

Home by the Bay

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

2023 - 2028

Youth Addendum Report

November 21, 2025



**City and County
of San Francisco**



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

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The Home by the Bay Plan

The City and County of San Francisco's ("The City") Department of Homelessness and Supportive Housing is nearly 2 years into implementing [Home by the Bay](#), an equity-driven strategic plan to prevent and end homelessness in San Francisco. The Plan was developed over the course of 2022 and early 2023 and is to be implemented over the course of July 2023 through June 2028 (Fiscal Years 23 – 28.)

The Plan embraces a vision of advancing racial equity and housing justice in San Francisco ("The City"), ensuring that no one experiences homelessness and that everyone has the housing, supports, community, and opportunities they need to thrive.

The City emphasizes the following core values throughout 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 valued, so that young people receive the help they need when they need it to prevent or end their experience of homelessness.
- **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.

In implementing this Plan and leading and strengthening San Francisco's homelessness response system, the City will also embrace the following guiding principles, which build upon principles within the original Strategic Framework:

- **People-Centered and Strengths-Based:** People experiencing housing crises and homelessness will be empowered to drive their own solutions, supported by policies, programs, and services that are responsive to their needs and goals. People will be equipped with a clear understanding of how to access services and housing, what to expect, and what options are available, within a system that is easy to navigate and find help. Client choice, strengths, personal networks, and appreciation for people's cultures and values will be essential parts of supporting people to find the right solution.
- **Data-Driven:** The system and all providers will use data to best serve each household, assess the equity of outcomes of programs, evaluate impact, inform changes, and guide investments to ensure we achieve the maximum impact possible.
- **Collaborative Relationships and Shared Decision Making:** Priorities, planning, policies, design of models, change processes, and other system-level decision making will be deeply informed through collaborative community and city relationships and partnerships as well as through coordinated approaches. We will work with directly affected individuals, historically excluded communities, housing and services providers, and staff serving in front-line roles to build trusting relationships, based on mutual respect and dignity, through which we can identify and pursue shared goals.

A full list of the Home by the Bay guiding principles can be found [here](#).

Home by the Bay Strategic Plan Goals and Action Areas

The Home by the Bay Strategic Plan has 5 goals and 5 strategic plan action areas connected to the larger goals.

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%

Goal #2

Reducing 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

Goal #3

Increasing Number of People Exiting Homelessness: Actively support at least 30,000 people move from homelessness into permanent housing.

Goal #4

Supporting People Succeed in Housing: Ensure that at least 85% of people who exit homelessness do not experience it again.

Goal #5

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

Leading with a focus on racial equity and housing justice, HSH is strengthening the Homelessness Response System through 5 Action Areas.

Action Area 1	Action Area 2	Action Area 3	Action Area 4	Action Area 5
Advancing racial equity and housing justice	Enhancing system performance and capacity	Strengthening response to unsheltered homelessness	Increasing successful and stable entries into permanent housing	Preventing people from experiencing homelessness

Youth Addendum to the Home by the Bay Plan

The Youth Addendum to the Home by the Bay Plan is a complementary supplement to the Home by the Bay Strategic Plan. In collaboration with youth service providers, youth-serving public agencies, and community advocates, HSH held a series of convenings to develop strategic priorities and activities targeted to meet the needs of youth¹ experiencing homelessness in San Francisco, comprised of legally emancipated unaccompanied minors under the age of 18, transitional-aged youth (TAY) ages 18-24 and young adults aged 25-27. When required by certain funding sources, such as Prop C, youth may also include young adults who are 28-29.

The purpose of the Youth Addendum is to lay a road map for a youth homelessness response system that ensures youth are housed and supported to build the skills, knowledge, resources, and community they need to thrive. Preventing, addressing, and ending youth homelessness is not only a moral imperative, but also a key strategy to halt the cycle of chronic homelessness and intergenerational trauma that is one of the root causes of the unhoused crisis in San Francisco. There is no single antidote to addressing and preventing youth homelessness. Building and strengthening collaboration amongst a network of public agencies, providers, advocates, and youth with lived expertise will support the implementation of this plan. We can increase our impact better together than alone.

This Addendum is an important component of how the City is implementing the *Home by the Bay* plan and tailoring strategies and activities to drive progress on homelessness among youth. This Addendum documents:

- **Strategic priorities for addressing youth homelessness**, aligned with the Action Areas of the Home by the Bay plan.
- **Strategies and activities previously identified within the Plan** will drive progress on those strategic priorities.
- **Additional, complementary strategies and activities identified in collaboration with community partners** will also be implemented.

Over the course of 5 months, HSH's Planning and Strategy team hosted 5 convened over 125 stakeholders to develop the contents of this addendum.

