

California Cohort 2 100-Day Challenge Case Studies

San Francisco City and County: Developing an Equity-Driven Rapid-Rehousing Program

San Francisco utilized the 100-Day Challenge to design and implement a new equity-driven, client-centered Rapid Rehousing program for single adults experiencing homelessness exiting the County's Shelter In Place Program.

HOW SAN FRANCISCO MADE IT HAPPEN

San Francisco set out to intentionally and meaningfully incorporate equity into all aspects of the 100-Day Challenge. This equity-driven focus was in alignment with ongoing efforts by San Francisco's Department of Homelessness and Supportive Housing (HSH) and the Mayor's Office Of Housing and Community Development (MOHCD) to incorporate greater equity and inclusion into local homeless response efforts.

San Francisco utilized recent Point-in-Time (PIT) count data to identify current racial inequities and disparities among persons experiencing homelessness as well as those referred to housing placements. This data helped the community establish 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).

The Team also developed an Equity Subgroup to help integrate equity into every aspect of planning for the development of a new Rapid Rehousing (RRH) program for single adults experiencing homelessness. The Equity Subgroup developed a Choice Points Survey to identify key points in the planning and decision-making processes where the Team should stop and re-evaluate current decisions to ensure that they are in alignment with community values. Additionally, the 100-Day Challenge Team authentically engaged persons with lived experiences of homelessness in the design of the new RRH program and is utilizing their direct feedback to ensure that the new program model is equitable and client-centered.

The results of San Francisco's 100-Day Challenge demonstrate the impact of this equity-driven approach, as the demographics of persons housed during the 100-Day Challenge are more reflective of the County's population than pre-Challenge housing placements. San Francisco plans to continue using an equity-driven approach Countywide for the design and implementation of new housing programs beyond the 100-Day Challenge.

Key Takeaways:

- Equity principles can and should be integrated into every part of the decision-making process for new housing programs.
- Incorporating equity involves sharing power and disrupting current ways of thinking about how to design and implement programs.
- Equity-focused tools, work groups, and other structures can help hold communities accountable to incorporating equity principles into all aspects of the work.
- Decision-makers should take time to regularly pause and re-evaluate the decisions being made to ensure alignment with community values around equity and inclusion.
- Equity-driven goals and outcome measures can help communities evaluate what success means and looks like for new housing programs from an equitable framework.
- Authentic engagement of persons with lived experience is crucial for the development of equity-focused, client-driven program models.
- Robust supportive services are key for an equity-driven housing model.

LESSONS LEARNED

“So much of structural racism is rooted in how decisions are made. We make better, more strategic and more equitable decisions as a community when we make them in partnership with other agencies, with nonprofits, and with persons with lived experience.” – Alan Guttirez, Federal Subsidy Team Manager, San Francisco Department of Homelessness and Supportive Housing

1) Disrupt Current Ways of Thinking About How to Do the Work

The 100-Day Challenge created an opportunity for key partners in San Francisco to come together and explore new approaches to partnering, designing, and making decisions about housing solutions for people experiencing homelessness. The cross-systems collaborative structure of the 100-Day Challenge created an environment where leaders from City Departments were able to sit in partnership and share power with persons with lived experiences of homelessness and nonprofit partners. San Francisco was able to leverage this opportunity with the diverse coalition of persons engaged in the 100-Day Challenge to disrupt current decision-making processes and think differently about how to best respond to homelessness in the County. The Team realized that their work was one piece of a larger movement to build a more equitable and sustainable system wide approach to providing permanent housing solutions, and the 100-Day Challenge quickly became a key part of San Francisco’s Shelter In Place (SIP) Program rehousing and site demobilization framework. The 100-Day Challenge Team took on the task of creating a better and more equitable housing response for single adults experiencing homelessness, beginning with the development of an equity-driven RRH program.

