



NONPROFIT PROVIDER CONFERENCE REPORT FEBRUARY 2019

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Summary and Introduction

On December 7, 2018, the San Francisco Department of Homelessness and Supportive Housing (HSH) convened the first ever Nonprofit Provider Conference to bring together partners that work with HSH addressing and ending homelessness. More than 95 people from over 57 agencies attended the day-long event held at San Francisco State University. The day included plenary sessions and a keynote address by actor and activist Danny Glover. Six breakout sessions focused attention on strengthening the collaborative partnership between HSH and nonprofit contractors, increasing knowledge and experience with key components of the system strategy such as Rapid Rehousing and Problem Solving, and working together to build racial equity within the Homeless Response System.

The Nonprofit Provider Conference focused on both sharing information with key partners about the system approach to reducing homelessness in San Francisco and on gathering information from participants to inform next steps and to work on strengthening relationships moving forward to a system more effective at reducing homelessness.

As a result of sharing and gathering information, seven themes emerged:

1. Communications
2. Development of the Homelessness Response System (HRS)
3. Rapid Rehousing
4. Problem Solving
5. Coordinated Entry
6. Leadership of the Homelessness Response System
7. Nonprofit Infrastructure
8. Diversity, Equity, and Inclusion



Wordcloud generated from responses to post-conference survey

Specific feedback included:

- Need better and more consistent communication and forums about a wide range of topics including the system and its components
- Work on trust building and partnership with HSH and contractors, including timely response to contractual issues
- More involvement of providers at all stages, starting in design phases
- More shared training and information about best practices
- Resources to allow agencies to implement best practices
- Greater efforts to align and improve data collection and utilization.

This report summarizes the content presented in each session of the conference and the type of discussion, feedback and input gathered there. It highlights key elements of the presentations and activities at the conference. Finally, it lays out a set of next steps and activities to be undertaken in response to the Conference proceedings. Slide presentations and videos of specific presenters are embedded in links in the document and can also be found at <http://hsh.sfgov.org/research-reports/2018-provider-conference/>.

Opening Remarks from HSH Director Jeff Kositsky

The following are excerpts from HSH Director Jeff Kositsky's remarks at the opening of the Nonprofit Provider Conference. A [full video recording](#) of these remarks and [accompanying slide presentation](#) can be found in these links.

"It's wonderful to see you all here. You all are some of the best people in the world, doing some of the hardest work in the world! I am really excited to have this conference today, this meeting with City employees and our nonprofit service providers.

So why are we doing this? We are doing this because we are only going to solve homelessness together. It takes all of us to solve this complex problem. It is important that we work on and nurture this special relationship.

Together, the City and our nonprofit partners have been pioneers on this issue. New things have been started in San Francisco that are being replicated around the country... We have invested heavily and successfully. It's important to note that tonight San Francisco will house or shelter almost 12,000 people. That is a lot of folks that we are providing a place to stay and we should be very proud of that... This work has had an impact, not just on the tens of thousands of people served. Between 2015 and 2017 we have had a 13% reduction in youth homelessness, a 12% reduction in family homelessness and 30% reduction in chronic veteran homelessness. We should be proud of our successes.

But we need to do better.... Not only do we need to do better for each of the individuals we are trying to serve, systemically we need to do better because something is very wrong. From 2005 to 2016, San Francisco saw a 29% increase in homelessness while the rest of the Bay Area saw a 17% decrease in homelessness. What's concerning is that during that same period of time we spent 82% more money, so something is very wrong... We invest more money per resident on homelessness than any other city in the United States except for New York. But we still can't seem to bend the curve.



Jeff Kositsky, Director, Department of Homelessness And Supportive Housing

Why is that? There is no single reason why this is. There are a lot of reasons that are outside of our control... HUD is only spending in real dollars 20% of what it was spending in the 1970's and 1960's. California is one of the lowest per capita spenders on homelessness. And California, and especially San Francisco and all of the west coast, our rents are just out of control.

