



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

Director's Report

Homelessness Oversight Commission | October 1, 2026



October 2026 Limelight Awardee Javarré Wilson



Homelessness Response System's Stories of Impact

Finding a Place All Their Own

JB | Lower Polk TAY Navigation Center

After arriving at the Lower Polk Transitional Age Youth Navigation Center, operated by 3rd Street Youth Center and Clinics, JB worked with staff for nine months to build stability, secure employment and move toward his housing goals.

In January 2026, JB moved into his own apartment.

"When you're young and trying to figure life out, it's easy to feel lost. This place showed me that I wasn't alone and that it was okay to ask for help."

— JB, Former Guest

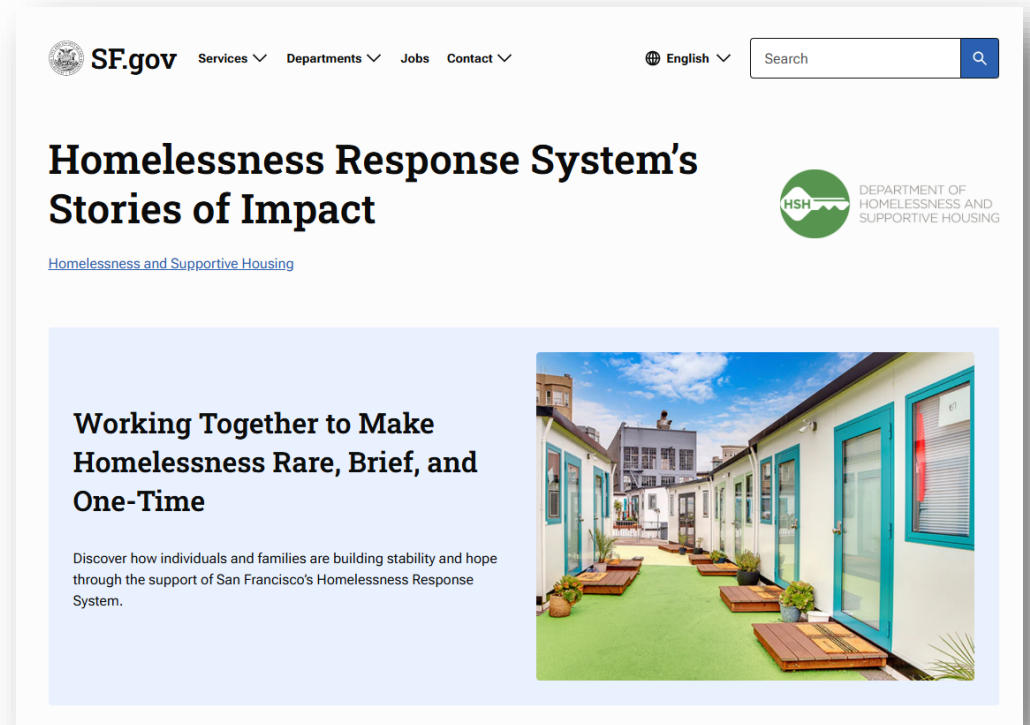


Homelessness Response System's Stories of Impact

Amplifying Stories of Impact

JB's story is an example of the stories HSH will amplify through **HRS Stories of Impact**, a collaborative initiative with HSH staff and nonprofit providers to identify and share stories that demonstrate the impact of San Francisco's Homelessness Response System.

Together, we'll highlight the people, programs and partnerships making an impact across the system.



Want to share a positive impact? Submit at:
sf.gov/hsh-stories-of-impact

Key initiatives for the coming year

Relaunch Procurement

Enhance Safety in PSH

Maximize CalAIM revenue

Implement FY26-27 Budget Investments

Key policy updates:
Good Neighbor,
Residency, and Shelter
Length-of-Stay

Expand Recovery and
Drug-Free Housing
Options

Coordinated entry
redesign

Launch the Contract
Lifecycle Management
System (CLMS)

Navigate State and
Federal changes

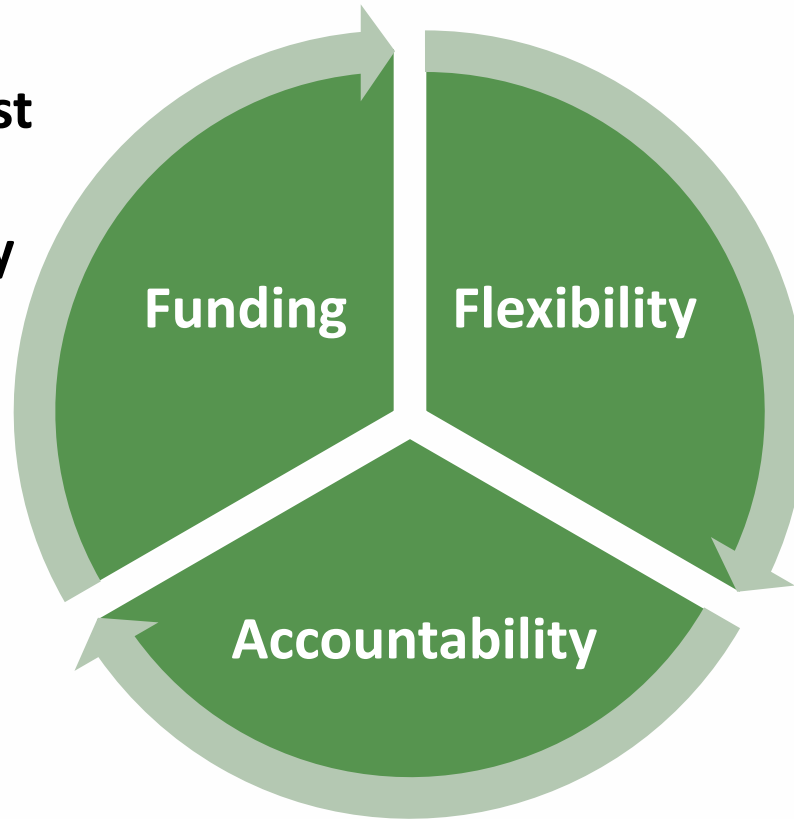


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Reprocurement

The future of the City-provider partnership

Funding that covers the cost of high-quality services & supports provider capacity

