



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

Home by the Bay

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

LHCB Meeting

May 1, 2023



HOME BY THE BAY

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

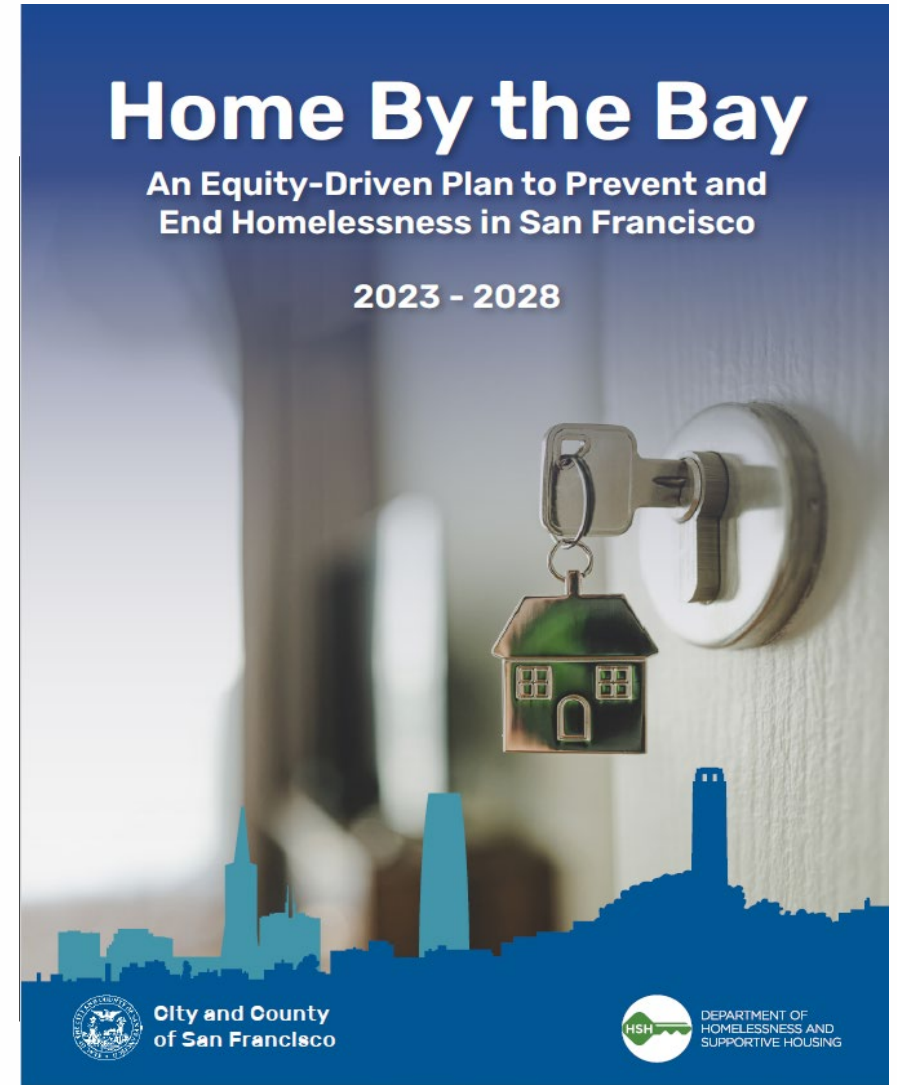


Today

- Strategic Plan: An Overview
- Goals, Action Areas, Future Areas of Focus
- Implementation Plan

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

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.

VISION

There are also deep racial inequities in who experiences homelessness in San Francisco due to a long history of structural racism and inequitable treatment that has blocked access to housing and other wealth-building domains for communities of color.

Our work must redress these racial inequities in access to housing and center the communities that are most marginalized so we may create a more just society.

VISION

This vision embraces that how we work together as a community is as important as doing the work itself.

