STRATEGIES FOR STATE-REQUIRED
LOCAL HOMELESSNESS ACTION PLAN (DRAFT v. 6-21-22)

Outcome Goals must be set in the following goal areas within the Local Homelessness Action Plan required by the state to receive full HHAP-3 allocation of funding:

- Reducing the number of persons experiencing homelessness.
- Reducing the number of persons who become homeless for the first time.
- Increasing the number of people exiting homelessness into permanent housing.
- Reducing the length of time persons remain homeless.
- Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
- Increasing successful placements from street outreach.
- Trackable data goals related to the Outcome Goals as they apply to underserved populations and populations disproportionately impacted by homelessness.

Plans must also identify strategies that are being implemented and identify which Outcome Goals / Performance Measures will be impacted by each strategy. Strategies presented must include the following information, per the Cal ICH Local Homelessness Action Plan and Application Template:

Table 5. Strategies to Achieve Outcome Goals	
Strategy	**Performance Measure to Be Impacted (Check all that apply)**
Description	☐ Reducing the number of persons experiencing homelessness.
	☐ Reducing the number of persons who become homeless for the first time.
Timeframe	☐ Increasing the number of people exiting homelessness into permanent housing.
	☐ Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	☐ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Measurable Targets	☐ Increasing successful placements from street outreach.
	☐ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

Current drafts of 38 strategy descriptions begin on the next page, grouped into the following five categories:

1. System-Wide Improvement Strategies
2. Crisis Services, Outreach and Engagement Strategies
3. Emergency Shelter and Interim Housing Strategies
4. Permanent Housing Strategies
5. Diversion/Problem-Solving and Prevention Strategies

1. SYSTEM-WIDE IMPROVEMENT STRATEGIES

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description *System-Wide Improvement Strategy #1:* Complete analysis and assessment of current Coordinated Entry System (CES) and processes for adults, families, and youth, and identify and implement changes that will: re-design CES to be client centered and equitable across all core CES processes; improve the quality and timeliness of access, assessment, referral, and housing placement processes; divert and provide "problem-solving" financial assistance and services to help households avoid an episode of homelessness; support nuanced matching of households to an increased amount of appropriate and diverse housing options and services interventions based upon their needs and choices; and increase the number of households enrolled in permanent housing. **Timeframe** ▪ CES Evaluation by third party to be completed by July 2022 ▪ Identification and implementation of improvement efforts to begin July 2022 **Entities with Lead Responsibilities** Department of Homelessness and Supportive Housing (HSH) **Measurable Targets** *Process Measure:* Timely implementation of efforts per timeframe above.	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless. ☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☒ Increasing successful placements from street outreach. ☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description *System-Wide Improvement Strategy #2:* Continue to expand participation and data quality of homelessness response system programs within the Online Navigation and Entry (ONE) System, which holds San Francisco's Homeless Management Information System (HMIS) that is administered by HSH, including a focus on outreach providers and emergency shelter and interim housing programs. In addition, develop a data quality plan for ONE System users and develop a path to increase coverage of locally-funded PSH units into the ONE System. **Timeframe** On-going **Entities with Lead Responsibilities** HSH **Measurable Targets**	☒ Reducing the number of persons experiencing homelessness. ☒ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless. ☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☒ Increasing successful placements from street outreach.

