

File No. 1100674

Committee Item No. 17

Board Item No. 12

### COMMITTEE/BOARD OF SUPERVISORS

#### AGENDA PACKET CONTENTS LIST

Committee: Budget & Finance Committee

Date December 7, 2016

Board of Supervisors Meeting

Date December 13, 2016

#### Cmte Board

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|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input type="checkbox"/>            | Motion                                       |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Resolution                                   |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Ordinance                                    |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Legislative Digest                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Budget and Legislative Analyst Report        |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Youth Commission Report                      |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Introduction Form                            |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Department/Agency Cover Letter and/or Report |
| <input type="checkbox"/>            | <input type="checkbox"/>            | MOU  |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Grant Information Form                       |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Grant Budget                                 |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Subcontract Budget                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Contract/Agreement                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Form 126 – Ethics Commission                 |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Award Letter                                 |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Application                                  |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Public Correspondence                        |

#### OTHER (Use back side if additional space is needed)

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| <input type="checkbox"/> | <input checked="" type="checkbox"/> | <u>PowerPoint Presentation</u> |
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Completed by: Linda Wong Date December 2, 2016

Completed by: Linda Wong Date December 8, 2016

1 [Urging the Department of Homelessness and Supportive Housing to Adopt a Five Year Plan  
2 to Reduce Homelessness]

3 **Resolution urging the San Francisco Department of Homelessness and Supportive**  
4 **Housing to adopt a five-year plan to reduce homelessness.**

5  
6 WHEREAS, In 2004 the City and County of San Francisco adopted the “10-Year Plan  
7 to Abolish Chronic Homelessness;” and

8 WHEREAS, The City and County of San Francisco’s “10-Year Plan” was the City’s  
9 long-term, written strategy to reduce homelessness throughout San Francisco; and

10 WHEREAS, The main goals of the City’s “10-Year Plan” were the creation of 3,000  
11 new units of permanent supportive housing by 2014 and to formalize the City’s commitment to  
12 a “housing first” model strategy towards reducing homelessness; and

13 WHEREAS, The City achieved the main goals of the “10-Year Plan” by adopting a  
14 “housing first” strategy and realizing the creation of 3,071 new units of permanent supportive  
15 housing; and

16 WHEREAS, Despite the City’s success in achieving the main goals of the City’s “10-  
17 Year Plan” homelessness in San Francisco still persists; and

18 WHEREAS, The number of homeless individuals counted 2015 San Francisco Point-  
19 In-Time Homeless Count and Survey was 6,686, which represents an increase of 250  
20 homeless individuals since the 2013 count; and

21 WHEREAS, Despite the slight increase in homelessness in San Francisco since 2013,  
22 over 25,000 homeless people have left the streets or shelter system for permanent housing  
23 since January 2004, with the assistance of the City’s homelessness services and programs;  
24 and  
25

1           WHEREAS, Since the sunset of the "10-Year Plan" the City has instituted new  
2 programs, such as the Navigation Center that opened in November 2015, and reforms, such  
3 as the Department of Public Health standardizing objectives for supportive housing providers  
4 and the Human Services Agency implementing a new tiered system for how the agency  
5 delivers homelessness services; and

6           WHEREAS, The Mayor recently proposed and the Board of Supervisors is in the  
7 process of approving the creation of a new Department of Homelessness and Supportive  
8 Housing with a new budget, staff, and Director; and

9           WHEREAS, Since 2014 the City and County of San Francisco has not had a long-term,  
10 written policy on its plans to reduce homelessness; now, therefore, be it

11           RESOLVED, That the Board of Supervisors urges the new Department of  
12 Homelessness and Supportive Housing to create and adopt a five-year plan, rooted in a  
13 "housing first" strategy, to address and reduce homelessness in San Francisco; and, be it

14           FURTHER RESOLVED, That the Board of Supervisors urges that the creation of the  
15 five-year plan take into account known best practices for reducing homelessness and solicit  
16 input from various stakeholders that will be key in realizing the success of the plan; and, be it

17           FURTHER RESOLVED, That the Board of Supervisors finds it in the best interests of  
18 the City's taxpayers and homeless individuals and families to have a written five-year plan to  
19 address and reduce homelessness in San Francisco.

