DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

HSH Strategic Framework
2018 – 2022
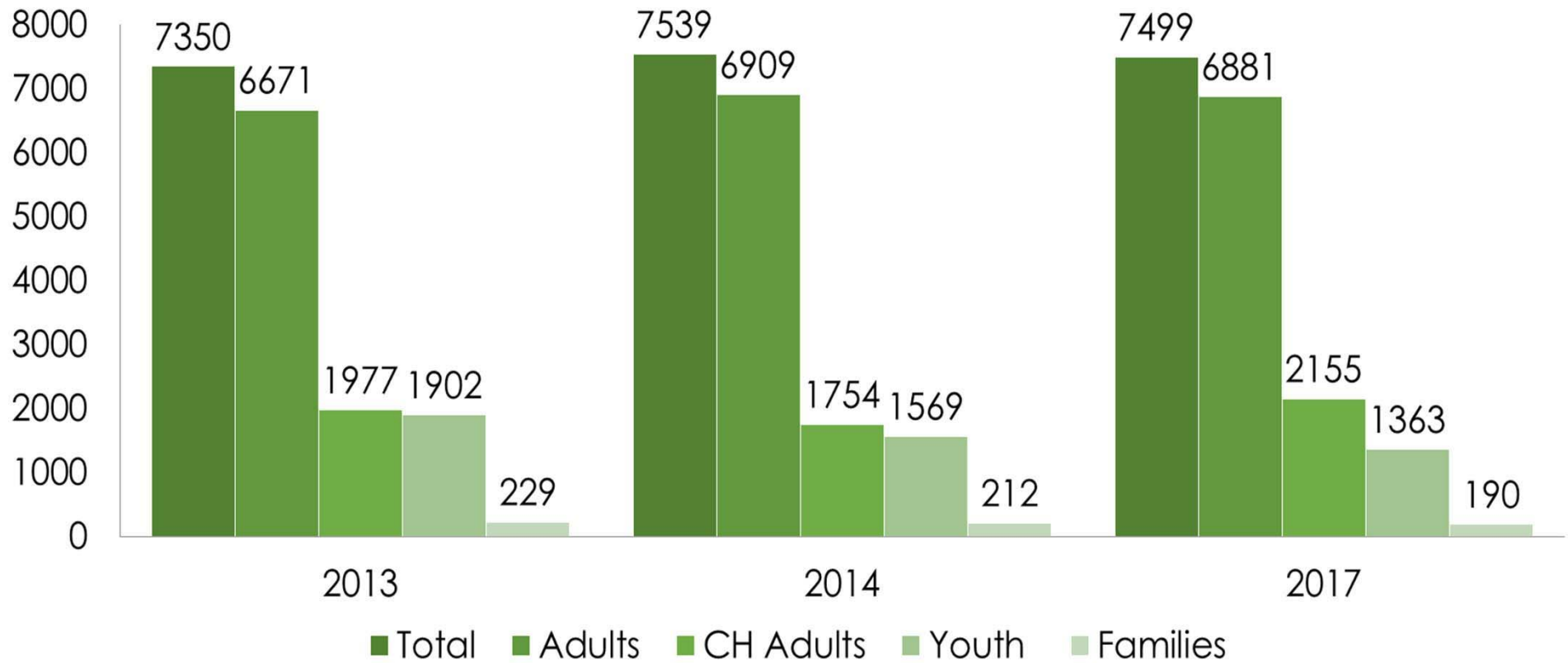
http://hsh.sfgov.org/framework/

