



California Interagency Council on Homelessness

Homeless Housing, Assistance and Prevention Round 3 Application

Application Information

This Cognito platform is the submission portal for the Cal ICH HHAP-3 Application. You will be required to upload a full copy of the HHAP-3 Data Tables Template *and* enter information into the portal from specific parts of the HHAP-3 Local Homelessness Action Plan and Application Template as outlined below.

Please review the following HHAP-3 resources prior to beginning this application:

- [HHAP-3 Notice of Funding Availability \(NOFA\)](#)
- [HHAP-3 Local Homelessness Action Plan & Application Template](#) and
- [HHAP-3 Data Tables Template](#)

Application Submission for HHAP-3 Funding

Using the [HHAP-3 Local Homelessness Action Plan & Application Template](#) as a guide, applicants must provide the following information in the applicable form section (see *How to Navigate this Form*) to submit a complete application for HHAP-3 funding:

1. **Part I: Landscape Analysis of Needs, Demographics, And Funding:** the information required in this section will be provided in Tables 1, 2, and 3 of the HHAP-3 Data Tables Template file uploaded in the *Document Upload* section.
2. **Part II: Outcome Goals and Strategies for Achieving Those Goals:** the information required in this section will be provided in Tables 4 and 5 of the HHAP-3 Data Tables Template file uploaded in the *Document Upload* section, **AND** copy and pasted into the fields in the *Outcome Goals and Strategies* section of this application form.
3. **Part III: Narrative Responses:** the information required in this section will be provided by entering the responses to the narrative questions within the *Narrative Responses* section of this application form. Applicants are **NOT** required to upload a separate document with the responses to these narrative questions, though applicants may do so if they wish. The responses entered into this Cognito form will be considered the official responses to the required narrative questions.
4. **Part IV: HHAP-3 Funding Plans:** the information required in this section will be provided in Tables

6, 7 (as applicable), and 8 of the HHAP-3 Data Tables Template file uploaded in the *Document Upload* section.

5. **Evidence of meeting the requirement to agendize the information in Parts I and II at a meeting of the governing board** will be provided as a file upload in the *Document Upload* section.

How to Navigate this Form

This application form is divided into **five sections**. The actions you must take within each section are described below.

- **Applicant Information:** In this section, indicate (1) whether you will be submitting an individual or joint application, (2) list the eligible applicant jurisdiction(s), and (3) provide information about the Administrative Entity.
- **Document Upload:** In this section, upload (1) the completed HHAP-3 Data Tables Template as an Excel file, (2) evidence of meeting the requirement to agendize the local homelessness action plan and outcome goals at a regular meeting of the governing board where public comments may be received, and (3) any other supporting documentation you may wish to provide to support your application.
- **Outcome Goals and Strategies:** In this section, copy and paste your responses from Tables 4 and 5 of the completed HHAP-3 Data Tables Template.
- **Narrative Responses:** In this section, enter your responses from Part III of the HHAP-3 Local Homelessness Action Plan & Application Template.
- **Certification:** In this section, certify that the information is accurate and submit the application.

Prior to the submission deadline, you can save your progress in this application and come back to it later by clicking the save button. This will provide you with a link to the saved application, and there will be an option to email that link to the email address(es) of your choosing.

After submitting the application, you will not be able to make changes to your responses unless directed by Cal ICH staff.

I have reviewed the HHAP-3 NOFA and application template documents

Yes

I am a representative from an eligible CoC, Large City, and/or County

Yes

Applicant Information

List the eligible applicant(s) submitting this application for HHAP-3 funding below and check the corresponding box to indicate whether the applicant(s) is/are applying individually or jointly.

Eligible Applicant(s) and Individual or Joint Designation

Joint

This application represents the joint application for HHAP-3 funding on behalf of the following eligible applicant jurisdictions:

Joint Applicants Selection

Eligible Jurisdiction 1

Eligible Applicant Name

City of San Francisco

Eligible Jurisdiction 2

Eligible Applicant Name

San Francisco County

Click + Add Eligible Jurisdiction above to add additional joint applicants as needed.

Administrative Entity Information

Funds awarded based on this application will be administered by the following Administrative Entity:

Administrative Entity

Department of Homelessness and Supportive Housing

Contact Person

Cynthia Nagendra

Title

Deputy Director

Contact Person Phone Number

(628) 652-7820

Contact Person Email

cynthia.nagendra@sfgov.org

Document Upload

Upload the completed [HHAP-3 Data Tables Template](#) (in .xlsx format), evidence of meeting the requirement to agendaize the local homelessness action plan and outcome goals at a regular meeting of the governing body where public comments may be received (such as a Board agenda or meeting minutes), and any other supporting documentation.

HHAP-3 Data Tables

SF HSH CoC HHAP-3 Data Tables Template.xlsx

Governing Body Meeting Agenda or Minutes

Special-LHCB-Meeting_SF-HHAP-Plan_Agenda.pdf

Optional Supporting Documents

Special-LHCB-Meeting_SF-HHAP-Plan_Agenda.pdf

Narrative Responses

Copy and paste your responses to Part III. Narrative Responses from the [HHAP-3 Local Homelessness Action Plan & Application Template](#) into the form below.

Question 1

A demonstration of how the jurisdiction has coordinated, and will continue to coordinate, with other jurisdictions, including the specific role of each applicant in relation to other applicants in the region.

Question 1 Response

The 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 aligned the City, County, and CoC’s strategies for addressing homelessness in San Francisco. HSH’s three-pronged status allows for unparalleled internal coordination, including data sharing and funding coordination. HSH also engages 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), a nine-member advisory body appointed by the Board of Supervisors, Mayor, and the Controller that serves as the CoC Board. The LHCB has monthly public meetings and subcommittee meetings at which HSH regularly shares program and system performance outcomes, important information for public and stakeholder feedback, to coordinate the alignment of strategies and investments on solutions to homelessness.

Question 2

A demonstration of the applicant’s partnership with, or plans to use funding to increase partnership with:

- Local health care and managed care plans
- Public health systems
- Behavioral health
- Social services
- Justice entities
- People with lived experiences of homelessness
- Other (workforce system, services for older adults and people with disabilities, Child Welfare, education system)

Question 2 Response

The San Francisco Department of Homelessness and Supportive Housing (HSH) continues to maintain and grow its partnerships across the city / county, as outlined below.

Local health care and managed care plans

With the ongoing implementation of California Advancing and Innovating Medi-Cal (CalAIM), HSH has had the opportunity to strengthen its partnership with the local managed care plans (MCPs), the San Francisco Health Plan (SFHP) and Anthem. HSH leadership and staff participate in and facilitate several ongoing meetings, workgroups, and with the MCPs regarding the planning and implementation of Housing Community Supports (HCS). CalAIM HCS will allow HSH to bill to Medi-Cal, through the MCPs for reimbursement starting in July 2023. HCS in SF will include housing navigation, housing stabilization, and housing deposits.

In addition, HSH will be working to improve data sharing and integration between the homeless and public health system to improve care coordination for people experiencing homelessness. Through data sharing agreements, contracts, and/or MOUs, HSH, DPH, and the MCPs will have access to shared client data, which will increase the ability to provide timely services and supports to those experiencing homelessness. This will include identifying the mechanisms and workflows to allow HSH to submit claims for HCS services directly to the MCPs.

Public health systems

HSH continues to maintain and enhance its ongoing partnership regarding multiple programs with the San Francisco Department of Public Health (DPH), HSH's key partner in ensuring clients have access to public health and behavioral health services and supports. Examples of partnerships include funding the DPH Shelter Health team to provide care to shelter guests, coordinating to provide clinically supported care to residents of our permanent supportive housing portfolio, and working closely with DPH outreach teams, including Street Medicine and the Street Crisis Response Team, to provide shelter access and care for our unsheltered population.

Throughout the public health emergency, HSH and DPH have worked side to side to implement the City's COVID-19 response, which involved standing up 25 Shelter-in-Place hotels to offer safe respite from the streets for unsheltered San Franciscans, as well as a number of safely spaced congregate shelters and isolation and quarantine sites.

In addition, HSH partnered with DPH on the Shared Priority Initiative, which is a project that started as a three-month pilot aimed at implementing a Street-to-Home plan that includes assigning care coordinators, dispatching interagency response teams, and prioritizing timely access to resources that include low barrier and intensive treatment services, disability services, housing navigation services, and benefits.

Lessons from this pilot have allowed us to better identify, engage, and prioritize services to those in need.

In addition, HSH and DPH will engage in the first comprehensive city-wide strategic planning efforts focused on solutions to homelessness that will include several city agency partners to strengthen partnership and coordination of strategies across departments. HSH is facilitating a more comprehensive planning process with DPH than other departments, with a particular focus on the needs of shared populations who are unsheltered; have co-occurring behavioral health care needs; need higher levels of care / support; are older adults or persons with disabilities; have chronic or long-term health needs; and/or are from populations overrepresented across the homelessness response system. The goal of this planning effort is to align strategies, outcomes, and investments and improve care coordination and housing outcomes for people experiencing homelessness who are using the public health and behavioral health system.

Behavioral health

HSH continues to partner with the Behavioral Health Services Division within the San Francisco Department of Public Health through collaborative efforts such as Mental Health SF (MH SF). MH SF focuses on serving people who are homeless with serious mental illness or substance use disorders and prioritizes getting people off the street and into care. This program serves anyone who qualifies, including those without insurance or underinsured.

HSH and DPH also jointly operate the Tenderloin Center, a drop-in service linkage site intended to reduce overdoses and public drug use and to provide low-barrier access to behavioral health, shelter, and other services.

Further, HSH's and DPH's collaborative planning processes (described above) will include a primary focus on people experiencing homelessness who have behavioral health care needs.

Social services

HSH has several partnerships with the San Francisco Human Services Agency (HSA). One project is on the joint operation of the Transitional Housing Plus program for young adults who emancipated or aged out of the foster care system.

The two agencies also worked closely in recent years to enhance coordination between the CalWORKs Housing Support Program (HSP) and the Coordinated Entry System. All HSP clients are now flagged in the HMIS system, and in FY 21-22, HSH allocated a number of its Emergency Housing Vouchers to serve CalWORKs HSP clients who were not succeeding in that time-limited rapid rehousing program in order to transition them to permanent subsidies.

HSH and HSA have partnered to jointly plan and implement the state-funded Housing, Disability and Advocacy Program (HDAP). In FY 21-22, the two departments along with the Department of Public Health and community-based providers of homeless services launched a new HDAP strategy – a multi-disciplinary team that roves emergency shelters and links eligible clients to federal disability benefits and permanent supportive housing.

HSH and HSA are also partnering on the implementation of a joint initiative to embed IHSS services in permanent supportive housing sites, which is more fully described below.

☐ Justice entities

HSH has strengthened its partnership with Justice entities across the City through efforts such as the Just Home Initiative and the Young Adult Justice Initiative (YAJI).

The Just Home Initiative is funded through a competitively awarded MacArthur Foundation and Urban Institute grant project that provides funding and technical assistance to local communities to address the needs of people with justice involvement and who are also experiencing or at risk of experiencing homelessness. Through this project, HSH is partnering with the District Attorney’s Office and their Social Justice Challenge Fellowship, Adult Probation Department, the Sheriff’s Office, Department of Public Health’s Jail Behavioral Health Unit, the Mayor’s Office of Housing and Community Development, and many other entities at the intersection of justice and homelessness. Supported by this funding, these partners will develop a comprehensive and coordinated approach to housing that addresses the needs of justice-involved people, especially people with behavioral health care service needs. Intended areas of focus include developing a bridge housing model to house and support individuals exiting jail until permanent housing options are available; and creation of a more integrated and aligned system to quickly identify housing solutions for high users of housing, health, and justice systems, including both scattered-site and site-based models.

YAJI is a workgroup of people and organizations across the City aimed at ending mass incarceration of young adults in San Francisco, reducing persistent racial disparities at all levels of the criminal justice continuum, and reducing serious and violent crime, while maintain public safety.

☐ People with lived experiences of homelessness

HSH strives to ensure that people with lived experience of homelessness are represented throughout the organization and in advisory committees. The Local Homelessness Coordinating Board (LHCB) is the governance board for the San Francisco Continuum of Care (CoC) and 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. The LHCB serves an advisory body to HSH and includes members with lived experience on the board. HSH partnered with LHCB to host two (2) input sessions to inform the development of our Local Homelessness Action Plan, including participation from community stakeholders, which includes some people with lived experience. HSH is leading San Francisco’s city-wide strategic planning process in the second half of this year to have a new 5-year plan on homelessness in early 2023. HSH is dedicating a comprehensive set of planning, consulting, and payment resources for people with lived experience to be engaged in the design of the strategic plan. HSH, in coordination with other community groups including LHCB and the Our City Our Home Oversight Committee and service providers’ lived experience advisory boards, intends to build a more sustained infrastructure for people with lived experience to be resourced and supported to participate in the homeless response system’s ongoing design, continuous quality improvement, and evaluation of progress towards system performance measures and equity goals established in the planning process. In addition, San Francisco’s implementation of funding through local Prop C, which is generating additional revenue for funding programming to prevent and end homelessness, is overseen by the Our City, Our Home Oversight Committee (OCOH) to ensure accountability over the use of the funds. That Oversight Committee includes specific seats for people lived experience. The Committee hosted several community listening sessions in 2021-22, that engaged over 400 people with lived experience. This input informed community priorities for OCOH funding but also for the HHAP Local Homelessness Action Plan. In 2021, HSH partnered with the National Innovation Service (NIS) Center for Housing Justice and released a report, San Francisco Opportunities for Advancing Racial Equity. Through this process, HSH set out to identify a set of priorities and actions to build trust and momentum for advancing racial equity goals within the department. This included bringing in the experiences and wisdom of community members

with lived experience to build understanding on current systemic barriers to advancing racial equity and identify the pathway forward towards accountability and actions to advance deliberate practices as foundational to HSH becoming a more equitable department.

□ Other (workforce system, services for older adults and people with disabilities, Child Welfare, education system)

HSH has additional active partnerships with many other public agencies and systems across the City that include the Office of Economic & Workforce Development (OEWD), the Department of Disability and Aging Services (DAS), the SF Housing Authority (SF HA), the San Francisco Unified School District (SFUSD), the child welfare system, the Office of Financial Empowerment, the public library system workforce system, services for older adults and people with disabilities, and others.

