



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

HSH Strategic Framework 2018 – 2022

<http://hsh.sfgov.org/framework>

October, 2017

Strategic Framework Development

- Input from Stakeholders
 - People experiencing homelessness
 - Clients
 - Staff
 - Nonprofit providers
 - Community members
- Worked with national experts and other communities
- Analyzed quantitative and qualitative data from the past ten years



Strategic Framework Summary

The overall goal of this Framework is to achieve a significant and sustained reduction in homelessness by moving from model programs to a model system.

We will achieve this by preventing homelessness when possible, and when homelessness occurs, working to get house keys into people's hands as quickly as possible.



Strategic Framework Goals: 2018-2022

Systems Change

Design and implement coordinated systems for adults, families with children, & youth by December 2018

Implement performance accountability across all programs and systems by December 2019

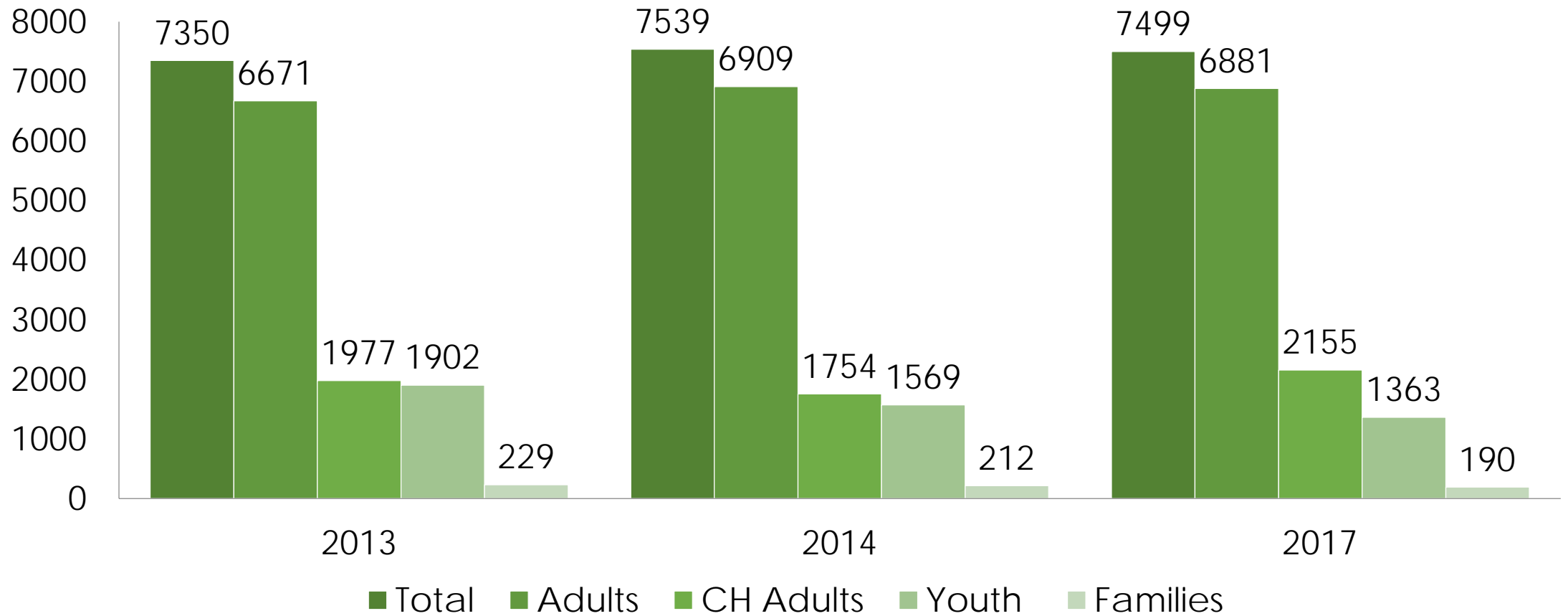
Adults	Families	Youth	Street Homelessness
Reduce chronic homelessness 50% by December 2022	Ensure no families with children are unsheltered by December 2018 End family homelessness by December 2021	Complete a detailed plan to reduce youth homelessness by July 2018	Improve the City's response to street homelessness by October 2018 End large, long-term encampments by July 2019

