



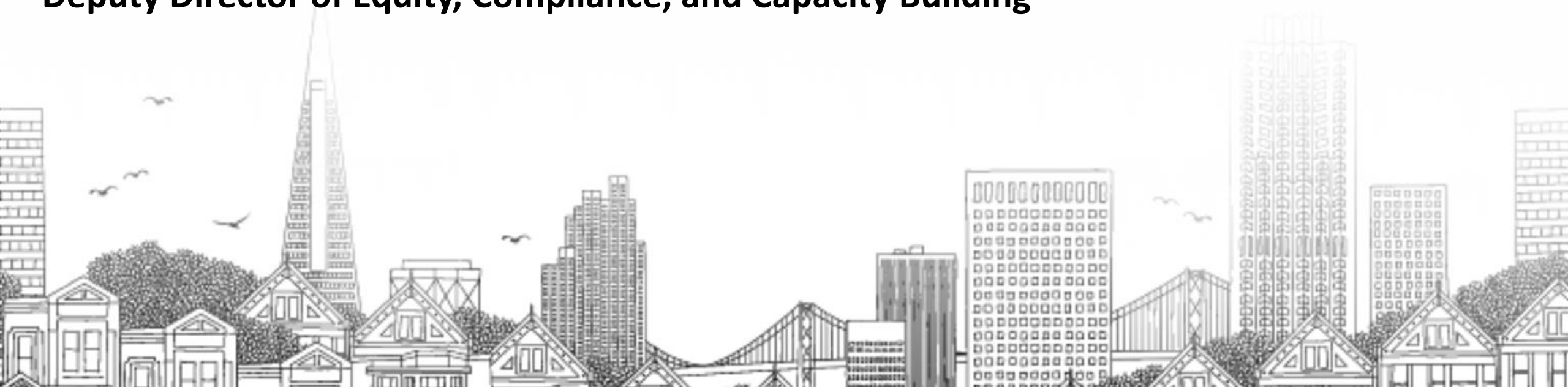
DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

