Homeless Housing, Assistance and Prevention Round 4 Application

Application Information

Application Due Date: 11/29/2022

This Cognito platform is the submission portal for the Cal ICH HHAP-4 Application. You will be required to upload a full copy of the HHAP-4 Data Tables Template and enter information into the portal from specific parts of the HHAP-4 Local Homelessness Action Plan and Application Template as outlined below.

Please review the following HHAP-4 resources prior to beginning this application:

- [Homeless Housing, Assistance, and Prevention Program Statute](#)

- [HHAP-4 Local Homelessness Action Plan & Application Template](#) and

- [HHAP-4 Data Tables](#)

Application Submission for HHAP-4 Funding

Using the **[HHAP-4 Local Homelessness Action Plan & Application Template](#)** as a guide, applicants must provide the following information in the applicable form section (see below) to submit a complete application for HHAP-4 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-4 Data Tables 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-4 Data Tables 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-4 Funding Plans and Strategic Intent Narrative:** the information required in this section will be provided in Tables 6 and 7 (as applicable), of the HHAP-4 Data Tables file uploaded in the *Document Upload* section, **AND** copy and pasted into the fields in the *Funding Plan Strategic Intent* section of this application form.

5. **Evidence of meeting the requirement to agendize the application 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 **seven 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-4 Data Tables as an Excel file, (2) evidence of meeting the requirement to agendize the application 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.

- **Part I. Landscape Analysis:** In this section, answer the questions confirming that Tables 1, 2, and 3 have been completed and included in the HHAP-4 Data Tables file uploaded in the previous section.

- **Part II. Outcome Goals and Strategies:** In this section, copy and paste your responses from Tables 4 and 5 of the completed HHAP-4 Data Tables.

- **Part III. Narrative:** In this section, enter your responses from Part III of the HHAP-4 Local Homelessness Action Plan & Application Template.

- **Part IV. HHAP-4 Funding Plan Strategic Intent Narrative:** In this section, enter your responses from Tables 6 and 7 of the completed HHAP-4 Data Tables file, and answer the narrative questions.

- **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-4 statute, FAQs, 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-4 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-4 funding on behalf of the following eligible applicant jurisdictions:

Joint Applicants Selection

Eligible Jurisdiction 1

Eligible Applicant Name
San Francisco County

Eligible Jurisdiction 2

Eligible Applicant Name
City of San Francisco

Eligible Jurisdiction 3

Eligible Applicant Name
CA-501 San Francisco CoC

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
San Francisco Department of Homelessness and Supportive Housing

Contact Person
Lisa Agustin

Title
Manager

Contact Person Phone Number
(628) 652-7740

Contact Person Email
lisa.agustin@sfgov.org

*Agreement to Participate in HDIS and HMIS

By submitting this application, we agree to participate in a statewide Homeless Data Integration System, and to enter individuals served by this funding into the local Homeless Management Information System, in

accordance with local protocols.

Document Upload

Upload the completed [HHAP-4 Data Tables](#) (in .xlsx format), evidence of meeting the requirement to agendize the application 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-4 Data Tables
HHAP data_tables_r4 template.xlsx

Governing Body Meeting Agenda or Minutes
December's_LHCB_Agenda_V2.pdf

Optional Supporting Documents
San Francisco LHCB December 5 Meeting Minutes.docx

Part I. Landscape Analysis of Needs, Demographics, and Funding

Table 1 is fully completed and included in the HHAP-4 Data Tables file uploaded in the previous section.

Yes

Table 2 is fully completed and included in the HHAP-4 Data Tables file uploaded in the previous section.

Yes

Table 3 is fully completed and included in the HHAP-4 Data Tables file uploaded in the previous section.

Yes

Part II. Outcome Goals and Strategies for Achieving Those Goals

Copy and paste your responses to Tables 4 and 5 from the [HHAP-4 Data Tables](#) into the form below. All outcome goals are for the period between July 1, 2022 and June 30, 2025.

Table 4: Outcome Goals

Name of CoC
CA-501 San Francisco CoC

1a. Reducing the number of persons experiencing homelessness.

Goal Statement
By the end of the performance period, HDIS data for the CA-501 San Francisco CoC will show 15,000 total people accessing services who are experiencing homelessness annually, representing 1,704 more people and a 13% increase from the baseline.

Goal Narrative
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. Building on efforts described during HHAP-3, we anticipate continuing to add data from more shelter and outreach services into the ONE system, which will increase the number of people who are documented within our data as accessing services while experiencing homelessness. Therefore, our goal is to increase the number of people accessing services while experiencing homelessness from 13,296 people (in 2021) to 15,000 people (by 2025).

Baseline Data	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people accessing services who are experiencing homelessness
13,296	1,704	13%	15,000

Decrease/Increase in # of People
Increase

Optional Comments

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:
The San Francisco 2022 Point-in-Time Count indicates that the Hispanic/Latinx population experiencing homelessness has grown from 18% of the population in 2019 to 30% in 2022. Based on 2021 HDIS data, the Hispanic/Latinx population represents 28% of the population accessing services (up from 26% in 2020). Continuing strategies identified in the HHAP-3 process, we will increase outreach and programming in predominantly Latinx neighborhoods and hire more bilingual / bicultural staff in support of our goal to increase their representation in the population served to be proportionate to their presence in the population experiencing homelessness.

Describe the trackable data goal(s) related to this Outcome Goal:
Increase the percentage of Hispanic/Latinx population accessing services while experiencing homelessness to 30% of the total population serviced by June 30, 2025 (~4,500 individuals identifying as Hispanic/Latinx given all persons target of 15,000).

1b. Reducing the number of persons experiencing homelessness on a daily basis

Goal Statement
By the end of the performance period, data for the CA-501 San Francisco CoC will show 4,177 total people experiencing unsheltered homelessness daily, representing a 5% decrease from the baseline.

Goal Narrative
The 2022 PIT showed that San Francisco's unsheltered population was 4,397, which represented a 15% reduction in unsheltered homelessness from the 2019 PIT unsheltered homelessness count. Much of that reduction was due to our success at creating and operating non-congregate shelters during the COVID-19 pandemic, supported on an emergency basis by FEMA and Roomkey resources. San Francisco expects COVID-related shelter capacity to continue to decline and the eviction moratorium to be fully lifted, which will make it more difficult to provide shelter opportunities to all who need them. Our goal, therefore, is to build upon progress that we made between 2019 and 2022 and continue to decrease the number of people experiencing unsheltered homelessness to no more than 4,177.

Baseline Data	Change in # of People	Change as % of Baseline	Target Daily Estimate of # of people experiencing unsheltered homelessness
4,397	-220	-5%	4,177

Decrease/Increase in # of People
Decrease

Optional Comments

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:
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 recently 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 2025, reduce the representation of TGNC people among the overall population experiencing unsheltered homelessness to no more than 3%.

Describe the trackable data goal(s) related to this Outcome Goal:
As measured by the 2024 Point in Time Count, reduce the number of TGNC people experiencing unsheltered homelessness to be no more than 3% of the overall unsheltered population. (~150 individuals based upon an unsheltered count of 4,397).

2. Reducing the number of persons who become newly homeless.

Goal Statement
By the end of the performance period, HDIS data for the CA-501 San Francisco CoC will show 6,000 total people become newly homeless each year, representing 957 more people and a 19% increase from the baseline.

Goal Narrative
According to HDIS data, San Francisco saw a 152% increase in people identified as experiencing homelessness for the first time between 2018 and 2021. Some of this increase likely reflects growth in the coverage of programs within the ONE system (HMIS), though 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 (i.e. the number of people newly identified within the data system as experiencing homelessness, not necessarily the number of people who newly enter homelessness). Building on our HHAP-3 goal, we aim to further limit the increase so that a total of 6,000 people will be newly identified as experiencing homelessness within our data in FY2025, an increase of 957 people from baseline 2021 (a 19% increase compared to a 152% increase prior to the 2021 baseline.)

Baseline Data	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people who become newly homeless each year
5,043	957	19%	6,000

Decrease/Increase in # of People
Increase

Optional Comments

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:
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 (based on 2021 HDIS data). Because we expect increases overall in the number of individuals identified in the data as newly experiencing homelessness, we are focused on reducing the over-representation of Black/African American San Franciscans within that data through targeted expansion of front end services, diversion, and prevention. Building on our HHAP-3 goal (a reduction to 30% of the newly homeless population), our new HHAP-4 goal is to further reduce the percentage of Black and African American people to no more than 28% of those who are newly identified as experiencing homelessness during July 2024 to June 2025.

Describe the trackable data goal(s) related to this Outcome Goal:
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 28% or less (~1,680 Black or African American individuals based on an all persons goal of 6,000).

3. Increasing the number of people exiting homelessness into permanent housing.

Goal Statement
By the end of the performance period, HDIS data for the CA-501 San Francisco CoC will show 2,000 total people people exiting homelessness into permanent housing annually, representing 116 more people and a 6% increase from the baseline.

Goal Narrative
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 capabilities for accurately tracking system exit data for more services into the ONE system. The new 2021 HDIS baseline data documents that we are making progress in the quantity of system exits to permanent housing; our goal is to build on this progress and increase the number of system exits to permanent housing to 2,000 per year by the end of fiscal 2025, an increase of 6% from 2021 baseline.

Baseline Data	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people exiting homelessness into permanent housing
1,884	116	6%	2,000

Decrease/Increase in # of People
Increase

Optional Comments

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:
People who are Hispanic/Latinx have grown to 30% of the population experiencing homelessness but they are only 24% of the people who are exiting the homelessness response system into permanent housing. Carrying over our HHAP-3 goal for this subpopulation, we will seek to increase Hispanic/Latinx housing exit rates both within and outside of the system to be proportionate to the representation of this population among the population experiencing homelessness.

Describe the trackable data goal(s) related to this Outcome Goal:
Increase the representation of Hispanic/Latinx population among those exiting the homelessness system to permanent housing to 30% by 2025, up from 24% in 2021 (~600 Hispanic/Latinx individuals based on an all persons goal of 2,000).

4. Reducing the length of time persons remain homeless.

4. Reducing the length of time persons remain homeless.

Goal Statement
By the end of the performance period, HDIS data for the CA-501 San Francisco CoC will show 210 days as the average length of time that persons are enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs annually, representing 15 fewer days and a 7% reduction from the baseline.

Goal Narrative
Noting that this measure focuses on 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 which makes it take longer for people exiting homelessness to find and secure units that they can afford. It is also impacted by the fact that stays in shelter have increased during COVID as we have added shelter capacity and removed limits on lengths of stay. Length of time persons remain homeless 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. Historically, HDIS data indicated this measure consistently hovering under 200 days; however the most recent HDIS data demonstrated an increase of 26 days between 2020 and 2021, likely reflecting impacts from all of those factors. In addition, we will be continuing to increase the number of people served within our homelessness response system and to improve the coverage of outreach programs within our HMIS database, important strategic efforts that are likely to push this metric higher based upon how it is measured. Despite all of these challenges, we are determined to make progress on this measure, and our goal is to reduce the length of time individuals remain homeless by 15 days, a 7% reduction.

Baseline Data	Change in # of Days	Change as % of Baseline	Target Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs
225	-15	-7%	210

Decrease/Increase in # of Days
Decrease

Optional Comments

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:

Families with children have the longest documented periods of homelessness before entering housing, averaging 259 days compared to 225 for all populations. 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. Building on our HHAP-3 goal, our intent is to further reduce the time families are documented as experiencing homelessness within our data to 220 days by 2025 (down from a HHAP-3 goal of 227), which will drive progress on reducing average lengths of time documented as experiencing homelessness among all Black/African American San Franciscans experiencing homelessness.

Describe the trackable data goal(s) related to this Outcome Goal:

Reduce the average number of days documented as experiencing homelessness among families from 259 days to 220 days by June 2025.

5. Reducing the number of persons who return to homelessness within two years after exiting homelessness to permanent housing.

5. Reducing the number of persons who return to homelessness within two years after exiting homelessness to permanent housing.

Goal Statement

By the end of the performance period, HDIS data for the CA-501 San Francisco CoC will show 25% of people return to homelessness within 2 years after having exited homelessness to permanent housing, representing 15% more people and a 150% increase from the baseline.

Goal Narrative

HDIS data provided by the State prior to 2021 (i.e., 2018 - 2020) indicated a large growth in the percentage of persons who return to homelessness after exiting to permanent housing outside of the homelessness response system - increasing from 14% to 28%. As new 2021 HDIS data is yet to be verified, our HHAP-4 goal represents a carry-over of the HHAP-3 goal. Traditionally, we have looked at returns from all permanent housing, including permanent supportive housing and other housing within the homelessness response system, and seen much lower return rates. 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 hold the rate of return among those who exit the homelessness response system to permanent housing to 25% or less.

Baseline Data	Change in % of People	Change as % of Baseline	Target % of people who return to homelessness wihtin 2 years after having exited homelessness to permanent housing
10%	15%	150%	25%

Decrease/Increase in # of People

Increase

Optional Comments

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:

HDIS data provided by the State prior to 2021 (i.e., 2018 - 2020) indicated an even more 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 - increasing from 11% to 34%. As new 2021 HDIS data is yet to be verified, our HHAP-4 goal represents a carry-over of the HHAP-3 goal. 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 decrease the rate of returns among youth/young adults who exit the homelessness response system to permanent housing to be proportionate to our overall goal of 25% or less.

Describe the trackable data goal(s) related to this Outcome Goal:

Reduce the return rate to homelessness among youth/young adults who exit the homelessness response system to permanent housing to 25% or less by FY 2025

6. Increasing successful placements from street outreach.

6. Increasing successful placements from street outreach.

Goal Statement

By the end of the performance period, HDIS data for the CA-501 San Francisco CoC will show 165 total people served in street outreach projects exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations annually, representing 93 more people and a 129% increase from the baseline.

Goal Narrative

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 continue to 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. Building on our HHAP-3 goal of 100 successful placements documented within our data, our HHAP-4 goal is to reflect at least 165 successful placements documented in our data per year by FY 2025, a 129% increase over baseline.

Baseline Data	Change in # of People	Change as % of Baseline	Target Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.
72	93	129%	165

Decrease/Increase in # of People

Increase

Optional Comments

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:

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, and 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.

Describe the trackable data goal(s) related to this Outcome Goal:

Increase successful placements for adult-only households from street outreach to at least 165 placements annually by FY 2025.

Table 5: Strategies to Achieve Outcome Goals

Strategy 1

Type of Strategy
Strengthening systemic efforts and processes, such as coordinated entry and assessment processes, landlord engagement efforts, housing navigation strategies, and other systemic improvements

Description
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.

Timeframe
☐   CES Evaluation by third party to be completed by July 2022
☐   Identification and implementation of improvement efforts to begin July 2022

Entities with Lead Responsibilities
Department of Homelessness and Supportive Housing (HSH)

Measurable Targets
Process Measure: Timely implementation of efforts per timeframe above.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent

housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 2

Type of Strategy
Improving data quality, data systems, and/or data
analyses to better inform decision-making

Description
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.

Timeframe
On-going

Entities with Lead Responsibilities
HSH

Measurable Targets
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.

Output Measure: By July 2023, HSH will increase the number of PSH providers in HMIS to include at least 5 more PSH providers.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 3

Type of Strategy
Improving data quality, data systems, and/or data
analyses to better inform decision-making

Description
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; and 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 the 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.

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

Entities with Lead Responsibilities
HSH

Measurable Targets
Process Measure: Timely development of system model to support strategic planning process between July 2022 and January 2023.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 4

Type of Strategy
Expanding and strengthening cross-system
partnerships and/or collaborative planning

Description
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

Timeframe
July to December 2022

Entities with Lead Responsibilities

HSH and Department of Public Health (DPH)

Measurable Targets
Process Measure: Timely implementation of planning processes between HSH and DPH. Other performance measure targets will be developed through the planning processes.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 5

Type of Strategy
Reaching underserved and historically marginalized communities and populations

Description
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 and 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.

Timeframe
Implement HSH's Racial Equity Action Plan's timeline and performance targets throughout 2022-2024

Entities with Lead Responsibilities
HSH

Measurable Targets
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.

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.

Output Measure: Deliver three staff trainings by January 2023.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.

2. Reducing the number of persons who become homeless for the first time.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 6

Type of Strategy
Expanding and strengthening cross-system partnerships and/or collaborative planning

Description
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.

Timeframe
Launch Housing Community Supports by July 2023

Entities with Lead Responsibilities
HSH, DPH, Anthem, San Francisco Health Plan

Measurable Targets
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.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 7

Type of Strategy
Improving access to supportive services and/or physical health and behavioral health services

Description
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.

Timeframe
Initiated planning in early 2021. Develop and implement new technology pathways for data sharing and claiming by July 2023

Entities with Lead Responsibilities
HSH, DPH, Anthem, San Francisco Health Plan

Measurable Targets
Process Measure: Timely procurement of a new system or enhancement of an existing system to allow for data sharing and billing

Output Measure: Claims ("837 Files") will be submitted to MCPs accurately 90% of the time

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 8

Type of Strategy
Increasing investments into, or otherwise scaling up, specific interventions or program types

Description
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.

Timeframe
January 2019 to at least 2023

Entities with Lead Responsibilities
HSH, Larkin Street Youth Services

Measurable Targets
Outcome Goal: Reducing homelessness for youth ages 18-25 by 50% by 2023.

Performance Measure(s) to Be Impacted (Check all that apply)

1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 9

Type of Strategy
Reaching underserved and historically marginalized communities and populations

Description
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.

