



# California Department of Housing and Community Development

## HHAP Round 6 Regionally Coordinated Homelessness Action Plan

### Section 1. Regional Identification and Contracting Information

Steps to complete this section:

1. Select the Continuum of Care (CoC) Region. The definition of "Region" is the geographic area served by a county, including all cities and the CoC or CoCs within it (HSC 50230(v)).
2. Indicate which Eligible Applicants are applying together as a region for HHAP 6 (i.e., which Eligible Applicants will administer the Regionally Coordinated Homelessness Action Plan and be signatory to the Memorandum of Understanding). Eligible Applicants for HHAP 6 are all counties, all Continuums of Care, and Large Cities.
3. For each participating Eligible Applicant, indicate whether and how the Eligible Applicant intends to contract with HCD (i.e., indicate whether the Eligible Applicant will act as their own Administrative Entity, or designate one of the other regional partners to administer their allocation and act as the Administrative Entity on their behalf).

#### Regional Application Participation

##### **Continuums of Care (CoCs)**

- A CoC that serves a single county **must** apply as part of the regional application with the county and any overlapping Large Cities. In this case, the CoC should select: *"Is participating in this regional application as an Eligible Applicant."*
- A CoC that serves multiple counties **must either:** apply as part of a single regional application with multiple counties and any overlapping Large Cities **or** participate in the regional application of each overlapping county and the Large Cities therein. When the CoC is participating in multiple regional applications, the CoC should select: *"Is participating in this regional application as an Eligible Applicant"* for the regional application that will include the CoC's HHAP 6 funding plan, and should select: *"Is participating in this regional application as a collaborator"* for all other regional applications they are participating in. This will help to ensure the CoC's funding plan is only collected on a single regional application.

##### **Large Cities ("City" or "Cities")**

Large Cities must apply as part of the regional application with the applicable county and CoC.

## Counties

- In a CoC that serves a single County, the County **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. **At a minimum**, each County must apply with the overlapping CoC.

## LA Region

All CoCs within the County of Los Angeles shall be considered part of a single region, along with the County and Large Cities within the county and therefore **must** apply together. (HSC § 50230(v)(2).)

## Contracting

Each Eligible Applicant has the discretion to administer their base allocation directly or may designate an Eligible Applicant in their region to serve as their Administrative Entity. The selections made in this section will indicate which Eligible Applicant will enter into contract with HCD to administer each Eligible Applicant's HHAP 6 allocation. For reference, [HHAP 6 allocations](#) are available on HCD's HHAP website.

The Administrative Entity is responsible for meeting the terms and conditions of the contract, which include, but is not limited to, contracting (when necessary) with sub-recipients, and fulfilling all monthly, annual, final, and Homeless Management Information System (HMIS) reporting requirements.

- **If you plan to contract with HCD to receive and administer only your (individual) HHAP 6 allocation**, select: *"Will enter into contract with HCD to receive and administer their HHAP 6 allocation"* under the contracting selection.
- **If you do not plan to contract with HCD and instead plan to identify another participating Eligible Applicant in the region to enter into contract with HCD to receive and administer your HHAP 6 allocation**, select: *"Identify another participating Eligible Applicant in their region to enter into contract with HCD to receive and administer their HHAP 6 allocation"* under the contracting selection. Once selected, you will be prompted to designate the Administrative Entity from a list of other Eligible Applicants in the region.
- **If you plan to contract with HCD to receive and administer multiple HHAP 6 allocations within your region**, select: *"Will enter into contract with HCD to receive and administer their HHAP 6 allocation and allocation(s) from other Eligible Applicants in the region"* under the contracting selection.

**Please select the Continuum of Care region**

San Francisco CoC

## 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 6 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 6 allocation

**San Francisco Designated Administrative Entity**

San Francisco CoC

**Contact Title**

Director of Finance

**Name**

Lisa Agustin

**Email**

lisa.agustin@sfgov.org

**Phone**

(628) 652-7740

**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 6 allocation

**San**

**Francisco County Designated Administrative Entity**

San Francisco CoC

**Contact Title**

Budget Director

**Name**

Christine Rolan

**Email**

**Phone**

christine.rolan@sfgov.org

(415) 279-4647

**Number of Contracts**

1

## Section 2. Documentation and Certification of Stakeholder Engagement

### Section 2. Documentation of Stakeholder Engagement

1. Provide the dates for which at least three public meetings were held to support the development of the Regionally Coordinated Homelessness Action Plan (Plan).
2. Describe how each stakeholder group from the list provided was invited and encouraged to engage in the Plan.
3. Describe the specific input from the public meetings that was incorporated into the Plan.
4. Certify that all participating Eligible Applicants met the process requirements for developing the Plan.

### Meeting Dates

Meeting Dates	Meeting Name or Identifier (optional)
7/7/2025	Community Meeting
7/27/2025	Strategic Framework Advisory Committee (SFAC)
7/29/2025	Community Meeting
8/7/2025	Homelessness Oversight Commission (HOC)

### Stakeholder engagement

Stakeholders	Description of how stakeholders were invited and encouraged to engage in the public stakeholder process	Describe the specific input from stakeholders that was incorporated into the Plan
People with lived experience of homelessness, including but not limited to survivors of domestic violence.	The Department of Homelessness and Supportive Housing (HSH) held three public meetings to present the HHAP-6 Regionally coordinated Action Plan and solicit feedback from the required stakeholder groups. Two of the meetings were webinars; one held in the middle of the day and another in the evening to ensure folks with different schedules could attend. The invitation to these meetings specifically encouraged the stakeholder groups required to be included in the HHAP 6 planning process to attend. Email reminders went out shortly before each meeting to encourage additional	<p>Feedback from this stakeholder group includes:</p> <ul style="list-style-type: none"> <li>- Providing additional support for operators of existing programs to sustain their work</li> <li>- Benefits support; ensuring everyone receives the benefits they are eligible for</li> <li>- Prevention – more problem-solving resources and eviction defense</li> <li>- Increase quality and capacity of PSH</li> <li>- Increase collaboration with the Department of Public Health (DPH)</li> <li>- Support for specific at-risk populations: folks living with HIV, seniors</li> </ul> <p>-Overall, in order to meet the State’s priority for HHAP 6 to sustain existing</p>

participation. The third public meeting was the San Francisco Homeless Oversight Commission's monthly meeting where members of the public regularly appear and provide public comment on items related to homelessness in San Francisco. The commissioners themselves also provided feedback. Service providers and people with lived experience are regular participants in these meetings.

Interim Housing Solutions, San Francisco focused on sustaining current housing investments, and determined non-housing or support cost categories could not be included in the HHAP 6 funding plan. Instead, HSH plans to continue leveraging other local and state funding sources to support programming that was highlighted as a priority from our stakeholder groups during the engagement process. For example, the City's Our City Our Home fund has specific legislated carve-outs for Prevention and Family Housing which makes it a good funding source to address feedback and programming requests from stakeholders where eligible. In the upcoming fiscal year, HSH will work in partnership with the Department of Public Health to expand upon the successful RESTORE pilot that was launched to address the growing need for enhanced behavioral and substance use services in the shelter system. This partnership across new programming will be a prioritized collaboration for San Francisco. In some instances, these services are offered in settings that are not considered housing first and are therefore ineligible to be funded by HHAP; or they are offered to unsheltered individuals and would be considered "nonhousing solutions" for HHAP 6 purposes, which means we will again look for alternative sources of funding to support.

- We were able to address some feedback by incorporating operating and benefits support into the requests for navigation centers and interim housing included in the HHAP 6 application. HHAP funds allow San Francisco to sustain the operations of these interim housing sites through FY28. Staff at these sites provide a wide range of assistance to guests, many including at-risk populations, including ensuring guests are connected to all mainstream benefits

they are eligible for.

Youth with lived experience of homelessness.

HSH held three public meetings to present the HHAP-6 Regionally coordinated Action Plan and solicit feedback from the required stakeholder groups. Two of the meetings were webinars; one held in the middle of the day and another in the evening to ensure folks with different schedules could attend. The invitation to these meetings specifically encouraged the stakeholder groups required to be included in the HHAP 6 planning process to attend. Email reminders went out shortly before each meeting to encourage additional participation. The third public meeting was the San Francisco Homeless Oversight Commission's monthly meeting where members of the public regularly appear and provide public comment on items related to homelessness in San Francisco. The commissioners themselves also provided feedback. Service providers and people with lived experience are regular participants in these meetings.

In addition, the invitations for the public meetings were sent to San Francisco's Youth Commission. The Youth Commission is a body of 17 youth between the ages of 12 and 23. The commission is responsible for advising the Board of Supervisors and the Mayor on policies and laws related to young people and is also charged with providing comments and recommendations on all proposed laws that would primarily affect youth.

Feedback from this stakeholder group includes:

- Eviction Defense
- Increase quality and capacity of supportive services in PSH
- Increase collaboration with the Department of Public Health (DPH)
- Benefits support; ensuring everyone (especially seniors) receive the benefits they are eligible for

-Overall, in order to meet the State's priority for HHAP 6 to sustain existing Interim Housing Solutions, San Francisco focused on sustaining current housing investments, and determined non-housing or support cost categories could not be included in the HHAP 6 funding plan. Instead, HSH plans to continue leveraging other local and state funding sources to support programming that was highlighted as a priority from our stakeholder groups during the engagement process.

Additionally, HSH and DPH collaborate regularly to provide clinical services through street outreach, interim, and permanent housing. In some instances, these services are offered in settings that are not considered housing first and are therefore ineligible to be funded by HHAP; or they are offered to unsheltered individuals and would be considered "nonhousing solutions" for HHAP 6 purposes. In the upcoming fiscal year, HSH will work in partnership with the Department of Public Health to expand upon the successful RESTORE pilot that was launched to address the growing need for enhanced behavioral and substance use services in the shelter system. This partnership across new programming will be a prioritized collaboration for San Francisco. In some instances, these services are offered in settings that are not considered housing first and are therefore ineligible to be funded by

HHAP; or they are offered to unsheltered individuals and would be considered “nonhousing solutions” for HHAP 6 purposes, which means we will again look for alternative sources of funding to support.

- We were able to address some feedback by incorporating operating and benefits support into the requests for navigation centers and interim housing included in the HHAP 6 application. HHAP funds allow San Francisco to sustain the operations of these interim housing sites through FY28. Case managers and housing navigators at these sites provide a wide range of assistance to guests, including ensuring guests are connected to all mainstream benefits they are eligible for.

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

HSH held three public meetings to present the HHAP-6 Regionally coordinated Action Plan and solicit feedback from the required stakeholder groups. Two of the meetings were webinars; one held in the middle of the day and another in the evening to ensure folks with different schedules could attend. The invitation to these meetings specifically encouraged the stakeholder groups required to be included in the HHAP 6 planning process to attend. Email reminders went out shortly before each meeting to encourage additional participation. The third public meeting was the San Francisco Homeless Oversight Commission's monthly meeting where members of the public regularly appear and provide public comment on items related to homelessness in San Francisco. The commissioners themselves also provided feedback. Service providers and people with lived experience are regular participants in these meetings.

Feedback from this stakeholder group includes:

- Prevention services, including problem solving and eviction defense
- Fund guaranteed basic income programs
- Support organizational capacity improvements and other needs of providers (provide COLAs and fund IT improvements), improve partnerships across the system
- Increase quality and capacity of PSH
- Support for specific at-risk populations: people living with HIV, youth, seniors
- Increased medical supports: collaborations with DPH, more beds for dually diagnosed folks, adding nursing resources for youth
- Benefits support; ensuring everyone receive the benefits they are eligible for
- Provide more short- and long-term subsidies and rental assistance, including for those exiting from RVs/vehicular homelessness
- Invest in family services – improve the coordinated entry system, provide larger units for bigger families, increase availability of rapid rehousing, and make subsidies longer

term and more robust

-Overall, in order to meet the State's priority for HHAP 6 to sustain existing Interim Housing Solutions, San Francisco focused on sustaining current housing investments, and determined non-housing or support cost categories could not be included in the HHAP 6 funding plan. Instead, HSH plans to continue leveraging other local and state funding sources to support programming that was highlighted as a priority from our stakeholder groups during the engagement process. For example, the City's Our City Our Home fund has specific legislated carve-outs for Prevention and Family Housing which makes it a good funding source to address feedback and programming requests from stakeholders where eligible. In the upcoming fiscal year, HSH will work in partnership with the Department of Public Health to expand upon the successful RESTORE pilot that was launched to address the growing, need for enhanced behavioral and substance use services in the shelter system. This partnership across new programming will be a prioritized collaboration for San Francisco. In some instances, these services are offered in settings that are not considered housing first and are therefore ineligible to be funded by HHAP; or they are offered to unsheltered individuals and would be considered "nonhousing solutions" for HHAP 6 purposes, which means we will again look for alternative sources of funding to support.

