



DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

**MATTHEW DOHERTY**  
**CONSULTING**

*Solutions for Homelessness and Housing Needs*



# Strategic Planning Input Discussion

**Local Homeless Coordinating Board Meeting 11-18-22**



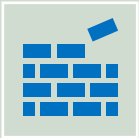


# Strategic Planning Process

2



Implementing a comprehensive community-wide planning process.



Building upon the HSH 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 early 2023

<http://hsh.sfgov.org>



# Phases of Planning

3

1

## ■ **First phase** focused on:

- Homelessness system and program data analyses, goals, and strategies required by State for third round of funding for Homeless Housing, Assistance and Prevention Program (HHAP-3)
- Coordinated Entry evaluation, launching redesign process
- MacArthur Foundation Just Home Initiative: Criminal Justice planning and housing project to reduce racial disparities in people experiencing homelessness and justice involvement

2

## ■ **Second phase** is now focused on development of comprehensive, [City-wide](#) strategic plan



# 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.
  - *Framing and needs information will draw upon information in the OCOH Needs Assessment*



# Key Elements of Planning Process

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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



# Planning Framework's Components

7

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>



# Elements of Plan

8

Planning/Action Areas

A white, 3D-style downward-pointing arrow with a grey shadow, indicating a flow from the first box to the second.

Objectives/Intentions

A white, 3D-style downward-pointing arrow with a grey shadow, indicating a flow from the second box to the third.

Strategies/Activities





# Focus for Discussion

9

- Focus on **system-level questions and discussions**
- Deeper dive into **2 planning components**:
  1. Advancing toward Racial & Housing Justice
  2. Improving System Performance, Capacity, & Accountability
- Discuss how to **strengthen connections and coordination across interventions** within the homelessness response system



# Planning Framework's Components

10



Central focus on justice and equity incorporated throughout all planning components

<http://hsh.sfgov.org>

# 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

# 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

# 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

# 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

# 5

## **Increasing Permanent Housing Exits & Strengthening Retention**

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*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

# 6

## 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





# Deeper Dive

17

1

**Advancing  
toward Racial  
& Housing  
Justice**

2

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

<http://hsh.sfgov.org>

## DISCUSSION

# 1

## Advancing toward Racial & Housing Justice

- What are the **most important objectives** for efforts in this area?
- What **strategies or activities would help drive the greatest progress** toward racial and housing justice?
- What should City **start doing or be doing more of?** What should City **be doing less of or stop doing?**
- How does work in this area need to be **tailored for different communities and populations?**

## DISCUSSION

# 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** toward racial and housing justice within this action area?
- What should City **start doing or be doing more of?** What should City **be doing less of or stop doing?**
- How does work in this area need to be **tailored for different communities and populations?**



# Systemic Connections and Coordination

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3

**Addressing  
Unsheltered  
Homelessness**

4

**Enhancing  
Crisis Services  
& Shelter  
Options**

5

**Increasing  
Permanent  
Housing Exits &  
Strengthening  
Retention**

6

**Preventing  
People from  
Experiencing  
Homelessness**



- How can we **strengthen the connections and coordination across key interventions** within our homelessness response system?
- **What's working well** about such connections and coordination?
- What do we **most need to focus on strengthening?**



- How do we need to better **tailor connections and coordination across our system's interventions for different communities and populations?**
- How can/should such connections and coordination **drive progress toward racial and housing justice?**



Is there any other input that  
you'd like to provide?



# Thanks!