Timeframe
Initiative launched during June 2022

Entities with Lead Responsibilities
Mayor's Office of Housing and Community Development (MOHCD), HSH, DPH, and the Office of Transgender Initiatives (OTI)

Measurable Targets
Outcome Measure: Achieve goal of ending homelessness among TGNC population by 2027.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 10

Type of Strategy
Increasing investments into, or otherwise scaling up, specific interventions or program types

Description
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 shelter services for families with children.

Timeframe
On-going

Entities with Lead Responsibilities
HSH

Measurable Targets
Output Measure: Bring on-line 200 new permanent supportive housing units for families with children by July 2024.

Output Measure: Utilize more than 250 EHVs 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.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 11

Type of Strategy
Reaching underserved and historically marginalized
communities and populations

Description
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.

Timeframe
☐　　　Initial Planning Period: March 2022 – December 2022
☐　　　Implementation Period: January 2023 - June 2024

Entities with Lead Responsibilities

HSH, MOHCD, DPH

Measurable Targets
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.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 12

Type of Strategy
Expanding and strengthening cross-system
partnerships and/or collaborative planning

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.

Timeframe
On-going

Entities with Lead Responsibilities
HSH, Swords to Plowshares, VA, MOHCD, San Francisco Housing Authority

Measurable Targets
Output Measure: Place 50 veterans into Rapid Re-housing (non-HUD-VASH units) by no later than July 2023.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 13

Type of Strategy
Expanding and strengthening partnerships with
people with lived expertise

Description
Sustain and strengthen efforts to include people with lived expertise into decision making processes to address homelessness and continue initiatives currently underway to build this infrastructure, including: hiring people with lived expertise as "community liaisons" to design and conduct all community engagement efforts using a participatory action research model as part of the citywide strategic plan and including people with lived expertise onto workgroups to redesign system processes, such as San Francisco's Coordinated Entry system

Timeframe
Ongoing

Entities with Lead Responsibilities
HSH

Measurable Targets
Process Measure: Timely onboarding of people with lived expertise to support strategic planning process between July 2022 and January 2023. Other performance measure targets will be developed through the planning processes.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 14

Type of Strategy
Improving access to supportive services and/or
physical health and behavioral health services

Description
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. Given temporary location, we are moving to Wellness Hubs throughout the City.

Timeframe

Launched in early CY 2022

Entities with Lead Responsibilities
Department of Emergency Management (DEM), DPH, and HSH

Measurable Targets
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.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 15

Type of Strategy
Improving access to supportive services and/or
physical health and behavioral health services

Description
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.

Timeframe
Underway, expansion projected to be completed during FY 22-23

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.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
4. Reducing the length of time persons remain homeless.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 16

Type of Strategy

Improving access to supportive services and/or
physical health and behavioral health services

Description
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.

Timeframe
To be launched during FY 22-23

Entities with Lead Responsibilities
DPH, HSH

Measurable Targets
Output Measure: Expand case management capacity by up to 865 cases.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
6. Increasing successful placements from street outreach

Strategy 17

Type of Strategy
Improving access to supportive services and/or
physical health and behavioral health services

Description
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.

Timeframe
Approximately 50% of beds brought on-line during FY 21-22, balance to be brought on-line by FY 22-23

Entities with Lead Responsibilities
DPH

Measurable Targets
Output Measure: Creation and operation of approximately 310 additional beds for people in need of mental health and substance use services.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.

3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 18

Type of Strategy
Improving access to supportive services and/or
physical health and behavioral health services

Description
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.

Timeframe
Opening in FY 22-23

Entities with Lead Responsibilities
DPH

Measurable Targets
Output Measure: Create and operate 10 Residential Treatment Beds for youth by FY 22-23.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 19

Type of Strategy
Improving access to supportive services and/or
physical health and behavioral health services

Description
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.

Timeframe
Initiated activities during FY 21-22, fully operational by FY 22-23

Entities with Lead Responsibilities
DPH

Measurable Targets

Output Measure: Expand case management capacity by 85 cases by FY 22-23.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 20

Type of Strategy
Increasing investments into, or otherwise scaling up, specific interventions or program types

Description
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.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
6. Increasing successful placements from street outreach

Strategy 21

Type of Strategy
Strengthening the quality or performance of housing and/or services programs

Description
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.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
6. Increasing successful placements from street outreach

Strategy 22

Type of Strategy
Strengthening systemic efforts and processes, such as coordinated entry and assessment processes, landlord engagement efforts, housing navigation strategies, and other systemic improvements

Description
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.

Timeframe
Planning process currently underway, with recommendations to be finalized in FY 22-23

Entities with Lead Responsibilities
HSH and Office of the Controller

Measurable Targets
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.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 23

Type of Strategy

Increasing investments into, or otherwise scaling
up, specific interventions or program types

Description
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.

Timeframe
TAY hotel vouchers on-line currently, others to be brought on-line in FY 22-23

Entities with Lead Responsibilities
HSH and MOHCD

Measurable Targets
Output Measure: Provide an estimated 25 opportunities to access interim housing via hotel vouchers nightly.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
6. Increasing successful placements from street outreach

Strategy 24

Type of Strategy
Strengthening the quality or performance of housing
and/or services programs

Description
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 a 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.

Timeframe
To be implemented during FY 22-23

Entities with Lead Responsibilities
HSH, DPH

Measurable Targets
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.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.

4. Reducing the length of time persons remain homeless.
6. Increasing successful placements from street outreach

Strategy 25

Type of Strategy
Increasing investments into, or otherwise scaling
up, specific interventions or program types

Description
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.

Timeframe
Site is operational now with 32 cabins and will be growing up to 70 cabins by January 2023

Entities with Lead Responsibilities
HSH

Measurable Targets
Output Measure: Provide approximately 70 additional interim housing options through piloting the use of cabin structures.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
6. Increasing successful placements from street outreach

Strategy 26

Type of Strategy
Increasing investments into, or otherwise scaling
up, specific interventions or program types

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.

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.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 27

Type of Strategy
Strengthening the quality or performance of housing and/or services programs

Description
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.

Timeframe
☐   Youth Navigation Center build-out completed by January 2024
☐   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

Entities with Lead Responsibilities
HSH and St. James Infirmary and Transgender Gender-variant Inter-sex and Justice Project (TGJIP)

Measurable Targets
Output Measures: Increased bed capacity for over-represented populations, youth and people who identify as transgender or gender non-conforming by July 2024.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 28

Type of Strategy
Strengthening the quality or performance of housing and/or services programs

Description
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.

Timeframe
To be completed early 2023

Entities with Lead Responsibilities
HSH

Measurable Targets
Outcome Measure: An estimated 1,200 people will have successfully exited SIP Hotel settings to permanent housing destinations by early 2023.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 29

Type of Strategy
Strategic uses of other sources of funding

Description
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.

Timeframe
Issuance of vouchers to be completed by September 2023

Entities with Lead Responsibilities
The Housing Authority of the City and County of San Francisco and HSH

Measurable Targets
Output Measure: Achieve and sustain at least 90% lease-up / utilization of allocation of 906 EHVs by June 2023.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.

5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 30

Type of Strategy
Increasing investments into, or otherwise scaling
up, specific interventions or program types

Description
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.

Timeframe
Ongoing

Entities with Lead Responsibilities
HSH, MOHCD

Measurable Targets
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.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach

Strategy 31

Type of Strategy
Increasing investments into, or otherwise scaling
up, specific interventions or program types

Description
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.

Timeframe
Landlord incentive program to be launched by July 2022 and currently planning for potential expansion in early 2023

Entities with Lead Responsibilities
HSH

Measurable Targets
Process Measures: Timely implementation of landlord incentive program; and tracking of new landlords recruited.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.

Strategy 32

Type of Strategy
Increasing investments into, or otherwise scaling
up, specific interventions or program types

Description
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.

Timeframe
Ongoing

Entities with Lead Responsibilities
HSH

Measurable Targets
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.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.

Strategy 33

Type of Strategy
Increasing investments into, or otherwise scaling
up, specific interventions or program types

Description

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.

Timeframe
Full implementation to be achieved during FY 22-23

Entities with Lead Responsibilities
HSH

Measurable Targets
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.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 34

Type of Strategy
Increasing investments into, or otherwise scaling up, specific interventions or program types

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.

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.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.

6. Increasing successful placements from street outreach

Strategy 35

Type of Strategy
Improving access to supportive services and/or
physical health and behavioral health services

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.

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.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 36

Type of Strategy
Increasing investments into, or otherwise scaling
up, specific interventions or program types

Description
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.

Timeframe
Ongoing

Entities with Lead Responsibilities
HSH, MOHCD

Measurable Targets
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.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 37

Type of Strategy
Strengthening systemic efforts and processes, such as coordinated entry and assessment processes, landlord engagement efforts, housing navigation strategies, and other systemic improvements

Description
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.

Timeframe
Ongoing

Entities with Lead Responsibilities
HSH

Measurable Targets
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.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 38

Type of Strategy

Increasing investments into, or otherwise scaling
up, specific interventions or program types

Description
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.

Timeframe
Implementation of Emergency Rental Assistance resources underway, implementation of locally-funded
activities by FY 22-23

Entities with Lead Responsibilities
MOHCD, HSH

Measurable Targets
Output Measure: Services provided to approximately 2,500 households by July 2024.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent
housing.
7. Focused on equity goals related to underserved populations and populations disproportionately
impacted by homelessness.

Strategy 39

Type of Strategy
Increasing investments into, or otherwise scaling
up, specific interventions or program types

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.

Timeframe
Ongoing

Entities with Lead Responsibilities
MOHCD

Measurable Targets
Output Measure: Number of new units within the affordable housing pipeline and the number of new units
that come on-line each year.

Performance Measure(s) to Be Impacted (Check all that apply)
1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.

3. Increasing the number of people exiting homelessness into permanent housing.
5. Reduing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

*Click **+ Add Strategy** above to add additional strategies as needed.*

Part III. Narrative Responses

Copy and paste your responses to Part III. Narrative Responses from the [HHAP-4 Local Homelessness Action Plan & Application Template](#) into the form below.

Question 1

[50220.8(b)(3)(D)] My jurisdiction (e.g., City, County, CoC) collaborated with other overlapping jurisdictions to develop the strategies and goals related to HHAP-4

Q1
No

Question 2

[50220.8(b)(3)(D)] My jurisdiction (e.g., City, County, CoC) consulted with each of the following entities to determine how HHAP-4 funds would be used:

Public agencies (governmental entities)
Yes

Private sector partners (philanthropy, local businesses, CBOs, etc.)
Yes

Service providers (direct service providers, outreach, shelter providers, etc.)
Yes

Local governing boards
Yes

People with lived experience
Yes

Other
Yes

Other response
Local Health Care AND

Managed Care Plans

a. Please describe your most notable coordination and collaborative processes with these entities.

Public agencies (government entities): In FY 22-23 HSH is completing an update to its five-year strategic plan. Unlike the prior plan, which focused specifically on the activities of the Department of Homelessness and Supportive Housing, the new document will be a citywide plan that reflects shared goals and encompasses cross-system collaborative strategies to address homelessness. To that end, HSH is currently in the process of facilitating strategic planning conversations with significant government partners to solicit input to the plan, including the Department of Public Health (DPH), the Human Services Agency (HSA), the Department of Emergency Management (DEM), the Office of Economic & Workforce

Development (OEWD), the Department of Disability and Aging Services (DAS), the SF Housing Authority (SFHA), the Mayor's Office of Housing and Community Development (MOHCD), the Department on the Status of Women, criminal justice partners, and the San Francisco Unified School District (SFUSD). While these conversations are not specifically focused on HHAP-4 investments, they will be used to inform HSH decision-making about resource allocation in general and recommendations for future investments made in the strategic plan. Several of these other city agencies also contributed to the HHAP funding landscape analysis. Additionally, HSH is engaged in many active collaborative initiatives with other public sector partners (described further below), and the department's ongoing experience across all of these cross-system efforts has helped to inform its Local Homelessness Action Plan and proposed investment of HHAP-4 funds.

Private sector partners (philanthropy, local businesses, etc.): HSH works closely with Tipping Point Community, a San Francisco-based nonprofit and philanthropy committed to addressing poverty in the Bay Area. Recent areas of partnership have included scaling HSH's investment in scattered site housing as a strategy for combating homelessness, developing strategies to increase participation of private landlords in the scattered site program, and community planning to advance racial equity within the local homelessness response system. The department also regularly invites community input from local businesses and neighbors on the development of new service delivery sites and program design.

Service providers (direct service providers, outreach, shelter providers, etc.): The majority of homelessness response system services in San Francisco are delivered through community-based organizations, dozens of which are funded by HSH and other City departments. The community-based service providers and/or partners that HSH funds include but are not limited to the following:

•   Homeless shelter providers
•   Permanent supportive housing providers
•   Homelessness and housing advocacy organizations
•   Providers of street outreach and community ambassador programs
•   Coordinated entry access point and drop-in services providers
•   BIPOC-led and BIPOC-serving organizations
•   Nonprofits serving and advocating for the LGBQ+, trans and non-gender conforming communities
•   Victim services providers and DV advocacy organizations
•   Disability advocates and service organizations
•   Nonprofit providers of substance abuse, mental health, and other behavioral health services
•   Harm reduction and overdose prevention providers
•   Legal advocates and legal services providers
•   Youth service providers and youth advocates
•   Churches and faith-based organizations

HSH meets regularly with its community-based partners across a variety of venues, and service provider feedback is taken into consideration when making HHAP-4 and other resource allocation decisions. HSH also convenes a Strategic Framework Advisory Committee (SFAC) comprised of a diverse and representative group of executive-level staff from community-based service organizations. The SFAC meets monthly with HSH leadership to provide feedback on the department's strategies and resource investments.

Local governing boards: San Francisco's Local Homeless Coordinating Board (LHCB) is a nine-member body appointed by the Board of Supervisors, Mayor, and the Controller that serves as the mandated Continuum of Care (CoC) governance 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, and coordinates the alignment of strategies and investments on solutions to homelessness. HSH also works closely with the statutorily created Our City, Our Home Committee (OCOH), which monitors and makes recommendations for investment of the Prop C Homeless Gross Receipts Tax set aside for homeless services. This voter-approved local tax set-aside generates up to $350 million annually for permanent supportive housing, shelter, prevention, and mental health services. The OCOH Committee is advisory in nature and makes annual recommendations regarding the investment of Prop C funds to the Mayor and the Board of Supervisors. While it does not have purview over the investment of HHAP funds, it conducts needs assessments and gathers public input

regarding priorities for investment in homelessness response system services, which inform the department's decision-making.

People with lived experience: HSH strives to engage people with lived experience of homelessness (PWLE) in leadership and decision making through several avenues. The LHCB serves as an advisory body to HSH and includes members with lived experience, who vote on Board matters including CoC Policies & Procedures and CoC funding. 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. San Francisco's implementation of funding through local Prop C, which generates additional revenue for programming to prevent and end homelessness, is overseen by the Our City, Our Home Oversight Committee to ensure accountability over the use of the funds. That Oversight Committee includes specific seats for people with lived experience. The Committee hosted several community listening sessions in 2021-22, that engaged over 400 people with lived experience. The input informed community priorities for OCOH funding but also for the HHAP Local Homelessness Action Plan. Through a contract with Talent Poole, HSH is also working with Community Liaisons to lead specific outreach and engagement efforts. Under this model, Community Liaisons are PWLE who serve as peers as experts and contribute to the overall planning and decision making of HSH's strategic planning and goals.

Other: 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) the planning and implementation of Housing Community Supports (HCS). CalAIM HCS will allow HSH to bill Medi-Cal through the MCPs for reimbursement starting in July 2023. HCS in San Francisco will include housing navigation, housing stabilization, and housing deposits. HSH, the MCPs, and the Department of Public Health are working together to plan around investment priorities and the alignment of multiple funding streams to support cross-system integration and whole person care strategies.

Question 3

[50220.8(b)(3)(B) and 50220.8(b)(3)(E)] My jurisdiction (e.g., City, County, CoC) is partnering or plans to use **any round** of HHAP funding to increase partnership with:

People with lived experience
Yes

Is this partnership formal or informal?
Formal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
Yes

Social services (CalFresh, Medi-cal, CalWORKs, SSI, VA Benefits, etc.)
Yes

Is this partnership formal or informal?

Formal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
Yes

Justice entities
Yes

Is this partnership formal or informal?
Formal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
No

Workforce system
Yes

Is this partnership formal or informal?
Formal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
Yes

Services for older adults
Yes

Is this partnership formal or informal?

Formal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
Yes

Services for people with disabilities
Yes

Is this partnership formal or informal?
Formal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
Yes

Child welfare system
Yes

Is this partnership formal or informal?
Formal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
Yes

Education system
Yes

Is this partnership formal or informal?

