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

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Adults</th>
<th>CH Adults</th>
<th>Youth</th>
<th>Families</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>7350</td>
<td>1977</td>
<td>6671</td>
<td>229</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>7539</td>
<td>1754</td>
<td>6909</td>
<td>212</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>7499</td>
<td>2155</td>
<td>6881</td>
<td>1363</td>
<td>190</td>
</tr>
</tbody>
</table>
Placements
San Francisco has helped 25,000 people exit homelessness since 2005

Point in Time (PIT) Counts 2015 - 2016
San Francisco
Increased an average of 2.7% annually

United States
Decreased an average of 2.5% annually

Source: Point-In-Time (PIT) Counts as reported to the Department of Housing and Urban Development via HUD Exchange
Notes: HUD-reported PIT counts may be lower than those used by the City of San Francisco due to methodological variances
HSH Budget to Address Homelessness

HSH FY17-18 Operating Budget by Use

- Housing/Subsidies: 66%
- Temporary Shelter: 18%
- Street Outreach/Services: 7%
- Admin: 7%
- Health Services: 2%

5
**HSH Resources to Address Homelessness**

<table>
<thead>
<tr>
<th>Problem Solving</th>
<th>Temporary Shelter</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 1,500 Eviction Prevention slots</td>
<td>• 2,367 beds/units</td>
</tr>
<tr>
<td>• 800 Homeward Bound slots</td>
<td></td>
</tr>
</tbody>
</table>

**Outreach**

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

**Housing Ladder**

- 50 Moving On Initiative subsidies
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.
### 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

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

Coordinated Entry
Resource Centers and Access Points
Assess + Problem Solving + Prioritize + Refer

Housing
Rapid rehousing and rental subsidies
Permanent Supportive Housing
Housing Ladder
Housed on own
Core Components of the System

- Coordinated Entry
- Street Outreach
- Problem Solving
- Temporary Shelter
- Housing
- Housing Ladder
Strategic Goals for Street Homelessness

Goal:

• Improve the City’s response to street homelessness by October 2018

• End large, long-term encampments by July 2019

How We Get There:

• Reorganize and expand the Homeless Outreach Team (HOT) and the Encampment Resolution Team

• Improve the response of the 311 and 911 call centers to concerns about street homelessness

• Develop a plan for addressing the gaps in the Temporary Shelter System

• Expand Temporary Shelter & Navigation Centers to address unmet need

• Add an additional Resource Center and expand the hours of existing Resource Centers
Strategic Goal for Youth

Goal:
• Complete an action plan to reduce youth homelessness by December 2017

Need:
• Assess the City’s youth homelessness response system with community and stakeholder input

How we get there:
• $2.9M in HUD funding to help end youth homelessness
• Prioritize 10% of flexible adult supportive housing units for youth
• 450 youth in existing & planned housing or rapid rehousing slots
• Determine placement needs to achieve target
Strategic Goal for Adults

Goal: Reduce Chronic Homelessness 50% by 2022

Need: Assist an average of 2,750 adults to exit homelessness each year

How can we get there:
- Provide 350 adults with Rapid Rehousing subsidies annually
- Resolve homelessness for 1,500 adults annually through Problem Solving
- Place 900 chronically homeless adults in Permanent Supportive Housing annually
- Place 700 adults in Housing Ladder programs during the next five years
Strategic Goals for Families

**Goal:** End family homelessness by December 2021

**Need:** Provide housing exits for 2,750 families during the next five years

**How can we get there:**
- Place 1,500 families using rapid rehousing subsidies
- Place 900 families in permanent supportive housing
- Resolve homelessness for 350 families through Problem Solving
- Place 250 families in Housing Ladder programs
HSH’s Data Model

**KEY LOGIC**

- **HOMELESS COUNT**
- **NEWLY HOMELESS**
- **PLACEMENTS**
- **RETURNS**
- **LEFT SYSTEM SELF RESOLVED**

**BREAKDOWN OF INPUTS**

- Point in Time (PIT) Count
- Annualization Factor
- Permanent Supportive Housing
- Homeward Bound
- % Permanent Supportive Housing
- % Homeward Bound
- Unknown

- Next Year’s Homeless Count

- Projected Annual Need
- Rapid Rehousing
Application of the Data Model

Projected Change in Chronically Homeless Population

- **Newly Chronic + Returns**
- **Housing Placement + Prevention**

<table>
<thead>
<tr>
<th>Year</th>
<th>Newly Chronic + Returns</th>
<th>Housing Placement + Prevention</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>2,155</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>2,247</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>2,294</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>2,124</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>1,889</td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>1,505</td>
<td></td>
</tr>
<tr>
<td>2023</td>
<td>1,077</td>
<td></td>
</tr>
</tbody>
</table>
## Principles for the Homelessness Response System

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Prevention Oriented</strong></td>
<td>Using problem solving and diversion strategies whenever possible</td>
</tr>
<tr>
<td><strong>Targeting Resources</strong></td>
<td>Using standardized assessments to ensure the deepest resources go to the highest need</td>
</tr>
<tr>
<td><strong>Housing First</strong></td>
<td>Limiting barriers and reducing speed to getting people housed quickly</td>
</tr>
<tr>
<td><strong>Person Centered</strong></td>
<td>Putting people and their needs at the center of our approach</td>
</tr>
<tr>
<td><strong>Stakeholder Informed</strong></td>
<td>Limiting barriers and reducing speed to getting people housed as a key goal</td>
</tr>
<tr>
<td><strong>Innovative &amp; Adaptive</strong></td>
<td>Encouraging a culture that supports trying new strategies to meet system goals</td>
</tr>
<tr>
<td><strong>Data Driven</strong></td>
<td>Using data throughout the system to inform decisions and measure progress</td>
</tr>
</tbody>
</table>
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
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
...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
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

• And/or complete the survey to share your perspective: http://hsh.sfgov.org/research-reports/framework/
Thanks From Everyone at HSH