AGENDA
Tuesday September 26th, 2023
10:00 AM – 12:00 PM

Location:
St. Anthony’s Foundation
150 Golden Gate Avenue
San Francisco, CA 94102

This meeting will be held in person at the location listed above. Members of the public may attend the meeting to observe and provide public comment at the physical meeting location listed above or by calling in to the number below. Instructions for providing remote public comment by phone are below.

Join Zoom Meeting: https://sfdistrictattorney.zoom.us/j/89423532418
Meeting ID: 894 2353 2418

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Members of the public attending the meeting will have an opportunity to provide public comments at the beginning and end of the meeting, each member of the public will be allotted no more than 3 minutes to speak on any item(s). Explanatory and/or Supporting Documents, if any, will be posted at: https://sfdistrictattorney.org/sentencing-commission-relevant-documents

1. Call to Order; Roll call
   Pursuant to Sentencing Commission bylaws, the Chair shall present the ancestral homeland acknowledgement of the Ramaytush Ohlone, who are the original inhabitants of the San Francisco Peninsula

2. Public Comment on Any Item Listed Below (discussion only)

3. Review and Adoption of Meeting Minutes from June 20th, 2023 (discussion & possible action)


5. Staff Report on Sentencing Commission Activities, and Reports from the SF Reentry Council and the Family Violence Council (discussion & possible action)

6. Update on the Young Adult Justice Initiative by Patricia Martinez, Director of Youth and Young Adult Services (discussion only)

7. Update on Safety Justice Challenge by Alexandra Lopes, Director of Safety Justice Challenge (discussion only & possible action)

8. Update on the MacArthur Foundation-funded Just Home Initiative by Aaqilah Islam, Manager of Housing Justice System Initiatives & Ashley Qiang Senior Strategy & Planning Analyst (discussion & possible action)
9. Presentation on Jail Population Trends by Lucas Jennings, Senior Administrative Analyst (discussion & possible action)

10. Members’ Comments, Questions, Requests for Future Agenda Items (discussion & possible action)

11. Public Comment on Any Item Listed Above, as well as Items not Listed on the Agenda

12. Adjournment
SUBMITTING WRITTEN PUBLIC COMMENT TO THE SAN FRANCISCO SENTENCING COMMISSION:
Persons who are unable to attend the public meeting may submit to the San Francisco Safety and Justice Challenge Subcommittee, by the
time the proceedings begin, written comments regarding the subject of the meeting. These comments will be made a part of the official
public record and brought to the attention of the Subcommittee. Written comments should be submitted to: Alexandra Lopes, San
Francisco District Attorney’s Office, via email: alexandra.lopes@sfgov.org

MEETING MATERIALS AND PUBLIC COMMENT.
Explanatory and/or Supporting Documents, if any, will be posted at: https://sfdistrictattorney.org/sentencing-commission-relevant-
documents. The material can be faxed or mailed to you upon request. In addition to in-person public comment, the Sentencing
Commission will hear up to 20 minutes of remote public comment in the order that commenters add themselves to the queue to comment
on an item. Because of the 20-minute time limit, it is possible that not every person in the queue will have an opportunity to provide
remote public comment. Remote public comment from people who have received an accommodation due to disability (as described
below) will not count toward the 20-minute limit. Members of the public are encouraged to participate remotely by submitting written
comments electronically to Alexandra Lopes via email at alexandra.lopes@sfgov.org. These comments will be made part of the official
public record in these matters and shall be brought to the attention of the members of the Subcommittee.

ACCOMMODATIONS
The meeting location is wheelchair accessible. To access the meeting remotely as an accommodation, please
https://sfdistrictattorney.zoom.us/j/86037257374 or call (669) 900-6833. For the purpose of public comment, information on how to use
the Zoom platform – instructions can be found here. Sign Language Interpretation is also available upon request. Captions can be
enabled – instructions can be found here if participating remotely. If requesting remote Sign Language Interpretation, please submit an
accommodation request a minimum of 4 business hours prior to the start of the meeting. Allowing a minimum of 48 business hours for
all other accommodation requests (for example, for other auxiliary aids and services) helps ensure availability. To request
accommodation, please contact Alexandra Lopes, San Francisco District Attorney’s Office, via email or telephone:
alexandra.lopes@sfgov.org, (628) 652-4296.

TRANSLATION
Interpreters for languages other than English are available on request. Sign language interpreters are also available on request. For either
accommodation, please contact Alexandra Lopes at alexandra.lopes@sfgov.org at least two business days before the meeting.

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To assist the City in its efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or
related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products.
Please help the City accommodate these individuals.

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Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other
agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the
people and that City operations are open to the people's review. Copies of the Sunshine Ordinance can be obtained from the Clerk of the
Sunshine Task Force, the San Francisco Public Library, and on the City's web site at: www.sfgov.org/sunshine.

FOR MORE INFORMATION ON YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE OR TO REPORT A VIOLATION OF
THE ORDINANCE, CONTACT THE SUNSHINE ORDINANCE TASK FORCE:
Sunshine Ordinance Task Force,
City Hall, Room 244,
1 Dr. Carlton B. Goodlett Place,
San Francisco, CA 94102-4683
Telephone: (415) 554-7724
E-Mail: soft@sfgov.org

CELL PHONES
The ringing of and use of cell phones, pagers and similar sound-producing electronic devices are prohibited at this meeting. Please be
advised that the Co-Chairs may order the removal from the meeting room of any person(s) responsible for the ringing or use of a cell
phone, pager, or other similar sound-producing electronic devices.

LOBBYIST ORDINANCE
Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by San Francisco
Lobbyist Ordinance (SF Campaign and Governmental Conduct Code sections 2.100-2.160) to register and report lobbying activity. For
more information about the Lobbyist Ordinance, please contact the Ethics Commission at 30 Van Ness Avenue, Suite 3900, San
Francisco CA 94102, telephone (415) 581-2300, FAX (415) 581-2317, and web site http://www.sfgov.org/ethics/
MEETING MINUTES
June 20th, 2023
10:00 am – 12:00 pm
City Hall
1 Dr. Carlton B. Goodlett Pl, Room 201
San Francisco CA 94102

1. Call to Order; Roll call.
Representative Edward McCaffrey, San Francisco District Attorney’s Chief of Communications
and Policy, welcomed everyone and called the meeting to order at 10:25am.

Tara Agnese, San Francisco District Attorney’s Office, called the roll for attendance by member
seat.

Members in attendance:
San Francisco District Attorney’s Office Representative Edward McCaffrey; San Francisco
Sheriff’s Office Representative Alissa Riker; Department of Public Health Deputy Director
Naveena Bobba; Director of Child Supportive Services Member Karen Roye; Superior Court
Melanie Kushner; Member of Non-Profit Organization serving victims chosen by Family
Violence Council Andrew Tan; Sentencing Expert chosen by the Board of Supervisors Theshia
Naidoo; Public Defender Office Representative Carolyn Goossen.

Members Absent:
Police Department Representative, Adult Probation Department Representative, and Reentry
Council’s Appointee William Palmer.

2. Public Comment on Any Item Listed Below (discussion only).
No Public comment received.

3. Review and Adoption of Meeting Minutes from March 21st, 2023 (discussion & possible
action).
Members reviewed the meeting minutes from the previous Sentencing Commission meeting. No
edits or additions were added. No public comments received. Member Gabriel Calvillo moved to
accept the meeting minutes; Representative Melanie Kushner seconded the motion. Minutes
from March 21st, 2023 were approved unanimously in a roll call vote.

