

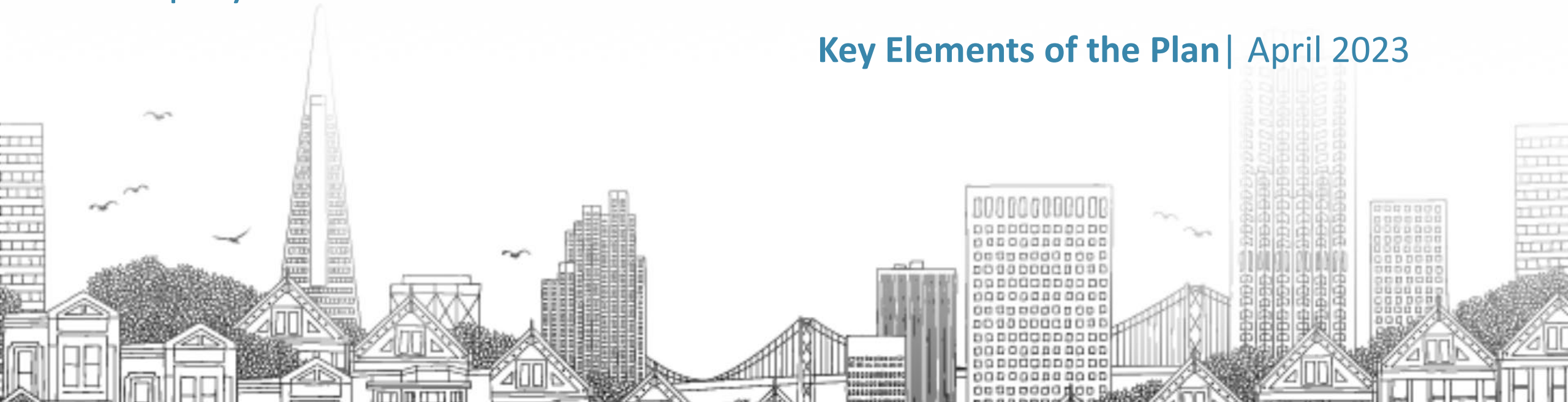


DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

# Home by the Bay:

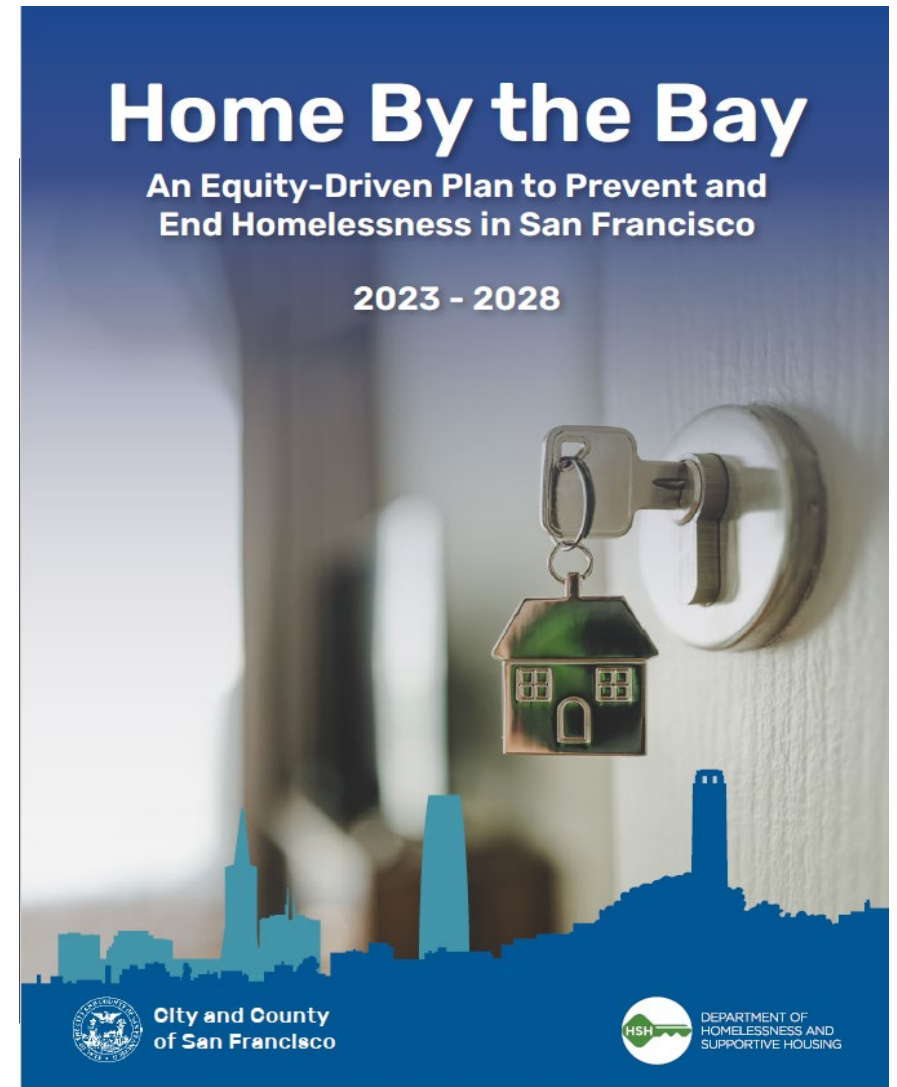
An Equity-Driven Plan to Prevent and End Homelessness in San Francisco

