



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

**Five-Year
Strategic Framework Update
and
2020 Implementation Plan
During COVID-19 Crisis**

City and County of San Francisco

September 2020



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Purpose of this Update and Implementation Plan During COVID-19

In October 2017, the Department of Homelessness and Supportive Housing (HSH) released its [Five Year Strategic Framework](#) outlining the Department’s strategy for making homelessness a rare, brief and one-time experience in our community. The overall aim of the Framework is to achieve a substantial and sustained reduction of homelessness in San Francisco.

HSH published an accompanying Implementation Plan in 2018, included as part of the original published plan, and an Annual Update and Implementation Plan in 2019. These updates provided a summary of the previous year’s achievements and outlined the specific actions that the Department and its partners intended to take during the year to advance the Framework.

Impact of COVID-19

The 2020 Update and Implementation Plan had been developed and was in draft awaiting publication at the time the COVID-19 crisis hit San Francisco. The 2020 Plan followed a similar model to the previous two years but also benefited from the input of the newly formed Strategic Advisory Committee of providers and stakeholders that met with the Department to review the proposed action steps and provide feedback. We thank the group of advisors for their input.

Since the start of the COVID-19 crisis the work of HSH and our community partners has dramatically changed. It is clear that the impact of the crisis on both the day-to-day work and on current and anticipated resources is so significant that the plan developed in December 2019 is no longer reflective of the seismic shift of work that is currently being done and that can be carried out, or of the key future opportunities now being pursued.

The Strategic Framework remains the scaffolding for our work

The Strategic Framework continues to serve as the guiding document for our work, and its values, principles, high-level goals and key strategies remain central. The six core components of our Homelessness Response System continue to serve as the building blocks for our response.

Core Components of The System



Coordinated Entry organizes the Homelessness Response System with a common, population specific assessment, a centralized data system and “by name” database of clients, and a prioritization method. This directs clients to the appropriate resources and allows for data-driven decision making and performance-based accountability. The Coordinated Entry process is organized to serve three subpopulations, Adults, Families with Children, and Youth. The process is comprised of four parts: access, assessment, prioritization, and referral.



Temporary Shelter provides temporary places for people to stay while accessing other services and seeking housing solutions. This may include shelters, Navigation Centers, Stabilization Beds, and Transitional Housing.



Housing provides permanent solutions to homelessness through subsidies and housing placements. This may include time-limited supports such as Rapid Rehousing and time-flexible programs such as Rent Subsidies and Permanent Supportive Housing.



Street Outreach connects those living outside with the Homelessness Response System. This includes outreach and engagement (SF HOT), encampment resolution (ERT), care coordination, Access Points, and Resource Centers.



Housing Ladder offers opportunities for residents of Permanent Supportive Housing or Rapid Rehousing to move outside of the Homelessness Response System (Moving On Initiative).



Problem Solving provides opportunities to prevent people from entering the Homelessness Response System and to redirect people who can resolve their homelessness without the need for ongoing support. It may offer a range of one-time assistance, including eviction prevention, legal services, relocation programs (Homeward Bound), family reunification, mediation, move-in assistance, and flexible grants to address issues related to housing and employment.

Our activities in pursuit of the goals, however, have had to shift to:

- 1) respond to the dangers COVID-19 poses to COVID-vulnerable unhoused people;
- 2) strengthen our commitment to equity and our response to the overwhelmingly disproportionate impacts of both homelessness and COVID-19 on Black, Latinx and other communities of color; and,
- 3) continue the operations of the core and essential programs that shelter, serve and house more than 13,000 people every day in our community.

Equity is the Foundation

The Strategic Framework included a call for making the Homelessness Response System more equitable as one of several guiding principles, but it did not adequately center equity as the foundation across all of our work. The historic and continuing impact of anti-blackness and white supremacy, and of homophobia and anti-trans bias, have led to vastly disproportionate levels of homelessness for communities of color, LGBTQ+ and transgender persons. COVID-19 has heightened these impacts, with communities of color vastly more likely to be impacted. Equity must be the foundational consideration in everything we do, and we are working to bring this lens to the forefront of all our planning and actions.

