

## Application Narrative Template

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This section of the toolkit is to assist jurisdictions in thoroughly completing their application narrative document. Below you will find the questions that HHAP program staff will be ensuring are answered in each jurisdiction's narrative document. Applications will not be deemed complete if all the below questions are not addressed in a jurisdiction's narrative attachment. More information on these areas can be found in the [HHAP program guidance](#).

### 1. **SUMMARY OF HOMELESSNESS IN THE COC, LARGE CITY, OR COUNTY**

To successfully complete this section, applicants must:

**Submit their CoC's complete HUD Longitudinal System Assessment (LSA) from June 2018 – June 2019.**

Homelessness and Supportive Housing (HSH) has included the HUD Longitudinal System Assessment (LSA) for the time period October 1, 2017-September 30, 2018 as an attachment to this application. HSH has modified the LSA extract to include emergency shelter and navigation center data for this time period.

### B. **Use the LSA data to provide (as defined by HUD):**

1. Total number of households served in: (1) Emergency Shelter, Safe Haven and Transitional Housing, (2) Rapid Rehousing, and (3) Permanent Supportive Housing.

Adults only	Emergency Shelter, Safe Haven, Transitional Housing	8,172
	Rapid Rehousing	668
	Permanent Supportive Housing	3,929
Adults and children	Emergency Shelter, Safe Haven, Transitional Housing	299
	Rapid Rehousing	317
	Permanent Supportive Housing	209
Child only	Emergency Shelter, Safe Haven, Transitional Housing	204
	Rapid Rehousing	35
	Permanent Supportive Housing	19

2. Total number of disabled households served across all interventions.

Adults only	Emergency Shelter, Safe Haven, Transitional Housing	5,403
	Rapid Rehousing	236

	Permanent Supportive Housing	2,525
Adults and children	Emergency Shelter, Safe Haven, Transitional Housing	87
	Rapid Rehousing	59
	Permanent Supportive Housing	170
Child only	Emergency Shelter, Safe Haven, Transitional Housing	97
	Rapid Rehousing	0
	Permanent Supportive Housing	0

3. Total number of households experiencing chronic homelessness served across all interventions.

Adults only	Emergency Shelter, Safe Haven, Transitional Housing	2,754
	Rapid Rehousing	95
	Permanent Supportive Housing	257
Adults and children	Emergency Shelter, Safe Haven, Transitional Housing	52
	Rapid Rehousing	29
	Permanent Supportive Housing	25
Child only	Emergency Shelter, Safe Haven, Transitional Housing	13
	Rapid Rehousing	0
	Permanent Supportive Housing	0

4. Total number of 55+ households served across all interventions.

Adults Only	Emergency Shelter, Safe Haven, Transitional Housing	3,044
	Rapid Rehousing	189
	Permanent Supportive Housing	2,184

5. Total number of unaccompanied youth served across all interventions.

Adults Only	Emergency Shelter, Safe Haven, Transitional Housing	1,676
	Rapid Rehousing	82
	Permanent Supportive Housing	22

6. Total number of veteran households served across all interventions.

Adults Only	Emergency Shelter, Safe Haven, Transitional Housing	800
	Rapid Rehousing	300

	Permanent Supportive Housing	518
Adult and Children	Emergency Shelter, Safe Haven, Transitional Housing	2
	Rapid Rehousing	4
	Permanent Supportive Housing	5

7. Number of individuals served across all interventions who were: (1) Female, (2) Male, (3) Transgender, or (4) Gender Non-Conforming.

		Female	Male	Transgender	Gender non-confirming
Adults Only	Emergency Shelter, Safe Haven, Transitional Housing	3,149	4,105	616	315
	Rapid Rehousing	296	369	6	3
	Permanent Supportive Housing	1002	2,875	88	3
Adults and Children	Emergency Shelter, Safe Haven, Transitional Housing	298	116	3	0
	Rapid Rehousing	322	98	3	0
	Permanent Supportive Housing	210	100	0	0
Child only	Emergency Shelter, Safe Haven, Transitional Housing	110	89	3	2
	Rapid Rehousing	17	18	0	0
	Permanent Supportive Housing	10	9	0	0

8. Total number individuals served across all interventions who were: (1) White, Non-Hispanic/Non-Latino (only), (2) White, Hispanic/Latino (only), (3) Black or African American (only), (4) Asian (only), (5) American Indian or Alaska

Native (only), (5) Native Hawaiian/Other Pacific Islander (only) or (6) Multiple races.

		Emergency Shelter, Safe Haven, Transitional Housing	Rapid Rehousing	Permanent Supportive Housing
Adult Only	White, Non-Hispanic/Non-Latino (only),	2,838	148	1358
	White, Hispanic/Latino (only)	543	64	85
	Black or African American (only)	2,282	298	1588
	Asian (only)	543	18	130
	American Indian or Alaska Native (only)	79	24	137
	Native Hawaiian/Other Pacific Islander (only)	132	21	95
	Multiple races	914	31	60
Adults and children	White, Non-Hispanic/Non-Latino (only),	35	35	40
	White, Hispanic/Latino (only)	83	64	85
	Black or African American (only)	187	211	111
	Asian (only)	17	23	18
	American Indian or Alaska Native (only)	34	25	20
	Native Hawaiian/Other Pacific Islander (only)	17	17	14
	Multiple races	16	14	20
Child Only	White, Non-Hispanic/Non-Latino (only),	22	5	2
	White, Hispanic/Latino (only)	49	3	0

		Emergency Shelter, Safe Haven, Transitional Housing	Rapid Rehousing	Permanent Supportive Housing
	Black or African American (only)	65	16	14
	Asian (only)	13	0	0
	American Indian or Alaska Native (only)	5	3	2
	Multiple races	28	0	0

**Please note:**

- Per HHAP program guidance, CoCs are expected to share the LSA with their regional co-applicants (i.e. applicable large cities and counties that overlap the CoC's jurisdiction). Each entity will submit a copy of the LSA for their CoC.
- Acknowledging that there may be differences in demographics and characteristics within a region, large city and county, applicants may also include additional information and data that is specific to the geography they represent.

**2. DEMONSTRATION OF REGIONAL COORDINATION**

To successfully complete this section, applicants must provide:

**A. Coordinated Entry System (CES) Information**

For CoC applicants:

1. Describe how your CES functions, including:
  - a. What entity is responsible for operating your CES?
  - b. What is the process for assessment and identification of housing needs for individuals and families that are experiencing or at risk of experiencing homelessness in your community?
  - c. How are people referred to available housing through CES?
2. How do you promote the utilization of your CES? Specifically:
  - a. What outreach do you conduct to ensure all individuals experiencing homelessness, including those with multiple barriers, are aware of the CES assessment and referral process?
  - b. What is the grievance or appeal process for customers?

- c. How do you provide culturally responsive services to people experiencing homelessness?
3. What, if any, are the current challenges preventing successful CES operation in your jurisdiction, and how do you plan to address these challenges?

#### San Francisco's Coordinated Entry System

In San Francisco, the City and County of San Francisco Department of Homelessness and Supportive Housing (HSH) is responsible for operating our Coordinated Entry System (CES). HSH is also the Homeless Management Information System (HMIS) Lead and Continuum of Care (CoC) lead.

#### Client Identification

San Francisco operates ten physical Access Points that provide identification and assessment of people experiencing and at risk of homelessness in San Francisco. Additionally, the multi-disciplinary San Francisco Homeless Outreach Team, VA staff at the local VA clinic, as well as three mobile teams dedicated to Coordinated Entry also provide identification and assessment. While Access Points are specialized with services for youth, families and adults, Access Points use a multi-site coordinated approach to city-wide coordination and collaboration.

#### Assessment and Referral to Housing

After identification, HSH provides Problem Solving (also known as diversion) services to all households focused on rapid resolution. If the episode or risk of homelessness cannot be immediately resolved, households are assessed for housing needs using the custom San Francisco Coordinated Entry Primary Assessment—a 19 question assessment of vulnerability (behavioral health, physical health, and experience of trauma), chronicity of homelessness (frequency, and length of homelessness), and barriers to housing (income, history of eviction, previous lease history). This primary assessment is used to identify the highest needs people in San Francisco for referral to San Francisco Homeless Response System (HRS) housing, including permanent Supportive housing and rapid rehousing. Immediately upon completion of the Primary Assessment, high scoring households: "Housing Referral Status" households are assigned to housing navigation and matched to vacant units for which they are eligible. Housing Navigators provide support to ensure that Housing referral status households attend all meetings required for housing move in, as well as attending move in appointments, gathering required documents, and completing all necessary eligibility criteria. Unsheltered Housing Referral status adults are matched to available Navigation Center beds, when available, but the need for Navigation Center placements exceed current availability. Unfortunately, the current shortage of Navigation Center capacity leads to some unsheltered people with Housing Referral status to lose track of their Housing Navigator and end up not obtaining the housing for which they are prioritized.

#### System Promotion and Outreach

San Francisco provides extensive outreach to ensure all people experiencing homelessness, especially those with the highest barriers are aware of our CES, and are well-accommodated in the process. HSH has partnered with over 15 nonprofit partners with a jurisdiction-wide presence focused on the neighborhoods with the highest concentrations of homelessness for the operation of our Access Points and mobile teams. All partners, including HSH, conduct extensive community, street, and neighborhood outreach to promote Coordinated Entry. HSH has also conducted over 100 trainings, information sessions, and provider educational sessions to inform providers of available healthcare, homeless service providers, and other people who serve households with high barriers. HSH also hosts three (3)

public meetings per month in partnership with our CoC to educate our community on the Coordinated Entry System and gather information for system improvement. Further, San Francisco partners with our Department of Public Health and Behavioral Health teams to provide mobile Coordinated Entry identification and assessment to the highest users of health and behavioral healthcare experiencing homelessness, and people experiencing homelessness who use Psychiatric Emergency Services.

In order to adequately prioritize people who have high barriers to housing, including chronicity of homelessness, and who have acute needs which may not be conveyed during the assessment, SF CES provides a clinical review process for local behavioral health and public health experts providing administrative and clinical information for consideration in the prioritization process.

#### Grievance Process

Grievances are resolved in two methods: grievances can be submitted through our nonprofit partners managing Access Points or submitted directly to our Coordinated Entry leadership team at HSH. Grievances may result in an explanation of the process, a change in priority status, referral to clinical review, or referral to other community-based resources. Grievances are also used to identify opportunities for quality improvement of the system.

#### System Challenges

The most significant issues impacting housing placement in San Francisco's Coordinated Entry is the limited supply of supportive housing, shelter, and navigation centers. In San Francisco, less than half of chronically homeless households are housing referral status, because the number of housing referral status households are limited by the supply of available housing. Additionally, San Francisco has been identified as one of the most expensive housing markets in the country with rents on average exceeding \$1,000 above HUD Fair Market Rent (FMR). Given that constraint, one of our most troubling challenges is the insufficient supply of shelter and navigation center beds. Specifically, unsheltered chronically homeless adults who are not placed in a shelter or navigation center bed, are more likely to persist longer in homelessness than their peers in shelter. These unsheltered individuals are also more likely not to complete housing navigation.

#### For Large City and County applicants:

1. How do you coordinate with your CoC's CES?
2. What, if any, are your jurisdiction's current challenges related to CES, and how do you plan to address these challenges?
3. How do you promote the utilization of your CES?
  - a. Specifically, what outreach do you conduct to ensure all individuals experiencing homelessness in your jurisdiction, including those with multiple barriers, are aware of the CES assessment and referral process?

#### San Francisco's Coordinated Entry System

In San Francisco, the City and County of San Francisco Department of Homelessness and Supportive Housing (HSH) is responsible for operating our Coordinated Entry System (CES). HSH is also the Homeless Management Information System (HMIS) Lead and Continuum of Care (CoC) lead.

San Francisco's Coordinated Entry System is the single point of entry for San Francisco's CoC's permanent supportive housing and rapid rehousing portfolio of over 1,500 units. This system ensures that all vulnerable households have equal access and support in securing affordable housing options.

San Francisco Coordinated Entry System management participate in a variety of CoC community forums including the San Francisco CoC's governance board (LHCB), monthly CoC planning meetings and funding processes. The San Francisco CoC also provides input and oversight of Coordinated Entry by hosting 3 public meetings on Coordinated Entry each month, reviewing and adopting the San Francisco Coordinated Entry written standards, and serving as a planning forum for the relationship between Coordinated Entry and HMIS.

### System Promotion and Outreach

San Francisco provides extensive outreach to ensure all people experiencing homelessness, especially those with the highest barriers are aware of our CES, and are well-accommodated in the process. HSH has partnered with over 15 nonprofit partners with a jurisdiction-wide presence focused on the neighborhoods with the highest concentrations of homelessness for the operation of our Access Points and mobile teams. All partners, including HSH, conduct extensive community, street, and neighborhood outreach to promote Coordinated Entry. HSH has also conducted over 100 trainings, information sessions, and provider educational sessions to inform providers of available healthcare, homeless service providers, and other people who serve households with high barriers. HSH also hosts three (3) public meetings per month in partnership with our CoC to educate our community on the Coordinated Entry system, and gather information for system improvement. Further, San Francisco partners with our Department of Public Health and Behavioral Health teams to provide mobile Coordinated Entry identification and assessment to the highest users of health and behavioral healthcare experiencing homelessness, and people experiencing homelessness who use Psychiatric Emergency Services. In order to adequately prioritize people who have high barriers to housing, including chronicity of homelessness, and have acute needs which may not be conveyed during the assessment, we provide a clinical review process for local behavioral health and public health experts to provide administrative and clinical information for consideration in the prioritization process.

