

Home by the Bay

**An Equity-Driven Plan to Prevent and
End Homelessness in San Francisco**

2023 - 2028

Equity Addendum Report

November 21, 2025



**City and County
of San Francisco**

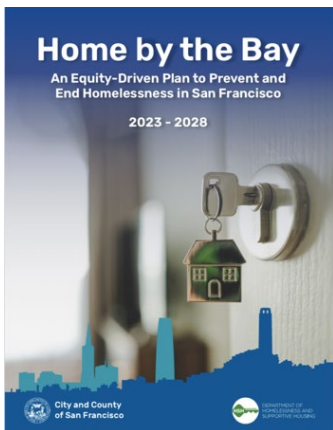


DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

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Background: Home by the Bay's Goal #2



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.

Analyzing Data: Identifying Inequities and Disparities

Equity Analyses

As a first step, HSH, with the support of consultants with expertise in homelessness data and equity analyses, delved deeply into equity analyses of ONE System data focused on key measures for San Francisco's homelessness response system, including:

- Number of **people experiencing homelessness** and trend lines of changes over time
- Number of **people exiting to permanent housing**
- Rates of **returns to homelessness**
- Provision of **prevention services**
- Number of **people accessing services** through the homelessness response system
- Performance of **Coordinated Entry assessments**
- Households assigned **Housing Referral Status**
- **Referrals** to rapid rehousing and permanent supportive housing
- **Move-ins** to rapid rehousing and permanent supportive housing

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**

Setting Equity Goals

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).¹

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%.

Equity Goal #1

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

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.

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.

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).

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.

¹ Statistically significant findings of disparities among Native American and Native Hawaiian or Pacific Islander subpopulations were limited due to small population sizes within the data available.

Developing Strategies & Measuring Impact

In 2025, HSH has been engaging in essential next steps to finalize and implement strategies intended to help address and to measure and report the impacts being achieved. Our progress and plans to date include:

Disseminating Findings from Equity Analyses	<ul style="list-style-type: none">▪ Published summary findings from the 2024 Equity Baseline analysis
Partnering with People with Lived Experience and Expertise	<ul style="list-style-type: none">▪ Establish HSH's strategies for partnering with people with lived experience and expertise to inform program strategy and design at multiple critical points of engagement▪ Develop a toolkit to ensure opportunities to engage people with lived experience are streamlined and easy for HSH staff to implement
Engagement with Community Partners and People Working within the Homelessness Response System	<ul style="list-style-type: none">▪ Engage communities for strategy recommendations through structured touchpoints including subpopulation focused meetings, the multi-year procurement process, and efforts like CE Redesign▪ Focus on coordinating with organizations deeply rooted in highly impacted communities
Identifying and Implementing Strategies and Innovations to Redress Inequities	<ul style="list-style-type: none">▪ Inventory existing Home By the Bay activities and HSH staff equity activities as they relate to key Home By the Bay subpopulations and populations of focus▪ Ensure clear opportunities for consultation with community partners and providers to inform program design and strategy▪ Embrace opportunities to test new strategies and co-design in partnership in an effort to drive impact
Measuring and Reporting Impact	<ul style="list-style-type: none">▪ Develop methods to measure and monitor goals as they relate to populations of focus▪ Track activities and strategies underway as they support key subpopulations and related populations of focus▪ Report on the impact and progress towards equity goals in future HBTB Annual Progress Reports

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