



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

Home By the Bay Strategic Plan to Prevent and End Homelessness Annual Action Plan

Homelessness Oversight Commission
September 7, 2023





DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

Home by the Bay - System Performance Goals

How HSH's New Investments will Make Progress
Towards the System Performance Goals



Objectives of Annual Action Plan: Communicate Progress

What is success projected to be at the end of Year 1 that make progress on the 5 system performance goals? Prevent and End Homelessness (Fiscal Year July 2023 – June 2024)?

How do HSH's New FY 23-24 Budget Investments make progress towards the System Performance Goals?

What strategies will make impact on the Homelessness Response System (HRS) to ensure that the system is being effective and equitable to achieve better outcomes for people we are serving?

HOME BY THE BAY

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



Accountability Mechanisms

Public
Reporting
Progress

Partnering with
People with
Lived Expertise

Homelessness
Oversight
Commission

Accountability Mechanisms: Public Reporting

Home by The Bay “Annual Action Plan

- Annual summary report communicating progress on achieving:
 - first year’s progress on 5 year system goals
 - first year’s progress on inventory expansion
 - key priorities
 - operationalizing key values

Equity-Focused Measures

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

First Year Performance on System 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%.

Progress will be reported at the end of the FY 23-24 and will be measured by the 2024 Point in Time Count Report

How we get there:

- Achieve inventory expansion targets
- Measure system level performance
- Take action on equity analysis

First Year Performance on System Goals



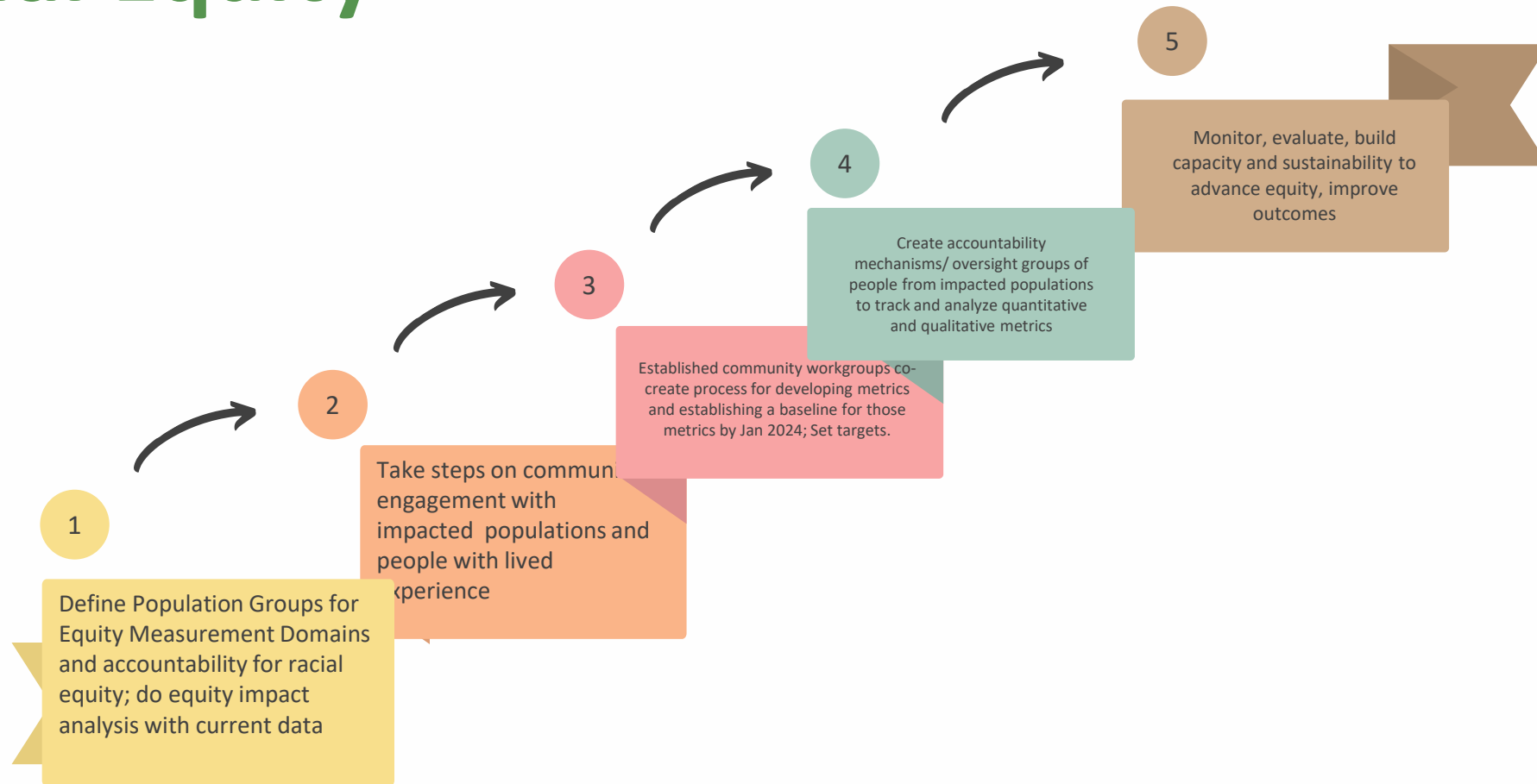
GOAL #2

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

Projected Progress by End of FY 23-24

By January 2024, the City will establish baseline data for this Goal and set targets for specific reductions in inequities in future years, beginning in FY 24-25

