Crisis in San Francisco

Homelessness
- 8,011 people experiencing homelessness on any given night in San Francisco
- 17% increase in homelessness in the HUD PIT Count
- 19% increase in unsheltered homelessness

Public Health Crisis
- 69% of people experiencing homelessness report having a disability
- 4,000 people experiencing homelessness are duel diagnosed with mental illness and a substance use disorder
- ~24,000 injection drug users in San Francisco
- Since 2008, the meth overdose mortality rate has risen from 1.8 to 11.5 per 100K San Franciscans

Calls for Service
- Between 3,000 - 4,000 311 calls for service monthly to HSOC
- Between 3,000 - 4,000 911 calls for service monthly to HSOC
In San Francisco 4,000 (1 in 5) individuals experiencing homelessness have a history of co-occurring psychoses and substance use disorders...

- **80%** used urgent/emergent care services in FY1819
- **223 individuals** used over 24 services

- **95%** have a history of alcohol use disorder
  - 65% utilized the ED but only 6% utilized the Sobering Center

- **35%** identify as Black/African American
  - Blacks outnumber Whites in this population

- **74%** have a serious medical condition
  - 12% HIV/AIDS
  - 65% CHF
  - 35% Hypertension
  - 4% Renal Failure

- **40%** are 50+ years of age
  - The average age of death for homeless adults is 51
  - 113 individuals are 18-24 years of age

- **22%** had involuntary psychiatric holds
  - 3% are currently conserved
  - 11% are currently assigned an intensive case manager

- **28%** had at least one county jail interaction in FY1819
  - The average number of incarcerations is 2.3

- **40%** have cycled in and out of homelessness for more than 13 years
  - 29 died in FY1819
Bloomberg Harvard City Leadership Initiative

• HSOC has brought multiple city departments together in an unprecedented collaboration to address the crisis of unsheltered homelessness and unhealthy street behavior.

• Despite the level of collaboration, HSOC could be more effective at achieving its goals.

• HSOC will receive support from the Bloomberg Harvard City Leadership Initiative over the next six months:
  • Refocus HSOC
  • Define the strategies and tactics to achieve our goals
HSOC Charter

Controller’s Office
The Healthy Streets Operations Center (HSOC) launched in January 2018. HSOC uses a unified command structure and a collective impact model to coordinate the efforts of City agencies involved in addressing street homelessness and behaviors that affect quality of life.

Note: HSOC is only a portion of individual departments’ overall responsibilities.
HSOC Vision & Goals

**Vision:** San Francisco’s streets are healthy for everyone and those experiencing homelessness, marginally housed, or in need of social connections and healthcare have access to the appropriate resources and services.

1. Increase in people connecting with appropriate health and social services
2. Reduce the number of highly vulnerable people on the streets
3. Reduce the number of tents and vehicles inhabited by people experiencing homelessness
4. Increase the City’s responsive to community concerns
5. Increase the safety and cleanliness of San Francisco’s streets
HSOC Activities

Connecting People to Care

Planned, Proactive Engagements

Responding to Service Requests

Coordinating across Departments
Connecting People to Care

Goals

1. Ensure that everyone living unsheltered on the street is assessed and connected to appropriate health and social services.

2. Ensure that the most vulnerable individuals are expedited to services and housing.

3. Reduce the number of deaths of homeless individuals through enhanced planning, care coordination and service linkage.

Sample of Activities

1. Training of field staff

2. Daily triage and weekly case conferencing of referrals by DPH, HSH and EMS-6

3. Shared Priority List

4. Placements by SFPD and HOT into temporary beds

5. Health fairs and other outreach activities by HOT and DPH
Planned and Proactive Engagements

Goals

1. Use data to proactively, collaboratively, and urgently address encampments and locations where behaviors of community concern and/or criminal activity are creating unsafe and unsanitary conditions.

2. Maintain a city free of large encampments, and reduce the overall number of tents, improvised structures, and inhabited vehicles throughout the city.

Sample of Activities

1. ERT/VERT conducts multi-week outreach in advance of encampment resolutions.

2. Quarterly tent and vehicle count to identify areas needing outreach and resolution.

3. Special collaborative operations to address behavioral health needs.
Responding to Service Requests

Goals
1. Improve the quality and consistency of the City’s response to service requests about encampments and street conditions.

Sample of Activities
2. Consolidated routing from 911 and 311.
3. Customer call-backs to gather detail and improve response.
Coordinating across Departments

Goals
1. Enhance the effectiveness and efficiency of the City’s response through collaboration, data sharing, and transparency between departments.

Sample of Activities
1. Operational and planning meetings to identify areas of need, share departmental information, and coordinate responses.

