



SAN FRANCISCO  
HUMAN SERVICES AGENCY

# Strategic Plan

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With you on life's journey



SFHSA  
Department of Benefits  
and Family Support



SFHSA  
Department of Disability  
and Aging Services



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Deputy Director, Policy, Planning, and Public Affairs

**ROSE JOHNS**

Director, Planning



WITH YOU ON LIFE'S JOURNEY

# Who We Are



## — Vision —

We envision a San Francisco where everyone has the opportunity and support to achieve their full potential through all stages of life.

## — Mission —

We are committed to delivering essential services that support and protect people, families, and communities. We partner with neighborhood organizations and advocate for public policies to improve well-being and economic opportunity for all San Franciscans.

## — Values —

Work with purpose

Advancement of diversity and racial equity

Dedication to discovering what works

Strength in partnership

Policies for good

Act with integrity

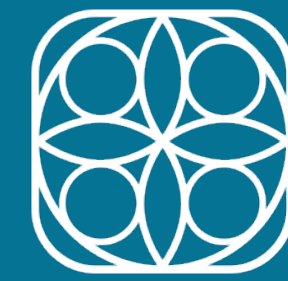


# SAN FRANCISCO HUMAN SERVICES AGENCY



## SFHSA Department of Benefits and Family Support

CalFresh  
CalWORKs  
County Adult Assistance Programs (CAAP)  
Family and Children's Services  
(Prevention, Foster Care, Adoption)  
JobsNow!  
Medi-Cal



## SFHSA Department of Disability and Aging Services

Adult Protective Services  
Benefits and Resource Hub  
County Veterans Service Office  
In-Home Supportive Services  
Office of Community Partnerships  
Public Administrator  
Public Conservator  
Public Guardian  
Representative Payee

# — Who We Are —



**SERVING 1 IN 4  
SAN FRANCISCANS**



**ONE AGENCY,  
2 DEPARTMENTS**



**2,500  
EMPLOYEES**



**170+ COMMUNITY  
SERVICES**



**HUNDREDS OF  
COMMUNITY  
PARTNERS**



**OVER \$1 BILLION  
BUDGET**

POVERTY AND RACE IN SAN FRANCISCO

# Who We Serve



**Each year, SFHSA serves over 250,000 unique individuals. That's one in four of our neighbors. In fact, we have a relationship with nearly every low-income household in San Francisco.**

