

## MEETING MINUTES

Our City, Our Home Oversight Committee

August 22, 2024

Hearing Room 416, City Hall

9:44 AM – 11:35 AM

### Committee Members

Shanell Williams, Chair

Julia D'Antonio, Vice Chair

Jennifer Friedenbach

Lindsay Haddix

Jabari Jackson

Bonnie Preston

Ruby Bolaria Shifrin

Zia Villias-Martinis

Scott Walton

Members of the Our City, Our Home (OCOH) Oversight Committee attended this meeting in-person. The agenda, video recording, audio recording, and caption notes are posted at:

[https://sanfrancisco.granicus.com/player/clip/46744?view\\_id=209&redirect=true](https://sanfrancisco.granicus.com/player/clip/46744?view_id=209&redirect=true)

Supporting materials including presentations and reports are posted at:

<https://www.sf.gov/meeting/august-22-2024/our-city-our-home-oversight-committee-regular-meeting>

### 1) **Call to Order**

Chair Williams called the meeting to order at 9:44 am and roll was taken.

Roll Call:

Vice Chair D'Antonio: Absent at roll call, arrived at 10:05 am

Member Friedenbach: Absent (excused)

Member Haddix: Present

Member Jackson: Present

Member Preston: Absent (not excused)

Member Shifrin: Present

Member Martinis: Present

Member Walton: Present

Chair Williams: Present

Chair Williams confirmed the presence of a quorum and read the Ramaytush Ohlone Land Acknowledgement aloud.

Member Haddix made a motion to excuse Members Walton and Shifrin from the September 26, 2024 OCOH Oversight Committee meeting. Member Jackson seconded the motion.

Chair Williams opened public comment. There were no in-person or over-the-phone public comments on this item.

Roll Call:

Vice Chair D'Antonio: Absent  
Member Friedenbach: Absent  
Member Haddix: Yes  
Member Jackson: Yes  
Member Preston: Absent  
Member Shifrin: Yes  
Member Martinis: Yes  
Member Walton: Yes  
Chair Williams: Yes

The motion passed.

Member Walton made a motion to excuse Member Friedenbach from the August 22, 2024 OCOH Oversight Committee meeting. Member Haddix seconded the motion.

Chair Williams opened public comment. There were no in-person or over-the-phone public comments on this item.

Roll Call:

Vice Chair D'Antonio: Absent  
Member Friedenbach: Absent  
Member Haddix: Yes  
Member Jackson: Yes  
Member Preston: Absent  
Member Shifrin: Yes  
Member Martinis: Yes  
Member Walton: Yes  
Chair Williams: Yes

The motion passed.

Chair Williams welcomed the new members of the Committee. The new members – Lindsay Haddix, Zia Villias-Martinis, Ruby Bolaria Shifrin, and Jabari Jackson – briefly introduced themselves and expressed their excitement to join and serve on the Committee.

Chair Williams and Member Walton briefly introduced themselves and acknowledged the other Committee members that were not present at the meeting.

- 2) General Public Comment  
***Opportunity for the public to comment on any matters within the Committee's jurisdiction that are not on the agenda.***

Chair Williams opened general public comment. There were no in-person or over-the-phone public comments on this item.

- 3) Discussion/Action Item  
***Approval, with possible modification, of the meeting minutes from April 25, 2024 and June 7, 2024.***

Member Walton made a motion to approve the meeting minutes from April 25, 2024 and June 7, 2024. The motion included an amendment to the April 25, 2024 minutes, under agenda item four. The minutes should note that Member Friedenbach's motion to amend the bylaws was intended to apply when there are three or more vacancies on the body, and if the Committee has a quorum, and there are at least four voting members to affirm the motion. This clarifies that the change in the bylaws does not impact current voting procedures but is relevant if the Committee's membership drops to six or fewer. Chair Williams seconded the motion.

Chair Williams opened public comment. There were no in-person or over-the-phone public comments on this item.

Roll Call:

Vice Chair D'Antonio: Absent  
Member Friedenbach: Absent  
Member Haddix: Yes  
Member Jackson: Yes  
Member Preston: Absent  
Member Shifrin: Yes  
Member Martinis: Yes  
Member Walton: Yes  
Chair Williams: Yes

The motion passed.