### System Challenges

The most significant issues impacting housing placement in San Francisco's Coordinated Entry is the limited supply of supportive housing, shelter, and navigation centers. In San Francisco, less than half of chronically homeless households are matched to available housing. This is a direct result of a limited supply of housing. Given that constraint, one of our most troubling challenges is the insufficient supply of shelter and navigation center beds. Specifically, unsheltered chronically homeless adults who are not placed in a shelter or navigation center bed, are more likely to persist longer in homelessness than their peers in shelter. These unsheltered individuals are also more likely not to engage in support services to complete housing navigation process.

## **B. Prioritization Criteria**

1. What are the criteria used to prioritize assistance for people experiencing homelessness in your jurisdiction?

### Prioritization Criteria

If the episode or risk of homelessness cannot be immediately resolved, households are assessed for housing needs using the custom San Francisco Coordinated Entry Primary Assessment—a 19 question assessment of vulnerability (behavioral health, physical health, and experience of trauma), chronicity of homelessness (frequency, and length of homelessness), and barriers to housing (income, history of eviction, previous lease history). This primary assessment is used to identify the highest needs people in San Francisco for referral to San Francisco Homeless Response System (HRS) housing, including



permanent Supportive housing and rapid rehousing. Immediately upon completion of the Primary Assessment, high scoring households: “Housing Referral Status” households are assigned to housing navigation and matched to vacant units for which they are eligible.

2. How is CES, pursuant to 24 CFR 578.8(a)(8) used for this process?

San Francisco has adopted 24 CFR 578.8(a)(8). All referrals to Permanent Supportive Housing are chronically homeless people.

### **C. Coordination of Regional Needs**

1. How have you coordinated with your partnering CoC, large city (if applicable), and/or county to identify your share of the regional need to address homelessness?

2. What is your identified share of this need, and how will the requested funds help your jurisdiction meet it?

#### San Francisco: City, County, and Continuum of Care

The City and County of San Francisco Department of Homelessness and Supportive Housing (HSH) is the designated HHAP “administrative entity” for the City, County, and Continuum of Care (CoC CA-501) of San Francisco. Given the geographic and governance overlap of these three regions, HSH has seamlessly aligned the City, County, and CoC’s strategies for addressing homelessness in San Francisco. While HSH’s three-pronged status allows for unparallel internal coordination, we also engage a wide range of other public and private stakeholders to ensure optimal system-wide planning and organization. Most critical among these external partners is San Francisco’s Local Homeless Coordinating Board (LHCB).

#### San Francisco Local Homeless Coordinating Board

While HSH is the central administrative entity for coordinating San Francisco’s homeless services funding and programming, LHCB serves as the governing body for the San Francisco CoC. LHCB is an independent body for coordinating homeless policy, McKinney funding, and San Francisco Continuum of Care implementation. LHCB is a nine-member advisory body appointed by the Board of Supervisors, Mayor, and the Controller.

In close partnership with HSH, LHCB works to ensure a unified homeless strategy that is supported by the Mayor, the Board of Supervisors, City departments, nonprofit agencies, people who are homeless or formerly homeless and the community at large. Previously in 2018, LHCB served as an integral partner for the successful planning and implementation of State funding through the Homeless Emergency Aid Program (HEAP). In 2020, LHCB has been an active participant in the community planning process for San Francisco’s allocation of HHAP funding. LHCB holds full board and sub-committee meetings monthly and solicits community feedback at these forums. HSH has presented its plans for HHAP funding at two of these meetings. LHCB members voted on and approved HSH’s HHAP funding plan and issued a formal letter of support to HSH.

#### San Francisco: Homeless Needs Assessment and Strategic Framework

In October 2017, HSH released its Five-Year Strategic Framework outlining the strategy for making homelessness rare, brief and one-time in San Francisco. The Strategic Framework outlines HSH’s top priorities for creating a significant and sustainable reduction in the number of people experiencing homelessness in San Francisco. It describes the key elements of San Francisco’s Homeless Response

System and looks at three key target populations among people experiencing homelessness—adults, families with children, and youth—and the interventions needed to better meet the unique needs of each population. It also focuses much-needed attention on the crisis of street homelessness in San Francisco.

Through the Framework, HSH has articulated a renewed focus on preventing homelessness whenever possible and creating pathways for people to move off the streets or out of Temporary Shelter and into permanent housing. The Framework calls for building a system that moves people quickly out of homelessness rather than onto waiting lists that may stretch for years without producing exits.

The measurable goals set forth in the Strategic Framework were informed by the 2017 Point-in-Time count. While HSH will use the goals in this document as a roadmap for the five-year period from time 2018-2023, HSH is continuously evaluating new data and research—especially the 2019 Point-in-Time count—to inform strategic programming decisions.

HSH's Five-Strategic Framework is included as an attachment to this application.

#### Identified Need: Shelter Beds

Through the 2017 strategic planning process and advanced data modelling techniques, HSH identified gaps in the existing homeless response system in San Francisco and proactively adjusted the City's pipeline of development to account for some of these gaps. Prior to the finalization of HSH's FY2019 budget, HSH estimated a remaining gap of approximately 1,000 shelter beds in the system. Fortunately, prior to the FY2019 budget cycle, San Francisco Mayor London Breed endorsed and expedited HSH's desire to create 1,000 additional shelter beds. HHAP funding will support the final phase of the Mayor's 1,000 shelter bed initiative.

#### San Francisco: Identified Share of the Need

As the designated HHAP "administrative entity" for the City, County, and CoC, HSH claims 100 percent of San Francisco's need to address homelessness.

#### Bay Area: Coordination across the Northern California Region

Homelessness in the San Francisco Bay Area is a regional challenge that cannot be solved by any county or city alone. The Bay Area's homeless crisis is one of the worst in the United States; its 9 counties and 101 cities are responsible for the third highest population of people experiencing homelessness in the country, behind only New York City and Los Angeles. Barely one-third of the Bay Area's homeless residents were sheltered in 2017, bringing an increased visibility to the crisis that is now tragically familiar.

Despite the tremendous work of the Bay Area's dedicated service providers and systems leadership over the past decade, the number of people experiencing homelessness in the Bay Area continues to grow. 2019 Point-in-Time data by five Bay Area counties demonstrates an overall increase in homelessness by 29% since 2017. Innovative, comprehensive, and collective measures must be taken to address this deepening crisis.

Recognizing that a regional solution is the most sustainable path to truly solving the crisis of homelessness, the Bay Area's major cities and counties have committed to transcending the jurisdictional barriers that undermine coordination. In 2018, leaders and decision-makers from across Bay Area homeless systems of care began convening regularly as a Regional Working Group on

Homelessness with the goal of fostering a shared regional vision for impact. Together, this group is able to undertake practical efforts to collaborate and model effective solutions that can be replicated across the state and the country.

Comprised of organizational leaders at the forefront of addressing homelessness in each of their cities and counties, the ambitious vision of the Bay Area Regional Working Group on Homelessness serves as the underpinning for collective impact and alignment, with the initial goals of:

- Establishing a robust regional collaborative to lead the initiative;
- Comprehensive system mapping to provide the groundwork for regional alignment;
- Regional data sharing and demographic mapping to overcome jurisdictional barriers;
- Adoption of a Bay Area regional action plan to guide the crucial, collective next steps; and
- Joint local, state, and federal advocacy to strengthen support for Bay Area's shared priorities.

Together, the Bay Area can set a new national standard for coordination and effectiveness in responding to one of our country's most crucial social issues. While a regional effort is essential if we are to stem the Bay Area's growing homeless crisis, it will only be effective with dedicated resources and strong commitment from regional partners, as well as state and federal government.

#### **D. Creating Sustainable, Long Term Housing Solutions**

1. How is your jurisdiction involved in the efforts to create sustainable, long-term housing solutions for people experiencing homelessness across your region?

Examples could include, but are not limited to:

- a. Partnering with agencies responsible for city planning and zoning, housing developers, and financial and legal service providers.
- b. Developing or strengthening data and information sharing across and within jurisdictions.
- c. Coordinating with other regional jurisdictions to ensure systems are aligned and all available funding is being used efficiently and effectively.

The City and County of San Francisco Department of Homelessness and Supportive Housing (HSH) is building a Homelessness Response System that is focused on making homelessness rare, brief and one time in San Francisco. The strategies outlined in HSH's Five-Year Strategic Framework to reduce homelessness by 2023 are starting to show results. Since July 2018, HSH has ended homelessness for over 3,000 people, prevented homelessness for approximately 2,000 households, expanded proven programs (including the addition of 157 units of housing and 693 shelter beds), and reformed systems to improve outcomes for people experiencing homelessness. While the conditions on our streets are dire, it is important to remember that every night the City provides housing, shelter and services to nearly 13,000 homeless and formerly homeless people and we have plans to do even more.

The following is a summary of the people HSH served, programs we expanded, systems we changed, resources we increased, and results we produced since July 2018.

#### Served Thousands

- Helped over 2,500 households with housing, rent subsidies and other programs
- Provided one-time assistance such as eviction prevention and move-in support to over 2,500 households
- Assisted 200 households move from permanent supportive housing to new housing opportunities
- Sheltered over 13,000 households
- Served approximately 10,000 people at drop-in centers
- Conducted over 12,500 outreach encounters with unsheltered individuals
- Assessed over 11,000 individuals through HSH's coordinated entry system

#### Expanded Programs

- Opened 693 Temporary Shelter beds, including 263 Navigation Centers, with over 500 more in the pipeline
- Added 157 units of Permanent Supportive Housing with approximately 1,200 more in the pipeline
- Added 57 units of "Moving On" housing for formerly homeless adults, with 62 more in the pipeline
- Added over 500 new Rapid Rehousing and Rent Subsidy slots with approximately 500 more in the pipeline
- Added 1,500 Problem Solving slots with more in the pipeline
- Opened five new "Access Points" for coordinated entry with one more opening in 2020
- Piloted a "host homes" program to serve 25 youth experiencing homelessness
- Piloted a Vehicle Triage center for people sleeping in cars, truck and RVs
- Started the Rising Up Campaign to service over 900 youth experiencing homelessness
- Supported the Heading Home to assist 800 families experiencing homelessness
- Opened a new headquarters for HSH to better serve our clients

#### Changed Systems

- Published a plan to reduce youth homelessness 50% by 2023
- Published an implementation plan for the City's strategic framework to address homelessness
- Implemented HOM-STAT, a data reporting tool to track progress toward achieving our goals
- Identified gaps in the homelessness response system and made targeted investments to close those gaps
- Expanded the Health Streets Operations Center, a multi-departmental effort to address street homelessness
- Improved and expanded the new Problem-Solving program to prevent and divert people from homelessness
- Fully implemented a Coordinated Entry System to effectively prioritize people for housing and other services
- Improved the ONE System, a "by-name" expanded homelessness management information system
- Continued the Whole Person Care Initiative, a citywide effort to improve health outcomes for homeless clients
- Changed policies to better serve unhoused individuals who are pregnant

#### Increased Funding

- Facilitated over \$25 million in philanthropic investments for a variety of programs
- Secured more than \$30 million in emergency homelessness aid from the state
- Secured over \$7 million in new funding from the US Department of Housing and Urban Development
- Invested more than \$3.5 million in capital repairs to preserve permanent supportive housing
- Provided over \$10 million in new funding to build capacity in our nonprofit sector
- Collaborated with Veteran service partners to secure six million in VA SSVF RRH funding for homeless at risk veteran households

#### Produced Results

- HSH achieved three goals from the department’s strategic framework:
- Ended all large, long-term tent encampments in San Francisco (6 or more tents in place for over 30 days)
- Able to offer shelter to all unsheltered families experiencing homelessness
- Reduced 311 encampment complaints by 33% and decreased response times by 27%
- HSH has seen reductions in youth, family and Veteran homelessness since 2015
- 22% reduction in youth homelessness
- 23% reduction in student homelessness in the SFUSD
- 5% reduction family homeless according to the HUD definition

#### Collaborations

The Shared Priority Pilot is an interagency, population-focused, evidence-based effort to improve the quality of life of its most vulnerable adults experiencing homelessness. The San Francisco Department of Homelessness & Supportive Housing, Department of Public Health, and Human Services Agency identified the intersect of their 237 most vulnerable clients, and adopted a “whatever it takes” approach to place this cohort into housing or other safe settings. Each client’s Street-to-Home plan includes intensive care coordination, dispatching interagency outreach teams, and prioritizing timely access to low-barrier and intensive treatment services, disability services, housing navigation services and benefits. Approximately three months into the pilot project, the number of clients supported by an intensive case manager has increased from 42 to 94, 173 have an assigned ‘housing navigator’, 191 are enrolled in Medi-Cal, and 150 are enrolled in CalFresh. Additionally, 80 have now stayed in a shelter or navigation center, and been linked to housing search opportunities and a range of supportive services. Most importantly, the number in permanent housing has increased from six to 42, and 53 have been referred to available permanent supportive housing units and are moving in shortly. The initial experience with this cohort shows how wrap-around support and service linkages layered onto San Francisco’s shelter and navigation center system facilitate each client’s Street-to-Home path. Based on the initial success of the Shared Priority Project, interagency collaboration and care coordination techniques are now being codified and scaled city-wide.