# Introduction Form

By a Member of the Board of Supervisors or the Mayor

Time stamp  
or meeting date \_\_\_\_\_

I hereby submit the following item for introduction (select only one):

- 1. For reference to Committee. (An Ordinance, Resolution, Motion, or Charter Amendment)
- 2. Request for next printed agenda Without Reference to Committee.
- 3. Request for hearing on a subject matter at Committee.
- 4. Request for letter beginning "Supervisor [ ] inquires"
- 5. City Attorney request.
- 6. Call File No. [ ] from Committee.
- 7. Budget Analyst request (attach written motion).
- 8. Substitute Legislation File No. [ ]
- 9. Reactivate File No. [ ]
- 10. Question(s) submitted for Mayoral Appearance before the BOS on [ ]

Please check the appropriate boxes. The proposed legislation should be forwarded to the following:

- Small Business Commission       Youth Commission       Ethics Commission
- Planning Commission       Building Inspection Commission

**Note: For the Imperative Agenda (a resolution not on the printed agenda), use a Imperative Form.**

**Sponsor(s):**

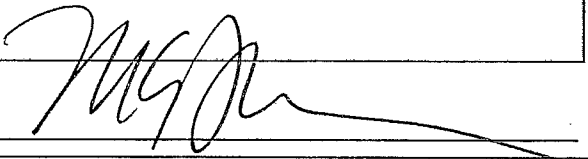
Supervisor Mark E. Farrell

**Subject:**

Resolution - Urging the Department of Homelessness and Supportive Housing to Adopt a Five Year Plan to Reduce Homelessness

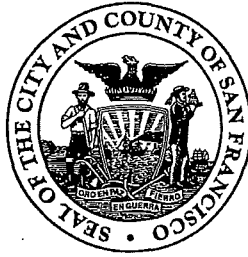
**The text is listed below or attached:**

Attached.

Signature of Sponsoring Supervisor: 

**For Clerk's Use Only:**

BOARD of SUPERVISORS



City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco 94102-4689  
Tel. No. 554-5184  
Fax No. 554-5163  
TDD/TTY No. 554-5227

## MEMORANDUM

TO: Jeff Kositsky, Director, Department of Homelessness and Supportive Housing

FROM: Erica Major, Assistant Clerk, Public Safety and Neighborhood Services Committee, Board of Supervisors

DATE: June 14, 2016

SUBJECT: LEGISLATION INTRODUCED

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The Board of Supervisors' Public Safety and Neighborhood Services Committee has received the following proposed legislation, introduced by Supervisor Farrell on June 7, 2016:

**File No. 160674**

**Resolution urging the San Francisco Department of Homelessness and Supportive Housing to adopt a five-year plan to reduce homelessness.**

If you have any comments or reports to be included with the file, please forward them to me at the Board of Supervisors, City Hall, Room 244, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102.

## Major, Erica (BOS)

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**From:** Major, Erica (BOS)  
**Sent:** Tuesday, June 14, 2016 11:12 AM  
**To:** Kositsky, Jeff (HOM)  
**Subject:** REFERRAL FYI (160674) Urging the Department of Homelessness and Supportive Housing to Adopt a Five Year Plan to Reduce Homelessness  
**Attachments:** 160674 FYI.pdf


Greetings:

This matter is being forwarded to your department for informational purposes. If you have any comments or reports to be included with the file, please forward them to me at the Board of Supervisors, City Hall, Room 244, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102.

Thank you for your attention.

Best,

**Erica Major**  
**Assistant Clerk**  
Board of Supervisors  
1 Dr. Carlton B. Goodlett Place, City Hall, Room 244 San Francisco, CA 94102  
Phone: (415) 554-4441 | Fax: (415) 554-5163  
[Erica.Major@sfgov.org](mailto:Erica.Major@sfgov.org) | [www.sfbos.org](http://www.sfbos.org)

 Click [here](#) to complete a Board of Supervisors Customer Service Satisfaction form.

The [Legislative Research Center](#) provides 24-hour access to Board of Supervisors legislation, and archived matters since August 1998.


*Disclosures: Personal information that is provided in communications to the Board of Supervisors is subject to disclosure under the California Public Records Act and the San Francisco Sunshine Ordinance. Personal information provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors website or in other public documents that members of the public may inspect or copy.*

File # 160674  
Received in Committee  
12/7/14  
Jan.




