



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

Five-Year Strategic Framework Update & Implementation Plan 2019

City and County of San Francisco

July 2019



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Introduction and Purpose of this Update and Implementation Plan

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 overall aim of the Framework is to achieve a significant, sustained reduction of homelessness in San Francisco¹.

The Strategic Framework articulated the Department's goals and outlined a preliminary set of action steps and time frames to achieve the goals in partnership with a broad range of stakeholders. The Department's dedication to these goals and the urgency of homelessness in the City compels us to both regularly examine the progress toward the goals and to transform the Homelessness Response System.

This 2019 Strategic Framework Update and Implementation Plan honors commitments in the Framework to ensure it is a living document, share implementation plans and report on progress. The 2019 Update and Implementation Plan contains a summary of what HSH and the community have achieved in partnership since HSH's inception, the status of the goals of the Strategic Framework and the specific action steps for 2019 to continue progress on the Framework. Moving forward, HSH will publish progress toward its goals annually and future plans in January of each year.

Summary of HSH's Core Activities and Achievements

While working on the Framework goals, the Department has continued to fund, operate and improve the vast range of programs and projects to address and reduce homelessness. **Since July 2016** (when HSH was launched as a separate department) **through December 2018**, the Homelessness Response System has:

- Helped more than 5,500 people exit homelessness through housing, rent subsidies and family reunification programs
- Provided prevention and diversion services to over 4,000 households
- Sheltered more than 15,000 people
- Conducted over 19,000 outreach encounters
- Helped 150 adults and 50 families move from permanent supportive housing to affordable housing
- Maintained housing for over 9,000 people in HSH-funded housing each night.

During this time, HSH also expanded funding to support increased services and new program models in the Homelessness Response System. **Between July 2016 and December 2018**, HSH, nonprofit organizations and philanthropic partners have increased housing and services capacity by adding:

- 500 additional slots of Problem Solving support
- Over 700 additional Temporary Shelter beds
- 300 additional Rapid Rehousing program slots
- 550 new units of Permanent Supportive Housing
- 200 Housing Ladder subsidies to enable people to move from Permanent Supportive Housing to affordable housing
- Five Access Points (three targeted to Families and two for Adults) where more than 4,700 adults and 1,600 families have been assessed for homeless services.

¹ For more information about the Strategic Framework, see Appendix A. Terms are defined in the glossary of the Strategic Framework.

At the time of this update, plans are underway for adding an additional 700 temporary shelter beds and more than 1,000 Permanent Supportive Housing units by 2021.

Status of the Goals from the Strategic Framework

Eight ambitious goals are outlined in the Framework as a roadmap for reducing homelessness in San Francisco. As of July 2019, four of the eight goals have been achieved—some earlier than anticipated. HSH is committed to all of the remaining goals, and has adjusted the projected achievement dates for some to reflect current expectations and to better align the Department’s efforts. HSH added a new goal in March 2019 when it published the Strategic Framework Youth Addendum and established a goal of **reducing homelessness among transitional age youth by 50% by the end of 2022.**

| Status | Goals of the Framework Organized by Due Date |
|-------------------------|---|
| ACHIEVED | Improve the City’s response to street homelessness by October 2018 |
| ACHIEVED | Ensure no families with children are unsheltered by December 2018 |
| ACHIEVED | Complete a detailed plan to reduce youth homelessness by July 2018 |
| ACHIEVED | End large, long-term encampments by July 2019 |
| ACHIEVED | Design and implement coordinated systems for adults, families with children and youth by December 2019 (changed from December 2018) |
| In Process - Delayed | Implement performance accountability across all programs and systems by June 2021 (changed from December 2019) |
| In Process - Delayed | End family homelessness by December 2022 (changed from December 2021) |
| In Process | Reduce chronic homelessness by 50% by December 2022 |
| In Process – New | Reduce youth homelessness by 50% by December 2022 |

Highlights of Key Actions Taken on Achieved Goals

HSH has accomplished five of the Framework goals since its initial publication in 2017. HSH’s nonprofit service and housing providers, partner City departments, local philanthropy and other community partners such as the San Francisco Unified School District have all been integral to achieving these goals. Below are some of the key implementation activities undertaken through July 2019.

