



California Interagency Council on Homelessness

HHAP Round 5 Application

Part 1: Regional Identification and Contracting Information

Steps to complete this section:

1. Select the CoC Region.
2. Indicate which of the Eligible Applicants are participating in this HHAP-5 application.
3. For each participating Eligible Applicant, you will also be prompted to indicate whether and how the Eligible Applicant intends to contract with the state (i.e., indicate the Administrative Entity for that eligible applicant's HHAP-5 Allocation).

Please select the Continuum of Care region

San Francisco CoC

Application Participation Guidance:

Cal ICH encourages eligible applicants to apply in collaboration with all eligible applicants in their CoC Region and submit a single Regionally Coordinated Homelessness Action Plan. Applicants may apply together and still receive funds separately.

- *Large Cities **must** apply as part of the regional application with the County and CoC.*
- *Counties **must** apply as part of a regional application with the CoC and any overlapping Large Cities.*
 - *In a multi-county CoC: Counties **are strongly encouraged to** apply in collaboration with other counties that are served by the same CoC.*
- *A CoC that serves a single county **must** apply as part of the regional application with the County and any overlapping Large Cities.*
- *A CoC that serves multiple counties **must either:***

- *Apply as part of a regional application with multiple Counties and any overlapping Large Cities; and/or*
- *Participate in the regional application of **each** overlapping County and the Large Cities therein.*

Contracting Guidance:

Each Eligible Applicant (Large City, County, and CoC) has the discretion to receive their base allocation directly or may designate an Eligible Applicant in their region to serve as their Administrative Entity. This selection will indicate to Cal ICH which Eligible Applicant will enter into contract with the state to receive and administer each Eligible Applicant's HHAP-5 allocation.

The Administrative Entity is responsible for HHAP funds and meeting the terms and conditions of the contract. Broadly speaking, this means administering funds, contracting (when necessary) with sub-recipients, and reporting on HHAP-5 dollars and activities to Cal ICH.

- *If you plan to contract with the state to receive and administer **only** your (single) HHAP-5 allocation, select: "Will enter into contract with the state to receive and administer their HHAP-5 allocation individually" under the contracting selection.*
- *If you **do not plan to contract with the state** and instead plan to identify another participating Eligible Applicant in the region to enter into contract with the state to receive and administer your HHAP-5 allocation, select: "Identify another participating Eligible Applicant in their region to enter into contract with the state to receive and administer their HHAP-5 allocation" under the contracting selection. You will then be prompted to designate the Administrative Entity from a list of eligible applicants in the region.*
- *If you plan to contract with the state to **receive and administer multiple HHAP-5 allocations** within your region, select "Will enter into contract with the state to receive and administer their HHAP-5 allocation and allocation(s) from other Eligible Applicants in the region" under the contracting selection.*

San Francisco CoC Region

San Francisco CoC

CA-501 Participation

Is participating in this single collaborative application with the regional partner(s) listed.

CA-501 Contracting

Will enter into contract with the state to receive and administer their HHAP-5 allocation and allocation(s) from other eligible applicants in the region

Contact Title

Budget Director

Name

Christine Rolan

Email
christine.rolan@sfgov.org

Phone
(415) 279-4647

City of San Francisco

San Francisco Participation

Is participating in this single collaborative application with the regional partner(s) listed.

San Francisco Contracting

Identify another participating eligible applicant in their region to enter into contract with the state to receive and administer their HHAP-5 allocation

San Francisco Designated Administrative Entity

San Francisco CoC

Contact Title

Grants & Compliance Manager

Name

Emily Derenthal

Email
emily.derenthal@sfgov.org

Phone
(628) 652-7941

San Francisco County

San Francisco County Participation

Is participating in this single collaborative application with the regional partner(s) listed.

San Francisco County Contracting

Identify another participating eligible applicant in their region to enter into contract with the state to receive and administer their HHAP-5 allocation

San

Francisco County Designated Administrative Entity

San Francisco CoC

Contact Title

Finance Director

Name

Lisa Agustin

Email
lisa.agustin@sfgov.org

Phone
(628) 652-7740

Number of Contracts

1

Part 2. Regionally Coordinated Homelessness Action Plan

Participating Jurisdictions' Roles and Responsibilities

Steps to complete this section:

1. Identify and describe the specific roles and responsibilities of **each participating Eligible Applicant** in the region regarding:
 - o Outreach and site coordination;
 - o Siting and use of available land;
 - o Development of interim and permanent housing options; and
 - o Coordination and connection to the delivery of services for individuals experiencing or at risk of experiencing homelessness within the region.
2. Describe and explain how all Participating Jurisdictions are coordinating in each area.

Optional: You may also include roles and responsibilities of small jurisdictions in the region that elect to engage and collaborate on the plan.

Guidance:

*Each Eligible Applicant must identify and describe their role in the region for **each** table.*

To add additional jurisdictions, click "Add a Participating Jurisdiction" near the bottom of each table.

Outreach & Site Coordination

Participating Jurisdictions	Roles & Responsibilities
San Francisco County	San Francisco County, City, and CoC operate as one entity
City of San Francisco	San Francisco County, City, and CoC operate as one entity
CA-501 San Francisco CoC	San Francisco County, City, and CoC operate as one entity

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to ensure comprehensive outreach and site coordination to individuals experiencing and at-risk of experiencing homelessness in the region.

Regional Coordination Narrative - Outreach & Site Coordination

San Francisco City, County and CoC operate uniquely as one entity. Under the direction of the SF Mayor's Office and Board of Supervisors the partnering agencies below work together on coordination across teams. San Francisco's Healthy Street Operations Center (HSOC), under the direction of the San Francisco Mayor's Office, is tasked with coordinating the City's interagency response to street homelessness. HSOC is a coordinated effort between several City agencies involved in addressing unsheltered homelessness and unhealthy street behaviors:

-The Department of Homelessness and Supportive Housing (HSH) provides outreach, engagement, and services referrals through the San Francisco Homeless Outreach Team (SFHOT) and other street-based outreach teams focused.

-The Department of Public Health (DPH) provides street-based medical services, outreach, harm reduction strategies, syringe cleanup and engagement, and health services for individuals requiring care in street settings,

-The Police Department (SFPD) engages with unhoused residents and provides enforcement (as a last

resort) to respond to criminal issues

-The Department of Public Works (DPW) does street cleaning and implements environmental design changes.

-The Controller's Office provides performance tracking and public reporting for HSOC.

-The City Administrator's Office 311 agency provides non-emergency intake of homelessness-related issues from the public.

-The Department of Emergency Management provides operational and logistical support for HSOC.

Land Use & Development

Participating Jurisdictions	Roles & Responsibilities
San Francisco County	San Francisco County, City, and CoC operate as one entity
City of San Francisco	San Francisco County, City, and CoC operate as one entity
CA-501 San Francisco CoC	San Francisco County, City, and CoC operate as one entity

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to use and develop available land to address and end homelessness in the region.

Regional Coordination Narrative - Land Use & Development

The responsibility to identify and develop sites to address and end homelessness is led by the San Francisco Department of Homelessness in Supportive Housing, working with the City Administrator's Office Division of Real Estate and where applicable the Mayor's Office of Housing and Community Development, San Francisco Public Works Department, San Francisco Planning Department, Office of Community Investment and Infrastructure (OCII) (former redevelopment agency). San Francisco's agencies will continue to explore opportunities and invest in projects to speed development and financing processes of permanent supportive housing and shelter, including the partnerships with the San Francisco Housing Accelerator Fund to expedite innovative models for permanent supportive housing (PSH) development, the City directly acquiring buildings for PSH, converting tourist hotels to non-congregate shelter; and leveraging publicly owned land for emergency shelter sites including individual cabins and sites to address vehicular homelessness.

Development of Interim and Permanent Housing Options

Participating Jurisdictions	Roles & Responsibilities
San Francisco County	San Francisco County, City, and CoC operate as one entity
City of San Francisco	San Francisco County, City, and CoC operate as one entity
CA-501 San Francisco CoC	San Francisco County, City, and CoC operate as one entity

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to develop adequate interim and permanent housing options to address and end homelessness in the region.

Regional Coordination Narrative - Shelter, Interim, and PH Options

San Francisco recognizes that homelessness is a complex problem requiring a multifaceted solution. To succeed, regional agencies must work together, with shared goals and a flexible, integrated framework.

This is the spirit behind San Francisco's 2023 - 2028 strategic plan, "Home by The Bay: An Equity-Driven Plan to Prevent and End Homelessness in San Francisco." "Home by the Bay" is a collaboration between numerous City and County agencies, including the Department of Homelessness and Supportive Housing (HSH), the Department of Public Health, the Mayor's Office of Housing and Community Development, the Human Services Agency, the Office of Economic & Workforce Development, and the Office of Financial Empowerment. Together, these agencies have committed to advancing racial equity and housing justice, enhancing system performance and capacity, strengthening the City's response to unsheltered homelessness, increasing successful and stable entries into permanent housing, and preventing people from experiencing homelessness. HSH meets with these other departments regularly to coordinate these efforts.

Together, agencies of the City and County of San Francisco plan to

1. Reduce the number of people who are unsheltered by 50% and reduce the total number of people experiencing homelessness by 15%
2. Reduce racial inequities and other disparities
3. Actively support at least 30,000 people to move from homelessness into permanent housing
4. Ensure that at least 85% of people who exit homelessness do not experience it again
5. Provide prevention services to at least 18,000 people at risk of losing their housing and becoming homeless and expand prevention services for 4,300 additional households

San Francisco offers a range of permanent housing options for people experiencing homelessness. HSH uses federal and local funds to fund and oversee more than 13,000 units of housing for formerly homeless individuals (adults, older adults, veterans, Transitional Age Youth) and families including more than 9,000 units of site-based PSH, 2,000 units of scattered-site PSH, and 1,700 units of rapid rehousing. HSH is also using local funds to improve the quality of its current portfolio and expand its permanent housing options. San Francisco has pledged to create 3,250 new units of permanent housing in five years. To help reach this goal, the city is currently launching 60 "shallow subsidies" to provide housing subsidies for homeless adults who require a rent subsidy and housing stabilization services but not ongoing supportive services. Using local funds, HSH is also expanding its family rapid rehousing program to serve up to 165 families with rapid rehousing and shallow subsidies under the Safer Families Plan, and 80 new urgent accommodation vouchers that will serve an estimated 600 families over the next two years. These families will receive services that support employment and housing stabilization in the private rental market that allow them to live and thrive rather than return to homelessness. Finally, HSH is making significant investments in its PSH stock. The City has a consistent pipeline of new nonprofit-owned PSH buildings and is working to ensure equity and quality across its existing housing stock. HSH is investing in capital repairs, elevator upgrades, and other quality-of-life improvements of privately owned master leased housing and is ensuring its entire portfolio of locally funded PSH passes the same rigorous housing quality standards (HQS) inspections as its federally funded programs.

HSH also funds and administers more than 3,400 shelter and crisis response beds including more than 3,000 emergency shelter and navigation center beds, 200 transitional housing beds, approximately 70 cabin spaces, and one safe parking site for 35 vehicles/RVs. The City also plans to create 1,075 new shelter beds within 5 years and has recently created new non-congregate interim housing options. Expanding the number of shelter beds and sustaining the current inventory and services will allow the city to meet its goals, ensure that there is flow through the homelessness response system, and help more people move into permanent housing. Specifically, having sufficient interim housing allows those experiencing homelessness to be better connected to housing navigation services and other services so that they are housing-ready, be easier to locate and communicate with while they are waiting for housing, and be assessed for housing through the Coordinated Entry system through the City's multidisciplinary team (MDT). (The MDT is a joint effort between HSH, other government agencies, and private providers to visit interim housing so that guests can access public benefits and be assessed for housing through Coordinated Entry.) Interim housing and its associated services seem to improve connections to permanent housing in San Francisco. For example, data analyzed from November 2021 to December

2023 found that of households who moved into permanent housing, 53% came from shelter while only 25% were unsheltered. These successful efforts to move those in interim housing to permanent housing also free up shelter beds for others experiencing homelessness and allows them to be better connected to permanent housing opportunities, as when shelters are at full capacity, others are put on a waitlist with fewer connections to housing-focused resources.

In addition to the efforts above, HSH partners with numerous other City and County departments, agencies, and community-based organizations to achieve the goals of Home by the Bay. Some additional examples of interagency and interdepartmental work to develop interim and permanent housing options include:

-HSH is working with the San Francisco managed care plans in partnership with the San Francisco Department of Public Health (SFDPH) to leverage CalAIM (California Advancing and Innovating Medi-Cal) funds to support and expand housing navigation, housing deposits, and housing stabilization (supportive services) to Medi-Cal eligible clients.

-The Buena Vista Horace Mann Stay-Over Program is a partnership between HSH and San Francisco Unified School District (SFUSD) for students and their families who are experiencing homelessness and are attending San Francisco K-12 public schools. The program provides emergency shelter services for up to 21 families at a time, including overnight accommodation, security, meals, support services, and storage.

-Journey Home is a relocation assistance program offered by the San Francisco Human Services Agency (HSA) and HSH as part of the Drug Market Agency Coordination Center (DMACC) for unhoused people and people with substance use disorders. This is a low-barrier approach to quickly help people relocate and provides them with travel assistance and temporary shelter as needed.

Coordination of & Connection to Service Delivery

Participating Jurisdictions	Roles & Responsibilities
San Francisco County	San Francisco County, City, and CoC operate as one entity
City of San Francisco	San Francisco County, City, and CoC operate as one entity
CA-501 San Francisco CoC	San Francisco County, City, and CoC operate as one entity

Given the individual roles and responsibilities identified above, describe how all participating jurisdictions are or will begin to coordinate to provide the full array of services, shelter, and permanent housing solutions to people experiencing and at-risk of experiencing homelessness in the region.