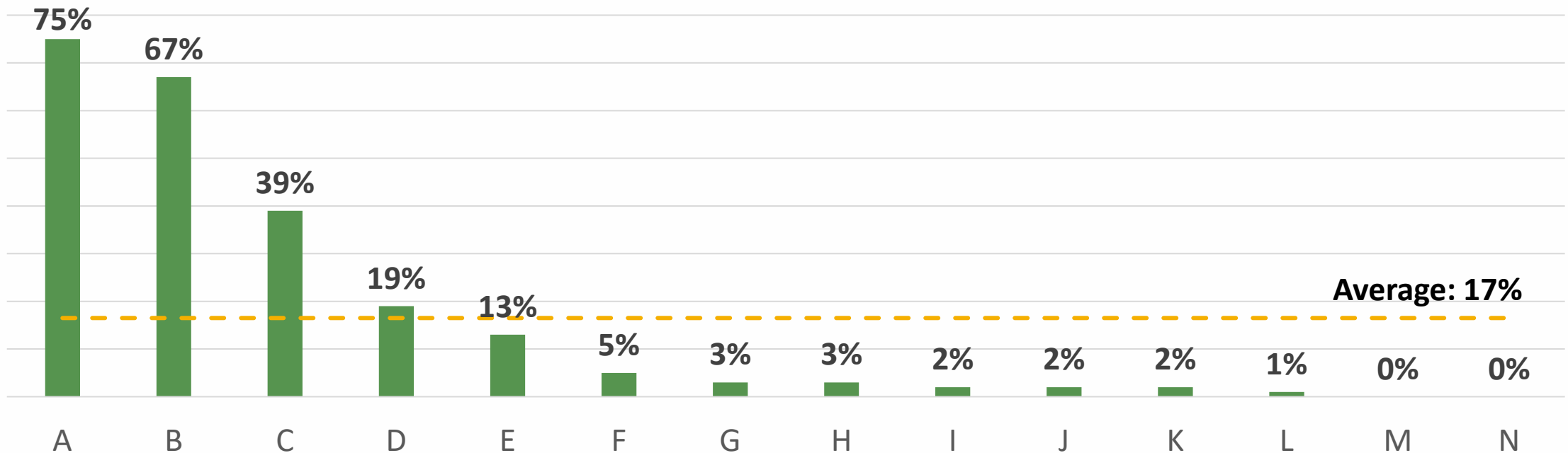


Flexibility to staff and operate programs to get the best outcomes for clients

Meaningful accountability for successful client outcomes

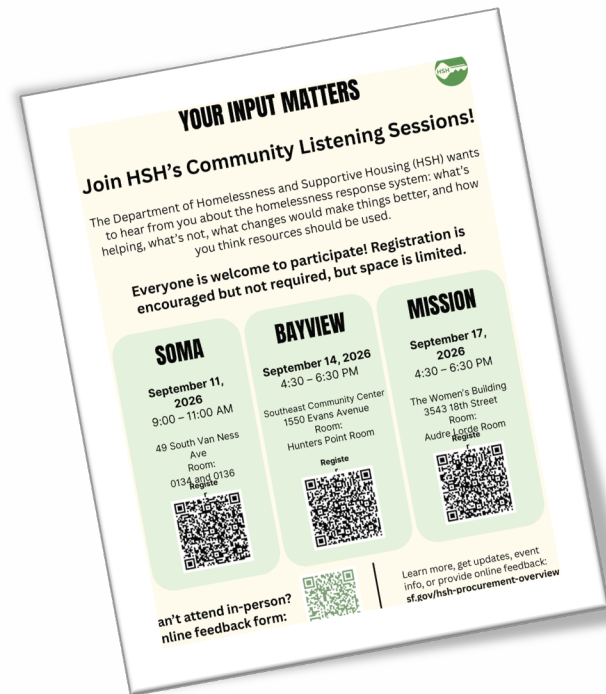
By focusing our provider partnerships on client outcomes, we can learn from what's working

Example: Problem-solving resolution rate, by provider* (FY25-26)



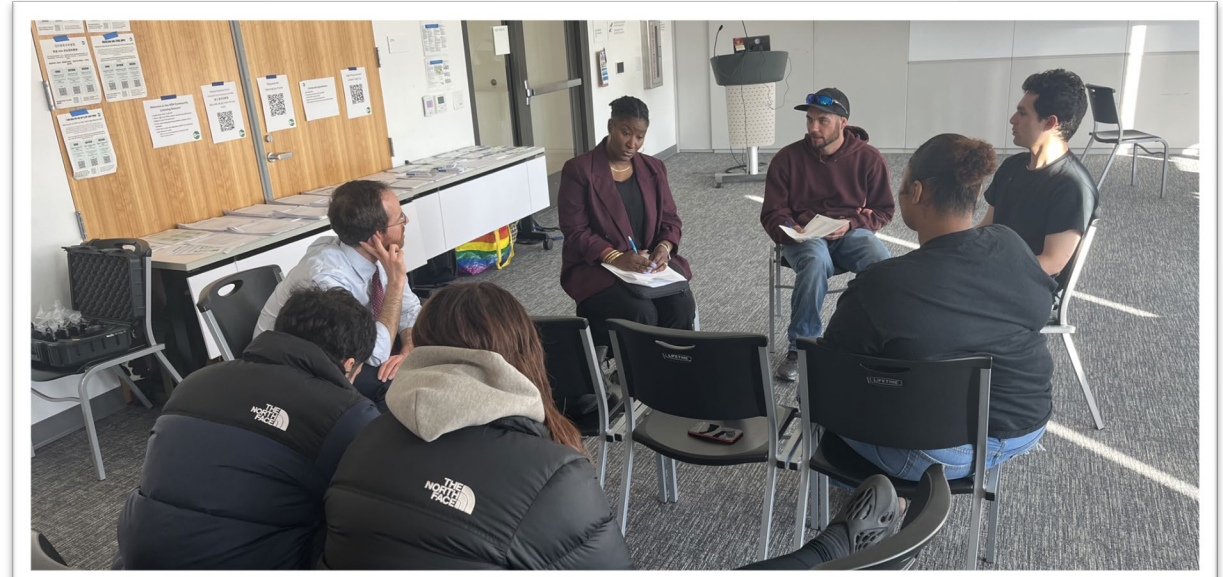
*Anonymized, limited to providers serving 100+ households per year

Community Listening Sessions – *Thank You*



- This September, HSH hosted 3 community listening sessions in the Bayview, Mission, and SOMA with 160+ participants
- Written community input from ~50 respondents
- Our Request For Information (RFI) is open until 10/15/2026

More Information at
www.sf.gov/hsh-procurement-overview



Feedback from the community – highlights (1 of 3)

• Areas of broad agreement

- There is an urgent need to improve service quality and conditions in housing and shelter, beginning with the referral into the building
- Prioritize prevention
- Focus on needs of older adults, medically complex, and dual diagnosis populations who are currently slipping through the cracks
- Need to reform Coordinated Entry
- HSH should disaggregate outcomes when evaluating client success
- HSH should solicit feedback from clients onsite at shelter and PSH

• Areas of tension / diversity of views

- Some advocated to expand low-barrier approaches, others preferred to expand treatment-focused and/or drug free environments
- Centralizing services vs. “no wrong front door”

Feedback from the community – highlights

(2 of 3)

WHAT'S WORKING

- Supportive housing, especially when paired with strong support services and relationship-based case management
- Non-congregate shelter and transitional housing to help people stabilize
- Population-specific and community-rooted programs that build trust
- Embedded behavioral health services
- Low-barrier access points and drop-in centers
- Prevention programs that keep people from entering homelessness

WHERE PEOPLE GET STUCK

- Severe shortages in housing and shelter cause long wait times
- Complex and confusing processes for Coordinated Entry and documentation requirements
- Weak handoffs across case managers and between HSH, DPH, providers, hospitals, outreach, shelters, and housing
- Safety concerns and poor building conditions undermine client stability
- Insufficient behavioral health, substance use, and workforce development services limit people from progressing
- High turnover and low wages among provider staff disrupt continuity of care

WHAT SHOULD IMPROVE

- Expand prevention, behavioral health integration, and employment pathways
- Diversify housing options, including higher-quality PSH, alternatives to SROs, senior housing, flexible subsidies, and creative shared housing models
- Coordinated Entry should be clearer, easier to navigate, and accessible through trusted providers
- Strengthen safety, accountability, maintenance, oversight, and grievance processes
- Invest in provider workforce stability and quality case management

Feedback from the community – highlights

(3 of 3)

WHO FACES THE GREATEST BARRIERS

- People with high acuity, medical frailty, complex behavioral health needs, or significant vulnerabilities
- Older adults
- People with disabilities
- Monolingual residents
- Black, Latine, Indigenous, and Pacific Islander communities
- Families, youth, and pregnant people
- Survivors of violence
- LGBTQ+ people

OUTCOMES THAT MATTER

- Long-term housing stability
- Fewer returns to homelessness
- Reduced time spent homeless
- Safety, dignity, and client well-being across programs
- Progress towards personal goals, including employment and self-sufficiency
- Quality service delivery
- Effective case management
- Equitable outcomes across race, age, gender identity, and ability

OTHER IDEAS TO EXPLORE

- Respondents varied in areas including:
 - Calls for more low barrier housing versus others emphasizing treatment and housing readiness
 - Expanding shelter and housing programs vs. Focusing on quality improvement
- Qualitative and quantitative data are important for accountability and ensuring equitable outcomes
- Opportunities for continued engagement, especially with frontline staff and people with lived experience