- We were able to address some feedback by incorporating operating and benefits support into the requests for navigation centers and interim housing included in the HHAP 6 application. HHAP funds allow San Francisco to sustain the operations of these interim housing sites through FY28. Case managers and housing

navigators at these sites provide a wide range of assistance to guests, including ensuring guests are connected to all mainstream benefits they are eligible for.

-Lastly, over the last few years San Francisco has made significant investments in expanding programming for families with children. Much of these efforts are funded by the Our City Our Home fund and its allocation for housing for families. With this local source San Francisco has been able to invest over \$80M in the FY25-27 budget towards sustaining and expanding programs to address family homelessness. Because of the local resources available and the current pipeline of housing and shelter, HSH will continue to use local sources to fulfill investments for families instead of allocating new HHAP resources.

Homeless services and housing providers, including developers of permanent affordable housing operating within the region.

HSH held three public meetings to present the HHAP-6 Regionally coordinated Action Plan and solicit feedback from the required stakeholder groups. Two of the meetings were webinars; one held in the middle of the day and another in the evening to ensure folks with different schedules could attend. The invitation to these meetings specifically encouraged the stakeholder groups required to be included in the HHAP 6 planning process to attend. Email reminders went out shortly before each meeting to encourage additional participation. The third public meeting was the San Francisco Homeless Oversight Commission's monthly meeting where members of the public regularly appear and provide public comment on items related to homelessness in San Francisco. The commissioners themselves also provided feedback. Service providers and

Feedback from this stakeholder group includes:

- Prevention services including legal services, eviction prevention, and creating a community wide prevention plan
- Permanent housing: increase the quality and capacity of supportive services and help people develop daily living and financial skills.
- Support organizational capacity improvements and expanded partnerships
- Interim Housing: Teach guests housing sustaining skills including being a good neighbor and how to pay bills, rent etc; provide robust services; provide non-congregate interim housing options
- Housing Navigation: provide additional support including supporting culturally sensitive street outreach, increasing the quality and amount of navigation services for people in the process of getting into housing, and more services for people trying to retain and stabilize in housing
- Support for specific at-risk

people with lived experience are regular participants in these meetings.

In addition, the HHAP 6 Regionally Coordinated Action Plan was presented to the Strategic Framework Advisory Committee (SFAC), the leadership group of service providers that represent the components and diverse populations that comprise San Francisco's homelessness response system. SFAC advises HSH on programs, policy, and strategic priorities.

populations: people living with HIV, youth, seniors, those exiting incarceration, those trying to achieve/maintain sobriety, individuals and families who have lower acuity/assessment scores who can't otherwise get help, and people exiting RV/vehicular homelessness

- Increased medical supports: more collaborations with the Department of Public Health, more beds for dually diagnosed folks, adding nursing resources for youth
- Invest in family services – improve the coordinated entry system, provide larger units for bigger families, increase availability of rapid rehousing, and make subsidies longer term and more robust

-Overall, in order to meet the State's priority for HHAP 6 to sustain existing Interim Housing Solutions, San Francisco focused on sustaining current housing investments, and determined non-housing or support cost categories could not be included in the HHAP 6 funding plan. Instead, HSH plans to continue leveraging other local and state funding sources to support programming that was highlighted as a priority from our stakeholder groups during the engagement process. For example, the City's Our City Our Home fund has specific legislated carve-outs for Prevention and Family Housing which makes it a good funding source to address feedback and programming requests from stakeholders where eligible. This shows how HSH leverages other local funding sources to provide services for specific populations most at-risk of experiencing homelessness. In addition, HSH anticipates submitting an Encampment Resolution Fund (ERF) proposal to serve individuals and families exiting from RVs/vehicular homelessness in targeted encamped areas of San Francisco.

In the upcoming fiscal year, HSH will work in partnership with the Department of Public Health to expand upon the successful RESTORE pilot that was launched to address the growing need for enhanced behavioral and substance use services in the shelter system. This partnership across new programming will be a prioritized collaboration for San Francisco. In some instances, these services are offered in settings that are not considered housing first and are therefore ineligible to be funded by HHAP; or they are offered to unsheltered individuals and would be considered “nonhousing solutions” for HHAP 6 purposes, which means we will again look for alternative sources of funding to support.

-Lastly, over the last few years San Francisco has made significant investments in expanding programming for families with children. Much of these efforts are funded by the Our City Our Home fund and its allocation for housing for families. With this local source San Francisco has been able to invest over \$80M in the Fy25-27 budget towards sustaining and expanding programs to address family homelessness. Because of the local resources available and the current pipeline of housing and shelter, HSH will continue to use local sources to fulfill investments for families instead of allocating new HHAP resources.

Each Medi-Cal Managed Care Plan contracted with the State Department of Health Care Services in the region.

HSH held three public meetings to present the HHAP-6 Regionally coordinated Action Plan and solicit feedback from the required stakeholder groups. Two of the meetings were webinars; one held in the middle of the day and another in the evening to ensure folks with different schedules could attend. The invitation to these meetings specifically encouraged the stakeholder

No specific input was provided by people who identified with this stakeholder group

groups required to be included in the HHAP 6 planning process to attend. Email reminders went out shortly before each meeting to encourage additional participation. The third public meeting was the San Francisco Homeless Oversight Commission's monthly meeting where members of the public regularly appear and provide public comment on items related to homelessness in San Francisco. The commissioners themselves also provided feedback. Service providers and people with lived experience are regular participants in these meetings.

Street medicine providers, victim service providers, and other service providers directly assisting people within the region experiencing homelessness or at risk of homelessness.

HSH held three public meetings to present the HHAP-6 Regionally coordinated Action Plan and solicit feedback from the required stakeholder groups. Two of the meetings were webinars; one held in the middle of the day and another in the evening to ensure folks with different schedules could attend. The invitation to these meetings specifically encouraged the stakeholder groups required to be included in the HHAP 6 planning process to attend. Email reminders went out shortly before each meeting to encourage additional participation. The third public meeting was the San Francisco Homeless Oversight Commission's monthly meeting where members of the public regularly appear and provide public comment on items related to homelessness in San Francisco. The commissioners themselves also provided feedback. Service providers and people with lived experience are regular participants in these meetings.

Feedback from this stakeholder group includes:

- Support organizational capacity improvements
- Prevention
- Resources for specific subpopulations including folks living with HIV and seniors
- Benefits support; ensuring everyone receives the benefits they are eligible for

-Overall, in order to meet the State's priority for HHAP 6 to sustain existing Interim Housing Solutions, San Francisco focused on sustaining current housing investments, and determined non-housing or support cost categories could not be included in the HHAP 6 funding plan. Instead, HSH plans to continue leveraging other local and state funding sources to support programming that was highlighted as a priority from our stakeholder groups during the engagement process. For example, the City's Our City Our Home fund has specific legislated carve-outs for Prevention and Family Housing which makes it a good funding source to address feedback and programming requests from stakeholders where eligible.

- We were able to address some feedback by incorporating operating and benefits support into the requests for navigation centers and interim housing included in the HHAP 6 application. HHAP funds allow San Francisco to sustain the operations of these interim housing sites through FY28. Case managers and housing navigators at these sites provide a wide range of assistance to guests, including ensuring guests are connected to all mainstream benefits they are eligible for.

Federally recognized tribal governments pursuant to Section 4103 of Title 25 of the United States Code that are within the region.

There are no federally recognized tribes in San Francisco. The closest federally recognized tribes are in Sonoma County (Lytton Rancheria of California, Dry Creek Rancheria Band of Pomo Indians, Kashia Band of Pomo Indians of the Stewarts Point Rancheria, Elem Indian Colony of Pomo Indians of the Sulphur Bank Rancheria, Federated Indians of Graton Rancheria). These groups are made up of Pomo and Miwok communities whose historical lands ended about 50 miles north of San Francisco.

HSH held three public meetings to present the HHAP-6 Regionally coordinated Action Plan and solicit feedback from the required stakeholder groups. Two of the meetings were webinars; one held in the middle of the day and another in the evening to ensure folks with different schedules could attend. The invitation to these meetings specifically encouraged the stakeholder groups required to be included in the HHAP 6 planning process to attend. Invitees included Friendship House Association of American Indians and the Native American Cultural District. These organizations support native people and communities in San Francisco.

No specific input was provided by people who identified with this stakeholder group

Email reminders went out shortly before each meeting to encourage additional participation. The third public meeting was the San Francisco Homeless Oversight Commission's monthly meeting where members of the public regularly appear and provide public comment on items related to homelessness in San Francisco.

**Describe any other input from public meetings not captured above that was incorporated into the Plan.**

**Documentation of Stakeholder Engagement Narrative - Stakeholder Input**

Please note that multiple people who provided feedback identified with multiple stakeholder groups, therefore their feedback is listed in more than one place above (for example, one person who experienced homelessness as a youth now works for a homeless services provider and sits on a government commission, therefore their feedback is included four times in this document; and everyone included in the "Youth with Lived Experience" is also included in "People with Lived Experience"). The frequency with which some topics are mentioned may reflect the views of one person represented several times, or several people one time.

**Optional Upload: Stakeholder Engagement**

Agenda\_for\_August\_7\_2025\_HOC\_Meeting.pdf

SFAC July 2025 Meeting\_Agenda.pdf

You're Invited\_ Help Shape San Francisco's HHAP 6 Homelessness Plan.pdf

**By checking this box, I certify that all participating Eligible Applicants met the public meeting process requirements in statute (HSC Section 50240(d) and (e)) and in the [HHAP 6 NOFA](#) in developing the Regionally Coordinated Homelessness Action Plan, documented in Section 2 of this regional application.**

**I certify under penalty of perjury that all of the information in Section 2, above, is true and accurate to the best of my knowledge.**

Open

## Section 3. Regionally Coordinated Homelessness Action Plan

### Section 3. Regionally Coordinated Homelessness Action Plan

Applicants must submit a Regionally Coordinated Homelessness Action Plan (Plan) that fully complies with HSC section 50240(c). This Plan shall lay out a strategic approach to address homelessness within the region, emphasizing collaborative efforts among participating applicants.

In developing the HHAP 6 Regionally Coordinated Homelessness Action Plans, regions should build upon their approved HHAP 5 Regionally Coordinated Homelessness Action Plans. This means regions should leverage and update information from their approved HHAP 5 Regionally Coordinated Homelessness Action Plan in corresponding sections of the proposed HHAP 6 Regionally Coordinated Homelessness Action Plan.

## Regional Roles, Responsibilities, and Housing and Homelessness Service Policies

### 3.a. Regional Partners' Roles and Responsibilities

#### 3.a.1. Outreach and Site Coordination

Eligible Applicant	Describe roles and responsibilities in outreach to individuals experiencing, or at risk of experiencing, homelessness in the region, and in coordination on citing of services, shelters, and interim and permanent housing in the region
San Francisco CoC	<p>San Francisco City, County and CoC operate uniquely as one entity. Under the direction of the SF Mayor's Office, San Francisco launched a new approach to managing our street outreach teams to ensure greater coordination across seven departments: Police, Fire, Sheriff's, Public Works, Public Health, Dept. Of Homelessness and Supportive Housing (HSH), and Emergency Management. Under this approach, each team focuses on a specific geographic area to ensure the City is strategically managing resources, coordinating operations, and responding swiftly to conditions on the street. These reimaged Street Teams were rolled out over the spring and summer of 2025 and serve as five tightly knit neighborhood units, with an additional citywide unit. The teams conduct outreach and coordinate in real time to disseminate a daily allocation of available shelter beds. Multidisciplinary outreach teams also work to connect clients to various services including medical care, behavioral health treatment programs, benefits enrollments, and Coordinated Entry for access to housing and problem-solving resources. High acuity clients are prioritized using a Shared Priority list for clinical case management to ensure those with complex needs are connected to a variety of resources. Public Health staffs a night navigation street care team in SF's Tenderloin neighborhood every night from 7 p.m. to 3 a.m. Services include access to the RESTORE program, which moves people quickly from the street to a bed and telehealth prescribed addiction treatment. For as many as 14 days, people receive support services while they start medication treatment for fentanyl addiction. Early results from the RESTORE program show that 75% of all clients have started medication for opioid use disorder, and 50% exited to a</p>

stable location. 22 pregnant people have been served to date; in addition to addiction treatment, perinatal patients receive on site prenatal care and linkage, reducing adverse birth outcomes.