- 4) Discussion/Action Item  
***Updates on the FY24-25 OCOH Committee Work Plan***

Laura Marshall, Controller's Office staff, presented on the FY24-25 OCOH Oversight Committee Work Plan (linked [here](#)). Ms. Marshall explained that the draft work plan was designed to address topics previously requested by members, as well as provide information for new members to become familiarized with OCOH programming.

Vice Chair D'Antonio recommended to shift a few topics slated for October to the September agenda due to potential time constraints. She also suggested that the Committee should have more listening sessions and community engagement embedded in the work plan, especially with the upcoming needs assessment. This could be in the form of additional special meetings throughout the year.

Chair Williams reminded the Committee of the various liaison roles available to members. Ms.

Marshall offered to redistribute the information regarding the liaison roles to the new members.

Member Walton agreed with Vice Chair D'Antonio's recommendation to spread out the bigger discussions scheduled for September and October. He noted that, as the Committee reviews data, members should be mindful of potential budgetary shortfalls and subsequent difficult decisions that may need to be made if proper funding is unavailable. Therefore, it is necessary for the data in the upcoming annual report to be easy to digest. The general public and the corporations that contribute to the proposition need to understand what has been accomplished. Member Walton stressed the importance of having data that helps the Committee analyze where the funds are most effective.

As the Committee's Data Officer, Member Walton emphasized that, if members wish to discuss data, it should be presented in a format that allows for discussion at a meeting so that others can better understand the context. Examples include surveys or work that a particular program has already completed. Member Walton hopes that when the Committee has questions, it can rely on the departments to gather information and follow-up with a brief presentation at a later time.

Member Walton noted that listening sessions can be incorporated with the liaison positions. Other members may join these sessions as long as a quorum is not met. It is an effective way for a few members to gather and learn.

Member Shifrin inquired about the community engagement process for the upcoming needs assessment, specifically whether the Committee receives updates. Ms. Marshall indicated that preliminary work has been done to develop a project plan, which will build on the previous needs assessment's design. The efforts will continue once the project lead returns from leave. A draft plan is expected to be presented to the Committee no earlier than January 2025.

Member Shifrin expressed interest in more data from the Mayor's Office of Housing and Community Development (MOHCD). She would like to learn more about the cost effectiveness of MOHCD housing programs, how costs can be lowered, and how the rising cost of insurance is affecting projects. Vice Chair D'Antonio echoed the need for data related to rapid rehousing.

Member Haddix suggested that the Committee review qualitative data related to client experience. She also recommended that the Committee examine other demographic shifts among people experiencing homelessness. She highlighted the importance of knowing how to leverage other funding sources at the local, state, and/or federal level.

Member Haddix echoed Member Walton's thoughts about how data is presented and explained to the general public. She emphasized the importance of data that clearly shows when programs are effective and when they are not. She suggested that the Committee create a "media toolkit" so that information can be easily shared.

Member Jackson expressed interest in listening sessions and incorporating them into the work plan. He highlighted the importance of hearing from the public directly.

The Committee and Ms. Marshall engaged in discussions about scheduling. The Committee discussed the work plan topics that could be combined and moved to a particular month. The listening sessions will likely be scheduled during the second part of the fiscal year, in conjunction with the needs assessment. Ms. Marshall stated that the Controller's Office staff will update the work plan based on these considerations and in discussion with the Chair. A revised version of the document will be shared with Committee members at a future date.

Chair Williams opened public comment. There were no in-person or over-the-phone public comments on this item.

5) Discussion/Action Item

***Presentation on Shelter and Hygiene Service Area Overview, Cost, Measures and Impact***

Christine Rolan, Budget Director at the Department of Homelessness and Supportive Housing (HSH or “the department”) provided an overview of the budget and funding allocations of OCOH-funded HSH programs. She explained that OCOH legislation allocates 10% of the total homeless gross receipts tax to shelter and hygiene programming. These programs are supported by a combination of budgeted revenue, fund balance, and interest. The programs are further supported by funding from the general fund, as well as state and federal grants.

Overall, there is a structural shortfall in the shelter category, where projected budgeted revenue is lower than projected expenditure in the out years. HSH intends to close this gap by using fund balance and interest revenue. If fund balance is exhausted, HSH expects a shortfall starting in FY26-27. The balancing plan for the shelter budget assumes that state grant funding will be available for Jerrold Commons, a new housing program in the City’s Bayview District. Ms. Rolan reviewed the spending plan, which does not assume any additional expansions or reductions.

