

# Second Annual NONPROFIT PROVIDER CONFERENCE REPORT February 2020



DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

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## Acknowledgements

Unless otherwise noted, all photo credits to Mark Glaser of Media Shift with deep appreciation!

Thank you to San Francisco State University and the student staff who worked so hard to support the conference.

Thank you to the Conference Planning Committee:

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Tabitha Allen, Tenderloin Housing Clinic  
Chris Callandrillo, Episcopal Community  
Services of San Francisco  
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Judy Tam, HSH  
Cordell Thompson, HSH  
Kathie Barkow, Aspire Consulting/Focus Strategies

These provider partners and HSH team members provided input, content, guidance, hard work, humor and brought their expertise and energy above and beyond their already full workloads. Particular thanks to the HSH team of Paria Dea, Kathie Barkow and Annie Ma who supported the efforts.

HSH continues to welcome feedback on the Conference, this report and future opportunities to increase collaboration. Please contact [Abigail.Stewart-Kahn@sfgov.org](mailto: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 <http://hsh.sfgov.org/research-reports/>.

## Introduction to Second Annual Nonprofit Provider Conference Report

On December 9, 2019, 150 people from 45 organizations gathered at San Francisco State University for the second annual Nonprofit Provider Conference hosted by the San Francisco Department of Homelessness and Supportive Housing (HSH) and the 2019 Conference Planning Committee.

Building on the feedback from 2018, this conference was collaboratively developed with a Conference Planning Committee that included representatives of six provider agencies as well as HSH. The Planning Committee guided the agenda and supported the integration of HSH and partner voices into the topics of the day. The goals of the conference were to continue to improve collaboration and shared understanding of the Homelessness Response System.



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.

### Commitments from the Conference

In addition to the many planned 2020 actions steps described at the Conference which can be found throughout this report, specific new commitments were also made at the Conference itself that HSH will be implementing in the coming months. These include:

- Create a Strategic Framework Advisory Committee made up of Nonprofit partners
- Present information about the budget to the Mayor's Working Group on Homelessness in December and the Local Homeless Coordinating Board in early 2020
- Launch the new governance model for the ONE System including a Community Advisory Committee
- Develop a new HSH Project Team for ONE with IT project management expertise
- Increase engagement with the ONE System Vendor (Bitfocus) and increase the presence and involvement of their senior leadership
- Finalize and release the Problem Solving Guide in early 2020
- Offer more training on Problem Solving in 2020
- Start a workgroup of providers to help define how to implement the training strategy priorities
- Continue the work launched in 2019 to increase the proportion of LGBTQ+ and Transgender and Gender Non-Conforming people of all ages connected to Coordinated Entry, with a goal to meet or exceed the proportions of people in the 2019 homeless count.
- Providers agreed to contact Laura Jessup at [Laura.Jessup@sfgov.org](mailto:Laura.Jessup@sfgov.org) to schedule information sessions about Coordinated Entry and/or Problem Solving for their staff teams, consortiums and partnerships.

Copies of this report as well as slide presentations and videos of specific presenters can be found at <http://hsh.sfgov.org/research-reports/nonprofit-provider-conferences/>.

## Opening Remarks by Del Seymour, LHCB Co-chair and Jeff Kositsky, HSH Director

The following are excerpts from remarks by the chair of the Local Homeless Coordinated Board, Del Seymour, and HSH Director Jeff Kositsky at the opening of the Nonprofit Provider Conference.

### Our purpose today is Tyrone and Sheila....



Del Seymour, Chair of Local Homeless Coordinating Board

I want to welcome everyone here. Our purpose today is not about HSH, it's not about providers. Our purpose is Tyrone who is under the bridge in the rain and the fog. Our mission today is about keys -- we all have these in our pocket, but not Tyrone and Sheila. Maybe 9,000 people in this city don't have these.

I was on BART this week - had had a rough day. There was a family sitting in front of me with bags and strollers. I knew they were homeless. I was focused on the kids - the son said "Mama, where are we going?" And she said "I don't know."

I congratulate all of you who can still be passionate - I am not asking you to be compassionate I am asking you to be passionate! If you can house one person you are a success. If you house one person you affect their children their mama, their family - you affect a lot of people. We are media driven but to hell with the media - they just want to sell newspapers. They don't talk about who we placed last week, they don't talk about our victories.

Everyone in this room works to make those numbers, to be very creative, fight all kinds of obstacles. We need them to see what we do.

***Continue to do it. Don't give up!  
Thank you for everything you do.***

### Our sacred object is trust....

Jeff Kositsky: Our stated goals for this conference are to expand collaboration and partnership, grow our understanding of the Homelessness Response System and to improve communications – but I think the key purpose is to build or rebuild trust.

For the sake of those who are homeless we have to do better. HSH needs to do better, providers need to do better, I need to do better.

There's always going to be tension - there should be tension – but it needs to be creative tension, productive tension. In a normal environment, there would be tension but we don't operate under normal environments. We all experience the trauma of our clients. It takes a toll.

*"When a piece of pottery breaks in Japan they often fix it with gold. They consider that gold to be a part of the object. I hope today we can rebuild our sacred object, which is trust."*



We all deal with criticism from people who lack the understanding or lack the empathy. We are constantly being asked to address the concerns of housed people, of elected officials, of civic leaders, of business. And we are trying to address the needs of people with life-threatening and soul crushing challenges. And we do this within a national climate and policies that are causing harm to poor people.

So given all this pressure, I'm sometimes surprised that we are talking to each other. And that's a testament to our commitment.

There are no bad people in this room - the enemy is not in this room. I know you all wake up in the night when it's raining saying "did I do enough?" In this room are people who don't walk over people in the streets, but stop and see if they are OK. We are all fighting against systems that feel like they are rigged against poor people.

Here is what we are not. We are not people who use homelessness as a wedge, who say that we should have "housing fourth." Who believe you should earn your way to a bed. Nobody here says "clean this up." Nobody here looks down on people who dedicate their life to social justice issues and on poor people.

We are a team, we are a force. We have different opinions but we have the same goals. Teams need trust and I know trust can be broken but things that are broken can be fixed.

When a piece of pottery breaks in Japan they often fix it with gold. They consider that gold to be a part of the object. I hope today we can rebuild our sacred object which is trust. That we will be able to say we broke it in 2019 and fixed it in 2020.

