



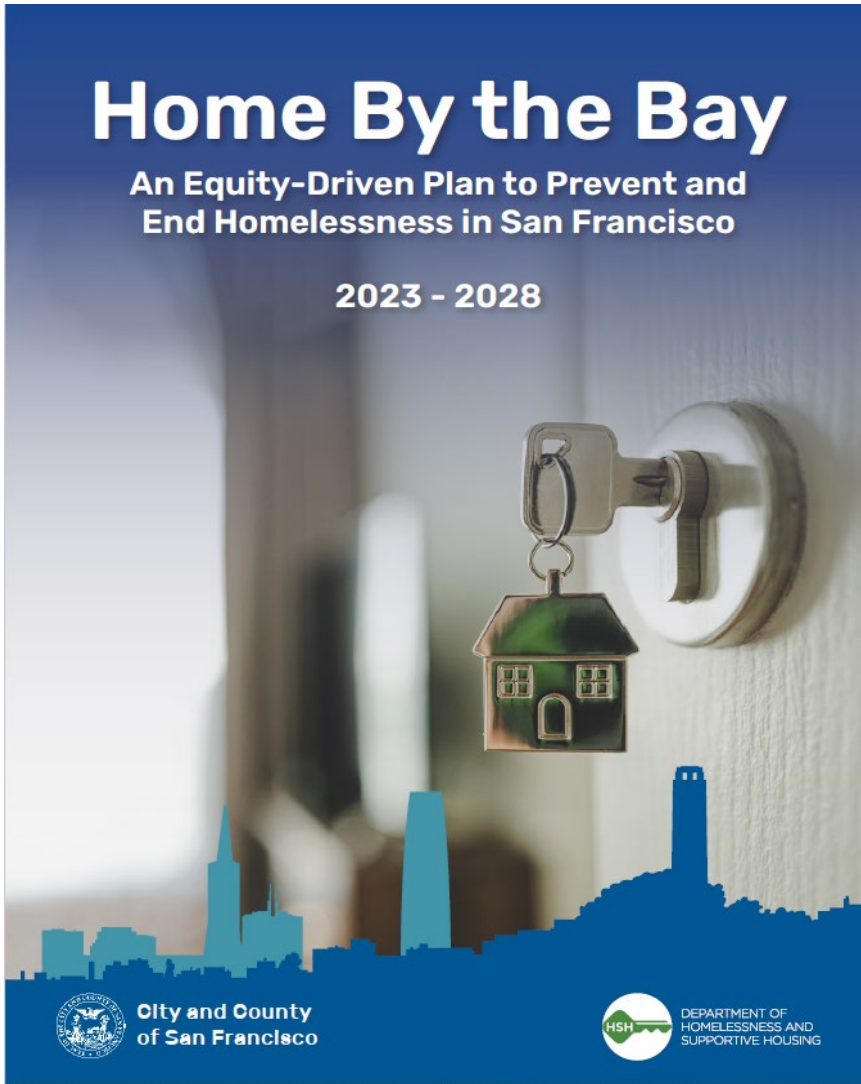
DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

Home by the Bay:

An Equity-Driven Plan to Prevent and End Homelessness in San Francisco

Homelessness and Behavioral Health Select Committee | September 29, 2023





Guiding Principles

- Leadership and Guidance from People with Lived Expertise
- Housing First and Housing-Focused
- People-Centered and Strengths-Based
- Intentionality in Crisis
- Courage
- Compassion
- Collaborative Relationships and Shared Decision-Making
- Respectful and Inclusive
- Data-Driven
- Targeted and Tailored
- Common Sense

**Long-term
Vision: San
Francisco
commits
to...**

Advancing racial equity.

Advancing **housing
justice.**

Ensuring **no one
experiences
homelessness.**

Ensuring everyone has
the **housing, supports,
community, and
opportunities**
they need to thrive.

Core Values

Equity and Justice

Advance equity
across all efforts
to prevent and
end
homelessness.

Quality

Strengthen and
improve quality
of services.

Innovation

Encourage and
support creative
and sustainable
solutions.

What Makes This Plan Different?

