

Home by the Bay

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

2023 - 2028

Home by the Bay Year 2 Progress Report

November 21, 2025



**City and County
of San Francisco**



**DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING**

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Letter from the Executive Director

Dear Community Stakeholders,

As we conclude the second year of **Home by the Bay (HBTB)**—San Francisco's five-year, equity-driven plan to prevent and end homelessness—I want to extend my heartfelt gratitude to our incredible nonprofit partners. Your tireless work on the frontlines makes these programs possible and has directly changed thousands of lives.

In Fiscal Year 2024–25, **4,989 people moved into permanent housing**, bringing our two-year total to **10,300**—over one-third of our five-year goal. **15,186 people received prevention services**, helping them remain stably housed. Most encouragingly, **93% of those who exited homelessness remained housed for at least a year**. These results are only possible because of your compassion, expertise, and unwavering dedication.

This year also marked the launch of Mayor Daniel Lurie's **Breaking the Cycle** initiative, which strengthens coordination across city departments and providers. Together, we expanded clinical services, launched the new neighborhood street teams, opened innovative programs like **RESTORE**, and integrated housing and health services to improve outcomes for those we serve.

Looking ahead, we will **open 450+ new permanent housing units, expand prevention services for families and youth, and launch youth-driven initiatives**—all in partnership with you. We will also develop and publish **youth and family addendums** to the Home by the Bay plan, outlining tailored strategies and priorities for these populations developed in partnership with community stakeholders.

Thank you for your extraordinary work and commitment. Through HBTB and Breaking the Cycle, we are building a stronger, more equitable San Francisco where everyone has a safe, stable home.

With deep appreciation,

Shireen McSpadden

Executive Director

San Francisco Department of Homelessness and Supportive Housing

Executive Summary

Home by the Bay – Year 2 Progress Report

Reporting Period: July 1, 2024 – June 30, 2025

San Francisco's **Home by the Bay (HBTB)** is a five-year, equity-driven plan to prevent and end homelessness, with a focus on racial equity, housing justice, and innovation. As of the end of the second year of the plan, the City and its nonprofit service providers have made measurable progress in expanding housing, shelter, and prevention services while advancing cross-departmental collaboration through Mayor Daniel Lurie's **Breaking the Cycle** initiative.

Key Outcomes to Date

- **10,300 people** have moved from homelessness into permanent housing, achieving **34% of the five-year goal** of 30,000 people housed.
- **15,186 individuals** received prevention services, **84% of the five-year target** of 18,000.
- **93%** of those who exited homelessness remained stably housed for at least 12 months.
- System expansion includes **615 new shelter beds**, **935 permanent supportive housing units**, and **capacity to serve 1,533 additional households** through prevention programs.

Progress on HBTB's Five Goals

1. **Decrease Homelessness:** Early trends show limited reductions in unsheltered homelessness, with a more comprehensive update expected after the January 2026 Point-in-Time Count.
2. **Reduce Racial Inequities:** Baseline data confirmed persistent disparities, especially among: Black; Latine; American Indian, Alaska Native, or Indigenous; and Native Hawaiian or Pacific Islander communities. Equity-focused initiatives guide all HBTB activities with new equity goals established to monitor progress reducing disparities.
3. **Increase Housing Exits:** Nearly **5,000 people housed** in FY '24 –'25, building on Year 1 progress.
4. **Support Housing Stability:** Success rates remain strong with **93% of people avoiding returns to homelessness**.
5. **Prevent Homelessness:** Provided **prevention assistance to over 8,000 people** at risk of homelessness in FY '24 –'25, for a total of over 15,000 households served since the start of HBTB.

Breaking the Cycle Alignment

Mayor Lurie's **Breaking the Cycle** strategy has accelerated HBTB implementation through:

- Launching **Neighborhood Street Teams** to improve street response and reduce 911 calls.
- Continuing to reform **Coordinated Entry** to better match clients with services.
- Expanding **case management and prevention funding**, including \$6.7 million for families and youth.
- Building a performance-driven contracting system to enhance accountability.

FY '24–'25 Highlights

- **Equity:** \$1.2M distributed to 13 BIPOC-led community organizations; opened 42 units for marginalized youth and 60 cabins for older adults with disabilities; and established *Home By the Bay* equity goals.
- **System Performance:** Developed a **Performance Measurement Plan** with 100+ metrics; launched a multi-year procurement strategy; increased data integration with healthcare systems.
- **Unsheltered Response:** Expanded behavioral health treatment beds; implemented overdose prevention initiatives; added nearly **300 shelter beds**.

- **Housing Expansion:** Lowered PSH vacancy rates to 8.5%; advanced a pipeline of 1,100+ supportive housing units.
- **Prevention:** Engaged more than 11,000 households in problem-solving services and expanded shallow subsidies to reduce rent burdens for at-risk households.

