



Best Practices Approaches for
Engaging Chronically Homeless in
Redwood City with Services and
Transitioning Them to Interim
Housing with Wrap Around Services

San Mateo County

September 12, 2022



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1. EXECUTIVE SUMMARY

Meliora Public Safety Consulting, LLC (Meliora PSC) was commissioned to assist San Mateo County and Redwood City with planning for the resolution of homeless encampments in Redwood City in anticipation of the county's upcoming opening of a significant amount of shelter beds and transitional housing in early 2023.

According to San Mateo County's website [One Day Count Shows Rise in Homeless Population, Need to Continue Shelter, Housing and Service Expansion | County of San Mateo, CA \(smcgov.org\)](https://www.smcgov.org/One-Day-Count-Shows-Rise-in-Homeless-Population-Need-to-Continue-Shelter-Housing-and-Service-Expansion):

The County has set the goal of creating enough shelter beds and transitional housing units to achieve "functional zero" homelessness. This means ensuring that every county resident experiencing homelessness, who chooses assistance, can be safely sheltered in an emergency shelter, or in temporary or permanent housing. It also means that outreach staff will continue to engage with those who are not currently interested in accessing services.

Providing temporary and permanent housing options is a key component of the initiative along with expanding supportive services to unhoused residents on the street, in shelters and residing in transitional housing. Supportive services address an individual's or families' barriers to housing and include connecting people with employment opportunities, social services benefits, and health and mental health services.

The county has asked Meliora PSC to prepare a summary of Best Practices for successfully engaging homeless encampment residents and transitioning them to interim housing with wrap-around service. Interim housing includes congregate and non-congregate shelters.

The summary includes a review of recent literature on encampment closures and approaches to working with chronically homeless residents on service engagement and acceptance of supportive housing. The summary also includes insights and recommendations from communities in the Bay Area and state of California that have successfully assisted chronically homeless residents and several national locations that are either relatively appropriate for Redwood City and San Mateo County, or in the case

of Houston, Texas, is a noted and successful leader on transitioning the unhoused to housing.

This final report includes a summary of Best Practices, references to additional information cited in the literature search, and brief case studies that include contacts for each community.

Meliora PSC would like to thank the Assistant County Manager Peggy Jensen and her staff as well as the city of Redwood City for the cooperation and assistance in gathering the details and research needed for this project.

MELIORA PUBLIC SAFETY CONSULTING CONTRIBUTORS

Jackie Gomez-Whiteley, Principal and Co-Founder
Mark Yokoyama, Principal and Co-Founder
Susan Manheimer, Senior Associate and Project Lead

Jackie Gomez-Whiteley, Retired Police Executive *Principal and Co-Founder*

Chief Jackie Gomez-Whiteley is a 33-year law enforcement professional having served with distinction in Orange, Los Angeles, and Monterey Counties. In 1986, she began her sworn career at the Orange Police Department where she worked in all three divisions: Patrol, Investigations, and Administration. She was the department's first woman motor officer, as well as sergeant and lieutenant. In 1989, Jackie was involved in an officer-involved shooting of a kidnap and attempted murder suspect. Because of her actions, she was awarded the Medal of Valor.

Gomez-Whiteley would go on to serve as a command level officer and Chief of Police at three other agencies in California: Cypress, Alhambra, Pacific Grove. In 2011, she was appointed Chief of Police and the first woman to serve as Police Chief of a municipal agency in Orange County. Under her leadership, the Cypress Police Department was recognized multiple times for various community policing and trust building programs. In 2020, Chief Gomez-Whiteley was awarded the California Police Chiefs Association, Joe Malloy Memorial Award recognizing her lifetime of outstanding service and dedication and the long-lasting positive impact to the law enforcement profession.

Gomez-Whiteley obtained her Master of Arts degree from Chapman University in Organizational Leadership with a certificate in Public and Non-Profit Leadership. She has a Bachelor of Arts degree from Loyola Marymount University in Psychology with a minor in Alcohol and Drug Studies. In 2007, Gomez-Whiteley graduated from the P.O.S.T. Command College, where she published an article in Police and Security News Magazine titled: *Dirty Bombs: Calculating the Threat*.

During her career, Gomez-Whiteley has been an adjunct instructor at various law enforcement training centers throughout the state for nearly 30 years and is Program Director at the prestigious California Police Chiefs Executive Leadership Institute at Drucker (Claremont Graduate University). Prior to co-founding Meliora PSC, she has maintained a successful consulting practice focused on leadership development and

training, strategic planning, executive coaching and mentoring, organizational assessments, policy development and alignment, and other areas of public safety management throughout the country. Gomez-Whiteley continues to serve on many boards, is a member of the Chiefs Advisory Board for the California Police Chiefs Women Leaders in Law Enforcement, and consults and trains Police Chiefs and City Managers throughout the United States.

Mark Yokoyama, Retired Police Executive ***Principal and Co-Founder***

Mark Yokoyama began his career in public service in 1987 when he became a Police Officer with the La Palma Police Department in Orange County, California. Over the course of 30 years Yokoyama worked for California Police Departments in La Palma, Newark, Cypress and Alhambra working varied assignments, supervisory and command positions and serving the last 8 years of his policing career as the Chief of Police in the City of Cypress and the City of Alhambra. Throughout his policing career, Yokoyama has been credited with enhancing Community Oriented Policing and community engagement through various community programs and innovative outreach initiatives, as well implementation of contemporary policing practices and policies. During this time, he has also received awards and national/international accolades for his progressive and contemporary use of technology in effort to build police community relations and policing practices.

In 2016, Yokoyama was appointed the City Manager for the City of Alhambra in Los Angeles County where he oversaw the day-to-day operations of ten City departments, including municipal Police and Fire Departments. During his short tenure as City Manager, he focused on strategic planning for the City, implementation of fiscal reforms and initiatives, citywide infrastructure projects, organizational reform, utility and energy efficiency projects and social service improvement projects.

After more than 30 years of a public service career in municipal government, Yokoyama retired in 2017 and accepted the position of Academic Dean with the School of Public Safety at Rio Hondo College.

During the course of his professional career Yokoyama has also maintained a successful private consulting practice covering a large scope of services from training programs, management services and assessment, corporate investigations, emergency planning, policy development, security assessments, pre-employment background investigations, law enforcement liaison services, and critical incident risk management response, to name a few. In addition to working with a number of municipal communities and special districts, his clients also include law firms, private business, as well as a large international hospitality corporation.

Yokoyama holds a Master's Degree from the University of Southern California and California State University Dominguez Hills and a Bachelor's Degree from the University of La Verne. He is a graduate of the FBI National Academy, P.O.S.T. Command College, and the Senior Management Institute for Police. Yokoyama has been an adjunct faculty member to several community colleges in Southern California as a lecturer and police academy instructor for 30 years. He is also the Past-President of the California Peace Officers Association and is a past board member for the California Police Chiefs' Association. Professionally he is a member of the FBI National Academy Associates, the International Association of Chiefs of Police and the American Society of Industrial Security.

Susan Manheimer, Retired Police Executive ***Senior Associate and Project Lead***

Chief Susan Manheimer has recently retired after a distinguished 39-year career serving in leadership positions for four diverse police agencies in the San Francisco Bay Area. A sought-after consultant, trainer, and speaker on police procedures, policies, and practices, with in depth experience in progressive and innovative criminal justice strategies, including crime reduction through public-private partnerships, social and procedural justice and progressive reforms in policing, and executive development. She is a Lead Instructor for the California POST "Succeeding As a Police Chief" course and is a Strategic Site Liaison for the US DOJ Public Safety Partnerships program.

Chief Manheimer recently completed two Interim Police Chief's positions, most recently for the San Leandro Police Department providing leadership stability, and realigning

police and community safety partnerships while assisting with the creation of a citizen-led police oversight model.

Prior to that she served a 10-month Interim Chief's assignment at the Oakland Police Department guiding the department during the global pandemic amidst a period of significant social unrest and intense demands for policing reforms. Manheimer effectively provided leadership stability while embracing progressive reforms and intervention strategies to combat significant increases in violent crime and build trust. Under her tenure, OPD instituted welcomed changes in policies, practices, and community safety initiatives.

Manheimer was one of the senior tenured Chiefs in the state, serving 20 years as Chief of the San Mateo Police Department, where she forged effective creative strategies to control crime, build community partnerships and trust, and improve safety and quality of life outcomes. A driving force behind several highly effective countywide programs including the Countywide Gang Task Force, the Juvenile Assessment and Referral Center, and the Homeless Outreach Team.

Starting her career with the San Francisco Police Department, she served 17 years. While the Captain of the challenging Tenderloin Station, Manheimer forged resourceful coalitions for those at risk and in need, generating many innovative successful programs including "Take Back the Tenderloin," Community on Patrol, and the Homeless Outreach Service Teams.

One of the senior tenured Chiefs in the state, Manheimer was tapped for national, state, and local leadership positions, including the Executive Sessions on Policing at the Harvard Kennedy School of Government. The only woman to serve as president of the California Police Chiefs' Association, she has received many awards for her dedication to her community and her social justice work.

SUMMARY RECOMMENDATIONS

Governance / Organizational Structure

1. One Manager in charge of all homelessness initiatives high enough in the organization to provide authority, direction, and resources across departments. (See page 15.)
2. Regular coordination meetings. (See page 16.)
3. Importance of Metrics / Goals. (See page 16.)
4. Operational Command Center. (See page 16.)
5. Culture of “Getting to Yes.” (See page 17.)
6. Culture of Innovation. (See page 17.)

Policies, Protocols, and Practices

7. Clear legally defensible storage policies and practices. (See page 18.)
8. Set clear policy for disposition of unaccompanied property. (See page 18.)
9. Consider an ordinance for personal storage in public spaces. (See page 19.)
10. Immediate offer of shelter to satisfy *Martin vs. Boise* legal requirement. (See page 19.)
11. Rapid response to encampments to assess and prioritize clean-ups. (See page 20.)
12. Importance of continual prioritization and assessment of encampments. (See page 20.)
13. Noticing. (See page 21.)
14. Enforcement and local ordinances. (See page 21.)
15. Private property abatement. (See page 22.)
16. MOUs/MOAs with allied public and private agencies. (See page 23.)
17. Maintaining and restoring cleared encampment sites. (See page 23.)

Legal Issues

18. Meeting the *Martin v. Boise* legal standard. (See page 24.)
19. San Bernardino Ordinance on alternative storage facilities. (See page 25.)

Shelter / Housing

20. Provide time for intensive outreach and services to encampment residents to transition them to shelter. (See page 26.)
21. Provide multiple options for those resistant to shelter. (See page 26.)
22. Create more “Gold Standard Housing” through innovative methods that homeless individuals will desire. (See page 27.)

23. Create a pathway for placement of encampment residents with debilitating addiction and serious mental health issues in low barrier, high tolerance shelters. (See page 28.)
24. San Mateo County should create a protocol for on-demand 24/7 direct placement of those wanting to seek shelter immediately – especially those who have been resistant in the past. (See page 29.)
25. When the new shelters open early next year, it is vital to ensure that some of the units remain on reserve and are available as needed and designated for special circumstances and on-demand placement. (See page 29.)
26. To ensure that the dedicated resources serve San Mateo County residents and its communities, it is critical to ensure that they are going to county residents only. (See page 30.)
27. San Mateo County should study Best Practices around Restoration Courts and Court Ordered Diversion pathways into treatment and shelter. (See page 30.)

Services / Treatment

28. Design an intake and escalation system that services the highest risk/needs population with appropriate placements at the time of need. (See page 33.)
29. Develop robust field-based treatment that connects the homeless with the treatment and medications needed and interfaces with their case management and the Coordinated Entry System. (See page 33.)
30. Convene all the providers and county agencies to come up with a plan(s) to effectively address the highest need/most resistant homeless population. (See page 34.)
31. With the imminent approach of Functional Zero and homeless public and private service providers gearing up and re-engineering systems to address the surge in shelter availability, it is time to cultivate the innovative ideas to address the outstanding issues. (See page 35.)

2. METHODOLOGY

Meliora PSC received a number of documents from San Mateo County and Redwood City pertaining to homeless encampment closures and approaches to working with chronically homeless residents on service engagement and acceptance of supportive housing. A questionnaire was formulated with the consensus of San Mateo County (SMCO) stakeholders to identify the topics of interest. The questionnaire guided the interviews conducted virtually as well as the site visits with the pre-selected sites that were finalized with SMCO staff during the July 19, 2022, Mid-Project Update presentation.

The report follows the format of the questionnaire and summarizes and highlights the notable responses and Best Practices which form the basis for the recommendations for consideration. The individual questionnaires from each of the selected Best Practices communities are attached for reference in the Appendix and include contact information listed for each.

As part of the San Mateo County Homeless Encampment Study, the following research sites were contacted and as noted with an asterisk, the site was visited.

California

- *Fresno
- Redwood City
- *San Francisco City and County
- San Jose
- *Santa Barbara City
- *Santa Barbara County
- Sacramento
- *San Mateo County selected interviews:
 - BHRS
 - HSA
 - Center on Homelessness
 - LifeMoves / HOT

National

- Aurora, CO
- Houston, TX – Site Visit Recommended

In addition to the aforementioned document review, site visits, and questionnaires/interviews, Meliora PSC conducted a Literature Search and links to those resources are also included in the Appendix.

3. DEMOGRAPHICS

Redwood City is located on the San Francisco Peninsula in Northern California's Bay Area, approximately 27 miles south of San Francisco, and 24 miles northwest of San Jose. Redwood City is the county seat of San Mateo County.

Redwood City is a charter city incorporated in 1867. It has a current population of 84,292 (2020 U.S. Census); an increase of 10% from 76,815 based on 2010 U.S. Census data.

Based on the 2020 US Census, Redwood City's community race and Hispanic demographics are comprised of 55.9% white, 1.5% Black or African American, 0.8% American Indian and Alaska Native, 15.8% Asian, 8.0% two or more races, and 36.3% Hispanic or Latino. Age and gender data indicate 50.1% are female, 12.9% are persons 65 years and over, 21.6% are persons under 18 years, and 6.0% are persons under 5 years.

The owner-occupied housing rate is 47.5%. Families and living arrangements reflect 30,175 households with 2.75 persons per household. Percent of persons age five years and older language other than English spoken at home, accounts for 46.7%. Households with a computer are 96.8% and households with a broadband Internet subscription are 91.5%. Persons in poverty are 7.6% of the population.

Redwood City Homeless Data:

According to the latest San Mateo County One Day Count from February 2022, Redwood City's Homelessness Data shows that RV Dwellers decreased significantly after instituting a Safe Parking program. However, the city has the highest homeless population in the county estimated at 245 people with significant increases in tent encampments. Note that "One Day Counts" ([Point-in-Time Count and Housing Inventory Count - HUD Exchange](#)) are a point in time count that estimates, more than accurately predicts, the amount of homelessness in any location.

San Mateo County Homeless Data:

According to the county website, homelessness rose in San Mateo County over 20% in three years, with homeless encampments increasing as well. The county website [One Day Count Shows Rise in Homeless Population, Need to Continue Shelter, Housing and Service Expansion | County of San Mateo, CA \(smcgov.org\)](https://www.smcgov.org/one-day-count) indicates:

The one-day “point in time” count tallies the number of people experiencing homelessness at a given point in time. The 2022 count was conducted on February 24 by teams of community members that fanned out across San Mateo County to find and count unsheltered individuals. A count of those in shelters and interim housing was also conducted.

The count found:

- ▶ *1,092 individuals experiencing unsheltered homelessness. This represents a 21 percent increase (191 individuals) from the 2019 one-day count.*
- ▶ *Of the 1,092 people counted who were living outside, 329 were sleeping in a car or van, 177 were in a tent or encampment, and 175 were on the street.*
- ▶ *716 individuals living in group shelters and hotels that have been converted to interim housing. This represents a 17 percent increase (105 individuals) from the 2019 one-day count.*

4. GOVERNANCE/ORGANIZATIONAL STRUCTURE

Governance is critical to all organizational initiatives; especially those that involve multi-disciplinary teams spanning public and private organizations. The leadership sets the tone for the effective and efficient management of any organization. Given the new task of humanely addressing and resolving homeless encampments amidst rapidly changing and challenging conditions, it is vital that the structure and leadership embrace Best Practices and forge innovative adaptable teams accountable for results.

Our research noted that the Best Practices across the field in governance and leadership had several common components as noted in the recommendations listed in this section. Our Best Practices research in this area consistently found that the strength or weakness of the leadership and organizational structure had great influence over the efficacy and sustainability of the outcomes.

Based on our Literature Review, site interviews, and observations (see Appendix) it was noted that the most effective programmatic outcomes were driven by the leadership and structure. The agencies that had the strongest programs were led by individuals at the highest levels of leadership with great span of authority and direction. In the case of Fresno, California, the Mayor's office and the Deputy Director of Homelessness Initiatives were deeply involved and not only convened the coordination meetings but assisted with creating the goals and metrics of success.

The emphasis San Mateo County places on the efforts to construct effective policy and practices on homeless encampments resolutions signals the importance to leadership and is commendable. The direction and design of the programs and strategies are being led directly by the County Administrator's Offices and shaped by Departmental Directors and allied agency leaders.

As we report on specific practices, we will cite examples from the different sites interviewed and visited, as well as Literature Reviews. While these are annotated examples, more in-depth information can be gleaned from the individual site interviews appended in the annex.

Recommendation 1

One Manager in charge of all homelessness initiatives high enough in the organization to provide authority, direction, and resources across departments.

Agencies with highly functioning programs like Houston, Texas and Fresno, California were led directly out of the Mayor's office with a Deputy Director as the overall Manager. Additionally, there was tight oversight on the span of control and accountability. To ensure coordinated and consistent approaches aligned with the policies and practices, all funding streams to include grants and philanthropy were coordinated and approved through that Deputy Director who attended and engaged in the coordination meetings, though they did not necessarily run them.

Recommendation 2

Regular coordination meetings.

Conduct bi-weekly or monthly coordination meetings with all operational staff – involving high level leadership present for accountability. The Regional Area Planning (RAP) meetings convened by Santa Barbara County on a bi-weekly basis brought together the county, cities, and all allied public and private sector agencies and partner organizations. This enabled collaboration and working across departments and silos to ensure coordination and alignment with goals. These bi-weekly meetings were separate from Case Management or Multi-Disciplinary Team (MDT) meetings and ensured adherence to clear timelines and follow-up on any barriers or obstacles to success.

Recommendation 3

Importance of Metrics / Goals.

Establish the goals and metrics and get concurrence from elected officials, community leaders, and all stakeholder groups. This enables the ability to review and relentlessly follow up on progress. As Santa Barbara County and San Francisco County both learned, it is important to start with identifying what is most important and make sure to track it because, “What gets measured gets done!” If quick response and resolution are important – then it must be measured. This enables quick identification of failure points, provides data to combat some of the perceptions and helps grow support. Individual examples of metrics and online dashboards are cited in the individual site questionnaires for Fresno, San Francisco County, Santa Barbara County, and several others.

Recommendation 4

Operational Command Center.

Agencies like San Francisco and Santa Barbara County ran their homelessness responses through an Emergency Operations Center Commander who reported directly to the high-level leader in charge of homelessness, enabling quick, direct decision-making and resource deployment.

Recommendation 5

Culture of “Getting to Yes.”

Cited by quite a few agencies – namely the cities of Fresno, Houston (TX), Sacramento, San Jose, and Santa Barbara – all found that it was imperative that key stakeholders share a commitment to supporting the efforts and requests of the partners. This becomes especially important at the legal and director level to model that commitment to driving success through collaboration all the way down to the staff level. The exact quote of the city of Houston, often held up as a “Gold Standard” homeless solutions agency, the question should be, “How can we get this done?” and the response should be “I will help to make it happen!” This is where the high-level authority of the leader becomes evident to reinforce and imprint the culture.

Recommendation 6

Culture of Innovation.

San Francisco County and Santa Barbara County both applied for the Governor’s 100-Day Challenge Innovation Grants. Both found successes were achieved through the focused, time-sensitive, quick goals that took concentrated effort with a task force type of structure over a limited time period. This later translated to silo-busting that proved to be a successful template for other approaches. Creating an environment of innovative and creative solutions incentivizing new approaches and continual learning can be an example to be replicated. Many agencies talked about “beta testing” on a smaller scale to later replicate if successful. This breaks down some of the original normal organizational resistance knowing that it is time limited and can be discontinued if unsustainable or ineffective. It is noteworthy that San Mateo County was an early participant in the Governor’s 100-Day Challenge and is currently putting together an initiative offering their own Challenge Innovation Grants on ending homelessness.

5. POLICIES, PROTOCOLS, & PRACTICES

It is vital to align policies, protocols, and practices of any broad and complex initiatives with multiple agencies and partner to current legal standing and case law. This reduces the liability and risk involved with the highly sensitive and significant issues around homeless encampment resolutions. HUD and other researchers have formulated and

distributed principles and guidelines for Best Practices in the field (see Literature Review). The importance of clear legal standing and directives for these issues will help to combat some of the legal and political challenges many of our studied sites have experienced. That said, it is not enough to have clear guidelines and legal standing, but vital for leadership to ensure the protocols, checklists, toolkits, training, and accountability all reinforce the practices and lead to successful outcomes.

Recommendation 7

Clear legally defensible storage policies and practices.

Seizures and clean-ups of any personal property is one of the highest legal liability areas agencies face when addressing homelessness resolution. Setting clear legally defensible storage and property policies is vitally important when addressing encampment closures. The cities of Fresno and Santa Barbara conducted extensive research resulting in detailed policies that have withstood legal challenges after lessons learned from their lawsuits in these matters. They now document and memorialize all storage decisions working with the clients at the time of decommissioning encampments. Part of those policies delineate how to assign value and memorializing storage decisions and discussions with clients by using body-worn video or other video recording devices. Additionally, Fresno even had a garbage truck assigned to their outreach homeless liaison officers with a supervisor who was specially trained by the City Attorney regarding the disposition of property and assessing value. Nothing went into the garbage truck without the trained supervisor's approval. As an indication of the high importance of property seizure and disposal, the Deputy City Attorney generally accompanied the encampment clean-up crew to ensure legal compliance.

Recommendation 8

Set a clear policy for disposition of unaccompanied property.

Clearly identifying storage areas and developing policy for unaccompanied property seizure is important for encampment closures and other homeless property as there is generally a large amount of property.

Recommendation 9

Consider an ordinance for personal storage in public spaces.

A key issue for several cities has become the presence of large amounts of homeless individual's personal property – shopping carts, tents, etc. – overtaking public gathering places like parks, plazas and gathering spots. A Best Practice similar to the San Bernardino Alternative Personal Storage Ordinance (link in the Literature Review section) is being researched by several of the studied sites. San Bernardino's ordinance is based on legal research that indicates unless alternative storage areas are provided, agencies face liability when limiting large property possession in public spaces. This is not meant for encampments, but for other temporary day use areas like parks, plazas, parking lots, etc.

Recommendation 10

Immediate offer of shelter to satisfy *Martin vs. Boise* legal requirement.

The city of Fresno learned quite a bit from a major lawsuit and negotiated settlement and subsequently developed a detailed policy around encampment resolution. Their legal determination of Boise, attached in the Appendix with the Fresno questionnaire, involves immediately offering shelter to meet the Boise standard and sending outreach workers to provide services and shelter options while the city posts the encampment with a date for closure and clean-up. While on-site, we observed that Fresno handed out a list each day to their Homeless Action Response Team officers (HART PD). The team was assigned a refuse truck to use when attempting to remediate encampments while making the immediate offer of shelter. They started to clean up the site and scheduled outreach to respond. The team was accompanied by their assigned garbage truck with a trained supervisor to ensure appropriate personal property handling. After visiting a few encampments, it was interesting to note that most encampments wanted refuse picked-up regularly which reduced the bio-hazard and fire danger while conducting the outreach leading up to ultimate resolution. This tactic also resulted in very quick encampment resolutions for those willing to accept shelter. Usually by the stated clean-up day many individuals were already placed in housing or gone resulting in a cleaner site.

Recommendation 11

Rapid response to encampments to assess and prioritize clean-ups.

San Mateo County has indicated that it is important to set up a system for quick response to reported encampments to mitigate the health and safety risks to both the unhoused individuals and the surrounding communities. Meliora PSC's research indicates that those sites that were most successful in effectuating immediate response and mitigation efforts had very clear protocols and designated workflows that included timelines on assessing, prioritizing, posting, outreach, and ultimate clean-up of the sites. The cities of Fresno and Santa Barbara both had a goal of responding to encampments within 72 hours and immediately assessing the encampment to prepare for prioritizing the resolution and posting the encampment for closure. The assessment teams that seemed most effective generally consisted of Code Enforcement along with police and fire to address the public safety concerns. They brought back the information to the overall coordination team to prioritize and set a date for resolution while starting to line up the outreach for services and shelter options. Again, offering shelter at the time of initial contact with the site addressed the legal issues raised in the Boise case standard so that they could move forward with due haste for resolution of the encampment.

Recommendation 12

Importance of continual prioritization and assessment of encampments.

Establishing a prioritization matrix of encampment responses that accounts not only for health and safety issues, but also political and community concerns is important and shows responsiveness and effectiveness that builds support for the work. Additionally, the sites that were most adaptable to changing conditions had adopted practices that recognized that priorities change based on evolving conditions and continually reassessed their priorities at each meeting. Several sites including San Francisco and San Jose were very clear that the prioritization should also meet multiple goals as identified with stakeholders in advance. A prioritization matrix should be designed to meet multiple goals such as: the severity of illness or incapacitation, preferences for veterans and/or families, and the established community's priorities set through policy objectives.

Recommendation 13

Noticing.

Best Practices for noticing of properties included clear guidelines on how much time to allow for closure based on the priority rating of the assessment. Most sites studied allow at least two weeks for outreach and service referrals. However, service providers preferred a month or more depending upon the complexities of the residents within the encampment and the amount of time it had been established. Most of the cities we studied agreed that posting a definite date for closure and adhering to that date with planning meetings and intensive outreach conducted leading up to the closure date met with the most success. It should be noted that both Redwood City and San Mateo County fully embrace and endorse the importance of outreach and service provisioning to the encampment residents well in advance in order to come up with the best pathways to treatment and shelter prior to closing an encampment.

Recommendation 14

Enforcement and local ordinances.

Recommended effective ordinances are listed below. We found that almost universally all agencies studied preferred not to use enforcement or lead with police interactions when resolving encampments to ensure they are not criminalizing homelessness, or triggering the Boise standard since that is tied to enforcement. However, many of the encampments that have increased in size and volume since the advent of the global pandemic have populations that may be more resistant to shelter and treatment, and present public safety threats and/or hazardous conditions.

Ordinances and enforcement based on public safety and hazards are at times necessary to clear encampments. Best Practices of all sites queried indicate that when enforcement is necessary and is not for a mandatory jail booking offense as outlined in the penal code or a danger to public safety, that the individuals should be offered alternative options that will end the problematic behavior or situation. Houston and San Francisco achieve that through diversion and Homeless Courts while most other cities offer co-responder models of officers paired with clinicians (Fresno, Sacramento, San Francisco, San Mateo County, Santa Barbara, Redwood City, etc.) that can offer diversion and treatment/shelter in lieu of enforcement.

Best Practices of the agencies queried include the following effective ordinances that are used sparingly recognizing that enforcement triggers the Boise standard and may incur legal challenges:

- Fresno – ordinance declaring that encampments can have no more than 10 tents for less than 10 days as part of their negotiated settlement of a major lawsuit.
- Houston – ordinances for “Accumulation of property in public spaces” and “Impeding public access and property.”
- Sacramento – ordinance deeming certain areas/locations as critical infrastructure (such as transit facilities, levees, homeless shelters, city hall) and prohibits encampments at these sites.
- San Bernardino – ordinance indicating “No possession of more than X cubic feet of stored items in public.”
- San Jose – identified an alternative managed encampment sites (Guadalupe Gardens) which enables them to ban all encampments in public spaces as they can divert to Guadalupe Canyon area where they bring in services.
- Santa Barbara – ordinance for no camping in public places other than where expressly permitted.
- Santa Barbara – ordinance for Sit/Lie prohibition in downtown and merchant corridors.
- Quite a few agencies had “No overnight sleeping in vehicles” or oversized vehicle parking; however, several of these ordinances have been struck down.

Recommendation 15

Private property abatement.

Many of the sites queried are providing private property abatement services following their own protocols if the private property owner does not have the means or knowledge to resolve it themselves, provided that there is cost recovery. Some agencies are now

handling all private property abatement (Fresno) and mandating compliance through nuisance abatement and charging the property owners for recovery of costs.

Recommendation 16

MOUs/MOAs with allied public and private agencies.

Many cities and counties studied found it helpful/desirable to craft Memorandum of Understandings (MOUs) or Memorandum of Agreements (MOAs) between their cities and county to iron out shared boundaries, timing of notifications for service requests, and joint applications for funding and grants. Additionally, many of the agencies wanted MOUs/MOAs with Caltrans, California Highway Patrol (CHP), Union Pacific, and any other properties on which many encampments are located. Minimally, defining fiscal, clearing and cleaning, access, and notification timelines all should be included. Maximally, agencies that were successful in getting a dedicated representative of these entities at their coordination meetings as a full partner were much more effective at resolving those encampments.

Redwood City estimates that over 70% of remaining encampments are on Caltrans right of way easements. To their credit, Redwood City has established and leveraged an exemplary relationship with the state and Caltrans, and they would benefit from an MOU/MOA to formalize that productive relationship. Our research has not yet identified an agency that has a satisfactory MOU/MOA with these outside partner agencies. However, several are working on this issue and have seen a version of a Caltrans MOU that has not been formalized, but they have been successful in establishing a responsive relationship with a dedicated staff member to include Fresno along with Redwood City.

Recommendation 17

Maintaining and restoring cleared encampment sites.

Establishing a plan for remediation and maintenance of cleared sites is important to ensure they do not become resettled. Best Practices for quite a few of the agencies studied (CHP, Fresno, Sacramento, and San Francisco) as well as the USICH Encampment Management Guidelines (see Literature Review) point to intensive patrols of the area and some type of site security hardening including examples outlined in Crime Prevention Through Environmental Design Principles (CPTED) – using elements of design to create defensible space. Chain link has not proven to be secure and Caltrans is now utilizing chain mesh as the preferred fencing. Other measures include clearing brush and using boulders

or barriers of some type. In San Francisco and San Jose, ambassadors with lived experience who have credibility and respect within the unhoused community have proven effective in keeping the areas clear. San Francisco's Urban Alchemy (see Appendix) has had success in major urban areas conducting outreach, using Ambassador Patrols as well as managing safe camping and parking sites.

6. LEGAL ISSUES

Homelessness and governmental attempts to address and abate homelessness, particularly encampments, have met with significant legal challenges and binding opinions that govern everything from property seizures to dislocating individuals. Case law and varied interpretations contribute to the complexity of ensuring that policies and practices meet the legal standards amidst a continually evolving legal landscape. Even this past month court cases in the Bay Area have levied injunctions against several cities attempting to abate very hazardous encampments that have caused fires and other safety concerns.

San Mateo County is keenly aware and tracking all of the legal concerns while at the same time exploring the various parameters and interpretations of case law to ensure they can expeditiously address health and safety issues while humanely housing the homeless population.

The highest liability issues for homeless encampment resolution focuses on the storage of property, and the ways in which encampments are cleared and individuals provided alternative shelter options.

Recommendation 18

Meeting the *Martin v. Boise* legal standard.

