

Local Homeless Coordinating Board
May 2018 Draft Minutes

Kelley Cutler-Present
Andrea Evans-Present
Del Seymour-Present
Ralph Payton-Present
Erik Brown-(Excused)
Sophia Isom (Excused)
Brenda Jewett-Present
Kim Mai Cutler-Present
James Loyce-Present

Del Seymour Okay. Does any board member see anything on the minutes that they would like to talk about?

Kelley Cutler: Yes. I just see some things that are missing in our discussion, particularly at the end of the meeting. There's one thing we discussed about the retreat that I didn't see in there. And then also there was discussion about the orientation meeting for the board members. And there was some discussion about Mr. Kositsky being there or not, and as you can read it in the minutes.

Del Seymour: Do you have any feedback on that, Charles? Or do we need to revisit those matters?

Charles Minor: Yes. I can amend the minutes

Del Seymour: So we'll hold off on approving the minutes this meeting. And we will revisit the matter next week.

Del Seymour: So I have a motion that we will table the approval of the minutes until the June meeting after modifications by the department. Do I have a second on that?

Second.

And we'll vote to table that. And all those in favor, say yes.

Yes.

All those opposed, no.

And no abstain. So okay. So it is.

Jeff Kositsky: I'm Jeff Kositsky director of the Department of Homelessness and Supportive Housing.

409 people sheltered or housed under the 1,000 Person Project (April 1st)

Upcoming Sites:

- 125 Bayshore Blvd: 128 bed Navigation Center is expected to open in June 2018
- Division Circle: 125 bed Navigation Center (located at the intersection of 13th Street and South Van Ness) is expected to open in June 2018.
- 5th and Bryant: 84 bed navigation center is expected to open in the summer of 2018.

- The Minna Lee is a 50 unit SRO hotel that will be master leased as permanent supportive housing and will be opened in June 2018.

Systems Change Goals:

Design and implement coordinated systems for adults, families with children, & youth by December 2018

Implement performance accountability across all programs and systems by December 2019

Update

- Created draft problem solving policy guide support Access Points in conflict mediation skills
- The Coordinated Entry Written Standards for San Francisco were finalized and adopted by the Local Homeless Coordinating Board
- Began a comprehensive review of program tracking data and their sourcing systems, to establish department wide performance accountability.

Systems Change Update

- Coordinated Entry Subcommittee meetings
- Families and adults system planning
- First Tuesday of each Month from 9:30-11 am
- Coordinated Entry System for Youth committee
- Second Monday of each month from 3-4 pm

Reducing Adult Homelessness Goal:

- Reduce chronic homelessness 50% by December 2022

Update

- Auburn Hotel= 39 Placements
- Held planning meetings with MOHCD and providers for 1064-68 Mission Street.
- Held kick-off meeting with Mission Bay South Block 9
- Minna Lee
- 50 units of PSH for adults
- Move-in scheduled for June 2018
- Collaborating with HSA to implement Housing Disability Advocacy Program(HDAP)
- Annual rental subsidies for up to 34 homeless adults who are applying for SSI
- Identifying scattered sites and supportive housing options
- Finalizing LSOP-PBV conversions

Reducing Family Homelessness Goals:

- Ensure no families with children are unsheltered by December 2018

Update

- Established systems connecting all families accessing shelter with the Coordinated Entry Access Points.
- Identifying a new family emergency shelter site
- Coordinating with SFUSD to assess feasibility of school site shelter programs.

Reducing Family Homelessness Goals:

- End family homelessness by December 2021

Reducing Youth Homelessness Goal:

- Complete a detailed plan to reduce youth homelessness by July 2018

Update

- Completed a community plan and approved by HUD in January.
- Working to integrate key components into the HSH Strategic Framework.
- 74 TAY clients housed since July 2017

Reducing Street Homelessness Goal:

- Improve the City's response to street homelessness by October 2018
- End large, long-term encampments by July 2019

Update

- Launched the Healthy Streets Operations Center.
- Controller's Office is developing evaluation and metrics.
- Collaborating with DPW to build new navigation centers:
 - Division Circle, 5th and Bryant and Bayshore
- 27 long-term, large encampments have been resolved as of March 31st.

Budget Priority Hearing

- In April the Budget and Finance Committee of the BOS hosted a Budget Priority Hearing on Homelessness
- HSH, DPH, MOHCD, the Controller's Office, the BLA and HESPA all presented
- Following the hearing Supervisor Cohen introduced a resolution expressing the committees budget priorities related homelessness, including:
 - Prevention & Problem Solving
 - TAY Navigation Center
 - Rapid Rehousing
 - Increased outreach and treatment beds for people with mental illness
 - Shelter expansion to reduce street homelessness

HSH Budget Process:

- HSH budget presentation to the LHCB – June 4th
- HSH 1st Budget Hearing – June 15th
- HSH 2nd Budget Hearing – June 21st or 22nd

April Community Meetings

- Northeast Mission Neighborhood Association, 4/2
- Bayview Hunters Point CAC, 4/4
- Richmond District Neighbors, 4/19
- Buena Vista Horace Mann, 4/26

- 4Corner Friday, 4/6 and 5/4
- Southside Jewish Collaborative, 4/29

HSH Is Hiring! New positions include:

- 0931 Director of Outreach and Interim Housing leads the department's response to street homelessness. The Division Manager supervises trains and evaluates HSH's shelter, outreach, navigation center, and facilities staff to support a positive team environment.

Data Reports Include:

- 1,000 Person Project
- Homeward Bound
- Adult Shelter System
- Encampment Resolution Team
- Housing Placements (quarterly)

Kelley Culter: Are you collecting data with the Homeward Bound after someone is placed and what type of data are you collecting?

