



DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

# **Five-Year Strategic Framework Update and 2021 Implementation Plan**

**City and County of San Francisco**

**March 2021**



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## Purpose of this Update and Implementation Plan

In October 2017, the Department of Homelessness and Supportive Housing (HSH) released its Five-Year Strategic Framework outlining the Department’s strategy for making homelessness a rare, brief and one-time experience. The overall aim of the Framework is to achieve a substantial and sustained reduction of homelessness in San Francisco.

HSH published an accompanying Implementation Plan for 2018 as part of the original published plan and issued Updates and Annual Implementation Plans in 2019 and 2020. These updates provided a summary of the previous period’s achievements and outlined specific actions that the Department and its partners intended to take during the year to advance the Framework.

### Impact of COVID-19

Since the start of the COVID-19 crisis, the work of HSH and our community partners has dramatically changed. The 2020 Implementation Plan was delayed and substantially revised to reflect new priorities and program models. HSH is issuing this 2021 Implementation Plan as we continue to navigate the impacts and uncertainty from COVID-19 as well as the rapid introduction of new, different and expanded resources to the system of care.







### Leading with Equity

**The Strategic Framework, with an overarching focus on equity in every element, remains the scaffolding for our work.** The Strategic Framework continues to serve as the guiding document for our work, and its values, high-level goals and key strategies remain central. Within and over each element and goal, equity is the central consideration in everything we do, and we are working to bring this lens to the forefront of all our planning and actions. The six core components of our Homelessness Response

System continue to serve as the building blocks for our response.

The City is now entering a phase of recovery planning from the COVID-19 pandemic. During this period, HSH will continue to protect the health and safety of our workforce and those experiencing homelessness as well as continue our work to reduce homelessness during this time of economic uncertainty. The overall goal of our work remains to substantially, equitably and sustainably reduce homelessness for all populations. The resources,

### Core Components of The System

 <p><b>Coordinated Entry</b> organizes the Homelessness Response System with a common, population specific assessment, a centralized data system and “by name” database of clients, and a prioritization method. This directs clients to the appropriate resources and allows for data-driven decision making and performance-based accountability. The Coordinated Entry process is organized to serve three subpopulations, Adults, Families with Children, and Youth. The process is comprised of four parts: access, assessment, prioritization, and referral.</p>	 <p><b>Temporary Shelter</b> provides temporary places for people to stay while accessing other services and seeking housing solutions. This may include shelters, Navigation Centers, Stabilization Beds, and Transitional Housing.</p>
 <p><b>Street Outreach</b> connects those living outside with the Homelessness Response System. This includes outreach and engagement (SF HOT), encampment resolution (ERT), care coordination, Access Points, and Resource Centers.</p>	 <p><b>Housing provides</b> permanent solutions to homelessness through subsidies and housing placements. This may include time-limited supports such as Rapid Rehousing and time-flexible programs such as Rent Subsidies and Permanent Supportive Housing.</p>
 <p><b>Problem Solving</b> provides opportunities to prevent people from entering the Homelessness Response System and to redirect people who can resolve their homelessness without the need for ongoing support. It may offer a range of one-time assistance, including eviction prevention, legal services, relocation programs (Homeward Bound), family reunification, mediation, move-in assistance, and flexible grants to address issues related to housing and employment.</p>	 <p><b>Housing Ladder</b> offers opportunities for residents of Permanent Supportive Housing or Rapid Rehousing to move outside of the Homelessness Response System (Moving On Initiative).</p>

however, with which we will be able to pursue these goals are changing. COVID-19 has had a significant impact on the City budget. At the same time, new federal, state and local resources have become available, with more on the horizon that may provide new opportunities to prevent homelessness, safely shelter those in need and provide an expanding array of permanent solutions. While HSH is not anticipating immediate reductions, we know that the revenue picture for the City is dynamic and changing rapidly. We must work with our City and community partners to creatively use every federal, state and local resource available to advance our system of care despite the crisis. The 2021 Update and Implementation Plan describes steps we took in 2020 to leverage all available resources and our anticipated actions in 2021 to further strengthen our response to homelessness in these unprecedented times.

## Status of the Goals from the Strategic Framework

The amended Framework outlines nine high-level goals as a roadmap for reducing homelessness in San Francisco. As of December 2020, four of the nine goals had been achieved; one was briefly achieved but is now in process again.

The population goals of the Framework, ending family homelessness and significantly reducing youth and chronic homelessness, have achievement dates at the end of December 2022, with results reflected in the anticipated 2023 Point-in-Time (PIT) Count. The PIT Count is a count of sheltered and unsheltered people experiencing homelessness on a single night in January.