¹ Youth experiencing homelessness align with HSH's [Definitions of Homelessness](#) as posted on HSH's [Coordinated Entry webpage](#).

Homelessness Amongst Youth in San Francisco

Fiscal Year 2024-2025 System Flow Metrics for Youth 18-27

The graphics on the following pages include data about youth experiencing homelessness and youth at risk of homelessness in San Francisco during Fiscal Year 2024-2025 (FY24-25). Youth represented 19% (4,434) of the total number of people experiencing homelessness (23,561). Youth represented 22% (2,095) of the total number of people experiencing homelessness for the first time (9,552). The data indicate that while young adults have less representation in prevention, street outreach, and shelter services than other populations, they are more successful in obtaining a housing outcome.

Prevention - Youth at-risk of experiencing homelessness represented 9% of all households that applied for prevention services and 8% of those that received prevention assistance. Among households eligible to apply for prevention, youth were awarded prevention assistance at a slightly lower rate than other households experiencing homelessness.

Street Outreach - Youth comprised 19% of the 12,043 households that were assessed through Coordinated Entry. Among housing referral status households that had a completed referral, youth had a higher move-in rate compared to other households.

Emergency Shelter and Transitional Housing - Youth represent 16% of the 11,127 people served in emergency shelter and transitional housing. Youth enrolled in shelter or transitional housing exited to a permanent housing situation at a higher rate than all other people who exited shelter.

Exiting Homelessness - Youth comprised 22% of 4,989 people who exited the homelessness response system to housing. Youth experiencing homelessness were housed at a higher rate (25%) than other households (20%).

FY2024-2025 Inventory and Occupation Rates for Youth 18-27

Transitional aged youth (TAY) dedicated emergency shelter and transitional housing make up 6% of the 4,844 total beds in the homelessness response system. TAY permanent housing beds make up 4% of the 19,738 permanent housing beds in the homelessness response system. TAY dedicated permanent housing units had a lower average occupancy rate (81%) than other permanent housing units.

FY2024-2025 Homelessness Demographics

These charts compare the demographics of youth experiencing homelessness compared to all other people in the homelessness response system, disaggregated by familial status. In FY24-25, both parenting youth and single adult youth were more likely to be Black, multiracial, LGBTQ+, and/or women compared to all other people experiencing homelessness. Youth in single adult households were more likely to be Latine and more likely to identify as transgender or gender diverse than other single adults in the homelessness response system.

FY2024-2025 System Flow Metrics

Young Adults¹ (age 18 – 27)

All other people²

PREVENTION



PREVENTION

1,144 household applicants (9% of 12,157 total applicants)

42% of eligible applicants were awarded assistance

45% awarded assistance

660 people awarded prevention assistance (8% of 8,033 awarded prevention)

EXPERIENCING HOMELESSNESS

4,434 PEOPLE (19% OF 23,561 TOTAL EXPERIENCING HOMELESSNESS)

2,095 people homeless for the first time (22% of 9,552 total people homeless for the first time)

10% returns to homelessness³

7% returns to homelessness



STREET OUTREACH

379 people encountered (9% of 4,233 total people encountered)

57% assessed for housing

64% assessed for housing

23% positive exits to shelter or housing

29% positive exits



COORDINATED ENTRY

2,303 households assessed (19% of 12,043 total households assessed)

33% were housing referral status (HRS)

32% were HRS

51% housing move-in rate of 830 completed referrals

47% housing move-in rate

184 average days from housing queue to move-in

196 average days



EMERGENCY SHELTER & TRANSITIONAL HOUSING

1,788 people served (16% of 11,127 total served)

86% of 546 households⁴ were assessed for housing

94% assessed for housing

29% positive exits to housing

24% positive exits

EXITING HOMELESSNESS

1,110 PEOPLE (22% OF 4,989 TOTAL EXITS FROM HOMELESSNESS)

25% people experiencing homelessness exited to housing

20% exit rate



PROBLEM SOLVING

1,793 households served (19% of 9,307 total served)

10% households were resolved

10% resolved



MOVE-INS TO PERMANENT HOUSING

256 households moved into permanent housing (PH) (14% of 1,794 total move-ins to PH)

185 households moved into rapid re-housing (RRH) (34% of 541 total move-ins to RRH)

¹ Refers to people in households with at least one member aged 18-27 and no members aged 28+ at enrollment. Includes households of single young adults and households of young adults with children.

² Refers to people in households with no members aged 18-27 or at least one member aged 28+ at enrollment.

³ Based on clients who exited homelessness in FY '24 and returned to homelessness within 12 months.

⁴ Point in time measure of households active in shelter and assessed as of the fiscal year end.