Regional Coordination Narrative - Coordination & Connection to Service Delivery

HSH is the lead entity of San Francisco’s Homelessness Response System (HRS), and offers homelessness prevention, coordinated entry, outreach, housing problem solving, shelter and crisis interventions, and housing services to people experiencing homelessness. HSH coordinates with agencies and organizations across San Francisco to provide an array of services. Specifically, HSH contracts with community-based organizations to provide services at Access Points, shelters and navigation centers, mobile outreach, and permanent housing. Additionally, HSH works closely with the San Francisco Department of Public Health (SFDPH) and San Francisco Department of Disability and Aging Services (DAS) on care coordination throughout the HRS.

HSH, SF-DPH and DAS are building on current comprehensive strategic planning efforts to strengthen partnership and coordination of strategies, with particular focus on populations who are unsheltered, have co-occurring behavioral health care needs, need higher levels of care/support, are older adults or people

with disabilities, have chronic or long-term health needs, and/or are from populations overrepresented across the HRS.

One example of this is the Nighttime Telehealth Pilot. To save lives from overdose SFDPH is providing unhoused people with immediate medication prescriptions at night and a safe place to begin their recovery. SFDPH provides a real-time connection with a doctor via telehealth to prescribe buprenorphine or methadone for those ready for treatment for fentanyl addiction and other opioid use disorders at night. Medications for opioid use disorder are highly effective and reduce the risk of dying by at least 50 percent. When accommodations are available, people who want to start treatment are sheltered the same night at a safe space where they can start the medication and receive healthcare. When available, individuals are placed at the Adante Hotel, a shelter funded in part by HHAP-2 and proposed to be funded by HHAP-5 as part of the RESTORE project where they receive on-site care and services such as case management, medical care, medication delivery, and assistance with Medi-Cal enrollment. The team staffed by the SFCHC and SFDPH works with the individual to create a long-term treatment and housing plan so that they can be connected to permanent housing. Other pilot partners include CBO partners Code Tenderloin, the San Francisco Community Health Center (SFCHC), and Five Keys. Early results of the pilot program show success in connecting people experiencing homelessness who use drugs to prescription addiction medicine and residential treatment. These services address some of the barriers that people face when moving through the process of accessing housing; collectively they make it easier for those in shelter to obtain and stabilize in housing and those who were formerly experiencing homelessness to retain their housing. As of June 2024, 53% of RESTORE clients were discharged to shelter, residential treatment, or housing.

Through SF-DPH, overdose prevention services and a mobile team of nurses are available to support the health of guests in shelters and housing units throughout the city. DPH's shelter health team, made up of registered nurses, health workers, providers, volunteers, and peers, connects and provides health services to those staying in shelter and helps those transition out of shelter, including supporting their move to permanent housing and setting them up with wraparound services that will follow them into their next living situation. Some shelters and permanent- supportive housing buildings provide a higher level of support, including site-based nursing and intensive case management. SF-DPH Behavioral Health Services serves more than 800 units of PSH and transitional housing and the Permanent Housing Advance Clinical Services (PHACS) team works with Permanent Supportive Housing providers to improve quality of life and support housing retention. As of March 2024, PHACS provides services to 139 sites and over 8,000 tenants. DAS provides In-Home Supportive Services (IHSS) in both shelters and housing units to assist residents with activities of daily living. The Collaborative Caregiver Support Team (CCST) provides enhanced IHSS service model across 66 sites.

In San Francisco's shelters, HSH is working with agencies and community-based providers to increase exits to permanent housing from shelter. In addition to the housing-focused services provided at shelter. HSH, SF-DPH, DAS and the San Francisco Human Services Agency work together in a multi-disciplinary team approach, identifying individuals who would benefit from linkage to IHSS and to State and Local benefits as well as high levels of medical support. The team works together to create a work plan for each individual identified and ensure that they are connected to housing opportunities. As part of this work, the Adult Protective Services' (APS) Home Safe program provides intensive support (including board-and-care placement) to older adults and adults with disabilities. HSH is also partnering with DPH, HSA, community-based organizations, and people with lived experience of homelessness to improve overall access to its Coordinated Entry system so that more people can be assessed for permanent housing. Part of this work includes ensuring that mobile workers can administer Coordinated Entry assessments while conducting outreach, those in shelter have access to Coordinated Entry, and that Access Points are placed in optimal locations for people experiencing homelessness.

In addition, HSH, SF-DPH and DAS are leveraging CalAIM funding to launch housing-focused community supports within the existing services portfolio, which will allow Medi-Cal funds to be drawn down for certain

services, including housing navigation, housing deposits, and housing stabilization. This shift is expected to bring in revenue support to enhance and sustain these services and improve cross-system whole person care outcomes. Increased data sharing and integration between the homelessness response system, the public health system, and Managed Care Plans (MCPs) improve care coordination and encourage timely provision of health care and other services for people experiencing homelessness and tracking of outcomes.

These partners are also adapting targeted public health solutions and creating reliable systems to connect individuals experiencing unsheltered homelessness to public health solutions, such as street outreach and care teams. This assists them with medical and behavioral health care, leveraging primary care providers where possible. The San Francisco Office of Care Coordination, street-based health services and outreach teams, and other existing resources within the systems of care enhance access to crisis and routine behavioral health care services, and care coordination services.

System Performance Measures & Improvement Plan

Steps to complete this section:

1. Identify the most recent system performance measures for the region.
2. Describe the key action(s) the region intends to take to improve each system performance measure.

Guidance:

Cal ICH shall provide each region with system performance measures by CoC, with the exception of the LA region, which will receive data from all four CoCs within LA County. Applicants must enter that data in the corresponding measures fields in the application. Applicants should not adjust the data provided even if the geographic region of the data does not perfectly align with the participating applicant geography of this application.

*The application must include **at least one** key action for **each** system performance measure. All columns must be filled out for each action.*

For "Funding Type" select one of the options. If you select the blank field, you may type in a unique funding source type.

To add additional actions or racial equity measures, click the appropriate "Add" buttons near the bottom of each table.

Note: While Cal ICH expects most of the disparities listed to be based on race or ethnicity, applicants may identify other populations that are also overrepresented among people experiencing homelessness in the region.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the specific system performance measure. This can be a policy, program, partnership,

target measure, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.

- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity/ies** may include a group, organization, or jurisdiction within your region working to address or improve the system performance measure. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.
- **Timeframe** should include a target date for completion of the key action.
- **Success Measurement Methods** may include a systematic approach or tool used to assess the effectiveness and impact of the key action on the system performance measure. This can be quantitative measures, qualitative feedback, or any combination that provides insight into the progress and outcomes pertaining to the key action. Provide a clear description of how you plan to track and report on the success of your key action.

SPM 1a: Number of people accessing services who are experiencing homelessness.

SPM 1a
17,015

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Add 1,075 new shelter, interim housing, or other temporary accommodations beds in a variety of settings and models with enhanced case management and housing-focused services, for adults, families with children, pregnant people, older adults, and	Local: General Fund, Our City, Our Home (OCOH) Fund State: Behavioral Health Bridge Housing (BHBH), Encampment Resolution Fund (ERF), Homeless Housing, Assistance, and Prevention Program (HHAP)	Multiple	San Francisco Department of Homelessness and Supportive Housing (HSH)	Shelter provider organizations, private funders, San Francisco Department of Public Health.	7/1/2028	Add an average of 215 shelter beds per year over 5 years. Regularly tracked through implementation of HSH's Performance Measurement Plan reporting. HSH will track regularly through the Performance Measurement Plan once fully

youth.	Federal: Emergency Solutions Grant (ESG)					implemented.
Implement recommendations of the Coordinated Entry (CE) redesign process to ensure that people experiencing homelessness are able to access the Coordinated Entry System and continue collaborative quality improvement and oversight.	Local: General Fund State: CalAIM-related funds, ERF, HHAP Federal: U.S. Department of Housing & Urban Development Continuum of Care (CoC)	Multiple	HSH	Coordinated Entry Redesign Implementation Committee, SF Local Homeless Coordinating Board (LHCB), housing and service provider organizations, panel of people with experience of homelessness Outreach teams, housing and service provider organizations	1/1/2025	Number of households with an active Coordinated Entry assessment, and broken down by household type (e.g., adults, youth, families with children) Will be tracked and reported in HSH's Performance Measurement Plan once fully implemented.
Expand Encampment Resolution Teams (ERTs) and implement neighborhood based ERTs to develop consistent and trusting relationships with people who are unsheltered and enhance the ability of ERTs to connect people to the	Local: General Fund State: BHBH, ERF Federal: PATH McKinney	Multiple	Healthy Streets Operation Center partners: HSH, Department of Emergency Management, Department of Public Health	Outreach teams, housing and service provider organizations	7/1/2028	Number of unsheltered people receiving referrals from outreach teams HSH will track regularly through the Performance Measurement Plan once fully implemented.

Homelessness Response System.

<p>HHAP-5 investments into Operating Subsidies - Interim Housing to sustain operations of an array of interim housing and navigation center options for transition age youth and adults, to ensure that people experiencing homelessness can access interim housing and services and be connected to permanent housing.</p>	<p>Local: General Fund, Our City, Our Home (OCOH) Fund State: HHAP-5 investment</p>	<p>Multiple</p>	<p>HSH</p>	<p>Interim housing and navigation center provider organizations</p>	<p>6/30/2027</p>	<p>Sustained inventory of interim housing options, funding projected to help support the continued provision of 588 interim housing slots in FY 26-27.</p>
<p>All interim housing sites funded by HHAP, including those for youth and at the 888 Post TAY Navigation Center, have housing-focused services on site, including intake to determine service eligibility, housing-focused case management to connect guests to housing problem solving and</p>						<p>Total number of people enrolled into shelter and other interim/temporary accommodations programs and broken out by household type/population and by program type (e.g., emergency shelter, navigation center, transitional housing, community cabins, safe sleep sites, etc.). An increase in the number of people enrolled in interim housing will help San Francisco meet its 5-year goal of reducing unsheltered homelessness by 50%.</p>
						<p>Unduplicated</p>

Coordinated Entry services, referrals and coordination of services, and document readiness to support moving into housing (including market-rate housing applications and form verification).

Operating subsidies at these locations help ensure that these shelters can continue to provide these services to connect people to housing and ensure they are ready to move in. Without these interim housing options, people are left on a waitlist with limited access to housing services and have less successful housing outcomes.

Additionally, operating subsidies provide interim housing for those looking for or waiting for a housing placement. This helps San Francisco

number of people who exit from temporary shelter programs by exit destination (including to permanent housing), broken out by site and household type/population (adults vs. families vs. TAY). An increase in the number of those who exit from interim to permanent housing will help San Francisco meet its 5-year goal of actively supporting at least 30,000 people to move from homelessness into permanent housing.

Regularly tracked through implementation of HSH's Performance Measurement Plan reporting.

locate people when housing becomes available, as those who are in interim housing are often easier to locate than those who are unsheltered and/or who are on a shelter waitlist. Finally, having sufficient interim housing, which is sustained by these operating subsidies, allows others experiencing homelessness to move into interim housing once a bed frees up, which increases the number of people accessing services.

SPM 7.1a: Racial and ethnic disparities among those accessing services who are experiencing homelessness.

Racial/Ethnic Group	Measure
People who are Black or African American	6,541
People who are American Indian or Alaska Native	946
People who are Hispanic/Latino	4,480
People who are Native Hawaiian or Other Pacific Islander	409

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
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action

<p>Implement on-going structures and processes through which people with lived expertise are directly informing, guiding, shaping, and driving decision making and improvements across the Homelessness Response System, including recommendations for improving system's capacity to reach and serve highly impacted racial and ethnic communities.</p>	<p>State: HHAP Other: MacArthur Foundation</p>	<p>Multiple</p>	<p>HSH</p>	<p>Philanthropic partners</p>	<p>7/1/2028</p>	<p>Documentation of input being provided, and actions taken in response, ongoing.</p>
<p>Review and implement recommendations from the Coordinated Entry (CE) Redesign Workgroup to redesign and move the CE system from one that fosters competition for resources by individuals to one that aims to connect all people experiencing homelessness to available supports, provides an inclusive</p>	<p>State: HHAP, Housing and Homelessness Incentive Program (HHIP) Federal: U.S. Department of Housing and Urban Development (HUD) Continuum of Care Other: MacArthur Foundation</p>	<p>Multiple</p>	<p>HSH</p>	<p>Coordinated Entry Redesign group including DPH, HSA, community-based organizations, and people with lived experience</p>	<p>1/1/2025</p>	<p>Number of households with an active Coordinated Entry assessment, broken down by household type (e.g., adults, youth, families with children), and analyzed by race and ethnicity. HSH will track regularly through the Performance Measurement Plan once fully implemented.</p>

experience of accessing housing and services, and is focused on driving progress toward racial equity and housing justice.

SPM 1b: Number of people experiencing unsheltered homelessness on a single night (unsheltered PIT count)

SPM 1b
4,397

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Add 1,075 new shelter, interim housing, or other temporary accommodations beds in a variety of settings and models with enhanced case management and housing-focused services, for adults, families with children, pregnant people, older adults, and youth.	Local: General Fund, OCOH Fund State: BHBH, ERF, HHAP Federal: ESG	Multiple	HSH	Shelter provider organizations, private funders	7/1/2028	Add an average of 215 shelter beds per year over 5 years. HSH will track regularly through the Performance Measurement Plan once fully implemented.
Implement a variety of policy and programmatic changes that reduce barriers to shelter	Local: General Fund, OCOH State: BHBH Federal: ESG, CoC, PATH	Multiple	HSH	Shelter, interim housing, and other temporary accommodations	1/1/2027	Total number of people enrolled into shelter and other interim/temporary accommodation

access, including: reinstating of a self-referral process for adult shelters, expanding mobile family Access Point capacity and improving coordination with the San Francisco Homeless Outreach Team, and creating new partnerships for referrals and access.

McKinney

provider organizations

s programs, and broken out by household type/population and by program type (e.g., emergency shelter, navigation center, transitional housing, community cabins, safe sleep sites, etc.)

HSH will track regularly through the Performance Measurement Plan once fully implemented.