*But other things are **not** outside of our control and this is where we need to be living, this is what we need to be talking about today. We have to scale up what works. We have to maximize our investments with all that Permanent Supportive Housing we have – we have to learn to use it better and more effectively. We have to focus on data, making decisions with data and not just on what we feel... And we need to all be more accountable to using what we have more effectively.*



Why are we doing this? We are doing this because we are only going to solve homelessness together. It takes all of us to solve this complex problem.

This is just the beginning of this work. I think there needs to be a lot more of these, there needs to be smaller meetings, there needs to be trainings, we need to learn and listen to each other, but today, I hope, is a first step....

So fortunately we have a new strategy to address some of these challenges, some of these systemic issues, and I will tell you that things like Coordinated Entry that we are going to talk about today, and Problem Solving and the Moving On Initiative, these are three new things that we have introduced in the past couple of years – these are going to be what makes the difference... The strategy is starting to work; we've already seen some improvements.

I know we all want to do better. I know sometimes it's hard to hear we need to do better when we all work so hard...I have been doing this work for a long time; so have many of you. There's often times hurt feelings. I know I may have hurt some of your feelings, you may have hurt my feelings. The City has made mistakes, the nonprofits have made mistakes... I apologize for my role in that. We should learn from that but let's not dwell on it.

But as Peter Drucker has said "Culture eats strategy for breakfast." We can have the best strategy in the world but if our culture isn't working it's not going to make the changes that we need to have happen and that is exactly why we are having this conference today.

Let's focus on the future and how we are going to address some of these issues today – San Francisco has shown the country in the past how to create amazing and successful programs. Now is our chance to show them how to create an amazing and successful system! ♦

There's a few things we'd like to explore today and try to answer some questions together...

- How do we work better together, the nonprofits and the City? There is sometimes tension there and that kills creativity and makes us less efficient, so how do we fix our working relationships?*
- How do we change the way we talk to our clients and interact with our clients, both in terms of increasing the dignity and respect they are feeling from us, but also the fact that we were telling them the truth and dealing with the reality of a world of limited resources?*
- And how do we address the really pernicious issue of racial inequity and how that intersects with the work we do?*



CEOs/Executive Directors and the Homelessness Response System

This session was targeted to CEOs and Executive Directors. A short presentation featured highlights of the achievements so far under the Strategic Framework and implementation focus for 2019. Slides from this session can be found [here](#).

Achieved So Far

- ✓ Design and implement Coordinated Entry for Adults and Families
- ✓ Improve the City's response to Street Homelessness
- ✓ End large, long-term tent encampments

Goals For 2019

- End unsheltered homelessness among families (we are nearly there)
- Full roll out of Coordinated Entry
- Point In Time count of 6,750 or fewer people and unsheltered count fewer than 3,700
- Fewer than 250 tents; no long-term vehicle encampments



Listening Session

Small groups with CEOs and HSH staff discussed key questions regarding barriers to collaboration, communication challenges and potential strategies for improvement. It generated a wide range of suggestions for each question which have been recorded by HSH.

Barriers Identified Participants identified a range of challenges and barriers to collaboration across the Homelessness Response System:

- Different systems not talking to each other
- Staff turnover at HSH and at agencies
- Limited resources; low pay in nonprofit sector
- Issues with payments and timeliness by HSH
- How the ONE System is being implemented; lack of technology that ties us together
- Organizations that grow and do multiple things, loss of definition and mission
- Culture differences between organizations, groups and city. Even with same goal, values are different so people do it their own way.



Communication Needs

- HSH should "over communicate" to get understanding by all stakeholders
- There needs to be more conferences like this; include all levels of staff in future events
- HSH should create monthly meetings for providers to attend to achieve same messaging/talking points.

High Impact Ideas Participants considered many of the suggestions and identified these as most potentially impactful:

- When the City sets homeless policy, use nonprofit expertise from initial brainstorming to design to implementation
- Improve the budget process and the timeliness of contract payments; include living wages and address indirect cost issues
- Clarify the intent of HSH's actions; communicate decisions, so we can all be on the same page. Not all ideas have to be accepted but make clear what has been decided and why. ♦

Program Leads and the Homelessness Response System

This session was targeted to Program Directors and other program leads at nonprofit agencies. It featured HSH staff presenting the system vision of the Strategic Framework as manifested in service delivery, updates on the core components of the HRS and how different program areas relate to and support one another.