Jeff Kositsky: We do collect that data and right now it's being done on paper. So we're trying to migrate that process into easier forms. We'll eventually be able to provide the results. It's kind of complicated and we're trying to figure out how to do that. We like to actually look over all clients served since 2005 and try to do a sample, but we're trying to figure out the right way to collect that information.

Kelly Cutler: Is there a period of time that's like three months that you're doing it?

Jeff Kositsky: No. I don't know off the top of my head the exact time, but we're moving towards a year. So we are doing that work but I think that's sort of a proxy for, and not necessarily a good one for actually every year doing some kind of sample of at this point over 10,000 people that have been reunited with their families and I think that's probably what we're going to end up doing as well as a protocol around checking in every three months, six months, and one year.

Del Seymour: Do we have a right to inquire about people that's out of our jurisdiction?

Jeff Kositsky: It's voluntary. We're not just going on to any database in some other state. We're only looking at our own records if they come back to San Francisco and we're calling people and it's a voluntary-- whether or not they want to participate is up to them.

Ralph Payton: As you pointed out that has a pretty high vacancy rate at 22% but I'm looking at some of the other single-adult shelters, do we have any idea why vacancy rates are different between shelters?

Jeff Kositsky: Cathy Perdue is here and is going to give a report on the shelter system so if you don't mind I'll hold that question until Cathy.

Kim Mai Cutler: Can you talk a little bit about how any of the practices department have changed since Mayor came into office?

Jeff Kositsky: They have not.

Ralph Payton: Do we have any thoughts?

Del Seymour: Well, the situation right now under Mayor we seem to have several departments in encampment resolutions. So two of the other departments are right here this morning and we'll have a chance in a few minutes to talk to them about what they're particularly doing.

Ralph Payton: I agree with you. Even though policies haven't changed there seems to be a perception that practices have changed.

Jeff Kositsky: But to answer your question we've not been asked to nor have we changed our policies on the work that we do but also understanding that we control resources that are very specific. We have outreach workers who are available to do outreach and case management. We have temporary shelter. Those are the services that we're-- and we have problem-solving services. That's what we do. Leading with services and trying to understand each person's needs and do our best to meet those needs. That has not changed and I've not been asked to change that policy or practice.

Andrea Evans: I remember that census quite a bit and I just wonder, is that you have a goal that you're setting for each month, for referrals? And if so, can you share how close that is to the goal?

Jeff Kositsky: We do, and we will start sharing that in June or July when we have our suite of reports.

Del Seymour: Okay, now we will turn this over to general public, and again, let me just remind folks that the recent resolutions in the last week or last 10 days were actually done mainly by two of the departments and they're representing here today

Public Comment

Michael Lee: I find it interesting here, in this report that you're talking about encampment resolutions. Exactly what is a resolution? I find that this report is incomplete because of the fact status. What is a clear status? But it really disturbs me that this report is incomplete when you're talking about status. It does not break down how many people were spoken to, how many people were actually encouraged to do intake, to coordinate an entry, and there's absolutely no detail at all.

Ralph Payton: You're right; the information on the report isn't complete. It's just telling us that the physical area is cleared. We don't know exactly how many accepted shelter, how many refused shelter.

Jeff Kositsky: Yeah. Maybe Charles can answer this. We were providing that previously, and I'm not sure why it's not in this report, exactly

Charles Minor this report had most of the data on the encampments

Ralph Payton: How many were referred to shelter, how many went into shelter, how many denied shelter, how many accessed homeward bound services, things like that. So if we can resume having those numbers in future reports.

Michael Wolman. These reports are extremely deficient. I've been hearing that new reports are coming, but I question whether the department has the ability to know what to put in a report and how to structure one, based on what has been given. First of all, there's no information on the navigation centers, there's no information on all the permanent supportive housing projects, there's no information on anything of the shelters, except these 12 shelters, which lack some other information, including specific drill-down when there's an issue with high vacancies at a shelter.

Ralph Payton: So a couple of comments on your comments. So number one, aren't we including navigation numbers in the shelter report?

Jeff Kositsky: I just want to say to the staff who are here who work very hard every day that I appreciate all of your work. What many of you know, we inherited 15 different data systems from three, four different departments, that none of which had data that was very useful, and none of which had data that spoke to each other or could track a client through a particular system.

Most of our focus is not on having data systems or staff who are doing analysis. Most of our focus is on getting services out the door to our clients, but we will get there. So just ask for your patience and also confidence that the very hard working folks in our data and performance team know very well what they're doing and are working to get us there.

Ralph Payton: I think we're just talking about the content of the report as it stands now. So you're saying at this point we don't have -- the department does not have numbers for the navigation centers?

Jeff Kositsky: No, we do have numbers on the navigation centers. And it's just a matter of time, but we will have a full suite of dashboards available as soon as we are able, and again, right now what we're really prioritizing and what you'll see next month is what I believe Andrea asked about, which is what's our placement goals that we need to make in terms of permanent supportive housing? we really are focusing mostly on starting with what we think is the most important product, if you will, that we have to offer, which is offering people permanent exits from homelessness, and we're really focusing on developing a tool that will help us not just share with the public what's going on, but to actually manage our work more effectively so that we're maximizing how we're using our resources.

Ralph Payton: Last question about Michael's comments and I noted this before. Going back to 2004 is interesting, I guess, for historical purposes.

Jeff Kositsky: As I said during my presentation, that's the last time you'll see that report. So that's the last time you'll see that report.