The cities of Fresno and Santa Barbara both have a narrow interpretation of Boise and have dedicated significant legal investment and research based on their prior legal challenges. They believe that the Boise requirement for providing alternate shelter when displacing homeless individuals is met when shelter is offered, not upon the actual availability of a specific accommodation since shelter is generally a "rolling stock of availability." Thus, shelter is offered immediately and if turned down then they believe

that the Boise standard is met and encampment abatement can begin. However, barring any exigent public hazard or safety risk, all agencies queried regardless of their Boise interpretation recognized that it is important to allow time for outreach and service resources to try and place individuals in shelter prior to resolution of the site. They also have determined that the Boise requirement is not triggered if the encampment resolution is not accompanied by enforcement of homelessness ordinances, and that it does not apply to private property abatements. Legal arguments from the Fresno City Attorney are attached to the Fresno Individual Questionnaire in the Appendix.

Recommendation 19

San Bernardino Ordinance on alternative storage facilities.

If areas of San Mateo County have significant issues with large public property possession or storage in public parks, parking lots, and other public places, the San Bernardino ordinance is worthy of consideration. Several cities studied are considering adopting this ordinance where large volumes of homeless property can overwhelm public spaces. The City Attorney of Santa Barbara has determined that in an abundance of caution, even though cities can make rules in parks and other public areas to limit property, it is best to provide alternative storage space. They have researched what other agencies have done by renting large pods, etc. to meet the potential legal challenge of providing alternative storage. They are considering the San Bernardino ordinance as referenced in the Literature Search.

7. SHELTER / HOUSING

The primary outcome of Homeless Encampment Resolution is the ability to provide shelter/housing to the unhoused population so that they do not simply relocate to another area. There are many creative options and Best Practices that the sites shared as listed in the below recommendations, but the common denominators were providing enough shelter options and supportive services to “meet the clients where they are” and keeping them engaged and housed.

Recommendation 20

Provide time for intensive outreach and services to encampment residents to transition them to shelter.

An important factor to keep in mind in addressing the encampments is there are different needs and barriers that individuals will have, and while agencies may be able to close a shelter under differing circumstances, they cannot force clients into accepting services or shelter. The Best Practices of all the agencies studied indicate that successfully housing encamped individuals depends upon the amount of time and intensive outreach and services offered by credible outreach workers. This is oftentimes the most impactful way to engage individuals and the longer and larger that an encampment is, the longer it may take to conduct outreach and meaningful placements for the residents. It is notable that in San Mateo County they have just resurrected the Homeless Engagement Assessment and Linkage (HEAL) team program. The program will pair trained clinicians with the existing regional Homeless Outreach Teams to provide in-field services and treatment so that advanced case management and supportive services can be arranged while identifying shelter and resolving encampments. We noted that outside entities including Caltrans and Union Pacific will abate an encampment site on their property without following the practices outlined in the San Mateo County Encampment Response Toolkit. It is important for those agencies to partner with their local jurisdiction on noticing, outreach, and resolution.

Recommendation 21

Provide multiple options for those resistant to shelter.

San Mateo County should consider interim solutions for those resistant to shelters. There are several agencies that have recognized that the highly resistant population requires time and special pathways towards shelter. Best Practice examples include San Jose's Sanctioned Encampments – the Guadalupe Gardens (see Literature Review) out of the right of way to divert those who refuse shelter and services while shutting down more high impact spaces and managing the blight, disorder, and public health and safety issues. San Francisco manages a Safe Camping program through a non-profit contractor as a first step towards shelter.

While San Mateo County may not have that many in the homeless population resistant to shelter, nor want to take on the liability of managing its own safe camping program, several models of addressing encampments can meet policy goals of reducing blight,

disorder, and hazards. San Jose provides refuse service, wildland fire management, portable toilets and showers, and intensive on-site services and treatment. This option provides a managed safe space in which intensive outreach, navigation, medical and other treatment services will hopefully transition them towards shelter. Both the city and the county of Santa Barbara strike a balance in supporting encampments with needed supplies and services through their outreach workers for those they cannot accommodate with shelter arrangements. These supplies included trash bags, first aid kits, and fire extinguishers to assist the residents with self-management of their encampments and reduce public health and safety issues

Recommendation 22

Create more “Gold Standard Housing” through innovative methods that homeless individuals will desire.

Best Practices data reveals that less than 50% of homeless individuals will accept congregate shelter, but 95% will accept “gold standard” housing which means individual units that the occupant can lock the door and have dignity and privacy. Research also shows that once housed in this manner, many homeless experience significant adjustments and on-site supportive services help to stabilize them. These are substantial investments of resources.

Some agencies like Houston have been able to develop a significant stock of permanent supportive housing, and other agencies have innovated to create temporary housing through Palette Shelters or tiny cabins in small “villages” with on-site services and management. While these units are intended for 60 – 180 day stays, many agencies are realizing that these inexpensive prefab units can bridge the gap between transitional and permanent supportive housing and are making considerable investments in them. Many jurisdictions, especially in high cost real estate markets, are now considering them for longer term stays with on-site supportive services and making considerable investments in them to build up their “gold standard” housing stock in smaller regional “villages.” It is notable that San Mateo County has invested in a navigation center with individual housing units that will likely also be considered attractive shelter to homeless residents in San Mateo County.

Recommendation 23

Create a pathway for placement of encampment residents with debilitating addiction and serious mental health issues in low barrier, high tolerance shelters.

Research and interviews with Redwood City and San Mateo County staff indicate that there will be a larger percentage of the population left in encampments that suffer from addiction and serious mental health issues once the housing availability increases for others. This population is both more resistant to shelter, and also requires special needs and facilities. Currently, county shelters do not have detox or acute mental health services on-site and this population is likely a higher percentage than other homeless individuals.

According to LiveMoves:

The encampment population extrapolated from overall averages of San Mateo County Homeless stats:

Untreated Addiction:

- 55% Self-Reported
- 80% per Outreach Worker Surveys

Serious Mental Health issues:

- 25% Self-Reported
- 40% per Outreach Surveys

Additionally, this clientele is harder to transport, more traumatized, and generally will not function well in a normal shelter situation. Consequently, they are more likely to get evicted as they may not be a good match for a normal shelter until stabilized. It is commendable that San Mateo County Behavioral Health and Recovery Services (BHRS) is currently working with its partner agencies on developing “escalation pathways” to provide specialized case management and navigation for these individuals. They are also hopeful that the reopening of the Palm Avenue Detox Facility and the long advocated and awaited reopening of the inpatient addiction unit at Peninsula Hospital will provide alternative shelter while detoxing in a medically supervised environment.

Recommendation 24

San Mateo County should create a protocol for on-demand 24/7 direct placement of those wanting to seek shelter immediately – especially those who have been resistant in the past.

Meliora PSC spoke with the police department staff about the HOT team and outreach. Staff said there is a need for a more coordinated homeless outreach strategy and additional homeless outreach workers. Redwood City is to be commended for investing significant resources to increase their HOT team and outreach threefold and investing in housing and additional resources. They recognize the need for “on-demand direct placement” for special circumstances outside of the Coordinated Entry System (CES) which is not available off-hours and can take a while to process through the CES system.

Recommendation 25

When the new shelters open early next year, it is vital to ensure that some of the units remain on reserve and are available as needed and designated for special circumstances and on-demand placement.

Credit goes to San Mateo County and all its partner agencies that have put the momentous focus and resources into building capacity for individual shelter units and the Navigation Center. San Mateo County should be at “Functional Zero” where there will be enough beds to meet the current demands for shelter beds in the county by early 2023. However, special attention and focus should be placed on not filling all of the available beds so that capacity continues for critical cases. This remains a concern of many of the stakeholders and partners that Meliora PSC interviewed, especially from the homeless outreach workers as they know all too well that there is often a very small window of opportunity when an individual decides to connect to services and resources. This includes not only housing services, but also health and behavioral health services; hence the reason on-demand and availability of shelter is critical.

Additionally, if all shelter beds were filled immediately, it would be taking a step backwards and again, create potential challenges with Boise legal issues as well as not being able to meet the needs of a priority policy goal to support the initial phases of the Redwood City Homeless Encampment resolution. As noted, Redwood City, as an initial phase of the Homeless Encampment resolution countywide initiative has invested significant resources to meet this goal and will need to have available shelter space to do so.

Best Practices in Fresno, Houston, San Francisco, and Santa Barbara all address the issue of immediate shelter and stabilization outside of the Coordinated Entry System and to retain some shelter space to accommodate those with needs outside of normal business hours. They provide specialized stabilization units in mental health shelters and special accommodations for detox with on-site medical and mental health treatment. They also provide multiple coordinated entry points for specific groups, including veterans, youth, LGBTQ+, families, pets guardians, and others with specialized needs. They recognize that the pathway towards housing is not always linear. These pathways must be flexible enough to accommodate those who are outside the Coordinated Entry System windows of time. These systems must be agile enough for those who are ready to come in “out of the cold” for shelter when they are ready, particularly those who have been most resistant.

Recommendation 26

To ensure that the dedicated resources serve San Mateo County residents and its communities, it is critical to ensure that they are going to county residents only.

San Mateo County needs to ensure that those receiving services have their benefits registered to this county to avoid being a magnet for the overflow from the overburdened urban areas around the Bay Area. Not only will this ensure that the resources benefit the San Mateo County community and residents, but it also will engender more goodwill and support in the community if the county shows due diligence in not attracting problems from other counties by being accountable to only serving San Mateo County residents. That is not to say that the county should turn away individuals, but several agencies have a Best Practice (San Francisco – the Homeward Bound program) which provides the transportation funding to relocate to individuals to their home county.

Recommendation 27

San Mateo County should study Best Practices around Restoration Courts and Court Ordered Diversion pathways into treatment and shelter.

While it is likely that the state may create Cares Courts, there are several Best Practices in Court Diversion and sentencing that address treatment, shelter, and diversion options for homeless symptomatic individuals in other jurisdictions. While San Mateo County has multiple specialized courts, there are still legal and other impediments to treatment and shelter for symptomatic homeless individuals who run afoul of the laws by virtue of their homelessness, addiction, or mental illness.

Houston and Santa Barbara County both have specialized courts worthy of consideration that provide diversion and treatment in lieu of jail, if eligible.

Houston has a nationally-recognized Homeless Court that can divert individuals into a Diversion Center. The Diversion Center was set up for those hard to house due to incapacitation from addiction or serious mental health issues, and those evicted from shelter, and/or as an alternative to jail, diverted through the Homeless Court. The Diversion Center functions as both a detox center and provides acute mental health treatment. Houston attributes its successes to this model of on-site services and treatment options to the fact that while the Diversion Center is voluntarily accepted in lieu of jail, individuals are required to complete the program or charges will be reinstated. This approach may hold promise for diverting individuals into treatment and shelter that would not otherwise accept them, nor would judges require treatment for them.

Santa Barbara County's Restoration Court also provides a court with separate case conferencing for those who are criminally involved due to a nexus with their homelessness. These case conferences look to settle criminal charges by agreeing to treatment options and include the Public Defender, Behavioral Health, and District Attorney.

Both examples create a nexus between the various criminal, civil, and specialized courts that all deal with homeless individuals to holistically address diversion processes that could incent voluntary treatment and detox rather than a jail sentence for individuals experiencing homelessness.

8. SERVICES / TREATMENT

Services and treatment are the critical pieces for both creating the pathways for individuals out of homelessness and sustaining those successfully housed. The many entry points into the Coordinated Entry System and the integration and collaboration of all the partners involved in case management, treatment plans, and referrals require deliberate systems and continual attention to gaps and duplication of services. Additionally, as Best Practices, changing needs, and the existing environment evolve continued reassessment of what is working and what needs to be refined are very important.

The San Mateo County Manager's Office and their key departments who work on homelessness have been hard at work addressing all aspects of the challenges, leveraging resources, and initiating plans to make significant progress once Functional Zero and a large increase in shelter capacity comes online in early 2023. BHRS is taking the lead working with the other departments and service providers on re-engineering systems and processes to identify gaps and enhancements for better coordination and outcomes with the homeless population.

Topics being addressed include information sharing and records deconfliction, overlap and gaps for complex clients who come up in different systems and meetings, and escalation processes for all the outreach and field service teams to identify and rapidly resolve critical cases.

Additionally, there is a lot of work to be done to further coordinate and coalesce the many components involved in providing shelter and services to the shelter-resistant population in the encampments with a higher percentage of those impaired or unable to care for themselves. Indeed, that very high complex needs population will surge during the homeless encampment resolution initial phase. Hence, it is still a work in progress to determine exactly the eligibility of that group and convene the array of resources and identify specific stabilization periods at specific places.

Questions remain about the legal limitations around mandating treatment or shelter for those infirm but resistant, and whether temporary conservatorship of infirm individuals is part of the answer. Further exploration is needed on what clearances will be required to then enter general housing placements once stabilized.

Literature Review and other sites Best Practice research revealed that not many have determined the best ways to address this highly complex, high needs, and high acuity homeless population. Conservation and court-mandated treatment in lieu of sentencing (Houston, Santa Barbara City and County) seem to be partial solutions. San Mateo County has many positive components that, if engineered in the right way, provide an "end-to-end" pathway that could result in a coordinated and effective approach. Certainly, the recognition, determination, and resolve of all involved in these efforts are intently focused on doing so.

Recommendation 28

Design an intake and escalation system that services the highest risk/needs population with appropriate placements at the time of need.

There appear to be disconnects in the “end-to-end” services because there are multiple entry points that do not capture the individual into the Coordinated Entry System (CES) and case management. Unfortunately, it appears that there are not any identified ways to keep the homeless individuals from being released from Psychological Emergency Services (PES), jail, or hospital emergency rooms without any transition plans or even capturing them into the CES.

It appears that the inpatient emergency and outpatient residential and treatment systems do not have seamless “warm hand-offs” in the county protocols. If this is the case, then systems need to integrate so that they can start the navigation process into the CES wherever the county has a homeless individual in residence – in-patient health, the jails, and/or the Emergency Room or Psychiatric Emergency Services (PES). If they could be entered directly into the CES with a transition plan/shelter plan prior to release, the cycle that continues to keep them on the streets where they are the highest users of emergency services could be interrupted.

The county departments are aware and looking at re-engineering some of these gaps in connection between the siloed primary care, inpatient and outpatient services, and sheltered and unsheltered systems that do not allow for “warm hand-offs” maximizing opportunities for all facets for individual needs. Ideally this would include 24/7 notifications for Assisted Out-Patient Treatment/Full Service Partnerships (AOT/FSP) and a plan BEFORE release of homeless individuals from PES, jail, hospital emergency room, or encampment removal.

Recommendation 29

Develop robust field-based treatment that connects the homeless with the treatment and medications needed and interfaces with their case management and the Coordinated Entry System.

The county has one street medicine team and is seeking funding for a second team which would be critical to serve those most in need of medications and resistant to treatment. Additionally, the county is resurrecting the Homeless Engagement and Linkage (HEAL) team providers to partner certified treatment clinicians with the Homeless Outreach

Team (HOT) team and Healthcare for the Homeless (HCH) outreach workers to bring a higher level of direct treatment and case management to the homeless out in the field. The HEAL team will provide field-based treatment partnered with the HOT and HCH outreach teams. HEAL not only provides field-based mental health and addiction treatment, but also case management, referrals, and “warm hand-offs” to the regional health and street medicine services.

Once the three HEAL workers are staffed and trained, they will also interface with the Psychological Emergency Response Team (PERT) and Clinician Co-Responder programs and attend the Field Crisis Team meetings. This could help fill the gaps in the various programs and enhance systems coordination. However, given that there are only three HEAL staff for the entire county, once they are trained and staffed, systems and protocols need to ensure the gaps and duplications in these various public and private providers are all coordinated and aligned to best service the clients. Additionally, there are county treatment providers that could service this population, but they appear to be underutilized as they are not geared to the spaces where the sheltered/unsheltered are and could be reconfigured for access to the unhoused.

Recommendation 30

Convene all the providers and county agencies to come up with a plan(s) to effectively address the highest need/most resistant homeless population.

It is generally accepted that the toughest homeless population to house are the most resistant and complex cases and they will naturally end up being a larger percentage of the homeless population once those accepting shelter have been resolved. This population is not large in San Mateo County and is estimated at anywhere from 1-10% of the entire homeless population in the county. However, this population requires special strategies and services.

This final 1-10% of the homeless population who are unable to stay in shelter due to incapacitation, addiction, and/or serious mental health issues likely have different needs and may need different pathways. This seems to be the biggest challenge that no one has fully conquered yet. There are many potential answers, but no one is sure who and how to activate them, and whether they are on firm legal ground. Conservatorship is certainly one answer, Cares Courts or true Homeless Diversion Courts may be another answer. Could they be conserved right from the safe locked facility especially if they are repeat 5150 clients? The mental health courts may address this if they get established, but the

courts have never had a desire to mandate mental health treatment or issues. Perhaps the county will determine that the humane approach to escalating Laura's Law and mandated treatment will be worth the legal challenge, or advocate for changes in the legislation. Certainly, the Governor's Cares Courts for Homelessness may bring some answers. Until then, this county has a tremendous culture of innovation and collaboration to draw upon to focus what will likely be the final frontier of homelessness in San Mateo County.

Recommendation 31

With the imminent approach of Functional Zero and homeless public and private service providers gearing up and re-engineering systems to address the surge in shelter availability, it is time to cultivate the innovative ideas to address the outstanding issues.

San Mateo County has always enjoyed great relationships and collaborations between private and public service providers. The Best Practices research brought forth many innovative ideas and Meliora PSC's interviews with San Mateo County public and private provider staff yielded additional innovative ideas. The County Manager's Office and staff are to be commended for continuing this culture of innovation by kicking off an Innovations Grant to address the homelessness challenges through new approaches. The county can further stimulate new and emerging promising practices bringing together the stakeholders addressing this population to get more creative at treating and incentivizing them where they are.

9. BEST AND NOTABLE PRACTICES

Some of the innovative ideas identified during the site visits and research, including some from San Mateo County, include the following:

Fresno: Limits of tents/time

Fresno: Limit of tents/time conditions to manage expectations of encampments resolution.

Fresno: MOUs/MOAs

Fresno: MOAs / MOUs with Caltrans, Union Pacific, Utilities, CHP, most state agencies under pressure to come to the table with more humane and engaged local removal policies.

Fresno: Videotape property disposition

Fresno: Videotape all disposition of property as that is one of the key contentious issues.

San Francisco: Homeward Bound

San Francisco: “Homeward Bound” – the single most successful program in San Francisco for getting folks off the street. Offer of transportation home upon verified connection with responsible adult and shelter. Usually gets between 800-900 people off the street of San Francisco per year.

San Francisco: Safe Streets Operations Center

San Francisco: Safe Streets Operations Center utilizing Incident Command System to manage homeless outreach and encampment resolution.

San Francisco: Ambassadors

San Francisco: Use of Ambassadors to “hold” clearance of areas with continual patrol once cleared out. Urban Alchemy – lived experience ambassadors – all formally incarcerated.

San Jose: Incentivizing transport

San Jose: Incentivizing transport to shelters / incentivizing treatment participation in shelters – food delivery cards, special events, rooms, etc.

San Jose: Trash for Cash

San Jose: Cash-for-Trash program paying encampment residents for cleaning up – \$4.00 per bag and up to 5 bags per week. Can only be from their encampment and reimbursement through refillable master cards.

San Jose: No Camping areas

San Jose: If not enough shelter or staff/resources then define “no camping” areas to be able to still divert from unsafe or high impact areas.

San Mateo County: Project 90

San Mateo County:

- Getting mental health and substance abuse to those sheltered and unsheltered – get creative and customize services, providers, and motivational speakers to where they are.

For the unsheltered homeless:

- Project 90 and others could host pizza parties with addiction treatment and even conduct the treatment programs in the shelters. Incentives could include Uber eats special meal delivery for those participating in recovery treatment – it is cheaper in the long run.
- Consider doing outreach with peer addiction counselors and incenting treatment and referrals to subsidized residential treatment.
- For sheltered untreated mental illness – tying treatment to upgraded shelter? Homeless or Diversion Courts tied to navigation and treatment shelters?
- For impaired drug addicts – can the county open the flow for them off the streets right through detox and then into shelter – County Palm Avenue Detox, StarVista and even hospital – can they be ramped up for capacity and then transported to shelter once medically cleared or again - maybe the detox services should just be moved to the shelters?

Santa Barbara: Shelter Options

Santa Barbara: Shelter options: Palette Mini-houses / cabins – cheap way to stand up flexible low barrier housing, safe camping transitioning to shelter for most resistant.

Santa Barbara: Community online reporting

Santa Barbara: Community can report encampments online on a map.

Santa Barbara County: 100-Day Challenge

Santa Barbara County: The 100 Day Challenge – specific goals (i.e. house 75 chronic homeless veterans or 50% of all homeless youth ages 15-25) three counties outlined in the California Challenge grants: San Francisco, Santa Barbara, and Sonoma – to “bust” down the barriers on one specific problem in 100 days.

Santa Barbara County: Prioritization Matrix

Santa Barbara County: Ensuring that protocols / prioritization serve multiple public policy goals, i.e. prioritizing unsafe encampments, sick people, etc. rather than optical issues.

Santa Barbara County: Fulcrum mapping software

Santa Barbara County: Fulcrum mapping software – although not HIPPA compliant use the HMIS identification number only to coordinate CES.

Santa Barbara County: Metrics

Santa Barbara County had some effective and unique metrics – “what gets measured gets done”; number of encampments not re-established within X months, number of encampments assessed, time from notification to assessment of encampment, time from assessment to remediation, reduction of calls for service to encampment sites, resolution of CRM complaints, etc.

10. APPENDIX

10.1 Best Practice Communities

10.1.1 Aurora, Colorado

Encampment Management Policies Questionnaire

AURORA, CO

Director Jessica Prosser

Department of Housing & Community Services

jprosser@auroragov.org (303) 739-7061

1. Do you have a policy on encampment management and removal?
Yes all of our policies are at the link:
www.auroragov.org then search “encampments and abatements”
2. Is there a corresponding protocol?
Our City Ordinance and Business Policy Memorandum, attached.
3. What county / city department is point on the policies and protocols?
Department of Housing and Community Services and we do collaborative weekly meetings with all city department that have public land and State Department of Transportation for the state access ways and and state parks to engage with state agencies, not have properties.
4. What is the relationship between the City and County and their responsibilities?
No real responsibilities that the county has – the only piece that’s separate is that they have human services and unincorporated areas. The city runs its own congregate shelter and the county provides some funding for it.
5. Who are the primary people/departments responsible and accountable for implementation, and who would be the best point of connection?
Me - Jessica Prosser, Director of Housing and Community Services
6. How is it working / not working?
It’s working okay but there is not enough of a carrot to get people to move – the congregate shelter is sparse and they have to leave most property behind which they won’t do. We need to entice people to get out of homelessness with multiple options which we don’t have yet.

What would you do differently:

More and better outreach teams to actually relate to them – peer navigators with lived experience is huge. Also more intentional and focused outreach which involves case managing and understanding individually

what they need, and then more shelter options as well as more permanent supportive housing.

7. What, if any, barriers, opposition, or significant impacts?
 - a. Legal – Aurora has a good balance because we have a more conservative council who directed this be expedited and was able to take a tougher stance in terms of decommissioning and moving encampments with supporting policy.
 - b. Political - The council and community wanted to get this policy done and we haven't seen advocate backlash but we haven't made arrests or moved people unwillingly - we've worked with them.
 - c. Operational – Biggest challenges are staffing and resources along the entire continuum from the street level outreach to getting folks housed – since this was made a priority by the council we haven't been able to scale up yet. Also the Homeless Management Information System has a "By Name" pointer system for homeless but there's not good integration between the other agency's outreach touch points – police, CBO's, etc. yet.
 - d. Fiscal – budget asks are being diverted to this as a priority but that's taking away from capacity in other areas. We have gotten some HUD and COVID relief funding. We're looking for more funding streams such as private foundations and corporate interests and developments who are impacted or in that philanthropy space. We have a large medical center and redevelopment authority, etc. and they will fund the efforts.
8. What would you suggest we adopt or do differently based on your experience thus far?

Include the public and get outreach and community voice and education and awareness... that will garner support and also open up synergy, and resources.
9. Are there any creative solutions or strategies you are considering or have heard of that would be good to consider?

There's lots of creative things out there - I think the (palette mini house) shelters are pretty creative. We use them and it's a great hybrid option between individual tents and going into a shelter. It wouldn't fly here but I

think that the safe injection sites depending on the political tenor and what percentage of your population are addicts would likely get that addicted population refusing to go to higher barrier shelters.

What seems to work is to figure out what population you want to target and then customize your available options to that. What percentage is where on the spectrum and which do you prioritize first and how do you craft those solutions. Everything along the continuum serves a different population so what is your major focus: creating low barrier shelters or pallet shelters or congregate shelters or navigation 30 day shelters or permanent supportive housing? It would be nice to have the entire continuum but that is a big stretch for any one city so we need to focus on what our main population needs are.

10. Who else would be a good resource to talk to about your homeless policies and practices?

The International Municipal Lawyers Association has a working group on Homelessness with monthly phone calls – very helpful - to sign up: <https://imla.org/listserv-form/>

Tim Joyce is our City Attorney, tjoyce@aurora.gov.org and he is an active part of the national homeless policy list-serve IMLA.

11. Any other agencies that you would recommend I talk with that have successful encampment policies?
LA, Boise ID, Houston, TX, Minneapolis, Tucson has done a lot with their business community and LED lights and music,

12. What is your definition of success – the metrics and data you track and report on?

Public Safety Committee report out stats monthly, and then a quarterly report out to the community. CRM system tracking for city complaints by type of complaints and then number of complaints abated.

*Report with metrics tracked attached.

13. Please send a copy of your policies, protocols, and supporting documents
Documents located at: www.auroragov.org
Search for “encampments and abatements”



BUSINESS POLICY MEMORANDUM

EFFECTIVE DATE: September 8, 2021

DATE REVISED: May 10, 2022

DATE ISSUED: May 10, 2022

NO./SUBJECT: BPM 1.02, Storage of personal property from an abated unauthorized camp

DEPARTMENT: All City Departments

I. POLICY

This policy establishes the procedures for collecting and storing personal property from abated unauthorized camps in the City.

II. SCOPE

This policy applies to all City Departments that abate an unauthorized camp and the Outreach Team. City Code § 114-111 requires a policy to be developed and approved by City Council for the storage of personal property removed from an abated unauthorized camp.

“Outreach Team” means a homeless service agency(ies), professional behavioral health agency(ies), professional mental health personnel, service provider(s) or agency(ies) formed by City partners to offer individuals occupying unauthorized camp with community services and resources to end their need to be in an unauthorized camp.

III. TYPES OF PROPERTY THAT SHALL BE STORED

1. **Personal documents and identifications.**
Personal documents and identifications found and recovered from an abated unauthorized camp will be stored at the Aurora Day Resource Center.
2. **Personal property of individuals receiving Outreach services.**
The Aurora Day Resource Center will manage and provide storage for individuals in an unauthorized camp who are actively receiving their services.
3. **Unattended property will not be stored.**
Individuals in an unauthorized camp who move on or before the day of the abatement and take with them personal property they believe to be valuable, may leave behind abandoned trash and debris. While abating an unauthorized camp, City staff and City agents will recover personal documents and identifications readily apparent in the property left behind by the individuals and turn this property over to the Aurora Day Resource Center. City staff

and City agents will not sort through trash and debris to look for personal documents or identifications.

IV. LENGTH OF STORAGE FOR PERSONAL PROPERTY

1. Personal documents and identifications.

The Aurora Day Resource Center will store personal documents and identifications recovered from an abated unauthorized camp for up to one (1) year.

2. Property of individuals receiving outreach services.

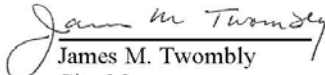
The Aurora Day Resource Center will manage and store property of individuals while they are receiving Outreach services.

V. STORAGE PROCEDURES

The Department responsible for the abatement or the Homelessness Liaison shall turn over personal documents and identifications found during the abatement to representatives of the Outreach Team.

VI. APPROVAL

Approved upon signature of the City Manager.


James M. Twombly
City Manager

05-10-22

Date



City of Aurora

UNAUTHORIZED CAMP ABATEMENTS ON PUBLIC PROPERTY

The city must have sufficient shelter options available for all the individuals or families before an unauthorized camp can be abated.

ABATEMENT PROCESS

Report of illegal encampment is made to Access Aurora:

AuroraGov.org/ContactsUs
303.739.7000

Inspection by city's Homelessness Division

Encampment visit to assess site, engage with people at the site (if present) and advise moving from the location.

Outreach Team

City's Homeless Division sends Outreach Team to site. Outreach Team to visit site within 24 hours after being notified to provide shelter options, transportation and other resources to people at encampment.

Abatement Review Meeting

Several city departments meet weekly to review reported encampments to determine if the camp is on public or private property, and if the city has enough shelter options available for all the individual in the camps to start the abatement process.

Written Notice

No unauthorized camp shall be abated without providing a minimum of 72-hours' written notice to move and remove property unless it meets certain criteria.

Abatement & Personal Documents

The abatement of the unauthorized camp may take place on the posted abatement date or on any day within ten (10) days of the posted abatement date. There must be a shelter option available for every individual in the camp on the date of an abatement or the abatement cannot take place.

On the day of the abatement, the Outreach Team shall arrive at the unauthorized camp to offer a shelter option to every individual present and appropriate services and encourage the individuals to seek assistance. They will also transport the individuals who want services or shelter and take any personal documents or identifications found at the camp to the Aurora Day Resource Center to store those items for up to one year.

AuroraGov.org/Encampments



BUSINESS POLICY MEMORANDUM
Abatement of Unauthorized Camps Policy

EFFECTIVE DATE: September 8, 2021
DATE REVISED: May 19, 2022
DATE ISSUED: September 8, 2021
NO./SUBJECT: 1-02, Abatement of Unauthorized Camps Policy
DEPARTMENT: All City Departments

I. POLICY

The City shall abate unauthorized camps.

II. SCOPE

This policy applies to all camps located on public property where camping is not expressly authorized by the City. This policy establishes a procedure for providing adequate notice to individuals of unauthorized camps on public property of the services available to them to help them end their need to camp on public property and the procedures to follow when abating an unauthorized camp.

This policy applies to all City Departments and Professional Mental Health Agencies hired by the City, such as the Outreach Team, to provide services and assistance to individuals or families experiencing homelessness or who are at risk of homelessness.

This policy does not apply to lawfully operable Recreational Vehicles, campers, trailers, or cars used for overnight occupancy.

III. RESPONSIBILITIES

All City Departments and City staff are responsible for following this policy when considering abating an unauthorized camp on public property.

IV. DEFINITIONS

For purposes of this policy the following words, terms, and phrases shall have the meaning ascribed to them, except where the context clearly indicates a different meaning:

“Abate or abatement” means having the individuals in an unauthorized camp vacate the site and remove their personal property so the City may clean and restore the site to its original intended lawful purpose.

“Camp or camping” means the use of public property for the purpose of unauthorized overnight occupancy, or to reside or dwell on public property overnight, or the use of public property for the purpose of overnight occupancy or longer occupancy. The term “reside or dwell” includes, without limitation, conducting such activities as eating, sleeping, or the storage of personal possessions. Evidence of unauthorized camping includes, but is not limited to sleeping, or making preparations to sleep by laying out personal belongings, bedding, bedroll(s), blanket(s), sleeping pad(s), sleeping bag(s), erecting or occupying a tent, makeshift shelter, lean-to, tarpaulin, enclosure, or other structure used for overnight living purposes, or any form of cover or protection from the elements other than clothing, or making preparations for a fire or making a fire (except for fires at sites specifically designated or authorized for a fire by the Parks, Recreation and Open Space (PROS) department), setting up or using a camp stove, cooking device, or other type of heating source (except for grills and personal grills permitted in designated areas by PROS). Camping does not include napping during the day or picnicking.

