



DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

# **Five-Year Strategic Framework**

## **Frequently Asked Questions**

**City and County of San Francisco**

**October 2018**

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## ***Introduction***

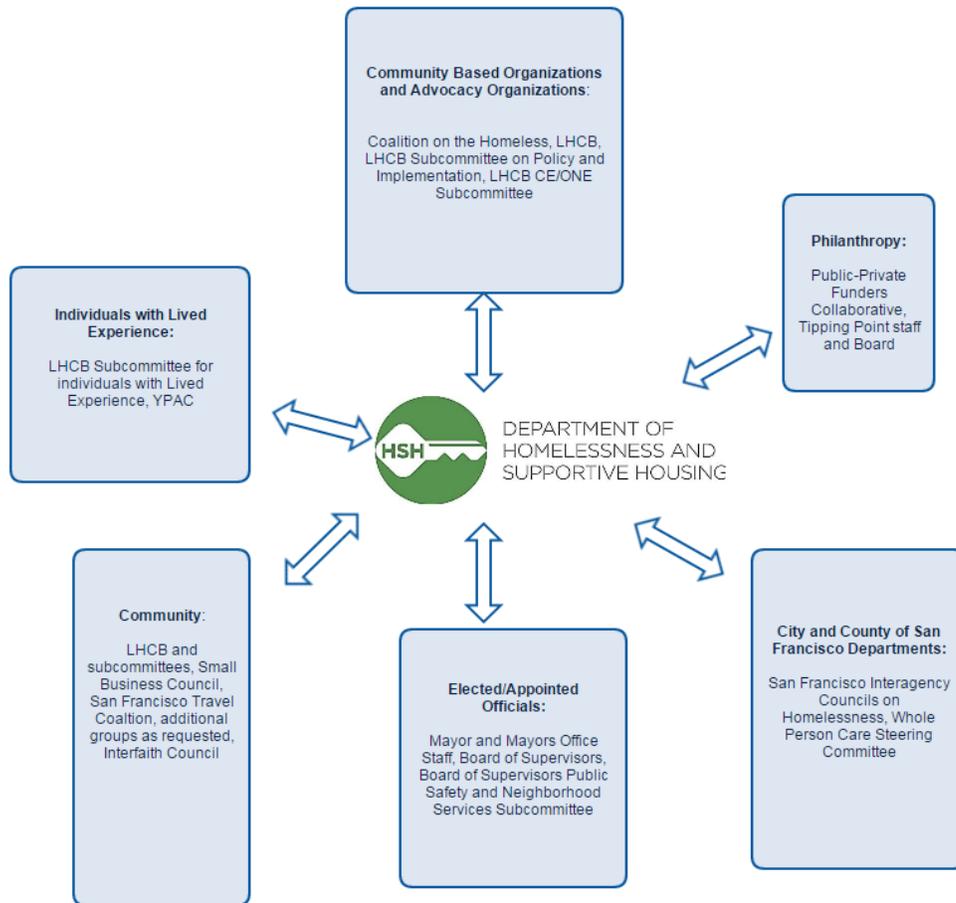
In October 2017, the Department of Homelessness and Supportive Housing (HSH) released its [Five Year Strategic Framework](#) outlining the strategy for making homelessness rare, brief and one-time in our community. The Strategic Framework outlines the Department of Homelessness and Supportive Housing (HSH)'s top priorities for creating a significant and sustainable reduction in the number of people experiencing homelessness. It describes the key elements of the system designed to address homelessness, and looks at three key target populations among people experiencing homelessness—adults, families with children, and youth—and the interventions needed to better meet the unique needs of each population. It also focuses much-needed attention on the crisis of street homelessness in San Francisco.