Charles Pitts: Well, I'm trying to figure out how many of these numbers are unduplicated. I guess my next situation is the shelter extension policy. How is it that you're giving people a seven-day bed which is a violation of the shelter extension policy and a violation of how you house people. I think my other thing is, how are you going to address the Prop Q violation, how do you document these offers for shelter?

Ralph Payton: Just a reminder, public comments should be on your report that was just issued.

Charles Pitts: So what are you going to do about the shelter to Housing First policy? It seems like you're trying to open more shelters, but San Francisco Board of Supervisors had a Housing First policy. Why are you wasting money on new shelters when that money should be going to new housing?

Ralph Payton: these questions might be better served during the general comment at the end of the meeting.

Jeff Kositsky: that has absolutely been a challenge, as we've heard it, all these different databases that don't talk to each other, as we're building a single data system and as we're adding new clients, we are able to then track people through the system and know that they're not duplicated. So I cannot say that everybody in all the reports that we've provided here are unduplicated. I can tell you for the thousand-person project, those individuals are all unduplicated and we have the ability now, with our new system, to actually ensure that that's the case. So nobody who's counted in the thousand-person project is counted multiple times in our exits or in our other work. But I cannot say that for the entire system

Nancy Cross: And I grant you that there are some people that can't be satisfied or reasonably stay inside. But I have struggled to get fair hearing. I'm told that will we have a grievance policy that we have an advisory committee talk, deal with, but we have no fair hearing process, which people could present

evidence of wrong by the administration of the shelters, not just whether a particular person in a shelter has offended a site manager. The Human Services Commission invented the grievance policy and they have jurisdiction. There's no place for an application for hearing. So I can't get a fair hearing with oral evidence to show what really is happening to people that are evicted from shelters. We need to have a fair process with a neutral judge, not somebody that is doing what the administration wants about homelessness. We need to have a fair judge, and I'm one of the people. I asked within three days. The department reported to the chief, Mr. Kositsky that I had not given--

Jeff Kositsky: Cathy Purdue and I believe somebody from ECS are here and they can speak to you about this.

Brenda Jewett: I understand your frustration. And I think all of us want to help you address it.

Jeff Kositsky: I will talk to you about this after the meeting.

Amy Farrah Weiss: I'm the founder and director of the Saint Francis Homelessness Challenge. And it doesn't surprise me that only 409 people were sheltered or housed under this plan, and it fell so short because the city isn't truly treating this crisis as a crisis. How many people in this room support AB 932 when it got passed and were excited about it?

A lot of people don't even know about what AB 932 is, and what it is that it allows the city of San Francisco to set reasonable building standards and agreements for this crisis.

The Saint Francis Homelessness Challenge has been piloting a model for SOS, Safe Organized Spaces Transitional Villages. If Jeff, and City Hall, and the Board of Supervisors really wanted to push forward AB 932, we could have thousands of people sheltered in these individual shelters with reasonable agreements and safe organized spaces.

Laura Clark: YIMBY Action. I have some questions about understanding what maybe was conducting some of the things marked clear. I've seen a lot of police officers conducting these clearings, and it's unclear to me, with a lot of these sweeps that are happening how much documentation is taking place when we say things are being re-encamped. That means that those people weren't helped. It seems to me this elaborate shell game that has gotten into high gear. Where did they go from the supposedly cleared encampment? I think it's also worth noting that all of this, where people are finding refuge, is in a few districts on the east side.

Del Seymour: And keep in mind for the people that came in late we will be having two speakers on the agenda regarding the last 11 to 12 days in encampment clearance or whatever buzzwords you want to use. And that's representing the Department of Public Works and the San Francisco Police Department. Those folks are here today, so some things you might want to wait until that, but go ahead.

Ann Wheatanhall and Partner: Spoken Word Poem: Encampment resolution. To effectively and compassionately address encampments, the city has created the encampment resolution team.....Encampment resolution is some kind of euphemistic absolution of spiritual evolution washing away the evidence of our collective negligence.....

Cathy Purdue: I am the program manager for the adult shelter system in the department of homelessness supportive housing.

October, 2017

MSC South Shelter and Drop-in Center

Serving Men and Women, Shelter Capacity = 340

Drop-in Center Capacity = 70

Also serves as Reservation Center for one-night beds

Next Door Shelter

Serving Men and Women, Capacity = 334

Sanctuary Shelter

Serving Men and Women, Capacity = 200

Providence Shelter

Serving Men and Women, Capacity = 110

Dolores Street Santa Martha/Santa Maria/Jazzie's Place

Serving Men and LGBTQ-focused Shelter, Capacity = 80

Dolores Street Santa Ana

Serving Men, Capacity = 28

Hospitality House Shelter

Serving Men, Capacity = 30

Bethel Women's Shelter

Serving Women, Capacity = 30

A Woman's Place Shelter

Serving Women, Capacity = 11

Lark Inn Youth Shelter

Serving Men and Women, ages 18-24, Capacity = 40

Glide Walk-in Center

One-night Reservations

Mission Neighborhood Resource Center

One-night Reservations

Jazzie's Place 90-day reservations

Showers, Laundry, Lockers, Case management

United Council

One-night Reservations

Showers, Laundry, Lockers, Breakfast & Dinner Meals

1203 Shelter Beds consisting of:

- Resource Center Beds - majority of the beds in single adult shelter system (reserved via 311)
- SF HOT Beds
- Hospital Release Set-Aside Beds
- Senior Set-Aside Beds
- Vet Beds
- SWORDS Beds
- CAAP Beds(County Adult Assistance Program)

CHANGES: current system used for shelter reservations

CHANGES: real-time system

CHANGES Profile required to access shelter

CHANGES Profile: Client Photo, Finger Imaging, TB clearance and basic demographic information.