Just a few illustrative examples of these partnerships include the following:

- HSH partnered two years ago with OEWD and the SF Human Services Agency to apply for a state Workforce Accelerator Fund grant, which supported a planning and design effort to more closely integrate the City's homelessness response and workforce development systems. System redesign work is ongoing and has resulted to date in the allocation of over \$6 million dollars in homelessness response funds to support employment services for people experiencing homelessness. has plans to add workforce services to Rapid Rehousing through its partnership with the Office of Employment and Workforce Development.
- HSH is partnering with the SF Department of Disability and Aging Services to implementation a collaborative initiative that embeds the In-Home Supportive Services (IHSS) model across multiple permanent supportive housing sites to increase connection to home care services for eligible older and disabled residents, helping to stabilize their living situations and improve health outcomes.
- HSH has assigned a full-time member of its Homeless Outreach Team (HOT) to the San Francisco Main Public Library to provide outreach, de-escalation, and service linkage to homeless library patrons.
- HSH has partnered with the San Francisco Office of Financial Empowerment and the Municipal Transportation Agency to offer transportation, fee and fine discounts to individuals experiencing homelessness who utilize Coordinated Entry Access Points.
- HSH partners with the San Francisco Unified School District to fund the Buena Vista Horace Mann Family shelter serving families with children enrolled in the district who are experiencing homelessness in the recreation room of a public school on weekends and during school vacations.

Question 3

A description of specific actions the applicant will take to ensure racial and gender equity in service delivery, housing placements, and housing retention and changes to procurement or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

Note: These actions should be aligned with the equity-focused Outcome Goals and related strategies described in previous Parts, but should not need to be limited to those strategies.

Question 3 Response

HSH has made a commitment to equity throughout the homelessness response system (HRS) and its Strategic Framework. For example, members of the HSH Executive Team meet monthly with providers of color to discuss equity, address barriers faced by communities of color, gather feedback, and devise strategies on how to end homelessness across San Francisco's system of care, specifically within underserved communities. Additionally, HSH has hired a Chief Equity Officer to lead HSH equity initiatives and will add a dedicated racial equity trainer and a racial equity analyst to its staff in FY 22-23.

HSH leadership, the new Chief Equity Officer, and staff will be partnering to develop an outreach plan to bring providers of color and smaller providers into the larger HRS. Strategic recommendations for this will be based on feedback from providers and will aim to deliver more equitable outcomes to communities of color through HSH's contracting system. Potential strategies include technical assistance and coaching for providers of color, and funding for training particularly for capacity building. Additionally, leadership, the Chief Equity Officer, and the contracts team will also evaluate the contracting process to identify barriers

for and to improve opportunities for participation.

HSH has historically sought input from communities of color, particularly those experiencing or formerly homelessness, in order to build equity into its overall strategy. The Center for Social Innovation (C4) launched Supporting Partnerships for Anti-Racist Communities (SPARC) in 2016 in response to overwhelming evidence that people of color were dramatically overrepresented in the nation's homeless population. Participation in SPARC is one way that HSH has prioritized racial equity in its mission and has worked to build a culture of equity into HSH since its inception. In October 2016, C4 partnered with HSH and San Francisco nonprofit service providers to collect data to examine the racial dimensions of homelessness in the area. Benchmarks to ensure equity resulting from this partnership were included in the implementation of HSH's strategic framework. Data in this analysis included the following quantitative and qualitative inputs:

- Homeless Management Information System (HMIS) data from fiscal years (FY) 2011 to 2016;
- Aggregate data from the San Francisco Department of Public Health Coordinated Care Management System for FY 2014-15;
- An online demographic survey of providers serving people experiencing homelessness; and
- Qualitative research, including 29 individual interviews with people of color experiencing homelessness and three focus groups of providers, stakeholders, and consumers.

Recommendations from this research included designing an equitable Coordinated Entry (CE) system, incorporating racial equity into grantmaking and contracting, including racial equity data analysis and benchmarks in the strategic implementation plan, supporting organizational development within agencies serving communities of color, encouraging anti-racist program delivery and promoting ongoing anti-racism training, increasing affordable housing availability, and creating innovative upstream interventions. HSH's upcoming racial equity action plan intends to build upon this foundation and create measurable goals and outcomes for HSH and the Homelessness Response System.

In 2021, HSH partnered with the National Innovation Service (NIS) Center for Housing Justice and released a report, San Francisco Opportunities for Advancing Racial Equity. Through this process, HSH set out to identify a set of priorities and actions to build trust and momentum for advancing racial equity goals within the department. This included bringing in the experiences and wisdom of community members with lived experience to build understanding on current business barriers to advancing racial equity and identify the pathway forward towards accountability and actions to advance deliberate practices as foundational to HSH becoming a more equitable department.

HSH is working to incorporate the recommendation from this report to advance racial equity goals of the organization, including:

- Establishing a shared language across the department and a commitment to building ongoing knowledge, skills, and confidence to talk about racism and white supremacy and strategies to operationalize racial justice for every staff member at HSH and key stakeholders.
- Invest in resources, activities, and policies to increase a sense of belonging and inclusion across HSH departments and staff members, particularly for front line staff.
- Create practices to address harm and relationship healing practices.
- Make racial equity everyone's responsibility.
- Implement an equity based decision-making framework in all departments and functions of the organization to guide decision-making as leaders.
- Create internal mechanisms that promote, center, and compensate the expertise of BIPOC Communities & individuals with lived experience.
- Encourage individual accountability to address and understand internalized privilege and bias.
- Create a transparent and resourced organizing structure(s) to support racial equity actions and tasks with shared ownership and accountability.
- Develop a continuous improvement plan that ensure accountability and transparency to view progress and opportunities for improvement.

To better serve communities of color that face intersectional barriers, partnerships have been formed between larger service providers and smaller community organizations that are experts in serving sub-populations that are disparately impacted by homelessness to facilitate more diverse community partnerships and to provide tailored services for specific populations. For example, a large adult

Coordinated Entry (CE) service provider, has partnered with smaller subcontractors including one that serves transgender and gender variant individuals of color. The CE for Youth providers have also formally partnered with smaller agencies to provide competent and responsive services to LGBTQ+ youth. HSH recently selected a youth services provider that historically had not been the prime contractor to operate its new 88-bed Transition Age Youth Navigation Center in Lower Polk neighborhood, funded with HHAP 1 funding.

Recently, HSH has begun working with the Asian Women's Shelter (AWS) to address domestic violence by promoting women's social, economic, and political self-determination, and has a specific focus on addressing the cultural and language needs of immigrant, refugee, and US-born Asian women and their children. The organization integrates culturally competent and language-accessible shelter services, educational programs, and community-based advocacy. AWS has expanded services from shelter operations and rapid rehousing to a larger portfolio of interventions, including finding stable housing options for individuals fleeing domestic violence.

Additional interventions specifically serving communities of color are already underway, such as the SAFE Navigation Center in the Bay View Hunter's Point community, which will provide additional homeless services in District 10, which is predominantly Black. When choosing a provider, racial equity questions were given a higher weight. The application included questions focused on agency knowledge of and experience in the neighborhood and how the agency approached racial equity within service provision and staffing. The selected nonprofit provider has been a leader in the Bayview Hunter's Point community for decades and has demonstrated a thoughtful approach to racial equity and social justice.

Question 4

A description of how the applicant will make progress in preventing exits to homelessness from institutional settings, including plans to leverage funding from mainstream systems for evidence-based housing and housing-based solutions to homelessness.

Note: Such mainstream systems could include:

- Physical and behavioral health care systems and managed care plan organizations
- Public health system
- Criminal legal system and system for supporting re-entry from incarceration
- Child welfare system
- Affordable housing funders and providers
- Income support programs
- Education system
- Workforce and employment systems
- Other social services and human services systems

Question 4 Response

The CoC/HSH and the San Francisco Public Housing Authority worked collaboratively to apply for and received EHV, FUP, and Mainstream Vouchers. The CoC and the PHA have been collaborating to administer the Mainstream Voucher program since 2018 to serve non-elderly adults experiencing homelessness or transitioning out of an institution and who have a disability. More than 180 households have been housed with Mainstream Vouchers. CoC has used EHV's to help with some individuals who are exiting institutions, such as jail, hospitals, and other institutions. CoC also secured over 130 EHV vouchers for survivors to secure housing, which will include supportive services.

The coordinated partnership provides that SF PHA administers the waitlist and the vouchers, and HSH provides services through two nonprofit partners including: outreach to households at the top of the waitlist and support in submitting full SF PHA applications, including collecting documents, landlord recruitment, housing search and support throughout the leasing process, and support with stabilizing in the tenant's unit.

The partnerships mentioned above, as well as those with family programs and the SF Unified School district, allow for early identification of families experiencing homelessness and rapid resolution using the coordinated system and connection to Mainstream, FUP, and EHV vouchers.

HSH is partnering with justice entities across the city as part of the Just Home Initiative, which aims to plan, implement, and create bridges to housing from the justice system, with a targeted focus on those who also have serious mental illness and / or substance use disorders and justice involvement. HSH is partnering with several agencies within San Francisco on this initiative, including the District Attorney's Office, the Mayors Office on Housing and Community Development, Adult Probation, Sheriff's Office, the DPH Jail Behavioral Health Team, and many others who are at the intersection of housing and justice. HSH has for years worked closely with the child welfare and juvenile probation departments to develop housing plans for foster youth who are close to the age of emancipation. The three departments have initiated planning discussions to explore strategies and resource requirements to ensure that no young person exits foster care to homelessness in San Francisco, and these conversations will continue in FY 22-23.

Laguna Honda Hospital, a City-run skilled nursing facility, is currently in crisis and at risk of losing its federal certification. HSH is currently partnering with Laguna Honda to provide housing exits for two dozen patients who are appropriate for community discharge and have no home to exit to.

Question 5

Specific and quantifiable systems improvements that the applicant will take to improve the delivery of housing and services to people experiencing homelessness or at risk of homelessness, including, but not limited to, the following:

(I) Capacity building and workforce development for service providers within the jurisdiction, including removing barriers to contracting with culturally specific service providers and building the capacity of providers to administer culturally specific services.

(II) Strengthening the data quality of the recipient's Homeless Management Information System.

(III) Increasing capacity for pooling and aligning housing and services funding from existing, mainstream, and new funding.

(IV) Improving homeless point-in-time counts.

(V) Improving coordinated entry systems to strengthen coordinated entry systems to eliminate racial bias, to create a youths specific coordinated entry system or youth-specific coordinated entry access points, or to improve the coordinated entry assessment tool to ensure that it contemplates the specific needs of youth experiencing homelessness.

Question 5 Response

I. Capacity building and workforce development for service providers within the jurisdiction, including removing barriers to contracting with culturally specific service providers and building the capacity of providers to administer culturally specific services.

HSH and our partners are implementing a full range of equity-focused capacity building efforts, both within HSH and with providers within the homelessness response system. These efforts include a focus on wage enhancements and reduced staffing ratios to improve pay equity, staff retention, and the quality of

services. In addition, we are providing expanded support to BIPOC-led organizations and organizations deeply rooted in historically marginalized neighborhoods and communities, strengthening the ability of the homelessness response system to reach, serve, and achieve equitable outcomes for overrepresented and underserved populations. We will also be engaging people with lived experience and BIPOC-led organizations to understand and be responsive to needs and to guide the implementation of capacity building efforts.

Further, led by HSH's Chief Equity Officer and the HSH Executive Leadership team and supported by the HSH DEI Committee, HSH is implementing a Racial Equity Action Plan, including developing and delivering capacity building trainings focused on three areas of racial equity to HSH Staff by July 2023. We will be executing a procurement process to bring in experts in Diversity Equity and Inclusion training and organizational culture change to work with HSH staff and also to engage community partners to assess capacity building needs for BIPOC-led organizations.

II. Strengthening the data quality of the recipient's Homeless Management Information System. HSH's ONE System team has developed a Data Quality Action Plan, a strategic umbrella project that includes multiple initiatives focused on improving data coverage and quality within the ONE System, our community's Homeless Management Information System (HMIS). This plan includes incorporating additional HSH services and programs into the ONE System, allowing a more robust database and overall care coordination. More training will be provided for HSH staff and providers in order to support overall data quality. In conjunction with this project, the ONE System team has issued an updated version of the HMIS Participation Agreement, introduced new boilerplate language for grants regarding data quality responsibilities, and has developed an improved plan for ongoing monitoring.

In addition, HSH is in the process of implementing its Unit Level Inventory project, which will facilitate housing placements and track housing inventory and occupancy and vacancies down to the unit level. Completion of this initiative will mark the first time our city has a comprehensive picture of its entire permanent supportive housing (PSH) portfolio. In fact, San Francisco is the first community in the nation to build this functionality into its centralized Homelessness Management Information System (HMIS).

III. Increasing capacity for pooling and aligning housing and services funding from existing, mainstream, and new funding.

HSH and our partners are striving for greater alignment of all existing, mainstream, and new funding that can support our community's efforts to prevent and end homelessness and will use the landscape analysis of funding prepared for our Local Homelessness Action Plan to identify opportunities for further strengthening such alignment. One recent example of coordinated planning has been the processes for identifying prioritized uses for funding generated through the passage of Proposition C. Passed by the voters of San Francisco in November 2018, Proposition C created the Homelessness Gross Receipts Tax to fund the Our City, Our Home Fund (OCOH Fund), to expand and be complementary to existing funding and strategic efforts to prevent and end homelessness for thousands of San Franciscans, and overseen by the OCOH Oversight Committee comprised of community representatives, including people with lived experiences of homelessness.

In order to have the greatest impact, these new funds must be aligned with other local, State, and Federal funding programs and invested into programming utilizing the strongest and best practices, and with a commitment to supporting progress toward racial equity and justice. In the implementation of the OCOH funding, the Committee and City departments have implemented community input processes and needs and gaps assessment activities and developed an Investment Plan to clearly document and communicate the range of activities being supported with OCOH funding, including clear output and outcome metrics. We are also working on efforts to better align health and behavioral health care resources into programming for preventing and ending homelessness. For example, CalAIM implementation will allow HSH to expand its current data sharing with the San Francisco Department of Public Health (DPH) and the local Managed Care Plans (MCPs), which will allow HSH to begin billing to Medi-Cal for certain services under Housing Community Supports: 1) housing navigation; 2) housing stabilization; 3) housing deposits. Finally, HSH is launching a comprehensive strategic planning process, building upon our current Five-Year Strategic Framework, to collaboratively develop a strategic plan, and an associated resource investment plan, that will guide the investment and implementation activities of City departments efforts to prevent and end homelessness. These planning processes will include the development of a comprehensive and

dynamic systems model of San Francisco's homelessness response system, which will: model the amount of interventions and costs needed to inform local strategic plan goals and system performance measures; identify the amount of shelter, interim, and permanent housing interventions needed to achieve system and equity goals; project system performance outcomes based upon projected inflow and expansions of homelessness response system components. This Systems Model, in addition to the Our City, Our Home's needs assessment completed by local funding advisory board, and input from people with lived experience of homelessness and other stakeholders, will guide programmatic, policy, and investment decisions in support of greatest impacts on homelessness.

