

# H O P E



HOUSING OPPORTUNITY, PARTNERSHIPS & ENGAGEMENT



# Government Audit & Oversight Hearing

Thursday, February 25, 2016

Mayor's Office of  
Housing Opportunity,  
Partnerships & Engagement

*Finding ways to improve outcomes for individuals in all forms of city sponsored housing-including shelters, supportive, public and affordable housing.*

# HOPE'S Role:

To coordinate city agencies, nonprofits and other stakeholders to improve homeless services in San Francisco. HOPE supports other City agencies in the implementation of services for people experiencing homelessness.

## Coordinate City Services

- Pier 80
- Navigation Center
- El Nino Shelters

## Advocacy & Outreach

- President Obama's FY 2017 budget proposal
- West Coast Mayor's Alliance

## Implement Best Practices & Policies

- Homes for Hero's
- Shelter Access Workgroup
- SFICH
- Updated 10 year plan to end homelessness

## Projects

- 2015 Point In Time Count
- Mayor's Fund for the Homeless

# HOPE

## Navigation Center

- Over 350 people served
- 225 Positive housing exits
- Co-Location of services
- Low-Threshold model
- Focus on housing placements

## SFICH

- Collaboration of Department heads
- Presentations of best practices from around the country
- Expert advise

## New Department Development

- Announced - December 2015
- Community Engagement – Underway
- System Mapping – Underway

## Mayor's Fund for the Homeless

- FY 13-14 \$345,000
- FY 14 - 15 \$550,000
- FY 15-16 (to date) \$46,000

## HOPE Staffing

- 5 person team
- 1 person at Navigation Center

# Areas for Development Within The Homelessness System

## Coordinated Entry

- For all subpopulations
- For all placements
- To identify system gaps
- Consistent and transparent housing placement

## Expand Rapid Re-Housing

- Successful for many families
- In pilot phase for individuals
- In pilot phase for youth

## Community-Wide Database

- Consistent data standards
- Real time access to data
- Using data more extensively for system & program planning

## Housing Ladder

- Pilot strategies for people to move on from PSH as appropriate

# The Navigation Center: A New Approach

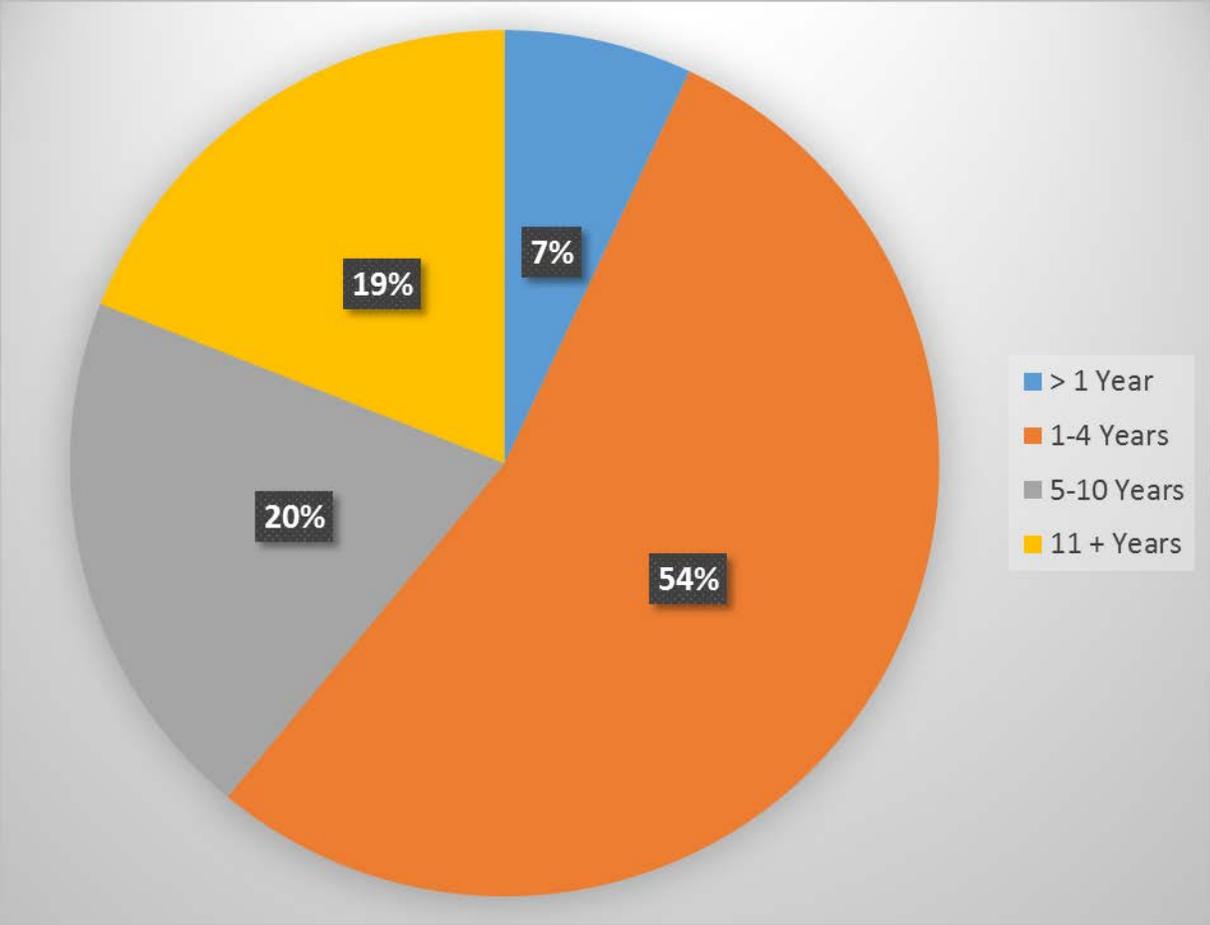
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- Target Population:
  - Encampments
  - People who have not accessed the traditional shelter system
  - Long term homeless
  - Homeward Bound Clients
- Low Barrier:
  - 3 P's (Pets, Possessions, Partners)
  - 24 hour access / no curfew
  - Harm Reduction
- Focus on Housing:
  - Housing is priority 1 from day 1
  - Connection to mainstream benefits
  - Co-location of benefits workers