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Department of Homelessness and Supportive Housing  
Five Year Strategic Framework Hearing  
December 7, 2016



# Purpose of Strategic Planning Process

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- Create a single strategy for addressing homelessness in SF
  - Provide a framework for starting-up the new department
  - Move toward a data-driven, coordinated services model
  - Develop measurable goals and objectives for 2017-2020
  - Identify gaps in the system and a plan for addressing them
- 



# Timeline for Strategic Planning Process

January 2016

- Began data collection and planning

July 2016

- Hired Corporation for Supportive Housing to lead process

September 2016

- Data collection, gaps analysis and stakeholder input

February 2017

- First draft of written plan complete

March 2017

- Gaps analysis completed

April 2017

- Strategic framework published

# Community Input

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- 16 focus groups with people with experiences of homelessness
- Over 600 surveys of people with experiences of homelessness
- 5 formal feedback sessions with HSH staff, providers, advocates and community members
- Over 40 presentations to providers and community groups

# Data Collection

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Reviewed data from 13 data bases

Reviewed local state and federal reports

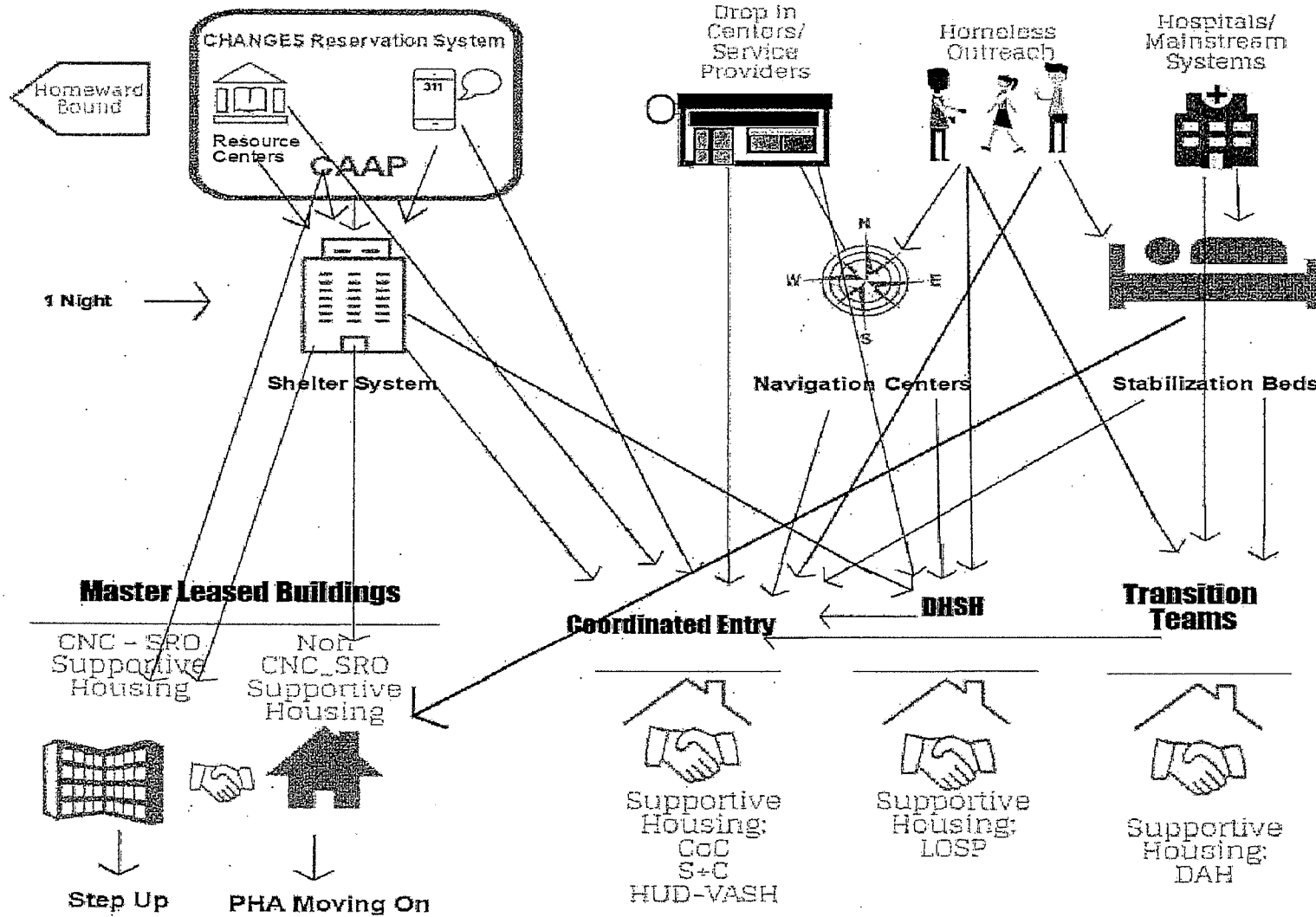
Met with staff from HSH, DPH, HSA, MOHCD & other departments