# Equity Update

Feb 2026

**Anthony Bush**

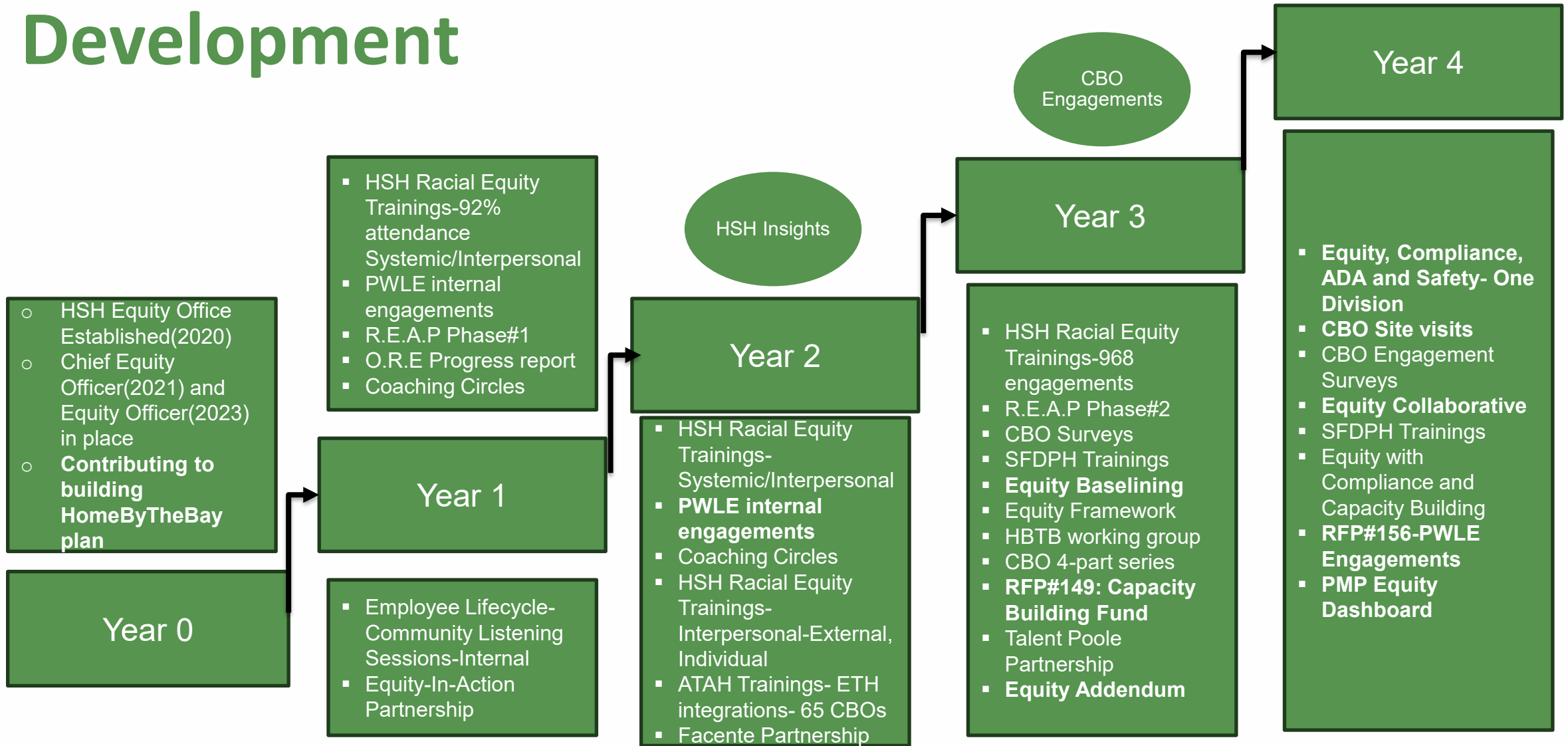
**Deputy Director of Equity, Compliance, and Capacity Building**



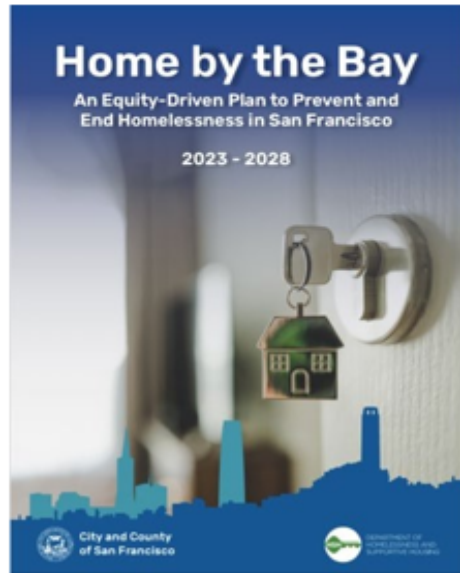
# Agenda

1. Equity Journey at HSH: Culture and Development
2. Equity Baseline and Equity Addendum
3. Equity Engagement Strategy
4. Capacity Building

# Equity Journey at HSH: Culture and Development



# Equity Planning: Baseline, Addendum & Subgoals



Through the leadership of the Department of Homelessness and Supportive Housing (HSH), the City and County of San Francisco developed [Home by the Bay](#), an equity-driven strategic plan to prevent and end homelessness in San Francisco for FYs 2023 through 2028.

The Plan sets five citywide goals to be achieved by June 2028. Four of those goals were intended to be immediately measurable based upon existing data; see HSH's [Year 1 Progress Report](#) for the strategic plan reporting of progress toward achievement of those goals.

The other goal, Goal #2, charged HSH with performing analyses to identify existing racial inequities and other disparities in the experience of homelessness and outcomes of City programs; prioritizing inequities and disparities to be redressed; developing strategies intended to reduce and eventually eliminate those inequities and disparities; and measuring reductions and the impact of those strategies.

