

SUBMISSION PORTAL OVERVIEW

Is the Application a "Test" Submission?

No, this is my official Submission.

Part 1: ADMINISTRATIVE INFORMATION

Application Window

This application is being submitted in the following application window:

Window #1, 12/1/2022 - 2/28/2023

Eligible Applicant

Select the eligible applicant's jurisdiction type.

County

What is the name of the city or county?

City and County of San Francisco

Implementing Organization

Implementing Organization

San Francisco Department of Homelessness and Supportive Housing

Specific Unit or Office Within the Implementing Organization

Outreach & Temporary Shelter

Implementing Organization's Address

440 Turk Street

City

San Francisco

Zip Code

94102

County

CA

Implementing Organization's Tax ID

Number

94-6000417

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⚠️ This Application uses character limits ⚠️

Reaching these limits is not required. Competitive responses may fall well short of these limits.

Part 2: PROPOSAL OVERVIEW

People Served

Number of people currently residing in prioritized encampment site

232

Of people currently residing in prioritized encampment site, how many will be served by this proposal?

232

Given the potential for inflow of people into the prioritized encampment site, how many people are projected to be served across the entire grant period?

273

Of people projected to be served across the entire grant period, number of people projected to transition into interim shelters

205

Of people projected to be served across the entire grant period, number of people projected to transition into permanent housing

68

Is the prioritized encampment site part of a larger encampment area?

No

Encampment Information

1. Briefly describe the characteristics of the people residing within the prioritized encampment site. The description must include demographics and may include household compositions, disabilities, and projected service and housing needs. (1500 character limit)

Approximately 232 people reside in the Mission encampments. Per an extensive survey of Mission encampment residents, conducted in early 2022 by San Francisco's Latino Task Force (LTF), approximately 50% of these residents identify as Latinx, 20% as Black and 26% as Caucasian. The Task Force completed 110 surveys and encountered 209 individuals. 44% of those unsheltered residents

surveyed were immigrants or children of immigrants. Ages ranged from 18-80, with most falling in the 30-45-year age-bracket.

Significantly, 83% reported that they were on a waitlist for housing “ie coordinated entry, public housing or section 8.” Approximately 48% reported that they were sleeping in a tent, and approximately 38% reported that they were sleeping on a sidewalk or in a park.

LTF includes: the Dolores Street Community Services, Coalition on Homelessness, The Gubbio Project, Calle 24 Latino Cultural District, the Aids Foundation, SF Night Ministry, Saint Mary & Saint Martha Lutheran Church, United to Save the Mission, the Office of Supervisor Hillary Ronen and the City’s Department of Emergency Management. All of these organizations are invested in resolving encampments and increasing housing opportunities.

2. Briefly describe physical characteristics of the prioritized encampment site in which the people you are proposing to serve are residing. The description must include the specific location, physical size of the area, the types of structures people are residing in at the site, whether vehicles are present, and any other relevant or notable physical characteristics of the site. (1000 character limit)

The Mission encampment includes 59 separate encampments per the Quarterly Citywide Tent and Vehicle Count, January 2023, all of which have a minimum of six tents/structures, but often up to fifteen. The encampment area, of approximately 1.5 square miles includes some encampments that last 3-4 long blocks, and a four-block square quadrant. 46 vehicles are in the encampments. The largest encampments are either under freeways or in large industrial areas (such as near the PG&E building or behind Best Buy) adjacent to residential areas. Structures are makeshift tents comprised of wood and cardboard, and tents with tarps. There are large piles of debris and items such as bike parts.

Within the encampment are these State properties:

- UC San Francisco (1855 Folsom)
- CA Department of Corrections and Rehab (1727 Mission)
- Underpasses owned by Caltrans: 101 at Cesar Chavez, San Bruno at 17th, 13th Street Off-Ramp

3. Why is this particular encampment site being prioritized? (1000 character limit)

Location: The Mission has been historically underserved and disadvantaged due to systemic racism. While unsheltered homelessness decreased 15% citywide from 2019 to 2022, unsheltered homelessness in the Mission increased 103% over the same period. Of the city’s 11 supervisorial districts, the Mission now has the 3rd highest number of unsheltered residents.

Over-representation of Latinx: The share of homeless Latinos in San Francisco is twice as much share of Latinos in the General population in the city, and it has almost doubled since 2019, despite the 3.5% decrease in total count of people experiencing in San Francisco.

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ADA Compliance: Sidewalks are often unpassable due to tents.

Chronicity: This area has been heavily encamped for many years despite extensive outreach.

Neighborhood Concerns: The City’s Latino Task Force, comprised primarily of CBOs has targeted encampment resolution as a top priority.

Environmental/Health Challenges: Garbage and drug paraphernalia at the site

Attachment: Map

Map of Mission Encampment, San Francisco.docx

4. Is the prioritized site on a state right-of-way?

Yes - partially

Attachment: Caltrans Letter of Support

Proposal's Outcomes

5. What are the outcomes this proposal seeks to accomplish by the grant close (6/30/2026)? If funded, what are the primary activities you are planning to implement to achieve the proposal's outcomes? (1000 character limit)

Encampment outreach teams will engage 100% of residents, offer 100% shelter, and place 50% in Mission cabins or temporary shelters.

100% of Mission cabins residents will receive housing-focused case management, service referrals and housing navigation support.

A minimum of 25% of guests exiting the cabins will move into permanent housing.

75% or more of cabin guests who complete satisfaction surveys will rate the quality of services as good or excellent.

Encampment Client Monitors will ensure that at least 100% of clients are informed about the grievance process; 75% of grievances will be assessed within a month. The outreach team will engage residents, link them to services and refer them to housing solutions. Cabins will be staffed with 3 case managers who will help clients transition and prepare to successfully maintain permanent housing. Encampment Client Advocates will engage clients and identify and advocate for improvements in resolution activities.

6. How will the applicant measure progress towards the proposal's outcomes? (1000 character limit)

HSH's providers are required to input client data in our Homeless Management Information System (HMIS) per HUD CoC requirements. The new cabin program will be configured in our HMIS system and all clients will be enrolled in the program with exit destinations tracked to evaluate exit outcomes. HSH will annually review the % of clients assessed for housing, the % of clients with individualized housing plans and/or regular case management meetings, as well as the % referred to other services.

7. Are there any local ordinances, resources, or other factors that may hinder achieving the proposal's outcomes? If so, how will the applicant navigate these challenges? (1000 character limit)

No

8. Is this proposal a standalone project or part of a larger initiative?

Larger initiative

8. a) How would this larger initiative be categorized?

Part of a larger project for encampments in general

Please describe. (1000 character limit)

San Francisco is deeply committed to resolving encampments throughout the City. We have a designated multi-departmental team, Healthy Streets Operation Center (HSOC) that rotates to different encampments in multiple districts with high concentration of encampments, providing outreach, service linkage, assistance moving to transitional housing and preparing residents for permanent housing. What is different about this initiative is the exclusive dedication to encampments in the Mission. This would include a new five-person outreach team, that is Spanish bilingual and culturally attuned to the needs of residents, 50% of whom are Latinx. Also this grant allows for the staffing of the 60 Mission Cabins, which will allow residents to stay in their neighborhood and have accommodations that offer privacy and amenities.

Part 3: IMPLEMENTATION

Core Service Delivery and Housing Strategies

9. Describe the proposed outreach and engagement strategy, case management, and / or service coordination for people while they are continuing to reside within the encampment site. Quantify units of service to be delivered including the ratio of staff to people served, frequency of engagement, and length of service periods. (2000 character limit)

Whereas most of the SF HOT Encampment Resolution Teams' time is divided up throughout many different high-need districts in the city, the team funded by the ERF grant will focus exclusively on Mission Encampments.