Key Elements of the Plan | April 2023



# The Home by the Bay Plan

- Developed between late 2022 and early 2023
- Issued in April 2023
- Effective July 2023 through June 2028



# The Home by the Bay Plan



- Part I: Executive Summary
- Part II: The Home by the Bay Plan
- Part III: Essential Information for the Development and Implementation of Home by the Bay

# What Makes This Plan Different?

<b>Equity-Driven</b>	<ul style="list-style-type: none"><li>• Developed with active community engagement/stakeholder input processes and with the partnership of people with lived expertise of homelessness.</li><li>• Recruited and compensated Community Liaisons with lived expertise to design and implement engagement activities; surveys and focus groups with people currently and formerly experiencing homelessness</li></ul>
<b>Reflects Broad-Based Input</b>	<ul style="list-style-type: none"><li>• Input sessions with service providers, community leaders &amp; stakeholders representing neighborhood groups, merchant associations, business community, &amp; general public.</li><li>• Facilitated planning discussions with the HSH Strategic Framework Advisory Committee, the Local Homeless Coordinating Board, the Our City, Our Home Oversight Committee, and other entities.</li></ul>
<b>Citywide in Scope</b>	<ul style="list-style-type: none"><li>• Developed with input from multiple City departments; reviewed and considered other existing relevant plans and reports.</li></ul>
<b>Quantitative System Modeling</b>	<ul style="list-style-type: none"><li>• Used the best available data to project how changing the mix and scale of a packaged investment of shelter, housing, and prevention services will impact homelessness.</li></ul>

# Vision

The City and County of San Francisco is **committed to achieving racial equity and housing justice** in our community, ensuring that **no one experiences homelessness** and that **everyone has the housing, supports, community, and opportunities they need to thrive.**

Achieving this vision for our community is essential, most especially for people who continue to be impacted by structural racism and inequities and for people whose health and lives are threatened by being unsheltered.

# Core Values

## Equity and Justice

Advancing racial equity and housing justice for all San Franciscans will be the leading focus within our community's efforts to prevent and end homelessness.

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## Quality

Continuously strengthening and improving the homelessness response system and centering people's experience of it will be valued, so that people receive the help they need when they need it to prevent or end their experience of homelessness.

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## Innovation

Creativity and innovation will be encouraged and supported within the growth of the homelessness response system, and new models and practices will be assessed to determine their impact and to identify opportunities for replication and expansion.