Council (discussion & possible action).
Representative Edward McCaffrey informed members that the District Attorney’s Office has
proposed an Ordinance to the Board of Supervisors to extend the Commission until June of 2026
under File 230569, which is expected to gain approval before September. Representative Edward
McCaffrey also shared that a new director for the Safety and Justice Challenge (SJC) is to be
announced and begin in July.
Representative Edward McCaffrey invited Member Karen Roye to provide updates on the Reentry Council. Member Karen Roye informed the commission that the Reentry Council last met on April 20th, 2023. The Legislation Policy and Practices Subcommittee presented 5 bills and the Council voted to accept bills AB 60, AB 61, AB 93, AB 745, and SB 474. The Council also began a discussion of creating a protected class for individuals with criminal backgrounds in San Francisco, which is projected to continue during their next meeting on Thursday, July 20th, 2023.

Representative Edward McCaffrey invited Member Andrew Tan to provide updates on the Family Violence Council. Representative Andrew Tan informed the Commission that the Family Violence Council last met on May 17th, 2023, where they adopted annual Family Violence Council recommendations from the Board of Supervisors, which included reviewing prior achievements, arrest/prosecution data, and improving training and education on child and elder abuse. They also received a presentation on the Community Needs Assessment. The next Family Violence Council meeting will occur on August 16th, 2023.

Representative Edward McCaffrey asked Members Karen Roye and Andrew Tan to send email reminders to members a week before their respective groups' meetings.

5. Presentation on Sentencing Enhancements in California by Dr. Johanna Lacoe, Research Director at California Policy Lab’s UC Berkeley lab (discussion only).

Representative Edward McCaffrey invited Dr. Johanna Lacoe to present on Sentencing Enhancements in California. Dr. Johanna Lacoe identified the major types of enhancements responsible for adding sentence years and provided a report on racial, ethnic, and sex disparities in application. She also described enhancement policy change over time and the variation of use by county. Representative Edward McCaffrey thanked Dr. Johanna Lacoe for her presentation and invited questions from members.

Member Karen Roye asked about the racial makeup of the Nickel Prior enhancement. Dr. Johanna Lacoe stated that judicial expression proposes a challenge to determining this data but indicated that a more in-depth study of policy change is expected in the future along with a shorter report in the upcoming months to answer this.

Representative Carolyn Goossen asked for recommendations that should follow from this report to which Dr. Johanna Lacoe responded that this information provides research into what should be focused on to further the goal of shortening sentences and reducing jail populations, although it is the Committee of Revision on Penal Code’s responsibility to make formal recommendations regarding such matters.

In respect to the data shared on gang enhancement usage decreasing, Member Karen Roye asked about the age groups being impacted by this and other enhancements. Dr. Johanna Lacoe acknowledged the importance of addressing and looking further into this in the future.

No further comments were made.
6. Update on Young Adult Justice Initiative by Patricia Martinez, Coordinator of the Young Adult Justice Initiative, San Francisco District Attorney's Office (discussion only).

Representative Patricia Martinez gave updates on the progress of the Young Adult Justice Initiative (YAJI). Over the past year YAJI has conducted a series of stakeholder engagements and compiled data from various departments to produce local action plans and understand young adults' journey through the justice system. They are now in their final phase of refinement on these action plans and recommendations from these are projected to be shared in September.

Representative Patricia Martinez invited Representative Lucas Jennings, Senior Administrative Analyst, San Francisco Sheriff’s Office, to share a descriptive analysis on transitional age youth (TAY) over the past 5 years.

Representative Lucas Jennings presented on the demographics of the TAY population in jail, showing that the subgroup is mostly reported as Hispanic, 24-years-old, and male. He also shared slides displaying data on the number of bookings and length of stay. Residency numbers were shared: almost half of the population reported an SF residency at booking, others were out of county, or unsheltered/transient. Representative Lucas Jennings then invited questions from members.

Representative Thesia Naidoo asked for a breakdown of offenses for this population and theories on why there are positive trends being seen. Representative Lucas Jennings replied that these outcomes can be further looked at in the future. Representative Edward McCaffrey commended the insight into the population that these numbers provide.

Representative Ali Riker commented that it would be interesting to see if there are more TAY coming in from out of the county in the last 5 years and added that there is a need to take TAY who have now aged out since booking into consideration. Representative Edward McCaffrey explained that the update coming in September is projected to share more in-depth data and analysis. Representative Patricia Martinez further shared that they are entering another period of refinement in data and that all feedback will be considered in September.

Member Karen Roye added onto Representative Ali Riker’s comments, sharing her desire for more data on who is coming in from what counties, and on other factors such as mental health and drug dependency. She additionally shared concern for those initially coming in for services and getting caught up in the system and asked for more clarity on this. Representative Edward McCaffrey asked Member Karen Roye to further discuss this with Representative Patricia Martinez in regard to her line of work.

Representative Melanie Kushner shared her curiosity on the Hispanic outlier trend and asked for more quantitative data on the charges. Representative Karen Roye agreed with this and asked for more information on the circumstances bringing people in.

Representative Carolyn Goossen commented on how it could be beneficial to analyze TAY in other systems and expanding the 18-24 age definition to reduce cutoff and extend services covered.
Representative Lucas Jennings added a caveat to the data, explaining there is likely an undercount in the residency numbers due to rapid change. Representative Patricia Martinez thanked members for comments.

No further comments were made.

7. Members’ Comments, Questions, Requests for Future Agenda Items (discussion & possible action).

Representative Edward McCaffrey invited members to provide input regarding inviting individuals to present at meetings. Member Thesia Naidoo commented on the importance of the commission to look at jail bookings and population trends in light of San Francisco’s current fentanyl overdose issue. Representative Edward McCaffrey stated that it could be beneficial to return to jail population analysis and away from TAY for the next meeting in response to this.

Representative Carolyn Goossen questioned if the current jail population of 889 is the highest it’s been since 2019. Representative Alissa Riker answered that while it is high, it is not the highest, although she expressed the desire for having an agenda item on this for discussion at the next meeting.

No further comments were made.

8. Public Comment on Any Item Listed Above, as well as Items not Listed on the Agenda.

No public comment received.


Representative Gabriel Calvillo motioned to adjourn the Sentencing Commission Meeting; seconded by Representative Ali Riker. The motion passed unanimously in a Roll Call Vote.

The next meeting will take place on September 19th, 2023.

Adjourned at 11:26 AM.
Aaron was a heroin and meth addict living a life of crime on the streets. After repeated arrests and attempts to get clean, Aaron found a flyer for The Salvation Army while in prison and enrolled in the Harbor Light Center (“HLC”) for treatment upon his release. He completed six months at HLC before moving into the Joseph McFee Center, where he began to pursue a career in service of his community. Today, he works as an intern drug and alcohol counselor, and is working to complete his counseling certificate. One day, he hopes to serve as the Director of a residential treatment program.

“I am so grateful to the amazing team [at The Salvation Army]. I was able to build friendships, a sober network, a life of laughter and humility. **Director Aaron Lowers had such a powerful story of recovery.** He was someone cool, someone I could model the principles of recovery and good living. I used to think religious people had to be perfect and pious. But I learned that it’s in my brokenness where I can find the power to change.”

“Part of the requirements [at The Salvation Army] is to attend AA meetings. The 3rd step of AA is giving your life over to God or a higher power - ‘opening your life up to infinite possibility.’ I thought I was too broken, had gone too far, and I couldn’t think about the larger picture of the trajectory of my life. Most people in early recovery are just trying to make it through the next few hours, the next few moments. The idea of six months seemed like an eternity… but the longer I stayed, the better and better my life got. I learned emotional regulation, positive self talk, living in gratitude, and to trust and have compassion for those in authority.”
Executive Summary

- San Francisco is experiencing a **humanitarian crisis**: City spending and homelessness are going up, more people are using drugs and dying of overdose, and fewer people are entering treatment.