This Plan outlines the current focus of our work for the period of the crisis, under the categories of enhancing equity, responding to the public health crisis of COVID-19 and continuing critical operations.

The City will soon be pivoting into a phase of recovery planning and HSH is a key part of this planning for addressing those who continue to be vulnerable and unhoused, to maintain support for those who have recently become sheltered in hotels in our community, and to invest in prevention and diversion to support those who may become unhoused during this time of economic uncertainty. The overall goal of our work remains to substantially, equitably and sustainably reduce homelessness for all populations. However, the resources with which we will be able to pursue these goals will be changing. We are leading the charge in San Francisco to creatively use every state, local and federal resources to advance our system of care in spite of the crisis. Already we see that new opportunities to secure permanent solutions may be possible, but we also know that reductions in local funds are almost inevitable.

HSH will continue to work to make our efforts impactful and targeted to enhancing equity and permanently reducing homelessness while we continue our work in partnership with our City and community colleagues in our work to protect lives.

Status of the Goals from the Strategic Framework

Eight goals were outlined in the original Framework as a roadmap for reducing homelessness in San Francisco. As of December 2019, one new goal had been added, four of the eight original goals had been achieved and one was briefly achieved but is now in process again.

The population goals of the Framework have all been aligned to set all achievement dates to the end of December 2022, to be reflected in the anticipated 2023 Point-in-Time Count. HSH remains committed to all of the remaining goals but may need to adjust time frames based on circumstances and available resources.

Status	Goals of the Framework
ACHIEVED	Improve the City's response to street homelessness by October 2018 ¹
ACHIEVED	Ensure no families with children are unsheltered by December 2018 ²
ACHIEVED	Complete a detailed plan to reduce youth homelessness by July 2018
ACHIEVED	Design and implement coordinated systems for adults, families with children and youth by December 2018 ³
Initially achieved/In Process again led by Department of Emergency Management (DEM)	End large, long-term encampments by July 2019 ⁴
In Process	Implement performance accountability across all programs and systems by December 2022 ⁵
In Process	End family homelessness by December 2022 ⁶
In Process	Reduce chronic homelessness by 50% by December 2022
In Process	Reduce youth homelessness by 50% by December 2022 ⁷

¹ There was a 33% reduction in 311 calls related to homelessness in 2018 with the launch of the Healthy Streets Operations Center (HSOC) that coordinates appropriate City resources in response to street homelessness.

² While there may be some unsheltered families on any given night, there is capacity in the family shelter system for those needing assistance.

³ This goal was achieved in mid-2019.

⁴ In July 2016 there were 39 encampments with six or more tents in place for more than one month; in January 2019 there were none. Today, this issue has re-emerged and is being addressed by HSOC as part of the emergency response to COVID-19 under the Department of Emergency Management in partnership with HSH and other City departments

⁵ This goal was originally to be achieved by December 2019 but was delayed due to challenges implementing HSH's data system.

⁶ This goal was originally to be achieved by December 2020 but was delayed due to challenges implementing the Heading Home campaign.

⁷ This is a new goal that was added in 2018.

Achievements to Date in Response to COVID-19

The response to COVID-19 in the Homelessness Response System is ongoing and many of the activities listed in the 2020 Implementation Plan are continuations or expansions of what has already been done, while others are about the pivot that is needed to move our efforts into the next phase. Key achievements by Homelessness Response System component since the beginning of the COVID-19 crisis include:



Outreach

Addressing Needs of People who are Unsheltered

- Launched and funded the MealsInPlaceSF program which delivers 1,400 meals per day to people living in encampments in partnership with Salvation Army
- Deployed handwashing stations to high-impacted areas across the city and in the largest congregate shelter to increase access to hygiene
- Implemented homeless outreach focused on COVID-19 education, mask delivery, food/water delivery, hygiene and health care information
- Set up methods to identify, outreach to and place unsheltered people into SIP hotels
- Supported continued operations of the Vehicle Triage Center, including providing meals and continuing implementation of public health guidance
- Supported Safe Sleeping Sites and Villages