The 2021 PIT Count would have been an opportunity to take stock of progress on our population goals. However, the Local Homeless Coordinating Board, under advisement from the Department of Public Health, determined that we could not safely undertake an unsheltered count in 2021 and voted to request a waiver from HUD to postpone the unsheltered count and survey by a year. We will undertake a full sheltered and unsheltered count in January 2022, which will allow HSH and our partners to establish where we stand on the remaining population goals. HSH remains committed to the spirit of these goals and to pursuing reductions in homelessness for all populations. However, the impact of COVID-19, and the severe financial consequences for both the City and for people experiencing and at risk of homelessness have dramatically changed the context for achieving the Framework goals within the original timeframe. The 2022 PIT Count will help us determine if such decreases in the timeframe originally intended are achievable under the current circumstances.

The Framework also ends at the end of 2022. During 2021, HSH will be working with our partners to develop the process for updating or preparing a new Framework document.

Status	Goals of the Framework
ACHIEVED	Improve the City's response to street homelessness by October 2018
ACHIEVED	Ensure no families with children are unsheltered by December 2018
ACHIEVED	Complete a detailed plan to reduce youth homelessness by July 2018
ACHIEVED	Design and implement coordinated systems for adults, families with children and youth by December 2018
Initially achieved/In Process again, led by the Department of Emergency Management (DEM)/the Healthy Streets Operations Center (HSOC)	End large, long-term encampments by July 2019
In Process	Implement performance accountability across all programs and systems by December 2022
In Process	End family homelessness by December 2022
In Process	Reduce chronic homelessness by 50% by December 2022
In Process	Reduce youth homelessness by 50% by December 2022

## Achievements January – December 2020

This section presents key achievements in each of the Department’s significant focus areas, including equity, our response to COVID-19 and critical actions taken in each of the six core component areas of the Homelessness Response System during 2020. We noted some of these key achievements in the [2020 Implementation Plan](#), which we published late in 2020. This document included many of our early actions and accomplishments in response to COVID-19.



### Equity

#### Advancements to Improve Equity

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- Conducted internal equity analysis and published a Racial Equity Action Plan for the Department (published Jan. 2021)
- Analyzed data for the Shelter-in-Place (SIP)<sup>1</sup> hotel residents and demobilization plan to ensure housing opportunities are offered in ways that achieve equity
- Secured funding for a Chief Equity Officer position within HSH
- Secured philanthropic support to hire an equity consultant to support HSH’s equity planning, implementation and accountability
- Implemented Sexual Orientation and Gender Identity (SOGI) data collection protocols and trainings
- Developed specific programs to serve the LGBTQ+ community
- Prepared to open two new Navigations Centers for youth and adults in the Bayview and Lower Polk areas, operated by BIPOC-led nonprofit partners as new community partners



### Coordinated Entry

#### Changes and Improvements to Coordinated Entry

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- Developed phone access to Coordinated Entry primary assessment and prioritization
- Develop revised COVID-19 prioritization to support the Shelter-in-Place (SIP) Rehousing Proposal, significantly expanding the number of people who are targeted for housing resources
- Ensured that guests at SIP hotels could be quickly assessed and conducted 2,100 assessments of guests throughout the SIP alternative shelter system
- Launched an Adult Coordinated Entry Partnership team dedicated to Housing Navigation to ensure smoother and faster navigation services in partnership with nonprofit partners
- Reduced unnecessary requirements such as extra in-person meetings and additional documentation not required by funding source or law, consistent with Housing First orientation
- Partnered with the San Francisco Human Services Agency (HSA) to expedite the housing placement process by gathering income verifications and key identity documents for clients enrolled in local public benefit programs willing to share data across the two systems
- Developed an online tracking system where all housing providers can enter offline units

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<sup>1</sup> Shelter In Place Alternative Shelters include the hotels and RV village established by the City to provide safe non-congregate shelter to people experiencing homelessness during the COVID-19 pandemic.



