



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

MATTHEW DOHERTY
CONSULTING

Solutions for Homelessness and Housing Needs



Strategic Planning Input Discussion

Our City, Our Home Oversight Committee Retreat
Thursday, November 17, 2022





Strategic Planning Process

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

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- **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.
 - *Framing and needs information will draw upon information in the OCOH Needs Assessment*



Key Elements of Planning Process

5

**Active Community
Engagement and
Stakeholder Input
Processes**

**Data-Driven
System Modeling**

**Cross-
Departmental
Coordination and
Planning**



Planning “Framework” for Guiding Discussions and Thinking



Planning Framework's Components

7

1

**Advancing
toward Racial
& Housing
Justice**

2

**Improving
System
Performance,
Capacity, &
Accountability**

3

**Addressing
Unsheltered
Homelessness**

4

**Enhancing
Crisis Services
& Shelter
Options**

5

**Increasing
Permanent
Housing Exits &
Strengthening
Retention**

6

**Preventing
People from
Experiencing
Homelessness**

Central focus on justice and equity incorporated throughout all planning components

<http://hsh.sfgov.org>



Elements of Plan

8

Planning/Action Areas

A white, 3D-style downward-pointing arrow with a grey shadow, indicating a flow from the first box to the second.

Objectives/Intentions

A white, 3D-style downward-pointing arrow with a grey shadow, indicating a flow from the second box to the third.

Strategies/Activities



Discussion Questions

9

Using this planning framework as a guide, will ask:

- What are the **most important objectives for efforts** in each action area?
- What strategies or activities would **help drive the greatest progress toward racial and housing justice** in each area?
- What should City **start doing or be doing more of**? What should City **be doing less of or stop doing**?
- How does work in each area need to be **tailored for different communities and populations**?

1

Advancing toward Racial & Housing Justice

*Strategies or activities could include
(but not limited to):*

- Activities within HSH's Racial Equity Action Plan
- Partnership and capacity-building for BIPOC-led organizations
- Enhancing partnership with people with lived experience and expertise
- Equity-focused data and analysis projects
- Ensuring Coordinated Entry redesign addresses equity concern

DISCUSSION

1

Advancing toward Racial & Housing Justice

- What are the **most important objectives** for efforts in this area?
- What **strategies or activities would help drive the greatest progress** toward racial and housing justice?
- What should City **start doing or be doing more of?** What should City **be doing less of or stop doing?**
- How does work in this area need to be **tailored for different communities and populations?**

2

Improving System Performance, Capacity, & Accountability

*Strategies or activities could include
(but not limited to):*

- Capacity building efforts, non-profit sustainability and infrastructure support, workforce capacity strategies
- Coordinated entry redesign processes
- ONE System, other data strategies, performance measurement activities
- System modeling and iterative refinements
- Governance, oversight, and accountability structures and processes

DISCUSSION

2

Improving System Performance, Capacity, & Accountability

- What are the **most important objectives** for efforts in this area?
- What **strategies or activities would help drive the greatest progress** toward racial and housing justice within this action area?
- What should City **start doing or be doing more of**? What should City **be doing less of or stop doing**?
- How does work in this area need to be **tailored for different communities and populations**?

3

Addressing Unsheltered Homelessness

Strategies or activities could include
(but not limited to):

- Ensuring strategies and activities are reaching the most impacted populations
- Strengthening outreach and engagement
- Street-based medicine and health strategies
- Creating pathways to interim and permanent housing options
- Encampment and street conditions responses

DISCUSSION

3

Addressing Unsheltered Homelessness

- What are the **most important objectives** for efforts in this area?
- What **strategies or activities would help drive the greatest progress** toward racial and housing justice within this action area?
- What should City **start doing or be doing more of?** What should City **be doing less of or stop doing?**
- How does work in this area need to be **tailored for different communities and populations?**

4

Enhancing Crisis Services & Shelter Options

Strategies or activities could include
(but not limited to):

- Ensuring equitable access and outcomes within crisis services and temporary housing programs
- Expanding and/or enhancing shelter and interim housing programs and services
- Improving access to other crisis services

DISCUSSION

4

Enhancing Crisis Services & Shelter Options

- What are the **most important objectives** for efforts in this area?
- What **strategies or activities would help drive the greatest progress** toward racial and housing justice within this action area?
- What should City **start doing or be doing more of?** What should City **be doing less of or stop doing?**
- How does work in this area need to be **tailored for different communities and populations?**

5

Increasing Permanent Housing Exits & Strengthening Retention

*Strategies or activities could include
(but not limited to):*

- Ensuring equitable access and outcomes within permanent housing programs, including housing stabilization and retention
- Enhancing Housing First implementation
- Expanding supplies of supportive and affordable housing units, and tenant-based or scattered-site PSH options
- Rapid rehousing and other forms of rental subsidies, rapid exits through problem-solving interventions
- “Housing Ladder” opportunities

DISCUSSION

5

Increasing Permanent Housing Exits & Strengthening Retention

- What are the **most important objectives** for efforts in this area?
- What **strategies or activities would help drive the greatest progress** toward racial and housing justice within this action area?
- What should City **start doing or be doing more of?** What should City **be doing less of or stop doing?**
- How does work in this area need to be **tailored for different communities and populations?**

6

Preventing People from Experiencing Homelessness

Strategies or activities could include

(but not limited to):

- Reducing and eventually eliminating disparities in risks and entries into homelessness
- Reducing entries into the homelessness system through problem-solving interventions and other forms of support
- Homelessness prevention, eviction prevention
- “Upstream” prevention strategies focused on people being served by or exiting other systems and settings

DISCUSSION

6

Preventing People from Experiencing Homelessness

- What are the **most important objectives** for efforts in this area?
- What **strategies or activities would help drive the greatest progress** toward racial and housing justice within this action area?
- What should City **start doing or be doing more of**? What should City **be doing less of or stop doing**?
- How does work in this area need to be **tailored for different communities and populations**?



Is there any other input that
you'd like to provide?



Thanks!