Coordinated Entry

Changes and Improvements to Coordinated Entry

- Move quickly to accommodate Coordinated Entry Primary Assessment and Prioritization virtually (via phone).
- Created “COVID-19 Allowance Hotel Placement” to stabilize Housing Referral Status households during shelter in place who would otherwise have been unsheltered.
- Implemented an Emergency Housing Voucher program for 50 youth in Housing Referral Status to provide a hotel voucher while searching for housing.
- Partnered with the San Francisco Municipal Transit Agency (MTA) and the Treasurer Tax Collector to not assess tow and boot fees for people experiencing homelessness actively engaged with Coordinated Entry, effective August 1, 2020.



Problem Solving

Expansion and Targeting of Problem Solving and Prevention

- Quickly created Access Point capacity to conduct Problem Solving conversations and make support available (via phone).
- Trained all Access Point staff Problem Solving techniques and prepared to deploy Problem Solving to persons sheltering in place at SIP hotels

- Modified and targeted Homelessness Prevention approach and policies to prepare for households impacted by COVID-generated economic crisis and in keeping with the eviction moratorium to address those who may lose housing



Temporary Shelter

Hotel Rooms for Sheltering in Place

- As of August 31, 2020, the City had opened 24 Shelter in Place (SIP) Hotels, housing people with high vulnerability to COVID-19, providing rooms for more than 2,000 people
- Work has included directly staffing and then directing staffing, development of all policies and procedures, and providing oversight and contracting support

Shelter Improvements and Expansion of Sites

- Implemented physical distancing and enhanced cleaning protocols across the shelter system
- Moved COVID-vulnerable people out of shelters and into SIP hotels
- Paused new referrals to all congregate sites including pausing the 311 waitlist
- Repeatedly extended all current shelter reservations to promote shelter in place
- Revised Denial of Service (DOS) policies to violence, threats of violence, brandishing a weapon and extended absences to promote shelter in place by reducing the reasons for which someone can be exited from the site
- Temporarily closed existing shelter programs with low capacity and redeployed staff to open Shelter in Place (SIP) Hotels
- Created designated spaces for LGBTQ+, women, families and TAY in SIP hotels
- Repurposed Adult Congregate Shelters as COVID-status congregate sites to support placement of clients in alignment with public health guidance
- Implemented health screenings and a response system for shelters with guests who are symptomatic or COVID+ in partnership with DPH
- Opened new sites to support the COVID-19 response including:
 - The Backlands RV Village – as a Shelter-in-Place RV facility for 120 people
 - Temporary congregate site serving up to 200 COVID-Negative/COVID-Unknown guests



Housing

Facilitating Access and Ensuring Safety of Housing Sites

- Implemented safety and cleanliness programs across the Permanent Supportive Housing portfolio
- Conducted site visits with HSH and DPH to support providers to implement prevention and mitigation strategies
- Supported the SRO Task Force and Affordable Housing Task Force within the EOC
- Expedited the housing placement process via Coordinated Entry to continue to move people into Permanent Supportive Housing and Rapid Rehousing programs quickly
- Established support for providers and tenants when there are positive cases at PSH sites in partnership with DPH

Other COVID-19 Focused Activities

Providing Food and Supplies

- Facilitated acquisition and distribution of supplies to homeless service sites, including PPE and the protocols for PPE use in coordination with DPH
- Increased meals to shelters, PSH sites, and encampments
- Set up a private donation program in partnership with Project Homeless Connect

Testing

- In conjunction with the Emergency Operations Center and the Department of Public Health and community partners, opened COVID-19 testing site at the Tenderloin Recreation Center with multilingual capacity to test people living in the Tenderloin
- Worked with DPH to provide surveillance testing in large shelters aligned to their guidance