### **3. RESOURCES ADDRESSING HOMELESSNESS**

To successfully complete this section, all applicants must answer the following questions:

#### **A. Existing Programs and Resources**

1. Provide an exhaustive list of all funds (including the program and dollar amount) that your jurisdiction currently uses to provide housing and homeless services for homeless populations.

This list should include (where applicable), but not be limited to:

- a. Federal Funding (Examples: YHDP, ESG, CoC, CSBG, HOME-TBRA, CBDG)
- b. State Funding (Examples: HEAP, CESH, CalWORKs HSP, NPLH, VHHP, PHLA, HHC, Whole Person Care, HDAP, BFH)
- c. Local Funding

2. How are these resources integrated or coordinated with applicants from overlapping jurisdictions (i.e. CoC, large city, and/or county)?

3. What gaps currently exist in housing and homeless services for homeless populations in your jurisdiction?

Federal Funding		
Funding Source	Amount	Agency
CoC	45,655,848	San Francisco Department of Homelessness and Supportive Housing
YHDP	1,415,000	San Francisco Department of Homelessness and Supportive Housing
ESG	1,539,152	San Francisco Department of Homelessness and Supportive Housing
HOME-TBRA	5,284,703	Mayor’s Office of Housing and Community Development
HOPWA	7,130,734	Mayor’s Office of Housing and Community Development
CDBG	18,157,109	Mayor’s Office of Housing and Community Development
<b>Total</b>	<b>79,182,546</b>	
State Funding		
HEAP-CoC	17,107,314	San Francisco Department of Homelessness and Supportive Housing
HEAP-Large City	10,564,313	San Francisco Department of Homelessness and Supportive Housing
CESH	908,237	San Francisco Department of Homelessness and Supportive Housing
CalWORKs HSP	6,501,869	Human Services Agency
HDAP	2,454,777	Human Services Agency
BFH	1,873,993	Human Services Agency
NPLH	27,769,645	Mayor’s Office of Housing and Community Development
VHHP	10,000,000	Swords to Plowshares
WPC	165,000,000	San Francisco Department of Public Health
<b>Total</b>	<b>242,180,148</b>	
Local Funding		
General Fund	277,329,656	San Francisco Department of Homelessness and Supportive Housing
<b>Total</b>	<b>277,329,656</b>	

In 2016, Mayor Edwin M. Lee launched the San Francisco Department of Homelessness and Supportive Housing (HSH) to fundamentally change the way San Francisco responds to homelessness. As part of this effort, HSH assumed responsibility for administering Temporary Shelter, Coordinated Entry, Housing, and services for people experiencing homelessness that were previously administered by many City agencies. Currently HSH administers and implements the Homeless Response System (HRS) through an array of local, state and federal funding sources. While much of the portfolio of funding for the HRS has been consolidated and is now led by HSH—one City agency cannot respond to homelessness on its own.

As a result, HSH is a lead partner in many critical and innovative partnerships that draw upon federal, state, and local funds. HSH's ambitious goals outlined in our Strategic Framework are made possible through highly coordinated and flourishing partnerships with City Agency partners and our efforts to leverage our respective funds to deliver a trauma-informed, compassionate, and coordinated Homelessness Response System.

San Francisco has a growing need to scale up all aspects of our Homeless Response System, ranging from Temporary Shelter, Coordinated Entry, to Housing. HSH's current funding represents a foundation of sources that must continue to be scaled through a coordinated approach in order to respond to the homeless crisis in San Francisco.

HSH's Temporary Shelter portfolio is largely funded through San Francisco general funds and one-time funds through the Homeless Emergency Aid Program (HEAP). San Francisco's shelter portfolio is enriched through innovative partnerships made possible by the Housing and Disability Income Advocacy Program (HDAP) which brings public benefits linkage and SSI advocacy services to people who experiencing homelessness. HSH and its partners at the Human Services Agency have successfully used this funding source to connect people who are in Temporary Shelter to the County Adult Assistance Program (CAAP)—San Francisco's instance of General Assistance—which renders people experiencing homelessness eligible for a housing program called Housing First—formerly known as Care Not Cash.

Since HSH's inception in 2016, the San Francisco Department of Homelessness and Supportive Housing has launched full scope Coordinated Entry for families with minor children, adults, and transition age youth (TAY). HSH uses a combination of CoC, Whole Person Care (WPC), San Francisco general funds, and HDAP funding to enrich the services that are available at the front door of the Homelessness Response System. HSH is a primary partner in the 5-year Whole Person Care implementation with the San Francisco Department of Public Health and the Human Services Agency. WPC funds have provided a vehicle to de-silo, integrate, and coordinate services for high users of multiple systems in San Francisco. Whole Person Care funds are also deployed to fund housing navigation and stabilization services to adults experiencing homelessness who are prioritized for housing through Coordinated Entry. Like other communities, San Francisco's Coordinated Entry System is designed to prioritize individuals and families with the greatest needs based on chronicity of homelessness, vulnerability, and housing barriers. In turn, HSH has deployed Whole Person Care funds to provide ongoing stabilization services to people placed into Permanent Supportive Housing (PSH). The added layer of support services is intended to ensure tenancy supports and stabilization following placement. HSH is also leveraging its relationship with the San Francisco Department of Public Health to launch innovative Harm Reduction training to all components of the Homeless Response System to ensure that people who use drugs who are experiencing homelessness maintain their dignity and are respected.

HSH's portfolio of CoC, ESG, and YHDP funds are used to fund Homeless Prevention (ESG only), Emergency Shelter (ESG only), Coordinated Entry, Homeless Management Information System (HMIS), Rapid Rehousing (RRH), and Permanent Supportive Housing (PSH). HSH's federal funding portfolio is enhanced by leveraging match sources and through sophisticated financing structures. For example, HSH partners with the Mayor's Office of Housing and Community Development, Human Services Agency, and the San Francisco Department of Public Health to develop and finance affordable and Permanent Supportive Housing (PSH) for people experiencing homelessness. Together HSH, MOHCD, SFDPH, and HSA braid local, state, and federal funds to develop critically needed housing in San Francisco. As City partners, we collectively draw upon funding from No Place Like Home (NPLH), the Housing and Disability Income and Advocacy Program, CalWORKs HSP, HEAP and other local funding

sources to develop new housing ranging from Rapid Rehousing to Permanent Supportive Housing (PSH). These funding sources have also provided opportunities to make critically needed support services enhancements in various Permanent Supportive Housing (PSH) sites in San Francisco.

San Francisco also leverages permanent Housing Choice Vouchers (HCVs) including FUP vouchers for children and families in reunification, Mainstream Vouchers, and Project-Based Vouchers (PBV). HSH partners with the San Francisco Housing Authority on the Mainstream Voucher program. HSH deploys CESH funds to provide housing locator and support services to lease up Mainstream Vouchers in the highly competitive rental market in San Francisco.

HSH and its partners have invested a significant amount of resources to scale all aspects of the Homeless Response System; and we have much work ahead to achieve the goals outlined in the Strategic Framework. Between January 2020 and December 2024, HSH and its partners will develop and launch over 1,500 units of Permanent Supportive Housing. At this time, one of the primary gaps in resources is expanded Temporary Shelter options for people while they navigate the Coordinated Entry System and are connected to either Problem Solving or a housing opportunity. HSH is laser focused on using the Homeless Housing, Assistance, and Prevention (HHAP) program to fill this gap and unmet need in San Francisco's Temporary Shelter portfolio.

## **B. HHAP Funding Plans**

1. Explain, in detail, how your jurisdiction plans to use the full amount of HHAP funds (including the youth set-aside) and how it will complement existing funds to close the identified gaps in housing and homeless services for the homeless population in your jurisdiction.

### Executive Overview: San Francisco's HHAP Funding Plan

San Francisco provides less shelter to its homeless population than other regions. Of the 8,011 people experiencing homeless in San Francisco in 2019, 65% were unsheltered. In both absolute and relative terms, the size of San Francisco's unsheltered homeless population combined with the lack of available shelter beds makes San Francisco's homeless population more visible than elsewhere in the United States.

In order to quickly reduce the number of unsheltered homeless people in San Francisco, our City has made a commitment to opening 1,000 new shelter beds by the end of 2020. To reach this goal, HSH is proposing that San Francisco's allocation of HHAP funding be used to cover costs associated with the acquisition and capital improvement of three new navigation center sites in the City's development pipeline. Collectively, these three navigation center sites will add approximately 475 new shelter beds to San Francisco's existing shelter system. The allocation of 475 beds across the three sites is as follows:

- 200 beds at the new Bayview SAFE Navigation Center (1925 Evans Avenue)
- 75 beds at the Tenderloin Transitional Aged Youth Navigation Center (888 Post Street)
- Up to 200 beds at the Upper Market SAFE Navigation Center (33 Gough Street)

As per HCFC's HHAP Program Guidance on eligible funding uses (Health and Safety Code (HSC) § 50219(c)(1-8)), San Francisco's proposal conforms to eligible use (8): new navigation centers and emergency shelters based on demonstrated need. San Francisco's demonstrated need is outlined in the



narrative below. Further, in compliance with HSC § 50218(b), over eight (8) percent of San Francisco's program allocation will meet the specific needs of homeless youth.

#### By the Numbers: San Francisco's 2019 PIT Count

San Francisco and the larger Bay Area are in the midst of a housing affordability crisis, which has both caused and further exacerbated a homelessness crisis on our streets. In the most recent Point in Time Count conducted in January 2019, San Francisco found that of the 8,011 people experiencing homelessness on any given night in San Francisco, approximately 5,180—65% of the total—were unsheltered. Compared to January 2017, San Francisco's unsheltered population grew by 827 people. This represents a dramatic 19% increase in the total unsheltered population in San Francisco.

#### Street Homelessness: A Humanitarian Crisis

Homeless people living outdoors is a crisis impacting San Francisco, as well as communities all along the West Coast. Unsheltered homelessness creates severe health and safety risks for both those experiencing homelessness and those in the surrounding community. Unsheltered persons include those living on the streets, in vehicles, in tents, in encampments, and in other places not meant for human habitation. This is a humanitarian crisis on many levels.

This dramatic increase in the unsheltered population has not gone unnoticed. San Francisco has seen an increase in the visibility of street homelessness recently. A "building boom" in the eastern neighborhoods has contributed to the increase in visibility of encampments in more residential and commercial areas. The rise in use of tents and physical structures has also contributed to the increased visibility of street homelessness today. Too often, people living on the streets or in encampments face and create serious public health and life safety hazards. Encampments can be areas of exploitation and violence for people experiencing homelessness. Even at their best, encampments are inadequate and unhealthy places for people to live.

#### Service Gap: Inadequate Supply of Temporary Shelter Beds

San Francisco has the second largest ratio of homeless-to-non-homeless residents in the nation (78 out of every 10,000 San Francisco residents is homeless). On top of this, San Francisco also provides less shelter to its homeless population than other regions. During the 2019 PIT Count, of the 8,011 people experiencing homelessness, just 2,831 people or 35% were sheltered. The remaining 5,810 unsheltered people desperately need immediate shelter. On any given night, there are over 1,000 people on the City's shelter reservation waiting list. Unfortunately, the explosive demand for shelter beds far exceeds the city's currently supply.

As of December 31, 2019, the City's temporary shelter inventory included space for approximately 2,635 people per night through a combination of traditional shelters, Navigation Centers, stabilization beds, and transitional housing. This amounts to roughly 324 temporary shelter beds per 100,000 residents. Comparatively, our peer cities with "Right to Shelter" laws (Boston, New York, DC) have the highest number of temporary shelter beds per 100,000 residents. "Right to Shelter" laws demand large investments in temporary and emergency shelter. While San Francisco has invested in shelter and navigation center beds, the City has prioritized longer term solutions to homelessness, like Permanent Supportive Housing and other problem-solving approaches. For this reason, San Francisco severely lags other cities in providing emergency shelter beds.

#### The Immediate Need: New Navigation Centers

While HSH recognizes that the long-term solution to street homelessness in San Francisco is permanent housing offered through a coordinated entry system, in the short run, the crisis of unsheltered homeless people requires an immediate response that balances the rights and needs of those on the streets with the overall health and safety of the City. Therefore, as HSH pursues long-term solutions, we are also committed to minimize the impact of homelessness on neighborhoods by building new navigation centers. In particular, HSH is looking to develop SAFE Navigation Centers, which build off of the best aspects of Navigation Centers and makes them more scalable, sustainable, and cost-effective.

The immediate need for additional SAFE navigation center beds in San Francisco is undeniable. Reducing the unsheltered homeless population by creating new navigation center beds will ensure that people expiring homelessness have a safe and dignified place to stay while working to resolve their homelessness. Expanding the number of navigation center beds will also improve service connections to health, benefits, and housing for this deeply underserved population.

Demonstrated Need

As per HCFC’s HHAP Program Guidance on eligible funding uses, outlined below is San Francisco’s demonstrated need for new navigation centers. This data parallels the time period for HSH’s submitted LSA: October 1, 2017 to September 30, 2018.