“Outreach Team” means a homeless service agency(ies), professional behavioral health agency(ies), professional mental health personnel, service provider(s) or agency(ies) formed by City partners to offer individuals occupying unauthorized camps with community services and resources to end their need to be in an unauthorized camp. The Outreach Team is not an enforcement entity. The Outreach Team should not be used to order individuals of an unauthorized camp to move.

“Public property” means, by way of illustration, but not limited to a highway, highway median, any street, street median, road, road median, alley, sidewalk, strips of land between streets and sidewalks, lanes, catch basins, pedestrian or transit mall, bike path, greenway, public parking lot, or any other structure or area encompassed within the public right-of-way; any park, parkway, mountain park, open space, natural area, trail, beach, playground, or other publicly owned recreation facility; a municipal watercourse, bodies of water, watercourses, stormwater infrastructure such as, but not limited to, bridges, pipes, inlets and culverts; or any other grounds, buildings, or other facilities owned or leased by the city or by any other public entity, regardless of whether such public property is vacant or occupied and actively used for any public purpose.

“Public right-of-way” means an area of land dedicated to the public in fee simple title conveyed to the city for drainage, pedestrian, utility, street lighting, landscaping, roadway, or other purposes.

“Shelter option” means an indoor shelter bed, a bed in a hotel/motel, a safe indoor or outdoor shelter space, a pallet home, a tiny home, or any other type of facility or location authorized by the City to provide shelter for an individual in an unauthorized camp.

V. PROCEDURES

1. Initial Inspection of a potential unauthorized camp.

When a Department responsible for the care and maintenance of a particular piece of public property (the “Department”) finds an unauthorized camp, the Department shall make an accurate count as possible of the number of individuals in the unauthorized camp.

The Homelessness Liaison will inspect complaints of unauthorized camps received through Access Aurora to determine their location and if the site is an unauthorized camp or only discarded trash. When the Homelessness Liaison finds an unauthorized camp, he/she shall make an accurate count as possible of the number of individuals in the unauthorized camp.

2. Initial verbal notice. The Department or the Homelessness Liaison may provide verbal notice on the day of initial contact to all the individuals present that camping is not permitted at the location and they need to pack up their belongings and move from the location.
3. Contact the Homelessness Liaison responsible for camp abatements. When a Department finds an unauthorized camp, they will contact the Homelessness Liaison to inform him/her of the camp's location and the number of individuals in the unauthorized camp.
4. Use of the Outreach Team before the abatement date. The Homelessness Liaison will contact the Outreach Team, or similar service, the day he/she is informed of an unauthorized camp. The Outreach Team shall visit the unauthorized camp as soon as possible after being notified, preferably the day they are notified, but not less than 24-hours after being notified. The Outreach Team shall contact the individuals present at the camp, offer a shelter option to every individual present, offer other appropriate services, encourage the individuals to seek assistance, and advise the individuals the camp will be abated by the City. The Outreach Team shall offer transportation to individuals who want shelter or Outreach services. The Outreach Team shall document the date and time of each site visit.
5. Camp Abatement Team Meetings.
The Homelessness Liaison will schedule a Team meeting with all Departments involved in abating unauthorized camps. The Team will determine if the camp is on public property or private property, and if the City has enough shelter options available for all the individuals in the camp to start the abatement process.

Abandoned camps may be immediately cleaned without the need to post the camp with abatement notices. Abandoned camps should have no evidence of individuals using the site for unauthorized camping. The Department or the Homelessness Liaison who cleans an abandoned camp shall take photographs of the abandoned site to document the camp is abandoned and shall save the photographs for 180 days past the abatement date.

6. Abating active unauthorized camps.
 - a. Shelter options prerequisite for abating an unauthorized camp on public property.
The City must have enough shelter options available for all the individuals in an unauthorized camp before the abatement process of an unauthorized camp can begin. At the Team meeting, the Homelessness Program Manager, or designee, will advise the Team if there are enough shelter options available for all the individuals to start the abatement process. If there are enough shelter options available, the abatement process can begin by scheduling an abatement date with the contractor.

Exceptions to the shelter option and notice requirement.

- When there is an imminent threat of flooding due to a flash flood warning, flood warning, or flood watch being issued by the National Weather Service for the location of the camp. In this situation, the individuals of that camp shall be ordered to immediately move and remove their personal property and all property or objects in the watercourse.

- When there is an imminent life/safety threat as determined by the Fire Chief, or designee, the individuals in this life/safety situation shall be ordered to immediately move and remove their personal property.
- When the camp is causing an imminent life-threatening situation, such as blocking a fire exit, the individuals of this camp shall be ordered to immediately move and remove their personal property and any property blocking the fire exit.
- When a camp is in or along a public right-of-way or on a public sidewalk along a snow emergency route and the weather forecast is for snow that will require the snow emergency route to be plowed, the individuals of this camp shall be ordered to immediately move and remove their personal belongings.
- When a camp is on a public sidewalk and the camp reduces the width of the sidewalk to less than 36 inches, the individuals of this camp shall be ordered to immediately move and remove their personal belongings.
- Camps that contain evidence of booby traps or potential booby traps can be abated immediately and the individuals present ordered to immediately move and remove their personal property.

If any of the above exceptions apply to the unauthorized camp, the individuals in the camp can be told to immediately move, the camp does not need to be posted with an abatement notice as specified by this policy, and there is no need to have a shelter option immediately available for the individuals. The City may assist finding a shelter option for individuals displaced by an imminent life and safety threat.

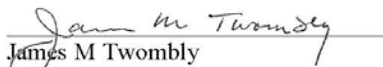
b. Abatement process.

- (1) Minimum Notice Period. All unauthorized camps scheduled for an abatement shall be posted with written notices. Individuals present may be verbally ordered to immediately move and remove their property when the camp is posted. No unauthorized camp shall be abated without providing a minimum of 72-hours' written notice to move and remove property unless the unauthorized camp meets any one of the exceptions in paragraph 6(a) above.
- (2) Written Notice Posting Requirements:
 - (a) Written notice should be substantially in the same form as attached to this BPM.
 - (b) Deliver, as soon as possible, but not less than 72-hours before the abatement, written notice to every individual present in the camp advising:
 - The date of the abatement;
 - Individuals need to immediately move from the camp and remove all their belongings and property;
 - A shelter option is available for them; and
 - Any property remaining in the camp on the day of the abatement will be considered abandoned trash and will be discarded accordingly.
 - (c) Attach written notices to unattended property.
 - (d) Post written notices around the camp at intervals sufficient to advise anyone entering the area of the camp of the intended abatement date. The City shall not repost written notices if they are torn down prior to the abatement.
- (3) Ten-day abatement window.

The abatement of the unauthorized camp may take place on the posted abatement date or on any day within ten (10) days of the posted abatement date. There must be a shelter option available for every individual in the camp on the date of an abatement or the abatement of the camp cannot take place.

- (4) Use of the Outreach Team on the day of the abatement. On the day of the abatement, the Outreach Team shall arrive at the unauthorized camp to contact every individual present. The Outreach Team shall offer a shelter option to every individual present, offer appropriate services, and encourage the individuals to seek assistance. The Outreach Team shall transport the individuals who want services or shelter. The Outreach Team will take any personal documents or identifications found at the camp to the Aurora Day Resource Center ("ADRC") for ADRC to store those items for up to one (1) year.
- (5) Clean-up by the Department and Abatement Contractor.
 - (a) Shelter options. On the day of the abatement, the Department in charge of the property or the Homelessness Liaison shall confirm there are enough shelter options available for all the individuals present at the camp. If enough shelter options are available, the abatement may proceed.
 - (b) Order to move. Individuals present should be ordered to immediately move and take their personal belongings with them, be advised the Outreach Team can provide them with services and a shelter option, and the Outreach Team will transport them to a shelter.
 - (c) Clean the site. City staff and City agents should look for personal documents or identifications in the camp site. If personal documents or identifications are found, they should be turned over to the Outreach Team for storage at the Aurora Day Resource Center. City staff and City agents will not sort through the unattended property or trash to find personal documents or identifications. The site of the unauthorized camp will be cleaned and restored to its original intended lawful purpose.

V. **APPROVAL**


James M Twombly
City Manager

06-17-22
Date

**NOTICE TO MOVE AND REMOVE
ALL PERSONAL PROPERTY FROM THE VICINITY OF**

Date Posted _____
Posting effective through _____

You are camping, residing, or storing property on public property and you are violating the law. You must immediately move and remove all personal property located in the vicinity of this posting.

On _____ (date) at _____ (time), the City of Aurora, Colorado will clean-up this area. The clean-up may occur any day after the date above for up to the next ten (10) days. On the day of the clean-up, you will be ordered to leave this area and remove your property. If you refuse to leave when ordered, you will be violating the law. All personal property and property not removed on the day of the clean-up will be considered abandoned trash and debris and will be discarded.

Issued by: _____
Department: _____
City of Aurora



10.1.2 Fresno, California

Fresno Homeless Encampment Management Policies Questionnaire – Site Visit

Assistant Director Planning & Development - Philip Skei
Executive Assistant, Homeless Services Division – Gloria Meyers
Assistant City Attorneys - Christina Roberson and Travis Stokes
HART PD Commander and Sergeant Jacquez
HART Code Enforcement - Steven Montes and David Ceballos
HOPE Team and Povarello House Executive Director - Sarah Mirhadi
(Contact info for all attached)
www.street2homefresno.org

1. Do you have a policy on encampment management and removal?
Yes, attached: City of Fresno Administrative Order (AO) 6-23. Garbage Removal; Clean-up of Temporary Shelters; and Code Enforcement Abatement Procedures. This AO resulted in part from a negotiated settlement of the often-cited Kincaid vs. Fresno lawsuit which ruled that seizing and immediately destroying homeless individuals property was a violation of their rights. The AO outlines very specific protocols for the clean up and abatement of encampments.
2. Is there a corresponding protocol?
AO 6-23 per above
3. What county / city department is point on the policies and protocols?
Planning and Development; Code Enforcement
4. What is the relationship between the City and County and their responsibilities?
The City and County work through www.street2homefresno.org collaboration, but the city is primarily responsible and coordinates the private and non-profit services.
5. Who are the primary people/departments responsible and accountable for implementation, and who would be the best point of connection?
Assistant Director of Planning Phil Skei
6. How is it working / not working?
They have moved over 600 people out of encampments the past few years with one very large encampment of over 300 in front of the shelter. It is working well, and there are now over 800 in shelter / housing but another 2300 on the streets.

They need more permanent housing to accommodate the numbers still on the streets and move folks through from shelter to permanent housing to free up transitional shelter for those on the street. Fresno's management and coordination is commendable as their goal is to not allow any encampments to establish by relentless outreach, offer of shelter, and daily clean-ups of encampments. HART Code Enforcement coordinates the meeting with PD, the non-profits, and City Attorney to ensure that the timelines and guidelines as outlined in the protocol are followed. They prioritize based on health, safety, and community/political impacts and a list is generated daily of the sites to clean up. If the encampment is large or established, they will post it immediately for clean up and closure with a specific date hopefully several weeks out to allow for outreach to manage resources with the occupants. They will also immediately offer shelter and document that on video to comply with Boise. HART PD does the morning "wake up" patrols along with a dedicated garbage truck and a supervisor trained by City Attorneys to ensure compliance with the AO. Povarello House outreach workers then guide them to the Navigation Center and case management to provide services and shelter – ideally prior to the closure date. The Povarello House site is a model campus with onsite Pallette Shelters, congregate shelter, Navigation and Job Placement and Treatment Services, along with day use space. Immediately across the street is a large Public Housing development that also provides more permanent housing.

7. What, if any, barriers, opposition, or significant impacts?

- a. Legal – Fresno has a very narrow interpretation of Boise (attached) as they believe that Boise is triggered by three things: on public property AND no offer of shelter, AND must be tied to enforcement of homeless ordinances – not regular Municipal codes. Fresno has a "no camping in public places" ordinance and will use enforcement as necessary as they offer shelter immediately and believe that meets the Boise standard. They will enforce for those that refuse to leave by posted due date and City Attorneys take to court. They try to settle the court cases for shelter and service deals. The HART teams meticulously document all shelter and storage discussions prior to encampment closures as per AO 6-23. It is important that HART PD and HART Code Enforcement staff are trained and dedicated to the detail so familiarity and consistency with protocols is achieved. There is one dedicated refuse removal truck and crew WITH a supervisor assigned at all times to HART PD/Code Enforcement to ensure the appropriate seizure of property.

- b. Political – There is a high level of political support – a strong Mayor city (the Mayor is the former Police Chief,) and there has been a build up of trust between the advocates, non-profit services, and city services and staff.
 - c. Operational – The weekly coordination meetings, the daily listings of prioritized encampments and clear delineation of roles all contribute to smooth operations.
 - d. Fiscal – Fresno needs to increase their non-congregate shelter option and believe that small pallet type units will be the quickest and least expensive way to expand shelters. They are now also abating private property working with the owner who must reimburse costs.
8. What would you suggest we adopt or do differently based on your experience thus far?
- They still have 2300 homeless so their strategy until “gold standard” Individual unit housing becomes available is to keep encampments small (10 under 10 – no more than 10 tents for ten days per ordinance) and work with code and property owners.
9. Are there any creative solutions or strategies you are considering or have heard of that would be good to consider?
- Able to build a committed relationship and support from Caltrans and Union Pacific and CHP so that the partnership and leveraged resources all contribute to a coordinated response in alignment with the Coordinated Entry System. They’re developing an MOU with these agencies.
10. Who else would be a good resource to talk to about your homeless policies and practices?
- H. Spees, Former Homelessness Coordinator, Mayors Office.
hspees@leadershipfoundations.org
11. Any other agencies that you would recommend I talk with that have successful encampment policies?
12. What is your definition of success – the metrics and data you track and report on?
- Amount going into permanent housing, number of encampments abated, tracked complaints.
13. Please send a copy of your policies, protocols, and supporting documents.

FRESNO Assessment and Prioritization:

All listed encampments will be assessed and ranked or prioritized for resolution based on 7 Risk Factors:

1) Fires/ Safety Hazards – Range 0-2

- 1 if an encampment has open fires – Reported by service request submitter*
- 2 if the Fire department has submitted the request or has advised of calls for service.*

2) Crime calls for service – Range 0-4

- 1 if reported by service request submitter*
- 2 if reported by FPD (non-violent crime)*
- 3 if multiple calls for service are reported by FPD (non-violent crime)*
- 4 if violent crime is reported by FPD*

3) Number of complaints – Range 0-4

- 1 each per additional complaint up to 4*

4) Proximity to sensitive uses – Range 0-1

- If conditions are present. i.e. close to canals, railroad crossings, daycares or schools.*

5) Unsanitary Conditions – Range 0-1

- If conditions are present, i.e. large amounts of junk, rubbish, feces and urine.*

6) Number of Individuals at an encampment – Range 0-3

- 0 if encampment has items left behind but individuals are no longer present*
- 1 if encampment is 1-2 individuals*
- 2 if encampment is 3-9 individuals*
- 3 if encampment is 10 or more individuals*

7) Policy Maker Concerns – 0-1

- 1 If conditions are present i.e. have we received communication from policy makers to prioritize encampment.*

After an encampment is assessed, each encampment shall be ranked based on the total value of the 7 risk factors listed above. Encampments can have a maximum risk factor value of 16. Where two encampments have an identical risk factor value, HART Code shall prioritize the encampment that has been present for the longest period of time based on the date it first appeared on the encampment list or the date of the first related complaint or service request.

Steven Montes

Housing Program Supervisor

HART Code Enforcement Team

Planning and Development

559-356-7091 Cell

Steven.Montes@Fresno.gov



2600 Fresno Street, Room 3065

Fresno, CA 93721-3604

10.1.3 Houston, Texas

Houston Questionnaire

San Mateo County Homeless Encampment Resolution Policies Questionnaire

**Note this info came from a zoom presentation to the IMLA group that I attended and was able to ask questions of Houston staff. SM CO asked to focus on how Houston is able to provide so much housing stock and I include that in the opening paragraphs.*

1. Do you have a policy on encampment management and removal?
What's your interpretation and limitations regarding Martin vs Boise?

Houston has NOT focused on encampment removal until recently but are now starting to develop those policies and have identified that they will want to relocate an entire encampment keeping all clients together and might rent out a whole hotel to do so while looking for permanent housing for them individually. They use the TX state ordinance that makes camping and lodging on the streets illegal and use other ordinances listed below including one that disallows shopping carts to store items in public. They post for 72 hours to abate and give a specific date and time when all services join together to remove.

Houston has focused all of their efforts on joining all homeless agencies and efforts into one managed program the "Way Home" under Mayor's office. (www.HomelessHouston.org) Maintaining a culture of "Getting to YES" including City Attorney's and pressure to move quickly, adapt along the way. City Attorney's also utilize several private specialty attorneys that partner and co-locate in City Attorney's office to roundtable legal opinions. Note that the "Way Home" is the only sanctioned entity in Houston that applies for and approves all funding funneled through them - grants, donations, etc. Their focus has been on funding "the gold standard of housing" - not shelters - along with an active voucher program for temporary housing and that it must be "Housing First - Low Barrier" Housing. Their premise is that 90% of unhoused want housing and only 10% want shelter.

Permanent housing is funded through Fed/State/City/County, with a lot of ARPA and Corporate funding (oil / finance companies – Wells Fargo, Chevron, etc.) They rent/buy existing housing stock and put a lot of pressure / incentives

(bonuses, insurance pools, call ins with Mayor, etc.) on landlords to accept their clients. It has been hard to build – NIMBYISM - and their real estate market is appreciating so they are now looking for other ways to produce housing stock including tiny houses and public housing projects.

Since there is definitely an enforcement aspect (criminal and code enforcement) to their encampment removals they do abide by Boise which they interpret to mean that they have vouchers or beds available and generally do. The ACLU sued that shelter beds were not adequate to meet “Boise” but city prevailed as they could offer the “Gold Standard” - individual housing.

2. Is there a corresponding protocol?

Encampment Removal Protocol:

- Outreach to assess offer services
- Prioritizing for removal,
- Posting legal notice of removal – by date specific and with the legal standing:
 - 3 main ordinances beside public health and safety code violations:
 - TX State Code: no camping except designated areas
 - Houston Muni Code: Accumulation of property in public spaces
 - Houston Muni Code: Impeding public access and property
- Sent directly to a Navigation Center 24/7 for housing and services assignment
- All property and storage video documented
- Refusal to move OR too incapacitated to go to Nav Center and housing:
 - Jail or Homeless Diversion Center only two options
 - Diversion Center** – homeless clients either too incapacitated (addiction / mental health) for housing, evicted from housing, sentenced or voluntarily opted for diversion in lieu of criminal charges. Houses detox facility and onsite services. Transitions to housing.
- Law Enforcement to patrol area with Public Works to keep cleared areas free. Legal notice references no more camping on cleared sites.

3. What county / city department is point on the policies and protocols?

All through the “Way Home” Operations Center and City Attorneys.

4. What is the relationship between the City and County and their responsibilities?

Very good – they say it's vital to partner with County / City to submit joint RFPs/RFIs and grants. County shares responsibilities and has reps on the "Way Home" task force

5. Who are the primary people/departments responsible and accountable for implementation, and who would be the best point of connection?

ANA Rausch, MA, Coalition for the Homeless, Lead Agency to the Way Home Continuum of Care (Houston)
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6. How is it working / not working?

They have reduced homelessness significantly however not most of those have been encampments. They have had significant legal challenges but have prevailed on all of them, investing in significant legal resources. With the proliferation of encampments and the rising costs of real estate they will be challenged in keeping up their success rate with the encampments.

7. What, if any, barriers, opposition, or significant impacts?

- a. Legal – they have overcome most lawsuits but have very high legal costs and investment.
- b. Political – they have the Mayor and most political support behind their "Way Home" initiative. Advocates that have resisted have not prevailed in their legal challenges.
- c. Operational – there is robust coordination and operational integration given that all homeless focused operations/efforts are coordinated under the "Way Home" operational umbrella.
- d. Fiscal – rising costs of housing.

8. What would you suggest we adopt or do differently based on your experience thus far?

Houston maintains that there significant success based on the Single Operational entity "Way Home" under the Mayor's office and has infused a "Culture of Yes" and a rapid and adaptable pace of operations.

9. Are there any creative solutions or strategies you are considering or have heard of that would be good to consider?

The Diversion Center was set up for those hard to house due to incapacitation from addiction or serious mental health issues, and those evicted from shelter, or as an alternative choice to jail and the Homeless court options. It functions as both a detox center and they attribute it's successes to the onsite services and treatment options.

10. Who else would be a good resource to talk to about your homeless policies and practices?

It is hard to reach Houston folks as they are in demand due to their successes catalogued through HUD. They do have a lot of their resources and documents on line www.Homelesshouston.org

11. Any other agencies that you would recommend I talk with that have successful encampment policies?

N/A

12. What is your definition of success – the metrics and data you track and report on?

<https://www.homelesshouston.org/data-and-research-archive>

13. Please send a copy of your policies, protocols, and supporting documents

City of Houston/Harris County

Homeless Encampment Response Strategy

A housing-focused approach to persons experiencing unsheltered homelessness and residing in public spaces

Purpose

This strategy guide establishes a framework for the City of Houston/Harris County response to homeless encampments. It provides a system-wide and coordinated response to unsheltered homelessness that focuses on decommissioning large encampments by facilitating access to a full array of permanent housing choices and services options. By pairing targeted and intensive outreach with housing surge events, the Houston community will end homelessness for people living in large encampments and other unsheltered locations and create a response strategy that facilitates a housing response for people who experience unsheltered homelessness in the future.

August 2021

Coalition for the Homeless of Houston/Harris County, lead agency for the development, advocacy, and coordination of community strategies to prevent and end homelessness in

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Introduction

Homelessness is a complex social problem requiring a strategic response of crisis services, housing stabilization options, and coordination across multiple public systems and service provider agencies. Unsheltered homelessness can be even more challenging to address because unsheltered persons are often difficult to contact and engage, experience debilitating trauma and co-occurring disabilities at greater rates than their sheltered peers, and too often the necessary services and housing designed for persons experiencing homelessness are not accessible to those who are unsheltered.

Under the strategic leadership of City of Houston Mayor Sylvester Turner and Harris County Commissioners, the City of Houston, Harris County, development districts and neighborhood groups, and the Coalition for the Homeless, the greater Houston community has adopted a strategy of engagement and housing rather than merely moving the issue out of public view. Elected leaders, public officials, service providers and advocates are addressing unsheltered homelessness through policies and interventions that are driven by data, backed by evidence, centered on people, and aimed at effective and sustainable outcomes.

This **Encampment Response Strategy Report** documents the existing practices that have led to successful encampment decommissioning and permanent housing placements for unsheltered persons and provides a road map for ongoing work in this area.

Encampment Response Strategy Design Team

In May of 2021, the Coalition for the Homeless of Houston/Harris County (the Coalition or CFTH) empowered a Design Team to study Houston's response to unsheltered homelessness and encampments over the preceding year and recommend a set of design standards for Houston's ongoing response. Figure 1 lists Design Team members and their affiliated organizations. The Design Team was comprised of local experts who have relevant experience with street outreach and encampment response work. The group met over the course of several months to document effective practices from recent encampment decommissioning, define roles and responsibilities among community partners engaged in the work, and establish standards and protocols for ongoing outreach and encampment response strategies. The Design Team's work has culminated with this **Encampment Response Strategy Report**.

Figure 1. *Encampment Response Strategy Design Team Membership*

Organization	Staff
Coalition for the Homeless	James Gonzalez Ana Rausch Carrie Rai Jessalyn DiManno
Avenue 360	Rhonny Leopold
City of Houston	Marc Eichenbaum
City of Houston Attorney's Office	M. Lucille Anderson
City of Houston Police Department	Sgt. Roger Espinoza
Houston Police Department Differential Response Team (DRT)	Bryan Bennet
Covenant House	Scurry Miller
Harris County Attorney's Office	Scott Lamond

Organization	Staff
	Tumati Neeharika
Harris County Community Services Department	Daphne Lemelle
Harris Center (local mental health authority) PATH	Omar Sesay
Harris Health	Bobby Hansford
Healthcare for the Homeless – Houston	Kristina Arscott
Harris County Sheriff's Department	John Whitley
Houston Downtown Management District	James Kennedy
Houston Recovery Center	Leonard Kincaid
SEARCH	Jonathan Danforth Alexis Loving
Star of Hope	Erika Wise
Veterans Affairs	Monique Thibodeaux-Jackson Danielle Washington

In addition to the Design Team, this report is informed by the feedback and guidance of persons with lived experience of encampment living. Matt White facilitated four focus groups and conducted three individual interviews with persons who either reside currently in homeless encampments or have recently moved from an unsheltered encampment to permanent housing. The insights of persons who themselves have navigated the daily complexities of unsheltered homelessness greatly inform the current **Encampment Response Strategy Report** and recommended design standards for ongoing encampment work included in this report.

Encampment Strategy Design

The greater Houston metropolitan area and The Way Home Continuum of Care (CoC) have largely coalesced around a strategy defined by HUD as *clearance and closure with supports*. This approach is described in HUD's report, *Exploring Homelessness Among People Living in Encampments and Associated Cost*, February 2020. Houston pairs this approach with *intensive outreach and engagement* and a *housing surge* event coinciding with the encampment closure that identifies a specific housing strategy for everyone in the encampment.

The component parts of the Houston strategy include the following:

- ✓ **Intensive Outreach and Engagement** ⇒ housing-focused case management by skilled outreach teams to connect encampment residents with services and to ensure every encampment resident has a permanent housing strategy.
- ✓ **Housing Surge** ⇒ resource-intensive housing fair to match all encampment residents with either an interim housing placement and a pathway to permanent housing, or immediate permanent housing placement.
- ✓ **Clearance** ⇒ removing structures and belongings from encampments.
- ✓ **Closure** ⇒ requiring that people leave encampments.

This encampment response strategy evolved over multiple years of each component part functioning relatively well as a standalone element, but not consistently resulting in sustained success in

decommissioning encampments or sustained permanent housing placements for inhabitants of those encampments. Key factors changed in 2020 that enabled Houston to align all these component parts and overlay a strategic, system-wide approach to encampment decommissioning with a focused plan of clearance and closure with supports. The keys to this success are described later in this report but flow largely from two significant factors: substantial new housing resources resulting from the CARES Act (Coronavirus Aid, Relief, and Economic Security Act of March 2020 that appropriated \$2 trillion in stimulus funds designed to blunt the impact of the global coronavirus pandemic) and a centralized encampment decommissioning process with strategic leadership support among government and non-government partners. As this strategy has been refined and implemented over the first half of 2021, five large encampments have been decommissioned, resulting in more than one hundred formerly homeless encampment residents now residing in permanent housing. Figures 2 and 3 illustrate the dramatic visual impact of this approach. Figure 2 captures the area known as Allen Parkway prior to a housing surge event associated with clearance and closure. Figure 3 is a photograph of the same region one week later, after all 53 encampment residents have been housed.

Figure 2. *Allen Parkway Prior to Housing Surge*



Figure 3. *Allen Parkway After Housing Surge*



This report will describe the process steps linking these encampment response components into a cohesive and strategic response, define roles and responsibilities of community partners responsible for implementing this strategy, and identify practice standards for ongoing encampment decommissioning work.

Guiding Principles

The Design Team established a set of guiding principles to inform the encampment response practice standards outlined in this report. Guiding principles include the following core elements:

1. Houston/Harris County does not endorse sanctioned encampments as a response to unsheltered homelessness. Forcibly relocating individuals to designated camps is not an effective strategy.
2. All people can be housed, with the right housing model and service supports.
3. To the greatest extent practicable, individual choices about where and how to live should be honored.
4. Addressing encampments requires collaboration from multiple sectors and systems; no single entity can or should have exclusive responsibility.
5. Non-punitive, engagement-focused approaches are more preferable than enforcement, clearance, and criminalization. Houston should strategically combine enforcement approaches with housing offers to address broader community health and safety interests.
6. Intensive and persistent outreach and engagement is the key to building trust among persons living in encampments.
7. Persons in encampments do best with clear, low-barrier pathways to permanent housing.
8. Permanent housing placements must be followed by support services to ensure individuals are successful in maintaining their housing.

Encampment Site Assessment

Defining Encampments

The number of people experiencing unsheltered homelessness in Houston, defined in this report as living in a place not meant for human habitation, was 1,510 during the Point-in-Time count conducted by the Coalition and community partners in January of 2021. The unsheltered count represents about half of all people who experienced homelessness during the count. While not all individuals experiencing unsheltered homelessness reside in encampments, encampments are very visible indication of the vexing problem of homelessness arising from a complex set of factors around poverty and a lack of safe, accessible affordable housing.

To help Houston public officials, homelessness assistance providers, and communities impacted by homeless encampments understand the nature of encampments, strategies for responding to encampments, and the ongoing scalability of those approaches, this report organizes unsheltered homelessness into three distinct typologies: large, small, and hot spots. This report primarily focuses on large encampments but the strategies, service approaches, housing interventions and community response are largely consistent across all three typologies.

Large Encampments

- concentration of **10 or more persons** in a definable location,
- use of structures for sustained habitation (cardboard boxes, tents, non-permanent structures),
- evidence of sustained presence – trash piles, cooking fires, shopping carts.

Small Encampments

- Concentration of **3 – 9 persons** in a definable location,
- use of structures for sustained habitation (cardboard boxes, tents, non-permanent structures),

- evidence of sustained presence, although degree/visibility may be less than large encampments.

Hot Spots

- **1 – 3 people** in a definable location,
- Evidence of bedding down but not sustained presence in the same location for sustained periods of time greater than one week.

Site Assessment Protocol

In the initial stages of defining a system-wide strategy for encampment decommissioning, Coalition and system partners first identify and assess all large encampments throughout the region. This identification and assessment process is key to planning for the eventual housing surge process associated with the **clearance, closure and support** strategy. The site assessment also aides in sequencing the timing of decommissioning, although multiple factors play into the exact timing of when a specific site is scheduled for decommissioning.

Domains included in the site assessment protocol include location characteristics, assessing the vulnerability of the encampment residents, considering environmental health issues, documenting community safety issues, and planning for solid waste removal. Each domain and its associated characteristics are listed below:

1. Location Characteristics
 - Number of Persons
 - Location – development district jurisdiction, unincorporated county
 - Neighborhood/community complaints
 - Visibility to general public
 - Degree of criminal activity in nearby vicinity
2. Vulnerability of Population (Safety)
 - Perceived elderly (65+ years old)
 - Perceived infants/children (≤ 17 years old)
 - Perceived physical and behavioral health issues
 - physical disabilities impacting activities of daily living
 - intellectual and developmental disabilities
 - mental health and/or brain injuries
 - active or visible alcohol and/or illegal substance use
 - open wounds/sores that require medical care
 - Prostitution or human trafficking on site
 - EMS/Police critical incident calls at site
 - Physical violence among members of encampment
 - Drugs purchased/sold on site
 - Punitive or controlling rules in the encampment
 - Neglected animals
 - Culture of tension or animosity among members of encampment
 - Lack of sufficient natural light

3. Environmental Health

- Presence of vermin – rats, mice, fleas
- Presence of hazardous materials – car batteries, kerosene
- Biowaste – blood, used condoms, feces, urine, vomit
- Food waste – spoiled food
- Loose sharps – used needles, broken glass, barbed wire
- Standing water
- Loud, amplified, and sustained noise from traffic and sirens

4. Community Safety

- Camping in public parks
- Camping on sidewalks
- Evidence of open fires
- Sites within 50 feet of bridge/highway ramp/guardrail
- Sites within 50 feet of heavy traffic
- Sites within 50 feet of lake, bayou, and areas prone to flash floods
- Sites within a block of homes/apartments
- Abandoned building
- Near industrial zone
- Near facilities for children – school, daycare
- Evidence of uncontrolled pets, and other animals creating safety issues
- Site access is hazardous, requires climbing fence, wall, or another dangerous barrier

5. Solid Waste

- Excessive disorganized garbage and trash throughout site
- Bagged garbage
- Bulky items (abandoned or in use) – sofa, chairs, furniture, shopping carts

Each domain in the site assessment is reviewed by outreach and/or Coalition staff. A rating system (one (1) to five (5)) is used to note the presence of the domain characteristic and the characteristic's relative intensity, scale, or degree of concern. The rating system is subjective, so the results are reviewed as a team and discussed with Coalition staff and public officials to develop relative consensus around the major concerns and issues associated with the specific encampment site.

