LHCB
Strategic Planning Update

April 4, 2022

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Planning Process and Phases

- Launching a comprehensive planning process.
- Building upon the Five-Year Strategic Framework to develop a comprehensive, City-wide strategic plan.
- Will guide the work of HSH, but also the work of all involved City agencies and departments.
- Planning process will be completed by the end of this year and will be implemented in two (2) phases.

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Planning Process and Phases

Both phases will feature engagement and partnership with people with lived expertise, with existing committees and partnerships, and with other stakeholders.

First phase (March through June) must focus on State-required planning processes essential for securing critical State funding through Homeless Housing and Assistance Program (HHAP) and through Housing and Homelessness Incentive Program (HHIP).

This focus during first phase will include data analyses, initial community input, and deliverables that will then directly inform the City-wide strategic plan.

Second phase (July to November) will focus on comprehensive community input, setting goals for the broader plan, identifying a fully expansive range of strategies, and planning for the most impactful investments of future resources.

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Strategic Planning: Background

- **HSH 5-Year Strategic Framework** (2017 – 2022)

- A roadmap that describes components of SF’s homelessness response **system** and lays out our goals to significantly reduce homelessness in San Francisco
  - Programs individually managing homelessness → Coordinated System solving homelessness

- **Informed by** the experiences of people experiencing homelessness, service providers, national experts, and other stakeholders in San Francisco; as well as best practices and evidence-based interventions

- **Annual Implementation Plans** Guiding HSH’s work: [2021 Update and Implementation Plan](http://hsh.sfgov.org)

- **Living document**: Updates to the Plan

- **Limitations:**
  - lack of a single database tracking the performance of our programs and impacts on homelessness in San Francisco.
  - unable to model for possible changes in the economy or housing market
  - HSH-focused
New iteration of the Strategic Framework:
San Francisco Strategic Plan to Prevent and End Homelessness

• 2017 HSH Strategic Framework → 2023 City-wide Strategic Plan

• Homelessness is a complex issue that is the result of many systemic failures, structural inequities, and economic barriers

• The solution requires a strategic, coordinated city-wide response that aligns vision, outcomes, strategies, and investments
Top Priorities for planning

- Alignment on vision for transformational systems change
- Advances equity for racial and other disparately impacted populations in goals, strategies, investments, and outcomes
- Centers the voices of people experiencing homelessness in the design of the plan
- Reflects department and community values and guiding principles
- Informed by broad and meaningful engagement with community providers, partners, city agencies, and other stakeholders on goals and strategies
- Facilitates community buy-in and alignment towards shared vision and goals
- Informed by evaluations, needs assessments, and plans:
  - Coordinated Entry evaluation, Race Equity recommendations, System Modeling, Survivors of Violence Needs Assessment, Mental Health SF, Criminal Justice partnerships
Strategic Planning Phases and Timeline

Planning the Process

- Pre-planning: Jan - Mar

Establish System and Equity Goals and Strategies for Local Strategic Plan and State Action Plans (HHAP)

Phase 1: March - June

Community Engagement for Planning Process

Phase 2: July - Dec

Adoption: December

Review, Publish and Adopt Strategic Plan and Develop ongoing implementation plan

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Phase 1 of Strategic Planning
Administered by Cal-ICH

$1 billion annually in General Funds for the HHAP program for each of the next 2 years, with funds to be allocated to CoCs, counties, and large cities

Some funds released first, with balance of allocations to be released following applications which will require settings performance measure goals.

Bonus funds will be available in future years

Requirement: Homelessness Action Plan
PART I: Landscape Analysis of Needs, Demographics, and Funding

- A local landscape analysis that assesses the current number of people experiencing homelessness and existing programs and funding which address homelessness.

- Identification of the number of individuals and families served, including demographic information and intervention types provided, and demographic subpopulations that are underserved relative to their proportion of individuals experiencing homelessness.

- Identification of funds, currently being used, and budgeted to be used, to provide housing and homelessness-related services to persons experiencing homelessness or at imminent risk of homelessness, how this funding serves subpopulations, and types of interventions funded.
PART II: Outcome Goals and Strategies for Achieving those Goals

- Reducing the number of persons experiencing homelessness.
- Reducing the number of persons who become homeless for the first time.
- Increasing the number of people exiting homelessness into permanent housing.
- Reducing the length of time persons remain homeless.
- Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
- Increasing successful placements from street outreach.
- Trackable data goals related to the Outcome Goals as they apply to underserved populations and populations disproportionately impacted by homelessness.
**Phase 1 Deliverables**

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<tr>
<th>1</th>
<th>2</th>
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<tbody>
<tr>
<td>State Homelessness Action Plan</td>
<td>Landscape Analysis of Funding Resources (HHAP Plan)</td>
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<tr>
<td>Initial System Modeling results</td>
<td>Analysis of prior reports and plans completed</td>
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<tr>
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<td>Coordinated Entry Evaluation findings</td>
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Key Components of the Overall Strategic Planning Process

- **Pre-planning (Jan – Mar):**
  - Determining a “Framework” to Help Structure Planning

- **Phase 1 (Mar-June):**
  - Setting Goals and Strategies for State Action Plan

- **Phase 2 (July – Dec):**
  - Community Engagement at all levels
  - Cross Departmental / Agency Planning and Coordination (DPH, HSA, MOHCD, DPW, OEWD, Criminal Justice Partners)
  - Coordination and Alignment with Other Planning Processes
  - Input and Guidance from People with Lived Expertise
  - Engagement with Existing Committees and Stakeholder Groups

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Key Components of the Planning Process

- Analysis of Existing Materials
- Data Analysis and System Modeling Processes
- Funding Source Mapping and Analysis
- Goal-Setting
- Strategy and Activity Development Processes
Oversight and Project Management

**Leadership Involvement:**
- ✓ Leadership at HSH
- ✓ Local Homelessness Coordinating Board
- ✓ Strategic Framework Advisory Committee
- ✓ Coordination and regular communication with Mayor’s Office

**Project Management:**
- ✓ HSH Planning Project Team
- ✓ Consultant Team
- ✓ Community Engagement Partner (currently seeking)
Community Engagement: Input and Guidance from Community Partners and Stakeholders

- Listening Sessions / Focus Groups / Surveys
- People with lived experience advisory group
- Key leader / partner interviews
- Service provider engagement of front line staff
- Subject Matter Expert Workgroups to Develop Strategies
  - Providers, HSH Staff, People with lived experience

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Phase 1: Deliverables

- State-Required Local Homelessness Action Plan (HAP) and Housing and Homelessness Incentive Plan (HHIP) (6/30/22)
- Plan and Timeline for Adoption of City-Wide Strategic Plan on Homelessness (12/22)
- Development of a “Framework” for Planning Activities and Discussions
- Development of a Resource Investment Plan cutting across funding programs and Departments

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