# Guiding Principles

The City will also embrace the following guiding principles, which build upon principles within the original Strategic Framework

Leadership and Guidance from People with Lived Expertise

Housing First and Housing-Focused

People-Centered and Strengths-Based

Intentionality in Crisis

Courage

Compassion

Collaborative Relationships and Shared Decision-Making

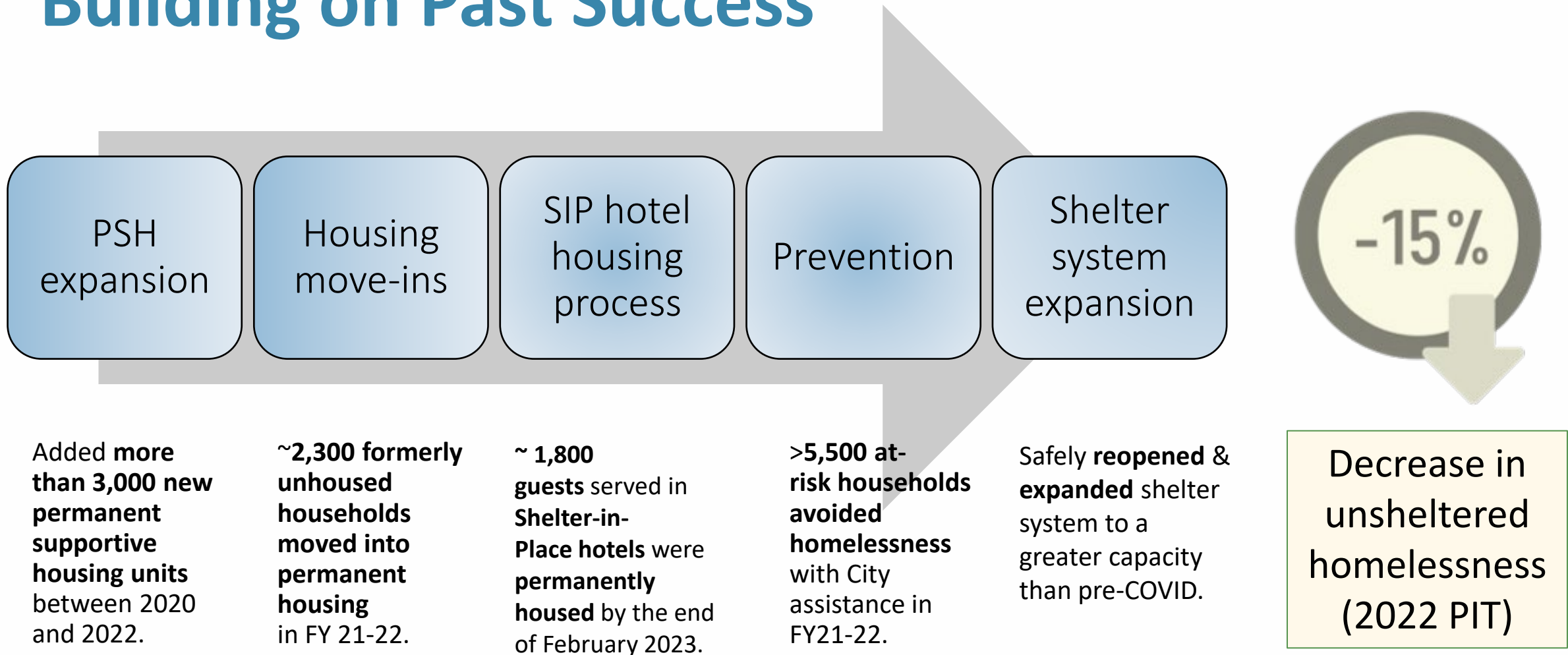
Respectful and Inclusive

Data-Driven

Targeted and Tailored

Common Sense

# Building on Past Success





# Priorities of People Experiencing Homelessness

Among the survey's questions, people were asked, based upon their lived expertise, what the City's top priorities for addressing homelessness should be over the next five years.