San Francisco's FY25-26 and 26-27 budget includes an increased investment in the Journey Home program, which is offered by the Human Services Agency (HSA) and Department of Homelessness and Supportive Housing (HSH) as part of the Drug Market Agency Coordination Center (DMACC) for unhoused people and people with substance use disorders. Journey Home provides relocation assistance to people who are experiencing homelessness and/or people with substance use disorders, by connecting them with support networks and stable housing outside the City. Participants are referred to the program by outreach teams, law enforcement, and others.

### 3.a.2. Siting and Use of Available Land

Eligible Applicant	Describe how the Eligible Applicant will coordinate efforts to identify and promote use of available land for the production of interim or permanent housing in the region
San Francisco CoC	<p>The Mayor, through the Breaking the Cycle Executive order has directed relevant city departments to expand the capacity of the City to respond to the need for interim housing and be thoughtful about the types of beds needed (treatment bed, shelter, DV, etc). This took intentional collaboration with multiple City departments to not only identify the land for the additional interim housing, but also to better understand what additional capacity is needed to address the complex service needs of people experiencing homelessness.</p> <p>The responsibility to identify and develop sites to address and end homelessness is led by the San Francisco Department of Homelessness and 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, and Office of Community Investment and Infrastructure (former redevelopment agency). San Francisco's agencies will continue to explore opportunities and invest in projects to speed development and financing processes of interim and permanent supportive housing. Examples of recent work include partnering with the San Francisco Housing Accelerator Fund to expedite innovative models for interim and permanent supportive housing development, directly acquiring buildings for permanent supportive housing, converting tourist hotels to non-congregate shelter, and leveraging publicly-owned land for emergency shelter sites including individual cabins.</p>

### 3.a.3. Development of Shelter, Interim and Permanent Housing Options

Eligible Applicant	Describe your engagement with housing developers, including developers of permanent supportive housing, to coordinate the financing of interim and permanent housing
San Francisco CoC	<p>HSH collaborates with other City departments and the City's affordable housing developers to ensure permanent supportive housing development is financially viable and well-coordinated across capital, operating, and services funding streams. HSH also partners with these same agencies to expand interim housing options including working the San Francisco Housing Accelerator Fund (SFHAF) on both permanent and interim housing financing and bridge financing. Partnerships include building temporary cabins for interim housing on land entitled for affordable housing development as a temporary use until permanent housing construction begins. In addition, HSH partners with the SFHAF and other philanthropic partners such as the MacArthur Foundation on new models to expand interim housing projects, including a new 19-unit interim housing project for transitional age/justice-involved youth opening in January 2026.</p> <p>PSH Pipeline Coordination: HSH, the Mayor's Office of Housing and Community Development (MOHCD), the Department of Public Health (DPH), and the Mayor's Budget Office meet monthly as the "PSH Pipeline Committee." This committee tracks the City's PSH pipeline; aligns capital, operating, and services funding; shares best practices and hears from presenters on design standards and common issues with high-acuity populations; and coordinates responses to Notices of Funding Availability (NOFAs).</p> <p>Local Operating Subsidy Program (LOSP): To ensure nonprofit-owned supportive housing operates at scale, the City provides a local operating subsidy program (LOSP) to cover operating gaps in Low Income Housing Tax Credits (LIHTC) and other capital funds. Through 15-year MOHCD agreements, LOSP bridges the gap between operating costs and available revenue. HSH matches units to households through Coordinated Entry and funds supportive services through separate grants, ensuring PSH projects are sustainable.</p> <p>Project Selection and Financing: Supportive housing projects compete for capital funding through MOHCD's NOFA/RFP process and are reviewed by the Citywide Affordable Housing Loan Committee, which includes HSH, MOHCD, the Office of Community Investment and Infrastructure (OCII), and the Controller's Office of Public Finance. Projects may receive LOSP when other housing subsidies (e.g., CoC, MHSA, HCV) are unavailable or insufficient.</p> <p>Other Partnerships: HSH and MOHCD collaborate on the project selection and funding of Homekey and Homekey Plus resources to</p>

expand PSH. MOHCD also contracts with the Corporation for Supportive Housing (CSH) to provide technical assistance and training to developers and operators, including offering an SF specific portal for PSH providers to access information and resources. HSH and MOHCD meet monthly with CSH staff to review training opportunities and TA requests for housing and service providers.

### 3.a.4. Coordination of and Connection to Service Delivery

**Eligible Applicant**

**Describe how the Eligible Applicant is coordinating, connecting, and delivering services - including Mental Health Services Act or Behavioral Health Services Act within the region - to individuals experiencing homelessness, or at risk of experiencing homelessness**

San Francisco CoC

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

HSH, SFDPH and DAS are building on current 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. As of late spring 2025, SFDPH has also initiated a working group with HSH's participation to develop the three-year Integrated Plan (IP) for Behavioral Health Services and Outcomes as required by the Behavioral Health Services Act (BHSA) by spring of 2026.

One example of this is the Nighttime Telehealth Pilot. To save lives from overdose SFDPH is providing unhoused people with immediate medication prescriptions at night and a safe place to begin their recovery. DPH provides a real-time connection with a doctor via telehealth to prescribe buprenorphine or methadone for those ready for treatment for fentanyl addiction and other opioid use disorders at night. Medications for opioid use disorder are highly effective and reduce the risk of dying by at least 50 percent. When accommodation is available, people who want to start treatment are sheltered the same night at a safe space where they can start the medication and receive healthcare. When available, individuals are placed at the

Adante Hotel (a shelter funded in part by HHAP) as part of the RESTORE project where they receive on-site care and services such as case management, medical care, medication delivery, and assistance with Medi-Cal enrollment. The team staffed by the San Francisco Community Health Center (SFCHC) and DPH works with the individual to create a long-term treatment and housing plan so that they can be connected to permanent housing. Other pilot partners include community-based organizations, Code Tenderloin, the San Francisco Community Health Center, and Five Keys. These services address some of the barriers that people face when moving through the process of accessing housing; collectively they make it easier for those in shelter to obtain and stabilize in housing and those who were formerly experiencing homelessness to retain their housing.

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

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

access to Coordinated Entry, and that Access Points are placed in optimal locations for people experiencing homelessness.

These partners are also creating reliable systems to connect individuals experiencing unsheltered homelessness to public health solutions, such as street outreach and care teams. This assists individuals 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.

### 3.a.5. Policies for Addressing Encampments

Encampment	Estimated Population	What are the region's specific plans to address this encampment?	What are the Key Milestone Dates to carry out the described plan?	ERF Status (site funded by ERF)	ERF Contract #	Are there current plans to submit an ERF application to address this site?	Lead Entity for addressing this encampment
Bayview / Ingleside Encampment Zone	398	See attached	See attached	Yes	24-ERF-3-R-100028		San Francisco CoC
Central / Southern Encampment Zone	34	See attached	See attached	No		Yes	San Francisco CoC
Mission / Castro Encampment	64	See attached	See attached	Yes	23-ERF-2-R-10010		San Francisco CoC

Zone						
Richmond / Park / Taravilla Encampment Zone	371	See attached	See attached	No	Yes	San Francisco CoC
Tenderloin / Northern Encampment Zone	52	See attached	See attached	Yes		San Francisco CoC

**Optional Upload: Encampments Excel**

Attachment\_CCSF\_3.a.5. Encampment List - Amendment 1 (3).xlsx

**Optional Upload: Map of Encampments**

Eligible Applicants with a current and formal policy to address encampments that fully or partially complies with the Cal ICH Guidance on Addressing Encampments must complete the following:

**Formal Encampment Policy - Fully or Partially Compliant**

Eligible Applicant	Applicant confirms the plan complies with the Cal ICH Guidance on Addressing Encampments?	If you selected “Yes, in part,” describe what elements of the policy do comply with the Cal ICH Guidance on Addressing Encampments, and specifically how they comply.	Provide a link to the policy or upload a copy below
San Francisco CoC	Yes		

**Upload: Copy of Formal Policy to Address Encampments**

CCSF 3.a.5 Policies for Addressing Encampments.pdf

Eligible Applicants without a current and formal policy to address encampments that fully or partially complies with the Cal ICH Guidance on Addressing Encampments must complete the following:

**Formal Encampment Policy - Nonexistent**

Eligible Applicant	Describe existing efforts to address	Does the Eligible Applicant actively	Provide a specific timeline, including
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encampments	commit to adopting a policy that complies with the Cal ICH Guidance on Addressing Encampment?	dates, for future adoption of formal policies that comply with the Cal ICH Guidance on Addressing Encampments
	No	
	No	

### 3.a.6. Housing Element Compliance

Large City or county Eligible Applicant	Is this Eligible Applicant's Housing Element Compliant?	If not compliant, provide a timeline for all relevant milestones to achieve compliance (refer to Guidance and Example timeline and milestones for required level of detail)
San Francisco County	Yes	

### 3.a.7. Housing Element Implementation

Large City or county Eligible Applicant	Has this Eligible Applicant implemented all programs in their adopted Housing Element on the timelines identified therein?	If not, provide a specific timeline and plan with dates to implement the past due programs.
San Francisco County	Yes	

### 3.a.8. Prohousing Designation

Large City or county Eligible Applicant	Current Prohousing Designation Status	For Eligible Applicants that have not yet applied or do not plan to apply, list the Prohousing Policies (as described in the Prohousing application) that they have adopted or plan to adopt in the future.
San Francisco County	Has been designated Prohousing.	
City of San Francisco	Has been designated Prohousing.	

### 3.a.9. Housing Law Violations

**Large City or county Eligible Applicant**

**Does this Eligible Applicant have any potential or actual housing law violations with HCD's Housing Accountability Unit or the Attorney General's Housing Justice Team?**

**If yes, provide a specific timeline and plan with dates to resolve the issue.**

San Francisco County

No

### **3.a.10. Surplus Land**

**Large City or county Eligible Applicant**

**Has this Eligible Applicant made a central inventory of all surplus land and all lands in excess of their foreseeable needs as required by Government Code section 54230?**

**If not, the Eligible Applicant must provide a specific timeline and plan with dates to create such an inventory.**

San Francisco CoC

Does not currently have a central inventory.

San Francisco's administrative code requires a locally held central inventory of surplus lands. We are currently updating that inventory for 2026, and will have an updated response by the APR submission deadline of April 1, 2026, once it has been approved by the City's Board of Supervisors.

### **3.a.11. Annual Progress Report**

**Large City or county Eligible Applicant**

**Has this Eligible Applicant submitted a timely and complete annual progress report for at a minimum, the past two years?**

San Francisco County

Yes

## **Section 3.b. System Performance Measures Improvement Plan**

### **3.b System Performance Measures Improvement Plan**

The System Performance Measures Improvement plan documents all the Key Actions the regional partners are taking to improve their homelessness CA System Performance Measures (SPMs) listed in [Section IV.A.3.b.i. of the HHAP 6 NOFA](#). The plan may also include the Key Actions of small jurisdictions and/or tribal governments in the region that elect to engage and collaborate in the Regionally Coordinated Homelessness Action Plan.

**All items currently being funded through HHAP Rounds 1 through 5, as well as all activities proposed to be funded through HHAP 6, must be included as Key Actions in the System Performance Measures Improvement Plan.** Each regional partner must also include the Key Actions they are taking beyond HHAP 6 funding to address homelessness. These Key Actions must include how each regional partner is improving the region's CA SPMs through use of local, state, and federal funds.

**The System Performance Measures Improvement Plan must include:**

- At least one Key Action related to reducing CA SPM: "The number of people experiencing unsheltered homelessness"
- At least one Key Action related to increasing CA SPM "the number of people exiting homelessness into Permanent Housing," and
- At least one Key Action with a specific focus on reducing first time instances of homelessness for those exiting institutional settings, including, but not limited to jails, prisons, and hospitals.

**Each Key Action must be described in clear, specific terms and must do the following:**

1. Identify the CA SPM(s) that the Key Action will improve (you may choose more than one SPM).
2. Describe how the Key Action will improve the CA SPM(s).
3. Identify the lead entity and collaborating entities partnering to achieve 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 Eligible Applicant, a system partner, or any organization actively participating in the Key Action.
4. Provide the target date for milestones and completion of the Key Action.
5. Provide a clear metric for how success of the Key Action will be measured.
6. Identify the funding source(s) for the Key Action.
  - Note: At a minimum, all funding sources listed in Section IV.A.3.b.ii. of the HHAP 6 NOFA, excluding any that are unavailable to the region within the grant term (FY24/25-FY28/29), must be identified as funding sources for at least one Key Action within the System Performance Measures Improvement Plan.
7. Describe how the funding source(s) will contribute to the achievement of the Key Action.
  - Note: For HHAP 6-funded Key Actions, include the eligible use category or categories as applicable.
8. Describe how the Key Action will address system performance disparities and ensure racial and gender equity in at least one of the following areas: Service Delivery, Housing Placements, Housing Retention, Changes to procurement, or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

## Available Funding Sources in the Region

If applicable, list any funding sources mentioned in [Section IV.A.3.b.ii. of the HHAP 6 NOFA](#) that are not available in the region within the grant term (FY24/25-FY28/29).