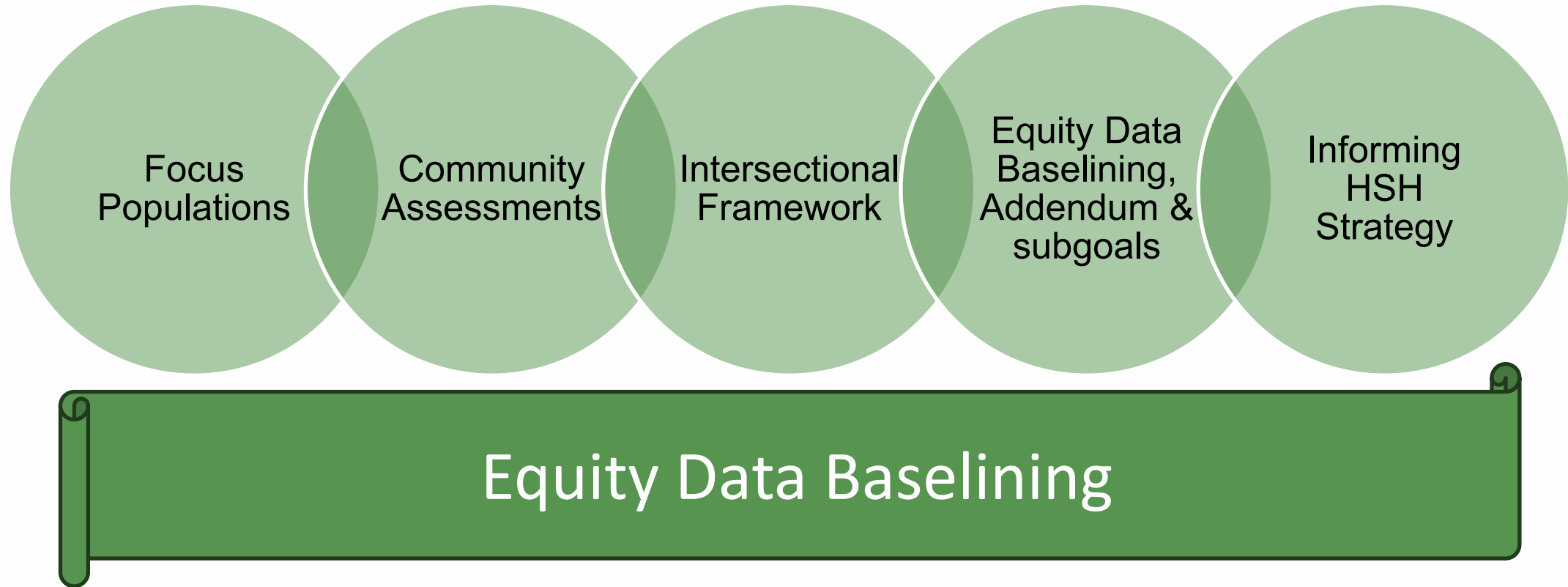


## GOAL #2

### **Reduce racial inequities and other disparities**

Demonstrate measurable reductions in racial inequities and other disparities in the experience of homelessness and the outcomes of City programs for preventing and ending homelessness.

# Intersectional Frameworks- Data Baseline



Through goal#2, the intersectional disparities were identified that informed the need to engage with external and internal engagements to collect further data and conduct analysis for interpretation of the disparate focus populations to give us guidance on decision making in programs and team actions.

# Analyzing Data: Identifying Inequities and Disparities

## Equity Baseline

### SYSTEM-LEVEL DISPARITIES ANALYSIS (2024)

**Goal:** Reduce racial & other disparities in homelessness experiences and outcomes (Home by the Bay – Goal 2)

#### PARTIES INVOLVED

- HSH Equity Office  
Equity strategy & oversight
- Planning & Strategy Team  
Align with HBTB goals
- Data & Performance Team  
Data analysis & reporting
- External Consultants  
Expertise in equity & homelessness data

#### PROCESS

##### 1. Identify Metrics

4 HBTB goals: **homelessness**  
exits, returns, prevention  
5 supplemental: access,  
CE assessments, housing referrals  
RRH/PSH referrals & move-ins

