

Thursday, February 27

11:00am-1:00pm

City Hall Room 408

Emily Cohen: From the Mayor's Office and we have folks from the Controller's Office SFMTA, Tom McGuire here from MTA who will be presenting Jeff Kositsky. And then we have other HSOC related departments. Nancy Alfaro from 311 Deanna Delaroché from Public Health and SFPD. We have commander Daryl Fong and captain Steve Medina who are not presenting as part of today's presentation, but we're here to respond to any questions. And Sam Peoples from DPW.

Public Comment:

Michael Lee: I am a community advocate at large with a specific focus on housing and homelessness. HSOC definitely needs to be reformed. It's not helping anybody. It is purely punitive. The stats are manufactured, I hope that you start to think about this in terms of helping people instead of hurting them.

Shi: I volunteer for the Homeless Coalition. I'm here today give voice to the people. I have encountered multiple people and with the situation of DPW taking their personal belongings. These people do not have many personal belongings and bad enough that DPW is coming around taking items especially in the early morning. I can relate to what they're going through, I was there. There needs to be people who go out on the streets and know where these people are coming from.

Del Seymour: When these things happen it is important to get as much information as possible to be able to report back later. Truck number or ID number so that we can report it back to DPW.

Neil Shaw: There is nothing wrong with HSOC it does what it is intended to do. The issue is that it exists in the first place. The root of the problem is the tents need to be houses. I invested in a home modular company in LA and needs to be more public-private partnerships. Arcspace.org. Mayor of LA was impressed is a 1,250-foot structure that costs 150 a square foot and made of high-tech steel and is dignified place to live. Have letter of intent in San Jose and looking to expand in SF and Oakland. Need to force corrupt officials out with powerful solutions.

Brian Edwards: Coalition on Homelessness. Suspect that reforms will be announced today. Possible reforms don't matter if do not include the elimination of the tent count as a metric. Tent count is not a harm reduction metric. City response over the last two years has been harm production. Shameful that city departments are creating harm and displacement in a community that practices harm reduction. I want to hear the tent count gone. A tent means that people have safety and security for that night.

Emily Cohen: Mayor's policy advisor for homelessness. I'm going to walk through some high-level overview of what's going on with HSOC, then the specific questions that you asked at the previous LHCB meeting. Have representatives from the Controller's Office who will present the dashboards, which was a specific request from this board and then we will do an encampment resolution team update. Later

the specific question from the board on vehicle encampment resolution team update and an update from the MTA about the role of the MTA within each sock. So I hope that that will cover all the specific questions that you all outlined to me at the February LHC meeting.

Del Seymour: Can you explain why this is facilitated by the Mayor's Office and not HSH?

Emily Cohen: HSH is a collaboration of departments that we are all involved in. I will give the general overview and in my position in the Mayor's Office work with all departments.

We all share the goal of having healthy San Francisco with clean spaces for our housed and unhoused neighbors. HSOC is designed to address unclean, unhealthy and unsafe conditions. Addressed in previous meeting HSOC is a collaborative of many city departments. Have a robust although insufficient homeless response system that includes permanent supportive housing shelters, navigation centers, outreach, rapid rehousing, sort of myriad of services as well as everything in the behavioral health system.

Agree with members of the public that HSOC designed to get at the roots challenges on the streets but designed to get at the conditions on the street.

The purpose of the arc HSOC collaborative is to improve conditions on the streets. Our plan is to focus on addressing behaviors of individuals. Achieved by improving existing collaboration and maximizing resources. Started in 2018 and is a multi-departmental collaborative designed to focus on high impact zones-areas within the city facing challenges in our public spaces.

See from data that there were early successes but also early on new resources that were coming online that help ensure that service connections were being made. Had a reduction in tents and structures on the street, reduction in calls for service and reduction in response time to 311 calls.

2019 some challenges with large encampments. Had a low of 2 large encampments in January 2019 number back up to 15.

Tent count has increased as has the number of people living in tents and vehicles. Controller's survey said 8% of San Franciscans thought were doing better on issue of homelessness despite housing more people than ever before.

HSH has engaged in two independent studies on unsheltered homelessness. Both success and challenges. When HSOC lead with services- people experiencing homelessness had more positive engagement with the City.

Early on acceptance rate of services was high 65% and people were having positive experiences once placed in the shelter system.