Through the Framework, HSH has articulated a renewed focus on preventing homelessness whenever possible, and creating pathways for people to move off the streets or out of Temporary Shelter and into permanent housing. The Framework calls for building a system that moves people quickly out of homelessness rather than onto waiting lists that may stretch for years without producing exits. A complete copy of the Framework can be downloaded at <http://hsh.sfgov.org/wp-content/uploads/2017/10/HSH-Strategic-Framework-Full.pdf>

### **Community Feedback Forums**

Between October 2017 and June 2018, HSH staff engaged a wide range of community stakeholders to gather reactions and feedback on the Strategic Framework. HSH staff made over 100 presentations to faith-based, service provider, business and neighborhood groups, educational institutions, and to other City departments. All provider agencies contracted with the Department were offered a presentation for their staff and/or Board of Directors. In addition, HSH convened four large public meetings in communities highly impacted by homelessness. In total, more than 1000 people participated in at least one forum to learn about and provide input for implementing the Strategic Framework. HSH also publicized the plan and opportunities to provide input through media and social media channels. HSH continues to conduct these presentations in the community upon request.

**Figure: Sources of Feedback**



At each presentation, HSH summarized the content and direction of the Framework, held a discussion with attendees, and invited questions. During these presentations, HSH received overwhelmingly positive feedback on the direction. Input gathered from the forums has been used to inform implementation of the Framework and will be reflected in changes and additions in the one-year update, anticipated in late 2018.

Many in attendance asked HSH staff questions ranging from learning about causes of homelessness, numbers of people experiencing homelessness, and information programs and services. These questions and answers are collected here.

HSH thanks the many stakeholders that provided feedback and questions. Additional questions can be submitted to [dshs@sfgov.org](mailto:dshs@sfgov.org).

## *Frequently Asked Questions (FAQ)*

### Questions about the Development of the Strategic Framework

1. Did you talk to individuals with lived experience in developing this plan?
  - Yes, HSH conducted interviews and surveys with approximately 1,000 individuals with lived experience to inform the development of the Framework.
2. How did you engage providers in the development?
  - Providers were engaged through a series of focus groups conducted by an outside consultant. The feedback from those focus groups was built into the Strategic Framework. In addition, providers participated in specific planning processes, such as the development of family coordinated entry and youth planning through special committees established to design these processes.
3. How will you engage the community in the implementation of the Strategic Framework in an ongoing way?
  - HSH will provide annual updates on Framework implementation to the community at large. The Local Homelessness Coordinating Board and its various, established subcommittees will serve as the public forum for monthly updates from HSH on implementation and feedback from the boarder community.
4. Do you have all the resources you need to achieve the goals in this strategy?
  - San Francisco has significant resources already in place focused on the issue of homelessness in our community. The Strategic Framework articulates the need for both increased efficiency in the use of our resources through the Coordinated Entry approach as well as the need for increased expenditures in specific areas including Temporary Shelter, Problem Solving, Rapid Rehousing and Permanent Supportive Housing. We look forward to working with the community to secure these needed resources and ensure sustainable resources to continue to reduce homelessness in our community.
5. Why aren't you presenting a plan to end homelessness in San Francisco?
  - The Strategic Framework sets out ambitious but realistic goals to create a significant and sustainable reduction in homelessness in San Francisco. One of the significant new features of our Strategic Framework is the use of data modeling and predictive analytics to set the goals for our work. The goals that we have set are those that are modeling gives us a high level of confidence can be achieved, though we will continue to strive for even larger decreases. The reality is that, without significant policy change at the federal and state level, San Francisco alone cannot solve its homelessness issue. That said, with the resources currently available and reasonably anticipated we believe we can make significant improvements.

## Questions about Homeless Population in San Francisco

6. What portion of our homeless population came from outside San Francisco?
  - According to the 2017 Point in Time (PIT) count, 69% of homeless individuals were residents of San Francisco before becoming homeless, and 31% arrived here homeless. San Francisco has a relatively high inflow homeless people coming here from other counties; while our inflow from other places is 31%, the counties around us have inflows of less than 20%.
  
7. Are we seeing travel back and forth between San Francisco and Alameda and other communities?
  - Some individuals experiencing homelessness move between Bay Area communities. A regional approach to this issue as well as affordable housing development will be critical to create a long-term solution for this issue. San Francisco is helping to lead regional efforts to share data, collaborate and work together to improve the crisis in San Francisco and neighboring communities.
  
