Strategic Planning: Preventing and Ending Homelessness in San Francisco

Local Homeless Coordinating Board Meeting 10-3-22
Today’s Discussions and Decisions

- Review of Planning “Framework”
- Planning for further consultation with LHCB
Now in Second Phase of Planning

- **Second phase** is now focused on development of comprehensive, **City-wide** strategic plan:
  - Community and stakeholder engagement
  - Engaging people with lived expertise of homelessness the plan’s goals and strategies
  - Systems and financial modeling of how to right-size the system
  - City Department collaboration on shared goals and strategies
  - Drafting and approval process
Phase 2 Timeline

- **July to August 2022**: Complete detailed planning design and work plan development

- **September to December 2022**: Implementation of planning processes, community engagement processes, etc.

- **December 2022 to January 2023**: Drafting of Plan content – framing info, strategies and activities, etc.

- **January 2023**: Initiate external education and support processes
Key Elements of Planning Processes

Active Community Engagement and Stakeholder Input Processes

Data-Driven System Modeling

Cross-Departmental Coordination and Planning

http://hsh.sfgov.org
Planning “Framework” for Guiding Discussions and Thinking
**Intention of Planning Framework**

- Provide **consistent language regarding areas of focus for the planning processes**, create awareness and shared understanding.

- Support other City **departments to identify where their work fits** into planning processes and identify relevant strategies and activities.

- Provide **structure for strategic planning conversations and input sessions** - prevent discussions from becoming too narrow.

- Ensure that objectives, strategies, and activities across the **full range of areas of work necessary are thoroughly discussed and addressed**.

- Systemize ways for **categorizing feedback** being provided and for analysis of relevant content from other existing plans and reports.

http://hsh.sfgov.org
Intention of Planning Framework

- Does **not** mean that this framework will necessarily be used as the structure for the strategic plan itself

- May **inform and shape** that structure if proves useful within the planning processes
Centering and Advancing Equity

Goal to advance equity is driving the strategic plan:

- **Culture Change**
- **Structural Racism**
- **Systemic Inequities**

Structural racism and economic inequality are drivers of homelessness, and they disparately impact many groups that have been discriminated against and marginalized.

http://hsh.sfgov.org
Planning Framework’s Components

1. Advancing toward Racial & Housing Justice
2. Improving System Performance, Capacity, & Accountability
3. Addressing Unsheltered Homelessness
4. Enhancing Crisis Services & Shelter Options
5. Increasing Permanent Housing Exits & Strengthening Retention
6. Preventing People from Experiencing Homelessness

Central focus on justice and equity incorporated throughout all planning components

http://hsh.sfgov.org
Alignment of Strategies and Activities

Strategies or activities could include (but not limited to):

- Activities within HSH’s Racial Equity Action Plan
- Partnership and capacity-building for BIPOC-led organizations
- Enhancing partnership with people with lived experience and expertise
- Equity-focused data and analysis projects
- Ensuring Coordinated Entry redesign addresses equity concern
Alignment of Strategies and Activities

Strategies or activities could include (but not limited to):

- Capacity building efforts, non-profit sustainability and infrastructure support, workforce capacity strategies
- Coordinated entry redesign processes
- ONE System, other data strategies, performance measurement activities
- System modeling and iterative refinements
- Governance, oversight, and accountability structures and processes
Alignment of Strategies and Activities

3
Addressing Unsheltered Homelessness

*Strategies or activities could include* (but *not* limited to):

- Ensuring strategies and activities are reaching the most impacted populations
- Strengthening outreach and engagement
- Street-based medicine and health strategies
- Creating pathways to interim and permanent housing options
- Encampment and street conditions responses
Alignment of Strategies and Activities

Strategies or activities could include (but not limited to):

- Ensuring equitable access and outcomes within crisis services and temporary housing programs
- Expanding and/or enhancing shelter and interim housing programs and services
- Improving access to other crisis services
5

Alignment of Strategies and Activities

Strategies or activities could include (but not limited to):

- Ensuring equitable access and outcomes within permanent housing programs, including housing stabilization and retention
- Enhancing Housing First implementation
- Expanding supplies of supportive and affordable housing units, and tenant-based or scattered-site PSH options
- Rapid rehousing and other forms of rental subsidies, rapid exits through problem-solving interventions
- “Housing Ladder” opportunities

http://hsh.sfgov.org
Alignment of Strategies and Activities

Strategies or activities could include (but not limited to):

- Reducing and eventually eliminating disparities in risks and entries into homelessness
- Reducing entries into the homelessness system through problem-solving interventions and other forms of support
- Homelessness prevention, eviction prevention
- “Upstream” prevention strategies focused on people being served by or exiting other systems and settings
Future Consultation with LHCB

- Would like LHCB input and guidance on strategies and activities across all components of the planning framework and input to help refine the system modeling.

- Dedicate time at LHCB retreat being planned? Or schedule a special LHCB meeting?
Sample Discussion Questions
(Can provide written input)
Discussion and Recommendations

1. Advancing toward Racial & Housing Justice

- What are the **most important objectives** for advancing toward racial and housing justice?
- What **strategies or activities would help drive the greatest progress** toward racial and housing justice?
- What should we **start doing or be doing more of**?
- What should we be **doing less of or stop doing**?
Discussion and Recommendations

- What are the **most important objectives** for efforts in this area?
- What **strategies or activities** would help drive the **greatest progress** in this area?
- What should we **start doing or be doing more of**?
- What should we be **doing less of or stop doing**?
- **What else do you recommend** for inclusion in the strategic plan related to this area?
Thanks!