Four senior street outreach workers and a supervisor will work full-time in the Mission encampment area, deepening relationships with inhabitants, and better assessing individual needs, with the goal of improved placement outcomes and long-term encampment resolution. Services linkages will include substance use treatment programs, mental health referrals, a Coordinated Entry Housing Assessment, and placement into the Cabins and other shelters and transitional housing. The conversations about permanent supportive housing will start early and outreach teams will link guests to SF HOT case managers to help gather vital documents and provide housing navigation. The ratio of outreach workers to encamped residents will be 1:46. The ratio of SF HOT case managers to encamped residents will be 1:20.

Additionally a multidisciplinary team from the Department of Public Health, including behavioral health outreach workers and peers with lived experience will visit the Mission Encampment daily, to assess which residents have the most acute and disabling symptoms and develop treatment and referral plans for them in effort to stabilize them in preparation for permanent housing.

10. Describe the role of Coordinated Entry in the context of this proposal and how Coordinated Entry policies or processes will support and / or hinder the implementation of this proposal. (1000 character limit)

Coordinated Entry (CE) is the front door to the Homelessness Response System (HRS) and is designed to assess, prioritize and match people experiencing homelessness to housing opportunities. It organizes the HRS with a common population-specific assessment, a centralized data system, a "by name" database of clients and a prioritization method. CE Access Points are the community gateways into San Francisco's HRS. The SF HOT Encampment Resolution Team (ERT) functions as a mobile CE access point that will conduct assessments of all residents in the Mission encampments who consent and enroll them in the HIMIS system. Willingness to engage with CE entry and CE prioritization status will not affect placement into the Mission cabins, but individuals who are assessed to be HRS are placed in a community queue for permanent housing. CE has devised a rubric for assessing risk factors and determining permanent housing priority status. This same process will be used for residents of Mission cabins.

11. Please describe the interim shelter and permanent housing opportunities proposed to support this proposal and provide evidence of the applicant's demonstrated ability and commitment to deliver permanent housing for people residing in the prioritized encampment. (2000 character limit)

The Mission cabins is the primary interim shelter in this intervention, and HSH anticipates will be most desirable shelter to encampment residents. Guests at the cabins will live in individual tiny cabins and have access to a kitchen, showers, laundry, and storage space. A significant portion of staff will speak Spanish, designed to serve the disproportionate presentation of Latinos among the homeless population and specifically in the Mission. Encampment residents will also be offered access other interim shelters, including the cabins but also Navigation Centers, non-congregate units and congregate shelters. All cabins, Navigation Centers, non-congregate units and congregate shelters will have dedicated case management staff with a ratio of 25:1.

The focus of case management will be preparing guests to identify and transition to permanent housing, such as collecting vital documents, filling out applications, applying for public benefits and addressing behavioral/health needs. Shelters will also connect guests who do not have Housing Referral Status to Problem Solving, an intervention that helps people identify possible pathways to resolve their current housing crisis. The foundation of Problem Solving is a creative, strengths-based conversation that helps people explore all safe housing options available to them – the person or household drives their own solutions. A Problem-Solving resolution is achieved when a household has found a safe, indoor solution to their housing crisis outside of the homelessness response system.

San Francisco has the highest per capita rate of supportive housing in the United States and is expanding through building, purchasing, renovating, and converting buildings. The ERT will connect people to these units through the Coordinated Entry System, the backbone of a highly functional Housing First system. Individuals will be linked to services based on eligibility, availability, and their interest.

12. Describe how this proposal is tailored to meet the needs and preferences of people residing within the prioritized encampment. (1500 character limit)

Based on a 2022 survey of Safe Sleep residents at 33 Gough, there is nearly universal interest in individual cabin units as an alternative living situation. Staff from SFHOT, HSOC and DPH report that the most common request among unsheltered guests is for single private room shelters instead of congregate living. Clients request their own individualized space, with food, laundry, and case management support. That is what the Mission cabins will provide.

65% of the Latino Task Force survey respondents in encampments in the Mission in March 2022 reported that they “don’t have access to the most basic necessities in close proximity of where they sleep: fresh water, garbage service, a bathroom, showers, laundry or the ability to charge their phones.” The Mission cabins have been designed to meet preferences of people residing in the Mission encampments.

Table 1: Projected Living Situations Immediately Following the Encampment

Briefly Describe Each Projected Living Situation Immediately Following the Encampment	Is This Permanent Housing?	Quantify The Capacity (e.g., number of beds/units, frequency of bed/unit availability)	Prioritized or Set-Aside for ERF-2-R?	Is this living situation funded by ERF-2-R and / or Leveraged Funds?	% of Served Persons Projected to Fall Within This Living Situation
Mission Cabins	No	60	Yes	ERF and Leveraged	65
Other shelters/non congregate rooms	No	3000 in the City with currently approximately 10 shelter beds available to Misison Encampments per day	No	ERF round 1 and Leveraged	10
Remain on the	No	Unlimited	No	No	25

Table 2: Projected Housing and Service Pathways to Permanent Housing

Describe Projected Housing and Service Pathway to Permanent Housing	Quantify the Capacity of the Housing and Service Pathway	Is this Housing and Service Pathway Funded by ERF-2-R and / or Leveraged Funds?
Assess client via Coordinated Entry, if they qualify for Housing Referral Status place them into permanent housing, such as Site-based PSH, Scattered Site PSH, Rapid Rehousing.	11k+ Units of Supportive housing	Leveraged
Assess client via Coordinated Entry, if they qualify for Problem Solving, then provide Problem Solving assistance to secure market rate housing, affordable housing, public housing, Section 8, relocate with family or friends, etc	There are 1010 Problem Solving slots in San Francisco	Leveraged
Assess client via Coordinated Entry, if they qualify for Housing Referral Status place them into permanent housing, such as Rapid Rehousing.	735 units for Adults	Leveraged
Mission Encampment Outreach: ERT & DPH outreach workers establish relationships with clients to case management services, do wellness checks and provide shelter beds. Then, shelter-based case managers support clients to exit to housing. This t	278 funded with this grant	ERF
Case management Case management provided by SF HOT to encampment residents and provided by CBO/DPH case managers at shelters and cabins stabilize individuals by addressing the numerous day-to-day and long-term problems related to homelessness.	Approximately 3000 adult guests at shelters/cabins are provided case management at a 25:1 ratio.	Leveraged
Multi-Disciplinary Team HSH partners with other city agencies including the Department of Public Health and community-based serviceproviders to operate a Multi-Disciplinary Team (MDT) that roves to emergency shelters and other interim housing sites t	They provide services on a 25:1 ratio	Leveraged

Table 3: Strategies to Mitigate Displacement

Strategy	Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
Pre-resolution outreach: A DPH-led outreach team visits encampments week before the resolution. They go tent by tent to assess the residents' interest in temporary shelter. They offer linkage to behavioral \ health care, assistance in	Leveraged

applying for	
During resolutions, ERT follows up and assesses client needs, offers temporary shelter and helps clients reduce belongings to prepare for the transition to shelter.	Leveraged
HSOC strives to offer housing options that are a good fit in terms of both language, preferences and location. There is currently an inadequate supply of shelters in the District. The funding of this grant will provide desperately needed shelter capa	Leveraged
HSH provides immediate transportation to shelter. The HSH transportation team provides van rides to residents who choose to move into temporary shelter.	Leveraged
Post Resolution Followup: All cabin residents will be offered case management services at the cabins.	Leveraged

Table 4: Strategies to Mitigate Returns to Unsheltered Homelessness

Strategy	Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
1) Staff provide motivational interview techniques to support the client's readiness for shelter/housing	Leveraged Funds
2) Staff use sensitive harm reduction counseling techniques.	Leveraged Funds
3) Staff involve the client in developing their individualized service plan, and provide ongoing followup with the client once placed	Leveraged Funds
4) Clients are connected to case management early, and ongoing, so they can get linked to benefits, services, mental health, behavioral health, physical health services to get what they need (ID, financial benefits) to move along the system of care i	Leveraged Funds
5) HSH offers space for clients to store belongings at a nearby client-focused storage program to address the areas of clients not wanting to be separated from their belongings	Leveraged Funds

13. Describe how this proposal considers and plans for the dynamic nature of encampments including potential inflow of people into the geographically served areas. (1000 character limit)

Many encampment residents leave and later return to the same encampments or other nearby encampments. Most of the residents of Mission encampments are well-known by HSOC staff. Encampment residents have often shared with staff that they prefer to stay in the Mission because it is their neighborhood, where they have relationships and where they identify or feel safe. Currently there is a lack of shelters available in this district, but that will change with the creation of the Mission cabins. This proposal will construct and operate temporary housing that is culturally and linguistically appropriate to the neighborhood and therefore we anticipate that the number of Mission encampment residents who are willing to move to shelter will significantly grow.