FY '25-'26 Priorities

- Launch youth-focused projects, including a **20-unit bridge housing site** for justice-involved youth and a Youth Health and Wellness Center.
- Open **450+ permanent housing units**, including those for youth, veterans, and families.
- Expand **\$6.7M in prevention services** for youth and families.
- Scale **RESTORE** and behavioral health services to better integrate housing and treatment.
- The Equity Office will pilot a structured, four-phase framework to advance Goal #2 and embed equity across the homelessness response system.

Through Home by the Bay, the City and its nonprofit partners are building a more equitable, effective homelessness response system through collaboration, accountability, and innovation. These Year 2 achievements position San Francisco to accelerate progress toward ending homelessness and advancing housing justice in the years ahead.

The Home by the Bay Plan

The City and County of San Francisco, in partnership with its nonprofit service providers, is actively implementing [Home by the Bay](#), an equity-driven Strategic Plan to Prevent and End Homelessness in San Francisco.

The Plan was developed in 2022 and early 2023 and is being implemented from July 2023 through June 2028 (Fiscal Years '23 – '28.)

Vision and Values

The Plan embraces a vision of advancing racial equity and housing justice in our community, ensuring that everyone has the housing, supports, community, and opportunities they need to thrive.

Three core values are central to the implementation of every element of the *Home by the Bay* plan:

- **Equity and Justice:** Advancing racial equity and housing justice for all San Franciscans will be the leading focus within our community's efforts to prevent and end homelessness.
- **Quality:** Continuously strengthening and improving the homelessness response system and centering people's experience of it will be integrated into everything we do.
- **Innovation:** Creativity and innovation will be encouraged and supported within the growth of the homelessness response system, and new models and practices will be assessed to determine their impact and to identify opportunities for replication and expansion.

Development of the Plan

The development of the *Home by the Bay* plan was deeply informed by people with lived expertise of homelessness, subject matter experts and service providers including:

- **Recruitment and leadership of Community Liaisons with lived expertise** to design and implement engagement activities.
- **Surveys and focus groups** with people with lived experiences.
- **Input sessions reaching across the community**, including provider organizations, community leaders, and other members of the public.
- **Facilitated planning discussions** with the HSH Strategic Framework Advisory Committee, the Local Homeless Coordinating Board, the Our City, Our Home Oversight Committee, and other entities.
- **Cross-departmental coordination and planning**, to identify priorities and objectives, and to develop and align strategies and activities.

Annual Progress Reports

This Annual Progress Report is an important component of how the City is regularly assessing and reporting progress in the implementation of the *Home by the Bay* plan. This Report documents:

- Progress toward **achievement of Home by the Bay's five Goals** during FY '23-'24 and FY '24-'25.
- Progress in **expanding the Homelessness Response System**, necessary for this full achievement of those goals, that was achieved during FY '23-'24 and FY '24-'25.
- Highlights of **accomplishments in implementing Plan** activities during FY '24-'25.
- The **Activities prioritized for implementation** during FY 25 – 26.

Home by the Bay and Breaking the Cycle

On March 17, 2025, Mayor Daniel Lurie launched [Breaking the Cycle](#), a vision for tackling San Francisco's homelessness and behavioral health crisis. Breaking the Cycle builds on the foundation of Home by the Bay and brings mayoral leadership, strong cross-departmental collaboration, and philanthropic investments to its community-led vision for the future of San Francisco's Homelessness Response System.

Examples of key Breaking the Cycle priorities that advance Home by the Bay's goals include:

- **Street Response:** Launching a new Neighborhood Street Teams model to improve coordination, create neighborhood-based teams, and streamline connections to care directly support Home by the Bay's Action Area #3 to strengthen the City's response to unsheltered homelessness.
- **Coordinated Entry:** Further refining Coordinated Entry to better match clients to housing and services.
- **Prevention:** Prioritizing investments in prevention, including committing \$6.7 million for families and youth at risk of homelessness, supporting Home by the Bay system expansion targets to increase prevention services.
- **Shelter Expansion:** Increasing interim housing capacity to help unsheltered residents move indoors quickly advanced the Plan's shelter expansion targets
- **Case Management:** Emphasizing improvements in case management reflects a top priority of Home by the Bay.
- **System Accountability:** Developing new contracting standards with clear performance tracking builds on Home by the Bay's implementation of a comprehensive Performance Measurement Plan.

Visit [here](#) for more information on Breaking the Cycle.