Anticipated timeline from here

• October-November

- RFI responses due 10/15
- Review RFI responses at HOC on 11/5
- HSH will publish detailed timeline for individual procurements

• First half of 2027

- HSH will solicit public feedback (including onsite client feedback) on proposed program design and contract for each individual procurement
- HSH expects to convene a working group on performance-based contracting

• Second half of 2027

- HSH will issue requests for proposals

• 2028

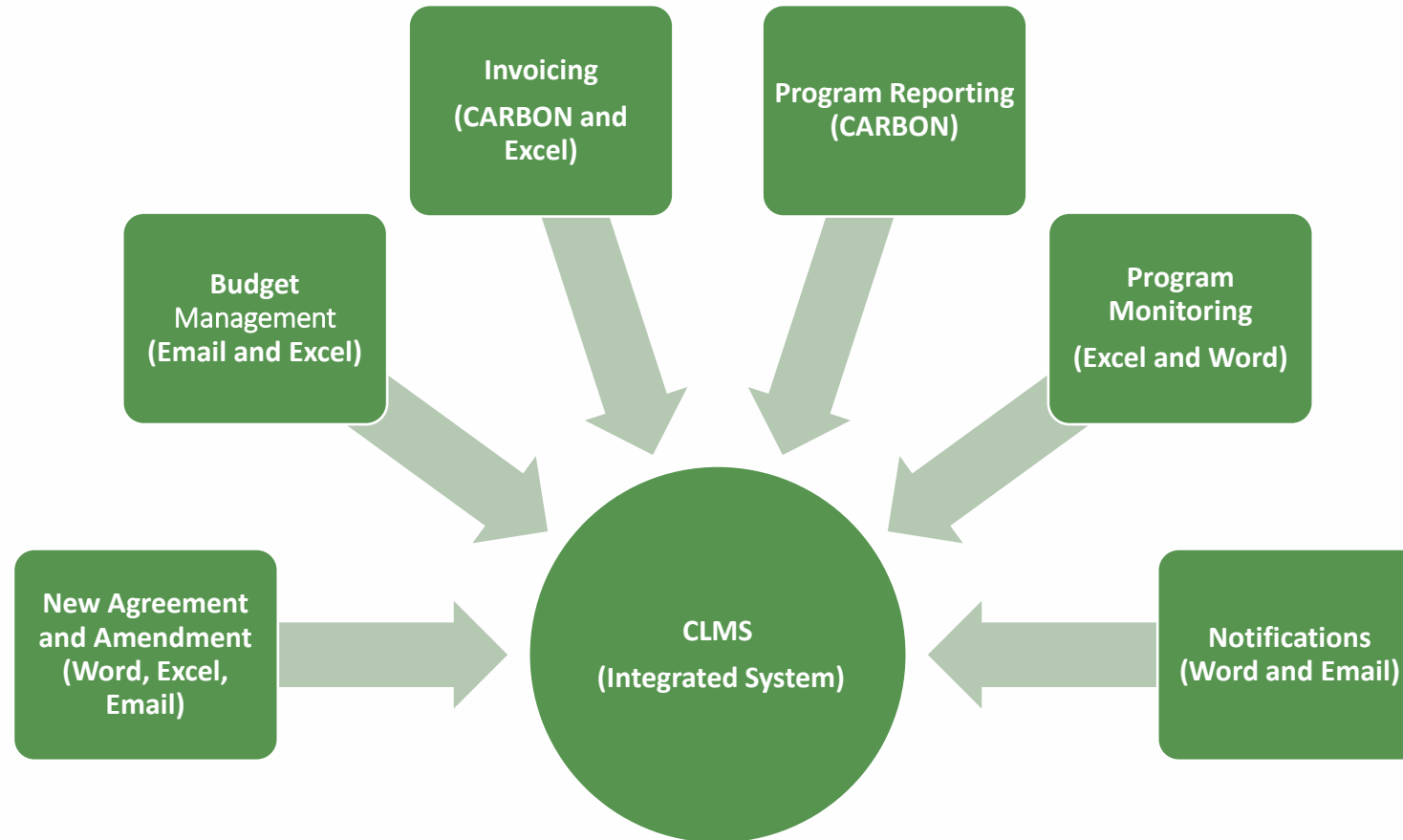
- New contracts take effect



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Contract Lifecycle Management System

Process Integration in CLMS



CLMS Deep Dive: Agreements & Amendments

Agreements

A Grant Agreement (G-100) or Contract (P-600) that provides funding to a CBO with specific scope of services and budget

Appendix A includes service and outcome objectives

Amendments

Needed when there are changes to term duration, scope &/or budget

Provides an opportunity to make other changes as needed

CLMS Deep Dive: Agreements & Amendments

- **Full agreement lifecycle** in the CLMS Provider Portal
- **Real-time online collaboration** with providers to review, redline, and finalize Scope of work (Appendix A) and Appendix B (Budget).
- **Visibility on status** of agreements and/or amendments as it moves through the City review and finalization phases.
- Providers will be able to **readily access** active agreements & amendments with HSH.



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Emergency Housing Voucher Funding and Strategy

A Strategic Solution to Federal Cuts

- Emergency Housing Vouchers (EHVs) are a federal housing subsidy created during the COVID-19 pandemic, originally intended to last through 2030.
- In 2025, the US Department of Housing and Urban Development (HUD) announced that, under the Trump administration, **funds would be exhausted by the end of 2026 and not continued.**

San Francisco's Response

The City and County of San Francisco and the Housing Authority are implementing a strategic coordinated transition plan to **maintain stability for all households.**

All EHV households will transition into **other federally-funded subsidy** programs, as they become available.

This strategy prevents a gap in rental assistance for all households.

Grant Agreement Overview

- HSH reserve funding provides an **essential funding bridge** to maintain housing stability during this period of budget uncertainty.
- Households will be transitioned primarily to other federally-funded tenant-based subsidies, such as Housing Choice Vouchers.
- The Authority has begun transitioning households already, but this agreement is budgeted to serve up to 675 households.

San Francisco Housing Authority will:

- Administer **rental assistance payments** for eligible households for continued assistance following the depletion of HUD funding.
- Complete **payments to property owners** in accordance with executed leases.
- Maintain **administrative and financial systems** to support subsidy issuance and documentation related to participating households.
- Coordinate with HSH and applicable service providers regarding **household voucher status and transition**.



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Stabilization Funding Application

Stabilization Funding Application

A time-limited bridge to stabilize critical existing HSH provider operations while services are reprocured through HSH's Multi-Year Procurement Plan

\$15 million in
anticipated
stabilization funding

*Funding expected to begin
in winter 2026 and
continued through the
anticipated reprocurement
term.*

Why this fund

- Legacy contracts have created operating deficits and acute cash-flow pressure for some providers as costs rise and resident needs outpace original program designs.

