



HSH Progress Report

The Department of Homelessness and Supportive Housing (HSH) began forming in June 2016 and officially launched on August 15, 2016. HSH aligns programs and efforts spread across numerous city agencies into a single department. HSH's mission is to make homelessness in San Francisco rare, brief and one-time.

On day one, HSH staff began operating the extensive network of programs and services that helps thousands of San Franciscans in crisis every day. From June 2016 – May of 2017 HSH:

- Engaged 6,100 people on the street with outreach and case management
- Provided shelter to 5,633 unique individuals (adults)
- Provided over 450 people in encampments with opportunities to move from large tent encampments
- Assisted over 1,950 people with exits from homelessness:
 - Permanent Supportive Housing 750
 - Rapid re-housing 400
 - Homeward Bound 800
- Housed 7,000 formerly homeless people with permanent supportive housing

In addition, HSH has been working to expand existing resources. Since June 2016 HSH:

- Opened two new navigation centers
- Put three new navigation centers in the pipeline
- Started the Encampment Resolution Team
- Launched the Moving On initiative
- Brought over 300 new units of supportive housing online

HSH has also been developing a comprehensive, common sense, and compassionate Strategic Framework to guide our work. We have nearly completed the planning process in partnership with our partners and stakeholders. HSH's Strategic Framework will be released in August, outlining a radical transformation of the Homelessness Response System and clearly defined, obtainable goals for the next five years.

Although the plan will not be released for another month, the redesign of San Francisco's Homelessness Response System has already begun. For example, HSH recently launched a new data system that will merge



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15 different data bases into a single homeless management information system. Full implementation of the data system will be complete by July 2018. In addition, the redesign of the family system has already begun and will be implemented in October.

New public and private investments have already been made to support the Strategic Framework. This includes \$22 million from San Francisco's general fund, \$3 million in federal funding for youth homelessness, \$6 million in MediCal funding, and over \$130 million in one-time contributions from philanthropy (Heading Home Campaign, Tipping Point Chronic Homelessness Initiative and others). San Francisco is also poised to receive over \$90 million in capital funds from the state for housing development. These investments will fund systems change, street-based services, new temporary shelter options, and housing in support of HSH's Strategic Framework. The following is a more detailed list of HSH's accomplishments during the last 12 months.

Strategy

HSH is developing the Strategic Framework for a new Homelessness Response System. Work done to date includes:

- Engaged 3 nationally recognized consulting firms
- Conducted over 1,000 interviews and surveys with homeless people
- Held dozens of meetings with advocates, providers, community groups, businesses, philanthropy and other stakeholders
- Researched best practices from other communities
- Analyzed ten years of data on San Francisco's homeless programs
- Developed data models to guide how resources are deployed
- Mapped a new Homelessness Response System
- Used information above to develop measurable and achievable goals
- Draft Framework to be released in August
- Hired a Director of Strategic Initiatives (funded by Tipping Point) and data analyst to assist with implementation
- Redesigned family homelessness system and started implementation in May for completion in October
- Began developing redesign and implementing plans for adult and youth systems



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Coordinated Entry

Central to the new Homelessness Response Systems is the concept of Coordinated Entry. Coordinated Entry is a process through which homeless assistance is allocated as effectively as possible and that it be easily accessible no matter where or how people present. Under a Coordinated Entry system, a single assessment tool is used to match people to the appropriate services. San Francisco is combining 15 different data bases tracking homeless services into a single data system known as the ONE System (Online Navigation and Entry system). This system will enable San Francisco to comply with federal data collection requirements while providing clients a seamless experience and allowing for greater transparency and accountability.