Formal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
No

Local Homeless Coordinated Entry System
Yes

Is this partnership formal or informal?
Formal partnering

Is this partnership current or planned?
Current

Do HHAP Funds Support This Partnership?
Yes

Other (please specify)
No

---

a. Please describe your most notable partnership with these groups (e.g. MOUs, shared funding, data sharing agreements, service coordination, etc.)
People with lived experience:
Engaging people with lived experience of homelessness (PWLE) in leadership and decision making will be a key strategy in the department's new strategic plan, and HSH is already leaning into this strategy. The CoC engages with PWLE in leadership and decision making through several avenues. The CoC Board includes PWLE trusted in the community who vote on Board matters including CoC Policies & Procedures and CoC funding. The CoC Board regularly invites/encourages participation from (1) lived experience advocacy groups/advisory boards (e.g., Coalition on Homelessness (CoH), Shelter Monitoring Committee, Family Advisory Council) and (2) PWLE to comment on action items at monthly CoC meetings, including committees on Funding and Coordinated Entry (CE).
The department's HHAP-3 investment plan included the allocation of resources in planning and consulting services. One of the consultants hired with these funds hire staff with lived experience and has expertise in

training & supporting PWLE. Through this contracted partner, HSH has actively engaged several PWLE as compensated consultants to the department's current Coordinate Entry Redesign process. Input on Coordinated Entry from PWLE led HSH to reduce barriers to accessing CE/housing/services through the elimination of most in-person meetings and the requirement for hard copies of documents.

PWLE will also be engaged in the department's broader strategic planning process. The CoC has recruited 4 "community liaisons" (PWLE) to support the CoC-wide strategic planning process. Liaisons will be paid as consultants for their time by the hour. Using a community-based participatory action research model, they will design and conduct surveys, focus groups, and interviews with community stakeholders, interpret data, and support planning.

In other examples:

• HSH's recently completed evaluation of its Coordinated Entry System incorporated extensive feedback from PWLE. Evaluators sought and analyzed input from over 200 extensive surveys of system users/PWLE, as well as input from PWLE during in-person and online focus groups, town halls, and listening sessions. Implementation will be guided by a working group of diverse stakeholders, including at least 5 PWLE.

• HSH recently launched the Safe Housing Working Group, inviting in various city departments, victim service providers, and survivors with lived experience to address gaps in services for survivors and recommend updates to policies and strategies. Based on PWLE feedback in the Safe Housing Working Group, the CoC updated its CE written standards to more specifically address procedures for serving survivors of domestic violence.

• The Just Home Initiative is a criminal justice effort to reduce disparities and increase housing stability for PWLE who are also criminal justice involved and calls for community engagement of PWLE.

• To respond to reported participant challenges, including employability, lack of pride, and absence of community, CoC PSH programs host an array of tenant-led events and program-organized volunteer opportunities, including building community gardens and hosting computer classes.

Social services (CalFresh, Medi-Cal, CalWORKs, SSI, VA Benefits, etc):

HSH and the Human Services Agency partner closely across multiple initiatives and have a current Data Sharing Agreement that facilitates cross-system work. The two departments have collaborated extensively on linking people experiencing homelessness to public benefits, and through the voter approved initiative Care Not Cash initiative, have prioritized homeless recipients of General Assistance benefits for housing placement. They have 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.

CoC providers are required to attend a mandatory annual training on Increasing Participant Access to Mainstream Benefits (non-employment income). Representatives from General Assistance, SSI, and CalWORKs train homelessness response system providers on available benefits, eligibility, avenues for advocacy, tips and tricks, common challenges, and direct contacts to management. As a result, most participants in CoC-funded programs have at least one source of cash income at annual assessment or exit due to case managers' heavy focus to secure income.

Justice entities:

The Just Home Initiative is funded through a grant from the MacArthur Foundation and Urban Institute that was competitively awarded to HSH. The grant provides funding and technical assistance to local communities to address the needs of people with justice involvement who are also experiencing or at risk of experiencing homelessness. Through this project, HSH is partnering with the District Attorney's Office and their Safety and 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 creation of a more integrated and aligned system to quickly identify housing solutions for high users of housing, health, and justice systems and creation of more permanent housing

for his population, including both scattered-site and site-based models.

HSH also participates in the Young Adult Justice Initiative (YAJI), 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. In addition, HSH has a seat on the Reentry Council, which coordinates local efforts to support justice-involved and formerly incarcerated people, and will soon have a seat on the San Francisco Sentencing Commission, which is a policy body consisting of 13 system and community representatives that is codified in the local administrative code with the express responsibility to make recommendations based on best practices, research, and data analysis to improve public safety, reduce recidivism, and reform criminal sentencing. Finally, HSH has recently established a partnership with San Francisco Pretrial Diversion to 1) open an Access Point for those who are justice-involved so that they can enter the coordinated entry system more easily and be assessed for housing and problem-solving services and 2) to launch a Navigation Center, a low-barrier and housing focused shelter for people who are criminal justice involved and at high risk of homelessness about to exit jail.

Workforce system:

HSH partnered with Office of Employment and Workforce Development (OEWD), the Human Services Agency and the community-based Homeless Workforce Collaborative 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 several million dollars in Prop C homelessness response funds to support employment services for people experiencing homelessness. HSH also has a seat on the Workforce Alignment Committee, a cross-departmental planning body enabled by local ordinance that seeks to improve coordination across multiple local agencies that provide employment services.

Services for older adults:

HSH is partnering with the SF Department of Disability and Aging Services to implement a collaborative initiative that embeds the In-Home Supportive Services (IHSS) model across two dozen permanent supportive housing sites. The partnership will increase connection to home care services for eligible older and disabled residents, helping to stabilize their living situations and improve health outcomes.

Services for people with disabilities:

HSH is partnering with the Human Services Agency, the Department of Disability and Aging, and the Department of Public Health to jointly plan and implement the state-funded Housing, Disability and Advocacy Program (HDAP). In FY 21-22, in partnership with community-based providers of homeless services, City partners launched a new multi-disciplinary team that roves emergency shelters and links eligible clients to federal disability benefits and permanent supportive housing.

Many CoC providers have been SOAR trained, as the majority of CoC households live in PSH and are chronically homeless or have significant barriers to obtaining market rate housing. To ensure more access to benefits (and advocacy when benefits are denied), the CoC works to coordinate with advocacy programs like the Disability Evaluation Consultation Unit, Disability Evaluation Assistance Program, and Positive Resource Center, which do direct advocacy for SSI/SSDI benefits for participants.

Child welfare system:

In close coordination with child welfare system partners, HSH administers the Transitional Housing Plus program to ensure housing stability for young adults who have emancipated or aged out of the foster care system.

Education system:

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. The partnership creates family shelters in the recreation room of a public school on weekends and during school vacations.

SFUSD also holds a Data Sharing Agreement and partnership agreement with one of HSH's contracted Youth Coordinated Entry providers, which facilitates access to homelessness response system services for housing unstable youth and families. Improved data sharing between HSH and SFUSD is one potential area for collaboration identified in recent strategic planning conversations with the school district. In 2023, HSH will work with SFUSD to explore data sharing strategies that can be implemented to improve access

to shelter, housing and support services for homeless public school families.

Local Homeless Coordinated Entry System:

HSH administers the Coordinated Entry System through contracted adult, youth, family and victims services providers. In FY 21-22 HSH completed an evaluation of its CE system and is currently engaged in a CE Redesign process that will generate recommendations for implementation in 2023. Enhanced use of administrative data held by other public agencies to support the process of prioritizing people for housing through the CE process is an area in which recommendations are expected.

Other:

•   CalAIM implementation will better align health and behavioral health care resources into programming for preventing and ending homelessness. Through CalAIM, HSH plans 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; and 3) housing deposits. HSH is also working with DPH to grant homeless services providers access to electronic health records to better coordinate care.

•   HSH has a Data Sharing Agreement with the San Francisco Public Housing Authority (PHA) that enables the agencies to work collaboratively to administer 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 EHVs 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.

•   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 and to design a free parking pilot program for residents of family homeless shelters.

•   In close coordination with MOHCD, HSH implements a $29M annual targeted homelessness prevention strategy and jointly finances the development, operating subsidies, and support services of new affordable housing projects with units set aside for formerly homeless families and individuals.

•   HSH convenes regularly with the Department of Public Health to plan for and operationalize the integration of physical health and behavioral health services into permanent supportive housing and shelter settings. The department also works closely with DPH to case conference acute users of multiple systems of care and to provide Coordinated Entry System administrative case reviews to support the prioritization of individuals experiencing homelessness into housing.

•   HSH actively participates in planning and joint field operations led by the San Francisco Department of Emergency Management to address street conditions across the City. These operations bring together multiple government entities in a coordinated effort to address homeless encampments, street cleanliness, and street safety.

Question 4

[50220.8(b)(3)(B) and 50220.8(b)(3)(E)] My jurisdiction (e.g., City, County, CoC) is strengthening its **partnership, strategies, and resources** across:

Managed care plans and resources (such as the Housing and Homelessness Incentive Program [HHIP])
Yes

Physical and behavioral health care systems and resources
Yes

Public health system and resources
Yes

a. Please describe your most notable coordination, planning, and/or sharing of data/information that is occurring within these partnerships.
Managed care plans and resources (such as the Housing and Homelessness Incentive Program [HHIP]): 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 and workgroups 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 San Francisco will include housing navigation, housing stabilization, and housing deposits. In recent months, the department has also partnered actively with the Department of Public Health and the MCPs to align around funding priorities for the Housing and Homelessness Incentive Program (HHIP), the PATH program, and the Incentive Payment Program; all are intended to support the roll out of CalAIM and cross-system whole person care approaches to service delivery.

Physical and behavioral health care systems and resources:
HSH continues to maintain and enhance its ongoing partnership across multiple initiatives with the San Francisco Department of Public Health (DPH), HSH's key partner in ensuring that current and formerly homeless individuals have access to public health and behavioral health services and supports. Examples of partnerships include but are not limited to the following:

•   HSH and DPH are engaged in joint strategic planning to inform a citywide plan focused on solutions to homelessness. 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.

•   HSH funds 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.

•   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 (MHSF). MHSF focuses on serving people who are experiencing homelessness and have 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 who are underinsured.

•   HSH and DPH 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.

•   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 HSH to better identify, engage, and prioritize services to those in need.

Public health system and resources:
HSH continues to maintain and enhance its ongoing partnership across multiple initiatives with the San Francisco Department of Public Health (DPH), HSH's key partner in ensuring that current and formerly homeless individuals have access to public health and behavioral health services and supports. Examples of partnerships include but are not limited to the following:

• Throughout the COVID-19 public health emergency, HSH and DPH worked side by side to implement the City's pandemic 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.
• HSH finalized a comprehensive Continuity of Operation Plan (COOP) in Summer of 2021 that supports the SF CoC's continued readiness for future infectious disease outbreaks and incorporates the lessons learned from COVID-19. The pandemic led to the development of procedures that will guide local hospitals/healthcare providers and DPH in future efforts to deliver medical care/vaccines to those in high-risk congregate settings, highly impacted zip codes, and for those living on the street.

Question 5

[50220.8(b)(3)(F)] Please select what actions your jurisdiction will take to ensure racial/ethnic/gender groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services:

[50220.8(b)(3)(F)] Please select what actions your jurisdiction will take to ensure racial/ethnic/gender groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services:
Disaggregating administrative data for use in decision making processes
Modifying procurement processes
Ensuring those with lived experience have a role in program design, strategy development, and oversight
Developing workgroups and hosting training related to advancing equity

a. Please describe the most notable specific actions the jurisdiction will take regarding equity for racial/ethnic/gender groups.
HSH has made a commitment to equity throughout the homelessness response system (HRS) and its Strategic Framework. Specific actions the department has or plans to take to promote equitable access to the homelessness response system and equitable outcomes for BIPOC communities include the following:
• HSH is currently in a Strategic Planning year with the next 5 year strategic plan to be released in early 2023. Racial and housing justice will be a fundamental component embedded throughout the plan.
• In 2021, HSH hired its first Chief Equity Officer to lead HSH's equity initiatives. This fiscal year, the department will add a dedicated racial equity trainer and a racial equity analyst to its staff.
• In 2021, the department published its first Racial Equity Action Plan (REAP). HSH's Racial Equity Action Plan Phase 1 initiatives focus on establishing equity throughout our department and ensuring no disparities in discipline, separations, retention, or promotions based on race, ethnicity, sexual orientation, gender identity, and various other underrepresented groups. HSH also seeks to establish a mentorship program to ensure that we are promoting BIPOC staff at the same rate as their white counterparts. HSH recently entered into a contract with Equity in Action that will support the work of our internal initiatives.
• HSH external priorities will focus on providing capacity building for BIPOC-led CBOs to ensure that they have the staffing and infrastructure to procure contracts with the same success as other CBOs in our network and work to build up smaller organizations better to serve over-represented communities in the homelessness response system.
• In October 2022, the entire department underwent an all-staff training focused on systemic racism and white supremacy culture (WSC) in society and how those systems inform the racial disparities in the HRS. Section 1 focused on understanding how systemic racism manifests in U.S. policy. Section 2 focused on how those systemic factors contribute to the racial inequities we see in homelessness at the national, state, and local levels. The 3rd section revealed how the characteristics of WSC manifest at HSH and tasked staff with proposing solutions to address these oppressive practices.
• HSH will undergo two additional trainings over the fiscal year focused on systemic racism at the interpersonal and individual levels. The trainings will aim to explore how these issues manifest within our department and in our work with clients and CBOs.
• The following work groups meet regular to advance racial equity priorities: HSH's Strategic

Framework Advisory Committee; the CoC Board; the Black, Indigenous, and other People of Color Provider Group; the Homeless Emergency Service Provider Association; the SF Human Services Network; and the Supportive Housing Provider Network.

• In the past two years, HSH has greatly increased data coverage in its Homeless Management Information System (HMIS), enabling significant improvements in its ability to report clients served by race, ethnicity, sexual orientation, and gender identity. In early 2022, HSH launched the Coordinated Entry & Housing Demographics public dashboard to display the demographics of clients served and housed through our coordinated entry process. The department produces annual reports on the sexual orientation and gender identity of clients served as required by the City and County of San Francisco and was able to produce this using data almost entirely sourced from our singular HMIS system in Fiscal Year 2022. Currently, HSH is also working to produce an internal dashboard to analyze the demographic breakdown of all clients enrolled, served, and exited from various program areas by program, provider, and flexible reporting periods. This tool will enable our staff and providers to monitor data for equity with greater ease. Until this is fully developed and launched, HSH's Data & Performance team use available data to support analyses on an ad hoc basis.

• In 2021, San Francisco received 906 federal Emergency Housing Vouchers and local priorities to guide their use, including "Addressing racial inequities in homelessness caused by structural racism by connecting households who have been historically marginalized to vouchers through community-based referral partners." To date, of the 712 vouchers issued, 90% of heads of household identified as BIPOC, including 57% Black or African American, 21% Latinx, 9% Native American/Indigenous and 10% LGBTQ+.

• HSH intends to develop an outreach plan to bring providers of color and smaller providers into the larger HRS, and to build the capacity of Black-led organizations. 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, the department intends to evaluate its contracting process to identify barriers for and to improve opportunities for participation.

• 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, the CE for Youth providers have formally partnered with smaller agencies to provide competent and responsive services to LGBTQ+ youth. HSH recently selected a BIPOC-led 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.

• In 2021, HSH launched a 2-phase process to evaluate and re-design its Coordinate Entry System, with an emphasis on examining racial disparities in access to services and placement into housing. HSH hired consultants to conduct a qualitative & quantitative CE evaluation. CE & HMIS data was examined across race & ethnicity to identify any differences in who gets assessed, how vulnerability is scored, and what referrals are denied by housing providers. The CE Redesign process, which is currently underway, will build on the evaluation findings and center equity in its recommendations for system improvement. HSH is convening a diverse working group to address disparities and other issues in assessment and system design. Primary factors for member selection of the working group include those who represent lived expertise of homelessness and are from historically underrepresented populations, including Black and African American, Latinx, Asian, LGBQ, and transgender and gender non-conforming communities.

• HSH intentionally designs programs targeted to serve overrepresented and underserved populations and selects service providers representative of the community to deliver those services whenever it can. Examples of programmatic initiatives that advance equity include the following:

o In FY 22-23, the department partnered with the San Francisco Mayor's Office and the Office of Transgender Initiatives to launch the Ending Trans Homelessness Initiative and is now engaged in active planning with community partners and other city departments to begin implementation.

o In FY 21-22, HSH opened Taimon Booton Navigation Center, which provides shelter and services to trans and gender non-conforming people who are experiencing homelessness. The selected provider is

a peer-based nonprofit serving sex workers throughout the Bay Area.

o   Recently, HSH began working with the Asian Women's Shelter (AWS) to address domestic violence by promoting women's social, economic, and political self-determination, with 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.

o   HSH funds the SAFE Navigation Center in the Bayview Hunter's Point community, which provides homeless services in District 10, a historically Black neighborhood severely impacted by racial inequity. In the provider selection process, responses to racial equity questions were given a higher weight, resulting in the selection of a nonprofit service provider that 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. HSH also recently launched a flexible subsidy housing pool program specifically to serve people experiencing homelessness in the Bayview.

Question 6

[50220.8(b)(3)(G)] My jurisdiction (e.g., City, County, CoC) has specific strategies to prevent exits to homelessness from **institutional settings** in partnership with the following mainstream systems:

Physical and behavioral health care systems and managed care plan organizations
Yes, formal partnering

Public health system
Yes, formal partnering

Criminal legal system and system for supporting re-entry from incarceration
Yes, formal partnering

Child welfare system
Yes, formal partnering

Affordable housing funders and providers
Yes, formal partnering

Income support programs
Yes, formal partnering

Education system
Yes, formal partnering

Workforce and employment systems
Yes, formal partnering

Other (please specify)
Yes, formal partnering

Other response

Social services and human services

a. Please describe the most notable specific actions the jurisdiction will take to prevent exits to homelessness from institutional settings

HSH has specific strategies to prevent exits to homelessness from institutional settings in partnership with all of the listed mainstream system partners.