14. Describe how this proposal will support individuals with continued access to and / or the storage of their personal property. (1000 character limit)

Before referral, the outreach team must advise clients about the limited belongings that they may bring to the cabins and inform the client about free storage options. The amount of belongings allowed per guest at the cabins is limited to two medium (approximately 30-gallon) bags, one tent, sleeping bags, and one airline-carry-on size item per guest. Medical equipment (wheelchairs and walkers) do not count towards this limit so long as it is fully assembled and functioning at the time of intake.

Guests must store all personal belongings in their own cabins and bikes in the racks provided. In addition, clients will be provided access to a client-focused storage facility, for items that exceed limit requirements. Every effort will be made to reduce the likelihood that clients do not move to the shelters because they do not want to be separated from their belongings.

15. Describe how this proposal will support individuals with service animals and/or pets. (1000 character limit)

Service animals and/or pets present at the time of intake may stay on site. Guests may not bring additional pets to the cabins, but additional service animals may be added through the reasonable accommodation process.

Budget and Resource Plan

16. State the total amount of ERF-2-R funds requested.

\$6,460,884.00

17. State the estimated dollar value of secured, non-ERF-2-R resources that will help meet this proposal's outcomes.

\$7,000,000.00

18. Identify and describe these non-ERF-2-R resources. (1000 character limit)

The City is using local funds to provide the capital costs of the Mission Cabin project. A total of \$7 million in General Fund support has been appropriated in the FY22-23 budget to support the work of the San Francisco Department of Public Works to purchase and install the cabins and infrastructure. HSH also uses local General Fund to support health and medical services provided by the Department of Public Health and benefits connection from the San Francisco Human Services Agency.

19. Describe how the proposal is a prudent and effective use of requested funding relative to the number of people it seeks to serve and the types of services and housing to be provided in the proposal. Include an explanation of how the requested ERF-2-R amount was determined. (1000 character limit)

HSH has determined the requested funding amounts based on funding gaps for programming that the Department views as integral to resolving the targeted encampment. The requested amounts reflect the current funding gap within each program proposed. If less funding is available, HSH would fund a subset of the proposed programs. If more funding is available, HSH would utilize it to cover a longer duration. To resolve the proposed encampment, HSH must provide diverse programming to tailor resolution to individual needs and preferences. Providing multiple programs represents a cost efficiency

as opposed to leaving encampments as they currently stand. Individuals in encampments utilize emergency health services and interact with police or justice system at higher rates. The programming proposed would be significantly less expensive than the potential financial impacts that leaving encampments intact could have on these other City services and is a more humane and more proactive use of funding

Attachment: Standardized Budget

Key Entities and Staff

20. First, describe the implementing organization and specific unit or office within the implementing organization that would administer ERF-2-R. Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500 character limit)

HSH is releasing a Solicitation of Interest to identify that will operate Mission cabins. The vendor will have skills and experience similar to those of Urban Alchemy, the agency administering San Francisco’s other cabin site at 33 Gough. HSH and the nonprofit, Heluna Health, have managed encampment resolution teams throughout the City since 2018, and learned the importance of dedicating outreach workers to a limited geographic region to promote the relationship building that is often necessary to have impact. As such, this proposal includes outreach workers exclusively for the Mission encampment. HSH administers the homelessness response system, and in this capacity oversees administration of emergency shelters and other interim housing sites, SF HOT outreach and case management, permanent supportive housing resources and the Coordinated Entry System. HSH is responsible for an annual budget of \$670 million, comprised of local General Funds, local tax set asides, federal CoC funds, and other federal and state grants. From these multiple projects, such as the ERF Round 1, Shelter in Place Hotels, and Safe Sleep sites, HSH has learned that the Housing First model is paramount, and best supported via case management and housing navigation. The SF Department of Emergency Management (DEM) leads the interdepartmental Healthy Streets Operations Center (HSOC), which coordinates and directs encampment resolution activities in SF. This interagency approach guided this proposal.

Table 5: Key Staff

Title	Currently Filled Position?	FTE of Staffing for This Proposal	Funded by ERF-2-R and / or Leveraged Funds?	Brief Description of Duties
SF HOT Outreach worker	No	4	ERF	Duties are to engage encampment residents, link them to services, place them in Mission Cabins/ other shelters
SF HOT Supervisor	No	1	ERF	Duty is to monitor and support 4 encampment outreach workers
Encampment Client Advocates	No	2	ERF	Provide bilingual and cultural support to the outreach team. Identify and advocate for improvements to the City’s response to unsheltered

				homeless in the Mission district.
Service Coordination Program Director,	No	1	ERF	Provides operational oversight of the worksite and guidance to ensure onsite operations meet established operational standards and objectives. Enforces guidelines that result in beneficial resolutions for community members and guests.
Service Coordination Care Coordinator	No	2	ERF	Conduct assessments to assist guests to address immediate needs such as shelter, healthcare, education, employment, benefits, counseling, and long-term housing. Connect guests to resources to help maintain their housing and achieve self-sufficiency.
Service Coordination Program Supervisor	No	2.8	ERF	Ensures adequate scheduling and attendance of Residential Practitioners to cover service needs based on onsite locations. Ensures guests are afforded a secure, warm, and comfortable environment.
Service Coordination Shower Supervisor	No	1	ERF	Ensures the residential showers are managed following established operational standards and objectives. Oversees the Shower Practitioners to ensure they are in uniform and following shower operational protocols.
Service Coordination General Practitioner,	No	7	ERF	Ensure compliance and community guidelines are maintained. Resolve guest concerns and complaints, perform wellness checks, monitor the facility, ensure the health and safety of all guests, de-escalating tense situations, and respond to emergencies.
Service Coordination Security Practitioner	No	5.6	ERF	Monitor the interior and perimeter of the site. De-escalating conflicts or heightened emotions. Respond to health emergencies, contact 911, provide first-aid, and administer Narcan for opioid

				overdose reversals. Maintain good community relations.
Service Coordination Maintenance Practitioner,	No	2.8	ERF	Repair furniture, fixtures, and equipment. Monitor fire/safety/security equipment, and work with program staff to assure a safe and supportive environment for residents, staff, and volunteers. Respond to building emergencies.
Service Coordination Shower Practitioner	No	2	ERF	Ensure clients adhere to shower rules. Ensure showers are maintained in a clean and orderly fashion. Resolve guest complaints, monitor the showers, ensuring the health and safety of guests, and respond to emergencies.
Service Coordination Graveyard Program Supervisor	No	1.4	ERF	Oversees scheduling and attendance of Residential Practitioners to cover service needs. Ensure guests are afforded a secure, warm, and comfortable environment
Service Coordination Graveyard General Practitioner	No	4.2	ERF	Ensure compliance and community guidelines are maintained. Resolve guest concerns and complaints, perform wellness checks, monitor the facility, ensure the health and safety of all guests, de-escalating tense situations, and respond to emergencies.
Service Coordination Graveyard Maintenance Practitioner	No	1.4	ERF	Repair furniture, fixtures, and equipment. Monitor fire/safety/security equipment, and work with program staff to assure a safe and supportive environment for residents, staff, and volunteers. Respond to building emergencies.
Graveyard Security Practitioner	No	2.8	ERF	Monitor the interior and perimeter of the site. De-escalating conflicts or heightened emotions. Respond to health emergencies, contact 911, provide first-aid, and administer Narcan for opioid

overdose reversals. Maintain good community relations.