8. What proportion of homeless individuals are mentally ill or have substance abuse issues? Isn't this the real issue to be addressed first?
  - According to the 2017 Point-in-Time Count (PIT), 41% of those surveyed report a drug or substance use issue, 39% report a psychiatric or emotional condition. 31% report chronic health problems and 23% report a physical disability. Substance use and mental health issues co-occur often with homelessness. The primary cause of homelessness is a lack of affordable and accessible housing. For some individuals experiencing homelessness, mental health and substance use are a part of what has led to homelessness, while others develop these challenges while living on the streets. Resolving these challenges for individuals experiencing homelessness is critical but it is very difficult to get clean from drug use or heal while living on the streets. Thus San Francisco takes a "Housing First" approach. Once housed, support and treatment can be provided if needed for individuals to stay housed. San Francisco has an extremely low rate in of eviction in Permanent Supportive Housing, lower than in market rate housing which indicates that even individuals suffering from profound mental health and substance use issues can have and retain housing with the right support mechanisms in place.
  
9. What are the neighborhood trends for our homeless population?
  - While homelessness has not increased in San Francisco in the past two years, it has, however, become more visible and has spread out to an increasing number of our neighborhoods. Development across the City has pushed individuals experiencing homelessness out across the city. Districts 6 and 10 experience the highest rates of homelessness according to the 2017 Point in Time Count.
  
10. What are you doing about the injection drug use crisis on our streets?

- Like many San Franciscans, we are deeply concerned about the use of injection drugs on our streets. We support the Department of Public Health's efforts in this area and the recommendations of the Safe Injection Site Task Force. We think it is important to note that not every injection drug user on our streets is homeless. Approximately 69% are homeless, formerly homeless or at-risk of homelessness according to a 2017 survey conducted by the San Francisco Safe Injection Services Task force. This does not in any way lower our concern for these individuals and the impact of the drug use on our communities.

11. Which are the cities with the highest homeless population in the US and where does San Francisco fit into this?

- According to the 2017 Point in Time count, New York, Los Angeles, Seattle, San Diego, Washington, DC, San Jose/Santa Clara are the six major cities experiencing the highest levels of homelessness. San Francisco is seventh on this list after Santa Clara County.

12. Is it true that many people living on the streets don't want to be housed?

- In our experience, people living on the street want the same things we all want – safety, a roof over their heads, a life free from fear, a place to call home. When we work with individuals experiencing homelessness, engage them and build trust AND offer them viable solutions to their homelessness, the vast majority make the decision to come indoors. For those who don't, we need to continue our efforts see if there are other ways to both build trust and meet their needs. Each night in San Francisco there is a shelter wait list of more than 1,000 individuals who would like a shelter bed but the shelters are full.

13. What number does the department use to measure homeless families?

- San Francisco's 2017 Point-in-Time Count found 190 families with minor children experiencing homelessness. This Point-in-Time estimate does not cover all families with children being served in the system and does not include families that are doubled up or staying in motels. The San Francisco Unified School District counts students as homeless who are doubled up or staying motels, as well as those that are in shelter or unsheltered. SFUSD reports approximately 2,000 homeless children over the course of a year, a number that has declined by just over 21% since the 2013-14 school year due to expanded programs and services.

14. What is the definition of chronic homelessness?

- HUD defines a chronically homeless person as an unaccompanied homeless individual (or head of household) with a disabling condition who has either been continuously homeless for a year or more OR has had a least four episodes of homelessness – adding up to 12 months – in the past three year period.

## Questions about Regional Coordination

15. It seems like homelessness is a regional issue, not just an SF issue. What is the Department doing to coordinate regionally?
- San Francisco leadership and HSH are in regular collaboration meetings with five Bay Area communities. One early priority is working towards sharing of data as each community advances their data resources. Sharing of data will allow us to make data-informed decision about the correct priorities for regional collaboration moving forward.