Content was delivered by Megan Owens, Coordinated Entry System Manager; Scott Walton, Manager of Shelters and Navigation Centers; Salvador Menjivar, Director of Housing Services; Dara Papo, Care Coordination Services Manager; and Kerry Abbott, Deputy Director for Programs.

Slides from this session can be found [here](#).

The vision discussed is for a system that makes homelessness rare, brief and one-time and uses every resource to meet the Framework goals, including **Outreach and Shelters** to meet people where they are, keep them safe, and get them connected to services; **Coordinated Entry** to problem solve, assess and prioritize; and a range of **Housing** options - from Rapid Rehousing to Permanent Supportive - plus Moving On subsidies that help people to gain and retain independent housing to end their homelessness.

HSH's nonprofit partners play critical roles implementing this system, including:

- Excelling in resource delivery and meeting people's most urgent needs
- Using all resources: not returning funding to HUD, the State or the general fund, filling vacancies quickly, and keeping occupancy high.
- Using most effective practices such as Housing First, Problem Solving, and a more data-driven approach.

Tables of program leads and HSH staff sat together and discussed the system goals and components and what these changes mean for organizations and sectors.



Scott Walton, Salvador Menjivar and Dara Papo of HSH

Game changers identified included:

- Goal of aligned, streamlined services; it's the first time we are looking at the whole system
- Centralized Access Points
- Problem Solving
- ONE System
- New approach is more efficient and minimizes confusion for clients and staff.

Support needed to be successful includes:

- Regular check-ins as a system with providers
- Improvements to ONE System
- Access to collaborative learning
- More information on things like mobile access, Moving On and other new components

Messaging: Participants identified messages they could bring back to their agencies, such as:

- Change is coming. It may be "bumpy" and will be a trial and error process
- There are good changes happening, especially more collaboration and streamlining systems
- Coordinated Entry can create a more equitable system
- Pay attention to how things are changing your day-to-day work. ♦



Keynote Address: Danny Glover

Danny Glover is an actor, film producer, political activist, and humanitarian. Following are excerpts from Mr. Glover's keynote address. A full video recording of his remarks can be found [here](#).

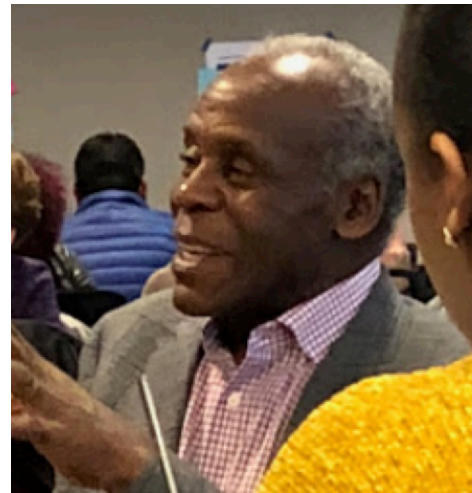
"I want to first of all congratulate you...This initial Conference of HSH and non-profit partners provides a focal point to assess your accomplishments as well as your challenges. I am honored to be here as a native of San Francisco to play my part in encouraging you and celebrating your work, not simply as someone who is known and recognized in popular culture, but more importantly as a citizen of this City and a citizen of this democracy..."

I bear witness to the housing crisis because I have lived here... when I first purchased my house in 1975 just before my 29th birthday, it was affordable. The family that I bought my house from knew my parents and worked at the post office with them, the neighbor up the street knew them....They had a unique opportunity at that particular time as African Americans, to buy a home, an affordable home, in San Francisco because they had good paying jobs.

So I know that story – that story is something that I have lived and breathed because I have lived in this same city for most of my life. I grew up in the projects in Hunters Point, the Army Street Projects on 3rd and Army... I chose to live in this city and I continue to choose to live here because you can't run away from the problems of this city - of this country - anywhere in this country...