Encampment Decommissioning Core Practice Standards

The practice of coordinating and delivering outreach services to unsheltered persons is a critical aspect of Houston's encampment strategy. Some unsheltered persons use encampment living as a strategy for maintaining anonymity by avoiding contact with emergency shelter and other crisis services. Or, unsheltered persons may be unable to access needed emergency services due to barriers to access at those facilities. Outreach teams are specifically designed to address these barriers, often a result of criminal backgrounds and/or behavioral health issues that may be inhibiting an unsheltered person's ability to seek and receive services.

Outreach, as a system-wide strategy for identifying unsheltered persons, engaging persons in services, and facilitating successful housing placements, functions most successfully when all outreach teams and staff adhere to a set of core practice standards. These practice standards describe the most effective engagement strategies and service delivery modalities. The core practice standards outlined in this section, while not requirements, are generally understood by outreach staff and service delivery agencies as effective and necessary components of outreach to unsheltered persons.

Outreach practice standards are organized according to the following eight key attributes, described below.

Systemic

1. Outreach is part of a **system-wide strategy** rather than a stand-alone program of a single agency
2. Outreach is connected to **Coordinated Access (CA)** [commonly referred to as **Coordinated Entry in other communities**]
 - Outreach staff use standardized assessment protocols to document client needs and prioritize housing and service response

Comprehensive

3. **Geography.** Entire Houston/Harris County geographic area is included. Alignment with outreach in Ft. Bend and Montgomery
 - Include all hot spots, coordinate assignments and service assignments
4. **Outreach activity.** All Outreach contacts, engagements, CA vulnerability scores, housing referrals, and placements are documented in HMIS
5. **Data.** Full data history of client used to support housing strategy. Use of data sharing agreements to build comprehensive data sets of client history and needs
 - Leverage technology/apps to coordinate mapping and tracking, and service delivery/outreach

Coordinated

6. **Direct service partners.** Services are coordinated across all service partners regardless of funding, catchment area, target population
7. **Public and private systems.** Coordination occurs across the broader network of systems and supports – law enforcement, first responders, healthcare centers, behavioral health providers, child welfare, business development districts, faith-based organizations, community service organizations

Housing-Focused

8. Outreach is paired with/coordinated with **housing surge events**, when available
9. Goal is **permanent housing**. 'Interim housing' is available but not required on pathway to permanent housing
 - Options include Diversion, RRH, PSH, other safe housing options
10. **No preconditions** for housing. Referrals are made to available housing regardless of sobriety, income, criminal records, treatment engagement, service engagement

Person-Centered

11. Clients have **option to refuse** housing and service offers
12. Outreach providers employ staff with **lived experience**
13. Outreach staff offer **warm hand offs** to other service providers and resource connections
14. Outreach staff employ **strengths-based problem-solving techniques** to identify housing solutions most aligned with client goals

Trauma-Informed

15. Assumes persons residing in encampments are more likely than not to have a **history of trauma**
16. Street outreach staff receive **regular training** in evidence-based practices

Culturally Responsible

17. Street outreach efforts are **respectful and responsive** to the beliefs and practices, sexual orientations, disability statuses, age, gender identities and expression, cultural preferences, and linguistic needs of all individuals.
18. Use data to **analyze inequities and disparities** among persons of color and historically disenfranchised backgrounds

Safety-Focused

19. **Safety of clients and staff** is prioritized throughout all planning, direct service, housing surge events
20. Protocols must be in place to **assess for safety risks of staff and clients**
21. Use **harm reduction principles** and non-coercive service provision
22. In limited and very prescribed instances, **non-voluntary commitment** may be required when individuals are a threat to themselves or others
 - Pursue guardianship as a tool; probate court judge orders an individual who meets the definition of "mentally ill person subject to court order" to participate in a treatment plan that is developed for that individual and which takes place in the community

Encampment Decommissioning & Housing Surge

Roles and Responsibilities

The following section outlines the necessary staffing and support functions associated with Houston's encampment response strategy and identifies the lead entity(ies) responsible for performing each function.

Project Lead

Coalition for the Homeless of Houston/Harris County

- ❖ Implement system policies on unsheltered homelessness, encampment response, and public space management for persons experiencing unsheltered homelessness
 - Act as intermediary among public officials, development districts, community and neighborhood groups, homelessness assistance providers and persons experiencing unsheltered homelessness
- ❖ Define and implement **Encampment Response Plan**
 - Coordinate communication and tasks among all project partners
 - Maintain cross-system collaboration protocols, including MOUs, partnership agreements, outreach standards, and protocols for housing surge events
 - Define encampment decommissioning schedule
 - Lead housing surge events and outreach efforts leading up to encampment decommissioning
 - Conduct debriefing meetings with all **Encampment Response Team** partners to identify successes and challenges and implement continuous improvement strategies
 - Identify ongoing funding opportunities to fill identified housing and services gaps

Encampment Response Outreach

CFTH

- ❖ Conduct intensive, housing-focused outreach to persons residing in encampments
- ❖ Facilitate crisis resolution by facilitating access to emergency services, navigation center placement, and permanent housing placements via Diversion, RRH and PSH housing interventions
- ❖ Participate in housing surge events associated with encampment decommissioning process

General Outreach

Avenue 360, Covenant House, Harris Center, SEARCH, Star of Hope, Veterans' Affairs

- ❖ Conduct intensive outreach to all persons experiencing unsheltered homelessness, inclusive of persons residing individually in outdoor locations without other persons in the immediate vicinity, and persons residing in encampment settings where 3 or more persons are living together.
 - Staff members from service organizations or government agencies locate, identify, and build relationships with people experiencing unsheltered homelessness who are not otherwise accessing crisis services or housing resources

- Provide connections to housing-related assistance and other types of assistance such as healthcare, legal assistance, employment assistance and connection to other community resources and benefits
- ❖ Coordinate the timing, location, and provision of outreach assistance with the Encampment Response Project Lead according to system plans and strategies

Public Safety/Law Enforcement

Houston Police Department (HPD) Homeless Outreach Team (HOT)

- ❖ Assist with outreach to persons residing in encampments and other unsheltered locations
 - Coordinate provision of services with other first responders and service providers – EMT, physical health care, behavioral health, outreach teams
- ❖ Facilitate housing placement process by issuing special identification cards, facilitating transportation assistance, offering referrals to other essential services
- ❖ Distribute **Encampment Violation Warnings** and enforce City of Houston land use ordinances that make it illegal to encamp in public spaces without prior permission. Use written notification of **Encampment Violation Warnings** to incentivize transitions to low-barrier, permanent housing as an alternative to maintaining camps in public spaces.

Houston Police Department (HPD) Differential Response Team Unit

- ❖ Coordinate with development districts and special community groups and neighborhood associations to ensure public safety and community well-being throughout Houston's central business district.
- ❖ Employ non-traditional and innovative forms of problem solving to engage persons experiencing unsheltered homelessness and facilitate their transition to appropriate housing placements in lieu of ticketing practices that disproportionately impact persons experiencing homelessness.
- ❖ Enforce **Encampment Violation** and **Shopping Cart/Litter Violation** warnings.

Verification of Disability

Healthcare for the Homeless - Houston, Harris Center

- ❖ Assist persons residing in encampments to secure verification of disability for purposes of eligibility for PSH

Housing Navigation

Baker Ripley, The Salvation Army

- ❖ Assist persons residing in encampments with housing search, application and move-in transition support
- ❖ Assist outreach staff prior to and during housing surge events to ensure persons residing in encampments have necessary identification, certification of disability (if applicable), housing application support, transportation, and other system navigation supports as necessary.
- ❖ Assist housing case management staff at lease signing and throughout the client move-in process to ensure the client's transition from encampment to housing is as smooth and supportive as possible

Housing Case Management

Baker Ripley, The Salvation Army

- ❖ Assist persons residing in encampments upon enrollment in a housing project (Diversion, RRH and/or PSH)
- ❖ Provide in-person transition assistance upon client lease signing
- ❖ Provide ongoing, in-person case management assistance based on need to persons in housing, including housing stabilization planning, budgeting, assistance accessing public benefits, assistance accessing community resources, employment assistance, support with maintaining proficient tenancy skills, and conflict mediation among housing client and property owner/manager.

Landlord Engagement

CFTH

- ❖ Conduct ongoing outreach to area rental property owners and managers to secure units for housing surge events
- ❖ Process Landlord Incentive Fees to secure rental properties for use in housing surge events
- ❖ Maintain detailed status of each property – location, tenant selection criteria, unit inspection status
- ❖ Participate in housing surge events by assisting with housing applications, unit trades and transitions among housing surge participants
- ❖ Act as primary point of contact with all property owners/managers to facilitate clear, timely and supportive communication

Material Assistance

Emergency Aid Coalition, Star of Hope

- ❖ Provide 'move-in kits' of household items necessary to initiate tenancy – including basic furniture, linens, cleaning supplies, pillow, food basket

Transportation

Houston METRO, CFTH, Outreach Teams, HPD HOT Team, Management Districts

- ❖ Provide transportation assistance to persons transitioning from encampments to permanent housing.
- ❖ Provide transportation assistance for the personal belongings of persons transitioning from encampments to permanent housing. Transport belongings and materials items to housing locations and/or storage facilities

Storage

CFTH

- ❖ Coordinate with **Encampment Response Outreach Team** members to identify and tag material belongs of encampment residents.
- ❖ Coordinate with **Transportation Team** to ensure tagged items are transported to storage and inventoried for future reclaiming by encampment clients

Clean Up

CFTH, Development District, City of Houston Solid Waste Management Department

- ❖ Immediately after all belongs have been tagged and encampment residents have vacated, remove items identified as refuse/garbage and dispose of according to City waste management protocols

Community Liaison

Development District staff, CFTH, Special Assistant to the Mayor for Homeless Initiatives

- ❖ Coordinate public updates and information sharing to ensure public officials, elected officials, community members, media and Encampment Response Team members are updated on status of ongoing encampment response efforts

Timeline for Encampment Response and Housing Surge Events

The following section describes the process steps associated with clearing and closing and encampment and supporting encampment residents to activate successful housing placements.

Activity	Outcome
Site Reconnaissance – 4-6 Weeks Out	
✓ Complete visual inventory of site ✓ Review reports of police activity from HOT and DRT ✓ Identify (but do not initiate direct outreach to) any neighborhood groups – development district, community groups, neighborhood associations ✓ Identify elected official(s) in affected area	• Refine initial geographic boundaries. Some boundaries are subject to change as the site assessment is completed and refined. • Identify number of structures and likely number of inhabitants • Identify major complexities or challenges associated with the site ○ Traffic congestion ○ Safety issues – illegal activity, gang activity
Site Assessment – 4 Weeks Out	
✓ Complete site assessment using <i>Encampment Site Assessment</i> tool/protocol ✓ Brief staff for elected officials on ongoing planning ✓ Brief outreach teams engaged in area	• Document site characteristics ○ Location characteristics ○ Vulnerability of population (safety needs) ○ Environmental health issues ○ Community safety issues (immediate vicinity) ○ Solid waste needs (number and size of large objects and structures to be removed) • Confirm schedule/timing for proposed response pre-work and Housing Surge Week.
Comprehensive Engagement – 3 Weeks Out	
✓ Outreach teams initiate engagement work with clients ✓ Briefing #1 with Housing Surge partners ○ Houston Police Department ○ Harris County Sheriff ○ Metro ○ City of Houston – Solid Waste ○ City of Houston – materials storage ○ Rehousing support providers ▪ Avenue 360 ▪ Covenant House	• Refine site geography, characteristics, attributes and major challenges and issues • Confirm dates for Housing Surge • Identify preliminary number of clients to be housed and number of program component types necessary to clear the encampment – Diversion, Navigation Center, 6160 (specialty temporary housing for behavioral health, physical health, and justice-involved individuals), RRH, PSH • Document individual housing and supportive service needs of clients • Estimate of housing needs (configuration and location of unit size) communicated to landlord engagement team • Review partner roles and commitments during Housing Surge Briefing

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Activity	Outcome
▪ Healthcare for the Homeless - Houston ▪ Houston Recovery Center ▪ SEARCH ▪ Star of Hope ▪ Veterans Affairs ✓ Brief staff for elected officials on ongoing planning	
Encampment Response Intensive Planning – 2 Weeks Out	
✓ Outreach teams continue intensive engagement work. Initiate client housing planning. ✓ Ongoing planning with targeted Housing Surge partners ○ Law enforcement ○ METRO ○ CoH Solid Waste ○ Rehousing support providers ✓ Brief staff for elected officials on ongoing planning	• Initial client assessment and service planning results in confirming or refining the number and type of housing and service types needed to decommission the encampment ○ Identify extent of client documentation needs – personal identification, verification of disability, verification of length of time homeless, etc. • Landlord Engagement Team presents preliminary report on availability and location of housing resources • Coordinated Access Lead identifies likely availability of CoC resources – Diversion, RRH and PSH • Verification of Disability (VoD) providers informed of expected number of clients who might need VODs so that appointments and staffing can be set up for the week before the surge.
Encampment Response Intensive Planning – 1 Week Out	
✓ Outreach teams continue intensive engagement work ✓ Briefing #2 with Housing Surge partners ✓ Brief staff for elected officials on ongoing planning ✓ HPD or other law enforcement staff communicate encampment clearance and closure schedule with encampment inhabitants	• Confirm site geography, characteristics, attributes and major challenges and issues • Confirm number of clients to be rehoused and structures to be cleared during Housing Surge Week • Confirm partner roles and commitments during Housing Surge • Landlord Engagement Team Lead reports on availability, location, and accessibility of private market housing • Process Landlord Incentive Fees • Coordinated Access Lead reports on availability of CoC RRH and PSH slots • Develop <i>Client By-Name List</i> of all encampment inhabitants and proposed housing strategy for each • Confirm with inhabitants that encampment will be decommissioned, and all persons must find alternative housing • Confirm number of staff involved from each partner and their role during Housing Surge Week ○ Outreach specialists ○ Landlord Engagement Team

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Activity	Outcome
	○ Transportation Team ○ Housing Navigators ○ Housing Case Managers ○ HPD ○ CoH – waste removal, public works ● Secure commitment from METRO for transportation for all clients during Housing Surge Week
Encampment Response – Housing Surge Week	
✓ Outreach teams continue intensive engagement work ✓ Encampment Decommissioned with Housing Surge ✓ Brief staff for elected officials on status	Encampment Response Project Managers ● Coordinate all response work and rehousing teams ● Primary communication contact with response teams, CoH, HPD, neighborhood groups, METRO, providers Outreach Teams ● Provide outreach, engagement, and housing navigation support ● Prepare homeless verification, support document collection, tag personal items ● Support housing move-ins ● Identify encampment items as either trash, storage, or accompanying client with move-in ● Coordinate with CoH Public Works to clean site Landlord Engagement Team ● Point of contact with landlords ● Secure additional units as necessary ● Manage unit switches and trades ● Process landlord incentive fees ● Manage unit application issues, approvals, and denials in real time during surge Transportation Team ● Provide transportation for clients at encampment for move-ins and any disability appointments (METRO, HC Transit, ride share, outreach van/vehicles) ● Traffic calming support, if necessary Housing Case Managers (Diversion, RRH, PSH) ● Complete HMIS enrollments, upload all documents and unit applications into HMIS ● On site at move-in (i.e., client's new housing), if available

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Activity	Outcome
	Law Enforcement – HPD, HC Sheriff's Office • Support engagement • Provide HOT IDs as necessary Garbage Removal • Houston Department of Solid Waste (management district resources when available) • Remove all belongings and items marked as trash • Deliver all storage items to storage facility Health Needs (Harris Health, Harris Center, HCH-Houston) • Provide onsite health services and connections as necessary • Provide agency-based appointments to assist with VODs, health needs
Post Surge Follow-up ✓ Outreach teams continue intensive engagement work ✓ Brief staff for elected officials on status	• On the last day of the surge, an official notice of closure is posted at the location to ensure new people do not take up residence. This also helps with enforcement. • All housed clients met by case managers upon move-in and offered daily site visits throughout first week of PH placement • Site monitored daily by HPD and outreach to maintain clearance.

Keys to Success

While this report identifies the component parts of Houston's encampment strategy, the presence of each component does not automatically guarantee success. Other, intangible elements are necessary to ensure the encampment strategy is fully functional and results in the intended outcomes. The Encampment Strategy Design Team identified the following keys to success for Houston's encampment strategy.

Effective Balance of Engagement with Enforcement

- Strategy of clearance and closure with housing supports is endorsed by all partners
- Strategy is well-managed and coordinated

Address Clients' Barriers to Housing

- Secure identification documentation
- Support housing application process
- Verify disability status
- Coordinate with criminal justice system to clear criminal records

Secure a Variety of Housing Resource Types for Immediate Housing Placements

- Housing placement strategy for every encampment resident
- Interim housing, Family reunification, Diversion, RRH, PSH

Effective Coordination among Participating Partners

- Coordination among multiple outreach teams and efforts
- Public sector coordination with Coalition and homeless assistance providers
- Centralized management of housing surge events

Total Encampment Response

- Individual housing placements will do little to relieve population pressures at encampments
- Each targeted encampment is addressed in totality with all residents housed and the location closed and cleared

Housing Surge Management

- Housing Surge events integrated with clearance and closure strategy
- Clear project manager with identified roles and responsibilities of all partners
- By-Name List is essential to coordinating engagement and housing response for everyone
- HMIS data is essential to understand homeless histories and develop individual housing strategies
- Timely and frequent communication among all Encampment strategy partners

Landlord Engagement and Retention

- Ready supply of available units that are accessible to persons living in encampments
- Landlord engagement team actively engaged in ongoing recruitment and relationship management
- Landlord incentive fees to continually recruit new landlords
- Plan for landlords to connect tenants to services and supports when lease violations are identified

Scaling the Current Encampment Strategy for Sustained Future Impact

Houston has demonstrated significant progress in addressing encampments throughout the first half of 2021. This success is not guaranteed into the future, however. While Houston partners have tested, refined, and improved encampment resolution strategies, ongoing success is dependent on a crisis response and homelessness system that is scaled to the needs and demands placed on it. The Houston community cannot continue to conduct encampment clearance and closure without significant system investments in specialized services, treatment beds, outreach staff expansion, and, most importantly, the supply of a variety of safe, accessible, and supportive housing options that people residing in encampments will need in the future.

The following resources are currently planned or in development and are vital to the Houston/Harris County's ongoing response to unsheltered homelessness and ability to clear and close encampments while ensuring all unsheltered Houstonians have a safe, accessible and affordable place to call home.

Harris Center's Respite, Rehabilitation, and Reentry Center ("6160"): 80+ beds of specialized interim housing

- Hospital to Home
- Jail Diversion
- Outpatient Competency Restoration
- Jail Re-Entry

Navigation Center: 50-75 bed interim housing facility with low barriers to access

- Higher level of care for persons unable to access traditional emergency shelter or other interim housing facilities

Dedicated Encampment Response Outreach Teams

- New encampment team dedicated to addressing large encampments
- New encampment team dedicated to addressing small encampments

Expanded Supply of Housing Options

- Secure additional private market, affordable housing with targeted strategies to reduce barriers to entry
- PSH with higher level of care
- Ensure existing CoC housing resources are accessible, targeted, and paired with sufficient service supports

10.1.4 Redwood City, California

Redwood City Homeless Encampment Management Policies Questionnaire

Teri Chin, City of Redwood City Homeless Services Manager

Alex Khojikian, City of Redwood City Homeless Services

Terence Kyaw, City of Redwood City Director of Public Works

Officer Erik Ottersen, Police Department, City of Redwood City

1. Do you have a policy on encampment management and removal?
We have protocols for encampment management and removal.
2. Is there a corresponding protocol?
The Police Department is the lead on the policies and protocols on Encampment Management and Removal.
3. What county / city department is point on the policies and protocols?
The police department is the lead point on the policies and protocols on encampment management and removal, but the City's Homeless Services Manager works in close coordination with the police department and also leads the citywide inter-departmental team that meets monthly on citywide homelessness issues/ concerns including City Manager, City Attorney, Public Works Services, Fire Department, Library, and Parks. We also include outside agencies like Caltrans and Union Pacific in the coordination meetings.
4. What is the relationship between the City and County and their responsibilities?
The City works closely with the County primarily to coordinate the offering of housing and services to encampment residents. The City's Fair Oaks Community Center is the Core Agency and entry point for the County's Housing Crisis Resolution/Coordinated Entry System (CES). We are embarking on a Homeless Encampment Management program with the County to look at best practices and replicate countywide.
5. Who are the primary people/departments responsible and accountable for implementation, and who would be the best point of connection?
*Police department – Officer Erik Ottersen, CCAT Officer
City Manager's department – Teri Chin, Homeless Services Manager
Redwood City Homeless Services – Alex Khojikian*
6. How is it working / not working?

We instituted a safe parking program in 2019 and down from 80 RVs to 40 and will sunset soon as we have housed most. 80% were Redwood City Residents.

In general, our protocols are working. The city has a strong emphasis on offering housing and services to homeless encampment residents. Additionally, the City focusses on mitigation health and safety issues through the deployment of pro-active Encampment Waste Services provided by non-profit partner, Downtown Streets Team and period targeted clean-ups (without removal) of locations identified by Officer Ottersen for Public Works Services clean-ups. Homeless outreach partners are a critical partner in the offering of housing and services.

What is "not working" or where we have challenges – need for a more coordinated homeless outreach strategy and more homeless outreach workers; need for more options for emergency housing/ shelter; need for more extremely low income /supportive housing options. Need for "on-demand direct placement" for special circumstances outside of the Coordinated Entry System which takes awhile.

Need to ensure that once Maple 2.0 opens that there will be on-demand beds available and not just immediately all booked up as then we cannot accommodate Redwood City clients during the Encampment Resolution initial phases with our city. We are expanding our HOT team to 9 and hope to have each with a caseload of 10 or less and need 5-10 beds in the new center and very clear location and protocol for storage of property.

There is a disconnect in the "end-to-end" services because there are too many potential entry points that simply release homeless individuals without any transition plans or capturing them into the Coordinated Entry System (CES) prior to release from jail, PES 5150 holds, or emergency rooms. We need to get them directly into the CES and a transition plan/shelter prior to release so that we aren't contributing to the cycle of homelessness with the highest users of our most costly emergency services.

We need interim options for those hardest to place who are ejected or simply cannot or will not go into shelter. A transitional step could be tiny homes on public land or even just a managed designated camping area where they can get services and treatment as we “meet them where they are” to work on their transition.

7. What, if any, barriers, opposition, or significant impacts?
 - a. Legal – *Martin vs Boise is the most cited legal challenge but once we have the housing and are at Functional Zero the Boise standard will be met and we should be able to place most.*
 - b. Political – *Is there the political will and support so that once we start to move the encampments we can enforce the carrot and stick to get people to accept shelter and treatment? We need everyone to understand that there are rules and processes that must be followed to achieve humane conditions for our unhoused and not bow to narratives that don’t prioritize the goal of human housing for all.*
 - c. Operational – *would like more formal agreements with Caltrans for noticing and their responsibilities – they’ve been great, and we’ve reduced the encampments to half but 95% of the encampments are on Caltrans property and only 5% on city and county property. The MOU that they offered puts all responsibilities on city and county.*
 - d. Fiscal – *We need more resources. Redwood City received \$1.8 million from the State, and we are putting in \$1.8 million, and we need \$1.8 million from the County to make this work!*
8. What would you suggest we adopt or do differently based on your experience thus far?

The City’s current initiative to create the RWC Inter-Agency Coordinated Homeless Outreach Team is intended to be the first in the County to address the challenges identified above. And the highly anticipated Navigation Center Emergency Shelter the County is building in Redwood City will significantly increase emergency housing/shelter options. The County also continues to work on ways to enhance extremely low income and supportive housing opportunities.

A local version of Section 8 subsidized housing would make a significant difference – not only in terms of increasing the number of permanent

subsidies available for populations who need permanent subsidies to address their homelessness, but also in terms of being able to potentially serve populations ineligible for federal subsidies especially undocumented immigrants that are an increasing portion of the homeless encampment residents.

9. Are there any creative solutions or strategies you are considering or have heard of that would be good to consider?

On demand services and resources. This is something we hear over and over again from homeless outreach workers as there is often a very small window of opportunity when an individual decides to connect to services and resources. This includes not only housing services, but also health and behavioral health services.

Other jurisdictions like Houston seem to have been able to offer almost "on demand" permanent housing to assist individuals from "encampments to housing". This may simply be impossible in our housing market, but it is worthwhile to better understand how other jurisdictions have accomplished this.

We are watching what is happening with the Governor's Cares Courts for Homelessness. The final 1-10% who are unable to stay in shelter due to incapacitation, addiction, serious mental health – what is the plan – is it conservatorship. We have two fulltime clinicians going into encampments but this high needs population will just keep cycling through without crisis stabilization.

10. Who else would be a good resource to talk to about your homeless policies and practices?

*Captain John Gunderson
Officer Erik Ottersen*

11. Any other agencies that you would recommend I talk with that have successful encampment policies?

Not other than the ones I've already mentioned

12. What is your definition of success – the metrics and data you track and report on?

The metrics and data we are looking to track and report on with our RWC Inter-Agency Coordinated Homeless Outreach Team are:

- *Number and percentage of unsheltered individuals in Redwood City¹ who complete CES Assessment. Goal: 75% by January 2023; 80% by July 2023*
- *Number and percentage of unsheltered individuals participating in any kind of health services (medical, mental health, substance disorder, or recovery services. Goal: Goal: 25% by January 2023; 50% by July 2023*
- *Number and percentage of unsheltered individuals participating in mental health and/or substance disorder and/or recovery services. Goal: 25% by July 2023; 50% by January 2024*
- *Number and percentage² of unsheltered individuals and households moving into emergency or permanent housing (with breakdown of # to emergency shelter and # to permanent housing) :*
 - *First six months of 2023 – Goal: 30 individuals/households*
 - *Second six months of 2023 – Goal: 20 individuals/households*
 - *First six months of 2024 – Goal: 20 individuals/households*
- *Reduction in the number of encampments in Redwood City or in the number of individuals living in encampments in Redwood City (baseline to be established by September 2022):*
 - *by the end of the first year – 20% reduction*

Number and percentage of unsheltered homeless individuals

13. Please send a copy of your policies, protocols, and supporting documents

¹ Denominator for percentage to be based on census of unsheltered homeless residents in Redwood City to be conducted by the RWC Coordinated Homeless Outreach Team in January 2023

² Denominator for percentage to be based on census of unsheltered homeless residents in Redwood City to be conducted by the RWC Coordinated Homeless Outreach Team in January 2023

10.1.5 Sacramento, California

Sacramento City Homeless Encampment Management Policies Questionnaire

Sacramento Police Department
Deputy Chief Norm Leong and Staff
nleong@pd.cityofsacramento.org
(916) 221-0420

1. Do you have a policy on encampment management and removal?
There are no written guidelines established for the management and removal of camps. Officers utilize discretion while following guidelines established through the direction of the City Manager's Office, City Attorney's Office, Sacramento City Codes, CA Penal Code, CA Vehicle Code, CA Health and Safety Code, the CA Business and Profession's Code, and the CA Welfare and Institutions Code. Various City Departments meet weekly to discuss management of complaints and locations for a response plan.
2. Is there a corresponding protocol?
The Sacramento Police Department has created a Citywide Homelessness Response Protocol. An updated version of this policy is under review. (Prior version attached)
Additionally, a FAQ document was made public to assist citizens in answering unhoused questions. (attached)
3. What county / city department is point on the policies and protocols?
Leaders from the City Manager's Office meet with the Department of Community Response, the Sacramento Police Department (Impact Team) Fire Department, Code Enforcement, Parking Control, Solid Waste, Department of Utilities, and the City Attorney's Office in a coordinated effort to generate collaborative responses within the city. These generated responses are reviewed by the City Attorney and City Counsel to ensure the intent and execution is within legal parameters, as they may apply generally or on a case-by-case basis. Most times the Department of Community Response takes on the primary assessment on individuals and locations.
4. What is the relationship between the City and County and their responsibilities?
The Sacramento Police Department IMPACT team works primarily within the city limits and has minimal working contact with the County Homeless Outreach Team. However, the SPD IMPACT team does work with the County Probation Department to locate and assist in general enforcement when requested. The Assistant City Manager and City Manager do have discussions with the County on Homeless Response and resources.
5. Who are the primary people/departments responsible and accountable for implementation, and who would be the best point of connection?
The City Manager's Office, The Department of Community Response, The Sacramento Police Department.

6. How is it working / not working?

These protocols and policies are in their infancy, so the measure of success is the reduction of unhoused individuals in our community, in addition to them being productive, contributing members of the community. Not having enough locations and services to treat and house people makes the job difficult because there is no place to take them or get them help. Our unhoused population continues to increase, and crime continues to rise in this segment of the community. Although we have spent millions per year on the effort, the population of unhoused at last count more than doubled. Many of the community believe that the Department of Community Response can handle most of the unhoused complaints but the reality of lack of staffing and lack of housing poses challenges to responding without police intervention.

7. What, if any, barriers, opposition, or significant impacts?

- a. Legal (Boise Decision, Sheriff's Office not holding arrestees, CDCR Early Release Program, Prop 47/57), lack of ability to place mental holds on some individuals and even when holds occur they don't get adequate treatment
- b. Political and community clarity on what they want from police and city departments
- c. Operational- having enough personnel to manage issues and crimes in this community
- d. Fiscal (Funding for Safe Zones & Safe Parking), (Funding for Mental Health facilities)
- e. Jurisdictional boundaries- figuring out what is state, private, city or transit areas of responsibility and working together to solve locational issues.

8. What would you suggest we adopt or do differently based on your experience thus far?

It is imperative that you have decision makers (City/County Leaders and Politicians) consistent on their messaging internally and externally. Message consistency is imperative among the multi-disciplinary departments to be successful.

9. Are there any creative solutions or strategies you are considering or have heard of that would be good to consider?

The City generated an ordinance deeming certain areas/locations as critical infrastructure (such as transit facilities, levees, homeless shelters, city hall) which allows for some enhanced enforcement. City code 8.14.0.020.

10. Who else would be a good resource to talk to about your homeless policies and practices?

The City of Sacramento's Department of Community Response and the City Attorney's Office

11. Any other agencies that you would recommend I talk with that have successful encampment policies?

None

12. What is your definition of success – the metrics and data you track and report on?

As per Question #6 above: These protocols and policies are in their infancy, so the measure of success is the reduction of unhoused individuals in our community, in addition to them being productive, contributing members of the community

13. Please send a copy of your policies, protocols, and supporting documents Attached.



MEMORANDUM

DATE: February 10, 2022

TO: Departments of Community Response, Community Development, and Police

FROM: Christopher C. Conlin, Assistant City Manager

SUBJECT: **Citywide Homelessness Response Protocol**

INTRODUCTION

The purpose of this policy is to provide structural guidelines for the City of Sacramento's ("City") interdepartmental response to encampments. The term "encampments" refers to places where persons experiencing homelessness ("unhoused") are living outside, in tents, in makeshift structures, or in vehicles. The objective of this policy is to set criteria used to identify encampments that take priority for interdepartmental response.