Causes of Homelessness

- Federal housing policies and funding cuts
- State housing policies and limited funding for homelessness
- Inequity in the US economy and public health system

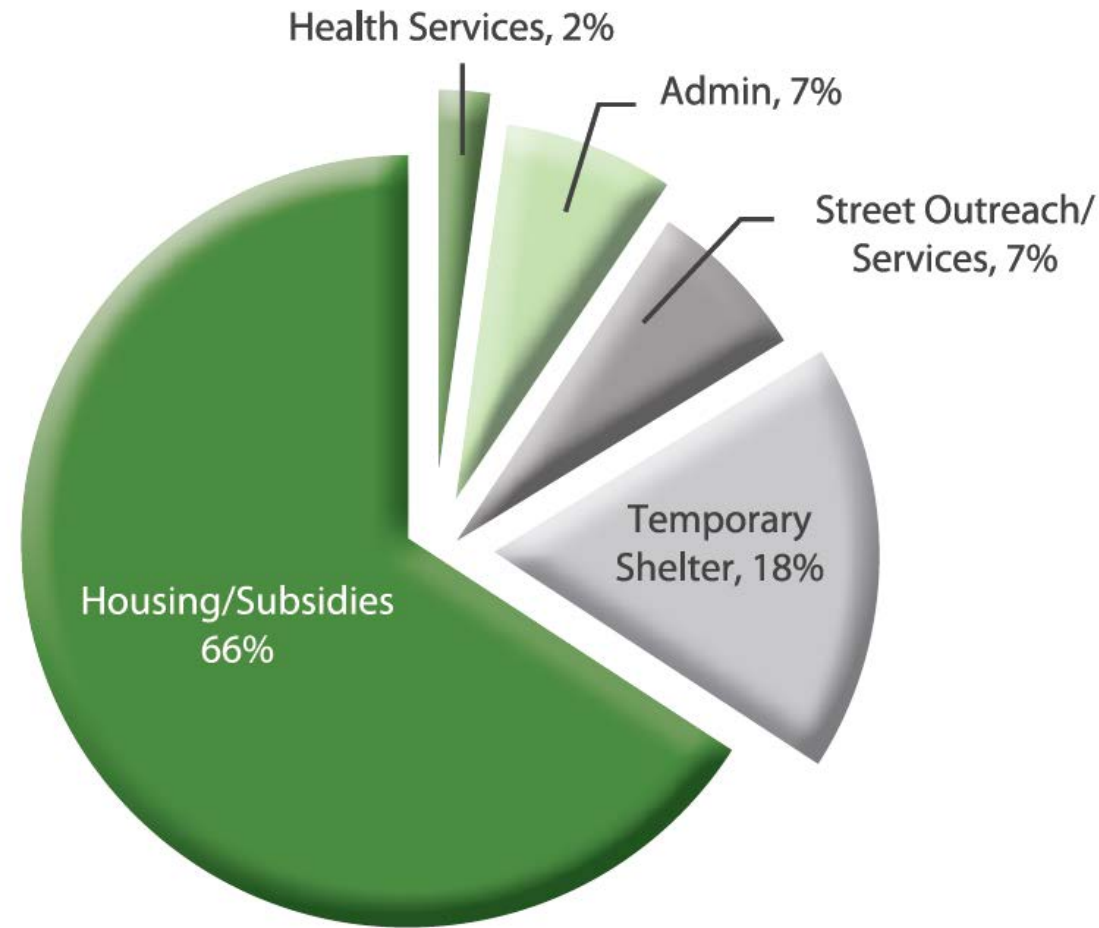


Homelessness in San Francisco



HSH Budget to Address Homelessness

HSH FY17-18 Operating Budget by Use



HSH Resources to Address Homelessness

Problem Solving

- 1,500 Eviction Prevention slots
- 800 Homeward Bound slots

Outreach

- ~200 chairs in Resource Centers
- HOT, ERT, and other nonprofit-led teams

Temporary Shelter

- 2,367 beds/units

Housing

- 7,403 units of housing
- 961 short and long-term subsidies

Housing Ladder

- 50 Moving On Initiative subsidies

San Francisco has model programs...