HIV Community Council Presentation
November, 2017

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

Need for Change

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
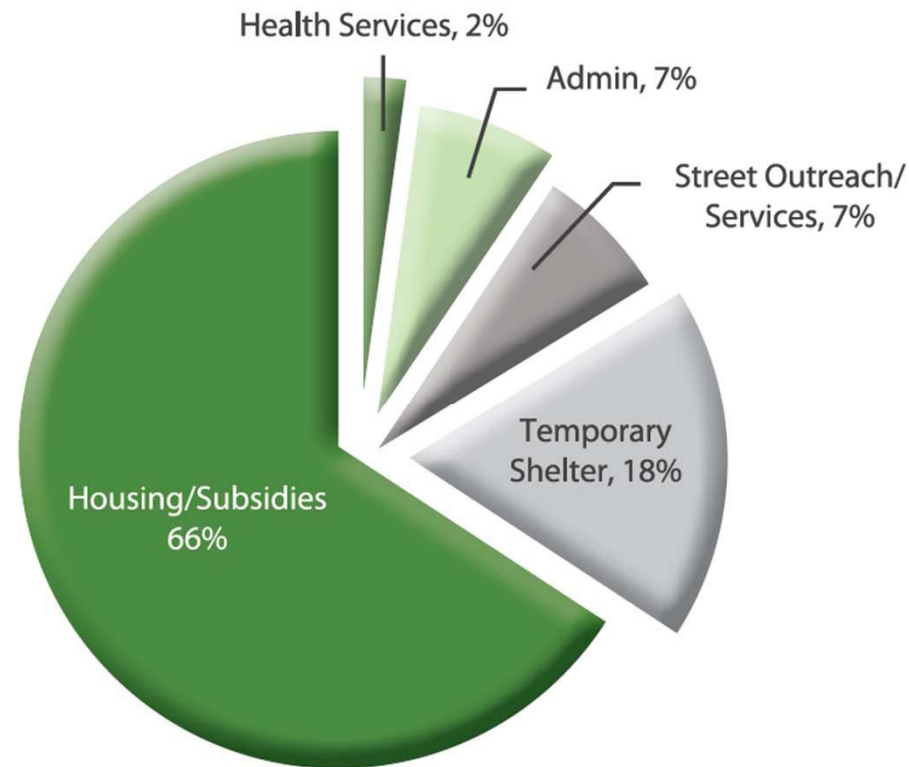
HSH Resources to Address Homelessness