- The number of available shelter beds in the jurisdiction: 2,635 shelter beds
- The shelter vacancy rate in the summer and winter months:

Month	Occupancy Rate	Vacancy Rate
7/19	94.01%	5.99%
8/19	93.16%	6.84%
9/19	93.82%	6.18%
10/19	93.23%	6.77%
11/19	92.82%	7.18%
12/19	91.55%	8.45%

- The percentage of exits from shelter to permanent housing solutions: 17%
- A plan to connect navigation center participants to permanent housing:

HSH’s Temporary Shelter portfolio is low-barrier and is designed to ensure that people experiencing homelessness are connected to the services within the Coordinated Entry System—including permanent housing. HSH funds a multi-agency Access Point partnership that routinely provides mobile services to guests in Temporary Shelter. It is critical that people who are guests in Temporary Shelter maintain connection to the Coordinated Entry System to ensure that they can be connected to Problem Solving and housing. Further, HSH and its partners also coordinate mobile benefits advocacy services to people while they reside in Temporary Shelter. Mobile benefits advocacy services are needed because HSH operates a significant portfolio of housing that has an eligibility criteria of active benefits status with the County Adult Assistance Program (CAAP).

HSH is also scaling its Problem Solving portfolio by launching housing locator services and financial assistance to people experiencing homelessness who are working. San Francisco’s community of people experiencing homelessness is incredibly diverse and there are many people who are working who also reside in Temporary Shelter. This pilot initiative is designed as a progressive engagement approach to assist people experiencing homelessness with identifying homes to rent in the private market in addition to time-limited financial assistance.

### Mayor's 1,000 Shelter Bed Initiative

In October 2018, San Francisco Mayor London Breed, in partnership with HSH, announced a goal to open 1,000 new shelter beds by the end of 2020. This represents the largest expansion of shelter beds in 30 years. Already, this resource expansion has significantly expanded the City's ability to serve people who are experiencing homelessness. To date, the City has opened 566 new shelter beds and has 499 shelter beds in development or planned.

The 566 beds opened as part of the 1,000-shelter-bed initiative include:

- 84 beds at the Bryant Street Navigation Center
- 128 beds at the Bayshore Navigation Center
- 60 beds at the Buena Vista Horace Mann Community School shelter
- 14 beds for people with behavioral health and substance use issues at Hummingbird Place
- 60 beds at the Division Circle Navigation Center Expansion
- 20 beds at the Civic Center Navigation Center Expansion
- 200 beds at The Embarcadero SAFE Navigation Center

San Francisco also has 499 beds in the planning and development pipeline:

- 24 beds at Jelani House to be opened by February 2020
- 200 beds at the new Bayview SAFE Navigation Center (1925 Evans Avenue)
- 75 beds at the Tenderloin Transitional Aged Youth Navigation Center (888 Post Street)
- Up to 200 beds at the Upper Market SAFE Navigation Center (33 Gough Street)

### San Francisco's HHAP Funding Plan

In close consultation with the Mayor's Office, HSH is proposing that San Francisco's allocation of HHAP funding be used to cover costs associated with the acquisition and capital improvement of three new navigation centers sites in the City's development pipeline. Collectively, these three navigation center sites would add approximately 475 new shelter beds to San Francisco's existing shelter system. The allocation of 475 beds across the three sites is as follows:

- 200 beds at the new Bayview SAFE Navigation Center (1925 Evans Avenue)
- 75 beds at the Tenderloin Transitional Aged Youth Navigation Center (888 Post Street)
- Up to 200 beds at the Upper Market SAFE Navigation Center (33 Gough Street)

A detailed description of each of the three proposed Navigation Center programs is outlined below.

### Bayview SAFE Navigation Center (1925 Evans Avenue)

1925 Evans is a CalTrans property located in the Bayview neighborhood of San Francisco. HSH is planning a 200 bed SAFE Navigation Center at this site. Per the 2019 Point in Time (PIT) Count, District 10, which includes the Bayview neighborhood, had 29% of the people sleeping on the streets in San Francisco and fewer than 7% of all housing and shelter for people experiencing homelessness. From an equity standpoint, HSH is prioritizing developing more resources in this neighborhood.

Of the 200 beds at the Bayview SAFE Navigation Center, approximately 100 shelter beds will be accessible via the 311-shelter reservation system and approximately 100 beds will be accessible via

community outreach and the City's Coordinated Entry System. There will be a small dorm on-site with its own facilities that can be used for families or special populations. There will be no walk-ins permitted.

A variety of services will be provided on-site. SAFE Navigation Centers build off of the service model of our current Navigation Centers and employ a low-barrier, high-service model. Key components of the services will include onsite case management to link people with the unique services needed to help them exit homelessness, including health care, benefits counseling, mental health care, substance use treatment, employment services, and housing assistance. On-site services and operations will be provided by a non-profit provider. A variety of roving services will be brought onsite on a regular basis including: Coordinated Entry assessments for housing prioritization, medical nursing services, behavioral health assistance and benefits navigation.

#### Transitional Aged Youth Navigation Center (888 Post Street)

San Francisco will use a portion of the HHAP grant to open and operate a Navigation Center for Transitional Aged Youth experiencing homelessness age 18-24. The Navigation Center will provide up to 75 beds of temporary shelter in addition to meals, bathrooms, showers, laundry, and areas for lounging and access to services. The programs will be staffed with case management, along with operational staff.

The Navigation Center will provide safety, respite and stability for youth experiencing homelessness. It will also provide a space and staff to support youth in getting their basic needs met, connection to services that include mental health, employment, education, income benefits, and housing. On-site services and operations will be provided by a non-profit provider.

Each night approximately 1,145 youth experience homelessness in San Francisco, with the majority (83%) sleeping outside. Currently there are 40 shelter beds dedicated to youth age 18-24 and another 22 for minors under the age of 18. This Navigation Center will fill a crucial gap in our homeless youth response system. All youth will be directly referred by street outreach teams and coordinated entry and support the young person on a direct and clear pathway to a permanent housing solution.

#### Upper Market SAFE Navigation Center (33 Gough Street)

HSH has sited a new 200 bed SAFE Navigation Center at 33 Gough Street in the Upper Market area of San Francisco. Currently, this site is a vacant former City College building slated to be developed into affordable housing. In the interim, the City will use this site as a temporary stay Navigation Center for up to 200 people experiencing homelessness. All beds will only be accessible through the HOT Team or other first responders. People cannot self-refer to this SAFE Navigation Center. On-site services and operations will be provided by a non-profit provider.

#### Collaborative Partners

HSH will partner with an array of public and private agencies for the planning, development, acquisition, construction, services, and operations of the three navigation center sites. The plan for collaborative partners is outlined in the section below.

2. How will you ensure that HHAP funded projects will align and comply with the core components of Housing First as defined in Welfare and Institutions Code § 8255(b)?

### Housing First Approach to Services

The three Navigation Centers developed with funding from HHAP will comply with Housing First as defined in Welfare and Institutions Code § 8255(b). They will do so in two distinct ways.

#### Low-Threshold

Navigation Centers provide long-term homeless guests with room, board, and case managers to connect them with available services. Unlike some traditional shelters, Navigation Centers are designed to have lower thresholds for entry to appeal to the highest need, hardest to serve unsheltered homeless populations. Navigation Centers provide additional stabilization services such as meals, shower facilities, and case managers to help clients experiencing homelessness connection with the City's coordinated entry system. Navigation Centers also allow clients to bring property, partners, and pets with them into the Navigation Center. Additionally, Navigation Center programs allow for 24 hour/7 days a week client access. Further, Navigation Centers have a higher level of on-site services and case management, including on-site medical care through partnerships with the San Francisco Department of Public Health.

The first Navigation Center opened in San Francisco in 2015. HSH now operates six Navigation Centers across the City, and the model is being replicated across the country. Since 2015, 46% of Navigation Center guests in San Francisco have ended their experience of homelessness after a stay in a Navigation Center.

#### Coordinated Entry System

The most significant issues impacting housing placement in San Francisco's Coordinated Entry is the limited supply of supportive housing, shelter, and navigation centers. In San Francisco, less than half of chronically homeless households are housing referral status, because the number of housing referral status households are limited by the supply of available housing. Given that constraint, one of our most troubling challenges is the insufficient supply of shelter and navigation center beds. Specifically, unsheltered chronically homeless adults who are not placed in a shelter or navigation center bed, are more likely to persist longer in homelessness than their peers in shelter. These unsheltered individuals are also more likely not to complete housing navigation or engage in the City's problem solving (diversion) services.

## **4. PARTNERS ADDRESSING HOMELESSNESS**

To successfully complete this section, all applicants must answer the following questions:

### **A. Collaborating Partner Efforts**

Please note: per Program Guidance, page 9, collaborative partners, at a minimum, should include representatives of local homeless service providers, homeless youth programs, law enforcement, behavioral health, county welfare departments, city and county public officials, educators, workforce development, community clinics, health care providers, public housing authorities, and people with lived experience. If any of these partnerships are not currently active in your jurisdiction, please address in question #3 below.

1. Describe, in detail, the collaborative partners who will be working with you on identified HHAP projects and how you will be partnering with them.

#### Executive Overview: Collaborative Partners

For San Francisco's Homeless Response System to effectively focus its resources on ending the crisis of homelessness, it must partner and coordinate with a wide variety of public and private agencies at all levels. HSH continuously engages cross-sector partners from other City Departments, philanthropy, nonprofit organizations, homeless service providers, community groups, businesses, and faith-based institutions.

HSH's proposed HHAP project will be no different. HSH will partner with a variety of public and private agencies to coordinate all phases of San Francisco's HHAP project: planning, community input, acquisition, development, construction, services, operations, and referral functions of three new navigation center sites. HHAP funding will cover the costs associated with site acquisition and capital improvements. The three sites include:

- 200 beds at the new Bayview SAFE Navigation Center (1925 Evans Avenue)
- 75 beds at the Tenderloin Transitional Aged Youth Navigation Center (888 Post Street)
- Up to 200 beds at the Upper Market SAFE Navigation Center (33 Gough Street)

The following is a list of public and private partners involved in each stage of the process.

#### Planning and Community Input Partners

**The San Francisco Department of Homelessness and Supportive Housing (HSH)** is the designated HHAP "administrative entity" for the City, County, and Continuum of Care of San Francisco. Launched on July 1, 2016, the department combines key homeless serving programs and contracts from the Department of Public Health (DPH), the Human Services Agency (HSA), and the Mayor's Office of Housing and Community Development (MOHCD). This consolidated department has a singular focus on preventing and ending homelessness for people in San Francisco. HSH has significant experience developing new shelter and navigation center programs and will bring this expertise to San Francisco's HHAP project.

**The Local Homeless Coordinating Board** is the governing body for the San Francisco Continuum of Care (CoC CA-501). While HSH is the administrative entity for the City, County, and Continuum of Care of San Francisco, LHCB serves as the lead independent body for coordinating homeless policy, McKinney funding, and San Francisco Continuum of Care implementation. LHCB is a nine-member advisory body appointed by the Board of Supervisors, Mayor, and the Controller.

In partnership with HSH, LHCB works to ensure a unified homeless strategy that is supported by the Mayor, the Board of Supervisors, City departments, nonprofit agencies, people who are homeless or formerly homeless and the community at large. Previously in 2018, LHCB served as an integral partner for the successful planning and implementation of State funding through the Homeless Emergency Aid Program (HEAP). In 2020, LHCB has been actively participating in the community planning process for San Francisco's allocation of HHAP funding. LHCB holds full board and sub-committee meetings monthly and solicits public feedback at these forums. HSH has presented its plans for HHAP funding at two of these meetings. LHCB has formally approved and issued a letter of support to HSH.

**The San Francisco Mayor's Office** is the head of the executive branch of the government of the City and County of San Francisco. Mayor London Breed has been a central partner in and champion for the City's response to homelessness. In October 2018, the Mayor announced a goal to open 1,000 new shelter beds by the end of 2020 representing the largest expansion of shelter beds in 30 years. To date, the partnership between the Mayor's Office and HSH has resulted in the opening of 566 new shelter beds. An additional 499 new shelter beds are in the development pipeline and will be completed by the end of 2020 bringing the total to 1,065 and surpassing the Mayor's original goal. The Mayor's Office is aware of HSH's HHAP funding proposal and supports the State's investment in funding acquisition and capital improvement costs related to three new navigation centers. HSH will continue to work closely with the Mayor's Office on all aspects of the planning and development of these three sites with an emphasis on community engagement.

**The San Francisco Board of Supervisors** is the legislative body within the government of the City and County of San Francisco. When siting new emergency shelter and navigation center programs, HSH strives to locate programs with an eye to geographic equity and where homeless services are most needed. Based on the proposed program location, HSH partners with the district Supervisor to ensure optimal local neighborhood and community engagement. HSH has already engaged and gathered support from Supervisor Shamann Walton for the new Bayview SAFE Navigation Center at 1925 Evans Avenue, Supervisor Aaron Peskin for the new TAY Navigation Center at 888 Post Street, and Supervisor Matt Haney for the new Upper Market Safe Navigation Center at 33 Gough Street. HSH will continue to work closely with these three Supervisors throughout the planning and development phases of these three projects.

**The San Francisco Planning Department** and its Citywide Planning division maintains the city's General Plan, which provides guidance to all city agencies, and departments regarding urban design, land use, transportation, housing, open space and a variety of other issues. Citywide Planning also develops permanent controls such as zoning and planning codes through community-based planning efforts and citywide initiatives. HSH has been a key city partner in this effort by incorporating a critical framework for responding to the City's homeless crisis.