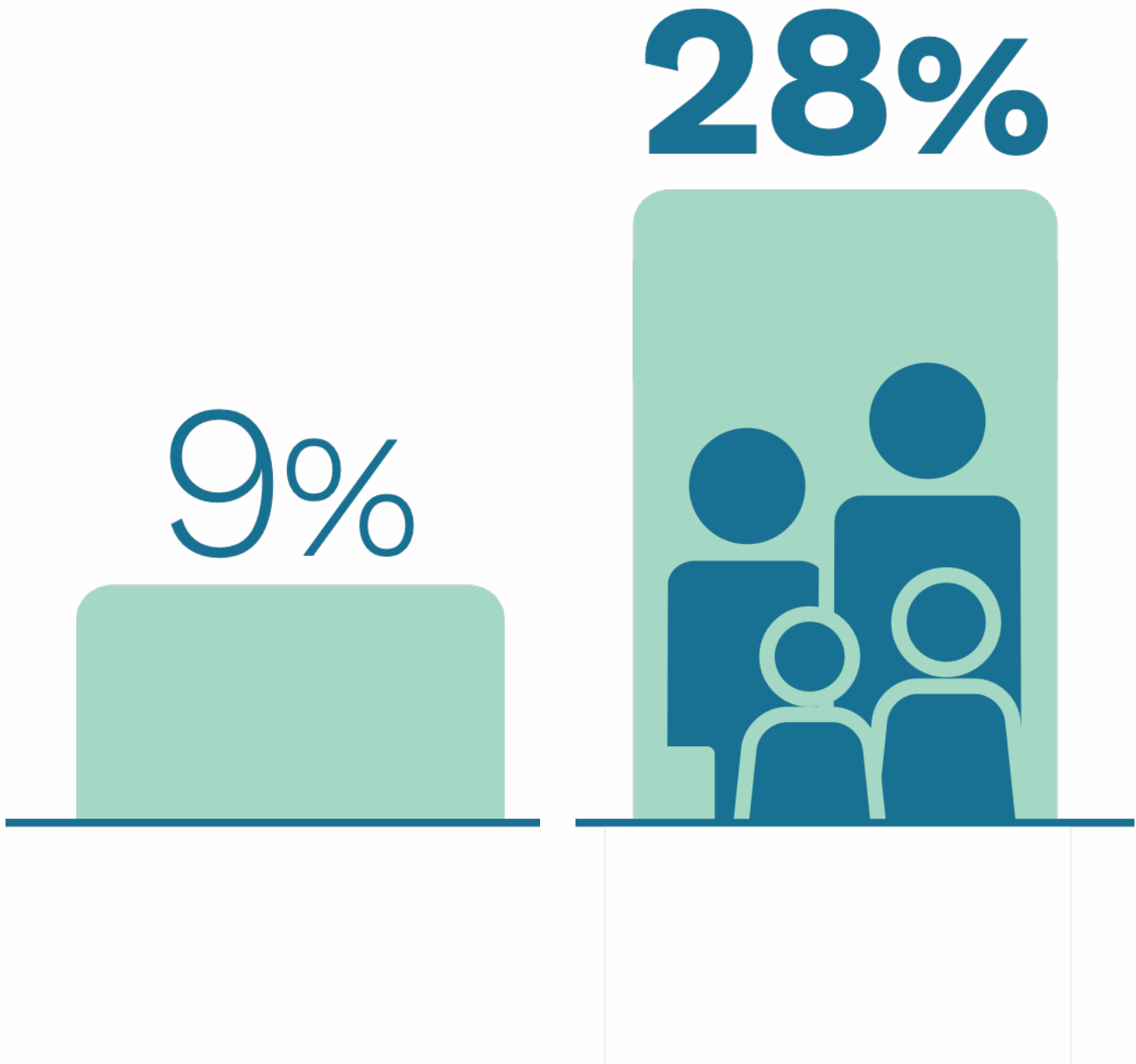




# — Who We Serve —

## WHAT'S THE NEED?

**ACCORDING TO THE FEDERAL GOVERNMENT:**  
Only 20,000 SF households (or 9%) meet the federal definition of poverty (an annual income below \$26,500 for a family of four).



**IN REALITY:**  
**Over 75,000 SF households (or 28%) do not make enough income to make ends meet.**  
(Insight Center, 2021)