I have been reading about trust. There is an image of trust as a triangle. One side is authenticity and showing up as your genuine self. We have to support people in speaking their mind. Another side is logic - the rigor of your logic of what you are arguing, which is why we follow proven best practices. And the bottom of the

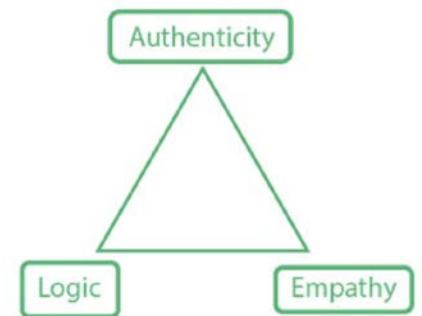


Jeff Kositsky, Director of Homelessness and Supportive Housing

triangle is empathy. If empathy is not there, it makes the whole thing wobbly. But it's the easiest to fix. I have worked in each sector: advocacy, government, and nonprofit. One would think that would make me the chief empathy officer since I've been in your role. But I am going to try to listen a little bit better, talk a little bit less, try to be a bit less defensive.

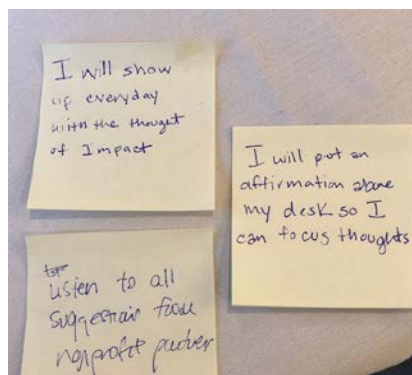
What each of us are going to need to do is ask ourselves - does this help people experiencing homelessness? Is this going to make things better or worse? Ask yourself what you can do to increase your empathy.

Today we are going to talk about many things - especially the components of the Homelessness Response System. We're going to talk about the ONE System and Coordinated Entry - it's been a challenge but is also the glue that holds the whole system together. Last week I got a call about three women who were nine months pregnant -- all were in the ONE system and all got into shelter the same day. Two years ago, even six months ago, we couldn't do that! And we will really dig into Problem Solving.



And after today, as we plan for 2020, you will continue to hear from us. You'll be receiving a draft Implementation Plan and we'll be asking for volunteers to work with us on this. We want your feedback.

Tonight close to 12,500 people will be housed in our housing or in our shelter system. We have more work we need to do but we should be proud of that!



In closing, I thank you all for your collective effort and I invite you to breathe with me - breathe in gratitude and breathe out barriers!

## 2019 Review and Successes: A Review by Providers

*A panel of San Francisco agencies, moderated by Sherilyn Adams of Larkin Street Youth Services, reviewed highlights and successes of the 2019 year.*

### **Sherilyn Adams, Larkin Street Youth Services**

*Larkin Street Youth Services is a nonprofit founded in 1984, providing a continuum of healthcare, housing, employment, and education services.*

As we kick this off this conversation I am inspired by a couple of things:

❶ One is our youth advisory board. It is a cohort that all graduated on Friday – they spent three months advocating and helping us at Larkin Street to improve what we do and to reduce adultism. I was incredibly inspired to sit with them and celebrate their accomplishments. They're going to be the leaders in our country and change the world.

❷ Coming into this room and looking at all of you - this room and you all are incredible champions and incredible warriors. Every day I learn and grow and I get better. Thanks for all that you do and our collective push.



Sherilyn Adams, Tramecia Garner, Doug Gary, Shari Wooldridge, Mary Kate Bacalao and Joi Jackson-Morgan speak on successes of 2019

### **Tramecia Garner, Swords to Plowshares**

*Agency founded in 1974 serving Veterans, and has offices in SF and in Oakland. Tramecia oversees supportive services and property management in the housing department.*

❶ Our big thing this year was supposed to be the Mission Project [Edwin M. Lee Apartments] which will provide housing for 62 veterans and 56 families and will open in January. This will be a mixed use building - not 100% PSH. It will let Veterans have their partners. When folks can have their partners it makes it better.

❷ Next up we are developing at little over 100 units for Veterans at Treasure Island.

❸ Swords has the Dignity Fund to take Veterans out on various outings, which is especially good for Vets with PTSD who are hard to get out of their units. We can take

them fishing, mini-golfing, bowling, to the movies. Also doing equine therapy – we drive folks up to the North Bay and they get to work with horses. If you have Veterans living with you, they can join. We don't care about their discharge status and may be able to get them access to benefits.

### **Doug Gary, DISH**

*DISH provides PSH to 570 individuals every day.*

❶ I am excited about the success of the Moving On Initiative. DISH tenants and throughout system made the leap from PSH to housing in the community without onsite resources.

❷ The work of the Supportive Housing Providers Network, HESPA and leadership with colleagues. It is emblematic of that success that we are now moving forward with shared values.

❸ The Minimum Compensation ordinance is a success, and those who worked out front and behind the scenes helped make sure people who earn the lowest wages are not one step away from becoming homeless themselves.

### **Shari Wooldridge, St. Vincent de Paul**

*SVdP has been in the community since 1853. We operate the MSC, 5<sup>th</sup> and Division Circle, have a 24-hour drop-in and the Division Circle Navigation Center. We also have Riley Center with a transitional component, emergency shelter and a community office.*

❶ We have a lot going on right now and a lot of staff. We know we need to take care of our staff, so this year we focused on leadership training. We worked on advisory committees so that those on the front line can be heard and we can address their concerns. We can't always give them money, but we can find other ways to support them as a team. We need to take care of our staff so they can help take care of those with greatest needs.

### **May Kate Bacalao, Compass Family Services**

*Compass provides a variety of services for families including emergency shelter, transitional housing, several subsidies, child care, case management to help people to gain employment, and clinical services.*

❶ ONE system and data: For so long the Point-in-Time Count was the only barometer. With the ONE System we

have a more expansive picture and because we have this data we can collaborate in new ways.

② **New PSH for families:** Last fiscal year we saw a 23% increase in exit rates to housing and we attribute much of that to expanded PSH for families.

③ **Allocations for families in the budget:** This is a big win for families and can provide more need-based subsidies and after care.

④ **We are rolling out mobile behavioral health care for families** that will serve 6,000 families a year at facilities city wide.