Researched best practices from other communities

Built on existing work done prior to the formation of the department



# Current Homeless Service System



# Principles - Draft

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## **Coordinated Entry**

Creating a system for equitable and transparent prioritizing of how people experiencing homelessness receive services, shelter and housing using uniform assessment processes for each population, so that each person is assessed once and matched with the correct resource for his or her needs


Developing a system that focuses on throughput and ending homelessness quickly

Ensuring that clients are served efficiently, equitably, and are provided current access to resources

## **Data Drive Decision Making**

Creating a single, shared data system


Using data and objective measures to monitor progress on all levels, ensure accountability, and adjust strategies as needed



# Principles - Draft

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## **Effective Programming**

- Developing a client-based system rather than a program- or provider-based system, including right-sizing the housing and services mix available to adequately meet community need
  - Developing targeted goals for and interventions for each subpopulation
  - Expanding diversion programs so people at risk of homelessness have quick access to the services they need to avoid homelessness
  - Offering the highest quality services possible based on Department values and best practices, such as Housing First, Harm Reduction, and Trauma-Informed Care
- 

# Principles - Draft

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## **Partnerships**

Consolidating programs from across San Francisco into one Department and creating unified strategy

Support relationships with all stakeholders including nonprofit service providers and other departments to best achieve City goals

Listening and responding to all stakeholders, including our clients and the general public

Providing leadership and advocacy at regional, state, and federal levels




# Coordinated Entry & Placement

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Coordinated Entry & Placement is the plan a fair and transparent system access process

## 048 Consistent assessment

- Use of a system-wide database
  - People are matched with the most appropriate housing and service resources
  - Increases transparency and fairness in the placement process
  - Providers can share data so clients do not need to be re-assessed at every program
  - A client-centric (rather than program-centric) system
- 



# Goals and Objectives - Draft

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Reduce chronic homelessness among veterans by 20xx

Resolve XX street encampments by 20xx

649

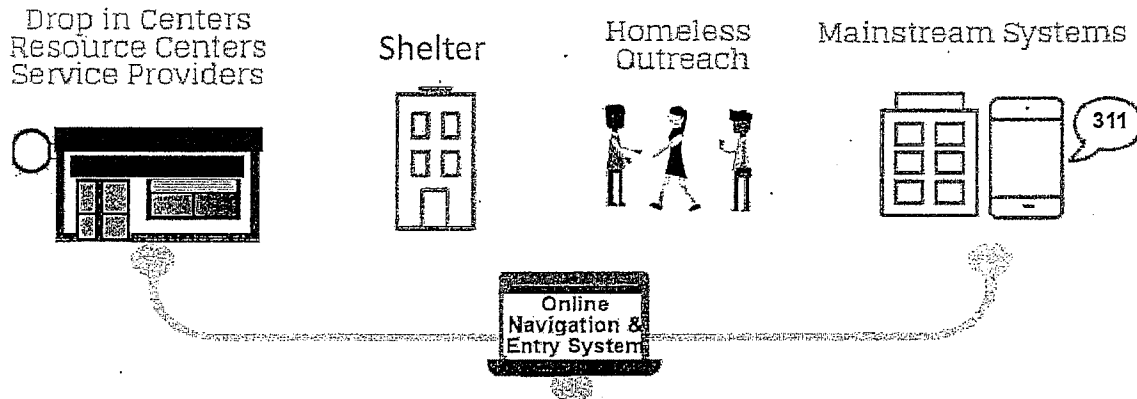
Reduce chronic homelessness for XX individuals by 20XX

