

Home by the Bay

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

2023 - 2028

Home by the Bay
Year 1 Progress
Report
October 10, 2024



City and County
of San Francisco



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

Table of Contents

Letter from Executive Director 2

The Home by the Bay Plan 3

Progress toward Achievement of *Home by the Bay's* Five Goals 4

Progress in Expanding the Homelessness Response System 5

Progress in Implementing the Plan: Key Accomplishments 6

Implementation Priorities for FY 24 – 25 13

Acknowledgements 14

Letter from Executive Director

Dear Community Stakeholders,

Thank you for taking the time to learn more about San Francisco's progress in implementing *Home by the Bay*, An Equity-Driven Plan to Prevent and End Homelessness in San Francisco. *Home by the Bay* is a five-year plan. This report covers July 1, 2023 - June 30, 2024, its first year.

In this first year, San Francisco made significant progress on its five goals, moving 5,256 people from homelessness to permanent housing and providing prevention services to another 8,235 people at risk of losing their housing and becoming homeless. Eighty-three percent of individuals who exited homelessness between July 2021 and June 2022 did not return to the homelessness response system in the 24 months that followed. San Francisco's homelessness response system grew by 498 shelter beds and 282 new units of permanent supportive housing, as well as capacity to provide prevention services to an additional 600 households. The number of people who were unsheltered dropped 1% between February 2022 and January 2024. During this time, the total number of people experiencing homelessness increased by 7%. We still have significant work to do.

The strategic plan articulates a vision of not just what the homelessness response system will do, but how we will do it. At its core, *Home by the Bay* is a commitment to equity and justice, quality, and innovation. The first step in that journey is to understand where we currently stand. This past year, we sought to better understand the intersectional identities of those using our services. We established baseline data and identified 12 areas to focus on in FY 24 - 25, working in partnership with impacted communities. This year, HSH became the first city department to successfully complete a full series of racial equity trainings, with 88% of our staff attending all four trainings. And we expanded the involvement of people with lived experience of homelessness, poverty, and other adverse life events in our continuous efforts to improve the design of our programs.

Year 1 of *Home by the Bay* implementation also served as a planning year, allowing us to organize for the exciting things we plan to accomplish over the life of the plan. This includes initiatives to support populations, including families, transitional age youth, veterans, and transgender and gender expansive individuals. It also includes initiatives to enhance system performance and capacity at every level of homelessness response. Please read on to learn more about our initiatives for *Home by the Bay* Year 2.

As always, we look forward to continuing to build better, in collaboration with all of you.

In partnership,



Shireen McSpadden
Executive Director
San Francisco Department of Homelessness and Supportive Housing

The Home by the Bay Plan

The City and County of San Francisco 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 will be 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 active engagement and input processes, implemented in partnership with people with lived expertise of homelessness, 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 publicly 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.
- Progress in **expanding the Homelessness Response System**, necessary for this full achievement of those Goals, that was achieved during FY 23-24.
- Highlights of **accomplishments in implementing Plan** activities during FY 23 – 24.
- The **Activities prioritized for implementation** during FY 24 – 25.

Progress toward Achievement of the *Home by the Bay*'s Five Goals

Through the *Home by the Bay* plan, 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 toward these Goals. As of this Report, the City made the following progress toward achievement of these Goals.




GOALS	RESULTS
<p>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>	<p>Between the February 2022 and January 2024 PIT Counts, the number of people who were unsheltered was reduced by 1% and to the total number of people experiencing homelessness was increased by 7%. <i>(Source: Point-in-Time Count data)</i></p>
<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>	<p>In Year 1 the objective for Goal #2 was to define the measures to track Racial Inequities and Other Disparities through the life of the Plan. HSH has established baseline data and identified 12 areas to monitor carefully in the FY '24-'25. Through partnership and collaborative decision making with impacted communities, HSH may set targets for specific reductions in inequities in future years.</p>
<p>GOAL #3: Increasing Number of People Exiting Homelessness Support at least 30,000 people to move from homelessness into permanent housing.</p>	<p>Between July 2023 and June 2024, 5,256 people were supported to move from homelessness to permanent housing. <i>(Source: One System data)</i></p>
<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>	<p>83% of people who exited homelessness between July 2021 and June 2022 did not return to the homelessness response system within 24 months. <i>(Source: One System data)</i></p>
<p>GOAL #5: Preventing Homelessness Provide prevention services to at least 18,000 people at risk of losing their housing and becoming homeless.</p>	<p>Between July 2023 and June 2024, prevention services were provided to 8,235 people at risk of losing their housing and becoming homeless. <i>(Source: One System data)</i></p>

More information regarding how progress toward the achievement of these Goals is being measured is included in the *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

The *Home by the Bay* plan's Goals were developed through comprehensive system modeling described in detail in the *System Modeling Summary* section of the *Home by the Bay* plan. This system modeling used local data to assess the productivity of the homelessness response system and to project impacts of additional resources and quality improvements. To achieve the Plan Goals, the City must add the following interventions to the homelessness response system between July 2023 and June 2028.

