



**City and County of San Francisco**

**Draft Amendment to the  
2021-2022 Action Plan  
to incorporate the  
HOME-ARP Allocation Plan**

**For Public Review and Comment Between  
March 28, 2022 and April 26, 2022**

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## Welcome to San Francisco's Draft Amendment to the 2021-2022 Action Plan to incorporate the HOME-ARP Allocation Plan.

### NOTES FOR PUBLIC REVIEW and COMMENT:

- 1) This draft document is available for public review and comment between March 28 and April 26, 2022.
- 2) Members of the public who wish to provide feedback on this draft document, which includes funding recommendations, may do so at the April 7<sup>th</sup> virtual public hearing. Click on this link to register for the public meeting:  
<https://sfmohcd.org/sites/default/files/Documents/Public%20Notices/Notice%20of%20Public%20Hearing%20and%20Draft%202022-23%20Action%20Plan.pdf>
- 3) Staff also welcomes your comments in writing via email. They may be directed to [gloria.woo@sfgov.org](mailto:gloria.woo@sfgov.org). In your comment, please be specific about your issue and refer to a specific section of the Draft document, if appropriate.
- 4) The close of the public comment period is April 26, 2022 at 5:00 p.m.
- 5) Thank you in advance for your participation in this process.

## **Introduction**

The purpose of the Substantial Amendment to the 2021-2022 Action Plan is to incorporate the HOME-ARP Allocation Plan. Funds were appropriated under the federal American Rescue Plan Act of 2021 for the HOME program to provide homelessness assistance and supportive services. The City and County of San Francisco will receive \$18,707,742 under the HOME-ARP program from HUD.

### **A summary of the consultation process and results of upfront consultation**

The San Francisco Local Homeless Coordinating Board (LHCB) is the Continuum of Care (CoC) governing body for the San Francisco CoC. LHCB is staffed by HSH, the Homeless Management Information System (HMIS) lead and CoC Collaborative applicant in San Francisco. Through the provision of coordinated, compassionate and high-quality services, HSH strives to make homelessness in San Francisco rare, brief, and one time.

Through Executive Order, HSH was created and launched on July 1, 2016 to combine key homeless serving programs and contracts from the Department of Public Health (DPH), the Human Services Agency (HSA), MOHCD, and the Department of Children, Youth and Their Families (DCYF). This consolidated department has a singular focus on preventing and ending homelessness for people in San Francisco. MOHCD and HSH staff consulted with the LHCB during the creation of the Consolidated Plan to get specific feedback on housing and homeless issues, the LHCB's priorities, and how the City's homeless housing programs can align with the City's CoC.

### **A summary of comments received through the public participation process and a summary of any comments or recommendations not accepted and the reasons why**

The Draft Substantial Amendment to the 2021-2022 Action Plan to incorporate the HOME-ARP Allocation Plan is available to the public for review and comment between March 28, 2022 to April 26, 2022. The City posted a notice on the MOHCD, OEWD and HSH websites informing the public of the availability of the draft document for review and comment. The notice was also emailed to MOHCD's list of interested parties. The draft document is available electronically on the MOHCD, OEWD and HSH websites.

MOHCD, OEWD and HSH will hold three simultaneous virtual public meetings in English-Filipino, Cantonese, and Spanish, on April 7, 2022 to receive comments on the Draft HOME-ARP Allocation Plan and the Draft 2022-2023 Action Plan. Persons who cannot attend the public meetings or who do not want to speak at the public meetings are encouraged to provide written comments to MOHCD. Notes from the April 7, 2022 public meetings will be included in the final Amendment to the 2021-2022 Action Plan.

### **A description of HOME-ARP qualifying populations within the jurisdiction**

Every two years, the U.S. Department of Housing and Urban Development (HUD) requires that all communities receiving federal funding for homelessness services conduct a Point-in-Time (PIT) Count of

people experiencing homelessness. The PIT Count is the primary source of nationwide data on homelessness and identifies people living in unsheltered and sheltered settings.

Locally, volunteers walk or drive routes covering the entire geography of San Francisco to observe and count individuals experiencing homelessness on a single night in January. Information is also collected from all emergency shelters and transitional housing sites.

This information is used for strategic planning and program design. The PIT Count results impact funding and improve our understanding of the size and characteristics of our homeless population.

#### *San Francisco's 2022 PIT Count*

Results from the 2022 PIT Count will be available in the summer of 2022.

Due to the impact of the current COVID-19 surge, San Francisco requested approval from the U.S. Department of Housing and Urban Development to postpone the 2022 Point-in-Time (PIT) Count to Wednesday, February 23, 2022. The Local Homeless Coordinating Board approved HSH's request for a postponement from HUD on Friday, January 14, 2022. With this decision, San Francisco joined other Bay Area CoCs in requesting a postponement to support a safe and successful count. We anticipate results will still be available during the summer of 2022 on a timeline similar to the original schedule.