IV. Improving homeless point-in-time counts.

In 2022, due to the impact of the omicron COVID-19 surge, San Francisco requested approval from the U.S. Department of Housing and Urban Development to postpone the 2022 Point-in-Time (PIT) Count from late January to Wednesday, February 23, 2022. With this decision, San Francisco joined other Bay Area agencies in requesting a postponement to support a safe and successful count.

To conduct the 2022 PIT Count, outreach workers and volunteers walked or drove routes covering the entire geography of San Francisco to count people experiencing homelessness the night of February 23, 2022. The City also collected information from all emergency shelters and transitional housing sites. HSH released preliminary data from the 2022 Point-in-Time Count in May. We are currently working with Applied Survey Research to prepare additional data for the full report. The full report will be available in July 2022 and will include demographic information and other characteristics about the unhoused population.

V. Improving coordinated entry systems to strengthen coordinated entry systems to eliminate racial bias, to create a youth-specific coordinated entry system or youth-specific coordinated entry access points, or to improve the coordinated entry assessment tool to ensure that it contemplates the specific needs of youth experiencing homelessness.

In late 2021, the San Francisco Homelessness and Supportive Housing Department (HSH) began a two-phased process to evaluate and redesign San Francisco CE through consultation from Focus Strategies. The goal of the first phase has been to perform an evaluation to learn, understand, and document how CE is currently structured and operates across the three population-focused CE systems: adult, family, and youth. The evaluation is intended to assess whether current CE processes are equitable and working well and to identify opportunities for strengthening the system that should be explored.

The evaluation examined the core components of CES - Access, Referral, Prioritization, and Placement – including assessing racial equity impacts across all components. The first report synthesizing the work done in Phase One is being completed now and will be released publicly in Summer 2022. The goal of this report is to support the overall HSH strategic planning and develop recommendations for the redesign of CE that will happen in the second phase. During the second phase, we will work with community partners and people with lived expertise to identify and implement changes that will: re-design CES to be client centered and equitable across all core CES processes; improve the quality and timeliness of access, assessment, referral, and housing placement processes; divert and provide “problem-solving” financial assistance and services to help households avoid an episode of homelessness; support nuanced matching of households to an increased amount of appropriate and diverse housing options and services interventions based upon their needs and choices; and increase the number of households enrolled in permanent housing.

Further, the San Francisco Department of Homelessness and Supportive Housing (HSH) launched Coordinated Entry (CE) for Youth to provide tailored interventions to this population and its specific needs. Launching CE for Youth was a system change to ensure that youth can access resources in a clear and consistent way through youth-oriented Access Points, which are localized community gateways into San Francisco's Homelessness Response System (HRS), and are designed to provide access, determine eligibility, conduct Problem Solving assessments, and perform housing referrals. CE for Youth offers Problem Solving and matches youth to resources in the both the youth and adult systems and attempts to immediately resolve housing crises; those assessed as highest need will be prioritized for quick enrollment in youth-targeted housing resources.

Question 6

Evidence of connection with the local homeless Coordinated Entry System.

Question 6 Response

Coordinated Entry (CE) is a key component of the Homelessness Response System (HRS), including a clear set of entry points, a standardized method to assess and prioritize people needing assistance, and a streamlined process for rapidly connecting people to housing solutions. In San Francisco, CE is housed within and managed by HSH, allowing for robust connection, collaboration, and planning within the department and across the HRS. CE has been fully implemented for adults, families, and youth. We are in the process of developing CE for survivors of violence that would ensure the safety, privacy, and choice for survivors seeking out shelter and housing resources. In order to accomplish these objectives, HSH is conducting a Community Needs Assessment for Survivors of Violence comprised of 27 stakeholder interviews, 7 survivor listening sessions and 100 surveys from victim service providers and Homelessness Response System providers. The goal of CE in SF is to improve equity in accessing the Homelessness Response System and effectively prioritize people for housing and other services and has been analyzed to ensure it reduces disparities between those assessed and those referred to housing. Access to all HSH-funded housing programs is facilitated through our CE system, and providers across our system have been trained and supported to connect people to the CE system for assessment activities and referrals to housing and services resources.

As described above, in late 2021, the San Francisco Homelessness and Supportive Housing Department (HSH) began a two-phased process to evaluate and redesign San Francisco CE through consultation from Focus Strategies. The goal of the first phase has been to perform an evaluation to learn, understand, and document how CE is currently structured and operates across the three population-focused CE systems: adult, family, and youth. The evaluation is intended to assess whether current CE processes are equitable and working well and to identify opportunities for strengthening the system that should be explored. During the second phase, we will work with community partners and people with lived expertise to identify and implement changes that will: re-design CES to be client centered and equitable across all core CES processes; improve the quality and timeliness of access, assessment, referral, and housing placement processes; divert and provide “problem-solving” financial assistance and services to help households avoid an episode of homelessness; support nuanced matching of households to an increased amount of appropriate and diverse housing options and services interventions based upon their needs and choices; and increase the number of households enrolled in permanent housing.

Certification

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

Yes

Table 1. Landscape Analysis of Needs and Demographics

	People Experiencing Homelessness	Source and Date Timeframe of Data
Population and Living Situations		
TOTAL # OF PEOPLE EXPERIENCING HOMELESSNESS	7754	2022 PIT Count (2/23/2022)
# of People Who are Sheltered (ES, TH, SH)	3357	2022 PIT Count (2/23/2022)
# of People Who are Unsheltered	4397	2022 PIT Count (2/23/2022)
Household Composition		
# of Households without Children	6138	2022 PIT Count (2/23/2022)
# of Households with At Least 1 Adult & 1 Child	205	2022 PIT Count (2/23/2022)
# of Households with Only Children	64	2022 PIT Count (2/23/2022)
Sub-Populations and Other Characteristics		
# of Adults Who are Experiencing Chronic Homelessness	2691	2022 PIT Count (2/23/2022) - Total persons (not just adults)
# of Adults Who are Experiencing Significant Mental Illness	2162	2022 PIT Count (2/23/2022)
# of Adults Who are Experiencing Substance Abuse Disorders	2051	2022 PIT Count (2/23/2022)
# of Adults Who are Veterans	605	2022 PIT Count (2/23/2022)
# of Adults with HIV/AIDS	236	2022 PIT Count (2/23/2022)
# of Adults Who are Survivors of Domestic Violence	843	2022 PIT Count (2/23/2022)
# of Unaccompanied Youth (under 25)	1073	2022 PIT Count (2/23/2022)
# of Parenting Youth (under 25)	21	2022 PIT Count (2/23/2022)
# of People Who are Children of Parenting Youth	24	2022 PIT Count (2/23/2022)
Gender Demographics		
# of Women/Girls	2623	2022 PIT Count (2/23/2022)
# of Men/Boys	4802	2022 PIT Count (2/23/2022)
# of People Who are Transgender	224	2022 PIT Count (2/23/2022)
# of People Who are Gender Non-Conforming	84	2022 PIT Count (2/23/2022)
Ethnicity and Race Demographics		
# of People Who are Hispanic/Latino	2357	2022 PIT Count (2/23/2022)
# of People Who are Non-Hispanic/Non-Latino	5397	2022 PIT Count (2/23/2022)
# of People Who are Black or African American	2957	2022 PIT Count (2/23/2022)
# of People Who are Asian	427	2022 PIT Count (2/23/2022)
# of People Who are American Indian or Alaska Native	336	2022 PIT Count (2/23/2022)
# of People Who are Native Hawaiian or Other Pacific Islander	227	2022 PIT Count (2/23/2022)
# of People Who are White	3312	2022 PIT Count (2/23/2022)
# of People Who are Multiple Races	495	2022 PIT Count (2/23/2022)

Table 2. Services Provided

	Permanent Supportive Housing (PSH)	Rapid Rehousing (RRH)	Transitional Housing (TH)	Interim Housing or Emergency Shelter (IH / ES)	Homelessness Prevention Services & Assistance (HP)	Outreach and Engagement Services (O/R)	Coordinated Entry	Other: Safe Sleep / Safe Parking
Household Composition								
# of Households without Children	7558	1299	328	4613	731	2714	7366	489
# of Households with At Least 1 Adult & 1 Child	616	969	75	352	29	2	994	2
# of Households with Only Children	9	0	0	154	50	0	2	0
# of Households with Unknown Household Type	93	2	0	3	13	2	5	0
Sub-Populations and Other Characteristics								
# of Adults Who are Experiencing Chronic Homelessness	3062	504	87	2662	5	1883	4268	290
# of Adults Who are Experiencing Significant Mental Illness	3490	479	198	1303	24	1898	5810	286
# of Adults Who are Experiencing Substance Abuse Disorders	2454	231	117	1010	12	1851	4346	267
# of Adults Who are Veterans	595	515	113	353	56	114	673	18
# of Adults with HIV/AIDS	526	25	6	91	3	128	529	21
# of Adults Who are Survivors of Domestic Violence	1192	484	77	534	15	83	3646	111
# of Unaccompanied Youth (under 25)	242	440	178	485	99	107	1167	16
# of Parenting Youth (under 25)	44	142	13	49	2	0	183	0
# of People Who are Children of Parenting Youth	53	157	12	47	1	0	201	0
Gender Demographics								
# of Women/Girls	3384	2159	244	2095	510	794	4033	155
# of Men/Boys	6078	1957	290	3693	361	1852	6074	327
# of People Who are Transgender	178	20	13	76	5	38	160	6
# of People Who are Gender Non-Conforming	29	13	13	49	1	24	90	7
# of People Who Refused/Don't Know Gender	8	4	0	4	4	9	8	1
# of People Who Had Gender Data Not Collected	260	25	1	22	28	8	37	1

For all rows, the source is the ONE System (HSH's HMIS) and the timeframe is calendar year 2021.

Table 2. Services Provided

	Permanent Supportive Housing (PSH)	Rapid Rehousing (RRH)	Transitional Housing (TH)	Interim Housing or Emergency Shelter (IH / ES)	Homelessness Prevention Services & Assistance (HP)	Outreach and Engagement Services (O/R)	Coordinated Entry	Other: Safe Sleep / Safe Parking
Ethnicity and Race Demographics								
# of People Who are Hispanic/Latino	2201	1369	213	1562	326	601	2703	119
# of People Who are Non-Hispanic/Non-Latino	7216	2718	337	4272	501	2062	7546	365
# of People Who Refused/Don't Know Ethnicity	70	28	5	50	12	41	158	5
# of People Who Had Ethnicity Data Not Collected	450	63	6	55	70	21	1054	8
# of People Who are Black or African American	3571	1951	203	2287	301	872	4341	103
# of People Who are Asian	464	93	21	211	51	71	371	21
# of People Who are American Indian or Alaska Native	539	125	30	262	30	140	416	33
# of People Who are Native Hawaiian or Other Pacific Islander	237	146	13	108	10	37	256	3
# of People Who are White	3838	905	145	2134	277	1283	3259	273
# of People Who are Multiple Races	418	311	39	304	25	128	710	26
# of People Who Refused/Don't Know Race	284	496	86	465	64	137	807	21
# of People Who Had Race Data Not Collected	586	151	24	168	151	57	247	17

For all rows, the source is the ONE System (HSH's HMIS) and the timeframe is calendar year 2021.

Table 3. Landscape Analysis of State, Federal and Local Funding

Funding Program <i>(choose from drop down opt ons)</i>	Fiscal Year <i>(select all that apply)</i>	Total Amount Invested into Homelessness Interventions	Funding Source*	Intervention Types Supported with Funding <i>(select all that apply)</i>	Brief Description of Programming and Services Provided	Populations Served <i>(please x the appropriate population[s])</i>			
Local General Fund	FY 2021-2022	\$ 900,268,321.00	Local Agency	Administrative Activities	Diversion and Homelessness Prevention	HSH has provided General Fund estimates for the next two years as these are the estimates currently available. ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "x" all that apply)</i>		
	FY 2022-2023			Permanent Supportive and Service-Enriched Housing	Systems Support Activities		People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024			Outreach and Engagement	Rental Assistance		People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
				Non-Congregate Shelter/ Interim Housing			People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>
Homekey (via HCD)	FY 2021-2022	\$ 139,112,100.00	State Agency	Permanent Supportive and Service-Enriched Housing		Purchase and operating subsidy for a Permanent Supportive Housing site located at 1321 Mission Street, Hotel Diva, Hotel Granada and Eula Hotel site. ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "x" all that apply)</i>		
	FY 2022-2023						People Exp Chronic Homelessness	Veterans	Parenting Youth
							People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
							People Exp Substance Abuse Disorders	Unaccompanied Youth	Other - adults and families experiencing homelessness or at risk of homelessness
Emergency Solutions Grants - CV (ESG-CV) via HUD	FY 2021-2022	\$ 48,694,833.00	Federal Agency	Non-Congregate Shelter/ Interim Housing		Safe Sleep Sites, Shelter In Place Hotels, Personal Protective Equipment ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "x" all that apply)</i>		
	FY 2022-2023						People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024						People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
							People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>
Emergency Solutions Grants (ESG) - via HUD	FY 2021-2022	\$ 6,362,996.00	Federal Agency	Diversion and Homelessness Prevention	Rental Assistance	ESG grants are used to assist individuals and families in permanent supportive housing. ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "x" all that apply)</i>		
	FY 2022-2023			Non-Congregate Shelter/ Interim Housing			People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024			Administrative Activities			People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
	FY 2024-2025			Systems Support Activities			People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2021-2022	\$ 150,489,418.00	State Agency	Outreach and Engagement		HHAP funds have gone to services and operations at a youth permanent supportive housing site, administrative costs, services and operations at three navigation centers, and construction of one navigation center. ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "x" all that apply)</i>		
	FY 2022-2023			Non-Congregate Shelter/ Interim Housing			People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024			Administrative Activities			People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
	FY 2024-2025			Permanent Supportive and Service-Enriched Housing			People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>
FEMA Public Assistance Program Category B - via FEMA	FY 2021-2022	\$ 46,024,898.00	Federal Agency	Non-Congregate Shelter/ Interim Housing		FEMA Category B reimbursements are used for HSH's response to the ongoing COVID-19 crisis. ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "x" all that apply)</i>		
							People Exp Chronic Homelessness	Veterans	Parenting Youth
							People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
							People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>
Continuum of Care Program (CoC) - via HUD	FY 2021-2022	\$ 192,995,519.00	Federal Agency	Rental Assistance	Outreach and Engagement	HSH uses CoC funds to rehouse homeless individuals and families. ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "x" all that apply)</i>		
	FY 2022-2023			Systems Support Activities			People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024			Administrative Activities			People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
				Permanent Supportive and Service-Enriched Housing			People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>
Emergency Housing Vouchers (EHVs) - via HUD	FY 2021-2022	\$ 19,135,934.83	Federal Agency	Rental Assistance	Outreach and Engagement	HSH uses Prop C, general funds, EHV Services Fees, and CoC funds to provide housing location and housing-focused case management services and financial support for move-in assistance. ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "x" all that apply)</i>		
	FY 2022-2023			Systems Support Activities			People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024			Administrative Activities			People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
				Permanent Supportive and Service-Enriched Housing			People Exp Substance Abuse Disorders	Unaccompanied Youth	Other <i>(please enter here)</i>
Other <i>(please enter funding source)</i>	FY 2022-2023	\$ 775,000.00	Private Funder(s)	Systems Support Activities		Just Home Project - grant received from the MacArthur Foundation via the Urban Institute ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS <i>(please "x" all that apply)</i>		
				Administrative Activities			People Exp Chronic Homelessness	Veterans	Parenting Youth
							People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
							People Exp Substance Abuse Disorders	Unaccompanied Youth	Other: Criminal Justice involved