⑤ **Recent policy changes to Coordinated Entry for Families** that include ensuring pregnant people have immediate access to shelter and doubled up and SRO families have access to the full suite of Coordinated Entry services.

**Joi Jackson-Morgan, 3rd Street Youth Center and Clinic**

*3rd Street was founded in 2005 to fill a critical gap in San Francisco’s Bayview Hunters Point neighborhood.*

① **In the last year, 3rd Street has grown** from three people on staff to 12 today.

② **We are super excited to be one of the City’s newest youth response providers.** We have started working on Rising Up to end youth homelessness for 900 youth -- 65 are housed so far. And 3rd Street is one of the Access Points for Youth. For a long time there was no way for youth in Bayview Hunters Point to access services.

③ **San Francisco was chosen as one of five cities in the nation to participate in the Grand Challenge.** We have committed to ending homelessness for LGBTQ youth and Youth of Color in two years. We are part of the first cohort with Virginia Beach, Miami-Dade, Hennepin County, and Sacramento. Next month will be the Grand Challenge Kick Off.



**CHALLENGES IDENTIFIED FOR 2020**

Conference participants identified a number of challenges that San Francisco could face in 2020 and offered some suggested solutions.

- **Higher acuity tenants:** Now that we are housing more people with higher acuity we need creative resources at the end if they are facing eviction - need to shift some Problem Solving resources so people don't have to be out to get back in.
- **Safety concerns:** Struggling with safety for our residents and for our staff - desk clerks, 24/7 staff, etc. De-escalation training is not enough so what is next? We need to address this collectively.
- **Need for transfers:** To work better with Landlords we need to be able to move people in other programs who need it to PSH without them becoming homeless again.
- **Higher need families:** Seeing the families with greater barriers getting into programs that did not before - many need services that address a totally different level of acuity. We need to figure out how case managers have the right skills and resources.
- **Need for higher level of care:** We see an increase in shelter guests with severe substance abuse and other challenges who can't ambulate or get into bed on their own. We need a higher level of care at a different location.
- **More seniors:** Seeing a large trend of seniors with mental health and dementia issues - more seniors on the street.
- **Census:** Given what is happening on the federal level the Census is going to be a challenge - how do we get homeless voices counted?
- **Coordinating care:** We need to do a better job improving coordination with DPH, health care providers and housing and service providers.

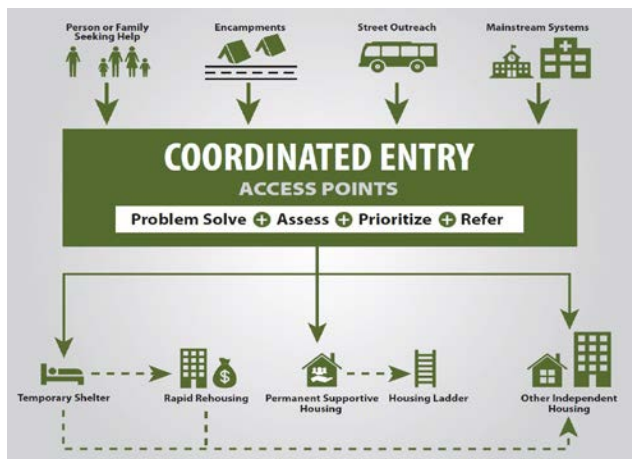
**KEY THEMES FROM 2019'S SUCCESSES**

- Increased partnerships
- More system level work
- In the Youth system, partnering with HSH on how to work collectively to harness our power
- Greater focus on how we support staff, with resources and funding
- Working on doing housing differently



## The Homelessness Response System: 2019 Accomplishments and Plans for 2020

This panel highlighted significant accomplishments and lessons learned in the development, operation and refinement of the components of the Homelessness Response System (HRS) in 2019, and outlined key goals for continued improvement in 2020.



Graphic of the Homelessness Response System

An HSH team member and a provider partner presented together on each of the six core components.



### Street Outreach

*Mecca Cannariato, HSH Outreach Manager and Jose Torres, Operations Supervisor, Heluna Health*

HSH and Heluna work together to implement the Strategic Framework as it relates to outreach.

Outreach includes a variety of services lines:

- The Homeless Outreach Team (HOT) does street outreach, case management and mobile Coordinated Entry Access
- Special outreach includes Emergency Medical Services – going out with the Fire Department
- Encampment Resolution team (ERT) gets people in encampments inside, and is now working on Vehicle Resolution targeted to people who are staying in cars and RVs
- Support Healthy Streets Operations Center (HSOC) does outreach through the 311 app
- Other special teams and coordination efforts include coordinated and outreach teams with BART, Parks and Rec and the Library

- Other providers and DPH and its providers have specialized outreach as well and we are looking forward to working in closer collaboration in 2020

### Highlights for HOT, 2019

- **Increased Capacity:** Hired additional staff, added diversity and representation
- **Improved Function:**
  - Trained and deployed as Mobile Access Point
  - Supported vehicle encampment resolution and creation of the pilot Vehicle Triage Center
- **Increased Coordination:** Streamlined process and roles with Housing Navigators and staying connected to people with Housing Referral Status



Jose Torres and Mecca Cannariato

### Goals for 2020

- Enhance coordination and reduce duplication
- Reduce silos
- Make sure best services provided to people living in a street setting



### Temporary Shelter

*Steve Good, Five Keys and Elisabet Medina, HSH*

This component covers a wide range of options for temporary places to stay while people figure out the next step to housing - including emergency shelters for all populations, Navigation Centers and transitional programs.



New in Temporary Shelter in 2019

- Implemented a new pregnancy policy after working with community partners to streamline access for pregnant people in all systems including, immediate access to Navigation Centers and links with Prenatal care



Steve Good and Elisabet Medina

- Buena Vista Horace Mann Stay Over Program provides an overnight place that families can go. It's a collaborative with the School District providing up to 60 beds. The program is really reaching families reflective of the partnership, including 74% Latinx families.

*“Our staff are our ambassadors - we talk about a hotel model. If you go into the Hyatt, people don't come back if not treated well. We apply that model of customer service to all our guests.”*

It's a collaborative with the School District providing up to 60 beds. The program is really reaching families reflective of the partnership, including 74% Latinx families.