In order to heal and strengthen our collective response to homelessness, we must acknowledge the aspects of our collective culture

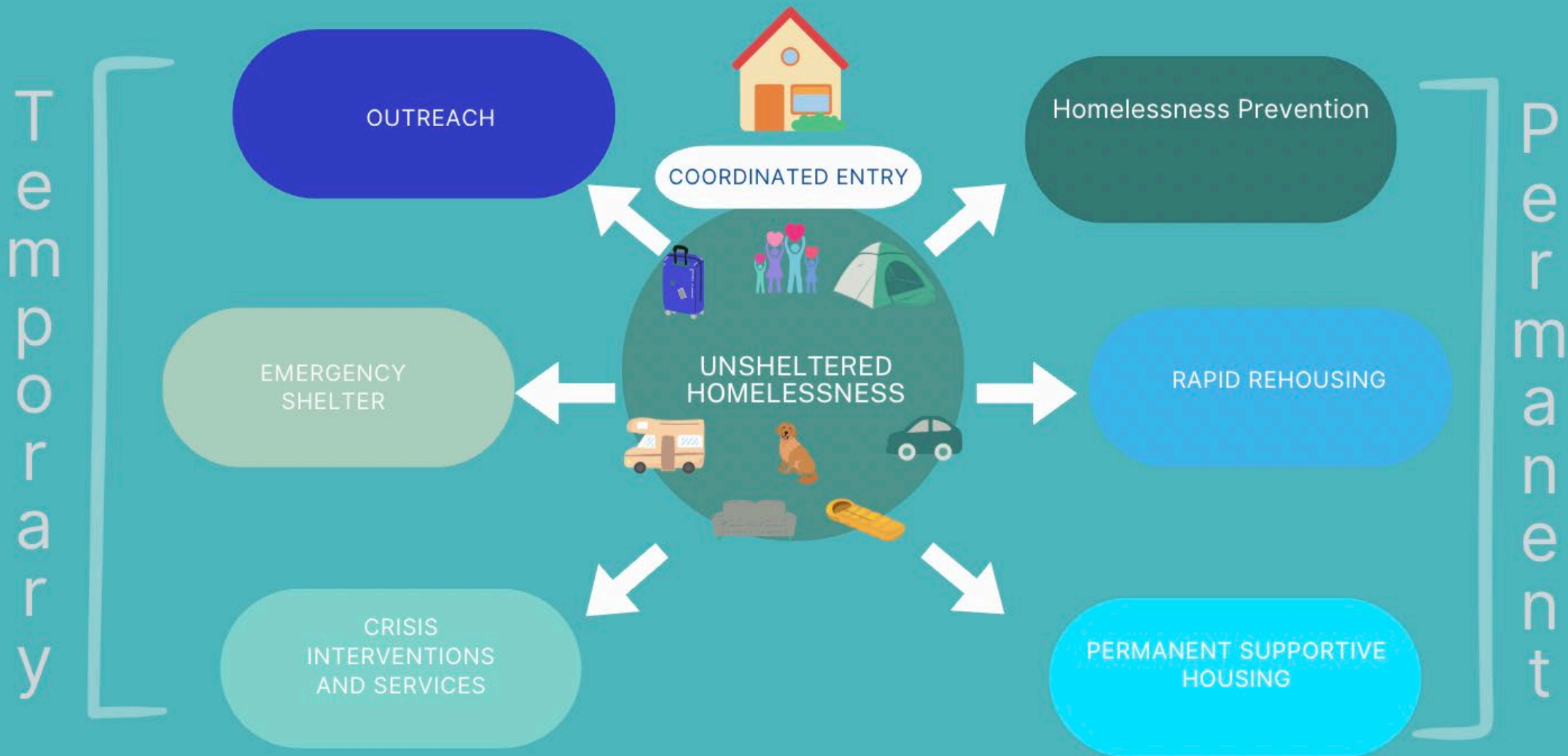
- *privilege, power, race, inequality –*
- *that have caused past harm, and intentionally focus on the increased inclusion and well-being of people who have been excluded.*

We must create an environment where abundant resources and transformational, innovative change are possible

What Makes This Plan Different?

Equity-Driven	<ul style="list-style-type: none">• Developed with active community engagement/stakeholder input processes and with the partnership of people with lived expertise of homelessness.• 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
Reflects Broad-Based Input	<ul style="list-style-type: none">• Input sessions with service providers, community leaders & stakeholders representing neighborhood groups, merchant associations, business community, & general public.• 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.
Citywide in Scope	<ul style="list-style-type: none">• Developed with input from multiple City departments; reviewed and considered other existing relevant plans and reports.
Quantitative System Modeling	<ul style="list-style-type: none">• 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.