## Questions about Department of Homelessness and Supportive Housing (HSH)

16. What is the oversight process for HSH?
- HSH is a Department in the City and County of San Francisco. As such, the Director of the department reports to the Mayor. Additionally, federal funding for homelessness which is allocated to San Francisco is overseen by the Local Homelessness Coordinating Board. The LHCB further provides more general guidance to HSH as well as the forum for some of our public meetings. LHCB meets monthly at City Hall with details about the meetings posted on the HSH website. [www.hsh.sfgov.org](http://www.hsh.sfgov.org). Finally, as a City and County department, HSH's budget is approved by the Board of Supervisors.
17. How do I reach an HSH staff person with questions or get more information?
- Send your question via email to [dhsh@sfgov.org](mailto:dhsh@sfgov.org) or call 415-252-3232.
18. What if I have a concern or complaint about something related to homelessness in San Francisco?
- If you are concerned about the welfare of an individual experiencing homelessness, please call 311 to alert the system to your concern or you can use the 311 app. When you make this call, it is important to have your location and as much description of the individual you are concerned about as possible. If your concern goes beyond low level concern and you see an individual having a health or safety emergency, please call 911.
  - There are other processes in place for concerns and complaints. If your concern or complaint does not fit into the 311 or 911 area above, send your concern or complaint via email to [dhsh@sfgov.org](mailto:dhsh@sfgov.org) or call 415-252-3232 and our team will work to respond and process your concern/complaint as quickly as possible.
19. Can I see the budget for HSH?
- Yes, information on the HSH budget is available [here](#) on our website as well as via the Mayor's Office of Policy and Finance [website](#).
20. Can you estimate the percentage of folks who end up back on the street after you serve them?
- Unfortunately, we are unable to do this at this time. With the development of the ONE System our data will improve in order for us to conduct this analysis.

## Questions about Coordinated Entry and Systems Change

21. How will clients be prioritized for shelter slots or other housing options? How do we learn more about this process?

Shelter for families is currently prioritized based on the acuity of the family's current circumstances. Housing programs are prioritized based on a combination of homeless history, housing barriers and vulnerability. For adults, prioritization will begin shortly based also on a combination of homeless history, housing barriers and vulnerability. HSH will continue to provide public updates on this work at the Local Homelessness Coordinating Board meetings.

22. Does Coordinated Entry eliminate shelter waitlists?

- Coordinated Entry replaces a first-come, first-served approach to shelter and other programs with one that is prioritized based on need. In the past, San Francisco had long wait lists for shelter, with families waiting many months to access what is intended to be an emergency resource. With Coordinated Entry, households with the most immediate needs receive priority for family shelter. If not enough shelter is available there is a priority list but this list is not a traditional wait list as it is not based on the amount of time a household has been waiting. All households are given immediate access to problem solving supports to find alternatives to shelter. For adults, the current wait list system for many shelter beds is still in effect. In the next twelve months, HSH will begin planning work for how to prioritize for Adult shelter will occur.

23. How will the department frame the difficult conversations with people experiencing homelessness when they have to be told there is no possibility of being housed in SF?

- HSH believes we have an obligation to be truthful with individuals experiencing homelessness. If there is no possibility to house a client in San Francisco, they need to be given that information and offered a problem solving conversation. Problem Solving may offer a range of supports including relocation assistance, family reunification, mediation, move-in assistance, and flexible grants to realize rapid solutions to the housing crisis.

24. How do I access the Coordinated Entry System in San Francisco?

- To learn more, help someone you know get connected or connect to the Coordinated Entry System yourself, visit <http://hsh.sfgov.org/services/>. On this website, you can find addresses and hours for all Access Points where you can begin the Coordinated Entry screening process.

25. When will Coordinated Entry be fully rolled out?

- Coordinated Entry has been rolled out for families and will be fully rolled out for adults by the end of calendar year 2018 and for youth by early 2019. Visit <http://hsh.sfgov.org/services/> for the most up to date information.

### Questions about Specific Programs

26. What is Homeward Bound?

- Homeward Bound is Problem Solving program that provides homeless individuals and families who would like to leave San Francisco with transportation home to reunite them with family and friends. HSH staff confirms that there is someone to provide ongoing

support and a place to live at their destination, and checks to ensure the client is successfully housed.