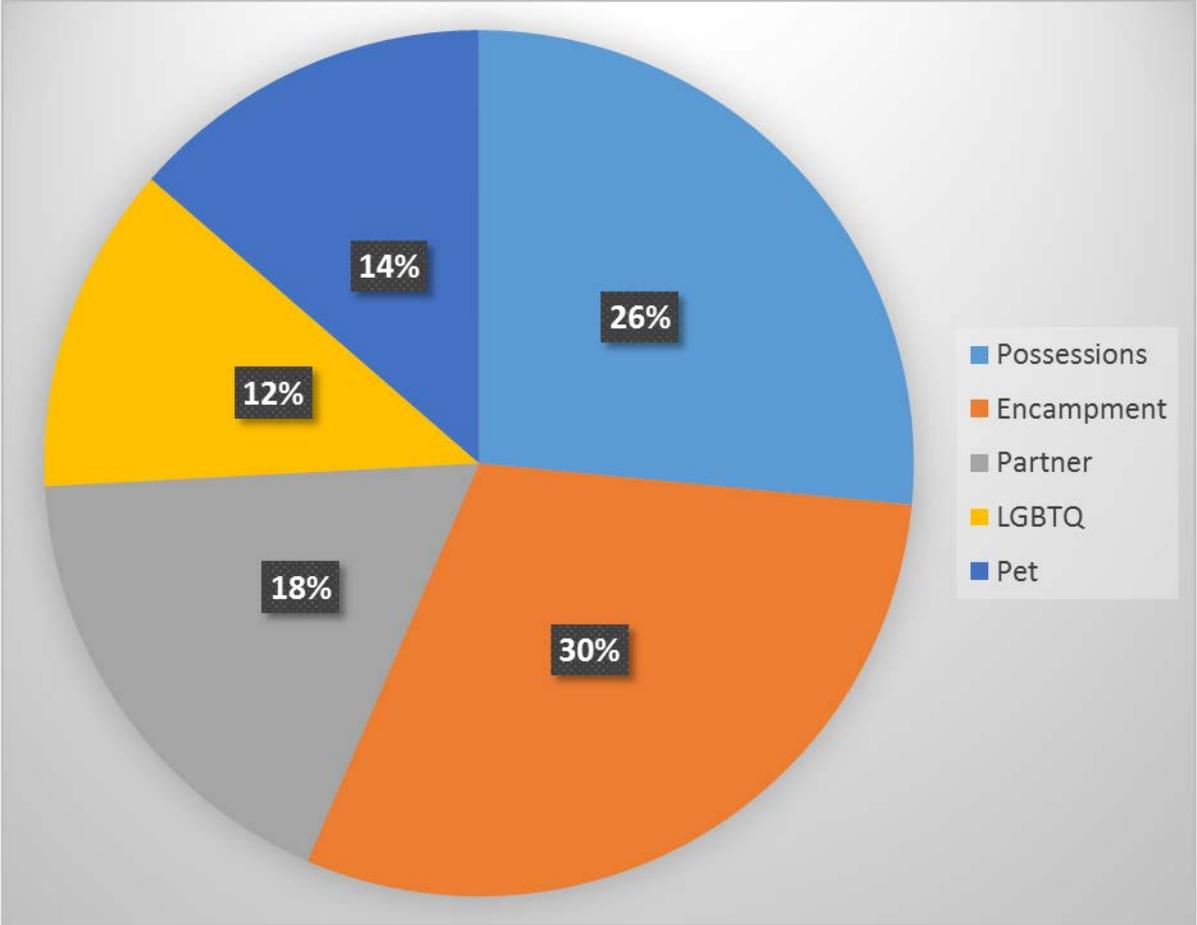


# Navigation Center Clients

## Length of Homelessness

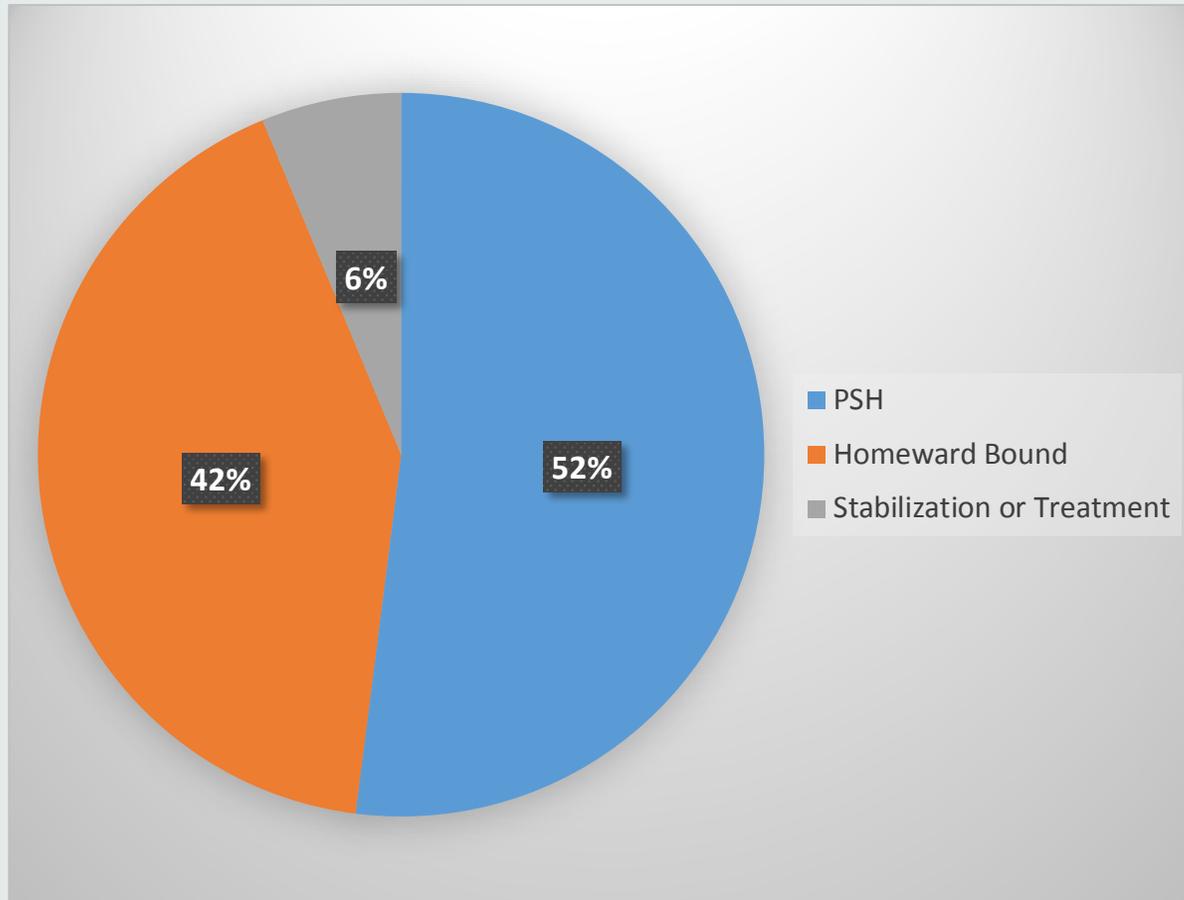