Process Measures: HSH will finalize the Data Quality Plan and an implementation plan by July 2023. The plan to improve data quality and the new processes to expand coverage of PSH providers in HMIS will be made operational with additional State and local funds and implemented between Sept 2022 through July 2024. *Output Measure:* By July 2023, HSH will increase the number of PSH providers in HMIS to include at least 5 more PSH providers.	☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description *System-Wide Improvement Strategy #3:* Develop a comprehensive and dynamic systems model of San Francisco's homelessness response system, which will: model the amount of interventions and costs needed to inform local strategic plan goals and system performance measures; identify the amount of shelter, interim, and permanent housing interventions needed to achieve system and equity goals; project system performance outcomes based upon projected inflow and expansions of homelessness response system components. This Systems Model, in addition to the Our City, Our Home's needs assessment completed by local funding advisory board, and input from people with lived experience of homelessness and other stakeholders, will be used to guide programmatic, policy, and investment decisions in support of greatest impacts on homelessness.	☒ Reducing the number of persons experiencing homelessness. ☒ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless. ☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☒ Increasing successful placements from street outreach. ☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.
Timeframe Initial system model to be developed by September 2022; fully refined system model to be developed and utilized to guide programmatic, policy, and investment decisions by January 2023	
Entities with Lead Responsibilities HSH	
Measurable Targets **Process Measure:** Timely development of system model to support strategic planning process between July 2022 and January 2023.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description *System-Wide Improvement Strategy #4:* For the first time in San Francisco, HSH will engage in comprehensive strategic planning efforts to strengthen partnership and coordination of strategies between HSH and the San Francisco Department of Public Health (DPH), with particular focus on the needs of shared populations	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time.

who are unsheltered; have co-occurring behavioral health care needs; need higher levels of care / support; are older adults or persons with disabilities; have chronic or long-term health needs; and/or are from populations overrepresented across the homelessness response system The goal of this planning effort is to align strategies, outcomes, and investments and improve care coordination and housing outcomes for people experiencing homelessness who are using the public health and behavioral health system

Timeframe	
July to December 2022	
Entities with Lead Responsibilities	
HSH and DPH	
Measurable Targets	
Process Measure: Timely implementation of planning processes between HSH and DPH. Other performance measure targets will be developed through the planning processes.	

- ☒ Increasing the number of people exiting homelessness into permanent housing.
- ☒ Reducing the length of time persons remain homeless.
- ☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
- ☒ Increasing successful placements from street outreach.
- ☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	☒ Reducing the number of persons experiencing homelessness.
System-Wide Improvement Strategy #5: Implement equity-focused capacity building efforts, both within HSH and with providers within the homelessness response system, including focus on wage enhancements and reduced staffing ratios and providing expanded support to BIPOC-led organizations and organizations deeply rooted in historically marginalized neighborhoods and communities, strengthening the ability of the homelessness response system to reach, serve, and achieve equitable outcomes for overrepresented and underserved populations. Engage people with lived experience and BIPOC-led organizations to understand and be responsive to needs and to guide the implementation of capacity building efforts.	☒ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless. ☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☒ Increasing successful placements from street outreach. ☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.
Timeframe	
Implement HSH's Racial Equity Action Plan's timeline and performance targets throughout 2022-2024	
Entities with Lead Responsibilities	
HSH	
Measurable Target	
Process Measure: Implementation of Racial Equity Action Plan, led by HSH's new Chief Equity Officer position and the HSH Executive Leadership team and supported by the HSH DEI Committee, including developing and delivering	

capacity building trainings focused on three areas of racial equity to HSH Staff by July 2023.

Process Measure: Implement an RFP process to bring in experts in DEI training and organizational culture change to work with HSH staff and engage community partners to assess capacity building needs for BIPOC-led organizations. Execute contracts with a DEI consultant and a Community and Stakeholder Engagement Partner by September 2022.

Output Measure: Deliver three staff trainings by January 2023.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description **System-Wide Improvement Strategy #6:** As part of CalAIM implementation, launch housing community supports within HSH's existing services portfolio, allowing HSH to draw down Medi-Cal funds for certain services: housing navigation; housing deposits; and housing stabilization. This will bring in additional revenue support to enhance and sustain these services. As part of the implementation of CalAIM, the homelessness response system will increase data sharing and integration between the homeless and public health system to improve care coordination for people experiencing homelessness.	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless. ☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☒ Increasing successful placements from street outreach. ☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.
Timeframe Launch Housing Community Supports by July 2023	
Entities with Lead Responsibilities HSH, DPH, Anthem, San Francisco Health Plan	
Measurable Targets *Process Measure:* CalAIM Housing Community Supports will be launched, and HSH will build the necessary staffing, billing, and data infrastructure to support this first phase of CalAIM implementation, by July 2023.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description **System-Wide Improvement Strategy #7:** As part of CalAIM implementation, HSH will enhance and increase data sharing and care coordination efforts with SF DPH and the local MCPs. Through data sharing agreements, contracts, and/or MOUs, HSH, DPH, and the MCPs will have access to shared client data, which will increase the ability to provide timely services and supports to those experiencing homelessness. This will include identifying the mechanisms and workflows to allow HSH to submit claims	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless.