Equity-Driven	<ul style="list-style-type: none">• Developed with active community engagement/stakeholder input processes and with the partnership of people with lived expertise of homelessness.• Recruited and compensated Community Liaisons with lived expertise to design and implement engagement activities; surveys and focus groups with people currently and formerly experiencing homelessness
Reflects Broad-Based Input	<ul style="list-style-type: none">• Input sessions with service providers, community leaders & stakeholders representing neighborhood groups, merchant associations, business community, & general public.• Facilitated planning discussions with the HSH Strategic Framework Advisory Committee, the Local Homeless Coordinating Board, the Our City, Our Home Oversight Committee, and other entities.• Identified issues, strategies, and activities that have already been prioritized and are being implemented within the community.
Citywide in Scope	<ul style="list-style-type: none">• Developed with input from multiple City departments; reviewed and considered other existing relevant plans and reports. Focus on cross-departmental planning and coordination.
Quantitative System Modeling	<ul style="list-style-type: none">• Used the best available data to project how changing the mix and scale of a packaged investment of shelter, housing, and prevention services will impact homelessness.

Priorities of People Experiencing Homelessness

Top Priorities:

- Improving housing options
- Making it easier or faster to get housing
- More housing options
- Improved shelter system
- Improved case management services

Other Priorities:

- More shelter beds
- Improving/expanding mental health services
- Equitable program & service access
- More job opportunities
- Expanding outreach services
- Better training and more resources for outreach workers and case managers

89% of survey respondents said they would **accept permanent housing** if the City offered it today.

Building on Past Success



Strategic Plan 5 Year Goals: July 2023 - June 2028



GOAL #1

Decreasing Homelessness: Reduce the number of people who are *unsheltered* by 50% and reduce the *total* number of people experiencing homelessness by 15%.



GOAL #2

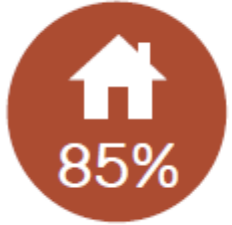
Reducing Racial Inequities and Other Disparities: Demonstrate measurable reductions in racial inequities and other disparities in the experience of homelessness and the outcomes of City programs for preventing and ending homelessness.²



GOAL #3

Increasing Number of People Exiting Homelessness: Actively support at least 30,000 people to move from homelessness into permanent housing.

Strategic Plan Goals: July 2023 - June 2028



GOAL #4

Supporting People to Succeed in Housing: Ensure that at least 85% of people who exit homelessness do not experience it again.






GOAL #5

Preventing Homelessness: Provide prevention services to at least 18,000 people at risk of losing their housing and becoming homeless.

