Local Homelessness Action Plan to be Submitted to State of California

Discussion at LHCB June 24, 2022
Introductions
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- **Matthew Doherty**, Matthew Doherty Consulting
Information We Will Cover Today

- Refresher of Strategic Planning Process, Phases, & Timeline
- HHAP-3 Program and Application Requirements
  - Landscape Analyses
  - Outcome Goals and Equity-Related Goals
  - Strategy Descriptions
- Questions and Discussion
Strategic Planning Phases and Timeline

Pre-planning Jan - April

- Pre-planning Preparation; -
  - Hire planning team,
  - RFP for Community
  Engagement Partner and
  Subject Matter
  Expertise/Planning Services
  - Launch CE Evaluation

Phase 1: April - July

- Gather input to inform the structure of the planning process
- Data Analysis, State HHAP Plan

Phase 2: August - Dec

- Community and Stakeholder Engagement, System and Program Design

Plan Adoption Early 2023

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

http://hsh.sfgov.org
Build Upon Strategic Framework

- **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
- Living document → Time for a comprehensive update
- Framework is HSH-focused → New Plan to guide work of all involved City agencies and departments

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Centering and Advancing Equity

- Explicit goals to advance equity will drive the planning process

- Structural racism and economic inequality are drivers of homelessness

- Systemic inequities disparately impact many groups that have been historically discriminated against and marginalized

- As a result, people who are Black, Indigenous, Latinx/e, LGBTQIA+ and other groups have been experiencing homelessness at dramatically higher rates

- Black and African-American people are significantly over-represented in homelessness

- Equity has not been centered in previous plans and we haven’t had explicit equity goals

- Plan should and will explicitly address disparities and center equity...how?

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Priorities and Guiding Values

- Aligns our community around a vision of the goals of the homelessness response system
- Advances equity to respond to racial and gender disparities and other disparately impacted populations in goals, strategies, investments, and outcomes
- Strengthens partnerships between HSH, community partners, providers, city departments
- Centers the voices of people experiencing homelessness in the design of the plan’s goals and strategies
- Informed by evidence, research, local and national data and trends
- Engages in broad and meaningful engagement with community providers, partners, city agencies, subject matter experts, and other stakeholders on goals and strategies
- Informed by existing evaluations, recommendations, needs assessments, and plans: Coordinated Entry evaluation, Race Equity recommendations, System Modeling, Survivors of Violence Needs Assessment, OCOH Gaps Analysis, Mental Health SF, Criminal Justice/Safety and Justice Challenge planning

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Homeless Housing, Assistance and Prevention Program (HHAP)

- Administered by California Interagency Council on Homelessness (Cal ICH, formerly Homeless Coordinating and Financing Council)

- **Two prior rounds of funding** to date, multi-year spending timeframes
  - HHAP-1 funds awarded in 2020 ($37.96 million for SF)
  - HHAP-2 funds awarded in 2021 ($17.81 million for SF)

- HHAP-3 process underway now, with significant NEW requirements for receiving the funding
HHAP-3 Funding

- $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 – **San Francisco to receive $47.35 million in Round 3**

- Full allocations to be released following submission and approval of application materials, including newly-required “Local Homelessness Action Plan”

- Bonus funds available in future years, likely ~ $8.7 million for SF

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HHAP-3 Application and “Local Homelessness Action Plan” Requirements
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.
PART III: Application Narrative Responses

- These narrative responses are to provide additional information on regional coordination, capacity building, and equity related efforts in alignment with local action plan goals and strategies.

PART IV: HHAP-3 Funding Plan

- Describing the specific allowable activities to be supported with HHAP-3 funds.
Clarifying Questions?

Any clarifying questions regarding the strategic planning process and/or HHAP-3 application requirements?
Landscape Analyses
Landscape Analyses Required (in Materials)

- **Landscape Analysis of Needs and Demographics** – based upon 2022 PIT Data
- **Landscape Analysis of Services Provided** – generated from ONE System/HMIS; information regarding people accessing different services/interventions
- **Landscape Analysis of Federal, State, and Local Funding** – information gathered from across Departments
- Information is presented in formats provided by State; **will inform analyses for larger strategic planning process**
Goal-Setting and Strategies for State-Required Application
### Summary Document:

**Outcome Goal #1a: Reducing the number of persons experiencing homelessness.**

<table>
<thead>
<tr>
<th>Outcome Goals July 1, 2021 - June 30, 2024</th>
<th>Baseline Data: Annual estimate of number of people accessing services who are experiencing homelessness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decrease/Increase in # of People</td>
<td>Decrease/Increase as % Change from Baseline</td>
</tr>
<tr>
<td>1,797</td>
<td>11,673</td>
</tr>
<tr>
<td>15%</td>
<td>11%</td>
</tr>
</tbody>
</table>

**Format Provided by State:**

San Francisco’s ONE System (HMIS) coverage has grown significantly in the last several years to cover a much larger number of programs and people experiencing homelessness, however, not all programs are fully covered yet. We anticipate between now and 2024 adding more shelters and outreach services, and reaching more people and increasing the number of people in our data who are accessing services while experiencing homelessness, even as we work to bring overall homelessness down over time. Our goal is to increase the number of people accessing services while experiencing homelessness from 11,673 people to at least 13,400 people, a 15% increase, but a significant decrease from the CY14 29 growth rate of 11.5%.