27. What is Moving On?

- Moving On is a Housing Ladder initiative that provides tenants of supportive housing who are able and want to move out with a rental subsidy into affordable or public housing unit. The Moving On program is designed for people in Permanent Supportive Housing who are stable and no longer need the intensive services offered. The Moving On program helps free up units in Permanent Supportive Housing for chronically homeless people who are in need of intensive support.

28. What are Navigation Centers and how are they the same or different from shelters?

- Navigation Centers are a form of Temporary Shelter. Navigation Centers provide low barrier shelter to homeless individuals along with intensive case management to help individuals obtain income, public benefits, health services and housing. They are intended to support the most vulnerable members of the homeless population who likely will not access traditional shelter or services. Unlike traditional shelters, Navigation Centers allow homeless individuals to bring their partners, pets and possessions.

29. Can you clarify how long someone can stay at a Navigation Center?

- How long someone stays in a Navigation Center depends on the reason they are there and what housing opportunities are being pursued.
  - Pathway to Housing: for people who are highest priority for housing and expected to gain a housing resource, stays are as long as needed until housing placement.
  - Time-limited beds: people who are leaving encampments but have not been given the highest priority for housing may stay up to 60 days while alternatives are explored.
  - Homeward Bound: For those connected to Homeward Bound and working on leaving San Francisco stays are typically 1-2 nights.
  - Emergency beds: These beds are a resource to emergency personnel for when they encounter someone in crisis on the streets. The police, EMT, or HOT can bring a person into an emergency bed for up to 7 days to address an emergency on the street. Once in an emergency bed the guest is assessed for the most appropriate service connections.

30. How long can people stay in temporary shelters?

- Throughout our shelter portfolio we have various types of programs that offer various lengths of stay ranging from one night to as much as two years in our Transitional Housing.

31. What is HOT/ERT and why does it need to expand?

- The Homeless Outreach Team (HOT) provides outreach, case management, and services to individuals experiencing homelessness on the street and not using other City homeless services. The Encampment Resolution Team (ERT) is a specialized team of HSH outreach staff whose goal is to address encampments effectively and compassionately. HSH's overarching goal of creating a sustainable and significant reduction in homelessness as

well as the goal to end large, long-term encampments by July 2019 will require an expansion of effort for ERT. HSH's goal to improve the City's response to street homelessness by October 2018 requires an increasingly coordinated and efficient approach to deployment of HOT.

32. Why are ERT and HOT continuing to move people along?

- No HSH staff or program will ask someone to "move along" without first offering them a way to come indoors. Our partners at San Francisco Police Department and Department of Public Works have different mandates and work with individuals living on the street balancing the need for general public safety and health. HSH is increasingly collaborating with DPW and SFPD through the Healthy Streets Operation Center so that, before an individual is asked to "move along" a HOT outreach specialist connects with them to engage, offer services and a way to come inside. (See more questions below re HSOC.)

33. What is Problem Solving?

- Problem Solving provides opportunities to prevent people from entering the Homelessness Response System and redirects people who can resolve their homelessness without the need for shelter or ongoing support. It is a strengths-based, empowerment driven approach to respond immediately to a household's housing crisis and offers a flexible array of supports that may include eviction prevention, relocation assistance (Homeward Bound), family reunification, mediation, move-in assistance, and flexible Problem Solving funds. Participants may receive assistance that helps them find housing here in San Francisco or other communities of their choosing.

34. Are there ways to make it faster or easier to develop permanent supportive housing in SF?

- In order to make it faster and less expensive to develop supportive housing in San Francisco, we need to allow by-right permitting of supportive housing and the use of all available technologies to make development faster and more affordable.

## Questions about the ONE System

35. What is the ONE System?

- The Online Navigation and Entry (ONE) System is a database system that captures information on people experiencing homelessness and all programs to serve them. It was launched in June 2017. Managed by HSH, the ONE System will eventually replace 15 legacy data systems.

