

The San Francisco Sentencing Commission

City & County of San Francisco

(Administrative Code 5.250 through 5.250-3)

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

One tap mobile

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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)

4. Presentation: The Way Out, a New Recovery-focused Homeless Initiative, by Micah Park, MBA/MPA Candidate at The Wharton School and Harvard Kennedy School of Government (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)

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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

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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.

CHEMICAL SENSITIVITIES

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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

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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.

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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.

4. Report on Sentencing Commission Activities, the Reentry Council, and the Family Violence 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 poses 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 this 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.

9. Adjournment.

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.



THE WAY OUT

San Francisco



Micah Park, MBA,
MPA Candidate

The Way Out

graduate spotlight:

Aaron Needham



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.

*“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.”*

*“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.**”*

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 Braces for Epic Commercial Real Estate Crash

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

Newsletters

The Atlantic

HOW SAN FRANCISCO
BECAME A FAILED CITY

And how it could recover

Newsweek 90

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

The New York Times

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 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**

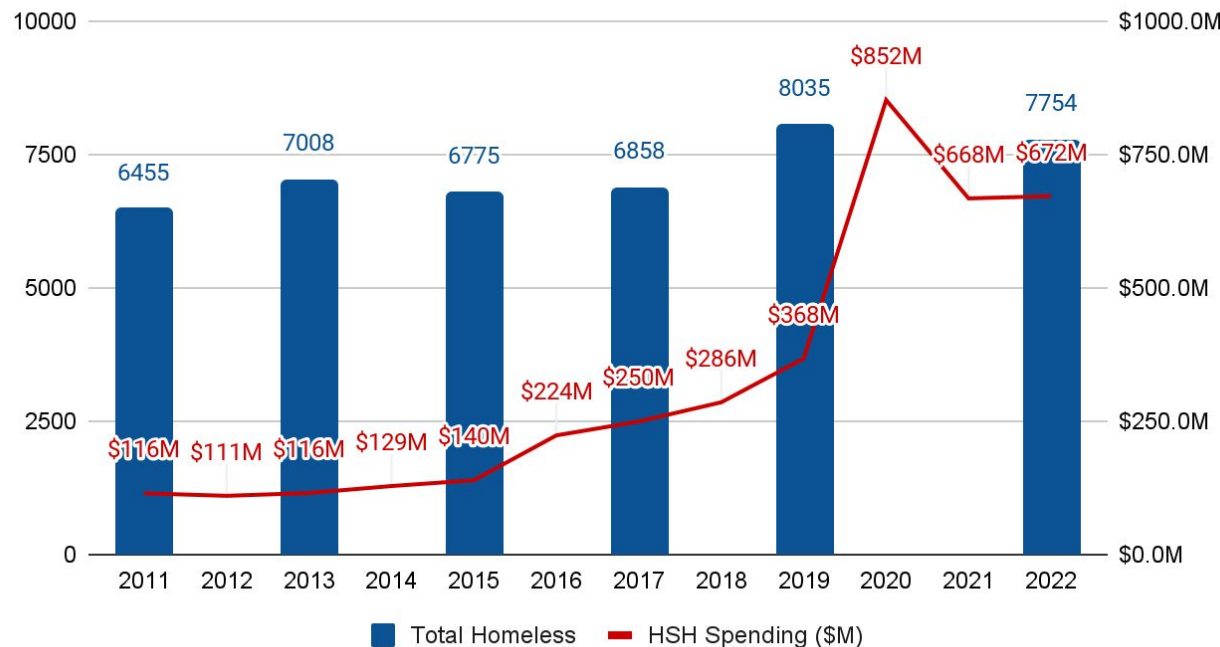
Broken Homes

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's response to the homelessness crisis is broken