Enhance and expand efforts currently underway through the Street to Home Pilot to directly place people experiencing unsheltered homelessness into permanent housing without an intermediate stop in transitional housing or shelter, assess effectiveness, and expand upon successful efforts.

Local: General Fund, HSH Fund, OCOH
 State: CalAIM, CalAIM-related funds
 Federal: CoC

Multiple

HSH

Outreach and housing and services provider organizations

7/1/2028

Living situations of households prior to enrollment into Rapid Rehousing and Permanent Supportive Housing programs, including those who are enrolled while experiencing unsheltered homelessness.

Number of people enrolled into outreach programs who directly enter permanent housing programs from unsheltered homelessness.

HSH will track

						regularly through the Performance Measurement Plan once fully implemented.
Enhance the effectiveness of the City's street response through: (1) improved coordination of street teams and existing efforts, such as Healthy Streets Operation Center, Joint Field Operations, and the Castro collaborative; and (2) better integrating trauma-informed, culturally responsive service delivery and access to shelter, housing navigation, and clinical services across all teams.	Local: General Fund State: BHBH, ERF Federal: PATH McKinney	Multiple	HSH	Outreach teams	7/1/2028	Number of unsheltered people receiving shelter and housing placements from outreach teams. HSH will track regularly through the Performance Measurement Plan once fully implemented.
Ensure that Community Ambassador programs are deployed in a coordinated and strategic fashion alongside other street response teams, and that all Ambassadors are trained on the City's	General Fund	Local	Department of Emergency Management	Community Ambassador programs	7/1/2028	Number of unsheltered people receiving referrals from outreach teams. HSH and other City and County agencies including the Department of Emergency Management will track

overall street conditions response strategy and the roles of outreach and crisis response teams; ensure ambassadors have the information and support needed to effectively refer and connect people experiencing homelessness to Coordinated Entry, shelter, clinical services, and crisis services options that support transitions and exits from unsheltered homelessness.

regularly.

HHAP-5 investments into Operating Subsidies - Interim Housing to sustain operations of an array of interim housing and navigation center options for transition age youth and adults, to help reduce unsheltered homelessness by providing opportunities for people who are unsheltered can enter interim housing and access services and be

Local: General Fund, Our City, Our Home (OCOH) Fund
State: HHAP-5 investment

Multiple

HSH

Interim housing and navigation center provider organizations

6/30/2027

Sustained inventory of interim housing options, funding projected to help support the continued provision of 588 interim housing slots in FY 26-27.

Total number of people enrolled into shelter and other interim/temporary accommodations programs and broken out by household type/population and by program type (e.g.,

connected to permanent housing.

Operating subsidies provide interim housing for those looking for or waiting for a housing placement. This reduces the number of people experiencing unsheltered homelessness because when San Francisco does not have enough shelter beds, people are put on a waitlist with limited access to resources.

Having sufficient interim housing, which is sustained by these operating subsidies, also allows others experiencing homelessness to move into interim housing once a bed frees up, which decreases the number of people experiencing unsheltered homelessness.

Additionally, all interim housing sites funded by HHAP have housing-focused

emergency shelter, navigation center, transitional housing, community cabins, safe sleep sites, etc.). An increase in the number of people enrolled in interim housing will help San Francisco meet its 5-year goal of reducing unsheltered homelessness by 50%.

Unduplicated number of people who exit from temporary shelter programs by exit destination, broken out by site and household type/population (adults vs. families vs. TAY). An increase in the number of those who exit from interim to permanent housing will help San Francisco meet its 5-year goal of actively supporting at least 30,000 people to move from homelessness into permanent

services on site, including intake to determine service eligibility, housing-focused case management to connect guests to problem solving and Coordinated Entry services, referrals and coordination of services, and document readiness.

Operating subsidies at these locations help ensure that these shelters can continue to provide these services to connect people to housing and ensure they are ready to move in, which ensures that when people leave interim housing, it is because they have moved to permanent housing and not because they have become unsheltered.

housing.

Number of unsheltered people receiving interim housing referrals/placements from outreach teams.

Regularly tracked through implementation of HSH's Performance Measurement Plan reporting.

SPM 7.1b: Racial and ethnic disparities among those experiencing unsheltered homelessness on a single night

Racial/Ethnic Group	Measure
People who are American Indian or Alaska Native	297
People who are Black or African American	1,472

People who are Native Hawaiian or Other Pacific Islander

175

People who are Hispanic/Latino

1,517

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Continue to test and scale neighborhood-based activities addressing unsheltered homelessness, establishing strategies that are culturally responsive to the neighborhood, supporting alignment with neighborhood goals, and ensuring that City teams are equitably assigned across the City.	Local: General Fund State: BHBH, ERF Federal: PATH McKinney	Multiple	HSH	Department of Emergency Management, Department of Public Works, outreach provider organizations	7/1/2028	Number of unsheltered people receiving referrals from outreach teams, analyzed by race and ethnicity. HSH will track regularly through the Performance Measurement Plan once fully implemented.
Convene collaborative planning effort to explore needs and to identify opportunities and strategies to strengthen partnerships with Latine communities and organizations and to reach and serve Latine people	Local: General Fund, OCOH State: HHAP	Multiple	HSH	Office of Civic Engagement and Immigrant Affairs, Department of Disability and Aging Services, Latine-led community organizations	7/1/2028	Number of people experiencing unsheltered homelessness within Point-in-Time Count, analyzed by race and ethnicity. HSH will track regularly through the Performance Measurement Plan once fully

experiencing homelessness more effectively.

implemented.

Implement the Just Home Project initiative to develop a coordinated pathway to housing that addresses the needs of justice-involved people with behavioral health care service needs and frequent contacts with the system, who are disproportionately Black and Latine, to help reduce racial inequities in risks and experiences of homelessness.

Local: OCOH
 State: HHAP
 Other:
 MacArthur Foundation

Multiple

HSH

Housing partners, criminal legal partners including the Adult Probation Department, and District Attorney's Office, as well as evaluation partners

7/1/2028

Number of people experiencing unsheltered homelessness within Point-in-Time Count, analyzed by race and ethnicity.
 HSH will track regularly through the Performance Measurement Plan once fully implemented.

Expand capacity-building and contracting strategies for engaging and supporting the success of more providers deeply connected to highly impacted populations, communities, and neighborhoods, with focus on ensuring the homelessness response system better

Local: General Fund, OCOH Fund
 State: HHAP

Multiple

HSH

Mayor's Office of Housing and Community Development, philanthropic partners, housing and service providers

7/1/2028

Documentation of funds and other capacity-building strategies provided, and organizations engaged.

reaches and serves Black, Latine, and LGBTQIA+ people and other communities over-represented among those experiencing unsheltered homelessness.

SPM 2: Number of people accessing services who are experiencing homelessness for the first time.

SPM 2
8,240

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Expand prevention services to serve 4,300 additional households, including specific interventions for subpopulations such as TAY.	Local: General Fund, OCOH Fund Federal: ESG	Multiple	HSH	Mayor's Office of Housing and Community Development (MOHCD), Regional Collaborations (i.e. All Home)	7/1/2028	Number and percentage of applicant households who receive prevention services. HSH will track regularly through the Performance Measurement Plan once fully implemented.
Retool the City's approach to prioritizing available prevention and problem-solving funding and providing	General Fund, OCOH	Local	HSH	MOHCD	7/1/2028	Number and percentage of households who are prioritized for homelessness prevention financial

flexible financial assistance, including both one-time and longer-term assistance, to ensure we are reaching the households most at-risk of losing housing.

assistance under program policies who receive such assistance, and by households prioritized based upon assessment results.

HSH will track regularly through the Performance Measurement Plan once fully implemented.

Create an expanded supply of affordable housing units that can prevent households from experiencing housing instability and crises that can result in homelessness.	Local: OCOH, General Fund, SF Housing Trust Fund State: Homekey, Housing for a Healthy California (HHC), No Place Like Home (NPLH) Federal: CoC	Multiple	MOHCD	Affordable housing developers, San Francisco Housing Accelerator Fund, Office of Community Investment and Infrastructure (OCII), San Francisco Planning Department	7/1/2028	# of new affordable housing units brought on-line each year. MOHCD will track regularly through the Performance Measurement Plan once fully implemented.
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SPM 7.2: Racial and ethnic disparities in the number of people accessing services who are experiencing homelessness for the first time

Racial/Ethnic Group	Measure
People who are Black or African American	3,068
People who are American Indian or Alaska Native	490
People who are Native Hawaiian or Other Pacific Islander	225
People who are Hispanic/Latino	2,245

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Evaluate assessment tools and other strategies being used to target emergency rental assistance resources to households facing the greatest risks of experiencing homelessness.	Local: General Fund, OCOH Federal: CoC	Multiple	HSH	MOHCD	7/1/2028	Number and percentage of applicant households who receive prevention services, analyzed by race and ethnicity. Will be tracked and reported in HSH's Performance Measurement Plan once fully implemented.
Expand access to prevention services for youth, reentry clients, and non-English speaking populations.	General Fund, OCOH	Local	HSH	MOHCD	7/1/2028	Number and percentage of applicant households who receive prevention services, analyzed by race and ethnicity. HSH will track regularly through the Performance Measurement Plan once fully implemented.

SPM 3: Number of people exiting homelessness into permanent housing.

SPM 3
5,029

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Expand the capacity of the Homelessness Response System by adding 3,250 new permanent housing units, including site-based and scattered-site permanent supportive housing (PSH), rapid re-housing, and shallow subsidies.	Local: General Fund, OCOH Fund, San Francisco Housing Trust Fund, General Obligation Bonds State: Homekey, LIHTC, HHC, NPLH, Building Homes and Jobs Act Funding (SB2), HCD Federal: CoC, HOME	Multiple	HSH	Mayor's Office of Housing and Community Development, and affordable housing developers, housing and services providers organizations, private funders	7/1/2028	Add an average of 650 permanent housing units, including site-based and scattered-site permanent supportive housing (PSH), rapid re-housing, and shallow subsidies, per year over 5 years. HSH will track regularly through the Performance Measurement Plan once fully implemented.
Strengthen and scale the availability of scattered-site permanent supportive housing options through landlord lease up bonuses, landlord risk mitigation funds, and other activities and incentives to encourage private market participation.	Local: General Fund, HSH Fund, OCOH State: Building Homes and Jobs Act Funding Federal: CoC	Multiple	HSH	Housing and services providers organizations, private funders, landlords.	7/1/2028	Number and percentage of households who are enrolled in scattered-site Permanent Supportive Housing programs who move into permanent housing. HSH will track regularly through the Performance Measurement Plan once fully

implemented.

Implement provisions of CalAIM to launch housing-focused community supports within the existing services portfolio, which will allow Medi-Cal funds to be drawn down for certain services, including housing navigation, housing deposits, and housing stabilization. This shift will support the City's efforts to enhance and sustain these services and improve cross-system whole person care outcomes.	CalAIM, CalAIM-related funds, HHIP	State	HSH	San Francisco Department of Public Health, Managed Care Plans, housing and services provider organizations	1/1/2025	Number and percentage of people exiting shelter and other interim/temporary accommodations programs to permanent housing destination who have a move-in date into permanent housing. HSH will track regularly through the Performance Measurement Plan once fully implemented.
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Expand and strengthen services available within existing shelter and crisis intervention programs, including enhanced behavioral health care services and housing-focused case management to increase rapid and successful exits from	Local: General Fund, OCOH State: BHBH grant, Building Homes and Jobs Act Funding	Multiple	HSH	Shelter, interim housing, and other temporary accommodations provider organizations	7/1/2028	Number and percentage of people exiting shelter and other interim/temporary accommodations programs to permanent housing destination who have a move-in date into permanent housing HSH will track regularly
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shelter and crisis interventions to a wide range of permanent housing options, thereby increasing flow both out of and into the shelter system.

through the Performance Measurement Plan once fully implemented.

HHAP-5 investments into Services Coordination to help support enhanced physical environments and services available at existing low-barrier, Housing First-oriented shelter and interim housing projects, to improve outcomes, included the number of people exiting shelter/interim housing to permanent housing.

All interim housing sites funded by HHAP, including those for youth and at the 888 Post TAY Navigation Center, have housing-focused services on site, including intake to determine service

Local: General Fund, Our City, Our Home (OCOH) Fund
State: HHAP-5 investment

Multiple

HSH

Shelter, interim housing, and other temporary accommodations provider organizations

6/30/2027

Number and percentage of people exiting shelter and other interim/temporary accommodations programs to permanent housing destination who have a move-in date into permanent housing by household type/population (adult, families, and TAY). An increase in the number of people exiting from interim to permanent housing will help San Francisco meet its 5-year goal to actively support at least 30,000 people to move from homelessness into permanent housing.

HSH will track regularly through the Performance

eligibility, housing-focused case management to connect guests to housing problem solving and Coordinated Entry services, referrals and coordination of services, and document readiness to support moving into housing (including market-rate housing applications and form verification). These services help move people into housing and ensure they are ready to move in.

Measurement Plan once fully implemented.

SPM 7.3: Racial and ethnic disparities in the number of people exiting homelessness into permanent housing.