Working with Philanthropy

- Secured \$200,000 for expanded COVID-19 related problem solving
- Secured millions of dollars in funding thanks to several philanthropic partners to prepare to obtain housing through site acquisition, scattered site and other methods. Continued to fundraise for existing programs
- Created new programs via donations and partnership to source PPE and other supplies and created a warehouse supplies approach to support HSH direct service staff and providers

Supporting Providers

- Developed and launched an extranet with COVID-19 response resources
- Instituted a manager-on-call system to provide 24/7 response to providers' COVID-19 related needs and emergencies
- Initiated a workforce development program in partnership with Tipping Point Community to support providers in rapidly recruiting and hiring new staff
- Launched a workforce development program in partnership with Goodwill Industries for rapid hiring up for the Shelter in Place (SIP) hotels
- Augmented existing contracts so providers can provide additional pay to their lowest paid staff working on the frontlines of the COVID response
- Launched and continue to host bi-weekly calls for providers to update on HSH and the City's response to COVID-19, bringing in DPH twice per month to respond to health system questions
- Implemented a daily email blast system to keep providers up to date on COVID response plans
- Expanded the City's Frontline Worker Hotel program to staff within the Homelessness Response System
- Expanded the City's essential worker childcare program to staff within the Homelessness Response System
- Expanded the City's Essential Ride Home program to ensure that Homelessness Response System staff could get to and from work more easily during the pandemic

- Created the #HRSHeroes Social Media Campaign to spotlight the work of nonprofit partner providers and essential frontline workers

Prior Actions and Achievements: July 2018 – December 2019

Prior to the advent of COVID-19, HSH and our partners had met many of the Framework’s initial goals for system improvement and laid the groundwork for progress toward the longer-term goals of significant and sustained reductions for all populations. Between July 2018 and December 2019, HSH and our partners carried out an unprecedented level of work to meet the needs of people experiencing homelessness through maintaining our existing efforts, adding new programs and approaches and growing the resources we need to address the challenges we face.

Key achievements over that 18-month period include:

Expanded Programs

- Opened five new “Access Points” for Coordinated Entry with one more opening in 2020
- Added 1,500 Problem Solving slots
- Piloted a Vehicle Triage Center for people experiencing homelessness sleeping in cars, trucks and RVs
- Opened 693 Temporary Shelter beds, including 263 Navigation Center beds
- Piloted a “Host Homes” program to serve 25 youth experiencing homelessness
- Added 57 units of “Moving On” housing for formerly homeless adults
- Added more than 500 new Rapid Rehousing and Rent Subsidy slots
- Added 157 units of Permanent Supportive Housing
- Started the Rising Up Campaign to serve over 900 youth experiencing homelessness
- Supported Heading Home to assist 800 families experiencing homelessness
- Opened a new headquarters for HSH to better serve our clients

Changed Systems

- Published a plan to reduce youth homelessness 50% by December 2022
- Published an implementation plan for the City’s Strategic Framework to address homelessness
- Implemented HOM-STAT, a data reporting tool to track progress toward achieving our goals
- Expanded the Healthy Streets Operations Center (HSOC), a multi-departmental effort to address street homelessness
- Improved and expanded the new Problem Solving approach to prevent and divert people from homelessness
- Fully implemented Coordinated Entry for all populations to improve equity and effectively prioritize people for housing and other services
- Improved the ONE System, a “by-name” expanded homelessness management information system
- Continued the Whole Person Care Initiative, a citywide effort to improve health outcomes for homeless clients
- Changed policies to better serve unhoused individuals who are pregnant

Increased Funding

- Facilitated over \$25 million in philanthropic investments for a variety of programs
- Secured more than \$30 million in emergency homelessness aid from the State of California
- Secured over \$7 million in new funding from the US Department of Housing and Urban Development
- Invested more than \$3.5 million in capital repairs to preserve permanent supportive housing
- Provided over \$10 million in new funding to build capacity in our nonprofit sector

Taken together, our continuing efforts coupled with significant expansions in programs, funding and the improvement of our system over the 18 months between July 2018 and December 2019 allowed us to serve more households than ever before. We achieved outcomes on several goals and reductions in key population groups while holding back the potential rise in homelessness seen in many other communities.