Homelessness continues to rise despite increased City spending



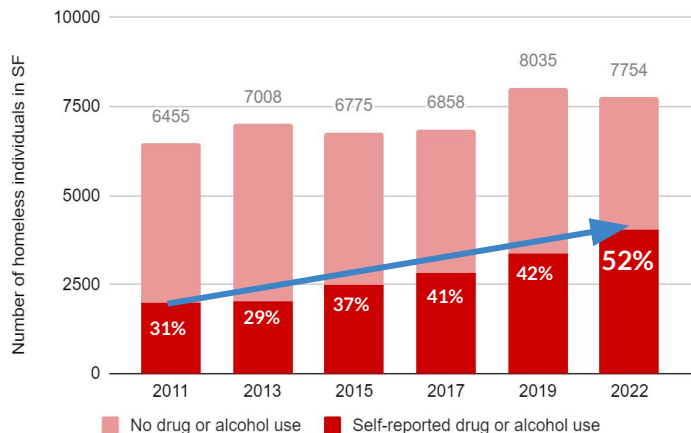
In the last 12 years,
there has been...

20.1%
Increase in homeless
population

479%
Increase in City
spending on
homelessness

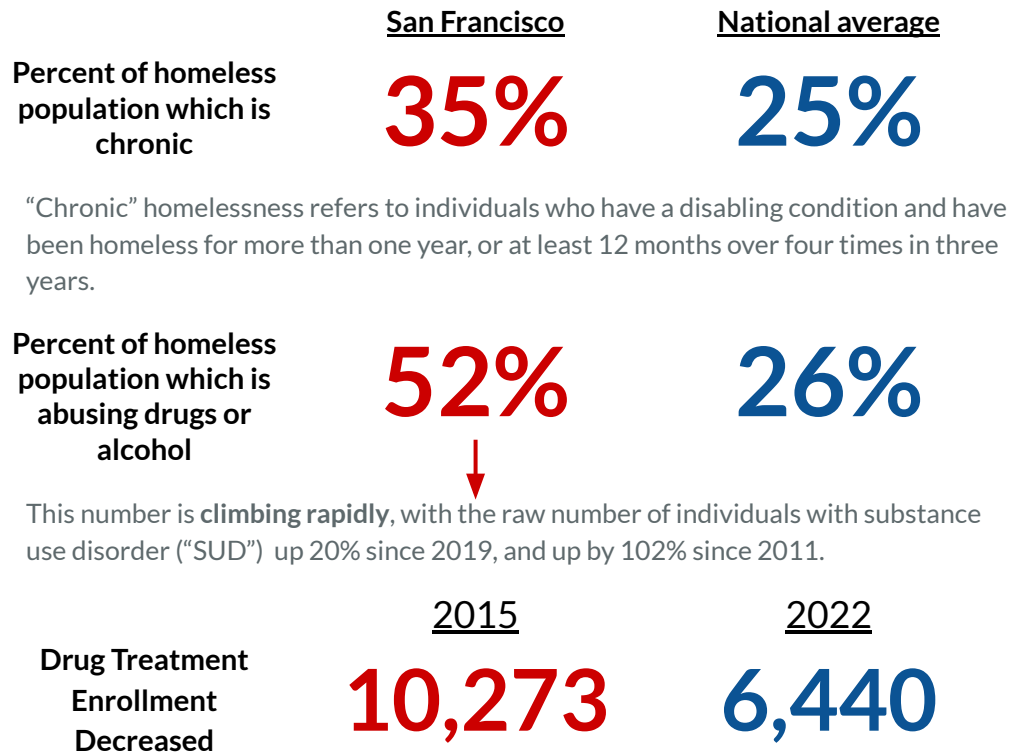
*The SF Department of Homelessness and Supportive Housing ("HSH") was established in 2016; previously, homeless-related services were managed by SF Human Services Agency ("HSA") and other departments. The 2021 PIT report was postponed due to Covid.

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**.



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.

'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.

