



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

Director's Report

Homelessness Oversight Commission | March 5, 2026



Honoring Gigi Whitley



Nearly a Decade of Service to HSH

- Helped build HSH from the ground up.
- Expanded the Department's reach — increasing permanent housing, services, and prevention programs for thousands of vulnerable adults, families, and youth.
- Led critical finance and administrative operations that enabled expansion and innovation.
- Played a vital leadership role during COVID-19, supporting life-saving response efforts.
- A steady, values-driven partner to the executive team and a dedicated leader to the Admin & Finance Division.
- Leaves a lasting operational and cultural impact on HSH.

With deep gratitude for her service — and best wishes in her continued City leadership at the Department of Human Resources.



City and County
of San Francisco

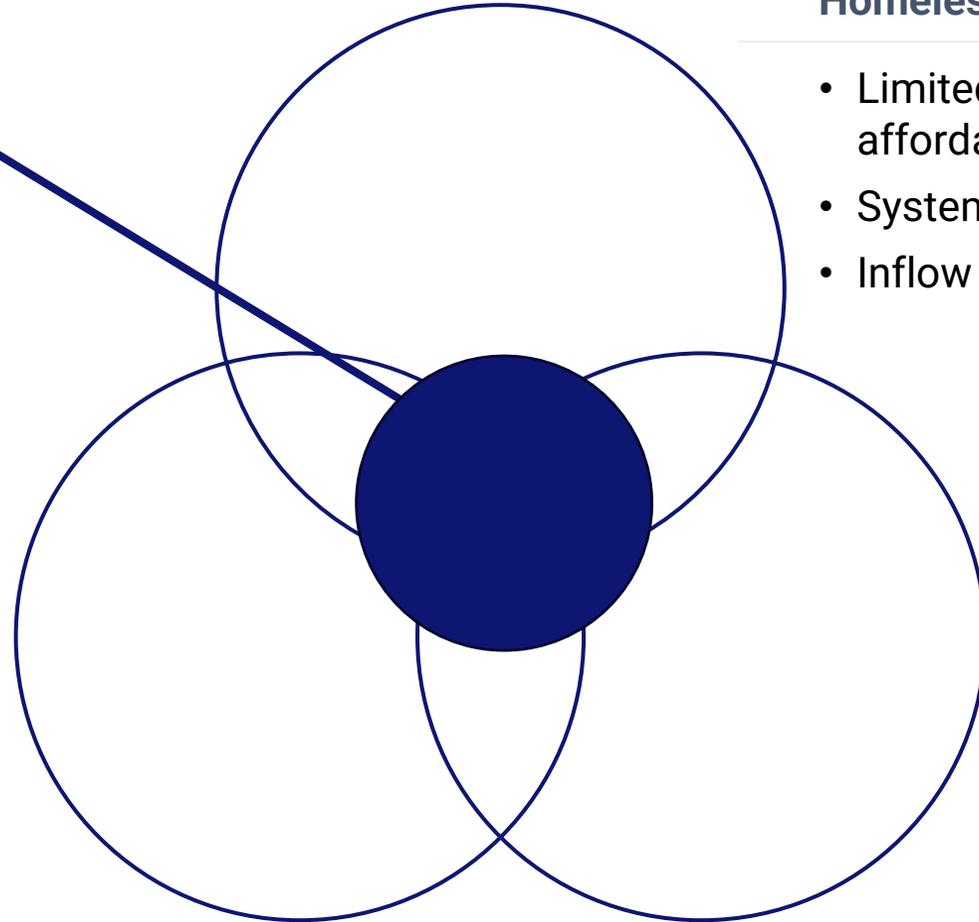
Breaking the Cycle – overview



Focus on street conditions

Street Conditions

- Three interconnected crises that compound each other's effects
- Necessity for comprehensive, multi-domain interventions



Homelessness crisis

- Limited inventory of the “right beds” and affordable housing capacity
- Systemic barriers to sustained recovery
- Inflow exceeds outflow

Drug addiction crisis

- Proliferation of synthetic opioids, particularly fentanyl
- Persistence of open-air drug markets
- High availability coupled with decreased cost barriers

Behavioral health crisis

- Inadequate treatment for severe mental illness
- Co-occurring substance use disorders
- Critical shortage of psychiatric facilities and services

The problem statement

Too many people are still entering the system and too few are “laddering out” to successful outcomes

Not enough people in the system are experiencing positive outcomes (esp. health) that enable them to stabilize and succeed

The City is spending at record-breaking levels on homelessness but isn't getting the ROI our residents and taxpayers need

Breaking the Cycle: vision and goals

Vision: Build a more integrated, responsive and proactive health and homelessness system of care that will help move people quickly from the streets into effective care and sustained recovery or housing, at the highest flow rate for the lowest possible cost

Prevent Inflow

Address the upstream affordable housing crisis and prevent chronic health/homelessness from happening in the first place

Accelerate Street to Care

Bring people in crisis inside, to the right care, quickly

Accelerate Care to Exit

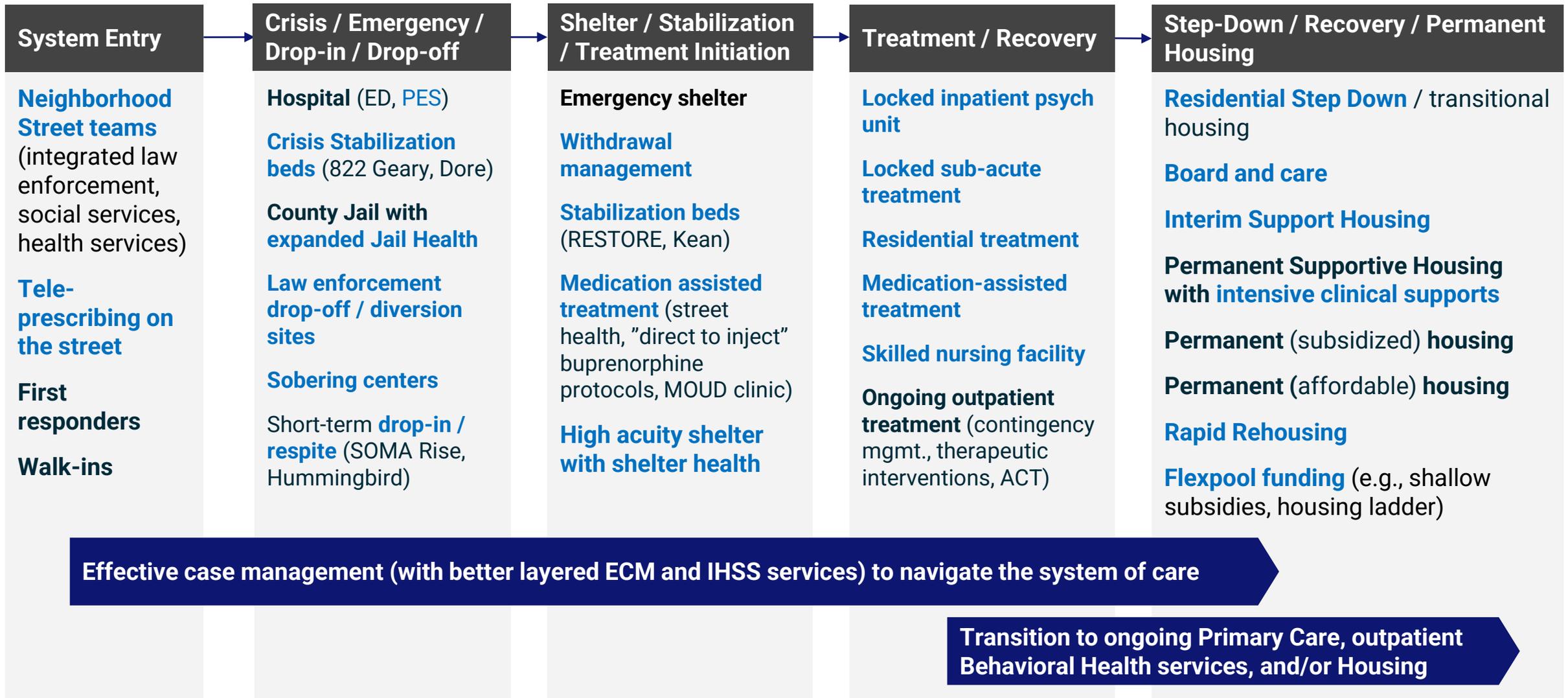
Generate better health outcomes and graduate people from our systems of care