Client obtains CHANGES profile at Reservation/Resource Centers

Reservation/Resource Centers make one-night and weekend reservations.

Vacant Beds are released for one-night use at 4:30pm.

Weekend Reservations issued Fridays between 4:30pm and 5:30pm only.

Reservations first come, first served

Vacancy Rate Calculation

- The Vacancy Rate is calculated by taking the number of vacant beds in the shelter and dividing by the maximum capacity for each shelter.
- For example: Next Door shelter had 34 vacant beds. The maximum capacity for Next Door is 334. $34/334 = 10\%$ Vacancy Rate.

Del Seymour: So most people want to know if a bed was not slept in that night at the particular shelter? We get all these percentages and how you calculate them, but what we want to know is, is one particular shelter having a situation where every night they got 27 beds vacant?

Cathy Perdue: Providence has multiple barriers. First, it's located at a church so they are not able to open earlier as the other shelters. Second, the transportation to Providence is very difficult late at night. We do have a process where if clients are in that area and they show up to Providence and they don't have a reservation; as long as they have a profile in Changes. We will give them a one-night reservation. We are working on finding a better shelter sight so that we can better serve our individuals in the Bayview.

Del Seymour: there always seems to be a disconnect between MSC South, and Providence as far as knowing real-time, it always seemed like it would just take a call.

Cathy Perdue: We started doing that for the last few months. So if you notice reservations at Providence have started to go up and then it kind of comes down. They have contact people at MSC South and at

Providence that they can call to see if there's any reservations. The problem is the transportation, that's where the challenge is.

Jeff Kositsky: Do you want to just talk about Providence historic vacancy rate versus where it's at now?

Cathy Perdue: it's historically having been around 65 to 70 percent and that has increased at some point when we implemented the one night courtesy nights. So typically around the first of the month, the occupancy goes down at all the shelters because of the volume of individuals opt to stay elsewhere.

Del Seymour: When the person is granted the 90-day bed, he has 10 days to check into that bed, what happens to that bed in those 10 days?

Cathy Perdue: He does not have 10 days to check into the bed, he has 10 days to claim the reservation. If he doesn't claim the bed then his name drops off the list.

Ralph Payton: You said beds need to be claimed by 4:00 PM, 4:30 PM?

Cathy Perdue: No. Beds are claimed by the individual shelter's check-in time. Any beds that have not been reserved during the day by 311 are released at 4:30 PM for one-night reservations.

Ralph Payton: What if somebody's has a medical issue?

Cathy Perdue: They can request a late pass at the reservation resource centers and they also can get a late pass for their first night through 311.

Ralph Payton: What if somebody's in a 90-day. So they claim their bed then they have a medical issue and they leave their bed for a few days. They're hospitalized and they're--

Cathy Perdue: The hospital normally contacts the shelter to let us know and then we will resume their reservation once they're released. A lot of times we don't know so they lose their reservation and then we have to wait for another bed to open up before we can resume the reservation.

Ralph Payton: Can the individual contact the shelter to let them know they've been hospitalized or it has to be the hospitals?

Cathy Perdue: Yes. But we will require some type of verification from the hospital.

Ralph Payton: What happens if a bed becomes vacant later in the evening?

Cathy Perdue: It will remain vacant unless MSC-South which is the reservation center that stays open the latest. They make reservations up to 1:00 AM. So if they get clients that come in to get a reservation, then yes. It will be claimed.

Brenda Jewett: I'm listening to you say, "If you're at Glide, you have to be there by this time. You have to make a reservation Monday through Friday. Why is that? And is there an effort to uniform the process so that somebody doesn't have to know all these things?"

Cathy Perdue: Well, there's two different things. So you have two reservations, and then you have the one-night reservations, two different things. So 311 was created to make it a more fair process for people to get reservations. Before, it was much more chaotic, and they only got long-term reservations at the reservation sites, and they would end up getting uneven amounts of reservations. So this was the fairest way to make it.

Brenda Jewett: So I'm glad that there has been effort to make it more fair, however it still seems like there are a number of impediments to making it easy. And the CHANGES reservation system, how long is that going to be in place until the new reservation system is up and running?

Cathy Perdue: That's a good question, and somebody from the ONE system, I think they're going to be presenting today, so you can ask them what the timeline is. But I don't think it's going to be under a year.

Andrea Evans: I just have a question - I'm not sure if it's for you; thank you for the report if you did it - about Providence because now it's been mentioned several times that it is looking for an alternative. I'm just wondering if you have an update about where they stand with that and where you might expect another site to be available.

Cathy Perdue: Well, we have our real estate analyst, Nina, that's working with Providence to find locations because we want to keep it in The Bayview, so that has been a challenge finding an open building that meets the needs. And we have had talks about combining the family shelter and the single shelter into one site, so that's also an option. But as you know, San Francisco real estate is challenging.

Andrea Evans: No timeline. And then in the interim, it sounds like you've made some steps to have better communication between MSC and Providence. Are there other things that you can do to try to ensure that the vacancy rates don't stay as high?

Cathy Perdue: Well, we actually implemented the shelter shuttle that's outside of the regular shelter shuttle system. So Providence has their own shelter, so they do pick up clients from United Council and bring them back and forth to help mitigate the transportation issue. But it's a small shelter; I mean a small shuttle, so it only seats about six people. So they have to make multiple trips. They make runs at 8:00, 9:00, and 10:00 PM.

Ralph Payton: So Cathy, I know that Providence is also used as an overflow shelter of sorts for First Friendship. So are those numbers included in Providence's numbers?