FY2024-2025 Inventory and Occupation Rates

INVENTORY

EMERGENCY SHELTER & TRANSITIONAL HOUSING



277 TAY¹ dedicated beds (6% of 4,844 total beds)

91% average occupancy rate
for HSH-funded TAY beds

Compared to 92% occupancy rate
for all other HSH-funded beds

PERMANENT HOUSING



772 TAY dedicated beds (4% of 19,738 total beds)

81% average occupancy rate for
TAY dedicated site based PSH units

Compared to 91% average occupancy
rate for all other site-based PSH units

¹ Per HUD standards, TAY beds are dedicated to youth age 18-24. Young adults (18-27) can also use adult dedicated beds, and young adults with children can use family dedicated beds.

FY2024-2025 Homelessness Demographics

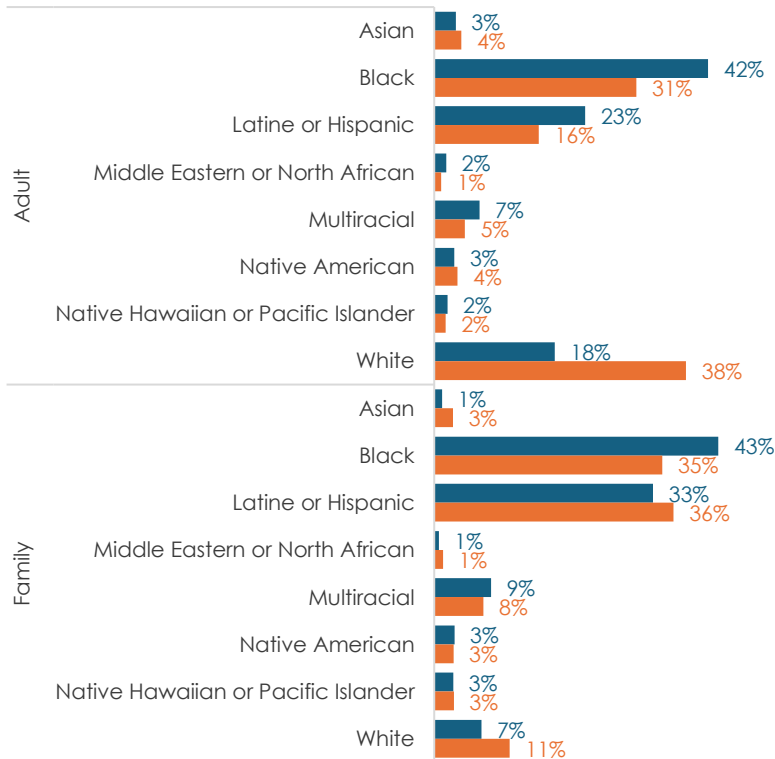


Young Adults (18-27)



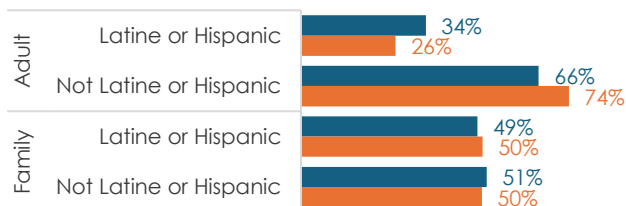
All other people

Race



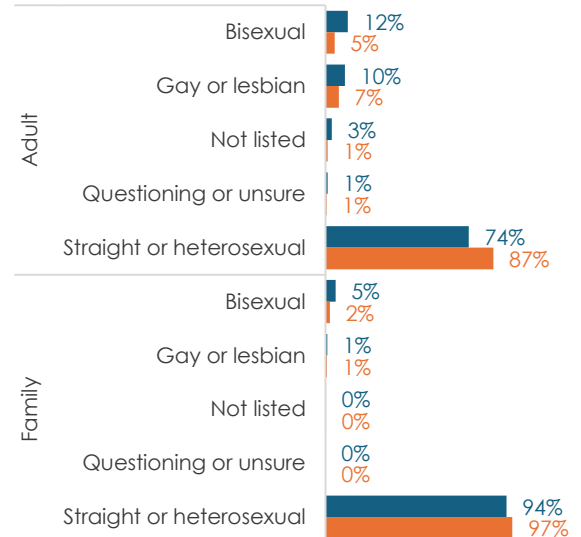
Incomplete for 2% of clients

Ethnicity



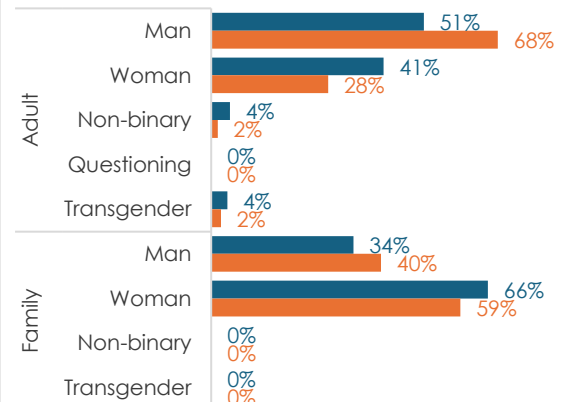
Incomplete for 2% of clients

Sexual Orientation



Incomplete for 18% of clients (not collected for clients under 13yo)