The following criteria for priority ranking applies to encampments established upon:

- (1) Public property owned or leased by the City; and
- (2) Property within the City limits owned or leased by another public entity, if the City has signed a written agreement that authorizes the City to respond to encampments on the effected property.

CRITERIA FOR PRIORITY RANKING

Encampments will be prioritized for interdepartmental response based upon their proximity to or effect on essential locations and/or the severity of the threat to public health and safety.

Essential Locations:

- Important community resources including, but not limited to, schools, health centers, senior centers, etc.
- Critical infrastructure and immediately adjacent areas.
- Environmentally sensitive areas, such as rivers, waterways, wetlands, wildlife, protected vegetation, or wildfire risk areas.
- Public rights-of-way, and particularly those rights of way required for access by first responders.

- Public facilities or property.
- Critical infrastructure and immediately adjacent areas. (Encampments fitting this description may be subject to immediate relocation pursuant to Sac. City Code §§ 8.140.030-040.)

Public Health & Safety Considerations:

- Calls for service to first responders and complaints to city staff and council members about the encampment; or the location of the encampment in an underserved neighborhood where there may be reason for the lack of complaints.
- Size of the encampment.
- Length of time the encampment has been present at single location.
- Damage to public infrastructure.
- Biohazards including, but not limited to, human waste and used syringes.
- Fire hazards including, but not limited to, propane tanks, gasoline canisters and oil containers.
- Unsecured animals, or secured and potentially dangerous animals.
- Large accumulations of personal property other than life necessities.
- Large quantities of garbage, trash or debris.
- Vector hazards (e.g., rodents) attributable to the encampment.

PRIORITY LEVELS

The priority of the City is, and must remain, the safety of all people living in or visiting Sacramento, including the unhoused. The appropriate and efficient use of limited City resources requires an interdepartmental approach to address the needs and problems of each encampment. To that end, City staff will evaluate all encampments and assign them to Levels 1, 2, or 3 as described below.

Level 1 – High Priority

A Level 1 encampment is either (a) in the proximity of or blocking access to an essential location, or (b) where there is a substantial public health and safety risk that necessitates the urgent relocation of the unhoused. Assistant City Manager approval is required to designate an encampment as Level 1.

Examples of Priority Level 1 Encampments:

- Camps next to a school or along a route that children must take to get to the school.
- Imminent threat of wildfire.
- Camping on levees threatening structural integrity.
- Large quantities of fuel or explosives are found on site that could be at risk of fire or explosion.
- Imminent danger to utilities and transportation infrastructure.

- Excessive calls for police service related to violent crime or criminal activity.
- Camps that present an immediate threat to public health and safety.
- A disproportionate number of documented community concerns or complaints whether to 911, Sacramento Police Department's non-emergency line, 311 and/or direct constituent complaints to the City or City Council.

Level 2 – Moderate Priority

A Level 2 encampment does not require immediate relocation of the unhoused but there is growing evidence of threats to public health and safety.

Examples of Priority Level 2 Encampments

- Encampments with excessive trash and debris creating potential risks to human life and safety where previous mitigation attempts (such as repeated trash cleanups) have failed, including encampments blocking or impeding traffic and pedestrian access.
- Significant accumulation of needles, drug paraphernalia, feces, or other biohazards, especially when located in water ways, drainage basins, or in travel lanes, including the path of bicycles or pedestrians.
- The encampment prevents accessibility of a sidewalk.
- Significant increase in the presence of rodents, animals, or insect infestations.
- Excessive accumulation of personal property other than life necessities.

Level 3 – Low Priority

Level 3 encampments are those that are not in the proximity of or blocking access to Essential Locations and do not pose an obvious and immediate public safety concern.

PRIORITIZING ENCAMPMENTS

When an encampment is discovered, the City will make an initial assessment and rank the encampment as priority Level 1, 2 or 3. City staff should focus on potential threats to essential infrastructure and public safety posed by encampments, working with community stakeholders to relocate the unhoused in Level 1 (high priority) and Level 2 (moderate priority) encampments while working to mitigate impacts posed by Level 3 (low priority) encampments, as defined in these guidelines.

Relocation of the unhoused should be conducted in coordination with community stakeholders on homelessness, if possible.

Level 3 encampments should be monitored with periodic inspections.

To clean-up trash being generated at or near encampments that are designated priority levels (2 or 3), City staff should work with local partners to distribute trash bags and sharps containers to

encampment occupants and schedule trash collection, where possible and practical. City staff should follow all safety guidelines for handling hazardous materials. Significant debris or trash removal from encampments should be performed by a hazmat contractor, as necessary.

LEGAL AUTHORITY TO REMOVE OR RELOCATE ENCAMPMENT

The designation of an encampment to a priority level for which relocation is appropriate does not legally authorize the immediate removal or relocation of an encampment. Regardless of the priority level, each encampment must be evaluated for removal or relocation on a case-by-case basis.



Frequently Asked Questions City of Sacramento Homelessness

Q: Who can I call with a concern or complaint regarding encampments established by persons experiencing homelessness?

A: Generally, in the City of Sacramento (City), concerns or complaints regarding an encampment occupied by persons experiencing homelessness should be directed to **311**. Such encampments include those located on City-owned property, including parks, as well as occupied vehicles on City streets. The Department of Community Response (DCR) provides an alternative response that effectively transfers calls that do not require a law enforcement or fire response to DCR's teams of social workers and outreach specialists. Via **311**, DCR staff may respond to persons experiencing homelessness in need of mental health services, with substance use disorders, and other calls for service that are not criminal in nature and that do not present an immediate safety issue. Individuals in need of services, service information and resources, including, but not limited to, COVID-19 resources, should direct requests to **211**.

Reports of criminal activity—which does not include the act of camping on public property—should be directed to the Sacramento Police Department at **(916) 808-5471**. Reports of an emergency should be directed to **911**.

- Concerns or complaints regarding encampments located in Sacramento County parks should be directed to the Sacramento County Park Rangers at **(916) 875-PARK (7275)**.
- Concerns or complaints regarding encampments located on California Department of Transportation (CalTrans) property should be directed to CalTrans at <https://csr.dot.ca.gov>.
- Concerns or complaints regarding encampments located on Regional Transit (RT) property should be directed to RT at **(916) 556-0275**.
- Concerns or complaints regarding encampments located on Union Pacific Railroad (UPRR) property should be directed to UPRR police at **(888) 877-7267**.

Q: I submitted a concern or complaint regarding an encampment established by persons experiencing homelessness to **311**. Why hasn't a Sacramento police officer arrested the occupants? Why hasn't the encampment been removed or relocated?

A: In *Martin v. City of Boise* ("City of Boise"), the Ninth Circuit Court of Appeals held that the City of Boise, Idaho's ordinances prohibiting camping and sleeping on public property were unconstitutional. The Court stated, "[s]o long as there is a greater number of homeless individuals in (a jurisdiction) than the number of available beds (in shelters), the jurisdiction cannot prosecute homeless individuals for involuntarily sitting, lying, and sleeping in public [A]s long as there is no option of sleeping indoors, the government cannot criminalize indigent, homeless people for sleeping outdoors, on public property"

CAO v.2

At present, there are a greater number of persons experiencing homelessness in the City than there are beds in shelters. Consequently, the City may not criminally enforce a law that prohibits camping or sleeping on *all* public property.

However, the Court in *City of Boise* limited the scope of its decision by stating that it did not “suggest that a jurisdiction with insufficient shelter can *never* criminalize the act of sleeping outside. Even where shelter is unavailable, an ordinance prohibiting sitting, lying, or sleeping outside at particular times or in particular locations might well be constitutionally permissible So, too, might an ordinance barring the obstruction of public rights of way or the erection of certain structures.” It is under this limitation that the City may remove or relocate encampments on or near critical infrastructure, such as levees, and those that block passage on public rights-of-way.

Once a concern or complaint has been received via **311**, the City will determine whether, under the law discussed above, any action can be taken and by whom. If the City determines that action can be taken, the appropriate personnel will respond consistent with best practices.

Q: Is a person experiencing homelessness who uses a vehicle as shelter exempt from traffic laws and parking regulations? Specifically, can a vehicle used as shelter by a person experiencing homelessness remain in the same public parking place indefinitely; if not, why hasn't the City removed or relocated such vehicles?

A: No. Persons experiencing homelessness who use vehicles as shelter are subject to the same traffic laws and parking regulations as are the owners and operators of all other vehicles. For instance, motor vehicles must be operable and currently registered with the California Department of Motor Vehicles. A person experiencing homelessness who uses a vehicle as shelter is not legally entitled to occupy the same public parking place indefinitely. On the contrary, state and local law provide that *any vehicle* parked or left standing on a street or highway for seventy-two (72) hours or more may be towed.

However, the Sacramento County Health Officer's Stay-at-Home Order previously advised local governments, with limited exceptions, “to allow people who are living . . . in cars, RVs, and trailers . . . to remain where they are” Further, the Stay-at-Home Order expressly directed local governments to “not cite persons experiencing homelessness for using cars, RVs, and trailers as shelter during community spread of COVID-19” or “remove life necessities from people experiencing homelessness, which includes . . . their vehicles” As applied to persons experiencing homelessness, the Stay-at-Home Order expired June 15, 2021.

Inquires or complaints regarding vehicles occupied by persons experiencing homelessness should be directed to **311**.

CAO v.2

Q: Can persons experiencing homelessness start a fire to cook food or stay warm?

A: In general terms, state and local law prohibit starting a fire in an undesignated area of a public park, on a public street or sidewalk, and anywhere else in a reckless manner. The Sacramento Fire Department is best qualified to determine the safety of such fires. Concerns or complaints regarding cooking and warming fires should be directed to **(916) 228-3035**. Reports of an emergency should be directed to **911**.

Q: I see a person experiencing homelessness using drugs or drinking in public. What can be done?

A: In most instances, the possession and use of narcotics, and the consumption of alcohol, in public, are unlawful and should be reported to the Sacramento Police Department at **916-808-5471**.

Q: I see used syringes on a public street or sidewalk. Can the City pick them up?

A: Yes. The City can dispatch a contractor to remove used syringes from public property. Reports of used syringes on public property should be directed to **311**.

Q: A person experiencing homelessness is camping on my private property. Can I have that person removed?

A: Yes. In general terms, a person entering or remaining upon your private property is trespassing in violation of state and local law. The *City of Boise* court decision does not apply to criminal enforcement of the City's camping ordinance on private property. Reports of someone trespassing on your property and refusing to leave should be directed to the Sacramento Police Department at **916-808-5471**. However, reports of someone trespassing on the private property of another should be directed to **311**.

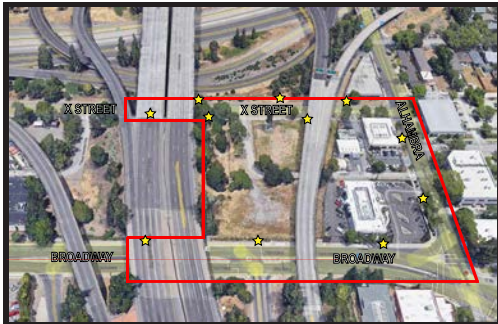
Q: A person experiencing homelessness was trespassing on my private property and left trash behind. Who is responsible for removing the trash?

A: Owners of private property are responsible for maintaining their property free of junk and debris. Property owners must arrange for trash removal and secure their properties from trespassers.



*These location are sign
location suggestions*

THIS AREA IS DESIGNATED A
PUBLIC SAFETY ZONE
BY THE CITY OF SACRAMENTO



**BROADWAY - ALHAMBRA
NAVIGATION CENTER
PROPERTY IS CRITICAL INFRASTRUCTURE**

**CAMPING AND STORING PERSONAL
PROPERTY PROHIBITED**

(SAC. CITY CODE § 8.140.030)

STATE AND LOCAL LAWS PROHIBITING THE FOLLOWING CONDUCT
WILL BE ENFORCED WITHOUT FURTHER WARNING:

TRESPASSING

URINATING OR DEFECATING IN PUBLIC

OBSTRUCTING A PUBLIC RIGHT-OF-WAY

CAUSING OR MAINTAINING A PHYSICAL OR SOCIAL NUISANCE

CONFISCATED PROPERTY MAY BE RECLAIMED AT
555 SEQUOIA PACIFIC BOULEVARD , SACRAMENTO, CA 95811

**STANDARD OPERATING PROCEDURES:
Critical Infrastructure Cleanup**

December 2021

STANDARD OPERATING PROCEDURE

DEPARTMENT OF UTILITIES (DOU) CRITICAL INFRASTRUCTURE CLEANUP

CURRENT VERSION:	December 2021
PRIOR VERSION:	November 2021
HISTORY OF CHANGE/ REASON FOR REVISION:	Clarification of Police Department's role
DOCUMENT AUTHOR:	[REDACTED]
DOCUMENT OWNER:	[REDACTED]

OBJECTIVES:

The Department of Utilities (DOU) is responsible for operating and maintaining city infrastructure that is critical to its operation and must have access to do so. If access to a DOU facility or site is blocked, this procedure will be followed to provide the necessary entry for operations and/or maintenance work. To minimize the involvement of uniformed officers in the process, the Department of Community Response will provide training to security personnel as well as offer education and services to all the encampments within the critical area.

CRITICAL INFRASTRUCTURE MAINTENANCE REPORT

1. If DOU facility or site is deemed critical infrastructure pursuant to Sacramento City Code section 8.140.020 and City Council Resolution No. 2021-0227, and needs abatement for inspection, maintenance, and/or repair, it is reported to the supervisor and a Critical Infrastructure Maintenance report is created by DOU administrative staff (see sample report Appendix A).
2. The Critical Infrastructure Maintenance report will include facilities and/or identified abatement, inspection, maintenance, and/or repair, as well as a tentative schedule.
3. DOU administrative staff will email the Critical Infrastructure Maintenance to the City Attorney's Office (CAO) for legal review. The Department of Community Response (DCR) and the Assistant City Manager will be carbon copied on the email via the email distribution group [REDACTED]. Input and a recommendation on whether to move forward is normally provided by CAO within one week.
4. DCR will also respond within the same week whether the schedule works for them.
5. If a recommendation is received to move forward, the cleanup process can begin.

MANDATORY PERSONAL SAFETY EQUIPMENT:

All standard OSHA approved Personal Protective Equipment (PPE) related to this job includes but not limited to:

- ✓ hardhat
- ✓ safety toed work boots
- ✓ gloves
- ✓ safety glasses
- ✓ N95 rated dust masks
- ✓ hearing protection
- ✓ first aid kit
- ✓ safety vests

Hazards identified in the Job Hazard Analysis (JHA) forms will dictate which PPEs selected to complete the job. Refer to DOU's PPE policy for general responsibilities and requirements.

JOB SITE SAFETY EQUIPMENT:

Job site safety equipment will include, but is not limited to:

- ✓ Calibrated gas detector
- ✓ Safety cones
- ✓ Barricades and flags
- ✓ Signs or other traffic control devices.
- ✓ Stickers for posting
- ✓ Flyers for additional services and information
- ✓ White Stakes to use to post the notice.
- ✓ Posters (see Appendix B and C)
- ✓ Duct tape to adhere sign to the stake

Note: The City will provide safety equipment, where needed.

GENERAL TOOLS AND EQUIPMENT:

Tools and equipment include but are not limited to:

- ✓ Service Truck
- ✓ Backhoe
- ✓ Excavator
- ✓ Sharps container (biohazard waste)
- ✓ Dump trucks
- ✓ Garbage bags
- ✓ Tyveks Suits
- ✓ Various/miscellaneous hand tools (hand pickers, rakes, pitch forks)
- ✓ Computerized Maintenance Management System (CMMS) enabled laptop
- ✓ Posting Notices (Appendix A) and stakes staple gun
- ✓ Sharpies for filling out postings and stickers (Appendix B)

Please note: All emergency equipment (such as first aid kits, fire extinguishers, and reflectors) shall be accessible. Lead workers or designated personnel shall inspect first aid kits monthly to remove and replace expired items. Fire extinguishers shall be inspected monthly and documented on the monthly inspection tag. Lead workers or designated personnel shall ensure that hard or electronic copies of Safety Data Sheet (SDS) are immediately accessible.

SPILL CONTAINMENT:

Contact your supervisor for all hazmat concerns at the jobsite.

REFERENCE MATERIALS:

- ✓ CMMS Service Request/Work Order
- ✓ Red and Blue Border Damage report forms
- ✓ JHA's forms
- ✓ Manual on Uniform Traffic Control Devices
- ✓ City of Sacramento Injury and Illness Prevention Plan (IIPP) policy
- ✓ Equipment manufacturer guide
- ✓ Daily Vehicle Inspection Report (if not Zonar or Samsara equipped)

MAJOR TASKS AND WORK STEPS:

Service Request is received from 311 or field staff and entered the CMMS work order system.

THREE WEEKS BEFORE SCHEDULED CLEANUP:

1. DOU Chief of Staff will notify the mayor and councilmember(s) whose district the sites are in of the proposed cleanup.
2. Notification to social media and other outlets regarding the work and location may also be sent out.
3. If schedule changes are made, DOU administrative staff will send a finalized schedule to DCR.
4. DOU staff will conduct a site visit and observe conditions.
5. Staff will document site conditions with photos and other important observations. (i.e., debris field, any temporary structures including inhabitants and animals present, infrastructure damage, etc.)
6. Contact DOU's Security and Emergency Preparedness Unit to set up the contracted security company for posting the location to be cleaned once a week for the next three weeks.
7. A DOU Supervisor and at least one additional employee will direct the guard as to area to be posted.
8. The guard may not post on private property – only city owned property.
9. The notice (Appendix B and C) will be posted at least 150 feet before the purposed area to be cleaned and at least 150 feet after the designated area of clean up. In addition, it will be posted every 150 feet within the cleanup area including each side of the of levee,

canal, or creek if practicable. Staff shall verify that the area posted has the necessary access for cleanup. Postings will be staggered if posted on each side of the levees, canal, or creek. Use Appendix B for Levee Maintenance and Appendix C for non-levee maintenance.

10. Only post notices in an area that the team can clean in one week.
11. DO NOT post areas that will take multiple weeks to clean.
12. The sticker (Appendix D) will be placed on individual accumulations of property to the extent they can be distinguished from one another.
13. Place the stickers on each individual habitation area.
14. After the guards have posted the signs and placed the stickers, they will take photos of where signs are posted and include photos of signs in relation to encampments.
15. Include photographs of stickers on items and posting notices and stickers in relation to posting notices.
16. A report from the Security company is due to DOU no later than four days after the posting.
17. Prior to the posting, DCR will respond to the encampment sites to offer education and services.

TWO WEEKS BEFORE SCHEDULED CLEANUP:

1. The guard will return to repost two weeks prior to cleanup with the blue "Second Notice to Vacate" signs and stickers.
2. Follow the same posting procedures and sticker placement as mentioned above.
3. Photographs and a report will be taken during each posting period.
4. Prior to the posting, DCR will respond to the encampments to offer education and services.

ONE WEEK BEFORE SCHEDULED CLEANUP:

1. The guard will return to repost one week prior to cleanup with the red "Final Notice to Vacate" signs and stickers.
2. Follow the same posting procedures and sticker placement as mentioned in the section titled "Three Weeks Before Scheduled Cleanup".
3. Photographs and a report will be taken during each posting period.
4. Prior to final posting, notify the Department of Community Response to revisit the location prior to scheduled cleanup ONLY if individuals have refused to relocate and cleanup is imminent.
5. If an encampment is outside the posted area, they cannot be removed.

TWO DAYS BEFORE SCHEDULED CLEANUP

1. Two days prior to the scheduled cleanup day, DOU will revisit the site. If encampment occupants remain present at the site, a DOU supervisor will send an email to [REDACTED]. This email will serve as a notification to the Sacramento Police Department to have the Impact Team available on the cleanup day to ensure individuals are relocated outside of the posted area for their safety.
2. DO NOT call the Security company to abate encampments, the occupants of which refuse to relocate.
3. If no encampment occupants remain present at the site two days prior to the cleanup day, then the DOU supervisor does not send the email.
4. DOU will schedule any equipment needed such as dump truck and/or excavator with claw attachment.
5. DOU will schedule the City contract cleanup vendor (i.e ForensicClean) for day of the clean if necessary.

PRIOR TO LEAVING THE YARD ON THE DAY OF THE CLEANUP:

1. After reviewing assigned work, the DOU Supervisor will brief crew on job specific information and any additional equipment to complete assigned work.
2. Inspect assigned vehicle(s) and equipment to be used for the day pursuant to established Vehicle Inspection Procedures following manufacturer guidelines. Lead Worker or Service Worker will make sure all proper PPE and necessary tools needed for the job they are doing that day are safely stored on the truck.

AT THE JOB SITE:

1. Before any work begins, assure that all support staff and equipment are on site. Each DOU member in the work zone will be equipped with and utilize all PPE required for safe job performance.

This is always strictly enforced.

2. With the previous email notification, the Impact Team should be onsite to support DOU if individuals remain on site on the day of the cleanup.
3. If there is an emergency on site after the Impact Team has left, please call 9-1-1 for immediate threats and (916) 264-5471 for non-emergency situations. Do not call the Security Company or the Impact Team.
4. The DOU Supervisor will analyze the job site, complete a JHA form and obtain signatures from the crew members. If it is determined that traffic control is needed, the area will be temporarily set up and controlled pursuant to parameters established by OSHA, Cal-OSHA, California Department of Transportation's Manual on Uniform Traffic Control Devices, and any other such regulatory and/or safety measures established and enforced by the City. As needed, The City Operator (311, Control 1 and Control 12) will

be advised of any complete street closures or detours, and the estimated time for re-opening.

7:00am – 3:30pm	Control 1 [REDACTED]
All Other Times	311 (916) 433-1386

5. The DOU Supervisor will visually inspect the job site and make note of any details/pre-existing conditions related to the job site that should be documented in the CMMS Work Order and/or Service Request. Documentation should consist of written field notes and photographs with location/date information.

CLEANUP OPERATIONS:

1. Once all occupants have vacated the area, walk the site, and conduct a visual inspection of cleanup conditions.
IMPORTANT- If more than ten (10) sharps or excessive biohazard waste is observed at the jobsite, contact supervisor immediately. They will decide if contractors are needed to remove biohazards from the jobsite.
2. Begin preliminary cleanup by raking and piling debris.
IMPORTANT- Use sharp container to properly dispose of hazardous sharps.
3. All debris clearly identified as trash to an ordinary, reasonable, and prudent person will be disposed of.
4. Take photos or video of individual stating that the person gives permission to dispose of their other personal property.
5. For debris that poses a threat to public health or safety such as those that contain sharp objects or appearance of rodents, please document with photos and notations explaining that this material could not safely be separated out from properly with objective value and that the entire accumulation may be destroyed.
6. All debris reasonably identified as personal property will be removed and may be booked for safekeeping at the Sacramento Police Department Evidence Property Section located at 555 Sequoia Pacific Boulevard.
7. Use equipment (backhoe, excavator, etc.) to clear out debris and empty into dump trucks.
8. Continue until jobsite is cleaned of all debris is properly disposed of.
9. Haul dump trucks to landfill. Do not dump at any city facilities.
10. Conduct any minor fence or gate repairs around the job site.
11. If workers or cleanup crew feel unsafe during the day of the cleanup or encampments return, leave the scene, and call 9-1-1 or (916) 264-5471 (non-emergency).

BEFORE LEAVING JOB SITE

1. Upon completion of cleaning, return all equipment and tools to the proper location on the vehicle.
2. Document with photos and written notes after cleanup of the area has been completed.
3. Data entry should be completed by DOU Supervisor. Information to capture includes completing all main segment inspections, completing all equipment and labor time, and any comments (as noted above) that need to be entered. Enter all preliminary site assessments and cleaning results on the relevant work order. Once the Work Order has been completed properly, it can be put into "completed" status.
4. Create proper child work orders needed to repair any city infrastructures.
5. Remove any traffic-controlled area and break down traffic controls pursuant to parameters established by OSHA, Cal-OSHA, California Department of Transportation's Manual on Uniform Traffic Control Devices, and any other such regulatory and/or safety measures established and enforced by the City.

AT THE END OF THE DAY:

1. All tools and equipment will be cleaned and stored in trucks in their proper places.
2. Fuel the vehicle prior to parking in the yard.
3. Once parked, inspect equipment and tools for problems, including Zonar or Samsara. If any issues are found, report them to the Supervisor.
4. Clean out vehicle cab of litter and personal effects.
5. Fully restock truck.
6. Report any problems with jobs performed that day to the Supervisor.
7. Submit all paperwork to the Supervisor and complete all work orders at end of shift.
8. Research and prep the next day's job(s).

NOTES



ABSTRACT



STANDARD OPERATING PROCEDURES: CRITICAL INFRASTRUCTURE CLEANUP

Part III: Additional Locations

The City of Sacramento contains numerous waterways that meander through its communities. These waterways provide critical flood protection within the City, and in many areas, function as wildlife habitats. The Department of Utilities, Storm Drainage Section participates in flood protection/preparedness by inspecting and maintaining levees and critical waterways in the City of Sacramento. Staff travel to these areas using authorized access roads. Access roads are protected by fenced and locked gates because they are not meant to be traveled on by the public - risks lie within these restricted areas. However, fences, primarily chain-link, are constantly damaged to gain entry and service roads are consequently used as access roads for unintended use. DOU is required to follow numerous State and Federal laws and guidelines because all sites are critical to flood defense. Additionally, DOU contracts with biological experts to conduct ecological inspections of the waterways. These inspections have documented habitat degradation and alteration, evidence of poaching, loss of foraging area, and such experts have often been restricted from accessing areas for wildlife inspections by safety concerns related to encampments. The company DOU has worked with for several years has had to revise its field safety training to include Sacramento-specific hazards such as needles, human waste, toxic substances, and potentially aggressive dogs. DOU also provides safety training on these topics to staff.

The following document describes the critical locations and the challenges posed by unlawful occupation. Unless otherwise noted, the DOU sites identified below meet the legal definition of a levee as defined by Sacramento City Code section 15.104.020. The City Code definition of a "levee" includes ditches and canals that have been channelized and have man-made banks that the City maintains to contain and control the flow of water to provide protection from temporary flooding. DOU maintains different types of waterways - some are channelized with man-made features; others are natural creeks that have DOU maintained banks - both types of prevent flooding with unique engineering and structural practices. Many natural creeks that DOU has altered to maintain banks and control the flow of water also meet the City Code definition, but in any case, all of the sites identified below pose public safety hazards that DOU has identified. All waterways, levees, and detention basins are unique public spaces because they serve a critical function - providing flood prevention control measures for the City of Sacramento. DOU coordinated effort has identified two sites in part three, that are not classified as a levee, but are critical to DOU's operation - Sump 153 and Shasta Reservoir. Like the levees, these locations are not meant to or built to serve an alternative function.

The damage done to access gates and security fences by trespassers and unlawful occupants allows the public, including children, to access an area with an open channel or basin. With or without water the open waterway areas and detention basins contain many safety hazards that can cause a steep fall or drowning. In an emergency - either for DOU staff working in the area or for a member of the public - emergency response vehicles must be able to access the areas using the service roads. Service roads that are blocked by unlawful occupants of discarded materials maybe result in a delayed response.

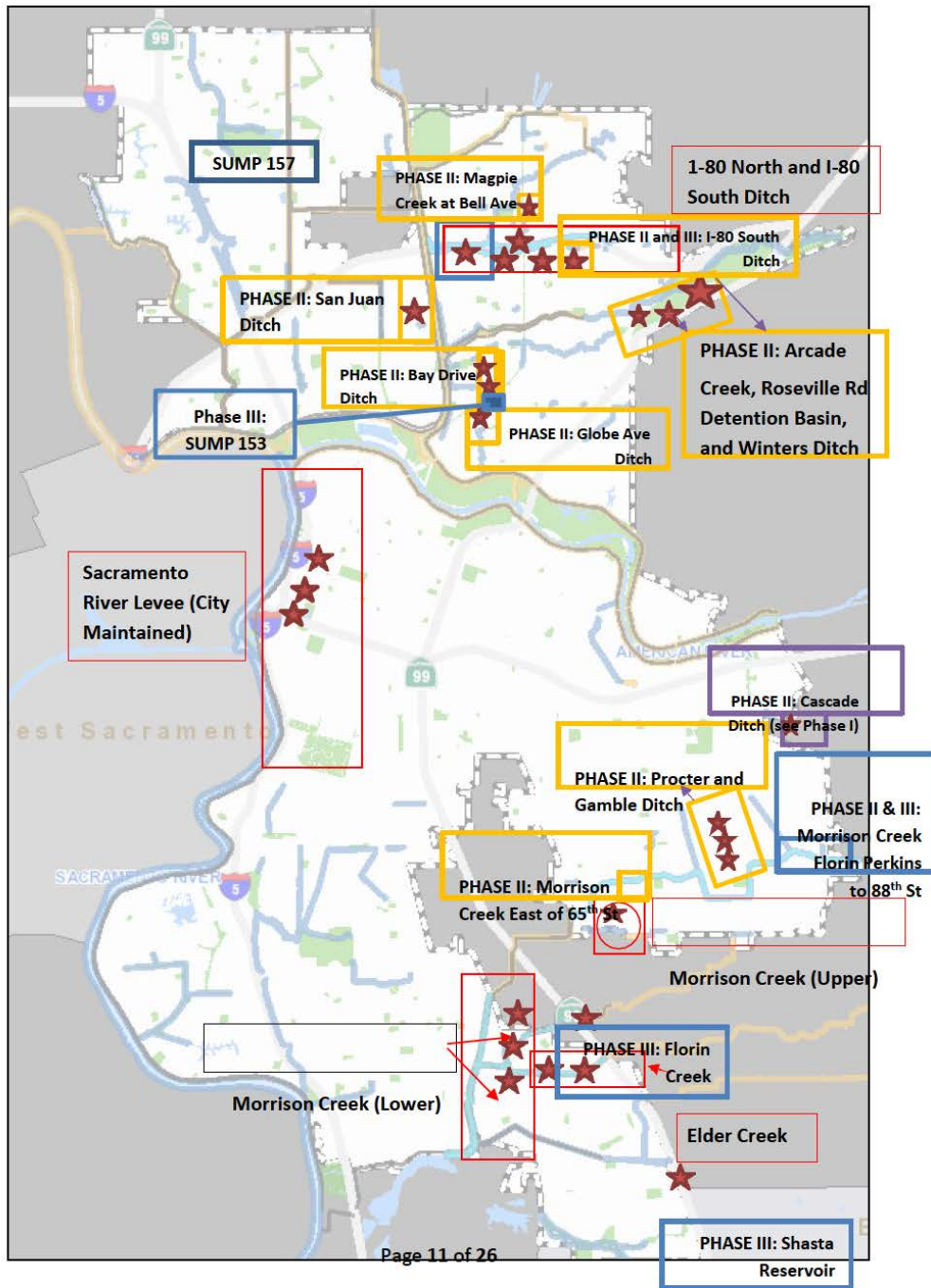
For the specific reasons set forth below, unlawful occupants, their conduct, and their accumulated property and trash adversely impact infrastructure and pose imminent and significant public safety

hazards at the following sites and surrounding communities. Additionally, a number of these sites include railroad trestles or tracks, that can be adversely affected by accumulated materials and subsequent high water.