Cathy Perdue: That would be included in the family shelter numbers because that overflow is for the family shelter. Yes.

Public Comment:

Public Comment: The average wait for shelter is six weeks. Right now, there are over 1,000 people on a shelter wait list. 311 system assumes people are going to answer the phone or that unhoused people have a phone. That's not true either. So what you're trying to do is create a fair system, but what you've done is you've skewed it for a few people who actually are less savvy. There is no report about grievance process, which is suspect at best. As you all are aware of, the grievance processes did not apply to the Navigation Center.

Ralph Payton. So the presentation today was just on the reservation system. We actually had representatives from the Shelter Grievance Advisory Committee here a few months ago to talk about that process.

Cathy Perdue: I was just going to clarify that, yes; the Navigation Centers are under the grievance shelter process.

Milo: I would encourage this body and the city to adopt a vision of where we think we want to be with how we have shelters and how they function. And that vision should be imagining best-case scenario is soon as someone falls into an emergency situation where they're homeless that there are services available. I think in the whole broadest solution to address homelessness, a big expansion of our shelter

capacity was needed and a diverse expansion and a creative expansion and that might take lots of different manifestations.

Charles Pitts: where is this policy codified? Where is it written down, this one day, seven-day, ten-day policy? Where is it codified? I remind you of the history. Shelter staff would sell those beds for money and sex. And the other things is about your grievance policy in a navigation sense. At the same time, San Francisco is getting sued because they refuse to have a policy and procedure, a grievance policy for their navigation centers, their drop-ins, and the resource centers.

Sonya: I just really want to make clear that this is a function of the fact that there's not enough shelter to go around, that in the perfect future where we do have something, some safety net for everybody who's in an emergency situation in their life we won't need such a complicated way of doling out the limited resources that we have. And, as somebody else said, it is true. One of the ways that we dole it out is there's some aspect of randomness if you get kicked, and then there's also this aspect of do you have the executive functioning to follow these instructions.

Michael: the presentation of that- again adds to the fact that there's significant data missing on your reports. Number one, how many people were attempted to be contacted for one of these reservations, and how many people got them? What was the average time period? And when you have a system like that then you have to go back to the demographics- those racial, ethnicity, and age- to see if there's certain shelters in certain sub-populations-- and disabilities-- to see if they're accessing and not accessing. And in general that report, in going back to the original report, the whole priority needs to be people on the street. How many people, duplicated and unduplicated, were reached? How many people were able to be helped into a shelter system? The whole outreach function needs its own report, and it needs to be detailed.

Public Comment-90 -days, where did that come from? So is the 90-day number working? Are people moving out of shelters to more sustainable solutions or not? I just wondered who I might talk to about that fact at this meeting or at some point in the future.

Ralph Payton: I know 90-day that number's been around for a long time.

Cathy Perdue: So I don't really-- I just know that there was a discussion about how to make the shelter reservation fairer, more equitable.

Public Comment: I guess I just wondered if that was ever a topic that's been discussed. If I can get more info or if it's and that could be brought up and revisited. Because we do this program in a number of other cities in the country. And that 90 days is the main issue we have in San Francisco.

Del Payton: So I would actually like to hear more about it. Maybe not at this time. But that number around 90 days, it's a good thing for us to open the discussion. Maybe we can have you present that at some point in the future.

Laura. So the 90% occupancy rate I think we're focusing really on what the percent occupied because the situation is so dire. And so those 34 beds being underutilized feels very painful. Maybe that's not actually alarming, and that's quite normal for the difficulty of getting people transported around the city... And that maybe we're putting too much pressure on those individual shelter communities instead of getting more of those built and seeing maybe 90 to 95% a standard across the board. And comparing us with other cities is a thing that I think San Francisco is always hesitant to do, but I think we would greatly benefit from seeing what normal maybe is for places that have successful sheltering systems.

Cathy Perdue: Actually typically the occupancy rate is around 95%, which is what we strive for across the board. Of course, there's going to be some shelters that are higher. Some shelters that are lower. That's the standard, 95%.

Jeff Kositsky: Yeah. That compares very favorably to other Bay Area communities. I think it's also important to note that maybe if you request a future presentation, one of the things that-- we looked at a small snapshot of the shelter system. There's actually 2,300 temporary beds in this system. Over 1,000 of them allow people to stay for up to 6 months. There's some that only allow people to stay for one night. There's some that are 7 days, 30 days, 90 days, and 6 months. And then there's some that you can stay at until you get housing. And so the challenge, of course, as Sonia pointed out, how do we effectively ration? So we are going to be expanding capacity, which is great. But clearly we agree we need to do more. And in an ideal world people can stay until they get housing. It's just that we don't have the housing resources available. And it requires a balance between how do we invest our money between temporary shelter and permanent housing.

Neil Shaw: We're an alternative to 911 for people experiencing mental health crises, substance abuse issues, and homelessness in San Francisco. Want to acknowledge some of the distress and anger and bitterness that I'm hearing, which is maybe being misdirected at the board and Jeff and Sam and other people and different departments, but to acknowledge that it's real. And I think it comes from a sense of powerlessness. Notably absent from a lot of these conversations and solutions are people experiencing homelessness. We need to work together more, and I'm proposing a number of solutions.

Amy: There is just a comment by Jeff Kositsky that there'd be an expansion of shelter beds and there will be a net gain. And so it's really important that the Department of Homelessness in City Hall not act as a PR campaign. I'm going to make a plug AB 932 that Phil Ting introduced back in October. We have the opportunity to actually have a revolution of love and logic. We have 3,000 to 3500 people living in crisis each night. We have the opportunity to create those shelters using AB 932.