In 2019 change- HSOC placements saw a reduction as did the acceptance rate of services.

HSOC identified 14 barriers that factors that lead to challenges (see side presentation)

Summary: Inconsistent strategy, insufficient resources, unequal buy in from participating departments and from the community, a lack of community support and community participation, a lack of

communication and education strategy, both with people experiencing homelessness and the broader public around what the goals and purpose of HSOC and how HSOC can be there to help connected people to services.

Del Seymour: When creating the list did you collaborate with any advocates?

Emily Cohen: List was formed after listening to advocates and looking at the data and talking to the department heads.

Next Steps: There are several things to do to improve HSOC-improve interagency collaboration to include community stakeholders, need to align programs so that transitions from program to program is smoother, increasing efforts on service connections, plan to develop education strategies and volunteering engagement. Volunteering would be a great place for community engagement.

Del Seymour: The community is looking to be involved in these decisions from the beginning and not simply showing them to us in these meetings once they were drafted.

Emily Cohen: that is what expanded improve the interagency collaboration to include community perspective and community organizations means exactly. The goal is to preview with you today and roll out later. Part of that is to engage the LHCB, and community and broaden the table to who is sitting with HSOC. Develop two-year plan to improve the conditions in public spaces and those conditions on the streets.

Big part of that will be using data and focusing on geographic zones and not spreading too thinly. Really wanting to focus on areas of the highest need.

Kelley Cutler: Is the 311 service request data now contained within the report?

Emily Cohen: Confirms and part of the process is trying to reduce the duplication of calls.

Del Seymour: San Francisco is challenged with the number of people without homes as well as the quality of the way streets are kept. These are two separate things and sounds like HSOC is a street mediation organization. Seems like the priority is keeping streets clean and not the people on the streets and getting them off the streets.

Emily Cohen: You are correct in the sense that HSH and DPH and MOHCD are focused on the long-term solutions and strategies. Must differentiate and HSOC meant to address the conditions on the street and the other components to improve their lives and health and housing and improve their outcomes are meant for other organizations and departments.

Del Seymour: This board and advocates what to see the SFHOT Team and HSH out there more. When HSOC first started encounters were led with services and then DPH stepped in.

Emily Cohen: As HSOC restructures we agree and that we are leading with services and that SF Hot team is leading. Trying to work as a unit and a team so that not undermining each other's efforts. Trying to

look back at success and build on them: example broadening the window of time so outreach can occur with ample time. Need to de silo these departments so that all departments know how to help people know how to access services.

Del Seymour: Recent situation where DPW was working and cleaning and very polite working with people and allowed them to return after a cleaning but workers did not know next steps and how to assist people. DPW should not be outreach workers and SFHOT needed to be there in conjunction with them.

Andrea Evans: Thank you for the rich data. Do you have any data about the actual dollar cost of HSOC?

Emily Cohen: We have not compiled that data yet but could be done.

Andrea Evans: When thinking of the limited resources that the city has and even the successes of 2018, does not look like a successful use of resources. Understand that more upstream issues are being addressed in other departments but having people out there with no housing these numbers will not get appreciatively better.

Emily Cohen: We are adding more resources daily and ensuring that outreach worker does have more tools in their toolbox.

Andrea Evans: Knowing the City has just added more shelter beds and still don't have enough places to place people and so question is whether until the other pieces are added and operational whether relying on this model is effective use of resources?

Emily Cohen: Important to remember no HSOC specific staff and from departments working collaboratively and lots of given resources for the effort.

Well we are adding, you know, over a thousand shelter beds. We are adding to resources. I mean almost every day we're adding more resources to the tool box. And so really ensuring that we do have things in the pockets of the outreach worker, they do have the tools to offer folks.

Albert Lin. I'm an analyst from the controller's office. I'm here today with my colleague Cody Reno. Working with HSOC to make data informed decisions and tell the story of the work they do. Spend time going over HSOC interactive dashboard. Working with frontline outreach departments and set up process to measure the different types of connections happening with encounters and engagements.

<https://sfgov.org/scorecards/hsoc>

Pages:

- INTAKE-This dashboard focuses on how HSOC receives and responds to service requests.
- STREET RESPONSE- This dashboard focuses on how HSOC engages with individuals on the street. Engagements may be related to call response or to proactive outreach. TENTS AND VEHICLES-

This dashboard provides statistics resulting from tents and inhabited vehicle counts, which are conducted quarterly.

