



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

MATTHEW DOHERTY
CONSULTING

Solutions for Homelessness and Housing Needs



Strategic Planning: Process and Phases, System Modeling, and Community and Stakeholder Engagement

Our City, Our Home Oversight Committee Meeting
Thursday, September 22, 2022





Strategic Planning Process and Phases

2



Implementing a comprehensive community-wide planning process.



Building upon the HSH Five-Year Strategic Framework to develop a comprehensive, City-wide strategic plan



Will guide the work of HSH, but also the work of all involved City agencies and departments



Planning process will be completed by early 2023

<http://hsh.sfgov.org>



Phases of Planning

3

1

■ **First phase** focused on:

- Homelessness system and program data analyses, goals, and strategies required by State for third round of funding for Homeless Housing, Assistance and Prevention Program (HHAP-3)
- Coordinated Entry evaluation, launching redesign process
- MacArthur Foundation Just Home Initiative: Criminal Justice planning and housing project to reduce racial disparities in people experiencing homelessness and justice involvement

2

■ **Second phase** is now focused on development of comprehensive, [City-wide](#) strategic plan



Phase 2 Timeline

4

- **July to August 2022:** Complete detailed planning design and work plan development
- **September to December 2022:** Implementation of planning processes, community engagement processes, etc.
- **December 2022 to January 2023:** Drafting of Plan content – framing info, strategies and activities, etc.
- **January 2023:** Initiate external education and support processes



Centering and Advancing Equity

5

**Culture
Change**

Goal to advance equity is driving the strategic plan

**Structural
Racism**

Structural racism and economic inequality are drivers of homelessness

**Systemic
Inequities**

Disparately impact many groups that have been discriminated against and marginalized