Solutions to Unsheltered Homelessness



Housing Ends Homelessness

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

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.

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.

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

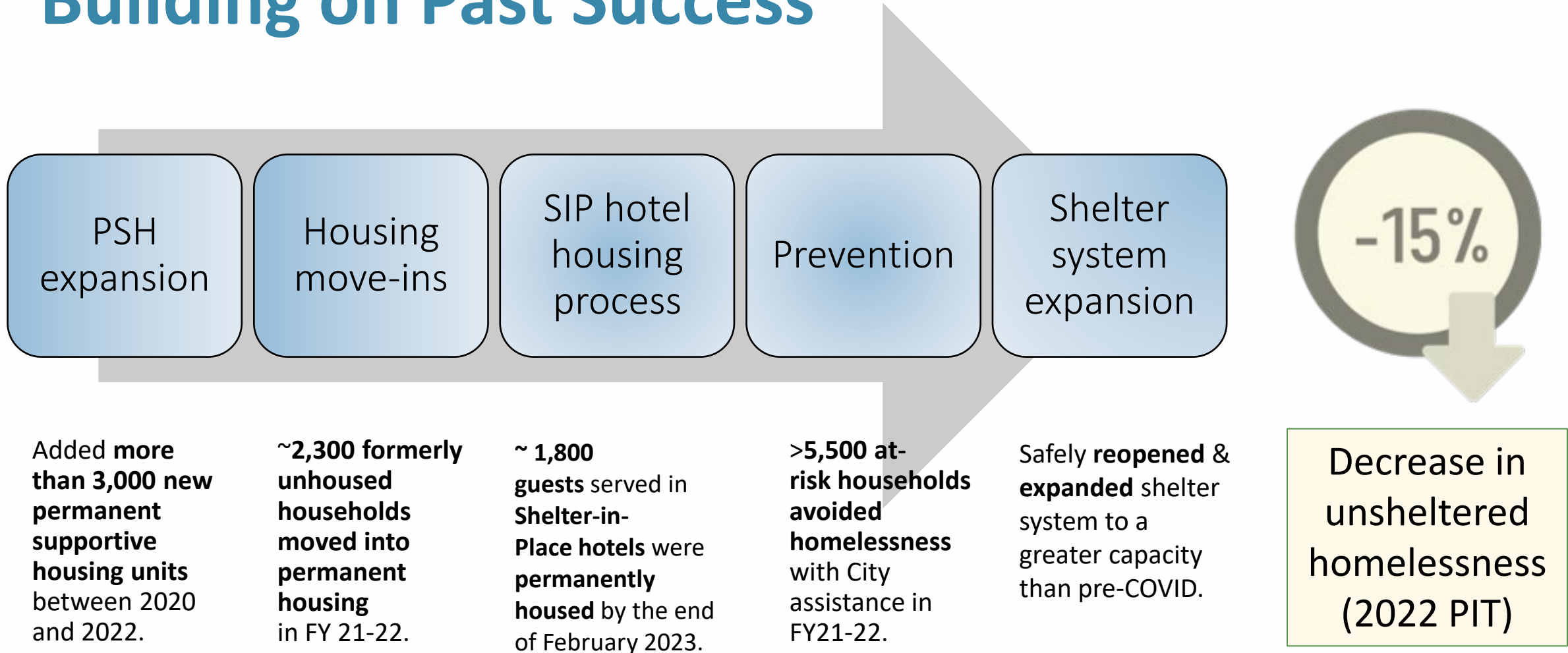
Respectful and Inclusive

Data-Driven

Targeted and Tailored

Common Sense

Building on Past Success

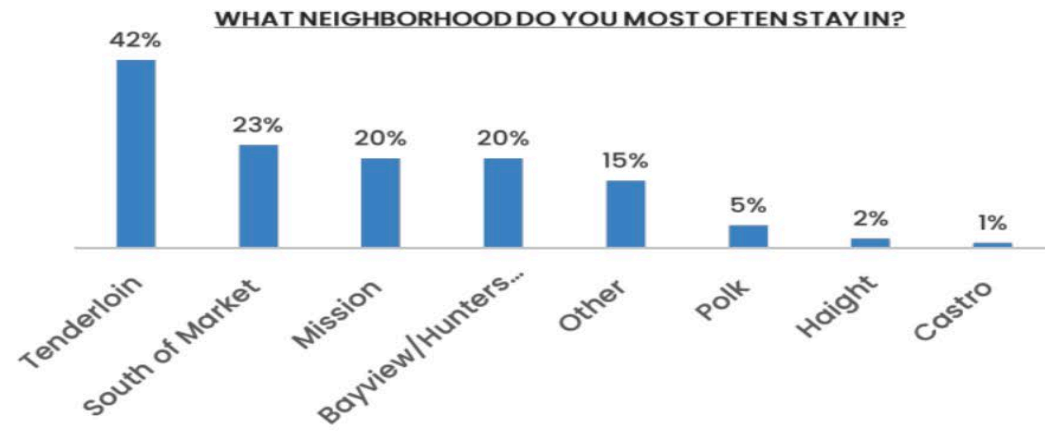
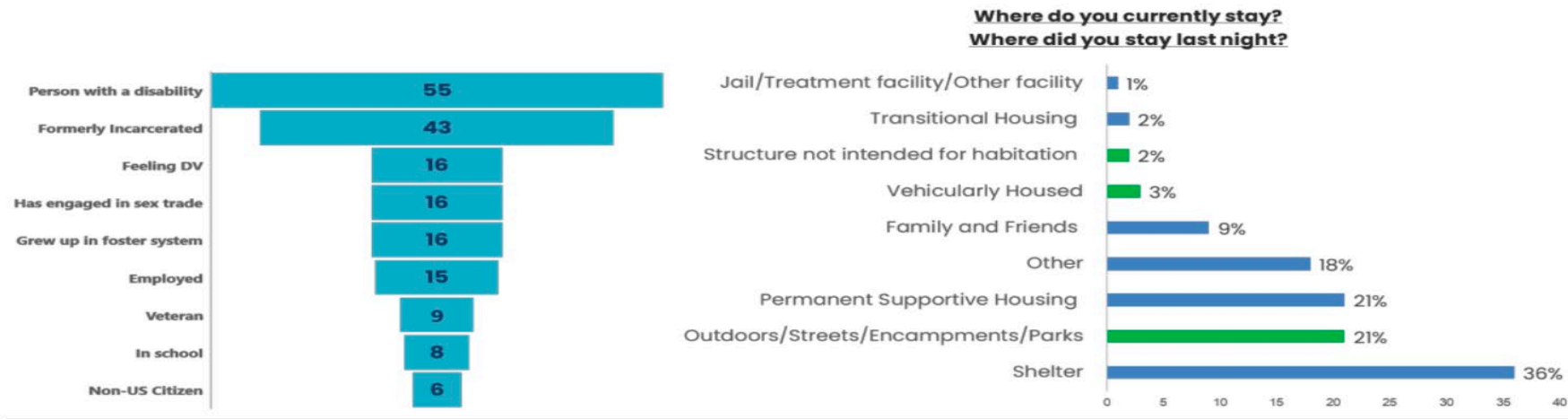


Development of the Plan

Community Engagement and Stakeholder Input Processes	<ul style="list-style-type: none">▪ Community Liaisons with lived expertise to design and implement engagement activities▪ Surveys and focus groups with people with lived experience▪ Input sessions with stakeholders (including more than 60 provider organizations)▪ Facilitated planning discussions with key committees and bodies
System Modeling	<ul style="list-style-type: none">▪ Baseline model regarding needs, pathways, and scale of current investments and interventions▪ Projecting impacts of different investments or other policy and practice changes, and to inform goal- and target-setting for this Plan
Review of Other Relevant Plans and Reports	<ul style="list-style-type: none">▪ Identify issues, strategies, and activities that have already been prioritized and are being implemented within the community
Cross-Departmental Coordination and Planning	<ul style="list-style-type: none">▪ Identify priorities/objectives and develop/align strategies and activities, to ensure the Plan is truly a City-wide plan