Gender



Incomplete for 1% of clients

FY2024-2025 Prevention Applicant Demographics

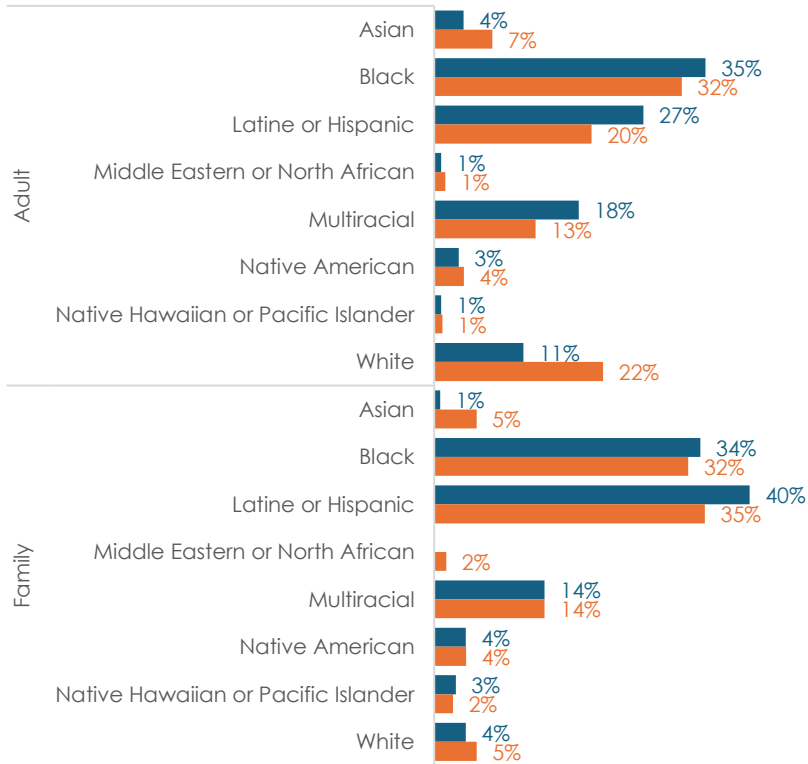


Young Adults (18-27)

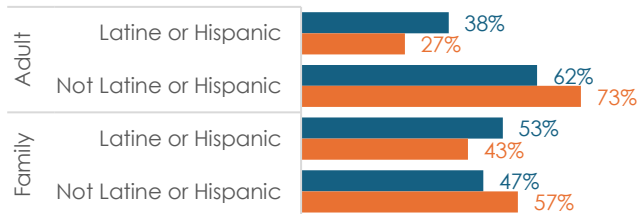


All other people

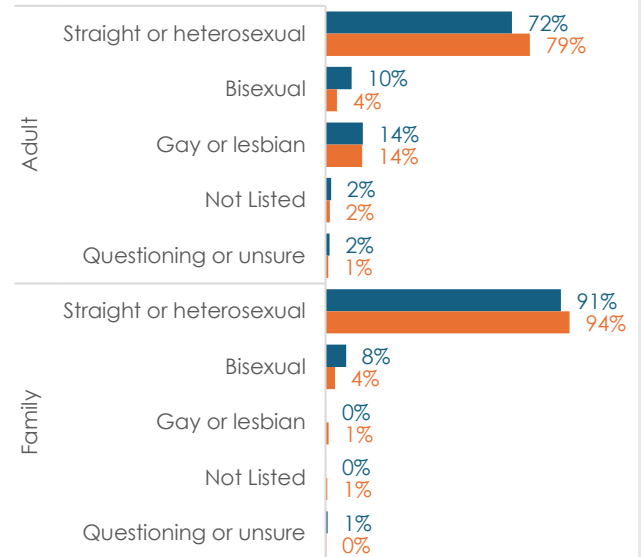
Race



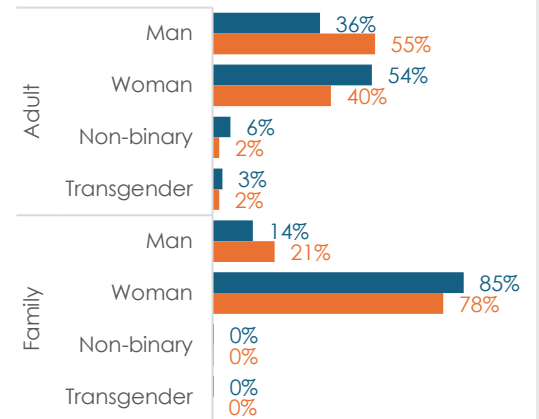
Ethnicity



Sexual Orientation



Gender



Strategic Priorities for Addressing TAY Homelessness

HSH and community partners have collaboratively identified the following strategic priorities for addressing TAY homelessness which are aligned with Home by the Bay's five Action Areas.