Lisa Rachowicz, Interim Director of Outreach and Temporary Shelter Services at HSH, presented on temporary shelter and crisis intervention programs supported by the OCOH budget (linked [here](#)). She provided detailed information about navigation centers, family emergency shelters, cabin shelters, urgent accommodation vouchers (UAVs), and safe parking.

Ms. Rachowicz explained that HSH reports on data for the shelter and hygiene programs funded by the OCOH fund through the annual report. This report is typically published in the fall for the previous fiscal year. To measure the impact of the programs, HSH tracks: shelter capacity, households served during the fiscal year, demographics of households served, and outcomes of households served. She discussed the total number of individuals and households served throughout the entire shelter system. Lastly, she highlighted a few successes and challenges of the overall shelter system.

Member Jackson inquired about the UAVs for families and pregnant persons, specifically on how vouchers can be obtained and the eligibility criteria. Ms. Rachowicz explained that, for all vouchers, information is available on the HSH website and people can call in to obtain them. People may also reach out to Compass Family Services, the nonprofit organization that operates the program.

Ms. Rachowicz noted that HSH is looking to shift the expanded voucher program to the adult coordinated entry system, via the access points, similar to how regular family shelter placements are processed. There is currently a very large shelter waitlist for families and the department wants to prioritize those who have been on the waitlist for a long time. HSH still retains a small number of vouchers for call-ins, but these are considered emergency vouchers for short-term stays. The emergency vouchers are intended for families that are waiting to transition to longer-term shelter or to housing, or if they have another urgent need that requires them to stabilize in a hotel for a short period of time. Once the expansion vouchers are launched, they will have the same length of stay as the regular, long-term shelter programs so that clients have time to receive case management support and move toward their permanent housing goals.

Member Jackson inquired about the eligibility for the cabin shelters. Ms. Rachowicz explained that the cabins serve adults experiencing homelessness. The Mission and Gough cabin programs receive placements from various outreach teams, such as the SF Homeless Outreach Team (SF HOT) and Healthy Streets Operation Center (HSOC). Generally, clients placed in the cabin program are coming directly off the street.

Chair Williams noted that need for shelter for families and pregnant persons is much larger than available resources. She asked if HSH has any insight on what is causing the increase of need for shelter assistance within this population. Ms. Rachowicz attributed the increase to economic displacement and newcomer families moving to San Francisco. This information will be discussed during the Point-In-Time (PIT) count presentation in September. She also mentioned that HSH partners with the Department of Public Health (DPH) and the Black Infant Health Program on client intake and prioritizes referrals for those that are pregnant or postpartum. This effort is funded through the Dream Keepers initiative. The department strives to establish community-based partners to ensure clients are reached directly.

Member Martinis inquired about heating at the cabin shelters and how the waitlist for the shelter programs is maintained. Ms. Rachowicz confirmed that the cabins are heated and have air conditioning. She explained that, up until recently, the UAV program was operated on a “first come, first served” basis, with some prioritization for those who are coming directly from the street. The department is working to have families enter the voucher program through coordinated entry. Within coordinated entry, there is already a prioritization framework that can help determine where the client is on the waitlist. HSH is also working on releasing a new policy that will outline family shelter waitlist prioritization, eligibility, and refine some of the current practices.

Member Martinis asked about how staffing vacancies at community-based partners are being advertised and if proper training is provided to new staff. HSH works closely with community-based partners to ensure that staffing vacancies are widely advertised and assists in sharing the information with other partners and organizations. For trainings, community-based partners are contractually required to complete certain trainings so that staff is properly prepared to serve the community. They are also required to complete trainings through the shelter standards of care. HSH works to provide a portion of these trainings.

Member Martinis asked about the availability and supplier of food at navigation centers. Ms. Rachowicz explained that navigation centers follow a “food-on-demand” model and the food is supplied by SF Meals on Wheels. The navigation centers have a large stock of frozen meals onsite, with a variety of options to accommodate dietary restrictions. Program staff can heat these meals up as needed.

Member Walton stated that he would like to better understand the outcome of clients moving through the shelter system. This information will be helpful in examining the overall balance of funding. Ms. Rachowicz explained that HSH tracks exits to permanent and transitional housing. There is also data for clients that go back to institutions, exit back to the street, and those with unknown exits.