- Selected BitFocus as the tech for our new single data system (product is known as Clarity)
- Selected BitFocus as the system administrator and tech support
- Customized the data system for San Francisco
- Began merging existing databases in the ONE System
- Trained SF HOT and HSH staff to use the system
- Launched system in May, with SF HOT as the first users
- Developed a phased roll-out to be completed by July 2018

Collaboration with Other Departments

Much of HSH's work is done in partnership with other City departments. Since launch HSH has been working to improve coordination and collaboration with other city departments including, Public Works, Public Health, SFPD and MTA

- Created and Encampment Working Group that meets weekly, agencies
- Started regular coordination calls with Public Works, Public Health and SFPD
- Working with department heads to streamline and improve responses to homeless concerns from the general public
- Launched the Mission District Homeless Outreach Project in partnership with SFPD and Public Works to better assist people living on the streets



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Encampment Resolution

- Launched the Encampment Resolution Team (ERT) in August 2016 to identify and resolve encampments based on the size, public impact, and acuity of need
- Worked to resolve encampments at eleven sites; 461 people engaged, 329 placements in the Navigation Center and other safe places; approximately 25% of encampment clients found permanent housing
- Launched Re-encampment Prevention Team in partnership with SFPD and Public Works to ensure that resolved encampments do not re-form.

Homeless Outreach

- Provided 6,100 encounters with people living on the streets
- Partnered with the Controller's Office to develop a plan for restructuring the Homeless Outreach Team (SF HOT)
- Piloted the new ONE System with SF HOT outreach workers to collect better data on people experiencing homelessness

Shelter

- Sheltered more than 5,900 unique clients this year
- Maintained a very low average vacancy rate in the shelter system (under 5%)
- SF Interfaith Winter Shelter provided additional capacity to meet increased demand
- Expanded shelter as needed when rainy or cold weather warranted

Navigation Centers

- Served 881 clients served in two navigation centers (Mission and Civic Center) during the past year, with 68% of them exiting homelessness
- Continued operating Mission Navigation Center with 75 beds (opened in 2015)
- Opened Civic Center Navigation Center with 93 beds in June 2016
- Opened Central Waterfront Navigation Center with 64 beds in May 2017
- Three new navigation centers in the pipeline as of May 2017 (South Van Ness, SOMA and Hummingbird for a total of 265 more beds)



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Housing

- Partnered with SFHA to create the Moving On Initiative; 350 eligible permanent supportive housing residents who no longer need extensive supportive services will get access to housing vouchers, opening up their units for people living on the streets
- Expanded supply of master leased permanent supportive housing by 301 units:
 - Crown Hotel
 - Winton Hotel
 - National Hotel
- Expanded other forms of housing exits by over 100 units:
 - Treasure Island expansion
 - Willie B. Kennedy Senior Housing
 - Booker T. Washington (youth)
 - Richardson Hall
 - Family Scattered Site housing
 - Adult Rapid Rehousing
- Managed the 7,060 units of supportive housing in its portfolio and has continued managing this portfolio along with other rent subsidy programs, providing housing for over 8,000 people
- Submitted Title V application to Federal Government to develop 1064-1068 Mission Street into 250 new units of permanent supportive housing for \$1
- Added approximately 700 additional units of permanent supportive housing for adults, seniors and people with disabilities to the pipeline (to open during the next 5-7 years)

Veterans

- Reduced the number of veterans experiencing chronic homelessness to ~120 by finding permanent housing over 300 this year
- Piloted a landlord incentive fund to actively encourage landlords to participate in the program; fund makes resources available to landlords during inspection and lease up process.
- Held a successful landlord engagement event at City Hall on 11/17



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Policy and Advocacy

Recognizing that the causes of homelessness are myriad, and to effect change we need to work to expand federal, state and regional resources, HSH is working to push our agenda at the Federal and State level.

- Hosted the West Coast Mayor's Summit on 12/12 and 12/13 to create unified federal policy agenda related to homelessness and infrastructure and resiliency; joined by then HUD Secretary Castro and USICH Director Doherty
- Partnered with the Center for Social Innovation's SPARC Initiative to participate in a year-long, 10-city effort to conduct qualitative and quantitative research, hold public discussions and forums, and train providers to proactively address racial inequity in our systems of care; held a two-day symposium on race and homelessness in October
- Working on various legislative initiatives at the local, regional, state and federal levels

Community Engagement

HSH is working with neighbors, businesses and community groups both locally and externally to help educate the public about our programs and also work together to respond to the homelessness crisis.