SYSTEM EXPANSION TARGETS JULY 2023 THROUGH JUNE 2028	RESULTS JULY 2023 THROUGH JUNE 2024
 <p>Shelter Beds Add 1,075 new shelter beds</p>	<p>498 new shelter beds added to homelessness response system</p>
 <p>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</p>	<p>282 new units of permanent housing added to homelessness response system</p>
 <p>Prevention Services Expand prevention services to serve 4,300 additional households</p>	<p>Capacity to provide prevention services to an additional 600 households added to homelessness response system</p>

Progress in Implementing the Plan: Key Accomplishments

The City is implementing a comprehensive array of activities to strengthen operations and outcomes across every element of the homelessness response system, leading with a focus on racial equity and housing justice, across five strategic Action Areas. Those Activities especially focus on the following:

Action Area	Focus of Activities in <i>Home by the Bay</i> Plan
<p>Advancing Racial Equity & Housing Justice</p>	<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
<p>Enhancing System Performance and Capacity</p>	<ul style="list-style-type: none"> ▪ Building and supporting nonprofit provider capacity and sustainability ▪ Enhancing performance management and accountability ▪ Strengthening the quality, diversity, and utilization of data ▪ Improving alignment of citywide strategies and resources ▪ Implementing a redesigned equitable Coordinated Entry system
<p>Strengthening Response to Unsheltered Homelessness</p>	<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
<p>Increasing Stable & Successful Entries into Permanent Housing</p>	<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
<p>Preventing People from Experiencing Homelessness</p>	<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 23 – 24 are highlighted on the following pages.

OBJECTIVES

The City is pursuing these interrelated Objectives within its efforts in 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 23-24, HSH advanced Racial Equity & Housing Justice in the following ways.

- Incorporated people with lived experience into program design and evaluation, including the following
 - The Coordinated Entry Redesign Implementation Committee, where 70% of participants have lived experience of homelessness
 - Family shelter design, shelter and housing quality evaluations, and justice-involved coordinated entry
- Developed equity measures based on the intersectional identities of those we serve to allow leadership to monitor the impact of HSH policies on those most marginalized by society
- Concluded our groundbreaking, four-part Racial Equity Training for all HSH staff with an 88% attendance rate. All Program and Administrative teams created specific, measurable goals to reduce inequities in their locus of control
- Continued Just Home, MacArthur-funded work to better serve justice-involved individuals, including the following
 - Secured capital funding for a 20-unit demonstration site to provide supportive housing to justice-involved TAY
 - In collaboration with the SF Adult Probation Department and the Community Assessment and Services Center, launched the SF Pretrial Diversion Access point, incorporating housing outreach and engagement with discharge/reentry planning and mental health and other health-related support
- Advanced the Ending Transgender and Gender Non-Conforming Homelessness Initiative by
 - Providing 112 dedicated, permanent housing subsidies for TGNCI individuals. Twenty-three individuals have been enrolled in the program, of which 10 have been housed
 - With the Mayor's Office of Community Development, stabilizing an additional 123 individuals via the Our Trans Home Rapid Rehousing Subsidy program
 - Purchasing a supportive housing site for TGNCI youth
 - Piloted a 1-month program providing hotel stays, food, and transportation for 12 TGNCI individuals who needed immediate placement for safety reasons or to recover from gender affirming surgery. HSH is sustaining the program, which will relaunch in Spring 2025 with the capacity to serve 10 people a night
 - Training 520 service providers across 53 orgs and 70 HSH staff through Affirming Trans Access to Housing, with the goal of building better awareness, enhancing cultural humility, and promoting equitable competencies for the TGNCI community

OBJECTIVES

The City is pursuing these interrelated Objectives within its efforts in 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, Housing First 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 23-24, HSH Enhanced System Performance & Capacity in the following ways