##### 2. Analyze Disparities

By race/ethnicity priority populations  
FY22–23 & FY23–24 ONE System data  
Statistical tests for highest-  
magnitude gaps

## Communities of Focus

These analyses led with a focus on specific racial and ethnic communities who are highly overrepresented within the Homelessness Response System relative to their representation within the general population of San Francisco. Specifically, people who are:

- **Black, African American, or African**
- **Latine or Hispanic**
- **American Indian and Alaska Native (AIAN)**
- **Native Hawaiian or Pacific Islander (NHOPI)**

Intersectional analyses were also emphasized, exploring differences within racial and ethnic communities by other demographic factors, which included:

- **Household type**
- **Sexual orientation**
- **Gender identity**
- **Age**
- **Disability status**

**LEADING TO THE EQUITY ADDENDUM**

## Setting Equity Goals- Equity Addendum

To focus efforts in response to the equity analyses and the prioritized inequities and disparities, HSH is developing **clear, equity-focused goal statements** that align with the four other goals of the **Home by the Bay plan**. These Equity Goals are **centered on the four communities of focus** that are **highly overrepresented in San Francisco's homeless population**. In addition, Subgoals have also been developed **to address other specific disparities that were identified through the equity analyses**, including specific disparities that were identified impacting: **all Black households; Black families with disabled heads of households; Black individuals with disabling conditions; Latine families with children; and Latine transition age youth (TAY)**. Learn more at <https://www.sf.gov/reports--november-2025--home-bay-equity-addendum>

# Setting Equity Goals- Equity Addendum

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## **Home by the Bay Goal #1: Decreasing Homelessness**

Reduce the number of people who are unsheltered by 50% and reduce the total number of people experiencing homelessness by 15%.

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## **Equity Goal #1**

Ensure that communities of focus experience greater reductions in numbers experiencing homelessness, including unsheltered homelessness, than the total population.

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## **Home by the Bay Goal #3: Increasing Number of People Exiting Homelessness**

Actively support at least 30,000 people to move from homelessness into permanent housing.

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## **Equity Goal #2**

Ensure that people from the communities of focus exit homelessness at a higher rate than the total population.

## **Subgoal**

Achieve higher rates of exits from homelessness for Black families with disabling conditions, Black adults with disabling conditions, and Latine families.

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# Setting Equity Goals- Equity Addendum

## **Home by the Bay Goal #4: Supporting People to Succeed in Housing**

Ensure that at least 85% of people who exit homelessness do not experience it again.

## **Equity Goal #3**

Ensure that at least 85% of people from communities of focus do not return to homelessness within 24 months.

### **Subgoal**

Achieve reduced rates of returns to homelessness among Black families and Latine transition age youth (TAY).

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## **Home by the Bay Goal #5 Preventing Homelessness**

Provide prevention services to at least 18,000 people at risk of losing their housing and becoming homeless.

## **Equity Goal #4**

Ensure people from communities of focus receive prevention assistance at rates that are at least equal to their representation among people experiencing homelessness.

### **Subgoal**

Achieve an increased representation of Black families and Black adults among those who are receiving prevention assistance.

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# Goal #2: Reducing Racial Inequities & Other Disparities Year 2

## Highlights

### GOAL #3: Increasing Number of People Exiting Homelessness

**Equity Goal:** Ensure that people from the communities of focus exit homelessness at a higher rate than the total population.

**Equity Subgoal:** Achieve higher rates of exits from homelessness for Black families with disabling conditions, Black adults with disabling conditions, and Latine families.

	Exit Rate	Comparison Group	Progress
Black Families with disabling conditions	36%	33% Black families	Met Goal
Black Adults with disabling conditions	24%	23% Black adults	Met goal
Latine Families	27%	29% all families	Not meeting goal

# Standards of Engagement and Care: Principles & Practice

This framework outlines the Equity & Inclusion Standards of Engagements and Care, establishing guiding principles and practices to advance fairness, cultural responsiveness, and accountability in service delivery and governance. These standards focus on equity, accountability, and cultural responsiveness. They outline commitments, purposes, and monitoring practices that guide fair, inclusive, and transparent service delivery.