People with Lived Expertise

- **More than 350 people currently experiencing homelessness in San Francisco participated in interviews, surveys and focus groups** to inform the development of the *Home by the Bay* plan.
- **Using a participatory research model, the surveys were designed, administered, and analyzed by paid Community Liaisons, people with expertise in homelessness services** who have also experienced homelessness in San Francisco.
- **They were recruited and supported by Talent Poole**, an organization contracted by HSH specifically to meaningfully engage people with lived expertise in the planning process.
- *More detailed information provided in Part III of Plan and separate summary report.*



~26%
of people we spoke to reported being unsheltered.

>56%
Reported being homeless for more than 1-year.

88%
Said they would accept permanent housing if the City offered it today.

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.²



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

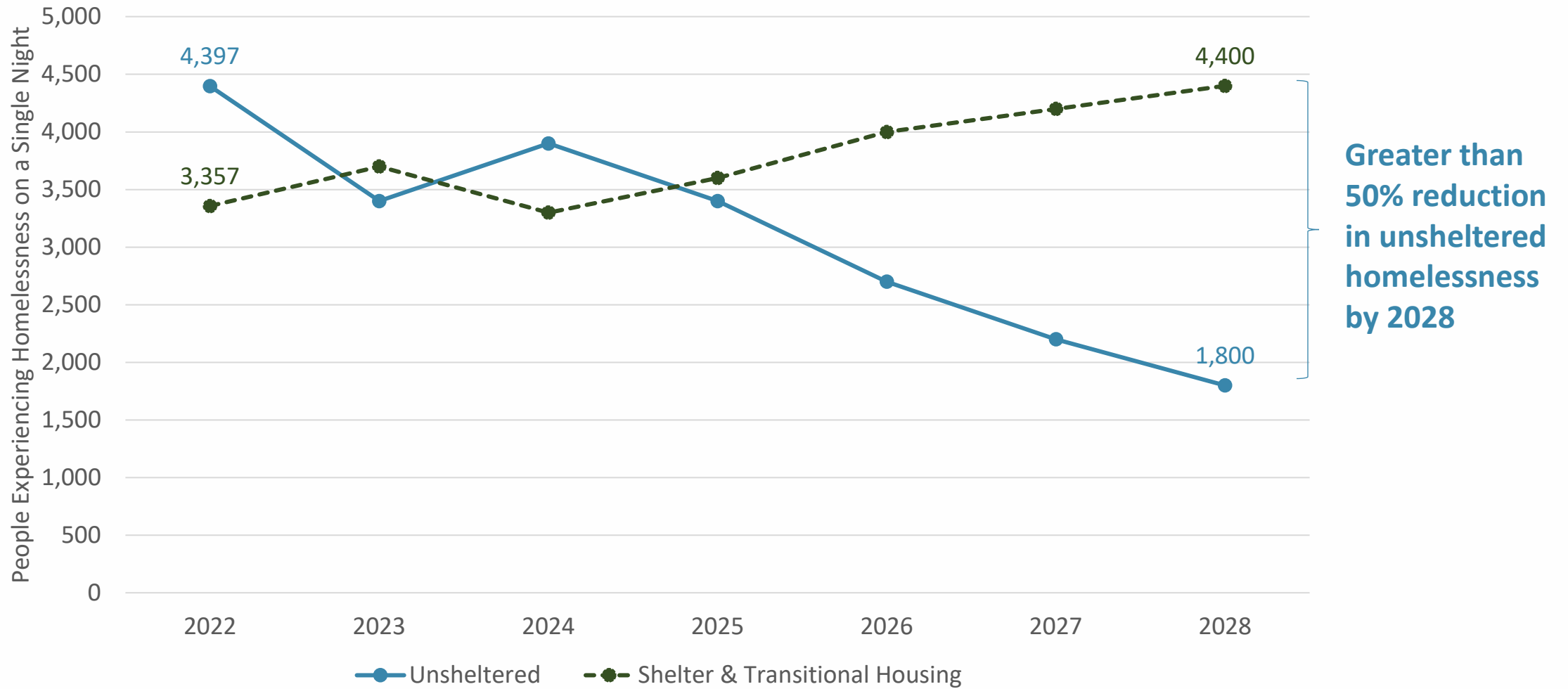
Enhancing System performance and capacity