To reduce COVID-19 risk, the City is followed COVID-19 safety protocols and limited participation in the count to outreach workers and targeted volunteers. San Francisco hopes to resume broader public participation in the count in future years.

#### *Previous San Francisco PIT Counts*

Full PIT Counts typically take place in odd-numbered years. San Francisco's last full PIT Count took place in 2019. In 2021, HUD approved a waiver exempting San Francisco from conducting the unsheltered component of the 2021 PIT Count due to the COVID-19 pandemic. HSH still conducted the sheltered component of the 2021 PIT Count in line with HUD requirements.

The City's full 2022 PIT Count will make up for the absence of the unsheltered count in 2021.

Demographics of homeless population from the 2019 PIT:

[https://hsh.sfgov.org/wp-content/uploads/2020/01/ExecutiveSummary\\_SanFrancisco2019.pdf](https://hsh.sfgov.org/wp-content/uploads/2020/01/ExecutiveSummary_SanFrancisco2019.pdf)

### **An assessment of unmet needs of each qualifying population**

Homelessness locks people into an unhealthy crisis mode of existence, making it difficult for them to regain their health, effectively engage in mental health and substance abuse treatment, and address education and skill gaps that limit their ability to access decent employment. The result is often repeated cycling between shelters, emergency rooms, detoxification centers, and jails – using up precious public service dollars without producing positive outcomes. In order to break this damaging and costly cycle and to help people to end their homelessness, once and for all, the City needs an adequate supply of permanent affordable housing. Such housing provides people with an essential base of stability and security that facilitates their efforts to address the issues that undermine their ability to maintain housing, improve health and well-being, and maximize self-sufficiency and their ability to contribute to the community.

This housing must be deeply subsidized so that it is affordable to people who have extremely low incomes, 0–30% of the area median income (AMI). In addition, for many people who are homeless, in particular those who are repeatedly homeless and/or suffering from a disabling condition, the housing must be linked with services. This model is known as “permanent supportive housing” and it ensures that people have access to the full array of health, mental health, addiction, benefits, employment and other services they need to achieve long-term residential stability.

Permanent supportive housing is a nationally-recognized practice that has been shown to be effective: About three quarters of those who enter supportive housing stay for at least two years, and about half retain the housing for three to five years.<sup>1</sup> In addition, a study of two programs in San Francisco found that people in supportive housing have lower service costs, with a 57% reduction in emergency room visits and a 45% reduction in inpatient admissions.<sup>2</sup>

Strategies to enhance the City’s supply of affordable permanent housing and permanent supportive housing for homeless people must include: 1) development of new deeply subsidized units by both non-profit and for-profit developers; 2) enhancing access to existing housing through subsidies, master-leasing and making tenant selection criteria more flexible; and 3) preservation of existing units.

All permanent housing and permanent supportive housing units ideally will meet the following criteria: each unit has a place to sleep, a place to cook, a bathroom; residents have rights of tenancy; buildings and units are designed to ensure universal accessibility; buildings and units meet codes for safety; rental rates do not exceed 30% of the tenant’s income; for permanent supportive housing, the unit is linked to voluntary and flexible support services that meet the needs and preferences of the tenant so the tenant remains housed (in that or another unit).

Not all current permanent housing and permanent supportive housing units meet the above criteria and to bring these units up to this standard would, in many cases, be cost prohibitive, spatially impossible or otherwise unfeasible. Yet those units provide needed and valuable housing resources to the people residing in those buildings. At a minimum, all permanent housing and permanent supportive housing units should afford the resident the right to tenancy and comply with codes for safety. New and renovated permanent housing units should comply with all the criteria.

In addition, San Franciscans identified a need for a wide range of services that support persons experiencing homelessness, including additional housing navigation services to connect individuals with housing opportunities; case management to identify service needs, connect individuals to needed services, and support them in overcoming barriers to self-sufficiency; counseling services to support residents in applying for and enrolling in public benefits; and financial assistance for staying housed, such as rental subsidies. Across neighborhoods and demographic groups, residents described these services and supports as critical and in high demand to ensure individuals experiencing or at-risk of

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<sup>1</sup> Wong YI, Hadley TR, Culhane DP, Poulin SR, Davis MR, Cirksey BA, Brown JL. Predicting Staying or Leaving in Permanent Supportive Housing that Serves Homeless People with Serious Mental Illness. U.S. Department of Housing and Urban Development, Office of Policy Development and Research, Washington DC. March 2006. and Lipton, F.R., Siegel, C., Hannigan, A., et al. Tenure in supportive housing for homeless persons with severe mental illness. *Psychiatric Services* 51(4): 479-486, 2000.