Upper Morrison Creek	Florin Creek
• At Florin Perkins	• West of Center Parkway
I-80 South Ditch	
• Between Sump 157 and Opportunity Street	
Sump 153	
• Access road to the Sump is blocked	
Shasta Reservoir, Water Storage Facility	
• Construction Area	

The Part III locations are marked in blue on the overview map. The characteristics of these locations are like locations identified in Part I and II. These locations are critical to flood prevention and must remain clear of obstructions and unlawful occupants so DOU can conduct maintenance and inspections when needed.

Map of Phase I - III Locations



Upper Morrison Creek



This area is located on the north side of Morrison Creek, east of Florin Perkins.

The service road appears partially passable, but materials must always be kept away from the road and channel to ensure DOU's ability to maintain and manage critical flood protection infrastructure and facilities.

During maintenance and patrols use this wider section of the service road is used as a turn-around spot for DOU staff. Staff cannot pass the railroad trestle by vehicle, so they use this wide area to turn-around and move to another service road to continue inspecting. This area is obstructed by an illegal encampment and materials.

In addition, discarded items from this area can be carried away during high-water events and clog connecting assets (outfalls, screens, and pump stations), which causes localized flooding.

Multiple vehicles and temporary structures have been removed from this location, most recently in October 2020.

I-80 South Ditch (Near City Sump 157)



Sump 157 (see red box) is located at a bend in the waterway, very near to 1-80/Norwood Exit. An unauthorized pathway connects Opportunity Street to I-80 South Ditch (shown as a red line). Many unlawful occupants use this pathway to access the canal through an unsecured fence. Debris from the unlawful occupants regularly enters the waterway which can cause clogging to connecting assets (outfalls, screens, and pump stations), and can cause localized flooding. To maintain security and the integrity of the site, DOU staff needs to repair the fence. To repair the fence, DOU needs access to the service road that is currently blocked by the unlawful occupants. Repairing the fence will keep unlawful occupants out of the area and prevent their debris from accumulating in the waterway which can damage the pumps and cause flooding.

As a critical flood control facility, this I-80 South Ditch provides essential flood protection to the residents of the City of Sacramento.



*I-80 South Ditch, near
Sump 157 and
Opportunity Street*

Circled area marks the hole in the fence where unlawful occupants enter the canal - pathway connects the waterway and the public road.

To repair the hole in the fence Drainage needs to access the area with the

fence repair truck. The only service road to this area is completely blocked by unlawful occupants and materials.

DOU staff needs to access the area to complete required repairs to the fence and remove discarded materials, so they do not enter the waterway and cause damage to connecting assets, localized flooding, and protect canal from unauthorized access.



I-80 South Ditch, Near Sump 157 and Opportunity Street

Photo above shows the area to the west of the hole in the fence.

If DOU cannot mitigate concerns like discarded items from this area, the items can be carried downstream, clog connecting assets (outfalls, screens, and pump stations), which causes localized flooding. As a critical flood control facility, this ditch provides essential flood protection to the residents of the City of Sacramento.

The next two photos show the fully blocked access road, which extends about 200 feet.





Sump 153



Sump 153 is in North Sacramento off Colfax Street and Stanford Ave. The facility and access road are protected by a locked chain-link fence. Stanford Avenue, from the gate (orange indicator line) to the Sump is lined with over 20 encampments (adults, children, and animals). This route is very dangerous during a rainstorm or at night because there is trash, other debris, and additional encampments in the field. When DOU staff attempts to travel on DOU's existing access road, they experienced heckling and are blocked by the occupant's vehicles and materials. During a break outside the site, one DOU employee watched several vehicles trespass on DOU's access road over a short period of time. Recently, employees requested DOU's Security and Emergency Preparedness Unit provide escorted access by DOU's contracted security company so necessary preventative maintenance can be completed.

There is an imminent and significant public safety hazard if this facility is not accessible in an emergency. This facility is used to pump storm drainage run-off water to Natomas East Main Drainage Canal from the neighboring community. This facility is not a levee but is critical for flood prevention and must

remain accessible. If the site needs service and DOU staff cannot access it, the City runs the risk of flooding this neighborhood. DOU Safety and Security Staff has recommended two-person response requirement for the facility for DOU staff, rather than the typical single-person response.



The next three photos show the facility in the background and the blocked service road leading to it.

February 2020
Google.com/maps
street view image of
the locked fence to the
access road to Sump
153. Sump is in the
background.

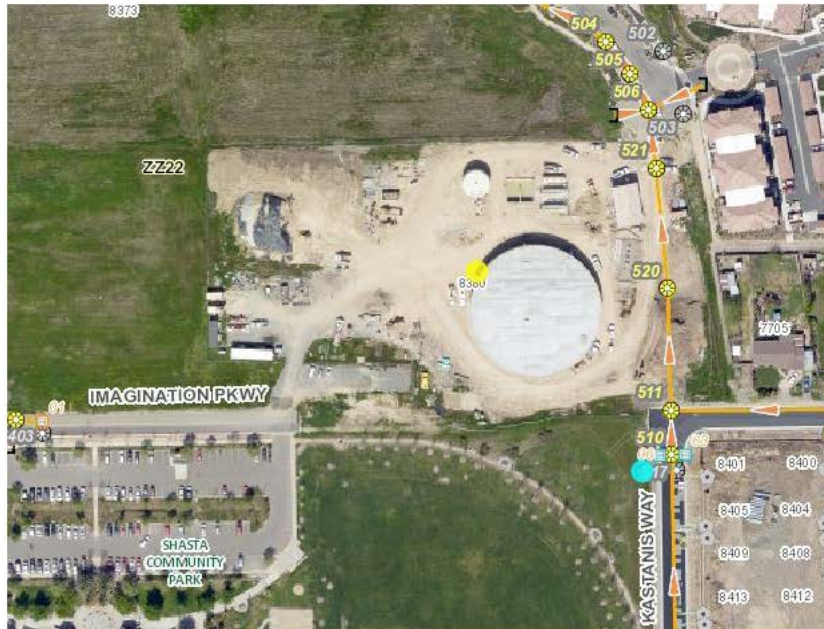


Photo taken January 13, 2021 by DOU Security and Emergency Preparedness staff. Access road is blocked by unlawful occupants.



The privately owned open lot is not protected by a fence, so occupants and trespassers can easily access the service road area from the field. DOU's gate to the service road is maintained as needed.

Shasta Reservoir, Groundwater Well Facility¹ (8380 Kastanis Way)



Shasta Reservoir is in South Sacramento off Imagination Parkway and Bruceville Road - the facility is new and under construction. To complete the project, and bring the facility on-line, the contractor needs to finish its work within the temporary fenced area. The contractor cannot complete a regrade of the temporary basin or remove the temporary fencing because unlawful occupants have moved into the construction zone of the project. DOU is trying hard to get this new groundwater well facility ready for activation. This facility will provide an important source of City drinking water. This area of the facility will be the secondary emergency entrance, which is mandated for the facility by State regulation.

The contractor would like to complete the work within the next two weeks. Shasta Reservoir is not a levee and is not associated with the drainage system. However, the site is a drinking water well facility, operated and maintained by DOU and is an essential component of DOU's water supply portfolio. In addition, DOU staff has reported complaints from neighboring residents for not maintaining the

¹ Part of the drinking water supply system

temporary basin that is owned by the city. Because DOU and the contractor cannot access the site with maintenance equipment, weeds have grown to over 5-ft tall and now present a fire danger to the drinking water facility and neighboring homes.



*Shasta Reservoir, construction area
temporary fencing*

Temporary fencing to secure the area.
Discarded materials are within the fenced
area.

The Contractor cannot use heavy equipment
in this area because unlawful occupants can
be injured when the equipment it is being
operated.



Shasta Reservoir, within construction area

This unlawful occupant is within the temporary fence of the construction site and is preventing contractor from performing necessary work, which is required to begin operation of this \$15 million dollar facility.

This area is part of the temporary detention basin that collects water. The pond is a temporary part of the construction process, used for testing.

Risks to unlawful occupants include trips or falls on the uneven landscape or accidental drowning in the temporary detention basin.

APPENDIX B



NOTICE TO VACATE for Levee Maintenance	
POSTING DATE:	TIME:
LOCATION:	
INSTRUCTIONS TO OCCUPANTS:	
1. ALL PERSONAL PROPERTY AND CAMP DEBRIS IS TO BE REMOVED BY THE TIME AND DATE NOTED BELOW.	
2. ANY PERSONAL PROPERTY LEFT AT THIS SITE AFTER THIS TIME MAY BE BOOKED FOR SAFEKEEPING AT THE SACRAMENTO POLICE DEPARTMENT'S EVIDENCE PROPERTY SECTION LOCATED AT 555 SEQUOIA PACIFIC BLVD. THE SACRAMENTO POLICE DEPARTMENT'S EVIDENCE PROPERTY SECTION IS OPEN MONDAY - THURSDAY FROM 8:00 AM TO 4:30 PM EXCLUDING CITY HOLIDAYS. PLEASE BE ADVISED ANY PERISHABLE ITEMS, HAZARDOUS ITEMS, OR PROPERTY THAT PRESENTS A RISK TO THE HEALTH OR SAFETY OF THE GENERAL PUBLIC WILL BE DISPOSED OF IMMEDIATELY.	
3. INTERFERENCE WITH SUMMARY ABATEMENT MAY RESULT IN CITATION OR ARREST.	
VACATE BY DATE:	TIME:
VIOLATIONS NOTED AT THIS TIME: Sacramento City Code 8.140.030/PENAL CODE 554(c)(e)(h)/555 – Unlawful Camping and/or Storage of Personal Property on Critical Infrastructure: It is unlawful and a public nuisance for any person to camp, occupy camp facilities, use camp paraphernalia, or store personal property, except as provided, on critical infrastructure, within 25 feet thereof, within 25 feet of a vehicular or pedestrian entrance thereto or exit therefrom, and on portions of rights-of-way that local, state, or federal law requires to be free of obstruction to first responders. Trespassing or Loitering Near Posted Industrial Property: It is unlawful to enter or remain upon any posted property without the written permission of the owner, tenant, or occupant in legal possession or control thereof. Every person who enters or remains upon posted property without such written permission is guilty of a separate offense for each day during any portion of which he enters or remains upon such posted property.	
Flood Control Regulation per Title 33 CFR 208.10	
The Department of Community Response in collaboration with community-based organizations will provide outreach and services based on assessment and needs of individuals. Individuals can call 211 (1-844-546-1464 or 916-498-1000) or email: info@211sacramento.org or visit 211sacramento.org/211 to learn about services available to them.	
Revised: February 2021	

APPENDIX C



NOTICE TO VACATE	
POSTING DATE:	TIME:
LOCATION:	
INSTRUCTIONS TO OCCUPANTS:	
1. ALL PERSONAL PROPERTY AND CAMP DEBRIS IS TO BE REMOVED BY THE TIME AND DATE NOTED BELOW.	
2. ANY PERSONAL PROPERTY LEFT AT THIS SITE AFTER THIS TIME MAY BE BOOKED FOR SAFEKEEPING AT THE SACRAMENTO POLICE DEPARTMENT'S EVIDENCE PROPERTY SECTION LOCATED AT 555 SEQUOIA PACIFIC BLVD. THE SACRAMENTO POLICE DEPARTMENT'S EVIDENCE PROPERTY SECTION IS OPEN MONDAY - THURSDAY FROM 8:00 AM TO 4:30 PM EXCLUDING CITY HOLIDAYS. PLEASE BE ADVISED ANY PERISHABLE ITEMS, HAZARDOUS ITEMS, OR PROPERTY THAT PRESENTS A RISK TO THE HEALTH OR SAFETY OF THE GENERAL PUBLIC WILL BE DISPOSED OF IMMEDIATELY.	
3. INTERFERENCE MAY RESULT IN CITATION OR ARREST.	
VACATE BY DATE:	TIME:
VIOLATIONS NOTED AT THIS TIME:	
PENAL CODE 554(c)(e)(h)/555/602(m) - Trespassing or Loitering Near Posted Industrial Property: It is unlawful to enter or remain upon any posted property without the written permission of the owner, tenant, or occupant in legal possession or control thereof. Every person who enters or remains upon posted property without such written permission is guilty of a separate offense for each day during any portion of which he enters or remains upon such posted property. Trespassing on the Real Property of Another: It is unlawful to enter and occupy real property or structures of any kind without the consent of the owner, the owner's agent, or the person in lawful possession.	
Flood Control Regulation per Title 33 CFR 208.10	
The Department of Community Response in collaboration with community-based organizations will provide outreach and services based on assessment and needs of individuals.	
Individuals can call 211 (1-844-546-1464 or 916-498-1000) or email: info@211sacramento.org or visit 211sacramento.org/211 to learn about services available to them.	
Revised: February 2021	

APPENDIX D

City of
SACRAMENTO
Department of Utilities

CITY OF SACRAMENTO

DEPARTMENT OF UTILITIES

ATTENTION TO VACATE

IT IS UNLAWFUL TO CAMP AND STORE PROPERTY ON CRITICAL INFRASTRUCTURE.
COMPROMISING THE LEVEE MAY RESULT IN UNNECESSARY FLOODING AND PREVENTION OF MANDATED LEVEE MAINTENANCE.
THIS PROPERTY IS IN VIOLATION OF THE FOLLOWING:

8.140.030 S.C.C.- UNLAWFUL CAMPING AND STORAGE OF PROPERTY ON CRITICAL INFRASTRUCTURE
554(E)(H)/555 P.C. – TRESPASSING OR LOITERING NEAR POSTED INDUSTRIAL PROPERTY

INSTRUCTIONS: TO AVOID ANY LOSS OF PROPERTY, ALL PERSONAL PROPERTY MUST BE REMOVED. IF THE PROPERTY HAS NOT BEEN VOLUNTARILY REMOVED, THE PROPERTY WILL BE REMOVED AND MAY BE BOOKED FOR SAFEKEEPING AT THE SACRAMENTO POLICE DEPARTMENT EVIDENCE & PROPERTY SECTION LOCATED AT 555 SEQUOIA PACIFIC BLVD. THE SACRAMENTO POLICE DEPARTMENT EVIDENCE & PROPERTY SECTION IS OPEN MONDAY-THURSDAY 8:00-4:30 EXCLUDING CITY HOLIDAYS. PLEASE BE ADVISED THAT PERISHABLE ITEMS, HAZARDOUS ITEMS, OR PROPERTY THAT IS DEEMED TRASH MAY BE DISPOSED OF. SHOULD YOU HAVE ANY QUESTIONS, PLEASE CONTACT THE SACRAMENTO POLICE DEPARTMENT AT 916-808-5471.

DATE AND TIME POSTED: _____

LOCATION: _____

DESCRIPTION OF ITEMS: _____

POSTING OFFICIAL: _____

10.1.6 San Francisco, California

SF Homeless Encampment Management Policies Questionnaire

Jeff Kositsky - since June 1st - Associate Director *Urban Alchemy SF Encampment and Outreach and Ambassador Management

Former Director SF Healthy Streets Operation Center Incident Command System managing responses to encampments and homelessness

Former Manager – SF Department of Emergency Services Management

Chief William Scott – San Francisco Police Department

*Urban Alchemy homeless outreach started in LA, and handles outreach and encampment management in Austin TX, New Mexico, Portland, etc. They are interested in contracts in other Bay Area cities and counties.

Their mission: create jobs for long-term offenders, helping neighborhoods in crisis, through community lived experience outreach services and ambassadors providing alternative shelter, contracted outreach and encampment management and security.

1. Do you have a policy on encampment management and removal?

In SF it's called Encampment Resolution – we are tied to a legal interpretation of Martin vs Boise that there must be shelter beds available before unless resolving / relocating individuals unless there is an imminent threat. We must give 24 hour notice but we do try for 72 hours notice to conduct outreach and identify services and shelter. We focus on the larger tent encampments and estimate that we need half the shelter beds for those within an encampment - so if you count 100 tents we'll need to identify 50 shelter beds.

2. Is there a corresponding protocol?

Each Department has it's own protocol based on the policies outlined in the SF Department of Homelessness and Supportive Housing (HSH): 2021 Strategic Framework Update and Implementation Plan to significantly reduce homelessness: <https://hsh.sfgov.org/wp-content/uploads/2021/03/2021-Implementation-Plan-FINAL-4-1-21.pdf>

3. What county / city department is point on the policies and protocols?

- a. Department of Homelessness and Supportive Housing with significant support from various departments for different elements. The most important issue is not to be reactive, have a plan, and place one manager in charge of all homelessness operations run out of an actual Emergency Operations Center. In SF it started during the Covid EOC activation and is

- still run out of the EOC and called the Healthy Streets Operations Center – staffed by a Fire Department Commander reporting to Sam Dodge – the Director of the Healthy Streets Operations Center. All coordination in one place – requests in and resources and deployment out.
- b. Police Department provides “Civil Standby” presence if requested for safety and will respond in as necessary for criminal issues. If criminal issues they will respond and try and work through voluntary compliance.
4. What is the relationship between the City and County and their responsibilities?
 - a. City and County contiguous so all services can be leveraged and coordinated with private sector as well.
 5. Who are the primary people/departments responsible and accountable for implementation, and who would be the best point of connection?
 - a. Sam Dodge Director of Healthy Streets Operation Center
 6. How is it working / not working?
 - a. Needs clinicians out on the street – homeless clients don’t go into offices
 - b. The sanctioned managed encampments and sanctioned managed safe parking program with navigation centers on site provides a transitional capacity when lacking shelter space or willingness to go to shelter.
 7. What, if any, barriers, opposition, or significant impacts?
 - a. Legal – Boise – not enough shelter beds
 - b. Political – many differing political perspectives in SF – advocates and political and community leaders all have different ideas. Backlash to many different tactics.
 - c. Operational – the best approach is to have the 24/7 Healthy Streets Operations Center (HSOC) running out of the EOC with all resources and requests coordinated through them.
 - d. Fiscal – lots of money and resources needed for the 5,000 unhoused individuals by the last count.
 8. What would you suggest we adopt or do differently based on your experience thus far?

*Multiple departments under direction of the County or City Administrator and set reasonable goals – i.e., no more than 5 tents per encampment and provide the human resources – paramedic, treatment providers, incident command system and priority access to all shelters and resources to track and use data and have a single

person in charge of the resolution. Set up a couple of sanctioned encampments, do the outreach and Urban Alchemy could run the encampments.

*Prioritization is most important when shelters are limited. Access to shelters have to serve multiple public policy goals to ensure you can meet the multiple goals: No sick people on the streets, no encampments, highest acuity for detox and mental health shelters and then prioritize what's left over.

9. Are there any creative solutions or strategies you are considering or have heard of that would be good to consider?

- a. Most successful program each year – “Homeward Bound” provides immediately accessible funds to get unhoused home once verified there is support and shelter there -between 800-900 a people a year.
- b. Sanctioned encampments – low barriers – no rules – hybrid of tents and pallet type shelters managed by Urban Alchemy and cleaned and serviced regularly with navigation and medical services scheduled on site.
- c. Once an encampment cleared then Urban Alchemy Ambassadors patrol to ensure no additional encampments established on the site
- d. Throughput through the system – ultimately need enough permanent subsidized housing to ensure the transition through the continuum from temporary housing/shelter.

10. Who else would be a good resource to talk to about your homeless policies and practices?

Lena Miller – Director of Urban Alchemy, and Sam Dodge, Director of the HSOC

11. Any other agencies that you would recommend I talk with that have successful encampment policies? N/A

12. What is your definition of success – the metrics and data you track and report on?

- a. Number of tents
- b. No encampments with more than 5 tents (groups of 7 or more not cohesive and then trouble)
- c. How many vehicles inhabited and how many blocks have more than five
- d. How many placements off the streets – rate and numbers
- e. How many people three times or more in 90 day period – red flagged as resistant and prioritized

13. Please send a copy of your policies, protocols, and supporting documents

Staffed Pit Stop Toilets:

Bayview

Mendell Plaza

Castro

Market and Castro streets

Market and Church streets

Civic Center

Grove and Larkin streets

The Embarcadero

Embarcadero Plaza

Haight

Haight and Buena Vista Ave West

Stanyan and Waller streets

Lower Polk

Myrtle and Larkin streets

Mid-Market

Hallidie Plaza

U.N. Plaza

North Beach

Washington Square at Union St.

Mission

16th and Capp streets

16th and Mission streets

18th and Mission streets

24th and Mission streets

Ocean Beach

Great Highway near Beach Chalet

Outer Sunset

Judah and La Playa streets

SoMa

6th and Jessie streets

Victoria Manalo Draves Park

Tenderloin

133 Golden Gate Ave.

101 Hyde St.

388 Ellis St.

Eddy St. and Jones St.

Eddy St. and Larkin St.

Hand Washing Stations:

Bayview

1529 Armstrong Ave.

between Keith and Jennings

Barneveld Ave. and Loomis St.

Carroll Ave. and Ingalls St.

Selby St. and Evans Ave.

Thomas Ave. and Hawes St.

Castro

3565 16th St. and Market St.

Cathedral Hill

Jackson St. and Powell St.

Civic Center

UN Plaza

Embarcadero

Market St. and Steuart St.

Haight

Ashbury St. and Haight St.

Mission

211 13th St.

15th St. and Julian Ave.

Florida St. and 17th St.

Folsom St. and 23rd St.

Park Merced

456 Winston Dr.

SoMa

527 5th St.

1550 Bryant St.

Mission St. and 9th St.

Tenderloin

Ellis St. and Taylor St.

Turk St. and Jones St.

Turk St. and Leavenworth St.

Willow St. and Polk St.

To find additional pop up pit stops toilets and hand washing stations throughout the city go to sf.gov/pitstops or call 311.

Safe Sleeping Guidance for Unsheltered San Franciscans



Your city wants to help you to be safe and healthy during the COVID-19 pandemic. To prevent the spread of COVID-19, everyone in San Francisco is asked to shelter in place, even when sleeping outside.

It is important to follow public health guidance during this pandemic to keep you and others in the community safe.

City & County of San Francisco
sf.gov/CovidUnsheltered



10.1.7 San Jose, California

San Jose Homeless Encampment Management Policies Questionnaire

Olympia Williams – Division Manager Beautify SJ, Parks and Recreation Services

Captain Acosta – San Jose Police Department - Central Division

1. Do you have a policy on encampment management and removal?

At beginning of pandemic the EOC handled department of homelessness – blight litter, trash, illegal dumping, etc. all clean-up – 16.5 FTEs and now we've evolved to an encampment management strategy managing 5K unhoused along the watershed and attempting to resolve in public high impact/visibility spaces. There are 200 + encampments – most complaints about visible blight and disorder. We manage the blight reduction while offering social services and shelter through our Housing and Human Services – goal is to transition to shelter, but manage those unhoused.

- Refer to May 3, 2022: City Roadmap - Encampment Management and Safe Relocation Policy. <https://sanjose.legistar.com/LegislationDetail.aspx?ID=5559753&GUID=942D1854-066E-4E55-93C8-5722E76C1622&Options=&Search=>

We do abatements and don't allow encampments in right of ways or 150 feet of public access facilities – libraries, hospitals, schools where people have a reasonable expectation of access to amenities. For the others not in the public right of way we manage trash and blight and disorder but not removal. The Police respond with us to the abatements which are done on Tuesday, Wednesday and Thursday. Abatements are complete breakdown and removal of everything and cleaning and moving people.

2. Is there a corresponding protocol?

Yes, we have a 72 hour notice posting minimum however we try for a weeks' notice if possible except emergency abatements – health, safety, or threatening infrastructure. No requirement for shelter they must move. If it gets over 88 degrees we don't dismantle for our staff and the encampments residents safety as per case law.

3. What county / city department is point on the policies and protocols?

Department of SJBeautify does the cleaning and abatement. We don't do the Outreach but the Outreach for housing and social services will come out separately before the actual move.

4. What is the relationship between the City and County and their responsibilities?
San Jose handles their own city but works with the County for shared areas and human services.
5. Who are the primary people/departments responsible and accountable for implementation, and who would be the best point of connection?
Police, city agencies, and MOAs with interjurisdictional
6. How is it working / not working?
For the Water District – work together with an MOA and remove them, for Union Pacific Railroad we also have an MOA now – was problematic for awhile. For Santa Clara County the county will reimburse the city for those areas within their boundaries to remove the encampments. For CalTrans there are weekly meetings for abatement to ensure coordination and to keep them out of each other's areas. Working on a cooperative MOA for responsibilities on blight and disorder and encampments on the CalTrans right of way. For the city Department of Transportation SJBeautify works with vehicle abatement and other issues to ensure the coordination.
7. What, if any, barriers, opposition, or significant impacts?
 - a. Legal – Have not been challenged – city attorney's office risk averse and they are good with the strategy and believe it aligns 9th circuit case law. No requirement for shelter beds to move them to as we have the managed area around the Guadalupe Gardens and generally are not enforcing.
 - b. Political - NIMBYism for safe parking and tiny homes. Most everyone satisfied that the Guadalupe Gardens Encampment is the temporary answer for those who will not accept shelter, and because of our lack of enough shelter. We manage blight, trash, environmental and fire risks and provide outreach and supportive services there.
REFER: June 21, 2022: Guadalupe Gardens Encampment Work Plan.
<https://saniose.legistar.com/LegislationDetail.aspx?ID=5680179&GUID=5B975954-DAF3-4EE6-8541-4DF0244743F5&Options=&Search=>
 - c. Operational – Coordination and training important for the removals done on Tuesday, Wednesday, and Thursdays. The no camping postings are also very important to coordinate with outreach.
 - d. Fiscal – funding for permanent supportive housing needed!

8. What would you suggest we adopt or do differently based on your experience thus far?

Align and consolidate blight reduction and encampment management as much as you can. How also to align the housing and other services. Be clear with politicians and public up front as to where the lines are between allowing and not allowing encampments. Get input from lived experiences and the toughest neighborhoods to understand what interests there are. Consider impacts to surrounding neighborhoods. We ultimately came up with a "Managed Encampment area" at Guadalupe Gardens after many meetings with stakeholders, involved unhoused individuals, and community and elected leaders with the understanding that we need to clear out the other more public areas.

9. Are there any creative solutions or strategies you are considering or have heard of that would be good to consider?

We enlist the unhoused to clean up their encampments and offer "Cash for Trash" \$4.00 a bag for trash with an agreement with MasterCard for refillable cards. Each encampment resident can turn up to 5 bags a week from encampments – we're saving a lot in labor clean-up costs – are considering raising that to \$500 per bag – but only from their own encampment.

10. Who else would be a good resource to talk to about your homeless policies and practices?

11. Any other agencies that you would recommend I talk with that have successful encampment policies?

12. What is your definition of success – the metrics and data you track and report on?

Outcomes – Bringing in a facilitator to help identify measures with our leaders. Examples include on-time delivery of services, trash collection and abatement and resolution of encampment / homeless complaints.

REFER: December 4, 2020: Study Session : BeautifySJ - Programs and Strategies to Address Trash, Debris and Blight Across the City:

<https://sanjose.legistar.com/MeetingDetail.aspx?ID=790186&GUID=2DC1E4F7-D7F9-4F2B-9CFA-891811022D7F&Options=&Search=>

13. Please send a copy of your policies, protocols, and supporting documents

10.1.8 San Mateo County, California

SM County BHRS Homeless Encampment Management Policies Questionnaire

Karen Krahn - Deputy Director for Adult and Older Adult Mental Health Services

Shirley Chu, LCSW – Clinical Services manager for Crisis, Outreach, and Engagement Teams

Sandra Santana-Mora – Health, LEAP Institute (Improving services for clients with complex needs, including unhoused, unengaged individuals with serious mental illness and substance use disorders)

1. Do you have a policy on encampment management and removal? How is private property abatement handled?

*We have several different outreach and coordination teams that address homelessness and are currently restructuring to provide in-field on-site mental health and addiction treatment services and case management and referrals. The existing HCH (Healthcare for Homeless) staff are primarily shelter-based, but have been doing homeless field outreach since the County lost the grant funded positions until the HEAL (Homeless Engagement Assessment & Linkage) team is staffed (3 outreach clinicians assigned regionally.)

*The HEAL team will provide field-based treatment partnered with the HOT and HCH outreach teams. HEAL not only provides field based mental health and addiction treatment, but also case management, referrals, and “warm hand-offs” to the regional health and street medicine services. They will also interface with the PERT and Clinician Co-Responder programs and attend the Field Crisis Team meetings.

2. Is there a corresponding protocol?

The San Mateo County Homeless Encampment Response Toolkit (attached) outlines the planning and response to encampment removal. The Planning meetings generally start two to three weeks prior to clean-up and now that HEAL is established it needs to become a part of that planning and notification process as early as possible to provide the case management and treatment services and pathway for those needing mental health / addiction treatment.

3. What county / city department is point on the policies and protocols? How do the county / cities work together?

Shirley Chu is the Clinical Services Manager and provides the oversight and coordination for all of the Crisis Outreach and Engagement Teams. She is working with Karen Krau and Sandra Santans-Mora on how to best coordinate and escalate critical mental health needs of clients recognizing

that the Homeless Encampments will have a larger percentage of the high-acuity needs population.

4. How do you develop and transition clients to permanent supportive housing?

Through intensive case management and available housing options.

5. What additional resources / staffing did you add and to which areas?

We are investing in field based outreach and services recognizing that the unhoused, especially those in encampments or chronic homeless are complex and resource intensive individuals – often repeat emergency services high volume users.

6. What is the relationship between the City and County and their responsibilities?

We work through the Outreach Teams which are public/private partnerships, linked to services, and regionally based.

7. Who are the primary people/departments responsible and accountable for implementation, and who would be the best point of connection?

Karen Krau and Shirley Chu

8. How is it working / not working?

We are working with Sandra Santana-Mora to reengineer systems and processes for better coordination:

*Information sharing and deconfliction: Electronic records on different platforms – Avatron for BHRS and CLARITY for HOT team and several others in county. Need to either integrate or provide access to each others in accordance with AB210

*Overlap and Gaps for complex clients who come up in different systems, meetings, escalation processes – Field Crisis Team, HOT MDTs, BHRS and Health systems, etc.

*Intake and Escalation systems designed to service the highest risk/needs population with appropriate placements AT THE TIME OF NEED to address repeat 5150, incarceration, or homelessness incidents. Ideally would need 24/7 notifications for AOT/FSP and a plan BEFORE release from PES, jail, or encampment removal.

*No Crisis Stabilization Center (or Diversion, Detox, Mental Crisis centers) as a transition placement prior to housing/shelter. If not enough need for full time Center, than an on-demand placement for the highest risk, highest liability clients that will not be addressed in regular shelters. (May be grants for youth crisis stabilization centers, can we model / replicate for adults?)

*No plan or programs right now for that very high complex needs population that will surge during the homeless encampments. Who will determine exactly the eligibility of that group and convene the array of resources and identify a specific stabilization period at a specific place? Will we have the opportunity to temporarily conserve individuals and what clearances will be needed to enter general housing placements once stabilized?