White = HSH funding

White = HSH
Blue = MOHCD
Green = HSA
Yellow = DPH

Other (please enter funding source)	FY 2022-2023	\$17,223,016	State Agency	Systems Support Activities	Providing Access and Transforming Health (PATH) - through DHCS	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)				
	FY 2023-2024			People Exp Chronic Homelessness			Veterans	Parenting Youth			
				People Exp Severe Mental Illness			People Exp HIV/ AIDS	Children of Parenting Youth			
							People Exp Substance Abuse Disorders	Unaccompanied Youth	x	Other - Adults experiencing homelessness	
Other (please enter funding source)	FY 2022-2023	TBD	State Agency	Systems Support Activities	Housing and Homelessness Incentive Program (HHIP) - through DHCS/MCPs	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)				
	FY 2023-2024			People Exp Chronic Homelessness			Veterans	Parenting Youth			
				People Exp Severe Mental Illness			People Exp HIV/ AIDS	Children of Parenting Youth			
							People Exp Substance Abuse Disorders	Unaccompanied Youth	x	Other - Medi-Cal beneficiaries experiencing homelessness	
Other (please enter funding source)	FY 2021-2022	TBD	State Agency	Systems Support Activities	California Advancing and Innovating Medi-Cal (CalAIM) - through DHCS	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)				
	FY 2022-2023			People Exp Chronic Homelessness			Veterans	Parenting Youth			
	FY 2023-2024			People Exp Severe Mental Illness			People Exp HIV/ AIDS	Children of Parenting Youth			
	FY 2024-2025			People Exp Substance Abuse Disorders			Unaccompanied Youth	x	Other - Medi-Cal beneficiaries experiencing or at risk of homelessness		
Other (please enter funding source)	FY 2021-2022	TBD	State Agency	Systems Support Activities	California Advancing and Innovating Medi-Cal (CalAIM) Incentive Payment Program - through DHCS	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)				
	FY 2022-2023			People Exp Chronic Homelessness			Veterans	Parenting Youth			
	FY 2023-2024			People Exp Severe Mental Illness			People Exp HIV/ AIDS	Children of Parenting Youth			
				People Exp Substance Abuse Disorders			Unaccompanied Youth	x	Other - Medi-Cal beneficiaries experiencing or at risk of homelessness		
Other (please enter funding source)	FY 2021-2022	\$ 1,050,084,194	Local Agency	Permanent Supportive and Service-Enriched Housing	Outreach and Engagement	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)			
	FY 2022-2023			Division and Homelessness Prevention	Systems Support Activities			Proposition C/Our City, Our Home Fund. This funding source will continue past FY22-23, but HSH only has amounts budgeted for these two years as of now.	People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024			Rental Assistance				People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth	
				Non-Congregate Shelter/ Interim Housing				People Exp Substance Abuse Disorders	Unaccompanied Youth	Other (please enter here)	
Other (please enter funding source)	FY 2021-2022	\$ 2,443,948.00	State Agency	Outreach and Engagement	Projects for Assistance in Transition from Homelessness (PATH) - through HCD/SAMHSA	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)			
	FY 2022-2023								People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024								People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
	FY 2024-2025								People Exp Substance Abuse Disorders	Unaccompanied Youth	Other (please enter here)
Other (please enter funding source)	FY 2021-2022	\$ 2,000,000.00	Local Agency	Systems Support Activities	San Francisco capital expenditures for seismic retrofitting		ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)			
									People Exp Chronic Homelessness	Veterans	Parenting Youth
									People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
									People Exp Substance Abuse Disorders	Unaccompanied Youth	x
Other (please enter funding source)	FY 2021-2022	\$ 57,779,728.00	Local Agency	Permanent Supportive and Service-Enriched Housing	HSH Fund - Care/Not Cash	x	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)			
	FY 2022-2023								People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024								People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
	FY 2024-2025								People Exp Substance Abuse Disorders	Unaccompanied Youth	Other -
Other (please enter funding source)	FY 2021-2022	\$ 116,606,587.00	Local Agency	Permanent Supportive and Service-Enriched Housing	2020 GO Bond	x	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)			
	FY 2022-2023								People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024								People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
	FY 2024-2025								People Exp Substance Abuse Disorders	Unaccompanied Youth	Other -

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Blue = MOHCD Submission

Emergency Rental Assistance (ERA) - via Treasury	FY 2021-2022	\$300,000	Federal Agency	Diversion and Homelessness Prevention	Eviction prevention and housing stabilization services	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)		
				People Exp Chronic Homelessness				Veterans	Parenting Youth	
				People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
								People Exp Substance Abuse Disorders	Unaccompanied Youth	Other (please enter here)
HOME - American Rescue Plan Program (HOME-ARP) - via HUD	FY 2024-2025	\$18,707,742	Federal Agency	Permanent Supportive and Service-Enriched Housing	Pre-development and construction gap funding for the 100% homeless permanent supportive housing development at 71 Boardman, which is expected to include 100 units.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)		
				People Exp Chronic Homelessness				Veterans	Parenting Youth	
				People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
								People Exp Substance Abuse Disorders	Unaccompanied Youth	Other (please enter here)
HOME Program - via HUD	FY 2023-2024	\$5,000,000	Federal Agency	Permanent Supportive and Service-Enriched Housing	Construction cost of permanent supportive housing	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)		
				People Exp Chronic Homelessness				Veterans	Parenting Youth	
				People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
								People Exp Substance Abuse Disorders	Unaccompanied Youth	Other (please enter here)
Community Development Block Grant - CV (CDBG-CV) - via HUD	FY 2021-2022	\$150,000	Federal Agency	Diversion and Homelessness Prevention	Eviction prevention and housing stabilization services	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)		
				People Exp Chronic Homelessness				Veterans	Parenting Youth	
				People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
								People Exp Substance Abuse Disorders	Unaccompanied Youth	Other (please enter here)
Community Development Block Grant (CDBG) - via HUD	FY 2021-2022	\$5,506,776	Federal Agency	Diversion and Homelessness Prevention	Eviction prevention and housing stabilization services	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)		
	FY 2022-2023			People Exp Chronic Homelessness				Veterans	Parenting Youth	
				People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
								People Exp Substance Abuse Disorders	Unaccompanied Youth	Other (please enter here)
No Place Like Home (NPLH) - via HCD	FY 2021-2022	\$53,229,854	State Agency	Permanent Supportive and Service-Enriched Housing	Construction cost of permanent supportive housing	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)		
	FY 2022-2023			People Exp Chronic Homelessness				Veterans	Parenting Youth	
				People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
								People Exp Substance Abuse Disorders	Unaccompanied Youth	Other (please enter here)
Local General Fund	FY 2021-2022	\$125,165,312	Local Agency	Permanent Supportive and Service-Enriched Housing	Construction cost of permanent supportive housing; eviction prevention and housing stabilization services, and rental assistance	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)		
	FY 2022-2023			People Exp Chronic Homelessness				Veterans	Parenting Youth	
	FY 2023-2024			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
	FY 2024-2025			People Exp Substance Abuse Disorders				Unaccompanied Youth	Other (please enter here)	
Local Housing Trust Fund	FY 2021-2022	\$49,866,641	Local Agency	Permanent Supportive and Service-Enriched Housing	Construction cost of permanent supportive housing; eviction prevention and housing stabilization services, and rental assistance	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)		
	FY 2022-2023			People Exp Chronic Homelessness				Veterans	Parenting Youth	
	FY 2023-2024			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
	FY 2024-2025			People Exp Substance Abuse Disorders				Unaccompanied Youth	Other (please enter here)	
Other (please enter funding source)	FY 2021-2022	\$685,554,795		Permanent Supportive and Service-Enriched Housing	Construction cost of permanent supportive housing; eviction prevention and housing stabilization services, and rental assistance	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)		
	FY 2022-2023			People Exp Chronic Homelessness				Veterans	Parenting Youth	
	FY 2023-2024			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth	
	FY 2024-2025			People Exp Substance Abuse Disorders				Unaccompanied Youth	Other (please enter here)	

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Green = HSA
Submission

CalWORKs Housing Support Program (HSP) - via CDSS	FY 2021-2022	\$27,854,475.00	State Agency	Non-Congregate Shelter/ Interim Housing	HSP assists homeless and housing-vulnerable CalWORKs families. Services include rental assistance, temporary hotel rooms, support for moving-related costs, and wraparound case management.	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)							
	FY 2022-2023			Rental Assistance			X	People Exp Chronic Homelessness	X	Veterans	X	Parenting Youth		
	FY 2023-2024			Diversion and Homelessness Prevention			X	People Exp Severe Mental Illness	X	People Exp HIV/ AIDS	X	Children of Parenting Youth		
				Systems Support Activities			X	People Exp Substance Abuse Disorders		Unaccompanied Youth	X	Other (CalWORKs families who are homeless or at risk of becoming homeless)		
Bringing Families Home (BFH) - via CDSS	FY 2021-2022	\$9,349,372.00	State Agency	Systems Support Activities	Bringing Families Home (BFH) is a state-funded, locally administered program that provides support to eligible families experiencing homelessness in the child welfare system by offering financial assistance and housing-related wrap-around supportive services. Services may include rental assistance, housing navigation, case management, legal services, credit repair, or payments to help with	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)							
	FY 2022-2023			Administrative Activities			Rental Assistance	X	People Exp Chronic Homelessness		Veterans	X	Parenting Youth	
	FY 2023-2024			Permanent Supportive and Service-Enriched Housing				X	People Exp Severe Mental Illness	X	People Exp HIV/ AIDS	X	Children of Parenting Youth	
				Diversion and Homelessness Prevention				X	People Exp Substance Abuse Disorders		Unaccompanied Youth	X	Other (homeless families involved with the child welfare system)	
Housing and Disability Advocacy Program (HDAP) - via CDSS	FY 2021-2022	\$12,790,774.00	State Agency	Permanent Supportive and Service-Enriched Housing	HDAP funding supports activities that assist people experiencing homelessness who are likely eligible for disability benefits. The four core HDAP service components are housing assistance, disability advocacy, outreach, and case management.	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)							
	FY 2022-2023			Systems Support Activities				X	People Exp Chronic Homelessness	X	Veterans		Parenting Youth	
	FY 2023-2024			Outreach and Engagement				X	People Exp Severe Mental Illness	X	People Exp HIV/ AIDS		Children of Parenting Youth	
				Diversion and Homelessness Prevention				X	People Exp Substance Abuse Disorders		Unaccompanied Youth	X	Other (homeless individuals who are potentially eligible for SSI)	
Home Safe - via CDSS	FY 2021-2022	\$7,617,605.00	State Agency	Outreach and Engagement	Provides specialized and high-intensity case management and other stabilizing services to Adult Protective Services (APS) clients experiencing or at-risk of homelessness; can include long-term interventions such as assisted living placements.	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)							
	FY 2022-2023			Rental Assistance			x	People Exp Chronic Homelessness	x	Veterans		Parenting Youth		
	FY 2023-2024			Diversion and Homelessness Prevention				x	People Exp Severe Mental Illness	x	People Exp HIV/ AIDS		Children of Parenting Youth	
								x	People Exp Substance Abuse Disorders		Unaccompanied Youth	X	Other (Adult Protective Services clients experiencing or at risk of homelessness)	
Project Roomkey and Rehousing - via CDSS	FY 2021-2022	\$32,300,000.00	State Agency	Non-Congregate Shelter/ Interim Housing	Project Roomkey leases and provides services at hotels to provide Interim Housing with an exit strategy for homeless people needing these services due to the COVID-19 pandemic.	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)							
	FY 2022-2023								X	People Exp Chronic Homelessness		Veterans		Parenting Youth
									X	People Exp Severe Mental Illness		People Exp HIV/ AIDS		Children of Parenting Youth
									X	People Exp Substance Abuse Disorders		Unaccompanied Youth		Other (please enter here)
Emergency Solutions Grants - CV (ESG-CV) via HUD	FY 2021-2022	\$13,300,000.00	Federal Agency	Non-Congregate Shelter/ Interim Housing	ESG leases and provides services at hotels to provide Interim Housing with an exit strategy for homeless people needing these services due to the COVID-19 pandemic.	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)							
	FY 2022-2023								X	People Exp Chronic Homelessness		Veterans		Parenting Youth
									X	People Exp Severe Mental Illness		People Exp HIV/ AIDS		Children of Parenting Youth
									X	People Exp Substance Abuse Disorders		Unaccompanied Youth		Other (please enter here)
Community Development Block Grant - CV (CDBG-CV) - via HUD	FY 2021-2022	\$8,000,000.00	Federal Agency	Non-Congregate Shelter/ Interim Housing	Community Development Block Grants lease and provide services at hotels to provide Interim Housing with an exit strategy for homeless people needing these services due to the COVID-19 pandemic.	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)							
	FY 2022-2023								X	People Exp Chronic Homelessness		Veterans		Parenting Youth
									X	People Exp Severe Mental Illness		People Exp HIV/ AIDS		Children of Parenting Youth
									X	People Exp Substance Abuse Disorders		Unaccompanied Youth		Other (please enter here)

