



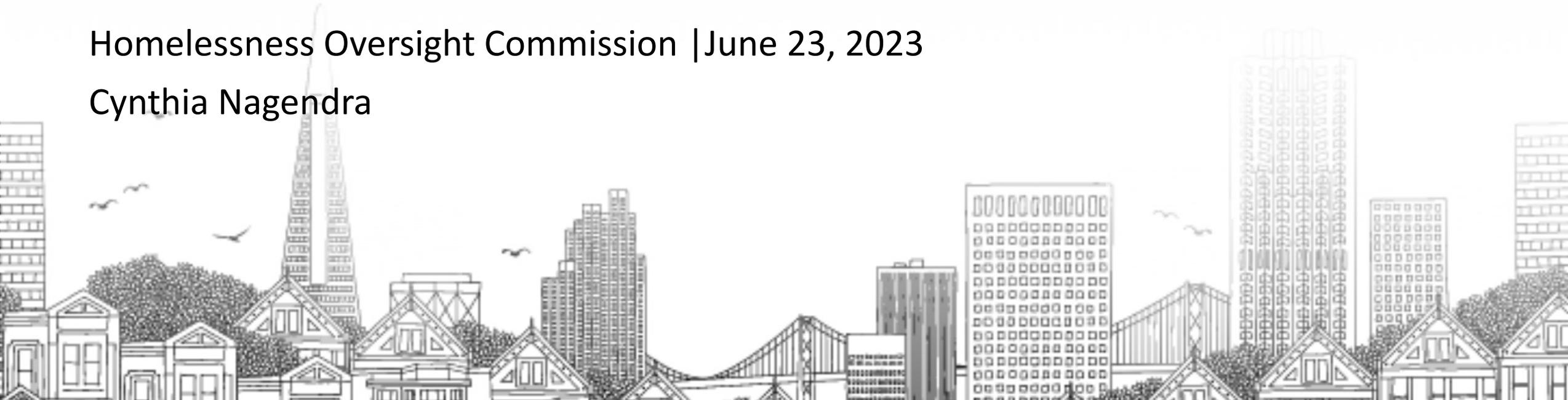
DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

The San Francisco Homelessness Response System: A Presentation Series

Part I: An Introduction to the Role of HSH's Interventions in San Francisco's Homeless Response System

Homelessness Oversight Commission | June 23, 2023

Cynthia Nagendra



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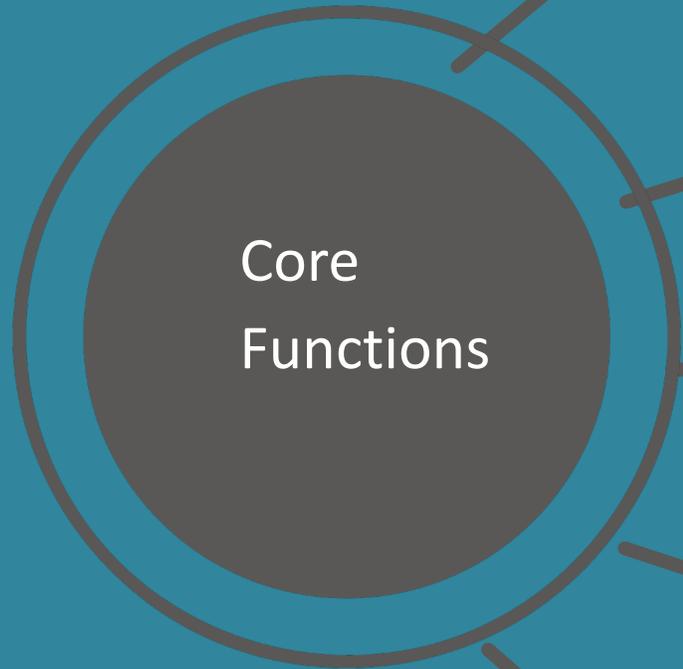
HSH, Deputy Director, Planning, Performance, and Strategy Division

