



California Interagency Council on Homelessness

HHAP Round 5 Application

Part 1: Regional Identification and Contracting Information

Steps to complete this section:

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

Please select the Continuum of Care region

San Francisco CoC

Application Participation Guidance:

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

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

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

Contracting Guidance:

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

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

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

San Francisco CoC Region

San Francisco CoC

CA-501 Participation

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

CA-501 Contracting

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

Contact Title

Budget Director

Name

Christine Rolan

Email
christine.rolan@sfgov.org

Phone
(415) 279-4647

City of San Francisco

San Francisco Participation

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

San Francisco Contracting

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

San Francisco Designated Administrative Entity

San Francisco CoC

Contact Title

Grants & Compliance Manager

Name

Emily Derenthal

Email
emily.derenthal@sfgov.org

Phone
(628) 652-7941

San Francisco County

San Francisco County Participation

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

San Francisco County Contracting

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

San

Francisco County Designated Administrative Entity

San Francisco CoC

Contact Title

Finance Director

Name

Lisa Agustin

Email
lisa.agustin@sfgov.org

Phone
(628) 652-7740

Number of Contracts

1

Part 2. Regionally Coordinated Homelessness Action Plan

Participating Jurisdictions' Roles and Responsibilities

Steps to complete this section:

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

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

Guidance:

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

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

Outreach & Site Coordination

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

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

Regional Coordination Narrative - Outreach & Site Coordination

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

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

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

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

resort) to respond to criminal issues

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

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

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

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

Land Use & Development

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

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

Regional Coordination Narrative - Land Use & Development

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

Development of Interim and Permanent Housing Options

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

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

Regional Coordination Narrative - Shelter, Interim, and PH Options

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

This is the spirit behind San Francisco's 2023 - 2028 strategic plan, "Home by The Bay: An Equity-Driven Plan to Prevent and End Homelessness in San Francisco." "Home by the Bay" is a collaboration between numerous City and County agencies, including the Department of Homelessness and Supportive Housing, the Department of Public Health, the Mayor's Office of Housing and Community Development, the Human Services Agency, the Office of Economic & Workforce Development, and the Office of Financial Empowerment. Together, these agencies have committed to advancing racial equity and housing justice, enhancing system performance and capacity, strengthening the City's response to unsheltered homelessness, increasing successful and stable entries into permanent housing, and preventing people from experiencing homelessness. San Francisco's Department of Homelessness and Supportive Housing has pledged to expand its housing options and improve the quality of its current portfolio. It plans to create 1,075 new shelter beds, 3,250 new units of permanent supportive housing, and prevention services for 4,300 additional households.

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

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

San Francisco offers a range of housing options for people experiencing homelessness, launching 60 "shallow subsidies" to provide housing subsidies for homeless adults who require a rent subsidy and housing stabilization services but not ongoing supportive services. This model expands on HSH's family housing ladder model and shallow subsidies which provides exits from PSH to scattered site housing and a rent subsidy to keep families stably housed. Using local funds, HSH is also expanding its family rapid rehousing program to be able to serve up to 80 families with 5-year subsidies and services that support employment and housing stabilization that allow families to live and thrive in the private rental market rather than returning to homelessness. HSH is also making significant investments in its existing housing stock of PSH to ensure equity and quality across the system. HSH is investing in capital repairs, elevator upgrades and other quality-of-life improvements of privately owned master leased housing and ensuring its entire portfolio of locally funded PSH passes the same rigorous housing quality standards (HQS) inspections as its federally funded programs.

HSH is working with the San Francisco managed care plans in partnership with the San Francisco Department of Public Health (SFDPH) to leverage CalAIM and CalAIM (California Advancing and Innovating Medi-Cal) incentive funds to expand upon its permanent supportive housing for higher acuity residents, offering on-site nursing care services, clinical care, in-home support services and medical management to enable tenants to age in place. The goal is to sustain these services through ongoing Medi-Cal reimbursements, among other funding.

HSH currently funds and oversees more than 13,000 units of housing for formerly homeless individuals (adults, older adults, veterans, Transitional Age Youth) and families including more than 9,000 units of site-based PSH, 2,000 units of scattered-site PSH, and 1,700 units of rapid rehousing. HSH also funds and administers more than 3,400 shelter and crisis response beds including more than 3,000 emergency shelter and navigation center beds, 200 transitional housing beds, approximately 70 cabin spaces, one safe parking site for 35 vehicles/RVs.

Coordination of & Connection to Service Delivery

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

City of San Francisco

San Francisco County, City, and CoC operate as one entity

CA-501 San Francisco CoC

San Francisco County, City, and CoC operate as one entity

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

Regional Coordination Narrative - Coordination & Connection to Service Delivery

HSH is the lead entity of San Francisco's Homelessness Response System (HRS), and offers homelessness prevention, coordinated entry, outreach, housing problem solving, shelter and crisis interventions, and housing services to people experiencing homelessness. HSH works closely with the San Francisco Department of Public Health (SF-DPH) and San Francisco Department of Disability and Aging Services (DAS) on care coordination throughout the HRS.

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

Through SF-DPH, overdose prevention services and a mobile team of nurses are available to support the health of guests in shelters and housing units throughout the city. Some shelters and permanent-supportive housing buildings provide a higher level of support, including site-based nursing and intensive case management. SF-DPH Behavioral Health Services serves more than 800 units of PSH and transitional housing and the Permanent Housing Advance Clinical Services (PHACS) team works with Permanent Supportive Housing providers to improve quality of life and support housing retention. As of March 2024, PHACS provides services to 139 sites and over 8,000 tenants. DAS provides In-Home Supportive Services (IHSS) in both shelters and housing units to assist residents with activities of daily living. The Collaborative Caregiver Support Team (CCST) provides enhanced IHSS service model across 66 sites.

In San Francisco's shelters, HSH, SF-DPH, DAS and the San Francisco Human Services Agency work together in a multi-disciplinary team approach, identifying individuals who would benefit from linkage to IHSS and to State and Local benefits as well as high levels of medical support. The team works together to create a work plan for each individual identified. As part of this work, the Adult Protective Services' (APS) Home Safe program provides intensive support (including board-and-care placement) to older adults and adults with disabilities.

SF-DPH and HSH also collaborate on shelter placements. Discharges from the hospital are prioritized for shelter beds to ensure that no one leaves the hospital without the offer of a shelter bed. SF-DPH also reviews requests for reasonable accommodations within HSH's housing units, including requests for advanced levels of care.

In addition, HSH, SF-DPH and DAS are leveraging CalAIM funding to launch housing-focused community supports within the existing services portfolio, which will allow Medi-Cal funds to be drawn down for certain services, including housing navigation, housing deposits, and housing stabilization. This shift will bring in additional revenue support to enhance and sustain these services and improve cross-system whole person care outcomes. Increased data sharing and integration between the homelessness response system, the public health system, and Managed Care Plans (MCPs) improve care coordination and encourage timely provision of health care and other services for people experiencing homelessness and tracking of outcomes.