## Barriers to Shelter / Services

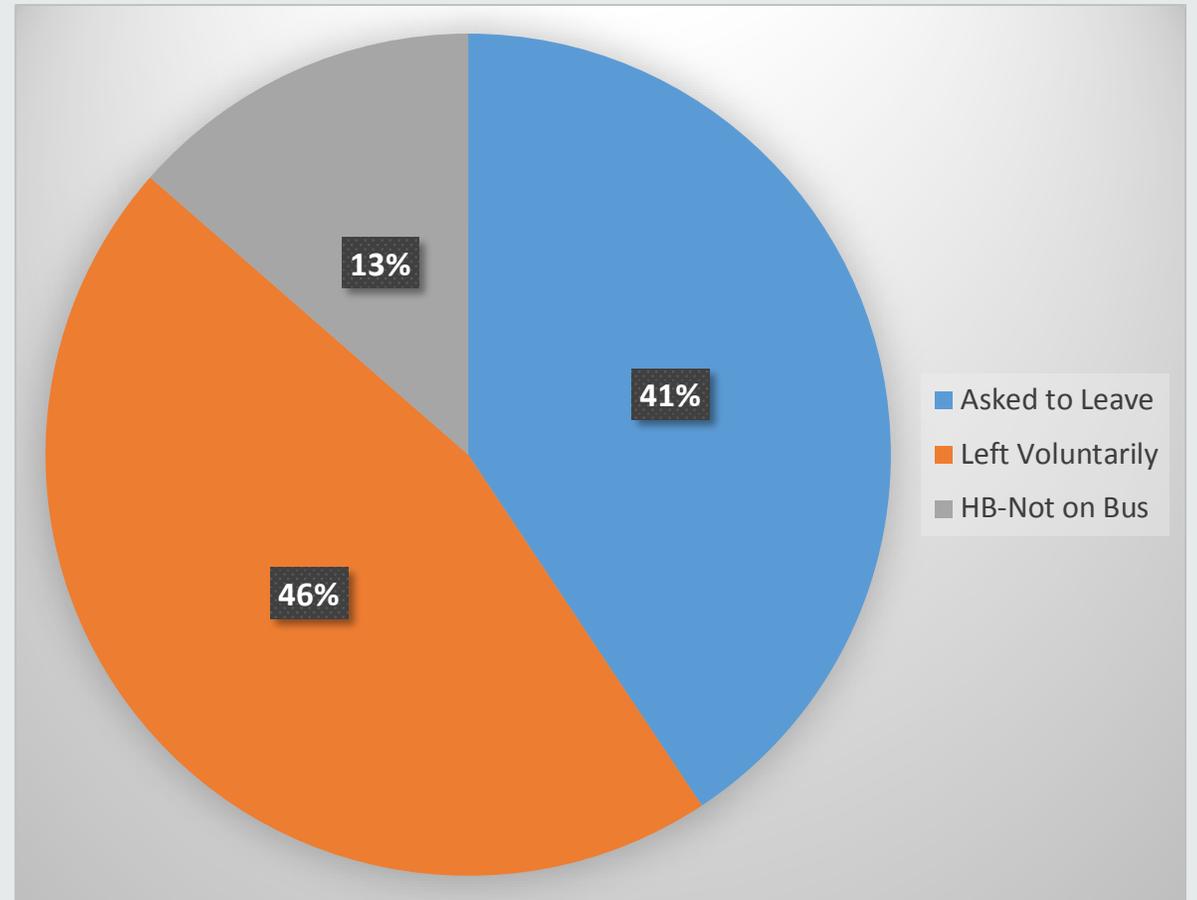


# Outcomes: Housing Placements

“Positive” Exits (79%)