Help xx youth exit homelessness by 20XX

Reduce family homelessness by 20xx

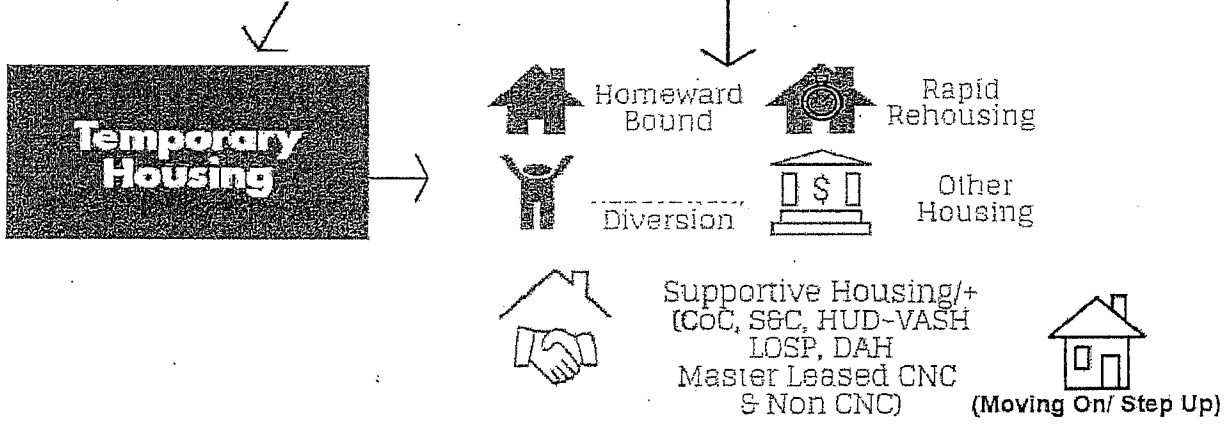


# Redesigned Adult System (example)



## COORDINATED ENTRY

Triage | Assess | Assign | Account

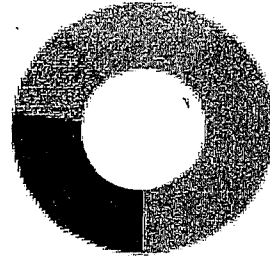


# Gaps in Services & Housing (example)

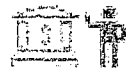
## Overall Adult System Projections



**# of Additional Units or Slots Needed to Yield a 50% Reduction in the Unsheltered Homeless Population by 2021 (5 Years)**



Shelter and Temporary Housing



Short Term Rental Subsidy/Self Resolve

+Prevent, Divert, Move



Medium-Term Rental Subsidy/Rapid Rehousing



Supportive Housing/Long Term Subsidies



# Goals and Objectives - Sample

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Department will be fully operational by the end of 20xx

Develop and begin advocating for a regional, state and federal policy agenda in 20xx

