

California Cohort 2: 100-Day Challenge Summary

San Francisco City and County

100-Day Challenge Goal

In 100 days, we will connect 175 COVID-19 vulnerable Shelter in Place (SIP) single adult guests experiencing homelessness to safe and stable housing leveraging scattered site subsidy programs, with prioritization of people who are chronically homeless and/or have disabling conditions. 70% of individuals housed from SIP sites through scattered site subsidy programs will identify as Black, Indigenous, or People of Color (BIPOC).

100-DAY CHALLENGE CONTEXT & FOCUS AREAS

ACCEPTING THE 100-DAY CHALLENGE: WHY AND WHY NOW?

San Francisco has built a strong foundation for preventing and ending homelessness through strategic planning, project implementation, and relationship building within the homeless response system. However, the extremely high cost of housing in the San Francisco Bay Area creates challenges to providing quick exits from homelessness into permanent affordable housing options. The COVID-19 pandemic brought an even greater urgency to the need for expediting housing placements for persons experiencing homelessness in San Francisco.

During the COVID-19 pandemic, roughly 2,400 COVID vulnerable people experiencing homelessness were placed in temporary housing offered through hotels as part of San Francisco's Shelter In Place (SIP) Program. Key stakeholders throughout San Francisco have worked tirelessly to identify long-term housing solutions for SIP guests and to prevent returns to unsheltered living situations for those in temporary housing. San Francisco identified the 100-Day Challenge as a unique opportunity to strengthen collaborative processes and build a shared focus around maximizing housing resources, accelerating housing placements, and building more equity-driven permanent housing solutions for SIP guests.

100-DAY CHALLENGE FOCUS AREAS

System leaders from across the City and County of San Francisco came together to help identify the following areas of focus for their 100-Day Challenge:

- Leveraging Rapid Rehousing (RRH) for adults who have accessed the COVID-19 Alternative Housing Program so that they do not return to homelessness;
- Developing a viable, alternative housing solution to Shelter in Place (SIP) hotels that does not inadvertently force individuals back on the streets; and
- Applying an equity-driven approach to program planning.

100-DAY CHALLENGE SUCCESSES, ACCOMPLISHMENTS & INNOVATIONS

SNAPSHOT OF 100-DAY CHALLENGE PROGRESS

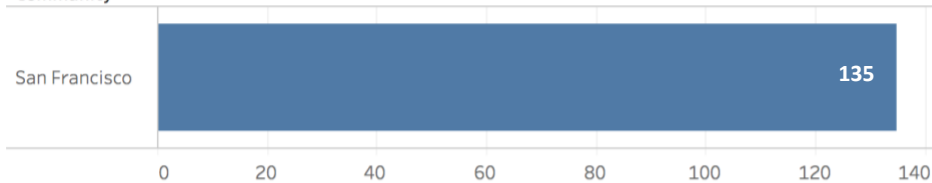
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Total Exits to Safe and Stable Housing

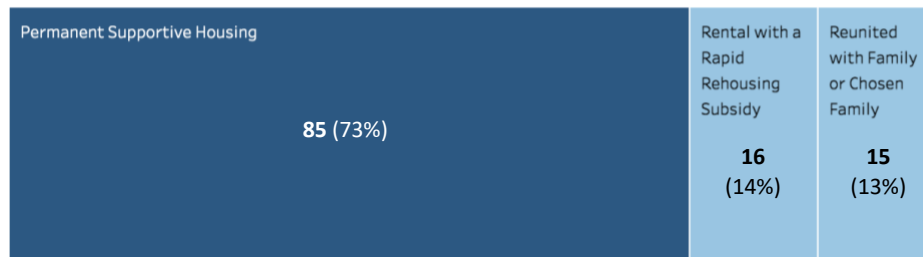
Santa Barbara Goal: 75 Veterans Housed; Sonoma Goal: 65 Transition Age Youth Housed

San Francisco Goal: 175 SIP Single Adult Guests Housed

Community



Exit Destinations



BNL/SIP Race



White: 52.5%
Black or African American: 28%
Hispanic/Latino: 13%
Asian: 3%
American Indian or Alaska Native: 2.5%

Housed Race



White: 50.5%
Black or African American: 28%
Hispanic/Latino: 14%
Asian: 3.5%
American Indian or Alaska Native: 3.5%

BNL/SIP Gender



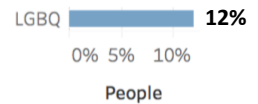
Male: 66.6%
Female: 31.3%
Transgender: 1.7%