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

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

San Francisco has model programs…

Direct Access to Housing

SF Homeless Outreach Team

Encampment Resolution Team
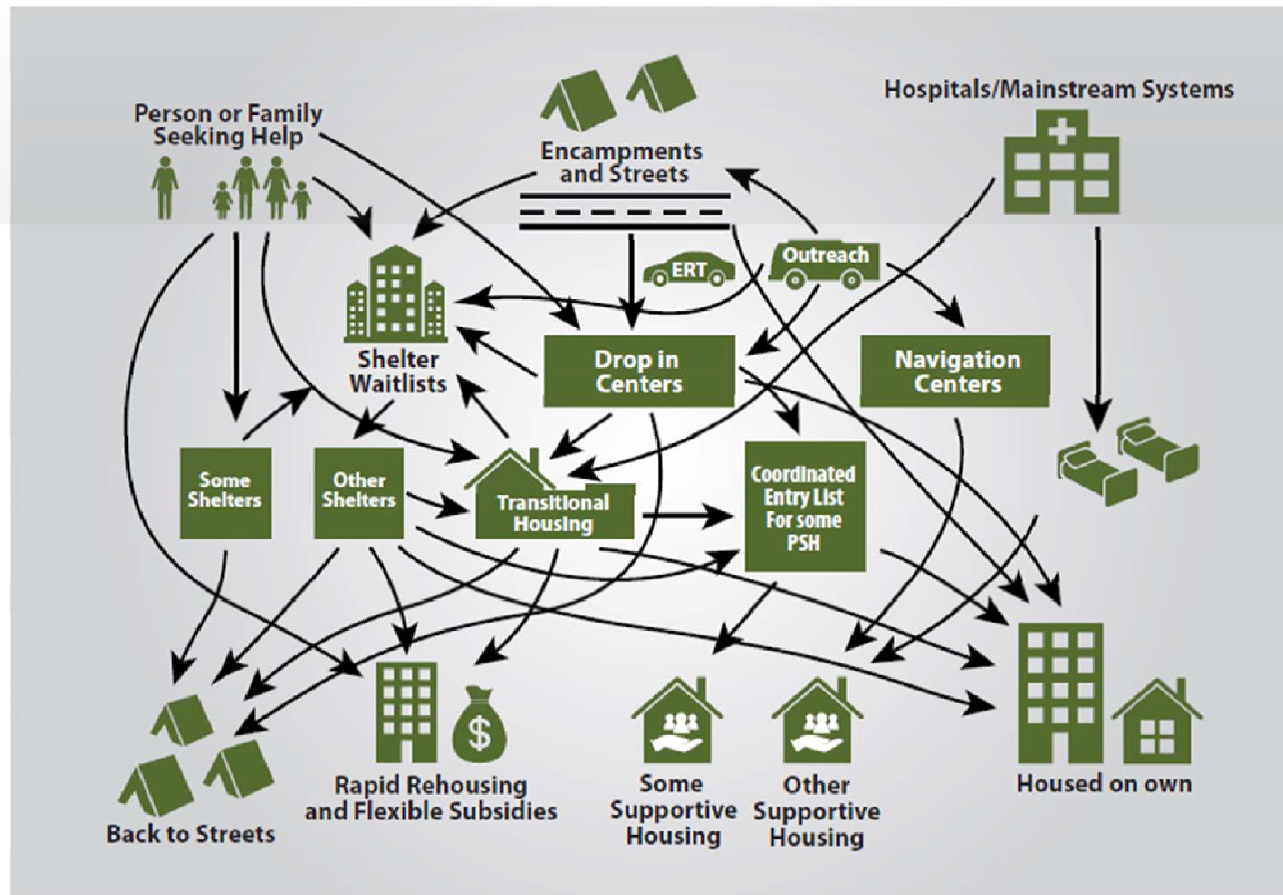
Heading Home

Navigation Centers
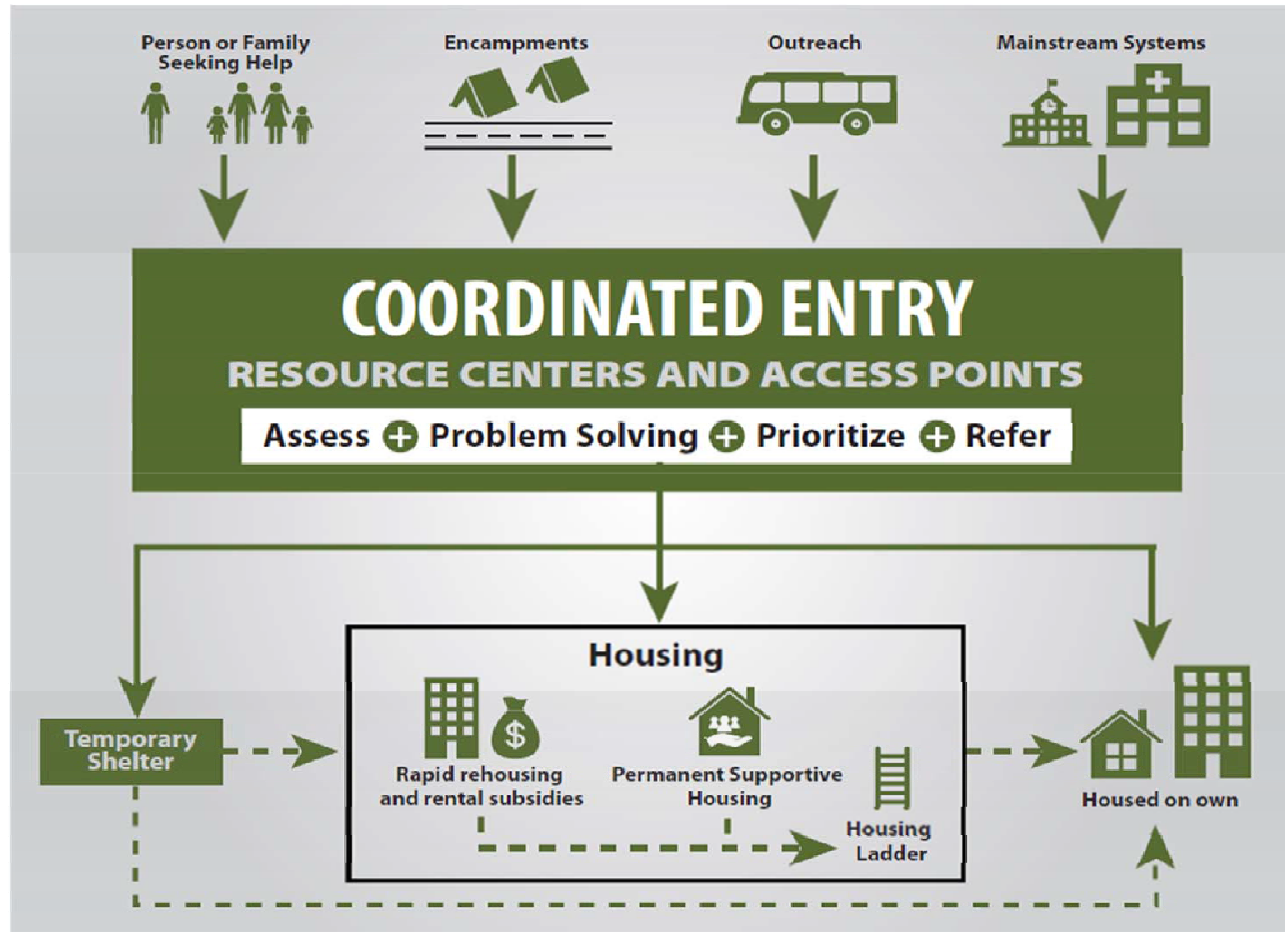
Homeward Bound

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

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 traget

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

Application of the Data Model

Projected Change in Chronically Homeless Population

Projected PIT - Chronic Individuals

- 2017: 2,155
- 2018: 2,247
- 2019: 2,294
- 2020: 2,124
- 2021: 1,889
- 2022: 1,505
- 2023: 1,077