" I bear witness to the housing crisis because I have lived here."

I want to keep encouraging you for the work you are doing. I know for sure the only way we can build and sustain a focused and dynamic movement pertaining to homelessness, is from the outside through the actions of citizens, and how we understand the intersectionalism with class and race. We have to understand that it is a



process. We begin here with your passion and your commitment, but it isn't just one issue. This issue is surrounded by issues of employment, access to economic activity, access to education, all these things that are systemic in nature. How do we build a sustained movement? What does sustainable activism mean in the 21st century?

Dr. Martin Luther King always spoke about what service meant. The service you are providing is of building these coalitions and relationships. You are here building and strengthening relationships and don't know where and how they will build into transformational change. It has to transform us personally, it has to transform our communities, and it has to transform those people who act on behalf of us supposedly in the political system. There will be battles we win, there will be moments we are going to feel depleted, moments we are going to feel demoralized, but with that resolve then perhaps we will make the change and have the conditions to have everyone have a roof over their head...

So thank you once again to allow me to take this moment to speak to you and to celebrate where you are this moment in your development in this struggle for justice." ♦



Director of Outreach and Temporary Shelter, Kaki Marshall, welcomes Danny Glover

Breakout Session: Problem Solving

This session focused on developing a deeper understanding of the goal and practice of Problem Solving (a key component of the Strategic Framework system strategy) and having real talk about what it is and how it is working. Slides for this session can be found [here](#).

Session facilitator Rakita O’Neal-Newt, HSH Program Manager for Problem Solving, kicked off the discussion with a short presentation.

What is Problem Solving?

Problem solving is a strategy that addresses and prevents homelessness by helping people to:

- Return immediately to housing;
- Without having to enter temporary shelter or a housing program; and
- Utilize safe and available permanent and temporary housing options.

The definition of success for problem solving is a person experiencing homelessness spending one or more nights in a safe location outside of the Homelessness Response System.

Fish Bowl Exercise

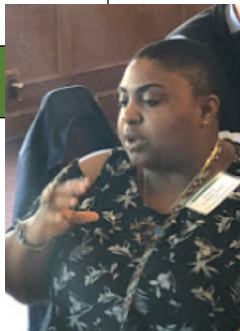
Participants observed a role play of the old way that conversations with potential clients went and the same situation with Problem Solving. Participants gave feedback on what they had observed.

Old System Response

- Nothing offered except waitlists
- No immediate options
- Typical response – feel for client, but can’t really offer anything
- Interaction between staff & client robotic because don’t have anything to give

With Problem Solving

- Actual conversation; smile
- More confident in delivery because knew something could happen
- Client’s guard came down more
- Staff actively listening and using that information to dig deeper
- Presented options & how staff can help; provides outside of box solutions



Problem Solving always includes a conversation and helps people make and execute a plan immediately. It can also include offers of assistance such as:

- Eviction Prevention
- Homeward Bound
- Family Reunification or Mediation
- Onetime Move-in Assistance/Flexible grants

Partner Focus

Three panelists who are engaged in problem solving work in San Francisco and the East Bay presented on their work and experience. Engaging with the room, they highlighted key features of Problem Solving and some of the challenges implementing it.



Sabrina Thomas and Tasha Fifer from Building Futures with Women and Children and Holly Aversano from Episcopal Community Services

Sabrina and Tasha of Building Futures described how problem solving in the East Bay has offered new opportunities to help people resolve their crisis. They found through building trust and engagement, a lot of people can

“ We now give the dignity of having a conversation and looking through all the options.”

quickly reconnect people to family and friends. Holly Aversano of ECS described her new role conducting problem solving with adults in San Francisco. She said what is most challenging so far was getting used to delivering the hard message that there isn’t enough housing, but that Problem Solving is offering honesty – a humane and reality-based approach that is working for some. ♦

Breakout Session: Rapid Rehousing for All

This session focused on developing a deeper understanding of the goal and practice of Rapid Rehousing. Slides for this session can be found [here](#).