### Available Funding Sources NOT within the Region Narrative

The California Emergency Solutions Grant is not available in the San Francisco region; San Francisco is a direct grantee for ESG and federal ESG funds are included.

## Key Actions to Improve the Region's CA SPMs

Guidance:

Please note that all Key Actions are numbered to ensure Key Actions may be easily referenced in later parts of the regional application. Applicants can refer to the # provided. E.g., Key Action 1, Key Action 2, etc.

## Key Actions

### Key Action 1

#### Description

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.

Identify which CA SPM(s) will be improved by Key Action 1 and how.

### SPM Improvement Plan for Key Action 1

CA SPM	Specific description of how Key Action 1 will improve this CA SPM
CA SPM 1a	<p>The addition of new interim housing beds is intended to provide shelter for currently unsheltered individuals, reducing unsheltered homelessness. The increase of resources may also result in an increase in the number and rate of people experiencing homelessness who are accessing services. HSH anticipates that progress on this key action will reduce the number of adults, families, and transitional-aged youth (TAY) experiencing homelessness, including first time instances of homelessness for those exiting institutional settings, including, but not limited to, jails, prisons, and hospitals.</p> <p>This key action will be supported by the following HHAP-funded activities:</p> <ul style="list-style-type: none"><li>-Administrative activities: Funds to administer HHAP grants and manage programming including the ONE System (HMIS System) and project team, grants management, strategic planning and capacity building, and contract management systems and staff</li><li>-Navigation Centers: Lower Polk TAY, Bayshore, and Baldwin SAFE Navigation Centers</li><li>-Interim Shelter Operations &amp; Services: 685 Ellis, 711 Post/Ansonia Hotel, Adante, Monarch, Meals on Wheels, OD Prevention/Enhanced Harm Reduction in Shelters</li></ul>
CA SPM 1b	<p>The addition of new interim housing beds is intended to provide shelter for currently unsheltered individuals, reducing unsheltered homelessness. The increase of resources may also result in an increase in the number and rate of people</p>

experiencing homelessness who are accessing services. HSH anticipates that progress on this key action will reduce the number of adults, families, and transitional-aged youth (TAY) experiencing homelessness, including first time instances of homelessness for those exiting institutional settings, including, but not limited to, jails, prisons, and hospitals.

This key action will be supported by the following HHAP-funded activities:

- Administrative activities: Funds to administer HHAP grants and manage programming including the ONE System (HMIS System) and project team, grants management, strategic planning and capacity building, and contract management systems and staff
- Navigation Centers: Lower Polk TAY, Bayshore, and Baldwin SAFE Navigation Centers

- Interim Shelter Operations & Services: 685 Ellis, 711 Post/Ansonia Hotel, Adante, Monarch, Meals on Wheels, OD Prevention/Enhanced Harm Reduction in Shelters

**Clear metric for how success of Key Action 1 will be measured**

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.

**Lead Entity for Key Action 1**

San Francisco CoC

**Collaborating entity/ies for Key Action 1**

Shelter provider organizations, private funders, San Francisco Department of Public Health.

**Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 1**

Milestones for Key Action 1	Target dates for Key Action 1 milestones
700 additional shelter beds by end of FY25-26 (end of Year 3 of our Strategic Plan)	7/1/2026
900 additional shelter beds by end of FY26-27 (end of Year 4 of our Strategic Plan)	7/1/2027
1075 additional shelter beds by FY27-28 (end of Year 5 of our Strategic Plan)	7/1/2028

**Target date for completing Key Action 1**

7/1/2028

**Funding Sources for Key Action 1**

**Funding Sources for Key Action 1**

Funding source	Description of how the funding will contribute to the achievement of Key Action 1	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key
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**Action.**

San Francisco General Fund

San Francisco General Funds are allocated to support congregate, semi- and non-congregate shelters, navigation centers, and other interim housing for adults, families and TAY

San Francisco Our City Our Home

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 gross tax receipt 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.

California DHCS – Behavioral Health Bridge Housing (BHBH)

San Francisco uses BHBH funding to expand housing by an additional 15 emergency stabilization units, 21 transitional housing beds, and 90 cabins for people exiting unsheltered homelessness

Encampment Resolution Fund

ERF funds interventions at heavily encamped areas in San Francisco's Mission and Bayview neighborhoods. Funds also support the construction and operations of the Mission Cabins (60 cabins) and Jerrold Commons (60 cabins) programs. Guests at cabins programs have access to case management, supportive services, storage facilities, 2 meals per day, and housing navigation to help them obtain permanent housing.

HHAP 3

HHAP 3-6: HHAP funds sustain the ongoing operations of several semi- and non-congregate shelters and navigation centers.

They are: Lower Polk TAY Navigation Center (75 beds), 685 Ellis Semi-Congregate Shelter (134 beds), 711 Post / Ansonia Hotel (280 beds), Baldwin SAFE Navigation Center (179 beds), Bayshore Navigation Center (128 beds), Monarch Non-Congregate Shelter (93 beds), Adante Non-Congregate Shelter (87 beds), Cova Non-Congregate Shelter (95 beds)

HHAP 4

HHAP 3-6: HHAP funds sustain the ongoing operations of several semi- and non-congregate shelters and navigation centers. They are: Lower Polk TAY Navigation Center (75 beds), 685 Ellis Semi-Congregate Shelter (134 beds), 711 Post / Ansonia Hotel (280 beds), Baldwin SAFE Navigation Center (179 beds), Bayshore Navigation Center (128 beds), Monarch Non-Congregate Shelter (93 beds), Adante Non-Congregate Shelter (87 beds), Cova Non-Congregate Shelter (95 beds)

HHAP 5

HHAP 3-6: HHAP funds sustain the ongoing operations of several semi- and non-congregate shelters and navigation centers. They are: Lower Polk TAY Navigation Center (75 beds), 685 Ellis Semi-Congregate Shelter (134 beds), 711 Post / Ansonia Hotel (280 beds), Baldwin SAFE Navigation Center (179 beds), Bayshore Navigation Center (128 beds), Monarch Non-Congregate Shelter (93 beds), Adante Non-Congregate Shelter (87 beds), Cova Non-Congregate Shelter (95 beds)

HHAP 6

HHAP 3-6: HHAP funds sustain the ongoing operations of several semi- and non-congregate shelters and navigation centers. They are: Lower Polk TAY Navigation Center (75 beds), 685 Navigation Centers

Ellis Semi-Congregate Shelter (134 beds), 711 Post / Ansonia Hotel (280 beds), Baldwin SAFE Navigation Center (179 beds), Bayshore Navigation Center (128 beds), Monarch Non-Congregate Shelter (93 beds), Adante Non-Congregate Shelter (87 beds), Cova Non-Congregate Shelter (95 beds)

HHAP 6

HHAP 3-6: HHAP funds sustain the ongoing operations of several semi- and non-congregate shelters and navigation centers. They are: Lower Polk TAY Navigation Center (75 beds), 685 Ellis Semi-Congregate Shelter (134 beds), 711 Post / Ansonia Hotel (280 beds), Baldwin SAFE Navigation Center (179 beds), Bayshore Navigation Center (128 beds), Monarch Non-Congregate Shelter (93 beds), Adante Non-Congregate Shelter (87 beds), Cova Non-Congregate Shelter (95 beds)

YSA: Navigation Centers

HHAP 6

HHAP 3-6: HHAP funds sustain the ongoing operations of several semi- and non-congregate shelters and navigation centers. They are: Lower Polk TAY Navigation Center (75 beds), 685 Ellis Semi-Congregate Shelter (134 beds), 711 Post / Ansonia Hotel (280 beds), Baldwin SAFE Navigation Center (179 beds), Bayshore Navigation Center (128 beds), Monarch Non-Congregate Shelter (93 beds), Adante Non-Congregate Shelter (87 beds), Cova Non-Congregate Shelter (95 beds)

Operating Expenses – Interim Housing

HHAP 6

HHAP 3-6: HHAP funds sustain the ongoing operations of several semi- and non-congregate shelters and navigation centers. They are: Lower Polk TAY Navigation Center (75 beds), 685 Ellis Semi-Congregate Shelter (134 beds), 711 Post / Ansonia

Interim Housing Services and Services Coordination

HUD ESG	<p>Hotel (280 beds), Baldwin SAFE Navigation Center (179 beds), Bayshore Navigation Center (128 beds), Monarch Non-Congregate Shelter (93 beds), Adante Non-Congregate Shelter (87 beds), Cova Non-Congregate Shelter (95 beds)</p>
<p>Parolee or probation programs that are intended to prevent homelessness upon release.</p>	<p>San Francisco uses ESG funds to provide operations support and essential services for individuals and families in emergency shelters</p> <p>The Board of State and Community Corrections (BSCC) Proposition 47 Grant will support tailored housing navigation and assistance, expungement services, substance abuse treatment, and other case management services during the reentry process to support positive outcomes for individuals exiting institutions. It will also fund 12 treatment beds for criminal justice-involved adults with substance abuse disorder and/or mental health issues. HSH is partnering with bridge housing and service providers, along with the San Francisco Public Defender's Service, Sheriff's Office, and Department of Public Health to support this work.</p>
CalWORKs	<p>The CalWORKs Housing Support Program (HSP) fosters housing stability for families experiencing or at-risk of homelessness in the CalWORKs program. The San Francisco HSP program follows evidence-based housing interventions, including homelessness prevention services and rapid rehousing intervention; and operates using a housing first philosophy to ensure families' access to safe and stable housing. San Francisco Human Services Agency (HSA) CalWORKs Social</p>

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.

HHAP 6

Administration: HHAP funds build the San Francisco Department of Homelessness and Supportive Services' capacity to administer grants and manage programming. HHAP-6 funds will fund:

Administrative Costs

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

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

HHAP 6

HMIS - HHAP funds will support the San Francisco Department of Homelessness and Supportive Services' HMIS team and database management. Bitfocus provides System Administration services to HSH for the Homeless Management Information System (HMIS). HMIS serves as HSH's

HMIS

centralized data system for the Homelessness Responses System, known as the San Francisco Online Navigation and Entry (ONE) System.

**Identify which of the following equity improvement areas will be addressed by Key Action 1.**

## Equity Areas for Key Action 1

Equity area	Description of how Key Action 1 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	<p>Shelter expansion, funded in part by HHAP 6 dollars, would increase the array of services available for those least-well served by our mainstream shelters. Examples include a HHAP-supported navigation center for transitional age youth (a population more likely to be LGBTQ+, gender diverse, and people of color) and Jerrold Commons - HSH's first shelter aimed at supporting the needs of seniors and those with disabilities.</p> <p>In addition, HSH's ADA Coordinator is conducting a review of shelter programs, activities, services, and facilities to identify barriers for individuals with disabilities. Service delivery that is equipped for the individual needs of those with disabilities will address past disparities and support an equitable response for all.</p>
Changes to procurement	<p>In FY26 - 27, HSH must reprocur its shelter contracts. This procurement process will include an intentional focus on client-centered design, using client data to identify disparities and highlight opportunities to better serve the most vulnerable and those most overrepresented in the system. The process also includes participatory design by individuals with lived experience of homelessness to help ensure shelter programs are designed in a way that is culturally responsive and meets the needs of diverse clients.</p>
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	<p>HSH's Home by the Bay funds providers who reflect the populations they serve and who need technical assistance to successfully compete in HSH's contracting process. This investment helps to ensure that service delivery is culturally responsive and aligned with client needs. In addition, providers that have deep ties to the community and reflect the lived experiences and identities of people they serve increases the likelihood of client engagement, trust, and successful outcomes.</p>

## Key Action 2

### Description

Implement recommendations of the Coordinated Entry (CE) redesign process to ensure that people experiencing homelessness are able to access the Coordinated Entry System and continue collaborative quality improvement and oversight.