9. What, if any, barriers, opposition, or significant impacts? See #8
- a. Legal
 - b. Political
 - c. Operational
 - d. Fiscal

What would you suggest we adopt or do differently based on your experience thus far? See #8

10. Are there any creative solutions or strategies you are considering or have heard of that would be good to consider?
Would be interested in the Houston Diversion Center model.
11. Who else would be a good resource to talk to about your homeless policies and practices?
12. Any other agencies that you would recommend I talk with that have successful encampment policies?
13. What is your definition of success – the metrics and data you track and report on? Do you have a dashboard and what is the link?
14. Please send a copy of your policies, protocols, and supporting documents

Homeless Encampment Response Tool Kit

July 2018

COUNTY OF SAN MATEO
HUMAN SERVICES AGENCY

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San Mateo County Homeless Encampment Response Tool Kit

July 2018

Overview and Purpose

San Mateo County's Strategic Plan to End Homelessness is focused on creating a homeless crisis resolution system that responds effectively and rapidly to the crisis of homelessness by quickly returning families and individuals experiencing homelessness to stable housing. The homeless crisis resolution system includes all homeless populations, including those who are unsheltered, and many strategies have been implemented to reduce the number of unsheltered individuals. The homeless crisis resolution system provides services to assist people with moving back into housing as quickly as possible. The clearing of homeless encampments is not a part of the homeless crisis resolution system. However, it is recognized that sometimes local jurisdictions determine that action will be taken related to an encampment, based on legal issues and sometimes heightened awareness and concerns in the community.

The Human Services Agency (HSA) contracts with nonprofit agencies providing services to people experiencing homelessness and also serves as the Continuum of Care Lead Agency coordinating many of the priorities of the homeless system. HSA designed this tool kit, with input from stakeholders, for local jurisdictions as a resource if the jurisdiction determines that it is going to take action related to an encampment. This tool kit is designed to provide jurisdictions with potential steps for connecting with homeless services when responding to an encampment, taking into consideration our local encampment conditions and local resources.

Important notes on roles and legal considerations

The local jurisdiction that has the authority to take action is the entity that makes all decisions regarding whether or not to take any enforcement action and if so, what action to take, determining and documenting the reason for the enforcement, determining the timeline, and conducting communication to residents. The local jurisdiction is responsible for compliance with any applicable laws, regulations, etc. This document refers to the local jurisdiction as the "Lead Entity," which is the entity that has jurisdiction over the land where the encampment is located.

This document does not provide recommendations or guidance regarding the timeline of an encampment removal/action, notices, storage of possessions, or any other facet of an encampment response that is impacted by laws, regulations or ordinances regarding encampments or encampment residents. It is strongly recommended that each Lead Entity seek legal guidance before establishing its policies regarding encampments and before taking any action.

Spotlight: The Homeless Outreach Team (HOT) Program

The Homeless Outreach Team (HOT) provides outreach and services to people experiencing homelessness, including those living in an encampment, as well as those living in other unsheltered situations. HOT case managers engage people who are experiencing homelessness to identify their needs such as shelter, housing, medical care, behavioral health and recovery services, and self-sufficiency benefits. Some individuals experiencing homelessness engage in services quickly, while others may be hesitant to engage in services for a variety of reasons. During their outreach services, HOT staff work to build trust with the individual and offer services in a variety of ways to attempt to increase the individual's willingness to engage in services and eventually move into shelter and housing. The San Mateo County Human Service Agency (HSA) contracts with LifeMoves to operate the HOT program.

City staff can contact HOT at any point to request that HOT conduct outreach to individuals experiencing homelessness, not only when the city/Lead Entity is considering taking action on an encampment. When a city/Lead Entity determines that they are going to take action on an encampment, HOT's outreach is most effective when they have been able to establish rapport with individuals over a period of time before the encampment area is going to be cleared out.

Homeless Encampment Response Tool Kits

The responses outlined below are organized by 3 levels, which depend on the size of the encampment.

Recommended Response Level	Size of Encampment
1	1-5 people/1-5 tents
2	6-25 people/6-15 tents
3	26+ people/15+ tents

Guiding Principles

Regardless of the size of the encampment, the guiding principles below should be considered when planning for services for encampment residents prior to encampment action being taken.

- Outreach services provided will be adequate and personalized in order to provide proper care and planning
- Plans should focus on lasting solutions to attempt to connect encampment residents to shelter, housing and other services
- Outreach services should include offering assistance with accessing a variety of options for temporary housing (shelter) and permanent housing
- For encampment residents who are not connected with services, efforts will be made to connect with services
- All organizations and staff involved in an encampment response process will utilize respectful, client-centered approaches

Response Level 1			
Strategy	Action Items	Outcome	Timeline
Contact HOT	Lead Entity contacts the Homeless Outreach Team (HOT) to gain information about if HOT is already connected with residents and if not, request HOT to provide outreach and engagement	Outreach is conducted	
Determine timeline	Lead Entity determines timeline of encampment cleanup based on applicable factors, including the enforcement code/law in which the encampment is in violation	Clear timeline is established	
Communicate to HOT	- Lead Entity will communicate to the HOT team the timeline of the encampment cleanup - Lead Entity schedules a follow up meeting to check in with the HOT team	HOT is aware of timeline and check in meetings are scheduled	As soon as possible after timeline is established
Lead Entity makes plans and takes action on communicating information to residents regarding timeline, possessions/property, etc.	- All residents receive communication regarding the timeline of the closure - Lead Entity ensures communication, notices, timeline and all plans meet all laws/requirements	Residents understand timeline and Lead Entity ensures compliance with all laws/requirements	Best practice is to allow enough time for residents to be connected with services
Outreach is conducted	- Best practice is for the HOT case manager to be provided with at least 6-8 weeks to work with the residents in the encampment to build rapport and connect them with services (such as diversion, shelter, medical care, alcohol and other drug treatment services, mental health services, etc.) before the encampment is cleared out - As applicable, HOT will connect with other partners such as Street Medicine, Mateo Lodge, and Behavioral Health and Recovery Services (BHRS)	Residents connected with services	

Response Level 2			
Strategy	Action Items	Outcome	Timeline
Contact HOT	Lead Entity contacts the Homeless Outreach Team (HOT) to gain information about if HOT is already connected with residents and if not, request HOT to provide outreach and engagement	Outreach is conducted	
Determine timeline	Lead Entity determines timeline of encampment cleanup based on applicable factors, including the enforcement code/law of which the encampment is in violation	Clear timeline is established	
Communicate to HOT and local Core Service Agency	- Lead Entity contacts the Homeless Outreach Team (HOT) and the local Core Service Agency to gain a deeper understanding about current services being provided to residents - Lead Entity will communicate to HOT and the local Core Service Agency the timeline of the encampment cleanup	Outreach is continued	As soon as possible after timeline is established
Gather service providers	- Lead Entity requests assistance from HOT in scheduling a planning meeting - HOT will assist Lead Entity in coordinating a meeting of HOT case manager and HOT program director, the local Core Service Agency, other service providers (<i>see list of service providers at end of document</i>) to provide everyone information on the timeline of the encampment clean up and to plan for coordination of outreach services to be provided prior to the encampment enforcement action - The Lead Entity may also choose to invite applicable local law enforcement to this meeting, as well as other applicable city agencies such as the Department of Public Works - The Lead Entity will schedule regular check ins or meetings to connect with HOT, and HOT may suggest that other service providers also participate in the check in	Service providers understand timeline	After initial outreach has been conducted

Response Level 2			
Strategy	Action Items	Outcome	Timeline
Lead Entity makes plans and takes action on communicating information to residents regarding, timeline, possessions/property, etc.	- All residents receive communication regarding the timeline of the closure - Lead Entity ensures communication, notices, timeline and all plans meet all laws/requirements - Lead Entity keeps HOT and the Core Service Agency updated about plans and timelines	Residents understand timeline and Lead Entity ensures compliance with all laws/requirements	Best practice is to allow enough time for residents to be connected with services Lead Entity ensures compliance with all applicable laws, regulations, requirements

Response Level 2			
Strategy	Action Items	Outcome	Timeline
Outreach is conducted	• Best practice is for the HOT case manager to be provided with at least 2 months to work with the residents in the encampment to build rapport and connect them with services (such as diversion, shelter, medical care, alcohol and other drug treatment, mental health services, etc.) before the encampment is cleared out • HOT will attempt to meet individually with each resident to gather basic information, conduct an assessment of his/her specific needs, challenges, resources and barriers, identify if there may be relatives or others in his/her support network who could provide housing or other assistance, and begin to start discussing housing options, connecting residents to shelter and other homeless services via the Coordinated Entry System, and documenting information in the Homeless Management Information System (HMIS) ○ If an individual declines to meet with HOT, HOT will continue to attempt to provide outreach services and complete the assessment, but it is up to each individual whether or not to meet with HOT or other service providers and whether or not to engage in services • HOT will refer each individual to services based on his/her needs (such as shelter, housing programs, mental health services, substance treatment programs, etc.) • HOT will create a master list of encampment residents, including key information such as what service providers each resident is connected to, other service needs, etc. • HOT will update the master list on a regular basis as the needs of and numbers of residents change Note: What, if any, information can be shared with the Lead Entity and other service providers depends on HOT's confidentiality policies and what release of information forms are signed by each individual. If an individual declines to sign a release form, HOT will continue to offer and provide services, but HOT will not share information with other partners.	Residents connected with services	

Response Level 3			
Strategy	Action Items	Outcome	Timeline
Contact HOT	Lead Entity contacts the Homeless Outreach Team (HOT) to gain information about if HOT is already connected with residents and if not, request HOT to provide outreach and engagement	Outreach is conducted	

Response Level 3			
Strategy	Action Items	Outcome	Timeline
Determine timeline	- Once the Lead Entity determines that action will be taken on an encampment based on a law, ordinance, etc. of which the encampment is in violation, the Lead Entity determines timeline of encampment cleanup based on applicable factors, including the enforcement code/law of which the encampment is in violation - While each situation will vary based on many factors which will guide the Lead Entity's timeline, best practice for homeless services is to generally include a timeline of between 4-6 months for repeated outreach services to be offered - The Lead Entity will contact HOT and the Human Services Agency (HSA) Center on Homelessness to discuss planning of outreach services and coordination with other service providers - The Lead Entity, HOT, and HSA will discuss roles and responsibilities - The Lead Entity is the lead on all aspects of the encampment clean up, including ensuring compliance with all applicable laws, ordinances, regulations, etc. - The HOT team will provide ongoing outreach and services to encampment residents, conduct an assessment of each resident's needs, refer to shelter through the coordinated entry to homeless services process, offer residents services, maintain close contact with residents, and coordinate with other applicable service providers - HSA will provide support and assist with gathering and communicating with applicable partner agencies - The Lead Entity will establish a media contact for their encampment action and will inform HOT and HSA of the media contact - The Lead Entity will schedule regular check in times with HOT (recommended weekly check-ins). HOT and HSA may suggest that other service providers also participate in the check ins	Clear timeline and roles are established Lead Entity established connection with HOT and HSA	

Response Level 3			
Strategy	Action Items	Outcome	Timeline
Conduct assessments	- The Lead Entity, working with HOT, will gather information about the encampment regarding the number of residents and their needs - HOT will attempt to meet individually with each resident to gather basic information, conduct an assessment of his/her specific needs, challenges, resources and barriers, and begin to start discussing housing options, identify if there may be relatives or others in his/her support network who could provide housing or other assistance, connecting residents to shelter and other homeless services via the Coordinated Entry System, and documenting information in the Homeless Management Information System (HMIS) - If an individual declines to meet with HOT, HOT will continue to attempt to provide outreach services and complete the assessment, but it is up to each individual whether or not to meet with HOT or other service providers, and whether or not to engage in services - HOT will refer each individual to services based on his/her needs (such as shelter, mental health services, substance treatment programs, housing programs, etc.) - HOT will create a master list of encampment residents, including key information such as what service providers each resident is connected to, other service needs, etc. - HOT will update the master list on a regular basis as the needs of and numbers of residents change Note: What, if any, information can be shared with the Lead Entity and other service providers depends on HOT's confidentiality policies and what release of information forms are signed by each individual. If an individual declines to sign a release form, HOT will continue to offer and provide services, but HOT will not be able to share information with other partners.	Gain an understanding of the needs and housing barriers of the encampment residents	

Response Level 3			
Strategy	Action Items	Outcome	Timeline
Meeting with partner agencies	- The Lead Entity, HOT and HSA discuss if a partner agency meeting would be beneficial in the planning for services - If so, the Lead Entity, with the assistance of HSA, gathers applicable partner agencies at a meeting where the Lead Entity does the following actions: - Share timeline and plan for the encampment cleanup - Share any information known to the Lead Entity regarding the needs of those in encampments (ensuring compliance with applicable confidentiality policies) - Request assistance for targeted outreach and gather input on how best to provide the targeted outreach. - Example agencies to be included: HOT, local Core Service Agency, law enforcement, BHRS, HSA, Diversion/Coordinated Entry team, Mateo Lodge, homeless shelter providers, Street Medicine, and Alcohol and Other Drug (AOD) treatment providers. - HSA will assist with gathering applicable partners and sharing information about homeless services Note: If Lead Entity chooses to hold a Service Day event, the Lead Entity will need to plan, organize and implement the Service Day event, including space, food, communication, and supplies such as tables/chairs. If a Lead Entity chooses to hold a Service Day, HOT and HSA can provide information about potential partner agencies to invite and can assist with communication to partner agencies.	Goals and roles are established. Plan for targeted outreach is established	As soon as possible after timeline is established

Response Level 3			
Strategy	Action Items	Outcome	Timeline
Lead Entity makes plans and takes action on communicating information to residents regarding cleaning, timeline, possessions/property, etc.	- All residents receive communication regarding the timeline of the closure - Lead Entity ensures communication, notices, timeline and all plans meet all laws/requirements	Residents understand timeline and Lead Entity ensures compliance with all laws/requirements	Best practice is to allow enough time for residents to be connected with services Lead Entity ensures compliance with all applicable laws, regulations, requirements

Response Level 3			
Strategy	Action Items	Outcome	Timeline
Provide targeted, persistent outreach	- After the residents are notified of the encampment removal by the Lead Entity and before the date of the encampment clearing, HOT will provide ongoing, persistent outreach to residents - HOT will provide ongoing outreach services to all encampment residents and continually offer assistance to the residents in connecting to shelter, other homeless services, reuniting with relatives or friends who may be able to assist with housing needs, mental health services, and other applicable services - The goal during this time is to bring services to the residents and offer/provide services in a client-centered approach with limited barriers to accessing services - HOT and other service providers will offer services on a continual basis throughout this time - If the Lead Entity chooses to do so, the Lead Entity can hold a Service Day event as another opportunity to offer services. A Service Day event is when numerous providers gather onsite to offer/provide services to the encampment residents. If there is an event like a Service Day, HOT will participate and help lead the outreach efforts during the event - If there is an event like a Service Day, HOT will participate and help lead the outreach services during the event - HOT will help identify learnings for future encampment outreach efforts, including gathering feedback from other service providers and partner agencies	Connecting residents of the encampment to shelter, housing, mental health services, and other applicable services	
Plan day-of cleanup	- The Lead Entity will create a plan for day-of cleanup, following all applicable laws, regulations, ordinances, etc. including: - Storage plan for personal belongings - Communication plan for how to access personal belongings - Resources identified for trash removal/cleanup	Appropriate plan is in place	Planning should begin as early as possible

Response Level 3			
Strategy	Action Items	Outcome	Timeline
Final targeted outreach	- HOT will provide additional targeted outreach to residents near the date of the clear out to continue to offer services and attempt to connect the residents to services, including shelter - HOT will offer transportation assistance to residents who are entering a shelter, housing, treatment programs, etc. - HOT will notify the Diversion and Coordinated Entry program manager of the planned time frame and coordinate services in the days leading up to the clear out - The Lead Entity will continue communicating to the encampment residents regarding the timeline and the actions that will occur	As additional offer of services to residents, right before the clear out	Within 2-4 days before the clear out
Clear out	The Lead Entity will conduct the clear out, in accordance with its plans and all applicable laws, regulation, ordinances, etc.	Encampment is cleared	Date planned by Lead Entity
After the clear out	Outreach by HOT will continue to the residents of the encampment even after the cleanup, if any of the residents remain unsheltered		

SM County Homeless Encampment Management Policies Questionnaire

Ken Cole – SM CO Director, Human Services Agency

Selina Toy – Lee – SM CO Director of Collaborative Community Outcomes

Matthew Hayes – SM CO Management Analyst, Center On Homelessness

1. Do you have a policy on encampment management and removal? How is private property abatement handled?
San Mateo County Homeless Encampment Toolkit
2. Is there a corresponding protocol?
3. What county/city department is point on the policies and protocols? How do the county / cities work together?
4. How do you develop and transition clients to permanent supportive housing?
Need Low Barrier housing with options for specialized clientele with pets, veterans, and for the highly addicted serious mental illness we need detox and critical mental health specialists. Conservation for those most critical the 1-10%.
5. What additional resources/staffing did you add and to which areas?
6. What is the relationship between the City and County and their responsibilities?
7. Who are the primary people/departments responsible and accountable for implementation, and who would be the best point of connection?
8. How is it working/not working?
What are the potential for a transitory center for medical and detox issues and navigation centers at various shelter options. Who assumes the liability and risk during the transportation phase for medical clearance otherwise.
9. What, if any, barriers, opposition, or significant impacts?
 - a. Legal – We need MOU or MOA with Caltrans and others with encampments for better coordination and timing for outreach and case management and support.
 - b. Political
 - c. Operational
*We need to identify the criteria and prioritization for clients and encampments. We need to coordinate the outreach, clearing,

storage, and incentivization, and then holding and hardening the area once cleared.

*We need to also determine how to handle and make capacity for those needing direct placement vs. coordinated entry

* The County will partner to support the city's efforts to clear encampments following the SM CO Homeless Encampment Toolkit. It's important to give the time needed for outreach. Not a lot of county unincorporated areas with encampments.

*Need a formal system to avoid duplication between in-patient and out-patient mental health and case management. Duplication between Field Crisis Team and other MDTs and the physical E.R. and PES. The 5150 commitment is not the answer to recurring serious mental crisis and there needs to be a path towards conservatorship – especially discharge planning pathway to treatment/shelter directly from PES/E.R. and Jail.

d. Fiscal

10. What would you suggest we adopt or do differently based on your experience thus far?

We do not currently track the percentage of high acuity resistant unhoused population but are currently exploring ways to identify and serve those with complex needs and significant barriers.

11. Are there any creative solutions or strategies you are considering or have heard of that would be good to consider?

Need for additional shelter options – safe parking, tiny cabins, etc. The Navigation Center will be a low barrier Housing First shelter with case management housing locations services, medical/physical health care, behavioral health care, vocation and employment assistance, and benefits assistance.

12. Who else would be a good resource to talk to about your homeless policies and practices?

13. Any other agencies that you would recommend I talk with that have successful encampment policies?

14. What is your definition of success – the metrics and data you track and report on? Do you have a dashboard and what is the link?

15. Please send a copy of your policies, protocols, and supporting documents

San Mateo County Homeless Encampment Resolution Policies Questionnaire

Dr. Brian Greenberg, LifeMoves

Encampment Resolution / Removal Strategies

1. Do you have a policy on encampment management and removal?

What's your interpretation and limitations regarding Martin vs Boise?

*We won't have to worry about Boise legal issue once Maple St. 2.0 and a few other project open as we will have a bed for everyone and be at Functional Zero.

*Bigger question is what to do about impairment and addiction and 5150 issues during Encampment resolution when mental health and substance impairment will be an issue transitioning them if our shelters don't have detox or acute mental health services on site as they're hard to move and generally won't stay in normal shelter situations or get evicted for inability to function in a normal setting.

Encampment population extrapolated from overall averages of SM County Homeless stats:

Untreated Addiction:

55% Self-Reported

80% per Outreach Surveys

Serious Mental Health issues:

25% Self-Reported

40% per Outreach Surveys

San Mateo County isn't prepared for the surge from encampment removal / resolutions. For instance we don't have "Low Barrier" shelters for impaired individuals, nor sobering stations, nor a good process for transitioning homeless 5150s right out of the hospital into shelter and services.

*If we could figure out how to get them navigation and appropriate placements – addiction or low functioning mental health limitations we could actually address the 10% or so that are high acuity -most resistive and will not do well in a regular shelter.

2. Is there a corresponding protocol?

Not yet that I know of for the issues we will face:

*We should be able to take people in 24/7 with addiction as oftentimes the middle of the night is when they want to come into shelter. But we either

need low barrier shelters or a clear policy around what we do with those not sober and unable to care for themselves.

*What is the expectation to take under the influence folks – will they be medically cleared first or will they go to sobering stations? There are none now for the homeless that I know of. There are others doing detox in shelters and mental health shelters specific for that population.

*What is that first step of coordinated entry to shelter for those impaired? Do we scale up the sobering stations and get treatment in there? Or do we move the treatment and sobering stations to the shelters? With as complicated as it will be to move this population I suggest maybe move those services to the shelters – nurses for medical clearance and treatment for impairment.

3. What county / city department is point on the policies and protocols?
SMCO HSA & Health & CMO are discussing this and other issues on providing shelter to this shelter-resistant population with a higher percentage of those impaired or unable to care for themselves. Remember when we are successful in getting most sheltered the remaining high acuity folks will be the ones remaining and be a higher percentage of the encampments. The Core CBOs need to be brought in on those conversations. Who assumes that higher risk for this population, especially now that we have the non- congregate shelters opening up. Those discussions have to be cleared up prior to encampment resolution / removal surge of this population into the Coordinated Entry System.
4. What is the relationship between the City and County and the CBOs responsibilities?
The relationships are great, but they need to engage the CBOs asking what's the best solution for our sheltered and unsheltered people – and bring together the CBOs handling this population to get more creative at treating and incentivizing them where they are. (See response to Question # 9 on creativity.)
5. Who are the primary people/departments responsible and accountable for implementation, and who would be the best point of connection?
County and allied agencies and CBOs
6. How is it working / not working?

The County doesn't have systems for treating unsheltered individuals, or even bringing those services into the shelters for their overwhelming issues of mental illness and addiction.

7. What, if any, barriers, opposition, or significant impacts?

- a. Legal – once we open 2.0 and a few other transformed hotels, etc. we'll go from 80 beds to 260 beds and we should be very close to functional zero which will take away any Boise issues. Liability in handling the population and their items / storage etc. need specific protocols in line with case law.
- b. Political - The Bd of Supervisors and the various local elected leaders and City Councils are very sensitive to bad press and complaints. We know that there will be some backlash with advocate groups and individuals re either encampment clearing or those we can't accept or have to eject from shelter for safety reasons, so they all will need to be prepped and understand the process and what we're doing. They need to be brought in and to understand the process and that this is the humane approach and be given facts and talking points to respond with.
- c. Operational
Are we going to take people under the influence and what does the systems reengineering look like – we really haven't done any of that for the significant mental health and addiction issues. We still have siloed primary care, inpatient and outpatient services, and sheltered and unsheltered systems – they all need to be brought together and have "warm hand-offs" opportunizing all facets for individual needs.
- d. Fiscal – no fiscal barriers that I can see – this is such a high wealth county with one of the lowest numbers of people on Medi-Care, etc. Most go to their own private insurance providers so the county treatment is underutilized and should be seeing many more people but aren't in the spaces where the sheltered / unsheltered are.

8. What would you suggest we adopt or do differently based on your experience thus far?

*The County needs to work with cities to coordinate the differences in policies so that there aren't so many differences, i.e. oversized vehicles and people sleeping in their cars, etc.

*In San Mateo County we don't need to have that many options for shelter and we certainly need to ensure that the safe parking and other shelter options developed be enforced for residents only – the County needs to ensure that either you have your benefits registered to this county or you don't get services here to avoid being a magnet for the overflow in urban areas like San Jose and San Francisco.

* What protocols are we developing for the 1% (maybe more in encampments?) who simply cannot care for themselves. We need to escalate those cases and who coordinates – seems like it needs the County to work closely with the Outreach and Street Medicine Teams and Law Enforcement for those labor-intensive cases – to be conserved. They should be conserved right from the safe locked facility especially if they are repeat 5150 clients. The mental health courts may address if they get established but the courts have never had a desire to mandate mental health treatment or issues.

9. Are there any creative solutions or strategies you are considering or have heard of that would be good to consider?

*Getting mental health and substance abuse to those sheltered and unsheltered – get creative and customize services and providers and motivational speakers to where they are. None of the programs have been customized to how they will be tailored to and service the homeless.

Example – for the unsheltered homeless:

*Project 90 and others could host pizza parties with addiction treatment and even in shelters, we could give away uber eats special meal delivery for those participating in recovery treatment – it's cheaper in the long run!

*Also doing outreach with peer addiction counselors and incenting treatment and referrals to subsidized residential treatment – it's underutilized in our county but they don't cater to the homeless.

*For sheltered untreated mental illness – how can we mandate treatment – court system weak link? Maybe tying it to upgraded shelter? Homeless or Diversion Courts tied to navigation and treatment shelters?

*For impaired drug addicts – can we open up the flow for them off the streets right through detox and then into shelter – County Palm Avenue detox and StarVista and even hospital – can they be ramped up for capacity? Then transported to shelter once medically cleared or again - maybe the detox services should just be moved to the shelters?

*For those homeless unable to care for themselves put on a temporary 5150 hold – if we know they are repeat 5150's can't we put them right into treatment services and care settings DIRECTLY from the 5150 holds in the hospital. Just letting repeat users go means they continue to utilize the emergency care without any progress and probably end up homeless – working against our goals? Do inpatient emergency and outpatient residential and treatment options have seamless “warm hand-offs” in our county protocols? We shouldn't just release when we have them – let's start navigation wherever we have them – inpatient, jails, etc.

10. Who else would be a good resource to talk to about your homeless policies and practices?

Clara Boyde in charge of the county sobering station and detox facilities.
There is such a high percentage we need to treat them where they are on the streets and get them handed off to shelters once sobered.

11. Any other agencies that you would recommend I talk with that have successful encampment policies?

NOT San Jose!

12. What is your definition of success – the metrics and data you track and report on?

VERY SIMPLE FOR US:

How many are unsheltered?

How many go into shelter?

How many housed?

How many go into permanent housing?

13. Please send a copy of your policies, protocols, and supporting documents

10.1.9 Santa Barbara City, California

City of Santa Barbara Encampments Questionnaire

Chris Clark – Encampment Manager

Liz Stotts – Homeless Coordinator Analyst

Lt. Charlie Kitsapsis – Santa Barbara Police Department

Al Ortiz - CityNet Outreach Services – Contractor – San Diego - Sacramento

1. Do you have a policy on encampment management and removal?
Is there a corresponding protocol?
Working with Caltrans and Union Pacific to build those relationships. They give us permission to go on their properties and now they've started bringing in their own resources to abate and clean up and mostly they'll tell you when they're coming in. We have a very narrow view on Boise – if we offer them housing right away and they do not accept we have met the Boise conditions.
2. What county / city department is point on the policies and protocols?
*City Department of Homelessness, working with CAO for coordination
*Environmental Services is the lead and set up a system to address encampments – [encampment link for community to report online on a map](#), then environmental services assess, and post to vacate, offer shelter right away, and then coordinates with the Street response teams for resources and referrals through SB Act to do outreach and provide services and CityNet also contracted for shelter coordination and CES outreach.
*Once posted and outreach for services – then Environmental services contracts out the clean up to “Big Green”, and the PD provides a civil standby to ensure safety and book property.
3. Who are the primary people/departments responsible and accountable for implementation, and who would be the best point of connection?
*Liz Stotts admin side and Chris Clark is the coordinator.
4. How is it working / not working?
We've remediated over 3K since 2019 and 19% uninhabited. We need permanent supportive housing.
www.sustainability.santabarbaraca.gov the dashboards and metric that are open to the public
5. What, if any, barriers, opposition, or backlash?

a. Legal – We have a lot of municipal ordinances including a no camping other than designated areas, a sit-lie ordinance for the merchant corridors, but our oversized vehicle ordinance is being challenged legally and we try to avoid enforcement and use outreach and shelter.

*Another big issue is the storage policy as we got sued for property destruction so that is very strictly governed by the protocol and we document and record talking to occupants about what is considered valuable and what to store during cleanups.

*For Boise we always offer the bed right up front as soon as environmental services responds to assess the site. If they don't accept an offer of shelter than we are cleared of any Boise issues – and post for 72-hour removal and clean up. We send in outreach and continue to offer shelter and services until cleaned up.

* A newer challenge for us is the amount of daytime homeless with excessive amounts of items in our parks taking up the family and picnic areas with all sorts of property. City Attorney believes we need to provide alternative storage sites if we disallow large amounts of personal property in the parks. We are considering how we might provide alternative storage sites and analyzing the San Bernadino Storage ordinance – attached.

b. Political - The Loma fire highlighted the issue of encampment risks And the community and merchants put pressure to remediate the dangers – the response bifurcated – if it's fire safety then Fire Department identifies issues, if it's environmental or coastal or parks then appropriate agencies work with community and stakeholders.

*Based on the fire risks the city paid for homeless hotels to get high risk encampments off the streets, but then backlash on the amount of funding and they went back out on the streets.

*We gain political and community support by active and continued messaging about our approach and the suffering of those unhoused. We have a website and flyers directed both at community and how to report an encampment and also why we need to shelter the unhoused.

*It really helps to focus on the data to build support and understanding and reassure that we're making progress. We built a data dashboard and that seems to be a good focus for reporting back on progress to elected and community leaders

- c. Operational – The lack of housing and shelter – congregate 200 beds at 85% capacity and 822 at last count unsheltered – we did a 6 month shelter of the high risk fire sites and was controversial based on how much we were spending on hotels and so now we monitor them as closely as we can
 - d. Fiscal – *There’s not a lot of money to create housing options but a lot of political support to remove encampments based on the backlash to the fires and other safety issues happening and the community is very vocal. The problem is that the county is generally the recipient of the grants and PLHA and we are dependent upon them for services and for grant pass throughs for outreach.
 *Pallet Shelters and mini cabins are the interim supportive housing solutions – not many want congregate shelters now that we are at the last most resistant encampments. About 40% will take congregate shelter and about 95% will take “gold standard” individual or small unit shelters or hotels.
6. What would you suggest we adopt or do differently based on your experience thus far?
 *Materials management – unless you have shelter you can’t abate
 *People’s management – have staffing and resources and procedures to act very quickly – must stay on top of it and don’t let them get big. We will remove them – not manage them we want to manage the people. No Camping Ordinance is the game changer for us. Our no lodging ordinance was struck down.
 7. Who else would be a good resource to talk to about your homeless policies and practices? Public Defender T Macuga, and City Attorney Denny Wei
 8. Any other agencies that you would recommend I talk with that have similar encampment policies?
 9. Please send a copy of your policies, protocols, and supporting documents.
 SB Muni Codes attached:
 15.16.070 – Unlawful areas to camp: Unlawful to camp in: any public park, public street, public parking lot, or public area or public beach – improved or unimproved / 15.16.090 – Posted Areas where lawful to camp or park camper – Only in posted areas.



SANTA BARBARA POLICE DEPARTMENT

ATTENTION

REMAINING AT THIS LOCATION CAN RESULT IN
AN ARREST OR CITATION FOR THE FOLLOWING
SECTIONS, INCLUDING BUT NOT LIMITED TO:

- 602 P.C. – Trespassing
- 15.16.070 M.C. – Unlawful Area to Camp
- 374.4 P.C. – Littering

YOU MUST REMOVE ALL OF YOUR PROPERTY FROM

_____ BY _____ AT _____
Location Date Time

Any property remaining in this area will be disposed of. Certain items of personal property may be collected and stored for up to 90 days by the City of Santa Barbara. **PROPERTY WILL NOT BE RELEASED WITHOUT AN APPOINTMENT.** To reclaim your property from the Santa Barbara Police Department (215 East Figueroa Street, Santa Barbara, CA 93101), please contact the Property Room at (805) 897-2375 to schedule an appointment. You will be required to provide a description of the location of the cleanup and the date and time the cleanup occurred.

If you need help with housing or want to learn about resources available to you, contact CityNet at (805) 203-6588.