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.**

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

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



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

Advancing Racial Equity and Housing Justice

Key Guidance from People with Lived Expertise

- Representation matters: staff within the homelessness response system should look like people being served, serve people in a more culturally responsive way.
- Essential to have people with lived expertise participate in meaningful leadership, design, advisory, employment, planning, evaluation, and assessment activities comprehensively.
- Representation must include more than just a token seat(s).
- More emphasis on peer positions within the system, including people with experiences of homelessness and of incarceration, and other employment opportunities for people experiencing homelessness or who have entered permanent housing.
- Analyze qualitative data assess racial inequities in how people are being treated that might not be seen in quantitative data.
- Empower and resource people with lived expertise to engage impacted communities and people experiencing homelessness.

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

Key Guidance from People with Lived Expertise

- Coordinated Entry (CE) should be focused on welcoming people into services and not re-traumatizing people; services & housing should be provided more quickly.
- Better information regarding availability and eligibility of programs needs to be provided at Coordinated Entry Access Points, and through outreach and drop-in services
- Provide greater continuity, have at least one staff person/team follow a person.
- Provide training to all people working with clients to ensure that people are treated better and to provide more equitable treatment of people.
- Homelessness response system should be “radically welcoming” and providing excellent customer service should be a key metric.
- Provide direct access to appropriate programs and services tailored to the needs of specific populations

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

Key Guidance from People with Lived Expertise

- Two of top five priorities for the City identified by people experiencing homelessness who responded to surveys were an improved shelter system, and more shelter and navigation center beds.
- People are profoundly disconnected, alone, & terrified when they live on the street, have experienced violence, assaults, and thefts, may not have spoken to anyone in weeks; women are especially traumatized by continuous violence.
- People need much easier and reliable access to information about what assistance is available and how to access it.
- Scarce outreach efforts prioritize neighborhoods based on residents' calls and complaints, but many people experiencing homelessness avoid those areas and are left with no services or contact with the City.
- Moving their possessions is extremely hard & unsafe for people, people are frequently losing their most precious possessions during encampment closings,
- Essential to provide training to ensure people are treated positively.

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

Increasing Successful & Stable Entries into Permanent Housing

Key Guidance from People with Lived Expertise

- Top three priorities for the City identified by people experiencing homelessness who responded to surveys were: improving housing options, making it easier and faster to get housing, and offering more housing options.
- Quality of housing as important as providing people with housing quickly.
- Survey participants were asked where they wanted to be in five years: respondents described wide variety of dreams, goals, and ambitions; majority stated they wanted to be healed, in housing, and in community.
- Vast majority of people would accept permanent housing if opportunities were available and offered.
- People don't know how to find out for what housing they might be eligible.
- The system should ensure that there are housing locations that aren't triggering for those seeking recovery, and there should be the choice of abstinence-focused sites in addition to harm-reduction focused sites.

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

Key Guidance from People with Lived Expertise

- People need additional financial supports to stabilize in housing.
- Family reunification works well for young people and those who have supportive relationships with families to help maintain their housing.
- Increased availability for behavioral health treatment options for detox, harm reduction, and substance use treatment on demand
- Specific guidance for preventing homelessness among people who have histories of incarceration included:
 - Needs to be a variety of housing options and support upon release from incarceration.
 - Barriers for justice-involved people include not being able to live together with others on probation/parole and criminal history screenings.
 - Strategies should include in-reach and strengthening re-entry planning.
 - Location of housing options is very important, is essential that people have access to safe, non-triggering housing locations in order to reduce loss of housing and recidivism.