**Identify which CA SPM(s) will be improved by Key Action 2 and how.**

## SPM Improvement Plan for Key Action 2

CA SPM	Specific description of how Key Action 2 will improve this CA SPM
CA SPM 1a	<p>New Coordinated Entry access standards aim to increase the number of opportunities that individuals have to come into contact with the Coordinated Entry process and lower barriers to participation. Other actions within the Coordinated Entry Redesign Action Plan aim to broaden the range of interventions available and increase HSH's ability to match an individual to the level of support they need. Increased access to the Coordinated Entry process may result in an increase in the number of people served and successfully housed from the street. HSH anticipates that progress on this key action will reduce the number of adults, families, and transitional-aged youth (TAY) experiencing homelessness, including first time instances of homelessness for those exiting institutional settings, including, but not limited to, jails, prisons, and hospitals.</p> <p>This key action will be supported by the following HHAP-funded activities:</p> <ul style="list-style-type: none"> <li>-Administrative activities: Funds to administer HHAP grants and manage programming including the ONE System (HMIS System) and project team, grants management, strategic planning and capacity building, and contract management systems and staff</li> <li>-Navigation Centers: Lower Polk TAY, Bayshore, and Baldwin SAFE Navigation Centers</li> <li>-Interim Shelter Operations &amp; Services: 685 Ellis, 711 Post/Ansonia Hotel, Adante, Monarch, Meals on Wheels, OD Prevention/Enhanced Harm Reduction in Shelters</li> </ul>

### Clear metric for how success of Key Action 2 will be measured

Number of households with an active Coordinated Entry assessment, and broken down by household type (e.g., adults, youth, families with children)

Will be tracked and reported in HSH's Performance Measurement Plan once fully implemented.

### Lead Entity for Key Action 2

San Francisco CoC

### Collaborating entity/ies for Key Action 2

Coordinated Entry Redesign Implementation Committee, SF Local Homeless Coordinating Board (LHCB), housing and service provider organizations, panel of people with experience of homelessness

## Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 2

Milestones for Key Action 2	Target dates for Key Action 2 milestones
Release redesigned provider trainings based on new CE Training Standards	9/30/2025
Launch new information flyer, process overview and post-visit summary materials, created with user-centered design	9/30/2025
Integrate new CE access standards into Access Point contracts	10/31/2026
Integrate new CE access standards into Shelter contracts.	3/31/2027

**Target date for completing Key Action 2**  
12/31/2028

## Funding Sources for Key Action 2

### Funding Sources for Key Action 2

Funding source	Description of how the funding will contribute to the achievement of Key Action 2	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
San Francisco General Fund (GF)	The GF 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.	
Medi-Cal program	CalAIM 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).	
Encampment Resolution Fund	ERF funds interventions at heavily encamped areas in San Francisco's Mission and Bayview neighborhoods. Outreach and case management staff connect with encamped residents to connect them to services and the Coordinated Entry (CE) System.	
Parolee or probation programs that are intended to prevent homelessness upon release.	The Board of State and Community Corrections (BSCC) Proposition 47 Grant will support the SF Pretrial's coordinated	

entry point for criminal-justice involved individuals who are at-risk or experiencing homelessness. Assessed individuals will have access to tailored housing navigation and assistance, expungement services, substance abuse treatment, bridge housing, and other case management services during the reentry process to support positive outcomes. HSH is partnering with service providers, the San Francisco Public Defender’s Service, Sheriff’s Office, and Department of Public Health to support this work.

HHAP 3

In FY25-26 HSH will use HHAP-3 funds to engage people with lived experience (PWLE), in the development and implementation of recommendations for the CE redesign process.

HUD Continuum of Care

HSH received approximately \$2 million in CoC funds for the coordinated entry systems for adults, families, TAY, and those experiencing domestic violence.

**Identify which of the following equity improvement areas will be addressed by Key Action 2.**

## Equity Areas for Key Action 2

Equity area	Description of how Key Action 2 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Evaluating opportunities to increase and improve access to the Coordinated Entry system will aim to ensure broad reach to overrepresented communities. Examples of this include ensuring communication materials are designed in accessible and clear ways for clients, and that geographic diversity and community partnerships are evaluated when selecting Coordinated Entry partners.
Housing Placements	Refining our Coordinated Entry matching process aims to ensure clients are matched to housing supports better tailored to their individual needs. This work includes analysis and testing of the equity impacts of any new Coordinated Entry assessment tools.
Housing Retention	By better matching individuals to the level of support that they need, CE redesign increases housing stability and reduces the likelihood of recidivism,

which often disproportionately impacts the most vulnerable.

Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

The Coordinated Entry Redesign process has been driven to date by the Coordinated Entry Implementation Committee. Sixty-nine percent of committee participants had lived experience of homelessness and the majority identify as Black, Indigenous, or people of color. Twenty percent identify as transgender and gender non-conforming and 37% identify as LGBTQ+. Including historically marginalized voices in program design identifies past system disparities and allows HSH to structure programs to correct for those disparities.

By prioritizing individuals based on experience of systemic barriers to housing (including foster care and judicial system involvement) CE Redesign increases access to resources for those currently overrepresented in the system.

### Key Action 3

#### Description

Enhance the effectiveness of the City's street response through: (1) improved coordination of street teams and existing efforts, and (2) better integrating trauma-informed, culturally responsive service delivery and access to shelter, housing navigation, and clinical services. Launch a new, centralized Neighborhood Street Teams approach to managing multidisciplinary street outreach teams to ensure the City is strategically managing resources, coordinating operations, and responding swiftly to conditions on the street.

Identify which CA SPM(s) will be improved by Key Action 3 and how.

### SPM Improvement Plan for Key Action 3

CA SPM	Specific description of how Key Action 3 will improve this CA SPM
CA SPM 1a	<p>The Homeless Outreach team, which offers shelter and housing placements to those experiencing unsheltered homelessness, will benefit from increased coordination because:</p> <ol style="list-style-type: none"><li>1) A neighborhood based strategy will systematically broaden their reach</li><li>2) Integrated service offerings will facilitate building trusting relationships</li><li>3) Reduced coordination time will increase the time spent on direct outreach</li></ol> <p>This key action will be supported by the following HHAP-funded activities:</p> <ul style="list-style-type: none"><li>-Administrative activities: Funds to administer HHAP grants and manage programming including the ONE System (HMIS System) and project team, grants management, strategic planning and capacity building, and contract management systems and staff</li><li>-Navigation Centers: Lower Polk TAY, Bayshore, and Baldwin SAFE Navigation Centers</li><li>-Interim Shelter Operations &amp; Services: 685 Ellis, 711 Post/Ansonia Hotel, Adante, Monarch, Meals on Wheels, OD Prevention/Enhanced Harm Reduction in Shelters</li></ul>
CA SPM 1b	<p>The Homeless Outreach team, which offers shelter and housing placements to those experiencing unsheltered homelessness, will benefit from increased coordination because:</p> <ol style="list-style-type: none"><li>1) A neighborhood based strategy will systematically broaden their reach</li><li>2) Integrated service offerings will facilitate building trusting relationships</li><li>3) Reduced coordination time will increase the time spent on direct outreach</li></ol>

This key action will be supported by the following HHAP-funded activities:  
 -Administrative activities: Funds to administer HHAP grants and manage programming including the ONE System (HMIS System) and project team, grants management, strategic planning and capacity building, and contract management systems and staff  
 -Navigation Centers: Lower Polk TAY, Bayshore, and Baldwin SAFE Navigation Centers  
 -Interim Shelter Operations & Services: 685 Ellis, 711 Post/Ansonia Hotel, Adante, Monarch, Meals on Wheels, OD Prevention/Enhanced Harm Reduction in Shelters

CA SPM 6 The Homeless Outreach team, which offers shelter and housing placements to those experiencing unsheltered homelessness, will benefit from increased coordination because:  
 1) A neighborhood based strategy will systematically broaden their reach  
 2) Integrated service offerings will facilitate building trusting relationships  
 3) Reduced coordination time will increase the time spent on direct outreach

This key action will be supported by the following HHAP-funded activities:  
 -Administrative activities: Funds to administer HHAP grants and manage programming including the ONE System (HMIS System) and project team, grants management, strategic planning and capacity building, and contract management systems and staff  
 -Navigation Centers: Lower Polk TAY, Bayshore, and Baldwin SAFE Navigation Centers  
 -Interim Shelter Operations & Services: 685 Ellis, 711 Post/Ansonia Hotel, Adante, Monarch, Meals on Wheels, OD Prevention/Enhanced Harm Reduction in Shelters

**Clear metric for how success of Key Action 3 will be measured**  
 Number of outreach encounters.

Tracked and reported in HSH's Performance Measurement Plan.

**Lead Entity for Key Action 3**  
 San Francisco CoC

**Collaborating entity/ies for Key Action 3**  
 Department of Emergency Management, HSH, SF Department of Public Health, SF Police Department, SF Fire Department, Mayor's Office, housing and service provider organizations

## Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 3

Milestones for Key Action 3	Target dates for Key Action 3 milestones
Complete FY25 report on Neighborhood Street Teams	11/1/2025
Complete FY26 report on Neighborhood Street Teams	11/1/2026
Complete FY27 report on Neighborhood Street Teams	11/1/2027
<b>Target date for completing Key Action 3</b> 7/1/2028	

## Funding Sources for Key Action 3

### Funding Sources for Key Action 3

Funding source	Description of how the funding will contribute to the achievement of Key Action 3	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
San Francisco General Fund (GF)	The GF 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.	
California DHCS – Behavioral Health Bridge Housing (BHBH)	San Francisco uses BHBH funding for the San Francisco Homeless Outreach Team (SF HOT) outreach and housing navigation services for people experiencing homelessness living on the streets of San Francisco. Services are provided by small, skilled teams with expertise in the complex issues that are barriers to stability for this population and are integrated into the neighborhood Street Teams. SF HOT can connect eligible individuals (those who have serious behavioral health conditions, including a serious mental illness and/or substance use disorder) to BHBH-funded shelter.	
Encampment Resolution Fund (ERF)	San Francisco uses ERF funding for the San Francisco Homeless Outreach Team (SF HOT) outreach and housing navigation services for people experiencing homelessness living on the streets of San Francisco. Services are provided by small, skilled teams with expertise in the complex issues that are barriers to stability for this population and	

are integrated into the neighborhood Street Teams, two of which are focused on resolving encampments that are included in ERF grants.

PATH McKinney

PATH McKinney funds are used to support the San Francisco Homeless Outreach Team (SF HOT) outreach and housing navigation services for people experiencing homelessness living on the streets of San Francisco. Services are provided by small, skilled teams with expertise in the complex issues that are barriers to stability for this population and are integrated into the neighborhood Street Teams.

**Identify which of the following equity improvement areas will be addressed by Key Action 3.**

## Equity Areas for Key Action 3

Equity area	Description of how Key Action 3 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	A neighborhood approach to outreach makes it more likely that outreach and resources are equitably distributed across the city and allocated based on need. Neighborhood-specific strategies allow for cultural sensitivity, increasing the likelihood that services will successfully engage those who might otherwise reject them. This reorganization also ensures more consistent geographic reach and reduces gaps in coverage.
Housing Placements	The Neighborhood Street Teams approach brings multidisciplinary teams together to develop and review caseloads of Shared Priority clients that are high utilizers of emergency medical and behavioral health services. By improving care coordination to behavioral health treatment and other critical services for high needs clients, this approach intends to better stabilize the most vulnerable unsheltered clients in effort to make successful connections to shelter and housing.

## Key Action 4

### Description

Enhance and expand efforts currently underway to directly place people experiencing unsheltered homelessness into permanent housing without an intermediate stop in transitional housing or shelter, including Street to Home placements and new strategies for addressing the immediate needs and housing opportunities for people living in vehicles.

**Identify which CA SPM(s) will be improved by Key Action 4 and how.**

## SPM Improvement Plan for Key Action 4

CA SPM	Specific description of how Key Action 4 will improve this CA SPM
CA SPM 1b	<p>Some individuals experiencing homelessness may be eligible and ready for permanent housing placements without the need for interim shelter. Placing people directly into housing from outreach increases the number of people experiencing homelessness who are served and ultimately decreases the number of people experiencing homelessness. In some cases, it might also accelerate the housing placement process, which would decrease the average length of time that people experienced homelessness while accessing services.</p> <p>This key action will be supported by the following HHAP-funded activities:                      -Administrative activities: Funds to administer HHAP grants and manage programming including the ONE System (HMIS System) and project team, grants management, strategic planning and capacity building, and contract management systems and staff                      -Permanent housing: Artmar TAY PSH</p>
CA SPM 4	<p>Some individuals experiencing homelessness may be eligible and ready for permanent housing placements without the need for interim shelter. Placing people directly into housing from outreach increases the number of people experiencing homelessness who are served and ultimately decreases the number of people experiencing homelessness. In some cases, it might also accelerate the housing placement process, which would decrease the average length of time that people experienced homelessness while accessing services.</p> <p>This key action will be supported by the following HHAP-funded activities:                      -Administrative activities: Funds to administer HHAP grants and manage programming including the ONE System (HMIS System) and project team, grants management, strategic planning and capacity building, and contract management systems and staff                      -Permanent housing: Artmar TAY PSH</p>
CA SPM 6	<p>Some individuals experiencing homelessness may be eligible and ready for permanent housing placements without the need for interim shelter. Placing people directly into housing from outreach increases the number of people experiencing homelessness who are served and ultimately decreases the number of people experiencing homelessness. In some cases, it might also accelerate the housing placement process, which would decrease the average length of time that people experienced homelessness while accessing services.</p> <p>This key action will be supported by the following HHAP-funded activities:                      -Administrative activities: Funds to administer HHAP grants and manage programming including the ONE System (HMIS System) and project team, grants management, strategic planning and capacity building, and contract management systems and staff                      -Permanent housing: Artmar TAY PSH</p>

**Clear metric for how success of Key Action 4 will be measured**

Number of clients moved in to Rapid Rehousing and Permanent Supportive Housing programs whose prior living situation was unsheltered homelessness.