• **Appointed to HSH in May 2021**

• **Experience in homelessness sector**

- Direct Services in San Francisco: Case Manager/Program Manager (St. Anthony's)
- Director of Capacity Building, National Alliance to End Homelessness (Worked in 25+ Communities)
 - Ending veteran homelessness initiative: successful in 2 cities (Las Vegas, Houston)
- Executive Director, UCSF Benioff Homelessness and Housing Initiative (Research and Policy Center)
- Roles in Federal and State Policy, Advocacy, Homeless System/Program Design, Strategic Planning, Nonprofit Development, Technical Assistance, Data Analysis and Performance Measurement Framework

HSH Planning, Performance, and Strategy Division



1

PROJECT MANAGEMENT OF NEW OR EXISTING HSH INITIATIVES and COORDINATION OF CROSS SYSTEM AND INTERDEPARTMENTAL WORK

2

STRATEGIC PLAN DEVELOPMENT and IMPLEMENTATION, PERFORMANCE MEASUREMENT PLAN

3

EQUITY IMPACT ANALYSIS AND REPORTING

4

DATA AND PERFORMANCE TEAM, EQUITY IMPACT ANALYSIS, OUTCOME MEASUREMENT AND REPORTING

5

MEANINGFUL ENGAGEMENT WITH PEOPLE WITH LIVED EXPERTISE AND COMMUNITY PARTNERS

6

FUTURE: CAPACITY BUILDING and TRAINING

Systems Initiatives

- Coordinated Entry System Redesign
- CalAIM (CA State Medical waiver program)
- Meaningful Engagement of People with Lived Experience
- Criminal Justice Systems Coordination and Change
- Equity Analyses and Actionable Strategies of Homeless System outcomes

Today's Agenda

1 Structural Causes of Homelessness

2 Core Roles and Responsibilities of an Equitable and Outcome-focused Homelessness Response System

3 Perspectives and Priorities, People with Lived Expertise

4 The Role of the Core Components of the Homelessness Response System Interventions

5 *Home By the Bay* Strategic Plan Goals and Action Areas to Strengthen the System

1

Why does homelessness Happen? Structural Causes of Homelessness

The widespread circumstances of people experiencing homelessness are the result of decades of federal and local policy decisions and systemic failures.

Skyrocketing housing costs

Structural racism

Economic inequality and stagnant wages

Systemic inequities that have harmed marginalized communities of color

Intentional Policy Decisions Created Widespread Homelessness

Homelessness
did not exist
as it does today
before the 1970's.

The Federal
housing budget
shrank from
\$83 Billion
to
\$18 Billion
between 1978-
1983.

Mental health
facilities were
defunded & the
incarcerated
population
increased by
500%.

Today, the
Federal budget
has only risen to
60% of what it
used to be.

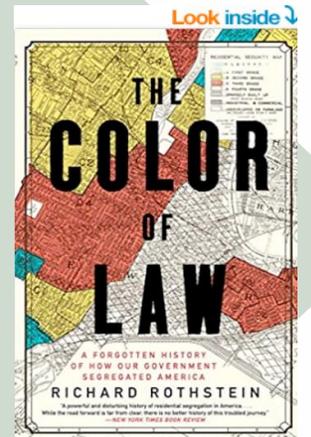
Why Are People of Color Overrepresented in Homelessness?

Housing is one of few ways to build intergenerational wealth in America.

Systemic racism has intentionally excluded Black & Indigenous persons from buying housing.

Systematic exclusion has driven a disproportionate amount of Black & Indigenous persons to become renters with incomes that are not a living “housing wage”.

Black & Indigenous persons are disproportionately unable to build wealth & are forced to live without housing stability.