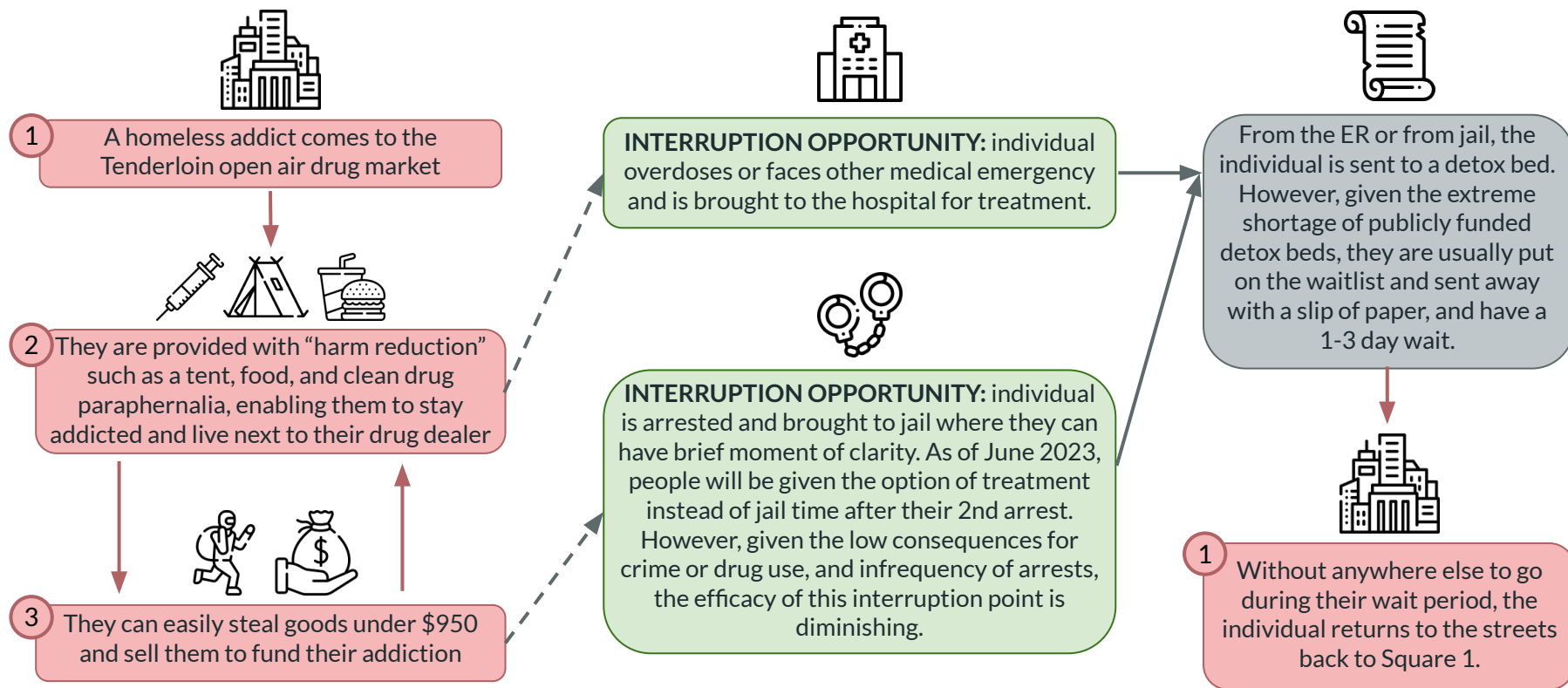
The man became so frustrated waiting that he left, according to Stefani's office.