Who is eligible

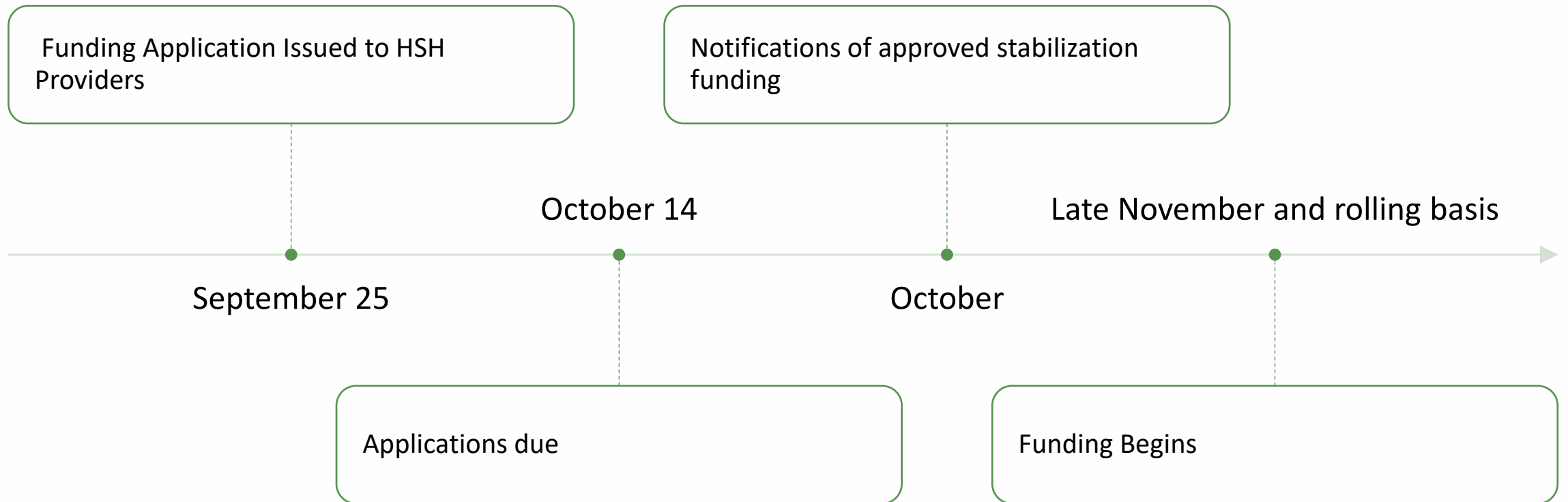
- Current HSH-funded providers operating PSH property management, PSH support services, Shelter, and Family transitional housing

What funding can cover

- Current operating deficits within the HSH-funded portion of an existing agreement and within the current scope of work.

Anticipated Timeline

Funding allocations will be based on documented operating gaps, provider financial information, and available funding.





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Homelessness Response System: Performance Summary

Performance Summary

August 2026

Systemwide	419 people exited homelessness in August. Almost 16,500 exits since July 2023 reflects 55% progress toward 5-year goal of 30,000.
Prevention	379 households received assistance this fiscal year so far, a 30% increase in monthly volume after eligibility expanded in May.
Coordinated Entry	1,154 housing assessments this fiscal year. 24% of those assessed this fiscal year were prioritized for housing; problem solving was available to remaining 76%.
Problem Solving	68 households resolved so far this fiscal year, consistent with recent trends. About half of resolutions are through Journey Home.
Housing	Vacancy rate in site-based PSH continues to improve (8.1% as of Sept. 14). 172 households moved in to HSH housing, and another 430 prioritized households left the queue without HSH housing.
Shelter	4,908 people stayed in shelter; 90% occupancy is consistent with recent trends. 644 households are on waiting lists for adult/family shelters (as of Sept 10).



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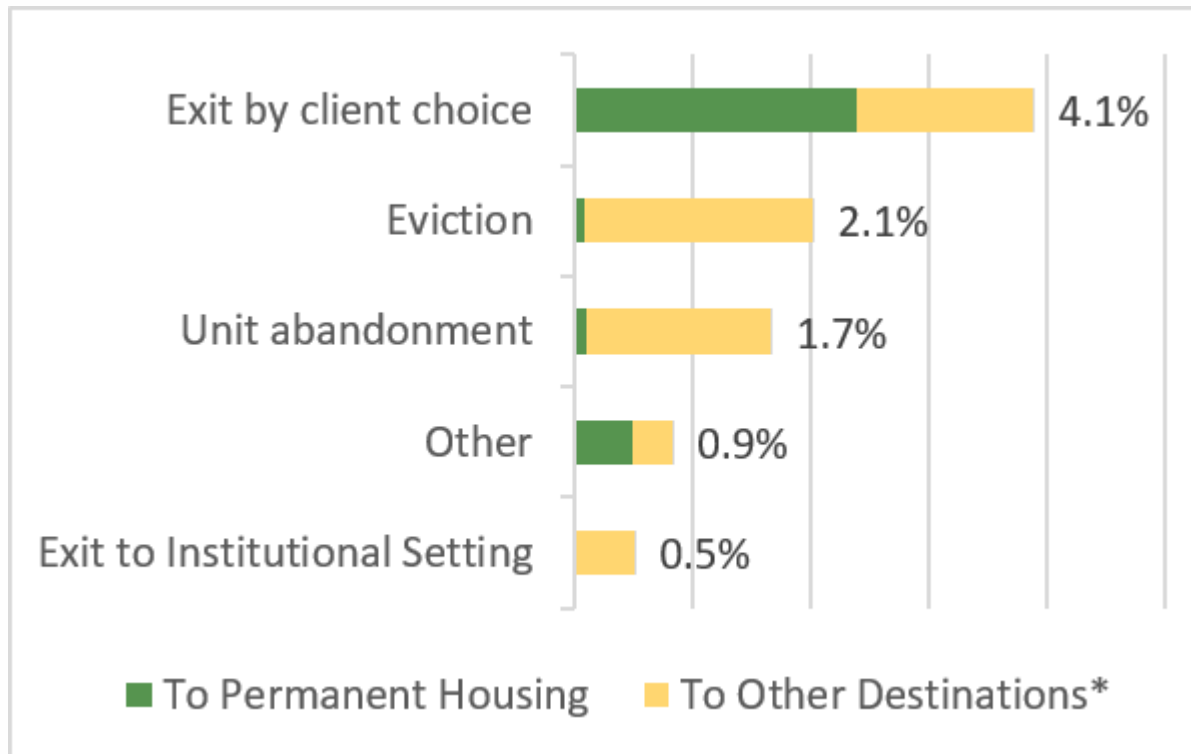
Data deep-dive: Evictions and other Exits from Permanent Supportive Housing

Exits from Permanent Supportive Housing: Summary

- In September's HOC meeting, Commissioners and members of the public requested further information on evictions from PSH
- In FY25-26,
 - ~2% of PSH households were evicted
 - ~7% of households left for other reasons
- Eviction rates vary substantially by PSH building:
 - 10% of buildings account for 46% of evictions
 - Half of buildings had no evictions

Exits from PSH

Percent of site-based PSH households exited** in FY25-26 by exit reason and destination



- ~9% of PSH households left their housing program in FY25-26

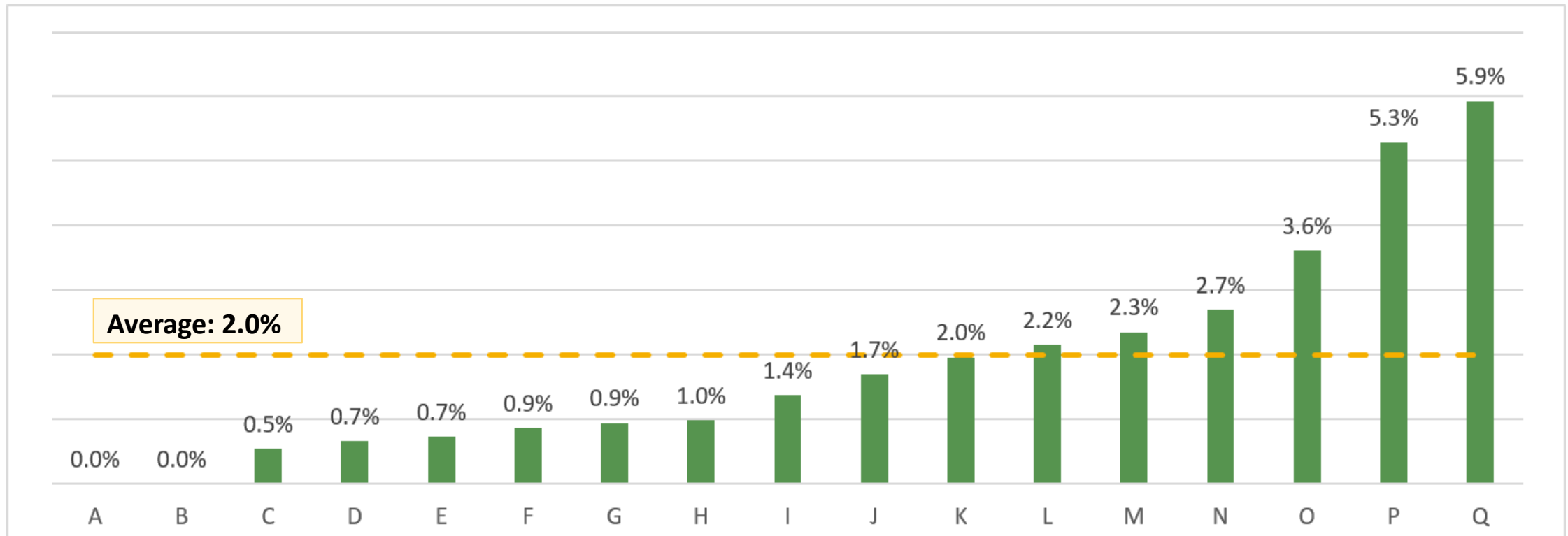
* Other Destinations include unsheltered homelessness, temporary shelter, institutional settings, or unknown destinations