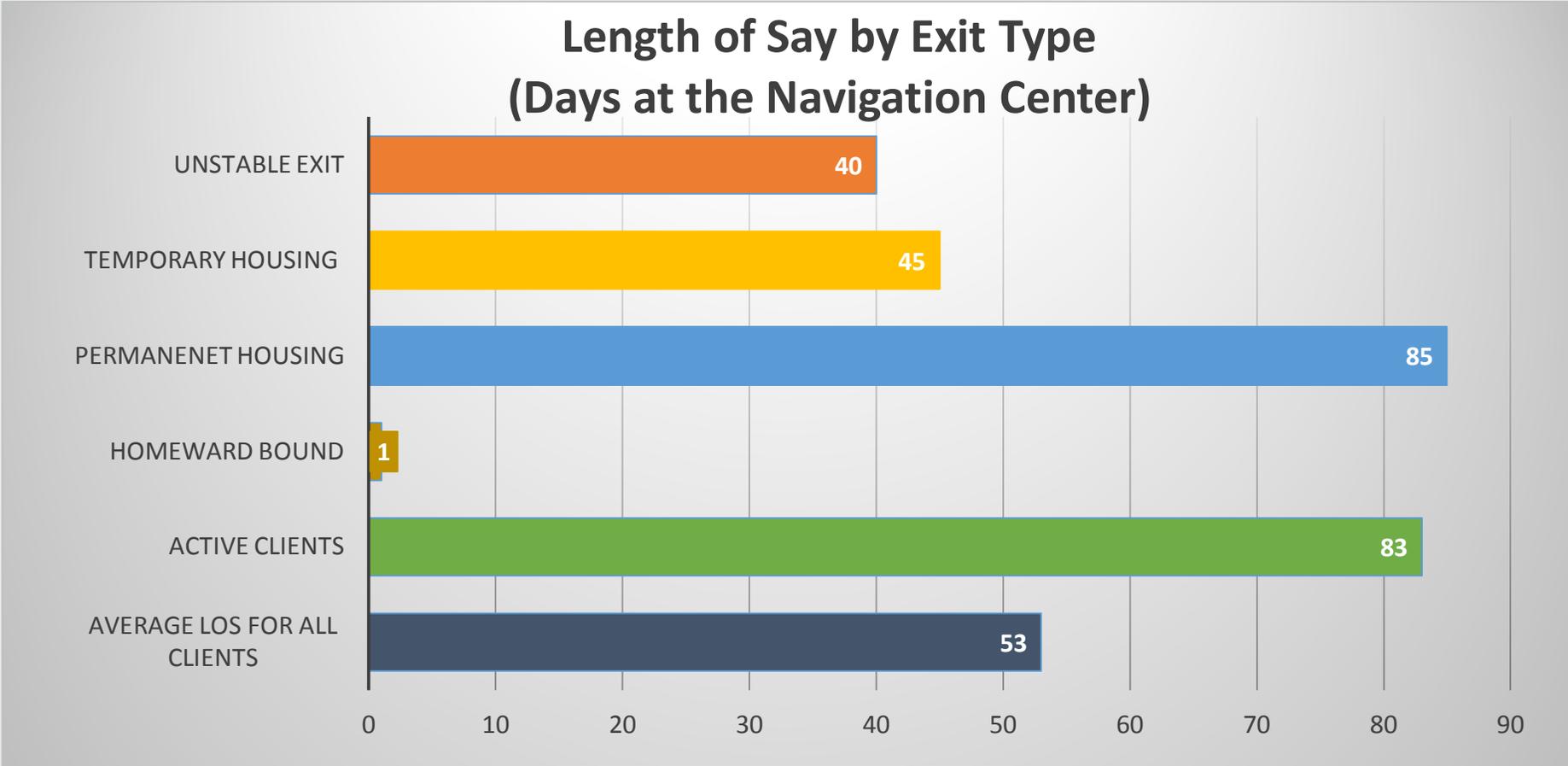
“Negative” Exits (21%)



# Navigation Center: Outcomes

355 clients served

69 clients currently in the Navigation Center (capacity 75)



# Navigation Center: Next Steps

Transform traditional shelter system based on learnings from Navigation Center

Standardize performance measures and benchmarks across the system

Prioritize longest term homeless in encampments

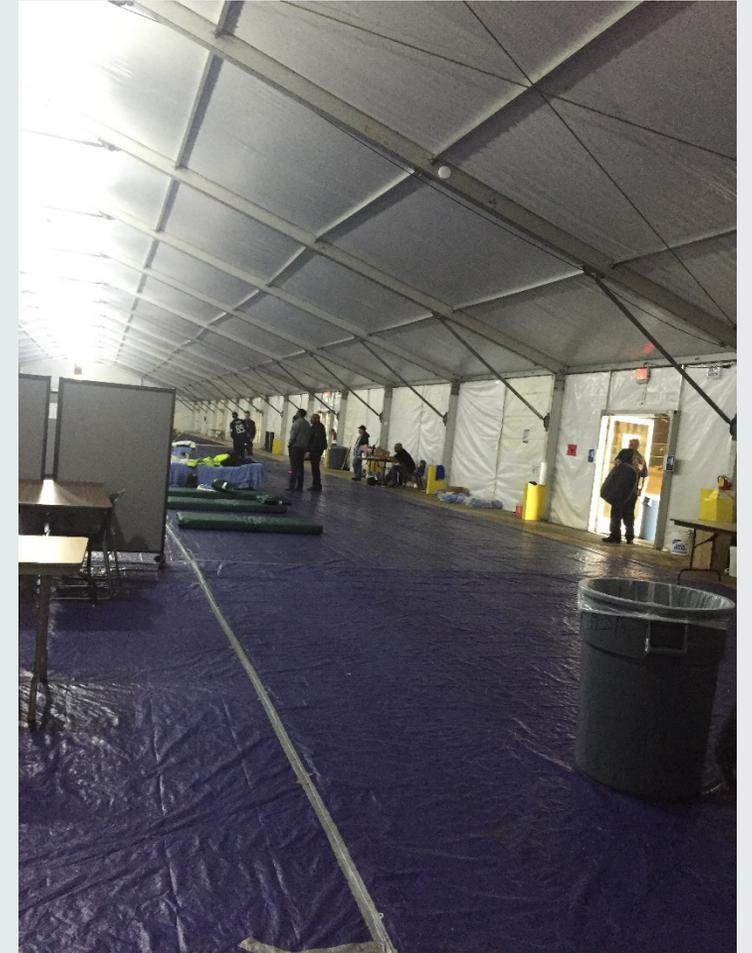
Open additional Navigation Center sites

# Pier 80 Shelter

150 bed winter shelter

Managed by St. Vincent de Paul

As of Tuesday, 95 people from Division St sheltered at Pier 80 to date



# Addressing Street Homelessness & Encampment

## Street Outreach (April – December 2015)

- 10,858 Outreaches Attempted
- 8,208 Successful Engagements
- 4,376 Referrals for Services Made
- 1,624 Linkages with Services Made
- 277 Shelter Reservations Made