- Working with community stakeholders, with ERT, to develop effective, neighborhood based re-encampment prevention strategies
- Attend an average of 3 community meetings per week since launch
- Working on a citywide coordinated response to street homelessness encampment response and better communications channels for the public
- Worked with community to establish Community Advisory Board for the Central Waterfront Navigation Center
- Hosted monthly navigation center tours
- Hosted regular delegations from other jurisdictions, large corporations and community groups
- Attended and presented at numerous conferences

PIT Count

Conducted biennial HUD mandated homeless point in time and youth count on January 26, 2017



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- Determined that 7,499 people were counted in the 2017, down .5% from the 2015
 - 2013-2017 there has been a
 - 28% reduction in youth homelessness
 - 17% reduction in family homelessness
 - 47% reduction in chronic Veterans homelessness
 - 4% increase in adult homelessness
- Recruited record number of over 700 volunteers
- Tested two new mobile data collection techniques
- Conducted follow-up interviews with a representative sample of 1,104 people experiencing homelessness with peer surveyors
- Planning to make count annual beginning in 2019

Funding

HSH's FY17 budget was approximately \$218 million. A significant amount of additional funding was raised during the past year including:

- Received \$20 million from the SF Public Health and Safety bond that will allow HSH to make improvements to shelters and expand the capacity of the Homelessness Response System (approximately half will be used to improve existing facilities and half on new sites)
- Increased federal Continuum of Care (CoC) funding that will enable us to expand housing subsidy programs for homeless adults and families in San Francisco, \$32 million; CoC funds will support 54 projects in San Francisco, including seven new projects; funds will primarily support permanent supportive housing and rapid rehousing efforts. In addition, one transitional housing project will be funded, as well as the City's Coordinated Entry efforts and three HMIS projects.
- Received \$3 million from the Youth Homelessness Demonstration Program Grant from HUD (10 of 150 cities applied and were selected, SF is 1 of 6 urban communities funded)
- Received \$6 million from the Whole Person Care MediCal waiver program to expand street services and improve coordination



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- Applied for approximately \$90 million in state funding to develop new permanent supportive housing (No Place Like Home)
- Launched Heading Home Campaign that will raise \$30mm in public and private funds to help end family homelessness (secured \$23 million to date)
- Worked with Tipping Point Community on their \$100 million chronic homelessness initiative (\$60 million secured to date)
- Raised \$5mm to build a new navigation center in SOMA
- Raised \$2mm to help fund the implementation of the ONE System

FY 17-18 HSH Budget

Mayor Lee's proposed budget for HSH is \$245 million was submitted in May 2017. The proposed budget including \$22 million in new general fund support, an increase of 12% over the FY 16-17 rebalanced budget of \$218 million. Additional funds may be added by the Board of Supervisors later in June and the final budget will be approved in July. Some of the new investments in the Mayor's budget include:

- Adult Coordinated Entry – funding will adult coordinated entry for permanent supportive housing
- Family Coordinated Entry – funding will fully implement family coordinated entry at multiple access points
- Three Navigation Centers to open
- New Family Emergency Shelter, 30 units
- Expanded Youth Outreach and Drop-in services
- New 24/7 Resource Center
- Additional Stabilization beds for use by HOT and ERT
- Expansion of Encampment Resolution Team
- Moving on Initiative, funding for housing location services to help people move on from PSH to affordable housing
- Rapid Re-housing for families and youth, 125 new subsidies for families and 30 new slots for youth
- Funding for 172 additional units of housing opening during the next two fiscal years
- Support for nonprofit partners to address cost increases, including the new minimum wage