

Home by the Bay

An Equity-Driven Plan to Prevent and End Homelessness in San Francisco

Executive Summary

2023 - 2028



City and County
of San Francisco



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING



San Francisco is a city known for its innovation, resilience, and compassion. Today, we stand united in our resolve to address the greatest humanitarian crisis and social challenge facing society today – homelessness. This is an American crisis that is playing out in cities across the country, and most significantly all along the West Coast. Homelessness in San Francisco is unacceptable. It requires a citywide effort spanning the public, nonprofit, and private sectors and partnerships at all levels of government.

We must act swiftly and decisively together to help the thousands of adults, families, and youth who are struggling without housing. We need to build on what works and hold ourselves accountable to ensure our efforts are making a difference and that our investments are making an impact. We need to do everything we can to support those who are struggling with homelessness. And we need to be responsive to those in our city who see the impacts in our neighborhoods every day and are calling for action.

Today, our collective efforts keep 15,000 people sheltered and housed every night. We are proud that our homelessness response system provides shelter and supports to thousands of people experiencing homelessness each year and keeps countless others from entering the system through prevention measures and safety net programs. We are grateful to our nonprofit partners who work tirelessly to help people still living on our streets and for the state and federal resources that we do receive.

But our job is not done. We must do more. While tens of thousands of people are no longer unhoused due to their determination and our collective efforts, thousands more continue to suffer. This need requires more from the City, more from our non-profit partners, and more from the state and federal government.

Today, we launch *Home by the Bay*, our citywide five-year Strategic Plan. The Plan is founded on a commitment to work towards achieving racial equity and housing justice and ending homelessness so that everyone in our community has the housing, support, and opportunities they need to thrive.

The Strategic Plan’s vision is built upon the three core values of equity, quality, and innovation. This plan outlines mission-critical goals for the next five years, driving towards bold accomplishments and a transformational and cultural shift in how we work collectively. Building on measurable achievements of the last five years, including a recent 15% reduction in unsheltered homelessness, the plan affirms our commitment to prevention, shelter, affordable housing, and services that end homelessness and treat people with the dignity they deserve. Because racism is woven into the structure of the systems that have produced housing instability and homelessness, racial equity is the common thread in every solution. The Strategic Plan sets the foundation for us to hold ourselves accountable for impact.

As a city, we are ending homelessness for people every day. We know what works. Success is within reach, but it will require that multiple city departments align their efforts, embrace accountability, empower our community partners, and work in partnership with people experiencing homelessness. It will require partnership from public and private funders, non-profit providers, advocates, community groups, volunteers, the business community, and elected officials at all levels of government.

Every San Franciscan has a role to play. Now is the time to act. Please join us in reaching the bold goals of this plan over the next five years.



London Breed

Mayor London Breed
Mayor of the
City and County of San Francisco



Shireen McSpadden

Shireen McSpadden
Executive Director of the Department
of Homelessness and Supportive Housing



Vision

The City and County of San Francisco is committed to advancing racial equity and housing justice in our community, ensuring that no one experiences homelessness and that everyone has the housing, supports, community, and opportunities they need to thrive.

We envision a more just future that ensures housing stability for all people in San Francisco. Achieving this bold vision of the future of our community requires us to lead with racial equity for people experiencing homelessness to ensure that those who continue to be systematically impacted by racism and those whose health and lives are threatened by being unsheltered are at the center of all solutions.

This vision acknowledges that homelessness is primarily caused by structural factors. The decades of policy decisions that have resulted in a severe lack of affordable housing, skyrocketing housing costs, and stagnant wages are causing an increasing number of people to experience homelessness. There are also deep racial inequities in who experiences homelessness in San Francisco due to a long history of structural racism and inequitable treatment that has blocked access to housing and other wealth-building domains for communities of color. Our work must redress these racial inequities in access to housing and center the communities that are most marginalized so we may create a more just society.

This vision embraces that how we work together in community with each other is as important as doing the work itself. In order to heal and to strengthen our collective response to homelessness, we must acknowledge the aspects of our collective culture - privilege, power, race, inequality - that have caused past harm, and intentionally focus on the increased inclusion and well-being of people who have been excluded. We must create an environment where abundant resources and transformational, innovative change are possible.

This vision requires the City and County of San Francisco (the City) to recognize that cooperation and strength will build through trust in the collective wisdom of community and people with lived expertise and experience of homelessness. We must fully embrace strategic collaboration and the importance of relational work in how we address homelessness and housing insecurity, as well as require the commitment of all partners to work together across traditional divides, collaborate in new ways, and redress long-standing challenges and obstacles.

Success depends upon the City engaging in trusting partnerships, building the strength of non-profit and faith-based organizations active within our community, and supporting their provision of equitable, coordinated, innovative, and high-quality services and housing options for people experiencing or at risk of homelessness. Success also depends on the commitment and collaboration of public and private partners to align on strategy and make new investments in housing and services solutions at the scale needed.

The Home by the Bay Plan and the Plan's 5 Goals

To drive progress toward this vision, the Department of Homelessness and Supportive Housing (HSH) has led the development of the *Home by the Bay* plan (the Plan) and is charged with leading its implementation from July 2023 through June 2028. The *Home by the Bay* plan strategically aligns the roles and activities of City departments and offices in collaboration with community service providers that respond to homelessness to enhance coordination and collaboration and increase impact in pursuit of the Plan's vision on racial equity and shared citywide goals.

Home by the Bay sets the following Goals to be achieved by June 2028:



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.¹



GOAL #3

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



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.