## Navigation Center

- 41% of guests from encampments
- 76% of guests had no shelter stay within 12 months
- 355 guests served
- 225 Positive housing exits

## Pier 80

- Opened Feb 5<sup>th</sup> at a winter shelter response
- 95 people from Division St have come in

## Homeward Bound

- Staffing expanded to 8 outreach workers
- Feb 2005 – Dec 2015 = reunited 9,560 people
- Average cost of \$186/person
- 2015 = reunited 875 individuals

## Long Term Housing

- Newly added PSH:
  - Baldwin Hotel
  - Henry Hotel
  - Civic Center
- 225 additional PSH units are in process

# New Department

*Coming soon!*

# Informing the New Department

**Updated 10  
Year Plan from  
LHCB**

**Advice from  
National  
Experts**

**Nationally  
Recognized  
System Models**

**Local, Regional  
& National  
Data**

**Lessons from  
Other  
Communities**

**Local &  
National Best  
Practices**

# New Department on Homelessness: Goals

Through the provision of coordinated, compassionate, and high-quality services the Department will work toward the goal of making homelessness in San Francisco rare, brief, and onetime. Benchmarks toward this goal include:

**Housing 8,000  
people in the  
next 4 years**

**Reducing the  
number of  
people who  
become  
homeless**

**Reducing the  
length of time  
people spend  
homeless**

**Reducing street  
homelessness**

# New Department Priorities

Housing First—a system focused on permanent housing & a rapidly re-housing model

Building on the culture of **customer service** within the City's system of care & housing

Continuing to move toward a **fully coordinated system** with **transparency in the housing placement** process

Focus on ending homelessness for people **who have been homeless the longest**

# Updated 10 Year Plan: Aligning SF & Federal Priorities

## OVERVIEW

### FIVE HIGH-LEVEL GOALS<sup>1</sup>

- Increase access to stable and affordable **housing**
- Increase **economic security**
- Improve **health** and stability
- Retool the homeless **emergency response** system
- Improve **leadership**, collaboration, and civic engagement

### FIVE KEYSTONE ACTION STEPS

These action steps are foundational to making progress on ending homelessness in San Francisco.

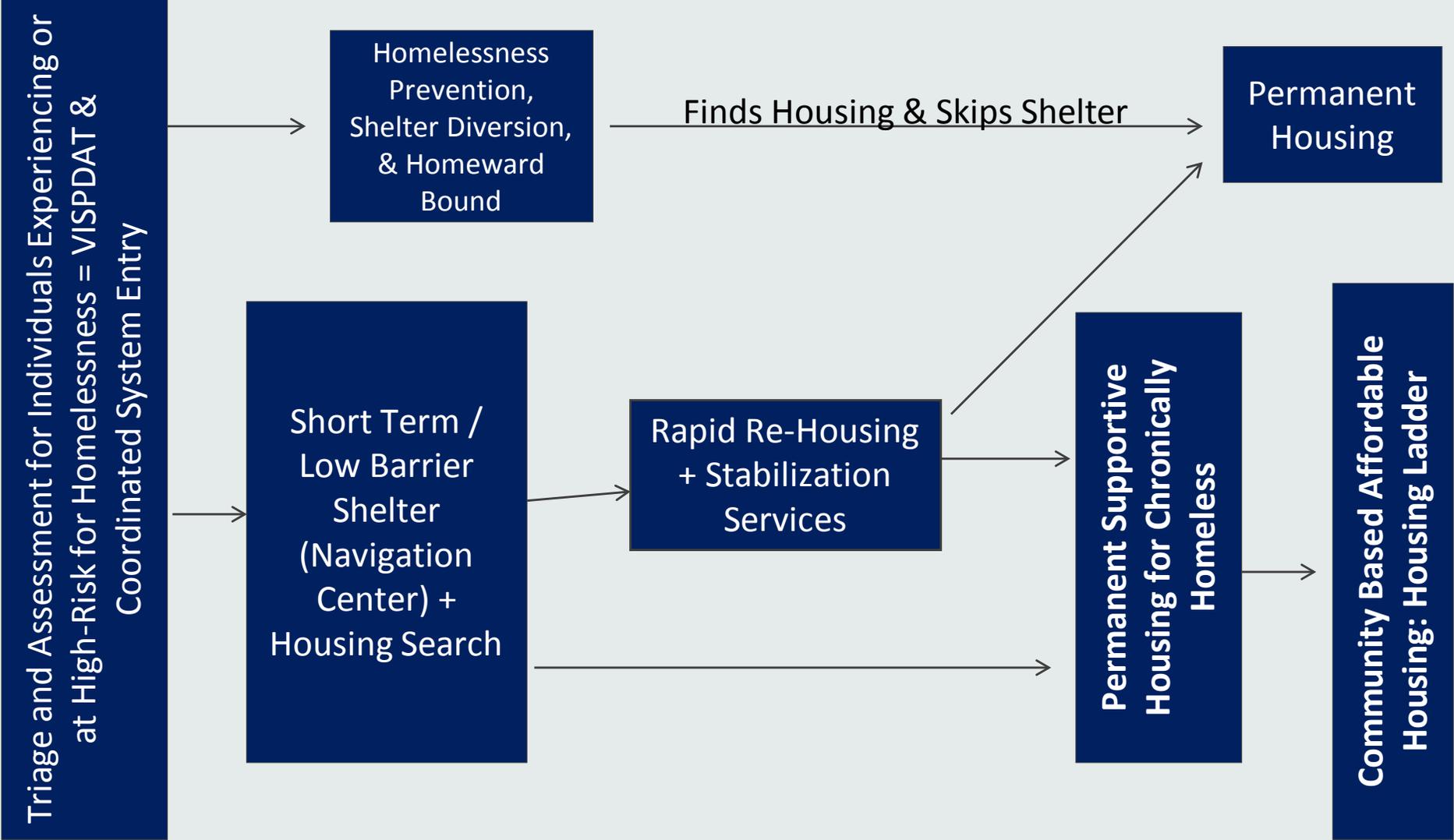
- **CITY-WIDE POLICY ALIGNMENT** *(See Leadership, Strategy #1)*
- **CITY-WIDE COORDINATED ASSESSMENT AND INTAKE** *(See Housing, Strategy #2 and #3)*
  - **PLACE LONGEST TERM HOMELESS IN HOUSING FIRST**
  - **SUPPORT ON GOING HOUSING CHOICE**
- **1000 MORE PERMANENT SUPPORTIVE HOUSING UNITS** *(See Housing, Strategy #1)*
- **DEVELOPMENT OF INNOVATIVE PERMANENT HOUSING MODELS, ESPECIALLY CONGREGATE HOUSING**
- **DATA-DRIVEN PERFORMANCE MEASUREMENT TO ENSURE THAT ACTIVITIES AND POLICIES ARE HAVING IMPACT**