2

Core Roles and Responsibilities of an Effective and Equitable Homelessness Response System

Homeless Response System that is Effective and Equitable: Core Roles and Responsibilities

- ✓ **Respond** to the immediate health, safety, and shelter needs of people in crisis
- ✓ **House** people equitably and quickly with individualized services
- ✓ **Stabilize** people in permanent housing with services and community supports that sustain housing
- ✓ **Prevent** people who are at imminent risk from becoming homeless



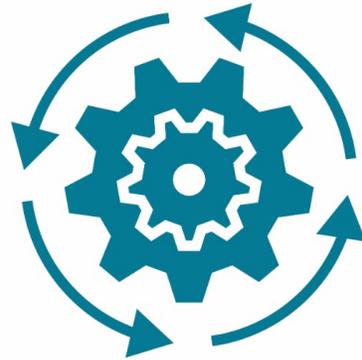
Homeless Response System that is Effective and Equitable: Core Roles and Responsibilities

- ✓ **Design** and align all interventions and resources to work towards the system's primary goals to prevent and solve homelessness for each person
- ✓ **Engage** other mainstream systems to provide necessary supports
- ✓ **Assess** and redress racial and other systemic inequities to advance equity for marginalized communities



Homeless Response System that is Effective and Equitable: Core Roles and Responsibilities

Increase *System Flow*: the Homeless Response System's interventions should be designed to be inter-dependent and working together to flow people through the system to positive exits from homelessness.



System Flow: An efficient and coordinated process that moves people from homelessness to housing as quickly and equitably as possible

Homeless Response System that is Effective and Equitable: Core Roles and Responsibilities

Decrease *inflow*: Use prevention, housing stability and income supports, and health resources to help people to stay in housing



The homeless system is "overflowing" because it has not yet scaled up enough capacity to keep pace with the re-housing and health needs of new people falling into homelessness.

Building on Past Success

PSH expansion

Added more than 3,000 new permanent supportive housing units between 2020 and 2022.

Housing move-ins

~2,300 formerly unhoused households moved into permanent housing in FY 21-22.

SIP hotel housing process

~ 1,800 guests served in Shelter-in-Place hotels were permanently housed by the end of February 2023.

Prevention

>5,500 at-risk households avoided homelessness with City assistance in FY21-22.

Shelter system expansion

Safely reopened & expanded shelter system to a greater capacity than pre-COVID.



Decrease in unsheltered homelessness (2022 PIT)

3

Perspectives and Priorities, People with Lived Expertise

Priorities of People Experiencing Homelessness

Among the survey's questions, people were asked, based upon their lived expertise, what the City's top priorities for addressing homelessness should be over the next five years.

The top five priorities identified were:

- 1. Improving housing options**
- 2. Making it easier or faster to get housing**
- 3. More housing options**
- 4. Improved shelter system**
- 5. Improved case management services**

Priorities of People Experiencing Homelessness

Other top priorities included:

- More **emergency shelter** and navigation center beds
- Improving/expanding **mental health services**
- Making sure **access to programs and services are fair and equitable**
- Creating **more job opportunities** for people experiencing homelessness
- Improving or **expanding outreach services** to meet unsheltered people where they are because many are not being reached or do not have information about services
- More street outreach and case managers with **better training** and **more relevant/current resources**
- More training to **increase empathy among staff** from the many different organizations working with people who are unsheltered