Posted _____

ORDINANCE NO. 1722

**AN ORDINANCE OF THE CITY COUNCIL OF
SAN CLEMENTE, CALIFORNIA AMENDING
TITLES 8 AND 12 OF THE SAN CLEMENTE
MUNICIPAL CODE REGARDING SHOPPING
CARTS, CRITICAL INFRASTRUCTURE AND
PUBLIC STORAGE OF PERSONAL PROPERTY
AND FINDING THE ORDINANCE NOT SUBJECT
TO THE CALIFORNIA ENVIRONMENTAL
QUALITY ACT**

WHEREAS, Article XI, Section 7 of the California Constitution authorizes the City to enact and enforce ordinances that regulate conditions which may be public nuisances or health hazards, or that promote social, economic, or aesthetic considerations; and

WHEREAS, the City Council finds that shopping carts that are removed from local businesses can increase operating expenses for such businesses and contribute to blight in the City; and

WHEREAS, Section 22435.2 of the California Business and Professions Code prohibits, among other things, the unauthorized removal and possession of shopping carts; and

WHEREAS, Section 22435.8 of the Business and Professions Code authorizes municipalities to enact ordinances that regulate or prohibit the removal of shopping carts except to the extent that any provision of such an ordinance "expressly conflicts" with Business and Professions section 22435 et seq.; and

WHEREAS, numerous cities have adopted local regulations prohibiting the unauthorized removal and possession of shopping carts, including Dana Point (DPMC, § 11.95.010), the City of Orange (OMC, § 8.06.080), Santa Ana (SAMC, § 33-215) and Stanton (SMC, § 9.92.130); and

WHEREAS, Chapter 8.60 of the San Clemente Municipal Code ("SCMC") contains the City's regulations governing shopping carts; and

WHEREAS, Chapter 8.60 does not currently prohibit the unauthorized removal and possession of shopping carts; and

WHEREAS, this Ordinance amends Chapter 8.60 to prohibit such activities; and

WHEREAS, various infrastructure within the City is critical to the protection of public health, safety, and welfare. Such infrastructure includes, but is not limited to, fire stations, hospitals, public utilities, electrical wires, natural gas pipes, and water resources; and

WHEREAS, the placement or storage of personal property in, on, or adjacent to critical infrastructure can result in damage, disruption, incapacitation, and/or destruction. Such consequences can result in substantial adverse public health and safety impacts, including delayed emergency response times, interrupted utility service, and injuries to persons or property; and

WHEREAS, to avoid such consequences, this Ordinance amends Title 12 (Streets, Sidewalks, and Public Places) of the SCMC to add a new Chapter 12.18, entitled "Critical Infrastructure and Public Storage of Personal Property." Subject to limited exceptions, Chapter 12.18 regulates the storage of personal property on any land or easement that is owned or operated by the City; and

WHEREAS, Chapter 12.18 includes procedures governing the circumstances under which City personnel and law enforcement (collectively "Enforcement Personnel") may remove property left in such areas; and

WHEREAS, Chapter 12.18 requires Enforcement Personnel to comply with distinct notice, storage, and retrieval procedures that apply depending on the type of property found and its location (e.g., within 10 feet of critical infrastructure); and

WHEREAS, this Ordinance reflects the City Council's desire to protect public property and the health, safety, and welfare of the City's businesses, residents, and visitors in manner that includes adequate procedural safeguards governing the removal and storage of personal property; and

WHEREAS, any and all other legal prerequisites relating to the adoption of this Ordinance have occurred.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SAN CLEMENTE, CALIFORNIA, DOES ORDAIN AS FOLLOWS:

Section 1. Incorporation of Recitals. The recitals above are true and correct and are hereby adopted as findings as if fully set forth herein.

Section 2. CEQA. The City Council finds that this Ordinance is not subject to the California Environmental Quality Act ("CEQA") because the Ordinance does not qualify as a "project" under CEQA and because the Ordinance will not result in a direct or reasonably foreseeable indirect physical change in the environment. (State CEQA Guidelines section 15060, subd. (c)(2), (3).) Section 15378 of the State CEQA Guidelines defines a project as the whole of an action, which could

potentially result in either a direct physical change, or reasonably foreseeable indirect physical change, in the environment. Here, the Ordinance will not result in any construction or development, and it will not have any effect that would physically change the environment. The Ordinance therefore does not qualify as a project subject to CEQA.

In the alternative, even if the Ordinance did qualify as a "project" under CEQA, it would be exempt from CEQA under State CEQA Guidelines section 15061(b)(3), which exempts projects from CEQA "[w]here it can be seen with certainty that there is no possibility that the activity in question may have a significant effect on the environment." Thus, even if the Ordinance could result in some physical change in the environment, the Ordinance is exempt from CEQA because it can be seen with certainty that there is no possibility that the Ordinance may have a significant effect on the environment.

Section 3. Code Amendment. Section 8.60.030 is hereby added to Chapter 8.60 of the San Clemente Municipal Code and shall read in its entirety as follows:

"Section 8.60.030 - Unauthorized Removal or Possession of Shopping Carts.

It is unlawful to do any of the following acts if a shopping cart has a permanently affixed sign as provided in Section 8.60.010:

A. Removal. No person shall remove any shopping cart from the premises or parking area of any business establishment without the written consent of the owner.

B. Possession. No person shall have in his or her possession any shopping cart that has been removed from the premises or parking area of any business establishment without the written consent of the owner.

C. This section shall not apply to shopping carts removed as authorized in writing by the owner or retailer for the purpose of repair, maintenance, or disposal."

Section 4. Code Amendment. Chapter 12.18 is hereby added to Title 12 of the San Clemente Municipal Code and shall read in its entirety as follows:

"Chapter 12.18 – Public Storage of Personal Property

Section 12.18.010 – Purpose

This Chapter is intended to protect the public health, safety, and welfare by preventing injuries to persons and property. This Chapter is also intended to ensure that certain locations within the City remain accessible to the public as well as City and public safety personnel. Meaningful protection of such interests includes, among other things, regulations governing public storage of personal property. Left unregulated, the storage of personal property in public spaces can cause significant adverse health and safety impacts, including the following:

A. Property stored in, on, or adjacent to critical infrastructure can result in damage, disruption, incapacitation, and destruction. Such consequences can lead to delayed emergency response times, interrupted utility service, and injuries to persons or property.

B. Property stored near critical driveways, loading docks and/or in a manner that obstructs (often heavily trafficked) public rights-of-way can likewise result in injuries to persons or property. Among other things, such injuries can be caused by persons having to traverse around obstructions and vehicles entering and exiting roadways.

C. Storing property in public spaces also contributes to blight, can damage such property, and foster unsanitary conditions (e.g., accumulation of items infested with insects or vermin).

Section 12.18.020 – Definitions

"Abandoned personal property" means unattended, but not stored, personal property that by its condition of damage, deterioration, disrepair, non-use, obsolescence or location causes any reasonable person to conclude that the owner has permanently relinquished all right, title, claim and possession thereto. In determining whether property is abandoned, enforcement personnel shall, erring on the side of caution, evaluate the facts and circumstances surrounding the item(s), including whether the personal property is unattended and lacks objective signs of abandonment. Examples of objective signs of abandonment include, but are not limited to, items located in gutters, placed adjacent to trash receptacles, an empty and/or broken tent sitting by itself on a sidewalk with no other belongings, or a bag of clothes that is open and strewn across a sidewalk. Notwithstanding the foregoing, personal property covered by Section 12.18.040 (B)(1) (Property Associated with Camping) shall not be considered abandoned.

"Business Hours" means the hours that City Hall for the City is open to the public for business.

"City" means the City of San Clemente, California.

"City property" means property or easement that is owned, operated, or managed by the City.

"Critical use area" means any of the following areas of City property:

1. Within 10 feet of any operational or utilizable entrance, exit, driveway, service area, or loading dock, or within, on, or obstructing, any stairway, passageway, hallway, or corridor leading to such areas.
2. Within 10 feet of critical infrastructure.
3. Within 5 feet of any parking space, whether delineated with space markings or otherwise.
4. Any area upon a sidewalk or other public right-of-way that the Americans with Disabilities Act of 1990 (as amended from time to time) requires to be clear of obstructions for purposes of pedestrian and disabled pedestrian traffic.

"Critical Infrastructure" means fire or law enforcement stations; hospitals; structures, such as antennas, bridges, train tracks, or drainage systems; or systems, such as computer networks, public utilities, electrical wires, natural gas pipes, telecommunication centers, or water resources. Critical infrastructure also includes real property or a facility, whether privately or publicly owned, that the City Manager or designee designates as being so vital and integral to the operation or functioning of the City or in need of protection that its damage, incapacity, disruption, or destruction would have a debilitating impact on the public health, safety, or welfare.

"Enforcement personnel" means the Orange County Fire Authority, the Orange County Sheriff's Department and employees of the City's Code Compliance, Park Ranger, and Marine Safety Divisions. Enforcement personnel also includes employees designated by the City Manager as having authority to enforce this Chapter.

"Essential personal property" means tents, tarpaulins, bedding, blankets, sleeping bags, bicycles, trailers, carts, clothing, identification, medical papers or devices, medications, personal items (e.g., photographs and documents) and items necessary to acquire assistance for, or achieve, instrumental activities of daily living. Essential personal property does not include any items intended for

commercial purposes, such as items, consumable or otherwise, for sale, trade, barter, or in consideration of donations.

"Instrumental activities of daily living" means activities a person engages in, on their own behalf, to achieve, or participate in, any of the following:

1. Getting into/out of bed or a chair
2. Toilet hygiene
3. Bathing or showering
4. Getting dressed
5. Personal hygiene
6. Eating
7. Walking/climbing stairs
8. Caring for others
9. Caring for pets
10. Child rearing
11. Communication management
12. Community mobility
13. Financial management
14. Health management and maintenance
15. Home establishment and maintenance
16. Meal preparation and cleanup
17. Religious observances
18. Safety procedures and emergency responses
19. Shopping

"Non-essential personal property" means all items other than essential personal property.

"Personal property" means any tangible property other than land that may be subject to ownership. Personal property includes essential and non-essential personal property.

"Public utilities" means any outdoor water, sewer, or electrical outlets or fixtures on government owned, maintained, or operated properties within the City that are not designated for public use.

"Sheriff" means any sworn personnel of the Orange County Sheriff's Department.

"Store" means to put aside or accumulate for use when needed, to put for safekeeping, to place or leave in a location. Stored personal property does not include abandoned personal property.

"Stored personal property" means personal property, other than abandoned personal property, that is accompanied by signs of ownership, such as packing, stacking, or organizing.

"Unattended" means no person is present with the personal property who asserts or claims ownership of the personal property.

Section 12.18.030 – Prohibitions

A. Prohibition. No person shall store any non-essential personal property on City property.

B. Exceptions. Subsection (A) shall not apply to any of the following:

1. Storing property in accordance with a City-issued permit.
2. Storing property as part of activities expressly authorized by the City.
3. Property storage by an employee of the City or any public utility or government agency in the course of their employment.

Section 12.18.040 – Removal, Storage, and Retrieval

A. Abandoned Personal Property. Enforcement personnel may remove and immediately discard any abandoned essential and non-essential personal property located on City property without complying with the pre-removal notice, post-removal notice, storage, and retrieval requirements set forth in subsections (B)(4), (B)(5) and (B)(6) below. Notwithstanding the foregoing, any essential or non-essential personal property covered by subsection (B)(1) (Property Associated with Camping) shall not be considered abandoned.

B. Stored Personal Property. Enforcement personnel may remove unattended stored essential and non-essential personal property on City property subject to the following procedures:

1. Property Associated with Camping. Absent exigent circumstances relating to immediate threats to the public health, safety, or welfare and subject to subsection (B)(2) (Critical Use Areas) below, all essential and non-essential personal property located within a 15 foot radius of any location where an unhoused individual is camping in accordance with *Martin v. City of Boise* (9th Cir. 2019) 920 F.3d 584 and Chapter 8.86 of the San Clemente Municipal Code shall not be considered abandoned and may be removed subject to the pre-removal notice, post-removal notice, storage, and retrieval requirements set forth in subsections (B)(4)(a), (B)(4)(b), (B)(5), and (B)(6) below.

2. Critical Use Areas. Essential and non-essential personal property, including property covered by subsection (B)(1) (Property Associated with Camping) above, that is blocking access to any critical use area and that cannot be moved aside may be removed subject to the post-removal notice, storage, and retrieval requirements set forth in subsections (B)(4)(b), (B)(5) and (B)(6) below. If personal property can be moved aside so as to not block access to the critical use area, then such property shall be removed in accordance with subsections (B)(1) (Property Associated with Camping) or (B)(3) (All Other Areas), as applicable.

3. All Other Areas. Essential and non-essential personal property that is not covered by subsections (B)(1)(Property Associated With Camping) or (B)(2)(Critical Use Areas) may be removed in accordance with the following:

a. Essential Personal Property. Essential personal property may be removed subject to the pre-removal notice, post-removal notice, storage, and retrieval requirements set forth in subsections (B)(4)(a), (B)(4)(b), (B)(5), and (B)(6) below.

b. Non-Essential Personal Property. Non-essential personal property may be removed subject to the post-removal notice, storage, and retrieval requirements set forth in subsections (B)(4)(b), (B)(5), and (B)(6) below.

4. Notice.

a. Pre-Removal Notice. In instances where pre-removal notice is required, such notice shall:

- i. Be posted no less than 24 hours prior to the removal.
- ii. Be posted at the site of the personal property.
- iii. Include the date and time by which the personal property must be moved.
- iv. Explain that the City will remove and impound the personal property if it is not moved from City property.

b. Post-Removal Notice. In instances where post-removal notice is required, such notice shall:

- i. Be posted immediately after the removal of personal property.
- ii. Be posted at the site from which the personal property was removed.
- iii. Detail the procedures for retrieving the personal property.

5. Storage.

a. Manner and Timing. In instances where storage is required, the City or Sheriff shall store removed personal property for 90 days from the date of removal.

b. Location. The removed personal property shall be stored at a location or locations in the City that reasonably facilitate retrieval.

c. Records. The City or Sheriff shall keep written records, maintained for at least 90 days following removal, of any personal property stored. The records shall include the date that the personal property was removed, the location from which the personal property was removed, and a general description of the personal property.

6. Retrieval. During Business Hours, the City or Sheriff shall promptly assist any person seeking to retrieve property stored pursuant to subsection (B)(5) above.

7. Exceptions. The notice, storage, and retrieval regulations set forth in subsections (B)(4), (B)(5), and (B)(6) above shall not apply to the following:

a. Items that present a health and safety risk if stored, such as items soiled by bodily fluids, items that are moldy, items infested by insects or vermin, and perishable food. Such items need not be stored and may be discarded.

b. Items that constitute evidence of a crime or contraband, which may be seized and discarded as permitted by law."

Section 5. Code Amendment. Section 8.86.030 of Title 8 of the San Clemente Municipal Code is hereby amended to read in its entirety as follows:

"8.86.030 -- Camping Procedures, Removal and Recovery of Personal Property

See Chapter 12.18 of this code."

Section 6. Publication. The City Clerk shall certify to the adoption of this ordinance and cause it, or a summary of it, to be published once within 15 days of adoption in a newspaper of general circulation printed and published within the City of San Clemente, and shall post a certified copy of this ordinance, including the vote for and against the same, in the Office of the City Clerk in accordance with California Government Code, section 36933.

Section 7. Prior Enactments. The provisions set forth in Section 4 of this Ordinance shall superseded any provision of a prior resolution adopted by the City Council to the extent that the prior resolution is inconsistent therewith.

Section 8. Records. The documents and materials associated with this ordinance that constitute the record of proceedings on which the City Council's findings and determinations are based are located at City Hall, 910 Calle Negocio, San Clemente, CA 92673.

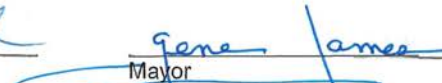
Section 9. Severability. If any provision of this ordinance or its application to any person or circumstance is held invalid, such invalidity has no effect on the other provisions or applications of the ordinance that can be given effect without the invalid provision or application, and to this extent, the provisions of this ordinance are severable. The City Council declares that it would have adopted this ordinance irrespective of the invalidity of any portion thereof.

Section 10. Effective Date. This Ordinance shall become effective 30 days after its adoption.

APPROVED AND ADOPTED this 1st day of February, 2022.

ATTEST:


City Clerk


Mayor

STATE OF CALIFORNIA)
COUNTY OF ORANGE) ss.
CITY OF SAN CLEMENTE)

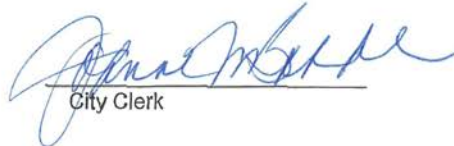
I, Joanne Baad, City Clerk of the City of San Clemente, California, hereby certify that Ordinance No. 1722 having been regularly introduced at the meeting of January 18, 2022, was again introduced, the reading in full thereof unanimously waived, and duly passed and adopted at a regular meeting of the City Council held on the 1st day of February, 2022, and said ordinance was adopted by the following vote:

AYES: DUNCAN, KNOBLOCK, WARD, MAYOR JAMES

NOES: NONE

ABSENT: FERGUSON

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the City of San Clemente, California, this 8th day of FEB., 2022.


City Clerk

APPROVED AS TO FORM:


Scott Smith, City Attorney

10.1.10 Santa Barbara County, California

Homeless Encampment Management Policies Questionnaire

From: County of Santa Barbara

Lucille Boss, Deputy Director of Homelessness & Public Housing and Community Services

Mike Munoz, Deputy County Counsel

Tracy Macuga, Deputy Public Defender – Restoration Court

1. Do you have a policy on encampment management and removal?
Yes; the County Board of Supervisors approved an [Encampment Resolution Strategy and Encampment Response Protocol on August 31, 2021](#) as attached as well as the corresponding Admin Report to the BOS and the "Criteria for Assessing Encampments for Interventions" all attached.
2. Is there a corresponding protocol?
Yes; the Encampment Response Protocol is attached and also at the link above.
3. What county / city department is point on the policies and protocols?
 - a. Community Services/Housing and Community Development houses the Encampment Response Coordinator, and works closely with the Encampment Response Team: Public Health/Environmental Health Services, Fire, Sheriff, and homeless service providers (street outreach housing navigators)
***Very important and significant change to have a dedicated Deputy Director position for Homelessness manages all street outreach and service contracts as well as all storage and shelter contracts and manages coordination and coordinated entry program.**
4. What is the relationship between the City and County and their responsibilities?
 - a. The County is working with cities, Caltrans, and railroad companies to develop an MOU addressing access to sites and strengthening coordination, communication, and collaboration. The County also coordinates services access and partners with the public / private entities. The bi-weekly RAP meetings convene all stakeholders.
5. Who are the primary people/departments responsible and accountable for implementation, and who would be the best point of connection?

- a. Community Services/Housing and Community Development houses the Encampment Response Coordinator: Lucille Boss
LBoss@countyofsb.org
6. How is it working / not working?
- a. Please see the [6-month progress report](#) presented to the County's Board of Supervisors on May 24, 2022. The County is working on a three year plan, "Bridges" to develop a continuum of homeless housing options and availability such as Pallet shelters and affordable permanent supported housing.
 - b. It's important to have multiple coordinated entry points for specific groups as well – veterans, youth, LGBTQ+, families, etc.
 - c. The 10% high acuity resistant population needs a crisis stabilization unit located in a mental health shelter (such as their Good Samaritan Shelter) and special accommodations to ensure they have detox, medical and mental health treatment, etc.
 - d. Restoration Court: There is separate case conferencing for those who are criminally involved to include the Public Defender, Behavioral Health, the DA and look at treatment diversion options.
7. What, if any, barriers, opposition, or significant impacts?
- a. Legal – SB County is more restricted with their interpretation of Boise being that actual housing slots must be defined each time housing is offered, and that there can be no removal of encampments without housing per their interpretation of Boise unless a safety / health threat. It is a challenge to share HMIS (Homeless Management Information Systems) information between providers and police and outreach. It is important to document all shelter offers and video and record them in the HMIS.
 - b. Political – There is broad support for humane removal of encampments but a very diverse county with differing levels of support. The County is now engaging in an effort to build support and fundraising for the "Bridges" new shelter/housing expansion initiative.
 - c. Operational – The county has robust coordinated policies and protocols, although there is a focus on how to communicate and coordinate with the different policies and interests of the different jurisdictions including cities and Caltrans, Union Pacific, etc. They are working on an MOU for all allied agencies.

*If using pallet or other pre-fab shelters don't count on electrical hook-ups from PG&E for six to 8 months – better to go Solar!

*There is a challenge to providing Low-Barrier Shelters; the County has hired a consultant with their System Improvement Funding to institute Low Barrier Shelters. They need detox and mental health treatment shelters.

*They structure their coordinated RAP meetings so that the first half is general updates and information including hot spots and operations, however the second half of meeting will only be for the case managers and those not using the info for criminal or other matters stay to manage cases. They try and get all clients to sign release of information so it can be shared more broadly with outreach, PD, DA, etc.

- d. Fiscal – Resources stretched and a significant capital funding campaign “bridges” is hoped to engage philanthropy and additional funding streams to develop housing.

*The County is also exploring the “By Rights” legislation enabling Caltrans property to be used for Low Barrier shelters as part of the state’s Shelter/Housing package. Also using their Transit Corridor Funding to institute a rolling stock of permanent housing to include tiny homes/pallet shelters.

*County puts 30% of their ARPA money into homeless funding and that will continue with county funding into the future to manage countywide outreach with cities receiving county grants to manage their own homeless outreach.

The challenges are outlined in the attached presentations to the Board of Supervisors on 8/31/21 or 5/24/22.

- 8. What would you suggest we adopt or do differently based on your experience thus far?
 - a. The Encampment Response Protocol is a living/working document and will be updated following a year of implementation
 - b. We recommend implementing a complete strategy focused on resolving encampments/homelessness for persons who are currently unsheltered; a complete strategy will differ depending on community data and needs analysis, but it may include:
 - i. Encampment Response Protocol and Team
 - ii. Outreach critical and important for navigation and Coordinated entry into the system

- iii. Increasing access to shelter and different shelter options –
Pallet housing, etc.
 - iv. Leveraging long-term rental subsidies
 - v. Creating new permanent housing units
 - vi. Robust outreach and engagement
 - vii. Sustained adequate funding
9. Are there any creative solutions or strategies you are considering or have heard of that would be good to consider?
- a. The United States Interagency Council on Homelessness recently released “Principles for Addressing Encampments” and will be incorporated into our local year-one implementation progress report.
 - b. We have stimulated quick successes with our acceptance into the “Governor’s 100 Day Challenge Initiative on Homelessness” One of three Counties granted funding – we focused on veterans and mapping and entering the transit corridor encampment residents into the CES system. We formed a task force to rapidly break through obstructions and barriers and saw quick results from the focused objectives.
10. Who else would be a good resource to talk to about your homeless policies and practices?
- a. Kimberlee Albers, Homeless Assistance Program Manager
KAlbers@countyofsb.org
11. Any other agencies that you would recommend I talk with that have successful encampment policies?
- a. Helene Schneider, USICH Regional Coordinator can refer you to other communities in planning and implementation phases
12. What is your definition of success – the metrics and data you track and report on?
- a. The following are outlined in the Encampment Resolution Strategy and Encampment Response Protocol as goals and performance measures:
 - i. Number of encampments assessed
 - ii. Number of encampments resolved
 - iii. Number of persons identified in assessed encampments
 - iv. Participants in resolved encampments who accept alternate shelter/housing

- v. Participants who accept alternative shelter or services are permanently housed
 - vi. Resolved encampments not re-established at 3-months
 - vii. Resolved encampments not re-established at 6-months
 - viii. Resolved encampments not re-established at 12-months
 - ix. Reduce calls for service to encampment locations (incidents leading to service requests, reduce drug-related and criminal activity)
- b. The following are outlined in draft reporting:
- i. Number of households receiving eviction prevention services (including legal representation).
 - ii. Number of affordable housing units preserved or developed.
 - iii. Number of encampment sites recorded
 - iv. Number of encampment clusters (areas with large numbers of encampment sites) assessed
 - v. Number of encampment sites assessed
 - vi. Number of persons identified in assessed sites
 - vii. Number of encampment sites resolved
 - viii. Number of persons identified in resolved sites
 - ix. Participants in resolved encampments who accept alternate shelter/housing
 - x. Participants who accept alternative shelter or services are permanently housed: not yet applicable
 - xi. Resolved encampments not re-established at 3-months
 - xii. Resolved encampments not re-established at 6-months
 - xiii. Resolved encampments not re-established at 12-months
 - xiv. Reduce calls for service to encampment locations (incidents leading to service requests, reduce drug-related and criminal activity)

13. Please send a copy of your policies, protocols, and supporting documents

- a. Linked throughout this document and attached

10.2 Literature Search

City of Houston/Harris County: Homeless Encampment Response Strategy 08/21 Coalition for the Homeless of Houston/Harris County

<https://irp.cdn-website.com/2d521d2c/files/uploaded/Encampment%20Response%20Strategy%20FINAL.pdf>

From the Guide: “This encampment response strategy evolved over multiple years of each component part functioning relatively well as a standalone element, but not consistently resulting in sustained success in decommissioning encampments or sustained permanent housing placements for inhabitants of those encampments. Key factors changed in 2020 that enabled Houston to align all these component parts and overlay a strategic, system-wide approach to encampment decommissioning with a focused plan of clearance and closure with supports. The keys to this success are described later in this report but flow largely from two significant factors: substantial new housing resources resulting from the CARES Act (Coronavirus Aid, Relief, and Economic Security Act of March 2020 that appropriated \$2 trillion in stimulus funds designed to blunt the impact of the global coronavirus pandemic) and a centralized encampment decommissioning process with strategic leadership support among government and nongovernment partners.”

Houston has taken a unified and coordinated approach that has translated to significant successes and outlines the strategy – both the development and the core principles that have driven that success.

Housing our unhoused residents who have mental illness and substance use disorders October 2021 / December 2021

A learning journey convened by Health, Human Services, the County Manager’s Office, and County Counsel to determine how might we more effectively engage our unhoused mentally ill/co-occurring residents and what barriers should be eliminated, and any changes, strategies, and resources that would lead to housing our most challenging to reach.

City Approaches to Encampments and What they Cost

Abt Associates 02/2020

<https://www.huduser.gov/portal/publications/Exploring-Homelessness-Among-People.html>

From the Forward:” This study lays out a novel framework for approaches to encampments in cities around the country: clearance with support, clearance with little or no support, tacit acceptance, and formal sanctioning. Local officials in the four cities that were the focus of this study – Chicago, Houston, Tacoma, and San Jose – generally converged on a common strategy for responding to their most visible encampments “clearance and closure with support.” In this approach, clearance (removing structures and personal belongings from the encampment) and closure (preventing people from returning to the encampment) have followed resource-intensive outreach to help connect encampment residents with needed services to try to ensure that every resident has somewhere to go at the point of encampment closure.”

This is a seminal study commissioned by HUD on the best practices and covers the common approach yet with diverse strategies of the four cities studied. Houston is one of the cities cited and often regarded as a model of best practices in rapid housing of homeless individuals. This is part of a series that HUD put together on Homelessness policies and practices and very informative. Key issues of note are outlined above.

San Bernardino Municipal Ordinance Storage in Public Spaces

<http://www.sbcounty.gov/uploads/LUS/CodeEnforcement/CodeEnforcementSTROrdinance.pdf>

Regulates amount of personal property allowed in public spaces by providing alternate storage options – especially useful for homeless persons that have overly large personal possessions in public spaces – parks, parking lots, etc.

San Jose City Roadmap - Encampment Management and Safe Relocation Policy.

May 3, 2022

<https://sanjose.legistar.com/LegislationDetail.aspx?ID=5559753&GUID=942D1854-066E-4E55-93C8-5722E76C1622&Options=&Search=>

San Jose does abatements and does not allow encampments in right of ways or 150 feet of public access facilities – libraries, hospitals, schools or where people have a reasonable expectation of access to amenities. For the others not in the public right of way they manage trash and blight and disorder but not removal. The police respond with us to the abatements which are done on Tuesday, Wednesday, and Thursday. Abatements are complete breakdown and removal of everything and cleaning and moving people.

US Interagency Council on Homelessness (USICH):

7 Principles for Addressing Encampments 06/2022

<https://www.usich.gov/news/usich-releases-principles-for-addressing-encampments/>

Principle 1: Establish a Cross-Agency, Multi-Sector Response to Encampments

Principle 2: Engage Encampment Residents to Develop Solutions

Principle 3: Conduct Comprehensive and Coordinated Outreach

Principle 4: Address Basic Needs and Provide Storage

Principle 5: Ensure Access to Shelter or Housing Options

Principle 6: Develop Pathways to Permanent Housing and Supports

Principle 7: Create a Plan for What Will Happen to Encampment Sites After Closure

“From the website: While there is no one-size-fits-all solution, the following principles developed by the U.S. Interagency Council on Homelessness (USICH) in coordination with the departments of Housing and Urban Development (HUD), Justice (DOJ), and Veterans Affairs (VA); Centers for Disease Control and Prevention (CDC); and several national partners—can help communities more effectively address encampments.”

Each of these principles is addressed in depth with hyperlinked references for each Principle with examples and additional resources. USICH is an important and recognized resource for cities and counties across the country with regional representatives that provide important updates such as these. This is an excellent primer outlining important and tested best practice guidelines. There is a link at the bottom of the report to sign up for their newsletter.

USICH

Responding to the Growing Crisis of Unsheltered Homelessness and Encampments 05/25/2022

<https://www.usich.gov/news/responding-to-the-growing-crisis-of-unsheltered-homelessness-and-encampments>

From the website:

“Elected leaders are grappling over difficult choices with limited resources: Should they invest in lifesaving crisis response services and temporary shelter, or in long-term permanent housing and support services? Ultimately, we must do both at the same time and at the right scale to make a clear, measurable, sustainable impact that results in more people living in safe, affordable homes.”

While this document is a precursor to the seven principles it outlines, the considerations for elected and community leaders as they formulate their responses providing the factors that contribute to a balanced problem-solving approach.

USICH

Planning Checklist: Ending Homelessness for People Living in Encampments: Advancing the Dialogue 2015

https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwiX8pGdmNz5AhUaK0QIHUg6ADYQFnoECAYQAQ&url=https%3A%2F%2Fwww.usich.gov%2Fresources%2Fuploads%2Fasset_library%2FPlanning_Checklist_Ending_Homelessness_for_People_Living_in_Encampments_Aug2015.pdf&usg=AOvVaw1fWhxumDlxQlIP2ExlcbjH

From the Guide: “Across the country, many communities are wrestling with how to create effective solutions and provide such housing opportunities for people experiencing unsheltered homelessness. In 2015, USICH created Ending Homelessness for People Living in Encampments: Advancing the Dialogue, a framework for developing local action plans. This Planning Checklist is intended as an accompaniment to that document in order to aid policy-makers, government officials, and practitioners in developing a thoughtful, coordinated, and collaborative plan to ensure that people living in encampments are linked to permanent housing. More detailed information regarding each of the actions identified here is provided within the full document.”

While this guide may seem dated as it is seven years old, it holds true today based on all the literature and research on Best Practices towards ending homelessness and successfully transitioning to housing. The outlined principles have linked examples and strategies and is an excellent checklist/toolkit for staff charged with addressing Homelessness but newer to the field:

- Prepare with Adequate Time for Planning and Implementation
- Collaborate Across Sectors and Systems
- Perform Intensive and Persistent Outreach and Engagement
- Provide Low-Barrier Pathways to Permanent Housing