- New Bayshore Navigation Center
- New Beds at Hummingbird

Coming in early 2020

- Navigation Center Beds opening including new Embarcadero Navigation Center which will open before the end of 2020
- Jelani program for pregnant and post-partum people in partnership with Homeless Prenatal and DISH

**Three Highlights from the Bayshore Navigation Center**

1. Hired staff from the community with experience with homelessness, poverty and criminal justice involvement. Have our guests provide security and janitorial instead of unknown person.

2. Focus on creating a community - even though it's temporary, while living there it is their home. We have an activities director - like a cruise ship activities director to engage our guests. We do art, fitness, whole community, we celebrate birthdays, holidays, baby showers. Offer fitness with a small gym and kick boxing.

3. Focus on comprehensive mental health. We partner with Bayview Mental Health and provide care management as opposed to traditional case management model.



**Problem Solving**

*Julieta Barcaglioni, HSH and Josh Steinberger, Episcopal Community Services of San Francisco*

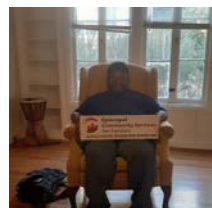
Problem Solving provides opportunities to prevent people from entering the Homelessness Response System and to redirect people who can resolve their homelessness without the need for shelter or ongoing support. Problem Solving is a continuous resource and is the status that all people are in unless assessed and moved into Housing Referral Status. Problem Solving is currently offered within Coordinated Entry and Street Outreach. The vision is to grow Problem Solving into other programs, and roll it out in Temporary Shelters.

Lessons Learned in 2019

- Around 4,400 Problem Solving conversations were held with adults; just over 400 resolutions reached; a 9% resolution rate
- Usually takes 2-3 conversations to reach resolution. We are learning that it works better when you come back and have more conversations
- Average resolution assistance is just over \$1,800 dollars. Assistance ranges from help with food and utilities to rent and deposit

**TWO RESOLUTION EXAMPLES**

**Jay** – Jay was living in an RV and referred to an Access Point. They had a place in the South Bay where they could park. They were given gas cards and food and made their way to their destination.



**AI** – AI came to an Access Point in the Bayview. They were working and could pay for rent ongoing but didn't have a place. After first meeting with Problem Solving staff they said they would see what they could find. They came back when they had a place and Problem Solving Financial Assistance supported

them with the deposit, first month's rent and some furniture.

What to Expect for 2020

- Improved and streamlined data collection on Problem Solving across all Access Points
- Together, learn about and share outcomes
- Data for greater equity analysis about who Problem Solving is working for and if there are disparities



## Coordinated Entry

Claire Genese, HSH and Tevin Giles, LGBT Center

Coordinated Entry is the Homelessness Response System’s method of equitably prioritizing people experiencing homelessness based on vulnerability, chronicity of homelessness, and barriers to housing. To date, Coordinated Entry has reached and assessed:

- 8,500 adults over the age of 18
- 2,400 families

### Accomplishments in 2019

- Completed assessment “blitz” and launched ongoing Adult Coordinated Entry
- Launched Coordinated Entry for Youth; five Access Point locations and mobile access
- Assessed 847 Youth with equitable representation of youth of color (Black youth 47% and Latinx 22%, 46% of youth prioritized are Youth of Color)
- Changed language from “Priority Status” to Housing Referral Status or Problem Solving Status

### Challenges:

One of the challenge areas Coordinated Entry for Youth has been reaching LGBTQ youth. We know through the Point In Time count that 46% of homeless youth are Lesbian, Gay or Bisexual and at least 16% are Transgender and/or Gender Non-Conforming (TGNC). But only 5% of those being assessed are TGNC. The good news is that when these populations are assessed they are likely to be prioritized, but there is a gap in access. The LGBT Center has received extra funding for increasing TGNC access through peer outreach and we are hoping to see these numbers change in 2020.



Tevin Giles and Claire Genese

### Looking forward to 2020

In 2020 Coordinated Entry will be centering equity - goal is to have proportional representation in Housing Referral Status and in outcomes from Problem Solving Status.



## Housing

Lauren Hall, DISH, and Salvador Menjivar, HSH

### Accomplishments in 2019

- Renting up and/or stabilizing four new affordable housing sites for families, with 132 units for families
- Over 1,000 people moved into PSH
- Collaborating to roll out Coordinated Entry for Adults across the portfolio
- Nonprofit advocacy resulted in larger allocation of



funding, allowing nonprofits to deal with some staffing issues

- Increased collaboration of housing nonprofits through Supportive Housing Provider Network
- CoC resources supporting 1,468 households through 22 agencies with \$46 million annual award
- Providing Rapid Rehousing to 343 families, 93 Youth and 36 adults, and nearly 350 additional slots to be filled

### Challenges

- A confluence of factors created a temporary increase in vacancies in PSH\*
- Difficulty hiring and filling all open positions and developing new teams
- Limitations with the ONE System
- Continuing to try to improve the relationship with SF Housing Authority
- Higher acuity of residents requires more resources and better coordination between HSH-DPH-Providers
- Communication and coordination between HSH and Housing Providers has faced challenges

### Projections and Hopes for 2020

- Open 300 master leased PSH units with ERAF funding
- Four new PSH programs proposed under this year’s 2019 NOFA application, which if awarded will add nearly \$4 million dollars in federal assistance
- Increase communication, coordination and accountability between HSH and Housing Providers
- Fully staffed and adequately funded nonprofits including a more collaborative budget processes

\* By the time of publication this vacancy rate had been significantly reduced thanks to a tremendous commitment and partnership with housing providers.



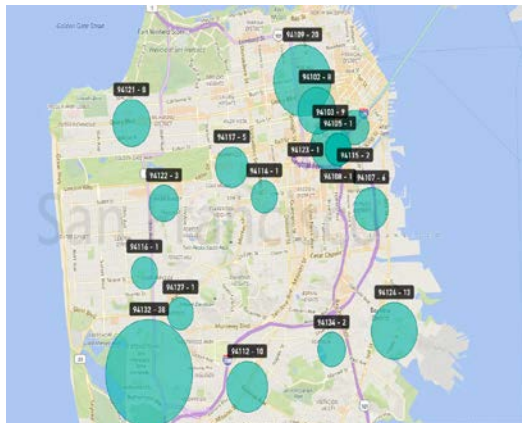
## Housing Ladder

Stephany Ashley, Brilliant Corners, and  
Dee Schexnayder, HSH

The Moving On Initiative creates movement for single adults and families in supportive housing who have demonstrated their readiness for a lower-level of care. They have an opportunity to move on with Housing Choice Vouchers (HCV) which also then creates new space for people on the streets.