Priorities of People Experiencing Homelessness

**88% of survey respondents
said they would accept
permanent housing if the
City offered it today**

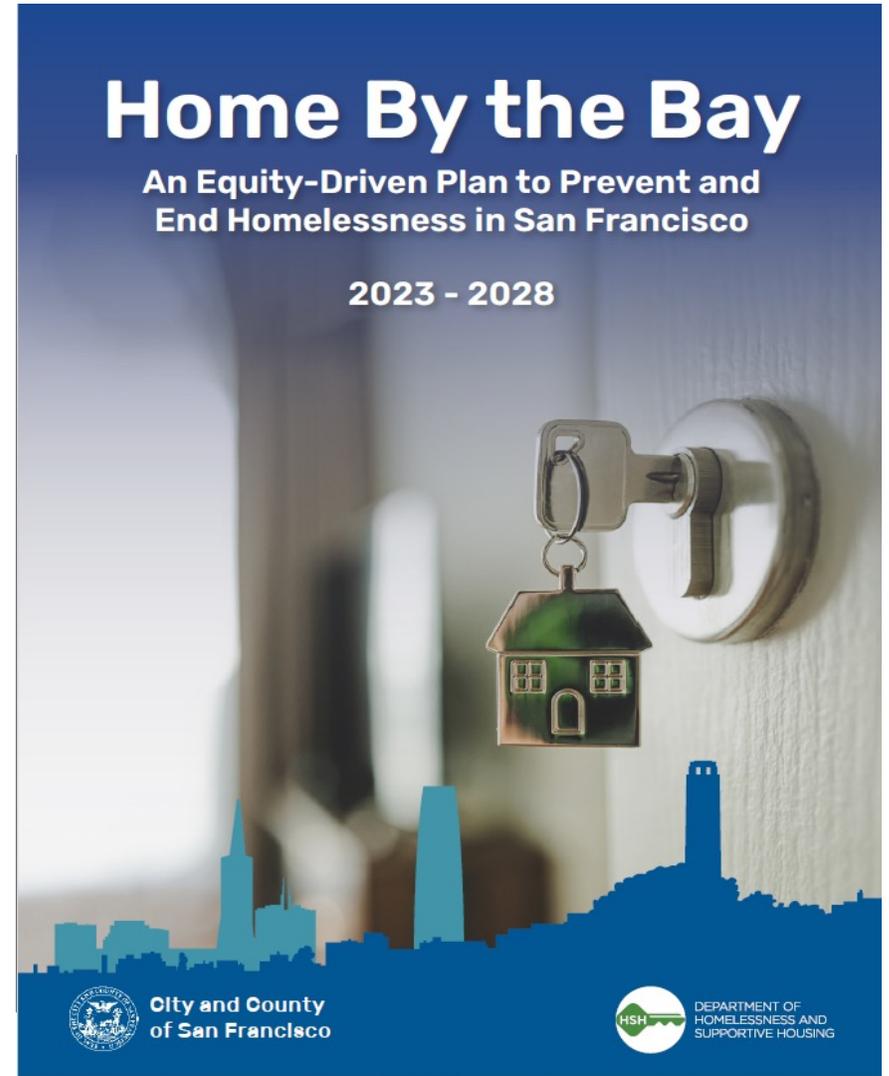
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The Role of the Core Components of the Homelessness Response System Interventions

San Francisco's New Strategic Plan To Prevent and End Homelessness

- Issued in April 2023
- Effective July 2023 through June 2028
- Describes Core Components of the Homelessness Response System Interventions
- Describes the role of each intervention in achieving the plan's system-wide goals

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Homelessness Response System: Core Components

Through this Plan, the City and our partners will continue to refine how each of the following components of the homelessness response system is implemented. We will also continue to weave them together into a cohesive system that people experiencing housing crises and homelessness can understand, access, and navigate with ease.

Role of Prevention:

Prevent Homelessness by Helping People to Keep Current Housing and Decrease Inflow into Homelessness Response System



Prevention includes homelessness prevention services like flexible financial assistance, one-time payments, or longer-term assistance to cover a wide range of potential needs related to securing or retaining housing for households experiencing crises that put them at risk of homelessness. Prevention also includes eviction prevention services to prevent loss of housing by people experiencing housing instability.