<table>
<thead>
<tr>
<th>Baseline Data</th>
<th>Recommended Goal</th>
<th>Explanation / Reasoning</th>
</tr>
</thead>
</table>
| 11,673 people in CY 2020 | Increase to at least 13,400 people in FY 23-24 | - Continued growth in coverage of programs/services in ONE system (HMIS)  
- Adding more shelters and outreach services into ONE System, likely serving people who may not already be in data.  
- Also are expanding programs and services to reach and serve more people.  
- Representation of Hispanic/Latinx population in PIT count has grown in 2022 data, but population is not represented at that rate among those currently accessing services. |

**Optional Comments:**

Increase the percentage of Hispanic/Latinx population accessing services while experiencing homelessness to 30% of the total population accessing services by June 30, 2024 to advance toward equitable representation based upon their presence in the homeless population.
Outcome Goals Required

- **Specific Outcome Goals (dictated in statute) must be set** within the Local Homelessness Action Plan required by the state – will be an important focus state’s review of Plan

- Goals **must use very specific measures** developed by the state

- Goals **must be set based upon baseline data for calendar year 2020, provided by the state** based upon data provided from the ONE System

- Achievement of these Outcome Goals by June 30, 2024 is **required for eligibility for HHAP-3 bonus funding**

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Connections to Larger Planning Process

- Very little time to respond to the State’s requirements, implemented analytic processes to comply with goal-setting requirements

- The State’s measures are important measurements about how our system is operating – but do not translate into Outcome Goals well

- Will use them within our performance measurement systems and reporting

- Will not limit ourselves to these goals within City-wide strategic plan, nor will they constrain collaborative processes
Outcome Goals Required

- **Goal 1a and 1b. Reducing the number of persons experiencing homelessness** – measures focus a) on people accessing services while experiencing homelessness and b) on number of people experiencing unsheltered homelessness.

- **Goal 2. Reducing the number of persons who become homeless for the first time** – measure focuses on people who are newly identified as experiencing homelessness by the homelessness response system.

- **Goal 3. Increasing the number of people exiting homelessness into permanent housing** – measure focuses on exiting homelessness system to permanent housing.

- **Goal 4. Reducing the length of time persons remain homeless** – measure focuses on the lengths of time people are known to be experiencing homelessness by the homelessness response system.
Goal 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing – measure focuses on people who exited the homelessness response system to permanent housing and then returned to the system

Goal 6. Increasing successful placements from street outreach – measure focuses on # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations

Also, must set equity-related goals related to each of the Outcome Goals – that apply to underserved populations and populations disproportionately impacted by homelessness, which can be tracked in HMIS; **meeting these equity-related goals is not required for eligibility for Bonus Funds**
In setting equity-related goals, **we’ve focused on aligning with previously-identified community priorities and concerns**, while also complying with the State’s requirements.

Based upon the data provided by the State, we **identified specific populations to focus on within equity related goals**, including:

- Hispanic/Latinx population
- Black / African American population - including disproportionate representation among families with children and unsheltered people experiencing homelessness
- Transgender and gender non-conforming people – in alignment with Mayor Breed’s announced goal
- BIPOC and LGBTQ+ youth and young adults

**Won’t be constrained by these within City-wide strategic plan**

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Goal 1a

| Goal 1a: Annual Number of People Accessing Services While Experiencing Homelessness |
|---------------------------------|--------------------------------|
| **Baseline Data**               | **Recommended Goal**          |
| 11,673 people in CY 2020        | Increase to at least 13,400 people in FY 23-24 |

**Recommended Equity-Related Goal**

Increase the percentage of Hispanic/Latinx population accessing services while experiencing homelessness to 30% of the total population accessing services by June 30, 2024, to advance toward equitable representation based upon their presence in the homeless population.

http://hsh.sfgov.org
## Goal 1b

### Goal 1b: Number of People Experiencing Unsheltered Homelessness

<table>
<thead>
<tr>
<th>Baseline Data</th>
<th>Recommended Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,180 in 2019 PIT Count</td>
<td>Decrease to 5,000 in 2024</td>
</tr>
</tbody>
</table>

**Recommended Equity-Related Goal**

Reduce the number of transgender and gender non-conforming (TGNC) people experiencing unsheltered homelessness by 52%, from 314 in 2019 to no more than 150 people in 2024.
## Goal 2: Reducing the Number of Persons who are Newly Identified as Experiencing Homelessness

<table>
<thead>
<tr>
<th>Baseline Data</th>
<th>Recommended Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,111 in CY 2020</td>
<td>Increases to no more than 6,180 in FY 23-24</td>
</tr>
</tbody>
</table>