Member Jackson inquired about how shelter services are being advertised. Ms. Rachowicz explained that a lot of advertising is done through direct outreach and through community partnerships. Clients can go to access points to receive housing assessments and to learn more about other resources within the system. Clients can also visit resource centers to obtain more information. Programs have been embedded in the community and work to provide information and referrals to those dropping in to use services. HSH relies on community-based partners to get the word out. Additionally, outreach

teams work within the City's districts to get to know the community members, build relationships, and try to support them in their next steps.

Member Shifrin echoed Member Walton's comments regarding data and Member Jackson's comments on outreach efforts. She asked if HSH partners with United Way Bay Area. She explained that the organization uses "211" as a simple phone number to get people connected to services. If HSH is not partnered with them yet, she would be happy to make that connection.

Member Shifrin requested clarification on the total cost of the safe parking program and the services provided at the sites. Ms. Rachowicz explained that the program is fully funded by the OCOH fund at the Bayview location. Some of the budget is intended for the upcoming expansion. The budget was also adjusted to account for vehicles that are larger than originally anticipated. Services at the site include mobile showers and bathrooms, as well as case management. There are also funds dedicated for vehicle repairs. Member Shifrin inquired about any trends in the population at safe parking sites and requested HSH bring more details to an upcoming meeting, potentially during the PIT count presentation.

Vice Chair D'Antonio noted the funding difference between the cabin/safe parking programs and the funding dedicated to families. She requested a breakdown of the costs at parking sites, noting that the community loves these sites, but the costs are very high. She would like to explore ways to lower cost while increasing the number of clients served. She also requested more data about outcomes across all the shelter programs.

Ms. Rolan clarified that the cabin costs appear high in the budget because "it is loaded with capital" for the new site (Jerrod Commons). This amount is representative of two separate cabin sites, plus capital to launch the program at the new site. HSH anticipates costs at the new site to be similar, or even slightly less, than the existing site at 33 Gough. The Committee requested to see a breakdown of the costs at a later meeting.

Vice Chair D'Antonio stated that she anticipates an increase in families needing shelter services due to the shift to coordinated entry and access points for placement. She asked if the new coordinated entry policies will be more stringent or low barrier and requested HSH bring more information about this topic to an upcoming meeting.

Vice Chair D'Antonio inquired about the differences between a navigation center and a traditional shelter, if navigation centers are considering time-limited stays. According to Ms. Rachowicz, the biggest difference had traditionally been around the services provided. At navigation centers, clients receive case management services to address housing needs. However, since these services have been expanded to traditional emergency shelter programs, there are not as many differences. HSH is trying to align services across the system so that there is a high level of services at all shelter programs. Vice Chair D'Antonio requested to see a cost comparison between shelters and navigation centers, as well as data regarding outcomes. She is curious to see where clients are being directed and placed, since there is no "one size fits all" referral. She also requested data for clients served within the shelter system, year over year for the past five years. She would like to know if OCOH funding has helped decrease the homeless population. Vice Chair D'Antonio also expressed interest in learning more about shelter system eligibility for families and placement outcomes.

Member Haddix acknowledged the difficulties of working with scarce resources and having to choose which vulnerable populations to prioritize. She inquired about the challenges of obtaining and retaining staff at community-based partners. Ms. Rachowicz discussed what the department has

learned from its partners, citing elements of burnout and overall program expansion as reasons for continued staffing vacancies.

Chair Williams reiterated the need to include client experience data at future meetings.

Chair Williams opened public comment. There were no in-person or over-the-phone public comments on this item.

6) Discussion/Possible Action Item

***Opportunity to propose future agenda items with discussion and possible action by the Committee***

Chair Williams tabled this agenda item.

No public comment was taken.

7) Adjourn

Chair Williams requested a motion to adjourn the meeting.

Member Walton made a motion to adjourn. Member D'Antonio seconded the motion.

Roll Call:

Vice Chair D'Antonio: Yes  
Member Friedenbach: Absent  
Member Haddix: Yes  
Member Jackson: Yes  
Member Preston: Absent  
Member Shifrin: Yes  
Member Martinis: Yes  
Member Walton: Yes  
Chair Williams: Yes

The meeting adjourned at 11:35 am.

Committee staff and members can be reached at [OCOH.CON@sfgov.org](mailto:OCOH.CON@sfgov.org)