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

System Performance Measures & Improvement Plan

Steps to complete this section:

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

Guidance:

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

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

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

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

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

Definitions:

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

another participating jurisdiction, a system partner, or any organization actively participating in the key action.

- **Timeframe** should include a target date for completion of the key action.
- **Success Measurement Methods** may include a systematic approach or tool used to assess the effectiveness and impact of the key action on the system performance measure. This can be quantitative measures, qualitative feedback, or any combination that provides insight into the progress and outcomes pertaining to the key action. Provide a clear description of how you plan to track and report on the success of your key action.

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

SPM 1a
17,015

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Add 1,075 new shelter, interim housing, or other temporary accommodations beds in a variety of settings and models with enhanced case management and housing-focused services, for adults, families with children, pregnant people, older adults, and youth.	Local: General Fund, Our City, Our Home (OCOH) Fund State: Behavioral Health Bridge Housing (BHBH), Encampment Resolution Fund (ERF), Homeless Housing, Assistance, and Prevention Program (HHAP) Federal: Emergency Solutions Grant (ESG)	Multiple	San Francisco Department of Homelessness and Supportive Housing (HSH)	Shelter provider organizations, private funders, San Francisco Department of Public Health.	7/1/2028	Add an average of 215 shelter beds per year over 5 years. Regularly tracked through implementation of HSH's Performance Measurement Plan reporting. HSH will track regularly through the Performance Measurement Plan once fully implemented.
Implement	Local: General	Multiple	HSH	Coordinate	1/1/2025	Number of

recommendations of the Coordinated Entry (CE) redesign process to ensure that people experiencing homelessness are able to access the Coordinated Entry System and continue collaborative quality improvement and oversight.	Fund State: CalAIM-related funds, ERF, HHAP Federal: U.S. Department of Housing & Urban Development Continuum of Care (CoC)			d Entry Redesign Implementation Committee, SF Local Homeless Coordinating Board (LHCB), housing and service provider organizations, panel of people with experience of homelessness Outreach teams, housing and service provider organizations		households with an active Coordinated Entry assessment, and broken down by household type (e.g., adults, youth, families with children) Will be tracked and reported in HSH's Performance Measurement Plan once fully implemented.
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Expand Encampment Resolution Teams (ERTs) and implement neighborhood based ERTs to develop consistent and trusting relationships with people who are unsheltered and enhance the ability of ERTs to connect people to the Homelessness Response System.	Local: General Fund State: BHBH, ERF Federal: PATH McKinney	Multiple	Healthy Streets Operation Center partners: HSH, Department of Emergency Management, Department of Public Health	Outreach teams, housing and service provider organizations	7/1/2028	Number of unsheltered people receiving referrals from outreach teams HSH will track regularly through the Performance Measurement Plan once fully implemented.
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SPM 7.1a: Racial and ethnic disparities among those accessing services who are experiencing homelessness.

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

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Implement on-going structures and processes through which people with lived expertise are directly informing, guiding, shaping, and driving decision making and improvements across the Homelessness Response System, including recommendations for improving system's capacity to reach and serve highly impacted racial and ethnic communities.	State: HHAP Other: MacArthur Foundation	Multiple	HSH	Philanthropic partners	7/1/2028	Documentation of input being provided, and actions taken in response, ongoing.
Review and implement recommendations from the Coordinated Entry (CE)	State: HHAP, Housing and Homelessness Incentive Program (HHIP)	Multiple	HSH	Coordinated Entry Redesign Implementation Committee	1/1/2025	Number of households with an active Coordinated Entry assessment,

Redesign Workgroup to redesign and move the CE system from one that fosters competition for resources by individuals to one that aims to connect all people experiencing homelessness to available supports, provides an inclusive experience of accessing housing and services, and is focused on driving progress toward racial equity and housing justice.	<p>Federal: U.S. Department of Housing and Urban Development (HUD) Continuum of Care</p> <p>Other: MacArthur Foundation</p>	which includes HSH, the Local Homeless Coordinating Board, housing services providers, and people with lived experience.	<p>broken down by household type (e.g., adults, youth, families with children), and analyzed by race and ethnicity.</p> <p>HSH will track regularly through the Performance Measurement Plan once fully implemented.</p>
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SPM 1b: Number of people experiencing unsheltered homelessness on a single night (unsheltered PIT count)

SPM 1b
4,397

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Add 1,075 new shelter, interim housing, or other temporary accommodations beds in a variety of settings and models with enhanced case	<p>Local: General Fund, OCOH Fund</p> <p>State: BHBH, ERF, HHAP</p> <p>Federal: ESG</p>	Multiple	HSH	Shelter provider organizations, private funders	7/1/2028	<p>Add an average of 215 shelter beds per year over 5 years.</p> <p>HSH will track regularly through the Performance Measurement</p>

management and housing-focused services, for adults, families with children, pregnant people, older adults, and youth.						Plan once fully implemented.
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Implement a variety of policy and programmatic changes that reduce barriers to shelter access, including: reinstating of a self-referral process for adult shelters, expanding mobile family Access Point capacity and improving coordination with the San Francisco Homeless Outreach Team, and creating new partnerships for referrals and access.	Local: General Fund, OCOH State: BHBH Federal: ESG, CoC, PATH McKinney	Multiple	HSH	Shelter, interim housing, and other temporary accommodations provider organizations	1/1/2027	Total number of people enrolled into shelter and other interim/temporary accommodations programs, and broken out by household type/population and by program type (e.g., emergency shelter, navigation center, transitional housing, community cabins, safe sleep sites, etc.) HSH will track regularly through the Performance Measurement Plan once fully implemented.
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Enhance and expand efforts currently underway through the Street to Home Pilot to directly place people experiencing unsheltered homelessness	Local: General Fund, HSH Fund, OCOH State: CalAIM, CalAIM-related funds Federal: CoC	Multiple	HSH	Outreach and housing and services provider organizations	7/1/2028	Living situations of households prior to enrollment into Rapid Rehousing and Permanent Supportive Housing programs, including those
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into permanent housing without an intermediate stop in transitional housing or shelter, assess effectiveness, and expand upon successful efforts.						who are enrolled while experiencing unsheltered homelessness.
						Number of people enrolled into outreach programs who directly enter permanent housing programs from unsheltered homelessness.
						HSH will track regularly through the Performance Measurement Plan once fully implemented.

Enhance the effectiveness of the City's street response through: (1) improved coordination of street teams and existing efforts, such as Healthy Streets Operation Center, Joint Field Operations, and the Castro collaborative; and (2) better integrating trauma-informed, culturally responsive service delivery and access to shelter, housing navigation, and clinical services	Local: General Fund State: BHBH, ERF Federal: PATH McKinney	Multiple	HSH	Outreach teams	7/1/2028	Number of unsheltered people receiving shelter and housing placements from outreach teams. HSH will track regularly through the Performance Measurement Plan once fully implemented.
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across all teams.