Progress toward *Home by the Bay* Goals



Through *Home by the Bay*, the City is striving to achieve five ambitious goals. We are committed to making the bold changes needed to move toward ending homelessness and realizing racial and housing justice in San Francisco. The City is committed to consistently measuring and reporting progress. Through the end of June 2025, the City has made the following progress:

GOALS	PROGRESS
GOAL #1: Decreasing Homelessness Reduce the number of people who are <i>unsheltered</i> by 50% and reduce the <i>total</i> number of people experiencing homelessness by 15%.	<p>Between February 2022 and January 2024 Point-in-Time (PIT) Counts, the number of people who were unsheltered was reduced by 1% and to the total number of people experiencing homelessness increased by 7%. The next PIT Count will be held in January 2026.</p> <p><i>(Source: Point-in-Time Count data)</i></p>
GOAL #2: Reducing 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.	<p>HSH established baseline data and developed specific equity goals that align with the four other goals of the Home by the Bay plan.</p> <p><i>(See Pursuing Achievement of Goal #2 section below for more details and progress tracking.)</i></p>
GOAL #3: Increasing Number of People Exiting Homelessness Support at least 30,000 people to move from homelessness into permanent housing.	<p>Between July 2024 and June 2025, 4,989 people moved from homelessness to housing, bringing the total since July 2023 to 10,300 people.</p> <p><i>(Source: ONE System data)</i></p>
GOAL #4: Supporting People to Succeed in Housing Ensure that at least 85% of people who exit homelessness do not experience it again.	<p>93% of people who exited homelessness between July 2023, and June 2024 did not return to the homelessness response system within 12 months.</p> <p><i>(Source: ONE System data)</i></p>
GOAL #5: Preventing Homelessness Provide prevention services to at least 18,000 people at risk of losing their housing and becoming homeless.	<p>Between July 2024 and June 2025, prevention services were provided to 8,033 people at risk of homelessness, bringing the total to 15,186 people since July 2023.</p> <p><i>(Source: BACS (SF ERAP) System data)</i></p>

More information regarding progress toward the achievement of these goals is included in Measuring Achievement of the Home by the Bay Plan's Goals section of the [Home by the Bay](#) plan.

Progress in Expanding the Homelessness Response System

Home by the Bay included three system expansion targets developed through comprehensive system modeling described in the plan. This modeling used local data to assess how the Homelessness Response System is performing and to project impacts of additional resources and quality improvements. To achieve the plan’s goals, the modeling indicates the expansions are needed between July 2023 and June 2028.

SYSTEM EXPANSION TARGETS JULY 2023 THROUGH JUNE 2028	RESULTS JULY 2023 THROUGH JUNE 2025
 Shelter Beds Add 1,075 new shelter beds*	615 new shelter beds added to homelessness response system
 Permanent Housing Add 3,250 new units of permanent housing in the homelessness response system, including site-based and scattered-site permanent supportive housing, rapid re-housing, and shallow subsidies	935 new units of permanent housing added to homelessness response system
 Prevention Services Expand prevention services to serve 4,300 additional households	Capacity to provide prevention services to an additional 1,533 households added to homelessness response system

Pursuing Achievement of Goal #2: Reducing Racial Inequities & Other Disparities

Home by the Bay places racial equity and housing justice at the center of San Francisco's efforts to prevent and end homelessness. When the plan launched in 2023, Goal #2 – reducing racial inequities and other disparities – was intentionally left unspecified. This allowed time for HSH to conduct a comprehensive baseline analysis necessary to establish equity goals moving forward.

Building the Foundation

In FY '24-'25, HSH completed a **baseline equity analysis**, examining measures such as access to services, housing placements, returns to homelessness, and prevention outcomes. The analysis confirmed persistent disparities for Black, Latine, American Indian and Alaska Native, and Native Hawaiian and Pacific Islander communities who are significantly overrepresented in the homelessness response system. The analysis also revealed additional inequities at the intersections of race, disability, household type, gender identity, and age. [View the Equity Baseline Analysis here.](#)

To ensure this work guides all elements of the plan, HSH developed a cross-cutting **Equity Addendum** to Home by the Bay. The Addendum establishes **Equity Goals and Subgoals** aligned with the plan's other four strategic goals, covering prevention, exits to permanent housing, returns to homelessness, and reductions in the number of people experiencing homelessness. [View the Equity Addendum here.](#)

Racial and Ethnic Representation in FY '24-'25

Reducing inequities starts with recognizing who is most affected by homelessness. Although not a formal goal of Home by the Bay or its Equity Addendum, the following data on the racial and ethnic composition of heads of household experiencing homelessness or at risk provides critical context for understanding the disparities we aim to address.