# Advice from National Experts

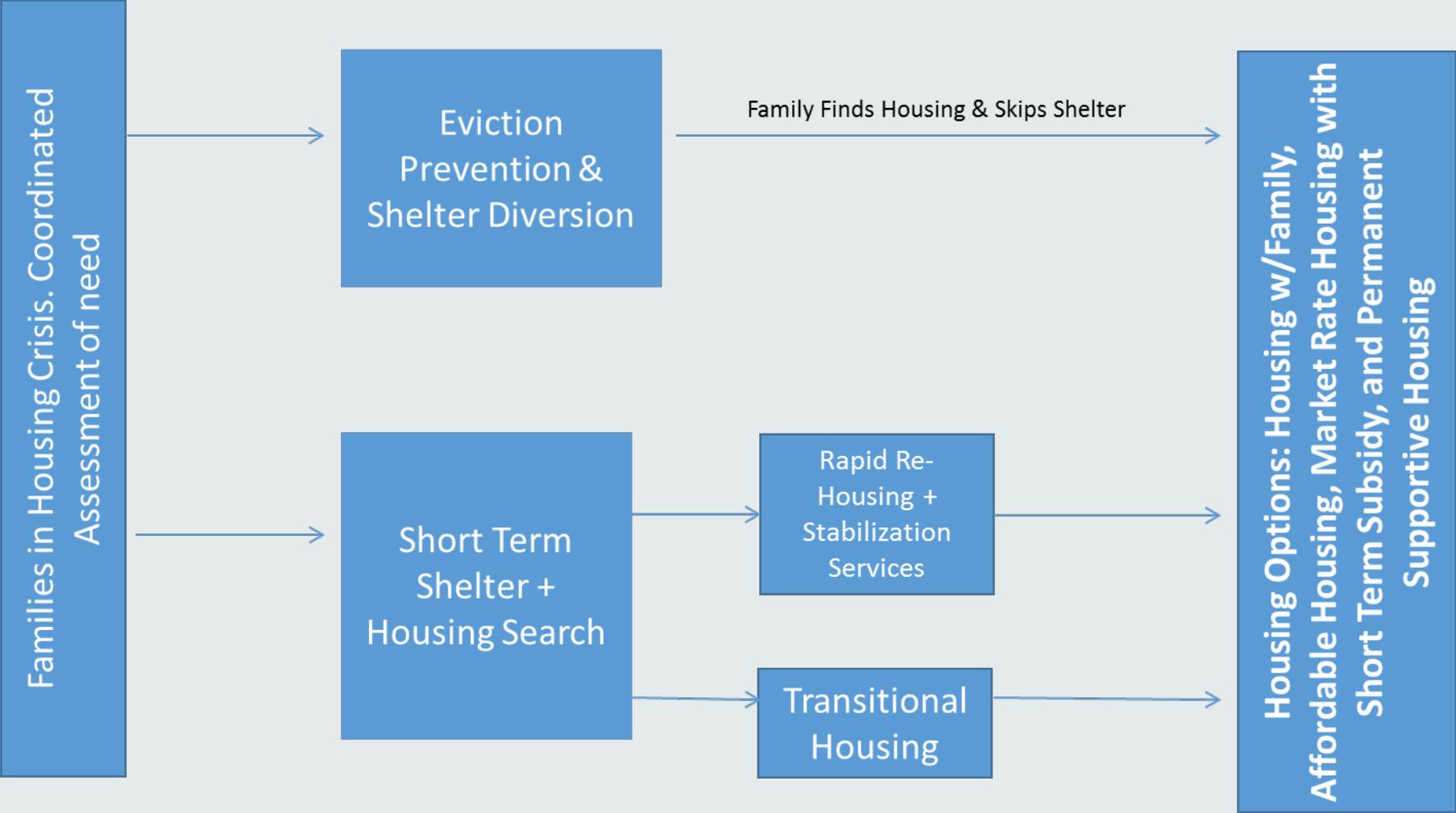


- HOPE has hosted Matthew Doherty, of the US Interagency Council on Homelessness – President Obama’s point person on the issue. Key advice for new Department:
  - Maintaining strong collaborations with other City agencies
  - Aligning priorities with those of the federal government (HUD, VA, HHS)
  - Coordinating data across departments and improving data collection procedures