White = HSH
Blue = MOHCD
Green = HSA
Yellow = DPH

Other (please enter funding source)	FY 2021-2022	\$3,700,000.00	State Agency	Permanent Supportive and Service-Enriched Housing	HSA claims CalFresh Employment & Training (CFET) funding for CFET-eligible clients who reside in DSHS Masterlease housing. Reimbursement rate is 50% or eligible costs.	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)		
	FY 2022-2023			People Exp Chronic Homelessness			x	Veterans	Parenting Youth
	FY 2023-2024			People Exp Severe Mental Illness			x	People Exp HIV/ AIDS	Children of Parenting Youth
	FY 2024-2025			People Exp Substance Abuse Disorders				Unaccompanied Youth	x
Local General Fund	FY 2021-2022	\$8,000,000.00	Local Agency	Rental Assistance	The Fire Victims Assistance Fund and the Tenant Assistance Fund for Hazardous Housing provide rental assistance to persons who have been displaced from their homes by fire or ordered to vacate their residence to comply with an administrative order.	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)		
	FY 2022-2023			People Exp Chronic Homelessness				Veterans	Parenting Youth
	FY 2023-2024			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth
	FY 2024-2025			People Exp Substance Abuse Disorders				Unaccompanied Youth	x
Local General Fund	FY 2021-2022	\$19,600,000.00	Local Agency	Outreach and Engagement	Dept of Disability & Aging Services has ongoing funds for 3 housing-related programs delivered through CBOs: Senior/Disabled Housing subsidies (\$4.1M/yr), Housing Advocacy (\$178k/yr), and Eviction Prevention (for hoarders and clutterers) (\$300k/yr).	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)		
	FY 2022-2023			People Exp Chronic Homelessness			x	Veterans	Parenting Youth
	FY 2023-2024			People Exp Severe Mental Illness			x	People Exp HIV/ AIDS	Children of Parenting Youth
	FY 2024-2025			People Exp Substance Abuse Disorders				Unaccompanied Youth	x
Local General Fund	FY 2021-2022	\$4,076,000.00	Local Agency	Permanent Supportive and Service-Enriched Housing	General Fund portion of costs for CFET-eligible and/or SSI clients residing in DSHS Masterlease housing.	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)		
	FY 2022-2023			People Exp Chronic Homelessness			x	Veterans	Parenting Youth
	FY 2023-2024			People Exp Severe Mental Illness			x	People Exp HIV/ AIDS	Children of Parenting Youth
	FY 2024-2025			People Exp Substance Abuse Disorders				Unaccompanied Youth	x
Local General Fund	FY 2021-2022	\$11,173,103.00	Local Agency	Diversion and Homelessness Prevention	The Transitional Housing Program - Plus (THP-Plus) program was established to address the needs of a growing, yet largely overlooked group of at risk youth who age out of foster care system. The THP-Plus program provides housing and comprehensive supportive services for up to 36 months to help former foster care and probation youth to make successful transition from out of home placements to independent	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)		
	FY 2022-2023			People Exp Chronic Homelessness				Veterans	Parenting Youth
	FY 2023-2024			People Exp Severe Mental Illness				People Exp HIV/ AIDS	Children of Parenting Youth
	FY 2024-2025			People Exp Substance Abuse Disorders			x	Unaccompanied Youth	x

Other (please enter funding source)	FY 2021-2022	93,446,496	Local Agency	Systems Support Activities	Outreach and Engagement	tax to fund services including Drug Sobering Center providing 24/7 drop-in availability for sobering from methamphetamines/other drugs. Board and care (ARF & RCFE) for the elderly, Locked Sub-acute Treatment, High-acuity, secured facility with (PSNF) or without medical care (LSAT).	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023			Administrative Activities				X	People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024			Non-Congregate Shelter/ Interim Housing				X	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
Other (please enter funding source)	FY 2021-2022	76,800,000	Local Agency	Diversion and Homelessness Prevention		Proposition C, SF's homeless service tax for One-time Beds Acquisition	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023			Administrative Activities				X	People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024			Systems Support Activities				X	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
Other (please enter funding source)	FY 2021-2022	44,972,272	Local Agency	Outreach and Engagement		Proposition C, SF's homeless service tax to fund Street Crisis Response teams (7 teams total; 12 hour shifts, 7 days a week), Telehealth program, expanding BH capacity in Street Medicine and Shelter Health and Client transportation	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023			Diversion and Homelessness Prevention				X	People Exp Substance Abuse Disorders	Unaccompanied Youth	Other (justice, transgender, and TAY)
	FY 2023-2024			Administrative Activities				X	People Exp Chronic Homelessness	Veterans	Parenting Youth
Other (please enter funding source)	FY 2021-2022	28,473,484	Local Agency	Outreach and Engagement		Proposition C, SF's homeless service tax to support programs coordination and oversight, Treatment beds tracking system and expansion of Case Management	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023			Administrative Activities				X	People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024			Diversion and Homelessness Prevention				X	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
Other (please enter funding source)	FY 2021-2022	13,050,000	Local Agency	Diversion and Homelessness Prevention	Non-Congregate Shelter/ Interim Housing	Proposition C, SF's homeless service tax to support TAY Care Coordination, TAY Mental Health and Drop in Shelters Transgender Mental Health Services	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023			Administrative Activities				X	People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024			Outreach and Engagement				X	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
Other (please enter funding source)	FY 2021-2022	15,357,060	Local Agency	Diversion and Homelessness Prevention		Proposition C, SF's homeless service tax to fund Pharmacy capital costs and expand BHAC and Pharmacy hours to weekends and evenings	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023			Administrative Activities				X	People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024			Outreach and Engagement				X	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
Other (please enter funding source)	FY 2021-2022	41,194,325	Local Agency	Diversion and Homelessness Prevention		Overdose Response Team to enhance access to Low-Barrier Treatment methods including MAT and CM, expand access to safe consumption supplies at medical sites, including ZSFG and PC clinics as well as behavioral health treatment sites, expand the Provision and Use of	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023			Administrative Activities				X	People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024			Outreach and Engagement				X	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
Other (please enter funding source)	FY 2021-2022	22,764,240	Local Agency	Diversion and Homelessness Prevention		Proposition C funds to support Permanent Supportive Housing Services, Expansion of DPH presence in PSH to support new clients moving from SIP hotels to PSH as well as existing sites, Preventing Homelessness by expanding services in Existing Housing.	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023			Administrative Activities				X	People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024			Permanent Supportive and Service-Enriched Housing				X	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
Other (please enter funding source)	FY 2021-2022	22,764,240	Local Agency	Outreach and Engagement		Proposition C funds to support Permanent Supportive Housing Services, Expansion of DPH presence in PSH to support new clients moving from SIP hotels to PSH as well as existing sites, Preventing Homelessness by expanding services in Existing Housing.	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023			Administrative Activities				X	People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024			Permanent Supportive and Service-Enriched Housing				X	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth

Other (please enter funding source)	FY 2021-2022	20,519,884	Local Agency	Systems Support Activities	Proposition C funds for Operating & Implementation (up to 12%)	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)				
	FY 2022-2023			Administrative Activities			X	People Exp Chronic Homelessness	Veterans	Parenting Youth	
	FY 2023-2024			Outreach and Engagement Diversion and Homelessness Prevention			X	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth	
						X	People Exp Substance Abuse Disorders	Unaccompanied Youth	X	Other (justice, transgender, and TAY)	
Local General Fund	FY 2021-2022	53,326,977	Local Agency	Systems Support Activities	DPH Whole Person Integrated Care (WPIC) provides Urgent Care and a Medical Respite & Sobering Center. WPIC also participates in interagency collaboration, data sharing, and population-based monitoring of PEH patients/clients.	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)				
	FY 2022-2023			Diversion and Homelessness Prevention			X	People Exp Chronic Homelessness	Veterans	Parenting Youth	
	FY 2023-2024			Administrative Activities			X	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth	
						X	People Exp Substance Abuse Disorders	Unaccompanied Youth		Other (please enter here)	
HSH workorder	FY 2021-2022	23,498,731	Local Agency	Systems Support Activities	Funded via workorder with HSH - DPH Whole Person Integrated Care (WPIC) provides: Street Based Medicine, Shelter Health and Permanent Supportive Housing Nursing Services.	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)				
	FY 2022-2023							X	People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024							X	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
						X	People Exp Substance Abuse Disorders	Unaccompanied Youth		Other (please enter here)	
Medi-Cal Waiver Whole Person Care	FY 2021-2022	8,426,688	State Agency	Administrative Activities	[WPIC] provides: Managed Alcohol Program Beds (also funded by Prop C) , and a Medical Respite & Sobering Center. WPIC also participates in interagency collaboration, data sharing, and population-based monitoring of PEH patients/clients.	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)				
	FY 2022-2023			Systems Support Activities				X	People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024			Diversion and Homelessness Prevention				X	People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
						X	People Exp Substance Abuse Disorders	Unaccompanied Youth		Other (please enter here)	

White = HSH
Blue = MOHCD
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Table 4. Outcome Goals

Outcome Goal #1a: Reducing the number of persons experiencing homelessness.		
Baseline Data: Annual estimate of number of people accessing services who are experiencing homelessness	Outcome Goals July 1, 2021 - June 30, 2024	
	Decrease/Increase in # of People	Decrease/Increase as % Change from Baseline
11,673	1,727	15%
Optional Comments		
<p>San Francisco's ONE System (HMIS) coverage has grown significantly in the last several years to cover a much larger number of programs and people experiencing homelessness; however, not all programs are fully covered yet. We anticipate between now and 2024 adding more shelters and outreach services into the ONE System, as well as reaching more people and increasing the number of people in our data who are accessing services while experiencing homelessness, even as we work to bring overall homelessness down over time. Our goal is to increase the number of people accessing services while experiencing homelessness from 11,673 people to at least 13,400 people, a 15% increase, but a significant decrease from the CY18-20 growth rate of 115%.</p>		
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
<p>Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:</p>	<p>Describe the trackable data goal(s) related to this Outcome Goal: <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i></p>	
<p>The San Francisco 2022 Point-in-Time Count indicates that the Hispanic/Latinx population experiencing homelessness has grown significantly between the 2019 and 2022 counts. The HDIS data provided by the State indicates that the number of Hispanic/Latinx people who are accessing services has grown at a slower rate than the overall population experiencing homelessness(102% vs.115%), indicating that our system may not be reaching this population in proportion to their rates of homelessness. We will increase outreach and programming in predominantly Latinx neighborhoods, and hire more bilingual / bicultural staff, in support of our goal to advance toward equitable representation of Hispanic/Latinx population among those accessing services, proportionate to their presence in the population experiencing homelessness.</p>	<p>Increase the percentage of Hispanic/Latinx population accessing services while experiencing homelessness to 30% of the total population accessing services by June 30, 2024, to advance toward equitable representation based upon their presence in the homeless population, to be documented with HMIS data.</p>	

Outcome Goal #1b: Reducing the number of persons experiencing homelessness on a daily basis		
Baseline Data:	Outcome Goals July 1, 2021 - June 30, 2024	
Daily Estimate of # of people experiencing unsheltered homelessness	Reduction in # of People	Reduction as % Change from Baseline
5,180	180	-3%
Optional Comments		
<p>San Francisco's unsheltered population grew 19% between 2018 and 2020. The most recent PIT Count (2022) shows a 15% decrease in unsheltered homelessness. In the last two years during COVID, San Francisco added significant shelter capacity; some of the beds added are not able to be continued but more shelter is planned. Our goal, therefore, is to sustain the trend of decreased unsheltered homelessness with a reduction of 3% from the pre-COVID 2020 baseline to 5,000 people.</p>		
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
<p>Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:</p>	<p>Describe the trackable data goal(s) related to this Outcome Goal: <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i></p>	
<p>The estimated number of unsheltered transgender and gender nonconforming (TGNC) San Franciscans grew nearly 1400% between 2018 and 2020 within our Point-in-Time Count data, from 21 to 314. While some of this increase is likely due to improved methodology, we also believe those numbers did rise as TGNC people are significantly overrepresented in homelessness. The 2022 PIT indicates a decrease to 244 people. The Mayor of San Francisco just announced a city-wide goal to end homelessness among TGNC people by 2027 and the City will be opening new targeted programs, including a new Navigation Center specifically to serve TGNC people. Our goal is to, by 2024, reduce the number of TGNC people experiencing unsheltered homelessness by more than 50% from the 2020 baseline.</p>	<p>Reduce the number of TGNC people experiencing unsheltered homelessness by 52%, from 314 in 2020 to no more than 150 people in 2024, as measured by the 2024 Point in Time Count.</p>	

Outcome Goal #2: Reducing the number of persons who become homeless for the first time.

Baseline Data:	Outcome Goals July 1, 2021 - June 30, 2024	
	Reduction in # of People	Reduction as % Change from Baseline
Annual Estimate of # of people who become homeless for the first time		
4,111	-2069	50%

Optional Comments

Noting that this measure documents the number of people newly identified as experiencing homelessness within our data systems, not necessarily the number of people who newly enter homelessness, according to HDIS data, San Francisco saw a 105% increase in people identified as experiencing homelessness for the first time between 2018 and 2020. Some of this increase likely reflects growth in the coverage of programs within the ONE System (HMIS), we also suspect that new entries to homelessness likely rose during this time. We will employ strategies such as targeted prevention to bring down the rate of new entries into homelessness, but with increased coverage in our ONE System and expansion of programs we expect the numbers of people we newly identify as experiencing homelessness and serve will still rise based upon how this measure is calculated. Our goal is to limit that increase so that a total of 6,180 people will be newly identified as experiencing homelessness within our data in FY2024, an increase of 2,069 people (representing a 50% increase, but a much slower rate of increase when compared to a 105% increase prior to the 2020 baseline.) We are therefore indicating an increase of 2,069 people by entering -2,069 into the cell above.

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal: <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>
People who are Black/African-American are vastly overrepresented in the San Francisco population experiencing homelessness, comprising 5% of the City's population but 40% of the people newly identified as experiencing homelessness. Because we expect increases overall in newly identifying people experiencing homelessness, we are focused on reducing the over-representation Black/African-American San Franciscans within that data, through targeted expansion of front end services, diversion, and prevention. Therefore, our goal is to reduce the percentage of Black and African-American people to no more than 30% of those who are newly identified as experiencing homelessness during July 2023 to June 2024.	The percentage of Black and African American people who are newly identified as homeless is reduced from 40% of people newly identified as experiencing homelessness to 30% or less, to be documented within HMIS.