Role of Outreach:

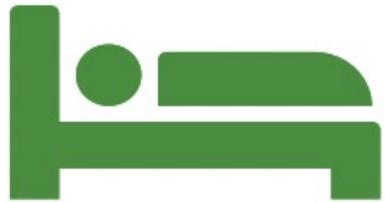
Identify, Engage, Meet People Where They Are, and Provide Direct Connections to the Homelessness Response System: Shelter, Housing, Behavioral Health, and Crisis Services



Outreach engages and develops relationships with people currently living outside. Outreach workers assess people's housing and services needs and goals and connect people to crisis interventions, shelter, health and behavioral health care, permanent housing, and other services and opportunities both inside and outside of the homelessness response system.

Role of Shelter and Crisis Interventions:

Provide Safe and Temporary Places and Services to Triage Immediate Housing Crises



Shelter provides temporary places to stay while accessing services and seeking housing solutions. Shelter includes both congregate and non-congregate settings, such as navigation centers, hotels, and cabins. Transitional housing also provides longer-term temporary accommodations with services.

Crisis interventions offer supports to people who are experiencing unsheltered homelessness. Crisis interventions include safe sleep, safe parking, drop-in centers, and other crisis services.

Role of Coordinated Entry:

Provide Equitable Access and Inclusion of All People to Homelessness Response System and Ensure System Flow and Permanent Exits from Homelessness



Coordinated entry is a process that should provide low-barrier entry to the the “front door” of the homelessness response system, offer equitable access to the system’s resources, triage safety, housing, and shelter needs, and match people with the available interventions most likely to help people exit homelessness.

Role of Permanent Housing:

Offer Permanent Housing Solutions to Sustainably Exit Homelessness



Housing provides permanent solutions to homelessness by connecting people to units or subsidies as well as services to support their success, as needed. Permanent housing includes dedicated supportive housing units for people who have exited homelessness; short-term and on-going rental subsidies; and other housing people can afford. Housing program models within the homelessness response system include site-based and scattered-site permanent supportive housing (including federal housing vouchers and the Flexible Housing Subsidy Pool), rapid re-housing, and shallow subsidies.

Role of Housing Problem Solving:

Respond to Lighter-touch Housing Crisis Needs with Speed, Flexibility, and Individualized Approaches to Support Rapid Exits



Housing problem solving services and approaches are embedded across the homelessness response system. These interventions provide opportunities to **divert** people from needing to enter shelter or other parts of the homelessness response system; they also support people to rapidly exit homelessness by quickly resolving their homelessness without the need for ongoing support. Housing problem solving offers flexible options tailored to address people's unique needs and circumstances, including problem-solving conversations, financial assistance, housing location assistance, shared housing arrangements, travel and relocation support, family reunification, mediation, move-in assistance, and support to resolve other issues related to housing and employment.

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Home By the Bay Strategic Plan Goals and Action Areas to Strengthen the System

A strong and equitable homelessness response system requires San Francisco to have:

- clear system goals
- plan to scale interventions to meet capacity
- commitment to advancing and measuring equity
- consistent quantitative and qualitative data collection
- system and program performance measurement framework
- accountability mechanisms

Key System Level Measures: Home by the Bay Goals



GOAL #1

Decreasing Homelessness: Reduce the number of people who are *unsheltered* by 50% and reduce the *total* number of people experiencing homelessness by 15%.



GOAL #2

Reducing Racial Inequities and Other Disparities: Demonstrate measurable reductions in racial inequities and other disparities in the experience of homelessness and the outcomes of City programs for preventing and ending homelessness.²



GOAL #3

Increasing Number of People Exiting Homelessness: Actively support at least 30,000 people to move from homelessness into permanent housing.

Key System Level Measures: Home by the Bay Goals



GOAL #4

Supporting People to Succeed in Housing: Ensure that at least 85% of people who exit homelessness do not experience it again.



GOAL #5

Preventing Homelessness: Provide prevention services to at least 18,000 people at risk of losing their housing and becoming homeless.