<sup>2</sup> Martinez T and Burt M. Impact of Permanent Supportive Housing on the use of Acute Health Care Services by Homeless Adults. *Psychiatric Services*, Vol.57, No. 7, July 2006.

imminent homelessness receive the support they need to obtain or remain stably housed. Participants in data collection for this planning process repeatedly described the challenges navigating the City's housing and homeless services. Although the need for housing navigation services arose in nearly all conversations with community members, this need was elevated particularly for Black/African Americans, Cambodians, and Vietnamese groups.

### **An assessment of gaps in housing and shelter inventory, homeless assistance and services, and homelessness prevention service delivery system**

According to the 2017 PIT Count, 1,363 unaccompanied and transitional-age youth (TAY) comprised 18% of the total homeless population in San Francisco, and 20% of homeless adults. This is a 28% decline from the 2013 count, but still indicates that nearly one in five adults experiencing homelessness in San Francisco are under 25.

Because young people experience homelessness in ways that differ from adults and often do not access services designed for adults, accurate enumeration of youth is especially challenging. Since 2013, San Francisco has conducted a supplemental youth count to ensure full representation of youth. The transitional-age (18-24) population is diverse and faces many and varied challenges. LGBTQ+ youth represent nearly half (49%) of the population of homeless youth in San Francisco. Black (26%) and Multi-Racial (35%) youth are significantly over-represented in the population of homeless youth compared to the estimated population of all people between the ages of 15 and 24 (7.4% and 6.5% respectively). Youth that identify as belonging to minority racial groups and as LGBTQ+ make up a significant portion of the San Francisco youth population experiencing homelessness, and these young people face increased economic, housing, and social and structural barriers.

More than half of youth experiencing homelessness (56%) say they became homeless while living in San Francisco. This is somewhat lower than 69% for the overall homeless population. Some youth arrive after becoming homeless, seeking a place to live safely, and others are mobile, coming into and leaving the City frequently. About 27% have been in foster care. While their circumstances vary, these youth share a transitional stage of life—their needs often differ from those of families and adults that experience homelessness and require different responses.

San Francisco's youth providers and HSH work closely together and offer a range of approaches that includes drop-in centers, Street Outreach, Temporary Shelter (both emergency shelter and transitional housing), Rapid Rehousing and Permanent Supportive Housing specifically targeted to the needs of youth. Most of the youth system's resources, however, have traditionally been focused on transitional programs. While this is aligned with the life stage and needs of some youth, it leaves gaps for youth with higher needs and those with less severe needs. Because transitional programs are often long and intensive, a more limited number of youth can be served.

The current set of youth resources has not had a comprehensive, coordinated method for access, and youth report that they often have to go many places to seek help or cannot get the help they need. A portion of the adult system also serves TAY, though that percent is estimated at significantly less than 10% of the available shelter and housing resources, despite the estimated size of the youth population.

In 2017, San Francisco was awarded a two-year demonstration grant from HUD, known as the Youth Homelessness Demonstration Program (YHDP), to plan for a systemic approach to meet the needs of

homeless youth. This grant provided resources to analyze the current system, identify gaps, and develop a detailed plan with articulated vision and goals. Providers, advocates, and a wide range of youth participated in framing the challenges and shaping the plan, leading to a shared vision for a future state:

*With shared responsibility in San Francisco, our vision is a city where no youth experience homelessness. To that end we will prevent and end youth homelessness using a coordinated community response that offers low-barrier, flexible housing models and uniquely tailored services ensuring that homelessness is rare, brief, and one-time, while empowering youth to define and achieve their own self-sufficiency through immediate and equal access to the continuum of resources, support, and care.*

The YHDP process catalyzed significant movement on youth homelessness, including creating the Youth Policy and Advisory Council (YPAC) of youth 24 and under, bringing new funding and capacity to providers serving youth experiencing homelessness and forming a Youth Homelessness Oversight and Action Council (YHOAC) consisting of providers, public funders, and youth.

It also laid the groundwork for the development of Coordinated Entry for Youth, a system change to ensure that youth are able to access resources in a clear and consistent way through youth-oriented Access Points. All youth will be offered Problem Solving services to attempt immediate resolution of a housing crisis, and those who are assessed as highest need will be prioritized for quick enrollment in youth-targeted housing resources.

Accelerated progress toward this goal is already being made. Between FY17-18 and FY18-19 resources for addressing youth homelessness have more than doubled. Rising Up, a new public private partnership, launched in October 2018, will raise \$30 million from combined federal, state, local, and private sources to fund at least 500 rapid rehousing slots linked to jobs/vocational training and education, and problem solving for 450 youth. The Federal YHDP grant will also fund additional capacity, including contributing to the Rising Up expansion of Rapid Rehousing, creating 10 new units of Permanent Supportive Housing (in addition to 40 already in the pipeline) and supporting the creation of 10-15 Host Homes. Host Homes will provide a new housing intervention in San Francisco, utilizing existing housing stock and community activation to house more of our City's youth. This pilot provides a non-institutional, community-based housing option for LGBTQ+ youth and youth of color and will increase the limited supply of housing for pregnant and parenting youth. HSH is planning to open a TAY Navigation center which will provide safety, stability, and an entry point into permanent housing for youth living outside.

