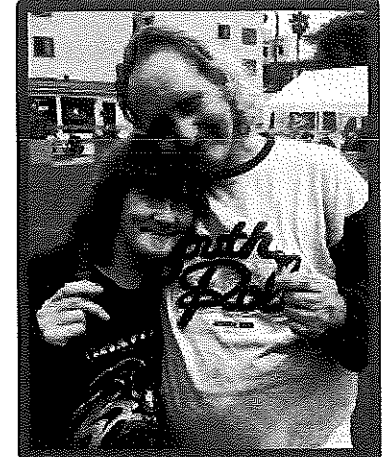
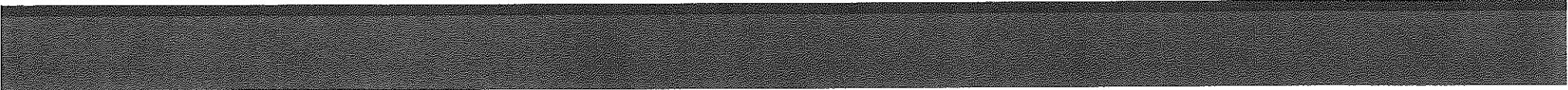


File # 160674
Received in Committee
12/7/16
for.



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



Purpose of Strategic Planning Process

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

December 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

- 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

Reviewed data from 13 data bases

Reviewed local state and federal reports

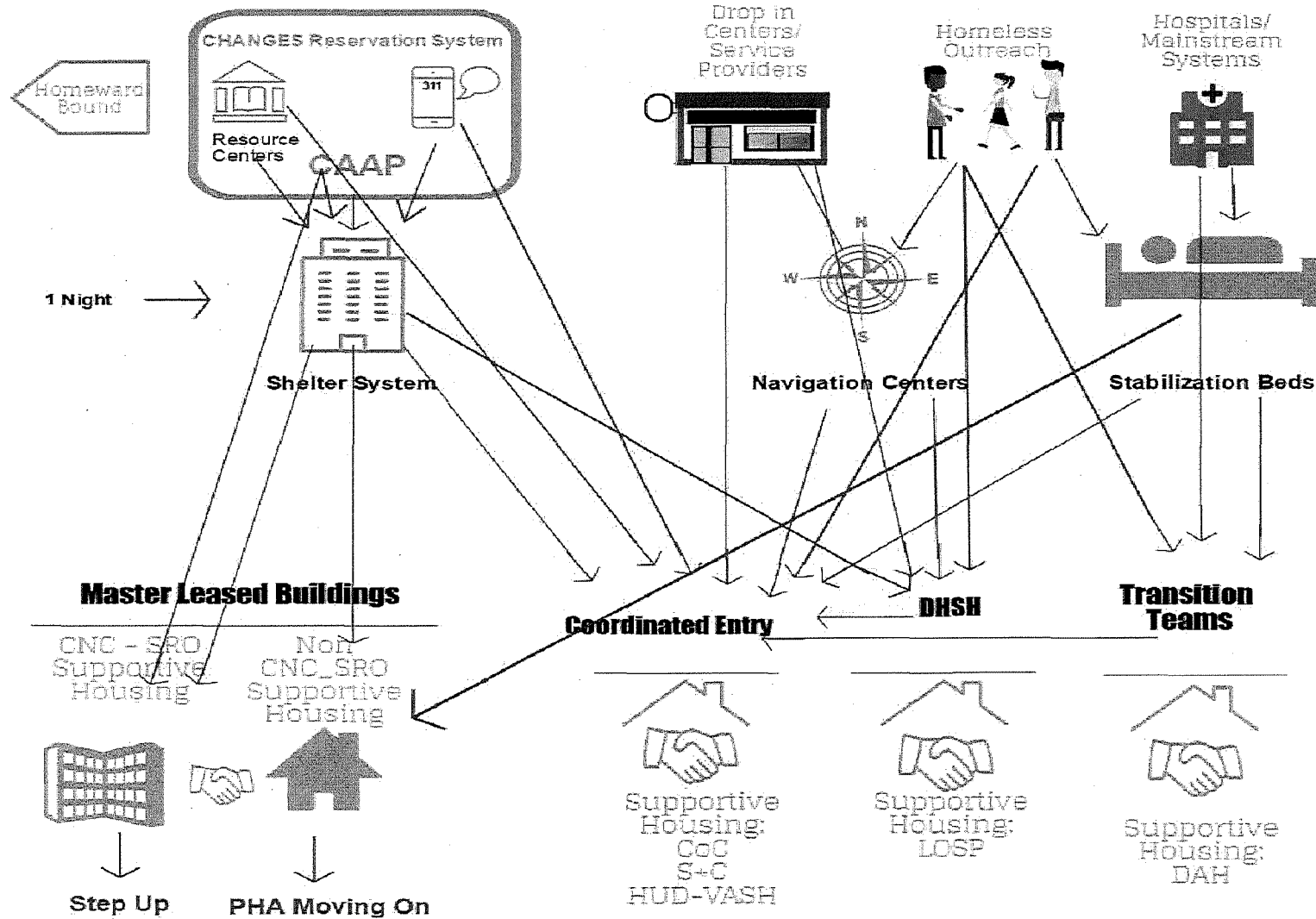
Met with staff from HSH, DPH, HSA, MOHCD & other departments