Physical and behavioral health care systems and managed care plan organizations:

HSH is partnering with the Department of Public Health and the two Medi-Cal managed care plans (MCPs) in San Francisco to plan and implement Housing Community Supports through the statewide CalAIM system reform initiative. HCS will launch in San Francisco as a Medi-Cal benefit under CalAIM in July 2023. Planned HCS benefits include housing navigation, rental deposits, and tenancy sustaining services. This effort is expected to improve access to housing-related supports for MCP members, thereby preventing or ending homelessness and improving health outcomes.

Public health system:

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.

Criminal legal system and system for supporting re-entry from incarceration:

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 are exiting custody. HSH is partnering with several local agencies on this initiative, including the District Attorney's Office, the Mayor's 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.

Child welfare system:

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.

Affordable housing funders and providers:

HSH partners closely with the Mayor's Office of Housing and Community Development, the public sector agency charged with affordable housing development in San Francisco. Through the Local Operating Subsidy Program, a subset of units in new affordable housing developments are set aside for formerly homeless households. While MOHCD leads on pre-development, construction, and capital financing, HSH contributes operating subsidies to make the newly constructed units accessible to formerly homeless individuals and families, refers households to the units through the Coordinated Entry System, and funds case management and other services that promote housing retention.

The CoC/HSH and the San Francisco Public Housing Authority (SFPHA) collaboratively applied for and received EHV, FUP, and Mainstream Vouchers. The CoC and the PHA have been partnering 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. The CoC is also using EHVs to help with some individuals who are exiting institutions such as jails and hospitals and also prioritized over 130 EHVs for people escaping violence to secure housing and supportive services. Under San Francisco's partnership model, the SFPHA administers the waitlist and the vouchers, and HSH funds and contracts for services through its nonprofit partners, including outreach to eligible households, support in submitting full voucher applications and supporting documents, landlord recruitment, housing search and support throughout the leasing process, and support with housing stabilization. This partnership allows for identification of households experiencing homelessness or housing instability and rapid resolution through coordinated connection to EVH, FUP, and Mainstream vouchers.

Income support programs:

HSH and the Human Services Agency collaborate extensively on linking people experiencing

homelessness to public benefits, and on connecting benefit recipients to housing supports. Because linkage to income supports for formerly homeless individuals (now residing in supportive housing) is understood to be an effective strategy for preventing reentries to homelessness, CoC providers are required to attend a mandatory annual training on Increasing Participant Access to Mainstream Benefits (non-employment income). Representatives from General Assistance, SSI, and CalWORKs train homelessness response system providers on available benefits, eligibility, avenues for advocacy, tips and tricks, common challenges, and direct contacts to management. As a result, most participants in CoC-funded programs have at least one source of cash income at annual assessment or exit, due to heavy focus by case managers to secure income.

Through the local voter-approved Care Not Cash initiative, HSH prioritizes homeless recipients of General Assistance benefits for housing placement. HSH and HSA have 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 and prevent relapses into homelessness.

Education system:

San Francisco Unified School District (SFUSD) Social Workers are trained at least annually on the Homelessness Response System and Family Coordinated Entry, and since 2018, HSH & SFUSD have operated an overnight shelter at a school site, prioritizing homeless students at SFUSD. HSH and SFUSD have begun to plan for a coordinated case management model that allows Buena Vista Horace Mann school social workers to access HMIS and support students experiencing homelessness with acquiring required documents for housing placement. In May 2022, HSH, SFUSD and private partners successfully wound down the Heading Home initiative, a public private partnership that ended homelessness through rapid rehousing for 700 families with children in SFUSD.

Workforce and employment systems:

HSH partnered with Office of Employment and Workforce Development (OEWD), the Human Services Agency and the community-based Homeless Workforce Collaborative 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 several million dollars in Prop C homelessness response funds to support employment services for people experiencing homelessness. HSH also has a seat on the Workforce Alignment Committee, a cross-departmental planning body enabled by local ordinance that seeks to improve coordination across multiple local agencies that provide employment services.

Other social services and human services systems:

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 7

[50220.8(b)(3)(H)] 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.
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.
Additionally, the department, led by HSH's Chief Equity Officer and the HSH Executive Leadership team and supported by the HSH DEI Committee, is implementing a Racial Equity Action Plan. The plan will include developing and delivering capacity building trainings focused on three areas of racial equity to HSH Staff by July 2023. HSH 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 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 for a more robust database and overall care coordination. Additional 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 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 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. The OCOH Fund is overseen by the OCOH Oversight Committee comprised of community representatives, including people with lived experience 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.

HSH is 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; and 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: (1) model the amount of interventions and costs needed to inform local strategic plan goals and system performance measures; (2) identify the amount of shelter, interim, and permanent housing interventions needed to achieve system and equity goals; and (3) 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 the 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. HSH worked with Applied Survey Research to prepare additional data for the full report. The full report was made available July 2022 and included demographic information and other characteristics about the unhoused population.

Given the quality of our existing PIT counts and efforts, HSH intends to keep the same methodology for the next PIT count in 2024.

(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 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 components. The first report synthesizing the work done in Phase One was completed and released publicly in Summer 2022. The goal of this report was to support the overall HSH strategic planning and develop recommendations for the second phase of the CE redesign. Currently in the second phase, HSH is working with community partners and people with lived expertise to identify and implement changes to: 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.

HSH launched Coordinated Entry 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 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 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. In recent months HSH has continued to enhance its Youth CE system by implementing additional training and capacity building investments to its Access Points.

Question 8

*Responses to these questions are for informational purposes only.

What **information, guidance, technical assistance, training, and/or alignment of resources and programs** should Cal ICH and other State Agencies prioritize to support jurisdictions in progressing towards their Outcome Goals, Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness, and/or would otherwise help strengthen local partnerships, coordination, planning, and progress toward preventing and ending homelessness?

Information, Guidance, and Technical Assistance
Technical assistance related to goal setting in underserved/disproportionately impacted populationsins

Alignment of Resources and Programs

In the space below, please describe what Cal ICH and other State Agencies should prioritize related to alignment of resources and programs, strengthening partnerships and collaborations, or any other ways that State can support communities' progress:

Untitled
To progress towards the outcome goals we have set, we need guidance on the data elements and formulas used to calculate our data for HDIS and have it reflect the data from our systems that are not entered into HMIS, including data from our data warehouse that holds public health and other shared data that informs our goal setting and policy making. Guidance is also needed on how to set and track equity goals that target specific racial groups and on how to achieve goals related to expanding coverage of HDIS.

Technical assistance in the following areas would support the progression towards achieving HHAP-3 goals. In order to work with disparately impacted populations and providers that serve them, TA with capacity building and infrastructure development support, for City staff as well as the providers, in the form of scale up support is needed. In addition, administrative and operational capacity for HR, administrative,

development, and financial systems, hiring and onboarding of new staff, financial controls, leadership development, wage equity analysis, and other types of TA would support the growth and sustainability of the service providers and City staff and help to deliver on more aggressive goals. City staff and providers would also benefit from TA on programming new goals into local HMIS, tracking data, expanding coverage, training for data quality improvement, and additional capacity for data analysis and goal tracking. TA on how to support providers to center the experience of disparately impacted populations has been requested by providers in addition to helping providers set their own goals to track progress. TA would be well used on best practices across all interventions, especially the temporary shelter and interim housing programs. TA to support the secondary trauma needs of front-line staff is much needed, particularly with the fentanyl crisis and rate of overdoses in programs. Providers often don't have the resources to support their staff in post-critical incident trauma that occurs regularly at their jobs.

HHAP's flexibility has worked well for San Francisco, and we would like to see that continue. The flexible nature of this funding stream has allowed us to successfully align HHAP investments with other investments without significant complexity or requirements. We have also been able to direct HHAP resources to cover significant gaps within our system that other funding sources do not cover or do not cover at our scale of need. For example, while the majority of local and federal funds prioritize housing, HHAP has allowed us to invest in shelter and other critical interventions.

The primary challenges we have experienced with HHAP include the following:

• One time funding does not incentivize partners to collaborate for the long-term.
• Repeated one-time installments of funding and the annual application process are administratively burdensome, complex to manage, and hard to plan around.
• Pressure to move dollars quickly without the guarantee of ongoing funding.
• Quick turnaround on interpreting State-provided data and setting outcome goals.

San Francisco's recommendations for strengthening HHAP include:

• Make HHAP an ongoing funding source for homelessness. Without consistent funding, we are constantly poised at the edge of a fiscal cliff. Making HHAP an ongoing and consistent source of State funding would be very helpful for long-term planning and multi-year budgeting. More predictable funding would also incentivize long-term participation from City agencies, providers, and other partners.
• Maintain existing flexibility within HHAP so local communities can customize based on local needs. Our ability to use HHAP funds to supplement areas like shelter that are not prioritized by local and federal funding has been critical.
• Make application timeframes more realistic and less burdensome so that staff time and energy can be put towards implementing programs and ending homelessness. Consider replacing the current annual application process with a multi-year funding application with annual allocations and streamlined annual updates. Standardize requirements, templates and expectations year over year.
• Bonus funding incentive structures should encourage both ambition and strong performance. Allow local jurisdictions to adjust benchmark performance targets established in the first round HHAP-3 plan submission based on improved understanding of the HDIS data and actual performance in the first year or two of tracking the data.

Part IV. Funding Plan Strategic Intent Narrative

Question 1

Eligibe Use 1

Eligible Use Category Intended to be Supported with HHAP-4
10. Administrative (up to 7%)

Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)
7.00%

Approximate % of TOTAL HHAP-4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)
0.00%

Activities to be Supported with HHAP-4
Continues project staffing for ONE system implementation; privacy and data sharing support

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?
Addresses HMIS system needs for improving HMIS data coverage and quality among service providers; builds internal capacity to be able to focus on improving system outcomes by tracking data elements that inform the system outcome goals such as decreasing the average length of homelessness (E.g., HSH needs increased internal capacity to be able to track the number of days it takes for the system to identify someone at Coordinated Entry enrollment to PSH program enrollment); prepares HSH to meet increasing CalAIM compliance needs as HSH begins implementing CalAIM community supports in the homelesness response system, which can cover some of the gaps left by Whole Person Care in CE, outreach, and data sharing

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?
Fills gaps in current funding sources and builds needed capacity

Eligibe Use 2

Eligible Use Category Intended to be Supported with HHAP-4
4. Services coordination

Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)
10.00%

Approximate % of TOTAL HHAP-4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)
10.00%

Activities to be Supported with HHAP-4
24/7 drop in services/services linkages for 6 months in FY23-24 (started with HHAP 3 funds) and one full year of services in FY24-25 (TAY set aside)

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?
This investment maintains 1.5 years of low-barrier services at a new TAY drop in center started in HHAP 3. Homeless TAY lost the few spaces they had to get indoors during the day and the community of TAY

providers have trying to identify a place where they can let TAY know they can go for meals, safety, services, and connection to the homelessness response system

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?
Using other monies dedicated to TAY services to fill additional needs, HHAP funds will fill in the gap for needed drop in centers currently funded with HHAP 3

Eligibe Use 3

Eligible Use Category Intended to be Supported with HHAP-4
8. Interim sheltering (new and existing)

Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)
50.00%

Approximate % of TOTAL HHAP-4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)
0.00%

Activities to be Supported with HHAP-4
1.5 additional years of non-congregate and semi-congregate operating costs for 711 Post and Baldwin Hotel with enhanced case management

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?
This will continue 1.5 additional years of 410 beds in a noncongregate shelter (NCS) that will build from the success of the Shelter In Place COVID hotel model that San Francisco used during the pandemic. This model was particularly effective for people who are unsheltered or who have needs or disabilities that are not compatible with a large congregate environment. PEH are interested in coming into NCS so this also serves as a helpful outreach engagement tool. NCS also allows for more effective housing navigation, document readiness, and housing placement since the person is easily accessible and not going to lose their possessions and documents because they are living outside. This low-barrier and housing-focused shelter model also increases the system flow through shelter because of the enhanced services provided.

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?
HHAP 4 serving a critical gap in unsheltered homelessness response as local Prop C dollars are capped at 10% of fund- (could reference any preliminary A Place for All data)

Table 7. Demonstrated Need

# of available shelter beds
2,774

# of people experiencing unsheltered homelessness in the homeless point-in-time

count
4,397

**Shelter vacancy rate
(%) in the summer
months**
11.00%

**Shelter vacancy rate
(%) in the winter
months**
25.00%

**% of exits from
emergency shelters to
permanent housing
solutions**
21.00%

Describe plan to connect residents to permanent housing.
As we return to pre-pandemic shelter capacity with the closure of SIP hotels and decrease in federal
funds for prevention and housing, we anticipate we will need to mitigate an inflow of individuals into
homelessness. We will be using HHAP funds to aid in these efforts to increase low barrier and housing-
focused shelter capacity. Additional services will include housing focused case management and
improving case management ratios.

Eligibe Use 4

**Eligible Use Category Intended to be Supported
with HHAP-4**
4. Services coordination

**Approximate % of TOTAL HHAP-4 ALLOCATION
to be sed on this Eligible Use(%)**
23.00%

**Approximate % of TOTAL HHAP-4 ALLOCATION
to be used under this Eligible Use as part of the
Youth Set Aside? (%)**
0.00%

Activities to be Supported with HHAP-4
Shelter services and enhancements to create more privacy and services in each shelter setting; HHAP 4
continues funding two years of enhanced services in low-barrier and housing-focused shelter; this began
with HHAP 3 funding to enhance housing-focused services in existing congregate and non-congregate
shelter to increase the number of positive exits from shelter to housing and other services, thus
increasing the rate of system flow and opening up beds.

**How is this a strategic use of HHAP-4 resources that will address needs and gaps within the
homelessness response system?**
Maintains low barrier and housing focused-shelter services for additional two years; Shelter services and
enhancements are needed to create more privacy for guests, which is more conducive to their ability to
stay and receive services to get connected to the homelessness response system and housing programs
in each shelter setting; HHAP 4 continues funding two years of enhanced services in low-barrier and
housing-focused shelter; this began with HHAP 3 funding to enhance housing-focused services in
existing congregate and non-congregate shelter to increase the number of positive exits from shelter to
housing and other services, thus increasing the rate of system flow and opening up beds.

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?

Prioritizing investments in shelter while working to making overall homelessness response system and flow into housing more efficient (e.g. reducing times unsheltered, improving matching/placements timelines through CE redesign)

Eligibe Use 5

Eligible Use Category Intended to be Supported with HHAP-4

4. Services coordination

Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)
7.00%

Approximate % of TOTAL HHAP-4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)
0.00%

Activities to be Supported with HHAP-4
Operations for street homelessness / emergency shelter at 33 Gough for 1 year

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?
Maintains operations and services at 33 Gough for 1 additional year for 70 cabins for street homelessness/emergency shelter; Cabins provide a unique temporary crisis and low-barrier placement option that people who are unsheltered have asked for to meet their needs for safety and crisis services; targeted for people who are unsheltered and for whom current traditional shelter options do not serve effectively; cabins provide an opportunity to keep people engaged in services while providing radially low-barrier services with the goal of connecting people to the homelessness response system

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?
Prioritizing investments in emergency shelter while increasing outflow from shelter to housing, funded with local and federal funds (large expansion in local funds coming online)

Eligibe Use 6

Eligible Use Category Intended to be Supported with HHAP-4

5. Systems support

Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)
3.00%

Approximate % of TOTAL HHAP-4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)
0.00%

Activities to be Supported with HHAP-4
Planning, regional collaboration, DEI investments

How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?
Establishes and enhances HSH planning and DEI work, particularly for strengthening BIPOC nonprofit

infrastructure and sustainability to help organizations scale to meet the need and remain healthy as as we move into implementing the state plan's equity goals plan and the and Race Equity Action Plan

How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?
Addresses gaps in current funding sources to build in internal capacity to ensure strategic planning and implementation of HHAP funds, as well as other strategic planning and DEI efforts

Question 2

Please describe how the planned investments of HHAP-4 resources and implementation of the activities to be supported will:

Help drive progress toward achievement of the Outcome Goals and Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness (as identified in Part II above):
HHAP-4 investments will resource equity-focused capacity building efforts to strengthen the infrastructure and sustainability of nonprofit service providers that are primarily BIPOC-led or culturally competent in primarily serving subpopulations that are disparately impacted by homelessness. Under the direction of HSH's first Chief Equity Officer, HHAP resources will support the ongoing execution of HSH's Racial Equity Action Plan, which aims to further HSH's implementation of principles of diversity, equity, and inclusion that is internal to staff and could feed into an organizational development plan.
The HHAP-4 investments will also resource staff and DEI consultants to carry out parts of the plan that will be focused on achieving our homelessness response system performance outcome goals. The funds will also provide resources to people with lived expertise to shape the strategic plan and the related goals of the homelessness response system. HSH will be bringing in DEI experts and trainers to build capacity for providers within the homelessness response system, including focused enhancements and reduced staffing ratios, providing expanded support to BIPOC-led organizations and organizations deeply rooted in historically marginalized neighborhoods and communities, and strengthening the ability of the homelessness response system to reach, serve, and achieve equitable outcomes for overrepresented and underserved populations.