Housed Gender

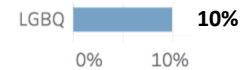


Male: 53.7%
Female: 42.5%
Transgender: 3%

BNL/SIP Sexual Orientation



Housed Sexual Orientation



San Francisco data obtained from Data SF; source:

<https://data.sfgov.org/stories/s/COVID-19-Alternative-Housing-Rehousing-SIP-Hotel-G/6uqi-a5jp>. Full interaction dashboard available at:

<https://www.rapidresults.org/cac2dash>

RACIAL EQUITY DURING THE 100-DAY CHALLENGE

RACIAL EQUITY ANALYSIS IN SAN FRANCISCO



Data obtained from CoC Racial Equity Analysis Tool (version 2.1) and RRI 100-Day Challenge

INTEGRATING RACIAL EQUITY PRINCIPLES AND STRATEGIES INTO THE 100-DAY CHALLENGE

San Francisco took a number of key steps to apply an equity-driven approach to their 100-Day Challenge to connect Shelter in Place (SIP) guests experiencing homelessness to safe and stable housing, including:

- **The development of a Choice Points Survey.** San Francisco's 100-Day Challenge Equity Subgroup developed the Choice Points Survey to help integrate equity into program planning and decision-making processes. This tool was created and utilized from the beginning of the development of San Francisco's new Rapid Rehousing (RRH) program during the 100-Day Challenge. The Choice Points Survey breaks down key points in the decision-making process, defines core values of the work, and identifies opportunities to re-examine how the work is being done and how each decision will impact individuals experiencing homelessness who are disproportionately impacted by racial inequities.
- **The implementation of a robust participant feedback process to support RRH program design and implementation.** The 100-Day Challenge Team administered equity surveys and conducted interviews with current and former RRH participants to gain authentic feedback on RRH design and implementation from people with lived experiences. This information is being used to inform San Francisco's program design and supportive services strategy for the new RRH program, and similar processes will be used for housing program design and implementation in the future. Direct participant feedback helps to address current inequities in program design and practice and make changes to improve equity moving forward.
- **The establishment of equity-driven 100-Day Challenge goals.** San Francisco established as part of its 100-Day Challenge goal that 70% of persons housed through the Challenge will identify as Black, Indigenous, or People of Color (BIPOC). San Francisco further developed equity goals around topics such as stable housing, reducing barriers, and capturing data. These community-driven equity goals help to ensure that all parties are working together with the same focus on measuring success, tracking progress, and holding themselves accountable to equity-driven outcomes during RRH program development and implementation.

ACCOMPLISHMENTS IN SYSTEMS CHANGE

CROSS-SYSTEMS COLLABORATION

The San Francisco 100-Day Challenge Team formed a broad and diverse coalition of City Department representatives, nonprofit housing and service providers, academics, and individuals with lived experience. This coalition of partners, including local leadership and direct service staff, worked collaboratively across different components of San Francisco's homeless response system to build a more equitable and sustainable systemwide approach to providing permanent housing solutions. The Team engaged in direct and regular communication with City Departments, including the Department of Homelessness and Supportive Housing (HSH) and the Mayor's Office of Housing and Community Development, which helped advance advocacy efforts in support of San Francisco's ambitious 100-Day Challenge goal. The Team also included diverse representation from services providers both within and outside of the homeless response system, including agencies and organizations that focus on housing, case management, workforce development and life skills services. San Francisco's cross-systems collaboration during the 100-Day Challenge Team has helped establish a strong foundation for the community to continue developing a flexible, integrated homelessness response system through multi-sector partnership.

NEW PERMANENT HOUSING SOLUTIONS

San Francisco utilized the momentum and collaboration of the 100-Day Challenge to create a new permanent rapid rehousing (RRH) model for single adults experiencing homelessness. The 100-Day Challenge Team was able to advocate for and secure over \$40 million in funding for the development of 165 units of RRH and 300 units of housing through the San Francisco Flex Pool. The RRH program will be utilized specifically to house single adults in the SIP Program who have not yet been prioritized for housing placements through San Francisco's Coordinated Entry System. In order center people with lived experience in the design of the program, the 100-Day Challenge Team engaged in a robust participant feedback process involving surveys and interviews with current and former RRH participants. San Francisco found that using multiple methodologies to gather authentic feedback from individual who have been served as RRH participants was essential to identifying strengths and areas of improvement to for the design of future RRH programs. San Francisco will continue to build off of the lessons learned during the 100-Day Challenge to design and implement new programs with an equity-driven and client-centered focus.