Direct Access to Housing



SF Homeless Outreach Team



Encampment Resolution Team



Heading Home



Navigation Centers



Homeward Bound

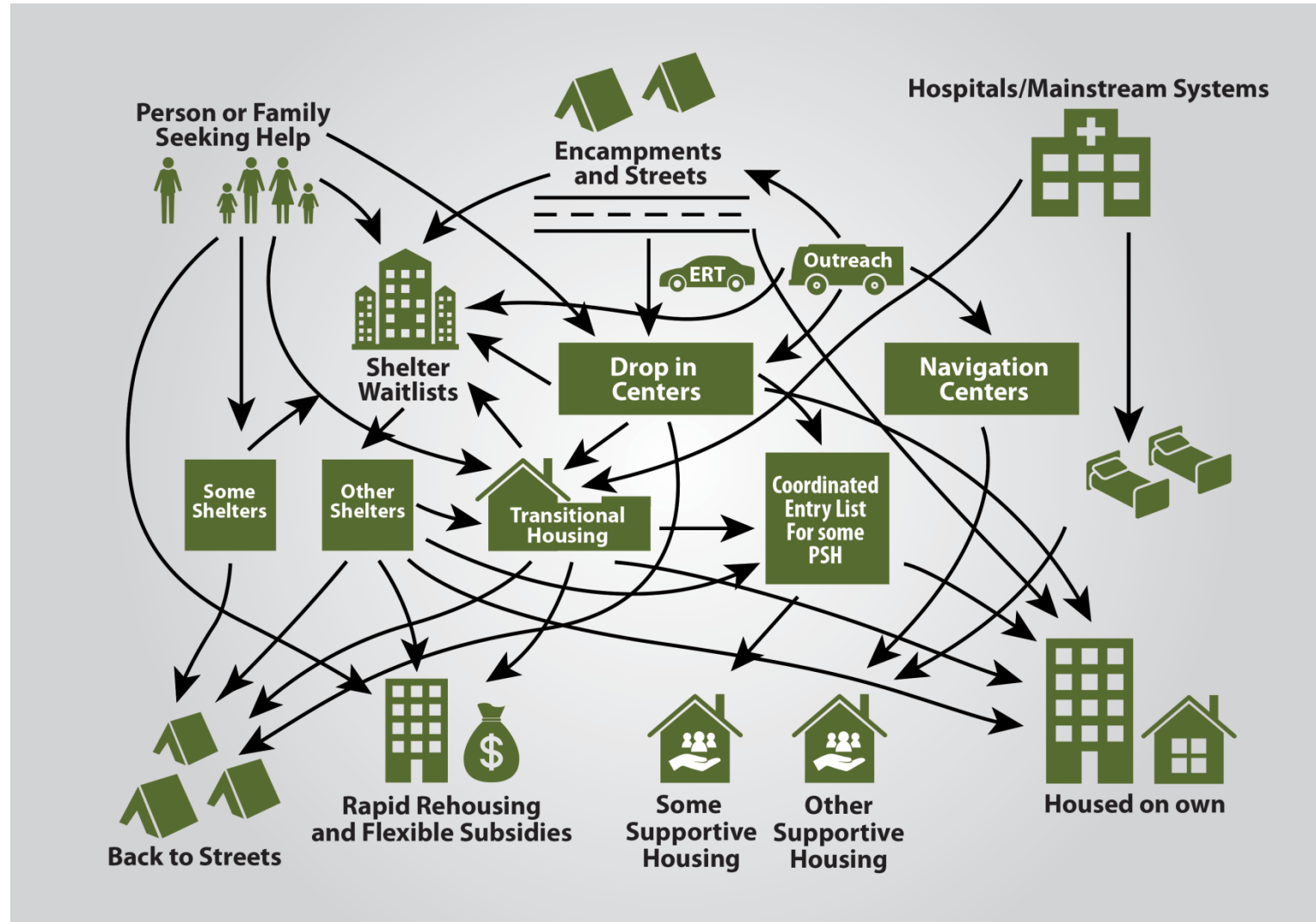


Project Homeless Connect

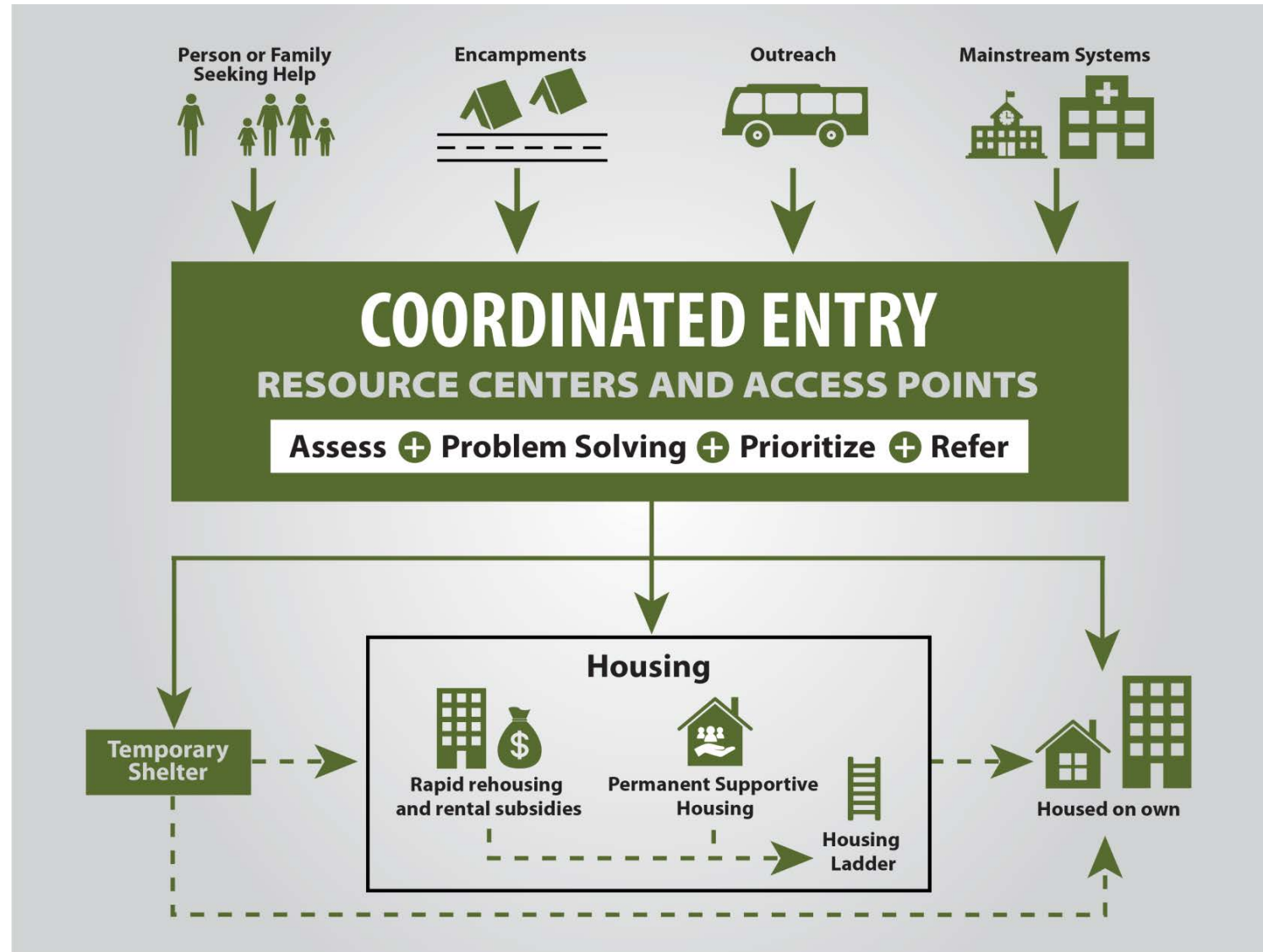


Jazzie's Place

...but did not have a model system



Homelessness Response System



Core Components of the System



Coordinated Entry



Street Outreach



Problem Solving



Temporary Shelter

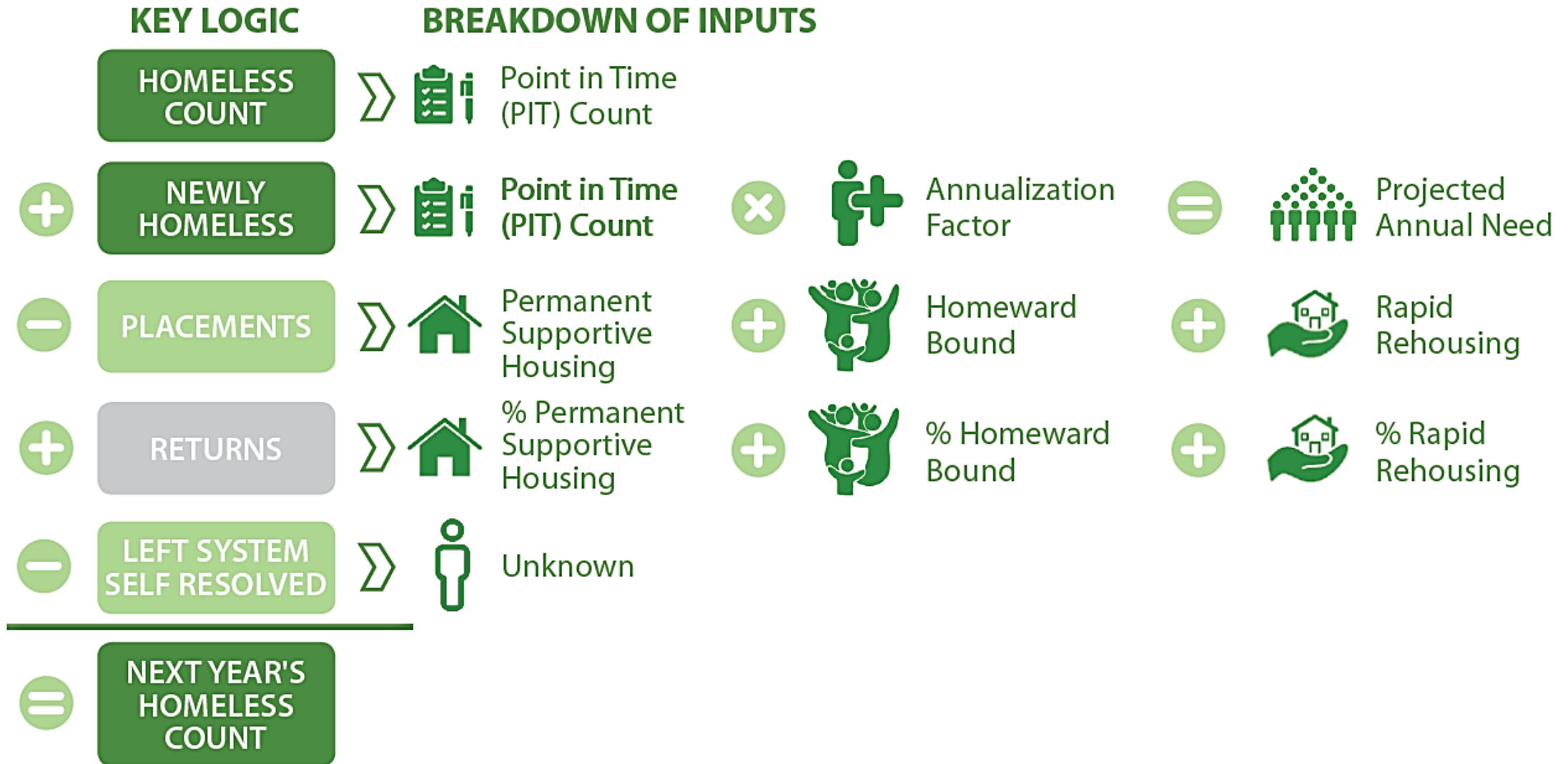


Housing



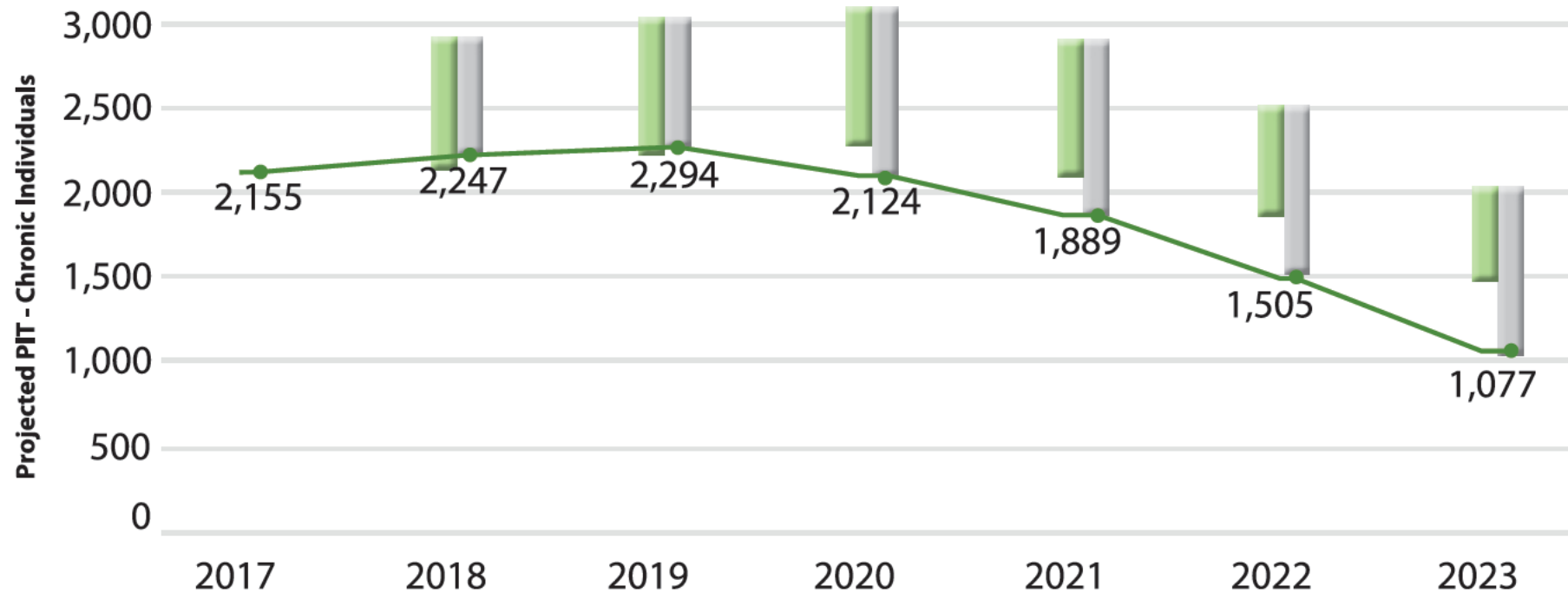
Housing Ladder

HSH's Data Model



Application of the Data Model

Projected Change in Chronically Homeless Population



Description

- Newly Chronic + Returns
- Housing Placement + Prevention