Racial/Ethnic Group	Measure
People who are Hispanic/Latino	1,244
Adults who are Experiencing Significant Mental Illness	1,106
Adults who are Experiencing Substance Abuse Disorders	786
Adults who are Currently Fleeing Domestic Violence	171

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
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<p>Convene collaborative planning effort to explore needs and to identify opportunities and strategies to strengthen partnerships with Latine communities and organizations and to reach and serve Latine people experiencing homelessness more effectively.</p>	<p>Local: General Fund State: HHAP</p>	<p>Multiple</p>	<p>HSH</p>	<p>Latine-led organizations including the Latino Task Force, and the Office of Civic Engagement and Immigrant Affairs</p>	<p>7/1/2028</p>	<p>Number and percentage of people exiting homelessness to permanent housing, analyzed by race and ethnicity. HSH will track regularly through the Performance Measurement Plan once fully implemented.</p>
<p>Implement capacity-building and partnership efforts to ensure geographic equity in siting of housing and the inclusion of units being developed and/or operated by organizations with deep connections to marginalized communities overrepresented among people experiencing homelessness.</p>	<p>Local: General Fund State: HHAP</p>	<p>Multiple</p>	<p>HSH</p>	<p>Mayor's Office of Housing and Community Development (MOHCD), and housing and services provider organizations, private funders</p>	<p>7/1/2028</p>	<p>Number and percentage of households who are enrolled in Permanent Supportive Housing program who move into permanent housing, analyzed by race and ethnicity. HSH will track regularly through the Performance Measurement Plan once fully implemented.</p>
<p>Strengthen partnerships with homelessness services providers and other community-</p>	<p>Local: General Fund, OCOH State: HHAP</p>	<p>Multiple</p>	<p>MOHCD</p>	<p>Housing and services provider organizations, private funders</p>	<p>7/1/2028</p>	<p>Number of households newly moving into MOHCD-funded affordable housing units, analyzed by</p>

based and faith-based organizations to help households experiencing homelessness navigate application, eligibility, and move-in requirements and processes, in order to ensure racially equitable access and entries into MOHCD-funded affordable housing units.

race and ethnicity.

MOHCD will track regularly through the Performance Measurement Plan once fully implemented.

Implement analytical processes to quantify the need for health and behavioral health care support within PSH sites and scattered-site programs and develop strategies for addressing those needs.	Local: General Fund, OCOH State: CalAIM-related funds, HHAP	Multiple	HSH	SF Controller's Office and Department of Public Health	7/1/2028	Number and percentage of people exiting homelessness to permanent housing, including disaggregated data regarding whether are experiencing significant mental illness and/or substance use disorders. HSH will track regularly through the Performance Measurement Plan once fully implemented.
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Review findings and recommendations from the Safe Housing in San Francisco:	Local: General Fund, OCOH State: HHAP	Multiple	HSH	Safe Housing Working Group, housing and victim	7/1/2028	Number and percentage of people exiting homelessness to permanent housing,
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A Community Needs Assessment Report, and determine next steps for improving access to permanent housing options for survivors, potentially including survivor-specific housing, and for better addressing survivors' safety and service needs.

service providers

including disaggregated data regarding whether fleeing current experiences of domestic violence.

HSH will track regularly through the Performance Measurement Plan once fully implemented.

SPM 4: Average length of time that people experienced homelessness while accessing services

SPM 4
184

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Expand the capacity of the homelessness response system by adding 3,250 new permanent housing units, including site-based and scattered-site permanent supportive housing (PSH), rapid re-housing, and shallow	Local: General Fund, HSH Fund, OCOH State: Homekey, HHC, NPLH, Building Homes and Jobs Act Funding Federal: CoC , HOME	Multiple	HSH	Mayor's Office of Housing and Community Development (MOHCD), affordable housing developers, housing and service community-based organizations, private	7/1/2028	Add an average of 650 permanent housing units, including site-based and scattered-site permanent supportive housing (PSH), rapid re-housing, and shallow subsidies, per year over 5 years.

subsidies.				funders		HSH and MOHCD will track regularly through the Performance Measurement Plan once fully implemented.
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Align critical resources to successfully implement a shared priority by-name list strategy to allow the City to identify, understand, and successfully engage highly vulnerable people through clinically informed, sustained, goal-oriented, and culturally responsive street engagement efforts designed to improve people's wellbeing through access to housing, health care, and services.	Local: General Fund, OCOH State: BHBH, Incentive Payment Program (IPP) Federal: CoC, PATH McKinney	Multiple	HSH	Department of Public Health, Department of Emergency Management, community-based organizations providing outreach and referral services	7/1/2028	Number of unsheltered people enrolled into outreach programs who enter shelter or interim housing programs. Number of people enrolled into outreach programs who directly enter permanent housing programs from unsheltered homelessness. HSH will track regularly through the Performance Measurement Plan once fully implemented.
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HHAP-5 investments into Services Coordination to help support enhanced physical environments and housing-focused services available at existing low-	Local: General Fund, Our City, Our Home (OCOH) Fund State: HHAP-5 investment	Multiple	HSH	Shelter, interim housing, and other temporary accommodations provider organizations	6/30/2027	Length of time between referral to permanent housing and move-in date into permanent housing by household type/population (adults, families, TAY). Number and
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barrier, Housing First-oriented shelter and interim housing projects, to improve outcomes, including reducing the length of time people experience homelessness by connecting people in interim housing to housing navigation supports so that they can move into permanent housing.

All interim housing sites funded by HHAP, including those for youth and at the 888 Post TAY Navigation Center, have housing-focused services on site, including intake to determine service eligibility, housing-focused case management to connect guests to housing problem solving and Coordinated Entry services, referrals and coordination of services, and document readiness to

percentage of people exiting shelter and other interim/temporary accommodations programs to permanent housing destination who have a move-in date into permanent housing by household type/population (adults, families, TAY). An increase in the number of people exiting from interim to permanent housing will help San Francisco meet its 5-year goal to actively support at least 30,000 people to move from homelessness into permanent housing.

HSH will track regularly through the Performance Measurement Plan once fully implemented.

support moving into housing (including market-rate housing applications and form verification). These services help move people into housing and ensure they are ready to move in, which reduces the amount of time that they are experiencing homelessness.

SPM 7.4: Racial and ethnic disparities in the average length of time that people experienced homelessness while accessing services.

Racial/Ethnic Group	Measure
People who are Black or African American	184
People who are Hispanic/Latino	188

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Implement the Just Home Project initiative to develop a coordinated pathway to housing that addresses the needs of justice-involved people with behavioral health care	Local: General Fund, OCOH State: HHAP Federal: MacArthur Foundation	Multiple	HSH	Housing partners, criminal legal partners including Adult Probation Department, and District Attorney's Office, as	7/1/2026	Number of people experiencing unsheltered homelessness within Point-in-Time Count, analyzed by race and ethnicity. HSH will track regularly

service needs and frequent contacts with the system, who are disproportionately Black and Latine, to help reduce racial inequities in risks and experiences of homelessness.

well as evaluation partners

through the Performance Measurement Plan once fully implemented.

Convene collaborative planning effort to explore needs and to identify opportunities and strategies to strengthen partnerships with Latine communities and organizations and to reach and serve Latine people experiencing homelessness more effectively.

Local: General Fund, OCOH
State: HHAP

Multiple

HSH

Latine-led organizations

7/1/2028

Average length of time people are engaged with homelessness response system prior to exits to permanent housing, analyzed by race and ethnicity.

HSH will track regularly through the Performance Measurement Plan once fully implemented.

SPM 5: Percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing.

SPM 5
13.00%

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
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<p>Improve the quality and delivery of case management, physical and behavioral health services, and other services in permanent supportive housing.</p>	<p>Local: General Fund, OCOH Federal: CoC</p>	Multiple	HSH	<p>Department of Public Health, housing and service providers</p>	7/1/2027	<p>Number and percentage of exits from PSH that qualify as positive, negative, or neutral exits, per HUD definitions, including number and percentage of people who exit to homelessness.</p> <p>HSH will track regularly through the Performance Measurement Plan once fully implemented.</p>
<p>Promote housing retention for formerly homeless older adults and people with disabilities by sustaining and expanding the Collaborative Caregiver Support Team (CCST) initiative, which makes personal in-home care services available to residents of permanent supportive housing.</p>	<p>Local: General Fund, OCOH State: CalAIM, CalAIM related funds</p>	Multiple	HSH	<p>SF Department of Disability and Aging Services</p>	7/1/2027	<p>Number and percentage of Permanent Supportive Housing residents who retain housing annually (i.e., do not exit housing), analyzed by age and disability status.</p> <p>HSH will track regularly through the Performance Measurement Plan once fully implemented.</p>
<p>Scale up the availability of shallow subsidies for households in</p>	OCOH	Local	HSH	<p>Mayor's Office of Housing and Community</p>	7/1/2026	<p>Number and percentage of exits from Rapid Rehousing program to a</p>

time-limited rapid re-housing who need ongoing financial assistance to remain housed.				Development (MOHCD), Office of Financial Empowerment, housing and services provider organizations		shallow subsidy. HSH will track regularly through the Performance Measurement Plan once fully implemented.
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Provide rapid re-housing and other subsidies, partnered with workforce development services and supports when possible, to address the employment and income goals of households and to increase their ability to remain stable within housing.	OCOH	Local	HSH	Office of Economic and Workforce Development, rapid rehousing provider organizations	7/1/2028	Total number of households receiving services through Rapid Rehousing programs that are partnered with workforce development services and supports, and broken down by household type (e.g., adults, youth, families with children.) HSH will track regularly through the Performance Measurement Plan once fully implemented.
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SPM 7.5: Racial and ethnic disparities in the percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing.

Racial/Ethnic Group	Measure
People who are Black or African American	15.00%
People who are American Indian or Alaska Native	18.00%

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
<p>Support the capacity-building efforts to organizations serving communities disparately represented in the City's homeless population in order to assist organizations to be able to scale their programming, to effectively administer resources from a range of different local, state, and federal programs, and to engage more organizations into active roles within the Homelessness Response System.</p>	<p>Local: General Fund State: HHAP Other: MacArthur Foundation</p>	Multiple	HSH	<p>Mayor's Office of Housing and Community Development (MOHCD), Office of Racial Equity, community-based organizations, philanthropy</p>	7/1/2028	<p>Percentage of households who return to homelessness within 6 months of exiting to permanent housing, analyzed by race and ethnicity.</p> <p>HSH will track regularly through the Performance Measurement Plan once fully implemented.</p>
<p>Implement on-going structures and processes through which people with lived expertise are directly informing, guiding, shaping, and driving decision making and improvements across the</p>	<p>State: HHAP Other: MacArthur Foundation</p>	Multiple	HSH	Philanthropy	1/1/2025	<p>Documentation of input being provided and actions taken in response, ongoing.</p>

Homelessness Response System, including recommendations for improving system capacity to reach and serve highly impacted racial and ethnic communities.

SPM 6: Number of people with successful placements from street outreach projects.

SPM 6
11

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Enhance and expand efforts to directly place people experiencing unsheltered homelessness into permanent housing without an intermediate stop in transitional housing or shelter, assess effectiveness, and expand upon successful efforts such as San Francisco's Street to Home pilot program.	Local: General Fund, HSH Fund, OCOH Federal: CoC, PATH McKinney	Multiple	HSH	Outreach and housing and services provider organizations	7/1/2028	Living situations of households prior to enrollment into Rapid Rehousing and Permanent Supportive Housing programs, including those who are enrolled while experiencing unsheltered homelessness. Number of people enrolled into outreach programs who directly enter permanent housing programs from

unsheltered homelessness.
HSH will track regularly through the Performance Measurement Plan once fully implemented.

<p>Implement a variety of policy and programmatic changes that reduce barriers to shelter access, including: reinstating of a self-referral process for adult shelters, expanding mobile family Access Point capacity and improving coordination with the SF Homeless Outreach Team, and creating new partnerships for referrals and access.</p>	<p>Local: General Fund, OCOH Federal: CoC, ESG, PATH McKinney</p>	<p>Multiple</p>	<p>HSH</p>	<p>Shelter, interim housing, and other temporary accommodations provider organizations</p>	<p>1/1/2027</p>	<p>Number of unsheltered people enrolled into outreach programs who enter shelter or interim housing programs. HSH will track regularly through the Performance Measurement Plan once fully implemented.</p>
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<p>Align critical resources to successfully implement a shared priority by-name list strategy to allow the City to identify, understand, and successfully engage highly vulnerable people through</p>	<p>Local: General Fund State: ERF Federal: PATH McKinney</p>	<p>Multiple</p>	<p>HSH</p>	<p>SF Department of Public Health, Department of Emergency Management, community-based organizations providing</p>	<p>7/1/2028</p>	<p>Number of unsheltered people enrolled into outreach programs who enter shelter or interim housing programs. Number of people enrolled into outreach programs who directly enter</p>
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clinically informed, sustained, goal-oriented, and culturally responsive street engagement efforts designed to improve people's wellbeing through access to housing, health care, and services.

outreach and referral services

permanent housing programs from unsheltered homelessness.

HSH will track regularly through the Performance Measurement Plan once fully implemented.

HHAP-5 Investments into Operating Subsidies - Interim Housing to sustain operations of an array of interim housing and navigation center options for transition age youth and adults, to support interim housing placements for Street Outreach projects.

Local: General Fund, Our City, Our Home (OCOH) Fund
State: HHAP-5 investment

Multiple

HSH

Interim housing and navigation center provider organizations

6/30/2027

Number of interim housing referrals/placements achieved by Street Outreach projects. An increase in this measure will help San Francisco meet its 5-year goal to reduce unsheltered homelessness by 50%.

Sustained inventory of interim housing options, funding projected to help support the continued provision of 588 interim housing slots in FY 26-27.

Having sufficient interim housing, which is sustained by these operating subsidies, allows those experiencing unsheltered homelessness to be placed into interim shelter via street outreach.

Total number of people enrolled into shelter and other interim/temporary accommodation

s programs and broken out by household type/population and by program type (e.g., emergency shelter, navigation center, transitional housing, community cabins, safe sleep sites, etc.). An increase in this measure will help San Francisco meet its 5-year goal to reduce unsheltered homelessness by 50%.

Regularly tracked through implementation of HSH's Performance Measurement Plan reporting.

SPM 7.6: Racial and ethnic disparities in the number of people with successful placements from street outreach projects.