21. First, describe key partners that will collectively pursue the proposal's outcomes. Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500 character limit)

Healthy Streets Operation Center is the City's interagency collaborative addressing street conditions. These agencies meet daily to collaborate and review encampment resolution operations: the Department of Emergency Management, Department of Homelessness and Supportive Housing, the SF Homeless Outreach Team; Department of Public Health, Police Department, Fire Department, Municipal Transportation Agency Parking Enforcement, and Parks & Recreation Department.

- Dept of Homeless & Supportive Housing manages more than 11,000 PSH units, the transportation team, the contractor that operate SF HOT ERT teams, and the contract agency that will staff the cabins.
- Encampment Resolution Team works to engage residents of encampments and voluntarily place them into available temporary shelter which may include Mission cabins.
- Transportation Team provides immediate transport to available shelter for clients who are ready to accept placement.
- Department of Emergency Management Directs the operations of HSOC.
- San Francisco Fire Department provides paramedics to act as the incident commanders of each operation.
- Department of Public Works removes trash and abandoned items at encampments.
- The Department of Public Health workers provide mental/physical health access and harm reduction services at encampments and in the temporary shelter system.
- Cabins Operator manages the cabins and assist clients help clients transition to permanent housing.

22. Describe specific examples of how Local Jurisdiction(s) and the CoC have collaborated on the design and implementation of this proposal. (1000 character limit)

The Latino Task Force is the collaborative entity that researched the needs of the Mission encampments, sought input from its residents and recently advocated for solutions at the San Francisco Human Rights Commission. The LTF, is comprised of 12 organizations, most of which are community based social service organizations, but also the Department of Emergency Management and the Office of the Supervisor Hillary Ronen. With the help of 80 volunteers, the LTF walked 20 quadrants of the city, encountering 209 residents helping them complete 110 surveys. This data provides key demographic data and insights from people with lived experience that informed this proposal.

HSH coordinates a group of City Departments to address street conditions in the Mission around homeless services sites. By pulling together outreach teams, service providers, and several City departments, we are leveraging existing city resources to improve conditions for the whole community.

Optional Upload: Evidence of Cross-Jurisdictional Collaboration

SF_Division_Interdepartmental_Letter_Of_Commitments_(2).docx.pdf

LOI DPH.DEM 2023.pdf

LOI SFFD 2023.pdf

23. Identify any entities that have a right to and/or control of the property upon which the encampment site resides and discuss whether each of these entities committed allowing the implementation of this proposal. If they have not committed, please explain how you have or plan to engage with this entity to implement your proposal. Additionally, describe how you collaborated with Caltrans on your program design, implementation plans, and timeline. (1000 character limit)

The Mission encampments are largely in the public domain. Most of the property is owned by either the

City of San Francisco, like sidewalks and parks or, by the State in highway underpasses, such as Highway 101 off of Cesar Chavez; or San Bruno at 17th, or the 13th Street off-ramp. The State of California Department of Transportation (CalTran) is an active partner with the City of San Francisco planning for the resolution of encampments and supportive of this proposal.

Centering People

24. How were persons with lived experience meaningfully incorporated into the planning and proposed implementation of this proposal? Please identify whether any perspectives were incorporated from persons that are currently unsheltered and / or formerly or currently residing within the prioritized encampment. (1000 character limit)

In March 2022, San Francisco's Latino Task Force, whose primary focus is the resolution of the Mission Encampments, encountered 209 residents and conducted 110 surveys of encampment residents in the Mission. Eighty volunteers covered 20 quadrants, from Division Street to Cesar Chavez Street, and Guerrero Street to Potrero Avenue. Sixty-five percent of respondents said that they don't have access to basic necessities within close proximity to where they sleep: fresh water, garbage service, a bathroom, showers, laundry or the ability to charge their phones. 93% said that "safe permanent housing, that is affordable to them," is their most important need.

In a separate survey conducted at 33 Gough before the launch of the 33 Gough Cabins in 2022, the unsheltered residents that were surveyed requested independent housing units, with shower, laundry, kitchen access and the opportunity for community. This proposal specifically seeks to provide such housing, the Mission cabins.

25. Briefly describe how the proposal exemplifies Housing First approaches as defined in Welfare and Institutions Code section 8255. (1000 character limit)

HSH's interventions at Mission cabins will center housing first principles including trauma-informed systems, harm reduction philosophy, non-punitive approaches, and culturally appropriate services. The Mission cabins will be extremely low barrier for guests transitioning from encampments. The program will have 24/7 access, minimal rules, and a service participation encouraged, but not mandatory policy. Service providers offer human centered and trauma-informed services that empower guests as they work toward stability. Mission cabins will have dedicated Care Coordination staff that provide case management services and connection to benefits, medical care, employment, and housing. HSH will make a concerted effort to assess all program residents for Coordinated Entry to connect guests to permanent supportive housing as quickly and efficiently as possible.

26. Briefly describe how this proposal will center an individual's choice and provide trauma informed services and supports. (1000 character limit)

The Mission cabins incorporate the components of transitional housing that residents consistently request: privacy, autonomy, laundry, meals and the opportunity to live in community. The cabins are designed with space and staffing to help residents expedite their transition from cabins to permanent supportive housing, which is what surveyed unsheltered residents have stated is their objective. (93% of those surveyed by the Latino Task Force said that "safe affordable permanent housing that is affordable to them is their most important need.")

HSOC and SF HOT teams use the trauma-informed strategy of being familiar with the residents' preferences and they work hard to have the actual resource in hand when they offer it. They help guests organize belongings and transport them to their new accommodations the same day the bed is offered.

27. Describe how this proposal will operationalize harm reduction and provide services that improve a person's health, dignity, and safety while they continue to reside within the prioritized encampment site. (1000 character limit)

The Department of Public Health's behavioral health workers provide harm reduction services and health

access at encampments. They provide Narcan to prevent overdoses, distribute clean syringes, link individuals to mental health services or ongoing treatment/detox programs. DPH provides doctors and nurses in Street Medicine teams that make site visits to encampments and shelters. The ERT and other HSOC partners use similar harm reduction strategies. Additionally, all HSH-contracted services providers are required to provide staff with harm reduction training and have an Overdose Prevention Plan in place.

Encampment Client Advocates will monitor the treatment of unsheltered individuals during encampment resolutions, and review grievances of encamped residents. The advocates will identify trends/recurring themes and report to HSOC to inform program improvements.

28. For encamped locations that are objectively dangerous, describe how the proposal will seek to prevent harm for people experiencing unsheltered homelessness in these locations. (1000 character limit)

San Francisco has made tremendous investment over the past decade in developing low-threshold, trauma informed, housing focused, residential programs like the cabins, Navigation Centers and multiple transitional housing shelters. HSOC teams give housing priority to those in danger. Focus groups among 40 unsheltered residents at the Tenderloin Center in November 2022, revealed that for women the largest danger is rape or gender-based violence. The encampment outreach teams can offer shelters designed for survivors of Inter-Personal Violence, such as Casa de Las Madres in the Mission, to those under threat of violence. Similarly the encampment outreach teams can offer direct placements into A Woman's Place shelter which serves only women. The four additional outreach persons funded with this proposal will allow opportunities for people experiencing harm to confide in staff, so that staff can more quickly identify concerns, create safety plans and refer them to resources.