In addition to expanding capacity, changes and improvements in the system include launching Coordinated Entry for youth and implementing youth-specific data collection in the ONE System to strengthen the ability to coordinate care and track outcomes. Strengthening the system will include continuing work on equity and intersectionality throughout the system, working with other City departments to effectively and creatively use existing resources, and centering the voices of the youth experiencing homelessness. Youth will have access to a range of services that are critical to ending their homelessness, including family reunification and permanent connections, education, employment, and behavioral health services.

To make the system more responsive with all resources, HSH will work to lower access barriers and build in greater flexibility in TAY program models, allowing youth to move across housing programs as their needs change. In addition, as high-priority youth 18 and over are also eligible for housing from the adult system, HSH and its partners will work to analyze barriers to youth access or stabilization in this

portfolio by improving integration and responsiveness between the youth, family, and adult systems. The City's Moving On Initiative (MOI) will provide youth in permanent supportive housing with opportunities to transition to more independent housing situations with continuing subsidy support.

## NEXT STEPS

Key next steps include:

1. Continue to collaborate with youth in all decision-making and in oversight of the system as it develops.
2. Complete the launch of Rising Up, including raising \$30 million in combined public and private resources; with \$10 million in public and millions of dollars in private funding committed as of the writing of this report. The resources will rehouse at least 500 youth with Rapid Rehousing and job/vocational training and education, and provide Problem Solving to at least 450 youth over the next three years.
3. Complete planning and launch Coordinated Entry for youth to identify, assess, and prioritize the needs of youth experiencing homelessness, including establishing youth-focused access points, by Spring of 2019.
4. Implement problem-solving strategies, including family reunification, to prevent at-risk and homeless youth from needing to enter the Homelessness Response System through immediate resolution of their housing crisis whenever possible.
5. Finalize the selection of a site and open a youth-targeted Navigation Center, offering 50 - 75 additional beds for prioritized unsheltered youth, by end of 2019.
6. Ensure all housing and service options are low-barrier, coordinated, equally accessible and have a Housing First orientation with high-quality, client-centered services.
7. Create movement through the system, including the ability to support youth transitioning out of time-limited programs into long-term independent housing.
8. Set goals for equity and inclusion that address intersections of identity and center the voices of youth experiencing disproportionate barriers by developing interventions to assist them in accessing responsive services.
9. Strengthen collaboration with the HSA and Adult and Juvenile Probation Departments to work towards the goal of preventing homelessness for all youth as they exit foster care and justice systems. Additionally, work with the DPH and DCYF to fully integrate education, employment, and behavioral health services more seamlessly with programs serving youth experiencing homelessness.
10. Based on an analysis of current barriers, work to better integrate the Adult and Youth systems, and ensure that age-appropriate services and program models are offered as needed in Adult-targeted programs to ensure TAY are welcomed and well-served.



11. With full implementation of the ONE System, improve youth-specific data collection and ability to analyze outcomes for all programs and communities, including improved analysis for evidence of racial disparities in access, services, or results, and especially any impact of the intersectionality of race, sexual orientation, and gender identity on outcomes for youth.

#### REDUCE HOMELESSNESS AMONG YOUTH BY 50% BY 2023

Modeling developed by HSH indicates that homelessness among youth can be reduced by half by the beginning of 2023. This will require the implementation of critical system changes, such as coordinated entry, greater flexibility across programs, and the addition of significant new resources for Rapid Rehousing, Problem Solving, and other housing models. HSH has adopted this as its Strategic Framework goal for youth.

This strategic planning framework builds from the success, lessons learned, and guidance of *Toward Ending Homelessness In San Francisco*<sup>3</sup>, the Five-Year Strategic Plan of the San Francisco Local Homeless Coordinating Board, 2008-2013 and *The San Francisco Plan To Abolish Chronic Homelessness, 2004–2014*.<sup>4</sup>

In 2008, the San Francisco LHCBC began implementing a five-year strategic plan, *Toward Ending Homelessness in San Francisco*. The purpose of the 2008 strategic plan was to provide one unified citywide plan to prevent and eradicate homelessness. That plan, adapted from a number of preexisting strategic plans, including *The San Francisco Plan To Abolish Chronic Homelessness, 2004-2014*, provided San Francisco with a roadmap to assist people who are homeless and those at risk for homelessness in our community, with the goal of ending homelessness.

The LHCBC is the lead entity for the San Francisco CoC. The LHCBC works to ensure a unified homeless strategy that is supported by the Mayor, the Board of Supervisors, City departments, nonprofit agencies, people who are homeless or formerly homeless and the community at large. All efforts are aimed at permanent solutions, and the range of services is designed to meet the unique and complex needs of individuals who are threatened with or currently experiencing homelessness.