	People Experiencing Homelessness FY '23-'24	People Experiencing Homelessness FY '24-'25
Race		
American Indian, Alaska Native, or Indigenous	4%	3%
Asian	4%	4%
Black	36%	34%
Latine or Hispanic	17%	23%
Middle Eastern or Northern African	1%	1%
Multiracial	6%	6%
Native Hawaiian or Pacific Islander	2%	2%
White	30%	28%
Ethnicity		
Latine or Hispanic	33%	34%
Not Latine or Hispanic	67%	66%

Source: HSH's ONE System and BACS Dataverse

	People At Risk of Homelessness and Receiving Prevention Assistance FY '23-'24	People At Risk of Homelessness and Receiving Prevention Assistance FY '24-'25
Race		
American Indian, Alaska Native, or Indigenous	3%	3%
Asian	7%	6%
Black	31%	32%
Latine or Hispanic	32%	30%
Middle Eastern or Northern African	2%	1%
Multiracial	11%	11%
Native Hawaiian or Pacific Islander	1%	2%
White	14%	16%
Ethnicity		
Latine or Hispanic	39%	37%
Not Latine or Hispanic	61%	63%

Source: HSH's ONE System and BACS Dataverse

Measuring Progress on Equity Goals

With baseline data and equity goals in place, HSH is tracking for metrics identified in the Equity Addendum. Results below from FY '24-'25 indicate progress and areas for continued improvement.

GOAL #1: Decreasing Homelessness

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

This goal will be measured in the FY '25-'26 Year 3 progress report using the 2026 Point in Time Count.

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.

	Met Goal	Not meeting Goal	
	Exit Rate	Comparison Group	Progress
Black (race)	25%	21% general population	Met Goal
Latine (ethnicity)	20.9%	21.3% general population	Not Meeting Goal

American Indian, Alaska Native, or Indigenous (race)	22%	21% general population	Met Goal
Native Hawaiian or Pacific Islander (race)	24%	21% general population	Met Goal

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

GOAL #4: Supporting People to Succeed in Housing

Equity Goal: Ensure that at least 85% of people from communities of focus do not return to homelessness in San Francisco within 12 months.

Met Goal	Not meeting Goal
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	Success Rate	Target	Progress
Black (race)	93%	85% target	Met Goal
Latine (ethnicity)	92%	85% target	Met Goal
American Indian, Alaska Native or Indigenous (race)	91%	85% target	Met Goal
Native Hawaiian or Pacific Islander (race)	97%	85% target	Met Goal

Equity Subgoal: Achieve reduced rates of returns to homelessness among Black families and Latine transition age youth.

	Success Rate	Target	Progress
Black Families	94%	86% baseline set FY '22-'23	Met Goal
Latine TAY (age 18-27)	90%	86% baseline set FY '22-'23	Met Goal

GOAL #5: Preventing Homelessness¹

¹ Equity measures for prevention assistance under Goal #5 are calculated at the head-of-household level rather than the individual client level due to incomplete demographic data for all household members. As a result, these measures reflect the characteristics of the household's primary applicant and may not represent all members served.

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

	Met Goal	Not meeting Goal	
	Proportion Assisted	Comparison Group	Progress
Black (race)	32%	34% experiencing homelessness	Not meeting Goal
Latine (ethnicity)	37%	30% experiencing homelessness	Met Goal
American Indian, Alaska Native or Indigenous (race)	3%	4% experiencing homelessness	Not meeting Goal
Native Hawaiian or Pacific Islander (race)	2%	2% experiencing homelessness	Met Goal

Equity Subgoal: Increase representation of Black families and Black adults among those who are receiving prevention assistance

	Proportion Assisted	Comparison Group	Progress
Black Adults as % of adults	31%	26% baseline set FY '22-'23	Met Goal
Black Families as % of families	28%	26% baseline set FY '22-'23	Met Goal

Looking Ahead

In FY '25-'26, the HSH Equity Office will pilot a new, structured approach to embedding equity across our work and developing strategies to advance Goal #2. This four phased process – internal alignment, engagements with community-based organizations and people with lived experience, feedback integration, and sustained planning – will shape programs and services.

Standards of Care: Principles & Practice

This comprehensive Plan of Operations for Equity and Inclusion Standards of Care and Engagement will provide a framework to guide equity across all aspects of the homelessness response system.



Additional details are available in the [Equity Addendum](#).