**The Youth Advisory Committee** is a cohort of young people with lived experience of homelessness who work with allies to affect policy changes and develop the skills necessary to advocate on behalf of all youth experiencing homelessness in San Francisco. HSH works closely with the Youth Advisory Committee when developing new programs for this population. HSH has already begun soliciting feedback from the Youth Advisory Committee on the new TAY Navigation Center site at 888 Post Street.

**The Family Advisory Committee** is a group of families with lived experience of homelessness who provide feedback and guidance to HSH about policies and programs for families experiencing homelessness. San Francisco's Homelessness Response System (HRS) is informed by this close partnership.

#### New Site Acquisition Partners

**The San Francisco Department of Real Estate** is responsible for the acquisition of all real property required for City purposes, the sale of surplus real property owned by the City, and the leasing of property required by various City departments. Additionally, the Division completes market value appraisals or analysis of real property considered for City sale, development or acquisition, and acts as a real estate consultant to Departments, the Mayor, and the Board of Supervisors. HSH has already worked closely with the Department of Real Estate to identify three sites suitable for development into

new navigation center programs. HSH will continue to work with the Department of Real Estate throughout the site acquisition process.

**The City Attorney's Office** provides high quality legal services to the Mayor, Board of Supervisors, and other elected officials as well as to the approximately 100 departments, boards, commissions and offices that comprise the City and County of San Francisco's government. In addition to representing the City and County in all legal proceedings and providing advice or written opinions to any officer, department head, board, commission or other unit of local government, the city attorney's office is a key partner in examining and approving title to all real property to be acquired by the City and County. The City Attorney's Office is also responsible for investigating, evaluating and recommending disposition of all claims made against the City and County.

**City College of San Francisco** is the current owner of the site located at 33 Gough Street. HSH will work closely with City College to acquire the site before development commences.

**Tidewater Capital** is the current owner of the site located at 888 Post Street. HSH will work closely with this property owner to acquire the site before development commences.

**CalTrain** is the current owner of the site located at 1925 Evans Street. HSH will work closely with CalTrain to acquire the site before development commences.

#### New Site Development and Construction Partners

**The San Francisco Department of Public Works (DPW)** is HSH's designated partner for site review, architectural planning, development, construction, and capital improvements at new navigation center sites. Once a new navigation center site is acquired by the City, DPW assigns a Project Manager, who conducts an initial site review, feasibility study, and environmental review. Once approved, HSH works closely with DPW on architectural planning concepts that meet the programmatic needs of the specific navigation center. The DPW Project Manager oversees any and all development, construction, and capital improvements at the site in close partnership with general contractors hired by DPW.

#### Program Services and Operations Partners

**Nonprofit Service Providers** are the backbone of San Francisco's Homeless Response System. HSH provides over \$200 million dollars in grants and contracts to more than 60 nonprofit organizations, serving thousands of homeless or formerly homeless people each year. Each of these service providers brings years of experience and expertise to work with people experiencing homelessness. They do the work of serving, assisting, and rehousing people who are in a housing crisis.

Services and operations at the three proposed Navigation Center sites will be provided by a nonprofit provider funded by HSH. The Navigation Center providers will focus on providing client engagement, intake and assessment, identification of a service plan, connection to benefits and services related to the service plan, support with applications and appointments regarding housing placement, and a functional hand-off to the support systems related to each client's placement. The providers are not responsible for identifying housing and other placement opportunities, yet they are expected to coordinate and communicate effectively with placement programs and work to engage, motivate, support, and prepare the client throughout the placement process.

Navigation Centers are designed to be low-threshold, client-focused, and flexible programs for referred clients. The nonprofit service provider will communicate, encourage, facilitate and support the clients'



active involvement in the Navigation Center program. Clients will be expected to participate in Navigation Center services in order to continue to stay in the program until a placement can be made but issues related to client participation and actions will be used to encourage program engagement before clients are exited from the program.

**The San Francisco Department of Public Health (SFDPH)** is a long-standing and key partner in HSH's Homeless Response System. SFDPH has two Divisions – the San Francisco Health Network and Population Health. The San Francisco Health Network is the City's system of care and has locations throughout the City, including Zuckerberg San Francisco General Hospital and Trauma Center, Laguna Honda Hospital and Rehabilitation Center, and over 15 primary care health centers. The Population Health Division is dedicated to core public health services for the City and County of San Francisco, such as health protection and promotion, disease and injury prevention, disaster preparedness and response, and environmental health services. HSH is currently working closely with SFDPH to link our data systems and share information in a manner that protects the privacy of our clients and complies with all related laws.

HSH has several key partnerships with SFDPH including Street Medicine, Shelter Health, and the Shared Priority Pilot. SFDPH's Street Medicine and Shelter Health teams aim to stabilize highly vulnerable, high-risk adults experiencing homelessness on the street and in HSH's emergency shelter and navigation centers providing health and wellness services and connection to the traditional healthcare system. HSH's three proposed Navigation Centers will have shelter health services on-site to facilitate immediate connection medical services. On-site clinics will have some of the following: primary nursing care, psychiatric care, substance use/addiction medicine, and/or HIV/STD testing.

The Shared Priority Pilot is an interagency, population-focused, evidence-based effort to improve the quality of life of the most vulnerable adults experiencing homelessness in San Francisco. HSH, SFDPH, and HSA jointly identified the intersection of the 237 most vulnerable clients and adopted a "whatever it takes" approach to place this cohort into housing or other safe settings. Each client's Street-to-Home plan includes intensive care coordination, dispatching interagency outreach teams, and prioritizing timely access to low-barrier and intensive treatment services, disability services, housing navigation services and benefits. Approximately three months into the pilot project, the number of clients supported by an intensive case manager has increased from 42 to 94, 173 have an assigned 'housing navigator', 191 are enrolled in Medi-Cal, and 150 are enrolled in CalFresh. Additionally, 80 have now stayed in a shelter or navigation center and been linked to housing search opportunities and a range of supportive services. Most importantly, the number in permanent housing has increased from six to 42, and 53 have been referred to available permanent supportive housing units and are moving in shortly. The initial experience with this cohort shows how wrap-around support and service linkages layered onto San Francisco's shelter and navigation center system facilitate each client's Street-to-Home path. Based on the initial success of the Shared Priority Project, interagency collaboration and care coordination techniques are now being codified and scaled city-wide.

**The San Francisco Human Services Agency** delivers a safety net of services and public benefits that are designed to meet the unique needs of low-income individuals, children and families, older adults, and adults with disabilities. HSA offer cash assistance, food and nutritional support, health insurance, employment training, supportive services, and childcare. By coordinating welfare and homeless services, HSA and HSH strive to make homelessness in San Francisco rare, brief, and one time. HSA's Homeless Benefits Linkage program is a partnership between HSA and HSH at Navigation Centers that provides otherwise unsheltered San Franciscans room and board while case managers work to connect them to

income, public benefits, health services, shelter, and housing. HSA has rotating out stationed Medi-Cal, CalFresh, and CAAP Eligibility Workers (EWs) at Navigation Center sites. On site EWs are authorized to approve benefits applications, which can allow the client to bypass traveling to a county office and wait for an in-person appointment to receive aid.

**The Shelter Monitoring Committee** is an independent thirteen (13) member committee charged with documenting the conditions of San Francisco's shelters, navigation centers, and resource centers to improve the health, safety, and treatment of residents, clients, staff, and the homeless community. The goal of SMC is to recognize the individual human rights of people experiencing homelessness while simultaneously promoting a universal standard of care for shelters and navigation centers in the City and County of San Francisco. As an independent committee, SMC ensures that HSH's emergency shelter and navigation centers are monitored in a fair, impartial, and consistent manner. People experiencing homelessness in San Francisco depend on both the emergency shelters resources managed by the City and the accountability and due process afforded by an independent oversight committee, which allows clients to make complaints about shelter conditions.

**The Shelter Grievance Advisory Committee (SGAC)** is an independent 10-15-member oversight committee composed of representatives that include advocates, shelter providers, consumers, city agencies, an arbitrator, and community members. This committee, appointed by the Local Homeless Coordinating Board, has the authority to oversee the shelter grievance process and make recommendations for improvements. The SGAC also reviews grievance-related policies and operations of the shelters and where appropriate makes recommendations for improvement to HSH.

**The Shelter Client Advocates** are persons who advocate on behalf of temporary shelter clients and act as links between the SGAC, clients, and shelter providers. The Shelter Client Advocates' primary functions are to monitor shelter conditions and the application of shelter rules, to act as informal conflict resolvers between shelter staff and their clients, and to assist clients in appealing denials of service. Shelter clients may use these contracted Shelter Client Advocates or may select another advocate of their choice. HSH contracts with the Eviction Defense Collaborative to provide this service.

**The Office of Economic & Workforce Development (OEWD)** coordinates the San Francisco Workforce Development System, which is a network of public, private, and nonprofit service providers that serve San Francisco job seekers and employers. OEWD offers San Francisco employers services and assistance to attract, grow and retain a diverse workforce. OEWD contracts with several nonprofit organizations providing job training and social enterprise opportunities to people with lived experience of homelessness. Examples of San Francisco-based nonprofit providers with workforce development programs for homeless and formerly homeless clients include: Goodwill, Community Housing Partnership, Episcopal Community Services, Hospitality House, Tool works, and Arriba Juntos.

**Meals on Wheels of San Francisco** provides meals (frozen or chilled depending the Navigation Center) that are individually portioned and packaged, augmented by fresh fruit and vegetables as well as beverages (fruit juice & milk). Meals on Wheels delivers meals based on Navigation Center orders so the Navigation Center Service Providers can offer clients an average of 2-meals per client/per day, seven days a week. The specific total number of meals needed per day, per week, or per month may fluctuate based on client consumption and the current on-site population.

[Program Referral Partners](#)

Persons experiencing homelessness who are referred and provided service at HSH Navigation Centers will be selected based on eligibility criteria established by HSH and exclusively referred by HSH-designated referral agencies. Eligibility criteria will be established related to the priorities and focus of HSH, the availability of potential exits and other factors related to the overall framework of HSH programs. Examples of referral agencies have included the Coordinated Entry System (CES), Encampment Resolution Team (ERT), Homeward Bound, the San Francisco Homeless Outreach Team (SFHOT) and the Healthy Streets Operations Center (HSOC).

Navigation Centers are not designed for or intended as a program that will accept open referrals or client drop-in/self-presentation. Any individuals who are referred by entities other than the established referral points or who self-present at the Navigation Center will be directed to other resources and given information about local programs.

How long someone stays in a Navigation Center depends on the reason they are there and what housing opportunities are being pursued. There are currently three types of beds:

- **Housing Referral Status Beds:** For people who are highest priority for housing due to coordinated entry assessment and are expected to gain a housing resource. Coordinated Entry System staff typically refer these clients and stays in these beds are as long as needed until housing placement.
- **Homeward Bound Beds:** For those connected to Homeward Bound and working on leaving San Francisco. Stays are typically 1-2 nights (referred through Homeward Bound).
- **Time-limited Beds:** Emergency personnel (SFHOT, ERT, HSOC, SFPD, BART PD, and EMT) can bring a person into a time-limited bed for up to 7 days to address an emergency on the street. Once in a time-limited bed the guest is assessed for the most appropriate service connections.

HSH's program referral partners are described in greater detail below.

**The Coordinated Entry System (CES)**, as described above, is San Francisco's system for prioritizing homeless persons for housing. High scoring households: "Housing Referral Status" households are assigned to housing navigation and matched to vacant units for which they are eligible. Housing Navigators provide support to ensure that Housing referral status households attend all meetings required for housing move in, as well as attending move in appointments, gathering required documents, and completing all necessary eligibility criteria. Unsheltered Housing Referral status adults are matched and referred to available Navigation Center beds. Housing Referral Status clients remain at a Navigation Center until they move into permanent housing.

**Homeward Bound** is designed to help reunite people experiencing homelessness in San Francisco with family and friends willing and able to offer ongoing support to end the cycle of homelessness. Through Homeward Bound, HSH provides a bus tickets to eligible clients experiencing homelessness. If the client needs a place to stay before their bus trip, HSH provides short stays in a Navigation Center bed.

**The San Francisco Homeless Outreach Team (SFHOT)** provides services to individuals experiencing homelessness on the streets, including: outreach and engagement, coordinating health and social services, and securing placements into shelters, stabilization units, navigation centers, residential treatment programs, Homeward Bound, and housing. The Encampment Resolution Team (ERT) is a subcomponent of SFHOT and coordinates the resolution of large encampments in San Francisco.

**The Healthy Streets Operations Center (HSOC)** is a collaboration between SFHOT and other first responders. HSOC is a multi-departmental effort to address increasing public concern about street homelessness and, in particular, a rise in large-scale encampments in 2016-2017. HSOC co-located staff from HSH, the San Francisco Police Department, San Francisco Public Works, the San Francisco Department of Emergency Management (DEM), the San Francisco Department of Public Health, SFFD, and other departments to employ an Incident Command System approach for issues regarding street safety and cleanliness, encampments, medical and behavioral health issues of individuals on the street, and referral needs to homelessness services. HSOC has also effectively maintained the progress of HSH's Encampment Resolution Team in eliminating all large-scale encampments, identified as sites occupied by six or more tents or improvised structures and in place for 30 days or longer. HSOC will be a key referral partner for the proposed Upper Market SAFE Navigation Center at 33 Gough.