## Commitment

- Advancing Equity & Inclusion
- Embedding Racial Equity
- Uplift culturally congruent providers
- Power Sharing
- Service Delivery
- Cultural Responsiveness
- PWLE integrated decision making

## Standards of Care

### Inclusive Procurement Policies

- Justice-Based Goal Setting
- Inclusive Outreach & Access
- Equitable Evaluation & Support
- Community-Centered Procurement
- Transparency & Structural Support

## Scope & Purpose

- All staff, CBOs and Clients
- Program Design, Procurement
- Contract Management, Governance
- Equitable Access and Accountability
- Outcomes for Home by the Bay Portfolios
- Justice-based principles & practices

## Standards of Care

### Relationship & Contract Management

- Fair & Transparent Contracting
- Inclusive Communication
- Community Engagement
- Equitable Relationship Building
- Cultural Competency Training
- Transparent Procurement
- Capacity Building/Barrier Reduction

## Monitoring

- Designated staff for standards
- Publish data to track Equity
- Update practices
- Community feedback
- Contracts outcomes

## Standards of Care

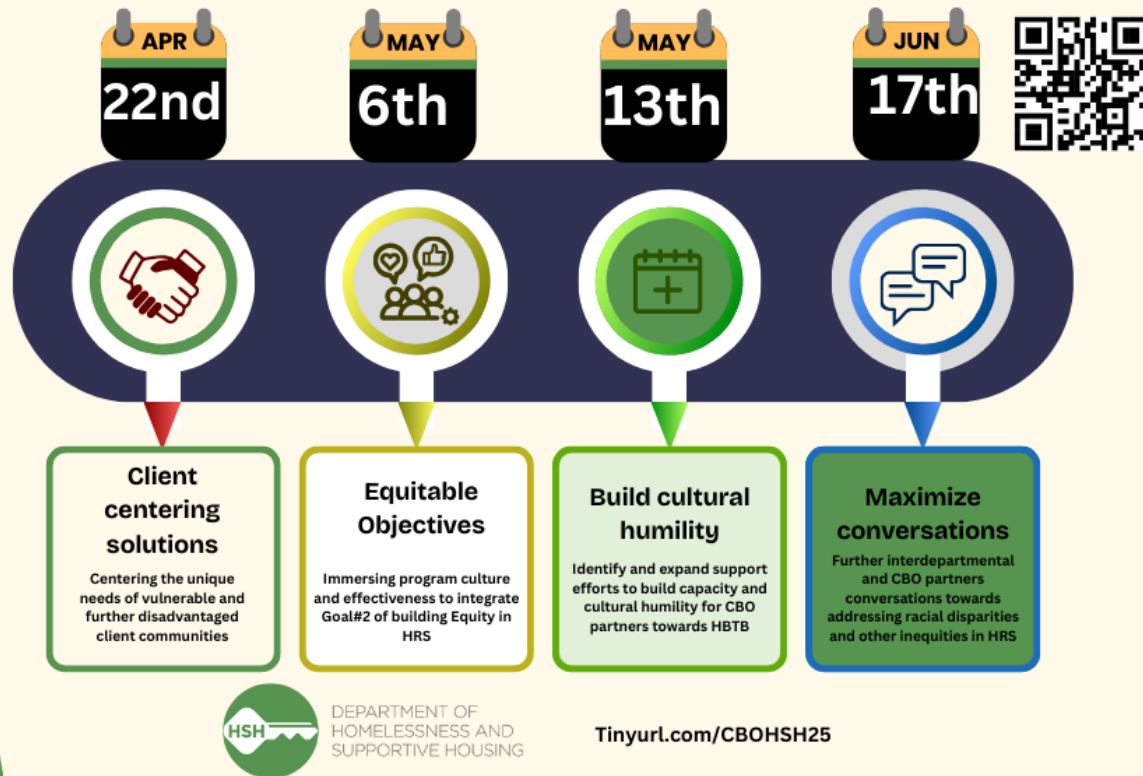
### Governance, Inclusion & Power Sharing