2. Case conference meetings to plan client-centered interventions.

3. Data working group meetings to review trends, identify operational issues, and plan improvements.
Recent HSOC Policy Changes

Department of Emergency Management
Recent HSOC Policy Changes

1. Discontinued the use of 7-day beds for the HSOC set asides. These 15 beds are now time-limited beds with a minimum stay of 30 days.

2. Launched the Joint Priority Project

3. Piloting a new police encounter tracker
HSOC Responses to LHCB Questions

Enforcement (Q. 11-13)

SFPD
Enforcement

• SFPD is responsible for ensuring the overall safety of the public in San Francisco and enforcement is at times a part of those efforts.

• When responding to public safety issues, the SFPD leads with services with a focus on diverting individuals into care.

• If there is an immediate safety risk, SFPD will assess the situation take appropriate action.
Enforcement

• When interacting with people experiencing homelessness, SFPD leads with services to connect individuals with shelter and services, depending on availability and interest.

• SFPD calls upon HSH and DPH for additional support and services.

• SFPD uses enforcement strategies as needed to address illegal activity on the streets, including:
  • Blocking a sidewalk after being offered services
  • Addressing a public nuisance that can not be resolved with services
  • Assessing situations in which an individual poses a threat to themselves or others
ALL SFPD QUALITY OF LIFE CITATIONS & BOOKING

- Quality of life citations and booking fluctuate overtime.
- Only 3.1% of calls to HSOC resulted in citation.
- Only 0.5% of calls to HSOC resulted in an arrest.

** 2019 Includes Q1, Q2, and Q3 Data**
All SFPD Quality of Life Citations (Question 13)

SFPD “Quality of Life” Citations: 2017 - 2019

** 2019 Data Includes Q1, Q2, and Q3 Data**
### SFPD Data Regarding Citations & Bookings (Question 12)

#### 2019 SFPD “Quality of Life” Citations & Bookings

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Citations</th>
<th>Bookings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>162</td>
<td>47</td>
</tr>
<tr>
<td>Q2</td>
<td>97</td>
<td>42</td>
</tr>
<tr>
<td>Q3</td>
<td>231</td>
<td>42</td>
</tr>
</tbody>
</table>
Services Offered by HSOC Officers

Since August 2019, HSOC officers from SFPD have engaged over 6,290 people living on the streets, largely in response to 311 calls, and have made the following service referrals & connections:

<table>
<thead>
<tr>
<th>Service</th>
<th>Referred</th>
<th>Connected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Navigation Center</td>
<td>547</td>
<td>385</td>
</tr>
<tr>
<td>Shelter</td>
<td>414</td>
<td>14</td>
</tr>
<tr>
<td>CASC</td>
<td>1099</td>
<td>220</td>
</tr>
<tr>
<td>Sobering</td>
<td>63</td>
<td>33</td>
</tr>
<tr>
<td>SFHOT</td>
<td>608</td>
<td>NA</td>
</tr>
<tr>
<td>DPH</td>
<td>80</td>
<td>NA</td>
</tr>
<tr>
<td>EMS-6</td>
<td>2</td>
<td>NA</td>
</tr>
<tr>
<td>LEAD</td>
<td>57</td>
<td>15</td>
</tr>
<tr>
<td>Other</td>
<td>10</td>
<td>1</td>
</tr>
</tbody>
</table>
HSOC Responses to LHCB Questions

Bag & Tag (Q. 14)

Public Works
### Bag and Tag Data (Question 14)

#### 2019 Public Works Bag & Tag Data

<table>
<thead>
<tr>
<th>Month</th>
<th>Bag &amp; Tag Events</th>
<th>Items Received</th>
<th>Visits to the Yard</th>
<th>Occurrences Where No Items Were Found</th>
<th>Occurrences Where Items Were Found and Returned</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>90</td>
<td>198</td>
<td>18</td>
<td>1</td>
<td>17</td>
</tr>
<tr>
<td>February</td>
<td>70</td>
<td>140</td>
<td>12</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>March</td>
<td>54</td>
<td>240</td>
<td>9</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>April</td>
<td>65</td>
<td>213</td>
<td>5</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>May</td>
<td>98</td>
<td>238</td>
<td>9</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>June</td>
<td>72</td>
<td>169</td>
<td>19</td>
<td>7</td>
<td>12</td>
</tr>
<tr>
<td>July</td>
<td>70</td>
<td>146</td>
<td>18</td>
<td>13</td>
<td>5</td>
</tr>
<tr>
<td>August</td>
<td>48</td>
<td>111</td>
<td>6</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>September</td>
<td>64</td>
<td>138</td>
<td>8</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>October</td>
<td>61</td>
<td>207</td>
<td>12</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>709</strong></td>
<td><strong>2104</strong></td>
<td><strong>116</strong></td>
<td><strong>42</strong></td>
<td><strong>74</strong></td>
</tr>
</tbody>
</table>
HSOC Responses to LHCB Questions