Ensure that Community Ambassador programs are deployed in a coordinated and strategic fashion alongside other street response teams, and that all Ambassadors are trained on the City's overall street conditions response strategy and the roles of outreach and crisis response teams; ensure ambassadors have the information and support needed to effectively refer and connect people experiencing homelessness to Coordinated Entry, shelter, clinical services, and crisis services options that support transitions and exits from unsheltered homelessness.	General Fund	Local	Department of Emergency Management	Community Ambassador programs	7/1/2028	Number of unsheltered people receiving referrals from outreach teams. HSH will track regularly through the Performance Measurement Plan once fully implemented.
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SPM 7.1b: Racial and ethnic disparities among those experiencing unsheltered homelessness on a single night

Racial/Ethnic Group	Measure
People who are American Indian or Alaska Native	297

People who are Black or African American	1,472
People who are Native Hawaiian or Other Pacific Islander	175
People who are Hispanic/Latino	1,517

Key Actions PM 1

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

and serve
Latine people
experiencing
homelessness
more
effectively.

Measurement
Plan once fully
implemented.

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

Local: OCOH

State: HHAP

Other:
MacArthur
Foundation

Multiple

HSH

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

7/1/2028

Number of
people
experiencing
unsheltered
homelessness
within Point-in-
Time Count,
analyzed by
race and
ethnicity.

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

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

Local: General
Fund, OCOH
Fund

State: HHAP

Multiple

HSH

Mayor's
Office of
Housing
and
Community
Developme
nt,
philanthropi
c partners,
housing
and service
providers

7/1/2028

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

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

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

SPM 2
8,240

Key Actions PM 1

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

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

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

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

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

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

People who are Hispanic/Latino

2,245

Key Actions PM 1

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

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

Key Actions PM 1

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

private market participation.

Performance Measurement Plan once fully implemented.

Implement provisions of CalAIM to launch housing-focused community supports within the existing services portfolio, which will allow Medi-Cal funds to be drawn down for certain services, including housing navigation, housing deposits, and housing stabilization. This shift will bring in additional revenue support to enhance and sustain these services and improve cross-system whole person care outcomes.

CalAIM, CalAIM-related funds, HHIP

State

HSH

San Francisco Department of Public Health, Managed Care Plans, housing and services provider organizations

1/1/2025

Number and percentage of people exiting shelter and other interim/temporary accommodations programs to permanent housing destination who have a move-in date into permanent housing.

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

Expand and strengthen services available within existing shelter and crisis intervention programs, including enhanced behavioral health care services and housing-focused case

Local: General Fund, OCOH
State: BHBH grant, Building Homes and Jobs Act Funding

Multiple

HSH

Shelter, interim housing, and other temporary accommodations provider organizations

7/1/2028

Number and percentage of people exiting shelter and other interim/temporary accommodations programs to permanent housing destination who have a move-in date into permanent

management to increase rapid and successful exits from shelter and crisis interventions to a wide range of permanent housing options, thereby increasing flow both out of and into the shelter system.

housing

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

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

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

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Convene collaborative planning effort to explore needs and to identify opportunities and strategies to strengthen partnerships with Latine communities and organizations and to reach	Local: General Fund State: HHAP	Multiple	HSH	Latine-led organizations including the Latino Task Force, and the Office of Civic Engagement and Immigrant Affairs	7/1/2028	Number and percentage of people exiting homelessness to permanent housing, analyzed by race and ethnicity. HSH will track regularly through the Performance Measurement

and serve Latine people experiencing homelessness more effectively.						Plan once fully implemented.
Implement capacity-building and partnership efforts to ensure geographic equity in siting of housing and the inclusion of units being developed and/or operated by organizations with deep connections to marginalized communities overrepresented among people experiencing homelessness.	Local: General Fund State: HHAP	Multiple	HSH	Mayor's Office of Housing and Community Development (MOHCD), and housing and services provider organizations, private funders	7/1/2028	Number and percentage of households who are enrolled in Permanent Supportive Housing program who move into permanent housing, analyzed by race and ethnicity. HSH will track regularly through the Performance Measurement Plan once fully implemented.
Strengthen partnerships with homelessness services providers and other community-based and faith-based organizations to help households experiencing homelessness navigate application, eligibility, and move-in requirements and processes, in order to ensure racially	Local: General Fund, OCOH State: HHAP	Multiple	MOHCD	Housing and services provider organizations, private funders	7/1/2028	Number of households newly moving into MOHCD-funded affordable housing units, analyzed by race and ethnicity. MOHCD will track regularly through the Performance Measurement Plan once fully implemented.

equitable access and entries into MOHCD-funded affordable housing units.

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

implemented.

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

SPM 4

184

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Expand the capacity of the homelessness response system by adding 3,250 new permanent housing units, including site-based and scattered-site permanent supportive housing (PSH), rapid re-housing, and shallow subsidies.	Local: General Fund, HSH Fund, OCOH State: Homekey, HHC, NPLH, Building Homes and Jobs Act Funding Federal: CoC , HOME	Multiple	HSH	Mayor's Office of Housing and Community Development (MOHCD), affordable housing developers, housing and service community-based organizations, private funders	7/1/2028	Add an average of 650 permanent housing units, including site-based and scattered-site permanent supportive housing (PSH), rapid re-housing, and shallow subsidies, per year over 5 years. HSH and MOHCD will track regularly through the Performance Measurement Plan once fully implemented.
Align critical resources to successfully implement a shared priority by-name list	Local: General Fund, OCOH State: BHBH, Incentive Payment	Multiple	HSH	Department of Public Health, Department of Emergency	7/1/2028	Number of unsheltered people enrolled into outreach programs who enter shelter or

strategy to allow the City to identify, understand, and successfully engage highly vulnerable people through clinically informed, sustained, goal-oriented, and culturally responsive street engagement efforts designed to improve people's wellbeing through access to housing, health care, and services.	Program (IPP) Federal: CoC, PATH McKinney	Management, community-based organizations providing outreach and referral services	interim housing programs. Number of people enrolled into outreach programs who directly enter permanent housing programs from unsheltered homelessness. HSH will track regularly through the Performance Measurement Plan once fully implemented.
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SPM 7.4: Racial and ethnic disparities in the average length of time that people experienced homelessness while accessing services.

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

Key Actions PM 1

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

justice-involved people with behavioral health care service needs and frequent contacts with the system, who are disproportionately Black and Latine, to help reduce racial inequities in risks and experiences of homelessness.				, and District Attorney's Office, as well as evaluation partners		ethnicity. HSH will track regularly through the Performance Measurement Plan once fully implemented.
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Convene collaborative planning effort to explore needs and to identify opportunities and strategies to strengthen partnerships with Latine communities and organizations and to reach and serve Latine people experiencing homelessness more effectively.	Local: General Fund, OCOH State: HHAP	Multiple	HSH	Latine-led organizations	7/1/2028	Average length of time people are engaged with homelessness response system prior to exits to permanent housing, analyzed by race and ethnicity. HSH will track regularly through the Performance Measurement Plan once fully implemented.
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SPM 5: Percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing.