Strengthen System Quality and Finances

Maximize the financial health of our assets amidst a budget-constrained environment

Moving to a more integrated system of care

Indicates areas for expansion of beds, slots, or services



Breaking the Cycle initiatives

Pillar	Key initiatives
1. Prevent Inflow	<ul style="list-style-type: none"> • Strengthen upstream homelessness resolution, including problem solving and prevention services • Strengthen Journey Home program • Ensure services are focused on San Franciscans
2. Street to Care	<ul style="list-style-type: none"> • Implement large vehicle program • Strengthen collaboration between neighborhood street teams and investment in enabling tools • Launch RESET center • Launch new site types (including RESTORE, high acuity, other BH beds) and manage ongoing operations for tx beds • Build unified Client Management System (CMS) across departments • Build unified Asset / Bed Management System (AMS) across departments • Assess flow barriers through system, establish protocols for bed placement, and strengthen policies that promote system flow (e.g., length of stay) • Advance conservatorship policies and programs • Implement program/ policies to ensure pets are not a barrier to shelter / treatment
3. Care to Exit	<ul style="list-style-type: none"> • Improve efficiency of existing bed utilization • Improve PSH as a system of care: address needs of highest acuity individuals, improve core care model, and facilitate PSH exits for those who no longer need it • Pilot recovery housing
4. Strengthen System Finances	<ul style="list-style-type: none"> • Re-balance HSH asset portfolio, including strengthening, transitioning, and divestment of PSH assets • Re-procure HSH and DPH BHS portfolio of services toward BtC outcomes



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Homelessness Response System: Updates and Data*

**All data is from the Online Navigation and Entry (ONE) System unless otherwise noted. All dashboards are in HSH's [Data Hub](#).*

Systemwide Exits From Homelessness

HOME BY THE BAY GOAL: Actively support at least 30,000 people to move from homelessness into permanent housing

5 year progress to goal



FYTD comparison

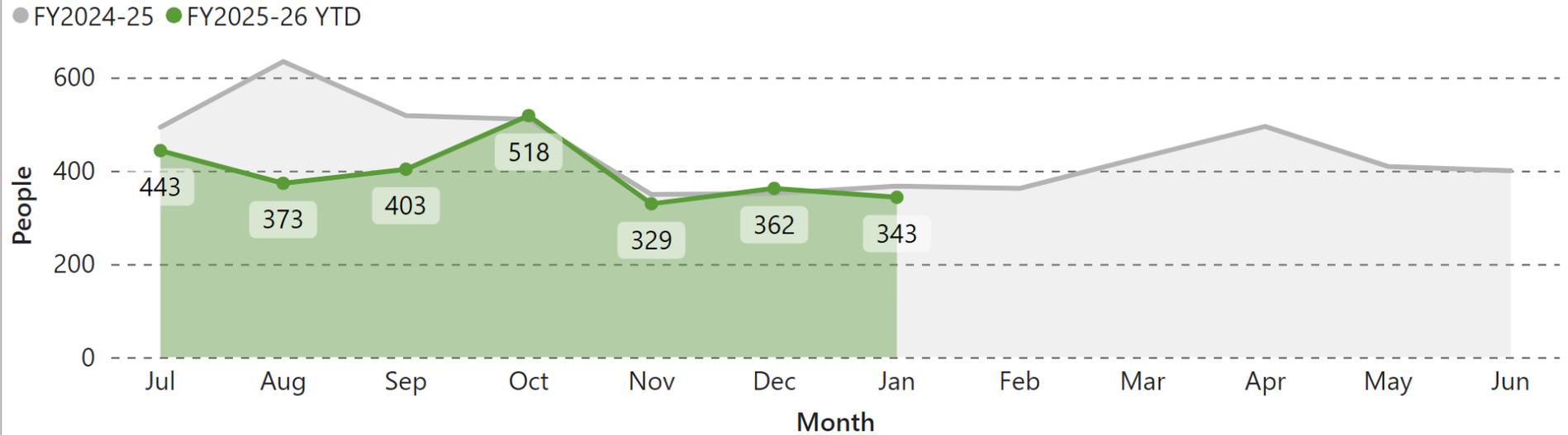
2,606

Current FYTD

3,075

Previous FYTD

Number of unique clients exiting homelessness

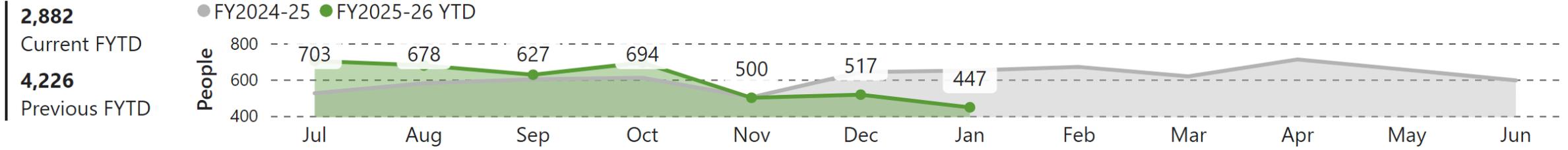


Fiscal Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY2023-24	373	513	494	693	425	486	490	489	520	494	490	402
FY2024-25	493	634	518	510	349	351	367	362	429	495	409	400
FY2025-26 YTD	443	373	403	518	329	362	343					