What is Rapid Rehousing?

Rapid Rehousing is one of the primary housing interventions in San Francisco’s system strategy. Rapid Rehousing:

- Assists individuals and families who are homeless
- Moves households quickly into permanent housing
- Teams case management, housing locator assistance, and rental assistance
- Utilizes the private rental market.

Rapid Rehousing uses a *progressive engagement* model: “when you need the most services, you get the most services.”

Rapid Rehousing uses *Housing-focused Case Management* to:

- Collaborate with households to create and implement a Housing Stability Plan to secure and sustain housing, and
- Design service goals that are connected to housing stability.



Alan Guttirez, HSH Rapid Rehousing Program Manager

Rapid Rehousing is not the solution to *all* housing crises, and it’s a critical tool in ending homelessness in San Francisco and achieving HSH’s Strategic Framework goals. HSH is committed to partnership, learning and building a

system that includes effective Rapid Rehousing approaches for all populations.

Expanded Rapid Rehousing Resources

In addition to new adult Rapid Rehousing in 2019, the City is adding new Rapid Rehousing resources for youth through the Rising Up Campaign and additional federal resources being deployed by 3rd Street Youth Center & Clinic. HSH is also introducing a system to streamline unit acquisition efforts for subsidies that are used in the private market. This system – modeled after Open Doors in Atlanta – will help rapidly rehouse individuals and families, centralize HSH’s unit acquisition efforts, and provide consistent support to landlords partnering with the City.

Partner Focus

Leonía Major of Compass Family Services presented her experience as a Rapid Rehousing participant. She secured an apartment in Fairfield for her family and met

“One of the most important things is having case managers who show they care...”

some of her key educational goals. She is now living back in San Francisco and is a Problem Solving Specialist at the Central City Access Point. She said important aspects of Rapid Rehousing include help with child care, home visits and a caring case manager. Elyssa White of Hamilton Families Heading Home described new learnings about how to improve the program, focusing on key factors that increase stability including access to transportation, employment, child care and medical and mental health services. ♦



Elyssa White, Hamilton Families Heading Home Initiative

Breakout Session: Coordinated Entry and the ONE System

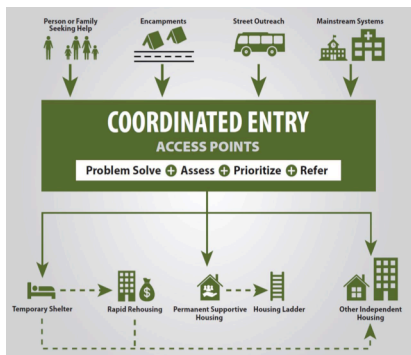
This session focused on developing a deeper understanding of the goals, role and current status of Coordinated Entry. Slides for this session can be found [here](#).

What is Coordinated Entry?

Megan Owens, HSH, presented information on the San Francisco Coordinated Entry System. Coordinated Entry is the common way that everyone who is homeless in San Francisco will be identified and assessed for the System's available resources in an apples to apples way. We want everyone to have the same experience, whether they call 311, see an outreach worker or go to an Access Point.

First we do an initial screening: our definition of SF homelessness is having been homeless here at least one of last seven nights. Next, everyone is offered Problem Solving. The definition of success

is spending one or more nights in safe housing that is outside of the Homelessness Response System (see Problem Solving Session.) Those whose situation cannot be resolved safely by problem solving will be assessed in a standard



way using the same criteria. Those in "priority status" (a small number of all assessed) will be prioritized and also given navigation support to ensure they get into housing.

Status of Coordinated Entry

Coordinated Entry for families has been operating for over a year and for adult-only households since November 2018. CE for youth will begin in 2019. Some things are going as planned, and some will require adjustments. HSH is currently reviewing the information from the adult assessment "blitz" to see what changes, if any, to make to our assessment process.