Help address racial inequities and other inequities in the jurisdiction's homelessness response system:
Mirroring national statistics, demographic data on the population served by HSH clearly demonstrates that homelessness disproportionately impacts people in San Francisco, particularly those who are part of the Black, Latinx, and LGBTQ+ communities. These findings validate that structural racism, homophobia, and transphobia impact access to affordable housing and other resources. Addressing racial and intersectional equity is integral to all aspects of HSH's work to end homelessness. Like the broader homeless population, the population that accesses shelter programs such as the ones proposed to be funded by HHAP-4 is disproportionately BIPOC and LGBTQ+. A data pull from earlier this year found that guests of San Francisco's largest adult shelter were:
•   39.01% Black, African American, or African
•   4.96% American Indian, Alaska Native, or Indigenous
•   3.55% Multi-Racial
•   1.42% Native Hawaiian or Pacific Islander
•   16.84% Hispanic/Latinx
•   0.96% Transgender
•   10.95% Gay/Lesbian/Same-Gender Loving/Bisexual/Questioning

To address these disparities in the shelter and crisis services system, as well as in the wider homelessness response system, HSH will leverage the HHAP-4 resources to support our coordination

across departments and start to develop more sustainable staffing models and ensure that equity is not just about the demographic makeup of the department or the homeless system.

As discussed above, HSH has also used the HHAP funds to bring in a DEI expert consulting group called Equity in Action to provide administrative and staffing support for the Chief Equity Officer. The BIPOC provider group has not had the resources or time to plan convenings and get their survey ready. In response, HSH has invited Equity in Action to provide the backbone support to the BIPOC provider group and offer capacity building technical assistance to BIPOC-led organizations.

In addition, HSH will continue to use the HHAP-4 funds to sustain, strengthen, and continue efforts to include people with lived expertise (PWLE) into decision making, planning, and evaluation processes to solve homelessness. Efforts that HSH has recently undertaken to include PWLE using HHAP funds include: 1) contracting with an organization that brings expertise in DEI work, homelessness, the criminal justice system, and system design with staff with lived expertise to recruit and train PWLE as "community liaisons" to design and conduct all community engagement efforts using a participatory action research model as part of the citywide strategic plan and 2) including people with lived expertise onto workgroups to redesign system processes, such as San Francisco's Coordinated Entry system. The PWLE included in these efforts represent populations that have been overrepresented and underserved in the homelessness response system, and they will provide critical insight into how HSH can create a more equitable homelessness response system. Finally, HSH has and will continue to use the HHAP funds to build the capacity of its Data and Performance team. One of the tasks that the Data and Performance team has undertaken is to track placements of Emergency Housing Vouchers and the flexible subsidy housing pool program in District 10, a historically Black neighborhood severely impacted by racial inequity, to ensure that these strategies address some of the inequities in San Francisco's homelessness response system.

Be aligned with health and behavioral health care strategies and resources, including resources of local Medi-Cal managed care plans:
HSH partnered closely with the San Francisco Department of Public Health and the largest Medi-Cal Managed Care Plan in the City (the San Francisco Health Plan) to submit a joint Housing and Homelessness Incentive Plan (HHIP) application in September 2022. The HHIP investment proposal was crafted with an eye to leveraging, aligning with, and filling gaps in other public revenue streams. For example, our HHAP-4 budget proposes to invest the 7% administrative allocation in a team of technical and project management staff focused on building out and enhancing the functionality of the local HMIS system. To leverage this investment, San Francisco's HHIP proposal allocates $1- $2.5 million for additional staff and consulting services to support the HMIS data infrastructure needed to improve bidirectional data exchange between the SF Health Plan and HSH and to support enhanced use of health care data to inform Coordinated Entry housing prioritization.
The HHAP-4 investment in a TAY Drop-In Center will leverage additional funding and in-kind services from the Department of Public Health, which will partner with HSH to deliver physical and behavioral health services and connections to the broader system of care at the drop-in center.
Finally, HSH is collaborating closely with the Department of Public Health on a variety of street outreach strategies designed to link unsheltered homeless individuals with behavioral health disorders into treatment and housing. These strategies include the Tenderloin Linkage Center, a 7-day a week resource hub targeting people engaged in high-risk public substance use, and the nascent Wellness Hubs strategy, which envisions smaller, neighborhood-based safe use spaces co-located with access to basic needs support, shelter, and housing. Ready, low-barrier access to the types of interim housing and shelter resources funded by San Francisco's HHAP-4 budget is critical to the success of these strategies, which seek to reduce self-harm and improve health and mortality outcomes by addressing the social determinants of health.

Support increased exits to permanent housing among people experiencing homelessness:
Because housing and prevention interventions are relatively better funded by other revenue streams, San Francisco proposes to devote the majority of its HHAP-4 funds to temporary shelter, interim housing, and

crisis interventions. Nonetheless, these services are critical to ensuring that more people will exit homelessness to permanent housing.

San Francisco is a member of the Regional Impact Council (RIC), a roundtable of stakeholders from all nine Bay Area counties addressing housing insecurity and homelessness around the region. Convened by regional planning entity All Home, the RIC endorsed a "1-2-4 Framework for Homelessness Solutions" that calls for each $1 invested in shelter or interim housing to be matched with $2 invested in permanent housing and $4 invested in homelessness prevention. The exact ratio is not meant to serve as a strict guideline, and the RIC anticipates that actual investments will vary from place to place. The more important thing is the principle undergirding the framework, i.e., that it is important to invest concurrently in all three types of interventions. Prevention is necessary to reduce inflows to homelessness; interim housing/shelter is necessary to move people off the street and afford them a modicum of safety and dignity while they await placement in permanent housing; and permanent housing is what ultimately allows formerly homeless households to stabilize and thrive.

Moreover, San Francisco is using HHAP funds to innovate in the temporary shelter space. Based on lessons learned from the City's COVID-19 response, approximately 60% of the HHAP-4 budget will be used to help San Francisco move away from a sole reliance on the outmoded congregate emergency shelter model by investing in 160 units of non-congregate shelter, 250 units of semi-congregate shelter, and 70 tiny cabins. These more desirable forms of temporary shelter have proven to elicit better uptake rates, inducing more people to come off the street to a location where they can stabilize and be assessed and supported to move on to permanent housing.

Additionally, nearly a quarter of the HHAP-4 will be used to enhanced services across the temporary shelter portfolio. Specific investments include increasing the number of housing-focused case managers within the shelter system and establishing wage floors for entry-level shelter staff. The former is expected to increase and expedite outflow from shelters to housing, while the latter is expected to improve staff qualifications and retention, thereby improving client outcomes.

Finally, 10% of the HHAP-4 fund will be devoted to a TAY 24/7 drop-in center co-located with San Francisco's existing TAY Navigation Center. The drop-in will not only provide much-needed respite from the streets for highly vulnerable youth, but also be a one-stop shop offering connections to temporary shelter, case management, and workforce services that help youth move towards greater self-sufficiency, housing-focused problem solving assistance, Coordinated Entry, and housing navigation support.

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)

*If data is not available, please input N/A in the cell and explain why the data is not available below:
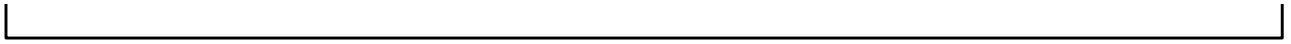
Table 2. Landscape Analysis of People Being Served									
	Permanent Supportive Housing (PSH)	Rapid Rehousing (RRH)	Transitional Housing (TH)	Interim Housing or Emergency Shelter (IH / ES)	Diversion Services and Assistance (DIV)	Homelessness Prevention Services & Assistance (HP)	Outreach and Engagement Services (O/R)	Other: [Identify]	Source(s) and Timeframe of Data
Household Composition									
# of Households **without Children**	7558	1299	328	4613	731	2714	7366	489	For all rows, the source is the ONE System (HSH's HMIS) and the timeframe is calendar year 2021.
# 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	
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	

*If data is not available, please input N/A in the cell and explain why the data is not available below:

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

Funding Program (choose from drop down options)	Fiscal Year (select all that apply)	Total Amount Invested into Homelessness Interventions	# of Vouchers (if applicable)	Funding Source*	Intervention Types Supported with Funding (select all that apply)		Brief Description of Programming and Services Provided		Populations Served (please "x" the appropriate population[s])			
Local General Fund	FY 2021-2022	$ 304,908,235		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.	X	**ALL PEOPLE EXPERIENCING HOMELESSNESS**	TARGETED POPULATIONS (please "x" all that apply)		
	FY 2022-2023	$ 324,822,042			Permanent Supportive and Service-Enriched Housing	Systems Support Activities				People Exp **Chronic Homelessness**	Veterans	Parenting Youth
	FY 2023-2024	$ 324,860,353			Outreach and Engagement	Rental Assistance/Rapid Rehousing				People Exp **Severe Mental Illness**	People Exp **HIV/ AIDS**	Children of Parenting Youth
		$ -			Interim Housing/Congregate/Non-Congregate Shelter					People Exp **Substance Abuse Disorders**	Unaccompanied Youth	Other (please enter here)
Homekey (via HCD)	FY 2021-2022	$ 139,112,100		State Agency	Permanent Supportive and Service-Enriched Housing		Purchase and operating subsidy for Permanent Supportive Housing sites located at 681-687 Ellis Street, 333 12th Street, 835 Turk Street, 1321 Mission Street, 5630-5638 Mission Street, 3055-3061 16th Street (Eula Hotel)	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	**X** Other (adults and families experiencing homelessness or at risk of homelessness)
Emergency Solutions Grants (ESG) - via HUD	FY 2021-2022	Multi-year grants thru 6/30/23		Federal Agency	Interim Housing/Congregate/Non-Congregate Shelter		Safe Sleep Sites, Shelter In Place Hotels, Personal Protective Equipment	X	**ALL PEOPLE EXPERIENCING HOMELESSNESS**	TARGETED POPULATIONS (please "x" all that apply)		
	FY 2022-2023	59,106,462								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)
Emergency Solutions Grants (ESG) - via HUD	FY 2021-2022	$ 1,590,749		Federal Agency	Diversion and Homelessness Prevention	Rental Assistance/Rapid Rehousing	ESG grants are used to assist individuals and families in permanent supportive housing.	X	**ALL PEOPLE EXPERIENCING HOMELESSNESS**	TARGETED POPULATIONS (please "x" all that apply)		
	FY 2022-2023	$ 1,587,675			Interim Housing/Congregate/Non-Congregate Shelter					People Exp **Chronic Homelessness**	Veterans	Parenting Youth
					Administrative Activities					People Exp **Severe Mental Illness**	People Exp **HIV/ AIDS**	Children of Parenting Youth
					Systems Support Activities					People Exp **Substance Abuse Disorders**	Unaccompanied Youth	Other (please enter here)
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2021-2022	Multi-year grants thru 6/30/26**		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.	X	**ALL PEOPLE EXPERIENCING HOMELESSNESS**	TARGETED POPULATIONS (please "x" all that apply)		
	FY 2022-2023				Interim Housing/Congregate/Non-Congregate Shelter					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	$ 150,489,418			Permanent Supportive and Service-Enriched Housing					People Exp **Substance Abuse Disorders**	Unaccompanied Youth	Other (please enter here)
FEMA Public Assistance Program Category B - via FEMA	FY 2021-2022	$ 40,801,805		Federal Agency	Interim Housing/Congregate/Non-Congregate Shelter		FEMA Category B reimbursements are used for HSH's response to the ongoing COVID-19 crisis.	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)
Continuum of Care Program (CoC) - via HUD	FY 2021-2022	$ 61,293,655		Federal Agency	Rental Assistance/Rapid Rehousing	Outreach and Engagement	HSH uses CoC funds to rehouse homeless individuals and families.	X	**ALL PEOPLE EXPERIENCING HOMELESSNESS**	TARGETED POPULATIONS (please "x" all that apply)		
	FY 2022-2023	$ 65,850,932			Systems Support Activities					People Exp **Chronic Homelessness**	Veterans	Parenting Youth
	FY 2023-2024	$ 65,850,932			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 (please enter here)
Emergency Housing Vouchers (EHVs) - via HUD	FY 2021-2022	$ 6,378,645	906	Federal Agency	Rental Assistance/Rapid Rehousing	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.	X	**ALL PEOPLE EXPERIENCING HOMELESSNESS**	TARGETED POPULATIONS (please "x" all that apply)		
	FY 2022-2023	$ 6,378,645	906		Systems Support Activities					People Exp **Chronic Homelessness**	Veterans	Parenting Youth
	FY 2023-2024	$ 6,378,645	906		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 (please enter here)
MacArthur Foundation: Just Home Initiative Grant	FY 2022-2023	$ 559,517		Private Funder(s)	Systems Support Activities		Funds will increase partnerships with justice and housing agencies. Goals include reducing jail population and racial disparities through housing solutions		**ALL PEOPLE EXPERIENCING HOMELESSNESS**	TARGETED POPULATIONS (please "x" all that apply)		
	FY 2023-2024	$ 215,483			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	**X** Other (Criminal Justice involved)
	FY 2021-2022	$ 609,494			Systems Support Activities					TARGETED POPULATIONS (please "x" all that apply)		

Funding Source	Fiscal Year	Amount	Agency Type	Eligible Activities		Description	All/Targeted	Population Focus	Targeted Populations		
State Agency (DHCS): Providing Access and Transforming Health (PATH) Mitigation	FY 2022-2023	$ 8,831,087	State Agency	Administrative Activities		To pay for existing Whole Person Care (WPC) services before they transition to CalAIM on or before January 1, 2024. Funds will sustain capacity and WPC services		ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp **Chronic Homelessness** / People Exp **Severe Mental Illness** / People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / **X** Other (*Adults experiencing homelessness*)
	FY 2023-2024	$ 9,274,618									
		$ -									
Prop C: Our City Our Home	FY 2021-2022**	250,000,000	Local Agency	Permanent Supportive and Service-Enriched Housing	Outreach and Engagement	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.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	**TARGETED POPULATIONS** (*please "x" all that apply*)		
	FY 2022-2023**	250,000,000		Diversion and Homelessness Prevention	Systems Support Activities				People Exp **Chronic Homelessness** / People Exp **Severe Mental Illness** / People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / Other (*please enter here*)
	FY 2023-2024**	250,000,000		Rental Assistance/Rapid Rehousing							
		$ -		Interim Housing/Congregate/Non-Congregate Shelter							
Federal (SAMHSA): Projects for Assistance in Transition from Homelessness (PATH) - through HCD/SAMHSA	FY 2021-2022	$ 610,466	State Agency	Outreach and Engagement		Funds services for people with serious mental illness (SMI) experiencing homelessness		ALL PEOPLE EXPERIENCING HOMELESSNESS	**TARGETED POPULATIONS** (*please "x" all that apply*)		
	FY 2022-2023	$ 611,508							People Exp **Chronic Homelessness** / **X** People Exp **Severe Mental Illness** / People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / Other (*please enter here*)
		$ -									
		$ -									
Local General Fund	FY 2021-2022	$ 2,000,000	Local Agency	Systems Support Activities		Local General Fund: San Francisco capital expenditures for seismic retrofitting	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	**TARGETED POPULATIONS** (*please "x" all that apply*)		
		$ -							People Exp **Chronic Homelessness** / People Exp **Severe Mental Illness** / People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / **X** Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / Other (*Capital Expenditures*)
		$ -									
Care/Not Cash Local Agency Funds	FY 2021-2022	18,839,095	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	18,825,945							People Exp **Chronic Homelessness** / People Exp **Severe Mental Illness** / People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / Other (*please enter here*)
	FY 2023-2024	20,114,688									
		$ -									
2020 General Obligation Bond	FY 2021-2022	Multi-year bond/revenue source	Local Agency	Permanent Supportive and Service-Enriched Housing		Fund investments in public facilities that provide housing and/or treatment for people with SMI / SUD. Also funding for PSH and shelter.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	**TARGETED POPULATIONS** (*please "x" all that apply*)		
	FY 2022-2023								People Exp **Chronic Homelessness** / People Exp **Severe Mental Illness** / People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / Other (*please enter here*)
	FY 2023-2024										
	FY 2024-2025	116,606,587									
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** / People Exp **Severe Mental Illness** / People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting 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** / People Exp **Severe Mental Illness** / People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting 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** / People Exp **Severe Mental Illness** / People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting 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** / People Exp **Severe Mental Illness** / People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / Other (*please enter here*)
		$ -									
		$ -									
Community Development Block Grant	FY 2021-2022	2,753,388	Federal Agency	Diversion and Homelessness Prevention		Eviction prevention and housing	X	ALL PEOPLE EXPERIENCING	**TARGETED POPULATIONS** (*please "x" all that apply*)		
	FY 2022-2023	2,753,388						HOMELESSNESS	People Exp **Chronic Homelessness**	Veterans	Parenting Youth