| Complete a detailed plan to reduce youth homelessness by July 2018 – ACHIEVED | | |
|--|---|---------------------------|
| ✓ | Completed and submitted the Coordinated Community Plan for the HUD Youth Homelessness Demonstration Project | January 2018 |
| ✓ | Youth, providers of youth-targeted services and housing and local agencies participated in assessment of current youth system to help design Coordinated Entry for Youth and plan for needed services | October 2018 |
| ✓ | Published the Strategic Framework Youth Addendum with new goal to reduce youth homelessness by 50% by December 2022 | March 2019 |
| Improve the City’s response to street homelessness by October 2018 – ACHIEVED | | |
| ✓ | Spearheaded the creation of the Healthy Streets Operation Center (HSOC) to provide immediate, multi-disciplinary response to incidents and address critical issues for those living outside | January 2018 |
| ✓ | Improved the City’s response to street homelessness, reducing the number of 311 calls by 33% and shortening response time by 27% | December 2018 |
| ✓ | Reduced tents in San Francisco by 40% | December 2018 |
| Ensure no families with children are unsheltered by December 2018 – ACHIEVED | | |
| ✓ | Improved outreach to families sleeping in places such as encampments and in their cars | November 2017 |
| ✓ | Fully implemented Family Coordinated Entry with opening of third community Access Point | November 2018 |
| ✓ | Worked with HOT, community and non-profit partners to improve coordination and access to shelter beds, and collect the reasons families decline offers of shelter | November 2018 |
| ✓ | Offered immediate shelter to every family identified as experiencing unsheltered homelessness | December 2018 and ongoing |
| End large, long-term encampments by July 2019 – ACHIEVED | | |
| ✓ | Launched the Encampment Resolution Team | August 2016 |
| ✓ | Resolved 45 encampments with approximately 1,500 residents, including providing shelter to 950 people | December 2018 and ongoing |
| ✓ | Ended all encampments of six or more tents that have been in place for over thirty days in San Francisco | December 2018 |
| ✓ | Worked with HSOC partners to reduce the number of tents and encampments and prevent new encampments from forming | January 2019 and ongoing |

Achieving both goals in the special focus area of Street Homelessness was the result of a multi-departmental, multi-disciplinary effort led by the Healthy Streets Operation Center (HSOC). In 2019, HSOC plans to focus on assisting people living in vehicles and in vehicle encampments. HSH will work with HSOC to create and implement a plan for addressing vehicle encampments by September 2019 offering humane, realistic options and alternatives to living in vehicles. HSH received State funding to expand the Encampment Resolution Team, targeted outreach services and Temporary Shelter beds.

Implementation Activities for 2019 for Ongoing Framework Goals

The following pages share the progress made on each of the Framework goals that are still in process, including continuing and newly added goals. They summarize the focus of activity for 2019 in each area of work and provide a table of key activities for 2019 by goal, including the partners needed for each activity and the targeted achievement date. The goals are presented chronologically by their date of projected completion.

Overall, our goal is to **achieve a significant and sustained reduction of homelessness**. We will achieve this goal by focusing our energy and resources on reducing the number of people who become homeless through prevention and problem solving, and improving how quickly and how effectively people who do become homeless return to housing. This is the long-term strategy embedded in the Strategic Framework goals.

The work of HSH is centered on addressing the urgency of street homelessness. In 2019, HSH plans to build out the Homelessness Response System and provide new housing and service resources that prevent and rapidly resolve homelessness. The 2019 work plan will accelerate the pace and rate of rehousing people; enable HSH to better measure and understand the system outcomes and program performance; and continue to innovate using system outcome data, input from people experiencing homelessness and the expertise of nonprofit providers. Partners in our efforts include:

- ◆ People with lived experience of homelessness
- ◆ Elected and appointed leaders
- ◆ Advocacy organizations
- ◆ Nonprofit providers, including those serving Adults, Families and Youth
- ◆ Foundations and other philanthropic organizations
- ◆ Other City partners and government organizations
- ◆ Community representatives, including neighborhood associations, businesses, property owners and interested citizens

Systems Change Goal: Design and implement coordinated systems for adults, families with children, and youth by December 2019

Key Progress to Date

Family Coordinated Entry, launched in 2017, added an additional Access Point in the Mission District at the end of 2018 to bring it to full scale. The launch of Adult Coordinated Entry was propelled by an “Assessment Blitz” in November 2018, followed by the opening of two Access Points in the Bayview and Central City neighborhoods and mobile Access Point teams. Access Points include an updated and tested prioritization tool, problem solving and flexible funds. HSH launched Coordinated Entry for Youth Access Points with its partners by July 2019