- Inclusive Governance
- Equitable Policies
- Capacity Building
- Transparency & Accountability

# CBO ENGAGEMENTS

## San Francisco's 5-year Strategic Plan in Motion: Join our Equity-Focused CBO Engagements

Learn about progress on the 5-Year Strategic Plan, equity goals, and implementation efforts. These engagements offer support, updates, and space for CBOs to share feedback on community needs and what's been accomplished so far. Our goal is to align around equity goals and strengthen our collective impact.



Since its inception, the Equity Office at HSH has consistently engaged with Community-Based Organizations (CBOs) as a core voice in shaping equity strategies. Engagements have included Black Provider Group convenings, outreach to 64 CBOs between April and June 2025, TAY provider convenings, HomeBase CoC convenings, a CBO engagement survey (20 responses), and more.

# CBO Q3 FY24-25 SITE VISITS

- Initiated site visits to 7 CBOs following the Q2 HSH Insights internal meeting, launching a broader engagement process.
- Organizations scheduled for Q3 and FY26–27 Q4 include 3rd Street Youth Center, GLIDE, Curry Senior Center, Shelter-Tech, and others identified by the Programs Team.

<u>Date Visited</u>	<u>CBOs</u>
10/28/2025	MissionAction
10/29/2025	Larkin Street Youth Services
10/30/2025	Hamilton Families
11/19/2025	Homeless Children's Network
12/3/2025	Taimon Booton Nav Center
12/4/2025	Providence Foundation
12/10/2025	Abode Services

# CBO FOCUS AREAS

## THREE AREAS OF ENGAGEMENT AND FOCUS



Systemic Equity



HSH Process/Program  
Improvements



Population-Specific  
Interventions

Assess CBO alignment with citywide priorities to identify partnership opportunities, elevate equity and population-specific needs, and inform MYPP, CE reform, and broader strategic planning.

# CBO INSIGHTS

## THREE AREAS OF ENGAGEMENT AND FOCUS

### Systemic Equity

- Fund Population-Specific Services
- Expand DEIB & Cultural Training
- Ensure Contract & Funding Equity
- Advance Racial Equity
- Strengthen Workforce Supports

### HSH Process/Program Improvements

- Clarify CE Processes
- Support Post-Housing Transitions
- System wide metrics alignment
- Advance CE Reform for Families
- Define Housing Stability Metrics
- Include Key Partners in MYPP Planning

### Population-Specific Interventions

- Strengthen Mental Health & Safety Supports
- Tailor Services for TAY (18–29)
- Expand Family-Centered Housing Solutions
- Invest in Culturally Responsive Care
- Advance Equity for Black-Led Households
- Support Immigrant & Newcomer Families

Equity Collaboratives are HSH Quarterly internal space for staff to align on CBO engagement insights and propose program and process improvements.