Program / Fund	Fiscal Year	Amount	Agency	Activity	Activity (2nd)	Description	All	Population	Targeted Populations		
(CDBG) - via HUD		$ -	Federal Agency			stabilization services		EXPERIENCING HOMELESSNESS	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	$ 26,614,927	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	$ 26,614,927							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	$ 31,291,328	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	$ 31,291,328		Rental Assistance/Rapid Rehousing					People Exp **Chronic Homelessness**	Veterans	Parenting Youth
	FY 2023-2024	$ 31,291,328		Diversion and Homelessness Prevention					People Exp **Severe Mental Illness**	People Exp **HIV/ AIDS**	Children of Parenting Youth
	FY 2024-2025	$ 31,291,328							People Exp **Substance Abuse Disorders**	Unaccompanied Youth	Other (*please enter here*)
Local Housing Trust Fund	FY 2021-2022	$ 12,466,660	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	$ 12,466,660		Rental Assistance/Rapid Rehousing					People Exp **Chronic Homelessness**	Veterans	Parenting Youth
	FY 2023-2024	$ 12,466,660		Diversion and Homelessness Prevention					People Exp **Severe Mental Illness**	People Exp **HIV/ AIDS**	Children of Parenting Youth
	FY 2024-2025	$ 12,466,660							People Exp **Substance Abuse Disorders**	Unaccompanied Youth	Other (*please enter here*)
Local General Fund	FY 2021-2022	$ 171,388,699	Local Agency	Permanent Supportive and Service-Enriched Housing		Local General Fund: 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	$ 171,388,699		Rental Assistance/Rapid Rehousing					People Exp **Chronic Homelessness**	Veterans	Parenting Youth
	FY 2023-2024	$ 171,388,699		Diversion and Homelessness Prevention					People Exp **Severe Mental Illness**	People Exp **HIV/ AIDS**	Children of Parenting Youth
	FY 2024-2025	$ 171,388,699							People Exp **Substance Abuse Disorders**	Unaccompanied Youth	Other (*please enter here*)
CalWORKs Housing Support Program (HSP) - via CDSS	FY 2021-2022	$ 9,284,825.00	State Agency	Interim Housing/Congregate/Non-Congregate Shelter		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	$ 9,284,825.00		Rental Assistance/Rapid Rehousing					X People Exp **Chronic Homelessness**	X Veterans	X Parenting Youth
	FY 2023-2024	$ 9,284,825.00		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	$ 3,116,457	State Agency	Systems Support Activities	Interim Housing/Congregate/Non-Congregate Shelter	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	$ 3,116,457		Administrative Activities	Rental Assistance/Rapid Rehousing				X People Exp **Chronic Homelessness**	Veterans	X Parenting Youth
	FY 2023-2024	$ 3,116,457		Permanent Supportive and Service-Enriched Housing					People Exp **Severe Mental Illness**	People Exp **HIV/ AIDS**	X Children of Parenting Youth
		$ -		Diversion and Homelessness Prevention					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	$ 4,263,591	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	$ 4,263,591		Systems Support Activities					X People Exp **Chronic Homelessness**	X Veterans	Parenting Youth
	FY 2023-2024	$ 4,263,591		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	$ 2,539,202	State Agency	Outreach and Engagement		Provides specialized and highly-intensive 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	$ 2,539,202		Rental Assistance/Rapid Rehousing					X People Exp **Chronic Homelessness**	X Veterans	Parenting Youth
	FY 2023-2024	$ 2,539,202		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	$ 16,150,000	State Agency	Interim Housing/Congregate/Non-Congregate Shelter		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.	X	**ALL PEOPLE EXPERIENCING HOMELESSNESS**	**TARGETED POPULATIONS** (*please "x" all that apply*)		
	FY 2022-2023	$ 16,150,000							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*)
	FY 2021-2022	$ 6,650,000		Interim Housing/Congregate/Non-Congregate Shelter		ESG leases and provides services at	X		**TARGETED POPULATIONS** (*please "x" all that apply*)		

Program	Fiscal Year	Amount	Agency	Activity	Activity 2	Description	All	Targeted Populations (please "x" all that apply)				
Emergency Solutions Grants - CV (ESG-CV) - via HUD	FY 2022-2023	$ 6,650,000		Federal Agency			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**	People Exp **Chronic Homelessness** / People Exp **Severe Mental Illness** / People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / Other (*please enter here*)
		$ -										
		$ -										
Community Development Block Grant - CV (CDBG-CV) - via HUD	FY 2021-2022	$ 4,000,000		Federal Agency	Interim Housing/Congregate/Non-Congregate Shelter		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.	X	**ALL PEOPLE EXPERIENCING HOMELESSNESS**	**TARGETED POPULATIONS** (*please "x" all that apply*) People Exp **Chronic Homelessness** / People Exp **Severe Mental Illness** / People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / Other (*please enter here*)
	FY 2022-2023	$ 4,000,000										
CalFresh Employment & Training (CFET)	FY 2021-2022	$ 925,000		State Agency	Permanent Supportive and Service-Enriched Housing		HSA claims CalFresh Employment & Training (CFET) funding for CFET-eligible clients who reside in DHSH Masterlease housing. Reimbursement rate is 50% of eligible costs.		**ALL PEOPLE EXPERIENCING HOMELESSNESS**	**TARGETED POPULATIONS** (*please "x" all that apply*) X People Exp **Chronic Homelessness** / X People Exp **Severe Mental Illness** / X People Exp **Substance Abuse Disorders**	X Veterans / X People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / X Other (*CFET-eligible individuals*)
	FY 2022-2023	$ 925,000										
	FY 2023-2024	$ 925,000										
	FY 2024-2025	$ 925,000										
Local General Fund	FY 2021-2022	$ 2,000,000		Local Agency	Rental Assistance/Rapid Rehousing		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*) People Exp **Chronic Homelessness** / People Exp **Severe Mental Illness** / People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / X Other (*Low-income people displaced by fire or hazardous housing*)
	FY 2022-2023	$ 2,000,000										
	FY 2023-2024	$ 2,000,000										
	FY 2024-2025	$ 2,000,000										
Local General Fund	FY 2021-2022	$ 4,900,000		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*) X People Exp **Chronic Homelessness** / X People Exp **Severe Mental Illness** / X People Exp **Substance Abuse Disorders**	X Veterans / X People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / X Other (*seniors and people with disabilities at risk of homelessness*)
	FY 2022-2023	$ 4,900,000			Diversion and Homelessness Prevention							
	FY 2023-2024	$ 4,900,000			Rental Assistance/Rapid Rehousing							
	FY 2024-2025	$ 4,900,000										
Local General Fund	FY 2021-2022	$ 1,019,000		Local Agency	Permanent Supportive and Service-Enriched Housing		General Fund portion of costs for CFET-eligible and/or SSI clients residing in DHSH Masterlease housing.		**ALL PEOPLE EXPERIENCING HOMELESSNESS**	**TARGETED POPULATIONS** (*please "x" all that apply*) X People Exp **Chronic Homelessness** / X People Exp **Severe Mental Illness** / X People Exp **Substance Abuse Disorders**	X Veterans / X People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / X Other (*CFET-eligible and/or SSI clients*)
	FY 2022-2023	$ 1,019,000										
	FY 2023-2024	$ 1,019,000										
	FY 2024-2025	$ 1,019,000										
Local General Fund	FY 2021-2022	$ 2,793,276		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 the 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 make successful transitions from out of home	X	**ALL PEOPLE EXPERIENCING HOMELESSNESS**	**TARGETED POPULATIONS** (*please "x" all that apply*) People Exp **Chronic Homelessness** / People Exp **Severe Mental Illness** / X People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / X Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / X Other (*young adults who have exited foster care, between ages 18-24*)
	FY 2022-2023	$ 2,793,276										
	FY 2023-2024	$ 2,793,276										
	FY 2024-2025	$ 2,793,276										
Prop C: Our City Our Home	FY 2021-2022	$ 31,148,832		Local Agency	Systems Support Activities	Outreach and Engagement	Proposition C, SF's homeless service 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), 12-Month Rehabilitative Board and		**ALL PEOPLE EXPERIENCING HOMELESSNESS**	**TARGETED POPULATIONS** (*please "x" all that apply*) X People Exp **Chronic Homelessness** / X People Exp **Severe Mental Illness** / X People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / X Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / X Other (*justice, transgender, TAY*)
	FY 2022-2023	$ 31,148,832			Administrative Activities							
	FY 2023-2024	$ 31,148,832			Interim Housing/Congregate/Non-Congregate Shelter							
					Diversion and Homelessness Prevention							
Prop C: Our City Our Home	FY 2021-2022	$ 76,800,000		Local Agency	Administrative Activities		Proposition C, SF's homeless service tax for One-time Beds Acquisition		**ALL PEOPLE EXPERIENCING HOMELESSNESS**	X People Exp **Chronic Homelessness** / X People Exp **Severe Mental Illness** / People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / X Other (*justice, transgender, TAY*)
					Systems Support Activities							
					Outreach and Engagement							
					Interim Housing/Congregate/Non-Congregate Shelter							
Prop C: Our City Our Home	FY 2021-2022	$ 14,990,757		Local Agency	Administrative Activities		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**	X People Exp **Chronic Homelessness** / X People Exp **Severe Mental Illness** / X People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / X Other (*justice, transgender, TAY*)
	FY 2022-2023	$ 14,990,757			Systems Support Activities							
	FY 2023-2024	$ 14,990,757			Outreach and Engagement							
					Diversion and Homelessness Prevention							

Funding Source	Fiscal Year	Amount		Agency Type	Activity	(sub-activity)	Description	Population	TARGETED POPULATIONS (please "x" all that apply)		
Prop C: Our City Our Home	FY 2021-2022	$	9,491,161	Local Agency	Systems Support Activities	Interim Housing/Congregate/Non-Congregate Shelter	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	X People Exp **Chronic Homelessness** / X People Exp **Severe Mental Illness** / X People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / X Other (*justice, transgender, TAY*)
	FY 2022-2023	$	9,491,161		Administrative Activities						
	FY 2023-2024	$	9,491,161		Outreach and Engagement						
					Diversion and Homelessness Prevention						
Prop C: Our City Our Home	FY 2021-2022	$	4,350,000	Local Agency	Systems Support Activities	Interim Housing/Congregate/Non-Congregate Shelter	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	X People Exp **Chronic Homelessness** / X People Exp **Severe Mental Illness** / X People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / X Other (*justice, transgender, TAY*)
	FY 2022-2023	$	4,350,000		Administrative Activities						
	FY 2023-2024	$	4,350,000		Outreach and Engagement						
					Diversion and Homelessness Prevention						
Prop C: Our City Our Home	FY 2021-2022	$	5,119,020	Local Agency	Systems Support Activities		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	X People Exp **Chronic Homelessness** / X People Exp **Severe Mental Illness** / X People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / X Other (*justice, transgender, TAY*)
	FY 2022-2023	$	5,119,020		Administrative Activities						
	FY 2023-2024	$	5,119,020		Outreach and Engagement						
					Diversion and Homelessness Prevention						
Prop C: Our City Our Home	FY 2021-2022	$	13,731,442	Local Agency	Systems Support Activities		Proposition C funds to expand Street 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	X People Exp **Chronic Homelessness** / X People Exp **Severe Mental Illness** / X People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / X Other (*justice, transgender, TAY*)
	FY 2022-2023	$	13,731,442		Administrative Activities						
	FY 2023-2024	$	13,731,442		Outreach and Engagement						
					Diversion and Homelessness Prevention						
Prop C: Our City Our Home	FY 2021-2022	$	7,588,080	Local Agency	Systems Support Activities	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	X People Exp **Chronic Homelessness** / X People Exp **Severe Mental Illness** / X People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / X Other (*justice, transgender, TAY*)
	FY 2022-2023	$	7,588,080		Administrative Activities						
	FY 2023-2024	$	7,588,080		Permanent Supportive and Service-Enriched Housing						
					Outreach and Engagement						
Prop C: Our City Our Home	FY 2021-2022	$	6,839,961	Local Agency	Systems Support Activities		Proposition C funds for Operating & Implementation (up to 12%)	ALL PEOPLE EXPERIENCING HOMELESSNESS	X People Exp **Chronic Homelessness** / X People Exp **Severe Mental Illness** / X People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / X Other (*justice, transgender, TAY*)
	FY 2022-2023	$	6,839,961		Administrative Activities						
	FY 2023-2024	$	6,839,961		Outreach and Engagement						
					Diversion and Homelessness Prevention						
Local General Fund	FY 2021-2022	$	17,775,659	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	X People Exp **Chronic Homelessness** / X People Exp **Severe Mental Illness** / X People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / Other (*please enter here*)
	FY 2022-2023	$	17,775,659		Diversion and Homelessness Prevention						
	FY 2023-2024	$	17,775,659		Administrative Activities						
HSH workorder	FY 2021-2022	$	7,832,910	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	X People Exp **Chronic Homelessness** / X People Exp **Severe Mental Illness** / X People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / Other (*please enter here*)
	FY 2022-2023	$	7,832,910								
	FY 2023-2024	$	7,832,910								
Medi-Cal Waiver Whole Person Care	FY 2021-2022	$	2,808,896	State Agency	Administrative Activities		DPH Whole Person Integrated Care (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	X People Exp **Chronic Homelessness** / X People Exp **Severe Mental Illness** / X People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / Other (*please enter here*)
	FY 2022-2023	$	2,808,896		Systems Support Activities						
	FY 2023-2024	$	2,808,896		Diversion and Homelessness Prevention						

* NOTE: Private funder(s) option here could include philanthropy, resources from managed care plans organizations, corporate funders, or other private sources of funding
** ESTIMATE ONLY

Table 4. Outcome Goals			

Outcome Goal #1a: Reducing the number of persons experiencing homelessness.

Goal Statement:
By the end of the performance period, HDIS data for the **CA-501 San Francisco CoC** will show **15,000** total people accessing services who are experiencing homelessness annually, representing **1,704 more** people and a **13% increase** from the baseline.

Please be sure to copy and paste the goal statement from this application template to Cognito, and only update the fields in [brackets].

Goal Narrative:
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. Building on efforts described during HHAP-3, we anticipate continuing to add data from more shelter and outreach services into the ONE system, which will increase the number of people who are documented within our data as accessing services while experiencing homelessness. Therefore, our goal is to increase the number of people accessing services while experiencing homelessness from 13,296 people (in 2021) to 15,000 people (by 2025).

Baseline Data: Annual estimate of number of people accessing services who are experiencing homelessness	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people accessing services who are experiencing homelessness
13296	1704	13%	15000

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: *Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*
The San Francisco 2022 Point-in-Time Count indicates that the Hispanic/Latinx population experiencing homelessness has grown from 18% of the population in 2019 to 30% in 2022. Based on 2021 HDIS data, the Hispanic/Latinx population represents 28% of the population accessing services (up from 26% in 2020). Continuing strategies identified in the HHAP-3 process, we will increase outreach and programming in predominantly Latinx neighborhoods and hire more bilingual / bicultural staff in support of our goal to increase their representation in the population served to be proportionate to their presence in the population experiencing homelessness.	Increase the percentage of Hispanic/Latinx population accessing services while experiencing homelessness to 30% of the total population serviced by June 30, 2025 (~4,500 individuals identifying as Hispanic/Latinx given all persons target of 15,000).

Outcome Goal #1b. Reducing the number of persons experiencing homelessness on a daily basis.

Goal Statement:
By the end of the performance period, data for the **CA-501 San Francisco CoC** will show **4,177** total people experiencing unsheltered homelessness daily, representing a **5% decrease** from the baseline.

Please be sure to copy and paste the goal statement from this application template to Cognito, only updating the fields in [brackets].

Goal Narrative:
The 2022 PIT showed that San Francisco's unsheltered population was 4,397, which represented a 15% reduction in unsheltered homelessness from the 2019 PIT unsheltered homelessness count. Much of that reduction was due to our success at creating and operating non-congregate shelters during the COVID-19 pandemic, supported on an emergency basis by FEMA and Roomkey resources. San Francisco expects COVID-related shelter capacity to continue to decline and the eviction moratorium to be fully lifted, which will make it more difficult to provide shelter opportunities to all who need them. Our goal, therefore, is to build upon progress that we made between 2019 and 2022 and continue to decrease the number of people experiencing unsheltered homelessness to no more than 4,177.

Baseline Data: Daily Estimate of # of people experiencing unsheltered homelessness	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Daily Estimate of # of people experiencing unsheltered homelessness
4397	-220	-5%	4177

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: *Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*
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 recently 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 2025, reduce the representation of TGNC people among the overall population experiencing unsheltered homelessness to no more than 3%.	As measured by the 2024 Point in Time Count, reduce the number of TGNC people experiencing unsheltered homelessness to be no more than 3% of the overall unsheltered population. (~150 individuals based upon an unsheltered count of 4,397).

Outcome Goal #2. Reducing the number of persons who become newly homeless.

Goal Statement:
By the end of the performance period, HDIS data for the **CA-501 San Francisco CoC** will show **6,000** total people become newly homeless each year, representing **957 more** people and a **19% increase** from the baseline.

Please be sure to copy and paste the goal statement from this application template to Cognito, only updating the fields in [brackets].

Goal Narrative:
According to HDIS data, San Francisco saw a 152% increase in people identified as experiencing homelessness for the first time between 2018 and 2021. Some of this increase likely reflects growth in the coverage of programs within the ONE system (HMIS), though 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 (i.e. the number of people newly identified within the data system as experiencing homelessness, not necessarily the number of people who newly enter homelessness). Building on our HHAP-3 goal, we aim to further limit the increase so that a total of 6,000 people will be newly identified as experiencing homelessness within our data in FY2025, an increase of 957 people from baseline 2021 (a 19% increase compared to a 152% increase prior to the 2021 baseline.)

Baseline Data: Annual Estimate of # of people who become newly homeless each year	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people who become newly homeless each year
5043	957	19%	6000

Describe Your Related Goals for	
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: *Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*
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 (based on 2021 HDIS data). Because we expect increases overall in the number of individuals identified in the data as newly experiencing homelessness, we are focused on reducing the over-representation of Black/African American San Franciscans within that data through targeted expansion of front end services, diversion, and prevention. Building on our HHAP-3 goal (a reduction to 30% of the newly homeless population), our new HHAP-4 goal is to further reduce the percentage of Black and African American people to no more than 28% of those who are newly identified as experiencing homelessness during July 2024 to June 2025.	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 28% or less (~1,680 Black or African American individuals based on an all persons goal of 6,000).