Focus for 2019

The priority for 2019 will include fully launching Coordinated Entry for Youth; continuing to operate and improve Coordinated Entry for Families and Adults, including enhancing the ONE System for client services and improved reporting; and deploying Problem Solving services throughout the Homelessness Response System.

| 2019 Implementation Activity | Key Partners | Time |
|--|--|-------------------------|
| 1. Open Youth Access Points | Youth Access Point Providers | June 2019 |
| 2. Fully launch Coordinated Entry for Youth | Youth and Adult CE Providers; Youth with lived experience | August 2019 |
| 3. Train SF HOT and other key players in the Homelessness Response System in Problem Solving | Other City departments; Nonprofit providers | March 2019 – early 2020 |
| 4. Create and publish an updated Coordinated Entry System flow graphic | Access Point providers; Nonprofit providers | October 2019 |
| 5. Release new data analysis on racial and other disparities in the assessment and prioritization process, and create plans to address any disparities identified. | Access Point providers; Nonprofit providers | October 2019 |
| 6. Evaluate and improve Coordinated Entry functioning including data quality and Problem Solving reporting | People with lived experience; Access Point providers; Nonprofit providers; Advocates | 2019 and ongoing |
| 7. Implement new data sharing agreements and release of information | Other City departments; Nonprofit providers | December 2019 |

Systems Change Goal: Implement performance accountability across all programs and systems by June 2021

Key Progress to Date

HOM-Stat, a regular report of housing placements and other system conditions and results, has been produced since June 2018. HSH leadership uses HOM-Stat to consistently look for improvements needed in the system and takes action based on this data with provider partners. Expansion of the ONE System has allowed HSH and its partners to have improved information about how the Homelessness Response System is performing. HSH also conducted its bi-annual Point-In-Time Count in January 2019.

Focus for 2019

During 2019, HSH is developing a draft set of system-wide performance measures as a tool in managing its contracts. These measures will form the basis of tracking how the Homelessness Response System is performing against key metrics.

| 2019 Implementation Activities | Key Partners | Time |
|--|--------------------|---------------|
| 1. Publish full results of January 2019 Point-In-Time Count | - | July 2019 |
| 2. Develop measures to better monitor utilization of Rapid Rehousing and begin regular reporting | Nonprofit partners | July 2019 |
| 3. Publish HOM-Stat data for FY 2018/19 | - | August 2019 |
| 4. Expand HOM-Stat reports to enable more in-depth analysis of system-wide measures and/or population data | - | December 2019 |
| 5. Develop housing unit inventory and vacancy tracking tool | Nonprofit partners | December 2019 |

Family Goal: End family homelessness by December 2022

Key Progress to Date

San Francisco achieved the ability to offer shelter immediately to all families experiencing unsheltered homelessness. All families are offered Problem Solving and/or assessment if needed, and City-funded family shelter and housing programs are filled through Coordinated Entry. A new pilot shelter for families with children in San Francisco public schools opened at Buena Vista Horace Mann school, and a new Access Point for families opened in the Mission District in November 2018.

Focus for 2019

HSH will continue to work to end family homelessness by strategically expanding resources, including opening a new site for people who are pregnant and additional Permanent Supportive Housing units for families. Efforts will continue to evaluate the function of the Family Coordinated Entry process, and expand and improve the system support survivors of domestic violence. HSH will continue the commitment to shelter all families that need it and offer continuous problem solving to help resolve incidences of homelessness.

| 2019 Implementation Activities | Key Partners | Time |
|--|---|------------------|
| 1. Evaluate data collected on stated reasons unsheltered families decline shelter; address as needed | People with lived experience; Nonprofit partners; Advocates | October 2019 |
| 2. Expand services for people fleeing violence through new Federal grant | Nonprofit partners; Other City departments | October 2019 |
| 3. Open Jelani House for people who are pregnant and experiencing homelessness | Nonprofit partners | December 2019 |
| 4. Evaluate Coordinated Entry and system changes and make refinements | Nonprofit partners; Family Access Point providers; Other City Departments | 2019 and ongoing |
| 5. Achieve adjusted Heading Home goals of housing 131 families in FY19/20 and 161 families in FY20/21. Finalize Heading Home goals for FY21/22 | Nonprofit partners; Philanthropy | 2019 and ongoing |
| 6. Continue same-day shelter access for all families who are unsheltered | Nonprofit partners; SF HOT; Family Access Point providers | 2019 and ongoing |