Racial/Ethnic Group	Measure
People who are Black or African American	6
People who are American Indian or Alaska Native	6

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Continue to test	Local: General	Multiple	HSH	HSOC,	1/1/2025	Number of

and scale neighborhood-based activities addressing unsheltered homelessness, establishing strategies that are culturally responsive to the neighborhood, supporting alignment with neighborhood goals, and ensuring that City teams are equitably assigned across the City.	Fund State: BHBH, ERF Federal: PATH McKinney			Department of Emergency Management, Department of Public Works, community-based organizations providing outreach services, community benefit districts and other street ambassadors .		unsheltered people receiving referrals from outreach teams, analyzed by race and ethnicity. HSH will track regularly through the Performance Measurement Plan once fully implemented.
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Implement the ONE System Data Quality Plan and continue to expand participation and data quality of Homelessness Response System programs within the Online Navigation and Entry (ONE) System, which holds San Francisco's Homeless Management Information System (HMIS), including a focus on outreach providers, shelter and transitional housing programs, and	State: CalAIM, CalAIM-related funds Federal: ESG, CoC	Multiple	HSH	Housing and services provider organizations	7/1/2028	Number of unsheltered people enrolled into outreach programs who enter shelter or interim housing programs, analyzed by race and ethnicity. Number of people enrolled into outreach programs who directly enter permanent housing programs from unsheltered homelessness, analyzed by race and ethnicity. HSH will track regularly through the Performance Measurement
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locally funded
PSH units.

Plan once fully
implemented.

Equity Improvement Plan

Steps to Complete this Section:

1. Identify and describe the key actions the region will take to ensure racial and gender equity in:
 - Service delivery;
 - Housing placements;
 - Housing retention; and
 - Identify any changes to procurement or other means to affirm equitable access to housing and services for groups overrepresented among residents experiencing homelessness.

2. Identify if place-based encampment resolution is occurring in the region and if so, the CoC must describe and provide evidence of collaboration with the cities or counties providing encampment resolution services that addresses how people served through encampment resolution have or will be prioritized for permanent housing within the Coordinated Entry System.

Optional: upload any evidence the region would like to provide regarding collaboration and/or prioritization as it relates to question 2.

Guidance:

Of the four tables below, the first three must include at a minimum one key action to address racial equity and one key action to address gender equity. The fourth and final table must include at least one key action.

To add additional actions, click "Add an Action" at the bottom of the table.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the inequity. This can be a policy, program, partnership, target metric, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity/ies** may include a group, organization, or jurisdiction within your region working to address or improve the inequity. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Service Delivery

Key Action	Lead Entity	Collaborating Entity/ies
In collaborative partnership with people with experiences of homelessness, design and implement on-going structures and processes through which people with such lived expertise are directly informing, guiding, shaping, and driving decision-making and improvements across the homelessness response system; engage in meaningful collaboration with community partners that mitigates power imbalances and acknowledges past harms in order to heal and build trusting relationships.	HSH	People with live experience, housing and services providers
Ensure the homelessness response system is more responsive to transgender and gender nonconforming (TGNC) people by requiring and providing regular trainings to HSH staff and service providers in principles of cultural humility, racial bias, and in-depth gender diversity training.	HSH and Office of Transgender Initiatives	Office of Transgender Initiatives
Convene collaborative planning efforts to explore needs and to identify opportunities and strategies to strengthen partnerships with Latine communities and organizations and to reach and serve Latine people experiencing homelessness more effectively.	HSH	Office of Civic Engagement and Immigrant Affairs (OCEIA), Mayor's Office of Housing and Community Development (MOHCD)
Develop a training strategy for providers within the Homelessness Response System, focused on how concepts of systemic oppression, white-dominant culture, and how they manifest at the institutional, interpersonal, and internalized levels among providers, in services and housing delivery, and in the entire response to homelessness.	HSH	OCEIA, MOHCD
Coordinate with the Safe Housing Working Group to review findings and recommendations from the Safe Housing in San Francisco: A Community Needs Assessment Report, which HSH engaged the Safe Housing Alliance to prepare. Determine next steps for the design of referral processes for survivors needing access to resources within the homelessness response system, updates to Coordinated Entry standards related to survivors' access to and	HSH	Safe Housing Working Group (which includes housing providers, victim service providers, and survivors)

response from the Homelessness Response System, and the development of Homeless Management Information System (HMIS) protocols on how survivor information is safeguarded.

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Housing Placements

Key Action	Lead Entity	Collaborating Entity/ies
Review and implement recommendations from the Coordinated Entry (CE) Redesign Workgroup to redesign and move the CE system from one that fosters competition for resources by individuals to one that aims to connect all people experiencing homelessness to available supports, provides an inclusive experience of accessing housing and services, and is focused on driving progress toward racial equity and housing justice.	HSH	Coordinated Entry Redesign Implementation Committee (which includes people with lived experience, homelessness providers, Human Services Agency, Department of Public Health), Local Homeless Coordinating Board (CoC Board)
Design, launch, and implement the Ending Transgender and Gender Non-Conforming (TGNC) Homelessness Initiative to address the crisis services and permanent housing needs of TGNC people experiencing or at-risk of homelessness.	HSH	Office of Transgender Initiatives and organizations serving TGNCI communities
Implement the Just Home Project initiative to develop a coordinated pathway to housing that addresses the needs of justice-involved people with behavioral health care service needs and frequent contacts with the system, who are disproportionately Black and Latine, to help reduce racial inequities in risks and experiences of homelessness.	HSH	Re-entry Council of the City and County of San Francisco, MacArthur Foundation, Urban Institute, Safety and the Justice Challenge Workgroup which comprises legal partners including the District Attorney's Office, Public Defenders Office, and Adult Probation
Coordinate with the Safe Housing Working Group to review findings and recommendations from the Safe Housing in San Francisco: A Community Needs Assessment Report, which HSH engaged the Safe Housing Alliance to prepare, and determine next steps for improving access to permanent housing options for survivors, potentially including survivor-specific housing, and for better	HSH	Safe Housing Working Group (which includes housing providers, victim service providers, and survivors)

addressing survivors' safety and service needs.

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Housing Retention

Key Action	Lead Entity	Collaborating Entity/ies
Conduct an analysis of San Francisco's existing PSH portfolio and develop and implement recommendations to increase equitable practices and outcomes throughout the PSH portfolio in San Francisco to improve permanent housing and housing stabilization outcomes.	HSH	Permanent Supportive Housing organizations, consulting firms
Evaluate assessment tools and other strategies being used to target emergency rental assistance resources to households facing the greatest risks of experiencing homelessness, who are disproportionately BIPOC households.	HSH	Mayor's Office of Housing and Community Development, consulting firms
Design, launch, and implement the Ending Transgender and Gender Non-Conforming (TGNC) Homelessness Initiative to address the crisis services and permanent housing needs of TGNC people, including supporting TGNC who exit homelessness into permanent housing are able to retain that housing.	HSH	Office of Transgender Initiatives

Key Actions the Region Will Take to Change Procurement or Other Means to Affirm Equitable Access to Housing and Services for Overrepresented Groups Among People Experiencing Homelessness in the Region

Key Action	Lead Entity	Collaborating Entity/ies
HSH's Office of Equity and Inclusion is leading capacity-building efforts for community-based organizations serving disparately impacted communities. In San Francisco, BIPOC and LGBTQIA+ people are overrepresented in its homeless population. The goal of these investments is to assist organizations to be able to scale their programming, to effectively administer resources from a range of different local, state, and federal programs, and to more effectively advance its service delivery.	HSH	SF community-based organizations serving disparately impacted communities in the Homelessness Response System.

Is place-based encampment resolution occurring within the region?

Yes

The CoC must describe and provide evidence of collaboration with the cities or counties providing encampment resolution services that addresses how people served through encampment resolution have or will be prioritized for permanent housing within the Coordinated Entry System.

Narrative for place-based encampment resolution

San Francisco is a consolidated City and County and provides all encampment resolution services in our region.

San Francisco agencies collaborate and partner together on encampment resolution through the interagency Healthy Streets Operations Center (HSOC). HSOC's goal is to provide unified and coordinated services and responses to encampments, and includes the Department of Homelessness and Supportive Housing (HSH), the Department of Emergency Management, the Police Department, the Fire Department, the San Francisco Public Works Department, and the San Francisco Municipal Transportation Agency.

HSH has been able to utilize Encampment Resolution Funds (ERF) to focus on place-based encampment resolution at specific encampments in the Tenderloin and Mission neighborhoods that are having significant impacts on the wider community. Through ERF, San Francisco conducts targeted outreach to clients at these encampments and provide a wide range of resources and services including Coordinated Entry Assessments, shelter, and permanent housing placements. HSOC partners are working closely with HSH in areas targeted with ERF funds. As a part of these ERF projects HSH has also collaborated with CalTrans as well based on the locations of the encampments.

Optional Upload: Evidence of Collaboration and/or Prioritization

Plan to Reduce the Number of People Experiencing Homelessness Upon Exiting an Institutional Setting

Steps to Complete this Section:

1. Identify and describe the key actions **each participating Eligible Applicant** will take to reduce the number of people falling into homelessness as they exit institutional settings including:
 - o Jails
 - o Prisons
 - o Hospitals:
 - o Other Institutional Settings (such as foster care, behavioral health facilities, etc. as applicable in the region)

Guidance:

At a minimum, if an institutional setting is present in an Eligible Applicant's jurisdiction, the Eligible Applicant must identify their role.

To add additional actions, click "Add an Action" at the bottom of the table.

If an institution is not present in a jurisdiction, type N/A.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the specific performance measure. This can be a policy, program, partnership, target measure, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity** may include a group, organization, or jurisdiction within your region working to address or improve the performance measure. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Jail

Key Action	Lead Entity	Collaborating Entity/ies
<p>HSH and the District Attorney’s Office, in partnership with the Adult Probation Department, Department of Public Health, Public Defender’s Office, San Francisco Sheriff’s Office, and Mayor’s Office of Housing and Community Development (MOHCD), were awarded new resources from the John D. and Catherine T. MacArthur Foundation’s “Just Home Initiative” to create a new strategic effort to build a more integrated system of assessment, housing, and service connections for people who are experiencing repeated episodes of homelessness and contacts with the criminal justice system.</p> <p>In addition to establishing cross-sector partnerships between the homelessness response system, criminal legal system and relevant service provision fields, Just Home will also engage with planning bodies that regularly gather community feedback from the justice-involved population through the San Francisco Sentencing Commission, Safety and Justice Challenge Workgroup (funded by the</p>	<p>HSH</p>	<p>San Francisco Adult Probation Department, San Francisco Department of Public Health, San Francisco District Attorney’s Office, San Francisco Sheriff’s Office, MOHCD, affordable housing partners and funders, criminal legal partners, evaluation partners, technical assistance/support, John D. and Catherine T. MacArthur Foundation</p>

MacArthur Foundation), Reentry Council of the City & County of San Francisco, and the San Francisco Local Homeless Coordinating Board.

With broader systems change work in mind, this type of cross-sector collaboration will involve systems mapping to establish an understanding of how respective systems function and interact.

Formalize data-sharing protocols with written agreements that define the parameters of shared data use across systems. As part of this process, local criminal legal and homelessness response system partners will map out available data sources, types and processes, as well as consistently discuss any desired changes and infrastructure needs.

HSH

Housing partners, criminal legal partners, evaluation partners

For example, data will be collected in a way that allows for disaggregation by race, ethnicity, age and gender. This process is vital to data collection and monitoring, and capturing peoples' housing, behavioral health and other service needs.

Through Just Home, HSH and its partners have new resources to create a strategic plan to break down silos between the City's housing and criminal justice agencies and establish partnerships that allow for more coordinated, comprehensive, and equitable pathways to housing for those involved with the criminal legal system, which started with the opening of HSH's Access Point for this population in 2023. This work will also help address some of the root causes of why people, especially BIPOC individuals, interact with the criminal legal system.

HSH

Housing partners, criminal legal partners, evaluation partners, John D. and Catherine T. MacArthur Foundation

Just Home and its community engagement efforts will continue to both generate new housing solutions and identify policy and programmatic changes that will help streamline

assessment and service access options.

Just Home will also launch an innovative housing demonstration site/model specifically for young adults exiting custody who have high needs, have high utilization of the criminal justice system, have urgent or emergent health concerns, and are experiencing housing instability.

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Prison

Key Action	Lead Entity	Collaborating Entity/ies
<p>HSH and the District Attorney's Office, in partnership with the Adult Probation Department, Department of Public Health, Public Defender's Office, San Francisco Sheriff's Office, and Mayor's Office of Housing and Community Development (MOHCD), were awarded new resources from the John D. and Catherine T. MacArthur Foundation's "Just Home Initiative" to create a new strategic effort to build a more integrated system of assessment, housing, and service connections for people who are experiencing repeated episodes of homelessness and contacts with the criminal justice system.</p> <p>In addition to establishing cross-sector partnerships between the homelessness response system, criminal legal system and relevant service provision fields, Just Home will also engage with planning bodies that regularly gather community feedback from the justice-involved population through the San Francisco Sentencing Commission, Safety and Justice Challenge Workgroup (funded by the MacArthur Foundation), Reentry Council of the City & County of San Francisco, and the San Francisco Local Homeless Coordinating Board.</p> <p>With broader systems change work in mind, this type of cross-sector</p>	HSH	San Francisco Adult Probation Department, San Francisco Department of Public Health, San Francisco District Attorney's Office, San Francisco Sheriff's Office, MOHCD, affordable housing partners and funders, criminal legal partners, evaluation partners, technical assistance/support, John D. and Catherine T. MacArthur Foundation

collaboration will involve systems mapping to establish an understanding of how respective systems function and interact.