- This problem has been exacerbated by policy choices which have prioritized housing over treatment, and in many instances foreclosed the belief that change or recovery is possible.
  - **Housing First**: government spending is focused on building and paying rent for expensive permanent supportive housing units, rather than providing adequate shelter or services to address mental health or addiction concerns.
  - **Focus on harm reduction**: the City has made it easier for people to stay addicted than to get clean or access treatment - even as overdose deaths continue to rise, on track for 800+ overdoses in 2023, a 24% increase from last year.
  - **Prop 47**: removed consequences for drug possession and theft under $950, leading to a 9% rise in larceny theft, decrease in rate of arrest or interruption opportunity for addicts to get clean, and an easy pathway to fund addiction.

- The Salvation Army’s The Way Out is a **recovery-focused homeless initiative** which will help people get off the streets, overcome addiction, and reclaim their place in the community to revitalize our City.
  - There will be a clear, expedited pathway from treatment on demand, to residential treatment, to a long-term transformational living center for up to 2 years.
  - This program fills a current gap in the City’s drug treatment continuum by offering a long-term program after individuals complete rehab and will eliminate barriers to entry and wait times between programs.

- The Way Out’s pilot program has had a **76% rate of successful exits**, with **84% of all exits achieving full-time employment** 6 months after program completion.

*Note: 22 out of 29 participants successfully exited the program. 19 graduates in 6-month follow up pool; 18 were able to be reached.*
The Problem
San Francisco has a problem

San Francisco’s deadly failure on the drug crisis is unfolding inside its own housing program

Billions of dollars spent in vain: Why is San Francisco unable to stop its homelessness problem

Drug dealing, defecation, debris: SF street causing 'chaos' for homeowners, businesses

Broken Homes

San Francisco spends millions of dollars to shelter its most vulnerable residents in dilapidated hotels. With little oversight or support, the results are disastrous.

San Francisco Has Become a Dystopian Wasteland and Nobody Wants to Live There Anymore

San Francisco's Decline is a Warning to Other American Cities

Even Democrats Like Me Are Fed Up With San Francisco

How fed up are San Franciscans with the city’s problems? New S.F. Chronicle poll finds pervasive gloom
San Francisco’s response to the homelessness crisis is broken

Homelessness continues to rise despite increased City spending

In the last 12 years, there has been...

20.1% Increase in homeless population

479% Increase in City spending on homelessness

*The SF Department of Homelessness and Supportive Housing ("HSH") was established in 2016; previously, homeless-related services were managed by SF Human Services Agency ("HSA") and other departments. The 2021 PIT report was postponed due to Covid.

Sources: PIT Count reports 2011-2022, HSH Budget, HSA public records request
San Francisco’s homeless population is uniquely chronic and suffering from drug addiction

Drug and alcohol abuse data are frequently self-reported and likely underrepresent actual rates. Leaders at The Salvation Army believe that the homeless population on drugs may actually be much higher.

For example, at the Billie Holiday Center, a reentry center which serves the formerly incarcerated in San Francisco, 93% of clients struggled with addiction.

Percent of homeless population which is chronic

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<th></th>
<th>San Francisco</th>
<th>National average</th>
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<td>Chronic</td>
<td>35%</td>
<td>25%</td>
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“Chronic” homelessness refers to individuals who have a disabling condition and have been homeless for more than one year, or at least 12 months over four times in three years.

Percent of homeless population which is abusing drugs or alcohol

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<th></th>
<th>San Francisco</th>
<th>National average</th>
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<tbody>
<tr>
<td>Drugs</td>
<td>52%</td>
<td>26%</td>
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This number is climbing rapidly, with the raw number of individuals with substance use disorder (“SUD”) up 20% since 2019, and up by 102% since 2011.

Sources: PIT Count reports 2011-2022, Substance Abuse and Mental Health Services Administration
While drug use is increasing, there are only 58 Publicly-funded detox beds in San Francisco.

That means only 1 detox bed for every 69 homeless addicts.

There are an additional 20 beds at the Salvation Army’s Harbor Light Center - but without funding, they sit empty.

Source: Find Treatment SF
‘Unacceptable’: S.F. veteran tried but failed to get in alcohol detox. Supervisors want to know why

In June, paramedics had 26 encounters with the man, a veteran who consistently asked for treatment for his addiction, two city supervisors heard from first responders.

But when paramedics twice took him to a center to start detox, they waited with him for more than half an hour before intake coordinators said that limited staffing meant they couldn’t provide any information on when services might be available, Supervisors Catherine Stefani and Rafael Mandelman wrote in a letter this week to the health department, which manages contracts with nonprofits to run the facilities.

The man became so frustrated waiting that he left, according to Stefani’s office.

- A July 2023 article from The San Francisco Chronicle illustrates the exact struggle over 4,000 homeless addicts in our City face: even when they want treatment, they can’t get in
- Despite massive budgets and voter-mandated policies meant to deliver treatment on demand, our City is failing to execute and enforce those policies - resulting in failure to meet the needs of our most vulnerable residents

Source: San Francisco Chronicle
How did we get here?
A brief review of well-intentioned policies with negative externalities
Harm reduction, theft, and homelessness are intertwined in an uninterrupted cycle

1. A homeless addict comes to the Tenderloin open air drug market

2. They are provided with “harm reduction” such as a tent, food, and clean drug paraphernalia, enabling them to stay addicted and live next to their drug dealer

3. They can easily steal goods under $950 and sell them to fund their addiction

**INTERUPTION OPPORTUNITY:** individual overdoses or faces other medical emergency and is brought to the hospital for treatment.

**INTERUPTION OPPORTUNITY:** individual is arrested and brought to jail where they can have brief moment of clarity. As of June 2023, people will be given the option of treatment instead of jail time after their 2nd arrest. However, given the low consequences for crime or drug use, and infrequency of arrests, the efficacy of this interruption point is diminishing.

From the ER or from jail, the individual is sent to a detox bed. However, given the extreme shortage of publicly funded detox beds, they are usually put on the waitlist and sent away with a slip of paper, and have a 1-3 day wait.

1. Without anywhere else to go during their wait period, the individual returns to the streets back to Square 1.

Source: Primary interview with Gina McDonald, describing the cycle her daughter faced living on the streets
Homelessness has grown despite the dramatically increased budget spent on it. Why?

- In San Francisco and the state of California, we are spending the vast majority of our resources on:
  - A **Housing First**, and
  - B **Harm reduction** policies*

Ultimately, these are not reducing the number of people on our streets. They are crowding out treatment, shelter, and sober living environments, and leading to a growing number of homeless individuals addicted to drugs.

- This situation is exacerbated by a dramatic reduction in arrests for drug use, and the easy ability to fund drugs through property theft, enabling people to stay addicted without interruption opportunities. This was made possible by
  - C **Prop 47**

*Note: history and timeline of policies available in Appendix*
Homelessness is a housing issue - but the City is divided on how to solve it

In a progressive city like San Francisco, almost everyone is left of center on the ideological spectrum. However, there has been fierce debate over how to address homelessness, primarily falling into two camps.

1. Homelessness is a housing problem and primarily a market failure. Therefore, the correct solution is **Housing First**.

   - **Housing issue**: Large regressions reveal that homelessness in US cities is only correlated with the high cost of housing and low rental vacancies, suggesting the best solution is to attack the root cause by increasing the availability of affordable housing.

   - **Housing First**: The majority of homeless advocacy groups in SF have rallied behind this policy, an approach which prioritizes providing permanent supportive housing ("PSH")
     - This means that PSH is provided **without conditions**, living sobriety or medication requirements
     - It assumes that treatment is more effective once someone is stably housed, therefore housing must be the first step

2. Homelessness in SF is exacerbated by a combination of social, policy, and structural failures. **Housing First should not be confused with housing only**.