Expanding the Homelessness Response System

The comprehensive system modeling analyses and projections indicates that to achieve the Plan’s Goals, the City must expand the homelessness response system through **packaged investments into the following additional interventions between July 2023 and June 2028.**

 Prevention Services	 Shelter Beds	 Permanent Housing
Prevention services for 4,300 additional households	1,075 new shelter beds	3,250 new units of permanent housing

Strengthening Operations & Outcomes

Five Strategic Action Areas

ACTION AREA #1:
Advancing Racial Equity and Housing Justice

1

ACTION AREA #2:
Enhancing System Performance and Capacity

2

ACTION AREA #3:
Strengthening Response to Unsheltered Homelessness

3

ACTION AREA #4:
Increasing Successful and Stable Entries Into Permanent Housing

4

ACTION AREA #5:
Preventing People from Experiencing Homelessness

5

Plan to Address Unsheltered Homelessness is *One Component* of the City's Broader Response to Street Conditions

San Francisco Fire Department (SFFD):
Fires and medical emergencies.

Department of Homelessness and Supportive Housing (HSH):
Solution-focused outreach and service linkage

Department of Public Health (DPH):
Medical outreach, behavioral health, overdoses responses.

San Francisco Police Department (SFPD):
Illegal activity, blocked sidewalks.

Department of Public Works (DPW): Trash/Waste and Street Condition

Healthy Streets Operation Center (HSOC):
Coordinates these departments and others (ex. MTA) to address encampment of 6+ tents.

Accountability Mechanisms

Public
Reporting on
Progress

Partnering with
People with
Lived Expertise

Homelessness
Oversight
Commission

FUTURE MEETING

TOPIC:

Taking Planning to
Action

MEASURING IMPACT:
REPORTING,
PERFORMANCE, ANNUAL
ACTION PLAN
IMPLEMENTATION

Scope of Performance Measurement Plan (PMP) Being Developed

Preparation of PMP is focused on:

- Identifying the primary measures to be used to assess the **progress and impact of the implementation of the *Home by the Bay* plan**
- Identifying draft measures to be used to assess **performance of San Francisco's homelessness response system as a whole**
- Identifying draft measures to **assess performance for each component of the homelessness response system**

System-Level Measures

Overarching system-level performance measurements focused on the homelessness response system as a whole, including:

- *Home by the Bay* plan's five goals
- *Home by the Bay* plan's inventory expansion strategies
- Other prioritized system-level performance measures

When available, draft targets are provided based upon the system modeling activities performed for the development of the *Home by the Bay* plan and its goals and strategies.

Additional measures that may be defined and implemented in the future are also identified.

Component-Focused Measures

Program-level and system-level performance measurements to be used for each of the core components of the homelessness response system:

- A. Outreach and Engagement
- B. Coordinated Entry
- C. Housing Problem Solving
- D. Shelter and Other Interim Options
- E. Rapid Rehousing
- F. Permanent Supportive Housing
- G. Prevention

Equity-Focused Measures

Data across performance measures will be analyzed to explore and identify racial inequities and other disparities within the reach, performance, and outcomes of the system and system and each component.