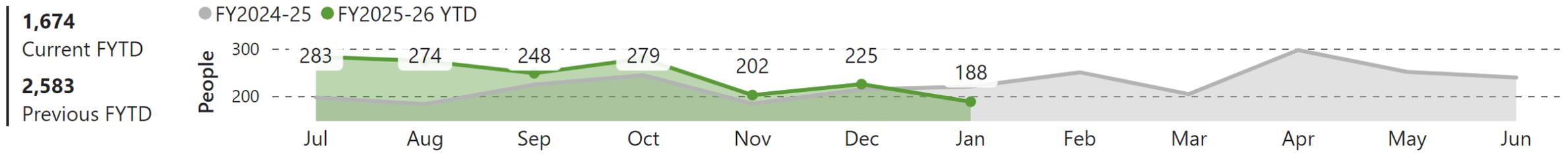
Street Outreach

HSH street outreach programs include the San Francisco Homeless Outreach Team (SFHOT) & Large Vehicle Case Management

Number of unique clients encountered

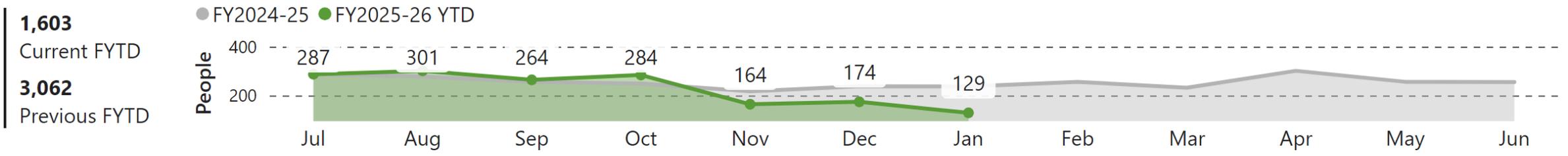


Number of unique clients assessed for housing



Number of shelter placements by outreach teams

*Does not include placements made by Large Vehicle Case Management using Urgent Accommodation Vouchers (UAV)



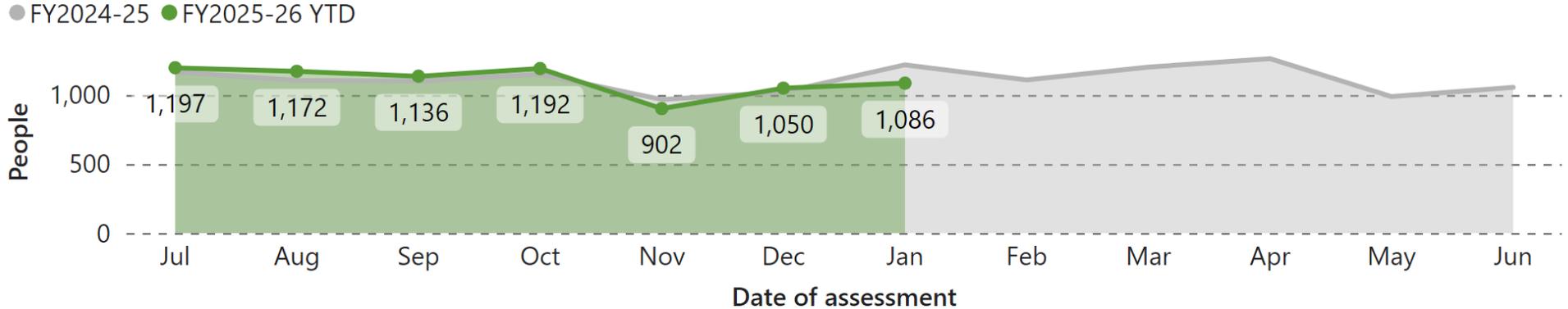
Coordinated Entry

Number assessed

7,513
Current FYTD

7,517
Previous FYTD

Number of unique clients assessed for housing



By household type

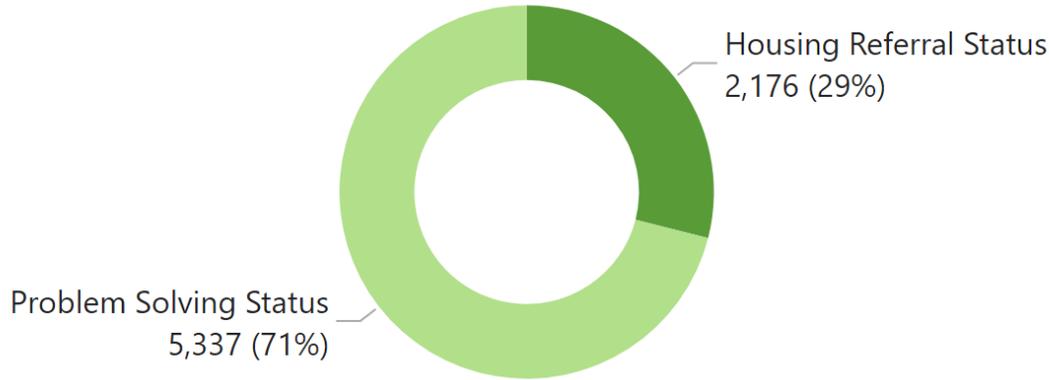
Current FYTD

	Youth*	All Households
Adult	1,271	6,596
Family	243	938

*Households led by youth age 18-27

By outcome of housing assessment

Current FYTD



Homelessness Prevention

Reflects San Francisco Emergency Rental Assistance Program (ERAP) applications assigned to HSH providers