*The top five priorities identified were:*

- 1. Improving housing options**
- 2. Making it easier or faster to get housing**
- 3. More housing options**
- 4. Improved shelter system**
- 5. Improved case management services**

# Priorities of People Experiencing Homelessness

## *Other top priorities included:*

- More **emergency shelter** and navigation center beds
- Improving/expanding **mental health services**
- Making sure **access to programs and services are fair and equitable**
- Creating **more job opportunities** for people experiencing homelessness
- Improving or **expanding outreach services** to meet unsheltered people where they are because many are not being reached or do not have information about services
- More street outreach and case managers with **better training** and **more relevant/current resources**
- More training to **increase empathy among staff** from the many different organizations working with people who are unsheltered

# Priorities of People Experiencing Homelessness

**88% of survey respondents  
said they would accept  
permanent housing if the  
City offered it today**

# Strategic Plan Goals: July 2023 - June 2028



## GOAL #1

**Decreasing Homelessness:** Reduce the number of people who are *unsheltered* by 50% and reduce the *total* number of people experiencing homelessness by 15%.



## GOAL #2

**Reducing Racial Inequities and Other Disparities:** Demonstrate measurable reductions in racial inequities and other disparities in the experience of homelessness and the outcomes of City programs for preventing and ending homelessness.<sup>2</sup>



## GOAL #3

**Increasing Number of People Exiting Homelessness:** Actively support at least 30,000 people to move from homelessness into permanent housing.

# Strategic Plan Goals: July 2023 - June 2028



## **GOAL #4**

**Supporting People to Succeed in Housing:** Ensure that at least 85% of people who exit homelessness do not experience it again.



## **GOAL #5**

**Preventing Homelessness:** Provide prevention services to at least 18,000 people at risk of losing their housing and becoming homeless.

# Plan Proposals to Achieve the Goals

- **Scale up** the Homelessness Response System by **adding specified numbers** of new prevention, housing and shelter resources.
- Focusing on **five strategic action areas**:

Advancing Racial equity and housing justice

Strengthening response to unsheltered homelessness

Increasing successful and stable entries into permanent housing

Preventing people from experiencing homelessness

Enhancing System performance and capacity

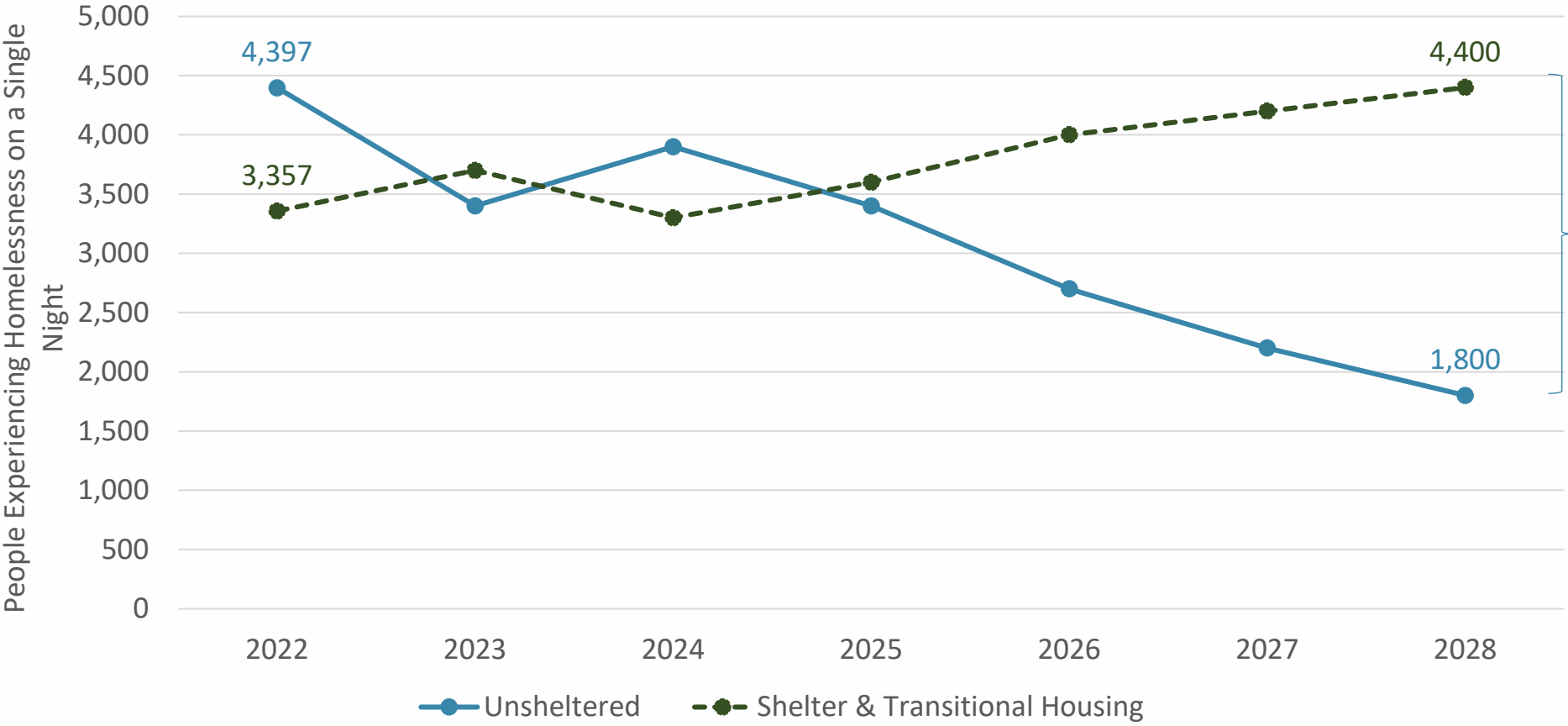
# Expanding the Homelessness Response System

