



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

LHCB Strategic Planning Update

April 4, 2022

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Planning Process and Phases

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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 implemented in two (2) phases

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Planning Process and Phases

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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.

Strategic Planning: Background

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- **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](#)
- **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






Strategic Planning: Now

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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

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Strategic Planning

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• **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



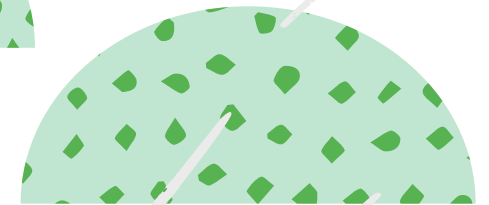
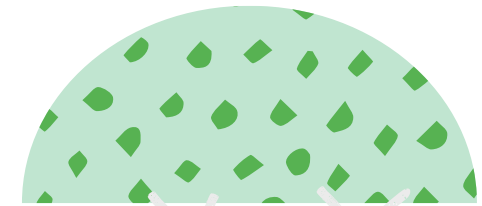
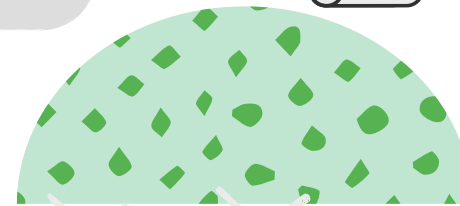
Strategic Planning Phases and Timeline

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Phase 1 of Strategic Planning





State Plan: Homeless Housing, Assistance and Prevention Program (HHAP)

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- 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**



HHAP-3 Requirements: Homeless Action Plan

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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.



HHAP-3 Requirements: Homeless Action Plan

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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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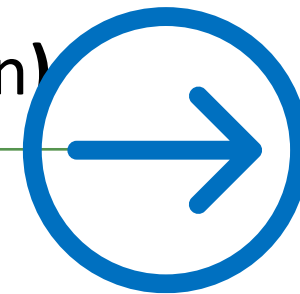
State Homelessness Action Plan

Initial System Modeling results

Landscape Analysis of Funding Resources (HHAP Plan)

Analysis of prior reports and plans completed

Coordinated Entry Evaluation findings



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Key Components of the Overall Strategic Planning Process

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🔑 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

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- 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

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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

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- 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



Phase 1: Deliverables

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- ✓ 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