



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

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CONSULTING

Solutions for Homelessness and Housing Needs



Strategic Planning: Preventing and Ending Homelessness in San Francisco

Local Homeless Coordinating Board Meeting 10-3-22





Today's Discussions and Decisions

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- Review of Planning “Framework”
- Planning for further consultation with LHCB



Now in Second Phase of Planning

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- **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

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- **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

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**Active Community
Engagement and
Stakeholder Input
Processes**

**Data-Driven
System Modeling**

**Cross-
Departmental
Coordination and
Planning**



Planning “Framework” for Guiding Discussions and Thinking



Intention of Planning Framework

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- 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



Intention of Planning Framework

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- **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

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Culture Change

Goal to advance equity is driving the strategic plan

Structural Racism

Structural racism and economic inequality are drivers of homelessness

Systemic Inequities

Disparately impact many groups that have been discriminated against and marginalized



Planning Framework's Components

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Central focus on justice and equity incorporated throughout all planning components

<http://hsh.sfgov.org>



Alignment of Strategies and Activities

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1

Advancing toward Racial & Housing Justice

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

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2

**Improving
System
Performance,
Capacity, &
Accountability**

*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

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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

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4

Enhancing Crisis Services & Shelter Options

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



Alignment of Strategies and Activities

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5

Increasing Permanent Housing Exits & Strengthening Retention

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



Alignment of Strategies and Activities

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Preventing People from Experiencing Homelessness

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

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- 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

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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

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2

Improving
System
Performance,
Capacity, &
Accountability

- 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!