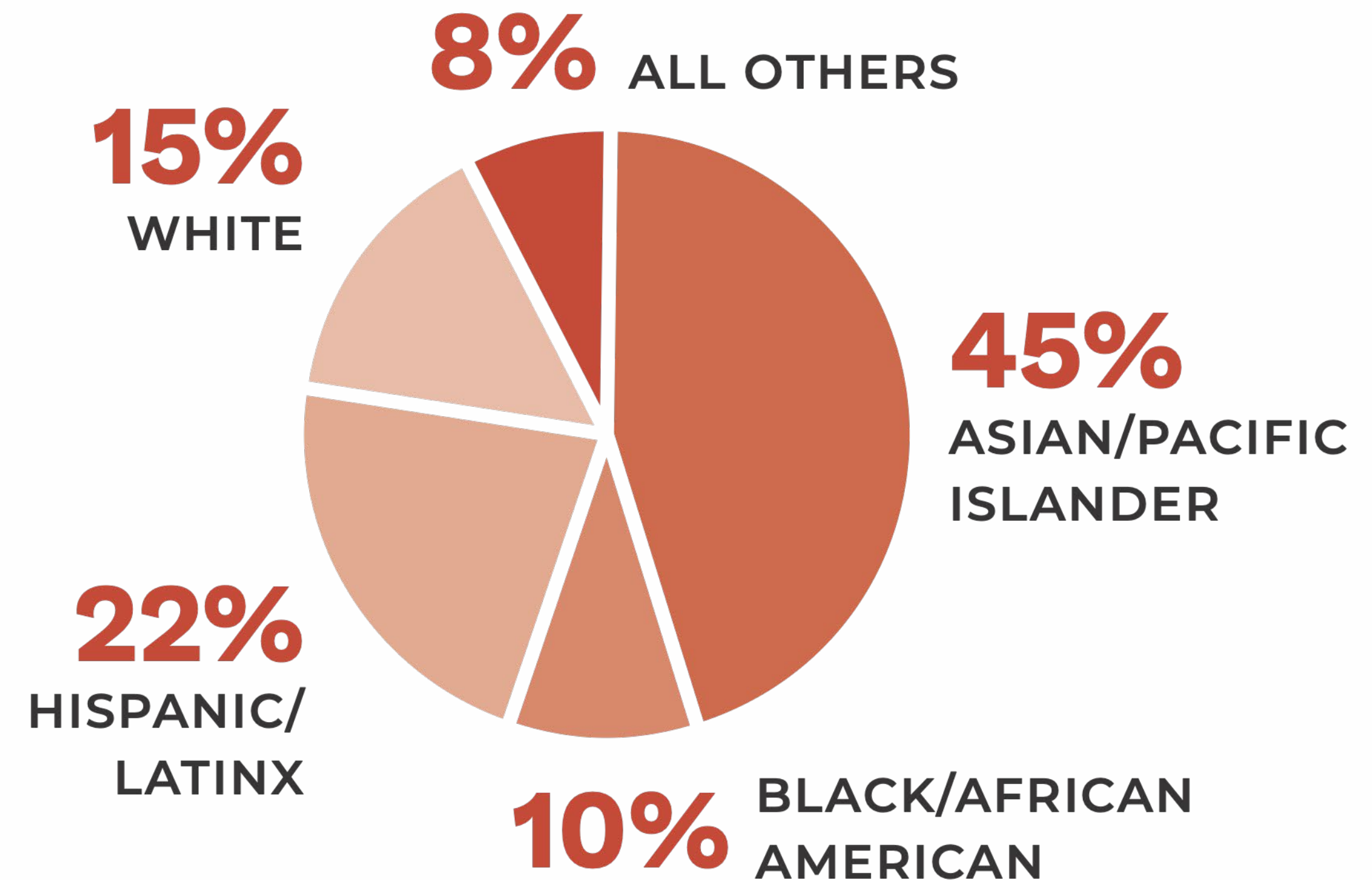
# — Who We Serve —

## WHAT ABOUT RACE?

People who identify as Black, Indigenous, and People of Color (BIPOC) are almost twice as likely to live in poverty as White San Franciscans.

*Reflecting historic and ongoing structural racism, a disproportionate share of BIPOC San Franciscans face challenges meeting basic needs in this City.*

**SFHSA CLIENTS BY RACE/ETHNICITY**  
*(Based on clients who shared their race/ethnicity)*





## WE SERVE FAMILIES WITH CHILDREN

### Facing the high cost of living:

Even in families with one or more working adults, almost 1 in 5 households in San Francisco cannot make ends meet.

**88%**

of children living in poverty are from BIPOC communities.

**67,000**

Number of families with children in San Francisco.

**50,000**

Number of children our Agency serves each year. That's 42% of children in San Francisco.





## WE SERVE OLDER ADULTS

### The fastest-growing age group:

The number of older adults is increasing at 3x the rate of the rest of the City population.

# 100,000 Seniors

Almost 50% of the City's older adults are served by SFHSA each year.

# 52%

of older adults are immigrants and most speak a primary language other than English.

# 1:4

By 2025, one in four San Franciscans—250,000 people—will be age 60 or older.





## WE SERVE PEOPLE WITH DISABILITIES

### **Stereotypes, stigma, prejudice, and discrimination**

are the most common barriers San Franciscans with disabilities report impeding their access to resources and opportunity.

# 1 in 4

Black/African American adults in San Francisco report a disability

NEARLY

# 100,000

SAN FRANCISCANS

experience disabilities, with roughly 50,000 of them under age 65.

# 47,000

Number of people with disabilities served by SFHSA.