   - **Housing alone won’t fix this**: While San Francisco has invested in the Housing First approach, homelessness has increased. This has led other groups to argue that subsidized housing alone is not only inefficient, but also ineffective at reducing homelessness.

   - **Holistic solutions needed**: Groups like the Salvation Army believe that in addition to affordable housing, interventions which address drug addiction and mental illness are required - especially as the portion of homeless people who are addicted to drugs and alcohol continues to grow.
Because we went all in on Housing First, we don’t have enough shelter.

Sources: HSH Historical Budget, Housing Inventory Count reports, SF Public Press, SF Chronicle

58% of homeless people in San Francisco are unsheltered. In Dec 2022, a federal judge issued an injunction stating that because San Francisco lacked adequate shelter, it was prohibited from clearing homeless encampments. This is why homelessness in our streets is so visible.
The focus on Housing First has also limited the availability of sober living environments

- Public housing does not discourage further drug use: In the San Francisco, there are no government-subsidized PSH units with medication or sober living requirements; navigation centers and traditional shelters are also shedding these rules in favor of housing more people without barriers to entry.

- Public housing is a drug use magnet: However, investigations by The SF Chronicle report that Single Room Occupancy (“SRO”) buildings often become hotbeds of violence, drug use, and unfit living conditions, making it extremely difficult for residents to stay clean and resulting in high rates of relapse.

- As a result, people in recovery have few places to go, despite the massive investment in PSH

In 2022, according to the Accidental Drug Overdose Data Report, 71% of those who died of accidental overdose had a fixed address.

Housing is not preventing overdose deaths.

At the same time, the City and the Department of Public Health (“DPH”) are responding to the overdose crisis with a harm reduction approach, instead of expanding treatment options and access.
Harm reduction is meant to keep people alive, but it’s not helping them to live

San Francisco distributed over 1 million syringes in 2023 Q1. Over that same period, it supplied over 20,000 doses of Naloxone (the overdose reversal drug), priced at ~$70 per dose. Despite this, the City is on track for 800+ overdose deaths by the end of 2023 - a 24% increase from last year.

According to the 2023 California Statewide Study of People Experiencing Homelessness by the Benioff Homelessness and Housing Initiative at UCSF, 20% of homeless individuals in California who regularly use illicit drugs wanted treatment but were unable to receive it.

There are only 58 publicly funded detox beds for withdrawal management in San Francisco. Admissions are currently on hold. The Salvation Army has 20 available detox beds - but without funding, they sit empty.

Harm reduction focuses on preventing overdose death, but it does not provide a next step. As a result, addicts often stuck in a continuous cycle.

A former DOPE Project manager, Kristen Marshall, told KQED that she quit, asking, “what’s next [after overdose is reversed]? What are [they] living for?”

“In my experience, harm reduction is kind of just like saying, ‘You’re too far gone. You’re too worthless to have a meaningful life, so we’re just going to keep you on life support. We’ll comfort you on your pathway to depravity and death. We’ll overlook your terrible behavior, as long as you’re not shooting up with dirty needles. But with clean needles, that’s okay.’”

Aaron Needham, TWO graduate
Even when individuals do end up in drug treatment, they are often caught in a vicious cycle of relapse and death. A 2010-2017 study from SF’s DPH found that SRO residents were 19.3x more likely to die of drug overdose than non-SRO residents.

"When one of the guys [from ARC] would announce he was moving into an SRO, everyone would be very concerned. It’s so hard to stay clean there - it’s almost like a death sentence."

Gabe Gwinnet, ARC and The Way Out graduate

Existing pathways to stability and sobriety remain limited and under-funded. Homeless addicts need **long-term residential treatment and support** that will disrupt the current cycle and enable them to achieve real recovery.
Prop 47 exacerbates the crisis by reducing enforcement of drug use and petty theft

- For the 52% of San Francisco’s homeless who are abusing drugs and alcohol, Prop 47 not only decriminalized drug possession, but also provided a clear pathway to fund addiction without consequences through theft under $950
- Since 2014, the rate and number of arrests for incidents of larceny theft significantly declined in San Francisco
- Many former homeless addicts specifically cite being arrested and/or incarcerated as an “interruption point” or opportunity for them to have a brief moment of clarity
  - Homeless advocates often speak out strongly against using law enforcement and arrests as a means of getting people clean and off the streets, and are averse to any strategy reminiscent of the War on Drugs
  - However, even governments which have successfully decriminalized drugs, like Portugal, have implemented a carrots and sticks system with enforced consequences

“I used to take a photo of my [fentanyl addicted] daughter to the cops and beg them to arrest her. Most parents [in this community] want that for our kids, because it gives them a chance to clear their head… there needs to be a connection from arrest to treatment but there’s no option like that in SF. And they’re barely even arresting people.”

Gina McDonald, Co-Founder of Mothers Against Drug Addiction and Deaths, former opioid addict

Source: SF District Attorney data dashboards, primary interviews
This all paints an alarmingly grim picture. What does this mean for San Francisco?
The Salvation Army is the only provider that can combine treatment on demand, long-term residential treatment, recovery-focused transitional housing, and whole-person care.

Our pilot program shows astonishingly high success rates - and this means that the problem is solvable.
The Solution
The Salvation Army’s response to this crisis is **The Way Out**.

1. **Treatment On Demand**
   - Harbor Light Recovery Wellness Services: Removing bureaucratic hurdles and providing real time access to drug treatment.

2. **Residential Treatment**
   - Harbor Light Center or ARC: Licensed residential treatment or therapeutic teaching community; evidence-based care, individual/group therapy, and counseling.

3. **Recovery Focused Transitional Housing**
   - Joseph McFee Center: Two years of transformational housing with onsite supportive services and trauma informed care.

4. **Independent Living**
   - Self-sufficient, healthy lifestyle and aftercare for life.

**Other Components**
- Permanent Supportive Housing – Railton Place
- Transitional Housing TAYA and Veterans
- Family Shelter – Harbor House
- Food & Clothing Distribution
- Culinary Training Academy

**Future Components**
- Stabilization Center
- Drug/Alcohol Free Shelter
- Redevelopment of SF Properties

The Way Out is a recovery-focused homeless initiative designed to restore lives and inspire change through a Recovery System of Care and a 4-Step Pipeline.
Access to treatment on demand

- The first innovation of The Way Out will be to provide true treatment on demand at its social model detox and residential Substance Use Disorder (“SUD”) treatment program, the Harbor Light Center.

- The fallacy of current treatment on demand models:
  - Today, if an addict wants to get into treatment, there are only 58 detox beds that are publicly-funded year-round in the City.
  - The majority of these detox/treatment programs are funded by MediCal, a joint federal-state health coverage program for low-income individuals.
  - MediCal currently requires an extensive assessment process to determine eligibility before individuals can receive treatment.

- The Way Out plans to fund its treatment on demand system through San Francisco general fund dollars in order to move this assessment to the backend, allowing people seeking treatment to enter immediately, and stay for up to 2 weeks.

The current treatment on demand process

1. In a rare moment of clarity, an addict is directed to 1380 Howard, the City’s official gateway to treatment.
2. At 1380 Howard he is scheduled for a MediCal assessment, typically 1-3 days after scheduling. He may be offered interim harm reduction or health clinic onsite.
3. If the individual is still interested in receiving treatment by the time of his appointment, he returns for his assessment.
4. Finally, the individual is assigned a caseworker who will work to place him into a treatment program, and make an intake appointment, which can happen any number of days later.

