



DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

# Home by the Bay

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

Annual Action Plan Year 1: FY 2023-24

Preview of Performance Reporting and Prioritized Activities

Homelessness Oversight Commission | August 3, 2023

Cynthia Nagendra



# Agenda

---

1

**Home by the Bay:**  
Strategic Plan 5 Year System  
Performance Goals

2

Reporting Progress: A Preview of  
Year 1 Annual Action Plan

3

Activities Prioritized for  
Implementation in First Year

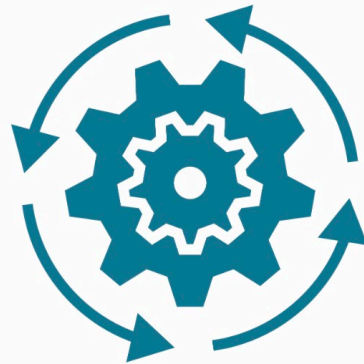
# Homeless Response System that is Effective and Equitable: Core Roles and Responsibilities

- ✓ **Respond** to the immediate health, safety, and shelter needs of people in crisis
- ✓ **House** people equitably and quickly with individualized services
- ✓ **Stabilize** people in permanent housing with services and community supports that sustain housing
- ✓ **Prevent** people who are at imminent risk from becoming homeless



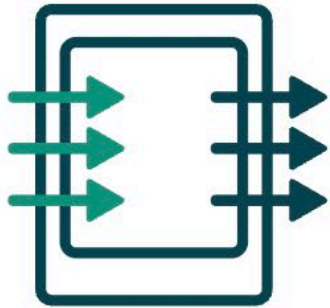
# Homeless Response System that is Effective and Equitable: Core Roles and Responsibilities

**Increase *System Flow*:** the Homeless Response System's interventions should be designed to be inter-dependent and working together to flow people through the system to positive exits from homelessness



*System Flow: An efficient and coordinated process that moves people from homelessness to housing as quickly and equitably as possible*

# Glossary of Performance Measurement Terms



## Inputs

People, objects and resources you use to deliver your project or activities.

## Outputs

The service or goods that are delivered.



## Outcome

The difference the outcome will make.



## Impact

Broad or longer-term effects of a project or organisation's work.



## Monitoring

The routine, systematic collection and recording of data about a project.



## Evaluation

Using monitoring and other data you collect to make judgements about your project or organisation.

## The difference between outputs and outcomes

# Glossary of Performance Measurement Terms

## • **5 Year System Performance Goals:**

- Reflects aggregate performance of the homelessness response system's impact on reducing and preventing homelessness; use for measuring system achievement of CoC goals, compare to other communities

## • **Performance Indicators:**

**Outputs:** the services or goods that a program delivers

- outreach encounters, number of people served, cost/household, shelter bed utilization, # of assessments, completed length of stay

**Outcomes:** what is gained or changed as a result of output related to knowledge, skills, behaviors or circumstances

- reduction in homelessness, decrease in recidivism, income changes

- ## • **Performance Targets:** percentage or numeric goal set based on current data to be realistic and achievable as well as bold

