CA 94109, (415) 487-3300
3. Episcopal Community Services, 165 8th Street, 3rd Floor San Francisco, CA 94103 (415) 487-3300
4. Compass Community Services, 995 Market Street San Francisco, CA 94103 (415) 644-0504
6. City Team San Francisco, 164 6th Street San Francisco, CA 94103, (415) 861-8688
7. Diamond Youth Shelter – Larkin Street Youth Services, 536 Central Avenue San Francisco, CA 94117, (800) 669-6196
9. Asian Women’s Shelter (AWS), 3543-18th Street, Suite 19 San Francisco, CA 94110
10. (415) 751-7110
11. La Casa de Las Madres, 1663 Mission Street San Francisco, CA 94103, (415) 503-0500
12. Community Housing Partnership, 20 Jones St. San Francisco, CA 94102, (415) 852-5300
13. Tenderloin Housing Clinic – Property Management, 449 Turk Street San Francisco, CA 94102, (415) 923-9846
14. Lark Inn, 869 Ellis Street San Francisco, CA 94109, (415) 749-2968
15. Raphael House, 1065 Sutter Street, San Francisco, CA 94109, (415) 474-4621
Author’s Bio

Raymond Gray is currently a full-time student to obtain his Masters of Nonprofit Administration at the University of San Francisco and has received his Bachelor of Science in Management, also at the University of San Francisco.

Raymond has developed a strong work ethic that digs deep into organizations worth; identifying, training, and developing problem-solving techniques. No doubt formed from his 20-plus years in the United States Army retiring as a senior non-commissioned officer from the 82nd Airborne Division, also with his 6-plus years working as an overseas contractor in Kuwait as a Logistics Coordinator, Afghanistan as a Logistics Trainer, Iraq as a Senior Logistics Mentor and Operations Manager, back to Afghanistan as a Logistics Trainer, and finally as a Project and Logistics Manager at Bagram Air Force Base in Afghanistan. Before coming to California to attain his degrees through the University of San Francisco, he was a police officer in El Paso, Texas.

Raymond is on record that his greatest achievement is that of his family, coming from a broken family himself, growing up in the foster system, then adopted to a family only later to join the military at age 17. He has found comfort by always being available to his family. His three children now adults themselves, are located all over the globe, and two grandchildren, he continues to be there for them, all while attending the University of San Francisco and getting his master’s degree.

Raymond has developed a participative style of leadership. He leads by example and organizes training development for peers and subordinates alike to build growth and understanding of working together as a team. Raymond has always dedicated his life one way or the other to that of helping others. He wants to continue this service with his interests in establishing a nonprofit to help and end homelessness among veterans in San Francisco and across America.

Vets Connect
Advice Nurse & Appointments 24/7 days a week
1-800-382-VETS (8387)
Pharmacy: 1-866-600-8279

Veterans Crisis Line
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