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
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

Implementation Planning

**Implementation
for HSH Staff**

**Implementation
for other
Departments**

**Implementation
for Providers**

- 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



DEPARTMENT OF
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SUPPORTIVE HOUSING

Questions

Cost Estimates of Strategic Plan Modeling Scenario

Cost Categories	Cost Estimates
Initial Five-Year Costs	\$607,661,000
<i>Start-Up Cost</i>	<i>\$29,717,000</i>
<i>Five-Year Operating and Services</i>	<i>\$577,944,000</i>
Ongoing Operating and Services	\$217,214,000
<i>Targeted Prevention</i>	<i>\$7,021,000</i>
<i>Non-congregate Shelter</i>	<i>\$86,910,000</i>
<i>Rapid Rehousing</i>	<i>\$70,928,000</i>
<i>Shallow Subsidy</i>	<i>\$9,009,000</i>
<i>Site-Based Permanent Housing</i>	<i>\$12,566,000</i>
<i>Scattered-Site Permanent Housing</i>	<i>\$30,780,000</i>

Homelessness Response System Expansion

Resource Type	Starting Inventory 7/1/2023	Additions Already in Pipeline to Come Online after 7/1/23	New Additions in Modeling Scenario: 7/1/23 – 6/30/28	Target for Total Inventory Additions: 7/1/23 – 6/30/28
Targeted Prevention Slots	1,180	0	4,300	4,300
Total Permanent Housing Units/Slots	15,800	700	2,550	3,250
<i>Permanent Supportive Housing Units/Slots</i>	<i>13,500</i>	<i>700</i>	<i>825</i>	<i>1,525</i>
<i>Rapid Rehousing Slots</i>	<i>2,300</i>	<i>0</i>	<i>1,325</i>	<i>1,325</i>
<i>Shallow Subsidy Slots</i>	<i>0</i>	<i>0</i>	<i>400</i>	<i>400</i>
Emergency Shelter Beds	3,500	0	1,075	1,075