The comprehensive system modeling analyses and projections indicates that to achieve the Plan's Goals, the City must expand the homelessness response system through **packaged investments into the following additional interventions between July 2023 and June 2028.**

 <b>Prevention Services</b>	 <b>Shelter Beds</b>	 <b>Permanent Housing</b>
<b>Prevention services for 4,300 additional households</b>	<b>1,075 new shelter beds</b>	<b>3,250 new units of permanent housing</b>

# Model Projections

Point-In-Time Count Projection: Unsheltered and Sheltered Homelessness



Greater than 50% reduction in unsheltered homelessness by 2028



# Cost Projections

System modeling has also made it possible to **project the costs of expanding the homelessness response system with these additional resources and services.**

The City estimates that the projected expansion of the homelessness response system will require:

- More than **\$607 million in additional funding during the five-year timeframe of this Plan**; and
- More than **\$217 million in additional funding annually, thereafter, increasing with inflation over time**, to sustain the new investments.

# Strengthening Operations & Outcomes

## Five Strategic Action Areas

**ACTION AREA #1:**  
*Advancing Racial Equity and Housing Justice*

1

**ACTION AREA #2:**  
*Enhancing System Performance and Capacity*

2

**ACTION AREA #3:**  
*Strengthening Response to Unsheltered Homelessness*

3

**ACTION AREA #4:**  
*Increasing Successful and Stable Entries Into Permanent Housing*

4

**ACTION AREA #5:**  
*Preventing People from Experiencing Homelessness*

5

# The Plan's Action Areas

For each of these Action Areas, the Plan identifies:

- The **Goals** whose achievement will be most impacted by efforts within the Action Area.
- Relevant guidance and **recommendations provided by people with lived experiences of homelessness.**
- **Objectives** that express the intended improvements, changes, and impacts that City departments and offices will be pursuing through their collaborative efforts within the Action Area.
- **Prioritized Strategies and Activities**, representing specific actions and efforts that are already underway or are being planned for the early stages of the implementation of this Plan.
- **Future Areas of Focus**, representing actions and efforts that are expected to receive greater emphasis from City departments and offices in future stages of the implementation of this Plan and which may be further refined or adjusted over the course of the implementation of this Plan.