for Housing Community Supports services directly to the MCPs.	☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Timeframe	☒ Increasing successful placements from street outreach.
Initiated planning in early 2021. Develop and implement new technology pathways for data sharing and claiming by July 2023	☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.
Entities with Lead Responsibilities	
HSH, DPH, Anthem, San Francisco Health Plan	
Measurable Targets	
Process Measure: Timely procurement of a new system or enhancement of an existing system to allow for data sharing and billing *Output Measure:* Claims ("837 Files") will be submitted to MCPs accurately 90% of the time	

Strategy	**Performance Measure to Be Impacted** **(Check all that apply)**
Description	☒ Reducing the number of persons experiencing homelessness.
System-Wide Improvement Strategy #8: Continue to implement the Rising Up initiative, a public-private initiative to prevent and end youth homelessness, providing youth with Problem Solving services and support, to prevent entries into homelessness, and/or with Rapid Rehousing subsidies and intensive case management support of up to three years.	☒ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless.
Timeframe	☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
January 2019 to at least 2023	
Entities with Lead Responsibilities	☒ Increasing successful placements from street outreach.
HSH, Larkin Street Youth Services	
Measurable Targets	☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.
Outcome Goal: Reducing homelessness for youth ages 18-25 by 50% by 2023.	

Strategy	**Performance Measure to Be Impacted** **(Check all that apply)**
Description	☒ Reducing the number of persons experiencing homelessness.
System-Wide Improvement Strategy #9: Design, launch, and implement an initiative to address the crisis services and permanent housing needs of transgender and gender non-conforming (TGNC) people experiencing or at-risk of homelessness, through long-term housing subsidies, acquisition and operations of new Permanent Supportive Housing units, short-term rental	☒ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing.

subsidies, flexible financial assistance, behavioral health care services, and support to build capacity among non-profit providers serving TGNC residents.	☒ Reducing the length of time persons remain homeless.
	☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Timeframe	☒ Increasing successful placements from street outreach.
Initiative launched during June 2022	
Entities with Lead Responsibilities	☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.
MOHCD, HSH, DPH, and the Office of Transgender Initiatives (OTI)	
Measurable Targets	
Outcome Measure: Achieve goal of ending homelessness among TGNC population by 2027.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description *System-Wide Improvement Strategy #10:* Implement and strengthen a comprehensive array of activities and resources to prevent and end homelessness among families with children, including: development of new housing units dedicated to families with children; dedication of portion of Emergency Housing Vouchers; implementing flexible housing subsidy pool resources; and adding problem-solving services into emergency shelters services families with children.	☒ Reducing the number of persons experiencing homelessness. ☒ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless.
Timeframe On-going	☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Entities with Lead Responsibilities HSH	☒ Increasing successful placements from street outreach.
Measurable Targets *Output Measure:* Bring on-line 200 new permanent supportive housing units for families with children by July 2024. *Output Measure:* Utilize more than 250 EHVs to families who are over-represented in homelessness, unsheltered, reaching the end of RRH and need a voucher to stabilize in housing, or long-stayers in shelter, by June 2023.	☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description *System-Wide Improvement Strategy #11:* Supported by the Urban Institute and MacArthur Foundation, implement the Just Home Project initiative, focused on developing a comprehensive and coordinated approach to housing that addresses the needs of justice-involved people, especially people with behavioral health care services needs. Intended areas of focus include:	☒ Reducing the number of persons experiencing homelessness. ☒ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing.