Action Area	TAY-Focused Strategic Priorities
1. Advancing Racial Equity & Housing Justice	<ul style="list-style-type: none">• Strategic Priority #1: Center youth voice in shaping systems-level change.
2. Enhancing System Performance and Capacity	<ul style="list-style-type: none">• Strategic Priority #2: Ensure redesigned Coordinated Entry system and processes reflect commitment to equitably serving youth and incorporates youth-appropriate assessments, policies, and practices.• Strategic Priority #3: Improve educational outcomes and employment opportunities for youth.• Strategic Priority #4: Provide expanded capacity building, training, and sustainability strategies supporting frontline staff.
3. Strengthening Response to Unsheltered Homelessness	<ul style="list-style-type: none">• Strategic Priority # 5: Expand programming to address the immediate needs of unsheltered youth and to help them to build towards their long-term goals.
4. Increasing Stable & Successful Entries into Permanent Housing	<ul style="list-style-type: none">• Strategic Priority #6: Equitably expand housing and supportive services interventions that flow together as a system and are tailored to the needs of the full range and diversity of youth ages 18-29 experiencing homelessness in San Francisco.
5. Preventing People from Experiencing Homelessness	<ul style="list-style-type: none">• Strategic Priority #7: Expand problem solving and prevention strategies for youth.

Strategies and Activities

The following sections of this Addendum document:

- **Strategies and activities previously identified within the *Home by the Bay Plan*** that will drive progress on those strategic priorities.
- **Additional, complementary strategies and activities identified in collaboration with community partners** that will also be implemented.

STRATEGIC PRIORITY #1: Center youth voice in shaping systems-level change.

Home by the Bay Action Area #1

Advancing
Racial Equity &
Housing Justice

Relevant Strategies Included within *Home by the Bay Plan*

- In collaborative partnership with people with experiences of homelessness, design and implement on-going structures and processes through which people with such lived expertise are directly informing, guiding, shaping, and driving decision-making and improvements across the homelessness response system.

Activities and Efforts Already Underway

- Paid opportunities for youth to provide feedback on and help design future improvements to HSH Programs, including Multiyear Procurement, transitional housing to rapid rehousing pilot, and more.

Recommendations for Additional Strategies and Actions

- Conduct listening sessions with youth with lived experience to develop future iteration of Youth Policy Advisory Committee (YPAC).
- Recruit and engage youth to provide feedback on and design program models when reprocurring contracts for permanent supportive housing, coordinated entry, problem solving, prevention, and emergency shelter, recruit and target youth with lived experience to provide feedback and design future program models
- Identify sustainable funding sources to compensate youth for their participation in community engagements, including, but not limited to, YPAC, focus groups, surveys, etc.
- Re-establish and strengthen partnership between YPAC and the San Francisco Youth Commission to ensure priorities and recommendations around youth homelessness are represented in the Youth Commission's annual Budget and Policy Priorities report.
- Building on True Colors United's [Youth Collaboration Toolkit](#), Chapin Hall's [Core Components of Authentic Youth Engagement](#), and A Way Home America's [Youth Collaboration Toolkit: Supporting Youth Action Boards](#), co-develop system-wide youth engagement standards for how HSH, providers and youth will collaborate with each other through focus groups with youth to assess their service needs, interests and barriers.
- Develop feedback loop between HSH, youth service providers, and youth to share learnings from youth engagements to integrate feedback is integrated into program design and operations.

STRATEGIC PRIORITY #2: Ensure redesigned Coordinated Entry system and processes reflect commitment to equitably serving youth and incorporates youth-appropriate assessments, policies, and practices.

**Home by the Bay
Action Area #2**

Enhancing
System
Performance
and Capacity

Relevant Strategies Included within *Home by the Bay* Plan

- Review and implement recommendations from the Coordinated Entry (CE) Redesign Workgroup to redesign and move the CE system from one that fosters competition for resources by individuals to one that aims to connect all people experiencing homelessness to available supports, provides an inclusive experience of accessing housing and services, and is focused on driving progress toward racial equity and housing justice.
- Implement recommendations of the Coordinated Entry (CE) redesign process and continue collaborative quality improvement and oversight processes intended to: ensure that CE is person-centered and equitable across all processes; improve the quality and timeliness of access, assessment, referral, and housing placement processes.
- Connect people to diverse housing options and services interventions based upon their needs and choices; and increase the number of households entering and retaining permanent housing.