Treatment on demand at Harbor Light will eliminate these bureaucratic requirements so that people can get walk-in support. Their health assessment will happen onsite, so they can start programming immediately.
Long-term residential care

HARBOR LIGHT CENTER

- **Intensive evidence-based care**: From detox, individuals will be placed in 6 months of residential treatment undergoing evidence-based curriculum and trauma-informed care.

- **Client-centered programming**: The Harbor Light Center is a client-centered social model program, which emphasizes accountability, mutual self-help, and relearning advanced concepts of prosocial living and adaptive coping strategies.

- **Treatment journey**: Participants receive individual and group counseling and therapy, case management, SUD and mental health classes, physical wellness, and placement in long-term, recover-focused transitional housing at the Joseph McFee Center upon program completion.

**Current capacity**

40 Beds in detox. Only 20 are currently funded for year-round service.
- 5 are funded by APD
- 10 are funded by DPH
- 5 are funded by Westside

96 Beds in residential. Only 55 are currently funded for year-round service.
- 15 are funded by APD
- 40 are funded by DPH

Adrian Maldonado is the Director of the Harbor Light Center. Hailing from Redwood City, Maldonado is 23 years sober after struggling with a heroin addiction for 17 years. He earned his degree in Marriage & Family Therapy from USF and previously worked for San Mateo County’s Correctional Health Services Division.
Recovery-focused transitional housing

- **Long-term transitional housing**: The Joseph McFee Center is a pilot project expanding access to free long-term, recovery-focused housing for San Franciscans exiting residential treatment for up to 2 years.

- **Key services**: The program will provide a range of recovery supportive services including:
  - Case management and life skills
  - Career development and vocational training
  - Community engagement and family reunification
  - Savings program
  - Permanent housing assistance

- **No Fail System**: even if clients relapse, they move to a more supportive phase, never back to the streets.

- **Target population**: this program is meant for San Franciscans who have completed residential treatment, or completed treatment in state or federal prison.

**Key Goals**

- Strengthen the continuum of care
- Improve long-term recovery outcomes
- Foster lifelong success and independent living
- Build financial stability and vocational passion for long-term careers
- Cultivate physical, emotional, and spiritual health

Aaron Lowers serves as the Director of Extended Recovery. Aaron struggled with addiction as a young adult, resorted to armed robbery to support his habit, and was sentenced to life in prison at 24. Through working the 12 steps of AA, Aaron was able to reclaim his life in prison. While incarcerated, he earned an MA in humanities, became a published author, and served as a peer mentor. Due to his service, Aaron was released from prison after 23 years. Since then, Aaron has served as a peer navigator for the reentry population, worked as a full-time educator for 4+ years, and counseled marginalized and underserved populations. Today, Aaron is a vocal recovery advocate, devoted husband and father, and a firm believer in the human capacity for change.
Data from our pilot program shows early success

Since June 2022, 76%, or 22 out of 29 participants successfully exited the program. Another 27 participants are currently in process moving through the program.

At 6 month follow up 56% of those employed are earning $25/hr or more.

95% of participants at six-month follow up were stably housed, either in a subsidized or market-rate rental, living permanently with family, living temporarily with family or friends, or in transitional housing. One individual was unable to be reached.

*Note: All exits include 3 individuals who abandoned the program with no known housing information, 3 who returned to care, and 22 who successfully exited.
graduate spotlight: Kenneth Barb

“For years on and off, I couldn’t figure out how to fix myself. Coming to the Salvation Army, I was finally able to figure out both my problem and the solution. It was a truly spiritual experience. The program taught me faith, and accountability... to always follow through and finish what you started. Before, I never used to take responsibility for my actions - now, if I hurt someone, I want to apologize immediately and take steps to correct it. They taught me how to be of service to others.”

“When I was on drugs, I was deluded, I was living like an animal just trying to survive. But now, my life is completely different. I’m raising my 13-year-old daughter, I have a job I love, and a 789 credit score! Jesus led me here. I’ve been able to forgive myself for my past life and turn everything around.”

Ken had been on drugs and experiencing homelessness from ages 18-35, and was in and out of psych wards for 7-8 years before finding the Salvation Army’s ARC. Once he joined, he successfully participated in ARC, the SF culinary program, and eventually The Way Out. Today, he works as a cook at Walden House, an all men’s recovery center, and lives in his own apartment at City Hope in SF. Ken’s story emphasized the importance of empowerment and The Salvation Army’s unique emphasis on spiritual transformation.
ARE YOU READY FOR A WAY OUT?

FREE DRUG TREATMENT AT THE HARBOR LIGHT CENTER - COME TODAY!

42 MCLEA COURT
(415) 503-3072
Our leaders have the right experience to tackle this crisis

- **Approach:** The Salvation Army has been serving San Francisco’s poor and homeless since 1883 with a policy of non-discrimination and whole person care treating the body, mind, and soul

- **Presence:** The Salvation Army is San Francisco’s largest nonprofit landowner, with a deep presence across the Bay Area
  - We hope to scale The Way Out to our other properties, with plans to develop these buildings over the next 3 years to build further capacity

- **Expertise:** We have the experience required to address today’s crisis as a top provider of addiction treatment
  - On any given night in San Francisco, the Salvation Army provides housing to 750 people who are unstably housed or struggling with addiction

Steve Adami is the Executive Director of The Way Out. Previously, he served as the Director of the Reentry Division for the Adult Probation Department. There, he managed a portfolio of $19.5M covering reentry and rehabilitative services. Steve brings the lived experience of a life of crime, incarceration, and addiction, spending over two decades in and out of jails and prison before ultimately achieving full recovery and reclaiming his life in prison. He earned an MPA in Public Policy and Criminal Justice at SF State, where he received Barbara Jordan Award for Academic Excellence.

Destiny Pletsch is the Deputy Director of The Way Out. Previously she worked as Reentry Services Manager for APD, overseeing the design and deployment of over 40 programs for the formerly incarcerated. She earned her MPA from SF State studying Criminal Justice Administration.
What do we need to take this to the finish line?

Donations
Volunteers

Political advocacy and support for:
- Mandatory drug treatment as an alternative to jail
- Ending the open-air drug markets
- Guaranteed right to shelter
- Allow for just 3-5% of California welfare funding to go to sober living environments (Senate Bill 1380)
- Increased funding for detox and residential treatment beds
- Transitional housing from treatment to support those in recovery
- Integrating the recovery system of care into the PSH system
Conclusion - about the researcher

I am a current MBA/MPA dual-degree student at The Wharton School ('23) and Harvard Kennedy School ('24). At HKS, I've studied affordable housing and how San Francisco serves as a symbol for how Democrats would run a city on the national stage, with its actions and outcomes becoming increasingly important in the face of growing political polarization in the US.

I am a San Francisco native and grew up in the Outer Richmond district. Before interning at The Salvation Army, I didn't know much about addiction, or how deeply substance use disorder was intertwined with our homelessness crisis.

I have identified as a progressive Democrat since I could vote. I voted for Prop 47 and Prop C, and have supported harm reduction policies. I was disappointed to learn through my research this summer how these policies which were intended to create a more compassionate and equitable system have produced such negative externalities, particularly for unhoused individuals struggling with addiction.

This summer, I strove to approach these topics with a beginner’s mindset, and not attribute any ideology or dogma to these policies, but instead focus on data and the lived experience of The Salvation Army’s program participants.

Though the data may tell a somewhat depressing story, I'm optimistic about and inspired by the leadership and early successes at The Way Out. I hope you will consider supporting them as they work to transform the City and help others reclaim their lives.
Appendix
San Francisco has tried to solve this crisis for decades

1982-2003
Chronic homelessness is a nationwide problem as mental health institutions lose funding, home prices skyrocket, and the country falls into a recession. Mayors from Dianne Feinstein to Willie Brown try a variety of approaches to address the crisis.