36. Who will have access to the ONE System?

- The ONE System will be used by HSH staff, nonprofit contractors, and City partners for coordinated assessment and prioritization to share data across programs and improve service delivery and for tracking all resources and results. It is the backbone of the performance measurement and accountability process.

37. Are you getting help from the tech community?

- Yes. We are excited about our partnership with members of the tech community who have given funds and technical assistance specifically to support our non-profit providers in the transition the ONE System. Tech companies are also supporting our Problem Solving efforts, and our efforts to implement and monitor our Strategic Framework among other areas. We are grateful for the support received and hope that other tech companies will follow this lead, reach out to us and bring their time, talent and treasure to realize our vision. If you have interest in learning more about how you can help HSH, contact [dhsh@sfgov.org](mailto:dhsh@sfgov.org).

## Questions about Race and Equity

38. What do you know about racial diversity among the homeless population in SF?

- Homelessness disproportionately affects people of color, especially African Americans. In San Francisco, African Americans make up approximately 5% of the population and 34% of the homeless population.
- HSH is part of a national research and policy effort to advance solution to homelessness for people of color. HSH will be releasing a report outlining recommendations for advancing equity within the homelessness response system.

39. What is HSH doing to improve on issues of equity?

- HSH is committed to equity issues in every aspect of our work. We are currently engaged in the SPARC initiative to address the intersection of racism and homelessness in our community. HSH will soon release a report outlining the impact of homelessness on people of color and recommended actions for HSH to take to address inequity. These recommendations advance three change objectives outlined by our community including:
  - **Capacity building** within organizations rooted in communities of color and professional development specifically for people of color in the field.
  - **Improving** equity in funding across nonprofit organizations, with a special focus on ensuring that organizations rooted in communities of color are at the table for funding and policy decision-making.
  - **Equitable housing placement and retention**, ensuring that people of color are proportionately served in the housing administered by HSH and that they remain stably housed at proportionate rates.

40. What are the recommendations from the SPARC Report to increase racial equity?

- **Continue to focus on designing an equitable Coordinated Entry system.** Coordinated Entry organizes the Homelessness Response System with common, assessment, a centralized data system, and a standardized prioritization method. Continual review of data from this process for disparities by race can help assess whether housing interventions are being sufficiently provided to people of color experiencing homelessness.

- **Include racial equity data analysis and benchmarks into the strategic implementation plan.** As San Francisco sets overarching goals to improve the homelessness response system, it should analyze decisions through an internal racial equity tool. It should also measure impact by race and ethnicity.
- **Support organizational development within agencies serving communities of color.** HSH can support agencies towards internal equity and inclusion goals, for both client outcomes and employee growth.
- **Encourage anti-racist program delivery and promote ongoing anti-racism training.** All staff working in the homeless services sector should receive ongoing training on understanding racism and the intersections of racism and homelessness. Training should include concrete approaches to incorporating anti-racism into one's own work.

## Questions about the Healthy Streets Operations Center

41. Can you explain San Francisco's new initiative on homelessness? What is the Healthy Streets Operations Center?
- The Healthy Streets Operations Center is an effort to better coordinate the many City agencies involved in addressing homelessness and unhealthy street behaviors. The Healthy Streets Operations Center is structured as a unified command and is based out of San Francisco's Emergency Operations Center. Having representatives of City departments that provide direct responses to street behaviors and homelessness in the same room helps ensure related issues are coordinated.
42. What are the objectives and goals of the Healthy Streets Operations Center (HSOC)?
- The objective of the Healthy Streets Operations Center is to ensure unity of effort among City departments addressing homelessness and street behaviors across San Francisco. The Center coordinates and supports efforts to offer services and resources to residents that may be unsheltered or engaged in unhealthy street behavior. The goals of Healthy Streets Operations Center are to:
    - Ensure San Francisco's streets are safe and clean
    - Meet demand for shelter, as well as medical and behavioral health service needs.
    - Establish a coordinated City response to homelessness and street behavior in San Francisco.
43. Who is involved in the Healthy Streets Operations Center? What are their roles?
- The Healthy Streets Operations Center consists of:
    - San Francisco Department of Homelessness and Supportive Housing: Responsible for providing services and outreach to unsheltered residents.
    - San Francisco Department of Public Health: Responsible for providing medical, mental health and substance abuse treatment services to people in crisis, drug users, and unsheltered residents.
    - San Francisco Public Works: Responsible for maintaining safe and clean streets.