- 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**

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



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

A Homelessness is a housing issue – but the City is divided on how to solve it

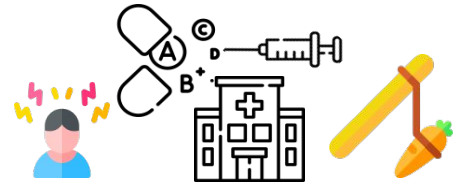
In a progressive city like San Francisco, almost everyone is left of center on the ideological spectrum. However, there has been fierce debate over how to address homelessness, primarily falling into two camps

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.**

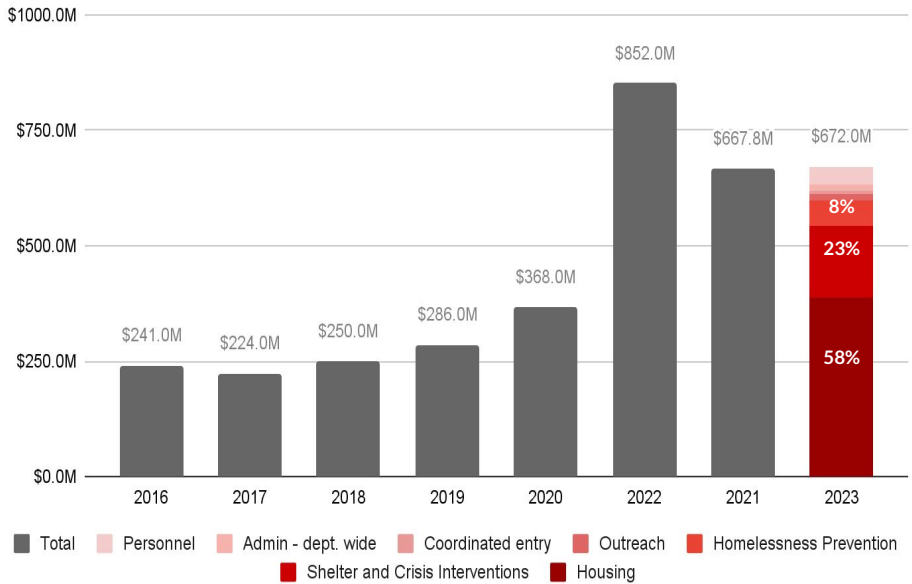


- **Housing alone won't fix this:** While San Francisco has invested in the Housing First approach, homelessness has increased. This has led other groups to argue that subsidized housing alone is not only inefficient, but also ineffective at reducing homelessness
- **Holistic solutions needed:** Groups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



A Because we went all in on Housing First, we don't have enough shelter

HSB Breakdown of Historical Budget



	Shelter Beds	Permanent supportive housing
Percent of HSH budget	23%	58%
Cost per unit	\$58-70K	\$658-700K
Current units of capacity	4,322	14,355
Occupancy /vacancies	90% Maintained to leave space for emergency entry	825 There are over 1500 people on the SF PSH waiting list

57% 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.

A 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

B harm reduction approach, instead of expanding treatment options and access.



B 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?"

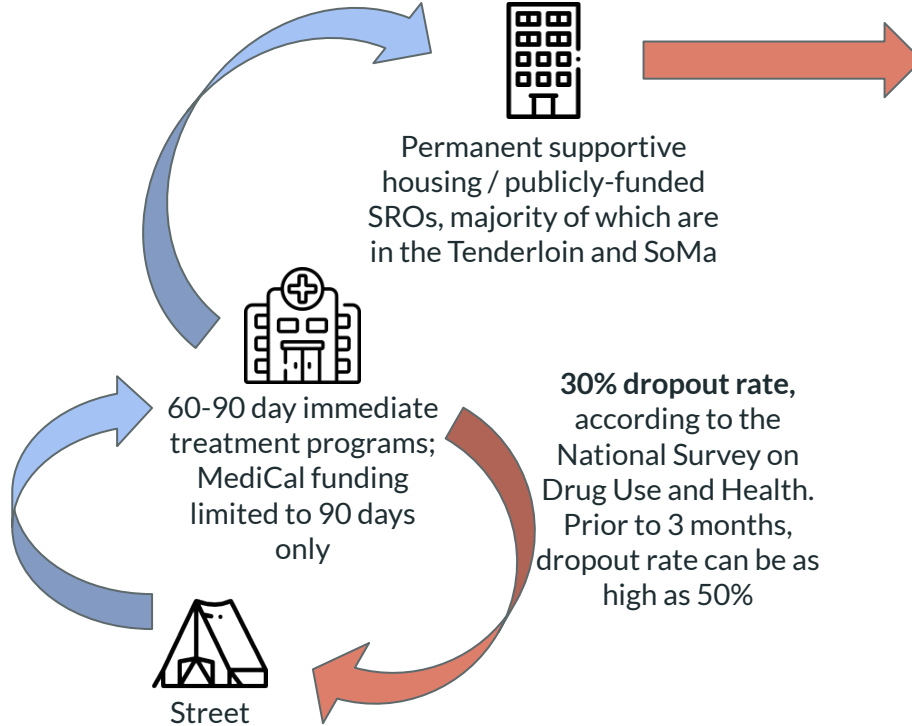
"In my experience, harm reduction is kind of just like saying, 'You're too far gone. You're too worthless to have a meaningful life, so we're just going to keep you on life support. We'll comfort you on your pathway to depravity and death. We'll overlook your terrible behavior, as long as you're not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