Tracked and reported in HSH's Performance Measurement Plan.

**Lead Entity for Key Action 4**

San Francisco CoC

**Collaborating entity/ies for Key Action 4**

HSH, outreach and housing and service provider organizations

## Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 4

Milestones for Key Action 4	Target dates for Key Action 4 milestones
Launch the RV and Oversized Vehicle Outreach Team: a specialized team made up of SFMTA parking enforcement officers and HSH Homeless Outreach Team members charged with identifying inappropriately parked RVs and oversized vehicles and connecting eligible residents to housing and services.	11/30/2025

**Target date for completing Key Action 4**  
7/1/2028

## Funding Sources for Key Action 4

### Funding Sources for Key Action 4

Funding source	Description of how the funding will contribute to the achievement of Key Action 4	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
San Francisco General Fund (GF)	GF funds support 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.	
HSH Fund	The HSH Fund provides 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.	
San Francisco Our City Our	Since the 2019 PIT Count, HSH	

Home Fund (OCOH)

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.

Medi-Cal program

CalAIM 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).

CalAIM-related funds

CalAIM - related funds include: 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.

HUD Continuum of Care (CoC)

HSH received approximately \$2 million in CoC funds for the coordinated entry (CE) systems for adults, families, TAY, and those experiencing domestic violence; and approximately \$45.8 million for permanent supportive housing. Individuals assessed through CE that are

eligible for a PSH placement may go directly to housing.

Mental Health Services Act and Behavioral Health Services Act

MHSA funds pay for unit subsidies and support services for 36 permanent supportive housing units and 4 transitional housing units for transitional aged youth experiencing both homelessness and mental health challenges and are referred through the coordinated entry system.

Identify which of the following equity improvement areas will be addressed by Key Action 4.

## Equity Areas for Key Action 4

Equity area	Description of how Key Action 4 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Housing Placements	Clients of different ages, racial or ethnic background, abilities, gender identity, sexual orientation and familial status may experience greater barriers to shelter entry or safety concerns in congregate settings. Developing pathways to directly move clients from street homelessness to housing may bypass these barriers experienced by certain vulnerable and overrepresented groups.
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## Key Action 5

### Description

Expand prevention services to serve 4,300 additional households, including specific interventions for subpopulations such as TAY. Refine the City’s approach to prioritizing available prevention and problem-solving funding and providing flexible financial assistance, including both one-time and longer-term assistance, in order to ensure reaching the households most at-risk of losing housing.

Identify which CA SPM(s) will be improved by Key Action 5 and how.

## SPM Improvement Plan for Key Action 5

CA SPM	Specific description of how Key Action 5 will improve this CA SPM
CA SPM 2	<p>Supporting individuals at risk of losing their housing before they become homeless continues to be the most cost-effective and humane way to address their needs. Expanding these services will reduce the number of individuals experiencing homelessness for the first time. HSH anticipates that progress on this key action will reduce the number of adults, families, and transitional-aged youth (TAY) experiencing homelessness, including first time instances of homelessness for those exiting institutional settings, including, but not limited to, jails, prisons, and hospitals.</p> <p>This key action will be supported by HHAP-funded administrative activities: Funds to administer HHAP grants and manage programming including the ONE System (HMIS System) and project team, grants management, strategic planning and capacity</p>

building, and contract management systems and staff

**Clear metric for how success of Key Action 5 will be measured**

Number of additional prevention grants funded from 7/1/2023 to 7/1/2026

Regularly tracked through implementation of HSH's Performance Measurement Plan reporting and included in annual progress reporting for the Home By the Bay Strategic Plan.

**Lead Entity for Key Action 5**

San Francisco CoC

**Collaborating entity/ies for Key Action 5**

HSH, Mayor's Office of Housing and Community Development (MOHCD), Regional Collaborations (i.e. All Home)

**Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 5**

<b>Milestones for Key Action 5</b>	<b>Target dates for Key Action 5 milestones</b>
2,580 additional prevention slots by FY25-26	7/1/2026
3,440 additional prevention slots by FY25-26	7/1/2027
4,300 additional prevention slots by FY25-26	7/1/2028

**Target date for completing Key Action 5**

7/1/2028

**Funding Sources for Key Action 5**

**Funding Sources for Key Action 5**

<b>Funding source</b>	<b>Description of how the funding will contribute to the achievement of Key Action 5</b>	<b>For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.</b>
San Francisco General Fund (GF)	The GF 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.	
San Francisco Our City Our Home Fund (OCOH)	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.

San Francisco Department of Public Health

San Francisco will build on a successful pilot that provides in-home supportive services for tenants aging in place with graduated levels of care, ensuring that they do not lose their housing because of aging-related barriers.

Parolee or probation programs that are intended to prevent homelessness upon release.

The Board of State and Community Corrections (BSCC) Proposition 47 Grant will support the SF Pretrial's coordinated entry point for criminal-justice involved individuals who are at-risk or experiencing homelessness. Assessed individuals will have access to tailored housing navigation and assistance, expungement services, substance abuse treatment, and other case management services during the reentry process to both keep folks from falling into homelessness and from recidivism. HSH is partnering with service providers, the San Francisco Public Defender's Service, Sheriff's Office, and Department of Public Health to support this work.

HUD Emergency Solutions Grant (ESG)

HSH uses ESG funds to provide operations support and essential services for individuals and

families in emergency shelter, homelessness prevention, and rapid rehousing.

**Identify which of the following equity improvement areas will be addressed by Key Action 5.**

## Equity Areas for Key Action 5

Equity area	Description of how Key Action 5 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Expanding prevention services helps to prevent the displacement of marginalized communities who are disproportionately impacted by housing instability, particularly Black and Latinx households. HSH's early evaluation findings from new prevention resources have shown the program to be effective at preventing instances of homelessness, and continuous improvement efforts will explore opportunities to improve reach to overrepresented communities.
Housing Placements	Tailoring problem-solving resources to serve the unique needs of overrepresented homeless populations will improve housing placement rates for clients not eligible for permanent supportive housing or less likely to benefit from prevention. Youth, for example, who are disproportionately LGBTQ+ and people of color, may be less likely to benefit from a prevention model designed primarily for established renters, and more likely to benefit from other problem-solving solutions or relocation assistance.
Changes to procurement	HSH is initiating a process to reprocure its Coordinated Entry contracts which include Problem Solving resources. This procurement process will include an intentional focus on client-centered design, using client data to identify disparities and highlight opportunities to better serve the most vulnerable and those most overrepresented in the system. The process also includes participatory design by individuals with lived experience of homelessness to help ensure programs are designed in a way that is culturally responsive and accessible to meet the needs of diverse clients.

## Key Action 6

### Description

Create an expanded supply of affordable housing units that can prevent households from experiencing housing instability and crises that can result in homelessness.

**Identify which CA SPM(s) will be improved by Key Action 6 and how.**

## SPM Improvement Plan for Key Action 6

CA SPM	Specific description of how Key Action 6 will improve this CA SPM
CA SPM 2	Expanding the supply of affordable housing units provides more opportunities for low-income individuals experiencing homelessness, housing instability, or at risk of homelessness to retain or obtain housing.
	This key action will be supported by the HHAP-funded administrative activities,

including the ONE System (HMIS System) and project team, grants management, strategic planning and capacity building, and contract management systems and staff

CA SPM 3 Expanding the supply of affordable housing units provides more opportunities for low-income individuals experiencing homelessness, housing instability, or at risk of homelessness to retain or obtain housing.

This key action will be supported by the HHAP-funded administrative activities, including the ONE System (HMIS System) and project team, grants management, strategic planning and capacity building, and contract management systems and staff

CA SPM 4 Expanding the supply of affordable housing units provides more opportunities for low-income individuals experiencing homelessness, housing instability, or at risk of homelessness to retain or obtain housing.

This key action will be supported by the HHAP-funded administrative activities, including the ONE System (HMIS System) and project team, grants management, strategic planning and capacity building, and contract management systems and staff

**Clear metric for how success of Key Action 6 will be measured**

# of new affordable housing units brought on-line each year.

**Lead Entity for Key Action 6**

San Francisco CoC

**Collaborating entity/ies for Key Action 6**

Mayor's Office of Housing and Community Development, Affordable housing developers, San Francisco Housing Accelerator Fund, Office of Community Investment and Infrastructure (OCII), San Francisco Planning Department

**Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 6**

Milestones for Key Action 6	Target dates for Key Action 6 milestones
625 new units of permanent housing created	7/1/2026
1,250 new units of permanent housing created	7/1/2027
1,875 new units of permanent housing created	7/1/2028

**Target date for completing Key Action 6**

7/1/2029

**Funding Sources for Key Action 6**

**Funding Sources for Key Action 6**

Funding source	Description of how the funding will contribute to the achievement of Key Action 6	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
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San Francisco General Fund (GF)

The GF 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.

The San Francisco Human Services Agency utilizes general fund match towards the provision of the Bringing Families Home (BFH) program (child welfare). BFH offers financial assistance and housing-related wraparound supportive services to families experiencing or at risk of homelessness. Services provided include connection with Rapid Rehousing subsidies, Housing Choice Vouchers, and temporary family housing.

San Francisco Our City Our Home Fund (OCOH)

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.

SF Housing Trust Fund

The SF Housing Trust Fund is a dedicated source of funding for affordable housing in San Francisco, aiming to create and preserve housing for low- and moderate-income households. It's an annual set-aside from the

City's general fund, capped at \$50 million per year for 30 years, totaling \$1.2 billion over its lifespan.

The Homekey Program

The Homekey program funds site acquisition, rehabilitation, and operating subsidies for The Granada (232 units), The Diva (122 units), City Gardens (39 units for families), 1321 Mission (160 units for families), Mission Inn (51 units for TAY), Eula Hotel (25 units), 685 Ellis (74 units), and 42 Otis (24 units).

The Housing for a Healthy California Program

Housing for a Healthy California funds support the rehabilitation of the Knox SRO hotel and 241 6th Street to create 30 new PSH units from currently vacant units.

The No Place Like Home Program

No Place Like Home (NPLH) funding has supported or will support development of permanent supportive housing units for NPLH-eligible households at 1064 Mission, 6007 7th Street, 730 Stanyan, and 78 Haight in San Francisco.

The National Housing Trust Fund

CoC funds sustain approximately 1,400 units of permanent supportive housing.

Identify which of the following equity improvement areas will be addressed by Key Action 6.

## Equity Areas for Key Action 6

Equity area

Description of how Key Action 6 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Housing Retention

Expanding supportive housing will help provide additional opportunities for extremely low-income households to access or retain housing, avoiding homelessness. These households are disproportionately people of color and/or LGBTQ+. Affordable housing programs in San Francisco also include anti-displacement preferencing, which impacts census tracts with extreme displacement pressure that disproportionately impact communities of color who have faced systemic oppression.

## Key Action 7

Description

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.

**Identify which CA SPM(s) will be improved by Key Action 7 and how.**

## SPM Improvement Plan for Key Action 7

CA SPM	Specific description of how Key Action 7 will improve this CA SPM
CA SPM 3	<p>Expanding the permanent supportive housing capacity broadens the Homelessness Response System's reach and HSH to house more homeless individuals currently prioritized for housing resources at a faster rate.</p> <p>This key action will be supported by the following HHAP-funded activities:                      -Operating subsidies - Permanent Housing: Adante TAY PSH program                      -Administrative activities, including the ONE System (HMIS System) and project team, grants management, strategic planning and capacity building, and contract management systems and staff</p>
CA SPM 4	<p>Expanding the permanent supportive housing capacity broadens the Homelessness Response System's reach and HSH to house more homeless individuals currently prioritized for housing resources at a faster rate.</p> <p>This key action will be supported by the following HHAP-funded activities:                      -Operating subsidies - Permanent Housing: Adante TAY PSH program                      -Administrative activities, including the ONE System (HMIS System) and project team, grants management, strategic planning and capacity building, and contract management systems and staff</p>

### Clear metric for how success of Key Action 7 will be measured

Number of site-based and scattered-site permanent housing units, rapid re-housing slots, and shallow subsidies opened from 7/1/2023 to 7/1/2026.