Charles Minor: Ralph, you also have the ability to change the agenda and move agenda items to your next month, if the board wanted to take a vote on that? So that we move those items up?

Del Seymour: So I move that we table the two agenda items from HSH and Home-Base.

I second.

All in favor? YES any opposed? - No... **Action passed**

Commander Lazar: We have an issue about homelessness in San Francisco. We also know that the police department is not the primary agency nor are we, nor should we would rather our partners in this issue. We've served many times as the frontline of city government. And so our officers need to be prepared to provide resource information to provide to help that individual's need, since 2004, our department has taken a different approach in terms of dealing with the homeless. But in 2004, we had this different outlook. And this outlook was more what we called Operation Outreach, where instead of arresting individuals, we should really work in partnership with our other agencies to get individuals into services.

Mayor, Ed Lee, had a vision towards the end of last year that instead of conference calls we should be in the room together throughout the day to deal with this issue. And how can we all work together collaboratively, in real time, face-to-face throughout the day to address these issues? So we're almost five months in this. We've had some successes, but at the end of the day, in terms of the SFPD again, our role is public safety. Our role is to make sure that our streets are safe, that we address health issues when it comes to encampments and things of that nature. And as was stated here today, it's challenging to move people unless there's a place to go. We do have issues that take place in the encampments in terms of health and safety, criminal activity, and different things that are happening there. Our philosophy is enforcement as the last resort

Our officers are required that when they interact either at homeless encampments or with homeless individuals, relating to all those calls for service every day. We're trying to do our part as police officers to lead the services, but at the same time, maintain public safety.

Sam Dodge: The work that the commander was talking about trying to see how we can strategize about the varying levers the public has to operate the government? We're also working around other issues. Discarded needles is a major factor. The public has been, outreach and has been such, a needle exchange, needle distribution so effective in public health that we've been using some of what we've learned and applying it to needle kiosk bins so that people can collect them and that's led to a dramatic decrease in the amount of discarded needles. There's this other whole universe of work that's going on that's a little bit different than tents on the street but tents on the street is also part of the discussion.

Del Seymour: My biggest question is that initially last year, with the department, developing this new department. The idea encampment resolutions were going to be done solely by that department and we actually set up an encampment resolution policy team. The whole idea of SFPD in the standby position, stand down position, a block away in case there as a violent act at the encampment resolution but this would be basically a department enforcement and Department of Public Works involvement was solely to haul the trash away. It seems it's dramatically changed that we have the Mayor's office doing encampment resolutions, we have your department doing encampment resolutions and we have and Sam's department doing encampment resolutions. I don't even know if the department is still doing HSH. So I just want to know, when did that change and why did that change?

Commander Lazar: The encampment resolution policy, the philosophy, the ability to coordinate services is still in play. It is a very important piece and I'm glad you brought it up because that's a part I missed in my presentation, that for the larger encampments, we put the Department of Homelessness of housing in the lead. They spend two weeks and in many cases up to a month figuring out the services piece for the large encampment. They send out the hot team. They put people into shelter and services all along the way. In addition, the Department of Public Health will set up the medical tents and the health fairs. We saw this in Dore Alley and some other places that we've worked. So we are still doing that that is still our plan, and we're attempting to get as many people as possible advanced notice that we're coming to clean up the encampment. The Mission District, for example, that's 10 months outreach. That's 10 months of getting people to Navigation Center. You're absolutely right. It's important we stick to that plan and the services address these issues before public workers and police come on standby.

Kelly Cuter: So I have a couple of things to say. With the lack of transparency, with the lack of community involvement. And we haven't been there. We haven't been a part of the process, really. What happened? And also we're seeing a huge increase, just in sweeps in general, all over the city. I have videos of officers literally bagging people out of the tents. I have another one of the officer that the captain told the person to step back. "We're taking your stuff. I'm here, if you try and touch anything, I'm going to arrest you." So this is very different to what I'm hearing you guys reporting right now.

Commander Lazar: In term of the Mission District and the 25th of April, and we went out and we resolved about 126 encampments with no enforcement. We know that, again, for the last 10 months, or at least back to June, we've been doing a lot of outreach; we're offering a lot of shelter, and with navigation. We did a lot of things in those areas during that period of time. You have to make sure that there's at least some shelter available for individuals." And I know the media reported six available, but the reality is the Department of Homelessness and Supportive Housing right away stepped up and says there's 50 shelter beds available at next door. And the last thing I want to say is we have a brand new policy. I'm not sure if this board has seen, I have a brand new department policy that came out last week titled Legal Options for Addressing Illegal Encampments. It's been supported by the city attorney's office. We have three options, option one is always provide services, have folks clean up. Number two, provide services or admonish. Number three, provide in-service information and either cite or arrest. And if the issue is an illegal

encampment, which is a violation of law, we take the tent as evidence. And we bag and tag it, and it's held pending the outcome of the case.

Kelly Cutler: So this was all done through HSOC ? And the offer was for seven days on a mat at next door. And I don't really consider that as a real referral or option.

Sam Dodge: So let me talk a little bit about public works, and street cleaning, and what we're asking our staff to do on the street. So we've really taken the approach that this is important to add specialized people that are well-trained and seasoned in working with encampments.

And so you were there when we there together on 13th and in the-- early that morning. And people were giving them as much time as they could, the little area that we were in front of Best Buy. And it's hard, but it is really important that they are addressed professionally and that cleaning the streets is something that's very important to happen. So cleaning, sidewalk cleaning, we found disease, shingles, and others, that it's very important to clean the sidewalks. We also had the obligation to maintain ADA access on the streets. And I don't think it's-- why did we all get into this work, but I do feel it's been done in a professional way and a way that did prevent us from having people arrested and criminalized with their stats.