SPM 5
13.00%

Key Actions PM 1

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

shallow subsidies for households in time-limited rapid re-housing who need ongoing financial assistance to remain housed.				Housing and Community Development (MOHCD), Office of Financial Empowerment, housing and services provider organizations		exits from Rapid Rehousing program to a shallow subsidy. HSH will track regularly through the Performance Measurement Plan once fully implemented.
Provide rapid re-housing and other subsidies, partnered with workforce development services and supports when possible, to address the employment and income goals of households and to increase their ability to remain stable within housing.	OCOH	Local	HSH	Office of Economic and Workforce Development, rapid rehousing provider organizations	7/1/2028	Total number of households receiving services through Rapid Rehousing programs that are partnered with workforce development services and supports, and broken down by household type (e.g., adults, youth, families with children.) HSH will track regularly through the Performance Measurement Plan once fully implemented.

SPM 7.5: Racial and ethnic disparities in the percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing.

Racial/Ethnic Group	Measure
People who are Black or African American	15.00%

People who are American Indian or Alaska Native

18.00%

Key Actions PM 1

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

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

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

SPM 6

11

Key Actions PM 1

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

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

sustained, goal-oriented, and culturally responsive street engagement efforts designed to improve people's wellbeing through access to housing, health care, and services.

services

programs from unsheltered homelessness.

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

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

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

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Continue to test and scale neighborhood-based activities addressing unsheltered homelessness, establishing strategies that are culturally responsive to the neighborhood, supporting alignment with neighborhood goals, and ensuring that City teams are equitably	Local: General Fund State: BHBH, ERF Federal: PATH McKinney	Multiple	HSH	HSOC, Department of Emergency Management, Department of Public Works, community-based organizations providing outreach services, community benefit districts and other street	1/1/2025	Number of unsheltered people receiving referrals from outreach teams, analyzed by race and ethnicity. HSH will track regularly through the Performance Measurement Plan once fully implemented.

assigned across the City.				ambassadors .		
Implement the ONE System Data Quality Plan and continue to expand participation and data quality of Homelessness Response System programs within the Online Navigation and Entry (ONE) System, which holds San Francisco's Homeless Management Information System (HMIS), including a focus on outreach providers, shelter and transitional housing programs, and locally funded PSH units.	State: CalAIM, CalAIM-related funds Federal: ESG, CoC	Multiple	HSH	Housing and services provider organizations	7/1/2028	<p>Number of unsheltered people enrolled into outreach programs who enter shelter or interim housing programs, analyzed by race and ethnicity.</p> <p>Number of people enrolled into outreach programs who directly enter permanent housing programs from unsheltered homelessness, analyzed by race and ethnicity.</p> <p>HSH will track regularly through the Performance Measurement Plan once fully implemented.</p>

Equity Improvement Plan

Steps to Complete this Section:

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

and services for groups overrepresented among residents experiencing homelessness.

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

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

Guidance:

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

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

Definitions:

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

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

Key Action	Lead Entity	Collaborating Entity/ies
In collaborative partnership with people with experiences of homelessness, design and implement on-going structures and processes through which people with such lived expertise are directly informing, guiding, shaping, and driving decision-making and improvements across the homelessness response system; engage in meaningful collaboration with community partners that mitigates power imbalances and acknowledges past harms in order to heal and build trusting relationships.	HSH	People with live experience, housing and services providers
Ensure the homelessness response system is more responsive to transgender and gender	HSH and Office of Transgender Initiatives	Office of Transgender Initiatives

nonconforming (TGNC) people by requiring and providing regular trainings to HSH staff and service providers in principles of cultural humility, racial bias, and in-depth gender diversity training.

Convene collaborative planning efforts to explore needs and to identify opportunities and strategies to strengthen partnerships with Latine communities and organizations and to reach and serve Latine people experiencing homelessness more effectively.	HSH	Office of Civic Engagement and Immigrant Affairs (OCEIA), Mayor's Office of Housing and Community Development (MOHCD)
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Develop a training strategy for providers within the Homelessness Response System, focused on how concepts of systemic oppression, white-dominant culture, and how they manifest at the institutional, interpersonal, and internalized levels among providers, in services and housing delivery, and in the entire response to homelessness.	HSH	OCEIA, MOHCD
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Coordinate with the Safe Housing Working Group to review findings and recommendations from the Safe Housing in San Francisco: A Community Needs Assessment Report, which HSH engaged the Safe Housing Alliance to prepare. Determine next steps for the design of referral processes for survivors needing access to resources within the homelessness response system, updates to Coordinated Entry standards related to survivors' access to and response from the Homelessness Response System, and the development of Homeless Management Information System (HMIS) protocols on how survivor information is safeguarded.	HSH	Safe Housing Working Group (which includes housing providers, victim service providers, and survivors)
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Key Actions the Region Will Take to Ensure Racial and Gender Equity in Housing Placements

Key Action	Lead Entity	Collaborating Entity/ies
Review and implement recommendations from the Coordinated Entry (CE) Redesign Workgroup to redesign and move the CE system from one that fosters competition for resources by individuals to one that aims to connect all people experiencing homelessness to available supports, provides an inclusive experience of accessing housing and services, and is focused on driving progress toward	HSH	Coordinated Entry Redesign Implementation Committee (which includes people with lived experience, homelessness providers, Human Services Agency, Department of

racial equity and housing justice.		Public Health), Local Homeless Coordinating Board (CoC Board)
Design, launch, and implement the Ending Transgender and Gender Non-Conforming (TGNC) Homelessness Initiative to address the crisis services and permanent housing needs of TGNC people experiencing or at-risk of homelessness.	HSH	Office of Transgender Initiatives and organizations serving TGNCI communities
Implement the Just Home Project initiative to develop a coordinated pathway to housing that addresses the needs of justice-involved people with behavioral health care service needs and frequent contacts with the system, who are disproportionately Black and Latine, to help reduce racial inequities in risks and experiences of homelessness.	HSH	Re-entry Council of the City and County of San Francisco, MacArthur Foundation, Urban Institute, Safety and the Justice Challenge Workgroup which comprises legal partners including the District Attorney's Office, Public Defenders Office, and Adult Probation
Coordinate with the Safe Housing Working Group to review findings and recommendations from the Safe Housing in San Francisco: A Community Needs Assessment Report, which HSH engaged the Safe Housing Alliance to prepare, and determine next steps for improving access to permanent housing options for survivors, potentially including survivor-specific housing, and for better addressing survivors' safety and service needs.	HSH	Safe Housing Working Group (which includes housing providers, victim service providers, and survivors)

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

Key Action	Lead Entity	Collaborating Entity/ies
Conduct an analysis of San Francisco's existing PSH portfolio and develop and implement recommendations to increase equitable practices and outcomes throughout the PSH portfolio in San Francisco to improve permanent housing and housing stabilization outcomes.	HSH	Permanent Supportive Housing organizations, consulting firms
Evaluate assessment tools and other strategies being used to target emergency rental assistance resources to households facing the greatest risks of experiencing homelessness,	HSH	Mayor's Office of Housing and Community Development, consulting firms

who are disproportionately BIPOC households.