### Accomplishments in 2019

- Housed 380 through Moving On including:
  - 192 adults with HCV
  - 90 families with HCV
  - 45 adults with RAD
- Leased up 57 newly restored units at the Bristol Hotel and created 57 new openings in PSH
- Everyone preferred their new home to their previous one and reported they feel more pride and greater hope for the future
- 90% of people assisted stayed in San Francisco and people moved all over the city



### Challenges

- More people wanted to participate than could and some were disappointed
  - Some said they felt more isolated in their new home
  - Not everyone stayed in the first place they landed
- “People moved all over the City. We dispelled the idea that there were certain neighborhoods ‘our people’ couldn’t live in.”*

### Coming in 2020

More Housing Ladder opportunities coming in 2020.

## Special Focus: The ONE System

Gigi Whitley, HSH and Min Chong, Gartner, Inc.

“One of the pieces of our system I talk most about with City leaders is the ONE system to help people understand how critical this is to all the work you are doing and the implementation of the system as a whole. Underpinning the system is case and client management, analytics and inventory reservation functions. Our vision is not just to be compliant but to have a seamless platform to coordinate and deliver services, integration with other departments and systems, more effective allocation of resources and better performance management and accountability.”



Gigi Whitley and Min Chong

*“We found strength in the clarity and uniformity of vision -- everyone wants the same thing. We don’t always see that.”*

### Current state

- More than 50,000 client records
- Using for assessment and prioritization
- Street outreach using it
- Meeting federal requirements
- Matching data with other data systems such as DPH

### Gaps

- Know we need to optimize functionality for case management
- Implementation in shelters
- Ability to support better matching
- Improved user adoption and data quality and reduce duplication

### Upcoming in 2020

- A new ONE system governance model
- More staff with expertise
- A new contract with Bitfocus onsite and with senior members of the company as part of the governance structure
- Better change management
  - More clarity, consistency and advance notice of what to expect
  - Opportunities for input and participation
  - Improved training

## Keynote: Discussion between Justice Therese M. Stewart and Sam Cobbs

*Sam Cobbs, Executive Director of Tipping Point and Associate Justice Therese M. Stewart, First District Court of Appeals and former Chief Deputy City Attorney, discussed the lessons from the fight for LGBTQ marriage equality and lessons for the movement to end homelessness.*

**Sam Cobbs:** Homelessness is the crisis of our lifetime. Many people would have said that about marriage equality. How did you keep your energy up through fighting for what you knew was right?

**Justice Therese M. Stewart:** I joined the City Attorney's office in 2002. The City often doesn't limit itself to what you can do. For example, Gavin Newsom. We were pretty sure we were going to lose the issue in terms of what Newsom did, but we didn't know where the cause itself might go after that. That's where the dream came from. There was no way to do this without a coalition.

**SC:** I don't remember any of the photos of marriage equality from Massachusetts, which did it first. But people knew San Francisco for it. "Yes, I am from that place." How did you think about that LGBTQ narrative that already was out there?

**TMS:** Media coverage was focused on sex and taking the wildest pictures from Pride celebrations. I love that part of who we are but it was one dimensional and fed into a narrative that fed the religious right and promotion of hatred of our community. People thought marriage was a political act, but when you actually got to City Hall and heard the words that were said, it was a transformative experience. So the pictures that were coming out of the City Hall marriages at the time showed families, couples, love – we wanted to keep those kinds of pictures in the press for as long as possible. To enforce an injunction you have to show irreparable harm – so I would say, where's the harm?

**SC:** You mention coalitions. Can you tell us about the challenges of building coalitions and keeping them together?

**TMS:** The main LGBTQ legal organizations came together. So when the City brought suit in State Supreme Court on the constitutional issue, they joined in. There were moments of extreme tension. For example, I wanted a trial, but the legal organizations didn't. It ended up being a moot point because the judges decided not to take it to trial. Also, they had regular phone calls with each other and other national groups like GLAAD, and it drove me crazy to be part of those calls because the nonprofit LGBT world was very bureaucratic and sometimes patronizing. But those phone calls ended up being really important to have to discuss strategy and

“Your dreams should always outweigh your current capacity to achieve them. If those dreams don't scare you, they're not big enough.”

stay consistent. The organizations later were very critical when two advocates, Ted and David, brought the case to federal court because they were afraid the SCOTUS would rule against marriage equality and everyone was afraid the other didn't know what they were doing.

And then the national organizations wouldn't touch the federal case except through amicus briefs. Eventually we sided with the groups and Ted and David got upset, called me a traitor.

**SC:** As we look at the homeless situation here, what would be your advice about building coalitions and staying in the fight?

**TMS:** Remember there were people who went before you, some of whom are still around. Ask them about strategy and ask why they succeeded or failed. It's helpful to have those bonds cross organizations because they don't have as much of a stake as someone inside your organization might have, and it builds bridges. Remember that your goals are the same. You might disagree on strategy or methods, but if you undermine each other publicly it doesn't serve your clients. It's always ego. Remember that if you cut out somebody's legs you're going to hurt your own goal in the long run. It takes a group of people with very different strategy to come up with something that will work. The battle isn't about you, but your clients.

“We don't fight for honor and glory.  
We fight for the causes that we deem just.”

**Audience Member:** What we did on HIV and AIDS is very similar to what we do here about homelessness. I knew we had to change conversations in people's ears. To me it's about changing the tape that plays in people's heads

about LGBTQ people. Humanizing us. We confront these same narratives now. Homelessness is not a choice. Homelessness is not your fault. Homelessness is not a lifestyle choice. It's meant to dehumanize people. Movements change but the passion is still there.

**Audience Member:** Can you talk about activism versus pragmatism. You had some concerns about the decisions Ted and David were making. When we're talking about homelessness, how do you know when to be more of an activist or pragmatic? Do you have any regrets about the tactics you chose for the City?