29. Identify what controls are or will be in place to ensure that all ERF-2-R funded parties will not penalize homelessness. The term "penalize homelessness" means to impose, by a governmental unit, criminal or civil penalties on persons who are homeless in a manner that is related to those persons' engagement in necessary human activities, including sleeping, resting, and eating. (1000 character limit)

San Francisco has essentially eliminated enforcement around status crimes (illegal lodging, sit-live violations, etc) for being homeless and has invested significantly in alternative to police response for 911 calls having to do with homelessness. The many collaborative teams are trained in addressing the trauma endemic to the target population. The teams include behavioral health clinicians, peoples with lived experience, street medicine teams comprised of doctors, nurses and EMTs from the Department of Public Health, outreach workers with knowledge of services available, and community paramedics from the Fire Department.

30. Describe how this proposal considers sanitation services for people residing in the prioritized encampment. This may include but is not limited to non-intrusive, curbside waste removal and access to clean and available bathrooms. (1000 character limit)

The Mission District has 9 monitored public toilets, some of which are like trailers and some in parks, managed by the Pit Stop Program, which includes handwashing stations and doggy bags. The Department of Public Works regularly picks up trash at each encampment during their rounds. Additionally, when the 311 call center receives calls reporting trash near encampments, DPW will respond as part of its "litter patrol." Additional bathrooms are available in drop-in centers and health clinics.

<https://sfpublicworks.wixsite.com/pitstop>

Accelerated Timeline

31. How is your community currently supporting and / or engaging with people residing within the prioritized encampment? (1000 character limit)

The Health Streets Operations Center (HSOC) is currently the lead collaborative engaging with residents in encampments throughout the city with a large team dedicated full-time to this effort. These agencies all

work as a collaborative conducting encampment resolutions (including pre and post outreach). The Mission encampment is one of the top priorities of HSOC, and their efforts to move people to Mission cabins will be a primary piece determining this grant’s success. Staff from SF HOT Outreach Team Encampment Resolution Team provide service linkages and a Coordinated Entry Housing Assessment; Behavioral health clinicians from the Department of Public Health provide harm reduction outreach; EMTs from the Fire Department assist with overdose prevention; Transportation Teams help move people to shelters; the Department of Public Works removes trash and debris; the Department of Emergency Management directs the team.

32. If this proposal is selected, in advance of receiving funding, what steps will your community take to support the people living in the encampment and swift implementation of this proposal? (1000 character limit)

San Francisco already has a small homeless outreach team devoted to the entire Mission district and a small citywide encampment resolution team. Those services are and will continue to operate. If this proposal is selected, in advance of receiving funding, HSH can start recruiting for job positions on the SF HOT team and the Human Rights Encampment positions. We can move forward with the selection process for a nonprofit to operate the Mission cabin site and that provider can begin to hire staff, conduct trainings, and finalize policies and procedures to prepare for launch. During this time period, HSH’s partners at the Department of Public Works will continue to construct the cabins.

Table 6: Projected Milestones

Outreach to the people residing in the prioritized encampment site began / will begin in month ____.	This proposal will reach full operating capacity in month ____.	The first planned exit of a person or household from the prioritized encampment will occur in month ____.	The last planned exit of a person or household from the prioritized encampment will occur in month ____.
October	November	November	July

Attachment: Standardized Timeline

ERF-2-R Project Timeline Template_5.23-6.23_San Francisco_FINAL.xlsx

Applicants must use the [ERF-2-R Timeline Template](#) available on box.com

CERTIFICATION

Before certifying, applicants are strongly encouraged to review the NOFA.

I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

Christine Rolan

Title

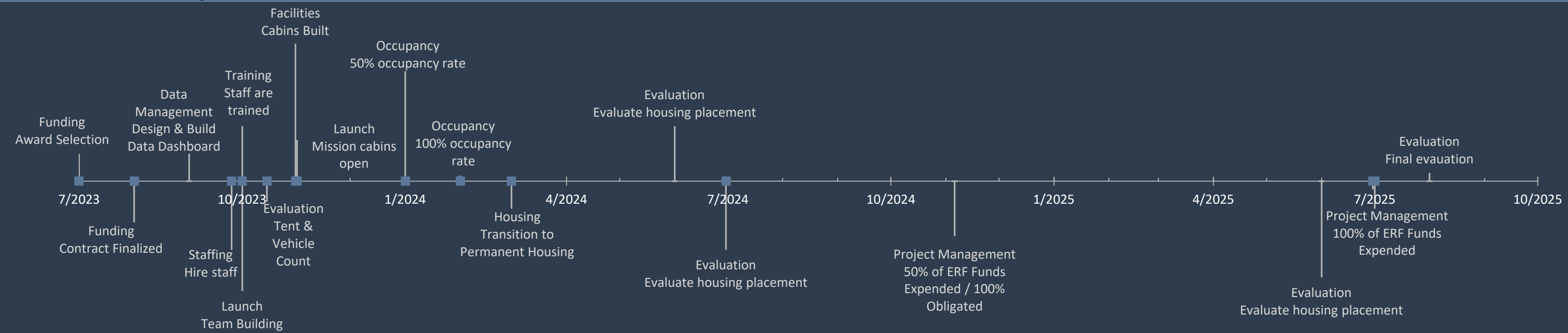
Budget Director

Email

christine.rolan@sfgov.org

ERF-2-R Project Timeline

JURISDICTION



Project Milestones

Date	Milestone	Category	Vertical Position	Additional Detail for Milestone
7/1/2023	Award Selection	Funding	1000	SF HSH is informed that it is selected for grant
9/1/2023	Contract Finalized	Funding	1000	Contracts with CBOs for Mission Cabins executed for operations, outreach and advocacy.
8/1/2023	Design & Build Data Dashboard	Data Management	-1500	HSH Data and Performance Team designs and build the ERF data dashboard in Power BI
9/25/2023	Hire staff	Staffing	-2500	The nonprofit that manages SF HOT/ERT hires 4 outreach workers and one supervisor; The agency
10/31/2023	Staff are trained	Training	5000	SF HOT team, client advocates and cabin operators shadow other staff and complete training
10/1/2023	Team Building	Launch	2000	Launch team-building event with all project agencies. Describe vision, objectives and data
10/1/2023	Tent & Vehicle Count	Evaluation	-4000	Conduct Tent & Vehicle Count in served area, to serve as baseline when evaluating project impact
10/15/2023	Cabins Built	Facilities	-750	Contractors complete the construction of 60 Mission Cabins and supporting buildings, and
11/1/2023	Mission cabins open	Launch	1500	First day of intake at the Mission cabins.
1/1/2024	50% occupancy rate	Occupancy	4000	At least 50% occupancy of the Mission cabins.
3/1/2024	100% occupancy rate	Occupancy	-1000	100% occupancy of the Mission cabins.
2/1/2024	Transition to Permanent Housing	Housing	200	First Cabin residents anticipated to move to PSH
6/1/2024	Evaluate housing placement	Evaluation	2000	Every six months review exits out of cabins and placement rates
11/6/2024	Evaluate housing placement	Evaluation	-2000	Every six months review exits out of cabins and placement rates
6/30/2024	50% of ERF Funds Expended / 100% Obligated	Project Management	-2500	Statutory Deadline for 50% of ERF funds to be spent and 100% Obligated
6/1/2025	Evaluate housing placement	Evaluation	-3500	Every six months review exits out of cabins and placement rates
6/30/2025	100% of ERF Funds Expended	Project Management	-300	Statutory Deadline for 100% of ERF funds to be spent
7/1/2025	Tent & Vehicle Count	Evaluation	-1000	Conduct Tent & Vehicle Count in served area for post-intervention evaluation
8/1/2025	Final evaluation	Evaluation	300	Quantitative and qualitative review of program impact

PROJECT TIMELINE TIPS

1. Fill in the light blue cells to customize this template with your project's specific milestones.
2. Insert entire rows to the Project Milestones table to add additional milestones.
3. Column B should be a date
3. Column C should be the milestone name- however your team refers to it.
4. Column D provides a dropdown menu with options to help categorize milestones into broad groups. To add an option, go to sheet 1 and add the option in one of the green calls at the bottom of the list.
5. Column E Indicates the *Vertical Position* of milestone markers in the Project Milestones table at the top of the sheet. Changing this number allows you to change the vertical position of the milestone relative to the horizontal axis. Use positive numbers to position them above the axis and negative numbers to position them below.
6. Column F is a space to provide additional context, detail, or description for a specific milestone.