A CoC is a group organized locally to carry out homeless planning and evaluation activities that is composed of a wide range of community stakeholders (e.g. homeless-service providers, faith-based organizations, school representatives, etc.). HUD and other federal agencies use the CoC structure to distribute funds.

In 2013, the Strategic Planning Committee of the LHCBC convened to update and review its strategic plan to incorporate best practices, lessons learned, and new research into the community's plan to end homelessness. A focus of the Committee has been identifying measurable performance outcomes that will demonstrate that San Francisco is successfully responding to homelessness locally. With the assistance of key stakeholders and community members, the LHCBC will use this plan to guide, monitor, and follow efforts towards ending homelessness in San Francisco.

The Federal Strategic Plan to Prevent and End Homelessness, *Opening Doors*<sup>5</sup>, began implementation in

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<sup>3</sup> San Francisco Local Homeless Coordinating Board, *Toward Ending Homelessness in San Francisco, 2008-2013*

<sup>4</sup> San Francisco Ten Year Planning Council, *The San Francisco Plan to Abolish Chronic Homelessness, 2004-2014*

<sup>5</sup> United States Interagency Council on Homelessness, *Opening Doors Federal Strategic Plan to Prevent and End Homelessness, 2010*

2010. The Federal Strategic Plan resulted from extensive research and review of national best practices, and will guide the allocation of Federal resources. Seeing many benefits to aligning local and Federal policy, the LHC determined that this plan should use the structure of *Opening Doors*. In addition, the Strategic Planning Committee incorporated relevant *Opening Doors* strategies and action steps into this document, including a focus on chronically homeless persons, veterans, and families and youth.

The Plan's five high-level goals are to:

- Increase access to stable and affordable housing
- Increase economic security
- Improve health and stability
- Retool the homeless emergency response system
- Improve leadership, collaboration, and civic engagement

**Goal: Increase Access to stable and affordable housing**

The City of San Francisco strives to increase the supply of subsidized permanent housing so that it is affordable to people who are experiencing homelessness, accessible, and offers services to achieve housing stability. At the conclusion of five years this strategic plan will result in more homeless people accessing housing that ends their homelessness.

*Indicators of Success*

- Create 200 new permanent supportive housing placement to house chronically homeless individuals and families each year, while maintaining current permanent supportive housing units.
- Create access to 100 additional housing units affordable for people who are homeless each year, or who are exiting permanent supportive housing, while maintaining current affordable units.
- Improve the percentage of households successfully matched with correct housing type and level of service, from year to year, as indicated by length of stay and housing provider survey.
- Exit 75% of households from permanent supportive housing that are stabilized, interested in moving to other housing, and able to maintain housing without services, as indicated by housing provider survey.
- Reduce the number of homeless households that are barred from housing to 0.
- Ensure the number of evictions in Permanent Supportive Housing units is less than 10%.
- Reduce evictions from subsidized housing that lead to homelessness by 10%.

*STRATEGY #1: Increase Supply of housing available to homeless households*

**KEY ACTION STEPS**

- Expand the supply of permanent supportive housing, especially for chronically homeless people and other vulnerable populations. New housing should provide a range of choice, including different levels of service, geographic diversity, co-housing, and other options. Increase supply of affordable housing through new construction, expansion of master-leasing, and prioritization of housing subsidies.
- Develop innovative housing models, including especially congregate housing, to meet the needs of various homeless populations (e.g. long-term shelter stayers)
- Prioritize awards of Proposition C Funds for projects targeting homeless and those exiting from permanent supportive housing into affordable housing.

- Develop a sustainable regional network to improve new housing development and availability for homeless persons and those exiting PSH with 0–30% AMI, including participation of housing authorities from neighboring counties.
- Identify more coordinated, sustainable, dependable sources of supportive housing service funding. Improve leverage of existing funding.

*STRATEGY #2: Improve access to housing and housing services for homeless households*

**KEY ACTION STEPS**

- Implement a coordinated assessment system for all homeless housing to ensure most appropriate placement for each household and to streamline access to housing. Require that City-supported housing projects participate. Use coordinated assessment to understand systemic gaps. Ensure that the system has access to housing that adopts the least restrictive tenant eligibility criteria based upon eviction, credit, and/or criminal histories.
- Expand access to affordable housing for homeless households by including additional units in the coordinated assessment system and increasing set-asides of mainstream housing resources, such as HCVs, for homeless persons.
- Increase service-enriched housing by identifying funding and resources to support co-location of services with affordable housing.
- Build relationships with landlords and establish strategies to increase access to housing in San Francisco for homeless and at-risk households. Create renters’ academies, personal finance courses, and other resources to maximize the success of new renters.
- Acknowledge and develop strategies to address the unique needs specific sub-population groups, including veterans, youth, and LGBTQ+ populations. HSH will evaluate disparities due to race and use data and best practices when developing these strategies.