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Hospital

Key Action	Lead Entity	Collaborating Entity/ies
Build on current comprehensive strategic planning efforts to strengthen partnership and coordination of strategies and develop an implementation plan between HSH and the San Francisco Department of Public Health (DPH), with particular focus on populations who are unsheltered, have co-occurring behavioral health care needs, need higher levels of care/support, are older adults or people with disabilities, have chronic or long-term health needs, and/or are from populations overrepresented across the homelessness response system.	HSH	San Francisco Department of Public Health, Department of Adult Services (DAS), and San Francisco's Managed Care Plans

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting Other Institutional Settings (such as foster care, behavioral health facilities, etc. as applicable in the region)

Institutional Setting	Key Action	Lead Entity	Collaborating Entity/ies
Foster care and other institutional settings	Expand affordable housing options for, and/or increase targeting of existing affordable housing resources to, people at greatest risk of experiencing homelessness, including people who are at transition points within other systems that often result in homelessness, such as youth ages 18 to 24 exiting the foster care system and people returning to	Mayor's Office of Housing and Community Development (MOHCD), and Juvenile Probation	Department of Juvenile Probation, and housing developers

	community following periods of incarceration.		
Foster Care	Prevent homelessness among former foster youth through improved cross-system coordination and ensure foster youth are connected to access points and youth-specific access points.	HSH	San Francisco Human Services Agency
Behavioral Health Facilities	Build on current comprehensive strategic planning efforts to strengthen partnership and coordination of strategies and develop an implementation plan between HSH and the San Francisco Department of Public Health (DPH), with particular focus on populations who are unsheltered, have co-occurring behavioral health care needs, need higher levels of care/support, are older adults or people with disabilities, have chronic or long-term health needs, and/or are from populations overrepresented across the Homelessness Response System.	HSH	Department of Public Health
Health Facilities	Strengthen pathways and processes through which people can move, in either direction, between permanent supportive housing programs and settings providing higher levels of care and treatment. This action item includes partnering with a licensed home health care services agency to provide a continuum of adaptive clinical nursing support (skilled nursing) and personal care needs to support residents.	HSH	Department of Public Health, San Francisco's Managed Care Plans (MCPs), San Francisco Department of Disability and Aging Services, licensed home health care providers and permanent supportive housing providers.

Plan to Utilize Local, State, and Federal Funds to End Homelessness

Steps to Complete this Section:

1. The plan must include the total amount of available funding, the amount prioritized for permanent housing solutions, and an explanation of how **each participating applicant** is utilizing local, state, and federal funding programs to end homelessness. These programs must include, but are not limited to:
 - The Homekey Program,
 - The No Place Like Home Program
 - The Multifamily Housing Program
 - The Housing for a Healthy California Program
 - The Homeless Housing, Assistance, and Prevention Program
 - Building Homes and Jobs Act
 - The California Emergency Solutions Grants Program
 - The National Housing Trust Fund established pursuant to the Housing and Economic Recovery Act of 2008
 - HOME Investment Partnerships Act
 - Parolee or probation programs that are intended to prevent homelessness upon release.

Guidance:

*All of the above programs **must** be included and fully explained in the table. Where the region has multiple awards for the same program that are administered by different entities, those may be listed on separate lines. For example, in a region with one county and one CoC who receive their HHAP awards separately, each Eligible Applicant may enter their HHAP awards in separate lines. Simply click "Add Funding Program, then select the program from the drop down list.*

If one of the ten required programs is not present in a region, type N/A under Local Fund Administrator.

In addition to the listed programs, participating Eligible Applicants should add any other funds and programs that are being utilized to address and end homelessness in the region. Simply click "Add Funding Program" then select the blank field and you may type in the name of the funding program.

To add additional funding programs, click "Add Funding Program" at the bottom of the table.

Definitions:

1. **Local Fund Administrator:** *The entity responsible for administering the given funding source.*
2. **Description of How Funds are/will be Utilized to End Homelessness in the Region:** *Comprehensive summary of how the funding program will be utilized in the region. Applicants should highlight whether, how, and to what extent the funds are being used for permanent housing.*

3. **Funding Amount:** Amount of known dollars secured or available to spend within the HHAP-5 grant timeframe (FY 23-24 through FY 27-28)
4. **Timeframe of Use:** The date range the local fund administrator anticipates expending the identified program funds.

Funding Landscape

Funding Program	Funding Type	Local Fund Administrator	Description of How Funds are/will be Utilized to End Homelessness in the Region	Funding Amount	Amount Prioritized for permanent Housing Solutions	Timeframe of Use
The Homekey Program	State	Episcopal Community Services (Round 1)	Site acquisition, rehabilitation, and operating subsidies for the following permanent supportive housing (PSH) sites: The Granada, a 232-unit building located at 1000 Sutter Street in San Francisco's Lower Knob Hill neighborhood -The Diva Hotel, a 122-unit building located at 440 Geary Street between Union Square and the Tenderloin neighborhoods. -City Gardens, 39 new PSH units for families located at 333 12th Street (City Gardens) -160-unit property located at 1321 Mission Street, providing 120 studios and 40 3-bedroom units with private bathrooms and kitchens for families -Mission Inn (5630 - 5638 Mission Street). This project includes affordable housing with onsite services for youth ages 18-24 exiting homelessness. There are 51 units with private bathrooms.	\$212,859,002.00	\$212,859,002.00	FY2022-26

-Eula Hotel, located at 3055 - 3061 16th Street. 25 studio units with private bathrooms and a shared kitchen.
 -681 - 687 Ellis Street. This property includes 74 units, a community kitchen and lounge, office space, and laundry facilities.

The No Place Like Home Program	State	Mayor's Office of Housing and Community Development (MOHCD)	Funding amount is cumulative across all NPLH rounds and anticipated to support the creation of 250-300 PSH units. Funding has supported or will support development of units for NPLH-eligible households at 1064 Mission, 6007 7th Street, 730 Stanyan, and 78 Haight, with some funds to be allocated by June 2024.	\$91,304,629.00	\$91,304,629.00	FY2024-26
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Parolee or probation programs that are intended to prevent homelessness upon release	State	N/A	N/A	\$0.00	\$0.00	N/A
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The Housing for a Healthy California Program	State	MOHCD	Funds support the rehabilitation of the Knox SRO hotel and 241 6th Street to create 30 new PSH units from currently vacant units.	\$6,798,810.00	\$6,798,810.00	FY2023-24
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The Homeless Housing, Assistance, and Prevention Program	State	HSH	HHAP funds sustain the ongoing operations of several non-congregate shelters, Navigation Centers, and a TAY PSH program. All projects offer on-site case management and a rich array of optional supportive services. HHAP also supports administrative costs and	\$84,453,352.99	\$2,131,572.00	FY2024-27
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			infrastructure development including HMIS and grants management staff and systems			
Building Homes and Jobs Act	State	MOHCD	San Francisco will use its allocation of PLHA funds to support a Senior Operating Subsidy program to support seniors earning 15 to 25% of area median income to access units in MOHCD's pipeline. The five-year allocation is estimated initially to be \$52 million; this total will depend on State funds received.	\$37,180,497.00	\$0.00	FY2024-30
The California Emergency Solutions Grants Program	State	N/A	N/A	\$0.00	\$0.00	N/A
The National Housing Trust Fund established pursuant to the Housing and Economic Recovery Act of 2008	State	N/A	N/A	\$0.00	\$0.00	N/A
HOME Investment Partnerships Act	Federal	MOHCD	Includes HOME-ARP (\$18 million) and one year of HOME Entitlement (\$7.2 million). HOME Entitlement is an annual allocation. 96% of HOME ARP funds are dedicated to creating new permanent housing for formerly homeless households. Approximately 20% of HOME Entitlement funds are dedicated to creating new permanent housing for formerly homeless households.	\$25,261,293.00	\$19,452,258.00	FY2024-30
HUD Continuum of	Federal	HSH	HSH uses CoC funds for	\$53,794,91	\$48,310,79	Renews

Care Program (CoC) I	homelessness response system projects; primarily rental assistance and leasing. Other projects include coordinated entry, HMIS, acquisitions, rehabilitation, new construction, and planning. HSH distributes the majority of funds to 22 provider partners, and also funds it's own initiatives. Housing projects include PSH, RRH, and joint TH and PH-RRH programs. All CoC-funded projects use a Housing First approach.	0.00	3.00 annually
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Emergency Solutions Grant (ESG)	Federal	HSH & MOHCD	HSH uses ESG funds to provide operations support and essential services for individuals and families in emergency shelter, homelessness prevention, and rapid rehousing.	\$1,602,414.00	\$0.00	Renews annually
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Permanent Access to Housing (PATH McKinney)	Federal	HSH	PATH funds are used to support San Francisco's Homelessness Outreach Team (SF HOT). SF HOT works directly with people experiencing unsheltered homelessness. SF HOT works in small teams and help people get services, shelter, and housing. Encampment Resolution Teams (ERTs) are deployed by SF HOT specifically to go to encampments throughout the City. PATH funds support case management staff.	\$631,550.00	\$0.00	Renews annually
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Behavioral Health Bridge Housing	State	HSH	San Francisco City and County's Departments of	\$32,265,440.00	\$0.00	FY2024-27
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(BHBH)

Public Health (Behavioral Health Services) and Homelessness & Supportive Housing, and CBO partners, collaborate to use BHBH funding to expand housing by an additional 15 emergency stabilization units, 30 transitional housing beds, 20 stabilization units and board and care patches. The San Francisco BHBH program prioritizes Care Court clients, and homeless individuals with serious behavioral health conditions and resulting moderate to severe functional impairments. In addition, there's attention devoted in the plan to serving older-adult predominantly African American ex-offenders, homeless women, and individuals in relatively more acute and emergency situations for whom bridge housing is critical to the effective provision of needed services and positive client outcomes.

CalAIM

State

HSH

Funds will support eligible members in 1) housing navigation (assistance with finding and securing safe and stable housing), 2) housing deposits (assistance with identifying, coordinating, securing, or funding one-time services that enable a person to establish a basic household), and 3) housing tenancy and sustaining services

\$8,971,642.00 \$8,971,642.00 Renews annually

(support in maintaining safe and stable tenancy once housing is secured).

CalAIM-related Funds	State	HSH	Incentive Payment Program, TA Vendor Marketplace, and PATH CITED IGT funds to support 1) CalAIM implementation and 2) purchase and implementation of IT platform/enhancements to improve data exchange with Managed Care Plans.	\$820,000.00	\$820,000.00	FY2024-25
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Encampment Resolution Fund	State	HSH	ERF-2L funds interventions at an encampment located in San Francisco's Polk Alley in the Tenderloin neighborhood. San Francisco's Homelessness Outreach Team has a dedicated team working in the Alleys connecting encampment residents to supportive services, interim, and permanent housing options. Funds also support the operation of the 33 Gough Cabin Project, 1515 South Van Ness Safe Sleep Site, Monarch Non-Congregate Shelter, and Cova Non-Congregate Shelter. These projects are located within a few miles of the encampment and offer residents an array of housing options.	\$15,123,251.32	\$0.00	FY2024-26
			ERF-2R funds interventions at an encampment located in San Francisco's Mission Neighborhood. San Francisco's			

Homelessness Outreach Team has a dedicated team working in the Mission connecting encampment residents to supportive services, interim, and permanent housing options. Funds also support the construction and operation of 60 community cabins at the new Mission Cabins program located in the same neighborhood as the encampment. Guests at the Cabins will have access to case management, supportive services, storage facilities, 2 meals per day, and housing navigation to help them obtain permanent housing.

Housing and Homelessness Incentive Program (HHIP)	State	HSH	Funds will support 3 projects: 1) PSH Enhanced Care: Provide adaptive clinical nursing support and behavioral health services tailored to meet individual residents' needs at a PSH with enhanced onsite health services , 2) Coordinated Entry Redesign: Redesign existing assessment tools with a focus on predictive risk modeling and equity, and 3) PSH Capital Projects: Improvements to PSH properties to ensure accessibility for residents with disabilities or functional impairments, including modifications to entry ways, ramps, common areas and bathrooms.	\$8,016,050.00	\$3,097,600.00	FY2024-26
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General Purpose Funds	Local	HSH	San Francisco's General Fund is an ongoing funding source that supports a wide array of HSH's programs, including housing, shelter and crisis interventions, homelessness prevention, outreach, capital work, and coordinated entry. General purpose funds fill in the gaps in budgets for programs that are also supported by more restricted grant funds. People experiencing homelessness are able to take advantage of programs throughout the City that are supported by General Purpose funds, including legal services, eviction prevention, and small business services.	\$1,186,200,000.00	\$711,720,000.00	FY2024-28
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Our City Our Home (OCOH)	Local	HSH	Since the 2019 PIT Count, HSH has focused on equitably expanding homelessness services. The Department's service expansion has primarily relied on the influx of local dollars from the Our City, Our Home (OCOH) Fund which San Francisco voters created in 2018 through the Proposition C ballot measure. OCOH supports four service areas: permanent housing, mental health, homelessness prevention, and shelter and hygiene. OCOH funds first became available for the City to spend in fiscal year 2020-21.	\$777,411,000.00	\$514,274,000.00	FY2024-28
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<p>HSH Fund: Care/Not Cash Local Agency Funds</p>	<p>Local</p>	<p>HSH</p>	<p>Care Not Cash was established by a local ballot measure in 2002 to provide additional support for people experiencing homelessness. The County Adult Assistance Programs (CAAP) provide cash assistance and employment services to low-income individuals with no dependent children, including those who cannot work, immigrants, and refugees.</p>	<p>\$24,734,934.00</p>	<p>\$24,734,934.00</p>	<p>Renews annually</p>
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<p>MacArthur Foundation: Just Home Initiative Grant</p>	<p>Other</p>	<p>HSH</p>	<p>Funds support HSH's efforts to build new relationships and active partnerships with San Francisco's criminal justice agencies and system partners, so multiple systems can collectively develop a more comprehensive, equitable, and coordinated system to bridge significant siloes between the homelessness, housing, and the criminal justice systems. Funds also sustain ongoing efforts to build the capacity of cross-system partners to create more clearly defined pathways to housing for all who are justice-involved and experience housing instability (e.g., staffing capacity and community engagement infrastructure).</p>	<p>\$1,073,593.75</p>	<p>\$0.00</p>	<p>FY2023-25</p>
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<p>Total \$ Available to prevent and end homelessness</p>	<p>Total Prioritized for Permanent Housing</p>
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ess:	Solutions:
\$2,568,502,	\$1,644,475,
369.06	240.00

Plan to Connect People Experiencing Homelessness to All Eligible Benefit Programs

Steps to Complete this Section:

1. Explain how the region is connecting, or will connect, individuals to wrap-around services from all eligible federal, state, and local benefit programs, including, but not limited to, housing and homelessness services and supports that are integrated with the broader social services systems and supports. Benefit Programs include, but are not limited to:
 - o CalWORKs
 - o CalFresh
 - o Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy;
 - o In-home supportive services;
 - o Adult protective services;
 - o Child welfare;
 - o Child care; and
 - o Medi-Cal benefits through Managed Care Plans

Guidance:

*All of the above benefit programs **must** be included and fully explained in the table. In addition to these benefit programs, participating eligible applicants should add other benefit programs that provide wrap-around services in the region.*

To add additional benefit programs, click "Add Benefit Program" at the bottom of the table. If you select the blank field and you may type in the name of the benefit program.