Outcome Goal #3: Increasing the number of people exiting homelessness into permanent housing.

Baseline Data: Annual Estimate of # of people exiting homelessness into permanent housing	Outcome Goals July 1, 2021 - June 30, 2024	
	Increase in # of People	Increase as % Change from Baseline
1,453	47	3%

Optional Comments

Recognizing that this measure focuses on people who exit the homelessness response system altogether, it is important to note that our homelessness response system places a primary focus on supporting people to end their homelessness by accessing permanent housing options, including options that are necessarily provided within the homelessness response system, such as Permanent Supportive Housing. We will be continuing to increase investments into permanent housing resources within the system, but our goal for this measure is to maintain existing resources and services to ensure people who have the ability to exit the system with positive outcomes are able to do so, and to develop better tracking capabilities by adding system exit data for more services into the ONE System. Our goal is to increase the exit rate to destinations outside the system to 1,500 per year by the end of fiscal 2024.

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal: <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>
Per our most recent PIT Count data, people who are Hispanic/Latinx have grown in representation among the population experiencing homelessness, but are underrepresented at 23% of the people who are exiting the homelessness response system into permanent housing. We will seek to increase housing exit rates both within and outside of the system to be proportionate to the representation of this population among the population experiencing homelessness. Our strategies here include better targeting and navigation services, understanding the barriers that this population faces, and ensuring services that help families whose immigration status precludes them from certain housing programs are prioritized for other assistance.	Increase the representation of Hispanic/Latinx population among those exiting the homelessness system to permanent housing to 30%, from 23%, as measured by HMIS.

Outcome Goal #4: Reducing the length of time persons remain homeless.

Baseline Data: Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safe haven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing projects	Outcome Goals July 1, 2021 - June 30, 2024	
	Decrease in Average # of Days	Decrease as % Change from Baseline
199	-6	3%

Optional Comments

Noting that this measure focuses on measuring the length of time people are identified as experiencing homelessness within our data system, it is important to note that length of time people experience homelessness in San Francisco is impacted by many factors, including the very difficult housing market, the necessary expansion of scattered-site strategies, and the fact that stays in shelter have increased during COVID and as we have added shelter capacity. This measure can also be impacted by efforts to identify people earlier and more consistently within their experiences of homelessness, such as through more purposeful outreach efforts and more consistent outreach data. As we increase the number of people we are serving within our homelessness response system, and as we improve the coverage of outreach programs within our ONE System (HMIS), we do not anticipate length of time people are identified as experiencing homelessness to go down in the next few years; rather we expect that this data point will likely increase slightly as more people are identified earlier and as more people are sheltered and served. Our goal is to keep the increase similar to the trend line we are seeing, and keep average time identified as experiencing homelessness within our data to 205 days or fewer, a 3% increase from the 2020 baseline. We are therefore indicating an increase of 6 days within our goal identified above by entering -6 into the cell above.

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal: <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>
Families with children have the longest documented periods of homelessness before entering housing in the way that this measure is calculated by the state, averaging 257 days compared to 199 for all populations. This difference is likely due to multiple causes, including efforts to ensure that families are consistently connected to programs and services and families' participation in transitional housing programming that can involve longer lengths of stay. Black/African-American families are the largest population of families experiencing homelessness in San Francisco (41%) and focusing on reducing the amount of time families are documented as experiencing homelessness will also reduce such time for Black/African-American San Franciscans. Our goal is to reduce by 30 days (~12%) the time families are documented as experiencing homelessness within our data by focusing on rehousing families with long stays in shelter and leasing up in rapid rehousing and permanent supportive housing more quickly, which will drive progress on reducing average lengths of time documented as experiencing homelessness among all Black/African-American San Franciscans.	Reduce the average number of days documented as experiencing homelessness among families with children from 257 days to 227 days (~12%) by June 2024, as measured within HMIS.

Outcome Goal #5: Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.

Baseline Data: % of people who return to homelessness after having exited homelessness to permanent housing	Outcome Goals July 1, 2021 - June 30, 2024	
	Decrease in % of People who return to Homelessness	Decrease as % Change from Baseline
28%	3%	-11%

Optional Comments

HDIS data provided by the State indicates a large growth in the percentage of persons who return to homelessness after exiting to permanent housing outside of the homelessness response system. We have traditionally looked at returns from all permanent housing including permanent supportive housing and other housing within the homelessness response system and seen much lower rates of returns. We will implement strategies to improve data collection efforts, to better understand how and where people are exiting the homelessness response system and why they return, while also working to decrease the rate of return among those who exit the homelessness response system to permanent housing to 25% or less.

Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:
	<i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>

HDIS data provided by the State indicates significant growth in the rate of returns to homelessness for unaccompanied transition age youth after exiting to permanent housing outside of the homelessness response system. Such youth / young adults are disproportionately BIPOC and LGBTQ+ youth / young adults. We will implement strategies to improve data collection efforts, to better understand how and where youth / young adults are exiting the homelessness response system and why they are returning, while also working to ensure that at least 75% of youth/young adults who exit the homelessness response system to permanent housing do not return to homelessness. Such progress will also drive progress on the overall success rates among all BIPOC and LGBTQ+ who exit the homelessness response system to permanent housing.

Ensure that at least 75% of youth/young adults who exit the homelessness response system to permanent housing do not return to homelessness, by FY 2024.

Outcome Goal #6: Increasing successful placements from street outreach.		
Baseline Data: Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.	Outcome Goals July 1, 2021 - June 30, 2024	
	Increase in # of People Successfully Placed from Street Outreach	Increase as % of Baseline
56	44	79%
Optional Comments		
<p>HDIS data provided by the State indicates a low number of successful placements from street outreach to positive destinations, including temporary shelter and permanent housing. We will implement strategies to increase coverage of outreach activities within the ONE System (HMIS) and to enhance our data capabilities to ensure placements are counted accurately and reflect the range of successful placements made by street outreach programs, but we expect that such improvements will take longer than this goal's timeframe to yield larger changes in the data. Our goal is to reflect at least 100 successful placements per year by FY 2024, a 79% increase over baseline.</p>		
Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal: <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>	
Street outreach programs work predominantly with adult only households, who are the vast majority of the unsheltered population and who are 100% of those who appear in the HDIS data. Black and African-American adults and other people of color are vastly over-represented in the adult only population (38%). As noted above, we will implement strategies to ensure that our data system allows us to track street outreach and exits data accurately, but we expect that such improvements will take longer than this goal's timeframe to yield larger changes in the data. By improving successful placement rates from street outreach for all adults we will also purposefully improve successful placement rates for Black and African-American adults.	Increase successful placements for adult only households from street outreach to at least 100 placements annually by FY 2024, a 79% increase.	

Table 5. Strategies to Achieve Outcome Goals

1. System Wide Improvement Strategies

Strategy	Performance Measure to Be Impacted (Check all that apply)
<p>Description</p>	<p><input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.</p> <p><input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.</p> <p><input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.</p> <p><input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.</p> <p><input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.</p> <p><input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.</p> <p><input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.</p>
<p>System-Wide Improvement Strategy #1: Complete analysis and assessment of current Coordinated Entry System (CES) and processes for adults, families, and youth, and identify and implement changes that will: re-design CES to be client centered and equitable across all core CES processes; improve the quality and timeliness of access, assessment, referral, and housing placement processes; divert and provide "problem-solving" financial assistance and services to help households avoid an episode of homelessness; support nuanced matching of households to an increased amount of appropriate and diverse housing options and services interventions based upon their needs and choices; and increase the number of households enrolled in permanent housing.</p>	
<p>Timeframe</p>	
<p><input type="checkbox"/> CES Evaluation by third party to be completed by July 2022</p>	
<p><input type="checkbox"/> Identification and implementation of improvement efforts to begin July 2022</p>	
<p>Entities with Lead Responsibilities</p>	
<p>Department of Homelessness and Supportive Housing (HSH)</p>	
<p>Measurable Targets</p>	
<p>Process Measure: Timely implementation of efforts per timeframe above.</p>	

Strategy	Performance Measure to Be Impacted (Check all that apply)
<p>Description</p> <p>System-Wide Improvement Strategy #2: Continue to expand participation and data quality of homelessness response system programs within the Online Navigation and Entry (ONE) System, which holds San Francisco's Homeless Management Information System (HMIS) that is administered by HSH, including a focus on outreach providers and emergency shelter and interim housing programs. In addition, develop a data quality plan for ONE System users and develop a path to increase coverage of locally-funded PSH units into the ONE System.</p> <p>Timeframe</p> <p>On-going</p> <p>Entities with Lead Responsibilities</p> <p>HSH</p> <p>Measurable Targets</p> <p>Process Measures: HSH will finalize the Data Quality Plan and an implementation plan by July 2023. The plan to improve data quality and the new processes to expand coverage of PSH providers in HMIS will be made operational with additional State and local funds and implemented between September 2022 through July 2024.</p> <p>Output Measure: By July 2023, HSH will increase the number of PSH providers in HMIS to include at least 5 more PSH providers.</p>	<p><input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.</p> <p><input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.</p> <p><input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.</p> <p><input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.</p> <p><input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.</p> <p><input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.</p> <p><input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.</p>

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	
<p>System-Wide Improvement Strategy #3: Develop a comprehensive and dynamic systems model of San Francisco's homelessness response system, which will: model the amount of interventions and costs needed to inform local strategic plan goals and system performance measures; identify the amount of shelter, interim, and permanent housing interventions needed to achieve system and equity goals; project system performance outcomes based upon projected inflow and expansions of homelessness response system components. This Systems Model, in addition to the Our City, Our Home's needs assessment completed by local funding advisory board, and input from people with lived experience of homelessness and other stakeholders, will be used to guide programmatic, policy, and investment decisions in support of greatest impacts on homelessness.</p>	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Timeframe	
Initial system model to be developed by September 2022; fully refined system model to be developed and utilized to guide programmatic, policy, and investment decisions by January 2023	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Entities with Lead Responsibilities	
HSH	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Measurable Targets	
Process Measure: Timely development of system model to support strategic planning process between July 2022 and January 2023.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
<p>Description</p> <p>System-Wide Improvement Strategy #4: For the first time in San Francisco, HSH will engage in comprehensive strategic planning efforts to strengthen partnership and coordination of strategies between HSH and the San Francisco Department of Public Health (DPH), with particular focus on the needs of shared populations who are unsheltered; have co-occurring behavioral health care needs; need higher levels of care / support; are older adults or persons with disabilities; have chronic or long-term health needs; and/or are from populations overrepresented across the homelessness response system The goal of this planning effort is to align strategies, outcomes, and investments and improve care coordination and housing outcomes for people experiencing homelessness who are using the public health and behavioral health system</p>	<p><input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.</p> <p><input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.</p> <p><input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.</p> <p><input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.</p> <p><input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.</p>
<p>Timeframe</p>	<p><input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.</p>
<p>Entities with Lead Responsibilities</p>	<p><input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.</p>
<p>HSH and DPH</p>	
<p>Measurable Targets</p>	
<p>Process Measure: Timely implementation of planning processes between HSH and DPH. Other performance measure targets will be developed through the planning processes.</p>	

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Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.
<p>System-Wide Improvement Strategy #5: Implement equity-focused capacity building efforts, both within HSH and with providers within the homelessness response system, including focus on wage enhancements and reduced staffing ratios and providing expanded support to BIPOC-led organizations and organizations deeply rooted in historically marginalized neighborhoods and communities, strengthening the ability of the homelessness response system to reach, serve, and achieve equitable outcomes for overrepresented and underserved populations. Engage people with lived experience and BIPOC-led organizations to understand and be responsive to needs and to guide the implementation of capacity building efforts.</p>	<input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Timeframe	
Implement HSH's Racial Equity Action Plan's timeline and performance targets throughout 2022-2024	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Entities with Lead Responsibilities	
HSH	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Measurable Targets	
<p>Process Measure: Implementation of Racial Equity Action Plan, led by HSH's new Chief Equity Officer position and the HSH Executive Leadership team and supported by the HSH DEI Committee, including developing and delivering capacity building trainings focused on three areas of racial equity to HSH Staff by July 2023.</p>	
<p>Process Measure: Implement an RFP process to bring in experts in DEI training and organizational culture change to work with HSH staff and engage community partners to assess capacity building needs for BIPOC-led organizations. Execute contracts with a DEI consultant and a Community and Stakeholder Engagement Partner by September 2022.</p>	
<p>Output Measure: Deliver three staff trainings by January 2023.</p>	

Strategy	Performance Measure to Be Impacted (Check all that apply)
<p>Description</p> <p>System-Wide Improvement Strategy #6: As part of CalAIM implementation, launch housing community supports within HSH's existing services portfolio, allowing HSH to draw down Medi-Cal funds for certain services: housing navigation; housing deposits; and housing stabilization. This will bring in additional revenue support to enhance and sustain these services. As part of the implementation of CalAIM, the homelessness response system will increase data sharing and integration between the homeless and public health system to improve care coordination for people experiencing homelessness.</p> <p>Timeframe</p> <p>Launch Housing Community Supports by July 2023</p> <p>Entities with Lead Responsibilities</p> <p>HSH, DPH, Anthem, San Francisco Health Plan</p> <p>Measurable Targets</p> <p>Process Measure: CalAIM Housing Community Supports will be launched, and HSH will build the necessary staffing, billing, and data infrastructure to support this first phase of CalAIM implementation, by July 2023.</p>	<p><input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.</p> <p><input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.</p> <p><input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.</p> <p><input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.</p> <p><input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.</p> <p><input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.</p> <p><input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.</p>

Strategy	Performance Measure to Be Impacted (Check all that apply)
<p>Description</p> <p>System-Wide Improvement Strategy #7: As part of CalAIM implementation, HSH will enhance and increase data sharing and care coordination efforts with SF DPH and the local MCPs. Through data sharing agreements, contracts, and/or MOUs, HSH, DPH, and the MCPs will have access to shared client data, which will increase the ability to provide timely services and supports to those experiencing homelessness. This will include identifying the mechanisms and workflows to allow HSH to submit claims for Housing Community Supports services directly to the MCPs.</p> <p>Timeframe</p> <p>Initiated planning in early 2021. Develop and implement new technology pathways for data sharing and claiming by July 2023</p> <p>Entities with Lead Responsibilities</p> <p>HSH, DPH, Anthem, San Francisco Health Plan</p> <p>Measurable Targets</p> <p>Process Measure: Timely procurement of a new system or enhancement of an existing system to allow for data sharing and billing</p> <p>Output Measure: Claims ("837 Files") will be submitted to MCPs accurately 90% of the time</p>	<p><input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.</p> <p><input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.</p> <p><input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.</p> <p><input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.</p> <p><input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.</p> <p><input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.</p> <p><input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.</p>