Design, launch, and implement the Ending Transgender and Gender Non-Conforming (TGNC) Homelessness Initiative to address the crisis services and permanent housing needs of TGNC people, including supporting TGNC who exit homelessness into permanent housing are able to retain that housing.

HSH

Office of Transgender Initiatives

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

Key Action	Lead Entity	Collaborating Entity/ies
HSH's Contracting and Equity Teams are focused on supporting the capacity-building efforts of Black-led organizations, including through HSH's BIPOC Equity Fund, in order to assist organizations to be able to scale their programming, to effectively administer resources from a range of different local, state, and federal programs, and to engage more diverse organizations into active roles within the homelessness response system so that these organizations are more competitive in procurement opportunities.	HSH	SF Black-led organizations

Is place-based encampment resolution occurring within the region?

Yes

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

Narrative for place-based encampment resolution

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

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

HSH has been able to utilize Encampment Resolution Funds (ERF) to focus on place-based encampment resolution at specific encampments in the Tenderloin and Mission neighborhoods that are having significant impacts on the wider community. Through ERF, San Francisco conducts targeted outreach to

clients at these encampments and provide a wide range of resources and services including Coordinated Entry Assessments, shelter, and permanent housing placements. HSOC partners are working closely with HSH in areas targeted with ERF funds. As a part of these ERF projects HSH has also collaborated with CalTrans as well based on the locations of the encampments.

Optional Upload: Evidence of Collaboration and/or Prioritization

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

Steps to Complete this Section:

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

Guidance:

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

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

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

Definitions:

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

Key Actions to Reduce the Number of People Experiencing

Homelessness Upon Exiting a Jail

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

discuss any desired changes and infrastructure needs.

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

Through Just Home, HSH and its partners have new resources to create a strategic plan to break down silos between the City’s housing and criminal justice agencies and establish partnerships that allow for more coordinated, comprehensive, and equitable pathways to housing for those involved with the criminal legal system, which started with the opening of HSH’s Access Point for this population in 2023. This work will also help address some of the root causes of why people, especially BIPOC individuals, interact with the criminal legal system.	HSH	Housing partners, criminal legal partners, evaluation partners, John D. and Catherine T. MacArthur Foundation
Just Home and its community engagement efforts will continue to both generate new housing solutions and identify policy and programmatic changes that will help streamline assessment and service access options.		
Just Home will also launch an innovative housing demonstration site/model specifically for young adults exiting custody who have high needs, have high utilization of the criminal justice system, have urgent or emergent health concerns, and are experiencing housing instability.		

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

Key Action	Lead Entity	Collaborating Entity/ies
HSH and the District Attorney’s Office, in partnership with the Adult Probation Department, Department of Public	HSH	San Francisco Adult Probation Department, San Francisco

Health, Public Defender's Office, San Francisco Sheriff's Office, and Mayor's Office of Housing and Community Development (MOHCD), were awarded new resources from the John D. and Catherine T. MacArthur Foundation's "Just Home Initiative" to create a new strategic effort to build a more integrated system of assessment, housing, and service connections for people who are experiencing repeated episodes of homelessness and contacts with the criminal justice system.

In addition to establishing cross-sector partnerships between the homelessness response system, criminal legal system and relevant service provision fields, Just Home will also engage with planning bodies that regularly gather community feedback from the justice-involved population through the San Francisco Sentencing Commission, Safety and Justice Challenge Workgroup (funded by the MacArthur Foundation), Reentry Council of the City & County of San Francisco, and the San Francisco Local Homeless Coordinating Board.

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

Department of Public Health, San Francisco District Attorney's Office, San Francisco Sheriff's Office, MOHCD, affordable housing partners and funders, criminal legal partners, evaluation partners, technical assistance/support, John D. and Catherine T. MacArthur Foundation

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

Key Action	Lead Entity	Collaborating Entity/ies
Build on current comprehensive strategic planning efforts to strengthen partnership and coordination of strategies and develop an implementation plan between HSH and the San Francisco Department of Public Health (DPH), with particular focus on populations who are	HSH	San Francisco Department of Public Health, Department of Adult Services (DAS), and San Francisco's Managed Care Plans

unsheltered, have co-occurring behavioral health care needs, need higher levels of care/support, are older adults or people with disabilities, have chronic or long-term health needs, and/or are from populations overrepresented across the homelessness response system.

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

Institutional Setting	Key Action	Lead Entity	Collaborating Entity/ies
Foster care and other institutional settings	Expand affordable housing options for, and/or increase targeting of existing affordable housing resources to, people at greatest risk of experiencing homelessness, including people who are at transition points within other systems that often result in homelessness, such as youth ages 18 to 24 exiting the foster care system and people returning to community following periods of incarceration.	Mayor's Office of Housing and Community Development (MOHCD), and Juvenile Probation	Department of Juvenile Probation, and housing developers
Foster Care	Prevent homelessness among former foster youth through improved cross-system coordination and ensure foster youth are connected to access points and youth-specific access points.	HSH	San Francisco Human Services Agency
Behavioral Health Facilities	Build on current comprehensive strategic planning efforts to strengthen partnership and coordination of strategies and develop an implementation plan between HSH and the San Francisco Department of Public Health	HSH	Department of Public Health

(DPH), with particular focus on populations who are unsheltered, have co-occurring behavioral health care needs, need higher levels of care/support, are older adults or people with disabilities, have chronic or long-term health needs, and/or are from populations overrepresented across the Homelessness Response System.

Health Facilities	Strengthen pathways and processes through which people can move, in either direction, between permanent supportive housing programs and settings providing higher levels of care and treatment. This action item includes partnering with a licensed home health care services agency to provide a continuum of adaptive clinical nursing support (skilled nursing) and personal care needs to support residents.	HSH	Department of Public Health, San Francisco's Managed Care Plans (MCPs), San Francisco Department of Disability and Aging Services, licensed home health care providers and permanent supportive housing providers.
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Plan to Utilize Local, State, and Federal Funds to End Homelessness

Steps to Complete this Section:

1. The plan must include the total amount of available funding, the amount prioritized for permanent housing solutions, and an explanation of how **each participating applicant** is utilizing local, state, and federal funding programs to end homelessness. These programs must include, but are not limited to:
 - The Homekey Program,
 - The No Place Like Home Program
 - The Multifamily Housing Program
 - The Housing for a Healthy California Program
 - The Homeless Housing, Assistance, and Prevention Program

- Building Homes and Jobs Act
- The California Emergency Solutions Grants Program
- The National Housing Trust Fund established pursuant to the Housing and Economic Recovery Act of 2008
- HOME Investment Partnerships Act
- Parolee or probation programs that are intended to prevent homelessness upon release.