develop a bridge housing model to house and support individuals exiting jail until permanent housing options are available; and creation of a more integrated and aligned system to quickly identify housing solutions for high users of housing, health, and justice systems, including both scattered-site and site-based models.	☒ Reducing the length of time persons remain homeless.
	☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Timeframe	☐ Increasing successful placements from street outreach.
▪ Initial Planning Period: March 2022 – August 2022 ▪ Implementation Period: September 2022 - February 2024	☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.
Entities with Lead Responsibilities	
HSH, MOHDC, DPH	
Measurable Targets	
Process Measure: Timely completion of planning and launch of implementation. Other performance measure targets will be developed through the planning processes, which might include measures focused on housing attainment, housing retention, use of case management and clinical supports, enrollment in benefits, emergency department visits, jail stays/length of jail stays, use of psych emergency services, and/or mortality.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description ***System-Wide Improvement Strategy #12:*** Sustain and strengthen the efforts of the cross-sector Ending Veteran Homelessness Work Group to strengthen systems and deploy federal, state, and local resources to prevent and end homelessness among Veterans in San Francisco.	☒ Reducing the number of persons experiencing homelessness.
	☒ Reducing the number of persons who become homeless for the first time.
	☒ Increasing the number of people exiting homelessness into permanent housing.
Timeframe	☒ Reducing the length of time persons remain homeless.
On-going	☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Entities with Lead Responsibilities	
HSH, Swords to Plowshares, VA, MOHCD, San Francisco Housing Authority	☒ Increasing successful placements from street outreach.
Measurable Targets	
Output Measure: Place 50 veterans into Rapid-Re-housing (non-HUD-VASH units) by no later than July 2023.	☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

2. CRISIS SERVICES, OUTREACH, AND ENGAGEMENT STRATEGIES

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description *Crisis Services, Outreach, and Engagement Strategy #1:* Implement the Tenderloin Emergency Initiative to improve safety, connect people to services, and increase investments in a neighborhood significantly impacted by the crises of homelessness, violence, crime, and overdoses. Activities include launching and operating a temporary Tenderloin Center a low-barrier drop-in center designed to provide a safe space for anyone to easily and quickly access San Francisco health and human service resources, including CES, case management services available on-site, and referrals and linkages to other services, shelter, and housing placements.	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless. ☐ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☒ Increasing successful placements from street outreach. ☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.
Timeframe Launched in early CY 2022	
Entities with Lead Responsibilities Department of Emergency Management (DEM), DPH, and HSH	
Measurable Targets *Output Measures:* Implementing data systems to track: how many people are coming for drop-in services; how many people are being served; which services are being requested; which service connections are being made directly by on-site non-profits and city staff; and how many shelter and housing placements are made.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description *Crisis Services, Outreach, and Engagement Strategy #2:* Through local Our City, Our Home (OCOH) funding, expand Street Crisis Response Teams and Street Medicine Behavioral Health services, enhancing access to care coordination services and crisis mental health services, diverting individuals in crisis away from emergency rooms and incarceration into behavioral health treatment, reducing people's contact with law enforcement personnel, and providing continuity relationships with a care team.	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☐ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless. ☐ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☒ Increasing successful placements from street outreach. ☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.
Timeframe Underway, expansion projected to be completed during FY 22-23	
Entities with Lead Responsibilities DPH	
Measurable Targets *Output Measure:* Projected to support up to 10,000 client contacts per year and to connect up to 1,500 people to	