Regularly tracked through implementation of HSH's Performance Measurement Plan reporting and included in annual progress reporting for the Home By the Bay Strategic Plan.

### Lead Entity for Key Action 7

San Francisco CoC

### Collaborating entity/ies for Key Action 7

HSH, MOHCD, and affordable housing developers, housing and services provider organizations, private funders

## Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 7

Milestones for Key Action 7	Target dates for Key Action 7 milestones
1,931 new housing units by FY25-26	7/1/2026
2,596 new housing units by FY26-27	7/1/2027

**Target date for completing Key Action 7**

7/1/2028

**Funding Sources for Key Action 7**

**Funding Sources for Key Action 7**

Funding source	Description of how the funding will contribute to the achievement of Key Action 7	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
San Francisco General Fund (GF)	The GF 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.	
San Francisco Our City Our Home Fund (OCOH)	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.	
The National Housing Trust Fund	The SF Housing Trust Fund is a dedicated source of funding for affordable housing in San Francisco, aiming to create and preserve housing for low- and moderate-income households. It's an annual set-aside from the city's general fund, capped at \$50	

	million per year for 30 years, totaling \$1.2 billion over its lifespan.
The Homekey Program	The Homekey program funds site acquisition, rehabilitation, and operating subsidies for The Granada (232 units), The Diva (122 units), City Gardens (39 units for families), 1321 Mission (160 units for families), Mission Inn (51 units for TAY), Eula Hotel (25 units), 685 Ellis (74 units), and 42 Otis (24 units).
The Housing for a Healthy California Program	Housing for a Healthy California funds support the rehabilitation of the Knox SRO hotel and 241 6th Street to create 30 new PSH units from currently vacant units.
The No Place Like Home Program	No Place Like Home funding has supported or will support development of permanent supportive housing units for NPLH-eligible households at 1064 Mission, 6007 7th Street, 730 Stanyan, and 78 Haight in San Francisco.
Building Homes and Jobs Act	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 the Mayor's Office of Housing and Community Development's pipeline. The five-year allocation is estimated initially to be \$52 million; this total will depend on State funds received.
HUD Continuum of Care (CoC)	CoC funds sustain approximately 1,400 units of permanent supportive housing and 28 slots of rapid rehousing.
HOME Investment Partnerships Act	HOME-ARP is \$18 million; 96% of funds are dedicated to creating new permanent housing for formerly homeless households.

Identify which of the following equity improvement areas will be addressed by Key Action 7.

## Equity Areas for Key Action 7

Equity area	Description of how Key Action 7 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Housing Placements	Expanding a broad range of permanent housing options provides more opportunities for housing placements for people currently experiencing homelessness, who are disproportionately communities of color and LGBTQ+ or gender diverse. Providing options that range across site-based, scattered site, rapid, and shallow subsidy models allows HSH to better meet the needs of diverse clients and their preferences, including geographic preferences.
Changes to procurement	In FY25 - 26, HSH must reprocur its property management and support services contracts for permanent supportive housing. The procurement process will include an intentional focus on client-centered design, using client data to highlight opportunities to better serve the most vulnerable and those most overrepresented in the system. The process also includes participatory design by individuals with lived experience of homelessness to help ensure shelter programs are designed in a way that is culturally responsive and meets the needs of diverse clients.

## Key Action 8

### Description

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.

Identify which CA SPM(s) will be improved by Key Action 8 and how.

## SPM Improvement Plan for Key Action 8

CA SPM	Specific description of how Key Action 8 will improve this CA SPM
CA SPM 3	<p>Drawing down CalAIM funding improves the financial sustainability and reach of services that support individuals in exiting homelessness and successfully retaining permanent housing.</p> <p>This key action will be supported by HHAP-funded administrative activities, including the ONE System (HMIS System) and project team, grants management, strategic planning and capacity building, and contract management systems and staff</p>

### Clear metric for how success of Key Action 8 will be measured

Total amount of CalAIM Housing Community Supports funded expended in the fiscal year.

### Lead Entity for Key Action 8

San Francisco CoC

### Collaborating entity/ies for Key Action 8

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

organizations

## Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 8

Milestones for Key Action 8	Target dates for Key Action 8 milestones
Expand the CalAIM Housing Trio billing with Anthem Blue Cross, San Francisco's second largest Medi-Cal Managed Care Plan.	7/1/2027
Begin billing Medi-Cal for stabilization and recuperative care services for the RESTORE program	7/1/2027
Cardea Health to begin invoicing SF Health Plan and Anthem Blue Cross for Enhanced Care Management at select PSH sites.	7/1/2027

**Target date for completing Key Action 8**  
7/1/2028

## Funding Sources for Key Action 8

### Funding Sources for Key Action 8

Funding source	Description of how the funding will contribute to the achievement of Key Action 8	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Medi-Cal program	CalAIM 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).	
CalAIM-related funds	CalAIM - related funds include: 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.

Housing and Homelessness Incentive Program (HHIP)

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.

Identify which of the following equity improvement areas will be addressed by Key Action 8.

## Equity Areas for Key Action 8

Equity area	Description of how Key Action 8 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Service Delivery	CalAIM funds for services including case management, housing navigation, and housing deposits provide additional resourcing to successful support and place clients in housing. These efforts benefit demographic groups who are disproportionately experiencing homelessness to better access housing resources successfully.
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Housing Retention	Leveraging CalAIM funding for housing stabilization, enhanced case management, tenancy supports, and other services for clients currently in HSH's housing portfolio aims to improve client stability, housing retention, and prevent recidivism to homelessness. These efforts directly benefit the demographic groups in our housing portfolio who are disproportionately people of color and gender diverse.
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Changes to procurement	HSH is planning several procurements across core program areas in the upcoming years. In doing so, HSH will identify opportunities to better standardize data reporting requirements of providers to maximize CalAIM billing eligibility. In addition, the design of procured support services will be informed by CalAIM funding opportunities to expand and enhance the level of care available to high-needs clients - populations that are disproportionately people of color, gender diverse, and historically marginalized.
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## Key Action 9

Description

Improve the quality and delivery of case management, medical and behavioral health services, and other support services in both interim and permanent supportive housing. In a partnership funded by the Tipping Point Foundation, HSH is partnering with Homeless Health Care Los Angeles to develop a cohort-based case management training program tailored to the training needs and priorities of the San Francisco service provider community. From fall 2025 through summer 2026, HSH will pilot the training curriculum with 150 case managers.

**Identify which CA SPM(s) will be improved by Key Action 9 and how.**

## SPM Improvement Plan for Key Action 9

CA SPM	Specific description of how Key Action 9 will improve this CA SPM
CA SPM 3	A recent, preliminary integration of HSH ONE system data and DPH EPIC systems data, indicated that those experiencing homelessness in San Francisco include 18% with Serious Mental Illness diagnosed; 46% with an ER visit in the last year; and 48% who are on the Chronic Disease Registry. Furthermore, 25% of currently sheltered individuals (17% of unsheltered) are older adults 55+. And 35% of sheltered individuals (43% of unsheltered) self-report a long-term physical disability. Those transitioning from homelessness (especially those with the additional challenges mentioned above) risk losing their housing without additional support. Depending on the needs of each, a combination of skillful case management, behavioral health support, physical health support and in home assistance increases the likelihood that they will successfully stay housed.
CA SPM 5	A recent, preliminary integration of HSH ONE system data and DPH EPIC systems data, indicated that those experiencing homelessness in San Francisco include 18% with Serious Mental Illness diagnosed; 46% with an ER visit in the last year; and 48% who are on the Chronic Disease Registry. Furthermore, 25% of currently sheltered individuals (17% of unsheltered) are older adults 55+. And 35% of sheltered individuals (43% of unsheltered) self-report a long-term physical disability. Those transitioning from homelessness (especially those with the additional challenges mentioned above) risk losing their housing without additional support. Depending on the needs of each, a combination of skillful case management, behavioral health support, physical health support and in home assistance increases the likelihood that they will successfully stay housed.

### Clear metric for how success of Key Action 9 will be measured

Number of case managers trained per year

### Lead Entity for Key Action 9

San Francisco CoC

### Collaborating entity/ies for Key Action 9

HSH, SF Department of Public Health, SF Department of Disability and Aging Services

## Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 9

Milestones for Key Action 9	Target dates for Key Action 9 milestones
Case Management Community Engagement is Finished	7/1/2026

Case Management curriculum is drafted

7/1/2026

First cohort of training complete

7/1/2026

**Target date for completing Key Action 9**

7/1/2027

## Funding Sources for Key Action 9

## Funding Sources for Key Action 9

Funding source	Description of how the funding will contribute to the achievement of Key Action 9	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
San Francisco General Fund (GF)	The 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.	
San Francisco Our City Our Home Fund (OCOH)	OCOH: 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.	
In-home supportive services	The San Francisco Department of Public Health will build on a successful pilot that provides in-home supportive services for tenants aging in place with	

graduated levels of care, ensuring that they do not lose their housing because of aging-related barriers.

#### Adult protective services

The Home Safe program is managed by the Adult Protective Services Division (APS) of the Human Services Agency (HSA) and focuses 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).

#### Child welfare

The Department of Early Childhood (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.

#### Medi-Cal program

CalAIM 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).

CalAIM related funds

CalAIM - related funds include: 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.

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 hunger and food insecurity in San Francisco by generating approvable CalFresh applications to be presented to HSA staff for eligibility determination.

Disability benefits advocacy

The Human Services Agency administers the Housing and Disability Advocacy Program (HDAP), which funds outreach, case management, SSI advocacy services and housing for people with a disability who are experiencing homelessness.

Supplemental Security Income/State Supplemental Program

The Homeless Benefits Linkages Initiative assists people experiencing homelessness to apply for the County Adult Assistance Program (CAAP), Medi-Cal, CalFresh, SSI, and other disability benefits – meeting clients where they are instead of requiring them to come to a government office.

**Identify which of the following equity improvement areas will be addressed by Key Action 9.**

## **Equity Areas for Key Action 9**

<b>Equity area</b>	<b>Description of how Key Action 9 will address system performance</b>
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**disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)**

Service Delivery	Universal standards of care and increased training for foundational staff across the homelessness response system aim to reduce disparities by ensuring all individuals, particularly those historically marginalized, receive high-quality, culturally responsive, trauma-informed case management.
Housing Placements	Improved case management aims to reduce disparities by improving our ability to successfully support unsheltered and sheltered clients to develop housing support plans and work towards housing solutions. Improved success in housing placements will positively impact demographic groups that are historically marginalized and disproportionately experiencing homelessness.
Housing Retention	Designing for high quality case management will increase the likelihood that those who are in permanent supportive housing are supported in the ways they need, including clients with high acuity and intense behavioral health or medical needs. This improved case management and care coordination will increase the likelihood that they are able to successfully retain their housing.
Changes to procurement	As HSH reprocures contracts across services areas, HSH will identify opportunities to ensure standards of care, enhanced support services, and case management expectations are strengthened and reflected in our provider agreements. This provides an opportunity to better ensure that populations disproportionately impacted by homelessness receive high-quality care that supports housing stability and successful outcomes.
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	In FY25 - 26 HSH hopes to launch a community-designed initiative to better define case management standards and train all providers to that level of care. This work will include the voices of those with lived experience. Embedding voices of foundational staff and those with lived experience into the design process increases the likelihood that the resulting intervention will meet their needs. This in turn reduces recidivism and better serve those who have been marginalized by previous systems.

## Section 4. HHAP 6 Funding Plan

### 4. HHAP-6 Funding Plan

**State Priorities for HHAP 6 Funding:** HHAP 6 is intended to reflect the state's priorities to prevent and expeditiously reduce unsheltered homelessness through homelessness prevention activities and sustain existing Interim Housing Solutions, and Permanent Housing Solutions, including long-term sustainability of interim housing and permanent affordable housing.

To complete the HHAP 6 Funding Plan:

1. Identify the Administrative Entity submitting the budget.
  - Provide the Tax ID/TIN, primary contact for the contract, contact email, contact phone, and address for where the HHAP 6 check will be mailed.
  - Provide the total dollar amount of the HHAP 6 allocation(s) being administered under the Funding Plan.
    - **Reminder: This must account for 100 percent of the HHAP 6 Allocation(s) the Administrative Entity will be responsible for administering.**
2. Describe all activities proposed to be funded by HHAP 6 in clear, specific terms, and:
  - Identify the HHAP 6 eligible use category under which each proposed activity is budgeted. Activities must be specific and may only be categorized under one eligible use category. Activities may not be categorized under multiple eligible use categories (including activities under the Youth Set Aside).
  - Provide the total dollar amount of HHAP 6 funding proposed for the activity.
    - **Reminder: Administrative costs may not exceed 7% of all monies received.**
    - **Reminder: The Youth Set Aside (YSA) amounts, when combined, must total at least 10% of all monies received.**
  - Identify which System Performance Measure Improvement Plan Key Action(s) the activity supports.
  - **The total HHAP 6 funding proposed for the activity** should account for all dollars budgeted toward that activity. These amounts, when added, must account for 100 percent of the HHAP 6 Allocation(s) the Administrative Entity will be responsible for administering.
3. Indicate whether the budget proposes to support ANY:
  - New Interim Housing (aside from those designated in the Youth Set Aside) and/or
  - Non-Housing Solutions.