**TMS:** I don't regret having reservations and arguing for a narrow California agreement. It was to give the court an alternative if it felt it couldn't go all the way. In the end the court did get there, which had a lot to do with Kennedy retiring. Which shows you how precarious this all can be. Some of the people who looked down on the "crazy" groups looked reasonable because of the "crazy" groups, so it takes all of them. The balancing is a personal process for the organization. When groups disagree the biggest risk is that when one side does something that could have a downside. There's no right or wrong, you feel your way through. If you decide to take a different path, have a conversation about how that won't hurt the end goal, otherwise reconsider that.

**SC:** We need both establishment and activists. Sometimes it is activists who give the establishment some cover. We need that push and pull from both sides of the issue.

**Audience Member:** The Martin v. Boise decision is about not allowing criminalization of homeless people on the streets. How can we as providers inspire connection to court cases like this so we can encourage our local leaders to be on the path?

**TMS:** There is a tendency to think of all homeless people in all these negative ways. The press covers it that way. I do think the SCOTUS is affected by the press. We could push the press to do a series to help them find people who have compelling stories. What touches people the most in the LGBTQ conversation is that we have families. Homeless families exist. Those stories need to happen more. Maybe we need another crazy Gavin Newsom 2004 marry all the couples event. Educate the press too. Hound the reporters when they tell the negative stereotypes.



Justice Therese M. Stewart and Sam Cobbs

**SC:** We're talking about system change, "the water of system change." Just changing policies and laws won't get you to where you need to go. The thing that is more sticky is if you change people's mental model. The ability to get these stories out there.

I went on a tour at a shelter and the way he told us stories really focused on the humans. We need to focus on "narrative change."

**Audience Member:** I was struck by what Gavin did. It emphasizes the figure of a champion leader.

**TMS:** It was huge. He had a vision. What he says about it is that he went to the State of the Union with Bush that year about amending the federal constitution regarding same sex marriage and it made him angry and want to do something about it. I know staff had a lot of internal conversations about whether or not he should do it. Gavin weathered the criticisms from frenemies. Gavin's decision to stick through it made all the difference. If he had not done it I'm not sure whether we would have gotten there, certainly not as quickly.

*"Don't ask if your dreams are crazy. Ask if your dreams are crazy enough."*

Breakout Session: [Training for the Homelessness Response System](#)

*Dara Papo, HSH, and Tommy Le, Heluna Health, facilitated an interactive session about training needs and approaches.*

*Participants provided input on topics, methods and overall training priorities.*

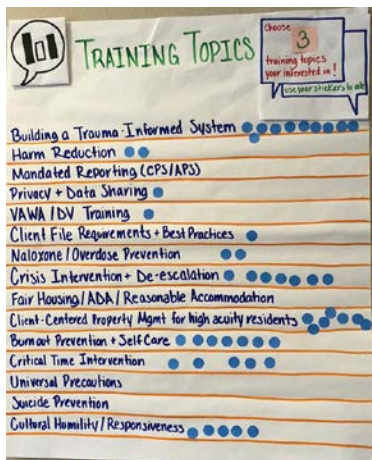


**Introduction**

HSH is committed to providing training to support the community to meet the goals of the strategic framework:

- End family homelessness by December 2022
- Reduce chronic homelessness by 50% by December 2022
- Reduce youth homelessness 50% by December 2022

There are one-time resources available to support this training effort and HSH sought feedback on the most important topics, approaches and modalities to make the training available.



Most Preferred Training Topics

- Building a Trauma-Informed System
- Crisis Intervention and De-escalation
- Client Centered Property Management for high acuity residents
- Burnout prevention and self-care
- Cultural Humility/Responses
- Critical Time Intervention

Identified Challenges

- Staff turnover
- A lack of technology or training
- Affordability of training
- Providing training in different languages for staff
- Having consistent and ongoing training in order to see changes and implement

Preferred Modalities: In-person and hybrid training preferred – not purely online.

Preferred Approaches: Training Series and train the trainer were preferred. Some support for cohort work and Learning Collaboratives.

**Additional recommendations from participants:**

- Have a set calendar at some locations across a few months. Provides familiarity and builds collaboration seeing others in different organizations
- Hold smaller trainings, and multiple training options will allow for better targeting, learning and flexibility
- Provide video trainings or webinars
- Good training involves more doing and less talking; have skits and role playing
- Provide tools that will allow providers to continue providing training to staff



- Use software that will survey staff and have in-person sessions
- There isn't enough guidance when a new program begins; there should be a list of policies, checklist and rules to provide guidance
- Good to share policies with other providers
- Good to invest in training for certain staff such as front desk, for Trauma-Informed System, crisis intervention
- Non-profit providers can host some of the trainings and send out to other providers; willing to provide their offices for training space

**Next Steps**

HSH has committed to taking the feedback from providers and starting a workgroup in January of providers from the workshop who expressed interest in helping implement the training strategy.

## Breakout Session: Coordinated Entry – Where We Are and Where We Are Going

Panel discussion and Q&A sessions were presented twice on all aspects of Coordinated Entry. Participating on the panel were Holly Aversano and Beth Stokes, ECS; Megan Owens, HSH; Rob Strahan, Catholic Charities; Leslie Bilbro, HSH; Tevin Giles, LGBT Center; and Claire Genese, HSH.

Coordinated Entry is a core component of San Francisco's Homelessness Response System (HRS). Coordinated Entry organizes the HRS, through a common assessment and prioritization method. Coordinated Entry directs clients to the most appropriate resource available, based on their status determined by the Primary Assessment.



Megan Owens and Claire Genese of HSH, and Holly Aversano of ECS

### Equity analysis

HSH is conducting ongoing analysis of people who are assessed in Coordinated Entry and people who are prioritized. We are finding good distributions by age, race and gender.

We are finding concerns regarding Lesbian, Gay, Bisexual and Transgender and Gender Non-Conforming (TGNC) representation. The goal is to make the number of LGBTQ individuals served through Adult and Youth Coordinated Entry representative of the proportion of those populations in the Point-in-Time count.