Definitions:

- **Connection Strategy/ies means methods and actions that support client access and/or enrollment in eligible benefit programs. This may be a method or action that supports connection between a benefit program and clients, between benefits programs, and/or between benefits programs and the homeless services system, so long as the method or action supports client access and/or enrollment in the eligible benefit program.**
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the benefit program.
- **Collaborating Entity** may include a group, organization, or jurisdiction within your region working

to provide the benefit. This can be another participating jurisdiction, a system partner, or any organization actively participating in providing the benefit.

Benefit Programs

Benefit Program	Connection Strategy/ies	Lead Entity	Collaborating Entity/ies
CalWORKs	<p>The CalWORKs Housing Support Program (HSP) fosters housing stability for families experiencing or at-risk of homelessness in the CalWORKs program. The San Francisco HSP program follows evidence-based housing interventions, including homelessness prevention services and rapid rehousing intervention; and operates using a housing first philosophy to ensure families' access to safe and stable housing. San Francisco Human Services Agency (HSA) CalWORKs Social Workers identify clients that meet the California Department of Social Services definition of homelessness and work closely with contracted staff from community-based organizations (CBOs) to match and place clients in available housing units. HSP provides families with housing locator, housing connector, and housing stabilization services as well as case management services to obtain and retain permanent housing. In other words, following the rapid re-housing intervention, families are</p>	San Francisco Human Services Agency (HSA)	Abode Services, Catholic Charities, Hamilton Families

	<p>assisted with identifying housing, move-in and rental assistance, and provided with wrap-around services until the family exits the program.</p>		
CalFresh	<p>CalFresh Outreach includes contracts with organizations to increase San Francisco's CalFresh participation rate via a targeted promotive campaign conducted by the San Francisco Marin Food Bank. The primary goal of the grant is to reduce hunger and food insecurity in San Francisco by generating approvable CalFresh applications to be presented to HSA staff for eligibility determination. The target population is not specifically homeless individuals, but those individuals would receive the same customer service as other populations.</p>	HSA	San Francisco Marin Food Bank
Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy	<p>The Homeless Benefits Linkages Initiative assists people experiencing homelessness to apply for the County Adult Assistance Program (CAAP), Medi-Cal, CalFresh, and SSI benefits – meeting clients where they are instead of requiring them to come to a government office. Through the Homeless Benefits Linkages Initiative, HSA has continued to administer the Housing and Disability Advocacy</p>	HSA	San Francisco Department of Homelessness and Supportive Housing (HSH), Bay Area Legal Aid

Program (HDAP), a state program which funds outreach, case management, SSI advocacy services and housing for people with a disability who are experiencing homelessness. This funding builds on CAAP's existing SSI Advocacy Program by enhancing the housing resources available to homeless clients.

In-home supportive services

Develop higher levels of in-home support to address the complex health needs of the aging population of people who are currently unsheltered or are living in supportive housing, including piloting the Oakdays model, which creatively braids state and federal funding streams to provide a supportive residential setting with graduated levels of care that allow tenants to safely age in place.

San Francisco Department of Public Health (DPH)

HSH, HSA

Adult protective services

HSA's Department of Disability and Aging Services (DAS) includes the City's Adult Protective Services (APS) division, which responds to reports of abuse, neglect, exploitation and self-neglect involving older adults and adults with disabilities. APS seeks to prevent and/or mitigate the mistreatment of clients in collaboration with community providers, as well as other City departments and criminal justice

HSA

HSH, San Francisco Fire Department, DPH, University of California at San Francisco (UCSF), Institute on Aging

	agencies.		
Child welfare	HSA has historically contributed some General Fund match towards the provision of the State-funded Bringing Families Home (BFH) program. BFH offers financial assistance and housing-related wraparound supportive services to families experiencing or at risk of homelessness. Services provided include connection with Rapid Rehousing subsidies, Housing Choice Vouchers, and temporary family housing.	HSA	Hamilton Families, Homeless Prenatal Program
Child care	The Department of Early Childhood (DEC) is San Francisco's lead for child care. DEC funds local organizations to specifically provide case management for homeless families, which includes providing referrals to child care programs as well as funding and coordination of federal, state, and local child care subsidies. Homeless children receive priority for child care enrollment and attend free of charge. DEC also funds family resource centers that specialize in meeting the needs of homeless families, including coordination of care and support for basic needs.	San Francisco Department of Early Childhood (DEC)	Children's Council of San Francisco, Wu Yee Children's Services, Compass Family Services
Medi-Cal benefits through Managed Care Plans	The Human Services Agency is San Francisco's lead for public benefits. HSH has	HSA	HSH, DPH, HomeBase, San Francisco Health Plan, Anthem

data sharing agreements in place with HSA to streamline Medi-Cal renewal for persons experiencing homelessness. HSH has distributed Home Base's Medi-Cal Renewal Toolkit widely among contracted CBOs, and has invited Home Base to present to the provider network. Additionally, through the CalAIM initiative HSH is receiving additional Medi-Cal eligibility support from DPH to identify barriers to Medi-Cal enrollment in the homelessness response system. Once identified, HSH will apply to the MCPs for Cal-AIM funding to support a remediation strategy.

Home Safe	<p>Managed by the City's APS division, Home Safe is one piece of the state's multifaceted effort to address homelessness, with a focus on populations engaged with APS who are either homeless or at-risk of losing their housing. Services in the Home Safe framework include eviction prevention, intensive case management, interventions involving provision of tangible goods and/or services, plus longer-term housing stability through rental subsidies, typically in Residential Care Facilities for the Elderly (RCFEs).</p>	HSA	<p>Institute on Aging, various other as per organic engagement with APS</p>
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Enhanced Care

In 2022 the City and

DPH

HSH, HSA, Managed

Management and
Community Supports

County of San Francisco began contracting with two local Managed Care Providers (MCPs), the San Francisco Health Plan (SFHP) and Anthem Blue Cross, to provide CalAIM services. These initiatives include the Enhanced Care Management (ECM), Community Support Services, Justice-Involved initiative, and other CalAIM programs.

To implement all aspects of CalAIM, the Department of Homelessness and Supportive Housing (HSH) collaborates and coordinates with the Department of Public Health (DPH) and Human Services Agency (HSA). This ensures that all eligible individuals experiencing homelessness are enrolled in applicable parts of the CalAIM programs. For example, to provide Enhanced Care Management, DPH leads efforts to refer and enroll eligible, including people experiencing homeless. DPH then uses their lead ECM Case Managers to check for eligibility of clients experiencing homelessness, enroll clients, as well as coordinate with HSH providers to ensure that all clients are receiving the full spectrum of services offered through ECM.

HSH has also contracted

Care Plans

with both MCPs to provide all three Housing Community Support services: Housing Transition Navigation, Housing Deposits, and Housing Tenancy and Sustaining Services. These are services that HSH has already been providing since its inception as a department in 2016, throughout its homelessness response system provided through a network of contracted Housing Providers. For each person that is experiencing homelessness that receives any of the three Housing Community Support services, HSH administration checks for Medi-Cal and program eligibility. If met, HSH makes a referral to the MCPs and initiates CalAIM enrollment for the applicable Community Support service.

Memorandum of Understanding (MOU)

Upload the Memorandum of Understanding (MOU) that reflects the Regionally Coordinated Homelessness Action Plan submitted under this application.

Optional: Upload any additional supporting documentation the region would like to provide.

Memorandum of Understanding (MOU)

HHAP-5_Section 2.7_CCSF and CoC Letters.pdf

Supporting Documentation (Optional)

Application Process Certification:

By checking the box below, I certify that that all participating eligible applicants met the statutory public meeting process requirements in developing the Regionally Coordinated Homelessness Action Plan in compliance with HSC section 50233(d)-(e) and all of the following is true:

- All Eligible Applicants electing to collaborate to complete the Regionally Coordinated Homelessness Action Plan have engaged in a public stakeholder process that included at least three public meetings before the plan was completed.

Meeting Dates

Meeting Dates

3/5/2024

3/15/2024

3/21/2024

3/22/2024

- All of the following groups were invited and encouraged to engage in the public stakeholder process:

Stakeholder engagement

Stakeholders

Description of how Stakeholders were invited and encouraged to engage in the public stakeholder process

People with lived experience of homelessness

HSH contracted with Community Liaisons, who have lived experience of homelessness, to conduct community engagement activities for the City's action/strategic plan that directly informed the Regionally Coordinated Homelessness Action Plan in this application. The Community Liaisons designed, conducted, and analyzed surveys with 319 people with lived experience of homelessness as well as 6 focus groups with people with lived experience. All people with lived experience were compensated for participating, and this feedback was integral to informing the strategies in the City's plan. In addition, people with lived experience are members of public advisory boards where the plan was presented, and they provided input. People with lived experience also make up several City committees and workgroups where the plan and this application were presented, including the

Homelessness Oversight Commission (HOC) and Local Homeless Coordinating Board.

Youth with lived experience of homelessness

Youth with lived experience of homelessness were part of the community engagement efforts described above. In addition, HSH convenes a Youth Policy Advisory Committee with youth with lived experience of homelessness to provide input on the City's policies and programs targeting youth homelessness.

Persons of populations overrepresented in homelessness

The community engagement sessions and workgroups described above heavily prioritized people from populations overrepresented in homelessness. For example, almost 48% of survey respondents were Black and over 10% were transgender and gender non-conforming. In addition, HSH has begun convening a group of BIPOC-led providers to discuss and center the needs of BIPOC communities experiencing homelessness.

Local department leaders and staff from qualifying smaller jurisdictions, including child welfare, health care, behavioral health, justice, and education system leaders

As part of developing the City/County's strategic plan that directly informed the Regionally Coordinated Homelessness Action Plan, HSH consulted with local department leaders to inform the plan's strategies. The departments include the City's Human Services Agency, San Francisco Unified School District, the Department of Public Health, and various justice entities (including the District Attorney's Office, Sheriff's Office, and Public Defender's Office). These departments are also regular partners in different City initiatives that helped shape San Francisco's plan, including Coordinated Entry Redesign and Just Home.

Homeless service and housing providers operating within the region

HSH regularly engages with providers working in San Francisco and sought input from providers on the City/County's plan. A meeting for providers to provide feedback on the Regionally Coordinated Homelessness Action was held on March 15, 2024.

Medi-Cal Managed Care Plans contracted with the State Department of Health Care Services in the region

Managed Care Plans were key collaborators in developing and implementing the strategies outlined in the strategic plan that directly informed the Regionally Coordinated Homelessness Action Plan in this application. State initiatives like CalAIM, IPP, and HHIP have furthered our shared goals of strengthening homelessness response system information infrastructure, including enhancing our ability to securely connect HMIS and health care data and aligning documentation standards. We have worked together to ensure that MCP's HHIP

investments in San Francisco's Homelessness Response System advance with the plan's priorities of a more equitable and inclusive coordinated entry process, increased accessibility in PSH through capital improvements, and offering enhanced levels of health care in PSH to support tenants with the highest needs.

Street medicine providers and other service providers directly assisting people experiencing homelessness or at risk of homelessness

Street medicine providers and other providers directly serving people experience homelessness or at risk of homelessness were invited and encouraged to engage in the same ways that other homeless service providers were, including at the Provider Meeting held on March 15, 2024. (See above.)

I certify under penalty of perjury that all of the information in the above section is true and accurate to the best of my knowledge.

Open

Part 3: Funding Plan

Steps to complete this section:

1. Identify all Eligible Use Categories the Administrative Entity anticipates using.
2. Provide the **dollar amount** budgeted per eligible use category. Again, this must account for 100 percent of the HHAP-5 Allocation(s) the Administrative Entity will be responsible for administering.
3. Where applicable, provide the **dollar amount** that will be designated under the Youth Set-Aside from the selected eligible use categories. **Reminder: the youth set-aside must total at least 10% of all monies received.**
4. Provide a brief description of activities HHAP-5 funds will support in each selected eligible use category.
5. Provide an explanation of how the activities therein align with the state's HHAP-5 priorities to:
 - sustain existing investments towards long-term housing stability and supportive services and
 - prioritize permanent housing solutions.
6. Indicate whether the budget proposes to support **ANY** new interim housing solutions outside of the youth set-aside.
7. Indicate whether the budget proposes to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted
 - If the Administrative Entity answers "yes" to either 6 or 7, they will be asked to demonstrate dedicated, sufficient resources from other funding sources for long-term housing stability and permanent housing solutions. This entails summarizing total available dollars for preventing and ending homelessness in the region, including the percentage of these resources dedicated to permanent and interim housing solutions, providing the status of five policy actions for each eligible applicant in the region, and demonstrating the need for

additional shelter.

Guidance:

*Each Administrative Entity must submit a **single** Funding Plan that accounts for the entire HHAP-5 Allocation(s) which the Administrative Entity will be responsible for administering. This includes:*

- 100 percent of the HHAP-5 Base allocation(s);
- 100 percent of the HHAP-5 Planning allocation(s); and
- 100 percent of the Initial Supplemental Funding allocation(s).

The youth set-aside must total at least 10% of all monies received.

Administrative costs may not exceed 7% of all monies received.

Up to 1% of all monies received may be budgeted for costs related to the Homeless Management Information System (HMIS). Related costs include HMIS licenses, training, system operating costs, and costs associated with carrying out related activities. Upon agreement between the grantee and the Homeless Management Information System lead entity, the grantee shall transfer the authorized amount of funds directly to the HMIS lead entity.

To add another funding plan for an additional Administrative Entity, click "Add Funding Plan" near the bottom of the page. You will be prompted to provide a specific number of funding plans (1 per Administrative Entity) based on the participation and contracting selections from Part 1: Regional Identification and Contracting Information.