Progress in Implementing the Plan: Key Accomplishments

The City is enhancing its homelessness response system with a focus on racial equity and housing justice through five strategic Action Areas:

Action Area	Focus of Activities in Home by the Bay Plan
Advancing Racial Equity & Housing Justice	<ul style="list-style-type: none"> ▪ Equity- and justice-focused data and analyses ▪ Collaborative partnerships and shared decision making ▪ Internal and external equity-focused capacity-building and non-profit sustainability activities ▪ Empowering the leadership of impacted communities and people with lived expertise
Enhancing System Performance and Capacity	<ul style="list-style-type: none"> ▪ Enhancing performance management and accountability ▪ Building and supporting nonprofit provider capacity and sustainability ▪ Strengthening the quality, diversity, and utilization of data ▪ Improving alignment of citywide strategies and resources ▪ Implementing a redesigned equitable Coordinated entry system
Strengthening Response to Unsheltered Homelessness	<ul style="list-style-type: none"> ▪ Adding 1,075 new shelter beds ▪ Embedding expanded services and resources within outreach efforts, crisis interventions, shelters, and transitional housing programs ▪ Addressing the health, behavioral health, and services needs of people who are unsheltered ▪ Connecting people who are unsheltered directly to permanent housing ▪ Addressing community impacts and neighborhood concerns
Increasing Stable & Successful Entries into Permanent Housing	<ul style="list-style-type: none"> ▪ Adding 3,250 new units of permanent housing in the homelessness response system, including site-based and scattered-site permanent supportive housing, rapid re-housing, and shallow subsidies ▪ Improving access to housing outside the homelessness response system, through direct financial assistance and lighter-touch services ▪ Enhancing services to better support people's housing stability ▪ Implementing new models to address people's complex care needs ▪ Expanding efforts to support people to move from permanent supportive housing to other housing they can afford
Preventing People from Experiencing Homelessness	<ul style="list-style-type: none"> ▪ Expanding prevention services to serve 4,300 additional households ▪ Strengthening current homelessness prevention and eviction prevention strategies and targeting ▪ Enhancing housing problem solving for people at risk of homelessness who have not yet entered the homelessness response system ▪ Creating an expanded supply of affordable housing units ▪ Developing upstream prevention strategies that prevent people from experiencing housing crises and risks of homelessness

Key accomplishments in the implementation of Activities across each of these Action Areas during FY 24 – 25 are highlighted on the following pages.

ACTION AREA #1

Advancing Racial Equity & Housing Justice

1

OBJECTIVES

The City is pursuing these interrelated Objectives within this Action Area:

- A) Ensure planning and decision making are **deeply informed and guided by the expertise, recommendations, and leadership of people with lived experiences** of homelessness.
- B) Build community partnerships and **implement capacity-building efforts rooted in equity with BIPOC-led organizations** and organizations deeply rooted in historically marginalized neighborhoods and communities.
- C) Support **anti-racist program delivery and the development of an intentionally anti-racist workforce** within City departments and offices that serve people experiencing homelessness and within the homelessness response system.
- D) Develop and implement strategies for **reducing observed inequities and ensure that homelessness response system services reach, serve, and achieve equitable outcomes** for overrepresented and underserved populations, especially BIPOC and LGBTQIA+ people and people with disabilities.

KEY ACCOMPLISHMENTS IN FY '24-'25

- Distributed \$1.2 million in Equity Fund capacity building support to 13 community organizations, including new providers.
- In service of *Home by the Bay's* Goal #2, finalized a baseline equity analysis to establish equity goals and developed tools to track progress.
- In partnership with the Mayor's Office of Housing and Community Development, surpassed the City's *Ending Trans Homelessness* goal of funding 150 long-term subsidies by housing or enrolling over 200 transgender and gender diverse people in long-term subsidies.
- Opened 42 units of supportive housing for marginalized youth.
- Partnered with the Department of Disability and Aging Services and Department of Public Health to open a 60-cabin community with on-site In-Home Supportive Services to meet the needs of older adults experiencing homelessness.
- Onboarded HSH's first ADA Coordinator to develop disability trainings and improve accessibility standards across programs.
- In partnership with the Sheriff's Office, the Public Defender's Office and the Department of Public Health, secured an \$8 million grant from the California Board of State and Community Corrections to expand record expungement, drug treatment, housing navigation, and bridge housing for justice-involved adults.
- Led by the Department of Disability and Aging Services, developed new comprehensive online resources for housing and services for older adults and people with disabilities.
- Co-chaired a citywide workforce equity committee and contributed to the City's Racial Equity Action plan, advancing cross-departmental collaborations.
- Convened over 100 stakeholders to develop a youth-specific addendum to *Home by the Bay*, to be released in October 2025.
- Delivered racial equity trainings to 20 HSH teams and *Affirming Trans Access to Housing* trainings to more than 600 staff across 65 providers.
- Engaged people with lived experience in meaningful ways, including participation on design teams for scattered site housing and transitional housing procurements, focus groups, and facilitation of HSH equity goals.