- SERVICE CONNECTION- This dashboard shows how HSOC connects individuals living on the street to services such as shelter, housing, healthcare and other resources.
- NEIGHBORHOOD CONDITIONS- HSOC uses a variety of inputs to plan its proactive engagements. The Neighborhood Conditions tool uses a weighted array of factors to help indicate which neighborhoods may need to be prioritized for HSOC response. This tool is used informationally only and does not dictate HSOC activities. Factors focus on the health of individuals experiencing homelessness, locations where individuals tend to stay, and locations where other San Francisco residents may make service requests related to homeless individuals. Weighting is subjective and may be adjusted.

Service Request Intakes

Tells how broadly how HSOC is handling requests through 311, 911, and 023 calls. Tells monthly and daily number of requests and how long 311 requests stay open.

Street Engagement

How HSOC partner agencies engage over the course of a month and how those engagements lead to referral to service or connection to services.

Kelley Cutler: Where are DEM's closure represented on the slide?

Albert Lin: DEM closures are more administrative. Some are closed at DEM because they are transferred to partner agencies that can not close them themselves. Sometimes an admin closure to deduplicate a closure rather than work on the street.

Andrea Evans: Not sure to make of the call response time and what the significance is?

Albert Lin: Has been held steady for a while but the significance is that the longer a goes open, the greater the chance to be unsolved. For 311 requests it is the response time for a partner agency.

Andrea Evans: Are the average daily calls deduplicated?

Albert Lin: Yes, it is deduplicated to the best of our abilities.

Worked with HSH to show the result of SFHOT work and its collaboration with other departments and can see the results of encounters, how often they're getting either referred or connected to a type of outcome, whether is shelter, navigation placement, placement, or partner program. SFHOT workers are capturing the details of all their encounters and then filtered for HSOC related ones.

Cody Reno: Speaking on data from police engagements as part of HSOC. December, SFPD had 506 engagements from these, from those engagements, there were 112 referrals to service, 20 direct connections to service, eight referrals to other HSOC partners, seven citations and five arrests.

Kelley Cutler: Are these referrals or linkages to service?

Cody Reno: So referrals are shown in the 112 linkages and the 20 connections to service. Okay. And both are included in that chart.

We have a neighborhood conditions tool. The tool is designed to weigh a variety of factors to help HSOC assess its focus given multiple inputs and limited resources. Each column header is a factor: medical calls for homeless individuals, latest tent count, are 311 requests. These are each weighted and then normalized by the size of each neighborhood to create a composite total for each neighborhood- Tenderloin South of market and mission top this list. Each HSOC uses this information when planning proactive work that can focus on particular neighborhoods

Kelley Cutler: Do you have a breakdown of 311 calls vs the app?

Cody Reno: We could break that down

Jeff Kositsky: The information on the encampment resolution team. HSH has special team that focuses on addressing encampments of six or more tents that have existed for a month or longer. This is much work that we did in 2017 and 2018. Process of holding a meeting with the people we're talking to, do an formal and informal assessment depending on where they're at. If people need public health assistance to provide them with it and give notice and inform the members they cannot reside there and offer other safe places. Lastly a final 72 notice before DPW and police come in. Still the basic process when dealing with large encampments, currently there is the addition of coordinated entry assessments. Think big picture we learned and data shows that when we move to fast or spread ourselves too thin with not enough resources. I've never met anybody who didn't have a good reason for not accepting assistance when they are in encampments. There's always a good reason and it's usually because the system in some way is not meeting that person's needs. Need to go back to what works.

Kelley Cutler: When will we end a complaint driven system like 311?

Jeff Kositsky: City will always be obligated to deal with 311 calls from housed and unhoused people but HSOC will be moving away from the approach in mid-March and working towards a more zone focused approach. Looking to hire an HSOC manager in mid-March and moving away from a complaint driven approach. Need to continue HSOC effectiveness in collaboration of those with extremely high needs. EMS Six and Fire Department will have increased roles in that collaboration.

