

# Healthy Streets Operation Center

## Homeless Outreach



Commander David Lazar



# Overview

- The Healthy Street Operations Center(HSOC) has been developed to better coordinate the many city agencies involved in addressing homelessness and unhealthy street behaviors
- HSOC is structured as a unified command with representatives of City departments all in one room which direct, plan, and coordinate responses to street behaviors and homelessness
- HSOC was activated on Tuesday, January 16th, 2018.
- HSOC is an expansion of coordinated efforts that began in San Francisco's Mission District.

# HSOC Mission & Values



- HSOC's Mission is to provide unified and coordinated city services and responses to unsheltered persons experiencing homelessness
- HSOC Core Values
  - Lead with compassion and respect
  - Empathize with the whole community
  - Believe that everyone can change and that safe and clean streets can be maintained.

# AGENCY ROLES AND RESPONSIBILITIES

- **SF Department of HSH**- Outreach, engagement, and placement of homeless individuals
- **SFDPH**- Outreach, harm reduction strategies, syringe cleanup and engagement, and health treatment homeless and housed individuals requiring care in street settings.
- **SFPD**- Engagement and enforcement (as a last resort) to respond to criminal issues.

- **SF Public Works**- Cleaning and implementation of environmental design changes.
- **SF Controller's Office**- Provides performance tracking of the Healthy Streets Operation center.
- **SF 3-1-1**- Provides non-emergency intake of homeless-related issues from the public
- **SF DEM**- Provides operational and logistical support for HSOC.



DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

San Francisco  
Department of Public Health



# ICS Roles at HSOC

- Incident Commander- leads efforts in all involved agencies.
- Operations Section Chief- Develops and implements strategies and tactics to carry out the HSOC mission and objectives.
- Section Chief for Admin- Conducts data tracking and dash boarding for HSOC operations including collection of operational data from primary responding HSOC departments to report HSOC actions and impact.
- Planning Section Chief- Responsible for the collection, evaluation and distribution of HSOC information for the IC/Unified Commander. (Breakout meetings at 0930 and 1430 hours)
- Operations Support as Public Safety-File arrest reports from homeless units, track tents seized as evidence and run the day to day operations at HSOC.
- Public Health Rep- Develop understanding and common operating picture of services offered by DPH for homeless individuals including creating/updating summary of these services.
- HSOC Liaison officer- Liaison officer interacts with the city and external partners as well as elected officials and the HSOC Policy Group.

# Goals & Objectives/

# Strategies & Activities

- **Goal 1: SF's Streets are safe and clean**
  - Objectives- reduced incidents leading to service requests, reduce drug-related and criminal activity in priority areas, eliminate tents and prevent re-encampment, and reduce environmental hazards.
- **Goal 2: Meet the shelter and service needs of individuals on the streets**
  - Objectives- connect homeless individuals in priority areas with shelter, supportive services, and increase non-emergency service acceptance by high utilizer of multiple systems within priority areas.

- **Strategy 1:**
  - Develop zone-based plans to identify key issues impacting each zone, tactics to address the issues, and performance measures to monitor effectiveness.
  - Use proactive team-based approaches and continue to respond to calls or issues based on standard protocols.
- **Strategy 2:**
  - Focus on addressing needs of the "Top 20" individuals with high needs.
  - Train officers on issues associated with homelessness and substance abuse
  - Continue to outreach, engage and offer treatment or housing.

## Goals & Objectives/

- Goal 3: Establish a unified city response to homelessness and street behavior.
  - Objectives: Develop efficient means to manage calls for service and prioritize resources. Effectively share information and coordinate resources across participating City Departments.

## Strategies & Activities

- Strategy/Activity 3:
  - Co-located and coordinated dispatch functions to share information and coordinate resources and deployment across departments. (DEM, DPW)
  - Enhance public communication about the City's response to homelessness and street behaviors.
  - Use data to inform operation and policy-level decisions of HSOC.
  - Departments coordinate daily to solve operational challenges associated with HSOC management.
  - streamlined response by utilizing 311 vs. calling the police

# Organizational response flow to calls for service

1. City receives 3-1-1 non-emergency and 9-1-1 emergency calls for service



2. HSOC triages and dispatches non-emergency calls to one or more departments based on response criteria



DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING

HSH triages to DPH as needed

SFHOT deploys as needed

Community Health Response Team, Street Medicine, Crisis Intervention, and/or Felton Community Engagement Specialists deploy as needed