1

# Home by the Bay: Measuring Performance

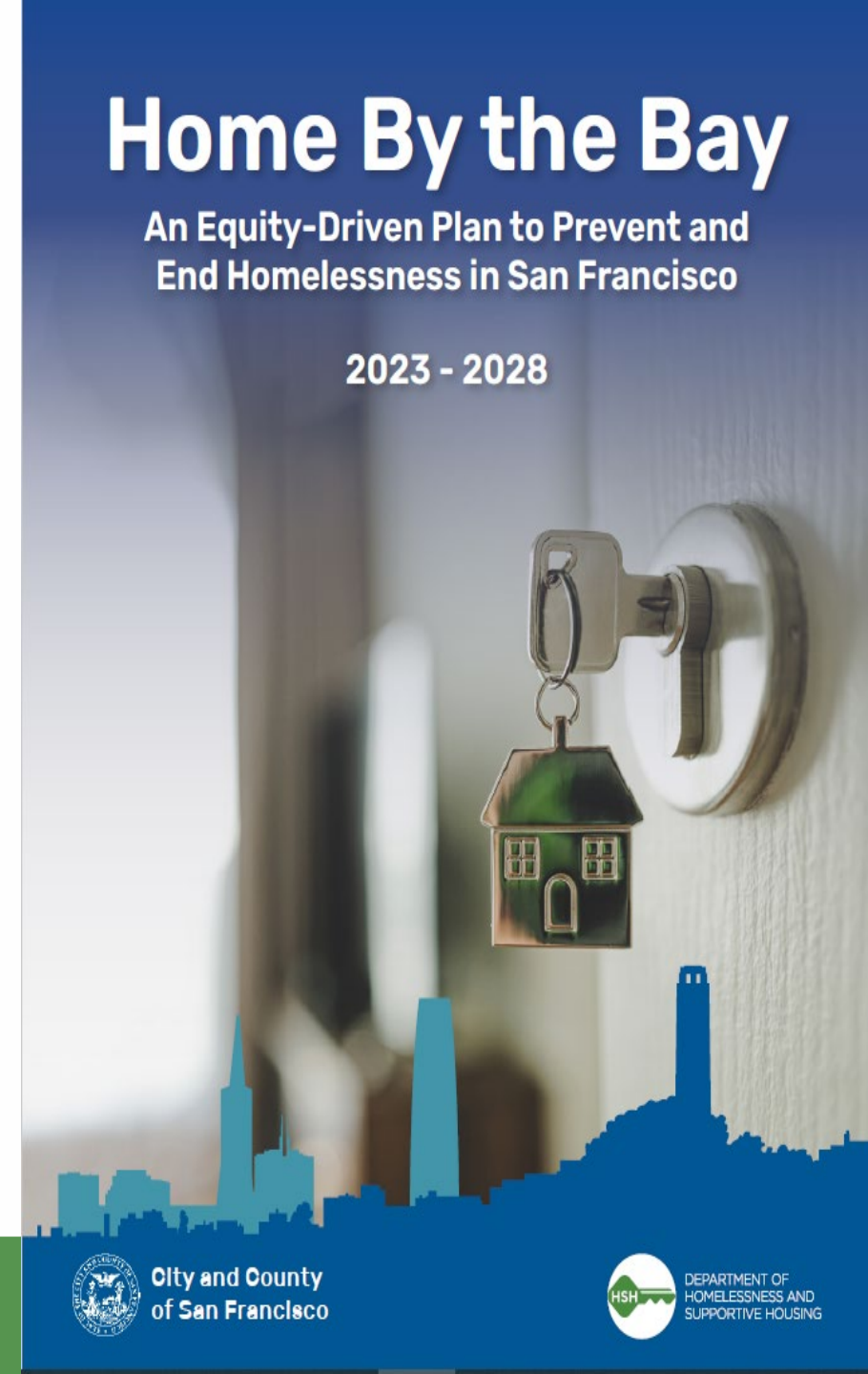
# Home By the Bay: San Francisco's New Strategic Plan on Homelessness

- City-wide Strategic Plan effective July 2023 through June 2028
- Informed by over 800 city and community stakeholders, including over 350 people with lived experience of homelessness
- Support for achieving the goals has been provided via solution-focused investments in the Mayor's FY 23/24 Budget in prevention, shelter, housing