Adult Goal: Reduce chronic homelessness by 50% by December 2022

Key Progress to Date

Since publishing the Framework, San Francisco has continued to reduce chronic homelessness among Veterans, including opening housing for 70 Veterans at the Auburn Hotel. Through the Moving On Initiative, more than 120 individuals and families moved from Permanent Supportive Housing to affordable housing in the community, creating new openings in PSH for individuals currently experiencing homelessness. In partnership with the Department of Public Health (DPH), HSH implemented the Whole Person Care MediCal waiver pilot program, adding roving and housing navigation services and greatly expanding housing stabilization services to keep formerly homeless tenants permanently housed. HSH opened two new Navigation Centers to provide temporary shelter and created a Flexible Grants pool for Problem Solving through a partnership with providers and philanthropy.

Focus for 2019

HSH will continue progress toward reducing chronic homelessness by strategically expanding resources in the Adult system. This includes significant expansion of Permanent Supportive Housing through new state and federal resources including planning for up to 500 new supportive housing units for people with mental illnesses using California’s No Place Like Home initiative and new permanent subsidies for independent housing for people with disabilities using HUD funding. With DPH, HSH will continue to refine and improve care coordination services and design new service levels matched to need. HSH and nonprofit and philanthropic partners will expand Rapid Rehousing for Adults referred through Coordinated Entry. The full launch of Adult Coordinated Entry ensures housing resources are targeted to the most vulnerable individuals with the highest barriers to housing.

| 2019 Implementation Activities | Key Partners | Time |
|---|--|---------------|
| 1. Finalize prioritization and referral process for Rapid Rehousing and Scattered Site Supportive Housing | Nonprofit partners; Access Point providers | April 2019 |
| 2. Launch Rapid Rehousing referrals for Adults in Coordinated Entry | Nonprofit partners; Philanthropy; Community | April 2019 |
| 3. Complete plan for additional Permanent Supportive Housing development through No Place Like Home Plan | Nonprofit partners; Other City departments | July 2019 |
| 4. Expand housing options through the implementation of new Mainstream vouchers | Nonprofit partners; Other City/County departments | July 2019 |
| 5. Create and begin implementation of system wide prevention and diversion (Problem Solving) plan | Nonprofit partners; Other City departments | November 2019 |

| | | |
|--|--|---------------------------|
| 6. Begin development of adult plan for non-chronically homeless individuals | Nonprofit partners; Other City/County departments; Community | November 2019 |
| 7. Provide guidance to partners on new service tiers within the Permanent Supportive Housing inventory | Nonprofit partners | December 2019 and ongoing |

Youth Goal: Reduce youth homelessness by 50% by December 2022

Key Progress to Date

HSH and partners completed the Coordinated Community Plan to Prevent and End Youth Homelessness. The Youth Policy Advisory Committee (YPAC), comprised of youth with lived experience of homelessness, formed as part of this process and continues to advise HSH on ending youth homelessness. HSH published an addendum to the Strategic Framework on March 15, 2019, including the new goal to reduce homelessness among youth by half. Mayor Breed, HSH, Larkin Street Youth Services and partners launched the Rising Up Initiative to add significant new capacity to the youth system for Rapid Rehousing and Problem Solving and began to serve the first 50 youth. The City budget to address youth homelessness has more than doubled since 2017.

Focus for 2019

During 2019, the community and HSH will fully launch Coordinated Entry for Youth, offering problems solving and matching youth to resources in the youth and adult systems. We will continue progress toward reducing youth homelessness by strategically expanding resources in the Youth and Adult system including new Supportive Housing, Rapid Rehousing, Problem Solving and Host Homes. HSH and community partners will continue to seek the involvement of youth in all aspects of the design, implementation and evaluation of the youth system.

| 2019 Implementation Activities | Key Partners | Time |
|--|--|---------------------------|
| 1. Involve youth in all decision making and in oversight of the system as it develops | Youth with lived experience; Nonprofit providers | Ongoing |
| 2. Continue the launch of Rising Up and bring to scale, meet fundraising goals | Philanthropy; Nonprofit partners; | January 2019, and ongoing |
| 3. Launch a pilot a “host home” program to serve 25 youth experiencing homelessness | Nonprofit partners; Community | May 2019 |
| 4. Launch Youth Access Points at multiple sites | Youth Access Point | May 2019 |
| 5. Finalize site for a TAY Navigation Center | Nonprofit partner | December 2019 |
| 6. Pilot new approaches to improve people’s access to private market housing for youth and across the system | Nonprofit partners; Philanthropy; Community | October-December 2019 |