1980s
In New York City, social worker Sam Tsemberis pioneers the Housing First model. It begins to show results and gain traction.

1992
San Francisco is also in the midst of the AIDS epidemic and a heroin overdose crisis. The SF AIDS Foundation begins providing street-based syringe access services, beginning one of the nation’s largest harm reduction programs.

1993
Gavin Newsom champions “Care Not Cash”, slashing cash payments to the homeless and redirecting those funds towards housing.

2004-2010
Prop 47 is passed in California, amidst calls for criminal justice reform and against the mass incarceration of Black Americans.

2002
The Drug Overdose Prevention and Education (DOPE) Project begins. A year later, DPH partners with DOPE to distribute naloxone, the overdose reversal drug. Heroin overdose deaths steeply decline.

2004-2010
As Mayor, his Housing First policy builds 3,000 new housing units with initial success, decreasing homelessness by 30% in the first year, but then plateaus, leaving around over 6,000 individuals stuck in homelessness.

2011-2017
Under Mayor Ed Lee, the HSH department is established with a commitment to spend $1 billion over the next four years, with a specific focus on families and youth. However, the single adult homeless population, and public complaints about the crisis, continue to increase.

2014
Mayor London Breed pledges to expand on Ed Lee’s shelter programs and add 1,000 shelter beds and 5,000 housing units, but fails to fulfill these promises.

2018-today
In 2018 Prop C is passed, enshrining Housing First in San Francisco’s homelessness response budget (despite Breed’s opposition due to a lack of accountability provisions).

2016
Meanwhile, fentanyl begins to creep into the city. From 2017-2020, fentanyl overdose deaths would jump from 36 to 518 (a 1339% increase), prompting an increase in harm reduction. From 2017-2019, homelessness dramatically increases across California.

Source: KQED, SF AIDS Foundation, National Harm Reduction Coalition
A Housing First and Prop C
Housing First – a quick primer

The history of the policy

- Housing First is a homeless response program that provides permanent housing without conditions, and was first introduced in New York City in 1992 by social worker Sam Tsemberis
  - Tsemberis saw that the homeless and mentally ill in NYC were being repeatedly discharged to the streets, and that sobriety and medication requirements were preventing them from accessing housing
  - In addition to housing, the program is meant to provide a step-ladder of levels of support and services with the theory that treatment will be far more effective if the person is stably housed
- Studies out of Utah, Texas, and other states showed that the model was initially effective not only in reducing homelessness but also in cost savings for taxpayers; this led the George W. Bush administration to make Housing First into federal policy
- Today, Housing First is a core tenet of progressive ideology, supported by groups like ACLU

So, what went wrong in San Francisco?

- Gavin Newsom championed Housing First in his first year as mayor in 2003, pledging to end homelessness in 10 years by creating 3,000 PSH units
  - Though the plan fell far short of his goal, these policies set in motion the City’s move away from providing supportive services to housing
- Housing First advocates in San Francisco have repeatedly blocked attempts to invest in any other solution, such as temporary shelter, arguing that all resources should be invested in PSH
  - San Francisco now has the largest quantity of PSH units per capita of any major US city, but no guaranteed right to shelter. Other cities with guaranteed shelter have seen their unsheltered homeless population decline, but San Francisco’s has grown

Given that homeless response policy can mean life or death, debates are often intense. However, arguments in favor of Housing First can be deeply political, emotional, and sometimes resort to personal and ideological attacks that are counterproductive.

"I used to be on the Board for the Coalition on Homelessness. They were always strident, but they’ve become so dogmatic... the politics around this issue are hugely problematic.”

Anonymous interviewee

Source: HSA public records request
The proposition that cemented Housing First: Prop C, “Our City, Our Home”

The facts

- **The policy:** An additional business tax on individuals and businesses of 0.175-0.69% in SF earning more than $50 million in gross income to fund homeless services and housing

- **Support:** Coalition on Homelessness and its allies, including SF Board of Education, Affordable Housing Alliance, and Harm Reduction Coalition; ACLU Northern California; Dianne Feinstein; Nancy Pelosi; Alicia Garza, Black Lives Matter Co-Founder; Marc Benioff, Salesforce CEO
  - Benioff donated $7.9 million in personal and corporate funds to the campaign and implied that tech workers who did not support the proposition were amoral
  - “You’re either for the homeless and for the kids and for the hospitals or you’re for yourself,” Marc Benioff

- **Opposition:** Mayor London Breed; Senator Scott Weiner; Assemblyman David Chiu; CEOs of other high-revenue tech companies

Expectations and outcomes

- **The proposition passed in 2018 with 68% of the vote.**

- **What did it promise?**
  - Create an incremental $250-300 million in revenue annually to the gross receipts tax (28-33% increase)
  - House 5,000 people and create 1,000 additional shelter beds in 10 years

- **What did it deliver?**
  - Generated revenue locked into immovable ratios: at least 50% must be spent on permanent housing (minimum 56% of which must be spent on homeless youth and families)
    - Only up to 10% can be spent on temporary shelter
    - Only up to 15% can be spent on prevention services or for those recently homeless
  - Oversight committee led by notable Housing First advocates
  - In 2022, revenue from Prop C fell 45% as companies moved and workers opted for remote work
Harm reduction
San Francisco’s harm reduction policy - clean needles, but not getting clean

In FY 21-22, DPH’s total homeless response budget was $188 million. Of that budget, only $4M, or 2% \textbf{Went to drug sobering, managed alcohol, or detox programs.} The harm reduction therapies and overdose prevention budget that year was $13.5 million - more than triple the budget for detox.

- Harm reduction is a public health strategy developed for adults with substance abuse problems for whom abstinence was not feasible
  - Harm reduction has a long history in San Francisco, dating back to the early 90s to prevent the spread of HIV/AIDS from dirty needles during the heroin overdose crisis
  - In response to the exponential growth in fentanyl overdose deaths since 2017, San Francisco has doubled down on its harm reduction strategy

- Today, San Francisco’s Department of Public Health (“DPH”) provides free pipes and other drug paraphernalia to addicts, which enable them to remain comfortable in their addiction
  - San Francisco needs to change the narrative around drug use from one of barely keeping people alive to empowering them to reclaim their lives

- San Francisco has failed to prioritize detox services and rehabilitation programs for individuals experiencing homelessness
  - No permanent, publicly funded permanent supportive housing (“PSH”) units require sober living, making it very hard for recovered addicts to resist relapse
  - In the DPH’s 2022 Overdose Prevention Plan, only one drug sobering center - SoMa RISE - was included in their plan to provide just 20 beds

$4M, or 2% \textbf{Went to drug sobering, managed alcohol, or detox programs.} The harm reduction therapies and overdose prevention budget that year was $13.5 million - more than triple the budget for detox.

“The city needs to make it harder to get high and easier to get treatment. Right now, it’s the opposite.” Tom Wolf, treatment and recovery advocate, former homeless heroin addict

Sources: Public records request #23-3670, San Francisco Chronicle, KQED
Drug use and overdose deaths are going up, and fewer people are getting into treatment.

Increasing mortality rates and declining rates of treatment hold true across all opioids, cocaine, methamphetamine, and alcohol. The steepest increase in overdose deaths was observed for fentanyl. The most drastic decline in treatment (-64% from 2015-2021) was observed for crack/cocaine.

Source: Substance Use Trends in San Francisco through 2021 Report
Prop 47 - property crime and drug possession
California’s Prop 47: “Safe Neighborhoods and Schools Act”

**The facts**

- **The policy:** Reduced drug and property offenses (possession and use of most illegal drugs and theft under $950) to misdemeanor rather than felony status, unless defendant has a criminal record.