## Home By the Bay

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

2023 - 2028



City and County  
of San Francisco



DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING



# Accountability Mechanisms

Public  
Reporting  
Progress

Partnering with  
People with  
Lived Expertise

Homelessness  
Oversight  
Commission

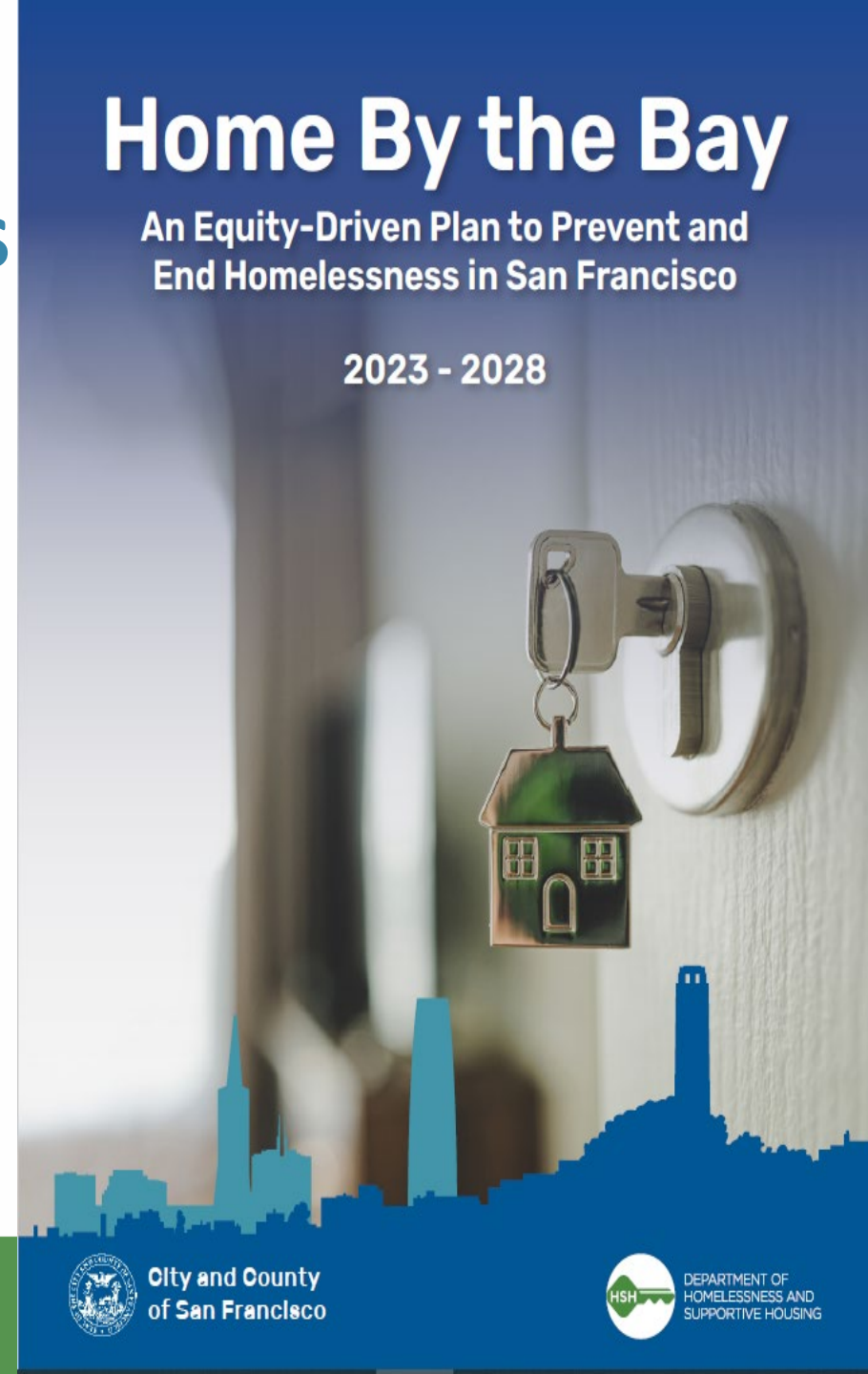
# Home By the Bay: San Francisco's New Strategic Plan on Homelessness

- The [Home by the Bay](#) strategic plan identifies the development of performance measurement reporting as a key next step in its implementation.
- **Public Reporting**
  - HBTB Annual Action Plan
  - Homeless System Performance Measurement Plan (“PMP”)
  - HBTB Score Card
- **Implementation for CBOs and Community Partners centered on core values**
  - Equity and Justice
  - Quality
  - Innovation