Build the Department: Other critical infrastructure to meet the goals

Key Progress to Date

The launch of HSH has included two office moves and a reorganization to fully integrate all aspects of the Department. Since July 2017, HSH has hired 45 new staff and filled key positions throughout the department to support systems change. In 2018, HSH released the SPARC report which lays out recommendations for HSH to achieve greater racial equity within the Homelessness Response System, including objectives for capacity building, improving equity in funding, and tracking and ensuring equitable housing placement and retention. In November 2018, HSH sponsored its first Nonprofit Provider Conference to build better collaboration with its nonprofit partners. HSH is also providing regional leadership in collaboration meetings with five Bay Area communities. In addition, HSH was selected as a member of the first Public Sector Cohort for Trauma Informed Systems, launching trauma informed systems work within HSH, recruiting internal “change agents” to continue to advance internal culture

Focus for 2019

During 2019, the Department will continue to build its workforce as well as the broader Homelessness Response System. This work includes building and strengthening relationships with providers and other partners through quarterly meetings and working groups. HSH is also focused on creating a racial equity action plan and examining and addressing disparities and inequities throughout the Homelessness Response System. HSH plans to launch a comprehensive training plan for the Homelessness Response System, including a continuing focus on trauma-informed care.

New plans and analyses will be developed in 2019 for the overall system through Learning Labs, training and broader system analysis; developing a plan for adults who are not chronically homeless; and developing new program models with an equity focus, including improving services for LGBTQ residents in HSH-funded housing. HSH will move to new headquarters in 2019 co-located with a new client-serving Access Point for people experiencing homelessness.

| 2019 Implementation Activities for Dept. | Key Partners | Time |
|--|--------------------------------------|----------------|
| 1. Launch first quarterly meeting/conference call with nonprofit providers and HSH leadership | Nonprofit providers | March 2019 |
| 2. Relocate HSH staff and offices to new headquarters | - | September 2019 |
| 3. Convene a working group with nonprofit partners to consider issues of nonprofit sustainability and growth | Nonprofit providers; Philanthropy | December 2019 |
| 4. Continue work with philanthropy on capacity building to reduce racial disparities, promote anti-racism and support organizational development | Philanthropy | Ongoing |

| 2019 Implementation Activities for System | Key Partners | Time |
|---|--|---------------------------|
| 1. Continue the work with community partners to launch specialized housing locator services and bring them to scale | Nonprofit partners; Community; Philanthropy | Ongoing |
| 2. Launch operations system analysis for PSH and shelters | | September 2019 |
| 3. Complete Storage expansion for people experiencing homelessness | Nonprofit partners; Other City/County departments | March 2019 |
| 4. Begin detailed planning for adult population that is not chronically homeless | People with lived experience; Nonprofit partners; Advocates | June 2019 |
| 5. Develop draft plan of Homelessness Response System Training Approach to partners for input | Nonprofit partners | October 2019 |
| 6. Continue the Learning Lab and engage nonprofit and other partners and people with lived experience | People with lived experience; Nonprofit partners; Community | October 2019 |
| 7. Address challenges of ONE system by improving governance and adding needed resources | Nonprofit partners; Other City/County departments | December 2019 and ongoing |
| 8. Draft the scale and scope for shelter stock, including needed capacity and type of accommodations for adults, families and TAY | - | December 2019 |
| 9. Hire new staff once approved in FY19/20 budget | - | 2019 and 2020 |
| 10. Continue work on plans to address LGBTQ needs in supportive housing and shelters | People with lived experience; Other City/County departments; Nonprofit partners | December 2019 |

Responding to the 2019 Point-In-Time Count

Revisiting our Strategic Framework after the results from the 2019 Point In Time Count, we are recommitting to the Framework. San Francisco is experiencing an affordability and interrelated homelessness crisis. Data indicates that there are more people experiencing homelessness in the City than we have seen since 2002. Conditions have become exceedingly difficult for unhoused San Franciscans who are getting older and sicker over time, and this impacts the quality of life for housed residents.

Newly Homeless. In 2018, HSH and our partners exited more people from homelessness than ever before, but for every person HSH helps find housing, there are approximately three newly homeless individuals. The rate at which people are becoming homeless is one of the biggest challenges to solving San Francisco's homelessness crisis. To address the rate issue, Mayor Breed included a \$5.2M investment in homelessness prevention and diversion (also known as Problem Solving) in the FY19-20 budget.