And the fire department, EMS 6 in specific have been getting more involved in eight sock and they're going to get more involved over time because, you know, it's really helpful when everybody's in the room and there's somebody who's just really, really suffering on the streets and desperately needs help. That should be part of what ASAP is doing. Like every single day is, you know, person X is, is, you know, we know they're, they're out there, they're really sick. We're really worried about their health. We haven't been able to, you know, kind of align our services up all at the same time and get that person assistance. So that will also be part of the focus of, of H sock. But it was only to answer your question, sorry, Kelly. Mid-March I could've just said that.

Del Seymour: I am glad that you made the HOT Team a large part of your presentation as they do wonderful work and never hear a bad word mentioned about them.

Jeff Kositsky: Part of the opening of HSOC to the community, non-profits, and advocates is to harness and use their power and to assist with the work. Think will make better decisions with more people at the table as well as bring in more resources.

Kelley Cutler: How many ERT workers are there?

Jeff Kositsky: There are four total two people working large tent encampments and two are working on vehicles and there is one clinician.

Based on the data and representing the group these decisions were made.

Basic changes:

- Add a working group and an understanding from government that the community has resources to offer to help solve the problem.
- Moving towards a zone approach based on there the greatest need is and where are the most people in need of help.
- Hiring someone to oversee the work and be an individual contributor and making sure that the plan is being executed. That person will be housed under DEM

Vehicle Triage Update:

30 parking spots for RVs or vehicles for people who are living in them.

Urban Alchemy is providing the services there.

Hot Team is managing the site 24/7

Individuals residing in the vehicles can connect through the Access Points or 311 or Hot Team.

- 26 vehicles in the site, 19 where RVs, seven were cars. There were 39 people and the site full, given the size of the vehicle and the number of people there's eight vehicles in the queue that we know who the next folks are who are going to move in.
- 90% of them were kind of the high priority status clients. This is really where HSH likes to focus. Positive to see this breakdown, 10% we're kind of referred in who are in problem solving status, which means they are not high priority
- There were four families there.

James Loyce: When people refer to navigation centers, are their vehicles moved with them or can they move the vehicle? How do you address that?

Jeff Kositsky: Part of the Vehicle Triage Center is that people will stored their cars, but no one has wanted to do that, and they have wanted to stay with their vehicles.

Tom McGuire. I'm the deputy director at the San Francisco MTA and I oversee our parking and traffic functions including parking enforcement. The role we have in HSOC is to partner with the Hot team members as part of the vehicle encampment resolutions.

Everything that I am describing happens after the Hot Team has made contact with a group of folks living in their vehicles. The law in California is that you need to move your vehicle every 72 hours. So when we are working with the hot team to try to resolve a vehicle encampment, we will put notices on the vehicles giving people at least and hopefully more than, but at bare minimum 72 hours warning that that there will be traffic parking enforcement coming through the area. The experience is the vast majority of vehicles simply move along and not trying to catch people.

4.5% number you see on the slides here is those are the vehicles that get towed because they haven't been moved in advance of the warnings.

Del Seymour: What do you do if there is an outstanding citation or out of the day registration?

Tom McGuire: Actually had six months to get your vehicle registered registration. We can put a citation, we'll typically put a warning. The parking patrol officers are not trying to make contact with the residents, the owners of the vehicles. We leave that to the to the hot team, but we'll put a warning and if the registration is more than six months out of date, we will cite. Only parking control officers can cite.

Andrea Evans: So I'm wondering if there's like another way that folks are getting their cars towed that are not coming through this mechanism.

Tom McGuire: We tow for abandoned or 72-hour violations. Last year we towed 2,500 vehicles that were abandoned but the vast majority of those are not inhabited vehicles. Those were mostly abandoned vehicles that are people who have just left on the street.

Del Seymour: This effort seems to be based in one supervisory district, what are the plans for this to be expanded?

Emily Cohen: The city is actively exploring other areas, parcels, and parking lots to expand. This program is brand new and needs to be tested out. Aware of the needs but want to pilot the model to make sure it is the right one.

Del Seymour: Does Urban Alchemy also serve to look over people and their vehicles when the people are not on site?

Umecke Cannariato: Yes that is correct, Urban Alchemy is providing 24-hour 7 day a week support and security at the centers.

Public Comment

Jennifer Friendbach: So just to summarize the presentation, we had a situation previously where there was an effort to try to move people into housing and simultaneously there was a complaint driven response in our system, but it was not organized.