- San Francisco 3-1-1: Provides non-emergency intake of homeless-related issues from the public.
- San Francisco Department of Emergency Management: Provides operational and logistical support to the Healthy Streets Operations Center. Provides emergency public safety answering point for homeless related issues to the public.
- San Francisco Police Department: Responsible for public safety issues related to homelessness.
- San Francisco Controller's Office: Provides performance tracking of the Healthy Streets Operations Center.

44. What should the public expect of HSOC?

- San Francisco's objective is to ensure unified response among City departments addressing homelessness and street behaviors across the City. For the public, for unsheltered residents, and for people engaged in unhealthy street behavior, City agencies will work together to address immediate needs and help guide people to services and resources.
- The Healthy Streets Operations Center will review, assess and deploy appropriate resources to respond to concerns in a timely fashion. The Center has dedicated staff to follow up with people that have reported issues related to homelessness and unhealthy street behavior whenever possible. The Healthy Streets Operations Center attempts to follow up with as many people as possible.

45. How should the public report homeless issues to Healthy Streets Operations Center?

- People should continue to use San Francisco's public reporting tools. If you see someone in need of non-emergency city services or resources please visit [sf311.org](http://sf311.org), use the SF311 App, or call 3-1-1.
- If there is an emergency requiring a police officer, firefighter, or ambulance then call 9-1-1.

46. How long has the Healthy Streets Operations Center been in place? How long will it continue to operate?

- The Healthy Streets Operations Center began work on Tuesday, January 16 at San Francisco's Emergency Operations Center. Healthy Streets Operations Center is an expansion of coordination efforts which began in San Francisco's Mission District and Civic Center involving the San Francisco Police Department, Department of Homelessness and Supportive Housing, San Francisco Department of Public Health, and San Francisco Public Works.

47. How will success be measured?

- The San Francisco Controller's Office is responsible for developing metrics and tracking performance for the Healthy Streets Operations Center. The Controller's Office has been involved in the planning of the command and is developing metrics to measure

performance. HSOC is newly in formation and the community will be updated about success measurement in the future.

48. Will reports be available and will they be made public? How often will reports be issued?

- The Healthy Streets Operations Center will issue regular situation reports. All reports are subject to San Francisco's Sunshine Ordinance.
- Additionally, HSOC will present updates to the Local Homelessness Coordinating Board on a quarterly basis. This is an opportunity answer questions and take public comment. Agendas and meeting minutes are available by visiting [www.hsh.sfgov.org](http://www.hsh.sfgov.org).

49. Who is in charge of the Healthy Streets Operations Center? Who does the Healthy Streets Operations Center report to?

- The incident commander is a Commander from the San Francisco Police Department. As the incident commander, the Commander is responsible for coordinating the efforts of each of the agencies responsible for addressing homelessness and unhealthy street behavior in San Francisco. The Healthy Streets Operations Center reports to the Mayor of San Francisco.

50. How much will the Healthy Streets Operations Center Cost?

- Currently, Healthy Streets Operations Center uses existing staff and resources to staff and operate the command. These positions are already funded and simply represent a reallocation of resources. If adjustments are necessary, the Command will make funding recommendations for future consideration.

## General Questions

51. What are the "gaps" in our system? In other words, do we need more shelter? Permanent Supportive Housing? Other?

- Through data modelling, we are better able to identify the gaps in our system than in the past and have already adjusted our pipeline development to account for some of these gaps. Prior to the finalization of the FY2019 budget we estimate remaining gaps of approximately 875 shelter beds, funding for 850 problem solving solutions, and 850 permanent supportive housing units. We are thrilled that our FY2019 budget reduces some of these gaps at least in the short term. We will continue to work with the community close the gaps and create sustainable funding streams needed to reduce and end homelessness.