Average award amount

Current FYTD

\$5,094

Households awarded

897

Current FYTD

1,494

Previous FYTD

Total distributed

\$4,569,634

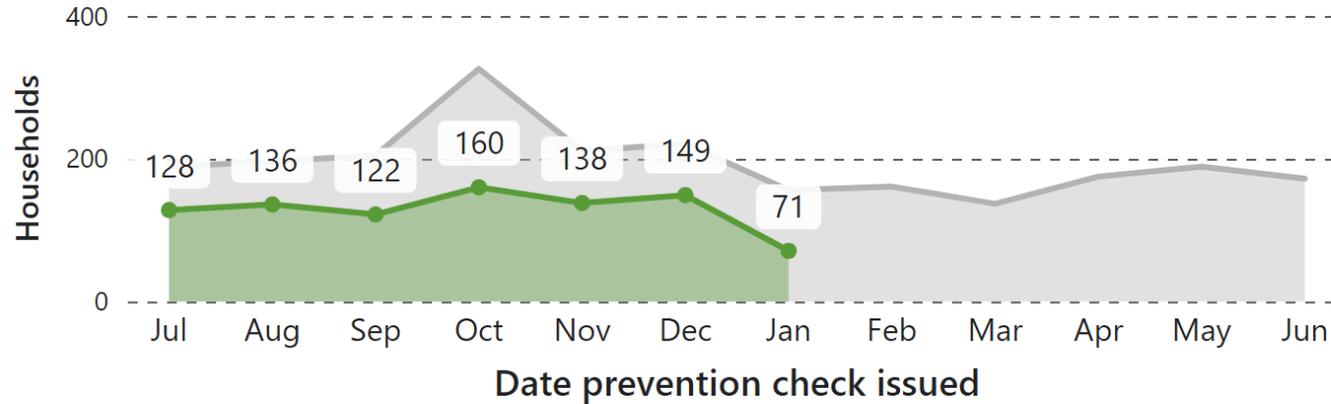
Current FYTD

\$7,403,001

Previous FYTD

Number of unique households receiving prevention financial assistance

● FY2024-25 ● FY2025-26 YTD



By household type

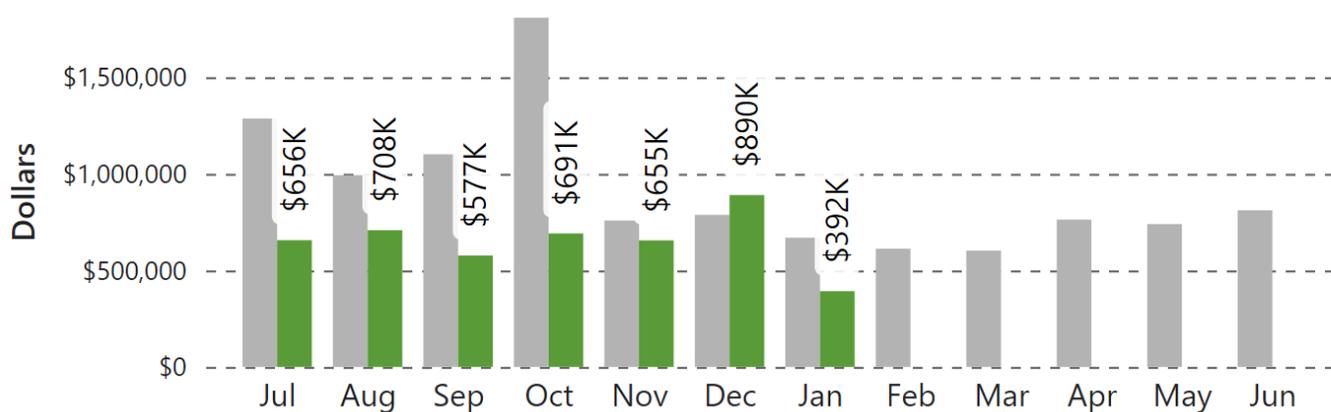
Current FYTD

	Youth*	All Households
Adult	40	431
Family	43	461

* Households led by youth age 18-27

Total amount of prevention financial assistance distributed

● FY2024-25 ● FY2025-26 YTD



By type of assistance

Current FYTD

\$13,404,902

Back Rent

\$2,922,307

Future Rent

\$5,426,278

Move In

\$4,017,116

Stipulated

Problem Solving

Average award amount

Current FYTD

\$2,170

Number resolved

399

Current FYTD

458

Previous FYTD

Total distributed

\$865,652

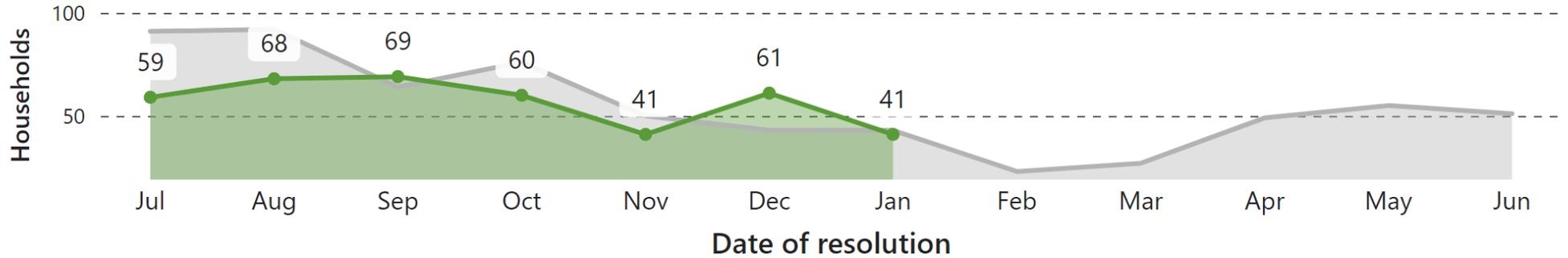
Current FYTD

\$1,373,861

Previous FYTD

Number of unique households resolved through problem solving

● FY2024-25 ● FY2025-26 YTD



By type of assistance (Top 5)

Current FYTD

Assistance Type	Amount
Move-In Assistance for housing outside the San Francisco HRS, including deposits and first month's rent	\$616,489
Furniture, such as a bed, if reasonable and directly linked to a housing resolution	\$122,026
Travel and relocation support outside of San Francisco that will result in a housing connection - airline, train or bus ticket	\$83,080
Rental Assistance after Move-in	\$23,932
Travel and relocation support outside of San Francisco that will result in a housing connection- food stipend	\$12,514