"Everyone is going to need help – it's a big journey we are on"

Partner Focus

Panelists from the San Francisco Homeless Outreach Team (HOT) and from the Bayview Family Access Point discussed their relationship to Coordinated Entry and how it has changed their work. Keifer Cropper and Sharon Grover described how the HOT Team is working to ensure that everyone they come in connection with understands the new system and is supported to get to an Access Point. Ron Strahan described how the Family Access Points operate and the growing pains, but that it is working well now and more providers should coordinate with the Access Points.



Keifer Cropper and Sharon Grover of the SF HOT Team and Ron Strahan of Catholic Charities

The panelists provided recommendations to all providers, even those not directly involved in Coordinated Entry including:

- Learn the system, "train your brain" to connect all people experiencing homelessness to Coordinated Entry
- Go the extra mile -- verify that people actually make it to the Access Point
- Help the Access Points get people "document-ready" for housing
 - Support priority status people after they are housed with high quality housing and services
 - Make a care plan with all people experiencing homelessness to prepare them for housing.

Access Point operators are available to give presentations to organizations about the new system and provide education. ♦

Breakout Session: Racial Equity within the Homelessness Response System

This session was led by members of the HSH Diversity, Equity and Inclusion working group and focused on how to improve our impact on racial equity within the Homelessness Response System. Slides for this session can be found [here](#).

Elisabet Medina of HSH led the participants through an activity, **Social Identity Wheel**, for each person to examine their own individual identities and how identity work ties into racial equity and addressing barriers to inclusion.

Centering Voices - Kaki Marshall, HSH Director of Outreach and Temporary Shelter led small group conversations focused on developing strategies for centering the voices of people most impacted by oppression.



Themes and questions that emerged from these discussions included recognition that:

- Providing services to people experiencing homelessness is challenging and critical;
- Disparities exist in the funding levels across nonprofits and that providers do not always have the resources to meet both the client and organizational needs, including staff that reflect the population we serve;
- We need to use current data more effectively, we don't always have needed data, and we need benchmarks for racial and LGBTQ equity in placements.

Key questions suggested to address moving forward include:

- How can needs and overrepresentation of the Black community be better addressed?
- How do we work to move equity forward in our own organizations, including what is the work White people need to do?
- What if we challenged ourselves to end homelessness for LGBTQ and Black individuals?

Additional work on Racial Equity will be developed quickly by HSH.

“The African-American community is over-represented and underserved. There are survival issues at stake.”



San Francisco has been participating in the nationwide SPARC initiative which produced a report for SF in 2018.

Nationally, there is a clear overrepresentation of Black people and Native Americans, and potential undercounting of Latinx people in the homeless population. SPARC reviewed San Francisco data and found similar trends. Findings include:

- Black people are overrepresented in persons experiencing homelessness (5.5% of SF's population; 40% of the homeless population);
- Black clients are more likely to exit into the criminal justice system;
- Barriers to housing include lack of affordable housing, opportunities for economic mobility, and involvement in criminal justice;
- Race does not seem to be a predictive factor for housing placement in the Homelessness Response System in San Francisco; and
- Staff in the homeless response system does not reflect the population served for race and for lived experience of homelessness.

The SPARC report concludes with a series of recommendations. San Francisco is committed to capacity building, improving equity in funding, and equitable housing placement and retention. For more information on the SPARC report, see the full report [here](#).

Follow Up and Next Steps

The Nonprofit Provider Conference was intended as a first step to bring all nonprofit partners together with HSH to explore and understand the new system design and to develop recommendations for moving forward together. Immediately after the conference a survey was sent out to all participants. Sixty-six people completed the survey, providing feedback about the event, the content, what was included, what needed more attention, and thoughts about key next steps to build on the effort. HSH analyzed and catalogued all of the responses as well as all the notes from the conference. We identified over 50 possible action items for future consideration. From these, HSH developed some initial action steps for 2019:



Kerry Abbott, Deputy Director for Programs, and Gigi Whitley, Deputy Director for Administration and Finance, summarize feedback