- Launched Mayor London Breed's Safer Families Plan to reduce family homelessness by,
 - Adding 215 units of Rapid Rehousing and 115 emergency hotel rooms to the Homelessness Response System
 - Streamlining coordinated entry
- Launched the HOPE system, a coordinated entry system for survivors of violence that allows full access to resources while protecting their safety
- Increased HSH's presence and outreach at Project Homeless Connect, a quarterly event that brings together over 20 services and benefits to people experiencing homelessness
- Advanced the CalAIM initiative in collaboration with the Department of Public Health,
 - 849 unique HSH clients were authorized by their Medi-Cal Managed Care Plan to receive Housing Transition and Navigation Services through CalAIM
 - Recovered \$1,191,400.00 in Medi-Cal claims for CalAIM Housing Transition and Navigation Services
- Launched "Changing the Narrative" a social media campaign in partnership with nonprofit service providers to amplify the client-level success within the homelessness response system
- Completed 78 appointments and funded 7 new staff positions for the upcoming fiscal year
- Incorporated bed management for adult and TAY shelters and transitional housing programs into the ONE system
- Published updated [Continuous Data Quality Improvement Expectations](#) and rolled out an accompanying dashboard to easily monitor core data quality measures at the system, provider, or program level. The dashboard revealed the accuracy goals of either 97% or 95% for key client data elements were reached or exceeded systemwide for the most recent quarter

OBJECTIVES

The City is pursuing these interrelated Objectives within its efforts in 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 23-24 HSH strengthened San Francisco's response to unsheltered homelessness in the following ways

- Opened the Mission Cabins, 60 private cabins offering meals, case management, health services and activities for people experiencing homelessness
- Introduced legislation to open Jerrold Commons, a new safe parking and cabin site in the Bayview neighborhood which will offer 60 cabins and 20 safe parking slots, serving up to 95 individuals at a time. The site will offer 24/7 staffing, two meals per day, showers, wi-fi, bike racks and community space promoting social interaction and a sense of belonging
- Reinstated a self-referral process for adult shelters to reduce barriers to shelter access
- Printed resource cards to help unsheltered neighbors connect with HSH services
- With the San Francisco Department of Public Health, piloted the RESTORE Project, providing shelter and real-time substance use treatment and medication assistance to people who are homeless with substance use disorder. In early results, 84% of the individuals who were prescribed medication followed through by collecting their prescription the following day
- With the help of two Encampment Resolution Funding grants from the State, established two new four-person neighborhood encampment resolution teams in the Mission and Tenderloin neighborhoods. These staff establish relationships with people encamped on the streets, offering shelter and resources and helping to move them inside
- Under the leadership of the San Francisco Department of Emergency Management, integrated some of its data with the San Francisco Fire Department, the Department of Public Health, and the Department of Emergency Management. The resulting database allows outreach teams to coordinate care for clients with complex health needs. Based on the resulting data set, a leadership dashboard will support joint strategic planning and continuous quality improvement work
- Introduced a hotel voucher program for youth, serving 154 clients
- In October 2023, introduced a hotel voucher program for survivors of domestic violence, serving 77 survivors to date
- Piloted a new outreach program to bring assessments, problem solving, and other resources directly to unsheltered households living in RVs or vehicles not meant for human habitation. Successfully housed 23 households through Rapid Rehousing, EHV's, Flex Pool subsidy, and Permanent Supportive Housing

- Launched the Street to Home program, which reduces documentation barriers and quickly moves clients who are unsheltered into a permanent home. 72 individuals were housed through this program in FY 23-24
- With the Department of Disability and Aging Services, expanded the Multi-Disciplinary Team (MDT), which brings coordinated entry services, benefits enrollment and navigation, Adult Protective Services, and the Housing and Disability Advocacy Program to shelters in the following ways.
 - Almost 1,200 shelter guests were offered MDT services
 - Added the ability to complete the full CAAP process, including triage, as part of the MDT
 - MDT exits to housing for people enrolled in Bay Area Legal AID benefits advocacy and housing navigation improved to over 40% and the timeline to housing reduced by more than 60 days
 - MDT identified and referred 45 adults to Rapid Rehousing based on pilot Rapid Rehousing eligibility and prioritization criteria
- Collaborated with the Department of Public Health to increase the ability of clinicians in primary and emergency health care settings to improve client access to the Homelessness Response System

OBJECTIVES

The City is pursuing these interrelated Objectives within its efforts in 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 23-24 HSH increased stable & successful entries into permanent housing in the following ways.

- In partnership with the Department of Emergency Management, trained 128 Permanent Supportive Housing employees on how best to navigate SF emergency services, including medical and police emergency services and non-police crisis response. Developed reference materials for all Supportive Housing front desks
- Expanded the Permanent Housing Advanced Clinical Services (PHACS) team to 100% of PSH sites. This team delivers roving behavioral health services and health-focused engagement, working to connect residents to primary care and treatment
- Launched the Enhanced Care PSH pilot, which brings 24/7 nursing, caregiving, and medical case management services to support aging in place at a site with a high number of older adults with chronic conditions. 84 people have been served by this program to date
- Increased the number of sites with Narcan available and staff fully trained in overdose response
- With the San Francisco Department of Public Health, established a panel of medical and behavioral health experts to review reasonable accommodation transfer requests and assign higher-level services such as nurse-supported housing
- Incorporated transfer functions under Housing Placement, aligning our efforts to identify and fill available units and enabling a 71% reduction in transfer move-in times since 2022. Reasonable accommodation is the primary transfer justification (68% of approved transfers)
- Added unit-level inventory data into the ONE System to strengthen vacancy tracking
- Lowered the housing vacancy rate to 8.9%

OBJECTIVES

The City is pursuing these interrelated Objectives within its efforts in 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 23-24, HSH prevented people from experiencing homelessness in the following ways.