ACTION AREA #2

Enhancing System Performance and Capacity

2

OBJECTIVES

The City is pursuing these interrelated Objectives within this Action Area:

- A) **Build HSH's organizational capacity to lead the City's homelessness response** through right-sizing of staff workloads, increased attention to workforce training, development of programmatic and administrative policies and procedures, and strengthened monitoring practices.
- B) Support the **capacity of providers to implement high-quality, low-barrier, approaches and other best practices across the homelessness response system**, with an emphasis on organizations led by and serving historically marginalized communities.
- C) Ensure **Coordinated Entry policies and processes are focused on redressing racial inequities and other disparities** and on efficiently connecting people to appropriate services and permanent housing options.
- D) Facilitate **shared accountability for addressing homelessness by strengthening cross-system and cross-sector partnerships** as well as collaborative governance and coordination structures.
- E) Enhance the **use of data to drive accountability and performance management** through expanded ONE System participation by non-profit and community-based organizations, improved data quality, enhanced data sharing infrastructure, and deployment and analysis of data for planning and evaluation.
- F) Strengthen **communications to better inform the public of the full range of activities being implemented** to address unsheltered homelessness and to prevent and end homelessness in the community.

KEY ACCOMPLISHMENTS IN FY '24-'25

- Secured a \$500,000 Tipping Point grant to develop a new in-person case management training for San Francisco in partnership with providers, piloting in FY '25-'26.
- Developed a comprehensive Performance Measurement Plan (PMP) including 100+ metrics to guide data-driven decision-making and improve outcomes.
- Launched a Multi-Year Procurement Plan (MYPP) to competitively reprocure contracts by program area, with goals to review and improve program design, incorporate community and lived experience input, and standardize contract terms, budgets, and performance metrics.
- Strengthened accountability practices by incorporating new citywide Contract Monitoring Policy standards, developing a new Provider Corrective Action Policy, and engaging the Harvard Kennedy School Government Performance Lab to pilot new outcomes-oriented performance management best practices within prevention programs.
- Increased data integration with the local Medi-Cal Managed Care Plans, including new monthly data exchanges to support better care coordination.
- The Department of Public Health (DPH) migrated behavioral health services into their new electronic health records system, improving care coordination across mental health, physical health, and hospitals.
- Launched family shelter inventory in HSH's ONE System to enable better coordination and tracking of bed utilization.
- Advanced Coordinated Entry Redesign efforts, including setting new access standards and engaging the Centre for Social Data Analytics to explore using predictive analytics.
- In partnership with the Department of Public Health, increased reimbursements for CalAIM Community Supports, invoicing for over 9,000 claims and recovering \$3.4 million to date.
- DPH improved pipelines to critical behavioral health services roles, launching a Behavioral Health Clinician Fellowship and reducing vacancies from 22% to 14%.
- HSH completed 63 appointments including 14 new hires, 13 transfers to HSH, 31 promotions, and 5 rehires.

ACTION AREA #3

Strengthening Response to Unsheltered Homelessness

3

OBJECTIVES

The City is pursuing these interrelated Objectives within this Action Area:

- A) Build strong and culturally responsive relationships and rapport with people who are unsheltered** and facilitate their access to crisis services, health care, and permanent housing through better coordinated street response activities.
- B) Create and sustain a range of culturally responsive shelter, crisis interventions, and transitional housing models, supported with adequate and consistent services,** and foster more equitable, transparent, and low-barrier access to such programs.
- C) Increase the number of people exiting unsheltered and sheltered homelessness to permanent housing** through embedding Coordinated entry processes, housing-focused services, and permanent housing resources within outreach efforts, crisis interventions, shelters, and transitional housing programs.
- D) Effectively address the health, safety, cleanliness, and other concerns of neighborhoods impacted by unsheltered homelessness and encampments** while also protecting the dignity, rights, property, and well-being of all people, regardless of housing status.

KEY ACCOMPLISHMENTS IN FY '24-'25

- Served over 9,500 individuals through SFHOT street outreach.
- Partnered with various City agencies to launch the Neighborhood Street Teams outreach model, improving referrals, data coordination, and real-time care coordination for high-need clients.
- Expanded shelter capacity by nearly 300 beds, including The Jerrold Commons, James Baldwin Place, urgent accommodation vouchers, stabilization units, and transitional housing.
- The Department of Public Health (DPH) expanded behavioral health and treatment bed capacity, including 33 beds at H.E.R. House for justice-involved women, 15 transitional housing beds at A Woman's Place, 45 daytime shelter beds with substance use services with the Gubbio Project, and 15 overflow beds.
- DPH applied for \$4.4 billion in state funds to add mental health and substance use treatment beds and expand services.
- The Department of Emergency Management's Community Based Safety Program deployed street ambassadors in the Tenderloin, Civic Center, Mid-Market, and South of Market, contributing to 30-60% reductions in 911 calls in these areas.
- DPH scaled up overdose prevention work, training 2,200 staff across four departments, distributing more than 200,000 doses of naloxone, and implementing an updated Overdose Prevention Plan and policies to strengthen collaboration between city agencies.
 - DPH expanded substance use treatment with a new Treatment Access Points Policy, added withdrawal management beds, and expanded the RESTORE project to serve more than 2,500 clients with on-demand treatment and nighttime shelter placements.
 - The Human Services Agency (HSA) improved connections to public benefits by integrating eligibility workers into shelters, training 1,000+ providers, and enrolling hundreds of clients in benefits at Project Homeless Connect events.
 - With HSA, served 253 people through Housing and Disability Advocacy Program (HDAP) and housed 63 clients.