# Home By the Bay

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

2023 - 2028



City and County  
of San Francisco



DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

# Strategic Plan System Performance Goals



## 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 System Performance Goals



## 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.

# 5 Year Inventory Expansion Goals

## 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>

# Reporting on Measures

## Home By the Bay System Performance Goals

- Annual Action Plans specific to measuring the progress and impact of the HBTB Plan spanning Fiscal Year '23-24 to '27-'28
- 5 system-level measures and goals and 3 inventory expansion strategy measures and goals



## Homelessness Response System Performance Measures

- ~80 measures intended for long term use to consistently monitor and evaluate the Homelessness Response System and its core program components

### System Level

- ~10 measures that provide a bird's eye view of how the homeless response system is performing as a whole

### Core Program Component Level

- ~10 measures to assess performance for each core program component:
  - Outreach and Engagement
  - Coordinated Entry
  - Housing Problem Solving
  - Shelter and Other Interim Options
  - Rapid Rehousing
  - Permanent Supportive Housing
  - Prevention

# Reporting on Measures

## *Home By the Bay Goals*

- Specific to measuring the progress and impact of the HBTB Plan spanning Fiscal Year '23-24 to '27-'28
- 5 system-level measures and goals and 3 inventory expansion strategy measures and goals

Measures will be evaluated in an **Annual Action Plan Progress Report** beginning Fall 2024

Measures will serve as the basis for **internal performance measurement** and inform **public reporting**

Measures will be identified over the next quarter but may take 1-2 years to fully implement

# Reporting Progress on Inventory Expansion

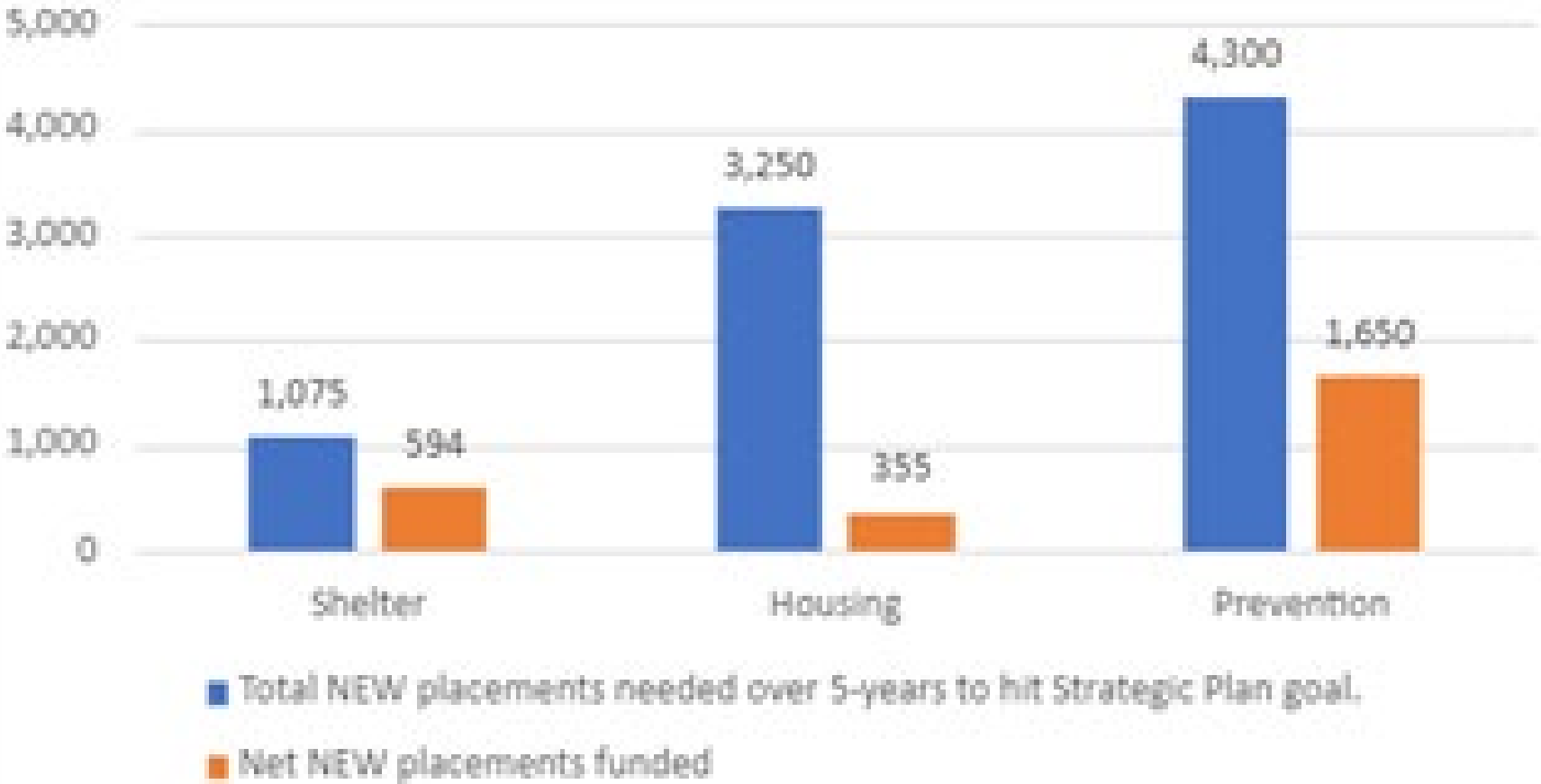
By the end of FY 27-28:

- **Add 1,075 new shelter beds** - *Inclusive of variety of program models, but intention is to only add non-congregate options.*
- **Add 3,250 new units of permanent housing** - *Including site-based and scattered-site permanent supportive housing, rapid re-housing, and shallow subsidies*
- **Expand prevention services to serve 4,300 additional households** - *Including only prevention services that are not currently funded within the homelessness response system.*



# Reporting Progress on Inventory Expansion

## Expansion Goals vs. Funded Expansion



# Equity-Focused Measures

Data across performance measures are being analyzed to explore and identify racial inequities and other disparities within the reach, performance, and outcomes of the system and system and each component.

2

## Reporting Progress: A Preview of Year 1 Annual Action Plan's Prioritized Activities

# Priority 1:

## Strengthening HSH's Capacity to Lead the City's Homelessness Response System

- Strengthening and expanding HSH's capacity will be one of the most important areas of focus during FY 23-24.
- Scaling the department's capacity to meet the needs of growing programs is essential for the City's ability to achieve the Home by the Bay plan's ambitious, longer-term goals to visibly impact homelessness.

# Priority 1:

## Strengthening HSH's Capacity to Lead the City's Homelessness Response System

- Create structures and for people with lived experience of homelessness, community-based service providers, and community partners most proximal to service provision to share in design and transparent decision-making for homeless programs
- Develop trust, inclusivity, and shared decision-making with stakeholders proximal to services and housing programs
- Engage experts in organizational sustainability planning, Diversity, Equity, and Inclusion, and culture change management, to guide HSH's organizational development and capacity building

# Priority 1:

## Strengthening HSH's Capacity to Lead the City's Homelessness Response System

• To create implementation plans for city departments and community partners, HSH will:

- Communicate vision and values to all stakeholders early and often and provide technical assistance to support
- Engage in Cross-departmental and inter-departmental collaboration with city partners at DPH, HSH, MOHCD, SFHA, DEM, OTI, etc. to carry out strategic plan goals
- Develop department team workplans that align with system-wide strategic plan goals