Activities and Efforts Already Underway

- LHCB-CE Implementation Committee recommended changing the prioritization criteria to shift away from duration of homelessness. New priorities balance acute medical need and/or systemic barriers to housing. De-emphasizing duration of homelessness as a prioritization criterion will likely benefit youth, who may not have experienced as many years of homelessness, but whose system involvement make them vulnerable.
- Coordinated Entry Access Standards acknowledged the importance of youth being able to access Coordinated Entry from multiple points in the system, including shelters and outreach.
- As part of Coordinated Entry Redesign, create and execute trainings based on the revised Access Standards.

Recommendations for Additional Strategies and Actions

- Re-define access to include places that youth frequent, including schools, faith-based organizations, workforce development programs, and other youth-serving organizations, ensuring hours of service are compatible with those in education programs.
- Dedicate adequate system and housing navigation services, to ensure that youth are efficiently supported to access temporary and permanent housing and support services tailored to their needs.
- Pilot housing matching and placement criteria that uses strengths-based, validated and reliable tools to ensure youth are matched to available housing programs that meet their needs and preferences, to the greatest extent possible.

STRATEGIC PRIORITY #3: Improve educational outcomes and employment opportunities for youth.

Home by the Bay Action Area #2

Enhancing System Performance and Capacity

Relevant Strategies Included within Home by the Bay Plan

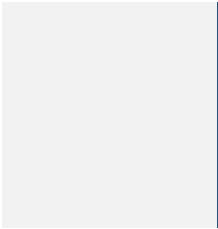
- Convene planning conversations to identify opportunities for expanding private- public partnerships to support innovative workforce development strategies that can: expand employment and income growth opportunities for people experiencing and exiting homelessness; help address staffing needs within the homelessness response system; and enhance the quality and impact of housing and homelessness services by creating pathways to employment for people with lived experiences of homelessness within the organizations that serve them.
- Provide rapid re-housing and other subsidies, partnered with workforce development services and support, when possible, to address the employment and income goals of households and to increase their ability to remain stable within housing.
- Continuing implementation and assessing the impact of pilots connecting currently and formerly homeless individuals to workforce services, to test strategies for supporting employment and income growth that can enhance housing stability; depending on findings, identify opportunities to expand such integration of services.
- Investing in cross-systems collaboration with other city systems of care that have youth-specific services so young people can find stability and independence through services including behavioral health, education, employment and financial empowerment.

Activities and Efforts Already Underway

- HSH Equity Office attending OEWD planning meetings to map landscape of current workforce development programs and services, including developing strategies to co-locate employment services at HSH sites.
- HSH will continue collaborating with other departments and provider organizations to assess needs and identify strategies for strengthening and scaling access to workforce development services.
- Developed employment and education outcome objectives in TAY Transitional Housing Request for Proposals.

Recommendations for Additional Strategies and Actions

- Analyze existing employment and education data to understand current trends by program type to develop baseline metrics for future employment and educational outcomes.
- Design a rapid re-housing program model that includes participation in employment services or educational programs as a core component of engagement
- Engage and deepen partnership with other city agencies, including but not limited to Office of Economic and Workforce Development (OEWD) Department of Children, Youth, and Families (DCYF) to identify shared priorities for youth and create pathways for workforce development training.

- 
- Deepen partnerships with local secondary education programs, including but not limited to City College of San Francisco, San Francisco State University, and union halls.
 - Explore partnerships with employers in industries that provide thriving wages and professional development opportunities.

STRATEGIC PRIORITY #4: Provide expanded capacity building, training, and sustainability strategies supporting frontline staff.

Home by the Bay Action Area #2

Enhancing System Performance and Capacity

Relevant Strategies Included within *Home by the Bay* Plan

- Facilitate improved information sharing and relationship building among City-funded homelessness response system providers and providers of non-housing services to children, youth, and families.
- Implement equity-focused capacity building and knowledge-sharing efforts with providers that recognize and celebrate the varied and unique strengths and expertise of community-based, BIPOC-led organizations and that are shaped by people with lived expertise.
- Provide infrastructure and sustainability support, including efforts focused on wage enhancements and workforce stabilization and on providing expanded support, to more BIPOC-led organizations and organizations deeply rooted in historically marginalized neighborhoods and communities.
- Specifically focus on supporting the capacity-building efforts of Black-led organizations in order to assist organizations to be able to scale their programming, to effectively administer resources from a range of different local, state, and federal programs, and to engage more organizations into active roles within the homelessness response system if such roles are with their interests, missions, and priorities.