Single Adult Homelessness. The Point-In-Time Count shows a significant increase (19%) in single adult homelessness, and the single adult population is more likely to be or become chronically homeless. Core to HSH's Strategic Framework is the prioritization of housing resources for the population most in need. During the past five years, the City's Permanent Supportive Housing increased proportionally with respect to families with children and transitional-age youth. With additional Supportive Housing in the pipeline targeted to single adults, HSH plans to reverse this trend for single adults. More than 1,200 units for single adults are in the pipeline, with almost half of these new units expected to open by June 2021. In addition, San Francisco's Coordinated Entry system for single adults launched in August 2018 and began placing individuals in housing programs beginning November 2018. HSH designed this process to ensure that the highest need population is prioritized for services and housing, in effect targeted housing resources to chronically homeless individuals.

Unsheltered Homelessness. Unsheltered or street homelessness continues to be a significant crisis in San Francisco that requires immediate response in order to meet the health, welfare and safety needs of people on the streets as well as their housed neighbors. Though HSH has opened 675 new shelter beds for families and adults since mid-2016, the unsheltered population observed during the 2019 Point-In-Time Count was 19% greater than in 2017. The demand for adult shelter beds remains high, with 1,190 individuals on the adult shelter waitlist on the week of the 2019 Point-In-Time Count. HSH is committed to expanding its resources to respond to this deficit and expects to open at least 700 additional temporary shelter beds by the end of 2019. On January 16, 2018, the City launched the Healthy Streets Operations Center (HSOC), a multidepartment effort to address increasing public concern about street homelessness and, in particular, a rise in large-scale encampments in 2016-2017. Over the course of 2018, homeless-related requests for services via SF311 declined by 33%, with average call response times declining 27%. HSOC has also effectively maintained the progress of HSH's Encampment Resolution Team in eliminating all large-scale encampments, identified as sites occupied by six or more tents or improvised structures and in place for 30 days or longer. Though tent encampments continue to remain a priority for HSH to monitor, HSOC and HSH have begun to identify an increase in persons sleeping in vehicles in certain regions of the City. This increase is reflected in the recent Point-In-Time Count data; approximately two-thirds of the increase in the 2019 San Francisco Homeless Point-In-Time Count & Survey unsheltered count can be attributed to the increase in people enumerated as sleeping in vehicles. A count conducted by HSOC on April 24, 2019 identified 578 passenger vehicles, RVs or vans

that appeared to be inhabited. To address the growing population of people living in their vehicles, HSH has expanded the focus of the Encampment Resolution Team to now include encampments of inhabited vehicles. The City is also piloting a program to allow for safe overnight parking has proposed a site for a Vehicle Triage Center.

Conclusion

Since its launch, HSH has worked to balance managing the core set of programs and resources that serve and house thousands of people experiencing homelessness every year, while working with its City and community partners to meet the goals outlined in the Strategic Framework: to achieve significant and sustained reductions in homelessness for all populations.

HSH thanks Mayor London Breed for her support as well as individuals with lived experience of homelessness, nonprofit providers, City leaders, our City partners, philanthropy, advocates, community members and community organizations for their roles in these accomplishments and their commitment to our City and its residents.

A year and a half after issuing the Strategic Framework, HSH remains deeply committed to the goals it articulates and to the transformational change required to reach those goals. With the implementation of the Strategic Framework, San Francisco is putting in place a Homelessness Response System that is a coordinated system of care that matches the right resource to the right person at the right time while building on lessons from the past and national best practices to improve performance now and in the future. The results of the 2019 Point-In-Time count serve to renew our commitment to this transformational strategy.

The Department looks forward to working with its community partners, nonprofit providers and those with lived experience to continue improving the Homelessness Response System and delivering results.

Appendix A: Overview of the Strategic Framework

The [Strategic Framework](#) released in October 2017 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 over five years. 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 accessed via the link above or downloaded at <http://hsh.sfgov.org/research-reports/framework/>

In addition, the Strategic Framework Youth Addendum published in March 2019 replaces the Youth section in the Framework; it is available on HSH's website or [here](#).

Appendix B: Planned/Proposed Site Expansion FY 19-20*

| | |
|----------------------------------|------------|
| Master Leased Supportive Housing | 387 units |
| New Supportive Housing | 117 units |
| New Shelter Sites/Expansion | 585 beds** |

*Does not include new Rapid Rehousing, Problem Solving or Rent Subsidies

**Additional beds/site needed to reach Mayor Breed's 1000 bed goal by 2020