Strategic Planning
Input Discussion

Local Homeless Coordinating Board Meeting 11-18-22
## Strategic Planning Process

1. Implementing a comprehensive community-wide planning process.

2. Building upon the HSH Five-Year Strategic Framework to develop a comprehensive, City-wide strategic plan.

3. Will guide the work of HSH, but also the work of all involved City agencies and departments.

4. Planning process will be completed by early 2023.

[http://hsh.sfgov.org](http://hsh.sfgov.org)
Phases of Planning

- **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

- **Second phase** is now focused on development of comprehensive, [City-wide](http://hsh.sfgov.org) strategic plan
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.

  • *Framing and needs information will draw upon information in the OCOH Needs Assessment*
Key Elements of Planning Process

Active Community Engagement and Stakeholder Input Processes

Data-Driven System Modeling

Cross-Departmental Coordination and Planning

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Planning “Framework” for Guiding Discussions and Thinking
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

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Elements of Plan

Planning/Action Areas

Objectives/Intentions

Strategies/Activities

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Focus for Discussion

- 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

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Central focus on justice and equity incorporated throughout all planning components

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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
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
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
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
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
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

1. Advancing toward Racial & Housing Justice
2. Improving System Performance, Capacity, & Accountability

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DISCUSSION

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?
- 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

3. Addressing Unsheltered Homelessness

4. Enhancing Crisis Services & Shelter Options

5. Increasing Permanent Housing Exits & Strengthening Retention

6. Preventing People from Experiencing Homelessness

http://hsh.sfgov.org
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!