** Excludes exits due to death

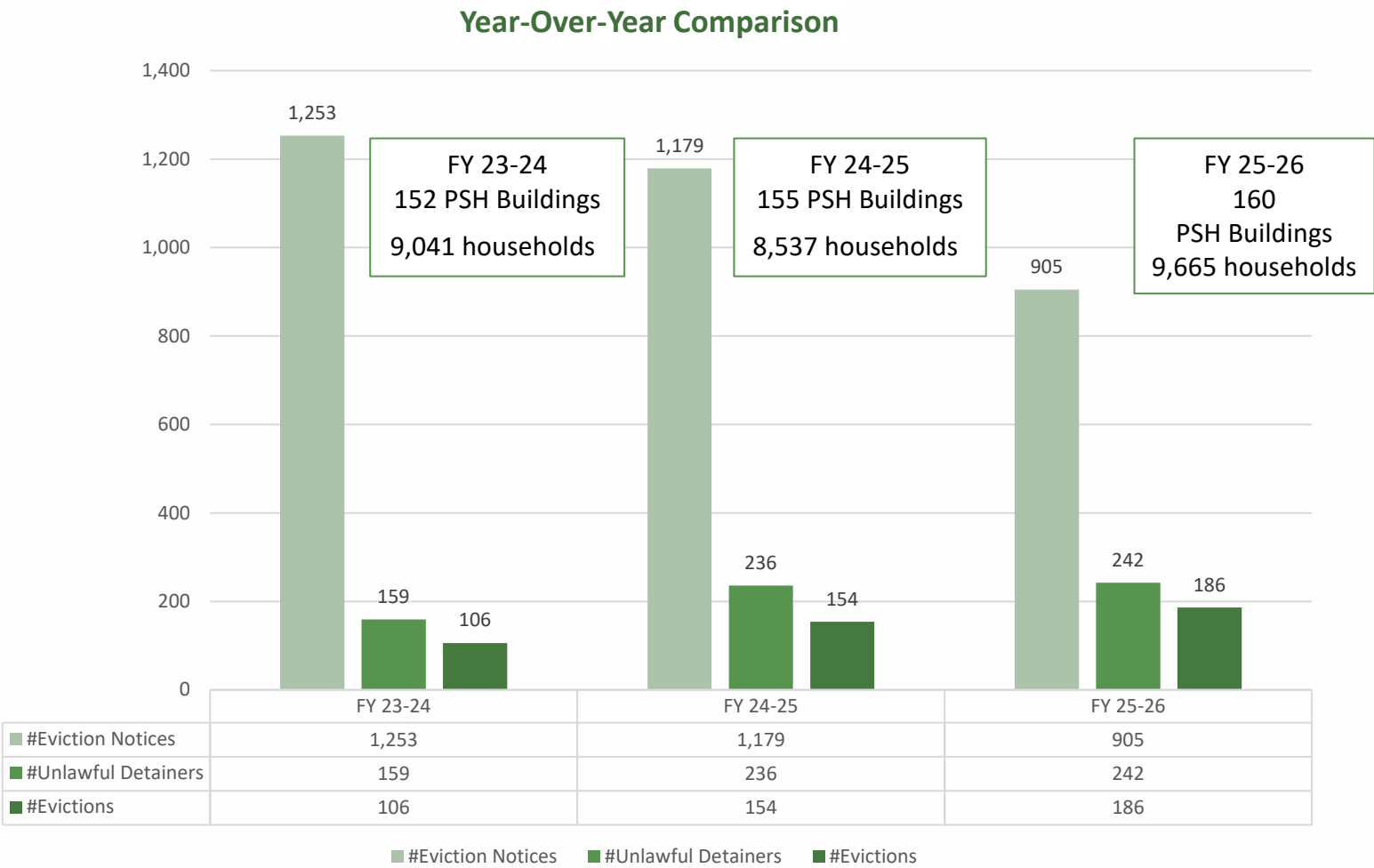
Evictions by Building

Percentage of site-based PSH households evicted in FY25-26
(for buildings with 100+ households active)

- 50% of PSH buildings had no evictions in FY25-26
- The top 10% of buildings account for 46% of all evictions in FY25-26 but only 18% of units



Downward trend in eviction notices (leading indicator); upward trend in evictions





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San Francisco Large Vehicle Program

Large Vehicle Program

Strategy

- 1) Outreach and engagement
- 2) Permit and stabilization
- 3) Housing and shelter pathways
- 4) Enforcement and buyback

Citywide Impact (so far!)

- Currently 101 active Large Vehicle permits active
- 165 buybacks completed
- 189 households moved into housing
- 48 households moved into shelter
- Approximately \$200,000 in debt relieved
- Over 50% reduction in total occupied Large Vehicles citywide

Impact in the Bayview

- 58 active permits issued
- 83 households housed
- 14 households placed into shelter



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Legislative Update

Federal Update – Continuum of Care Funding

- HUD has reopened the CoC NOFO with a **new deadline of September 30th.**
 - Context: In August, the Rhode Island District Court ruled that the NOFO was unlawful, however the 1st Circuit Court of Appeals has now decided to allow the US Department of Housing & Urban Development to proceed with the FY 2026 CoC NOFO.
 - HUD's appeal was based on just one narrow aspect of the complaint, and advocates have identified numerous other claims related to this NOFO
- While advocates are pursuing another appeal, for now, the NOFO will remain open.

State Legislation

- **End of the 2026 State Legislative Cycle** – Governor Newsom had until September 30th to either sign or veto all legislation that has been passed by the Legislature.
- The State Legislature will reconvene in January 2027.
- **HSH Priority Legislation** –
 - AB 1556 (Haney) permits the use of state funds for recovery housing that follows specific guidelines.
 - AB 2081 (Stefani) would have expanded the availability of Home & Community Based Alternative Waivers, which the City uses to fund enhanced care in PSH. *The Governor vetoed AB 2081.*

Local Legislation

Contracts

Hearing in October

- Five Keys – Baldwin SAFE Navigation Center

For Introduction in October

- Episcopal Community Services – Housing Navigation and Stabilization Services
- Abode Services – Prevention Fiscal Agent
- Bayview Hunters Point Foundation – Bayview Navigation Center
- Larkin Street Youth Services – Lark Inn

Grants

TBD, Upcoming

- Accept & Expend - Homekey+ Grant funds - 835 Turk & 1035 Van Ness
- Accept In-Kind Gift – Data Integration In-Kind Services

Other

TBD, Upcoming

- HSH Behested Payments Waiver



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Other Updates

Shelter Monitoring Committee Work Continues After Committee Sunsets

Work to continue

- 3-person monitoring team
- Multiple ways to submit concerns
 - Email, telephone, in person, or online complaint form
- Established complaint process
 - Shelters have 5 business days to respond; clients may request deeper review
- Investigative authority
 - Document requests, interviews, video review, site inspections, and guest surveys
- Ongoing shelter monitoring
 - Quarterly scheduled and unannounced visits; monthly public data updates

Monitoring Activity Since Sunset

24 site visits

29 formal complaints

29 site-based investigations

4 shelter monitoring staff investigations

46 online submissions

51 phone reports

41 drop-ins

Shelter monitoring continues; only the Committee's public meeting and advisory functions ended.

