DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING

MATTHEW DOHERTY CONSULTING
Solutions for Homelessness and Housing Needs

Strategic Planning: Process and Phases, Planning Framework, and Discussion at OCOH Committee Retreat

Our City, Our Home Oversight Committee Meeting
Thursday, October 27, 2022

Strategic Planning Process and Phases

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

Phases of Planning

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

- ☛ **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

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Key Elements of Planning Process

Active Community Engagement and Stakeholder Input Processes

Data-Driven System Modeling

Cross-Departmental Coordination and Planning

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Planning "Framework" for Guiding Discussions and Thinking

Intention of Planning Framework

- Provide **consistent language regarding areas of focus for the planning processes**, create awareness and shared understanding

- Support other City **departments to identify where their work fits** into planning processes and identify relevant strategies and activities.

- Provide **structure for strategic planning conversations and input sessions** - prevent discussions from becoming too narrow

- Ensure that objectives, strategies, and activities across the **full range of areas of work necessary are thoroughly discussed and addressed.**

- Systemize ways for **categorizing feedback** being provided and for analysis of relevant content from other existing plans and reports

Intention of Planning Framework

- **Does <u>not</u> mean that this framework will necessarily be used as the structure for the strategic plan itself**

- May **inform and shape that structure if proves useful** within the planning processes

Planning Framework's Components

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

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Elements of Plan

Action Areas

Objectives/Intentions

Strategies/Activities

Alignment of Strategies and Activities

1

Advancing toward Racial & Housing Justice

Strategies or activities <u>could</u> include
(but <u>not</u> 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

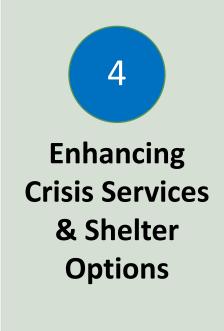- Ensuring Coordinated Entry redesign addresses equity concern

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Alignment of Strategies and Activities

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

Alignment of Strategies and Activities

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

Alignment of Strategies and Activities

4

Enhancing Crisis Services & Shelter Options

Strategies or activities <u>could</u> include
(but <u>not</u> 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
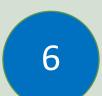
- Improving access to other crisis services

Alignment of Strategies and Activities

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

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Alignment of Strategies and Activities

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

Planned Discussion at OCOH Committee Retreat

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 in each area?

- What should City start doing or be doing more of? What should City be doing less of or stop doing?

- What else do you recommend for inclusion in the strategic plan related to this action area?

Thanks!

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