Aaron Needham, TWO graduate

B Even when individuals do end up in drug treatment, they are often caught in a vicious cycle



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.



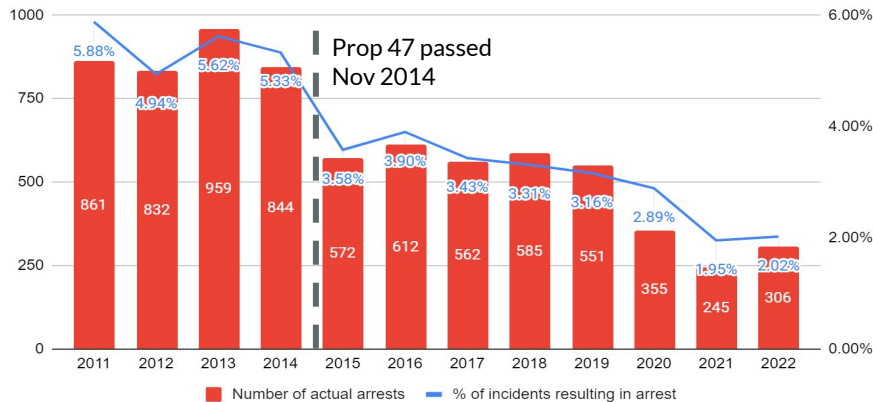
Increased likelihood of relapse and death. A 2010-2017 study from SF's DPH found that SRO residents were **19.3x more likely to die of drug overdose** than non-SRO residents.

"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

Prop 47 exacerbates the crisis by reducing enforcement of drug use and petty theft

SFPD larceny theft: number of arrests and arrest rates



"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

- 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

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.

SAN FRANCISCO

THE WAY OUT

LIVE. WORK. LOVE.



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**.

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



1

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**.

2 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

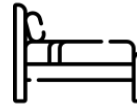
Current capacity



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.

**3**

Recovery-focused transitional housing



Key Goals

- **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



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%,

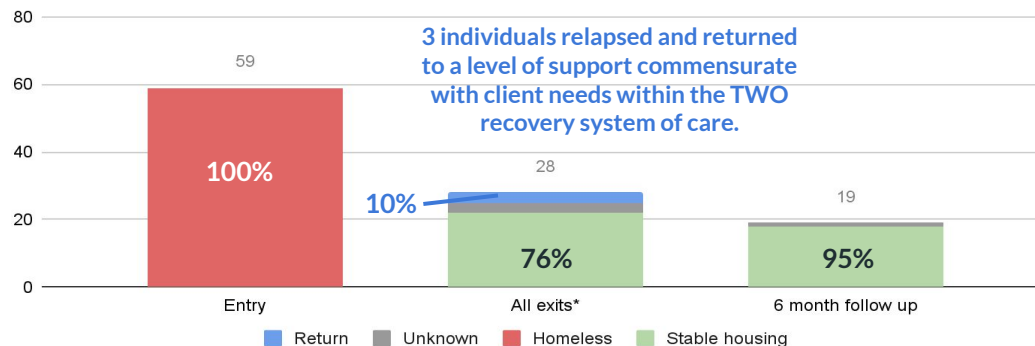
or 22 out of 29 participants successfully exited the program. Another 27 participants are currently in process moving through the program.