*STRATEGY #3: prioritize housing resources*

**KEY ACTION STEPS**

- Use the coordinated assessment system to prioritize and target supportive housing for the households that require the associated level of support to end their homelessness.
- Evaluate all residents of city-funded supportive housing projects annually to determine housing stability and identify candidates for transition into more independent housing. Create incentives, including stipends, internships, and employment supports, to help people who have achieved stability in supportive housing to move into more independent housing in order to open units for others.
- Improve the link between eviction prevention services and placement in more intensive service environments, including guardianships and acute-level care to stabilize the most vulnerable households in permanent housing.
- Prevent homelessness by intervening to avoid evictions from permanent housing that lead to homelessness. Increase outreach and education about eviction-prevention resources, including financial assistance and tenant rights laws. Provide short-term rental support and wraparound services to address underlying issues threatening housing stability and to prevent eviction. Increase the provision of legal services for individuals and families at risk of eviction. Provide rehousing support.

**Goal: Increase economic security**

The City of San Francisco strives to increase the income of people who are experiencing homelessness by improving access to public benefits and employment opportunities. At the conclusion of five years

this strategic plan will result in more homeless and formerly homeless people having income sufficient to maintain housing.

#### *Indicators of Success*

- Reduce the number of adults who become homeless again after being permanently housed by our CoC to less than 10%.
- Improve the percentage of homeless adults and formerly homeless adults in permanent supportive housing who are employed (including part-time, seasonal, and supported employment) to at least 20%.
- Reduce the percentage of homeless households with no income to less than 5%.
- Increase the percentage of disabled homeless adults who access SSI/SSDI, veteran benefits, or SDI to 80%.

#### *STRATEGY #1: Increase Employment Opportunities*

##### **KEY ACTION STEPS**

- Develop easily-accessed employer incentives (like JobsNOW!) to encourage employment of homeless individuals.
- Collaborate with workforce development agencies to develop additional job support services, including skills training, stipends, childcare, and aftercare to encourage job retention, including through building linkages with the Department of Rehabilitation and the Department of Aging. Also work together to assist homeless persons with barriers to employment, such as criminal backgrounds.
- Connect veterans with veteran-specific employment training and access opportunities.
- Provide disabled clients with SSI and SSDI benefits in place with systematic and clear information about employment options while receiving disability benefits.
- Provide Care Not Cash recipients with employment incentives and assist with transition from CAAP to employment.

#### *STRATEGY #2: Increase employment-readiness in homeless populations*

##### **KEY ACTION STEPS**

- Prioritize workforce development resources for those homeless individuals assessed as most likely to obtain and retain employment.
- Provide youth-specific education, training and job-placement resources, including compliance with the city's Homeless Education Plan.
- Expand funding and support for programs that target homeless and formerly homeless people, including programs that target the most in need, and may have lower job placement numbers than programs that take all unemployed applicants.

#### *STRATEGY #3: Expand access to mainstream income benefits*

##### **KEY ACTION STEPS**

- Screen all homeless persons who access coordinated assessment or are clients of city-funded homeless programs for mainstream income benefits and provide support throughout the application process for each eligible benefit. Reevaluate benefits on an annual basis to determine if additional benefits are available.
- Invest in improving access for homeless veterans to veterans benefits.
- Increase connections to SSI and SSDI for homeless and formerly homeless housed San Franciscans.

- Improve linkages between homeless housing and CalWORKS and CAAP.
- Consider ways to streamline benefits applications or group multiple benefits in one application.

**Goal: Improve Health and Stability**

The City of San Francisco aims to improve the health and housing stability of people experiencing homelessness in the city by ensuring that all individuals have access to an appropriate and effective level of care. At the conclusion of five years, this strategic plan will expand access to healthcare services for homeless people, improve health and stability outcomes, and reduce the burden on mainstream emergency medical services.

*Indicators of Success*

- Enroll 100% of eligible homeless individuals in MediCal, Covered CA, or Healthy SF.
- Ensure that 100% of residents in homeless housing programs have a “medical home” that provides integrated care for medical and behavioral health.
- Using housing as a health care intervention, improve the health outcomes of homeless individuals suffering from chronic health conditions by reducing hospitalizations of chronically homeless individuals by 10% every two years.
- Using housing as a health care intervention, reduce the number of emergency room and community paramedic encounters by homeless individuals by 10% every two years.
- Expand non-acute medical resources by increasing the number of medical respite beds by 10%.
- Reduce the number of homeless households and the number of households in permanent supportive housing experiencing hunger by 50%.

In addition to the strategies and action steps set forth below, the implementation of *San Francisco Community Health Improvement Plan*<sup>6</sup> will support the goals of this plan and improve our success.