Qualitative Input and Measures

DATA = PEOPLE

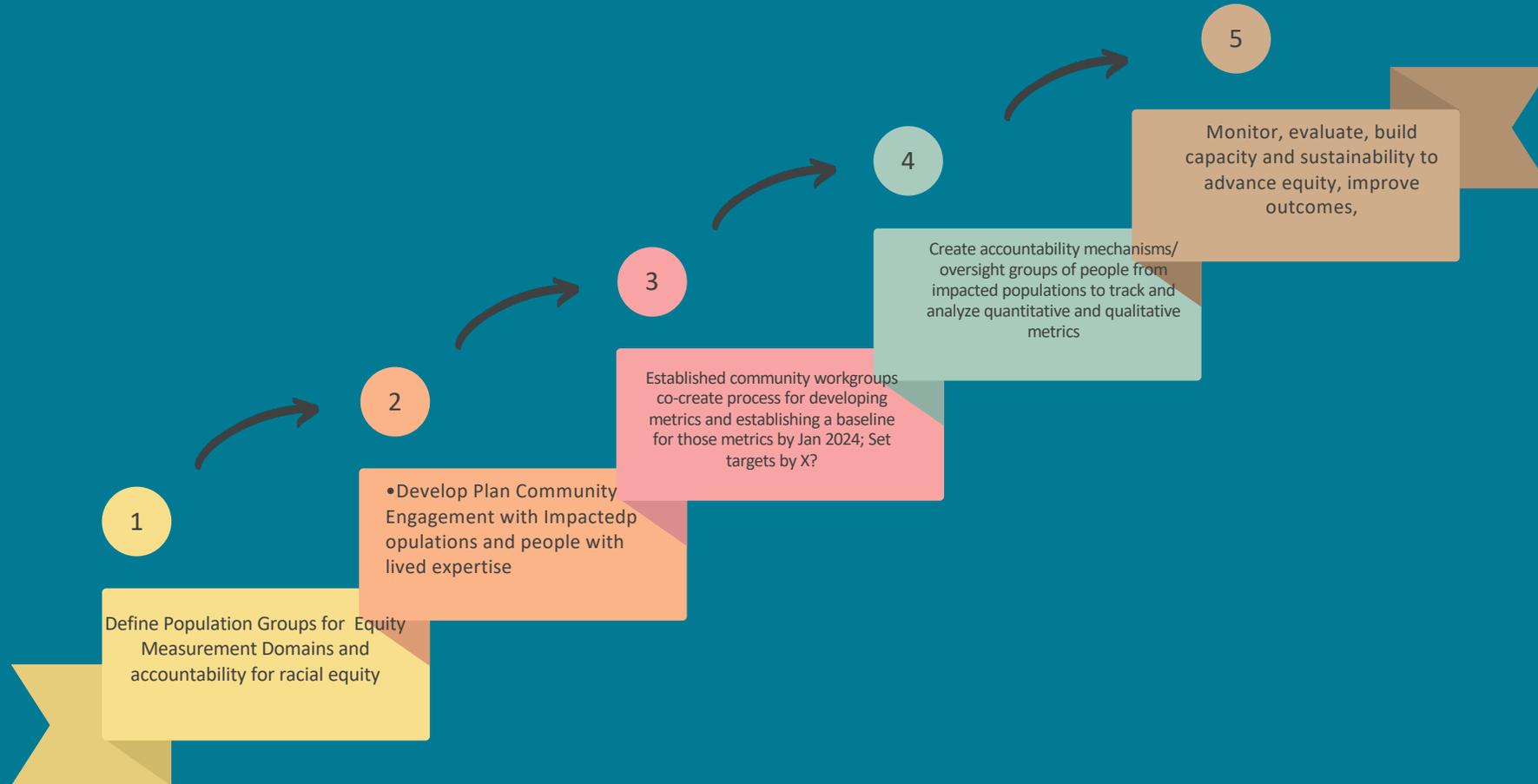
- Present on the Performance Measurement Plan being developed in more detail
- Discuss work being prioritized for Year 1 implementation of the Home by the Bay plan
- People with lived expertise guidance on solutions

Future Discussions

Implementation Planning



Strategic Plan Implementation for Goal 2: Reducing Racial Inequities and Other Disparities



 **GOAL #2**
Reducing Racial Inequities and Other Disparities: Demonstrate measurable reductions in racial inequities and other disparities in the experience of homelessness and the outcomes of City programs for preventing and ending homelessness.²

Innovating and Tailoring Solutions for Different Populations

- Veterans
- Youth
- Families with Children
- Survivors
- Transgender and Gender Non-Conforming People
- Older Adults
- Justice-Involved People
- People with Disabilities
- People Experiencing Chronic Homelessness