Served Thousands

- Helped over 2,500 households with housing, rent subsidies and other programs
- Provided one-time assistance such as eviction prevention and move-in support to over 2,500 households
- Assisted 200 households move from Permanent Supportive Housing to new housing opportunities
- Sheltered over 13,000 households
- Served approximately 10,000 people at drop-in centers
- Conducted over 12,500 outreach encounters with unsheltered individuals
- Assessed over 11,000 individuals through HSH's coordinated entry system

Produced Results

- While homelessness in San Francisco increased 18% from 2015-2019, many large communities in California saw significantly higher increases in the same time period:
 - 41% increase in the City of Los Angeles
 - 48% increase in Santa Clara County
 - 99% increase in Alameda County
- San Francisco has seen reductions in youth, family and student homelessness since 2015
 - 22% reduction in youth homelessness
 - 23% reduction in student homelessness in the SFUSD
 - 5% reduction family homeless according to the HUD definition

Implementation Activities Ongoing and Planned for 2020

Enhance Racial Equity Within the Department

Attention to equity is a core part of the work to end homelessness. The disproportionate impact of homelessness on the Black and LGBTQ+ community as well as the disproportionate impact of the COVID-19 pandemic on Black and Latinx people, demand that HSH and the entire City center equity in our work. HSH holds that the lack of affordable housing is the cause of homelessness, but structural racism is the cause of disproportionate homelessness for Black, Brown and other people of the global majority experiencing. During the past two years HSH has had an internal Diversity, Equity and Inclusion (DEI) working group and has issued reports about the impact of homelessness on the Black community. Moving forward, we are committed to continuing to advance equity work across our system and in partnerships with our providers. While equity must also be centered in each task and plan outlined in this document, there are specific equity actions that HSH will take throughout 2020.

Racial Equity Action Steps

1. Work with a consultant gifted to HSH by Tipping Point to help guide internal and external equity work.
2. Hire internal Racial Equity Manager at HSH to implement equity action steps within the Department. This position becomes available to HSH January 2021 under currently anticipated budget.
3. Participate in provider partnerships and make space for provider/government discourse.
4. Complete equity analysis.
5. Ensure that equity is part of each staff member's work week and performance plan as part of building the culture of HSH.
6. Increase communications internally and externally on equity steps.
7. Create a racial equity action plan for HSH and the Homelessness Response System.
8. Provide guidance to the Mayor's office on reallocating resources to homeless serving organization which are led by or focus on Black and brown clients to align to the Mayor's plans to shift money from police to community.
9. Continue work internally with the HSH DEI committee and other staff to advance equity and advocate across the City for key decisions which advance leadership of color.

COVID -19 Response: Preserve Human Life

To address the threat of COVID-19, HSH has adopted many new activities specific to the COVID-19 crisis. The activities listed below do not reflect all of the actions that HSH is taking or preparing to take in response to COVID-19; these are critical activities that align with the Framework goals and objectives related to the core components of the system. This section is broken into Immediate Activities for Addressing COVID-19 and Advance Planning for Ongoing Response.