# National Models: Individual Crisis Response System

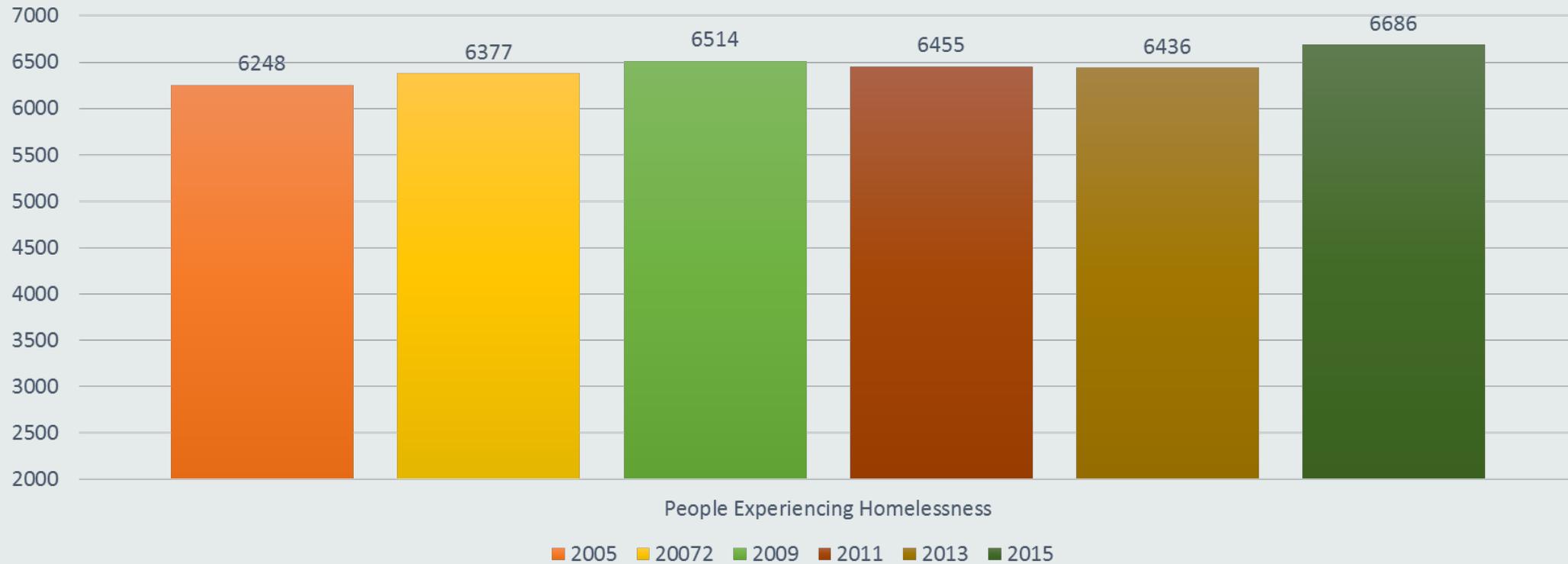


# National Models: Family Crisis Response System

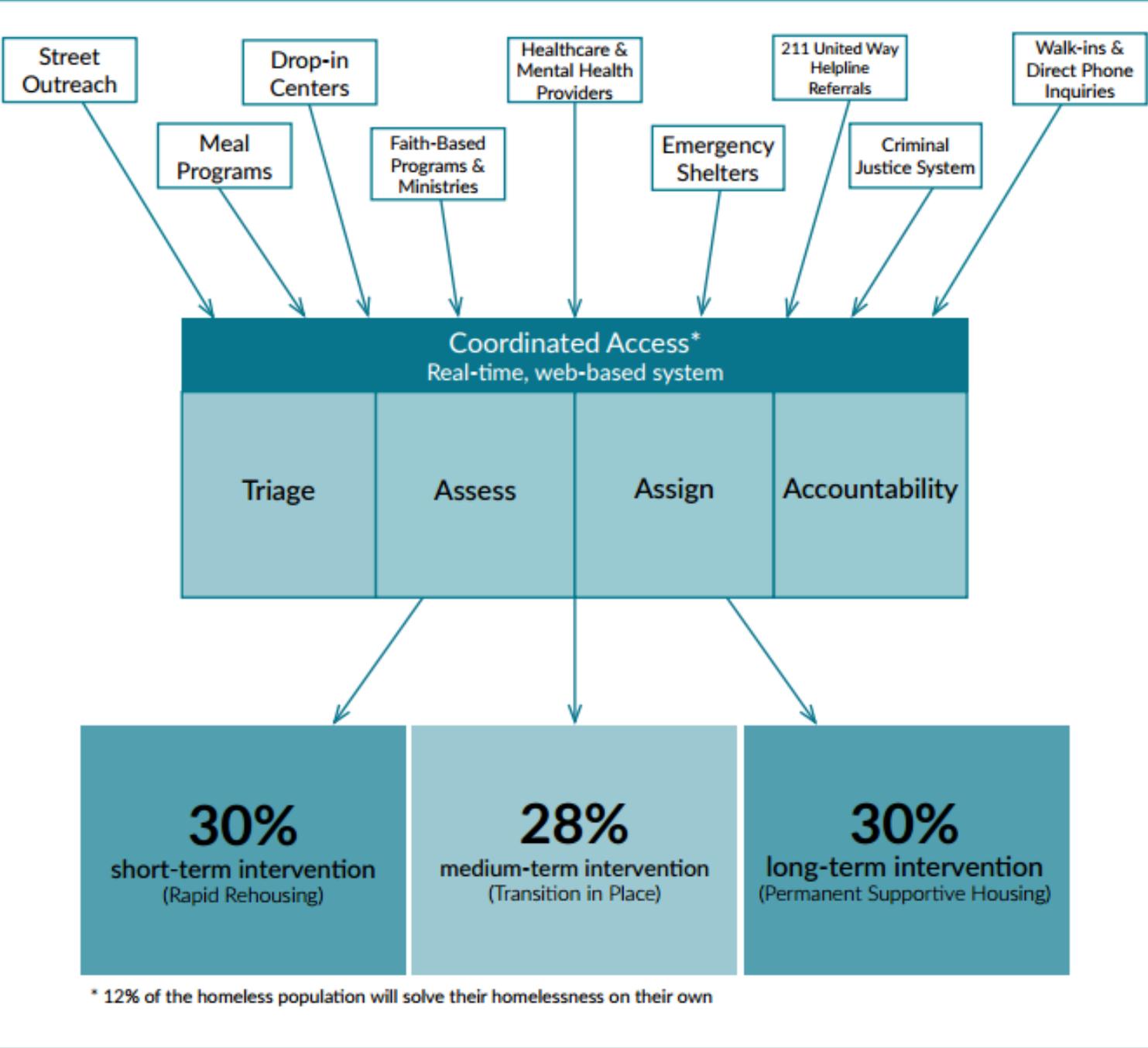


# Data: Point In Time Count

## SF Point in Time Count – Sheltered and Unsheltered Population Trend



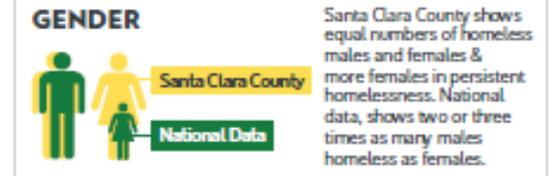
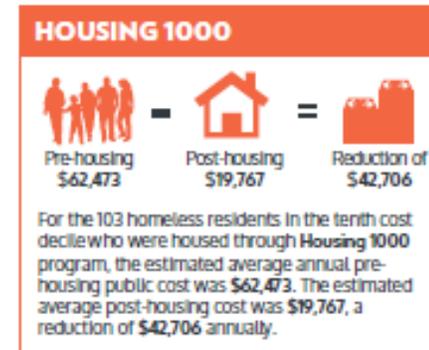
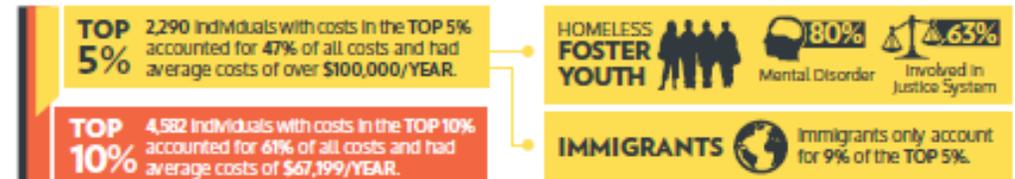
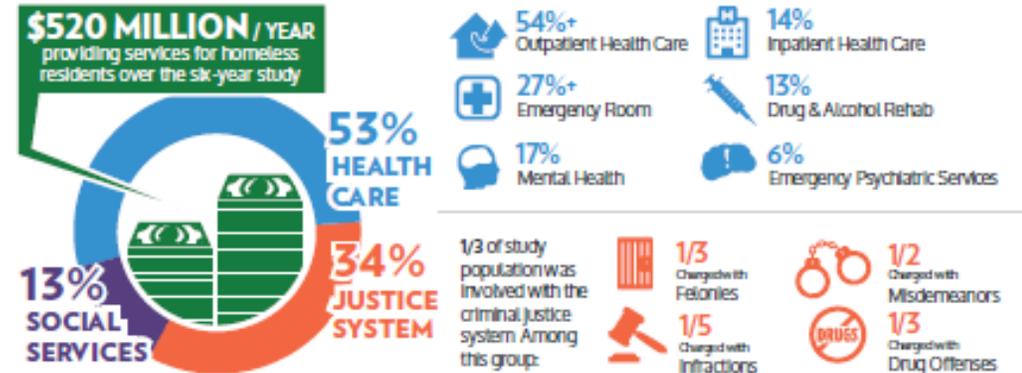
# Presentation to SFICH on Houston Model



# Presentation to SFICB on Santa Clara County Research

## THE LARGEST & MOST COMPREHENSIVE COST STUDY OF HOMELESSNESS IN THE USA

104,206 individuals in Santa Clara County over 6 years - between 2007 and 2012



- SOLUTIONS**
- Invest in Homelessness Prevention
  - Expand Local Rapid Re-housing Programs
  - Build Permanent Supportive Housing & Create New Housing Opportunities

Source: Home Not Found: The Cost Of Homelessness In Silicon Valley  