Kelly Cutler: Frankly, the folks that are on the front lines, from the officers, I talk with them a lot and they've got a tough job. It's a huge job. I'm hearing a lot of frustration from them, saying that they wish there was somewhere people could go. But also you're staff are frustrated because they know the very next day on the next block, literally across the street, they're going to be having to go through this same process. People don't just disappear. And so there's a disconnect there.

David Lazar: People can be anywhere they want to be in a free society. The issue that you brought up, it's the encampment or the tent, or all the stuff put together, the ADA access, the issue of the residents calling in, the potential health concerns, and all those sorts of things. And that's a larger issue than how people can go. But our issue is just not having those tents and those encampments in our city.

Kelly Cutler: But that is the issue, though, is that there isn't a place for people to go. And you're focusing on tents, so I'm wondering if that means that then, like the mayor, who likes to focus on the law, is that okay that it's safer for people to be sleeping hard on the street. Because there aren't any alternatives.it's safe if you go past this one, which is in another district, and it's this process, it's this sidewalk shuffle. And it used to be that there was a little bit more time in between, but now, people are getting hit four times in a day.

Andrea Evans: I mean, I hear you around the importance of the ADA, disabilities but that's not why. But neighbors are calling and that's led to frustration and it's driving what's going on, isn't it? If someone honest about really fueling what's happening here.

We've heard for several months now that there's going to be a policy committee to look into some of these issues, and what I've heard you say, that there's a new policy. So kind of what's that policy process, and then what is the mechanism for actually enforcing those policies?

Commander Lazar: So one point of clarification to your comment, we talk about the ADA and health but really we just-- I mean, this is another time I come in and make this presentation, there's a lot of bad things happening in those encampments. And people need help, but if I were to talk to you about the sexual assaults that take place, or domestic violence, or the burglary, the possession of stolen property, and other violent crimes that are happening it's the whole package is the reason why we're doing it. I just want to be clear here that it's not just about because the sidewalks blocked or because we're worried about a public health hazard, it's really more than that. So that's a possession of a firearm, a couple case of stolen guns, things like that. Things are happening inside those encampments, so that's one. Secondly, this

particular policy was developed in order to give the San Francisco Police Department, its officers, and some direction on how to deal with the encampment sites. Because officers weren't really clear, there's the law, but weren't sure what to do. So we developed a policy that essentially just reiterates what is already the law. This is Prop Q and that's how that works. These are the laws that have been on the books forever and this is how this works...

Commander Lazar: We have a review happening with the department's 270 recommendations, 60 of them relate to community policing. I happen to be the one person developing those. And I have upwards toward 60 people, members of the community, helping me build policy right now around community policing. So community input is important and I think moving forward and there are additional new and creative ideas that come up...

James Loyce: The question I have as it relates to this policy versus a general order within the police department. Because a general order is very different from a policy that-- inclusive of community?

Commander Lazar: So we have around 115 or so department general orders. That's a process that we put together a policy and it goes before the police commission. It needs to be approved before the commission before it's instituted. This was actually by way of the department bulletin. So we have manuals, we have bureau general orders, we have main general orders, and we have bulletins. And bulletins are basically signed by the Chief of Police anywhere 250 to 300 bulletins issued every year, from the color of socks that you can wear, to letting everybody know about a parade, to policy on addressing homelessness. Those were all by the way of bulletins. And normally, like in this case, we made sure that the city attorney's office weighed in on everything before we had the chief sign this policy.

Ralph Payton: So to be clear, there wasn't community input involved in policy?

Commander Lazar: on this current policy, we just asked the city attorney's office to help us with what the existing laws were and then essentially reiterate those laws on one document related to this particular topic.

Ralph Payton: Regarding the advisory board that I think Kelly is a part of, from what I understand, there've been a lot of canceled meetings. So the role of this board is to assist process, and yet it feels like we're just being underutilized.

Commander Lazar: So we just started that board. I am the chair of that particular one, and we're excited because we've never had anything like this before. We thought that it was important to have an advisory board by the community that would help us direct some policies. They didn't assist us with this current one that's gone out, and we did have a canceled meeting right around April 25th when we were doing all this work. We're meeting on the third Thursday at the police station, but we can meet wherever, for about an hour each month. And we need some more people to participate. They can just basically send me an email.

Public Comment:

Hi, I'm Laura Clark, YIMBY Action. Who is setting policy, where is this policy coming from, and who are they responsible to? I don't see the mayor here today. I think we all know that's where these decisions are being made. We're having a shift in policy that is coming from our executive, and they're not part of this conversation right now except through other departments. This kind of elaborate-- how does each department relate to each other department when you're dealing with a complex policy like homelessness that touches on everything? We seem to have war in departments rather than departments working together in order to reduce harm. We are now seeing an entirely different framing of this problem, and it is obviously causing harm to the individuals that we're supposed to be serving. And I would like to encourage this body to take the strongest action that you can.

Public Speaker: I understand you guys all have really, really difficult jobs relating to all this and that I can barely begin to imagine-- but if you think that policies mean that you need to hurt people for not having a place to go, then something's wrong.

Celia Shuman: I am a property manager in the design district of one of the large design buildings, and we've been working very over the last multiple years with the encampments in that area. I am here to just share my experience in working with the city encampment situation--. We found cohesion in community meetings. We've been working very closely with the police department. The police have been very responsive. The more those agencies can work together, it's easier for all of us to use our resources efficiently and deal with whatever issues.