- **Support:** George Gascon, then District Attorney of San Francisco; William Lansdowne, former San Diego police chief; Gavin Newsom; Crime Survivors for Safety & Justice; Michelle Alexander, author of *The New Jim Crow*; ACLU; editorial boards of *The New York Times* and *Los Angeles Times*.

- **Opposition:** Dianne Feinstein; Shelley Zimmerman, current San Diego police chief; California District Attorneys Association; California State Sheriffs Association.
  - Critics were especially concerned that the possession of Rohypnol, the date rape drug, would be reclassified as a misdemeanor.

**Expectations and outcomes**

- **The proposition passed in 2014 with 60% of the vote.**

- **What did it promise?**
  - Save hundreds of millions of dollars and reduce overcrowding in the state prison system.
  - Stop wasting prison space and law enforcement resources on petty crime to instead focus on violent crime.
  - Give ex-offenders the chance at a new life by removing employment barriers.
  - Redirect savings to crime prevention strategies in K-12 schools.

- **What did it deliver?**
  - In a 2018 study, the Public Policy Institute of California found that property crime increased after 2014 at the state level, notably with a 9% rise in larceny thefts.
  - A 2020 research study published in *Criminology and Public Policy* found that people who received drug possession convictions after Prop 47 had lower overall rearrest and reconviction rates.
  - However, this is not necessarily a victory - despite declines in nonviolent recidivism (of drug possession offenses), there was a statistically significant increase in rearrest for crimes against persons - namely, assault and domestic violence.
“Why can’t San Francisco decriminalize drugs like Portugal?”

Harm reduction and criminal justice reform advocates have said that Prop 47 does not go far enough, calling for drug decriminalization and citing Portugal as a proof point of success. But is it working?

In 2001, Portugal decriminalized the personal use and possession of all illicit drugs. After a decade, it was widely regarded as a success.

- While in the midst of its own heroin crisis, Portugal made the bold move to decriminalize drug use and invest in safe use centers - rather than send users to jail, they were reported to the police, fined, and given the option of attending treatment.

- The policy was lauded as a progressive win, as HIV transmission rates via syringes plummeted, overdose rates declined, and no surge in drug use.

- However, recent reporting has shown that Portuguese law enforcement and citizens alike are now doubting the policy, with drug use increasing 12.8% in 2022, overdose rates hitting 12-year highs, and crime spiking 14%, which police attribute to increased drug use.
  - Public funding for treatment declined and nonprofits increasingly took over the operations for treatment, leading to poor execution.

- In 2021, Oregon passed similar legislation citing Portugal as its inspiration. But just 2 years later, Oregon is facing its own drug use and overdose death surge.

“When you first back off enforcement, there are not many people walking over the line that you’ve removed. And the public thinks it’s working really well. Then word gets out there’s an open [drug] market, limits to penalties, and you start drawing in more drug users. Then you’ve got a more stable drug culture, and, frankly, it doesn’t look as good anymore.”

Keith Humphreys, former senior drug policy adviser, Stanford University professor of psychiatry

“Urban visibility of the drug problem, [Porto] police say, is at its worst point in decades and the state-funded nongovernmental organizations that have largely taken over responding to the people with addiction seem less concerned with treatment than affirming that lifetime drug use should be seen as a human right.”

Anthony Faiola and Catarina Fernandes Martins for The Washington Post

What is Just Home?

- MacArthur Foundation-funded
- Builds on Safety and Justice Challenge work
- Technical assistance from the Urban Institute
- Planning and housing project implementation funds
- Four initial sites:
  - San Francisco, CA
  - Charleston, SC
  - Tulsa, OK
  - Minnehaha, SD
Core Goals of Just Home Initiative

- Reduce the jail population and other justice system involvement through housing solutions that break the links between housing instability, homelessness, and jail use

- Reduce racial disparities in outcomes among justice-involved and homeless populations served

- Capture the lessons learned about the impact of the innovations as a means of informing the fields of criminal justice reform and affordable housing/homelessness advocacy

- Foster systems change and include meaningful engagement with community members who are justice involved and experiencing housing instability

http://hsh.sfgov.org
San Francisco’s Vision

- We envision a San Francisco where people’s housing and behavioral health needs are met with care and support, not punishment and incarceration.

- To achieve this, San Francisco’s Just Home investment is working towards developing a sustainable, coordinated, systemic approach to targeting people who are disproportionately impacted by homelessness and criminal justice involvement through housing solutions and integrated care.

http://hsh.sfgov.org
San Francisco’s Just Home Objectives

- Bring homeless system and criminal justice system partners together to develop more pathways to housing stability for people who are impacted by homelessness and criminal justice involvement.
- Provide resources for system partners to plan and develop housing and service solutions to effectively address the needs of people who are justice involved and at-risk of or are experiencing homelessness.
- Build a more comprehensive, equitable, and coordinated system to bridge gaps between homelessness, housing, and criminal justice systems through collaborating to develop a new city-wide 2023 strategic plan on homelessness.
- Advance equity for people who are disparately impacted by homelessness and criminal justice involvement.

http://hsh.sfgov.org
San Francisco’s Just Home Approach

**Target Population**
- People experiencing homelessness who have been involved with the criminal legal system

**Resources**
- Just Home operational resources

**Strategies**
- Increase collaboration with criminal legal agencies; leverage findings from community engagement and current efforts to work with those who are justice involved and are experiencing homelessness (e.g., the new Access Point through SF Pretrial) to inform and implement HSH’s citywide strategic plan

**Goals**
- Create a comprehensive, coordinated, equitable system that provides pathways to housing stability for those involved with the criminal legal system

**Systems Change Work**

**Housing Demonstration Project**
- People who have high utilization of multiple systems, are between 18-35, and are exiting custody

**Resources**
- PRI loan (blended with other funding streams including HHIP, CalAIM, and Prop C)

**Strategies**
- Create a small permanent supportive housing solution for this target population, informed by community engagement

**Goals**
- Reduce housing instability, homelessness, and criminal legal involvement among this target population, with the hope of replicating this model for the wider population
Local Roles

- Project Lead: Dept. of Homelessness and Supportive Housing
- Housing Partner for PRI Funds: Mayor’s Office of Housing and Community Development and Housing Accelerator Fund
- CJ System Partners: Safety and Justice Challenge Workgroup Members
- Community Engagement Partner: Talent Poole
- Evaluation Partner for PRI Project: California Policy Lab
- Other Housing and Health Partners including Our City, Our Home, Local Homeless Coordinating Board, etc.

http://hsh.sfgov.org
Kickoff; project planning begins

Community engagement plan is drafted. Launch of core planning team

San Francisco submits its Housing Investment Action Plan, outlining the City’s strategies for Just Home

Talent Poole completes their comprehensive community engagement effort with those at the intersection of homelessness and criminal legal involvement

The City publishes its 5-year strategic plan to prevent and end homelessness in San Francisco

HSH hires a Manager of Housing and Justice System Initiatives

San Francisco receives approval from MacArthur for a $5 million PRI loan
Upcoming Work

- Finalizing implementation plan and key milestone dates
- Journey mapping
  - To understand how people experiencing homelessness and criminal legal involvement move through the system
- Systems mapping
  - To understand the current housing resources available to this population
- Evaluation planning and building a data infrastructure
Contact

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Thanks!
The Way Out
participant spotlight:
Gabriel Gwinn

“At The Way Out, I’m able to live and be in community with others who are at a similar point [as me] in their recovery journey. It fills a huge gap that isn’t filled by anywhere else - the gap of where to go after rehab. There are lots of rehabs in the city, but they don’t offer any after care. Once you’re done, you’re in the same place as before, just clean and sober. You have no money, no job, no place to stay. Most people go back to their old stomping grounds and end up in the same situation - back on the streets, back to drugs and alcohol. One of my friends went back to Santa Rosa and died.”