Services (Q. 1-10)

HSH & DPH
Shelter & Services: Number of Beds and Bed Types (Question 1)

~3,400 emergency shelter beds in San Francisco:
- HSOC set aside = 15 time-limited beds for a minimum of 30 days

SFHOT, both in their role in HSOC and independently, make a variety of shelter placements:
- One-night beds when available
- 41 SFHOT set-aside shelter beds within the traditional shelter portfolio
- Navigation Center placements – time-limited unless the client is already identified as a priority through Coordinated Entry, in which case the client may stay until housed.
Outcomes of Beds Offered (Question 2)

- HSOC connects people to the front door of services but is not responsible for the service outcomes.

- HSOC does not have the ability to track client level outcomes after the point that they are handed off to the receiving system of care.

- HSH will continue to track shelter and navigation center data and is working to update its database to track the HSOC time-limited placements separately from the Outreach time-limited placements.
Breakdown of Bed Types (Question 3)

- There are currently 2,499 temporary shelter beds in San Francisco for adults, including:
  - 600 Navigation Center Beds
  - 41 HOT shelter set aside beds
  - 15 HSOC beds (part of the 600 Navigation Center beds)

- HSH has moved away from dividing navigation center beds by “pathway to housing” or “time limited.” Instead, a client’s stay type will be determined by their Coordinated Entry prioritization:
  - Pathway stays = coordinated entry priority for PSH placement
  - Navigation Center vacancies are allocated between Coordinated Entry for unsheltered priority clients and SFHOT to support street outreach.
As of November 12, 2019, the 15 Navigation Center beds reserved for HSOC placements were all time-limited stays, with a minimum 30 day stays.
311 or 911 Regarding Vehicular Encampments & Services to People Living in Vehicles (Question 5)

- SF311 does not have a process nor provides an option for reporting inhabited vehicles as those requests currently go through non-emergency police.

- The Vehicle Encampment Resolution Team (VERT) work is driven by the quarterly tent and occupied vehicle count, not calls to 311.

- VERT resolves about 1 to 2 vehicle encampments per month.

- On average VERT engages 16 people per resolution. The most commonly accepted service is a placement to a Navigation Center, which averages 2 placements per vehicle resolution.

- The City is opening a pilot Vehicle Triage Center to provide services to people living in their vehicles.
### HSOC Response to Vehicular Homelessness (Question 8)

#### Vehicle Encampment Outreach

- VERT uses the quarterly tent/vehicle count to plan its work, not 311 calls.
- VERT is part of HSOC’s proactive work.
- VERT conducts outreach to determine whether individuals need services and what types of services are appropriate.

#### Results

- VERT resolves about 1 to 2 vehicle encampments per month.
- VERT has resolved 7 vehicular encampments since April.
- On average VERT engages 16 people per resolution.
- 2 Navigation Center placements per vehicle resolution.
Despite recent expansion of services, the need still far exceeds the service and shelter system capacity.
Services: Joint Priority List

Street-to-Home

1. 311 → HSOC → Street Outreach Team
2. Case Conference → Street-to-Home Plan
3. PES → Care Team Coordination
4. Hummingbird → Residential Treatment
5. Navigation Center → Home
What’s different?
We’re taking a population-focused, interagency approach that builds on evidence-based practices to

<table>
<thead>
<tr>
<th>IDENTIFY</th>
<th>ENGAGE</th>
<th>PRIORITIZE</th>
</tr>
</thead>
</table>
| 1. Prioritize via Coordinated Entry Assessment | ● Activate Alerts  
● Appoint Single Care Coordinator  
As needed, appoint:  
● HSH Housing Navigator  
● Case Manager  
● “High Intensity Care Team” first responders | 1. Develop “Street-to-Home” plans  
2. Prioritize:  
● Housing  
● Treatment slots  
● In-home support  
● Benefits |
HSOC Response to 311 Calls about Encampments
(Question 7)

• Through HSOC, SFPD and Public Works are primary respondents to 311 calls about encampments.

• Through HSOC, HSH and DPH primarily provides proactive services:
  • Outreach
  • ERT/VERT
  • Health Fairs
  • Joint Priority List
  • Other proactive operations

• SFPD and Public Works conduct reactive work, responding to specific service requests and offering services to individuals they engage through that response.