**The San Francisco Police Department** is the city police and law enforcement department of the City and County of San Francisco. In addition to preventing and addressing criminal behavior across the community, including in homeless encampments, and responding to health and safety emergencies, SFPD also provides outreach to people in distress and linkages to services while working closely with HSH and other agencies on larger issues of homelessness.

**The Bay Area Rapid Transit Police Department's (BART PD)** mission is to ensure a safe environment within the Bay Area's transit system, reduce crime through a highly visible police presence, proactively enforce the law, and promote public confidence by working in partnership with other city stakeholders and the communities we serve. HSH's San Francisco Homeless Outreach Team (SFHOT) and Encampment Resolution Team (ERT) work in partnership with BART PD to respond to the needs of people experiencing homelessness in the city's transit system. Whether through outreach or in response to concerns expressed by the public (through calls, emails, 311 or 911), BART PD and HSH work collaboratively to respond to homeless emergencies by providing critical interventions and connection to available city resources.

**San Francisco 311** operates the shelter reservation waitlist for the adult emergency shelter system in San Francisco. While not used for referral into Navigation Centers, anyone experiencing homelessness seeking a 90-day shelter reservation can join the waitlist. 311 makes shelter reservations for those clients at the top of the waitlist based on the number of 90-day beds released that day. Those not receiving a reservation will move up on the waitlist.

2. Describe any barriers that you experience in partnering, and how you plan to address them.

Examples could include: lack of key stakeholders or service providers, political bureaucracy, approval methods, lack of community input, etc.

#### Barriers to Partnerships

While HSH has had great success in developing strong collaborative partners, there remain several barriers to engaging and effectively coordinating with stakeholders. Four obstacles are outlined below.

#### Neighborhood Opposition

Neighborhood opposition often impedes the creation of new homeless services, including new navigation centers. Despite the city's urgent need for these services, San Francisco residents sometimes

oppose plans to open navigation centers if they live, work, or own businesses nearby. In one example, over 200 SoMa residents attended a community meeting about the then-upcoming Embarcadero navigation center. Though many meeting attendees supported the project, there seemed to be just as many who did not wish to see it move forward. One group of highly vocal neighborhood residents raised enough money to hire a lawyer and file a lawsuit to halt the project. Though the city defeated this lawsuit and Embarcadero navigation center did eventually open, this has not been the case for all sites. A proposed shelter in Bayview was successfully blocked by neighborhood opposition and plans to open a drop-in homeless service site in the Tenderloin were set aside for similar reasons. Fear of upsetting constituents is also the likely reason that most San Francisco supervisors do not support navigation center projects in their own districts, severely limiting the opportunities to open future sites. Unfortunately, these setbacks work against the city's efforts to address its homelessness crisis.

#### Tight Labor Market

Hiring and retaining nonprofit provider staff is challenging. Working with the homeless population can be very difficult, and many providers experience violence and trauma in the course of doing their jobs. Nonprofit providers pay lower salaries than in the private sector and even some neighboring counties; this, combined with the extremely high cost of living in San Francisco and the slow pace of the hiring process, makes it difficult to recruit and retain staff. Challenges with recruitment and retention, which exist to some degree in this field statewide, are also a driving cause of shortages in intensive case management services at homeless serving programs in San Francisco.

#### Barriers to Data Sharing

Despite widespread interest in data sharing between city agencies, barriers continue to exist. Concerns around the legality and security of data sharing are preventing cross-provider and cross-agency data sharing. Data sharing at a client level across providers improves care coordination and reduces duplication of efforts, ultimately providing better care for clients. HSH continues to work with its partner agencies SFPDPH and HSA to improve data exchange. HSH is also a participant in the "DataSF" Initiative, which seeks to achieve efficient, effective, consistent, secure and appropriate data sharing across City and County of San Francisco agencies and offices, as well as with key partner agencies. The goal of the initiative is to share confidential data, while appropriately protecting it, to coordinate care and services, and to facilitate program planning and evaluation and research with impacts on practice and policymaking.

#### Affordability Challenges

The lack of affordable real estate in San Francisco has been an ongoing barrier, not only to our clients and staff, but also an obstacle to developing new shelter programs and engaging new partners. The lack of affordable space often results in limited space for on-site service and programmatic partnerships.

3. If no collaborative partners have not been identified at time of application, describe the collaborative process of how you intend to include new and existing partners on HHAP projects.

Not applicable.

## **5. SOLUTIONS TO ADDRESS HOMELESSNESS**

To successfully complete this section:

Applicants that Submitted a Strategic Plan for CESH must:

- Identify the measurable goals set in your CESH Strategic Plan and explain, in detail, which of these goals HHAP funding will directly impact and by how much.

**Please note:** Per HSC § 50219(a)(6), all applicants' measurable goals must include the number of individuals they intend to serve, and the number of individuals they intend to successfully place in permanent housing with HHAP funding.

Applicants that did not Submit a Strategic Plan for CESH must:

- Identify clear, measurable goals that HHAP will be expected to achieve in your jurisdiction.

Examples:

- Decrease the percent of our jurisdiction's total homeless population that is unsheltered by 10 percentage points annually (baseline of 65% from 2018).
- Reduce the number of people who become homeless for the first time across our jurisdiction by 20% annually (baseline of 2,000 households from 2018)
- Increase the percent of successful shelter exits into permanent housing by 5 percentage points annually (baseline of 60%).

**Please note:** Per HSC § 50219(a)(6) all applicants' measurable goals must include the number of individuals they intend to serve, and the number of individuals they intend to successfully place in permanent housing with HHAP funding.

Five-Year Strategic Framework

In October 2017, the Department of Homelessness and Supportive Housing (HSH) released its Five-Year Strategic Framework outlining the strategy for making homelessness rare, brief and one-time in our community. The Strategic Framework outlines HSH's top priorities for creating a significant and sustainable reduction in the number of people experiencing homelessness in San Francisco. It describes the key elements of San Francisco's Homeless Response System and looks at three key target populations among people experiencing homelessness—adults, families with children, and youth—and the interventions needed to better meet the unique needs of each population. It also focuses much-needed attention on the crisis of street homelessness in San Francisco.

Through the Framework, HSH has articulated a renewed focus on preventing homelessness whenever possible and creating pathways for people to move off the streets or out of Temporary Shelter and into permanent housing. The Framework calls for building a system that moves people quickly out of homelessness rather than onto waiting lists that may stretch for years without producing exits.

HSH submitted its Five-Year Strategic Framework as part of the 2019 CESH application.

#### Identified Gap: Shelter Beds

Through the 2017 strategic planning process and advanced data modelling techniques, HSH identified gaps in the existing homeless response system and proactively adjusted the City's pipeline of development to account for some of these gaps. Prior to the finalization of HSH's FY2019 budget, HSH estimated a remaining gap of approximately 1,000 shelter beds in the system. Fortunately, prior to the FY2019 budget cycle, San Francisco Mayor London Breed endorsed and expediated HSH's desire to create 1,000 additional shelter beds. HHAP funding will support the final phase of the Mayor's 1,000 shelter bed initiative.

#### HHAP Funding Plan

As described above, San Francisco's allocation of HHAP funding will be used to cover costs associated with the acquisition and capital improvement of three new navigation center sites in the City's development pipeline. Collectively, these three navigation center sites will add approximately 475 new shelter beds to San Francisco's existing shelter system. The allocation of 475 beds across the three sites is as follows:

- 200 beds at the new Bayview SAFE Navigation Center (1925 Evans Avenue)
- 75 beds at the Tenderloin Transitional Aged Youth Navigation Center (888 Post Street)
- Up to 200 beds at the Upper Market SAFE Navigation Center (33 Gough Street)

#### Measurable Goals Addressed

Funding from HHAP will directly impact HSH's ability to meet several goals set forth in the Five-Year Strategic Framework. Below are four goals from HSH's Strategic Framework:

##### **1. Goal: Reduce chronic homelessness 50% by December 2022**

An estimated 2,155 people are chronically homeless in San Francisco, meaning they are both disabled and have been homeless for at least a year. San Francisco's Coordinated Entry system prioritizes this population for permanent supportive housing. When a client is deemed "housing referral status," these individuals are placed in Navigation Center beds while they await referral into an available housing unit. One of City's most troubling challenges has been the insufficient supply of shelter and navigation center beds. Specifically, unsheltered chronically homeless adults who are not placed in a shelter or navigation center bed, are more likely to persist longer in homelessness than their peers in shelter. These unsheltered individuals are also less likely to complete housing navigation and successfully transition into permanent supportive housing when they become "housing referral status."

##### **2. Goal: Complete a detailed plan to reduce youth homelessness by July 2018**

HSH developed a youth addendum to HSH's Five-Year Strategic Framework, which lays out a plan to reduce homelessness among youth by 50% by 2023. HSH will achieve this goal through the implementation of critical system changes, such as coordinated entry for youth, greater flexibility across programs, and the addition of significant new resources for youth including Rapid Rehousing, Problem Solving, and emergency interventions. The 75 beds at the proposed Transitional Aged Youth Navigation Center at 888 Post Street is another critical component in the homeless response system for youth. Youth prioritized through coordinated entry will be placed in a navigation center bed while they await referral into an available housing unit.

### **3. Goal: Improve the City's response to street homelessness by October 2018**

While the City has made progress towards improving the City's response to street homelessness, there is still more work to be done. With 5,180 people on the streets on any given night, the existing portfolio of temporary shelter and other services is insufficient. Roughly 1,000 individuals are on the nightly shelter waitlist and existing shelters are mostly full. Funding from HHAP will allow HSH to expand the temporary shelter inventory by 475 beds. Not only this, these beds will be low-threshold Navigation Center beds that are accessible and are complemented with much needed amenities and services to help clients stabilize and access permanent housing options.

### **4. Goal: End large, long-term encampments in San Francisco by July 2019**

While HSH has largely achieved this goal, we continue to ensure that new large, long-term encampments are not being created. HSH addresses new encampments by connecting people living on the streets with services and housing and partnering with other City Departments on health and safety issues. To address encampments effectively and compassionately, the City has created the Encampment Resolution Team, a specialized team of outreach staff. ERT collaborates closely with encampment residents, neighbors, property owners, and other City Departments to close encampments and connect people with places of safety and respite. The proposed 475 navigation center beds to be developed with funding from HHAP will help ensure that there are additional services available to people experiencing homelessness in new street encampments.

#### HHAP Project Outcomes

In compliance with HSC § 50219(a)(6), HSH is proposing the following outcomes related to San Francisco's allocation of HHAP funding:

- 1,300 unique individuals served per year across the three proposed navigation center sites.
- Of the 1,300 unique individuals served per year, at least 17% or approximately 220 unique individuals will be successfully placed in permanent housing from the three proposed navigation center sites.
- Of the remaining 1,080 unique individuals who are not housing referral status, we estimate that at least 10% or 108 unique individuals will find a resolution to their housing crisis through problem solving services.

#### Outcomes Methodology

HSH is forecasting the HHAP project outcomes using the following methodology. Based on the anticipated 475 new navigation center beds, and the projected breakdown of bed types—each with an assumed average length of stay—HSH determined the number of unduplicated people receiving navigation services across the 475 beds within a one-year period.

Based on prior navigation center data from October 2017 to September 2018, HSH calculated a duplication ratio by looking at the number of unduplicated clients using these beds for this period divided by the total bed inventory for the same period. HSH applied this duplication ratio and arrived at an estimated 1,200 unique clients served in a one-year period. We then calculated the navigation center exits to permanent housing for the same period: October 2017 to September 2018. We multiplied the 1,200 unique clients served by 17% and determined that approximately 200 unique clients would exit to permanent housing.







**HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP)  
ANNUAL BUDGET TEMPLATE**

**APPLICANT INFORMATION**

CoC / Large City / County Name:

County of San Francisco

Receiving Redirected Funds? Y/N

No

Administrative Entity Name:

San Francisco Department of Homelessness and Supportive Housing

Total Redirected Funding

\$ -

**HHAP FUNDING EXPENDITURE PLAN\***

ELIGIBLE USE CATEGORY	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Rental Assistance and Rapid Rehousing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Subsidies and Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Landlord Incentives	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Outreach and Coordination (including employment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Systems Support to Create Regional Partnerships	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Delivery of Permanent Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Prevention and Shelter Diversion to Permanent Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Navigation Centers and Emergency Shelters	\$ 7,716,629.70	\$ -	\$ -	\$ -	\$ -	\$ 7,716,629.70
Strategic Homelessness Planning, Infrastructure Development, CES, and HMIS (up to 5%)	\$ 438,444.87					\$ 438,444.87
Administrative (up to 7%)	\$ 122,764.56	\$ 122,764.56	\$ 122,764.56	\$ 122,764.56	\$ 122,764.56	\$ 613,822.80
						\$ 8,768,897.37
						<b>TOTAL FUNDING ALLOCATION</b>
	<b>FY20/21</b>	<b>FY21/22</b>	<b>FY22/23</b>	<b>FY23/24</b>	<b>FY24/25</b>	<b>TOTAL</b>
Youth Set-Aside (at least 8%)	\$ 710,280.69		\$ -	\$ -	\$ -	\$ 710,280.69

\*Narrative should reflect details of HHAP funding plan

**COMMENTS:**

FINAL



*Protecting the Community, Serving Justice and  
Changing Lives*

Karen L. Fletcher  
Chief Adult Probation Officer

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February 13, 2020

Secretary Alexis Podesta  
Homeless Housing, Assistance and Prevention (HHAP) Program  
California Homeless Coordinating and Financing Council  
State of California Business, Consumer Services and Housing Agency  
915 Capitol Mall, Suite 350-A, Sacramento, CA 95814

Dear Secretary Podesta:

San Francisco Adult Probation Department (SFAPD) is pleased to submit this letter in support of San Francisco Department of Homelessness and Supportive Housing's (HSH) proposal to the State of California's Homeless Housing, Assistance and Prevention (HHAP) program. SFAPD strongly endorses HSH's proposal to develop new emergency shelters, navigation centers, and other evidence-based solutions to homelessness in San Francisco.