Researched best practices from other communities

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



Current Homeless Service System



Principles - Draft

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

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

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

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

- 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

End chronic homelessness among veterans by 20xx

Resolve XX street encampments by 20xx

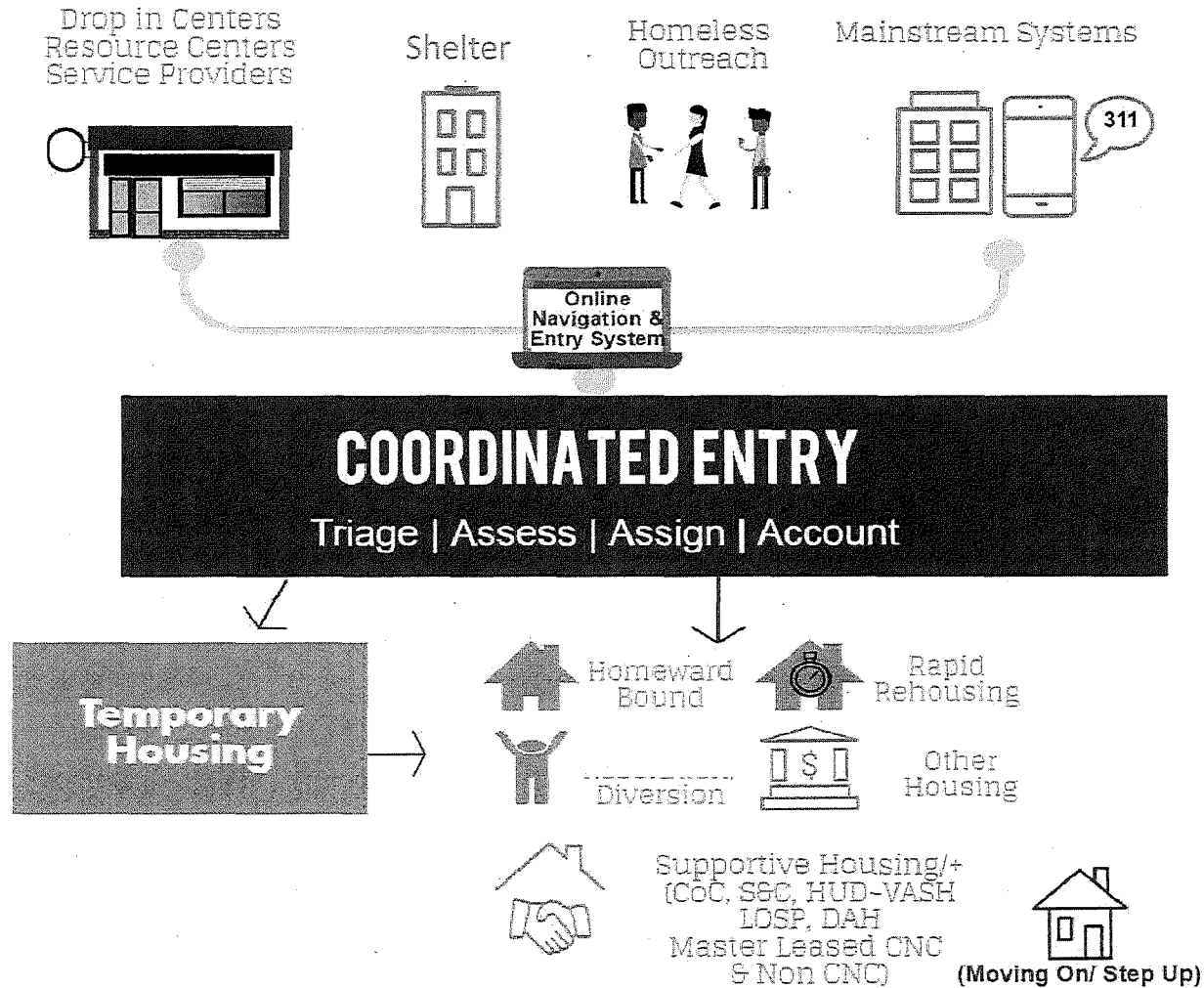
End chronic homelessness for XX individuals by 20XX

Help xx youth exit homelessness by 20XX

End family homelessness by 20xx



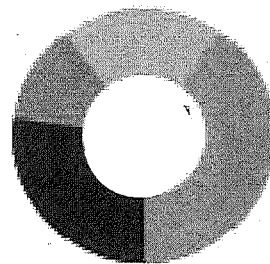
Redesigned Adult System (example)



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, Mov



Medium-Term Rental Subsidy/Rapid Rehousing



Supportive Housing/Long Term Subsidies



Goals and Objectives - Sample

Department will be fully operational by the end of 20xx

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

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

April 2017

- Complete Strategic Plan

December 2017

- Family and Veteran system redesign complete

October 2018

- Data system fully operational

2018-2019

- Adult and Youth system redesign complete