<http://hsh.sfgov.org>



Key Elements of Planning Process

6

**Active Community
Engagement and
Stakeholder Input
Processes**

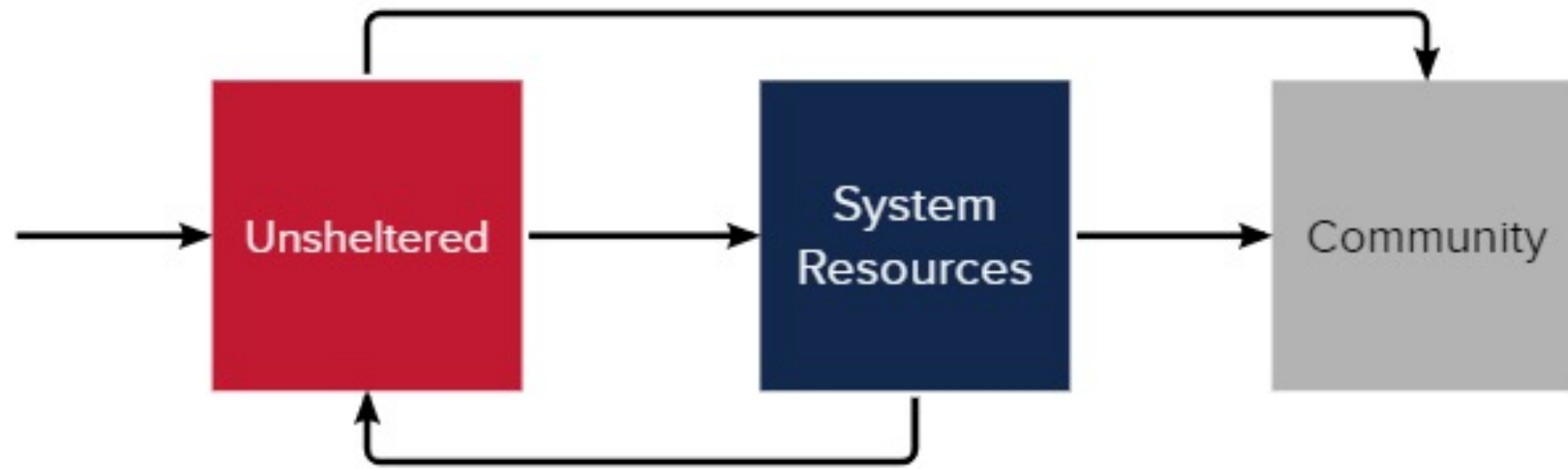
**Data-Driven
System Modeling**

**Cross-
Departmental
Coordination and
Planning**

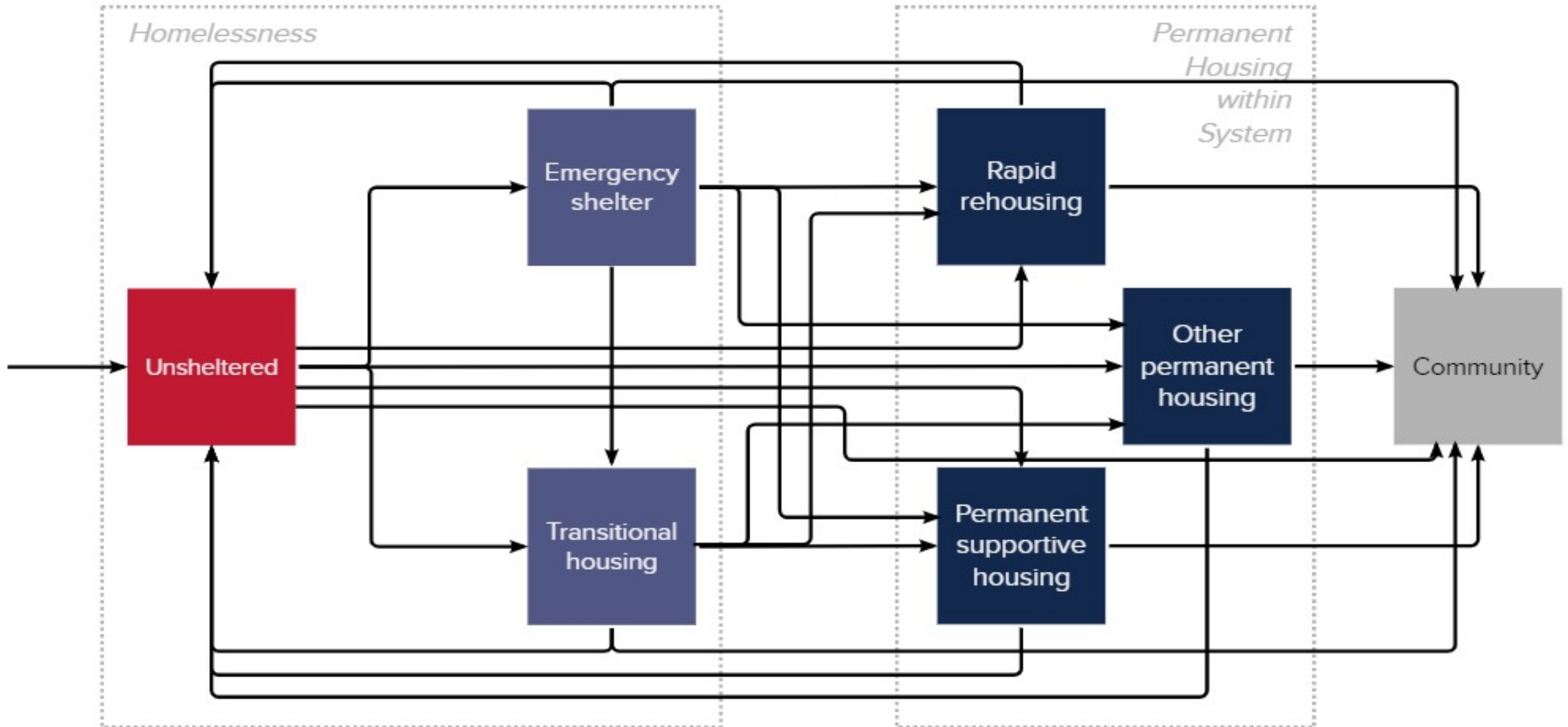
APPROACH TO MODELING

- Quantitative modeling is an approach for 'peeking' into the future; informs, does not tell the future
- Estimates how the numbers of people experiencing homelessness in the community might grow or shrink as changes are made to the homelessness response system
- A single correct "answer" is not generated; the likely implications of different choices are illustrated
- Process supports more intentional and deliberate strategic planning

HIGH LEVEL MODEL



MODEL



ALIGNMENT BETWEEN OCOH NEEDS ASSESSMENT & HSH MODEL



- Aligned Inputs
 - Current population (PIT)
 - Current inventory (HIC)
 - Current system performance (utilization, length of stay, exit destination)
 - Estimated inflow and total number of households experiencing homelessness annually
- Aligned Goals
 - Estimate number of households experiencing homelessness each year
 - Identify system resource gaps
 - Describe the flow of households moving into and out of homelessness and the way they move through the system (pathways)
 - Incorporate qualitative data about the characteristics and experiences of households experiencing homelessness, as well as the barriers to and opportunities for safe and successful exits from homelessness

ALIGNMENT BETWEEN OCOH NEEDS ASSESSMENT & HSH MODEL



- OCOH Specific Goals
 - Estimate the number of households living in crowded conditions out of economic necessity
 - Identify the needs of homeless people and subpopulations
 - Identify barriers to safe and successful exits from homelessness
 - Elicit priorities and needs from people with current or past lived expertise of homelessness
- HSH Specific Goals
 - Estimate the year over year impact on the number of households experiencing homelessness of adding resources (capacity and investments) to the system
 - Describe the optimal balance of resources for reducing homelessness in the short term and for sustaining that reduction



Active Community and Stakeholder Engagement

12

Talent Poole's Approach and Guiding Principles:

- Lead with feedback from people with lived experience
- Focus on people left out of homeless response system (e.g. trans & Justice Involved People)
- Build Energy and Power in communities
- Generate actionable recommendations
- Create enduring infrastructure for centering Lived Experience within HSH



Active Community and Stakeholder Engagement

13

- Recruitment and engagement of **Community Liaisons with lived expertise**
- **Surveys and focus groups** with people with lived experience
- **Input sessions** with provider organizations, including front-line staff
- **Interviews** with community leaders
- **Planning discussions** with Strategic Framework Advisory Committee, Local Homeless Coordinating Board, Our City, Our Home Oversight Committee, and other entities