Description
- Newly Chronic + Returns
- Housing Placement + Prevention
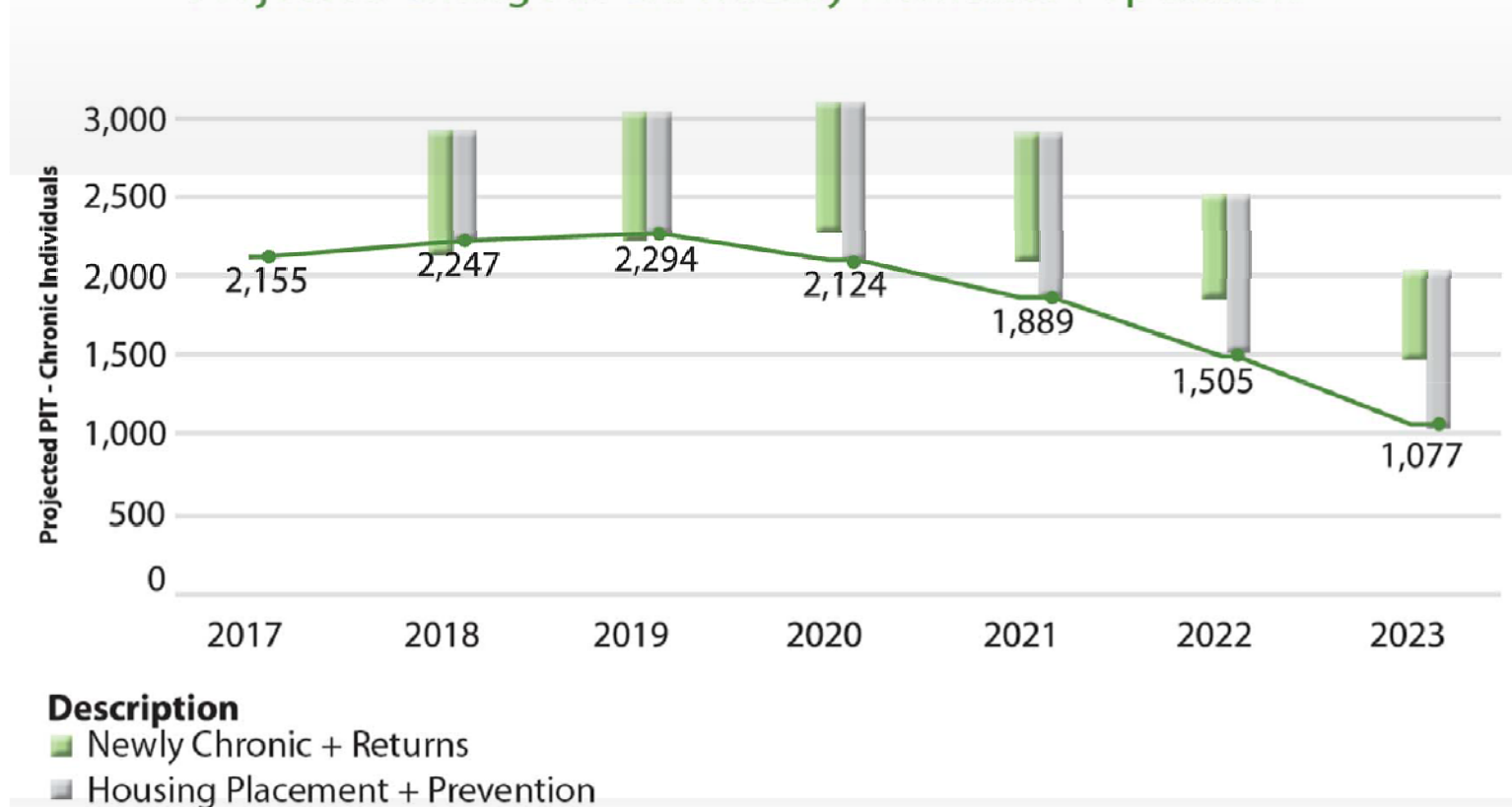
Principles for the Homelessness Response System

Prevention Oriented
Using problem solving and diversion strategies whenever possible

Targeting Resources
Using standardized assessments to ensure the deepest resources go to the highest need

Housing First
Limiting barriers and reducing speed to getting people housed quickly

Person Centered
Putting people and their needs at the center of our approach

Stakeholder Informed
Limiting barriers and reducing speed to getting people housed as a key goal

Innovative & Adaptive
Encouraging a culture that supports trying new strategies to meet system goals

Data Driven
Using data throughout the system to inform decisions and measure progress

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

…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

- And/or complete **the survey** to share your perspective: http://hsh.sfgov.org/research-reports/framework/

Thanks From Everyone at HSH