	ELIGIBLE USE CATEGORY	<5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL		ERF-2-R PROPOSED BUDGET	LEVERAGED FISCAL SUPPORT	2 SENTENCE DESCRIPTION	
Guidance and Intended Use	Use dropdowns. See NOFA, III. A.	Enables Cal ICH to immediately understand the line item.	Enables Cal ICH to associate the line item with specific entities or parts of a proposal.		Only ERF-2-R Funds	Non ERF-2-R Funds That WILL be Used to Support this Proposal	Enables Cal ICH to better understand the line item, context, and / or other pertinent information related to the proposed line item.	
PERSONNEL COSTS				SALARY	FTE	MONTHS		
Subtotal - Personnel Costs								
NON-PERSONNEL COSTS								
				UNIT	RATE	TIME		
	Interim Sheltering	Mission Cabins Services/Operations	TBD	-	218,100.20	21	4,580,104 - Community based organization grant agreement to operate services and operations at the cabin site.	
	Street Outreach	SF Homelessness Outreach Team	TBD	-	36,566.28	21	767,892 - Contracted outreach contract to operate street outreach and refer clients to shelter services.	
	Services Coordination	Shelter Client Advocates	TBD	-	11,621.42	21	244,050 - Community based organization grant agreement to manage client advocacy and act as liaison with cabin operator.	
	Street Outreach	Meal Services (2 meals/day @ \$7)	TBD	-	29,911.50	21	628,142 - Contracted meal provider contract to manage and disburse meals at Cabin site.	
	Interim Sheltering	Mission Cabins Capital/Construction Costs	Dept Public Work	0	0	6	- 7,000,000 City General Purpose Funds allocated towards the construction and design of 60 community cabins	
Subtotal - Non-Personnel Costs					\$	6,220,187	\$	7,000,000
ADMINISTRATIVE COSTS								
	Administrative Costs	Department Indirect Costs			\$	240,696	\$ -	
Subtotal - Administrative Costs					\$	240,696	\$	-
TOTAL BUDGET					\$	6,460,884	\$	7,000,000



Department of Homelessness & Supportive Housing, *Executive Director Shireen McSpadden*
Department of Public Works, *Acting Director Carla Short*
San Francisco Police Department, *Captain McEachern*
Department of Emergency Management, *Sam Dodge*
Department of Public Health, *Dr. Hillary Kunins*

Effective Date: February 1, 2023

RE: City support around 1515 South Van Ness Safe Sleep Site & The Division Circle Navigation Center.

The Department of Homelessness and Supportive Housing (HSH) funds a Safe Sleep program at 1515 South Van Ness and a Navigation Center at Division Circle. The Safe Sleep Site is operated by Dolores Street Community Services and provides a safe place to sleep in 40 tent spaces nightly. Division Circle Navigation Center is operated by St. Vincent de Paul Society of San Francisco and provides shelter to ~180 adults. The purpose of this agreement is to document departmental commitments to improving the street conditions around the area of 1515 South Van Ness and Division Circle. To help ensure that the success of these programs, as well as ensure the Mission neighborhood is safe, clean and livable for *all* residents, the City is prepared to make the following commitments outlined below:

1515 South Van Ness Safe Sleep Site

The City will designate a “safety zone” around the safe sleep site which will be the focus area for the activities listed below as well as a larger “outreach zone” that will receive particular attention from the San Francisco Homeless Outreach Team (SFHOT).

Department of Homelessness and Supportive Housing (HSH)

- 1) HSH will continue to fund operations, services and staffing at the 1515 South Van Ness Safe Sleep Site to provide a safe place for people living on the streets to camp. HSH will continue to partner with Dolores Street Community Services (DSCS) to operate the site.
- 2) HSH will work with DSCS (the grantee) to add an enhanced good neighbor policy to their grant agreement with HSH. This policy will include:
 - Grantee shall work with neighbors, Department of Homelessness and Supportive Housing (HSH), San Francisco Police Department (SFPD), Department of Public Works (DPW), Department of Public Health (DPH), DEM/Healthy Streets

Operations Center (HSOC), and other relevant city agencies to ensure that neighborhood concerns about the facility, site, and perimeter are heard and addressed.

- Grantee shall work with neighbors, HSH, SFPD, Department of Public Works (DPW), Department of Public Health (DPH), and other relevant city agencies to ensure that neighborhood concerns about the facility are heard and addressed.
- Grantee shall assign a director, manager, or representative to participate in and attend appropriate neighborhood and community meetings.
- Grantee shall provide a phone number to all interested neighbors that will be answered at 24 hours a day by a manager or other responsible person who has the authority to respond to complaints and issues at the Safe Sleep Site as they arise.
- Grantee shall minimize the impact on the neighborhood of Safe Sleep Site guests entering, exiting, or waiting for services. Grantee will do this by limiting referrals to specified referral partners, not allowing walk-ins, and having 24/7 access to the site for registered guests.
- Grantee shall actively discourage and address excessive noise from program participants. Grantee will coordinate with other service providers and City agencies, as necessary to address this issue if just outside the program site. .
- Grantee shall actively discourage loitering and public drug use in the area immediately surrounding the program. Grantee will coordinate with other service providers and City agencies, as necessary, to address this issue.
- Grantee shall implement management practices necessary to ensure that staff and participants maintain the safety and cleanliness of the area immediately surrounding the facility and do not block driveways of neighboring residents or businesses.
- Grantee shall take all reasonable measures to ensure the sidewalks adjacent to the facility are not blocked.
- Grantee will conduct at minimum 3 daily perimeter inspections, collect litter and contact the appropriate city department for assistance when needed.
- Grantee shall immediately report to SFHOT or HSOC if encampments emerge along the perimeter of the site or immediately across the street.
- Grantee will actively discourage current safe sleep guests from keeping tents outside of the site on the sidewalk and will follow HSH protocols on the issue.
- Grantee will abate any graffiti on the site within 24 hours, weather permitting.
- Grantee will report graffiti in the immediate area, but not on the safe sleep site facility, to 311.

3) HSH's Homeless Outreach Team (SFHOT) will visit the outreach zone daily and offer shelter placements as available to people living unsheltered in the area. SFHOT staff will communicate back to the Healthy Streets Operation Center (HSOC) and Dolores Street Community Services if they identify someone camping in the area who has a spot at the

safe sleep site, another shelter or housing. SFHOT will refer any people encamped in the area who have significant behavioral health needs to DPH.

- 4) HSH will staff and participate in a **Community Working Group** made up of Mission neighbors including tenants, homeowners, small businesses, the District 9 Supervisor's Office, HSH, and DSCS. This group will meet monthly to address issues as they emerge.

San Francisco Public Works

- 1) Public Works staff will provide daily cleaning and brush up in the safety zone, including the removal of weeds and brush permeating from the sidewalk or the building itself.
- 2) Public Works will continue to partner with HSOC on any encampment resolution in the safety zone.

DEM Street Response Teams / Healthy Streets Operations Center (HSOC)

- 1) HSOC will communicate regularly with the provider and SFHOT about conditions in the safety zone.
- 2) HSOC will conduct encampment resolutions in the area as needed. These resolutions include outreach, shelter placement and resolution.
- 3) HSOC will continue to support city teams working in the safety and outreach zone with outreach and shelter placement, as needed.