Immediate Activities for Addressing COVID-19

1. Develop a collaborative system-wide targeted prevention and Problem Solving strategy.
2. Monitor impact of Homeward Bound modifications with goal of bringing the program back to prior performance levels as it is safe to do so.
3. Develop and monitor improvements to Coordinated Entry process to continue to expedite placements including dramatically increasing the ability to access Coordinated Entry services during COVID-19.
4. Adapt Coordinated Entry to further address disproportionate impacts, center equity and align with COVID-19 vulnerability and need.
5. Ensure that Coordinated Entry is available for guests in SIP hotels and Safe Sleeping Sites to begin housing navigation and/or Problem Solving support.
6. Refocus data and performance work on COVID-19-related outcomes and performance while continuing to improve data clarity to guide equity-based decisions.
7. Continue procurement, contracting, operations and staffing of SIP hotels to provide shelter in place to those at highest risk and plan to maintain SIP hotel capacity for as long as possible.
8. Redesign and adjust the family congregate and single room shelter system for COVID safety.
9. Utilize SF HOT, in partnership with other first responders to conduct COVID-19 related outreach wellness checks and refer unsheltered COVID-vulnerable people into SIP hotels.
10. Support Safe Sleep Sites and Villages through creation, outreach, contracting, operations and staffing particularly in the most impacted communities
11. Continue to facilitate expanded meals and food access for housed, sheltered and unhoused neighbors so they can better shelter in place.
12. Provide critical supplies and scarce resources including PPE, thermometers, and other resources to temporary sites and across the Homelessness Response System.
13. Support the ongoing operations of the newly established Shelter in Place RV Village in the Bayview that serves individuals from the Bayview Community that is disproportionately impacted by COVID-19 and homelessness. Evaluate additional opportunities and needs in the Bayview such as a possible Safe Sleep Site.

14. Create plans for the future of shelters, including defining the role of congregate shelter and the role and development of shelter alternatives including Safe Sleep, Vehicle Triage Center, RVs, etc.
15. Continue to provide guidance, support and assistance to existing shelter and housing sites to prevent outbreaks and to respond when outbreaks do occur.
16. Continue to work to open new housing sites including the Post and Abigail Hotels.
17. Reduce vacancies in the existing PSH portfolio.
18. Launch the Flexible Housing Subsidy Pool under a new COVID-19 framework to help ensure that people sheltered in hotels as part of the COVID-19 response do not return to shelters or the streets.
19. Develop and execute plans to purchase or master lease hotels to convert them to permanent housing.
20. Continue work to permanently expedite the housing placement process including the creation of a universal housing application.
21. Continue improvements to Rapid Rehousing (RRH) and deploy additional RRH resources to support newly homeless people.

Advance System Planning for Ongoing Response

This area includes planning undertaken with the City’s Advanced Planning Working Group on Homelessness and Shelter, individuals with lived experience, provider and community partners and HSH’s own internal work to plan for the City’s reopening, ongoing response to COVID-19, and reintegration of ongoing work with the evolving COVID-19 response.

Advance Planning Activities

1. Work with the Mayor’s Office and Controller’s Office to build the financial and program model to dramatically expand housing in response to COVID-19 and the increasing need of people in our community.
2. Co-chair the City’s Advanced Planning Working Group on Homelessness and Shelter.
3. Participate in the City’s Economic Recovery Taskforce by working on the vulnerable populations committee to ensure the needs of people experiencing homelessness are integrated into the plan.
4. Implement the Mayor’s Homelessness Recovery Plan focused on adults that proposes to expand the Homelessness Response System to ensure those sheltering in place during the COVID-19 crisis do not return to the streets, including the largest expansion of Permanent Supportive Housing in 20 years balanced with an expansion of the full array of services needed such as Rapid Rehousing for adults, prevention and other efforts.

5. Continue planning focused on prevention, TAY and family system of care for equivalent input and needed expansion.
6. Model a new Homelessness Response System that is more aligned with public health guidance, less reliant on congregate facilities, centers equity and is responsive to an increased need for homeless services.
7. Plan for a future reopening of the 440 Turk Street office to align with public health guidance and social distancing protocols.
8. Continue and strengthen telecommuting protocols and support for staff continuing to work remotely.
9. Revisit the Strategic Framework, centering equity throughout and addressing disproportionate impacts across the system.
10. Develop methods to support working parents if schools do not reopen in the Fall.
11. Ensure ongoing and sufficient PPE is available for all HSH and nonprofit partner staff who need it.
12. Identify efficiencies to reduce need for, or impact of, program and staffing cuts to the extent possible.
13. Identifying new funding opportunities to help support a shifting Homelessness Response System.
14. Making additional financial resources available to providers, to support staffing needs during the COVID-19 crisis, especially to provide support for the lowest-paid employees within provider organizations.
15. Support the workforce development needs, rapid hiring and expansion of CBOs to meet the needs of the COVID-19 response system.