ACTION AREA #4

Increasing Stable & Successful Entries into Permanent Housing

4

OBJECTIVES

The City is pursuing these interrelated Objectives within this Action Area:

- A) **Improve access to, and ensure low vacancy rates across, the existing portfolio of permanent housing in the homelessness response system** through speeding referral and placement processes, innovating and improving housing navigation and placement services, strengthening low-barrier and Housing First approaches, making improvements to less desirable housing sites, and other efforts.
- B) Expand the **availability of a wide range of permanent housing options (including permanent supportive housing, rapid re-housing, shallow subsidies, and other forms of rental assistance)** as well as housing problem solving interventions and other financial assistance, aligned with services that support people's success and stability.
- C) Better **address the physical and behavioral health, social, and economic needs of people living within permanent supportive housing**, especially for those with complex needs, through enhanced partnerships, services, living environments, policies, and coordination.
- D) Mobilize effective eviction and homelessness prevention services and supports that will **prevent formerly homeless, now housed people from returning to homelessness**.
- E) Expand opportunities for people exiting homelessness, or who no longer need the intensity of services within permanent supportive housing, to **secure units within mainstream affordable and public housing programs outside the homelessness response system**.

KEY ACCOMPLISHMENTS IN FY'24-'25

- Served over 17,000 formerly homeless clients in permanent supportive housing (PSH) and rapid re-housing in FY '24-'25.
- Lowered the average PSH vacancy rate to 8.5%.
- Co-chaired the Citywide Workforce Alignment Committee to ensure vulnerable and homeless or housing insecure households can access workforce programs equitably.
- Partnered with the Department of Public Health to install Emergency Naloxone Stations in all PSH buildings, implement a Peer Responder Overdose Prevention program pilot, and train residents to respond to overdoses and access treatment and recovery services.
- Launched a 24/7 onsite health care pilot at Kelly Cullen Community for medically fragile and elderly residents, with plans leverage CalAIM Enhanced Care Management in FY '25-'26.
- With the Department of Disability & Aging Services (DAS), expanded the Collaborative Caregiver Support Team initiative to provide enhanced services for 1,615 In-Home Supportive Services clients across 77 PSH sites
- Developed and launched Housing Support Plans in the ONE System to standardize personal and case management goal-setting while supporting CalAIM cost recovery.
- To reduce barriers to housing development and financing, Mayor's Office on Community Development (MOHCD) and OEWD collaborated with state and local legislators to pass legislation streamlining office-to-housing conversions and ground lease agreement amendments and provided feedback on state legislation related to the conversion of SROs into updated housing units.
- MOHCD, the Office of Community Investment and Infrastructure, and the San Francisco Housing Authority worked with federal partners to increase access to low-income housing tax credits and rental assistance programs, opening the door for projects through HUD's Restore-Rebuild program.
- With MOHCD, supported a pipeline of over 1,100 site-based PSH units, including projects funded through Homekey+, partnerships with faith-based organizations, and more than 250 units that promote geographic equity, located in neighborhoods with fewer affordable housing options.
- DAS expanded CalAIM to support 140 older adults with disabilities through Enhanced Care Management and launch Community Supports that help residents transition from nursing facilities or assisting living to private residences.

ACTION AREA #5

Preventing People from Experiencing Homelessness

5

OBJECTIVES

The City is pursuing these interrelated Objectives within this Action Area:

- A) Adequately fund and **deploy homelessness prevention resources and provide flexible financial assistance**, including both one-time and longer-term assistance, to support at-risk households to retain or secure housing.
- B) **Prevent evictions and loss of current rental housing**, with focus on the most vulnerable tenants, including formerly homeless households.
- C) Adequately **fund and deploy strengths-based housing problem solving interventions to help people successfully resolve housing crises without entering shelter or becoming unsheltered** and to support rapid exits from homelessness.
- D) Create **expanded supplies of affordable housing units and of flexible subsidies and supports**, including employment services, to prevent households from experiencing housing crises or homelessness.
- E) **Reduce entries into homelessness as people transition out from and/or receive services from other settings and systems** and address racial inequities among those at risk of experiencing homelessness.