SFAPD is an integral partner in San Francisco's criminal justice system and contributes to public safety through its court services, supervision, and treatment referral functions. SFAPD supervises approximately 6,000 justice-involved clients across court ordered, probation supervision, diversion programs, mandatory supervision, and post release community supervision. SFAPD balances probation supervision accountability with access to essential reentry resources and services for justice-involved clients, which combined, reduce barriers to life stability, and empower clients to build self-sufficiency skills, and permanently exit the criminal justice system.

SFAPD strongly believes that housing instability is one of the leading causes of the revolving door of incarceration. Each year approximately 700,000 individuals return home from state prisons in the United States and an additional 9 million people are released from county jails. More than 10% of those coming in and out of prisons and jails are homeless in the months preceding and following incarceration (Council of State Governments, 2016). For this reason, it is essential that San Francisco develop more emergency shelter resources for justice-involved populations.

SFAPD strongly encourages the State of California to provide critical funding to HSH to support the expansion of emergency interventions for people experiencing homelessness in San Francisco. Expanding the number of beds available in emergency shelters and navigation centers will be a tremendous benefit to APD's justice-involved clients seeking immediate shelter resources. We are excited to serve as a partner in a State funded initiative to address the underlying causes of homelessness in our local community. We strongly support HSH's vision for community engagement, partnership, and systems coordination.

Sincerely,

Karen L. Fletcher, Chief Adult Probation Officer  
City and County of San Francisco



**SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT**

300 Lakeside Drive, P.O. Box 12688  
Oakland, CA 94604-2688  
(510) 464-6000

February 07, 2020

2020

Lateefah Simon  
PRESIDENT

Mark Foley  
VICE PRESIDENT

Robert Powers  
GENERAL MANAGER

The Honorable Alexis Podesta  
Secretary of the California Business, Consumer Services and Housing Agency  
915 Capitol Mall, Suite 350-A  
Sacramento, CA 95814

**Re: Homeless Housing, Assistance and Prevention (HHAP) Program**

Dear Secretary Podesta:

**DIRECTORS**

Debora Allen  
1ST DISTRICT

Mark Foley  
2ND DISTRICT

Rebecca Saltzman  
3RD DISTRICT

Robert Raburn, Ph.D.  
4TH DISTRICT

John McPartland  
5TH DISTRICT

Elizabeth Ames  
6TH DISTRICT

Lateefah Simon  
7TH DISTRICT

Janice Li  
8TH DISTRICT

Bevan Dufty  
9TH DISTRICT

The San Francisco Bay Area Rapid Transit District (BART) is pleased to submit this letter in support of the City and County of San Francisco Department of Homelessness and Supportive Housing's (HSH) proposal to the State of California's Homeless Housing, Assistance and Prevention (HHAP) program. BART strongly endorses HSH's proposal to develop new emergency shelters, navigation centers, and other evidence-based solutions to homelessness in San Francisco.

BART's mission is to provide safe, reliable, clean, quality transit service for riders. To support that mission, the BART Police Department's role is to ensure a safe environment within the transit system, reduce crime through a highly visible police presence, proactively enforce the law, and promote public confidence by working in partnership with other city stakeholders and the communities we serve.

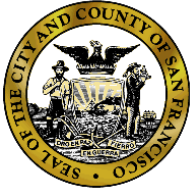
San Francisco Homeless Outreach Teams (SFHOT) and Encampment Resolution Teams (ERT) work in partnership with BART PD to respond to the needs of people experiencing homelessness in BART stations and BART trains within the City and County of San Francisco. Whether through outreach or in response to concerns expressed by the public (through calls, emails, 311 or 911), BART PD and HSH work collaboratively to respond to homeless emergencies by providing critical interventions and connections to available resources within the City and County of San Francisco.

BART strongly encourages the State of California to provide new funding to HSH to support the expansion of critical emergency interventions for people experiencing homelessness in San Francisco. Expanding the number of beds available in emergency shelters and navigation centers will be a tremendous benefit to people experiencing homelessness, who occasionally use the city's transit system as a form of shelter. We also encourage a 24-hour outreach service that includes a weekend crisis response unit.

We are excited to serve as a partner in a State funded initiative to address the underlying causes of homelessness in our local community. We strongly support HSH's vision for community engagement, partnership, and systems coordination.

Sincerely,

Robert Powers  
General Manager



**Department of Emergency Management**  
**1011 Turk Street, San Francisco, CA 94102**  
Phone: (415) 558-3800 | Fax: (415) 558-3843



**London N. Breed**  
Mayor

**Mary Ellen Carroll**  
Executive Director

January 24, 2020

Secretary Alexis Podesta  
Homeless Housing, Assistance and Prevention (HHAP) Program  
California Homeless Coordinating and Financing Council  
State of California Business, Consumer Services and Housing Agency  
915 Capitol Mall, Suite 350-A  
Sacramento, CA 95814

Dear Secretary Podesta:

The Healthy Street Operations Center (HSOC) is pleased to submit this letter in support of the San Francisco Department of Homelessness and Supportive Housing's (HSH) proposal to the State of California's Homeless Housing, Assistance and Prevention (HHAP) program. HSOC strongly endorses HSH's proposal to develop new emergency shelters, navigation centers, and other evidence-based solutions to homelessness in San Francisco.

On January 16, 2018, the City launched the Healthy Streets Operations Center (HSOC), a multi-departmental effort to address increasing public concern about street homelessness and, in particular, a rise in large-scale encampments in 2016-2017. HSOC co-located staff from HSH, the San Francisco Police Department, San Francisco Public Works, the San Francisco Department of Emergency Management (DEM), the San Francisco Department of Public Health, and other departments to employ an Incident Command System approach for issues regarding street safety and cleanliness, encampments, medical and behavioral health issues of individuals on the street, and referral needs to homelessness services.

Over the course of 2018, homeless-related requests for services via SF311 declined by 33%, with average call response times declining 27%. HSOC has also effectively maintained the progress of HSH's Encampment Resolution Team in eliminating all large-scale encampments, identified as sites occupied by six or more tents or improvised structures and in place for 30 days or longer.

HSOC strongly encourages the State of California to provide new funding to HSH to support the expansion of critical emergency interventions for people experiencing homelessness in San Francisco. Expanding the number of beds available in emergency shelters and navigation centers will be a tremendous benefit to both the local unsheltered homeless population as well as the community at large.

We are excited to serve as a partner in a State funded initiative to address the underlying causes of homelessness in our local community. We strongly support HSH's vision for community engagement, partnership, and systems coordination.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mary Ellen Carroll', with a stylized, cursive script.

Mary Ellen Carroll  
Executive Director  
San Francisco Department of Emergency Management



City and County of San Francisco  
London Breed  
Mayor

## San Francisco Department of Public Health

Grant Colfax, MD  
Director of Health

January 27, 2020

Secretary Alexis Podesta  
Homeless Housing, Assistance and Prevention (HHAP) Program  
California Homeless Coordinating and Financing Council  
State of California Business, Consumer Services and Housing Agency  
915 Capitol Mall, Suite 350-A  
Sacramento, CA 95814

Dear Secretary Podesta:

The San Francisco Department of Public Health (SFDPH) is pleased to submit this letter in support of the San Francisco Department of Homelessness and Supportive Housing's (HSH) proposal to the State of California's Homeless Housing, Assistance and Prevention (HHAP) program. SFDPH strongly supports this grant application and the focus on immediate solutions to stemming San Francisco's crisis on the streets.

SFDPH's mission is to protect and promote the health of all San Franciscans. SFDPH strives to achieve its mission through the work of two main Divisions – the San Francisco Health Network (SFHN) and Population Health Division (PHD). The SFHN comprises the direct health services SFDPH provides to thousands of insured and uninsured residents of San Francisco, including those most socially and medically vulnerable. The SFHN provides this care through its top-rated programs, fifteen primary care community clinics, Zuckerberg San Francisco General Hospital and Trauma Center (ZSFG), and Laguna Honda Hospital and Rehabilitation Center. The PHD is dedicated to protecting the health of the population and providing core public health services such as health protection and promotion, disease and injury prevention, disaster preparedness and response, and environmental health services.

SFDPH is a long-standing and key partner in HSH's response to homelessness. Under California's Whole Person Care (WPC) pilot program, HSH and SFDPH have introduced more coordinated, human-centered models of care for the most vulnerable groups of adults experiencing homelessness, many of whom are also high users of the city's emergency health and social services system. SFDPH's Street Medicine and Shelter Health teams also receive funding from WPC and aim to stabilize highly vulnerable, high-risk adults experiencing homelessness on the street and in HSH's emergency shelter and navigation centers.

SFDPH strongly encourages the State of California to provide funding to HSH to support the expansion of emergency shelter and navigation centers for people experiencing homelessness who are also high users of SFDPH's emergency medical services. These resources are critically needed to ensure that vulnerable unhoused people have a safe place to stay while they access Coordinated Entry and are connected to problem solving and long-term housing.

SFDPH will continue its robust collaboration with HSH under the HHAP grant and is excited for this State funded initiative to address the underlying causes of homelessness in our local community. We strongly support HSH's vision for community engagement, partnership, and systems coordination.

Sincerely,

A handwritten signature in blue ink, appearing to read "Grant Colfax". The signature is fluid and cursive, with the first name "Grant" being more prominent than the last name "Colfax".

Grant Colfax, MD  
Director of Health



January 16, 2020

Secretary Alexis Podesta  
Homeless Housing, Assistance and Prevention (HHAP) Program  
California Homeless Coordinating and Financing Council  
State of California Business, Consumer Services and Housing Agency  
915 Capitol Mall, Suite 350-A  
Sacramento, CA 95814

Dear Secretary Podesta:

The Family Advisory Council (FAC) is pleased to submit this letter in support of the City and County of San Francisco Department of Homelessness and Supportive Housing's (HSH) proposal to the State of California's Homeless Housing, Assistance and Prevention (HHAP) program for grant funding to support the development of evidence-based intervention for people experiencing homelessness in San Francisco. FAC strongly supports this grant application and the focus on immediate solutions to stemming San Francisco's crisis on the streets.

FAC is a group of families with lived experience who provide feedback and guidance to the San Francisco Department of Homelessness and Supportive Housing (HSH) about policies and programs. San Francisco's Homelessness Response System (HRS) is informed through partnership between FAC and HSH.

FAC strongly encourages the State of California to provide funding to HSH to support the expansion of evidence-based interventions for people experiencing homelessness in San Francisco. Expanding the number of beds available in temporary shelter and other interventions will be a tremendous benefit to both the local homeless population and the community at large.

We are excited to serve as a continued partner to HSH as they work with people with lived experience, and nonprofit partners to reduce and end homelessness. We strongly support HSH's vision for community engagement, partnership, and systems coordination.

Sincerely,

*Patricia Koehler Jan 16, 2020*

*Patricia Koehler*

*Nastassia Dudley*

*Nastassia Dudley*

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# City and County of San Francisco



*London Breed, Mayor*

# Human Services Agency

Department of Human Services  
Department of Disability and Aging Services  
Office of Early Care and Education

*Trent Rhorer, Executive Director*

February 13, 2020

Secretary Alexis Podesta  
Homeless Housing, Assistance and Prevention (HHAP) Program  
California Homeless Coordinating and Financing Council  
State of California Business, Consumer Services and Housing Agency  
915 Capitol Mall, Suite 350-A  
Sacramento, CA 95814

Dear Secretary Podesta:

The San Francisco Human Services Agency (HSA) is pleased to submit this letter in support of the San Francisco Department of Homelessness and Supportive Housing's (HSH) proposal to the State of California's Homeless Housing, Assistance and Prevention (HHAP) program. HSA strongly endorses HSH's proposal to develop new emergency shelters, navigation centers, and other evidence-based solutions to homelessness in San Francisco.

HSA is the City and County of San Francisco's designated County Welfare Department, administering: Medi-Cal, CalFresh, General Assistance, CalWORKs, workforce development services, child welfare, Adult Protective Services, and supportive services. The Departments of Human Services, Disability and Aging Services, and the Office of Early Care Education form one Agency charged with building well-being in San Francisco communities. HSA delivers a safety net of services and public benefits that are designed to meet the unique needs of low-income individuals, children and families, older adults, and adults with disabilities.

HSA partners with HSH to deploy a strong presence in numerous community locations, bringing benefits navigation services and application assistance to places that directly serve people experiencing homelessness. These include shelters, Navigation Centers, Coordinated Entry Access Points, Project Homeless Connect events, and various community centers.

In August 2016, the City and County of San Francisco launched HSH to fundamentally change the way San Francisco addresses homelessness. By combining key homeless serving programs and contracts from a variety of other City departments, including HSA, the consolidated department has created a singular focus on preventing and ending homelessness for people in San Francisco. Although HSH has formally separated from HSA, San Francisco's Homelessness Response System (HRS) relies heavily on the strong partnership between the two agencies. By coordinating welfare and homeless services, our agencies are striving to make homelessness in San Francisco rare, brief, and one time.