Continue Critical Operations and Planned Activities in Line with Framework Goals

In addition to the work of responding to COVID-19, the Department continues to support the ongoing operations, improvements and expansion of the Homelessness Response System -- even as portions of the system pivot to new roles or new approaches.

This is not a comprehensive list of all the critical operations that HSH is continuing to support or the general activities for which HSH is responsible. These are, for the most part, activities previously planned that are continuing to move forward because they support or expand the infrastructure and programs needed to make progress on the Strategic Framework. In some cases, these activities have already been completed but reflect the 2020 planning. Completed items are indicated with a check mark (✓). Most additional items are in process.

Change Systems

Implementation Activities

1. Create One System Implementation Plan. ✓
2. Implement new ONE System governance. ✓
3. Continue build out of ONE System to support Access Points and Inventory.
4. Publish and maintain Problem Solving Guide. ✓
5. Develop and publish Coordinated Entry policies for each population.
6. Implement Improved Coordinated Entry performance monitoring.
7. Revamp and implement Problem-Solving trainings. ✓
8. Implement Coordinated Entry for survivors of Domestic Violence.

Reduce Adult, Family, Youth and Street Homelessness

Implementation Activities

1. Implement a single PSH Application.
2. Develop a plan to renew and renegotiate existing PSH master leases.
3. Continue to open new buildings including the Abigail and Post Hotel.

4. Open Jelani House. ✓
5. Add roving Behavioral Health Team for families. ✓
6. Achieve goals of the Heading Home campaign.
7. Fully Implement Rising Up and Host Homes. ✓
8. Develop, design and select a provider for TAY Navigation Center.
9. Replace Sunset hotel.
10. Develop, design and select a provider for the Bayview SAFE Navigation Center.

Strengthen the Department and Achieve Outcomes

Implementation Activities

1. Complete move of HSH offices to 440 Turk Street. ✓
2. Publish Conference Report from 2019 Nonprofit Provider Conference. ✓
3. Re-issue an organizational chart understanding it is shifting more than usual due to COVID-related deployments.
4. Publish a decision-making flow chart showing where decisions are made.
5. Work with providers to improve their ability to expend contract funds.
6. Engage in Advance Planning regarding HSH's role in the City's reopening including supporting public and provider input forums. ✓
7. Complete equity analysis.
8. Hold third annual Nonprofit Provider Conference focused on equity as the foundation with physically distant approach.
9. Finalize and publish the external communications plan for the Department.
10. Develop a single, unified policy for all program monitoring across the division that integrates a corrective access process.
11. Standardize all contract terms and provisions by program area by 2024 through utilization of the Emergency Ordinance (61-19), beginning with comprehensive RFQ that will be released in 2021.

Conclusion

San Francisco's Strategic Framework continues to guide, inform and inspire the work of HSH and our partners. The advent of COVID-19 has heightened the attention, and resources, needed to ensure people experiencing homelessness are safely sheltered, receive critical health and service supports, and are moved to permanent housing as quickly and equitably as possible, particularly people with high vulnerability. The disproportionate impacts of homelessness, and now of COVID-19, on San Francisco's Black, Latinx, and LGBTQ+ population require centering equity in our planning and our response.

At the publication of this Implementation Plan During COVID-19, the future remains uncertain. The trajectory of both the disease and the economy will determine where focus is required and where critical action is possible. The Strategic Framework continues to provide a set of principles, goals and a vision of a high-functioning Homelessness Response System that can channel the response to homelessness. But the advent of COVID-19 has also led to new ways of working, improved coordination, greater attention to equity, and heightened urgency. The lessons of this period are already shedding light on where improvements can be made and will continue to inform the development of a longer-term set of strategies moving forward.

HSH will continue to work with its City, provider and community partners to optimize all of the available resources to secure housing solutions for as many as possible, to achieve equity in our Homelessness Response System, and to reduce the risks to those who are unhoused.