## Outreach

### Addressing Needs of People who are Unsheltered

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- Focused homeless outreach on COVID-19 education, mask delivery, food/water delivery, hygiene and health care information in response to the pandemic
- Implemented expanded wellness checks by the San Francisco Homeless Outreach Team (SFHOT)
- Launched and funded the MealsInPlaceSF program in partnership with The Salvation Army to deliver up to 1,400 meals per day to people living in encampments
- Under the COVID Command Center (CCC), HSH deployed handwashing stations to high-impacted areas across the city and in the largest congregate shelters to increase access to hygiene. Since establishment, the management of the public handwashing stations transitioned to the San Francisco Public Utility Commission
- Set up methods to identify, assess for eligibility (in partnership with DPH), outreach to and place unsheltered people into SIP hotels
- Continued to conduct quarterly tent and vehicle counts in partnership with HSOC
- Supported Safe Sleeping Sites and Villages with outreach, referrals and mobile assessments
- Continued to support the Healthy Streets Operations Center (HSOC) to reduce encampments by outreaching to people in large encampments and offering temporary shelter placements
- Connected people living on the streets to SIP hotels, non-congregate shelter, COVID safe congregate shelter and Safe Sleep sites
- Completed 84,403 outreach engagements in 2020, compared to 15,015 outreach engagements in 2019
- Pivoted SFHOT teams to serve as Mobile Access Points to provide Problem Solving and Coordinated Entry primary assessments to unsheltered individuals during outreach



## Problem Solving

### Expansion and Targeting of Problem Solving and Prevention

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- Developed Access Point capacity to conduct Problem Solving conversations and make support available via phone
- Published and maintained Problem Solving Guide
- Trained all Access Point staff on Problem Solving techniques
- Developed and implemented a “Problem Solving Plus” approach for residents of SIP hotels
- Modified Homeward Bound to work safely during the COVID-19 crisis
- Launched a targeted homelessness prevention approach with HSH-funded prevention providers, including a new risk assessment and data collection approach, training and greater program flexibility
- Developed a significant new eviction prevention and homelessness prevention program for 2021 in anticipation of the expiration of state and federal tenant protections
- Housed 918 households with problem solving assistance in 2020

### **Hotel Rooms for Sheltering in Place**

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- Together with other City departments and nonprofit partners, HSH opened, filled and operated 25 SIP Hotels and one RV Village, sheltering over 3,300 people experiencing homelessness with high vulnerability to COVID-19
- Created designated spaces for LGBTQ+, women, families, domestic violence survivors and TAY in SIP hotels
- Began preparation for SIP wind down and implementation of the Mayor's Homelessness Recovery Plan to offer rehousing options to everyone who entered the SIP hotels prior to November 15, 2020 and to plan for exit strategies for guests who entered later
- Supported continued operations of the Vehicle Triage Center, including providing meals and continued implementation of public health guidance

### **Shelter Improvements and Expansion of Sites**

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- Supported the opening of a Safe Sleep program that served over 500 guests in 2020 as part of the COVID-19 response
- Opened Jelani House, a transitional housing program for pregnant women experiencing homelessness
- Added roving Behavioral Health Team for families in shelter settings
- Implemented COVID-19 prevention and mitigation strategies, including physical distancing and enhanced cleaning protocols across the shelter system
- Implemented changes to the shelter access and Denial of Services (DOS) policies to promote shelter in place by reducing the reasons people can be exited from shelter
- Increased meals in shelters
- Implemented health screenings and a response system for shelters with guests who are symptomatic or COVID-positive in partnership with DPH; created rapid response plans for outbreaks in shelter
- Opened new sites to support the COVID-19 response, including:
  - The Backlands Shelter-in-Place RV facility with 120 RVs and trailers
  - A temporary congregate site serving up to 200 individuals
- Selected providers and prepared to open a new Navigation Center in the Bayview and a new Navigation Center serving transitional age youth (TAY) (both of which opened in early 2021)
- Reactivated adult shelter system by adding 500 additional beds while maintaining necessary spacing and robust safety measures, including daily health screening, social distancing, enhanced cleaning, testing and other preventative measures
- Provided temporary shelter for over 6,000 people in 2020, including approximately 4,500 unique guests in the Shelter-in-Place program (inclusive of SIP congregate shelters, the SIP RV program, and SIP Hotels)





## Housing

### Expanding and Increasing Access to Permanent Housing Resources

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- Implemented Rising Up to prevent and end homelessness for transitional age youth (TAY) through problem-solving, rapid rehousing and workforce development
- Implemented COVID-19 prevention and mitigation strategies across the Permanent Supportive Housing (PSH) portfolio
- Updated and distributed PSH guidance across the portfolio, including written standards for bringing units back online
- Launched vacancy tracker for PSH portfolio, with plan to convert to ONE System
- Added 282 project-based and scattered-site PSH units and 27 Housing Ladder units to the HSH portfolio
- Developed system-level scattered-site unit location process
- Successfully completed Project Homekey applications to acquire the Granada Hotel and Hotel Diva for conversion to Permanent Supportive Housing
- Began the process of moving SIP residents to stable housing, including 78 placements by December 2020
- Housed 1,225 households in housing programs and placed 25 households in Housing Ladder programs in 2020
- Maintained approximately 10,000 households in HSH housing programs in 2020