# (NOFA #149) CBO Capacity Building

Scope of  
funded  
projects

Financial Management/Grants  
Management

Governance & Leadership  
Development

Talent/Leadership Development

Diversity, Equity, & Inclusion  
Engagement Plan

Program Design and Service Delivery

Operational Infrastructure

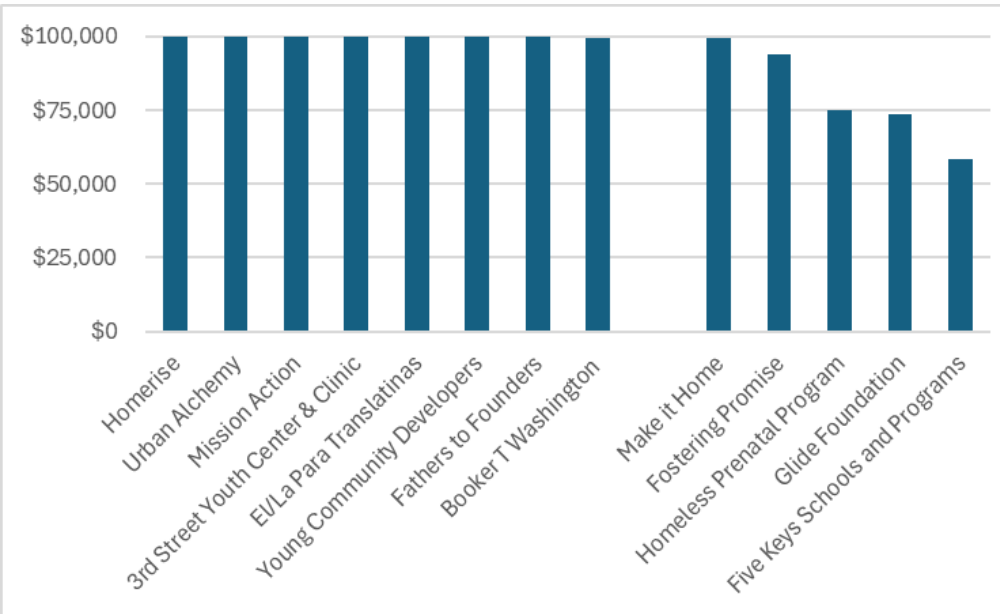
Data Performance and Management

HSH Capacity Building Fund, in its first year, strengthens nonprofits to advance racial equity and housing stability through training, technical assistance, and organizational development.

Awarded  
\$ \$1.2M

YTD Spend  
78.74%

#of Orgs  
13





# (RFP #156) PWLE Engagement

## Scope of RFP

Integrate PWLE perspectives into policy, program design, and service delivery

Professionally manage and build capacity for PWLE engagement

Recruit, onboard, retain and manage individual and group PWLE engagements.


Integrated, client centered supports


Administering stipends and/or other incentives

Strengthen PWLE participants' skills, confidence and readiness

Leadership pathways for PWLE

HSH is seeking qualified proposers to create and support a centralized advisory group of People With Lived Experience of homelessness or housing instability. This group will provide informed, structured input to help reduce barriers and improve programs across San Francisco's homelessness response

PWLE Body  
 10-15 Members

Hourly Rate  
 \$100/Person


### Focus Areas


- PWLE-Centered System Redesign
- Equity-Driven Advocacy
- Community Voice & Power Sharing
- Sustainable Representation
- Operational Support
- Engagement & Participation in MYPP, contracts & compliance

### Goals

- Advise on Department priorities
- Build Capacity & Leadership
- Integrate PWLE in Key Processes
- Enhance Community Feedback
- Foster Collaboration
- Ensure Sustainability

# Emergency Housing Vouchers: District 10 Focus

 Federal COVID-19 Relief → Long-term rental assistance via EHV

-  HSH Actions
- Referred eligible households (Fall 2021-Sept 2023)
  - Provided supportive services
  - Set community-informed priorities aligned with equity goals