**At imminent
risk of
homelessness**



Housing ^t

Housing Problem
Solving

Process 3

Implementation Planning

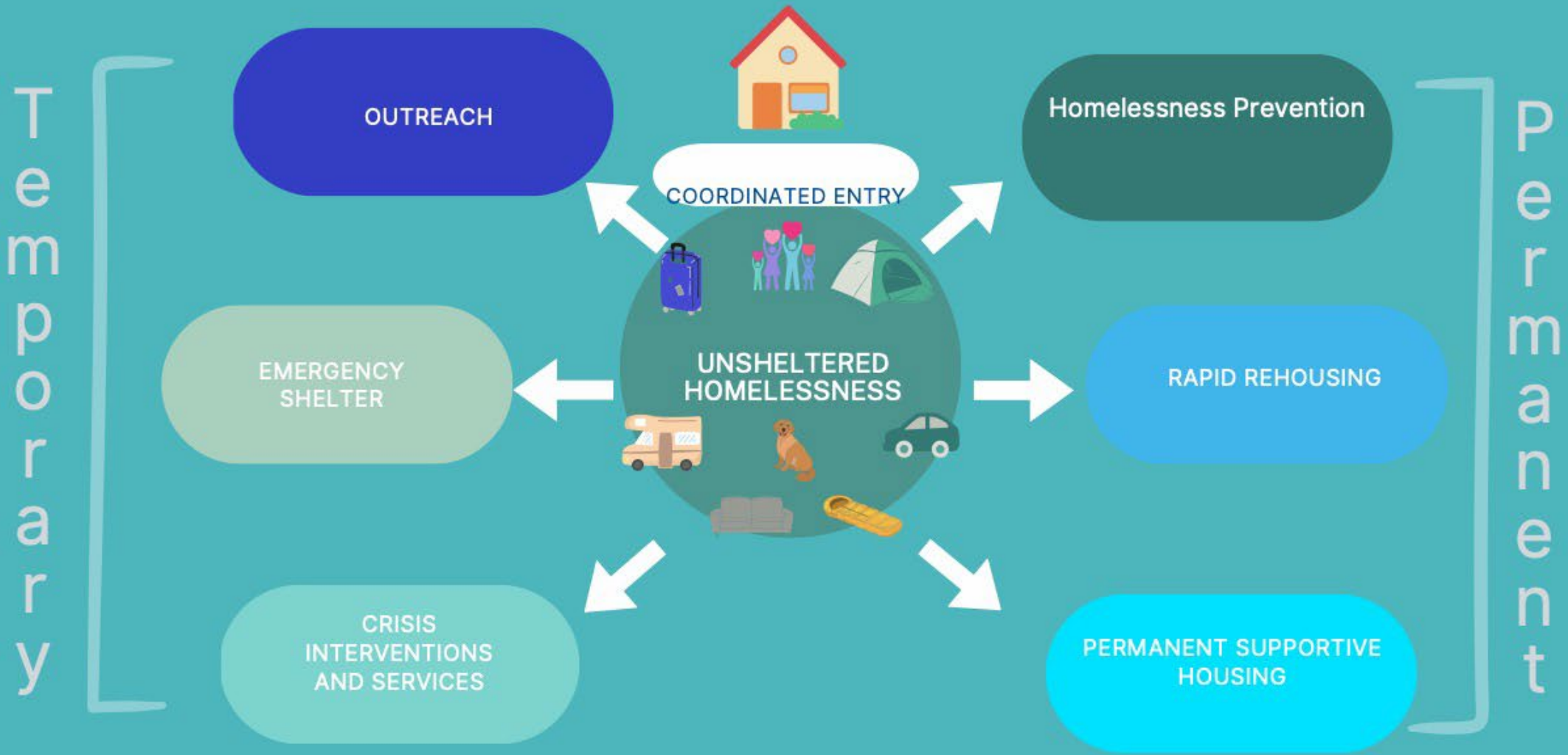
**Implementation
for HSH Staff**

**Implementation
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People experiencing homelessness

**Implementation
for Providers**

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.



DEPARTMENT OF
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Input on Values and Culture and Operationalizing Plan Goals



Culture at HSH

- Mission driven and crisis driven → creates a constant sense of urgency
- Fear of failure or making a mistake is pervasive
- Criticism from the public and community stakeholders causes worries about making mistakes
- Some program staff are afraid to make mistakes in the budget and don't want to ask for help
- People feel alone in this work, even when they like their teams
- Some program staff feel more like monitors or compliance officers than partners with the community
- Staff don't know what the priorities are when everything is a priority
- Managers don't have the time and support they need to actually manage and plan
- Staff are told what to do and rarely asked what the best way to implement
- **Culture of fear makes it hard to create opportunities for staff to try new things or make mistakes**
- **Respect for passion and commitment to the work**

Culture at HSH

- **Turnover, inadequate staffing, and burnout** are internal and external barriers to success and cause lowered morale
- **Lack of understanding of role in the larger system/department**
- **Feel siloed from other program teams**
- **Insufficient time to plan** means decisions are not always made in the most thoughtful, equitable, and transparent way
- **Important to centering staff well-being** in the plan

Culture at HSH

• Hope is that strategic plan will help HSH staff by:

- Guiding teams to develop clear and shared goals and better prioritize responsibilities to avoid burnout
- Allowing staff to feel that their input is valued and they're making a difference
- Learning from their colleagues
- Equity-based strategic decision making
- *Reframe City vs. Community Division → Be in community with each other*
- *Lean into Relational Aspects of Our Work*

Key Themes from Planning Workgroup and Staff Survey on Planning Process: Staff Retention

- Workgroup felt like a space of team building and shared learning
- Excitement about the collaborative work ahead
 - But also need to acknowledge internal capacity at HSH
- **Connecting to the work this way helps to retain staff and bring them closer to the reason they got in the work in the first place**

ACCEPT THE NEED FOR CHANGE!

Recognize Signs:

- Organizational culture is creating burn out
- A need to create psychological safe spaces for communication
- There is a need to create trust - internally and externally
- Challenged with how we are reaching people and a lack of clear vision

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Results:

- Create opportunity for innovation and creativity
- Create an environment that supports the giving and receiving of vital information
- Create an organizational culture shift that supports equity
- Create a Strategic Plan with clear goals and vision

Preventing People from Experiencing Homelessness

Questions For Discussion

- What are you excited about in this plan?
- What will be most challenging?
- What needs further explanation?
- What does LHCB need to help to operationalize this plan?
- What does the community need to understand and use this plan?