*STRATEGY #1: Fully Integrate the Affordable Care Act*

**KEY ACTION STEPS**

- Ensure that all homeless residents have access to healthcare services by facilitating the enrollment of all eligible homeless individuals in California’s MediCal insurance program, and ensuring that non-MediCal eligible individuals are enrolled in Covered CA or Healthy San Francisco.
- Pursue new opportunities for alternative models of care under the Affordable Care Act, including pursuing waivers, Behavioral Health Homes, Targeted Case Management Services, Medicaid Rehabilitative Services, and Home and Community Based Services.
- Increase awareness among homeless housing and service providers about changes and opportunities under the Affordable Care Act. Provide adequate support and training throughout the transition and implementation.
- Ensure every resident in homeless housing has a designated medical home to coordinate medical, behavioral-health care services, and other needed health care, like dental care, with supportive services.

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<sup>6</sup> <http://www.sfdph.org/dph/comupg/knowlcol/chip/default.asp>

- Increase availability of medical services to ensure accessibility of medical care. The implementation of the *Health Care Services Master Plan Update*<sup>7</sup> will support this plan and increase our success.

*STRATEGY #2: Expand access to care at homeless programs*

**KEY ACTION STEPS**

- Develop strategies for providing enhanced care to aging and other vulnerable homeless populations, including dementia and Alzheimer’s patients, including creating resources like mobile medical teams able to provide care at housing sites without permanent medical facilities.
- Develop procedures for residents of homeless housing or shelter who are vulnerable (e.g. elders, people who are seriously mentally ill, etc.) and unable to maintain that housing or shelter to “step up” to a higher level of care, including through the coordinated assessment system.
- Foster and expand partnerships between housing providers and health and behavioral health care providers in order to co-locate and/or coordinate health, behavioral health, safety and wellness services with housing.

*STRATEGY #3: Improve access to healthy, nutritious food*

**KEY ACTION STEPS**

- Increase use of CalFresh benefits by increasing enrollment and increasing the number of retailers that accept EBT and Restaurant Meal Vendors.
- Increase meals to school-aged children through school meal programs (including breakfast, after the bell, lunch, after school, and summer).
- Fund nonprofit meal/grocery programs to scale (including congregate meals for seniors/adults with disabilities, dining room, pantry, home-delivered meal and home-delivered grocery programs).
- Increase the number of housing units with kitchens.
- Create "Eat-SF" a local subsidy to supplement CalFresh, beginning with SSI recipients who are ineligible for CalFresh.

The implementation of the detailed recommendations in the *San Francisco Food Security Task Force, Assessment of Food Security in San Francisco*<sup>8</sup> will support the goals of this plan and improve our success.

**Goal: Retool the Homeless Emergency Response System**

The City of San Francisco strives to retool the city’s homeless emergency response in order to reduce the number of households that experience homelessness, especially unsheltered homelessness.

*Indicators of Success*

- Reduce the unsheltered homeless population of San Francisco by 30% by January 2022
- Divert 5% of shelter seekers to stable housing.
- Transition 50% of long-term shelter residents (defined as over three 90-day stays) to permanent housing units annually
- Serve an additional 500 adults through rapid rehousing.

<sup>7</sup> <http://www.sfdph.org/dph/comupg/knowlcol/HCSMP/>

<sup>8</sup> <http://www.sfdph.org/dph/files/mtgsGrps/FoodSecTaskFrc/docs/FSTF-AssessmentOfFoodSecurityInSF-2013.pdf>

- Increase percentage of people served by the coordinated assessment system that are successfully connected with prevention, rapid rehousing, or diversion resources, versus other resources, year to year.
- Reduce the number of people accessing shelter or homeless housing that come directly from the criminal justice system, foster care, and health care institutions by 75%.

*Priority #1: Prevent households from experiencing homelessness*

**KEY ACTION STEPS**

- Create and expand rapid rehousing and diversion programs for single adults and families, and make them available where people access the homeless system, including in shelters, coordinated assessment points, and Resource Centers. Improve program performance by implementing *San Francisco Homelessness Prevention and Rental Assistance Programs Workgroup Summary Report*<sup>9</sup> recommendations.

*Priority #2: Improve discharge planning processes*

**KEY ACTION STEPS**

- Prevent homelessness by supporting the transition from incarceration, foster care, and hospitals into permanent housing that is not provided by the homeless system of care.
- Build partnerships across systems to support discharge planning.
- Build additional policies to support creating housing plans and discharge planning to promote housing. Ensure medically-vulnerable individuals are never discharged to the streets or to the homeless system of care.
- Increase the options for appropriate housing units for recently discharged people.

*Priority #3: Provide and improve interim housing and shelter*

Open 1,000 shelter beds in the 2016–2023 period.

**KEY ACTION STEPS**

- Provide additional services in shelters that lead to accessing and maintaining permanent housing, including increasing housing placement and case management staff.