## Priority 2:

### Shift from Reporting Progress on Outputs to Outcomes: 5 Year System Performance Goals

- Home by the Bay's 5 Year System Goals represents a major shift for the Homelessness Response System's reporting
- Annual Action Plan: Transition public reporting from reporting on outputs to outcomes

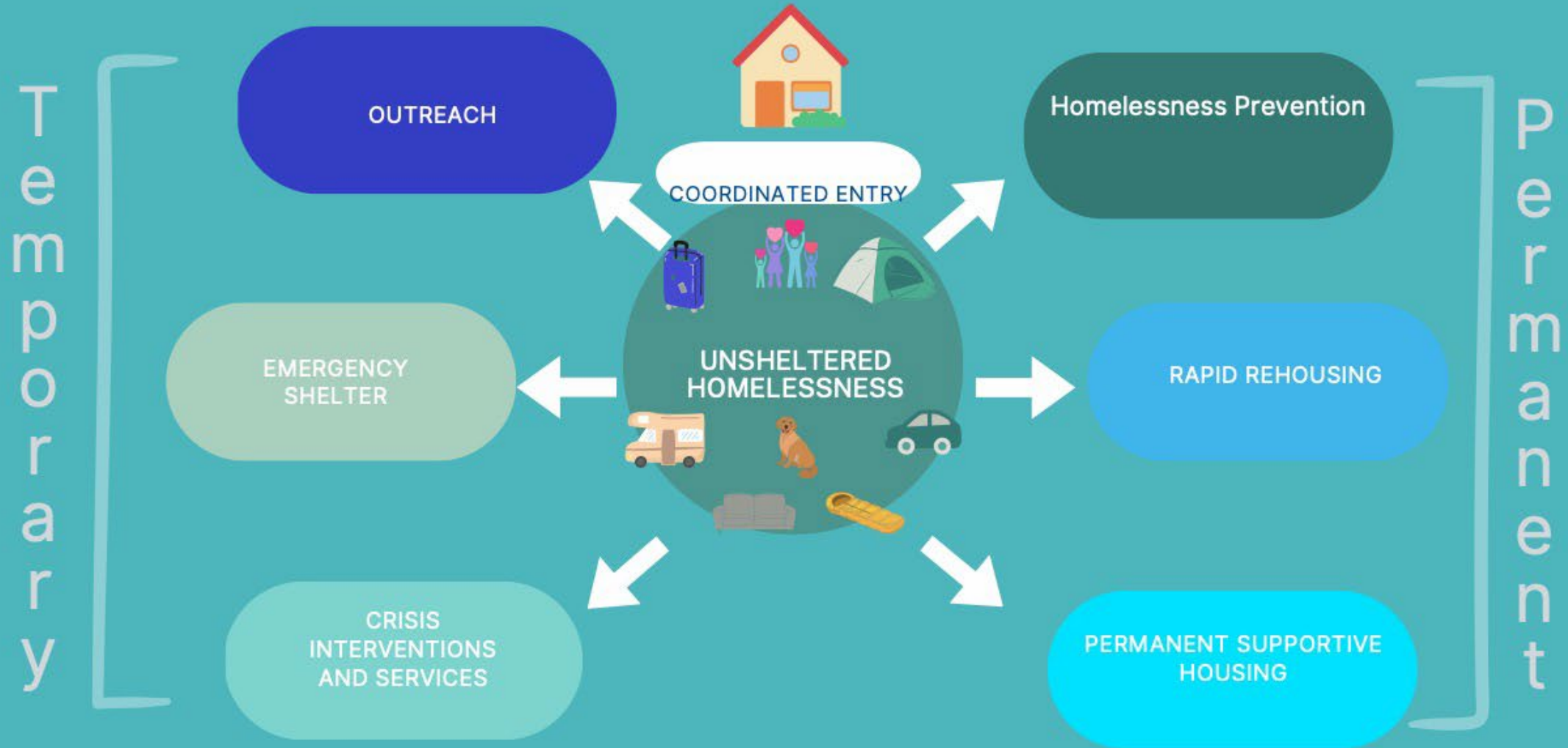
## Priority 3:

# Re-orient Homelessness Response System to Focus on People who are Unsheltered

- Re-orient our system and programs to better serve ~4800 unsheltered people on any given night, who are commonly unable to access programs and services they need because they are outside and not able to be engaged
- Meet people where they are at
  - Mobile Coordinated Entry
  - Housing-focused Outreach/Street to Housing
  - Street
  - Vehicles
  - Tents
  - Undocumented, monolingual, working during the day



# Solutions to Unsheltered Homelessness



## Housing Ends Homelessness

Support services, quality housing, access to healthcare, treatment, financial resources, and community connections help people stay in housing.

## Priority 4:

# Recognize Structural Causes Drive Homelessness

- Homelessness is driven by structural inequities: wealth disparity, structural racism
- Program and system policy must be aligned and consistent on approaches to advancing racial equity to impact systemic change
- “Don’t blame the individual, fix the system”

## Priority 5:

### De-silo Interventions and Operate as a System

- Every intervention should understand its role in system flow and achieving system goals and equitable outcomes
- Don't blame the individual, fix the System

# APPENDIX of Strategies

# Advancing Racial Equity and Housing Justice

- Use a “Targeted Universalism” approach to set annual HBTB goals pursued by culturally responsive and diverse strategies to close the racial housing gap and achieve system goals
- Create governance structures, such as the Coordinated Entry workgroup, to explicitly define collaborative decision-making about design and operate of the HRS that include people with lived experience of homelessness, city and community partners
- Establish sustainable and resources infrastructure for community engagement and people with lived experience to participate in meaningful engagement with HSH staff; resource the expertise, decisions, recommendations, and leadership of people with lived experiences of homelessness

# Enhancing System Performance & Capacity

- Develop sustainable infrastructure and systems within HSH to support the expansions of inventory and enacting of strategies outlined in HBTB
- Create more paths and access more resources to support the capacity and sustainability of nonprofit service providers
- Enhance performance management and accountability
- Implement a redesigned equitable Coordinated Entry system 2.0
- Strengthen the quality, diversity, and utilization of data to be able to assess the trend of housing costs
- Align citywide strategies and resources to drive towards the recommended interventions in the plan

# Strengthening Response to Unsheltered Homelessness

- Shift the Homelessness Response System (HRS) to create new pathways for engaging unsheltered people with permanent solutions to their housing crisis with targeted housing-focused outreach responses
- Create inclusive engagement services that recognize people's unique circumstances when they are living on the street or in vehicles and provide appropriate support to assist people to obtain shelter, housing, and/or treatment and leave living on the street
- Prioritize resources for people who are living outside or in a car/vehicle

# Strengthening Response to Unsheltered Homelessness

- Increase direct street to housing placements for unsheltered people and support housing stabilization services so most people permanently stay off the street
- Add low-barrier and housing-focused shelter/navigation center beds that are culturally responsive to the target population served. Expand services and resources and lower programmatic barriers within outreach efforts, crisis interventions, shelters, and transitional housing programs to meet the needs of people who are living outside.
- Address the immediate health, behavioral health, and services needs of people who are unsheltered



# Increasing Successful and Stable Entries into Permanent Housing

- Increase the pipeline of permanent housing to begin to close the gap between need and available resources
- Acquire new units of permanent housing that come with services options that range from harm reduction to sober living environments
- Enhance services in PSH to better support people's stabilization in permanent housing
- Implement State's the new Care Court model for referring and housing people with complex care needs
- Implement the "Oak Days" model of permanent housing for people with higher and complex behavioral health" challenges or who are medically fragile or need more care than PSH can provide
- Improve quality of PSH housing sites through building investments, staffing, and capacity building

# Preventing People from Experiencing Homelessness

- Design and execute newly funded shallow subsidy program
- Develop partnerships with criminal justice system to provide coordinated entry assessments to people while still incarcerated and develop a housing plan so they do not have to leave jail to the street