In the 2019 Point-in-Time Count

- 6% identify as Transgender or Gender Non-Conforming
- 26% identify as LGBTQ

Monthly Assessment Goals

- 36 TGNC individuals
- 156 LGBTQ individuals

### What you can do now

Connect all people experiencing homelessness to Coordinated Entry:

1. Refer clients to Access Points
2. Host a mobile Access Point
3. Book an all-staff or team training on Coordinated Entry (Contact [Laura.Jessup@sfgov.org](mailto:Laura.Jessup@sfgov.org))

House people in partnership with Coordinated Entry:

1. Accept the common housing application
2. Be as flexible as reasonable with ID and other documentation requirements
3. Partner with us to make the Tiger Team Campaign to fill vacancies successful

### Q & A ON COORDINATED ENTRY

#### Access and Equity:

**Question:** How does the race question address Latino people?

**Answer:** Not included in question on race, included as a separate question on ethnicity per federal requirement. We believe those who refuse to answer are often Latinx.

**Q:** Do we know immigration status?

**A:** We don't know

**Q:** Do we collect information on language?

**A:** Yes, on preferred language

**Q:** What does language access look like? I have heard from the Spanish speaking community that there is no access or limited access.

**A:** There is now Spanish language capacity at all Family Access Points. Language line is used for other languages.

#### Coordinated Entry and Shelter

**Q:** What is the connection between Coordinated Entry and Temporary Shelter?

**A:** Family shelter individual rooms are filled through Coordinated Entry. Providence's congregate shelter reservations are made on the spot or at Coordinated Entry. Adult shelter system reservations are not made through Coordinated Entry but by 311. Navigation Center beds for those in Housing Referral Status are through Coordinated Entry and the HOT team.

**Q:** Is it a goal to have adult shelters be part of Coordinated Entry?

**A:** We want to keep the access to shelters low barrier and to that end we will explore having Access Points be able to make shelter reservations and shelter reservation sites be able to be Access Points.



## Housing Referral Status

**Q:** What is the process and timeline once someone is in Housing Referral Status?

**A:** In the family system the family shelter staff do housing navigation work. In adult and youth systems, most move into a Navigation Center and then are assigned a Housing Navigator via ECS. Housing wait times vary for placements. In general we believe we can get folks housed within 6 weeks. We are not there now but we plan to get there in 2020.

**Q:** What is in place to make re-assessment possible?

**A:** If someone is past the six month mark of their first assessment and they are in Problem Solving Status they can get another assessment. Someone whose assessment score may not reflect their “need” can request a clinical review.



## Coordinated Entry and Problem Solving

**Q:** What is Problem Solving and how it is being deployed?

**A:** Problem Solving is about seeking resolutions coming from the person experiencing homelessness. People having access to resources plus skilled staff with whom to talk through solutions. It's about access to safe housing. Examples: moving into housing of a place they don't rent or own (family and friends); flex fund; shared housing with their friends. Conversations are ongoing and can take place multiple times.

Problem Solving is new so the messaging needs to be repeated over and over. Non Access Point staff should also talk to participants about Problem Solving so we can promote it as a system wide intervention. Providers who are not Access Points can have the Problem Solving conversations with the clients they know well and then contact ECS to access the flex funds.

## Family System

**Q:** Do families have to access shelter to get a housing referral?

**A:** No

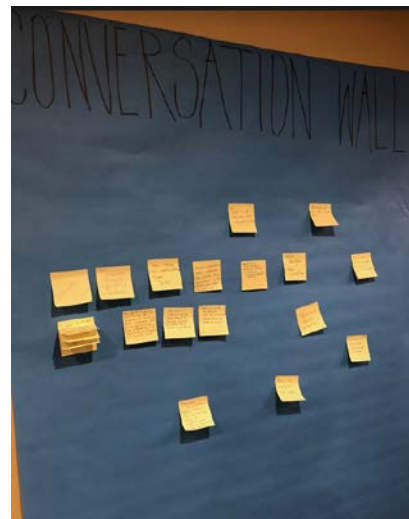
**Q:** Are young families in the Bayview willing to go to the shelter or Access Point?

**A:** There has been recent success in serving young parents at Family Access Points. The systems are working together to share information better, implement training when needed, and making sure young families are comfortable when interacting with staff.

## Coordinated Entry and Domestic Violence (DV)

**Q:** There are not enough beds in the DV system, so people go to the HRS. What is the current plan to grow DV shelter beds and access?

**A:** San Francisco has been awarded ongoing funds from the federal government to work on an initiative to incorporate DV into Coordinated Entry, and there will be a community planning process around this. Today, families fleeing DV are a priority for family shelter individual room placement. Individuals can access Navigation Center beds if they are in Housing Referral Status and the prioritization includes those experiencing trauma, so they are more likely to be prioritized.



## Breakout Session: Working with Problem Solving Status Clients

Presentation and facilitated discussion with Dedria Black, HSH and Shari Wooldridge, St. Vincent de Paul (SVdP)

Coordinated Entry directs clients to the most appropriate resource *available*, based on their status determined by the Primary Assessment. Primary Assessment uses three types of factors to determine priority:

1. Chronicity of homelessness (length of time, number of episodes)
2. Vulnerability
3. Barriers to securing housing

The highest group is prioritized for a referral to housing available in the HRS – permanent supportive housing, rapid rehousing (& in some cases transitional). This group is considered to be in “Housing Referral Status.” All others are in “Problem Solving Status.”



Dedria Black, Deputy Director of Programs, HSH and Shari Wooldridge, SVdP

be referred to (or back to) Problem Solving and have access to Problem Solving staff *on a continuous basis*.

Problem Solving helps people identify possible pathways to resolve their housing crisis without a housing resource from the HRS. Conversation should be strengths-based, trauma-informed and grounded in cultural humility.

### Tips for Problem Solving

- Keep the focus on finding solutions that empower the household
- Know that each success will be different for each household
- Keep the conversation
  - Strengths-based
  - Trauma-informed
  - Cultural humility
  - Age appropriate

## Examples of Resolutions through Problem Solving

- ① Household can stay with a family member or friend and does not require any additional resources
- ② Household identifies a solution that can be supported with a resource, such as:
  - Assistance from a community-based program
  - Relocation through Homeward Bound
  - Mediation with family or friends
  - Limited financial assistance to help preserve a temporary situation, like support to a host household for food or utilities

### Current State of Problem Solving

- Coordinated Entry Access Points are trained in Problem Solving and have some flexible financial resources
- HOT team is trained in Problem Solving and can conduct conversations anywhere and link to flexible financial assistance
- Both can refer to Homeward Bound and other resources

### Future State of Problem Solving

- Providers throughout the system will be trained in Problem Solving techniques beginning in 2020
- Trainings will be offered bi-monthly
- Access to flex resources and other supports will be part of training
- ONE System will be configured to support and track Problem Solving

### What you can do now

- Understand Problem Solving goals and practice
- Hold Problem Solving conversations
- Encourage participants to keep considering options
- Refer to HOT or Access Point if participant finds a solution that will need some flexible financial assistance/support
- If a participant is not in ONE, be sure to send them to an Access Point!

