



City and County of San Francisco
Shelter Monitoring Committee

September 20, 2024

Lisa Rachowicz
Dept. of Homelessness and Supportive Housing
City & County of San Francisco

Re: Updates Needed to the 2004 Shelter Training Manual

The Shelter Monitoring Committee (SMC) would like to encourage HSH to edit and disseminate an updated [Shelter Training Manual](#). We have observed that staff at many shelters are working for significant periods without the benefit of key training.

As far as specific examples of content changes that seem worthwhile, the Committee believes:

1. Updated information on Harm Reduction is very important and needs to be included.
2. Chapter 8 (Cultural Competency) should be taught as soon as possible after new employees take on their duties.
3. Chapters 6 (Escalating Clients) and 7 (Homeless Seniors) should be covered early in, and definitely within the first three months of, the tenure of front-line shelter staff.
4. The three sections in Chapter 5 should be expanded upon. It may be appropriate to have full chapters devoted to the topics covered thereunder.
5. Some of the language used in the manual is potentially triggering. It might be possible to set a better tone with some rewording. For example, rather than, "frustrated client" or "escalating clients," it would be better to say, "a client *who is* frustrated," etc.

The Committee would greatly appreciate knowing your thoughts on this matter. Might it be possible to initiate an update within the 2024 – 2025 fiscal year?

Respectfully,

Shelter Monitoring Committee

Diana Almanza, SMC Chair

Date