At 6 month follow up

56%

of those employed are earning \$25/hr or more.

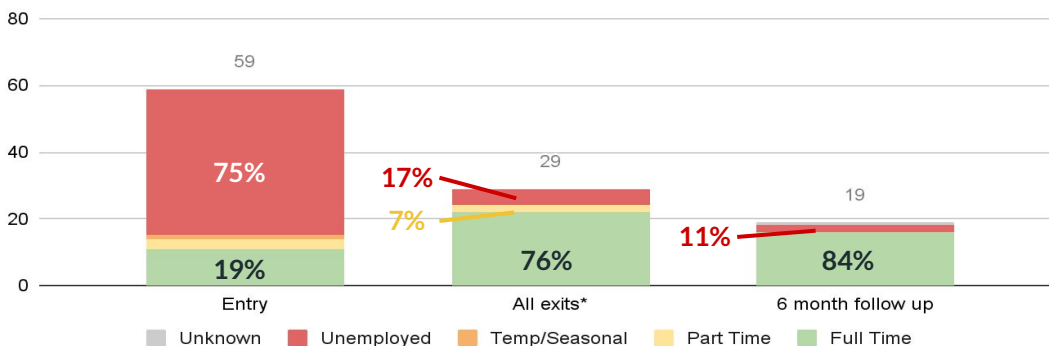
The Way Out participants housing status



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.

The Way Out participant employment status



*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.



The Way Out 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.

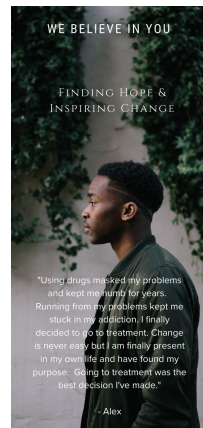
ARE YOU READY FOR A WAY OUT?



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

42 MCLEA COURT
(415) 503-3072

THE WAY OUT
San Francisco



ASK QUESTIONS

Learn about your options and make a plan!

For more information visit:
thewayoutsf.org

For general information regarding the Joseph McFee Center please contact:

Aaron Lowers
Director, Joseph McFee Center
aaron.lowers@usw.salvationarmy.org
415-553-3593

THE WAY OUT
LIVE. WORK. LOVE.

PATHWAY TO
INDEPENDENCE



A GUIDE TO TREATMENT AND
EXTENDED RECOVERY

PATHWAY TO INDEPENDENCE

As you strive to make changes to create a healthy life away from addiction, it's important to know you have options after completing treatment. The Joseph McFee Center, a transitional housing program, supports your recovery and career goals.

RECOVERY PLAN
Once you make the choice to change your life. Remember:

- Commit to the process
- Keep an open mind
- Remember your "why"
- Reclaim your life!



JOSEPH MCFEE CENTER
A TRANSFORMATIONAL LIVING COMMUNITY

The Joseph McFee Center is an extended recovery/transitional housing program with onsite supportive services for people completing residential treatment. The program offers:

- Up to 2 years of Transitional Housing
- Crisis Management & Recovery Support
- Career Development & Vocational Training
- Life Skills & Savings Program
- Family Reunification Support
- Permanent Housing Assistance

Learn more!

START WITH INTROSPECTION

Reflect! Have drugs and alcohol negatively impacted your life? Have they caused you problems with family, friends, or relationships? Have they hindered your success or derailed your goals? Take agency in your life and try a new path. We're with you every step of the way.

TREATMENT & SUPPORT

Treatment is life-changing! Learning coping strategies and gaining independence leads to true freedom. Though at times challenging, with commitment and support, you can achieve anything.

