



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

<http://hsh.sfgov.org>



# 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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## 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**

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*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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## 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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## 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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## 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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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

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- 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!