Summary of Key Strategies

- Implement Coordinated Entry
- Offer Problem Solving options to everyone
- Target Housing resources to those most in need
- Provide population specific programs and services
- Develop a plan to address gaps in the system



Work is underway

During our first 12 months, HSH:

- Maintained ~9000 formerly homeless adults, families and youth in permanent supportive housing
- Assisted over 1,900 people with exits from homelessness
- Provided temporary shelter to ~7,000 unique individuals
- Engaged ~6,000 people on the street with outreach and case management
- Provided ~450 people in 18 large encampments with shelter and services



Lots of work is underway...



- Opened 4 Navigation Centers – **adding 150 temporary shelter beds in 2018**
- Added 300 units of Permanent Supportive Housing – **adding 300 more PSH units in next 5 years**
- Started Encampment Resolution Team – **expanding ERT & SF HOT in 2018**
- Planned for overhaul of Resource Centers – **expanding resource center capacity in 2018**
- Launched the Moving On Initiative – **adding 300 subsidies in 2018**
- Added over 600 new rapid rehousing and rent subsidies – **adding 75 more subsidies in 2018**
- Launched the ONE System – **completing rollout in 2018**
- Implemented Coordinated Entry for Families – **implementing for adults & youth in 2018**

...and the work is working

Since 2015:

- 13% reduction in youth homelessness
- 12% reduction in family homelessness
- 30% reduction in chronic Veterans homelessness
- Overall, SF's numbers have remained flat (1% decrease)
- Most cities on the West Coast have seen double digit increases

Compassion

Common Sense

Courage



Next Steps for Implementation

- **The overall goal of this Framework is to achieve a significant and sustained reduction in homelessness by moving from model programs to a model system.**
- This will require transformational changes in our work
- We need your experience, partnership, and guidance to reach these goals
- To learn how to get involved, contact Abigail Stewart-Kahn, Director of Strategic Initiatives, at abigail.stewart-kahn@sfgov.org

Thanks From Everyone at HSH