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

Goal Statement:

By the end of the performance period, HDIS data for the **CA-501 San Francisco CoC** will show **2,000** total people people exiting homelessness into permanent housing annually, representing **116 more** people and a **6% increase** from the baseline.

*Please be sure to copy and paste the goal statement from this application template to Cognito, only updating the fields in [brackets].

Goal Narrative:

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 capabilities for accurately tracking system exit data for more services into the ONE system. The new 2021 HDIS baseline data documents that we are making progress in the quantity of system exits to permanent housing; our goal is to build on this progress and increase the number of system exits to permanent housing to 2,000 per year by the end of fiscal 2025, an increase of 6% from 2021 baseline.

Baseline Data:	Outcome Goals July 1, 2022 - June 30, 2025		
Annual Estimate of # of people exiting homelessness into permanent housing	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people exiting homelessness into permanent housing
1884	116	6%	2000
Describe Your Related Goals for			
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: *Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*		
People who are Hispanic/Latinx have grown to 30% of the population experiencing homelessness but they are only 24% of the people who are exiting the homelessness response system into permanent housing. Carrying over our HHAP-3 goal for this subpopulation, we will seek to increase Hispanic/Latinx housing exit rates both within and outside of the system to be proportionate to the representation of this population among the population experiencing homelessness.	Increase the representation of Hispanic/Latinx population among those exiting the homelessness system to permanent housing to 30% by 2025, up from 24% in 2021 (~600 Hispanic/Latinx individuals based on an all persons goal of 2,000).		

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

Goal Statement:

By the end of the performance period, HDIS data for the **CA-501 San Francisco CoC** will show **210** days as the average length of time that persons are enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs annually, representing **15 fewer** days and a **7% reduction** from the baseline.

*Please be sure to copy and paste the goal statement from this application template to Cognito, only updating the fields in [brackets].

Goal Narrative:

Noting that this measure focuses on 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 which makes it take longer for people exiting homelessness to find and secure units that they can afford. It is also impacted by the fact that stays in shelter have increased during COVID as we have added shelter capacity and removed limits on lengths of stay. Length of time persons remain homeless 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. Historically, HDIS data indicated this measure consistently hovering under 200 days; however the most recent HDIS data demonstrated an increase of 26 days between 2020 and 2021, likely reflecting impacts from all of those factors. In addition, we will be continuing to increase the number of people served within our homelessness response system and to improve the coverage of outreach programs within our HMIS database, important strategic efforts that are likely to push this metric higher based upon how it is measured. Despite all of these challenges, we are determined to make progress on this measure, and our goal is to reduce the length of time individuals remain homeless by 15 days, a 7% reduction.

Baseline Data:	Outcome Goals July 1, 2022 - June 30, 2025		
Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs	Change in # of People	Change as % of Baseline	Target Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs
225	-15	-7%	210
Describe Your Related Goals for			
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: *Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*		
Families with children have the longest documented periods of homelessness before entering housing, averaging 259 days compared to 225 for all populations. 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. Building on our HHAP-3 goal, our intent is to further reduce the time families are documented as experiencing homelessness within our data to 220 days by 2025 (down from a HHAP-3 goal of 227), which will drive progress on reducing average lengths of time documented as experiencing homelessness among all Black/African American San Franciscans experiencing homelessness.	Reduce the average number of days documented as experiencing homelessness among families from 259 days to 220 days by June 2025.		

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

Goal Statement:

By the end of the performance period, HDIS data for the **CA-501 San Francisco CoC** will show **25%** of people return to homelessness within 2 years after having exited homelessness to permanent housing, representing **15% more** people and a **150% increase** from the baseline.

*Please be sure to copy and paste the goal statement from this application template to Cognito, only updating the fields in [brackets].

Goal Narrative:

HDIS data provided by the State prior to 2021 (i.e., 2018 - 2020) indicated a large growth in the percentage of persons who return to homelessness after exiting to permanent housing outside of the homelessness response system - increasing from 14% to 28%. As new 2021 HDIS data is yet to be verified, our HHAP-4 goal represents a carry-over of the HHAP-3 goal. Traditionally, we have looked at returns from all permanent housing, including permanent supportive housing and other housing within the homelessness response system, and seen much lower return rates. 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 hold the rate of return among those who exit the homelessness response system to permanent housing to 25% or less.

Baseline Data: % of people who return to homelessness within 2 years after having exited homelessness to permanent housing	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in % of People	Change as % of Baseline	Target % of people who return to homelessness within 2 years after having exited homelessness to permanent housing
10%	15%	150%	25%

Describe Your Related Goals for

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: *Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*
HDIS data provided by the State prior to 2021 (i.e., 2018 - 2020) indicated an even more 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 - increasing from 11% to 34%. As new 2021 HDIS data is yet to be verified, our HHAP-4 goal represents a carry-over of the HHAP-3 goal. 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 decrease the rate of returns among youth/young adults who exit the homelessness response system to permanent housing to be proportionate to our overall goal of 25% or less.	Reduce the return rate to homelessness among youth/young adults who exit the homelessness response system to permanent housing to 25% or less by FY 2025

Outcome Goal #6. Increasing successful placements from street outreach.

Goal Statement:

By the end of the performance period, HDIS data for the **CA-501 San Francisco CoC** will show **165** total people served in street outreach projects exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations annually, representing **93 more** people and a **129% increase** from the baseline.

*Please be sure to copy and paste the goal statement from this application template to Cognito, only updating the fields in [brackets].

Goal Narrative:

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 continue to 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. Building on our HHAP-3 goal of 100 successful placements documented within our data, our HHAP-4 goal is to reflect at least 165 successful placements documented in our data per year by FY 2025, a 129% increase over baseline.

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, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.
72	93	129%	165

Describe Your Related Goals for

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: *Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*
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, and 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 165 placements annually by FY 2025.

Table 5. Strategies to Achieve Outcome Goals

Strategy	Performance Measure to Be Impacted (Check all that apply)
Strengthening systemic efforts and processes, such as coordinated entry and assessment processes, landlord engagement efforts, housing navigation strategies, and other systemic improvements	☑ 1. Reducing the number of persons experiencing homelessness.
Description	
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.	☐ 2. Reducing the number of persons who become homeless for the first time. ☑ 3. Increasing the number of people exiting homelessness into permanent housing. ☑ 4. Reducing the length of time persons remain homeless. ☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Timeframe	
☐ CES Evaluation by third party to be completed by July 2022 ☐ Identification and implementation of improvement efforts to begin July 2022	☑ 6. Increasing successful placements from street outreach.
Entities with Lead Responsibilities	
Department of Homelessness and Supportive Housing (HSH)	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Measurable Targets	
Process Measure: Timely implementation of efforts per timeframe above.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Improving data quality, data systems, and/or data analyses to better inform decision-making	☑ 1. Reducing the number of persons experiencing homelessness.
Description	
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.	☑ 2. Reducing the number of persons who become homeless for the first time. ☑ 3. Increasing the number of people exiting homelessness into permanent housing. ☑ 4. Reducing the length of time persons remain homeless.
Timeframe	
On-going	5. Reducing the number of persons who return to homelessness after exiting homelessness

Entities with Lead Responsibilities	
HSH	☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Measurable Targets	
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. Output Measure: By July 2023, HSH will increase the number of PSH providers in HMIS to include at least 5 more PSH providers.	☑ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	**Performance Measure to Be Impacted (Check all that apply)**
Improving data quality, data systems, and/or data analyses to better inform decision-making	☑ 1. Reducing the number of persons experiencing homelessness.
Description	
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; and 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 the 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.	☑ 2. Reducing the number of persons who become homeless for the first time. ☑ 3. Increasing the number of people exiting homelessness into permanent housing. ☑ 4. Reducing the length of time persons remain homeless. ☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☑ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
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	
Entities with Lead Responsibilities	
HSH	
Measurable Targets	
Process Measure: Timely development of system model to support strategic planning process between July 2022 and January 2023.	☑ 1. Reducing the number of persons experiencing homelessness.

Strategy	**Performance Measure to Be Impacted (Check all that apply)**
	☐ 2. Reducing the number of persons who become homeless for the first time.

Expanding and strengthening cross-system partnerships and/or collaborative planning	
	☑ 3. Increasing the number of people exiting homelessness into permanent housing.
Description	
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	☑ 4. Reducing the length of time persons remain homeless. ☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☑ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Timeframe	
July to December 2022	
Entities with Lead Responsibilities	
HSH and Department of Public Health (DPH)	
Measurable Targets	☑ 1. Reducing the number of persons experiencing homelessness.
Process Measure: Timely implementation of planning processes between HSH and DPH. Other performance measure targets will be developed through the planning processes.	☑ 2. Reducing the number of persons who become homeless for the first time.

Strategy	Performance Measure to Be Impacted (Check all that apply)
	☑ 3. Increasing the number of people exiting homelessness into permanent housing.
Reaching underserved and historically marginalized communities and populations	
Description	
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 and 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.	☑ 4. Reducing the length of time persons remain homeless. ☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☑ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Timeframe	

Implement HSH's Racial Equity Action Plan's timeline and performance targets throughout 2022-2024

Entities with Lead Responsibilities

HSH

Measurable Targets

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.

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.

Output Measure: Deliver three staff trainings by January 2023.

☑ 1. Reducing the number of persons experiencing homelessness.

☐ 2. Reducing the number of persons who become homeless for the first time.

☑ 3. Increasing the number of people exiting homelessness into permanent housing.

☑ 4. Reducing the length of time persons remain homeless.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Expanding and strengthening cross-system partnerships and/or collaborative planning	☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Description	
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.	☑ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Timeframe	☑ 1. Reducing the number of persons experiencing homelessness.
Launch Housing Community Supports by July 2023	
Entities with Lead Responsibilities	☐ 2. Reducing the number of persons who become homeless for the first time.
HSH, DPH, Anthem, San Francisco Health Plan	
Measurable Targets	☑ 3. Increasing the number of people exiting homelessness into permanent housing.
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.	☑ 4. Reducing the length of time persons remain homeless.

☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing

Strategy	Performance Measure to Be Impacted (Check all that apply)
Improving access to supportive services and/or physical health and behavioral health services	☑ 6. Increasing successful placements from street outreach.
Description	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
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.	☑ 1. Reducing the number of persons experiencing homelessness.
Timeframe	☑ 2. Reducing the number of persons who become homeless for the first time.
Initiated planning in early 2021. Develop and implement new technology pathways for data sharing and claiming by July 2023	☑ 3. Increasing the number of people exiting homelessness into permanent housing.
Entities with Lead Responsibilities	
HSH, DPH, Anthem, San Francisco Health Plan	☑ 4. Reducing the length of time persons remain homeless.
Measurable Targets	
Process Measure: Timely procurement of a new system or enhancement of an existing system to allow for data sharing and billing Output Measure: Claims ("837 Files") will be submitted to MCPs accurately 90% of the time	☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☑ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Increasing investments into, or otherwise scaling up, specific interventions or program types	
Description	☑ 1. Reducing the number of persons experiencing homelessness.
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.	☑ 2. Reducing the number of persons who become homeless for the first time. ☑ 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe	
January 2019 to at least 2023	☑ 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	
HSH, Larkin Street Youth Services	☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Measurable Targets	

Outcome Goal: Reducing homelessness for youth ages 18-25 by 50% by 2023.	☑ 6. Increasing successful placements from street outreach.

Strategy	Performance Measure to Be Impacted (Check all that apply)
	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Reaching underserved and historically marginalized communities and populations	
Description	
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.	☑ 1. Reducing the number of persons experiencing homelessness. ☑ 2. Reducing the number of persons who become homeless for the first time. ☑ 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe	☑ 4. Reducing the length of time persons remain homeless.
Initiative launched during June 2022	
Entities with Lead Responsibilities	☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Mayor's Office of Housing and Community Development (MOHCD), HSH, DPH, and the Office of Transgender Initiatives (OTI)	
Measurable Targets	☑ 6. Increasing successful placements from street outreach.
Outcome Measure: Achieve goal of ending homelessness among TGNC population by 2027.	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Increasing investments into, or otherwise scaling up, specific interventions or program types	
Description	
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 shelter services for families with children.	☑ 1. Reducing the number of persons experiencing homelessness. ☑ 2. Reducing the number of persons who become homeless for the first time. ☑ 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe	
On-going	
Entities with Lead Responsibilities	
HSH	☑ 4. Reducing the length of time persons remain homeless.
Measurable Targets	

| Output Measure: Bring on-line 200 new permanent supportive housing units for families with children by July 2024.

Output Measure: Utilize more than 250 EHVs 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. | ☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.

☐ 6. Increasing successful placements from street outreach.

☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness. |

Strategy	Performance Measure to Be Impacted (Check all that apply)
Reaching underserved and historically marginalized communities and populations	
Description	
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.	☑ 1. Reducing the number of persons experiencing homelessness. ☑ 2. Reducing the number of persons who become homeless for the first time. ☑ 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe	☑ 4. Reducing the length of time persons remain homeless.
☐ Initial Planning Period: March 2022 – December 2022 ☐ Implementation Period: January 2023 - June 2024	☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Entities with Lead Responsibilities	
HSH, MOHCD, DPH	☑ 6. Increasing successful placements from street outreach.
Measurable Targets	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
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.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
	☑ 1. Reducing the number of persons experiencing homelessness.
	☑ 2. Reducing the number of persons who become homeless for the first time.
Expanding and strengthening cross-system partnerships and/or collaborative planning	☑ 3. Increasing the number of people exiting homelessness into permanent housing.
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.	☑ 4. Reducing the length of time persons remain homeless. ☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☑ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Timeframe	
On-going	
Entities with Lead Responsibilities	
HSH, Swords to Plowshares, VA, MOHCD, San Francisco Housing Authority	
Measurable Targets	
Output Measure: Place 50 veterans into Rapid Re-housing (non-HUD-VASH units) by no later than July 2023.	

Strategy	**Performance Measure to Be Impacted** **(Check all that apply)**
	☑ 1. Reducing the number of persons experiencing homelessness.
Expanding and strengthening partnerships with people with lived expertise	
Description	☐ 2. Reducing the number of persons who become homeless for the first time.
Sustain and strengthen efforts to include people with lived expertise into decisionmaking processes to address homelessness and continue initiatives currently underway to build this infrastructure, including: hiring people with lived expertise as "community liaisons" to design and conduct all community engagement efforts using a participatory action research model as part of the citywide strategic plan and including people with lived expertise onto workgroups to redesign system processes, such as San Francisco's Coordinated Entry system	☑ 3. Increasing the number of people exiting homelessness into permanent housing. ☑ 4. Reducing the length of time persons remain homeless. ☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Timeframe	
Ongoing	☑ 6. Increasing successful placements from street outreach.
Entities with Lead Responsibilities	
HSH	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Measurable Targets	
Process Measure: Timely onboarding of people with lived expertise to support strategic planning process between July 2022 and January 2023. Other performance measure targets will be developed through the planning processes.	

Strategy	**Performance Measure to Be Impacted** **(Check all that apply)**
Improving access to supportive services and/or physical health and behavioral health services	☑ 1. Reducing the number of persons experiencing homelessness.
Description	

	Performance Measure to Be Impacted (Check all that apply)
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. Given temporary location, we are moving to Wellness Hubs throughout the City.	☐ 2. Reducing the number of persons who become homeless for the first time. ☐ 3. Increasing the number of people exiting homelessness into permanent housing. ☑ 4. Reducing the length of time persons remain homeless. ☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Timeframe	☑ 6. Increasing successful placements from street outreach.
Launched in early CY 2022	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Entities with Lead Responsibilities	
Department of Emergency Management (DEM), DPH, and HSH	
Measurable Targets	
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.	☑ 1. Reducing the number of persons experiencing homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
	☐ 2. Reducing the number of persons who become homeless for the first time.
Improving access to supportive services and/or physical health and behavioral health services	☑ 3. Increasing the number of people exiting homelessness into permanent housing.
Description	
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.	☑ 4. Reducing the length of time persons remain homeless. ☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☑ 6. Increasing successful placements from street outreach. ☐ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Timeframe	
Underway, expansion projected to be completed during FY 22-23	
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.	☑ 1. Reducing the number of persons experiencing homelessness. ☐ 2. Reducing the number of persons who become homeless for the first time.

Strategy	Performance Measure to Be Impacted (Check all that apply)
	☑ 3. Increasing the number of people exiting homelessness into permanent housing.
Improving access to supportive services and/or physical health and behavioral health services	
Description	☑ 4. Reducing the length of time persons remain homeless.
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.	☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☑ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Timeframe	
To be launched during FY 22-23	
Entities with Lead Responsibilities	☑ 1. Reducing the number of persons experiencing homelessness.
DPH	
Measurable Targets	☐ 2. Reducing the number of persons who become homeless for the first time.
Output Measure: Expand case management capacity by up to 865 cases.	
	☑ 3. Increasing the number of people exiting homelessness into permanent housing.