**Note: If the HHAP 6 budget proposes spending on New Interim Housing and/or Non-Housing Solutions, the region must document the sustainability of its permanent housing portfolio, as outlined in NOFA section IV.A.4.c, in the next section of this application.**

## 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 CoC

Tax ID

TIN

**Primary contact for the contract**

Christine Rolan

**Title**

Budget Director

**Email**

christine.rolan@sfgov.org

**Phone**

(415) 279-4647

**Address where HHAP 6 check will be mailed**

440 Turk Street, San Francisco, California 94102

## **Funding Plan - San Francisco CoC**

**\$ Total HHAP-6 Allocation(s) Administering**

\$39,923,545.86

### **4.a. Proposed Funding Activities**

#### **Activity 1**

**Describe Activity 1 in clear, specific terms.**

**Funding Plan Description - Activity 1**

Administration: HHAP funds build the San Francisco Department of Homelessness and Supportive Services' capacity to administer grants and manage programming. HHAP-6 funds will fund:

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

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

**Identify the HHAP 6 eligible use under which Activity 1 is budgeted.**

**Funding Plan Selection - Eligible Use Category for Activity 1**

Administrative Costs

**Identify the total HHAP 6 funding proposed for Activity 1.**

**Funding Plan Amount - Activity 1**

\$2,794,648.21

**Identify which System Performance Measure Improvement Plan Key Action(s) Activity 1 supports.**

#### **Funding plan activity 1Key Action Link**

**Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve**

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1

## **Activity 2**

**Describe Activity 2 in clear, specific terms.**

### **Funding Plan Description - Activity 2**

Semi-Congregate Shelter Operations: HHAP 6 funds will support operations and services at two sites; 711 Post / Ansonia Hotel (250 guest capacity), and Ellis (134 guest capacity). Both sites serve adults over the age of 18. Guests are referred to these programs by outreach teams. Guests have access to semi-congregate shelter accommodations and supportive services funded through HHAP. HHAP 6 funds will sustain operations and services through FY2028. Services include (but are not limited to) assessment, referrals and coordination of services, document readiness, and regular amenities such as meals, hygiene services, laundry, and storage. The program also has a nurse on site twice a week that supports guests with medical attention, and clinicians on site twice a week to assist clients with behavioral mental health. There is a 1:25 case manager to household ratio, and all services are voluntary and utilize a low barrier, harm reduction model. Wherever possible, services are designed to address guest barriers and facilitate their transition to permanent housing.

**Identify the HHAP 6 eligible use under which Activity 2 is budgeted.**

### **Funding Plan Selection - Eligible Use Category for Activity 2**

Operating Expenses – Interim Housing

**Identify the total HHAP 6 funding proposed for Activity 2.**

### **Funding Plan Amount - Activity 2**

\$18,197,224.18

**Identify which System Performance Measure Improvement Plan Key Action(s) Activity 2 supports.**

## **Funding plan activity 2Key Action Link**

**Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve**

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1

## **Activity 3**

**Describe Activity 3 in clear, specific terms.**

### **Funding Plan Description - Activity 3**

Semi-Congregate Shelter Operations: HHAP 6 funds will support operations and services at two sites; 711 Post / Ansonia Hotel (250 guest capacity), and Ellis (134 guest capacity). Both sites serve adults over the age of 18. Guests are referred to these programs by outreach teams. Guests have access to semi-congregate shelter accommodations and supportive services funded through HHAP. HHAP 6 funds will sustain operations and services through FY2028. Services include (but are not limited to) assessment, referrals and coordination of services, document readiness, and regular amenities such as meals, hygiene services, laundry, and storage. The program also has a nurse on site twice a week that

supports guests with medical attention, and clinicians on site twice a week to assist clients with behavioral mental health. There is a 1:25 case manager to household ratio, and all services are voluntary and utilize a low barrier, harm reduction model. Wherever possible, services are designed to address guest barriers and facilitate their transition to permanent housing.

**Identify the HHAP 6 eligible use under which Activity 3 is budgeted.**

**Funding Plan Selection - Eligible Use Category for Activity 3**

Interim Housing Services and Services Coordination

**Identify the total HHAP 6 funding proposed for Activity 3.**

**Funding Plan Amount - Activity 3**

\$1,582,367.32

**Identify which System Performance Measure Improvement Plan Key Action(s) Activity 3 supports.**

## **Funding plan activity 3 Key Action Link**

**Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve**

1

## **Activity 4**

**Describe Activity 4 in clear, specific terms.**

**Funding Plan Description - Activity 4**

Navigation centers accommodate guests who have no fixed, regular, and adequate nighttime residence, are residing on the street, and need emergency nighttime sleeping accommodations. 100% of HHAP-funded funds will support existing navigation centers, and no funds will be spent on new interim housing. San Francisco's navigation centers utilize a low barrier; harm reduction model and guests have access to supportive services funded in part by HHAP-6. Services include (but are not limited to) assessment, referrals and coordination of services, document readiness, and regular amenities such as meals, hygiene services, laundry, and storage. HHAP 6 funded navigation centers include:

-Baldwin SAFE Navigation Center: accommodates 180 adults over the age of 18 per night.

-Baysshore Navigation Center: accommodates 128 adults over the age of 18 per night

**Identify the HHAP 6 eligible use under which Activity 4 is budgeted.**

**Funding Plan Selection - Eligible Use Category for Activity 4**

Navigation Centers

**Identify the total HHAP 6 funding proposed for Activity 4.**

**Funding Plan Amount - Activity 4**

\$10,662,426.69

**Identify which System Performance Measure Improvement Plan Key Action(s) Activity 4 supports.**

## Funding plan activity 4Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

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1

### Activity 5

Describe Activity 5 in clear, specific terms.

#### Funding Plan Description - Activity 5

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

Identify the HHAP 6 eligible use under which Activity 5 is budgeted.

#### Funding Plan Selection - Eligible Use Category for Activity 5

HMIS

Identify the total HHAP 6 funding proposed for Activity 5.

#### Funding Plan Amount - Activity 5

\$399,235.46

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 5 supports.

## Funding plan activity 5Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

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1

### Activity 6

Describe Activity 6 in clear, specific terms.

#### Funding Plan Description - Activity 6

HHAP 6 funds will support the Lower Polk Transitional Aged Youth (TAY) Navigation Center. This program accommodates 75 guests who are between the ages of 18 and 28 per night. San Francisco's navigation centers accommodate guests who have no fixed, regular, and adequate nighttime residence, are residing on the street, and need emergency nighttime sleeping accommodations. 100% of HHAP-funded funds will support existing navigation centers, and no funds will be spent on new interim housing. The Lower Polk TAY Navigation Center utilizes a low barrier; harm reduction model and guests have access to supportive services funded in part by HHAP-6. Services include (but are not limited to) assessment, referrals and coordination of services, document readiness, and regular amenities such as meals, hygiene services, laundry, and storage. In addition, guests have access to the Health & Wellness Center and Coordinated Entry Access Point for homeless interventions.

**Identify the HHAP 6 eligible use under which Activity 6 is budgeted.**

**Funding Plan Selection - Eligible Use Category for Activity 6**

YSA: Navigation Centers

**Identify the total HHAP 6 funding proposed for Activity 6.**

**Funding Plan Amount - Activity 6**

\$6,287,644.00

**Identify which System Performance Measure Improvement Plan Key Action(s) Activity 6 supports.**

## **Funding plan activity 6 Key Action Link**

**Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve**

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1

**Does this budget propose to fund any New Interim Housing Solutions, aside from those designated in the Youth Set Aside?**

No

**Does this budget propose to fund any Non-housing Solutions?**

No

## Section 4.b-d. Housing Portfolio

### Housing Portfolio

#### Funding Priority Considerations: Documenting Sustainability of the Region's Interim and Permanent Housing Portfolios

##### Steps to complete this section:

To complete 4.b. Sustainability of the Region's Interim Housing Portfolio:

1. Identify the total existing Interim Housing shelters and beds (beds) in the region.
2. If proposing to use HHAP 6 to fund New Interim Housing solutions, aside from those designated for the Youth Set Aside, Eligible Applicants must identify the total beds proposed to be added during the grant term (FY24/25-28/29) in the region and are required to complete 4c, the Sustainability of the Region's Permanent Housing Portfolio.
3. Identify the total estimated capital and operating costs for the beds (existing and, if applicable, proposed to be added) during the grant term.
4. Identify the funding sources (including amounts) that will realize and sustain the estimated capital and operating costs for the beds in the region for the grant term.

##### To complete 4.c. Sustainability of the Region's Permanent Housing Portfolio:

#### **Required if any regional partner is proposing to spend HHAP 6 funding on New Interim Housing solutions (aside from those designated for the Youth Set Aside) and/or Non-Housing Solutions.**

For the region's existing, at-risk, and proposed permanent affordable housing identify all the following:

1. The total (existing, at-risk, and proposed) permanent affordable housing developments and units (developments) in the region. Data for existing and at-risk developments can be provided by HCD upon request.

**Note: Developments proposed includes those currently seeking permanent housing funding or operations support in the region which still have a financing or supportive services and operations funding gap.**

2. The total estimated capital and operating costs for (existing, at-risk, and proposed) developments during the grant term.
3. The funding sources (including amounts) that will realize and sustain the estimated capital and operating costs for (existing, at-risk, and proposed) developments in the region for the grant term.

##### To complete 4.d. Documentation of Youth Set Aside Requirement:

1. Certify that the region has budgeted at least 10 percent of each HHAP 6 allocation to be spent on services for homeless youth (as defined in HSC 50216(l)).

## 4.b. Sustainability of the Region's Interim Housing Portfolio

### Region's Interim Housing Portfolio

Number of Existing Interim Beds (beds) within the Region

7,072

(If Applicable) Number of Interim Beds Proposed to be added within the grant term (FY24/25-28/29)

0

Total Estimated Capital and Operating Cost for the Existing and Proposed Beds during the grant term

\$1,245,281,741.41

### Funding Sources Realizing and Sustaining the Estimated Capital and Operating Costs for Beds in the Region within the Grant Term (FY24/25-FY28/29)

Funding Source	Amount Dedicated
General Fund	\$736,490,391.66
Prop C (Our City, Our Home Fund)	\$203,097,133.36
State Grant: Behavioral Bridge Housing	\$21,118,899.96
State Grant: Encampment Resolution Grant (ERF)	\$4,454,363.24
State Grant: Homeless Housing, Assistance, and Presentation (HHAP)	\$98,830,108.00
Federal Grant: HUD Emergency Solutions Grant (ESG)	\$2,726,829.00
State Grant: Proposition 47	\$4,927,500.00
San Francisco Public Health Department	\$160,072,500.00
San Francisco Human Services Agency	\$13,564,016.19

**Total Amount Dedicated Interim**

\$1,245,281,741.41

Optional: Narrative Response of the Region's Plan to Sustain Interim Housing

### 4.d. Documentation of Youth Set Aside Requirement

By checking the box below, I certify that at least 10 percent of each HHAP 6 allocation is set-aside for youth (defined in HSC 50216(l)), as required by HSC 50241(e).

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.

Yes

# Section 5. Regional Memorandum of Understanding (MOU) and Application Certification

## 5. MOU and Certification

Steps to complete this section:

1. **Upload** the Memorandum of Understanding (MOU) as specified below.
2. **Complete** the certification to indicate all information included in this regional application is true and accurate.

## Memorandum of Understanding (MOU)

**Memorandum of Understanding (MOU)**

CCSF\_HHAP-6 Letter in lieu of MOU.pdf

**Supporting Documentation (Optional)**

## Certification

### Participating Eligible Applicant 1

**Participating Eligible Applicant**

San Francisco CoC

**Certification [ParticipatingEligibleApplicant]**

On behalf of the above 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**

City of San Francisco

**Certification [ParticipatingEligibleApplicant]**

On behalf of the above participating Eligible Applicant, I certify that all information included in this application is true and accurate to the best of my knowledge.

**Name**

Lisa Agustin

**Phone**

(628) 652-7740

**Email**

lisa.agustin@sfgov.org

### Participating Eligible Applicant 3

**Participating Eligible Applicant**

San Francisco County

**Certification [ParticipatingEligibleApplicant]**

On behalf of the above 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