- In partnership with the Mayor's Office of Housing and Community Development, provided over 8000 households with homelessness prevention services, including back rent, move in assistance, future rent, and stipulated agreement assistance
- Engaged 11,000 households in problem solving services and resolved over 1200 households' homelessness crisis
- Launched the Shallow Subsidy program, which provides a smaller subsidy to reduce rent burdens on low-income households and prevent a return to homelessness

Implementation Priorities for FY 24–25

The following Activities are being prioritized within the implementation of *Home by the Bay* during FY 24 – 25. They will be guided by input from people with lived experience and our providers.

Action Area	Activities Prioritized for FY 24-25
<p>Advancing Racial Equity & Housing Justice</p>	<ul style="list-style-type: none"> • Support teams across HSH to implement their plans to advance racial equity and housing justice • Work with community to further understand the disparities identified by HSH's intersectional equity measures and develop strategies to address them • Use the Ending Trans Homelessness logic model to better integrate the workstreams that support Transgender and Gender Expansive people who are experiencing homelessness • Increase the number of programs and initiatives designed with people with lived experience of homelessness and systems such as the criminal justice system
<p>Enhancing System Performance and Capacity</p>	<ul style="list-style-type: none"> • Simplify the Coordinated Entry Assessment Process using patterns of vulnerability and inequity in historical data • Finalize "<i>Home by the Bay for Youth</i>" to guide implementation of <i>Home by the Bay</i> values, vision and goals for those ages 18 - 29 • Produce baseline data for Fiscal Year 2023-2024 for all calculable metrics on the Performance Measurement Plan • Reinforce homeless response system sustainability and capacity by launching CalAIM Housing Deposits and Housing Transition and Navigation Services • Reprocure Scatter Site Housing and TAY Shelter Contracts in keeping with HSH's Multi-year Procurement Plan
<p>Strengthening Response to Unsheltered Homelessness</p>	<ul style="list-style-type: none"> • Add 360 shelter beds • Design an outreach strategy to effectively support individuals living in vehicles • Structure "Many Right Doors" through which individuals can effectively access the coordinated entry system • Complete the Transitional Age Youth Health and Wellness Center • Incorporate family shelter and TAY transitional housing portfolios into the ONE System
<p>Increasing Stable & Successful Entries into Permanent Housing</p>	<ul style="list-style-type: none"> • Add over 500 units of permanent supportive housing and over 500 slots of rapid re-housing • Refine the process by which people experiencing homelessness are matched to housing interventions that address their needs • Work with community to continue to design permanent supportive housing that accommodates a diversity of client needs and characteristics
<p>Preventing People from Experiencing Homelessness</p>	<ul style="list-style-type: none"> • Retool and rebrand problem solving • Improve access to prevention services and resolutions across age, race, household type, and circumstances

Acknowledgements

The Department of Homelessness and Supportive Housing wishes to thank those that joined us this year in transforming the *Home by the Bay* vision into reality. Above all, we would like to thank our staff and the employees of our provider network, whose hard work and passion underpins the successes reflected here. We'd also like to thank individuals with lived experience who contributed to the design and implementation of this plan.

Many City departments, Committees, and Commissions contributed to the *Home by the Bay* Year 1 progress report. Thank you to the following:

Office of Mayor London N. Breed • City and County of San Francisco Board of Supervisors • Mayor's Office on Disability • Mayor's Office of Housing and Community Development • Mayor's Office of Transgender Initiatives • Office of the Controller • Office of Economic and Workforce Development • San Francisco Department of Public Health • San Francisco Department of Emergency Management • San Francisco Office of Racial Equity • San Francisco Human Services Agency • San Francisco Department of Children, Youth and Their Families • San Francisco Department on the Status of Women • San Francisco Adult Probation Department • San Francisco Health Plan • San Francisco Housing Authority • San Francisco District Attorney's Office • San Francisco Public Defender's Office • San Francisco Sheriff's Department • San Francisco Unified School District • Treasurer and Tax Collector's Office, The Financial Justice Project • All Home • Tipping Point Community San Francisco • Local Homeless Coordinating Board (LHCB) • LHCB Coordinated Entry Redesign Workgroup • Our City, Our Home Oversight Committee • BIPOC Providers Leadership Workgroup • Homeless Emergency Service Providers Association • San Francisco Supportive Housing Network



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