What we ask of the city is to please continue to work together. I know SFMTA is finally being drawn into this because a lot of the issues are tents on the street. Spending tax dollars more efficiently. The idea of private/public partnerships speaks to me because we are out there paying tax dollars. We're not exactly sure where they're going because we're not seeing a lot of effectiveness.

So I highly recommend that you try to work closely with property owners, the business community who've been kind of absent from these meetings. Because I think you will find compassionate people and people who want to help, but people who are very frustrated because we are having to be on the frontline of this.

Nancy Cross: I would like to bring to your attention thinking about some of the things that you don't think about already like, how many beds? What about how many parks? Here's this big shelter of between major arteries, both directions, tremendous traffic. What we need is refreshment in spirit. The homeless are treated to the less desirable places. This big, huge, 350-person shelter. Where do people walk? Do they have a little bed space up in the room? They need to see still the fresh air in parks. We could have these things. I started a movement, so to speak, and found out about getting a mini-park in front of next door. A no smoking mini-park but with benches, where people could lie, or they could sit, and they could enjoy the fresh air, not sitting on a sidewalk. It isn't a matter of condemning them for sitting on the sidewalk. Where could they go?

Sonya Trouse: Actually, this is a good point about where people are supposed to hang out during the day. Similarly, with SROs, there are a lot of people that hang out on the street all day. Anyway, I live at 7th and Naomi and I'm running for district supervisor in District Six. So I talk to a lot of different people, and throughout all different constituencies, there's a desire for some effective solutions, right? Even people, who seem like they disagree with each other because of the way they talk about the problem, ultimately do agree that the status quo is unacceptable and we want something better. So my question is this idea that we were going to offer-- the police were offering people seven days shelter. Whose idea was that exactly, and whoever had that idea, what did they think was going to happen on day eight? Because as we saw, it takes at least three weeks to get into 90 days of permanent shelter. Was there anyone in the room that said obviously this won't work? And how do we have accountability generally for a plan that from the outset seems like it won't work?

Public Comment: Legal Education Advocacy Fund. Have a sweep come in, clean out things, and then they don't really have anywhere to go. That's not really a resolution. I'm kind of forced to wonder this, how many of these reports are coming from local neighbors who might have a bias against homelessness? Maybe it's worthwhile setting up a kind of reporting system for these encampments to directly report on this crime and violence as opposed to weighing heavily more on local residents who might have a bias. I mean, let's be honest, if San Francisco didn't have a bias against homelessness, we wouldn't be in the situation in the first place.

Del Seymour: Since we only have a few minutes left, we're still going to hear all the speakers, but your responses will be addressed through the HSH website.

Neil: We're in the most technologically advanced city in the world, and you're telling me that the best we can do is hand out pamphlets to people that are severely mentally ill? That is not going to work anymore... The other day in the Mission, I was witnessing an encampment resolution and there were seven DPW workers, there were two patrol cars with four officers, and not one homeless outreach team member. So I stayed there for 35 minutes talking to the DPW guys, and I talked to them and asked them what their experience was like. I waited 30, 40 minutes. I didn't talk to the officers because they were busy trying to remove and this woman, she was surrounded by two needles she was screaming at the top of her lungs, and you're right, this is a human rights issue. I met with Chief Scott in November and I'm planning on meeting with him again. And if he truly is going to stand by his reforms and the DOJ reforms, we need to start seeing top-down reform and bottom of participation.

Public Comment: I didn't want to bring some information from the National Law Center of Homelessness and Poverty. We're not doing any of those things in the response to the encampments that we've seen over the past. The principles from the report, determine the community is full-need for housing and services and then create a binding plan to ensure full access to supportive services and housing affordable for all community members, so encampments are not a permanent feature of the community. This should be the basis of the plan that we, as a community, are entering into for responding to encampments. The end result should be getting people into housing, not moving people to the next block. We need to do better.

Fad Partridge. I want to address something that Kelly had said about this is not about ADA. I had a full knee replacement in November about moving tents isn't ADA. I had to go with my crutch out in the streets. And what about my rights? I have a building down south at market and a kid camped behind me and he came around and introduced I will say I felt much better knowing his name. But I said to him, "My god, Anthony. All those rats back there. I mean there are these big rats." And he says, "Well, as long as you don't have food." No. There's food everywhere. They can't keep it together. So I want to say as a business person who pays taxes like Cecilia does for her business, this is an issue. And it's our rights, too.

Public Comment: I want to take exception for some of the rhetoric that's going on here, especially from SFPD. We have videos of them assaulting people and tearing up tents. We don't make this stuff up. We paid them to enforce the law not to chase homeless people. This is not about public safety. This is not about the ADA. This is about human rights. People lying on the sidewalk, the solution is not criminalization. Give them a house, safe and sanctioned campgrounds. As long as SFPD continues to use rhetoric, like there's burglarization, there's crime, which they're seen as threats. And their priority becomes enforcing the quality of life crimes, which should be a low priority. And as long as that man allows his people who I've witnessed with a water truck spraying people's tents I'm going to be here.

Public Comment: We're in a part of the world where there's a lot of creativity, inventiveness. Safe injection sites, we're on the precipice of being the first city in the country to do that. Finding the space learning is the hard part. I want to make you aware of a request for feasibility study to see if it's feasible to use some of their parking garages that are under parked and at no point more than 70% full to use some of the space in these parking garages on the top floors to expand shelter capacity. Something that Caltrans, again, some other people have mentioned how our systems now aren't working.

This meeting is now adjourned. Thank you.