care coordination and/or crisis mental health services annually.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description *Crisis Services, Outreach, and Engagement Strategy #3:* Through local OCOH funding, expand Intensive Case Management (ICM) services for people with complex behavioral health needs who face barriers to engagement with services and ongoing care, develop closer collaborations with resources such as drop-in centers, outreach teams, housing navigation programs, street medicine, and shelters, and support clients to identify housing options and overcome barriers to placement into housing and work closely with clients and the homelessness response system to navigate Coordinated Entry and the housing placement process. **Timeframe** To be launched during FY 22-23 **Entities with Lead Responsibilities** DPH **Measurable Targets** *Output Measure:* Expand case management capacity by up to 865 cases	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless. ☐ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☒ Increasing successful placements from street outreach. ☐ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description *Crisis Services, Outreach, and Engagement Strategy #4:* Through local OCOH funding, expand Mental Health and Substance Use Beds and Local Treatment Beds to reduce wait-time for residential treatment in our system, especially for those experiencing homelessness, by providing access to various options, including Locked Subacute beds, Psychiatric Skilled Nursing Facility beds, Board and Care beds, Mental Health Residential beds, Managed Alcohol beds, Residential Step-Down beds, Behavioral Health beds, and a Drug Sobering Center. **Timeframe** Approximately 50% of beds brought on-line during FY 21-22, balance to be brought on-line by FY 22-23 **Entities with Lead Responsibilities** DPH **Measurable Targets** *Output Measure:* Creation and operation of approximately 310 additional beds for people in need of mental health and substance use services.	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless. ☐ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☒ Increasing successful placements from street outreach. ☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	☒ Reducing the number of persons experiencing homelessness.
Crisis Services, Outreach, and Engagement Strategy #5: Through local OCOH funding, expand supply of Residential Treatment Beds for transition-age youth, providing improved access to clinically- and youth-appropriate residential treatment services for youth/young adults with behavioral health care services needs.	☐ Reducing the number of persons who become homeless for the first time.
	☒ Increasing the number of people exiting homelessness into permanent housing.
Timeframe	☒ Reducing the length of time persons remain homeless.
Opening in FY 22-23	☐ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Entities with Lead Responsibilities	
DPH	☒ Increasing successful placements from street outreach.
Measurable Targets	☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.
Output Measure: Create and operate 10 Residential Treatment Beds for youth by FY 22-23.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	☒ Reducing the number of persons experiencing homelessness.
Crisis Services, Outreach, and Engagement Strategy #6: Through local OCOH funding, increase capacity to provide targeted, specialized care coordination and case management services for youth / young adults with behavioral health care services needs.	☐ Reducing the number of persons who become homeless for the first time.
	☒ Increasing the number of people exiting homelessness into permanent housing.
Timeframe	☒ Reducing the length of time persons remain homeless.
Initiated activities during FY 21-22, fully operational by FY 22-23	☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Entities with Lead Responsibilities	
DPH	☒ Increasing successful placements from street outreach.
Measurable Targets	☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.
Output Measure: Expand case management capacity by 85 cases by FY 22-23.	