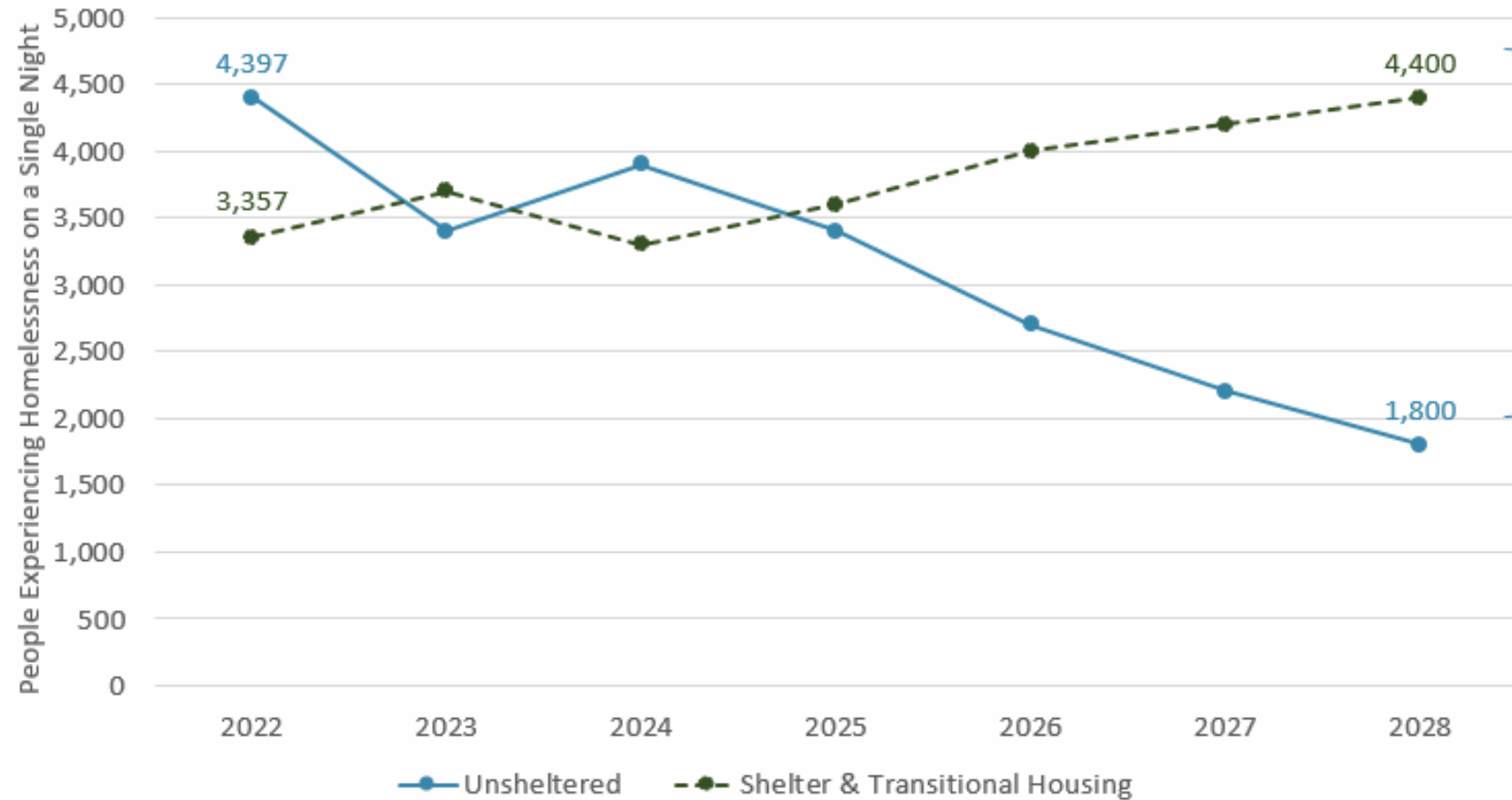
City will expand the homelessness response system & focus on 5 strategic action areas.

Strategic Plan System Expansion Goals

To achieve the Plan's goals, the City must make investments in prevention, shelter, and housing between July 2023 and June 2028.

 Prevention Services	 Shelter Beds	 Permanent Housing
Prevention services for 4,300 additional households	1,075 new shelter beds	3,250 new units of permanent housing
Current Inventory		
13,000 households over 5 years	3,062 shelter beds	13,183 housing slots
FY 23-25 Budget progress towards Five-Year Strategic Plan Goals		
+ 1,650 households (prevention & problem solving) 34%	+ 594 shelter beds 55%	+ 355 housing slots 11%

PIT Count Projections: Sheltered and Unsheltered Homelessness



Greater than 50%
reduction in unsheltered
homelessness by 2028

Cost Projections

System modeling has also made it possible to **project the costs of expanding the homelessness response system with these additional resources and services.**

The City estimates that the projected expansion of the homelessness response system will require:

- More than **\$607 million in additional funding during the five-year timeframe of this Plan;** and
- More than **\$217 million in additional funding annually, thereafter, increasing with inflation over time,** to sustain the new investments.

Strategic Plan Action Areas



Enhancing System Performance and Capacity

Focus of Activities

- Building and supporting nonprofit provider capacity and sustainability
- Enhancing performance management and accountability
- Strengthening the quality, diversity, and utilization of data
- Improving alignment of citywide strategies and resources
- Implementing a redesigned equitable Coordinated Entry system

Advancing Racial Equity and Housing Justice

Focus of Activities

- Equity- and justice-focused data and analyses
- Collaborative partnerships and shared decision making
- Internal and external equity-focused capacity-building and non-profit sustainability activities
- Empowering the leadership of impacted communities and people with lived expertise

Enhancing System Performance and Capacity : Coordinated Entry Redesign

Phase 1: Evaluate

Feb. – July 2022

Surveys, equity analysis, report completed.

Key themes: greater transparency, more training, standardization, and more community involvement.

Phase 2: Re-Design

Sept. 2022 – April 2023

Redesign Workgroup develops and finalizes recommendations.