Activities and Efforts Already Underway

- Pilot, collaboratively design, evaluate, and scale a case management training program, ensuring curriculum is created with service providers and people with lived experience.
- Led by the Controller's Office, conduct a landscape equity analysis to identify constraints and identify opportunities to enhance provider capacity.
- Align elements of Breaking the Cycle plan to intersect with city-wide efforts to connect homelessness response system providers to workforce development service providers.
- Awarded LGBTQ+ youth provider, LYRIC with capacity building funding to build staff capacity and strengthen internal infrastructure as a first-time site-based permanent supportive housing support service provider at 1178 Folsom St.
- HSH's Equity Office to release Home by the Bay Equity Fund round 2 to continue commitment to supporting grassroots providers and existing providers on their equity needs.

Recommendations for Additional Strategies and Actions

- Create ongoing and flexible access to educational opportunities, skills training, peer learning, and job shadowing experiences that will support direct services staff across programs and organizations to access meaningful growth and promotion opportunities.
- Expand peer navigation roles within youth homelessness programs, including an emphasis on peers who will be better able to engage and support Black, Latine, and LGBTQ+ youth.

STRATEGIC PRIORITY #5: Expand programming to address the immediate needs of unsheltered youth to help them to build towards their long-term goals. Include shelter and drop-in resource center programs.

**Home by the Bay
Action Area #3**

Strengthening
Response to
Unsheltered
Homelessness

Relevant Strategies Included within *Home by the Bay* Plan

- Add new shelter, transitional housing, and other options for temporary accommodations in a variety of settings and models, with enhanced case management and housing-focused services, for adults, families with children, pregnant people, older adults, and youth.
- Implement a 24/7 drop-in resource center for youth ages 18 to 27 to provide safe respite from the street, meet the crisis needs of youth experiencing homelessness, and connect youth to shelter, housing, employment and other resources that put them on a path to stability.
- Strengthen efforts to ensure that people experiencing sheltered and unsheltered homelessness can more easily access, and sustain their access to, benefits and income support for which they are eligible, including older adults, people with disabilities, youth, and families with children.

Activities and Efforts Already Underway

- Complete construction and open the Transitional Age Youth (TAY) Health and Wellness Center at 888 Post Street for youth ages 18-27.
- Expand unsheltered young adults' access to essential support outside normal business hours, including fresh and healthy food; hygiene kits; clothing; phone chargers; and other essential needs.

Recommendations for Additional Strategies and Actions

- Assess and analyze data regarding the current shelter utilization trends (adult shelters, youth shelters, urgent accommodation vouchers, etc.) amongst TAY ages 18-24 and young adults ages 25-29 to inform program design and funding allocations for future shelter programs serving youth.
- Assess current street outreach strategy for youth to identify strengths and bridge service gaps.
- Advocate with city partners the importance of creating third spaces for youth to build community and connect to resources.

STRATEGIC PRIORITY #6: Equitably expand and support housing and services interventions that flow together as a system and are tailored to the needs of the full range and diversity of youth ages 18-29 experiencing homelessness in San Francisco.

**Home by the Bay
Action Area #4**

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

Relevant Strategies Included within *Home by the Bay* Plan

- Foster intentional, structured partnerships between family and youth service providers and family and youth permanent/transitional housing sites, with the goal of enhancing housing stability and improving child and youth outcomes through the provision of family support, educational support, financial literacy, money management, and workforce services to residents.
- Test and assess models for making housing more affordable by providing more direct access to financial assistance through cash transfer and minimum basic income programs, including implementing and evaluating a direct cash transfer program for youth to test its effectiveness as an intervention to promote housing stability.
- Expand affordable housing options for, and/or increase targeting of existing affordable housing resources to, people at greatest risk of experiencing homelessness, including people who are at transition points within other systems that often result in homelessness, such as youth ages 18 to 24 exiting the foster care system and people returning to community following periods of incarceration.
- Ensure the homelessness response system is more responsive to transgender and gender nonconforming (TGNC) people by requiring and providing regular trainings to HSH staff, support services, and property management staff on principles of cultural humility, racial bias, and in-depth gender diversity training.