San Francisco Police Department (SFPD)

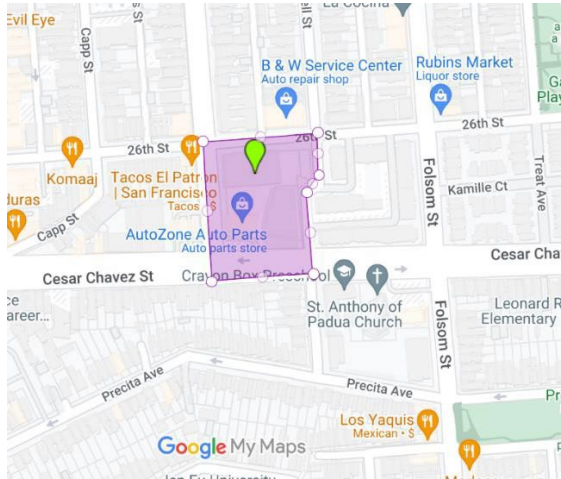
- 1) SFPD will continue to partner with HSOC on any encampment resolutions in the safety and outreach zones.
- 2) SFPD will conduct daily passing calls in the safety zone, engage as appropriate, and report conditions in the area to the Mission Station homeless outreach officers.
- 3) Mission Station homeless outreach officers will visit the safety zone at least three times per week to outreach to and engage with people encamped in the area. SFPD is limited in their enforcement capabilities but will focus on blocked sidewalks and addressing emergencies or hazards and responding to public drug use in the designated area.
- 4) SFPD will regularly monitor crime stats for the outreach zone to ensure that crime is not rising in the area. If crime stats indicate an increase in crime, SFPD will revisit the current safety plan.

Department of Public Health (DPH)

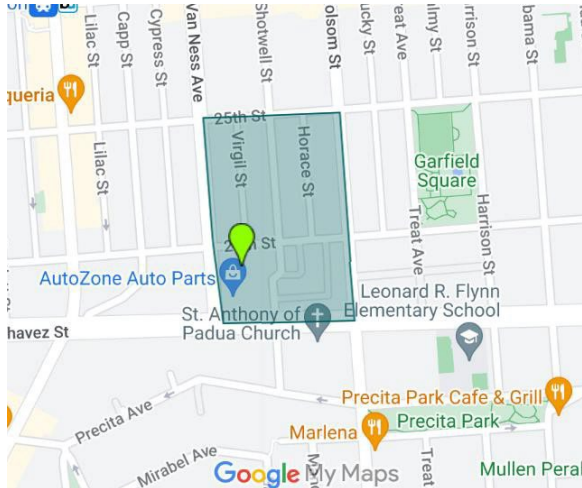
- 1) DPH will continue to support HSOC encampment resolution efforts in the safety and outreach zone.
- 2) DPH currently has a team working in the Mission District that conducts case conferencing on high priority clients in the Mission. DPH will coordinate with SFHOT to ensure that any people encamped in the outreach zone and have significant health needs are brought to that case conference for discussion.
- 3) DPH will then coordinate with SFHOT to bring targeted outreach and health service linkage to high needs clients encamped in the outreach zones.

Geographic Area

The area highlighted below in purple is considered the “**safety zone**” and will be prioritized for the services outlined above. A larger area in the blocks surrounding the safe sleep village will be designated the “**Outreach Zone**” where neighbors will have increased outreach services and access to communication from HSH and will be able to provide feedback.



The area below is considered the “**outreach zone**” and will be prioritized for additional services from SFHOT.:



Division Circle Navigation Center

The City will designate a “**safety zone**” around the Division Circle Navigation Center which will be the focus area for the activities listed below as well as a larger “**outreach zone**” that will receive particular attention from the San Francisco Homeless Outreach Team (SFHOT).

Department of Homelessness and Supportive Housing (HSH)

- 1) HSH will continue to fund operation, services and staffing at the Division Circle Navigation Center (“Division Circle”) to provide a safe place for people experiencing homelessness to stay off of the street and connect with services and housing. HSH will continue to partner with the St. Vincent de Paul Society of San Francisco (“SVDP”) to operate the site.

- 2) HSH will work with SVDP (the Grantee) to amend their existing contract to include this enhanced good neighbor policy. This policy will include:
 - Grantee shall work with neighbors, HSH, SFPD, Department of Public Works (DPW), Department of Public Health (DPH) and other relevant city agencies to ensure that neighborhood concerns about the facility are heard and addressed.
 - Grantee shall assign a director, manager, or representative to participate in and attend appropriate neighborhood and community meetings.
 - Grantee shall provide a phone number to all interested neighbors that will be answered 24/7 by a manager or other responsible person who has the authority to respond to complaints and issues at Division Circle as they arise.
 - Grantee shall minimize the impact on the neighborhood of Division Circle guests entering, exiting, or waiting for services. Grantee will do this by limiting referrals, not allowing walk-ins, and having 24/7 access to the site for registered guests.
 - Grantee shall actively discourage and address excessive noise from program participants. Grantee will coordinate with other service providers and City agencies, as necessary to address this issue if just outside the program site.
 - Grantee shall actively discourage loitering and public drug use in the area immediately surrounding the program. Grantee will coordinate with other service providers and City agencies, as necessary, to address this issue.
 - Grantee shall implement management practices necessary to ensure that staff and participants maintain the safety and cleanliness of the area immediately surrounding the facility and do not block driveways of neighboring residents or businesses.
 - Grantee shall take all reasonable measures to ensure the sidewalks adjacent to the facility are not blocked.
 - Grantee will conduct at minimum 3 daily perimeter inspections, collect litter and contact the appropriate city department for assistance when needed.
 - Grantee shall immediately report to SFHOT or HSOC if encampment emerge along the perimeter of the site or immediately across the street.
 - Grantee will actively discourage guests from keeping tents outside on the side walk and will follow HSH protocols on the issue.
 - Grantee will abate any graffiti on the site within 24 hours, weather permitting.
 - Grantee will report graffiti in the immediate area, but not on the safe sleep site facility, to 311.

- 3) **HSH's Homeless Outreach Team (SFHOT)** will visit the outreach zone daily and offer shelter placements as available to people living unsheltered in the area. HOT staff will communicate back to the Healthy Streets Operation Center (HSOC) and SVDP if they identify someone camping in the area who has a spot at the Navigation Center or another shelter. SFHOT will also refer any people encamped in the area who have significant behavioral health needs to DPH.
- 4) HSH will staff and participate in a **Community Working Group** made up of Mission neighbors including tenants, homeowners, small businesses, the District 9 Supervisor's Office, HSH and SVDP. This group will meet monthly to address issues as they emerge.

San Francisco Public Works

- 1) Public Works staff will provide daily cleaning and brush up in the safety zone, including the removal of weeds and brush permeating from the sidewalk or the building itself.
- 2) Public Works will continue to partner with HSOC on any encampment resolution in the safety zone.

DEM Street Response Teams / Healthy Streets Operations Center (HSOC)

- 1) HSOC will communicate regularly with the provider and SFHOT about conditions in the safety zone.
- 2) HSOC will conduct encampment resolutions in the area as needed. These resolutions include outreach, shelter placement and resolution.
- 3) HSOC will continue to support city teams working in the safety and outreach zone with outreach and shelter placement, as needed.

San Francisco Police Department (SFPD)

- 1) SFPD will continue to partner with HSOC on any encampment resolutions in the safety and outreach zones.
- 2) SFPD will conduct daily passing calls in the safety zone, engage as appropriate, and report conditions in the area to the Mission Station homeless outreach officers.
- 3) Mission Station homeless outreach officers will visit the safety zone at least three times per week to outreach to and engage with people encamped in the area. SFPD is limited in their enforcement capabilities but will focus on blocked sidewalks and addressing emergencies or hazards and responding to public drug use in the designated area.
- 4) SFPD will regularly monitor crime stats for the area surrounding the immediate area to ensure that crime is not rising in the area. If crime stats indicate an increase in crime, SFPD will revisit the current safety plan.