## Department and System Infrastructure

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- Completed move to 440 Turk Street, HSH's first dedicated office space
- Created ONE System Implementation Plan and implemented new ONE System governance, including a non-profit stakeholder advisory group
- Refocused data and performance work on COVID-related outcomes and performance
- Set up public-facing dashboards on SIP Hotels and SIP Rehousing; strengthened overall system performance reporting
- Established systems for tracking COVID expenditures and COVID supply inventory management
- Supported work to create data sharing with external partners for the Homelessness Response System, the Homeless Recovery Plan and the SIP Alternative Shelter Program

### Coordination, Community Engagement and Communications

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- Planned and convened quarterly meetings with HSH leadership and nonprofit partners
- Launched the Strategic Framework Advisory Committee (SFAC), a group of nonprofit provider representatives to act as advisors for key strategy and planning decisions for HSH
- Worked with Mayor's office to support the launch of Our City, Our Home (Prop C) and the development of recommendations and considerations for oversight committee

- Upgraded the HSH website
- Developed and distributed timely communications during inclement weather
- Developed and published a quarterly internal HSH newsletter
- Developed and published a monthly HSH blog for a public audience
- Transitioned ongoing community engagement meetings to a virtual format during COVID-19

## Other COVID-19 Focused Activities

### Testing

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- Opened COVID-19 testing site at the Tenderloin Recreation Center with multilingual capacity in conjunction with the COVID Command Center (CCC), DPH and community partners
- Worked with the CCC to provide surveillance testing in large shelters aligned to their guidance
- Partnered with the CCC and UCSF for testing of unsheltered people in vulnerable/ high-impact communities

### Supporting Providers

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- Set up a private donation of supplies and personal protective equipment (PPE) program in partnership with Project Homeless Connect
- Developed and launched an extranet for HSH nonprofit providers with COVID-19 response resources
- Instituted a manager-on-call system to provide 24/7 response to providers' COVID-19 related needs and emergencies
- Initiated workforce development programs in partnership with Tipping Point Community and Goodwill Industries to support rapidly recruiting and hiring new staff
- Augmented existing contracts to provide bonus pay to staff working on the frontlines of the COVID-19 response
- Launched and held weekly calls for providers to share updates on HSH and the City's response to COVID-19, bringing in DPH to respond to health system questions
- Developed a broad email distribution list to widely share information about the COVID-19 response with provider partners
- Expanded the City's Frontline Worker Hotel program and City's essential worker childcare program to staff within the Homelessness Response System
- Expanded the City's Essential Ride Home program to ensure that Homelessness Response System staff could get to and from work more easily during the pandemic
- Created the #HRSHeroes social media campaign to spotlight the work of nonprofit partner providers and essential frontline workers

## Implementation Activities Ongoing and Planned for 2021

During 2021, HSH will continue to focus efforts on: placing equity at the center of our work, addressing the impacts of COVID-19 and continuing to strengthen operations in each of our core components across the Homelessness Response System. We will focus energy on accelerating the rate at which people are rehoused while continuing to prioritize the health and safety of everyone who interacts with the Homelessness Response System.

### Mayor's Homelessness Recovery Plan (MHRP)

Many of our actions this year come from or are closely aligned with the [Mayor's Homelessness Recovery Plan](#). This ambitious plan calls for expanding capacity in our Homelessness Response System to make 6,000 placements available for people experiencing homelessness over two years as we transition out of the COVID-19 crisis. Achieving these exits includes adding new and filling existing Permanent Supportive Housing units, increasing shorter-term rental subsidies and connections to resources to help people exit homelessness, maintaining safe sleeping sites and reactivating space in the shelter system at a safe capacity with COVID-19 modifications in place. A companion to this plan is the work focusing specifically on moving people who were sheltered in SIP hotels as of November 15, 2020 into housing to protect them from COVID-19 and on gradually closing temporary hotels as the system transitions. The SIP rehousing work is led by the COVID Command Center (CCC) with support from HSH. Priorities and actions that come from the Mayor's Plan are noted below with (MHRP).