Financial Benefits Available for You as an SF Nonprofit Employee



**EXPLORE YOUR
BENEFITS NOW!**
Scan the QR code.



SF PARTNER BENEFITS

Exclusive financial benefits for SF nonprofit employees

If your non-profit employer has a partnership with the City and County of San Francisco, you qualify for exclusive financial benefits brought to you by the Office of the Treasurer through San Francisco Federal Credit Union and US Bank.



- Receive a **\$300 cash bonus** with a new checking account*
- Short-term loans as low as **4.99% APR**
- Competitive **auto loan** rates
- **\$1,000 credit** on mortgage loans and more!



- Receive a **\$450 cash bonus** with a new checking account*
- Waived monthly **maintenance fees**
- Competitive **mortgage loan** rates
- **Credit cards** for every lifestyle

*Terms apply



San Francisco Financial Counseling

*Work with a financial counselor to tackle barriers
and build a clearer path to your financial goals.*

- | | | |
|---|---|---|
| • Free, confidential, one-on-one counseling | • Manage debt or negotiate interest rates | • Protect yourself from financial scams |
| • Open a bank account | • Improve your credit score | • Get help with legacy planning |



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Thank you



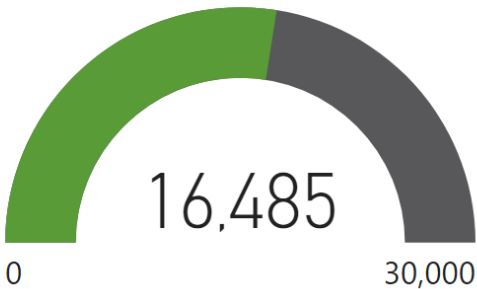
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Appendix Slides

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



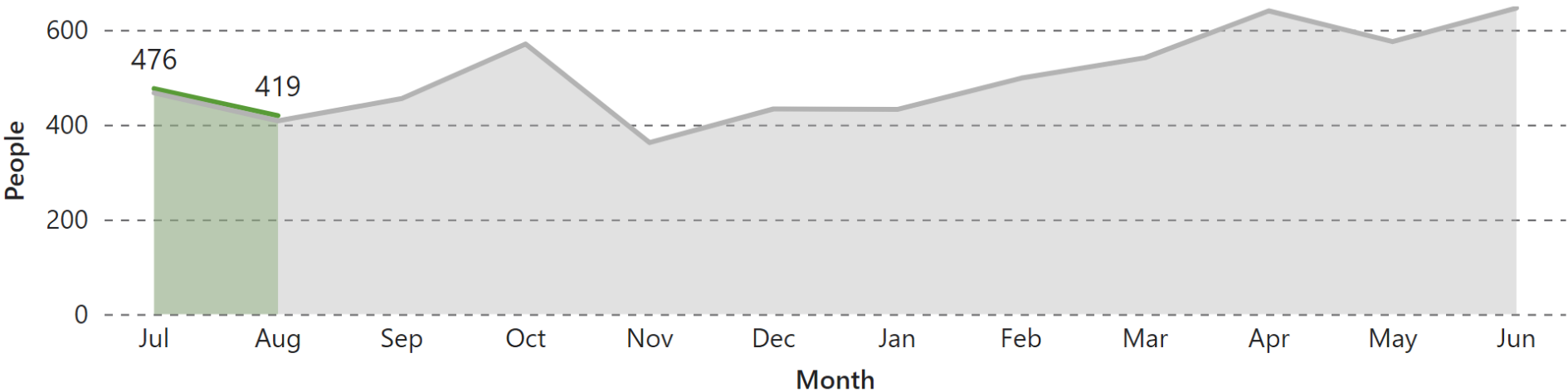
FYTD comparison

871
Current FYTD

846
Previous FYTD

Number of unique clients exiting homelessness

● Current FY ● Previous FY



Fiscal Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY2023-24	382	535	527	729	444	514	508	504	549	513	545	477
FY2024-25	539	650	559	557	371	400	399	389	467	544	443	435
FY2025-26	467	408	455	570	362	433	432	498	541	640	575	646
FY2026-27 YTD	476	419										

Homelessness Prevention

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

Average award amount

Current FYTD

\$5,899

Households awarded

379

Current FYTD

264

Previous FYTD

Total distributed

\$2,235,767

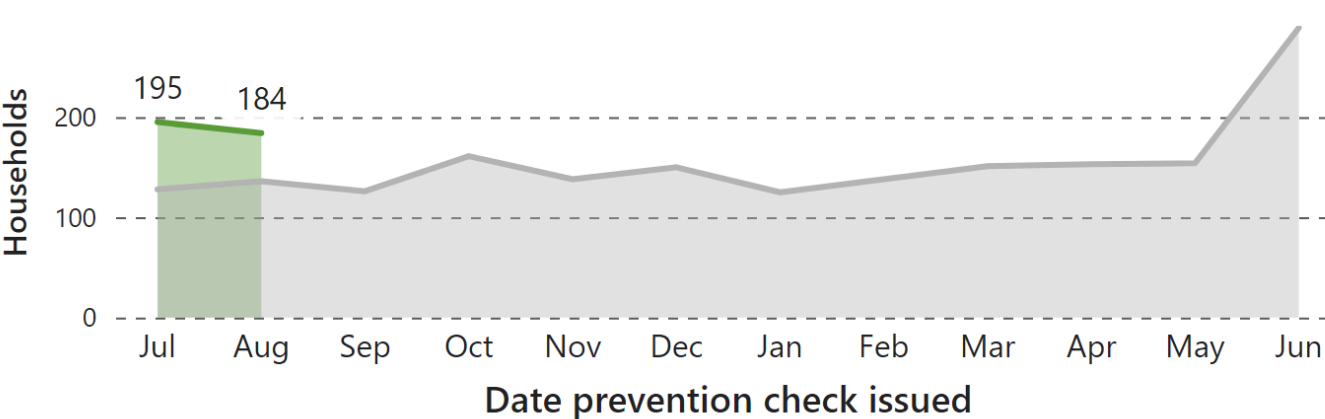
Current FYTD

\$1,364,060

Previous FYTD

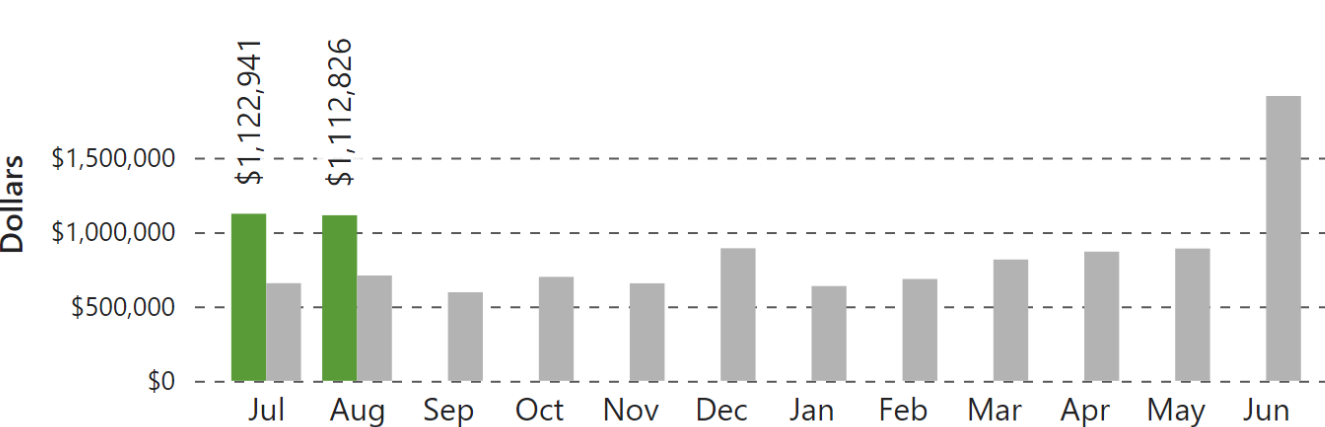
Number of unique households receiving prevention financial assistance