By household type

Current FYTD

	Youth*	All Households
Adult	72	304
Family	3	20

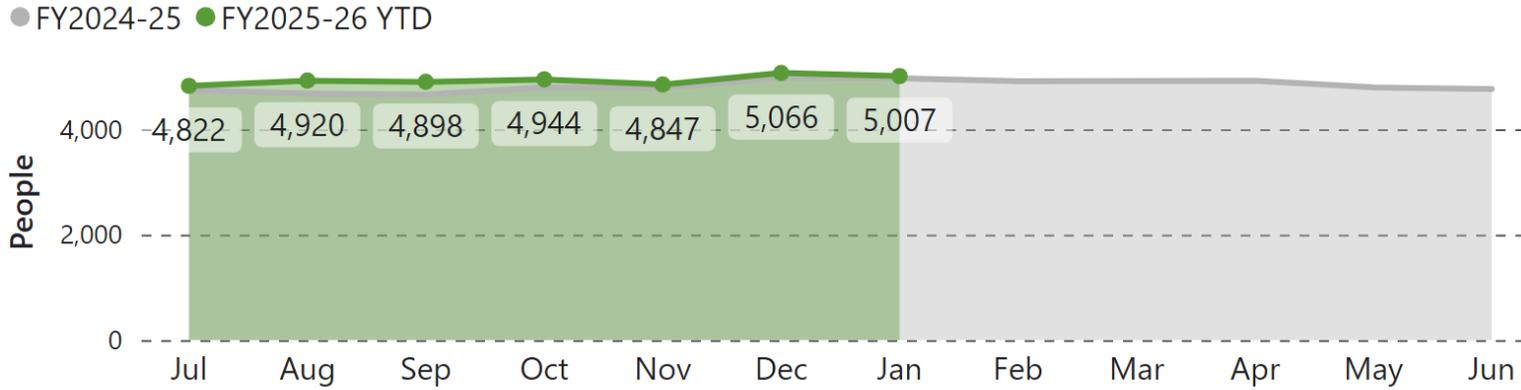
*Households led by youth age 18-27

Shelter Programs

Number of unique clients served by emergency shelter or transitional housing

8,425
Current FYTD

8,606
Previous FYTD



Clients by household type

Current FYTD

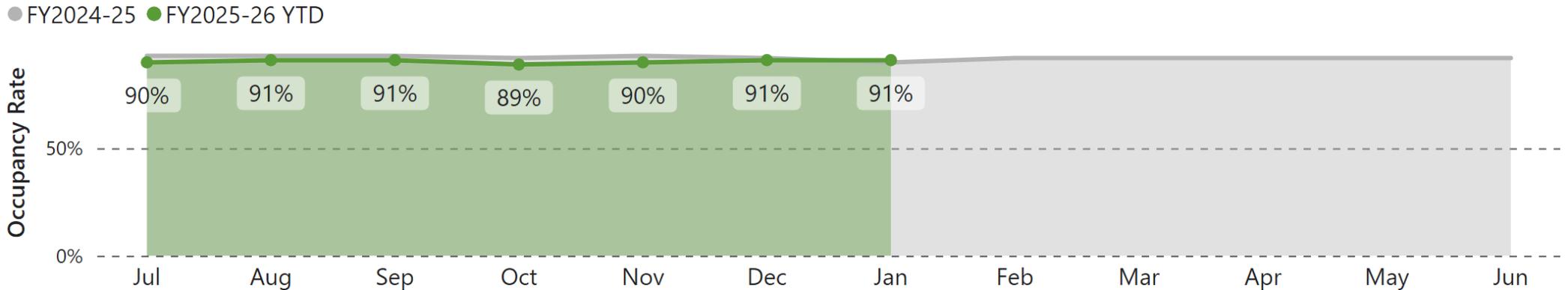
	Youth*	All Households
▲		
Adult	1,093	6,755
Family	304	1,628
Minor		76

* Households led by youth age 18-27

Occupancy rate of year-round emergency shelter and transitional housing (HSH-funded)

90%
Current FYTD

92%
Previous FYTD



Housing Programs

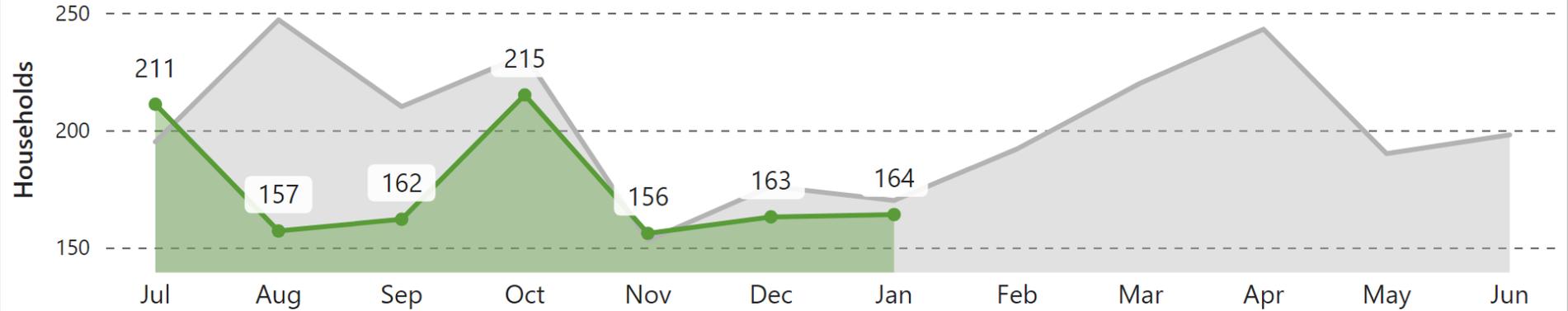
Households move-ins

1,228
Current FYTD

1,383
Previous FYTD

Number of unique households moved in to permanent supportive housing or rapid re-housing

● FY2024-25 ● FY2025-26 YTD



By household type

Current FYTD

	Youth*	All Households
Adult	195	988
Family	72	240

* Households led by youth age 18-27

By program area

Program Area	FY2023-24	FY2024-25	FY2025-26 YTD
Housing Ladder	59	75	24
Rapid re-housing	580	545	295
Scattered site-PSH	588	330	161
Site-based PSH	1,388	1,476	748
Total	2,615	2,426	1,228

Time to move in to housing

Median days to move in

176

Current FYTD

153

Previous FY

Average days to move in

216

Current FYTD

197

Previous FY

Median number of days between queue placement and move in to HSH housing

● Current FYTD ● Previous FY



Permanent Supportive Housing Vacancies

Inventory

Vacancy Rates

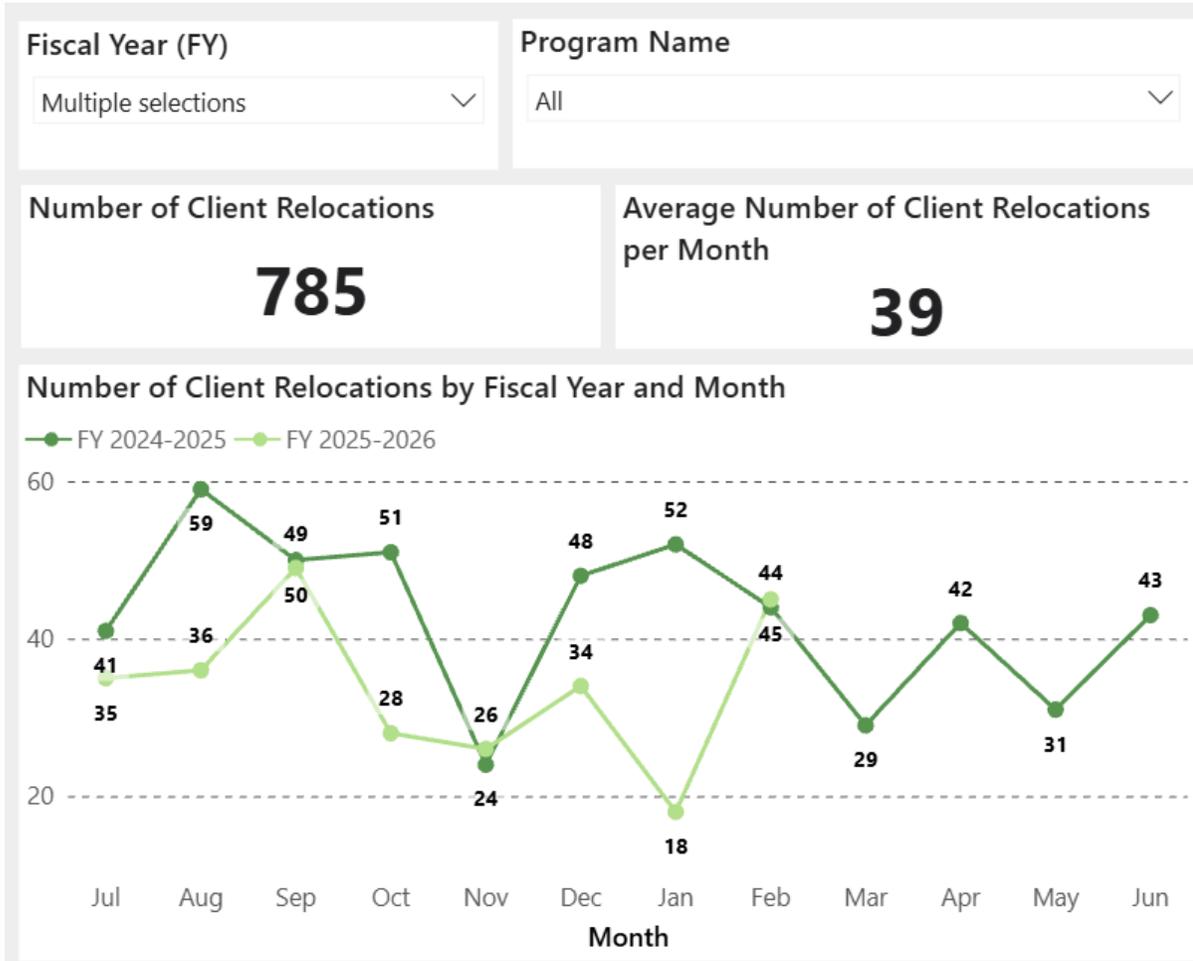
(as a percent of total inventory)