3. EMERGENCY SHELTER AND INTERIM HOUSING STRATEGIES

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description *Emergency Shelter and Interim Housing Strategy #1:* Add new non-congregate and semi-congregate shelter / interim housing opportunities into the system, with enhanced case management and housing-focused services, for both individuals and families with children experiencing homelessness.	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing.
Timeframe CY 2022	☒ Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities HSH	☐ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Measurable Targets *Output Measure:* An additional 410 shelter / interim housing beds projected to be operational and available by August 2022.	☒ Increasing successful placements from street outreach. ☐ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description *Emergency Shelter and Interim Housing Strategy #2:* As COVID-19 pandemic conditions allow, re-expand capacity at congregate shelter settings, with proposed resources for safety measures, enhanced housing-focused services, and increased staffing resources in place, back closer to pre-pandemic capacity.	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing.
Timeframe Plan to re-inflate congregate shelters is currently being implemented, guided by changing pandemic safety requirements	☒ Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities HSH	☐ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Measurable Targets *Output Measure:* Currently plan to bring back on-line 592 shelter beds by September 2022, but plans may be adjusted based upon pandemic conditions and safety considerations.	☒ Increasing successful placements from street outreach. ☐ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description ***Emergency Shelter and Interim Housing Strategy #3:*** Complete the implementation of Shelter Access IT project, which includes an assessment of past and current shelter access options, to plan for IT infrastructure needs to support more effective and streamlined shelter bed management and placement, to limit complexity and ensure flexibility in the management of emergency shelter programs in HMIS/ONE System, and to build out a new shelter bed management and tracking system.	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☐ Reducing the length of time persons remain homeless. ☐ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☒ Increasing successful placements from street outreach. ☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.
Timeframe Planning process currently underway, with recommendations to be finalized in FY 22-23	
Entities with Lead Responsibilities HSH and Office of the Controller	
Measurable Targets ***Process Measure:*** Timely development of decisions and recommendations and implementation of new shelter bed management and tracking system. Other performance measure targets will be developed through the planning processes.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description ***Emergency Shelter and Interim Housing Strategy #4:*** Through local OCOH funding, expand interim housing options for specific vulnerable populations through hotel vouchers supporting short-term stays in hotels for survivors of domestic and intimate partner violence, transition-age youth, pregnant people, and families with children.	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless. ☐ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☒ Increasing successful placements from street outreach. ☐ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.
Timeframe TAY hotel vouchers on-line currently, others to be brought on-line in FY 22-23	
Entities with Lead Responsibilities HSH and MOHCD	
Measurable Targets ***Output Measure:*** Provide an estimated 25 opportunities to access interim housing via hotel vouchers nightly.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description *Emergency Shelter and Interim Housing Strategy #5:* Expand and strengthen services available within existing emergency shelter programs, including enhanced behavioral health care services and housing-focused services to increase successful exits from emergency shelter to wide range of permanent housing options and thereby increasing capacity to bring people into existing shelter options. In addition, continue piloting offering problem-solving assistance, to facilitate more households exiting shelter to permanent housing solutions, within family shelters. **Timeframe** To be implemented during FY 22-23 **Entities with Lead Responsibilities** HSH and DPH **Measurable Targets** **Outcome Measure:** Case management ratios are proposed to be lowered to 1:25 across more shelter sites by July 2023 if the proposed budget is approved.	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless. ☐ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☒ Increasing successful placements from street outreach. ☐ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description *Emergency Shelter and Interim Housing Strategy #6:* Replace existing safe sleeping site at 33 Gough Street with upgraded living environment by piloting the use of cabin structures, with wrap-around services, operating as interim housing and providing an alternative to traditional shelter models, and assess and determine whether to expand the creation and operation of such settings. **Timeframe** Site is operational now with 32 cabins and will be growing up to 70 cabins by January 2023 **Entities with Lead Responsibilities** HSH **Measurable Targets** *Output Measure:* Provide approximately 70 additional interim housing options through piloting the use of cabin structures.	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless. ☐ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☒ Increasing successful placements from street outreach. ☐ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description ***Emergency Shelter and Interim Housing Strategy #7:*** Through local OCOH funding, create and operate a Vehicle Triage Center / Safe Parking program, addressing a critical need for expanded options for people experiencing homelessness who possess vehicles that cannot be accommodated at other programs. **Timeframe** Underway and projected to be fully operational through end of CY 2023 **Entities with Lead Responsibilities** HSH **Measurable Targets** ***Output Measure:*** 57 Vehicle Triage Center / Safe Parking program slots currently online, an additional 74 program slots to be brought on-line by end of 2022.	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless. ☐ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☒ Increasing successful placements from street outreach. ☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description ***Emergency Shelter and Interim Housing Strategy #8:*** Expand capacity at two Navigation Centers: 1) build out a second floor that will offer more privacy and more space at the TAY Navigation Center; 2) partner with a community-based organization focused on delivering services for people who are homeless and who identify as transgender and gender diverse to open a new Navigation Center and ramp up to serve up to 80 people with 24/7, low-barrier, and trauma-informed and housing-focused services. **Timeframe** ▪ Youth Navigation Center build-out completed by January 2024 ▪ Navigation Center focused on providing targeted services to people who identify as transgender and gender diverse is currently open and will be fully operational at maximum capacity by January 2023 **Entities with Lead Responsibilities** HSH and St. James Infirmary and Transgender Gender-variant Inter-sex and Justice Project (TGJIP) **Measurable Targets** **Output Measures:** Increased bed capacity for over-represented populations, youth and people who identify as transgender or gender non-conforming by July 2024.	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless. ☐ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☒ Increasing successful placements from street outreach. ☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