1. **Communications** – Goal: More frequent, consistent, and meaningful communication.
 - In March, HSH will launch the first quarterly meeting/conference call with nonprofit providers and HSH leadership. The March meeting will focus on the budget. Future phone calls and/or in-person meetings will focus on updates, and discussions will be based on input from HSH’s partners and may include emergent issues, Proposition C, data and progress toward reducing homelessness, and challenges and improvements to the Homelessness Response System.
2. **Development of the Homelessness Response System** – Goals: Add more training across the HRS; bring deeper collaboration with a wider variety of community partners.
 - By September, provide draft plan of Homelessness Response System Training approach to partners for input to ensure collaboration and reality testing for what training is possible. This will be developed with input from HSH’s nonprofit partners.
3. **Rapid Rehousing** – Goal: Increase utilization of every possible Rapid Rehousing resource.
 - In July, develop measure(s) to monitor the utilization of Rapid Rehousing resources and begin regular reporting.
 - Continue the work with community partners to launch specialized housing locator services and bring them to scale.
4. **Problem Solving** – Goal: Ensure Problem Solving is offered to all people in the Homelessness Response System.
 - By December, fully implement the plan created in collaboration with lead nonprofits to expand Problem Solving to more partners via training, supervision, and connections to mobile Access Points.
5. **Coordinated Entry** – Goal: Create clearer understanding of access and flow through the Homelessness Response System.
 - In October, create and publish a system flow graphic.
6. **Leadership of the Homelessness Response System** – Goals: Provide more opportunities for provider involvement in system development and implementation; create clearer understanding of the system as a whole and specific facets like priority status; provide timely response to issues of payments and contracts.
 - As of January 2019, HSH is paying invoices within 15 business days in compliance with the City’s prompt payment guidelines. Most invoices are paid within 5 business days. On a monthly basis, HSH contract analysts are contacting providers who are behind in submitting invoices to ensure consistent monthly reimbursements.

- Continue the Learning Lab, which focuses on early stage brainstorming, and engage nonprofit and other partners and individuals with lived experience at step one of the process. HSH will host two per year with the next one planned for February 2019.
 - In April, release HSH’s updated organizational chart and providers’ clearly identified points of contact.
7. **Nonprofit Infrastructure** – Goals: Support capacity building and proactive responses to current and future needs including living wages for agency staff; explore hiring strategies for current and projected gaps; support better funded contracts.
- With all new agreements, HSH will use the Controller’s updated guidance on direct and indirect costs to ensure consistency across its agreements and with other City funders.
 - By December, HSH will convene a working group with nonprofit partners to consider issues of nonprofit sustainability and growth.
8. **Diversity, Equity, and Inclusion** – Goal: Promote capacity building and examine equity in housing placement and retention.
- In September, release new analysis of Adult Prioritization Tool data to examine and address as needed racial disparities in the assessment and prioritization process.
 - Continue to present and utilize data about Coordinated Entry broken down by race (e.g. LHCB and its CE and ONE System Committee, key CE providers meetings, etc.).
 - Continue the work begun with philanthropy on capacity building to reduce racial disparities, promote anti-racism, and support organizational development.

HSH is excited to act on the ideas generated at the Conference, beginning with this Report and the timeline for the next steps noted above. We are committed to achieving these action steps during 2019 and look forward to continuing to create an amazing and successful system with nonprofit providers and the partnerships to support the system’s effectiveness.

Acknowledgements

HSH wishes to thank the many people and organizations that contributed to the success of this Conference. These include San Francisco State University which provided the space and Tipping Point Community which supported the after-conference reception. Del Seymour launched the morning with an opening address. The team at frog Design Inc. assisted with the morning keynote. Mark Glaser provided photography and video services. Focus Strategies, Aspire Consulting LLC and SHM Consulting supported the design and assisted in facilitation. A whole range of speakers from our nonprofit partners participated in sessions and on panels. More than 30 HSH staffers spent the day at the Conference, and dozens presented, took notes or provided other support.

HSH continues to welcome feedback on the Conference, this report and future opportunities to increase collaboration. Please contact Abigail.Stewart-Kahn@sfgov.org

For more information about the Strategic Framework to significantly reduce homelessness in San Francisco or other HSH work, please visit HSH’s website at www.hsh.sfgov.org ♦