		Total Vacancies	Vacancy Rate (Target 7%)
		790	9.0%
By vacancy status	Available for Referral	111	1.3%
	Move-in in Progress	281	3.2%
	Offline	398	4.5%
Total Units		8,786	

Offline Vacancies Status Breakout

Status	Offline Vacancies
Janitorial Maintenance	155
Recently Vacated	63
Property Hold	48
Significant Damage	46
Internal Transfer	31
Building Rehab	29
Coroner Hold	26
Total	398

Relocation Assistance Programs



Client Relocations by Program and Month

Year/Month	HSH Relocation Assistance	HSA CAAP Relocation Assistance	Journey Home	Total Client Relocations
2026/02	5	-	12	17
2026/01	11	-	6	17
2025/12	28	-	6	34
2025/11	13	-	13	26

How to Get Referred

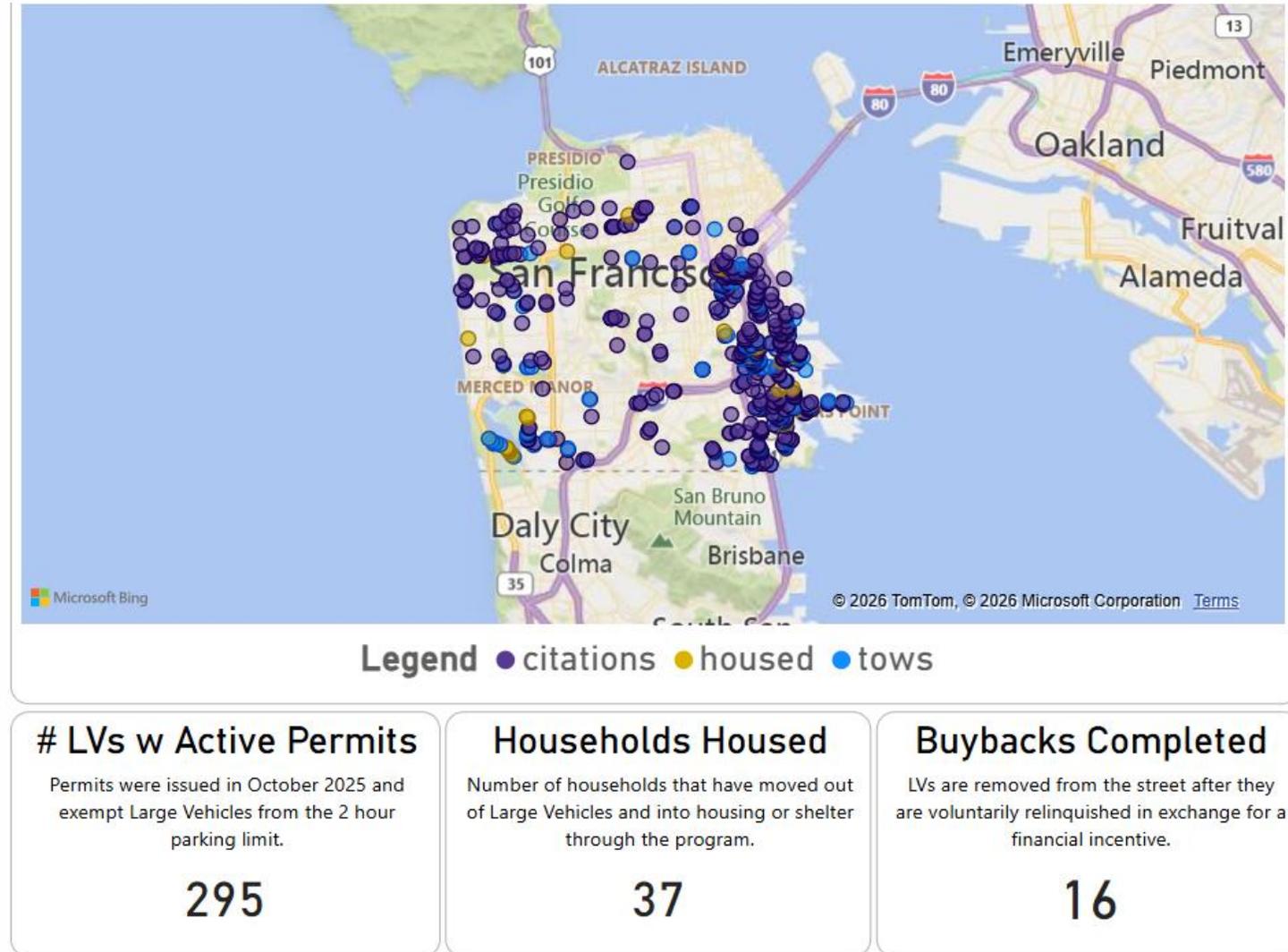
If someone is experiencing homelessness in San Francisco and wants to relocate, call:

📞 669-265-9373



Large Vehicle Program

- 🗝️ October 1, 2025: Permitting began
- 🗝️ November 1, 2025: Enforcement began
- 🗝️ 37 households housed/sheltered and 295 large vehicles with active permits*
 - 24 of those households were housed in the last 30 days
 - 85 additional households enrolled in RRH





Shelter Waiting List - Commission Metrics

Adult waitlist counts are based on unique requests for shelter and might not represent unique people.

Adult Shelter Waiting List

There are currently 394 people on the waiting list.

574 people joined the waiting list in January 2026.

Average time on waiting list = 15 days
(for people who accepted placement offers)

In January 2026, 109 people were placed into shelter from the waiting list. 393 people were offered shelter but did not accept (327 did not respond, and 66 declined shelter).