Went from 65% of folks accepting services in this kind of pre complaint-driven system to 2% from cops and 17% from outreach.

Worse, we went from 58% before the complaint driven system going into permanent housing to dropping down to only 5% going into permanent housing. So our current system, as it stands today, 95% of the folks coming out of here are going back to the streets. So I just kind of wanted to summarize to me, that's basically the summary of that presentation. I want to talk about the complaint system. We have a situation where, you know, there's always the line that we have to respond to complaints.

That's actually not true. Call 311 and say there's smoke coming out of the chimney of the house next door. Do they send anybody no. Call 311 and say there's a woman standing out in front of my house and I don't like the way she looks. Do they send someone? No, but if I said that woman is homeless, ding, ding, ding, ding. We're sending the cops. So, you know, we got to be kind of real about this whole, like we must respond to complaints.

It's a bad way to organize our homeless resources. It's a horrendous way. We need to set a center things on homeless people themselves. I'm glad to see that we've moved away from the goals being to reduce

tents to kind of shifting the language, but still the language is not homeless people centered. It's still housed. People centered when you look at the goals and the people are way down at the bottom of that list of goals that are impacted the most by homelessness.

Brian Edwards: Coalition of Homeless. Are the new and old HSOC the same? The same metrics, tent count, volume of 311 calls. This is the same as the compliant driven system. Harm has already been done using the guns and garbage truck model. How many of those people were unhoused? How many unhoused San Franciscans were even involved in this process as Dell is, you said this is still talking about healthy streets operation center. I can tell you going back to harm reduction versus harm production. Still makes no sense to me how police are called before SFHOT? What services could the police actually be providing?

Jordan Davis: She\her a district six resident and I'm formerly homeless. You can't reform oppression. We need to get rid of HSOC. I'm thinking about like service refusals and yes, there might be a significant number there, but if you're like a not guaranteed to go, sometimes maybe you'll get referred to a shelter navigation center, but sometimes he'll be referred to a shelter where there's like frequent where you're a freaking police and treated like fucking parolees now. And then of course like where's that going to go? That's going to go to some janky assets, sorrow run by poverty. Pimps where we pay most of our meager income towards rent and have to deal with in fantasizing rules.

Point is there might be people who refuse services and we have to meet people where they're at. And this is the most expensive city in this country. So why should we like be even tearing down tents until we can find a until we can find safe, dignified housing with standards. And I'm sure most people would want to go into that anyway, there's also a, a real governmental ethics thing right here. Two of the big players in this are HSH and DPW, which do not have oversight commissions. Now, oversight commissions aren't perfect and they're not gonna necessarily do everything. They're operating in darkness and when they operate in darkness, then their lead that corruption.

Joe Dworisky from Stanford Journalism. Very encouraged by the dashboards that were presented and what to know how to have access to the underlying data.

Albert Linn: There is a button you can click to see exactly how things are weighted. Many of them are from public sources already like 311. We can share most of the other data and we have in the past. There are some things that are protected.

Public Comment:

Brian Edwards: Yesterday was the first time that I ever saw an encampment and still say with hesitant but was somewhat resolved. Yesterday was the first time I've ever seen it. Probably cause it reduced more harm than it produced. DPW stayed in their trucks until everyone was gone and the police stayed in their cars. But the vast majority of City and County people were police in DPW. Continue to ask what services are they providing when you look at the HSOC statistics that were up there with police handing out referrals? I was really happy that you saw something this morning that was just DPW because that's the way it should be. Homeless people aren't a threat because they're unhoused, they're threatened.

Del Seymour: We know who are in tents because they are drug dens and which are residents where people live. City officials must take the time to learn those distinctions too.

Kelley Cutler: We need to be honest about how many people are forced to sleep on our streets or their vehicle. They can actually get a little bit more protection in a tent. And we need to be honest about the lack of resources, shelter, and actual housing. To respond to all these with a complaint driven system.

It's just not reality. We can't just keep doing this. One of the problem was with the resolution team this is a police enforcement issue. What happens when all these areas are resolved and enter a state of law enforcement and protected and monitored by law enforcement agencies?

Del Seymour: We'll be having our regular meeting this coming Monday and room four 16 we'll be having a special meeting, which we call our retreat.