To read the full report visit [destinationhome.scc.org](http://destinationhome.scc.org) @ststudy



To find out more visit: [DESTINATIONHOMESCC.ORG](http://DESTINATIONHOMESCC.ORG)

# Local & National Best Practices: Human Services Agency's Coordinated Assessment and Entry Model



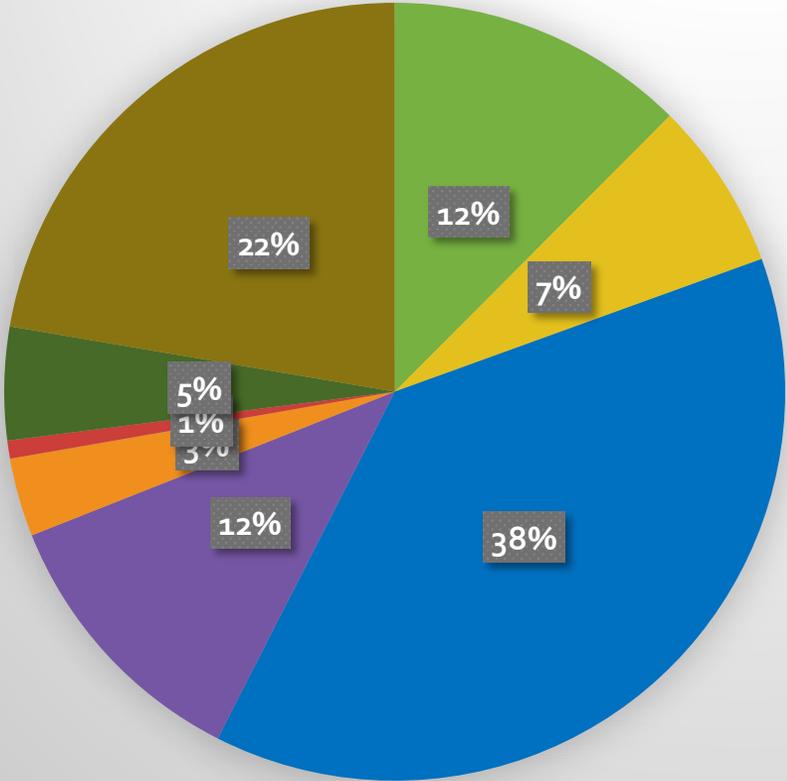
# Local & National Best Practices: Rapid Re-Housing

- Highly Effective for Families
- Being piloted for individuals and youth



# Local & National Best Practices: Homes for Heroes

Current Status of 1367 Veterans in the City-Wide Registry



- Chronically Homeless Veterans for Outreach and Placement (183)
- Seeking HUD VASH Housing (103)
- Housed by Coordinated Entry System (559)
- Housed without Assistance of Coordinated Entry (169)
- Inactive Veterans (49)
- Deceased (11)
- Living Outside of SF (69)

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