Priorities include: invest in staff, diversify options, clarify messaging, improve quality.

Phase 3: Implement

Ongoing

Coordinated Entry Redesign Committee

seated in August 2023 with 24 community stakeholders and 2 City staff. 65% have lived experience.

Strengthening Response to Unsheltered Homelessness

Focus of Activities

- Embedding expanded services and resources within outreach efforts, crisis interventions, shelters, and transitional housing programs
- Addressing the health, behavioral health, and services needs of people who are unsheltered
- Connecting people who are unsheltered directly to permanent housing
- Addressing community impacts and neighborhood concerns

Plan to Address Unsheltered Homelessness is *One Component* of the City's Broader Response to Street Conditions

San Francisco Fire Department (SFFD):
Fires and medical emergencies.

Department of Homelessness and Supportive Housing (HSH):
Solution-focused outreach and service linkage

Department of Public Health (DPH):
Medical outreach, behavioral health, overdoses responses.

San Francisco Police Department (SFPD):
Illegal activity, blocked sidewalks.

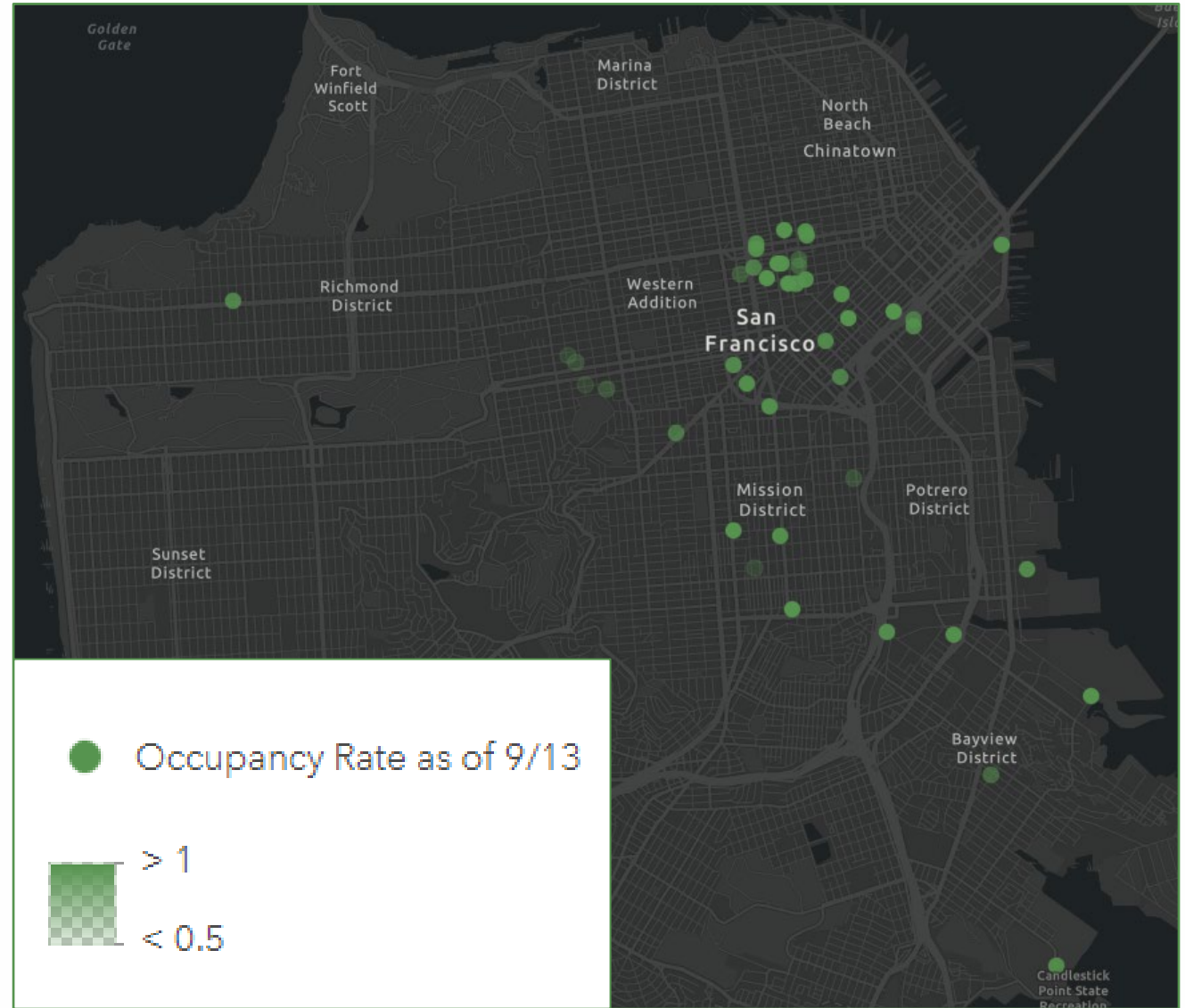
Department of Public Works (DPW): Trash/Waste and Street Condition