# Advancing Racial Equity and Housing Justice

## *Focus of Activities*

- Equity- and justice-focused data and analyses
- Collaborative partnerships and shared decision making
- Internal and external equity-focused capacity-building and non-profit sustainability activities
- Empowering the leadership of impacted communities and people with lived expertise

# Enhancing System Performance and Capacity

## *Focus of Activities*

- Building and supporting nonprofit provider capacity and sustainability
- Enhancing performance management and accountability
- Implementing a redesigned equitable Coordinated Entry system
- Strengthening the quality, diversity, and utilization of data
- Improving alignment of citywide strategies and resources

# Strengthening Response to Unsheltered Homelessness

## *Focus of Activities*

- Adding 1,075 new shelter beds
- Embedding expanded services and resources within outreach efforts, crisis interventions, shelters, and transitional housing programs
- Addressing the health, behavioral health, and services needs of people who are unsheltered
- Connecting people who are unsheltered directly to permanent housing
- Addressing community impacts and neighborhood concerns

# Plan to Address Unsheltered Homelessness is *One Component* of the City's Broader Response to Street Conditions

**San Francisco Fire Department (SFFD):**  
Fires and medical emergencies.

**Department of Homelessness and Supportive Housing (HSH):**  
Solution-focused outreach and service linkage

**Department of Public Health (DPH):**  
Medical outreach, behavioral health, overdoses responses.

**San Francisco Police Department (SFPD):**  
Illegal activity, blocked sidewalks.

**Department of Public Works (DPW):** Trash/Waste and Street Condition

**Healthy Streets Operation Center (HSOC):**  
Coordinates these departments and others (ex. MTA) to address encampment of 6+ tents.

# Increasing Successful and Stable Entries into Permanent Housing

## *Focus of Activities*

- Adding 3,250 new units of permanent housing in the homelessness response system, including site-based and scattered-site permanent supportive housing, rapid re-housing, and shallow subsidies
- Improving access to full array of permanent housing options, including housing outside the homelessness response system
- Enhancing services to better support people's housing stability
- Implementing new models to address people's complex care needs
- Expanding efforts to support people to move from permanent supportive housing to other housing they can afford



# Preventing People from Experiencing Homelessness

## *Focus of Activities*

- Expanding prevention services to serve 4,300 additional households
- Strengthening current homelessness prevention and eviction prevention strategies and targeting
- Enhancing housing problem solving for people at the very cusp of homelessness
- Creating an expanded supply of affordable housing units that can prevent households from experiencing housing instability and crises
- Developing upstream prevention strategies that better prevent people from experiencing housing crises and risks of homelessness

# Accountability Mechanisms

Public  
Reporting On  
Progress

Partnering with  
People with  
Lived Expertise

Homelessness  
Oversight  
Commission

# Part III: Other Essential Info in the Plan

- Development of this Plan
- Community Voice Matters: Key Findings and Themes from Conversations, Surveys and Focus Groups with People with Lived Expertise of Homelessness
- Measuring Achievement of the Home by the Bay Plan's Goals
- System Modeling Summary
- Homelessness in San Francisco
- The Homelessness Response System: Key Components
- Innovating and Tailoring Solutions for Different Populations
- Links to Other Important Information
- List of Providers who Supported and Provided Input During the Planning Process

# Innovating and Tailoring Solutions for Different Populations

- Veterans
- Youth
- Families with Children
- Survivors
- Transgender and Gender Non-Conforming People
- Older Adults
- Justice-Involved People
- People with Disabilities
- People Experiencing Chronic Homelessness

- Community and stakeholder education regarding the *Home by the Bay* and its Goals and strategies
- Development of initial annual implementation plan
- Development of detailed performance measurement plan
- Determining baseline data on racial inequities and other disparities
- Performing regular reporting, centering the experiences of people who are most impacted by homelessness
- Refining the Plan over the course of its implementation

## Next Steps



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# Questions