### Recommended Equity-Related Goal

The percentage of Black and African American people who are newly identified as homeless is reduced from 40% of people newly identified as experiencing homelessness to 30% or less.
## Goal 3

**Goal 3: Increasing the Number of People Exiting the Homelessness System into Permanent Housing**

<table>
<thead>
<tr>
<th>Baseline Data</th>
<th>Recommended Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,453 in CY 2020</td>
<td>Increases to at least 1,500 people in FY 23-24</td>
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</table>

**Recommended Equity-Related Goal**

Increase the representation of Hispanic/Latinx population among those exiting the homelessness system to permanent housing to 30%, from 23%.
### Goal 4

**Goal 4: Reducing the Length of Time Persons are Known to be Experiencing Homelessness**

<table>
<thead>
<tr>
<th>Baseline Data</th>
<th>Recommended Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average of 199 days in CY 2020</td>
<td>Increases to average of no more than 205 days in FY 23-24</td>
</tr>
</tbody>
</table>

**Recommended Equity-Related Goal**

Reduce the average number of days documented as experiencing homelessness among families with children from 257 days to 227 days by June 2024.

[http://hsh.sfgov.org](http://hsh.sfgov.org)
Goal 5: Reducing the Number of Persons who Return to Homelessness after Exiting the Homelessness System to Permanent Housing

<table>
<thead>
<tr>
<th>Baseline Data</th>
<th>Recommended Goal</th>
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</thead>
<tbody>
<tr>
<td>Rate documented as 28% during CY 2020</td>
<td>Reduce to 25% or less during FY 23-24</td>
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</tbody>
</table>

Recommended Equity-Related Goal

Ensure that at least 75% of youth/young adults who exit the homelessness response system to permanent housing do not return to homelessness, by FY 2024.
### Goal 6

**Goal 6: Increasing Successful Placements from Street Outreach**

<table>
<thead>
<tr>
<th>Baseline Data</th>
<th>Recommended Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>56 successful placements documented in data in CY 2020</td>
<td>Increase to at least 100 such placements documented in data in FY 23-24</td>
</tr>
</tbody>
</table>

**Recommended Equity-Related Goal**

Increase successful placements for adult only households from street outreach to at least 100 placements annually FY 23-24 (79% increase.)
### Strategies (in Materials)

#### Information Required by State:

<table>
<thead>
<tr>
<th>Strategy Description</th>
<th>Performance Measure to Be Impacted (Check all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Reducing the number of persons experiencing homelessness.</td>
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<tr>
<td></td>
<td>Reducing the number of persons who become homeless for the first time.</td>
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<td>Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.</td>
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<tr>
<td></td>
<td>Increasing successful placements from street outreach.</td>
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<tr>
<td></td>
<td>Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.</td>
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</tbody>
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[Table 5. Strategies to Achieve Outcome Goals](http://hsh.sfgov.org)
Identification of Strategies

- Focused on strategies and activities that are underway
- Alignment with existing priorities and initiatives
- Investment strategies, including *Our City, Our Home* investments
- Inventory that we can build from and upon through strategic planning process

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Strategies (in Materials)

Drafts of 38 strategy descriptions, across:

- System-Wide Improvement Strategies
- Crisis Services, Outreach and Engagement Strategies
- Emergency Shelter and Interim Housing Strategies
- Permanent Housing Strategies
- Diversion/Problem-Solving and Prevention Strategies
Questions and Discussion
Thank you!
Appendix Slides: More Details on Strategies

http://hsh.sfgov.org
System-Wide Improvement Strategies

- Coordinated Entry assessment and improvements
- ONE System expansion and data improvements
- Systems modeling
- Cross-departmental planning
- CalAIM implementation
- Population-specific comprehensive efforts
Crisis Services, Outreach & Engagement Strategies

- Tenderloin Emergency Initiative
- Street Crisis Response Teams, Street Medicine, Intensive Case Management
- Substance Use Beds and Local Treatment Beds
- TAY-focused treatment beds, care coordination and case management

http://hsh.sfgov.org
Emergency Shelter and Interim Housing Strategies

- Non-congregate shelter / interim housing, Navigation Centers
- Safely re-expanding at congregate shelters
- Shelter Access IT project
- Hotel vouchers
- Enhancing services at existing programs
- Cabin structures, Vehicle Triage Center / Safe Parking

http://hsh.sfgov.org
Permanent Housing Strategies

- Emergency Housing Vouchers
- New PSH units through acquisition/rehab and new construction
- Scaling-up scattered site PSH options, Housing Ladder
- Flexible Housing Subsidy Pool
- RRH paired with workforce services
- Enhance services at existing PSH sites
Diversion/Problem-Solving and Prevention Strategies

- Expanded Homelessness Prevention resources
- Expanded Problem-Solving / Diversion interventions
- Eviction prevention services and resources
- Affordable Housing units