### Everyone has an opportunity for solutions

Many people will not receive Housing Referral Status even though they could benefit from a housing placement.

*Problem Solving Status* means that the household will

Five key points from Problem Solving discussion:

- ❶ Providers need greater understanding of how Problem Solving dollars can be used and where they can be used. People think funds have to be used *before* someone enters the Homelessness Response System (HRS). Actually, it is that Problem Solving funds need to be tied to a *housing resolution outside of the HRS*, but can go to someone who is already being served in the HRS.
- ❷ Providers ask for HSH to be as inclusive as possible in using Problem Solving funds to enable young people to stay connected to their community and resources in SF. Some young people don't feel safe going to shelters or agencies because they've been mislabeled. The system needs trainings on cultural competency towards LGBTQ community – that they respect people's identities and use the correct pronouns. These trainings are starting to roll out in 2019 and 2020 in partnership with the Office of Transgender Initiatives.



Julieta Barcagioni clarifies Problem Solving funds

- ❸ Participants raised concerns that there are a lot of homeless people who are aging and experiencing dementia and it's important for there to be services for them.
- ❹ In addition to Problem Solving, the system will need a way to address long-term stayers in the shelter system. People who have been there for a long time need special strategies and connections to other City departments. This is an area that needs more attention.
- ❺ Bayview needs more resources – a Navigation Center for TAY in the Bayview so that youth can be with youth. Jeff acknowledged that Bayview has 20% of homelessness but only 7% of the resources and this needs to be addressed. A Navigation Center is planned in the Bayview.

Breakout Session: [FY20/21 Budget Process Highlights and Discussion](#)

*Gigi Whitley and Jeff Kositsky presented highlights of the FY20/21 Budget, took questions from*



Gigi Whitley and Jeff Kositsky present highlights of the budget

*providers and held a brain-storming discussion about strategic approaches to advancing key initiatives, creatively finding cost savings and collaboration.*

Discussion themes

- Proposed budget higher than FY18-19 but lower than FY 19-20; current budget had many increases in housing, services and new initiatives

HSH Two-Year Budget Overview

(\$ in millions)	Approved FY18-19	Approved FY 19-20	Change From FY 18-19	Proposed FY 20-21	Change From FY 19-20
<b>Total Budget</b>	<b>\$284.5</b>	<b>\$367.7</b>	<b>\$83.2</b>	<b>\$290.0</b>	<b>(\$77.6)</b>
Revenue	\$108.1	\$166.3	\$58.3	\$94.6	(\$71.8)
General Fund Support	\$176.4	\$201.4	\$25.0	\$195.4	(\$6.0)

- Board of Supervisor approved 3% increase in Cost of Doing Business, but cost still higher than increases: need strategy to increase support
- Sometimes funding left on the table; providers and HSH working together to make sure there is take up of all funding
- Controller's office will be doing an *equity analysis* to look at funding for housing and shelters. HSH is doing a cost analysis and will share with providers

HSH has planned follow up budget conversations for the Mayor's Service Provider Working Group on homelessness and two meetings about the budget at Local Homeless Coordinating Board.

## Summary and Closing

Abigail Stewart-Kahn, HSH and Joi Jackson-Morgan, 3<sup>rd</sup> Street, summarized what was heard and what was

*learned at the conference and closed with a call to action.*



Joi Jackson-Morgan and Abigail Stewart-Kahn

scale to Rapid Rehousing and PSH and the Housing Ladder through Moving On, and maximizing utilization of housing. There are challenges, including serving people well with increased acuity, reducing vacancies, and improved communication.

**Focus on staffing:** While we heard about successes in staff leadership development, hiring, and pay increases, we need to remain vigilant about attending to these things for our staff.

**Increase partnerships:** We need to do more work in our partnership with other mainstream providers like DPH, Housing Authority, and substance abuse/mental health and health care.

**Challenging environment:** Our current political environment is both very embroiled and potentially deflating and requires our vigilance and action.

**Need to expand regional support:** Recognizing that we house people regionally, we need to figure out how to provide more support for people regionally, including through employment, housing supports and feeling connected to the new community.

### WHAT WE LEARNED

**We are reaching higher need folks:** Our system that is now actually prioritizing and then housing the highest acuity people has a different and distinct set of needs that we must be able to respond to. We need to resource appropriately to keep in step with this new system.

**We are learning more about equity:** We are learning about diversity and equity. We learned about places we are doing well like Buena Vista Horace Mann, in the youth assessment, and advancing our understanding of equity through Coordinated Entry. Other places need more and continued attention to equity, anti-racism and structural racism to shape our conversation, planning, and ways of engaging. We will need everyone's participation in equity work in 2020.

**The ONE System is improving:** The ONE System assessment showed clarity of vision and need, and we will make improvements over the course of 2020 in governance, Problem Solving data collection, and more structured change management. New governance will include providers at the table.

**Time for a spectrum of activism:** The spectrum of activism encompasses the healthy tension that we need in our field and in history. We need to tell the compelling stories, work with the media to humanize homelessness, remove blame, and debunk the myth of homelessness as a lifestyle choice. We need to offer an alternative narrative and change people's mental model and narrative about homelessness.

### A CALL TO ACTION

Relationship development, partnership, trust and rebuilding trust and communication take time and care. Learning from our own movement and other social justice movements, we know we have a responsibility and opportunity to work together, to change the general public's mental model around people experiencing homelessness through stories that humanize and restore dignity. We must engage in a sometimes tense and always meaningful debate.

The organizations we all represent have an incredible opportunity to work on the most challenging issue facing our City and on behalf of the most vulnerable among us. We are doing this in the face of many obstacles put up by factors outside of this room –

neighbors who don't understand or are afraid, media who has an agenda to drive home, federal policy risks that are increasing, systemic racism and injustice and the list goes on. The grit, dedication, compassion, passion and brilliance of the team in this room are what we have to counteract those forces.