Guidance:

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

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

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

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

Definitions:

1. **Local Fund Administrator:** The entity responsible for administering the given funding source.
2. **Description of How Funds are/will be Utilized to End Homelessness in the Region:** Comprehensive summary of how the funding program will be utilized in the region. Applicants should highlight whether, how, and to what extent the funds are being used for permanent housing.
3. **Funding Amount:** Amount of known dollars secured or available to spend within the HHAP-5 grant timeframe (FY 23-24 through FY 27-28)
4. **Timeframe of Use:** The date range the local fund administrator anticipates expending the identified program funds.

Funding Landscape

Funding Program	Funding Type	Local Fund Administrator	Description of How Funds are/will be Utilized to End Homelessness in the Region	Funding Amount	Amount Prioritized for permanent Housing Solutions	Timeframe of Use
The Homekey Program	State	Episcopal Comm	Site acquisition, rehabilitation, and operating subsidies for	\$212,859,002.00	\$212,859,002.00	FY2022-26

unity the following permanent
Service supportive housing
s (PSH) sites:
(Round The Granada, a 232-unit
1) building located at 1000
San Sutter Street in San
Francis Francisco's Lower Knob
co Hill neighborhood
Depart -The Diva Hotel, a 122-
ment of unit building located at
Homel 440 Geary Street
essnes between Union Square
s and and the Tenderloin
Support neighborhoods.
tive -City Gardens, 39 new
Housin PSH units for families
g located at 333 12th
(HSH) Street (City Gardens)
(Round -160-unit property
s 2-3) located at 1321 Mission
Street, providing 120
studios and 40 3-
bedroom units with
private bathrooms and
kitchens for families
-Mission Inn (5630 -
5638 Mission Street).
This project includes
affordable housing with
onsite services for youth
ages 18-24 exiting
homelessness. There
are 51 units with private
bathrooms.
-Eula Hotel, located at
3055 - 3061 16th Street.
25 studio units with
private bathrooms and a
a shared kitchen.
-681 - 687 Ellis Street.
This property includes 74
units, a community
kitchen and lounge,
office space, and laundry
facilities.

The No Place Like Home Program	State	Mayor's Office of Housing and Community	Funding amount is cumulative across all NPLH rounds and anticipated to support the creation of 250-300 PSH units. Funding has supported or will support	\$91,304,629.00	\$91,304,629.00	FY2024-26
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Development (MOHCD) development of units for NPLH-eligible households at 1064 Mission, 6007 7th Street, 730 Stanyan, and 78 Haight, with some funds to be allocated by June 2024.

Parolee or probation programs that are intended to prevent homelessness upon release	State	N/A	N/A	\$0.00	\$0.00	N/A
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The Housing for a Healthy California Program	State	MOHCD	Funds support the rehabilitation of the Knox SRO hotel and 241 6th Street to create 30 new PSH units from currently vacant units.	\$6,798,810.00	\$6,798,810.00	FY2023-24
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The Homeless Housing, Assistance, and Prevention Program	State	HSH	HHAP funds sustain the ongoing operations of several non-congregate shelters, Navigation Centers, and a TAY PSH program. All projects offer on-site case management and a rich array of optional supportive services. HHAP also supports administrative costs and infrastructure development including HMIS and grants management staff and systems	\$84,453,352.99	\$2,131,572.00	FY2024-27
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Building Homes and Jobs Act	State	MOHCD	San Francisco will use its allocation of PLHA funds to support a Senior Operating Subsidy program to support seniors earning 15 to 25% of area median income to access units in MOHCD's pipeline. The five-year allocation is estimated initially to be \$52 million; this total will depend on State funds	\$37,180,497.00	\$0.00	FY2024-30
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received.

The California Emergency Solutions Grants Program	State	N/A	N/A	\$0.00	\$0.00	N/A
The National Housing Trust Fund established pursuant to the Housing and Economic Recovery Act of 2008	State	N/A	N/A	\$0.00	\$0.00	N/A
HOME Investment Partnerships Act	Federal	MOHCD	Includes HOME-ARP (\$18 million) and one year of HOME Entitlement (\$7.2 million). HOME Entitlement is an annual allocation. 96% of HOME ARP funds are dedicated to creating new permanent housing for formerly homeless households. Approximately 20% of HOME Entitlement funds are dedicated to creating new permanent housing for formerly homeless households.	\$25,261,293.00	\$19,452,258.00	FY2024-30
HUD Continuum of Care Program (CoC)	Federal	HSH	HSH uses CoC funds for homelessness response system projects; primarily rental assistance and leasing. Other projects include coordinated entry, HMIS, acquisitions, rehabilitation, new construction, and planning. HSH distributes the majority of funds to 22 provider partners, and also funds it's own initiatives. Housing projects include PSH, RRH, and joint TH and PH-RRH programs. All CoC-funded projects use a Housing First	\$53,794,910.00	\$48,310,793.00	Renews annually

approach.

Emergency Solutions Grant (ESG)	Federal	HS&A & MOHCD	HS&A uses ESG funds to provide operations support and essential services for individuals and families in emergency shelter, homelessness prevention, and rapid rehousing.	\$1,602,414.00	\$0.00	Renews annually
Permanent Access to Housing (PATH McKinney)	Federal	HS&A	PATH funds are used to support San Francisco's Homelessness Outreach Team (SF HOT). SF HOT works directly with people experiencing unsheltered homelessness. SF HOT works in small teams and help people get services, shelter, and housing. Encampment Resolution Teams (ERTs) are deployed by SF HOT specifically to go to encampments throughout the City. PATH funds support case management staff.	\$631,550.00	\$0.00	Renews annually
Behavioral Health Bridge Housing (BHBH)	State	HS&A	San Francisco City and County's Departments of Public Health (Behavioral Health Services) and Homelessness & Supportive Housing, and CBO partners, collaborate to use BHBH funding to expand housing by an additional 15 emergency stabilization units, 30 transitional housing beds, 20 stabilization units and board and care patches. The San Francisco BHBH program prioritizes Care Court clients, and homeless individuals with serious behavioral	\$32,265,440.00	\$0.00	FY2024-27

health conditions and resulting moderate to severe functional impairments. In addition, there's attention devoted in the plan to serving older-adult predominantly African American ex-offenders, homeless women, and individuals in relatively more acute and emergency situations for whom bridge housing is critical to the effective provision of needed services and positive client outcomes.

CalAIM	State	HSH	Funds will support eligible members in 1) housing navigation (assistance with finding and securing safe and stable housing), 2) housing deposits (assistance with identifying, coordinating, securing, or funding one-time services that enable a person to establish a basic household), and 3) housing tenancy and sustaining services (support in maintaining safe and stable tenancy once housing is secured).	\$8,971,642.00	\$8,971,642.00	Renews annually
CalAIM-related Funds	State	HSH	Incentive Payment Program, TA Vendor Marketplace, and PATH CITED IGT funds to support 1) CalAIM implementation and 2) purchase and implementation of IT platform/enhancements to improve data exchange with Managed Care Plans.	\$820,000.00	\$820,000.00	FY2024-25
Encampment	State	HSH	ERF-2L funds	\$15,123,25	\$0.00	FY2024-26

interventions at an encampment located in San Francisco's Polk Alley in the Tenderloin neighborhood. San Francisco's Homelessness Outreach Team has a dedicated team working in the Alleys connecting encampment residents to supportive services, interim, and permanent housing options. Funds also support the operation of the 33 Gough Cabin Project, 1515 South Van Ness Safe Sleep Site, Monarch Non-Congregate Shelter, and Cova Non-Congregate Shelter. These projects are located within a few miles of the encampment and offer residents an array of housing options.