### Equity

#### Strengthen Diversity, Equity and Inclusion Internally and Across the Homelessness Response System

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- Implement HSH internal Racial Equity Action Plan (published January 2021), including undertaking action steps in critical areas of hiring and recruitment, retention, leadership, professional development and fostering an organizational culture of inclusion and belonging
- Continue work with our DEI consulting group, supported by Tipping Point Community, to help guide internal and external equity work
- Hire internal Chief Equity Officer at HSH to implement equity action steps within the Department
- Implement the Mayor's Homelessness Recovery Plan with a focus on equity in the response (MHRP)
- Increase communications internally and externally on equity steps
- Use resources diverted from policing to support expansion of partnerships and capacity building with BIPOC organizations
- Conduct an equity assessment and create a Racial Equity Action plan for the Homelessness Response System
- Develop and implement policies and practices to improve services to the LGBTQ+ community within the shelter system
- Improve Sexual Orientation and Gender Identity (SOGI) data collection and reporting processes across HSH programs and data systems



## Coordinated Entry

### Strengthen Coordinated Entry

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- Work in partnership with the CCC to facilitate the assessment and placement of Rehousing Cohort guests in the SIP hotels
- Conduct approximately 8,000 assessments in Coordinated Entry (Fiscal Year goal)
- In partnership with the CCC, continue work to expedite placements through Coordinated Entry (CE) and reduce the length of time for CE referrals into housing. Reduce time from “match” to placement to 30 days for project-based PSH and 45 days for scattered-site housing
- Implement improved CE performance monitoring
- Collaborate with the CCC and learn from the SIP rehousing effort to make system-wide improvements, including but not limited to:
  - Participant communications
  - Expedited referrals
  - Policy and procedure development
  - Reducing barriers to placement (documentation, background checks, interviews/ meetings, etc.)
  - Reducing time from assessment to placement
  - Focusing on equitable impacts and housing placement
- Work on a plan for achieving shelter placement within the ONE System



## Outreach

### Strengthen Outreach and Address Needs of People who are Unsheltered

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- Complete planning and budget for SFHOT move to 1064-68 Mission
- Continue to support quarterly tent and vehicle count in partnership with HSOC
- Improve street-level data collection about people experiencing unsheltered homelessness, including resuming ONE system data collection
- In partnership with the CCC, continue to offer SIP hotel placements to people experiencing unsheltered homelessness
- Plan for reforms to the Homeless Outreach Team in preparation for re-procurement



## Problem Solving

### Expand and Strengthen Problem Solving and Prevention

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- Conduct at least 600 successful Problem Solving resolutions
- Implement Problem Solving Plus program for people in SIP hotels
- Invest in targeted homelessness prevention to address economic impacts of COVID-19 and the anticipated increase in the number of people at risk of homelessness (MHRP)
- Monitor impact of Homeward Bound modifications with goal of bringing the program back to prior performance levels as soon as it is safe to do so
- Increase Problem Solving activities across the Homelessness Response System

 **Temporary Shelter****Shelter Improvements and Expansion of Sites**

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- Update and implement SIP Rehousing Proposal, maintaining sites as necessary and feasible while moving to close hotels and rehouse 2,200 guests by the end of the year
- Backfill SIPs as long as funding allows for continued operations; new intakes to SIPs after November 15, 2020 will be provided support to locate housing or shelter but are not guaranteed a housing placement/resource
- Once the COVID-19 pandemic has subsided, return capacity in the adult shelter system to pre-COVID-19 levels, reopening approximately another 1,000 placements in previously existing shelter locations (MHRP)
- Identify a new family congregate shelter to replace First Friendship
- Open a first-of-its-kind transitional age youth (TAY) Navigation Center, providing beds for young people ages 18–24 (MHRP)
- Open a SAFE Navigation Center at 1925 Evans Street to serve the Bayview community (MHRP)
- Plan to continue the operation of 120 RVs to maintain expanded emergency respite, along with safe sleeping sites (MHRP)
- Develop policies and act to better serve LGBTQ+ community in the shelter system
- Develop weekend, after hours and holiday protocols to access the family shelter system
- Identify and open a new Vehicle Triage Center or Safe Parking Program if/when funding becomes available