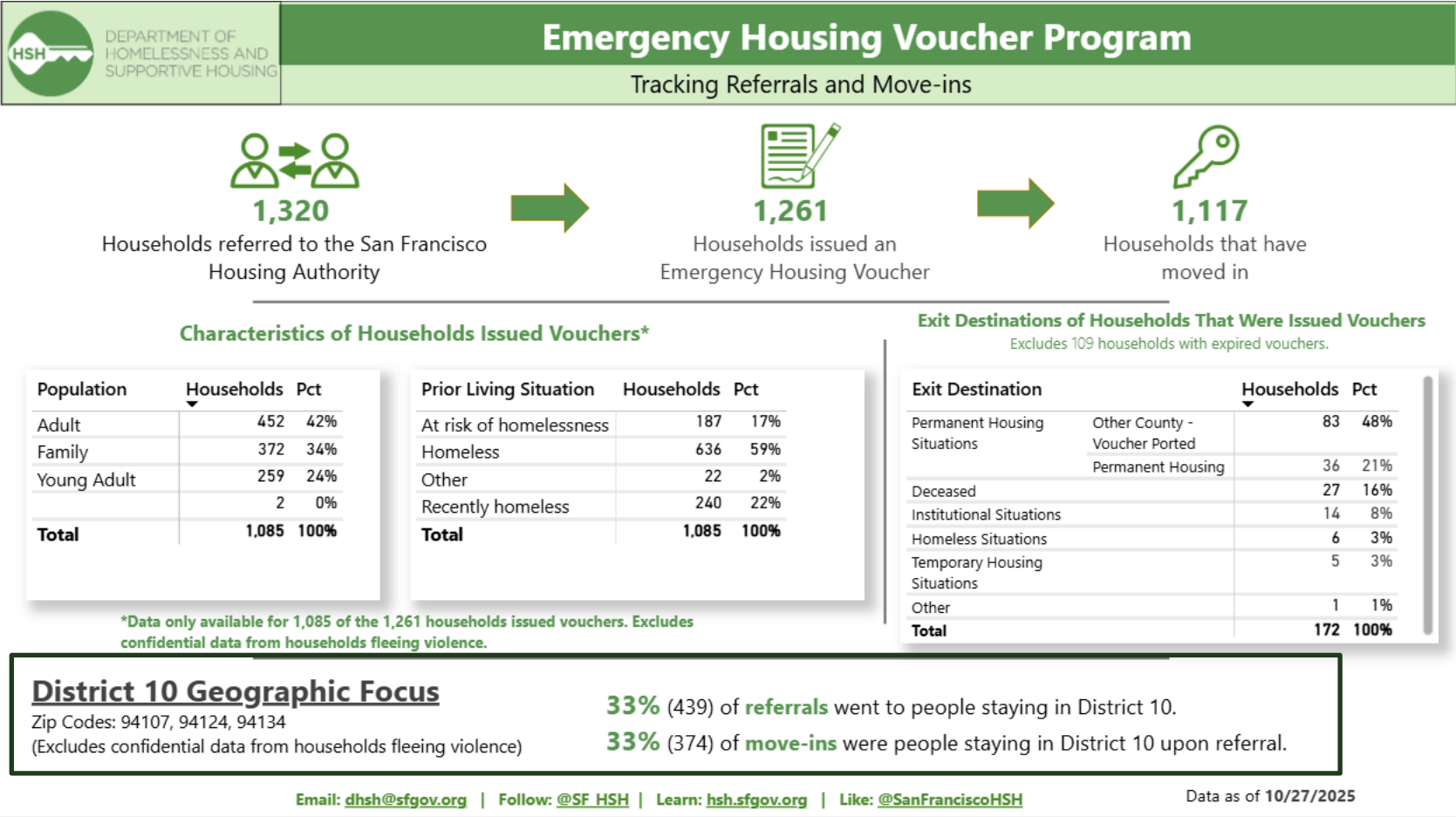
 District 10 Impact

- Target: 30% of EHV for people staying in District 10 (Bayview)

 Track Progress

- [Emergency Housing Voucher Dashboard](#)

Placements considered focus population disparities with 56.5% of black individuals served in overall placements.



# Evolution of the Equity at HSH

HSH is advancing equity as a core function of the homelessness response system integrating **Equity, Compliance, Accessibility, and Capacity Building** into one unified approach as one division under Deputy Director Anthony Bush.

This evolution, with team of 10, with reflects our commitment to racial justice, disability equity, and accountability, ensuring that equity is embedded throughout policies, programs, and provider partnerships.

## Key Focus Areas

- **Embed equity into compliance and monitoring processes**
- **Strengthen ADA and accessibility standards across programs and operations**
- **Shift compliance toward collaborative, capacity-building support for providers**
- **Partner with CBOs to deliver equitable, culturally responsive services**
- **Foster a learning culture rooted in transparency and continuous improvement**