ERF-2R funds interventions at an encampment located in San Francisco's Mission Neighborhood. San Francisco's Homelessness Outreach Team has a dedicated team working in the Mission connecting encampment residents to supportive services, interim, and permanent housing options. Funds also support the construction and operation of 60 community cabins at the new Mission Cabins program located in the same neighborhood as the encampment. Guests at the Cabins will have access to case management, supportive

services, storage facilities, 2 meals per day, and housing navigation to help them obtain permanent housing.

Housing and Homelessness Incentive Program (HHIP)	State	HSH	Funds will support 3 projects: 1) PSH Enhanced Care: Provide adaptive clinical nursing support and behavioral health services tailored to meet individual residents' needs at a PSH with enhanced onsite health services , 2) Coordinated Entry Redesign: Redesign existing assessment tools with a focus on predictive risk modeling and equity, and 3) PSH Capital Projects: Improvements to PSH properties to ensure accessibility for residents with disabilities or functional impairments, including modifications to entry ways, ramps, common areas and bathrooms.	\$8,016,050.00	\$3,097,600.00	FY2024-26
General Purpose Funds	Local	HSH	San Francisco's General Fund is an ongoing funding source that supports a wide array of HSH's programs, including housing, shelter and crisis interventions, homelessness prevention, outreach, capital work, and coordinated entry. General purpose funds fill in the gaps in budgets for programs that are also supported by more restricted grant funds. People experiencing homelessness are able	\$1,186,200,000.00	\$711,720,000.00	FY2024-28

to take advantage of programs throughout the City that are supported by General Purpose funds, including legal services, eviction prevention, and small business services.

Our City Our Home (OCOH)	Local	HSH	Since the 2019 PIT Count, HSH has focused on equitably expanding homelessness services. The Department's service expansion has primarily relied on the influx of local dollars from the Our City, Our Home (OCOH) Fund which San Francisco voters created in 2018 through the Proposition C ballot measure. OCOH supports four service areas: permanent housing, mental health, homelessness prevention, and shelter and hygiene. OCOH funds first became available for the City to spend in fiscal year 2020-21.	\$777,411,000.00	\$514,274,000.00	FY2024-28
HSH Fund: Care/Not Cash Local Agency Funds	Local	HSH	Care Not Cash was established by a local ballot measure in 2002 to provide additional support for people experiencing homelessness. The County Adult Assistance Programs (CAAP) provide cash assistance and employment services to low-income individuals with no dependent children, including those who cannot work, immigrants, and refugees.	\$24,734,934.00	\$24,734,934.00	Renews annually
MacArthur	Other	HSH	Funds support HSH's	\$1,073,593.	\$0.00	FY2023-25

Foundation: Just Home Initiative Grant

efforts to build new relationships and active partnerships with San Francisco's criminal justice agencies and system partners, so multiple systems can collectively develop a more comprehensive, equitable, and coordinated system to bridge significant siloes between the homelessness, housing, and the criminal justice systems. Funds also sustain ongoing efforts to build the capacity of cross-system partners to create more clearly defined pathways to housing for all who are justice-involved and experience housing instability (e.g., staffing capacity and community engagement infrastructure).

75

Total \$ Available to prevent and end homelessness:	Total Prioritized for Permanent Housing Solutions:
\$2,568,502,369.06	\$1,644,475,240.00

Plan to Connect People Experiencing Homelessness to All Eligible Benefit Programs

Steps to Complete this Section:

1. Explain how the region is connecting, or will connect, individuals to wrap-around services from all eligible federal, state, and local benefit programs, including, but not limited to, housing and homelessness services and supports that are integrated with the broader social services systems and supports. Benefit Programs include, but are not limited to:

- CalWORKs
- CalFresh
- Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy;
- In-home supportive services;
- Adult protective services;
- Child welfare;
- Child care; and
- Medi-Cal benefits through Managed Care Plans

Guidance:

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

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

Definitions:

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

Benefit Programs

Benefit Program	Connection Strategy/ies	Lead Entity	Collaborating Entity/ies
CalWORKs	The CalWORKs Housing Support Program (HSP) fosters housing stability for families experiencing or at-risk of homelessness in the CalWORKs program. The San Francisco HSP program follows	San Francisco Human Services Agency (HSA)	Abode Services, Catholic Charities, Hamilton Families

evidence-based housing interventions, including homelessness prevention services and rapid rehousing intervention; and operates using a housing first philosophy to ensure families' access to safe and stable housing. San Francisco Human Services Agency (HSA) CalWORKs Social Workers identify clients that meet the California Department of Social Services definition of homelessness and work closely with contracted staff from community-based organizations (CBOs) to match and place clients in available housing units. HSP provides families with housing locator, housing connector, and housing stabilization services as well as case management services to obtain and retain permanent housing. In other words, following the rapid re-housing intervention, families are assisted with identifying housing, move-in and rental assistance, and provided with wrap-around services until the family exits the program.

CalFresh

CalFresh Outreach includes contracts with organizations to increase San Francisco's CalFresh participation rate via a targeted promotive campaign conducted by the San Francisco Marin Food Bank. The primary goal of the grant is to reduce

HSA

San Francisco Marin Food Bank

hunger and food insecurity in San Francisco by generating approvable CalFresh applications to be presented to HSA staff for eligibility determination. The target population is not specifically homeless individuals, but those individuals would receive the same customer service as other populations.

Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy	The Homeless Benefits Linkages Initiative assists people experiencing homelessness to apply for the County Adult Assistance Program (CAAP), Medi-Cal, CalFresh, and SSI benefits – meeting clients where they are instead of requiring them to come to a government office. Through the Homeless Benefits Linkages Initiative, HSA has continued to administer the Housing and Disability Advocacy Program (HDAP), a state program which funds outreach, case management, SSI advocacy services and housing for people with a disability who are experiencing homelessness. This funding builds on CAAP's existing SSI Advocacy Program by enhancing the housing resources available to homeless clients.	HSA	San Francisco Department of Homelessness and Supportive Housing (HSH), Bay Area Legal Aid
In-home supportive services	Develop higher levels of in-home support to	San Francisco Department of Public	HSH, HSA

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

Health (DPH)

Adult protective services	HSA's Department of Disability and Aging Services (DAS) includes the City's Adult Protective Services (APS) division, which responds to reports of abuse, neglect, exploitation and self-neglect involving older adults and adults with disabilities. APS seeks to prevent and/or mitigate the mistreatment of clients in collaboration with community providers, as well as other City departments and criminal justice agencies.	HSA	HSH, San Francisco Fire Department, DPH, University of California at San Francisco (UCSF), Institute on Aging
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Child welfare	HSA has historically contributed some General Fund match towards the provision of the State-funded Bringing Families Home (BFH) program. BFH offers financial assistance and housing-related wraparound supportive services to families experiencing or at risk of homelessness. Services provided include connection with Rapid Rehousing	HSA	Hamilton Families, Homeless Prenatal Program
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subsidies, Housing Choice Vouchers, and temporary family housing.