● Current FY ● Previous FY



Total amount of prevention financial assistance distributed

● Current FY ● Previous FY



By household type

Current FYTD

	Youth*	All Households
Adult	15	191
Family	18	185

* Households led by youth age 18-27

By type of assistance

Current FYTD

- \$16,867,372 Back Rent
- \$3,771,093 Future Rent
- \$6,283,548 Move In
- \$6,527,365 Stipulated

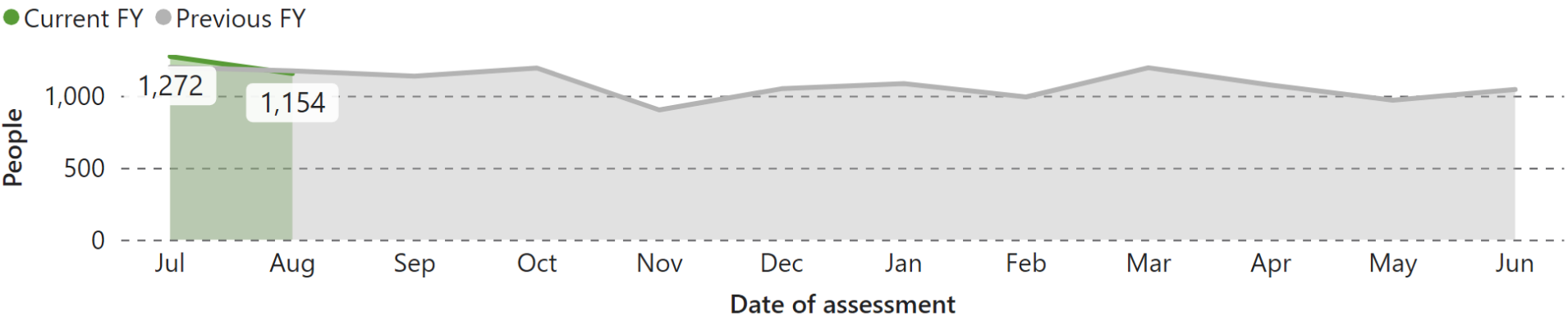
Coordinated Entry

Number assessed

2,421
Current FYTD

2,367
Previous FYTD

Number of unique clients assessed for housing



By household type

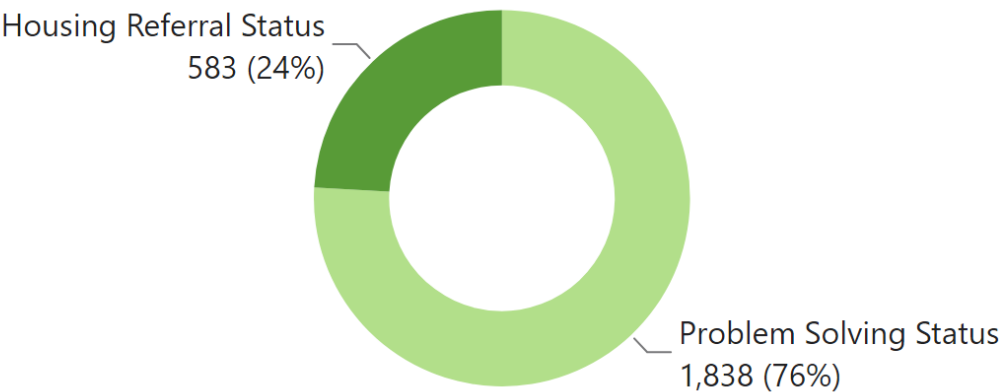
Current FYTD

	Youth*	All Households
Adult	407	2,112
Family	75	310

*Households led by youth age 18-27

By outcome of housing assessment

Current FYTD



Problem Solving

Average award amount

Current FYTD

\$1,673

Number resolved

132

Current FYTD

137

Previous FYTD

Total distributed

\$220,889

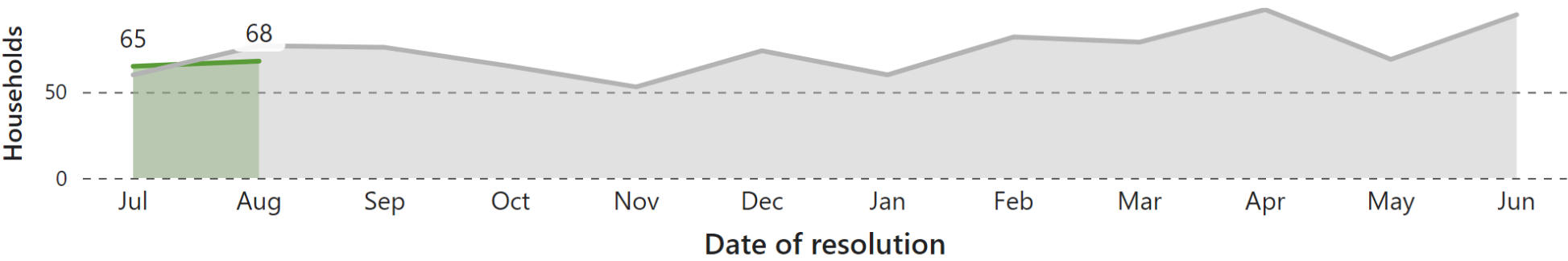
Current FYTD

\$295,551

Previous FYTD

Number of unique households resolved through problem solving

● Current FY ● Previous FY



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	\$136,123
Furniture, such as a bed, if reasonable and directly linked to a housing resolution	\$42,216
Travel and relocation support outside of San Francisco that will result in a housing connection - airline, train or bus ticket	\$31,741
Rental Assistance after Move-in	\$5,430
Travel and relocation support outside of San Francisco that will result in a housing connection- food stipend	\$2,300