“I don’t think there’s another program in the City that’s geared towards actually getting back to society. Once you’ve graduated from HealthRight 360, or Walden House, what do you do after that? The Way Out is exactly the kind of program the City needs.”

Gabe came to the Salvation Army’s ARC on a court order from Santa Rosa, where he was previously living a life of crime, homelessness, and addiction. He moved into The Way Out after completing six months at ARC while completing the SF culinary program, and is excited to move to Idaho to return to his family and work as a cook at a local resort upon completion of his probation sentence. He cites the community of friends and mentors, built through attending church and mandatory AA meetings at ARC and The Way Out, as the key to his success.
Safety and Justice Challenge July 2023 Report

**Average Daily Population**

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<tr>
<th>This Month</th>
<th>Change from last month</th>
<th>Change from last year</th>
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<tr>
<td>927</td>
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<td>19%</td>
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</table>

**Bookings**

<table>
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<th>This Month</th>
<th>Change from last month</th>
<th>Change from last year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1276</td>
<td>27%</td>
<td>36%</td>
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</table>

**Releases**

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<th>Change from last month</th>
<th>Change from last year</th>
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</thead>
<tbody>
<tr>
<td>1148</td>
<td>14%</td>
<td>31%</td>
</tr>
</tbody>
</table>
Month-to-Month Bookings Chart
The Snapshot Population July 2023 Report provides a detailed analysis of the population under custody on July 18th, 2023. Here are the key findings:

**Ethnic and Race Distribution:**
- **Black:** 41% (Low 39, High 44)
- **White:** 19% (Low 19, High 23)
- **Hispanic:** 28% (Low 23, High 28)
- **API:** 6% (Low 5, High 8)
- **Other:** 6% (Low 2, High 7)

**Gender Distribution:**
- 90% Male
- 8% Female
- 2% Transgender/Non-Binary (TGN)

**Age at Booking:**
- 18-24 yrs (TAY): 16%
- 25-34 yrs: 35%
- 35-44 yrs: 29%
- 45-54 yrs: 13%
- 55+ yrs: 7%

**Average Time in Custody:**
- 377 days

**Median Time in Custody:**
- 81 days

These statistics highlight the demographic and custody details of the population under observation.
Long Stayer Population July 2023 Report

Time in custody over three years on July 18th 2023

- Average time in custody: 5.74 yrs.
- Median time in custody: 5.3 yrs.

Transgender/Non-Binary Population 1
- Snapshot: Population 101
- Percent of Population: 11%

Legal Status
- 100%, Pretrial
- 0%, Sentenced
- 0%, Other

Ethnic and Race Percent
- 44%, White
- 19%, Hispanic
- 23%, API
- 12%, Black
- 2%, Other
- 1%, TGN

Gender
- 94%, Male
- 5%, Female

Age at Booking
- 18-24 yrs (TAY): 33%
- 25-34 yrs: 31%
- 35-44 yrs: 17%
- 45-54 yrs: 17%
- 55+: 3%

Population 1
Monthly Bookings July 2023

Booking By Top Crime Category

- Felony Person: 22%
- Felony Property: 19%
- Felony Drug: 14%
- Felony Enroute: 6%
- Felony Other: 4%
- Felony Weapons: 3%
- Felony Vandalism: 3%
- Homicide/Manslaughter: 1%
- Felony Sex: 1%
- Felony DUI: 1%
- Felony Safekeep: 0%
- Misdemeanor Drug: 9%
- Misdemeanor Other: 5%
- Misdemeanor Person: 5%
- Misdemeanor DUI: 4%
- Misdemeanor Enroute: 2%
- Misdemeanor Contempt: 1%
- Misdemeanor Property: 1%
- Misdemeanor Weapons: 0%
- Infraction: 0%
Monthly Bookings July 2023

### 2023 April Top 20 Charges at Booking

- **Felony Enroute Warrant**: 6.54%
- **Domestic Violence**: 6.22%
- **Receiving Stolen Property,...**: 5.02%
- **Driving Under the Influence of...**: 4.36%
- **Battery**: 4.14%
- **Possession for Sale of Cocaine...**: 4.14%
- **2nd Degree Burglary - Commercial**: 3.82%
- **Second Degree Burglary**: 3.82%
- **Assault with a Deadly Weapon...**: 3.49%
- **Local Felony Municipal Court...**: 3.16%
- **Criminal Threats**: 2.62%
- **Misdemeanor Enroute Warrant**: 2.62%
- **Unlawful Possession for Sale or...**: 2.62%
- **Second Degree Robbery**: 2.51%
- **Vandalism More Than $400**: 2.51%
- **Transportation, Sale and Giving...**: 2.40%
- **Contempt of Court Order**: 1.96%
- **First Degree Robbery**: 1.85%
- **Grand Theft of Personal...**: 1.85%
- **Inflicting Injury on Elder or...**: 1.64%

### Top 20 Charges 2023 July Bookings

- **Under the Influence of A...**: 5.49%
- **Possession for Sale of Cocaine Base**: 5.02%
- **Felony Enroute Warrant**: 4.94%
- **Transportation, Sale and Giving...**: 4.94%
- **Receiving Stolen Property,...**: 4.70%
- **2nd Degree Burglary - Commercial**: 4.39%
- **First Degree Robbery**: 3.92%
- **Domestic Violence**: 3.84%
- **Second Degree Robbery**: 3.68%
- **Driving Under the Influence of...**: 3.45%
- **Assault with a Deadly Weapon...**: 3.29%
- **Battery**: 3.21%
- **Second Degree Burglary**: 2.98%
- **Vandalism More Than $400**: 2.82%
- **Unlawful Possession for Sale or...**: 2.66%
- **Misdemeanor Enroute Warrant**: 2.59%
- **Possession of Unlawful Drug...**: 2.59%
- **Inciting A Riot**: 2.51%
- **First Degree Burglary-Residential**: 1.96%
- **Criminal Threats**: 1.57%
Monthly Releases July 2023

Average and median length of stay for released individuals

Average length of stay in days 20

Median length of stay 2.35 days

Released for month 1148

<table>
<thead>
<tr>
<th>July</th>
<th>Last 12 Months</th>
<th>Ethnic and Race Percent</th>
<th>Gender</th>
<th>Age at Booking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>32%</td>
<td>3%</td>
<td>2%</td>
<td>55+</td>
</tr>
<tr>
<td>White</td>
<td>26%</td>
<td>7%</td>
<td>17%</td>
<td>45-54yrs</td>
</tr>
<tr>
<td>Hispanic</td>
<td>33%</td>
<td>33%</td>
<td>81%</td>
<td>35-44</td>
</tr>
<tr>
<td>API</td>
<td>7%</td>
<td>26%</td>
<td>2%</td>
<td>25-34yrs</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
<td>32%</td>
<td>17%</td>
<td>18-24yrs (TAY)</td>
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</table>

<table>
<thead>
<tr>
<th>Days</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022-Jul</td>
<td>32</td>
<td>37</td>
</tr>
<tr>
<td>2022-Aug</td>
<td>24</td>
<td>28</td>
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<tr>
<td>2022-Sept</td>
<td>27</td>
<td>33</td>
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<tr>
<td>2022-Oct</td>
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<td>8</td>
</tr>
</tbody>
</table>

Average length of stay in days 20

Median length of stay 2.35 days

Released for month 1148