Department of Public Health (DPH)

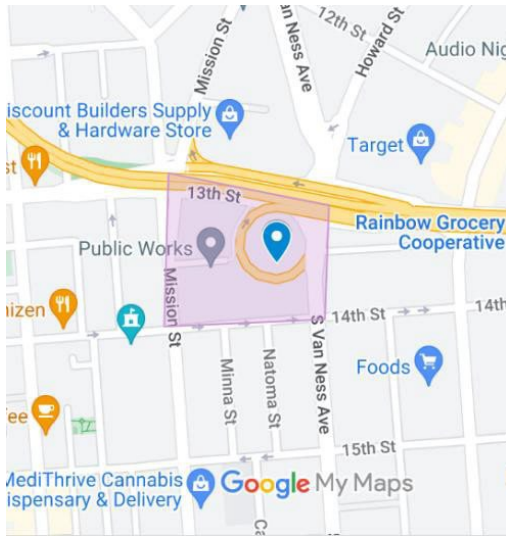
- 1) DPH will continue to support HSOC encampment resolution efforts in the safety and outreach zone.
- 2) DPH currently has a team working in the Mission District that conducts case conferencing on high priority clients in the Mission. DPH will coordinate with SFHOT to

ensure that any people encamped in this outreach zone and have significant health needs are brought to that case conference for discussion.

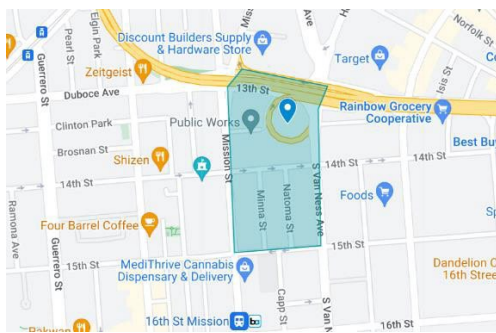
- 3) DPH will then coordinate with SFHOT to bring targeted outreach and health service linkage to high needs clients encamped in the outreach zones.

Geographic Area

The area highlighted below in purple is considered the **“Safety Zone”** and will be prioritized for the services outlined above. A larger area in the blocks surrounding the navigation center will be designated the **“Outreach Zone”** where neighbors will have increased services from SFHOT and access to communication from HSH and will be able to provide feedback.



The area below is considered the **“outreach zone”** and will be prioritized for additional services from SFHOT:



**** NOTE:** The outreach and safety zones include some state property, mainly the on and off ramps of the freeway. HSOC is committed to collaborating with Caltrans on encampment resolutions and management of the state property in the outreach and safety zones.

Shireen McSpadden

Executive Director

DocuSigned by:
Shireen McSpadden
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2/1/2023

Capt. Michael McEachern, San Francisco Police Department

DocuSigned by:
Michael McEachern
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2/7/2023

Carla Short

Interim Director

DocuSigned by:
Carla Short
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2/7/2023

Sam Dodge

Division Director

DocuSigned by:
Sam Dodge
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2/7/2023

Hillary Kunins

Director of Behavioral Health Services/Mental Health

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Hillary Kunins
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2/7/2023



San Francisco Department of Public Health

Grant Colfax, MD
Director of Health

City and County of San Francisco
London N. Breed
Mayor

February 28, 2023

To Whom It May Concern:

The San Francisco Department of Public Health (SFDPH) supports the following encampment resolution strategy proposed by the San Francisco Department of Homelessness and Supportive Housing (HSH): *The Construction and Operation of the Mission Cabins*.

If funded, SFDPH hopes to collaborate with HSH and other City Departments to implement this strategy through the Healthy Streets Operations Center (HSOC). HSOC offers a coordinated response to encampments and provides access to City services for those living on the streets.

Thank you for your consideration of this application.

Sincerely,

A handwritten signature in blue ink, appearing to read "Grant Colfax".

Grant Colfax, MD
Director of Health



Department of Emergency Management
1011 Turk Street, San Francisco, CA 94102

Phone: (415) 558-3800 Fax: (415) 558-3843



London N. Breed
Mayor

Mary Ellen Carroll
Executive Director

February 13, 2023

RE: Letter of Support for HSH Encampment Resolution Grant Application

To Whom It May Concern:

As Director of the San Francisco Department of Emergency Management, I hereby offer my support and partnership on the following encampment resolution strategy proposed by the Department of Homelessness and Supportive Housing (HSH).

- The Construction and Operation of the Mission Cabins.

The San Francisco Department of Emergency Management will partner with HSH to implement this strategy through the Healthy Streets Operations Center (HSOC), a collaboration between multiple San Francisco City departments to offer a coordinated response to encampments and to provide access to City services for those living on the streets.

Thank you for your consideration of this application.

Sincerely,

DocuSigned by:
Mary Ellen Carroll
29F685F5254A4F0...

Mary Ellen Carroll
Executive Director

Department of Emergency Management
1011 Turk Street
San Francisco, CA 94102



SAN FRANCISCO FIRE DEPARTMENT
CITY AND COUNTY OF SAN FRANCISCO

February 21, 2023

SUBJECT: Letter of Support for HSH Encampment Resolution Grant Application

To Whom It May Concern:

As Chief of the San Francisco Fire Department (SFFD), I hereby offer my support and partnership on the following encampment resolution strategy proposed by the Department of Homelessness and Supportive Housing (HSH):

- The Construction and Operation of the Mission Cabins

The SFFD will partner with HSH to implement this strategy through the Healthy Streets Operations Center (HSOC), a collaboration between multiple San Francisco City departments to offer a coordinated response to encampments and to provide access to City services for those living on the streets.

Thank you for your consideration of this application.

Sincerely,


Jeanine R. Nicholson
Chief of Department

California Department of Transportation

OFFICE OF THE DIRECTOR
P.O. BOX 942873, MS-49 | SACRAMENTO, CA 94273-0001
(916) 654-6130 | FAX (916) 653-5776 TTY 711
www.dot.ca.gov



March 10, 2023

Attn: Jeannie McKendry, Grants Development Section Chief
California Interagency Council on Homelessness
801 Capitol Mall, Suite 601
Sacramento, CA 95814
calich@bcsh.ca.gov

RE: Letter of Commitment for the City of San Francisco's application for funding for the Encampment Resolution Funding Program

Dear Chief Jeannie McKendry:

On behalf of the California Department of Transportation (Caltrans) I want to express our support and partnership for the City and County of San Francisco's application to the Encampment Resolution Funding Program. We are supportive of the City's decision to focus this effort on serving people on state right of way in the targeted area which includes approximately 159 encampments in the Mission district from 13th Street to Cesar Chavez, and from Valencia Street to Potrero Street. There are three underpasses with homeless encampments in the target area:

- off highway 101 on Cesar Chavez
- on San Bruno at 17th Street
- 13th Street Off-ramp

San Francisco plans to use this round of ERF funding to transition encampment residents to permanent supportive housing. Caltrans currently works in partnership with the City and County around homelessness by asking the City's Street outreach teams to provide outreach and interim housing in advance of Caltrans encampment closures.

The City has many years of experience providing similar interventions that target interim housing and services to a specific encampment. Their approach is innovative, scalable and easily replicated by other jurisdictions.

Ms. Jeanie McKendry
Grants Development Section Chief
March 10, 2023
Page 2

Caltrans is committed to only take action on encampment sites in the proposal in collaboration with and with at least two weeks-notice to the ERF grantee (unless critical circumstances exist when an encampment poses an imminent threat to life, health, safety, or infrastructure and must be immediately addressed).

We are committed to continuing our partnership with the City to serve the unhoused community members living in San Francisco. I fully support the City and County of San Francisco's application for the State of California Encampment Resolution Funding Grant. These state resources will be instrumental to serving unsheltered people on state right of way in the targeted areas listed above.

Thank you,

Leah Budu

Leah Budu
District Director, Maintenance

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Map of San Francisco's Mission Encampment

The size of the bubbles in the map below represents the number of individuals, tents, vehicles, and structures at the hotspot, per monthly average count from the 2022 Incident Commander's Encampment Report.