Family Shelter Waiting List

There are currently 306 families (902 people) on the waiting list.

151 families (425 people) joined the waiting list in January 2026.

Average time on waiting list = 38 days
(for families who accepted placement offers since January 2025)

In January 2026, 34 families (91 people) were placed into shelter from the waiting list.



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Additional Updates

Legislative Update

Local – March 2026

Upcoming Hearings

- **3/18:** Lutheran Social Services – Money Management Program at the Budget & Finance Committee
- **TBD:** Supervisor Dorsey's Recovery Housing Ordinance

March 2026 Contract Amendments & Renewals

Program	Provider	New Term End	New NTE	Number Served	Staffing Ratio
Adult Access Points	Episcopal Community Services	6/30/2027	\$9,935,139	5,250	N/A
Coordinated Entry for Youth (Access Point)	Larkin Street Youth Services	6/30/2027	\$6,733,168	1250	N/A
Mission Family Access Point	Catholic Charities	6/30/2028	\$8,058,791	225-300	N/A
Emergency Housing Vouchers	Bayview Hunter's Point Foundation for Community Improvement	6/30/2027	\$3,079,555	118	Housing Coordinator 1:50; Case Manager 1:20
Emergency Housing Vouchers	Brilliant Corners	6/30/2027	\$5,261,072	164	1:50

Cont.: March 2026 Contract Amendments & Renewals

Program	Provider	New Term End	New NTE	Number Served	Staffing Ratio
Flexible Housing Subsidy Pool	Bayview Hunters Point Foundation for Community Improvement	6/30/2027	\$5,861,960	180	1:20
TAY Flexible Housing Subsidy Pool	Unity Care Group	6/30/2027	\$3,700,576	67	1:50
Flexible Housing Subsidy Pool & Rapid Rehousing	Five Keys Schools and Programs	6/30/2027	\$6,000,000	104	1:20
RADCo Rental Assistance	Eviction Defense Collaborative	6/30/2029	\$25,291,066	464	n/a

Cont.: March 2026 Contract Amendments & Renewals

Program	Provider	New Term End	New NTE	Number Served	Staffing Ratio
Housing Navigation	Episcopal Community Services	11/30/2026	\$16,694,903	600	1:25
Baldwin SAFE Navigation Center	Five Keys School and Programs	10/31/2026	\$37,072,314	180	1:25
Bayshore Navigation Center	Five Keys Schools and Programs	6/30/2028	\$9,999,982	128	1:25
SF HOME Rapid Rehousing	Catholic Charities	6/30/2027	\$3,595,588	66	Housing Coordinator 1:50; Case Manager 1:14

Cont.: March 2026 Contract Amendments & Renewals

Program	Provider	New Term End	New NTE	Number Served	Staffing Ratio
Harbor House	Salvation Army	6/30/2027	\$9,999,999	30	1:25
Support Services at 2060 Folsom (Casa Adelante) LOSP	Larkin Street Youth Services	6/30/2028	\$2,387,466	29	1:20
Support Services at Bayanihan, Isabel, and Knox	Tenants and Owners Development Corporation	6/30/2028	\$4,602,708	364	1:25
Treasure Island Supportive Housing	Catholic Charities	6/30/2028	\$2,531,255	71	1:20
Support Services, Property Management and Master Lease Stewardship at the Allen, Aranda, and McAllister Hotels	Conard House Inc	11/30/206	\$9,997,681	251	1:25



HR Update

Positions Update

247.5 total FTE

14 vacant positions

14 active recruitments



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Questions?

Thank you!



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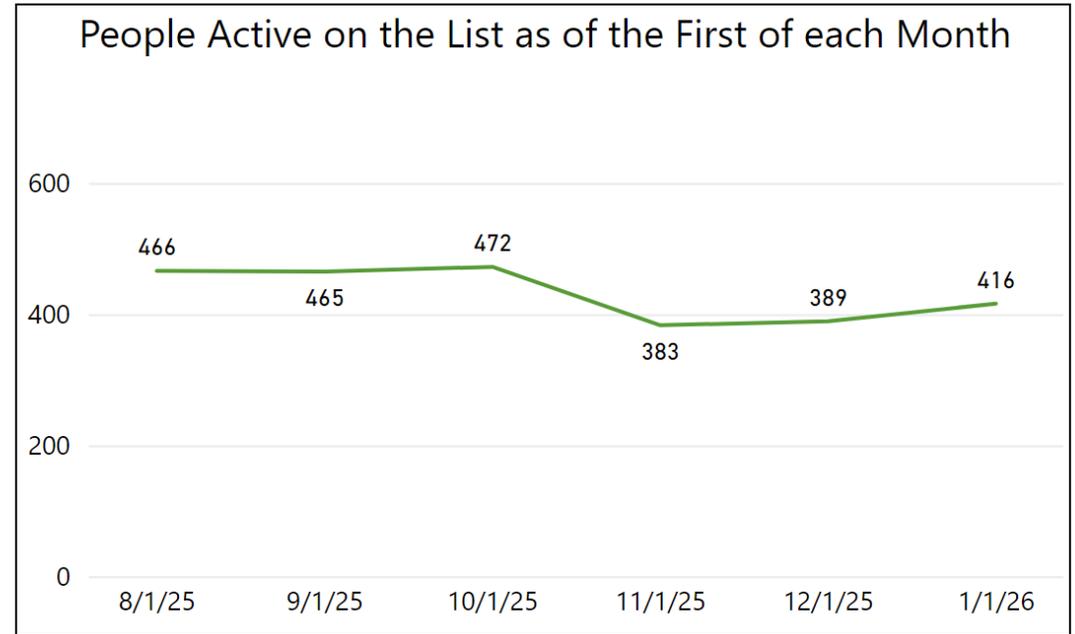
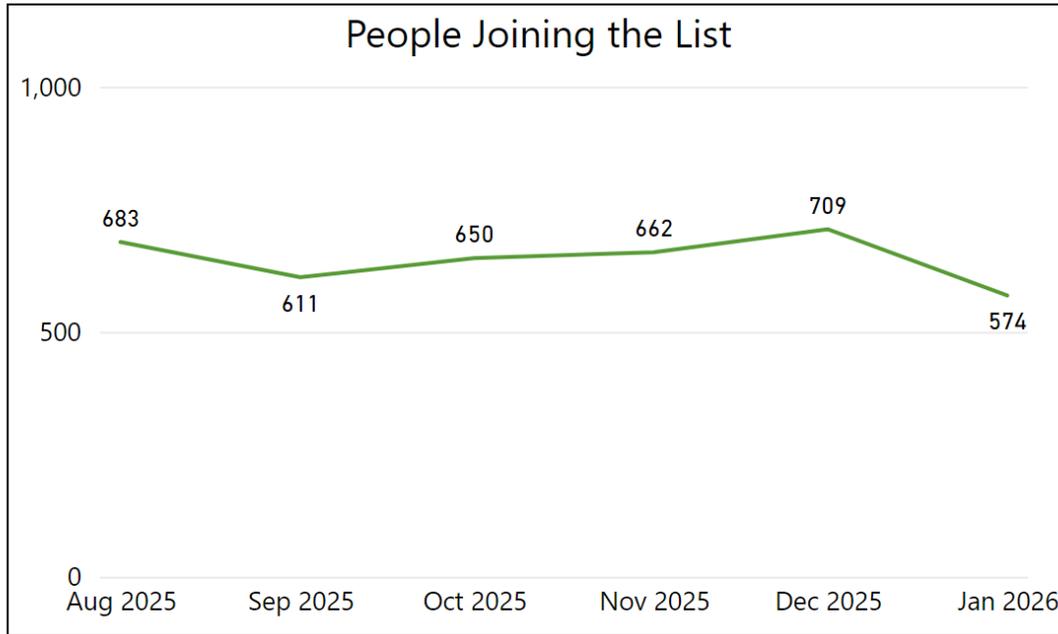
Appendix Slides:

Shelter Waiting List Data Overtime



Adult Shelter Waiting List - Joining & Active

Adult waitlist counts are based on unique requests for shelter and might not represent unique people.





Adult Shelter Waiting List - Coming Off the Waitlist

Adult waitlist counts are based on unique requests for shelter and might not represent unique people.

Month	Placed into Shelter	Removed from the List Without Placement*
Aug 2025	119	560
Sep 2025	94	521
Oct 2025	130	597
Nov 2025	136	528
Dec 2025	131	536
Jan 2026	109	469

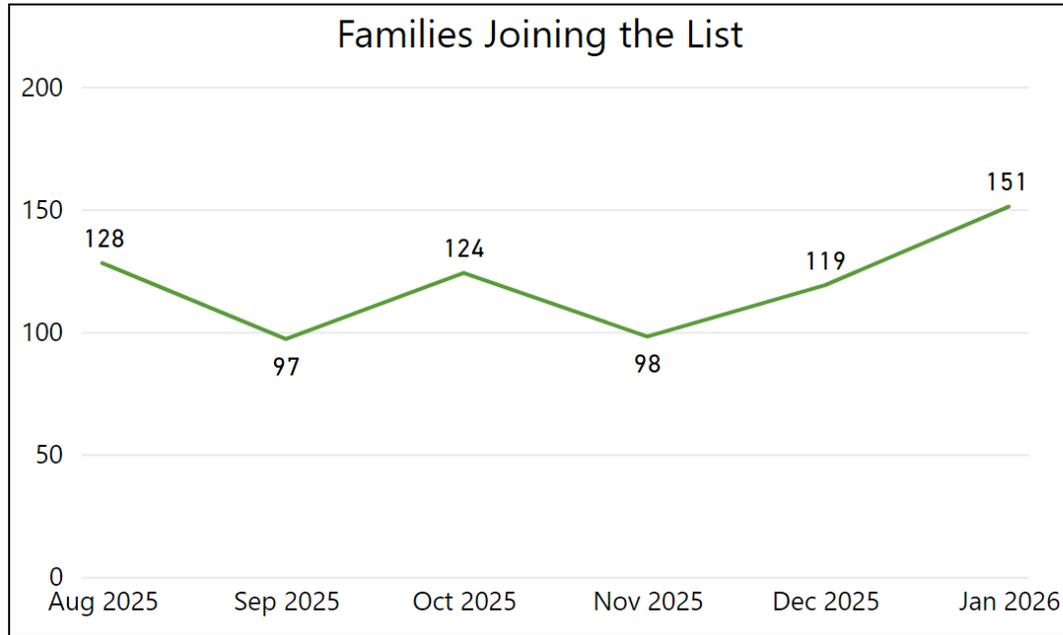
*Reasons someone may be removed from the adult shelter waiting list without being placed into shelter include not responding to a shelter offer within three days, declining a shelter offer, or already having a shelter bed.



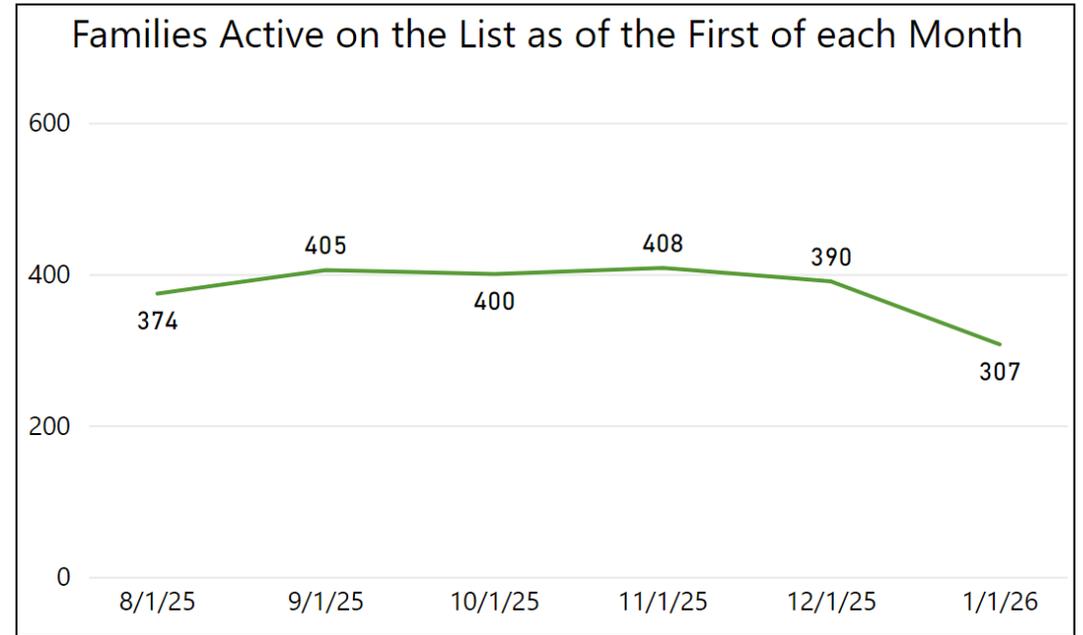
Family Shelter Waiting List - Joining & Active

Family counts are based on unique Heads of Household.

Families Joining the List



Families Active on the List as of the First of each Month





Family Shelter Waiting List - Coming Off the Waitlist

Family counts are based on unique Heads of Household.

Month ▲	Placed into Shelter*	Removed from the List Without Placement**
Aug 2025	19	78
Sep 2025	29	82
Oct 2025	36	71
Nov 2025	28	94
Dec 2025	35	158
Jan 2026	34	101

*Starting in December 2024, placements into shelter from the list include placements into Hamilton Family Emergency Center, a 44-bed congregate shelter.

**Reasons a family may be removed from the family shelter waiting list without being placed into shelter include not responding to a shelter offer, declining a shelter offer, or becoming housed.