**WE SERVE ADULTS WITH LOW INCOME**

**60% of job seekers**

we work with remain employed two or more years later.

**38,000**

single adults in San Francisco live in poverty.

**14%**

The peak of our local unemployment rate during the pandemic.  
(US Bureau of Labor Statistics, 2020)

**\$60,000**

Annual income a single adult needs to make ends meet in San Francisco.  
(Insight Center, 2021)



WE ARE FORWARD-THINKERS

# Where We're Headed



# FIVE STRATEGIC GOALS



**1** Equity, Inclusion,  
and Accessibility



**2** Strong Workforce  
and Collaboration



**3** Employment and  
Economic Security



**4** Health and  
Well-being



**5** Safety  
and Care





## GOAL 1

# Equity, Inclusion, and Accessibility



**Everyone has equitable access and outcomes across race, ethnicity, age, ability, gender identity, sexual orientation, immigration status, and neighborhood in all of our programs, services, and systems.**

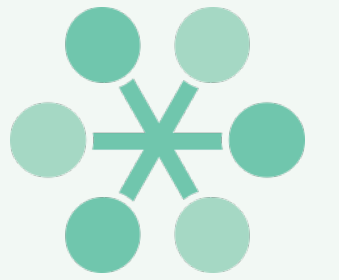
### STRATEGIES

- 1.** Reduce poverty, health, and wellness inequities through our programs, services, and policy advocacy.
- 2.** Invest in initiatives to welcome and include all community members in San Francisco's social and civic life.
- 3.** Encourage participation in our programs through data-informed and culturally appropriate outreach strategies, services, and spaces.
- 4.** Take a holistic approach to connecting people and families to an array of programs and services to meet their unique circumstances.



## GOAL 2

# Strong Workforce and Collaboration



**Our staff and community partners feel supported, heard, valued, and connected to one another and our common mission.**

### STRATEGIES

- 1.** Ensure staff at all levels represent the diverse communities we serve and provide equitable opportunities for growth and advancement.
- 2.** Train and support staff so that they can provide high-quality services.
- 3.** Partner with organizations with deep roots in the community to develop and provide culturally appropriate services.
- 4.** Facilitate interagency partnerships and research to advance systems-level change.

## GOAL 3



# Employment and Economic Security

**Everyone has a stable source of income and an opportunity to increase economic well-being.**

### STRATEGIES

- 1.** Provide training, education, and wage subsidies to help people enter and advance in the workforce, particularly groups historically left out of the labor market or under-employed.
- 2.** Ensure individuals and families receive all financial assistance available to them.
- 3.** Develop and scale resources in innovative strategies to promote economic well-being.
- 4.** Advocate to reform and expand public benefits so more people are eligible and able to reach economic stability.



## GOAL 4

# Health and Well-being



**Everyone has the food, shelter, healthcare, supportive services, and community connection to thrive.**

### STRATEGIES

1. Increase access to CalFresh and community-based programs that provide healthy, nutritious, and culturally preferred food.
2. Facilitate access to Medi-Cal, behavioral health services, and other programs that support physical and mental wellness.
3. Coordinate a network of community support to foster meaningful connections, refer people to resources, and reduce isolation.
4. Help people live safely and stably in the community through linkages to home care and housing support services.





## GOAL 5

# Safety and Care



**Everyone is safe and connected in all stages of life, free from abuse, neglect, and exploitation.**

### STRATEGIES

- 1.** Prevent children from experiencing abuse, neglect, and trauma by supporting families early on, and redressing disproportionate involvement in the child welfare system based on race, income, and other areas of bias.
- 2.** Assure safe and stable homes for children who enter foster care by holistically supporting caregivers and by prioritizing family reunification, family home settings, and children staying in San Francisco.
- 3.** Ensure dignity and maximize independence of older people and adults with disabilities facing heightened risk of abuse, neglect, and financial exploitation.

LEARN MORE

# Connect with Us

**Together with you, our staff, partners, and communities, we will keep striving to ensure all San Franciscans have what they need to reach their full potential.**

Visit us at [www.SFHSA.org](http://www.SFHSA.org)

Engage with us on social media:

[@sfhumanservices](#)