*Priority #4: Expand access and coordination of emergency Response system*

**KEY ACTION STEPS**

- Increase coordination and streamline efforts of city agencies and committees working to end homelessness.
- Increase street outreach.
- Provide broader outreach and access to services in the Southeast and other underserved neighborhoods. Increase housing and services in those neighborhoods.
- Build regional collaboration to better serve homeless people moving among Bay Area counties.
- Use the coordinated assessment system (referred to in the goal about increasing access to stable and affordable housing) to understand community need. Work to build linkages between coordinated assessment and other systems of care to improve assessment and access to resources.

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<sup>9</sup> <http://www.sfgov3.org/modules/showdocument.aspx?documentid=3501>

### **Goal: Improve Leadership, collaboration, and Civic Engagement**

- The key to ending homelessness in San Francisco is harnessing the will and the resources of all stakeholders towards one goal. Ending homelessness requires collaborative leadership at all levels of government and across all sectors.
- The City of San Francisco is committed to improving collaboration and increasing knowledge and implementation of successful interventions to prevent and end homelessness.
- At the conclusion of five years, this strategic plan will reduce homelessness in this community by:
  - Expanding and deepening collaboration between government agencies and private partners
  - Broadening capacity of these organizations to prevent and end homelessness; and
  - Increasing awareness of homelessness, related issues, and best practices.

### *Indicators of Success*

- Reduce the number of people who are homeless by 10%, including reducing the number of chronically homeless persons by 30%, the number of veterans who are homeless by 30%, the number of homeless families by 20%, the number of homeless youth by 20%, and the number of homeless LGBTQ+ persons by 10%, annually.<sup>10</sup>
- Reduce the average length of time people are homeless in San Francisco by 10%, year to year.
- Improve the data quality in San Francisco's HMIS by reducing the number of required missing or null values to less than 6%.
- Improve the data quality in San Francisco's HMIS by increasing the bed coverage rate of all shelters, transitional housing, and permanent supportive housing programs in San Francisco to 95%.

### *STRATEGY #1: Unify response to homelessness*

#### **KEY ACTION STEPS**

- By acceptance of this plan at the Board of Supervisors, the various City Departments, and the local non-profits addressing homelessness, have one unified city policy on how San Francisco will end homelessness.
- Improve coordination between LHCB, the Mayor's Office, the Board of Supervisors, the SFHA, and City departments. Hold regular, director-level meetings of all city agencies that work with homeless persons or people at imminent risk of homelessness.
- Build partnerships with other systems of care that serve homeless people, especially school districts.

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<sup>10</sup> Translated to real numbers, using the 2013 Point in Time Count, each year reduce:

- Number of homeless people by 735
- Number of chronically homeless people by 593
- Number of veterans by 215
- Number of individuals in homeless families by 136
- Number of homeless youth by 183
- Number of homeless LGBT by 213

These numbers may include people in more than one category, for example, an LGBT youth is reflected in both the youth count and the LGBT count.



- Expand the decision-making authority of the LHCB and consider expanding LHCB membership or structure to include more participation from city agencies with a central role in San Francisco’s response to homelessness.

*STRATEGY #2: Increase collaboration and cooperation with private sector*

**KEY ACTION STEPS**

- Increase private investment in solutions to homelessness and build public/private partnerships.
- Increase engagement of neighborhood and community groups in responding to homelessness, and in improving factors that increase homelessness.
- Ensure that information on best practices, financing strategies, and other resources are readily available to homeless service providers, by supporting communication and technical assistance.

*STRATEGY #3: Support community planning by improving data collection about homelessness*

**KEY ACTION STEPS**

- Publish a quarterly report regarding the performance of the homeless system of care at LHCB meetings, online, and with the Board of Supervisors. The report will use HMIS data to demonstrate improvement in the measures identified in this Plan over time.
- Align City-wide data collection efforts by coordinating at Department level.
- Provide additional training and monitoring to improve HMIS data quality and reduce the number of null or missing values.
- Improve HMIS system performance and utilization, and facilitate the exchange of data between other data systems.

**A summary of the planned use of HOME-ARP funds for eligible activities based on the unmet needs of the qualifying populations**

As mentioned earlier in the document, the City and County of San Francisco will receive \$18,707,742 under the HOME-ARP program from HUD. The HOME-ARP funds will be spent on predevelopment and gap funding for the 100% homeless permanent supportive housing development at 71 Boardman, which is expected to include 100 units.

**An estimate of the number of housing units for qualifying populations the PJ will produce or preserve with its HOME-ARP allocation**

71 Boardman is estimated to include 100 affordable rental units for homeless households referred through the City’s Coordinated Entry System (CES).

**A description of any preferences for individuals and families in a particular qualifying population or a segment of a qualifying population**

Households referred to 71 Boardman through the City’s CES are those small households (adults without dependent children) with the highest need within those identified as “housing priority” status.