• The responding officers from HSOC have undergone extensive training in working with people experiencing homelessness and the services that are available to them. HSOC officers lead with services.
Services (Question 4)

A portion of HSOC’s work is responsive to 311 and 911 calls and a portion is providing proactive services:

- **DPH Outreach since August 2019***:
  - 1,415 engagements
  - 540 people referred to services (maybe more than 1 referral per person)

- **Homeless Outreach Team since July 2019***:
  - 3,853 outreach engagements
  - 2,572 (67%) people accepted services

* 3 months of data*
## Services (Question 4)

EMS-6: Encounters, Referrals & Connections Since August 2019

<table>
<thead>
<tr>
<th>Service</th>
<th>Referred</th>
<th>Connected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sobering Center</td>
<td>114</td>
<td>72</td>
</tr>
<tr>
<td>Shelter</td>
<td>49</td>
<td>33</td>
</tr>
<tr>
<td>Navigation Center (HSOC 7 night beds)</td>
<td>26</td>
<td>19</td>
</tr>
<tr>
<td>Navigation Center (time-limited beds)</td>
<td>12</td>
<td>6</td>
</tr>
<tr>
<td>Detox</td>
<td>39</td>
<td>12</td>
</tr>
<tr>
<td>Psychiatric Services</td>
<td>28</td>
<td>24</td>
</tr>
<tr>
<td>Substance Use/ Duel Diagnosis Treatment</td>
<td>16</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>284</td>
<td>170</td>
</tr>
</tbody>
</table>
Services Offered by HSOC Officers (Question 4 & 6)

Since August 2019, HSOC officers from SFPD have engaged over 6,290 people living on the streets, largely in response to 311 calls, and have made the following service referrals & connections:

<table>
<thead>
<tr>
<th>Service</th>
<th>Referred</th>
<th>Connected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Navigation Center</td>
<td>547</td>
<td>385</td>
</tr>
<tr>
<td>Shelter</td>
<td>414</td>
<td>14</td>
</tr>
<tr>
<td>CASC</td>
<td>1099</td>
<td>220</td>
</tr>
<tr>
<td>Sobering</td>
<td>63</td>
<td>33</td>
</tr>
<tr>
<td>SFHOT</td>
<td>608</td>
<td>NA</td>
</tr>
<tr>
<td>DPH</td>
<td>80</td>
<td>NA</td>
</tr>
<tr>
<td>EMS-6</td>
<td>2</td>
<td>NA</td>
</tr>
<tr>
<td>LEAD</td>
<td>57</td>
<td>15</td>
</tr>
<tr>
<td>Other</td>
<td>10</td>
<td>1</td>
</tr>
</tbody>
</table>
## HSOC Effectiveness (Question 10)

### Service Requests

<table>
<thead>
<tr>
<th></th>
<th>January 2018</th>
<th>October 2019</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homeless-related requests for service</td>
<td>12,223 requests</td>
<td>7,088 requests</td>
<td>-42%</td>
</tr>
<tr>
<td>Average call response time</td>
<td>123 hours</td>
<td>38 hours</td>
<td>-69%</td>
</tr>
</tbody>
</table>

### Citywide Tent Counts

<table>
<thead>
<tr>
<th></th>
<th>July 2018</th>
<th>October 2019</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tents/structures</td>
<td>Approx 568</td>
<td>Approx 447</td>
<td>-21%</td>
</tr>
<tr>
<td>Sites with 6+ tents/structures</td>
<td>17 sites</td>
<td>9 sites</td>
<td>-47%</td>
</tr>
</tbody>
</table>
HSOC Effectiveness (Question 10)

- Creation of streamlined response operation
- Improved data and impact collection
- Strengthened collaboration between departments
- Increased integration of services
Governance Structure

Department of Emergency Management
Incident Command System

- Incident Command System (ICS) is the best practice model for managing emergencies across the nation
- Policy oversight by Mayor’s Office and Department Heads
- Centralized location at the Emergency Operations Center increases efficiency and coordination between departments
Successes with Unified Command

• Allows Departments to work together toward a common goal
• Creates a mutual understanding of requirements and operations across all Departments
• Routes all street-related incident calls through a single location
• Performs operations based on pre-established objectives
• Prioritizes City resources effectively
• Improved overall City understanding and responsiveness to crisis on the streets
HSOC & LHCB

- LHCB can offer input into HSOC through quarterly meetings
- Recommend that future meetings be more focused on LHCB input and recommendations.
  - HSOC can provide written responses to LHCB’s questions
  - Spend quarterly meetings taking input and recommendations from LHCB