Strategy	Performance Measure to Be Impacted (Check all that apply)
<p>Description</p> <p>System-Wide Improvement Strategy #8: Continue to implement the Rising Up initiative, a public-private initiative to prevent and end youth homelessness, providing youth with Problem Solving services and support, to prevent entries into homelessness, and/or with Rapid Rehousing subsidies and intensive case management support of up to three years.</p> <p>Timeframe</p> <p>January 2019 to at least 2023</p> <p>Entities with Lead Responsibilities</p> <p>HSH, Larkin Street Youth Services</p> <p>Measurable Targets</p> <p>Outcome Goal: Reducing homelessness for youth ages 18-25 by 50% by 2023.</p>	<p><input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.</p> <p><input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.</p> <p><input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.</p> <p><input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.</p> <p><input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.</p> <p><input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.</p> <p><input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.</p>

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons who become homeless for the first time.
System-Wide Improvement Strategy #9: Design, launch, and implement an initiative to address the crisis services and permanent housing needs of transgender and gender non-conforming (TGNC) people experiencing or at-risk of homelessness, through long-term housing subsidies, acquisition and operations of new Permanent Supportive Housing units, short-term rental subsidies, flexible financial assistance, behavioral health care services, and support to build capacity among non-profit providers serving TGNC residents.	<input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Timeframe	<input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Initiative launched during June 2022	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Entities with Lead Responsibilities	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
MOHCD, HSH, DPH, and the Office of Transgender Initiatives (OTI)	
Measurable Targets	
Outcome Measure: Achieve goal of ending homelessness among TGNC population by 2027.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
<p>Description</p> <p>System-Wide Improvement Strategy #10: Implement and strengthen a comprehensive array of activities and resources to prevent and end homelessness among families with children, including: development of new housing units dedicated to families with children; dedication of portion of Emergency Housing Vouchers; implementing flexible housing subsidy pool resources; and adding problem-solving services into emergency shelters services families with children.</p> <p>Timeframe</p> <p>On-going</p> <p>Entities with Lead Responsibilities</p> <p>HSH</p> <p>Measurable Targets</p> <p>Measurable Targets Output Measure: Bring on-line 200 new permanent supportive housing units for families with children by July 2024.</p> <p>Output Measure: Utilize more than 250 EHV's to families who are over-represented in homelessness, unsheltered, reaching the end of Rapid Re-housing services and need a voucher to stabilize in housing, or long-stayers in shelter, by June 2023.</p>	<p><input checked="" type="checkbox"/> 1. Reducing the number of persons who become homeless for the first time.</p> <p><input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.</p> <p><input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.</p> <p><input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.</p> <p><input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.</p> <p><input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.</p> <p><input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.</p>

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.
<p>System-Wide Improvement Strategy #11: Supported by the Urban Institute and MacArthur Foundation, implement the Just Home Project initiative, focused on developing a comprehensive and coordinated approach to housing that addresses the needs of justice-involved people, especially people with behavioral health care services needs. Intended areas of focus include: develop a bridge housing model to house and support individuals exiting jail until permanent housing options are available; and creation of a more integrated and aligned system to quickly identify housing solutions for high users of housing, health, and justice systems, including both scattered-site and site-based models.</p>	<input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Timeframe	<input type="checkbox"/> 6. Increasing successful placements from street outreach.
<input type="checkbox"/> Initial Planning Period: March 2022 – August 2022 <input type="checkbox"/> Implementation Period: September 2022 - February 2024	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Entities with Lead Responsibilities	
HSH, MOHDC, DPH	
Measurable Targets	
<p>Process Measure: Timely completion of planning and launch of implementation. Other performance measure targets will be developed through the planning processes, which might include measures focused on housing attainment, housing retention, use of case management and clinical supports, enrollment in benefits, emergency department visits, jail stays/length of jail stays, use of psychiatric emergency services, and/or mortality.</p>	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	
System-Wide Improvement Strategy #12: Sustain and strengthen the efforts of the cross-sector Ending Veteran Homelessness Work Group to strengthen systems and deploy federal, state, and local resources to prevent and end homelessness among Veterans in San Francisco.	<input checked="" type="checkbox"/> 1. Reducing the number of persons who become homeless for the first time.
Timeframe	<input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
On-going	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
Entities with Lead Responsibilities	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
HSH, Swords to Plowshares, VA, MOHCD, San Francisco Housing Authority	<input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Measurable Targets	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Output Measure: Place 50 veterans into Rapid Re-housing (non-HUD-VASH units) by no later than July 2023.	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

2. Crisis Services, Outreach, and Engagement Strategies

Strategy	Performance Measure to Be Impacted (Check all that apply)
<p>Description</p> <p>Crisis Services, Outreach, and Engagement Strategy #1: Implement the Tenderloin Emergency Initiative to improve safety, connect people to services, and increase investments in a neighborhood significantly impacted by the crises of homelessness, violence, crime, and overdoses. Activities include launching and operating a temporary Tenderloin Center a low-barrier drop-in center designed to provide a safe space for anyone to easily and quickly access San Francisco health and human service resources, including CES, case management services available on-site, and referrals and linkages to other services, shelter, and housing placements.</p> <p>Timeframe</p> <p>Launched in early CY 2022</p> <p>Entities with Lead Responsibilities</p> <p>Department of Emergency Management (DEM), DPH, and HSH</p> <p>Measurable Targets</p> <p>Output Measures: Implementing data systems to track: how many people are coming for drop-in services; how many people are being served; which services are being requested; which service connections are being made directly by on-site non-profits and city staff; and how many shelter and housing placements are made.</p>	<p><input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.</p> <p><input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.</p> <p><input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.</p> <p><input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.</p> <p><input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.</p> <p><input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.</p> <p><input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.</p>

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.
<p>Crisis Services, Outreach, and Engagement Strategy #2: Through local Our City, Our Home (OCOH) funding, expand Street Crisis Response Teams and Street Medicine Behavioral Health services, enhancing access to care coordination services and crisis mental health services, diverting individuals in crisis away from emergency rooms and incarceration into behavioral health treatment, reducing people's contact with law enforcement personnel, and providing continuity relationships with a care team.</p>	<input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Timeframe	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Underway, expansion projected to be completed during FY 22-23	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Entities with Lead Responsibilities	
DPH	
Measurable Targets	
Output Measure: Projected to support up to 10,000 client contacts per year and to connect up to 1,500 people to care coordination and/or crisis mental health services annually.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.
<p>Crisis Services, Outreach, and Engagement Strategy #3: Through local OCOH funding, expand Intensive Case Management (ICM) services for people with complex behavioral health needs who face barriers to engagement with services and ongoing care, develop closer collaborations with resources such as drop-in centers, outreach teams, housing navigation programs, street medicine, and shelters, and support clients to identify housing options and overcome barriers to placement into housing and work closely with clients and the homelessness response system to navigate Coordinated Entry and the housing placement process.</p>	<input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
Timeframe	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
To be launched during FY 22-23	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	<input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
DPH	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Measurable Targets	<input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Output Measure: Expand case management capacity by up to 865 cases.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.
<p>Crisis Services, Outreach, and Engagement Strategy #4: Through local OCOH funding, expand Mental Health and Substance Use Beds and Local Treatment Beds to reduce wait-time for residential treatment in our system, especially for those experiencing homelessness, by providing access to various options, including Locked Subacute beds, Psychiatric Skilled Nursing Facility beds, Board and Care beds, Mental Health Residential beds, Managed Alcohol beds, Residential Step-Down beds, Behavioral Health beds, and a Drug Sobering Center.</p>	<input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
Timeframe	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
Approximately 50% of beds brought on-line during FY 21-22, balance to be brought on-line by FY 22-23	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	<input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
DPH	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Measurable Targets	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Output Measure: Creation and operation of approximately 310 additional beds for people in need of mental health and substance use services.	

Description	Performance Measure to Be Impacted
<p>Description</p> <p>Crisis Services, Outreach, and Engagement Strategy #5: Through local OCOH funding, expand supply of Residential Treatment Beds for transition-age youth, providing improved access to clinically- and youth-appropriate residential treatment services for youth/young adults with behavioral health care services needs.</p>	<input checked="" type="checkbox"/> 1. Reducing the number of persons who become homeless for the first time. <input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. <input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach. <input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
<p>Timeframe</p> <p>Opening in FY 22-23</p>	
<p>Entities with Lead Responsibilities</p> <p>DPH</p>	
<p>Measurable Targets</p> <p>Output Measure: Create and operate 10 Residential Treatment Beds for youth by FY 22-23.</p>	

Strategy	Performance Measure to Be Impacted
<p>Description</p> <p>Crisis Services, Outreach, and Engagement Strategy #6: Through local OCOH funding, increase capacity to provide targeted, specialized care coordination and case management services for youth / young adults with behavioral health care services needs.</p>	<input checked="" type="checkbox"/> 1. Reducing the number of persons who become homeless for the first time. (Check all that apply) <input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. <input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach. <input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
<p>Timeframe</p> <p>Initiated activities during FY 21-22, fully operational by FY 22-23</p>	
<p>Entities with Lead Responsibilities</p> <p>DPH</p>	
<p>Measurable Targets</p> <p>Output Measure: Expand case management capacity by 85 cases by FY 22-23.</p>	

3. Emergency Shelter and Interim Housing Strategies

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. <input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach. <input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Emergency Shelter and Interim Housing Strategy #1: Add new non-congregate and semi-congregate shelter / interim housing opportunities into the system, with enhanced case management and housing-focused services, for both individuals and families with children experiencing homelessness.	
Timeframe	
CY 2022	
Entities with Lead Responsibilities	
HSH	
Measurable Targets	
Output Measure: An additional 410 shelter / interim housing beds projected to be operational and available by August 2022.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. <input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach. <input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Emergency Shelter and Interim Housing Strategy #2: As COVID-19 pandemic conditions allow, re-expand capacity at congregate shelter settings, with proposed resources for safety measures, enhanced housing-focused services, and increased staffing resources in place, back closer to pre-pandemic capacity.	
Timeframe	
Plan to re-inflate congregate shelters is currently being implemented, guided by changing pandemic safety requirements	
Entities with Lead Responsibilities	
HSH	
Measurable Targets	
Output Measure: Currently plan to bring back on-line 592 shelter beds by September 2022, but plans may be adjusted based upon pandemic conditions and safety considerations.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.
Emergency Shelter and Interim Housing Strategy #3: Complete the implementation of Shelter Access IT project, which includes an assessment of past and current shelter access options, to plan for IT infrastructure needs to support more effective and streamlined shelter bed management and placement, to limit complexity and ensure flexibility in the management of emergency shelter programs in HMIS/ONE System, and to build out a new shelter bed management and tracking system.	<input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
Timeframe	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
Planning process currently underway, with recommendations to be finalized in FY 22-23	<input type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	<input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
HSH and Office of the Controller	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Measurable Targets	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Process Measure: Timely development of decisions and recommendations and implementation of new shelter bed management and tracking system. Other performance measure targets will be developed through the planning processes.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.
Emergency Shelter and Interim Housing Strategy #4: Through local OCOH funding, expand interim housing options for specific vulnerable populations through hotel vouchers supporting short-term stays in hotels for survivors of domestic and intimate partner violence, transition-age youth, pregnant people, and families with children.	<input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
Timeframe	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
TAY hotel vouchers on-line currently, others to be brought on-line in FY 22-23	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	<input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
HSH and MOHCD	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Measurable Targets	<input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Output Measure: Provide an estimated 25 opportunities to access interim housing via hotel vouchers nightly.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.
<p>Emergency Shelter and Interim Housing Strategy #5: Expand and strengthen services available within existing emergency shelter programs, including enhanced behavioral health care services and housing-focused services to increase successful exits from emergency shelter to wide range of permanent housing options and thereby increasing capacity to bring people into existing shelter options. In addition, continue piloting offering problem-solving assistance, to facilitate more households exiting shelter to permanent housing solutions, within family shelters.</p>	<input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
Timeframe	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
To be implemented during FY 22-23	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	<input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
HSH and DPH	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Measurable Targets	<input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
<p>Outcome Measure: Case management ratios are proposed to be lowered to 1:25 across more shelter sites by July 2023, if the proposed budget is approved.</p>	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.
<p>Emergency Shelter and Interim Housing Strategy #6: Replace existing safe sleeping site at 33 Gough Street with upgraded living environment by piloting the use of cabin structures, with wrap-around services, operating as interim housing and providing an alternative to traditional shelter models, and assess and determine whether to expand the creation and operation of such settings.</p>	<input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
Timeframe	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
Site is operational now with 32 cabins and will be growing up to 70 cabins by January 2023	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	<input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
HSH	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Measurable Targets	<input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
<p>Output Measure: Provide approximately 70 additional interim housing options through p</p>	

Strategy	Performance Measure to Be Impacted
Description Emergency Shelter and Interim Housing Strategy #7: Through local OCOH funding, create and operate a Vehicle Triage Center / Safe Parking program, addressing a critical need for expanded options for people experiencing homelessness who possess vehicles that cannot be accommodated at other programs.	<p style="text-align: center;">(Check all that apply)</p> <input checked="" type="checkbox"/> 1. Reducing the number of persons who become homeless for the first time. <input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. <input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach. <input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Timeframe	
Underway and projected to be fully operational through end of CY 2023	
Entities with Lead Responsibilities	
HSH	
Measurable Targets Output Measure: 57 Vehicle Triage Center / Safe Parking program slots currently online, an additional 74 program slots to be brought on-line by end of 2022.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.
<p>Emergency Shelter and Interim Housing Strategy #8: Expand capacity at two Navigation Centers by: 1) building out a second floor that will offer more privacy and more space at the TAY Navigation Center; 2) partnering with a community-based organization focused on delivering services for people who are homeless and who identify as transgender and gender diverse to open a new Navigation Center and ramp up to serve up to 80 people with 24/7, low-barrier, and trauma-informed and housing-focused services.</p>	<input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
Timeframe	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
<input type="checkbox"/> Youth Navigation Center build-out completed by January 2024 <input type="checkbox"/> Navigation Center focused on providing targeted services to people who identify as transgender and gender diverse is currently open and will be fully operational at maximum capacity by January 2023	<input type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	<input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
HSH and St. James Infirmary and Transgender Gender-variant Inter-sex and Justice Project (TGJIP)	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Measurable Targets	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Output Measures: Increased bed capacity for over-represented populations, youth and people who identify as transgender or gender non-conforming by July 2024.	