52. What are you doing about the homogenization and displacement of communities of color and low income individuals in San Francisco?

- HSH shares concerns about the extreme lack of affordability in our community leading to the displacement of communities of color and low income individuals. We support the efforts of our City partners such as the Mayor's Office of Housing to address this displacement. Due to the extremely difficult housing market in San Francisco, individuals

experiencing homelessness in San Francisco are given the choice to use San Francisco resources and remain in San Francisco where opportunities are very limited and/or seek housing elsewhere where it is more affordable through program models like Rapid Rehousing. As we expand our systems approach we are growing the resources for problem solving/prevention which we hope will help more households remain in San Francisco.

53. How can I help?

- There are many ways that concerned members of our community can help our efforts and we are grateful for the support.
  - We suggest that San Franciscans say hello to unhoused neighbors. Many individuals with lived experience teach us that being looked past is the most dehumanizing and demoralizing part of experiencing homelessness.
  - If you are concerned about the welfare of an individual experiencing homelessness, please call 311 to alert the system to your concern or you can use the 311 app. When you make this call, it is important to have your location and as much description of the individual you are concerned about as possible. If your concern goes beyond low level concern and you see an individual having a health or safety emergency, please call 911.
  - We ask that you get involved with your local community. If HSH and our partners are asking to build facilities for Temporary Shelter/ Navigation Centers or Permanent Supportive Housing in your community, we greatly need the support of local neighbors to ensure these facilities get built.
  - There are tremendous opportunities to volunteer in San Francisco to help individuals experiencing homelessness. Our nonprofit partners are often seeking members for their Board of Directors to care for the financial and strategic interests of the organization. Other kinds of volunteer opportunities can be found at Project Homeless Connect or Volunteer Match. Financial, philanthropic support for the department's gaps in funding as well as our nonprofit partners is critical to our Strategic Framework's success. Please contact [dhsh@sfgov.org](mailto:dhsh@sfgov.org) to inquire about ways to get involved.

54. What is your definition of "ending family homelessness"?

- Ending family homelessness means that no families will sleep on our streets, that we will prevent homelessness whenever possible, and that we will have a system in place to ensure that if a family becomes homeless there is an immediate response, temporary shelter if needed, and a return to housing within 90 days.

55. Why can't I sleep where I want to sleep?

- HSH does not seek to criminalize homelessness in San Francisco. Recognizing that people sleep on the streets because they have no alternative, HSH does not ask anyone to move along without first offering them a bed for the night. The voters of San Francisco have passed laws that make it illegal to sleep on the street, in a tent or in a park. City partners such as the San Francisco Police Department and the Department of

Public Works must meet their legal obligations and manage public health risks, which may include requiring that people not sleep on the streets or in parks or other locations. Greater coordination between HSH and other City partners through the Healthy Streets Operations Center and other collaboration is intended to increase our ability to offer meaningful alternatives to those sleeping on the streets. To learn more, visit HSH's website: <http://hsh.sfgov.org/street-homelessness/partnerships-for-addressing-street-homelessness/>

56. What is the timeline for contract reform for HSH?

- HSH plans to include new performance measures and contractor outcomes with new procurement process, starting in Fiscal Year 2018-19.

57. How will you engage providers in the implementation of the Strategic Framework?

- HSH is very interested in continuing to receive input and feedback from its community of providers. Through the release of our Strategic Framework we have presented to over 1000 community members including providers and their Boards and have offered to present to all staff and Boards of all of our contractors. If you would like to schedule a Strategic Framework presentation for your staff or Board, please contact [dhsh@sfgov.org](mailto:dhsh@sfgov.org) . ).
- In an ongoing way, HSH will provide monthly updates on progress towards Strategic Framework goals through the LHC open meetings. We will post these updates on our website monthly. In order to continue to benefit from the experience and wisdom of our community providers, HSH has established several committees which will begin, or in some cases, continue to provide updates on the Strategic Framework and solicit input.