2) Integrate Equity Throughout Program Planning & Decision-Making Processes

The San Francisco 100-Day Challenge Team took a comprehensive approach to integrating equity into its program planning and decision-making processes. The establishment of an Equity Subgroup helped to provide structure and guidance around integrating equity throughout the different aspects of the 100-Day Challenge. The Equity Subgroup developed a tool called the Choice Points Survey to help the Team take proactive steps towards ensuring that equity is built into the design and implementation of San Francisco’s new RRH program. The Survey identifies “Choice Points”, or decision-making opportunities where the Team should take a moment to pause and re-examine the decisions being made to ensure they align with the community’s core values, including equity, Housing First, and innovation. These Choice Points cover all aspects of program planning and implementation – from program design to the enrollment process to evaluation and reflection – to ensure that equity is being intentionally incorporated in each step of the process. The Equity Subgroup and Choice Points Survey helped to ensure that the actions taken during the 100-Day Challenge further the community’s goals around increasing equity and decreasing racial disparities experienced by persons experiencing homelessness who are BIPOC.

3) Establish Equity-Driven Goals to Guide Program Design and Implementation

San Francisco developed equity-driven goals throughout the 100-Day Challenge to help define success for the community’s RRH program from an equity framework. Given the broad coalition of partners engaged in the 100-Day Challenge, the Team wanted to ensure that it moved forward with the program design, planning and implementation process with a shared understanding of what success would mean and look like for a RRH program serving single adults experiencing homelessness. The Team discussed different ways to think about program success, came to an agreement about outcome areas of focus for program evaluation efforts, and then utilized the Choice Points Survey to create equity-driven goals for each outcome area. Examples of San Francisco’s RRH program goals include:

Centered on Client and Client Experience

- Clients will report overall positive experience with program
- Clients will report that their needs were met in the program

Stable Housing

- 80% of clients will leave the program with stable housing
- 80% of clients will remain in stable housing throughout the program

Capturing Data

- Data collected allows us to tell the story of the program/clients
- Data will be used to reflect and learn from our experiences to better inform future projects
- All client data is entered and complete in the ONE (Coordinated Entry) System

These goals will help San Francisco continuously evaluate program success in ways that reflect the County's commitment to improving equitable housing placement outcomes for people experiencing homelessness.

4) Gather Authentic Feedback on Program Design from Persons with Lived Experience

San Francisco's 100-Day Challenge Team recognized the importance of authentically engaging and elevating the voices of persons with lived experience in all aspects of the work, including program planning and decision-making processes. The Team worked to secure diverse representation from people with recent experiences with homelessness and the homeless response system as key decision-makers and leaders in the 100-Day Challenge. San Francisco also engaged in a robust participant feedback process on program design and implementation for the community's new RRH program. The 100-Day Challenge Team administered equity surveys and conducted interviews with current and former RRH participants to gain their authentic feedback on what works well and area of improvement for RRH design and implementation based on their lived experiences. This direct participant feedback is helping to inform San Francisco's program design and supportive services strategy for new RRH programs developed in the community during and beyond the 100-Day Challenge.

5) Build Comprehensive Services into Equitable Program Design & Implementation Plans

San Francisco established robust partnerships during the 100-Day Challenge to help provide comprehensive supportive services designed to meet the individualized needs of RRH participants entering permanent housing from the SIP Program. The Team collected direct feedback from SIP Program hotel guests, RRH participants, and frontline staff to help define the range of supportive service needs for persons housed through RRH programs. Direct feedback provided to the Team by these key stakeholders helped to identify housing stabilization services, workforce development, mental health services, addiction support, and financial coaching as essential components of a successful RRH program. The Team worked to engage providers who could help provide these wraparound supportive services and supported providers in aligning their services to provide holistic support to SIP guests existing to RRH program placements. The development of a comprehensive supportive services portfolio will help San Francisco ensure that RRH participants have equitable access to individualized services that will support them in their journey to permanent housing stability.

SAN FRANCISCO 100-DAY CHALLENGE CHOICE POINTS SURVEY