 **Housing****Expand Housing and Housing Ladder**

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- Complete the largest one-time expansion of PSH in the last 20 years by adding 1,500 more units to the portfolio by the end of FY2021-22 (1,000 added in FY2020-21) (MHRP)
- Identify and acquire buildings and hotels that meet the needs of future tenants and are financially feasible for the City for Permanent Supportive Housing for previously homeless individuals (MHRP)
- Achieve full implementation of the Flex Pool Housing Subsidy program with Tipping Point for 200 new leased units (MHRP)
- In collaboration with the CCC, place 1,500 people into housing over the 2020-21 fiscal year (MHRP)
- Continue Rapid Rehousing for youth and families; expand this approach to adults with short and medium-term subsidies and community resources to help people stabilize in housing (MHRP)
- Partner with the San Francisco Housing Authority to use all existing and new vouchers targeted for formerly homeless individuals (MHRP)
- Implement the Universal Housing Application for all PSH
- Implement new Housing Transfer policy, including having a dedicated team to execute transfers
- Open the Post, Abigail, Diva and Granada Hotels as Permanent Supportive Housing
- Develop a plan to renew and renegotiate existing PSH master leases
- Reduce vacancies in PSH to 3-4%, including units off-line and ready to be occupied
- Maximize the use of federal Continuum of Care funding by reorganizing existing CoC contracts
- Reduce the rent in legacy PSH projects to 30% of tenants' income if funding can be secured



## Department and System Infrastructure

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- Align the Homelessness Response System with public health guidance to prevent the spread of COVID-19 among clients and staff
- Plan for a future reopening of the 440 Turk Street office to align with public health guidance and social distancing protocols
- Implement equity-based performance measures for all program types and systems
- Develop standard contract monitoring policies and procedures for the HSH Programs division
- Complete a set of policies and procedures for the Department
- Re-issue an updated organizational chart
- Launch Homelessness Response System training program for provider partners
- Identify strengths and challenges and develop a process for planning for the family system
- Implement OCOH funding as it becomes available

## Coordination, Community Engagement and Communications

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- Continue to coordinate with providers on our collective response to the COVID-19 pandemic
- Continue to plan and convene quarterly meetings of HSH leadership and nonprofit partners
- Improve engagement and coordination with the provider networks
- Publish a monthly calendar of provider and public meetings
- Continue to support Our City, Our Home (Prop C) work, providing information as needed to allocate and ensure strategic investments and rapid roll out of OCOH resources
- Finalize and publish the external communications plan for the Department
- Plan for the 2022 strategic planning process and begin community engagement with the goal of publishing a new Strategic Framework, centering equity throughout and addressing disproportionate impacts across the system in 2022
  - Use this process to strengthen partnerships with nonprofit service providers by building a culture of collaboration across the department
- Improve collaboration with HSA and OEWD to maximize workforce programs for HSH clients within specific programs
- Conduct a robust community engagement process to support the expansion of new programs including safe sleep, shelter, and supportive housing
- Convene Partnership Conference 2021
- Plan for 2022 Point-in-Time (PIT) Count

## Other COVID-19 Focused Activities

### Testing and Vaccination

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- Collaborate with DPH and other partners to advocate for, develop and implement a vaccination strategy for both sheltered and unsheltered people experiencing homelessness
- Continue to promote regular testing in congregate sites

## Conclusion

Our Strategic Framework continues to guide, inform and inspire the work of HSH and our partners. The advent of COVID-19 has heightened the attention and resources needed to ensure people experiencing homelessness are safely sheltered, receive critical health and service supports and are moved to permanent housing as quickly and equitably as possible. The disproportionate impacts of homelessness, and now of COVID-19, on San Francisco's Black, Latinx, and LGBTQ+ population have required that we move rapidly to place equity at the center of our work and to consider it in each decision and each action.

We are publishing this 2021 Implementation Plan more than one year after COVID-19 struck and fundamentally changed aspects of the way our system operates. Last year, we operated in reaction to the pandemic and pulled together with our City and community partners to rapidly respond and reduce harm from COVID-19. While the loss of any person is one too many, we all worked together to protect people experiencing homelessness to a great degree, providing shelter and housing to many and care to most. COVID-19 led to new ways of collaborating, improved coordination, greater attention to equity and heightened urgency. The lessons of this period have already shed light on where improvements can be made and continue to inform our strategies moving forward.

Today we are more familiar with the pandemic's impact and what it calls for from all of us, but the future still remains uncertain. We publish this plan knowing that we will make every attempt to achieve our outlined goals and that, with our partners, we can make significant progress. We acknowledge, however, that we cannot predict where or when new adversity or opportunities may arise. HSH will continue to work with our City, provider and community partners to optimize all of the available resources to secure housing solutions for as many as possible, to achieve equity in our Homelessness Response System and to reduce the risks to those who are unhoused.