Strategy	Performance Measure to Be Impacted (Check all that apply)
	☑ 4. Reducing the length of time persons remain homeless.
Improving access to supportive services and/or physical health and behavioral health services	☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Description	
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.	☑ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Timeframe	☑ 1. Reducing the number of persons experiencing homelessness.
Approximately 50% of beds brought on-line during FY 21-22, balance to be brought on-line by FY 22-23	☐ 2. Reducing the number of persons who become homeless for the first time.
Entities with Lead Responsibilities	☑ 3. Increasing the number of people exiting homelessness into permanent housing.
DPH	
Measurable Targets	☑ 4. Reducing the length of time persons remain homeless.
Output Measure: Creation and operation of approximately 310 additional beds for people in need of mental health and substance use services.	☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Improving access to supportive services and/or physical health and behavioral health services	
Description	
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.	☑ 1. Reducing the number of persons experiencing homelessness. ☐ 2. Reducing the number of persons who become homeless for the first time. ☑ 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe	
Opening in FY 22-23	☑ 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	
DPH	☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Measurable Targets	
Output Measure: Create and operate 10 Residential Treatment Beds for youth by FY 22-23.	☑ 6. Increasing successful placements from street outreach

Strategy	Performance Measure to Be Impacted (Check all that apply)
	☐ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness
Improving access to supportive services and/or physical health and behavioral health services	
Description	
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.	☑ 1. Reducing the number of persons experiencing homelessness. ☐ 2. Reducing the number of persons who become homeless for the first time. ☑ 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe	
Initiated activities during FY 21-22, fully operational by FY 22-23	☑ 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	
DPH	☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Measurable Targets	
Output Measure: Expand case management capacity by 85 cases by FY 22-23.	☑ 6. Increasing successful placements from street outreach.

Strategy	Performance Measure to Be Impacted (Check all that apply)
	☐ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness
Increasing investments into, or otherwise scaling up, specific interventions or program types	
Description	

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.	☑ 1. Reducing the number of persons experiencing homelessness.
Timeframe	☐ 2. Reducing the number of persons who become homeless for the first time.
CY 2022	
Entities with Lead Responsibilities	☑ 3. Increasing the number of people exiting homelessness into permanent housing.
HSH	
Measurable Targets	☐ 4. Reducing the length of time persons remain homeless.
Output Measure: An additional 410 shelter / interim housing beds projected to be operational and available by August 2022.	☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.

Strategy	**Performance Measure to Be Impacted** **(Check all that apply)**
	☑ 6. Increasing successful placements from street outreach.
Strengthening the quality or performance of housing and/or services programs	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Description	
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	☑ 1. Reducing the number of persons experiencing homelessness.
Entities with Lead Responsibilities	☐ 2. Reducing the number of persons who become homeless for the first time.
HSH	
Measurable Targets	☑ 3. Increasing the number of people exiting homelessness into permanent housing.
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.	☑ 4. Reducing the length of time persons remain homeless.
	☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.

Strategy	**Performance Measure to Be Impacted** **(Check all that apply)**
	☑ 6. Increasing successful placements from street outreach.
Strengthening systemic efforts and processes, such as coordinated entry and assessment processes, landlord engagement efforts, housing navigation strategies, and other systemic improvements	☐ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Description	

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.	☑ 1. Reducing the number of persons experiencing homelessness.
	☐ 2. Reducing the number of persons who become homeless for the first time.
Timeframe	
Planning process currently underway, with recommendations to be finalized in FY 22-23	☑ 3. Increasing the number of people exiting homelessness into permanent housing.
Entities with Lead Responsibilities	☑ 4. Reducing the length of time persons remain homeless.
HSH and Office of the Controller	
Measurable Targets	☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
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.	☑ 6. Increasing successful placements from street outreach.
	☐ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	**Performance Measure to Be Impacted** **(Check all that apply)**
Increasing investments into, or otherwise scaling up, specific interventions or program types	
Description	
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.	☑ 1. Reducing the number of persons experiencing homelessness.
	☐ 2. Reducing the number of persons who become homeless for the first time.
	☑ 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe	
TAY hotel vouchers on-line currently, others to be brought on-line in FY 22-23	☑ 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
HSH and MOHCD	
Measurable Targets	☑ 6. Increasing successful placements from street outreach.
Output Measure: Provide an estimated 25 opportunities to access interim housing via hotel vouchers nightly.	☐ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	**Performance Measure to Be Impacted** **(Check all that apply)**
Strengthening the quality or performance of housing and/or services programs	
Description	☑ 1. Reducing the number of persons experiencing homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
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 a 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.	☑ 1. Reducing the number of persons experiencing homelessness. ☐ 2. Reducing the number of persons who become homeless for the first time. ☑ 3. Increasing the number of people exiting homelessness into permanent housing. ☑ 4. Reducing the length of time persons remain homeless. ☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☑ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Timeframe	
To be implemented during FY 22-23	
Entities with Lead Responsibilities	
HSH and DPH	
Measurable Targets	
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.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Increasing investments into, or otherwise scaling up, specific interventions or program types	☑ 1. Reducing the number of persons experiencing homelessness. ☐ 2. Reducing the number of persons who become homeless for the first time. ☑ 3. Increasing the number of people exiting homelessness into permanent housing. ☑ 4. Reducing the length of time persons remain homeless. ☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☑ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Description	
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.	
Timeframe	
Site is operational now with 32 cabins and will be growing up to 70 cabins by January 2023	
Entities with Lead Responsibilities	
HSH	
Measurable Targets	
Output Measure: Provide approximately 70 additional interim housing options through piloting the use of cabin structures.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Increasing investments into, or otherwise scaling up, specific interventions or program types	

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.	☑ 1. Reducing the number of persons experiencing homelessness. ☐ 2. Reducing the number of persons who become homeless for the first time.

Timeframe	
Underway and projected to be fully operational through end of CY 2023	☑ 3. Increasing the number of people exiting homelessness into permanent housing.

Entities with Lead Responsibilities	
HSH	☑ 4. Reducing the length of time persons remain homeless.

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.	☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
	☐ 6. Increasing successful placements from street outreach.

Strategy	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness. **Performance Measure to Be Impacted (Check all that apply)**
Strengthening the quality or performance of housing and/or services programs	

Description	
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.	☑ 1. Reducing the number of persons experiencing homelessness. ☑ 2. Reducing the number of persons who become homeless for the first time. ☑ 3. Increasing the number of people exiting homelessness into permanent housing.

Timeframe	
☐ Youth Navigation Center build-out completed by January 2024 ☐ 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	☑ 4. Reducing the length of time persons remain homeless. ☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.

Entities with Lead Responsibilities	
HSH and St. James Infirmary and Transgender Gender-variant Inter-sex and Justice Project (TGJIP)	☑ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Measurable Targets	
Output Measures: Increased bed capacity for over-represented populations, youth and people who identify as transgender or gender non-conforming by July 2024.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
	☑ 1. Reducing the number of persons experiencing homelessness.
	☐ 2. Reducing the number of persons who become homeless for the first time.
Strengthening the quality or performance of housing and/or services programs	☑ 3. Increasing the number of people exiting homelessness into permanent housing.
Description	☑ 4. Reducing the length of time persons remain homeless.
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.	☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
	☑ 6. Increasing successful placements from street outreach.
	☐ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Timeframe	
To be completed early 2023	
Entities with Lead Responsibilities	☑ 1. Reducing the number of persons experiencing homelessness.
HSH	
Measurable Targets	☐ 2. Reducing the number of persons who become homeless for the first time.
Outcome Measure: An estimated 1,200 people will have successfully exited SIP Hotel settings to permanent housing destinations by early 2023.	☑ 3. Increasing the number of people exiting homelessness into permanent housing.

Strategy	Performance Measure to Be Impacted (Check all that apply)
	☑ 4. Reducing the length of time persons remain homeless.
Strategic uses of other sources of funding	☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Description	
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.	☐ 6. Increasing successful placements from street outreach.
	☐ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Timeframe	☑ 1. Reducing the number of persons experiencing homelessness.
Issuance of vouchers to be completed by September 2023	
Entities with Lead Responsibilities	☐ 2. Reducing the number of persons who become homeless for the first time.
The Housing Authority of the City and County of San Francisco and HSH	
Measurable Targets	☑ 3. Increasing the number of people exiting homelessness into permanent housing.

| Output Measure: Achieve and sustain at least 90% lease-up / utilization of allocation of 906 EHVs by June 2023. | ☑ 4. Reducing the length of time persons remain homeless. |
| | ☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. |

Strategy	Performance Measure to Be Impacted (Check all that apply)
	☐ 6. Increasing successful placements from street outreach.
Increasing investments into, or otherwise scaling up, specific interventions or program types	☐ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Description	
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.	
Timeframe	
Ongoing	
Entities with Lead Responsibilities	
HSH and MOHCD	☑ 1. Reducing the number of persons experiencing homelessness.
Measurable Targets	
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.	☐ 2. Reducing the number of persons who become homeless for the first time.
	☑ 3. Increasing the number of people exiting homelessness into permanent housing.

Strategy	Performance Measure to Be Impacted (Check all that apply)
	☑ 4. Reducing the length of time persons remain homeless.
	☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Increasing investments into, or otherwise scaling up, specific interventions or program types	
Description	☑ 6. Increasing successful placements from street outreach.
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.	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Timeframe	
Landlord incentive program to be launched by July 2022 and currently planning for potential expansion in early 2023	
Entities with Lead Responsibilities	
HSH	☑ 1. Reducing the number of persons experiencing homelessness.
Measurable Targets	☐ 2. Reducing the number of persons who become homeless for the first time.
Process Measures: Timely implementation of landlord incentive program; and tracking of new landlords recruited.	☑ 3. Increasing the number of people exiting homelessness into permanent housing.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Increasing investments into, or otherwise scaling up, specific interventions or program types	☑ 4. Reducing the length of time persons remain homeless.
Description	☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
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.	☑ 6. Increasing successful placements from street outreach. ☐ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Timeframe	
Ongoing	
Entities with Lead Responsibilities	☑ 1. Reducing the number of persons experiencing homelessness.
HSH	
Measurable Targets	☐ 2. Reducing the number of persons who become homeless for the first time.
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.	☑ 3. Increasing the number of people exiting homelessness into permanent housing. ☐ 4. Reducing the length of time persons remain homeless. ☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.

Strategy	Performance Measure to Be Impacted (Check all that apply)
	☑ 6. Increasing successful placements from street outreach.
Increasing investments into, or otherwise scaling up, specific interventions or program types	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Description	
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.	☑ 1. Reducing the number of persons experiencing homelessness.
Timeframe	☑ 2. Reducing the number of persons who become homeless for the first time.
Full implementation to be achieved during FY 22-23	
Entities with Lead Responsibilities	☐ 3. Increasing the number of people exiting homelessness into permanent housing.
HSH	
Measurable Targets	☐ 4. Reducing the length of time persons remain homeless.

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.	☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☐ 6. Increasing successful placements from street outreach.

Strategy	Performance Measure to Be Impacted (Check all that apply)
☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.	

Increasing investments into, or otherwise scaling up, specific interventions or program types

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.	☑ 1. Reducing the number of persons experiencing homelessness. ☑ 2. Reducing the number of persons who become homeless for the first time. ☑ 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe	
Initiated during FY 21-22, ramping up over next 2 FYs.	☑ 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	
HSH and Office of Economic and Workforce Development (OEWD)	☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
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.	☑ 6. Increasing successful placements from street outreach.

Strategy	Performance Measure to Be Impacted (Check all that apply)
☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.	

Improving access to supportive services and/or physical health and behavioral health services

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.	☑ 1. Reducing the number of persons experiencing homelessness. ☑ 2. Reducing the number of persons who become homeless for the first time.
Timeframe	
Implementation initiated in early 2022, expanding over time	☐ 3. Increasing the number of people exiting homelessness into permanent housing.
Entities with Lead Responsibilities	
DPH	
Measurable Targets	☐ 4. Reducing the length of time persons remain homeless.

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. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
	☐ 6. Increasing successful placements from street outreach.

Strategy	Performance Measure to Be Impacted (Check all that apply)
	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Increasing investments into, or otherwise scaling up, specific interventions or program types	
Description	
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.	☑ 1. Reducing the number of persons experiencing homelessness. ☑ 2. Reducing the number of persons who become homeless for the first time. ☑ 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe	☐ 4. Reducing the length of time persons remain homeless.
On-going	
Entities with Lead Responsibilities	☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
HSH and MOHCD	
Measurable Targets	☑ 6. Increasing successful placements from street outreach.
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.	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Strengthening systemic efforts and processes, such as coordinated entry and assessment processes, landlord engagement efforts, housing navigation strategies, and other systemic improvements	
Description	
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.	
Timeframe	
Ongoing	
Entities with Lead Responsibilities	
HSH	

Measurable Targets
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)**
Increasing investments into, or otherwise scaling up, specific interventions or program types	
Description	
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.	
Timeframe	
Implementation of Emergency Rental Assistance resources underway, implementation of locally-funded activities by FY 22-23	
Entities with Lead Responsibilities	
MOHCD and HSH	
Measurable Targets	
Output Measure: Services provided to approximately 2,500 households by July 2024.	

Strategy	**Performance Measure to Be Impacted** **(Check all that apply)**
Increasing investments into, or otherwise scaling up, specific interventions or program types	
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.	
Timeframe	
Ongoing	
Entities with Lead Responsibilities	
MOHCD	
Measurable Targets	

| Output Measure: Number of new units within the affordable housing pipeline and the number of new units that come on-line each year. | |

Table 6. Funding Plan Strategic Intent

Eligible Use Category Intended to be Supported with HHAP 4	Approximate % of TOTAL HHAP 4 ALLOCATION to be used on this Eligible Use (%)	Approximate % of TOTAL HHAP 4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)	Activities to be Supported with HHAP 4	How is this a strategic use of HHAP 4 resources that will address needs and gaps within the homelessness response system?	How were these decisions to invest HHAP 4 into these activities informed by the planned uses of other state, local and/or federal funding sources (as documented in the Landscape Analysis in Part I)?
10. Administrative (up to 7%)	7%	0%	Continues project staffing for ONE system implementation; privacy and data sharing support	Addresses HMIS system needs for improving HMIS data coverage and quality among service providers; builds internal capacity to be able to focus on imroving system outcomes by tracking data elements that inform the system outcome goals such as decreasing the average length of homelessness (E.g., HSH needs increased internal capacity to be able to track the number of days it takes for the system to identify someone at Coordinated Entry, enrollment to PEH program, enrollment to program, HEH to...	Fills gaps in current funding sources and builds needed capacity
4. Services coordination	10%	10%	24/7 drop in services/services linkages for 6 months in FY23-24 (started with HHAP 3 funds) and one full year of services in FY24-25 (TAY set aside)	This investment maintains 1.5 years of low-barrier services at a new TAY drop in center started in HHAP 3. Homeless TAY lost the few spaces they had to get indoors during the day and the community of TAY providers have trying to identify a place where they can let TAY know they can go for meals, safety, services, and connection to the homelessness response system	Using other monies dedicated to TAY services to fill additional needs, HHAP funds will fill in the gap for needed drop in centers currently funded with HHAP 3
8. Interim sheltering (new and existing)	50%	0%	1.5 additional years of non-congregate and semi-congregate operating costs for 711 Post and Balwin Hotel with enhanced case management	This will continue 1.5 additional years of 410 beds in a noncongregate shelter (NCS) that will build from the success of the Shelter In Place COVID hotel model that San Francisco used during the pandemic. This model was particularly effective for people who are unsheltered or who have needs or disabilities that are not compatible with a large congregate environoment.PEH are interested in coming into NCS so this also serves as a helpful outreach engagement tool. NCS also allows for more effective...	HHAP 4 serving a critical gap in unsheltered homelessness response as local Prop C dollars are capped at 10% of fund- (could reference any preliminary A Place for All data)
4. Services coordination	23%	0%	Shelter services and enhancements to create more privacy and services in each shelter setting; HHAP 4 continues funding two years of enhanced services in low-barrier and housing-focused shelter; this began with HHAP 3 funding to enhance housing-focused services in existing congregate and non-congregate shelter to increase the number of positive exits from shelter to housing and other services, thus increasing the rate of system flow and opening up beds	Maintains low barrier and housing focused-shelter services for additional two years; Shelter services and enhancements are needed to create more privacy for guests, which is more condusive to their ability to stay and receive services to get connected to the homelessness response system and housing programs in each shelter setting; HHAP 4 continues funding two years of enhanced services in low-barrier and housing-focused shelter; this began with HHAP 3 funding to enhance housing-focused services in...	Prioritizing investments in shelter while working to making overall homelessness response system and flow into housing more efficient (e.g. reducing times unsheltered, improving matching/placements timelines through CE redesign)
4. Services coordination	7%	0%	Operations for street homelessness / emergency shelter at 33 Gough for	Maintains operations and services at 33 Gough for 1 additional year for 70 cabins for street homelessness/emergency shelter; Cabins provide a unique temporary crisis and low-barrier placement option that people who are unsheltered have asked for to meet their needs for safety and crisis services; targeted for people who are unsheltered and for whom current traditional shelter options do not serve effectively; cabins provide an opportunity to keep people engaged in services while providing...	Prioritizing investments in emergency shelter while increasing outflow from shelter to housing, funded with local and federal funds (large expansion in local funds coming online)
5. Systems support	3%	0%	Planning, regional collaboration, DEI investments	Establishes and enhances HSH planning and DEI work, particularly for strengthening BIPOC nonprofit infrastrucutre and sustainability to help organizartions scale to meet the need and remain healthy as we move into implementing the state plan's equity goals plan and the and Race Equity Action Plan	Addresses gaps in current funding sources to build in internal capacity to ensure strategic planning and implementation of HHAP funds, as well as other strategic planning and DEI efforts
Total:	**100%**	**10%**			

Table 7. Demonstrated Need

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

Demonstrated Need	
# of available shelter beds	2774
# 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 and decrease in federal funds for prevention and housing, we anticipate we will need to mitigate an inflow of individuals into homelessness. We will be using HHAP funds to aid in these efforts to increase low barrier and housing-focused shelter capacity. Additional services will include housing focused case management and improving case management ratios.	