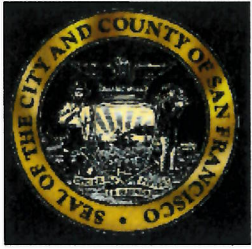
HSA strongly encourages the State of California to provide critical funding to HSH to support the expansion of critical emergency interventions for people experiencing homelessness in San Francisco. Expanding the number of beds available in emergency shelters and navigation centers will be a tremendous benefit to both the local homeless population and the community at large.

Under the HHAP grant, HSA plans to strengthen its collaboration with HSH. We are excited to serve as a partner in a State funded initiative to address the underlying causes of homelessness in our local community. We strongly support HSH's vision for community engagement, partnership, and systems coordination.

Sincerely,

A handwritten signature in black ink that reads "Trent L. Rhorer". The signature is written in a cursive style with a long horizontal line extending to the right.

Trent Rhorer  
Executive Director  
Human Services Agency



## SAN FRANCISCO LOCAL HOMELESS COORDINATING BOARD

February 3, 2020

Secretary Alexis Podesta  
Homeless Housing, Assistance and Prevention (HHAP) Program  
California Homeless Coordinating and Financing Council  
State of California Business, Consumer Services and Housing Agency  
915 Capitol Mall, Suite 350-A  
Sacramento, CA 95814

Dear Secretary Podesta:

The Local Homeless Coordinating Board (LHCB) is pleased to submit this letter in support of the San Francisco Department of Homelessness and Supportive Housing's (HSH) proposal to the State of California's Homeless Housing, Assistance and Prevention (HHAP) program. LHCB endorses HSH's proposal to develop new emergency shelters, navigation centers, and other evidence-based solutions to homelessness in San Francisco.

LHCB is the governing body for the San Francisco Continuum of Care (CoC CA-501). While HSH is the administrative entity for the City, County, and Continuum of Care of San Francisco, LHCB serves as the lead independent body for coordinating homeless policy, McKinney funding, and San Francisco Continuum of Care implementation. LHCB is a nine-member advisory body appointed by the Board of Supervisors, Mayor, and the Controller.

In partnership with HSH, LHCB works to ensure a unified homeless strategy that is supported by the Mayor, the Board of Supervisors, City departments, nonprofit agencies, people who are homeless or formerly homeless and the community at large. Operating within a "Housing First" model, LHCB envisions developing a continuum of services whose ultimate goal is to prevent and eradicate homelessness in the City and County of San Francisco. All efforts of the LHCB are aimed at permanent solutions, and the range of services is designed to meet the unique and complex needs of individuals who are threatened with or currently experiencing homelessness.

Previously in 2018, LHCB served as an integral partner for the successful planning and implementation of State funding through the Homeless Emergency Aid Program (HEAP). In 2020, LHCB is once again actively participating in the community planning process for San Francisco's allocation of HHAP funding. For this funding round, LHCB encourages the State of California to fund new emergency shelters and navigation centers to help ensure that vulnerable unhoused San Franciscans have a safe place to stay while they access Coordinated Entry, problem solving, and permanent housing options.

We are excited to partner with HSH and participate in a State funded initiative to address the underlying causes of homelessness in our local community. We strongly support HSH's vision for community engagement, partnership, and systems coordination.

Sincerely,

A handwritten signature in blue ink, appearing to read "Del Seymour".

Del Seymour  
Co-Chair

San Francisco Local Homeless Coordinating Board

Del Seymour -  
Co-Chair

Ralph Payton -  
Co-Chair

Alex Briscoe

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Charles Minor, Staff

**Mayor's Office of Housing and Community Development**  
City and County of San Francisco



**London N. Breed**  
Mayor

**Daniel Adams**  
Acting Director

February 13, 2020

Secretary Alexis Podesta  
Homeless Housing, Assistance and Prevention (HHAP) Program  
California Homeless Coordinating and Financing Council  
State of California Business, Consumer Services and Housing Agency  
915 Capitol Mall, Suite 350-A  
Sacramento, CA 95814

Dear Secretary Podesta:

The City and County of San Francisco Mayor's Office of Housing and Community Development (MOHCD) is pleased to submit this letter in support of the City and County of San Francisco Department of Homelessness and Supportive Housing's (HSH) proposal to the State of California's Homeless Housing, Assistance and Prevention (HHAP) program for grant funding to support the development of new emergency shelters and navigation centers in San Francisco. MOHCD strongly supports this grant application and the focus on immediate solutions to stemming San Francisco's crisis on the streets.

MOHCD's mission is to support San Franciscans with affordable housing opportunities and essential services to build strong communities. MOHCD's Housing division focuses on guiding the City's housing policies; administering financing programs to develop new affordable housing for low- and moderate-income households; administering the City's Housing Trust Fund, and monitoring the long-term affordability of MOHCD's affordable housing portfolio.

San Francisco's Homelessness Response System (HRS) relies heavily on the strong partnership between MOHCD and HSH. In August 2016, the City and County of San Francisco launched HSH to fundamentally change the way San Francisco addresses homelessness. By combining key homeless serving programs and contracts from a variety of other City departments, including MOHCD, the consolidated department has created a singular focus on preventing and ending homelessness for people in San Francisco.

MOHCD strongly encourages the State of California to provide critical funding to HSH to support the expansion of vital emergency interventions for people experiencing homelessness in San Francisco. Expanding the number of beds available in emergency shelters and navigation centers will be a tremendous benefit to both the local homeless population and the community at large. Emergency shelter and navigation centers are critically needed to ensure that people experiencing homelessness have a safe place to stay while they access Coordinated Entry and are connected to problem solving and housing.

Under the HHAP grant, MOHCD will continue its collaboration with HSH. We are excited to serve as a partner in a State funded initiative to address the underlying causes of homelessness in our local

community. We strongly support HSH's vision for community engagement, partnership, and systems coordination.

Sincerely,

A handwritten signature in blue ink, appearing to read "Daniel Adams". The signature is fluid and cursive, with the first name "Daniel" being more prominent than the last name "Adams".

Daniel Adams  
Acting Director  
Mayor's Office of Housing and Community Development



# SAN FRANCISCO PLANNING DEPARTMENT

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January 21, 2020

Secretary Alexis Podesta  
Homeless Housing, Assistance and Prevention (HHAP) Program  
California Homeless Coordinating and Financing Council  
State of California Business, Consumer Services and Housing Agency  
915 Capitol Mall, Suite 350-A  
Sacramento, CA 95814

Dear Secretary Podesta:

The San Francisco Planning Department is pleased to submit this letter in support of the City and County of San Francisco Department of Homelessness and Supportive Housing's (HSH) proposal to the State of California's Homeless Housing, Assistance and Prevention (HHAP) program for grant funding to support the development of new emergency shelters and navigation centers in San Francisco. The Planning Department strongly supports this grant application and the focus on immediate solutions to stemming San Francisco's homelessness crisis on the streets.

The Planning Department shapes the future of San Francisco and the surrounding region. We do this by: generating an extraordinary vision for the General Plan and local neighborhood plans; fostering exemplary design through planning controls; improving our surroundings through environmental analysis; preserving San Francisco's unique heritage; encouraging a broad range of housing and a diverse job base; and enforcing the Planning Code. HSH is a key City partner in planning efforts by incorporating a critical framework for responding to the City's homeless crisis.

The Planning Department strongly encourages the State of California to provide funding to HSH to support the expansion of vital emergency interventions for people experiencing homelessness in San Francisco. Expanding the number of beds available in emergency shelters and navigation centers will be a tremendous benefit to both the local homeless population and the community at large.

Under the HHAP grant, the Planning Department intends to strengthen its collaboration with HSH. We are excited to serve as a partner in a State funded initiative to address the underlying causes of homelessness in our local community. We strongly support HSH's vision for community engagement, partnership, and systems coordination.

Sincerely,

A handwritten signature in black ink that reads "John Rahaim".

John Rahaim  
Director

San Francisco Planning Department

1650 Mission St.  
Suite 400  
San Francisco,  
CA 94103-2479

Reception:  
**415.558.6378**

Fax:  
**415.558.6409**

Planning  
Information:  
**415.558.6377**

**Jonathan Adler**  
415-619-7414 | San Francisco, CA 94109

January 30, 2020

Secretary Alexis Podesta  
Homeless Housing, Assistance and Prevention (HHAP) Program  
California Homeless Coordinating and Financing Council  
State of California Business, Consumer Services and Housing Agency  
915 Capitol Mall, Suite 350-A  
Sacramento, CA 95814

Dear Secretary Podesta:

I am writing to extend and show personal support for the City and County of San Francisco Department of Homelessness and Supportive Housing's (HSH) proposal to the State of California's Homeless Housing, Assistance and Prevention (HHAP) program for grant funding that will provide funding for much needed development of new emergency shelters and navigation centers in San Francisco.

I am not writing on behalf of any agencies I have worked for or been connected with. Instead, I am outlining a thorough understanding of how HHAP funds would be used to strengthen solutions to the city-wide goal of providing solutions to homelessness as a community member with interest in the HSH's commitment to combating the underlying causes of homelessness and citizen.

Emergency shelter and navigation centers are invaluable, and needed to ensure that people experiencing homelessness have a safe place to stay while they access Coordinated Entry system and are connected to problem solving, housing, and structured social support. I have had significant experience working with organizations that provide rapid rehousing options to individuals in shelters and navigation center, and performed government administration at the local housing authority where homeless individuals in navigation centers and shelters are given preference, placed on, and selected from a waitlist.

Subjectively, individuals with rapid rehousing options or permanent housing solutions provided to them at local shelters and navigation centers utilize resources at a higher rate with support from shelter staff and systems designed and administered by the Department of Homelessness and Supportive Housing.

As the current Chair of the Shelter Monitoring Committee of the City and County of San Francisco, I am responsible for working within a thirteen (13) member committee charged with documenting the conditions of San Francisco's shelters, navigation centers, and resource centers to improve the health, safety, and treatment of residents, clients, staff, and the homeless community. The goal of SMC is to recognize the individual human rights of people experiencing homelessness while simultaneously promoting a universal standard of care for shelters and navigation centers in the City and County of San Francisco.

San Francisco's homeless response system also relies heavily on collaboration with and feedback from provided from the Shelter Monitoring Committee to the HSH. As an independent committee, SMC ensures that HSH's emergency shelter and navigation centers are monitored in a fair, impartial, and consistent manner because people experiencing homelessness in San Francisco depend on both the



emergency shelters resources managed by the City and the accountability and due process afforded by an independent oversight committee, which allows clients to make complaints about shelter conditions. This includes accepting complaints related to the need for more shelter space, and stronger system with access to stability after program exit.

As a community stakeholder with vested interest in solutions to homelessness, I strongly encourage the State of California to provide critical funding to support the expansion of critical emergency interventions and strengthen the HSH's approach to supporting those experiencing homelessness in San Francisco.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Jonathan Adler', is written over the word 'Sincerely,'.

Jonathan Adler



VETS HELPING VETS SINCE 1974

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January 22, 2020

Secretary Alexis Podesta  
Homeless Housing, Assistance and Prevention (HHAP) Program  
California Homeless Coordinating and Financing Council  
State of California Business, Consumer Services and Housing Agency  
915 Capitol Mall, Suite 350-A  
Sacramento, CA 95814

Dear Secretary Podesta:

Swords to Plowshares (Swords) is pleased to submit this letter in support of San Francisco Department of Homelessness and Supportive Housing's (HSH) proposal to the State of California's Homeless Housing, Assistance and Prevention (HHAP) program. Swords strongly endorses HSH's proposal to develop new emergency shelters, navigation centers, and other evidence-based solutions to homelessness in San Francisco.

Swords is a community-based non-profit organization that provides case management, job training, housing, and legal assistance to approximately 3,000 veterans in the San Francisco Bay Area each year. Swords is also a recipient of funding from the State of California's Veterans Housing and Homeless Prevention (VHHP) program, which supports affordable multifamily housing for veterans and their families.

Many U.S. veterans experience conditions that place them at increased risk from homelessness. Veterans experience higher rates of PTSD, traumatic brain injury, sexual assault, and substance use. Veterans experiencing homelessness are more likely to live on the street than in shelters, and often remain on the street for extended periods. In San Francisco's 2019 point-in-time count, there were an estimated 608 veterans experiencing homelessness in San Francisco, and of the veterans surveyed 81% were unsheltered.

Given this acute need, Swords strongly encourages the State of California to provide funding to HSH to support the expansion of critical emergency interventions for people experiencing homelessness in San Francisco. Expanding the number of beds available in emergency shelters and navigation centers will be a tremendous benefit to the high-need veteran population in San Francisco.

We are excited to serve as a partner in a State funded initiative to address the underlying causes of homelessness in our local community. We strongly support HSH's vision for community engagement, partnership, and systems coordination.

Sincerely,

A handwritten signature in blue ink that reads "Michael Blecker". The signature is fluid and cursive, with a long horizontal stroke at the end.

Michael Blecker  
Executive Director  
Swords to Plowshares

SWORDS TO PLOWSHARES  
Administrative Office  
401 Van Ness Ave, Suite 313  
San Francisco, CA 94102  
415.252.4788  
[swords-to-plowshares.org](http://swords-to-plowshares.org)