Funding Plans from Administrative Entity/ies in San Francisco CoC Participating in this Application

Administrative Entity 1

Which Administrative Entity is submitting the below budget?

San Francisco Department of Homelessness and Supportive Housing, City and County of San Francisco

Funding Plan - San Francisco Department of Homelessness and Supportive Housing, City and County of San Francisco

Eligible Use Category	HHAP-5 Dollars Budgeted	If applicable, Dollars budgeted for the Youth Set-Aside	Activities These Funds will Support	How are these Activities Aligned with the State's Priorities?
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Rapid Rehousing

Prevention and Shelter Diversion

Delivery of Permanent Housing

and Innovative
Housing Solutions

Operating
Subsidies-
Permanent Housing

Operating
Subsidies-Interim
Sheltering

\$36,787,905.00 \$4,338,767.75

Two additional years of non-congregate and semi-congregate operating costs for the following projects:
-711 Post provides semi-congregate emergency shelter for adults over the age of 18. The program promotes a low barrier harm reduction model. The site maximum capacity is 250 and is located in the lower Nob Hill. All guests are referred by SF outreach teams and has a 1:25 case manager to household ratio. HHAP-5 funds will sustain operations through FY2027.

-The Baldwin SAFE and Bayshore Navigation Centers provide emergency nighttime sleeping accommodations for adults over the age of 18. The Baldwin can accommodate up to 180 guests per night, and is located on the Embarcadero. The Bayshore can accommodate 128 guests and is located in the Bayview

Operating subsidies for several of San Francisco's interim housing projects aligns with the State's priority to sustain existing investments towards long-term sustainability of housing. HHAP funds support ongoing operations; without these funds, projects would close and San Francisco's emergency response system would lose essential resources and people seeking access to shelter would have to join a waiting list. HHAP-5 will support approximately 363 interim housing slots in FY24-25, 543 in FY25-26, and 558 in FY26-27. Investment in interim housing and its associated services has

neighborhood. HHAP-5 funds will sustain operations of the navigation centers through FY2027.

-The Monarch, Cova, and Adante hotels provide non-congregate shelter, case management, meals, storage, and benefits navigation. All three hotels are located in the Tenderloin neighborhood, and the Monarch offers 100 slots, the Cova 95 slots, and the Adante offers 93 slots of non-congregate emergency shelter spaces per night. HHAP-5 funds will sustain operations of the non-congregate hotels through FY2026.

-The 888 Post TAY Navigation Center provides services to TAY who have no fixed, regular, and adequate nighttime residence, are residing on the street, and need emergency nighttime sleeping accommodations. The site has a maximum capacity of 75 guests per night. The TAY Navigation Center utilizes a low barrier, harm reduction model. In addition to the services

shown to improve connections to permanent housing in San Francisco. For example, data analyzed from November 2021 to December 2023 found that of households who moved into permanent housing, 53% came from shelter while only 25% were unsheltered. These successful efforts to move those in interim housing to permanent housing also free up shelter beds for others experiencing homelessness and allows them to be better connected to permanent housing opportunities, as when shelters are at full capacity, others are put on a waitlist with fewer connections to housing-focused resources.

San Francisco has the highest per capita rate of PSH in the US with an

described below, guests at 711 Post have access to 3rd Street's Youth Coordinated Entry Access Point for homeless interventions. HHAP-5 funds will sustain operations of the TAY Navigation Center through FY2026.

inventory of over 13,000 units including over 9,000 site-based PSH, 2,000 scattered site PSH, 1,700 RRH slots, and 356 housing ladder slots funded with other ongoing federal and local housing dollars.

The TAY Navigation Center activities are an example of San Francisco's focus on ending youth homelessness and offering a safe space for young adults to receive support. This investment will help the long-term sustainability of the program.

Interim Sheltering

Improvements to Existing Emergency Shelter

Street Outreach

Services Coordination

\$3,198,948.00 \$377,284.24

Guests at each site listed above will have access to supportive services funded partially through HHAP-5. Services at each program include (but are not limited to):

Services coordination at several shelter and temporary housing programs in San Francisco align with the State priorities to sustain

-Intake: Staff assist guests in completing intake to collect information needed to identify options and link guests to various services for which they may be eligible.

-Assessment: Staff will connect guests to Access Points regarding Problem Solving and Coordinated Entry (CE) assessments. HSH uses CE to link eligible individuals and households to permanent housing options.

-Referrals and Coordination of Services: Guests receive assistance and support with applications regarding local benefits, including: the County Adult Assistance Program, CalWorks, CalFresh, Social Security Income, Veterans Benefits, mental and behavioral health and treatment services, supportive programs to support an individual's independence (e.g. In-home Support Services), and employment and job-related services (e.g. Human Services Agency, Department of Public Works, and nonprofits specializing in those services).

existing investments in housing and supportive services. This funding invests in services at emergency shelter and temporary housing while increasing outflow to permanent housing.

Investment in interim housing and its associated services has shown to improve connections to permanent housing in San Francisco. For example, data analyzed from November 2021 to December 2023 found that of households who moved into permanent housing, 53% came from shelter while only 25% were unsheltered. These successful efforts to move those in interim housing to permanent housing also free up shelter beds for others experiencing homelessness and allows them to be

-Document Readiness: Staff assist guests to become document ready, to obtain needed documentation to support housing options and placement, including, but not limited to uploading/providing the appropriate system with copies of the documents to avoid documents being lost or damaged

All services in interim housing are voluntary and utilize a low barrier, harm reduction model. Wherever possible, services are designed to address guest barriers and facilitate their transition to permanent housing. Other services that are available to interim housing guests as a part of regular program operations include regular amenities such as meals, hygiene services, laundry, and storage.

Efforts to enhance services in low-barrier and housing-focused shelter began with HHAP 3 and will be sustained for two additional years of programming (through FY27) to increase the number

better connected to permanent housing opportunities, as when shelters are at full capacity, others are put on a waitlist with fewer connections to housing-focused resources.

San Francisco has the highest per capita rate of PSH in the US with an inventory of over 13,000 units including over 9,000 site-based PSH, 2,000 scattered site PSH, 1,700 RRH slots, and 356 housing ladder slots funded with other ongoing federal and local housing dollars.

of positive exits from shelter to permanent housing and other housing resources, thus increasing the rate of system flow and opening up beds.

Systems Support

HMIS \$434,639.00

HHAP funds will support the San Francisco Department of Homelessness and Supportive Services' HMIS team and database management. Bitfocus provides System Administration services to HSH for the Homeless Management Information System (HMIS). HMIS serves as HSH's centralized data system for the Homelessness Responses System, known as the San Francisco Online Navigation and Entry (ONE) System.

HHAP funds will sustain efforts to align HMIS with State and federal reporting requirements for grants.

Administrative Costs \$3,042,477.63

HHAP funds build the San Francisco Department of Homelessness and Supportive Services' capacity to administer grants and manage programming. HHAP-5 funds will fund:
-The ONE System (HMIS System) project team: San

HHAP-5 funds allocated to Admin and HMIS will align with the State's priority to sustain existing investments. The additional reporting required for State funds requires additional staff

Francisco uses the Online Navigation and Entry (ONE) System to track client information. The ONE System serves as the Homeless Management Information System (HMIS) and is used to track client information, bed and unit inventory, and coordinated entry system database.

-Grants management: The Grants and Compliance Officer coordinates and manages the application and reporting processes for local, state, and federal grant opportunities, including HHAP.

-Data privacy: The Privacy and Data Sharing Officer will develop, update and oversee compliance with the Department's privacy policies, procedures, data sharing agreements and related resources. This position will uphold the privacy rights of San Franciscans experiencing homelessness, ensure compliance with the law, and oversee the sharing of confidential client data. This position has not yet been filled.

-Contract

time and ONE system capacity and resources to meet the requirements. HHAP-5 funds will allow San Francisco to maintain and improve grant management, reporting and HMIS functions.

management: HSH will procure a new contract management system to streamline contracting with subrecipients.

Total HHAP-5 Dollars Budgeted: \$43,463,969.63	Total HHAP-5 Youth Set-Aside Dollars Budgeted: \$4,716,051.99
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Youth Set-Aside Minimum
\$4,346,396.96

HMIS Maximum
\$434,639.70

Administrative Maximum
\$3,042,477.87

Does this budget propose to support any new interim housing solutions outside of the youth set-aside?
No

Does this budget propose to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted?
No

Certification

Participating Eligible Applicant 1

Participating Eligible Applicant
City & County of San Francisco

Certification City & County of San Francisco

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name
Christine Rolan

Phone
(415) 279-4647

Email
christine.rolan@sfgov.org

Participating Eligible Applicant 2

Participating Eligible Applicant
CA-501 San Francisco Continuum of Care

Certification CA-501 San Francisco Continuum of Care

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

Christine Rolan

Phone

(415) 279-4647

Email

christine.rolan@sfgov.org



Tomiquia Moss, Secretary
Business, Consumer Services and Housing Agency
801 Capitol Mall, Suite 601
Sacramento, CA 95814

Meghan Marshall, Executive Officer
California Interagency Council on Homelessness
Business, Consumer Services and Housing Agency
801 Capitol Mall, Suite 601
Sacramento, CA 95814

Re: HHAP-5 Memorandum of Understanding Requirement for the City and County of San Francisco

Dear Ms. Moss and Ms. Marshall:

The City and County of San Francisco is pleased to provide this letter of commitment as the sole applicant within its jurisdiction in lieu of a Memorandum of Understanding to satisfy Section 2.7 of the HHAP-5 application and Regionally Coordinated Action Plan. The Enabling Statute – AB 129 requires jurisdictions to apply as part of a region and be signatory to a regionally coordinated action plan; and defines “applicant” as a continuum of care (CoC), city, county or a region. San Francisco is the only consolidated city and county in California (please refer to [Article I of the San Francisco Charter](#)) and applying as a sole applicant on behalf of its jurisdiction.

As the Executive Director of the San Francisco Department of Homelessness and Supportive Housing (HSH), I am authorized to commit the City and County of San Francisco to following requirements of the HHAP-5 Plan:

1. HSH will hold the sole role and responsibility as the HHAP-5 applicant pertaining to outreach and site coordination, siting and use of available public land, the development of interim and permanent housing options, and coordinating, connecting, and delivering services to individuals experiencing homelessness or at risk of experiencing homelessness, within the region.
2. Be responsible for improved the system performance measures.
3. Be responsible for improving racial and gender equity in service delivery, housing placements, housing retention, and any other means to affirm equitable access to housing and services for racial and ethnic groups overrepresented among residents experiencing homelessness.
4. Be responsible for reducing homelessness among individuals exiting institutional settings, including but not limited to jails, prisons, hospitals, and any other institutions such as foster care, behavioral health facilities, etc. as applicable in the region.
5. Be responsible for the utilization of local, state, and federal funding programs to end homelessness.
6. Be responsible for connecting individuals to wrap-around services from all eligible federal, state, and local benefit programs.

Thank you for this opportunity for the City and County of San Francisco to apply for critical funding resources to address homelessness in our jurisdiction.

Sincerely,

Shireen McSpadden

Shireen McSpadden, Executive Director

Cc: Office of the Mayor London Breed





DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

Shireen McSpadden, Executive Director



London Breed, Mayor

Tomiquia Moss, Secretary
Business, Consumer Services and Housing Agency
801 Capitol Mall, Suite 601
Sacramento, CA 95814

Meghan Marshall, Executive Officer
California Interagency Council on Homelessness
Business, Consumer Services and Housing Agency
801 Capitol Mall, Suite 601
Sacramento, CA 95814

Re: HHAP-5 Memorandum of Understanding Requirement for San Francisco Continuum of Care (CoC)

Dear Ms. Moss and Ms. Marshall:

As the sole lead entity for the San Francisco Continuum of Care, the San Francisco Department of Homelessness and Supportive Housing (HSH) is pleased to provide this letter of commitment as the sole eligible applicant for the San Francisco Continuum of Care in lieu of a Memorandum of Understanding to satisfy Section 2.7 of the HHAP-5 application and Regionally Coordinated Action Plan. The Enabling Statute – AB 129 requires jurisdictions to apply as part of a region and be signatory to a regionally coordinated action plan; and defines “applicant” as a continuum of care (CoC), city, county or a region. San Francisco is the sole eligible applicant for the San Francisco Continuum of Care.

As the Executive Director of the San Francisco Department of Homelessness and Supportive Housing (HSH) and lead entity for the CoC, I am authorized to commit the San Francisco Continuum of Care (CoC) to following requirements of the HHAP-5 Plan:

1. HSH will hold the sole role and responsibility as the HHAP-5 applicant pertaining to outreach and site coordination, siting and use of available public land, the development of interim and permanent housing options, and coordinating, connecting, and delivering services to individuals experiencing homelessness or at risk of experiencing homelessness, within the region.
2. Be responsible for improved the system performance measures.
3. Be responsible for improving racial and gender equity in service delivery, housing placements, housing retention, and any other means to affirm equitable access to housing and services for racial and ethnic groups overrepresented among residents experiencing homelessness.
4. Be responsible for reducing homelessness among individuals exiting institutional settings, including but not limited to jails, prisons, hospitals, and any other institutions such as foster care, behavioral health facilities, etc. as applicable in the region.
5. Be responsible for the utilization of local, state, and federal funding programs to end homelessness.
6. Be responsible for connecting individuals to wrap-around services from all eligible federal, state, and local benefit programs.

Thank you for this opportunity for the City and County of San Francisco to apply for critical funding resources to address homelessness in our jurisdiction.

Sincerely,

DocuSigned by:

Shireen McSpadden

CAD7B781896B449...

Shireen McSpadden

Executive Director

San Francisco Department of Homelessness and Supportive Housing

DocuSigned by:

Megan Rohrer

2594F08D409A4C4...

Dr. Megan Rohrer and Del Seymour

Co-Chairs

San Francisco Local Homeless Coordinating Board

DocuSigned by:

[Signature]

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