Activities and Efforts Already Underway

- Developed 118 site-based permanent supportive housing units in more desirable neighborhoods that serve a wide array of youth in FY 25-26. This includes 42 units at 1178 Folsom for transgender/gender diverse youth, 24 units at 42 Otis, 32 units at 78 Haight, and 20 units at 730 Stanyan (of which 10 are set aside for parenting youth referred from Family Coordinated Entry).
- Funded an additional 322 additional youth scattered site housing openings in FY 25-26, including 12 housing ladder slots, 25 flexible housing subsidy pool slots, and 285 rapid rehousing slots.
- HSH, the Mayor's Office of Housing and Community Development, and 3rd Street Youth Center and Clinic are developing a bridge housing site targeted and tailored to the needs of youth involved with the criminal legal system.
- In alignment with procurement processes, identify opportunities for collaboration with other City systems of care to expand access to youth (18-24) and adult (25+) specific services, such as behavioral

health, education, employment and financial empowerment, that are outside of HSH's scope and resources.

- Expanded the Housing Ladder program through scattered site subsidies to support transitional aged youth (18-24) and young adults (25-29) to move from PSH to more independent living.

Recommendations for Additional Strategies and Actions

- Co-design support services models in upcoming permanent housing programs to meet unique developmental needs of transitional aged youth 18-24 and young adults 25-29.
- Increase access to quality behavioral health services for youth in the homelessness response system.
- Increase connections to services addressing independent living skills, tenancy education, and financial empowerment for youth in order to support their success during and after participation in housing programs.
- Embed public benefits navigation services to support youth in obtaining and maintaining benefits in youth homelessness response system programs.
- Develop a data strategy to better understand system flow and how youth are moving through the homelessness response system.
- Work with youth and youth providers to explore alternate housing models centered around individualized service planning with flexible duration and incentives tied to education and employment goals.
- Develop incentivizes for youth in time-limited scattered site programs who choose to share housing with roommates.
- Assess opportunities for set-aside units for youth within affordable housing developments, including DAHLIA and Below Market Rate rentals.
- In collaboration with youth with lived experience and youth service providers, develop evidence-based vision and strategy for how to best serve young adults ages 25 – 29 within the homelessness response system.
- Expand the Housing Ladder program through scattered site subsidies to support young adults over the age of 30 to move from PSH to more independent living.
- Develop a housing strategy to support youth with behavioral health needs or dual diagnosis.
- Review relevant data to inform strategies around future youth emergency shelter, transitional housing, and permanent housing resource allocations in the homelessness response system.

STRATEGIC PRIORITY #7: Expand efforts to prevent youth from becoming homeless, with an emphasis on youth with histories of foster care involvement and youth with histories of incarceration and legal system involvement.

Home by the Bay Action Area #5

Preventing People from Experiencing Homelessness

Relevant Strategies Included within *Home by the Bay* Plan

- Expand affordable housing options for, and/or increase targeting of existing affordable housing resources to, people at greatest risk of experiencing homelessness, including people who are at transition points within other systems that often result in homelessness, such as youth ages 18 to 24 exiting the foster care system and people returning to community following periods of incarceration.
- Prevent homelessness among former foster youth through improved cross-system coordination, identification of an appropriate entity to serve as a Coordinated Entry Access Point specifically for foster youth nearing the age of emancipation who are at risk of homelessness, and by advocating for increased Transitional Housing Program Plus resources at the state level.
- Expand access to prevention services for youth, reentry clients, and non-English speaking populations.
- Test and assess models for making housing more affordable by providing more direct access to financial assistance through cash transfer and minimum basic income programs, including implementing and evaluating a direct cash transfer program for youth to test its effectiveness as an intervention to promote housing stability.

Activities and Efforts Already Underway

- In collaboration with Chapin Hall, conduct process and outcomes evaluation of the recent Trust Youth Initiative (TYI) direct cash transfer pilot.

Recommendations for Additional Strategies and Actions

- Develop a data-sharing strategy to proactively identify and engage youth at highest risk of experiencing homelessness. Coordinate with public systems that serve a high volume of youth, including but not limited to, child welfare, education, and juvenile justice.
- Review program evaluation of Trust Youth Initiative findings and assess whether to implement policy and program design changes to increase impact direct cash transfer programs.
- Research best practices to integrate homelessness prevention services for youth who are exiting the child welfare and family homelessness response systems.
- In collaboration with youth and homelessness services providers, refine the program models for problem solving and homelessness prevention through the Multiyear Procurement Process D3.

Next Steps

To ensure continued progress and alignment with our strategic goals, the following next steps will guide our efforts to address and prevent youth homelessness. These actions will support coordinated implementation, stakeholder engagement, and youth participation throughout the planning and execution phases.

- Determine implementation priorities for FY 2025–26 and FY 2026–27 in collaboration with key stakeholders to ensure alignment with strategic goals.
- Schedule remaining monthly convenings for Calendar Year 2025 to maintain momentum and foster continued collaboration.
- Develop a comprehensive implementation plan that outlines timelines, roles and responsibilities, and measurable outcomes.
- Schedule quarterly youth convenings for Calendar Year 2026 to ensure ongoing community engagement.



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