Goal 2: Measuring Progress on Advancing Racial Equity



First Year Performance on System Goals



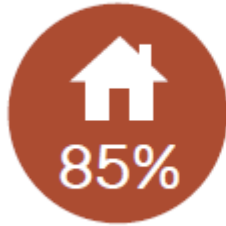
GOAL #3

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

Projected Progress by End of FY 23-24

During FY 23-24, 4,500 people will have been supported to move from homelessness into permanent housing

First Year Performance on System Goals



GOAL #4

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

Projected Progress by End of FY 23-24

During FY 23-24, at least 85% of people who exit homelessness do not experience it again

By January 2024, the City will establish a baseline using the methodology outlined in the Performance Measurement Plan

First Year Performance on System Goals



GOAL #5




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

Projected Progress by End of FY 23-24

During FY 23-24, prevention services will be provided to 1750 people at risk of losing their housing and becoming homeless

Strategic Plan System Performance Goals

To achieve the Plan’s goals, the City must make investments in prevention, shelter, and housing 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
Current Inventory		
13,000 households over 5 years	3,062 shelter beds	13,183 housing slots
FY '23-24 Budget progress towards Five-Year Strategic Plan Goals		
+ 1,650 households (prevention & problem solving) 34%	+ 594 shelter beds 55%	+ 235 housing slots 7%



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Achieving System-Level Performance Goals in Year 1

What Strategies Will Make the Most Impact?



Plan's Proposals for Achieving System-Level Performance Goals: Action Areas

- **Scale up** the Homelessness Response System by **adding specified numbers** of new prevention, housing and shelter resources
- **Focus efforts** on five strategic action areas and activities outlined in the plan
- **Consult people with lived expertise** of homelessness on system and program design and strategies to advance equity

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

Plan's Proposals for Achieving System-Level Performance Goals: Operationalize Core Values of Equity, Quality, and Innovation

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.

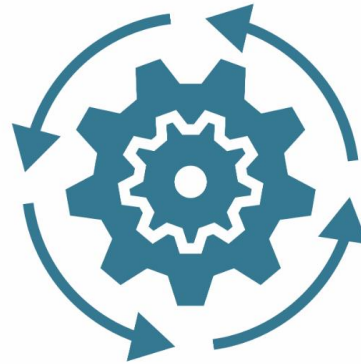
Plan's Proposals for Achieving System-Level Performance Goals: Tailor Solutions

Innovating and Tailoring Solutions for Different Populations

- Veterans
- Youth
- Families with Children
- Women
- Survivors
- People who identify as Transgender, Gender Non-Conforming, Intersexed
- Older Adults
- Justice-Involved People
- People with Disabilities
- People Experiencing Chronic Homelessness

Plan's Proposals for Achieving System-Level Performance Goals: Improve System Flow

Improve *System Flow*: the Homeless Response System's interventions should be designed to be inter-dependent and work 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

Plan's Proposals for Achieving System-Level Performance Goals: Engage People with Lived Expertise

Priorities of people with lived experience

- Improving housing options
- Making it easier to get housing faster
- More housing options
- Improved shelter system
- Improved case management system

First Quarter Report: November 2023

- Housing placements
- Prevention resources
- Progress on inventory expansion

Accountability Mechanisms: Public Reporting

- **Performance Measurement Plan** for the Homelessness Response System
 - *Long-term and comprehensive* overhaul of system and project-level performance metrics to align with the strategic plan and the overall changes to the whole homelessness response system

Scope of Draft PMP Being Developed

Preparation of **DRAFT** PMP is focused on:

- Identifying the primary measures to be used to assess the **progress and impact of the implementation of the *Home by the Bay* plan**
- Identifying draft measures to be used to assess **performance of San Francisco's homelessness response system as a whole**
- Identifying draft measures to **assess performance for each component of the homelessness response system**

System-Level Measures

Overarching system-level performance measurements focused on the homelessness response system as a whole, including:

- *Home by the Bay* plan's five goals
- *Home by the Bay* plan's inventory expansion strategies
- Other priorities system-level performance measures

When available, draft targets are provided based upon the system modeling activities performed for the development of the *Home by the Bay* plan and its goals and strategies.

Additional measures that may be defined and implemented in the future are also identified.

Component-Focused Measures

Program-level and system-level performance measurements to be used for each of the core components of the homelessness response system:

- A. Outreach and Engagement
- B. Coordinated Entry
- C. Housing Problem Solving
- D. Shelter and Other Interim Options
- E. Rapid Rehousing
- F. Permanent Supportive Housing
- G. Prevention