4. PERMANENT HOUSING STRATEGIES

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description ***Permanent Housing Strategy #1:*** Implement effective and efficient processes for rehousing people currently staying within Shelter-in-Place (SIP) Hotel Program (supported by Project Roomkey, in combination with federal and local resources) prior to the winding down of that program, with a priority on supporting people to exit to permanent housing and minimizing exits to unsheltered homelessness. Braid federal, state, and local resources to provide permanent housing resources to people who are in the SIP hotels, 1,100 of whom have already been permanently housed.	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless. ☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☐ Increasing successful placements from street outreach. ☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.
Timeframe To be completed by September 2022	
Entities with Lead Responsibilities HSH	
Measurable Targets ***Outcome Measure:*** An estimated 1,200 people will have successfully exited SIP Hotel settings to permanent housing destinations by the end of September 2022.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description ***Permanent Housing Strategy #2:*** Efficiently lease-up new Emergency Housing Vouchers (EHVs), provided through the American Rescue Plan Act, serving people who are currently experiencing homelessness, recently homeless, at risk of experiencing homelessness, and/or fleeing, or attempting to flee domestic violence, dating violence, sexual assault, stalking, or human trafficking. Targeted 2/3 of vouchers to people experiencing literal homelessness, including over 200 vouchers for people who are unsheltered.	☒ Reducing the number of persons experiencing homelessness. ☒ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless. ☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☒ Increasing successful placements from street outreach. ☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.
Timeframe Issuance of vouchers to be completed by September 2023	
Entities with Lead Responsibilities The Housing Authority of the City and County of San Francisco and HSH	
Measurable Targets ***Output Measure:*** Achieve and sustain at least 90% lease-up / utilization of allocation of 906 EHVs by June 2023.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description *Permanent Housing Strategy #3:* Significantly expand the supply of Permanent Supportive Housing through adding new units through range of approaches, including acquisition/rehabilitation activities and new construction activities supported by local OCOH funding.	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless.
Timeframe Ongoing	☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Entities with Lead Responsibilities HSH and the Mayor's Office of Housing and Community Development (MOHCD)	☒ Increasing successful placements from street outreach.
Measurable Targets	☐ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.
Outcome Measure: Increase supply of dedicated Permanent Supportive Housing units by purchasing 8 new buildings for PSH for families, adults, and youth by July 2023, adding at least 1000 new units of PSH.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description *Permanent Housing Strategy #4:* Strengthen and scale the availability of scattered-site Permanent Supportive Housing options through payment standard increases, landlord lease up bonuses, landlord risk mitigation funds, and other activities and incentives.	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing.
Timeframe Landlord incentive program launched in June 2022 and currently planning for potential expansion in early 2023	☒ Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities HSH	☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Measurable Targets	☐ Increasing successful placements from street outreach.
TBD	☐ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description *Permanent Housing Strategy #5:* Expand Housing Ladder moving on initiative, through which residents of Permanent Supportive Housing (PSH) who no longer need the intensity of services available in PSH are supported to move into other housing options that they can afford, creating more opportunities for people experiencing homelessness to move into existing PSH units.	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless.
Timeframe Ongoing	
Entities with Lead Responsibilities HSH	☐ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☐ Increasing successful placements from street outreach.
Measurable Targets **Output Measure:** Emergency Housing Vouchers allocated to the Housing Ladder will be utilized by June 2023. **Outcome Measure:** TBD	☐ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description *Permanent Housing Strategy #6:* Through local OCOH funding, expand Flexible Housing Subsidy Pool, providing a flexible range of rental subsidies, other financial assistance, and supportive services, to support people to exit homelessness into permanent housing opportunities within the private market.	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless.
Timeframe Full implementation to be achieved during FY 22-23	
Entities with Lead Responsibilities HSH	☐ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☒ Increasing successful placements from street outreach.
Measurable Targets *Outcome Measure:* Goal of ending the homelessness of approximately 1,000 individual adults, approximately 350 families with children, and approximately 70 transition-age youth, through Flexible Housing Subsidy Pool resources by end of FY 23-24.	☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description ***Permanent Housing Strategy #7:*** Through local OCOH resources, provide rapid rehousing and medium-term subsidies partnered with workforce development services and supports to address the employment and income goals of households and to increase their ability to remain stable within housing. **Timeframe** Initiated during FY 21-22, ramping up over next 2 FYs. **Entities with Lead Responsibilities** HSH and Office of Economic and Workforce Development (OEWD) **Measurable Targets** ***Output Measure:*** Rapid rehousing and/or medium-term subsidies and services, including workforce development services, provided to approximately 675 households by end of FY 23-24.	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless. ☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☒ Increasing successful placements from street outreach. ☐ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description ***Permanent Housing Strategy #8:*** Through local OCOH funding, enhance the quality and capacity of health and behavioral health care services for tenants within permanent supportive housing programs in order to improve access to services and to support stronger housing stability outcomes for people with health and behavioral health care needs. **Timeframe** Implementation initiated in early 2022, expanding over time **Entities with Lead Responsibilities** DPH **Measurable Targets** ***Output Measure:*** Enhance linkages to health and behavioral health services at more than 100 Permanent Supportive Housing sites and more than 9,000 households.	☒ Reducing the number of persons experiencing homelessness. ☐ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☐ Reducing the length of time persons remain homeless. ☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☒ Increasing successful placements from street outreach. ☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