COMPREHENSIVE SUPPORTIVE SERVICES

During the 100-Day Challenge, San Francisco developed a comprehensive supportive services portfolio through direct feedback from SIP hotel guests, RRH participants, and frontline staff. This work was essential to the Team's goal of supporting the long-term housing stability of SIP hotel guests as they exit their temporary housing arrangements to permanent housing options. Through direct client and provider feedback, the Team identified that key supportive service needs for SIP guests include housing stabilization, workforce development, mental health services, addiction support, and financial coaching. The Team worked to engage providers who could help provide these wraparound supportive services and case management from early in the 100-Day Challenge. There was robust communication among Team members and providers throughout the Challenge to align services in a coordinated approach to provide holistic support to all program participants. San Francisco plans to continue developing new partnerships and deepening the supportive services portfolio available for persons experiencing homelessness in order to appropriately and effectively respond to their range of housing and service needs.

LANDLORD OUTREACH AND ENGAGEMENT

The San Francisco 100-Day Challenge Team has worked to improve communication and generate new relationships between landlords, property management, and service providers. San Francisco has leveraged the significant decrease in local occupancy rates and rental prices during the COVID-19 to recruit new landlords to the RRH program who are in need of assistance filling their units. The Team has conducted dedicated outreach to inform landlords about the approval of Prop C funds for rental assistance and is encouraging landlords to prepare their rooms and properties to facilitate a rapid lease-up process for new tenants coming from the SIP program. Team members have also developed resources to educate landlords and property management entities about subsidy programs such as RRH that provide benefits to landlords through steady rental income and supports for tenants. Housing location services providers have also shared ideas for creating a broader system-wide approach for conducting outreach activities to landlords, such as sharing resources across providers to improve the efficiency of outreach and engagement efforts and incorporating greater equity goals into the landlord engagement process.

SHARED HOUSING AND PROBLEM-SOLVING

San Francisco utilized shared housing as an innovative approach to reduce the cost of housing and increase housing inventory for SIP guests exiting homelessness during the 100-Day Challenge. The Team worked to embed shared housing into problem solving for SIP guests. Problem solving is an intervention that seeks to assist households in maintaining their current housing or identifying an immediate and safe housing alternative within their own social network rather than through the homeless response system. San Francisco's shared housing model utilizes roommate matching to help persons experiencing homelessness identify sustainable and affordable permanent housing options in the San Francisco Bay Area. The 100-Day Challenge Team has found that shared housing helps to improve living circumstances for persons exiting homelessness or temporary housing by decreasing their rent burden and sense of isolation and increasing their access to child care and their sense of safety. Shared housing and problem solving are key components of San Francisco's ongoing work to create a robust continuum of care with diverse housing and service options for individuals experiencing homelessness.

MAINTAINING 100-DAY CHALLENGE MOMENTUM

In order to lock in their gains and maintain the momentum around connecting COVID-19 vulnerable SIP guests experiencing homelessness to safe and stable housing options, the San Francisco 100-Day Challenge Team plans to focus on the following priorities moving forward:

1. Commit to periodic meetings (monthly/quarterly) of the San Francisco 100-Day Challenge Team;
2. Continue ongoing relationship-building and collaboration established during the 100-Day Challenge to consolidate housing efforts for SIP guests;
3. Maintain accountability for Choice Point surveys and continue utilizing as a tool to regularly examine the work of providers and City Departments from an equity-driven approach;
4. Facilitate regular housing meeting with scattered-site housing providers and housing locators to share information regarding housing options, including information on landlords;
5. Utilize contracting practices to ensure that rental rates do not jump to unreasonable levels as rental subsidies run out; and
6. Share program design and rollout as a collaborative and inclusive community process.

Additionally, the team has established the following priority system shifts needed to sustain performance and proposed actions to make those system shifts a reality.

Priority System Shifts	Action Areas for System Shifts & Sustainability
<p>Policy and guideline changes to facilitate sustained progress</p>	<ul style="list-style-type: none"> • Examine different organizational policies and procedures to ensure consistency of services and policies across providers, including policies on housing extensions, relocation, and abandoned units. • Investigate developing systemwide policies and procedures for housing providers.
<p>Tools and processes that enable progress</p>	<ul style="list-style-type: none"> • Utilize Choice Point Survey across agencies • Connect with workforce development partners regarding ongoing work to gather participant feedback on workforce development programs • Explore conducting needs assessment
<p>Relationships, roles and skills identified as necessary to sustain progress</p>	<ul style="list-style-type: none"> • Explore meeting and training options for providers who work with program participants. • Work to reduce trauma by training providers and direct service staff on the experience of program participants. • Utilize training and other tools to build a sense of empathy among providers and staff.