By household type

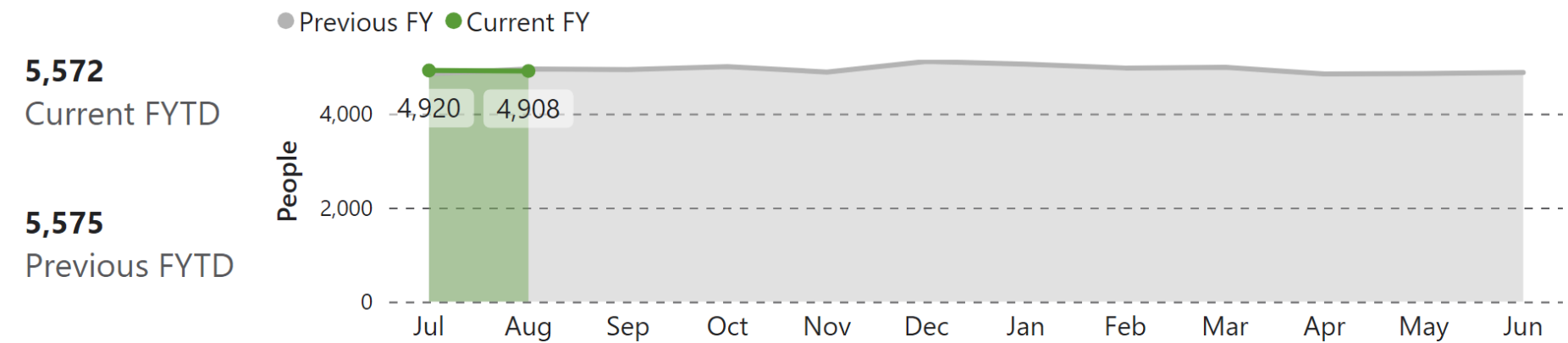
Current FYTD

	Youth*	All Households
▲		
Adult	24	105
Family		3

*Households led by youth age 18-27

Shelter Programs

Number of unique clients served by emergency shelter or transitional housing



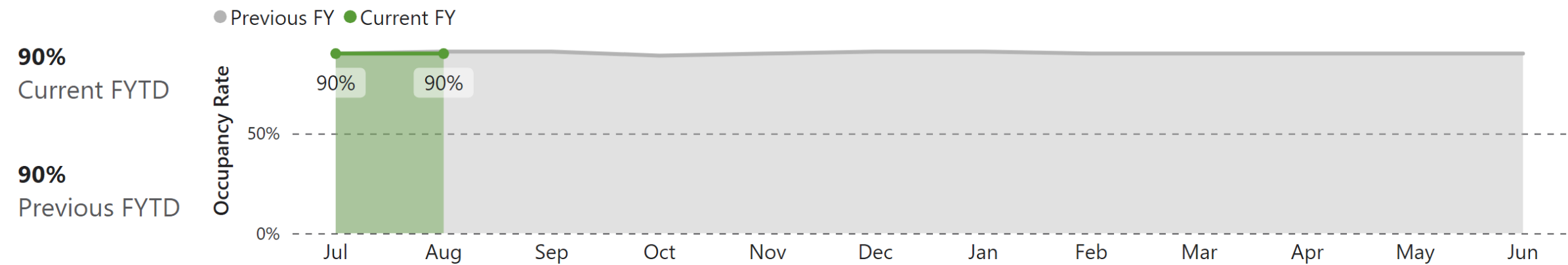
Clients by household type

Current FYTD

	Youth*	All Households
▲		
Adult	642	4,284
Family	207	1,269
Minor		37

* Households led by youth age 18-27

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



Housing Programs

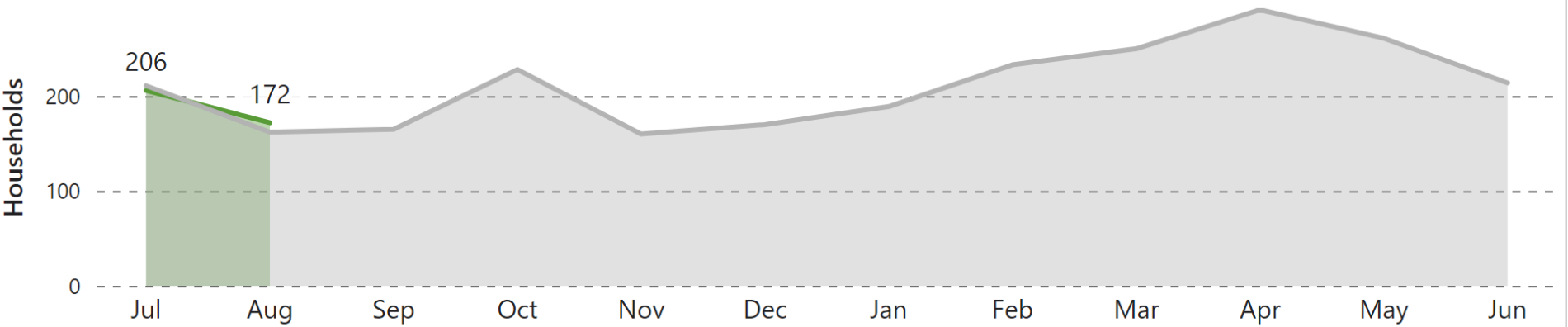
Households moved in

378
Current FYTD

373
Previous FYTD

Number of unique households moved in to permanent housing within the homelessness response system

● Current FY ● Previous FY



By household type

Current FYTD

	Youth*	All Households
	▼	
Adult	72	314
Family	11	64

* Households led by youth age 18-27

By program area

Program Area	FY2025-26	FY2026-27 YTD
Housing Ladder	103	5
Rapid re-housing	749	120
Scattered site-PSH	247	25
Site-based PSH	1,423	230

Time to move in to housing

Median days to move in

141
Current FYTD

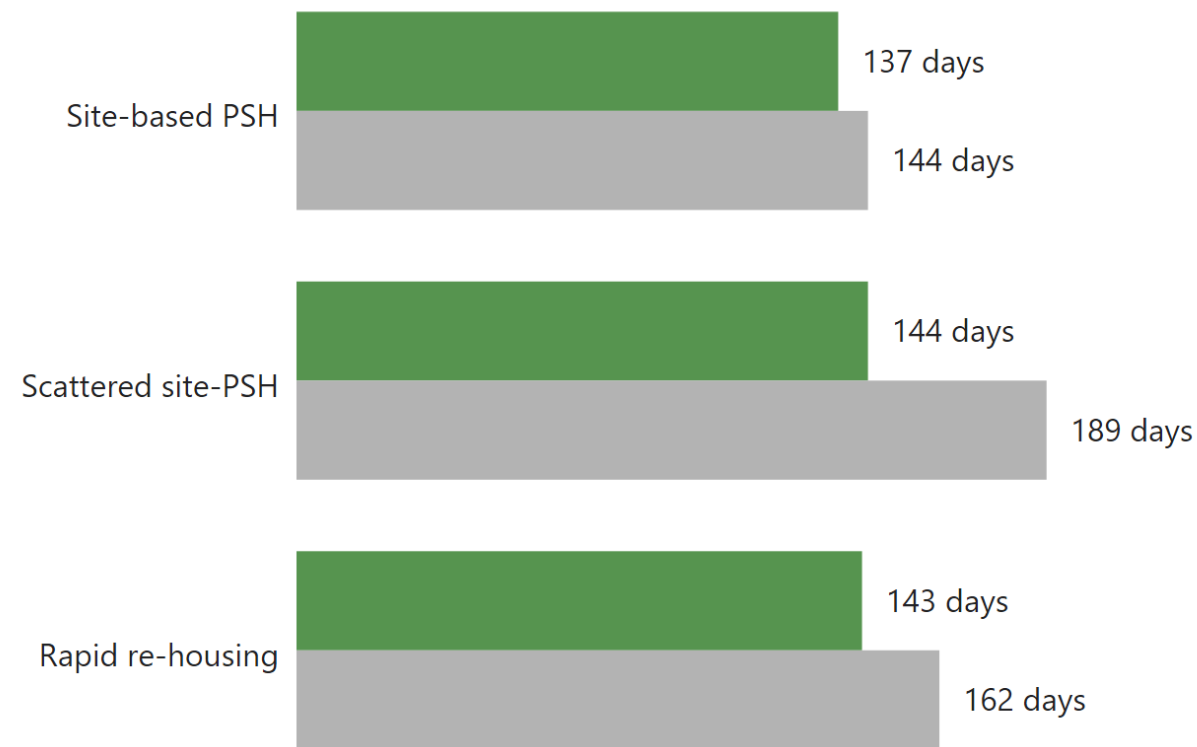
155
Previous FY

Average days to move in
212
Current FYTD

216
Previous FY

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

● Current FYTD ● Previous FY



Shelter Waiting List

Adult Shelter Waiting List

There are currently 413 people on the waiting list.

781 people joined the waiting list in August 2026.

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

In August 2026, 127 people were placed into shelter from the waiting list. 522 people were offered shelter but did not accept (359 did not respond, and 163 declined shelter).

Family Shelter Waiting List

There are currently 231 families (638 people) on the waiting list.

134 families (366 people) joined the waiting list in August 2026.

Average time on waiting list = 39 days
(for families who accepted placement offers since January 2025)

In August 2026, 37 families (107 people) were placed into shelter from the waiting list.

Data as of 9/10/2026