5. DIVERSION AND PREVENTION STRATEGIES

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description *Diversion and Prevention Strategy #1:* Implement a new, comprehensive approach to deploying vastly expanded homelessness prevention resources, providing flexible financial assistance, including both one-time and longer-term assistance, in order to retain or secure housing for households at risk of homelessness, which will be increasingly important as the eviction moratorium expires in the future. **Timeframe** On-going **Entities with Lead Responsibilities** HSH and MOHCD **Measurable Targets** *Output Measure:* Provide more than 900 households with prevention assistance per year FY 21-22 and FY 22-23, with potential expansion in future years.	☒ Reducing the number of persons experiencing homelessness. ☒ Reducing the number of persons who become homeless for the first time. ☐ Increasing the number of people exiting homelessness into permanent housing. ☐ Reducing the length of time persons remain homeless. ☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☐ Increasing successful placements from street outreach. ☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description *Diversion and Prevention Strategy #2:* Expand the availability of strengths-based Problem-Solving interventions across the homelessness response system to support people to identify possible pathways to resolve their current housing crisis without needing ongoing shelter or a dedicated housing resource through the provision of: solutions-focused Problem-Solving conversations; housing location assistance; reunification, mediation, and conflict resolution services; and/or flexible financial assistance. **Timeframe** Ongoing **Entities with Lead Responsibilities** HSH **Measurable Targets** *Outcome Measure:* By FY 23-24, support approximately 700 households per year to secure safe housing options through the provision of Problem-Solving services and support.	☒ Reducing the number of persons experiencing homelessness. ☒ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☒ Reducing the length of time persons remain homeless. ☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☒ Increasing successful placements from street outreach. ☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description ***Diversion and Prevention Strategy #3:*** Expand range of services and interventions, including: eviction-related legal services and emergency rental assistance; tenant counseling, education, and outreach; housing-related mediation; and other supportive services, to prevent loss of current rental housing with focus on City's most vulnerable tenants, including formerly homeless households in supportive housing programs and other subsidized housing. **Timeframe** Implementation of Emergency Rental Assistance resources underway, implementation of locally-funded activities by FY 22-23 **Entities with Lead Responsibilities** MOHCD and HSH **Measurable Targets** ***Output Measure:*** Services provided to approximately 2,500 households by July 2024.	☒ Reducing the number of persons experiencing homelessness. ☒ Reducing the number of persons who become homeless for the first time. ☐ Increasing the number of people exiting homelessness into permanent housing. ☐ Reducing the length of time persons remain homeless. ☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☐ Increasing successful placements from street outreach. ☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description ***Diversion and Prevention Strategy #4:*** Create an expanded supply of affordable housing units that can prevent households from experiencing housing instability and crises that can result in homelessness. **Timeframe** Ongoing **Entities with Lead Responsibilities** MOHCD **Measurable Targets** ***Output Measure:*** Number of new units within the affordable housing pipeline and the number of new units that come on-line each year.	☒ Reducing the number of persons experiencing homelessness. ☒ Reducing the number of persons who become homeless for the first time. ☒ Increasing the number of people exiting homelessness into permanent housing. ☐ Reducing the length of time persons remain homeless. ☒ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☒ Increasing successful placements from street outreach. ☒ Focused on equity goals focused on underserved populations and populations disproportionately impacted by homelessness.