<sup>65</sup>  
Fully operational single data system in 20xx

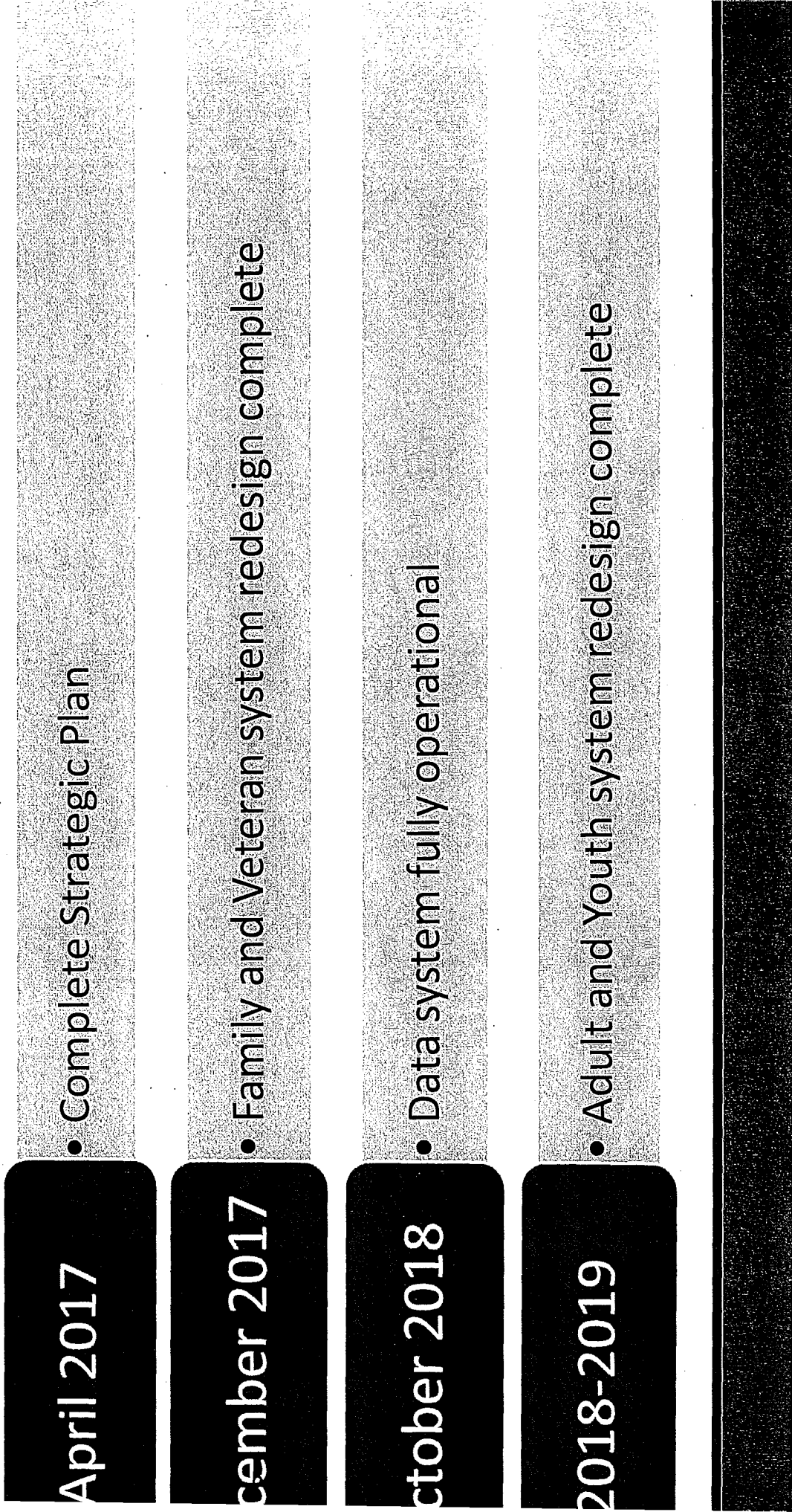
Redesign and implement a new communications system for public concerns by 20xx

Fully implement a prevention and diversion program in 20xx

Use newly collected data to redefine metrics for success and accountability in 20xx



# Timeline





President, District 5  
BOARD of SUPERVISORS



BOS-11, COB,  
Leg Rep, Dep. O.A.  
City Hall PSNS, B+F  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco 94102-4689  
Tel. No. 554-7630  
Fax No. 554-7634  
TDD/TTY No. 544-5227

London Breed

**PRESIDENTIAL ACTION**

Date: November 17, 2016

To: Angela Calvillo, Clerk of the Board of Supervisors

Madam Clerk,

Pursuant to Board Rules, I am hereby:

Waiving 30-Day Rule (Board Rule No. 3.23)

File No. \_\_\_\_\_ (Primary Sponsor)

Title. \_\_\_\_\_

Transferring (Board Rule No. 3.3)

File No. 160674 Farrell  
(Primary Sponsor)

Title. Urging the Department of Homelessness and

From: Public Safety & Neighborhood Services Committee

To: Budget & Finance Committee

Assigning Temporary Committee Appointment (Board Rule No. 3.1)

Supervisor \_\_\_\_\_

Replacing Supervisor \_\_\_\_\_

For: \_\_\_\_\_ Meeting  
(Date) (Committee)

BY: [Signature]  
2016 NOV 17 PM 12:19  
BOARD OF SUPERVISORS  
SAN FRANCISCO, CA

*London Breed*

London Breed, President  
655 Board of Supervisors