3. HSOC closes call for service communicating actions and outcomes of the response



# Started with

- Hours 07-1500, Mon-Fri
- 1 Lt, 1 Inspector, 2 Officers, 1 non-sworn, 1 cadet, 1 intern.
- Team 1/6 Mon-Thu, 06-1600 supplemented by district 70 units.
- Focused on encampment resolution
- Meeting with officers every Wednesday at 1100
- Triage 3-1-1 calls in the Mission
- Specialized radio channel

# Today

- Hours 07-2300, 7 days a week
- 1 Lt, 1 Inspector, 2 Officers, 1 non-sworn, 1 cadet, 1 intern
- Team 4/24 06-1600 or 1400-2400
- Focused on encampment resolution
- Meeting with officers every Wednesday at 1100
- Beginning on 8/8 all 3-1-1 encampment calls triaged and assigned.
- Schedule/calendar 1 large operation per week.
- Specialized radio channel

# Homeless Outreach Officers

- Participate in weekly Wednesday training meetings
  - Past topics have included: Training on Shigella, Narcan, Syringe Disposal, Homeward Bound Program, Mental Illness, LEADS presentation, Chronic substance abuse, referrals for navigation center, and street medicine.
- Trained in force de-escalation tactics and Crisis Intervention (CIT).
- Multidisciplinary team concept.
- Calendar for planned operations.
- Maintenance of statistics.
- Conduct customer service call backs.

# Why Resolve Large encampments?

## PROBLEM

1. Higher levels of substance abuse and communicable disease in large encampments.
2. Increase in public health and public safety concerns in and around the encampment.
3. Public outrage impacts City's ability to address homelessness.
4. Previous attempts to address encampments failed and led to lawsuits, reducing confidence in the city.

## GOAL

1. Assist as many people as possible by connecting them to shelter, services and housing.
2. Address quality of life issues for housed and unhoused individuals.
3. Change culture on streets to permanently eliminate large, long term encampments
4. Focus on effectiveness, legality and compassion while not redirecting entire service delivery system.



# Preventing Re-Encampment

- Walk through with Public Works to assess safety and access
- Coordinate with neighbors on prevention (fencing, lighting, security)
- Providing neighbors contact information for key city staff
- Ongoing re-encampment prevention team (outreach workers, police and public works)
- Healthy Streets email
- SFPD Department Bulletin 18-137, “Legal Enforcement Options for Addressing Illegal Encampments”.

**HEALTHY STREETS**

WE VALUE AND RESPECT EACH OTHER AND OUR COMMUNITY

**PASSABLE STREETS**

- Please do not set up permanent tents or structures
- Please limit your belongings, do not block doorways or driveways
- Please keep streets and sidewalks clear so people, wheelchairs, strollers, bikes and cars may pass

**SAFE STREETS**

- No fires, candles, stoves or heaters—they are very dangerous! Battery operated lights are safer.
- Safely dispose of used syringes in sharps containers
- Protect your pets, keep them on leash and safe

**CLEAN STREETS**

- Please keep your surroundings neat and clean
- Please move your belongings when the City comes to clean or make repairs
- Please throw away trash in garbage containers and clean up after pets

**IF YOU NEED ASSISTANCE OR A NEIGHBOR NEEDS HELP**

- For a medical or mental health emergency, call 911
- For shelter information, call 311
- For information about services, call SF HOT, 415.355.7580
- Be prepared and carry Narcan in case of accidental overdose

**RESOURCE CENTERS**

**MSC South**  
525 Fifth Street  
Open daily, 24 hours  
Shelter reservations, showers, information, snacks

**United Council of Human Services**  
2111 Jennings Street  
Open daily, 7pm-9am  
Shelter reservations, showers, laundry, lockers, breakfast and dinner

**MNRC**  
165 Capp Street  
Open Monday-Friday, 7am to 7pm, closed 12pm-2pm.  
Shelter reservations, showers, laundry, lockers

**Glide**  
330 Ellis Street  
Open Monday-Friday, 12pm-9pm  
Shelter reservations

**A Woman's Place**  
211 13th Street  
Open daily, 24 hours  
Showers, laundry

**6th Street Harm Reduction Center (welcoming folks who inject)**  
117 6th Street  
Open Monday-Friday 9am-5pm  
Saturday 7pm-11pm  
Syringe access + disposal, Suboxone tx, narcan, testing, harm reduction groups, counseling, and lounge

# Current Status: as of June 30, 2018

- No encampments with more than 15 people remain in San Francisco
- Currently 568 tents/structures city wide (50% reduction citywide)
- 18 large (over 5 tents) encampments remain (50% reduction)
- No encampments of greater than 20 tents/structures (100% reduction)
- 3 encampments 6-19 tents/structures (90% reduction)

QUESTIONS?



# Thank you!



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