Healthy Streets Operation Center (HSOC):
Coordinates these departments and others (ex. MTA) to address encampment of 6+ tents.

Strengthening Response to Unsheltered Homelessness

- Adding 1,075 new shelter beds – critical expansion given high utilization of and high need for shelter beds.

HSH Shelter Resources: Locations and Occupancy Rate

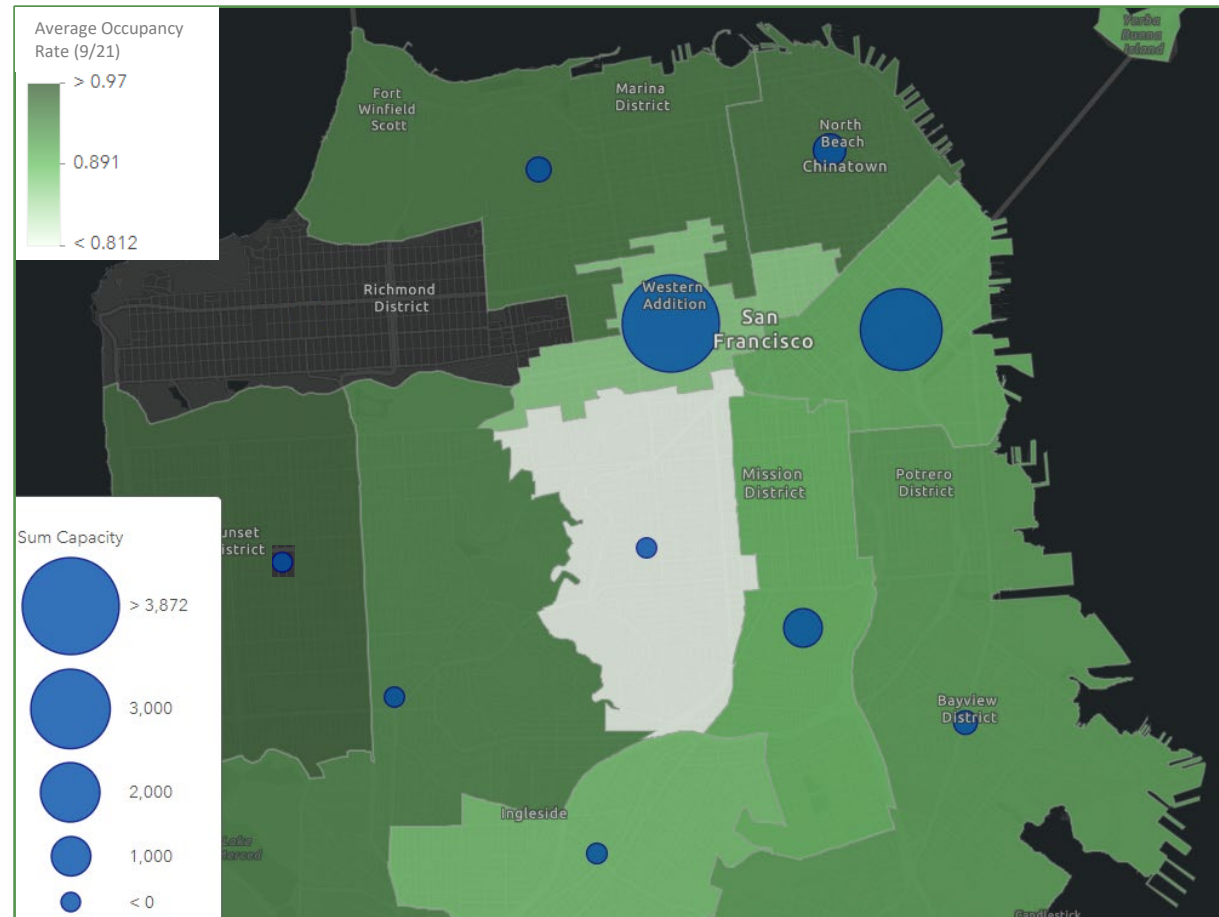


Increasing Successful and Stable Entries into Permanent Housing: Housing Placements

• Objective A: Improve **access** to, and ensure **low vacancy rates** across, the permanent housing portfolio.