KEY ACCOMPLISHMENTS IN FY '24-'25

- In partnership with the Mayor's Office of Housing and Community Development, provided over 8,000 people with homelessness prevention services.
- Engaged over 11,000 households in problem solving services, resolving more than 700 households' homelessness crisis.
- With the Mayor's Office of Housing and Community Development and the Department of Public Health, launched a new vulnerability index to ensure emergency rental assistance reaches those most at risk.
- Completed a third-party evaluation of the SF Emergency Rental Assistance Program, finding that households who received assistance were 40% less likely to experience homelessness than those who did not.
- Expanded the shallow subsidy program to reduce rent burdens for low-income households and to allow transfer opportunities for households leaving rapid re-housing, preventing returns to homelessness.
- The Human Services Agency disbursed \$1.8 million in payments to 149 former foster youth via the state-funded Foundations for the Future guaranteed income pilot.
- In partnership with Larkin Street Youth Services, continued the Trust Youth Initiative pilot providing direct cash transfers to 45 youth experiencing homelessness as part of a randomized controlled trial to be evaluated by Chapin Hall.
- Ran a 12-month pilot with 60 households demonstrating the use of housing transfers as an effective housing stabilization strategy to prevent recidivism.
- Voters passed Proposition G to create the Affordable Housing Opportunity Fund to provide rental subsidies for affordable housing serving extremely low-income households.
- With MOHCD, advocated for state funding opportunities for senior housing subsidies and affordable housing for formerly incarcerated individuals.

Implementation Priorities for FY '25-'26

The following Activities are being prioritized for implementation during FY '25-'26.

Action Area	Activities Prioritized for FY '25-'26
Advancing Racial Equity & Housing Justice	<ul style="list-style-type: none"> • Open new youth-focused projects, including a 20-unit bridge housing demonstration site designed with and for justice-involved youth, and a Youth Health and Wellness Drop-In Center. • Pilot a four-phase structured equity framework to engage staff, providers, and people with lived experience and align towards shared equity goals. • With the San Francisco Controller's Office, conduct a landscape analysis to understand the capacity building needs of providers. • Expand accessibility efforts by offering additional trainings, conducting an ADA assessment of all shelter programs and city-owned facilities, and developing a plan to remediate accessibility barriers.
Enhancing System Performance and Capacity	<ul style="list-style-type: none"> • Publish Youth and Family Addenda to the Strategic Plan • Advance the Multi-Year Procurement Plan, reprocurring Youth Transitional Housing and Scattered Site Housing while conducting pre-procurement design work across coordinated entry, permanent supportive housing, prevention, and shelter. • Launch a new and modernized Contract Lifecycle Management System. • Begin integrating Performance Measurement Plan metrics into provider contracts and accountability tools like the Controller's Office Scorecard. • Launch a case management training program and train an initial 150 case managers. • Scale work with the Harvard Kennedy Government Performance Lab to implement outcomes-oriented performance measurement best practices and develop a performance management toolkit for program managers. • With the Department of Public Health (DPH), expand CalAIM implementation by billing stabilization and recuperative care services at the RESTORE program, launching the transitional rent benefit, expanding the CalAIM Housing Trio with Anthem Blue Cross, and supporting Enhanced Care Management for permanent supportive housing clients.
Strengthening Response to Unsheltered Homelessness	<ul style="list-style-type: none"> • In partnership with twelve City departments and agencies, launch a new strategy for households living in large vehicles, offering pathways to exit vehicular homelessness through case management, shelter and housing connections, and a vehicle buyback program. • Add nearly 200 shelter beds across new programs including family shelter stay-over, recovery-focused shelter, and transitional housing for youth. • With DPH, expand the RESTORE project with additional beds for real-time substance use treatment and medication assistance. • DPH will co-locate the Behavioral Health Access Center, the Behavioral Health Services Pharmacy, the Buprenorphine Clinic, and the Office of Care Coordination staff in a modern facility to more efficiently serve clients with behavioral health needs.

**Increasing
Stable &
Successful
Entries into
Permanent
Housing**

- Open more than 450 site-based and scattered site housing units, including dedicated units for transitional age youth, veterans, and families.
- With MOHCD, launch implementation of \$56 million in Prop 1 Homekey+ investments to acquire 124 new PSH units at 1035 Van Ness for formerly homeless veterans and to rehabilitate 106 adult PSH units at 835 Turk
- Design and pilot a rapid re-housing program model that integrates employment and education support services.
- In partnership with the Department of Public Health, increase access to Epic Carelink for housing case managers to access client health information and enable better care coordination.

**Preventing
People from
Experiencing
Homelessness**

- Expand \$6.7 million in prevention services for families and youth in FY '25-'26 and FY '26-'27
- Establish a strategic approach to homelessness prevention programming that incorporates the differentiated needs of key subpopulations at risk of experiencing homelessness



DEPARTMENT OF
HOMELESSNESS AND
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