To achieve these Goals, the City will:

Expand housing and services options within the homelessness response system and
Strengthen operations and outcomes across the entire system.

¹ While specific reduction targets for Goal #1 are not being set at the time of the issuance of this Plan, through partnership and collaborative decision-making with impacted communities, the City will establish baseline data by January 2024 and may set targets for specific reductions in inequities in future years, beginning in FY 24-25.

Expanding the Homelessness Response System

The *Home by the Bay* plan’s Goals were developed through comprehensive system modeling analyses and projections. This system modeling used local data both to assess what the current homelessness response system is accomplishing *and* to project impacts on the number of people experiencing homelessness in San Francisco, if additional resources and programs are added to the system and if other changes and improvements are made.

To achieve the Plan’s Goals, the City must expand the homelessness response system with the following additional interventions between July 2023 and June 2028.

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

System modeling has also made it possible to project the costs of expanding the homelessness response system with these additional resources and services. The City estimates that this expansion will require:

- More than \$607 million in additional funding during the five-year timeframe of this Plan; and
- More than \$217 million in additional funding annually, thereafter, increasing with inflation over time, to sustain the new investments

These financial resources are not yet secured. Marshalling resources at this scale will require:

- Increased and ongoing funding commitments at the local level
- Aggressive advocacy for and leveraging of new state and federal funding
- Strategic and coordinated philanthropic investment
- Accountability to ensure that all dollars are effectively deployed to achieve the desired outcomes

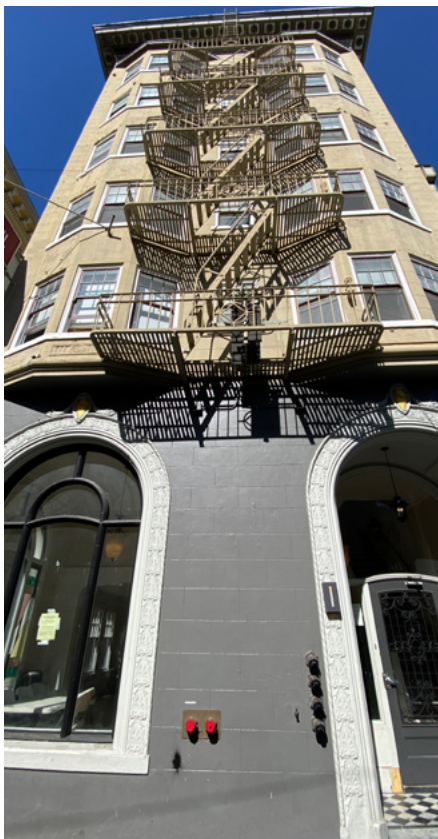
Strengthening Operations and Outcomes

The City will also implement a comprehensive array of activities to strengthen operations and outcomes across every element of the homelessness response system, leading with a focus on racial equity and housing justice, across five strategic Action Areas:

Action Area	Focus of Activities
<p>Advancing Racial Equity and Housing Justice</p>	<ul style="list-style-type: none"> • Equity- and justice- focused data and analyses • Collaborative partnerships and decision-making • Internal and external equity-focused capacity-building and nonprofit sustainability activities • Empowering the leadership of impacted communities and people with lived expertise
<p>Enhancing System Performance and Capacity</p>	<ul style="list-style-type: none"> • Building and supporting nonprofit provider capacity and sustainability • Enhancing performance management and accountability • Implementing a redesigned Coordinated Entry system • Strengthening the quality, diversity, and utilization of data • Improving alignment of citywide strategies and resources
<p>Strengthening Response to Unsheltered Homelessness</p>	<ul style="list-style-type: none"> • Adding 1,075 new shelter beds • Embedding expanded services and resources within outreach efforts, crisis interventions, shelters, and transitional housing • Addressing the health, behavioral health, and services needs of people who are unsheltered • Connecting people who are unsheltered directly to permanent housing • Addressing community impacts and neighborhood concerns
<p>Increasing Successful and Stable Entries into Permanent Housing</p>	<ul style="list-style-type: none"> • Adding 3,250 new units of permanent housing in the homelessness response system, including site-based and scattered-site permanent supportive housing, rapid re-housing, and shallow subsidies • Improving access to a full array of permanent housing options, including housing outside the homelessness response system • Enhancing services to better support people’s housing stability • Implementing new models to address people’s complex care needs • Expanding efforts to support people to move from permanent supportive housing to other housing they can afford
<p>Preventing People from Experiencing Homelessness</p>	<ul style="list-style-type: none"> • Expanding prevention services to serve 4,300 additional households • Strengthening current homelessness prevention and eviction prevention strategies and targeting • Enhancing housing problem solving services for people at the very cusp of homelessness • Creating an expanded supply of affordable housing units that can prevent households from experiencing housing instability and crises • Developing upstream prevention strategies that better prevent people from experiencing housing crises and risks of homelessness

For each of these Action Areas, the *Home by the Bay* plan further identifies:

- The **Goals** that will be most impacted by efforts within the Action Area.
- Relevant input and **recommendations provided by people with lived expertise and experiences of homelessness.**
- **Objectives** that express the intended improvements, changes, and impacts that City departments and offices and service providers will be pursuing through their collaborative efforts within the Action Area.
- **Prioritized Strategies and Activities**, representing specific actions and efforts that are already underway or are being planned for the early stages of the implementation of this Plan.
- **Future Areas of Focus**, representing actions and efforts, or **innovations**, that are expected to receive greater emphasis from City departments and offices in future stages of the implementation of this Plan and which may be further refined or adjusted over the course of the implementation of this Plan.





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