4. Permanent Housing Strategies

Strategy	Performance Measure to Be Impacted (Check all that apply)
<p>Description</p> <p>Permanent Housing Strategy # 1: Implement effective and efficient processes for rehousing people currently staying within Shelter-in-Place (SIP) Hotel Program (supported by Project Roomkey, in combination with federal and local resources) prior to the winding down of that program, with a priority on supporting people to exit to permanent housing and minimizing exits to unsheltered homelessness. Braid federal, state, and local resources to provide permanent housing resources to people who are in the SIP hotels, 1,100 of whom have already been permanently housed.</p>	<p><input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.</p> <p><input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.</p> <p><input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.</p> <p><input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.</p> <p><input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.</p> <p><input type="checkbox"/> 6. Increasing successful placements from street outreach.</p> <p><input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.</p>
<p>Timeframe</p> <p>To be completed by September 2022</p>	
<p>Entities with Lead Responsibilities</p> <p>HSH</p>	
<p>Measurable Targets</p> <p>Outcome Measure: An estimated 1,200 people will have successfully exited SIP Hotel settings to permanent housing destinations by the end of September 2022.</p>	
<p>Additional Information</p>	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.
Permanent Housing Strategy #2: Efficiently lease-up new Emergency Housing Vouchers (EHVs), provided through the American Rescue Plan Act, serving people who are currently experiencing homelessness, recently homeless, at risk of experiencing homelessness, and/or fleeing, or attempting to flee domestic violence, dating violence, sexual assault, stalking, or human trafficking. Targeted 2/3 of vouchers to people experiencing literal homelessness, including over 200 vouchers for people who are unsheltered.	<input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
Timeframe	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
Issuance of vouchers to be completed by September 2023	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	<input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
The Housing Authority of the City and County of San Francisco and HSH	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Measurable Targets	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Output Measure: Achieve and sustain at least 90% lease-up / utilization of allocation of 906 EHVs by June 2023.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.
Permanent Housing Strategy #3: Significantly expand the supply of Permanent Supportive Housing through adding new units through range of approaches, including acquisition/rehabilitation activities and new construction activities supported by local OCOH funding.	<input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
Timeframe	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
Ongoing	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	<input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
HSH and the Mayor's Office of Housing and Community Development (MOHCD)	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Measurable Targets	<input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Outcome Measure: Increase supply of dedicated Permanent Supportive Housing units by purchasing 8 new buildings for PSH for families, adults, and youth by July 2023, adding at least 1000 new units of PSH.	

Strategy	Performance Measure to Be Impacted
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons who become homeless for the first time. (Check all that apply)
Permanent Housing Strategy #4: Strengthen and scale the availability of scattered-site Permanent Supportive Housing options through payment standard increases, landlord lease up bonuses, landlord risk mitigation funds, and other activities and incentives.	<input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
Timeframe	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
Landlord incentive program to be launched by July 2022 and currently planning for potential expansion in early 2023	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	<input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
HSH	<input type="checkbox"/> 6. Increasing successful placements from street outreach.
Measurable Targets	<input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Process Measures: Timely implementation of landlord incentive program; and tracking of new landlords recruited.	

Strategy	Performance Measure to Be Impacted
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons who become homeless for the first time. (Check all that apply)
Permanent Housing Strategy #5: Expand Housing Ladder moving on initiative, through which residents of Permanent Supportive Housing (PSH) who no longer need the intensity of services available in PSH are supported to move into other housing options that they can afford, creating more opportunities for people experiencing homelessness to move into existing PSH units.	<input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
Timeframe	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
Ongoing	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	<input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
HSH	<input type="checkbox"/> 6. Increasing successful placements from street outreach.
Measurable Targets	<input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Output Measure: Emergency Housing Vouchers and other scattered-site rental assistance resources allocated to the Housing Ladder will be utilized by June 2024.	
Outcome Measure: Approximately 70 permanent supportive housing tenant households will be supported to move into other housing options between July 2022 to June 2024.	

Strategy	Performance Measure to Be Impacted
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons who become homeless for the first time. (Check all that apply)
Permanent Housing Strategy #6: Through local OCOH funding, expand Flexible Housing Subsidy Pool, providing a flexible range of rental subsidies, other financial assistance, and supportive services, to support people to exit homelessness into permanent housing opportunities within the private market.	<input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
Timeframe	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
Full implementation to be achieved during FY 22-23	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	<input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
HSH	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Measurable Targets	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Outcome Measure: Goal of ending the homelessness of approximately 1,000 individual adults, approximately 350 families with children, and approximately 70 transition-age youth, through Flexible Housing Subsidy Pool resources by end of FY 23-24.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description Permanent Housing Strategy #7: Through local OCOH resources, provide rapid rehousing and medium-term subsidies partnered with workforce development services and supports to address the employment and income goals of households and to increase their ability to remain stable within housing.	<input checked="" type="checkbox"/> 1. Reducing the number of persons who become homeless for the first time. <input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. <input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach. <input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Timeframe Initiated during FY 21-22, ramping up over next 2 FYs.	
Entities with Lead Responsibilities HSH and Office of Economic and Workforce Development (OEWD)	
Measurable Targets Output Measure: Rapid rehousing and/or medium-term subsidies and services, including workforce development services, provided to approximately 675 households by end of FY 23-24.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description Permanent Housing Strategy #8: Through local OCOH funding, enhance the quality and capacity of health and behavioral health care services for tenants within permanent supportive housing programs in order to improve access to services and to support stronger housing stability outcomes for people with health and behavioral health care needs.	<input checked="" type="checkbox"/> 1. Reducing the number of persons who become homeless for the first time. <input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. <input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach. <input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Timeframe Implementation initiated in early 2022, expanding over time	
Entities with Lead Responsibilities DPH	
Measurable Targets Output Measure: Enhance linkages to health and behavioral health services at more than 100 Permanent Supportive Housing sites and more than 9,000 households.	

5. Diversion and Prevention Strategies

Strategy	Performance Measure to Be Impacted (Check all that apply)
<p>Description</p> <p>Diversion and Prevention Strategy #1: Implement a new, comprehensive approach to deploying vastly expanded homelessness prevention resources, providing flexible financial assistance, including both one-time and longer-term assistance, in order to retain or secure housing for households at risk of homelessness, which will be increasingly important as the eviction moratorium expires in the future.</p> <p>Timeframe</p> <p>ongoing</p> <p>Entities with Lead Responsibilities</p> <p>HSH and MOHCD</p> <p>Measurable Targets</p> <p>Output Measure: Provide more than 900 households with prevention assistance per year FY 21-22 and FY 22-23, with potential expansion in future years.</p>	<p><input checked="" type="checkbox"/> 1. Reducing the number of persons who become homeless for the first time.</p> <p><input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.</p> <p><input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.</p> <p><input type="checkbox"/> 4. Reducing the length of time persons remain homeless.</p> <p><input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.</p> <p><input type="checkbox"/> 6. Increasing successful placements from street outreach.</p> <p><input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.</p>

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.
Diversion and Prevention Strategy #2: Expand the availability of strengths-based Problem-Solving interventions across the homelessness response system to support people to identify possible pathways to resolve their current housing crisis without needing ongoing shelter or a dedicated housing resource through the provision of: solutions-focused Problem-Solving conversations; housing location assistance; reunification, mediation, and conflict resolution services; and/or flexible financial assistance.	<input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
Timeframe	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
ongoing	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	<input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
HSH	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Measurable Targets	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Outcome Measure: By FY 23-24, support approximately 700 households per year to secure safe housing options through the provision of Problem-Solving services and support.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.
Diversion and Prevention Strategy #3: Expand range of services and interventions, including: eviction-related legal services and emergency rental assistance; tenant counseling, education, and outreach; housing-related mediation; and other supportive services, to prevent loss of current rental housing with focus on City's most vulnerable tenants, including formerly homeless households in supportive housing programs and other subsidized housing.	<input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
Timeframe	<input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
Implementation of Emergency Rental Assistance resources underway, implementation of locally-funded activities by FY 22-23	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	<input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
MOHCD and HSH	<input type="checkbox"/> 6. Increasing successful placements from street outreach.
Measurable Targets	<input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Output Measure: Services provided to approximately 2,500 households by July 2024.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	
Diversion and Prevention Strategy #4: Create an expanded supply of affordable housing units that can prevent households from experiencing housing instability and crises that can result in homelessness.	<input checked="" type="checkbox"/> 1. Reducing the number of persons who experience homelessness.
Timeframe	<input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
ongoing	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
Entities with Lead Responsibilities	<input type="checkbox"/> 4. Reducing the length of time persons remain homeless.
MOHCD	<input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Measurable Targets	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Output Measure: Number of new units within the affordable housing pipeline and the number of new units that come on-line each year.	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Table 6. Funding Plans

Activity to be funded by HHAP 3 <small>(choose one dropdown option)</small>	Eligible Use Categories Used to Fund Activity										Total Funds Requested:	Description of Activity
	1. Rapid rehousing	2. Operating subsidies	3. Street outreach	4. Services coordination	5. Systems support	6. Delivery of permanent housing	7. Prevention and diversion	8. Interim sheltering (new and existing)	9. Shelter improvements to lower barriers and increase privacy	10. Administrative (up to 7%)		
Administrative Activities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,313,924.00	\$ 3,313,924.00	Maximize admin allowance; covers \$1.9 m for ONE System team for one year and \$1.4 m funds to implement new contract management system and integration with ONE data for performance and fiscal monitoring and data privacy officer
Non-Congregate Shelter/ Interim Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,700,000.00	\$ -	\$ -	\$ 24,700,000.00	Two full years of non-congregate and semi-congregate operating costs for 711 Post and Baldwin Hotel with ECM
Systems Support Activities	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000.00	For planning, regional collaboration, DEI planning, Hedge against PATH, building capacity in Data and Performance
Systems Support Activities	\$ -	\$ -	\$ 65,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000.00	Additional outreach van to increase street outreach capacity
Systems Support Activities	\$ -	\$ -	\$ -	\$ 500,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000.00	Enhanced harm reduction for services in shelter and in housing, OD prevention in shelters, training and procurement of narcan
Non-Congregate Shelter/ Interim Housing	\$ -	\$ -	\$ -	\$ 1,777,000.00	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000.00	\$ -	\$ 4,777,000.00	\$3 m for buildout (\$500k second floor and \$2.5 m first floor), 24/7 drop in services/services linkages for 6 months. Intervention also leverages local DPH one-time money (amount TBD)
Non-Congregate Shelter/ Interim Housing	\$ -	\$ -	\$ -	\$ 11,000,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,000,000.00	Shelter services; pilot enhanced services in existing congregate and non-congregate shelter to increase outflow; provide services at new cabins site or open new non-congregate site to transition away from stabilization
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Totals:	\$ -	\$ -	\$ 65,000.00	\$ 13,277,000.00	\$ 3,000,000.00	\$ -	\$ -	\$ 24,700,000.00	\$ 3,000,000.00	\$ 3,313,924.00	\$ 47,355,924.00	

Explanation of How the Proposed Use of Funds Will Complement Existing local, state, and federal funds and equitably close the gaps identified in the Local Landscape Analysis

Table 7. Demonstrated Need

Complete ONLY if you are selected Non-Congregate Shelter / Interim Housing as an activity on the Funding Plans tab.

Demonstrated Need	
# of available shelter beds	3767
# of people experiencing unsheltered homelessness in the homeless point-in-time count	4397
Shelter vacancy rate (%) in the summer months	11%
Shelter vacancy rate (%) in the winter months	25%
% of exits from emergency shelters to permanent housing solutions	21%
Describe plan to connect residents to permanent housing.	
As we return to pre-pandemic shelter capacity with the closure of SIP hotels, we anticipate the number of unsheltered people will rise. We will be using HHAP funds to aid in this increase through covering operating costs and navigation center build out, as well as adding and enhancing shelter service capacity. Additional services will include housing focused case management.	



**HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP) - Round 3
BUDGET TEMPLATE**

APPLICANT INFORMATION

CoC / Large City / County Name:	San Francisco	Applying Jointly? Y/N	Y
Administrative Entity Name:	Department of Homelessness and Supportive Housing	Total Allocation	\$ 47,355,924.00

HHAP FUNDING EXPENDITURE PLAN

ELIGIBLE USE CATEGORY	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	TOTAL	Initial	Remainder
Rapid rehousing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Rapid rehousing: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating subsidies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Operating subsidies: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Street outreach	\$ -	\$ 65,000.00	\$ -	\$ -	\$ -	\$ 65,000.00	\$ -	\$ -
<i>Street outreach: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services coordination	\$ -	\$ 250,000.00	\$ 250,000.00	\$ -	\$ -	\$ 500,000.00	\$ -	\$ -
<i>Services coordination: youth set-aside</i>	\$ -	\$ -	\$ 1,777,000.00	\$ -	\$ -	\$ 1,777,000.00	\$ -	\$ -
Systems support	\$ -	\$ 750,000.00	\$ 750,000.00	\$ 750,000.00	\$ 750,000.00	\$ 3,000,000.00	\$ -	\$ -
<i>Systems support: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Delivery of permanent housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Delivery of permanent housing: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Prevention and shelter diversion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Prevention and shelter diversion: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interim sheltering	\$ -	\$ 16,000,000.00	\$ 8,700,000.00	\$ -	\$ -	\$ 24,700,000.00	\$ -	\$ -
<i>Interim sheltering: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Shelter improvements to lower barriers and increase privacy	\$ -	\$ 5,500,000.00	\$ 5,500,000.00	\$ -	\$ -	\$ 11,000,000.00	\$ -	\$ -
<i>Shelter improvements: youth set-aside</i>	\$ -	\$ 3,000,000.00	\$ -	\$ -	\$ -	\$ 3,000,000.00	\$ -	\$ -
Administrative (up to 7%)	\$ -	\$ 2,000,000.00	\$ 1,313,924.00	\$ -	\$ -	\$ 3,313,924.00	\$ -	\$ -
TOTAL FUNDING ALLOCATION						\$ 47,355,924.00	\$ -	\$ -
	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	TOTAL		
Youth Set-Aside (at least 10%)	\$ -	\$ 3,000,000.00	\$ 1,777,000.00	\$ -	\$ -	\$ 4,777,000.00	\$ -	\$ -

COMMENTS:

OCOH funds are being used for permanent housing services and resources, resulting in our need to use HHAP funds for other purposes