• Strategies:

- new unit refusal/participation protocol
- expansion of case manager work to include document readiness
- unit-level inventory project
- "Street to Home" direct placement pilot



Preventing People from Experiencing Homelessness

Focus of Activities

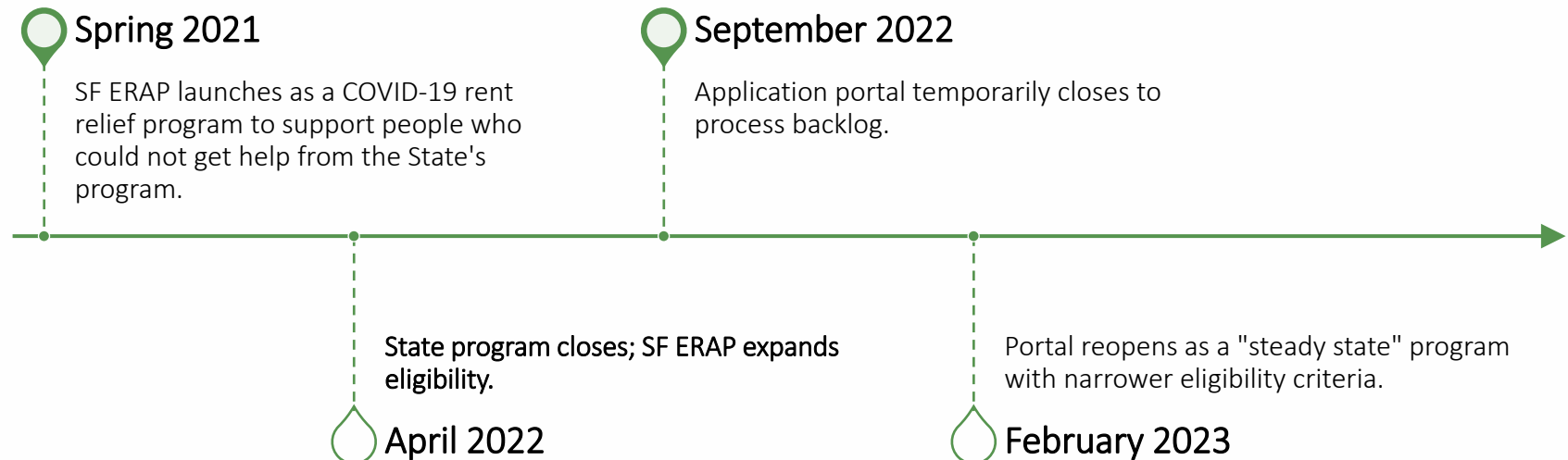
- Expanding prevention services to serve 4,300 additional households
- Strengthening current homelessness prevention and eviction prevention strategies and targeting
- Enhancing housing problem solving for people at the very cusp of homelessness
- Creating an expanded supply of affordable housing units that can prevent households from experiencing housing instability and crises
- Developing upstream prevention strategies that better prevent people from experiencing housing crises and risks of homelessness

Prevention and Problem Solving: FY2022-23 Program Updates

In FY2022-23, HSH's **housing problem solving** program disbursed over **\$2.8 million** to help **917 unique households** resolve their homelessness without ongoing City assistance.

The **SF Emergency Rental Assistance Program (SF ERAP)** is San Francisco's **main prevention program** and is jointly administered by HSH and MOHCD.

In FY 2022-23 HSH's 7 providers served **1,440 households** with **\$9.9 million**.



Accountability Mechanisms

Publicly
Reporting
Progress

Partnering with
People with
Lived Expertise

Homelessness
Oversight
Commission



DEPARTMENT OF
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Questions?

Thank you.