Child care	<p>The Department of Early Childhood (DEC) is San Francisco's lead for child care. DEC funds local organizations to specifically provide case management for homeless families, which includes providing referrals to child care programs as well as funding and coordination of federal, state, and local child care subsidies. Homeless children receive priority for child care enrollment and attend free of charge. DEC also funds family resource centers that specialize in meeting the needs of homeless families, including coordination of care and support for basic needs.</p>	San Francisco Department of Early Childhood (DEC)	Children's Council of San Francisco, Wu Yee Children's Services, Compass Family Services
Medi-Cal benefits through Managed Care Plans	<p>The Human Services Agency is San Francisco's lead for public benefits. HSH has data sharing agreements in place with HSA to streamline Medi-Cal renewal for persons experiencing homelessness. HSH has distributed Home Base's Medi-Cal Renewal Toolkit widely among contracted CBOs, and has invited Home Base to present to the provider network. Additionally, through the CalAIM initiative HSH is receiving additional Medi-Cal eligibility support from DPH to</p>	HSA	HSH, DPH, HomeBase, San Francisco Health Plan, Anthem

identify barriers to Medi-Cal enrollment in the homelessness response system. Once identified, HSH will apply to the MCPs for Cal-AIM funding to support a remediation strategy.

Home Safe

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

HSA

Institute on Aging, various other as per organic engagement with APS

Memorandum of Understanding (MOU)

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

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

Memorandum of Understanding (MOU)

HHAP-5_Section 2.7_CCSF and CoC Letters.pdf

Supporting Documentation (Optional)

Application Process Certification:

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

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

Meeting Dates

Meeting Dates
3/5/2024
3/15/2024
3/21/2024
3/22/2024

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

Stakeholder engagement

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

	Homelessness Oversight Commission (HOC) and Local Homeless Coordinating Board.
Youth with lived experience of homelessness	Youth with lived experience of homelessness were part of the community engagement efforts described above. In addition, HSH convenes a Youth Policy Advisory Committee with youth with lived experience of homelessness to provide input on the City's policies and programs targeting youth homelessness.
Persons of populations overrepresented in homelessness	The community engagement sessions and workgroups described above heavily prioritized people from populations overrepresented in homelessness. For example, almost 48% of survey respondents were Black and over 10% were transgender and gender non-conforming. In addition, HSH has begun convening a group of BIPOC-led providers to discuss and center the needs of BIPOC communities experiencing homelessness.
Local department leaders and staff from qualifying smaller jurisdictions, including child welfare, health care, behavioral health, justice, and education system leaders	As part of developing the City/County's strategic plan that directly informed the Regionally Coordinated Homelessness Action Plan, HSH consulted with local department leaders to inform the plan's strategies. The departments include the City's Human Services Agency, San Francisco Unified School District, the Department of Public Health, and various justice entities (including the District Attorney's Office, Sheriff's Office, and Public Defender's Office). These departments are also regular partners in different City initiatives that helped shape San Francisco's plan, including Coordinated Entry Redesign and Just Home.
Homeless service and housing providers operating within the region	HSH regularly engages with providers working in San Francisco and sought input from providers on the City/County's plan. A meeting for providers to provide feedback on the Regionally Coordinated Homelessness Action was held on March 15, 2024.
Medi-Cal Managed Care Plans contracted with the State Department of Health Care Services in the region	Managed Care Plans were key collaborators in developing and implementing the strategies outlined in the strategic plan that directly informed the Regionally Coordinated Homelessness Action Plan in this application. State initiatives like CalAIM, IPP, and HHIP have furthered our shared goals of strengthening homelessness response system information infrastructure, including enhancing our ability to securely connect HMIS and health care data and aligning documentation standards. We have worked together to ensure that MCP's HHIP

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

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

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

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

Open

Part 3: Funding Plan

Steps to complete this section:

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

additional shelter.

Guidance:

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

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

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

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

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

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

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

Administrative Entity 1

Which Administrative Entity is submitting the below budget?

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

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

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

and Innovative
Housing Solutions

Operating
Subsidies-
Permanent Housing

Operating
Subsidies-Interim
Sheltering

\$36,787,905.00 \$3,998,685.00

Two additional years of non-congregate and semi-congregate operating costs for shelters and navigation centers with enhanced case management.

Additionally, funds will support the 888 Post TAY Navigation Center providing up to 75 beds when at full capacity. It provides supportive services and shelter operations for young adults ages 18-27 experiencing homelessness. Services include case management, meals, storage, and benefits navigation.

Operating subsidies for several of San Francisco's interim housing projects aligns with the State's priority to sustain existing investments towards long-term sustainability of housing. HHAP funds support ongoing operations; without these funds, projects would close and San Francisco's emergency response system would lose essential resources.

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

				term sustainability of the program.
Interim Sheltering				
Improvements to Existing Emergency Shelter				
Street Outreach				
Services Coordination	\$3,198,948.00	\$347,712.00	Shelter services and enhancements to create more privacy and services in each shelter setting; HHAP 5 continues funding for 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.	Services coordination at several shelter and temporary housing programs in San Francisco align with the State priorities to sustain existing investments and prioritize permanent housing solutions. This funding invests in emergency shelter and temporary housing while increasing outflow to permanent housing.
Systems Support				
HMIS	\$434,639.00		Continues project staffing for ONE system (HMIS) implementation, privacy and data sharing support.	HHAP funds will sustain the San Francisco Department of Homelessness and Supportive Services' HMIS team and database management.
Administrative	\$3,042,477.63		Continues staffing	HHAP funds

Costs

for administrative and strategic planning support, and department infrastructure development.

build the San Francisco Department of Homelessness and Supportive Services' capacity to administer grants and manage programming.

**Total HHAP-5
Dollars Budgeted:
\$43,463,969.63**

**Total HHAP-5
Youth Set-Aside
Dollars Budgeted:
\$4,346,397.00**

Youth Set-Aside Minimum
\$4,346,396.96

HMIS Maximum
\$434,639.70

Administrative Maximum
\$3,042,477.87

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

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

Certification

Participating Eligible Applicant 1

Participating Eligible Applicant
City & County of San Francisco

Certification City & County of San Francisco

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

Name
Christine Rolan

Phone
(415) 279-4647

Email
christine.rolan@sfgov.org

Participating Eligible Applicant 2

Participating Eligible Applicant

CA-501 San Francisco Continuum of Care

Certification CA-501 San Francisco Continuum of Care

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

Name

Christine Rolan

Phone

(415) 279-4647

Email

christine.rolan@sfgov.org