**YOUR SUCCESS MATTERS
& WE ARE HERE
TO SUPPORT YOU ON YOUR
JOURNEY!**

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



2004-2010



2011-2017



2018-today

1980s

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.**

1992

A

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

1993

B

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.

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.

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

A

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.

2014

C

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

2016

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.

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.

A

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).

B

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.

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

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.

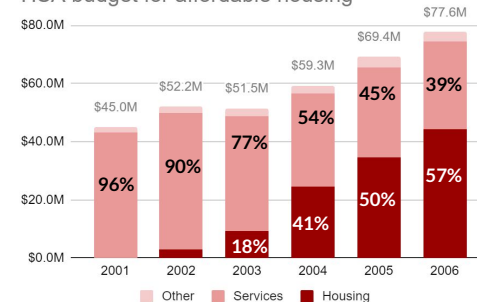
"I used to be on the Board for the Coalition on Homelessness. They were always strident, but they've become so dogmatic... the politics around this issue are hugely problematic."

Anonymous interviewee

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

Gavin Newsom's policies massively increased HSA budget for affordable housing



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

B 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%

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.

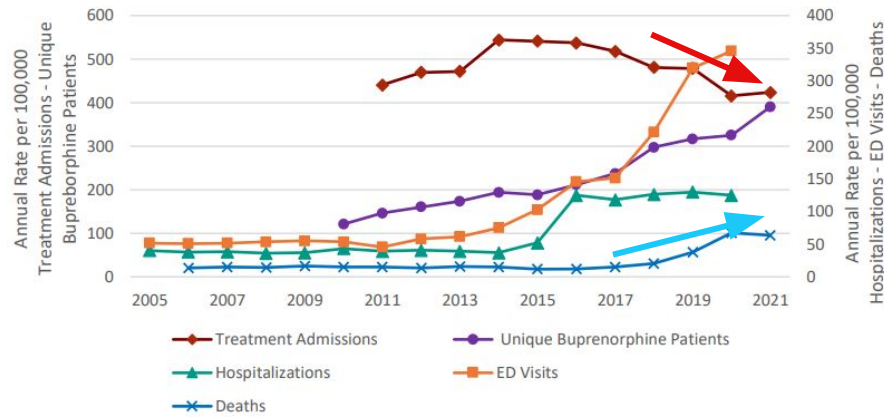
"The city needs to make it harder to get high and easier to get treatment. Right now, it's the opposite."

Tom Wolf, treatment and recovery advocate, former homeless heroin addict

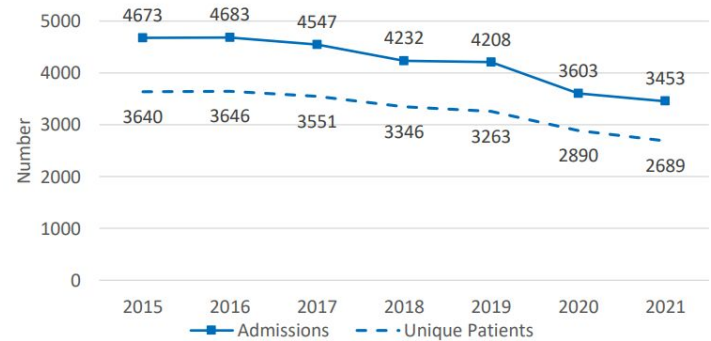
- Harm reduction is a public health strategy developed for adults with substance abuse problems **for whom abstinence was not feasible**
 - Harm reduction has a long history in San Francisco, dating back to the early 90s to prevent the spread of HIV/AIDS from dirty needles during the heroin overdose 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

B Drug use and overdose deaths are going up, and fewer people are getting into treatment

Rate of Opioid Use Health Indicators in CCSF, 2005-2021



Number of Admissions and Unique Persons Admitted to Programs Treating Substance Use Disorders for All Opioids as the Primary Substance in CCSF, 2015-2021



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.

c 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



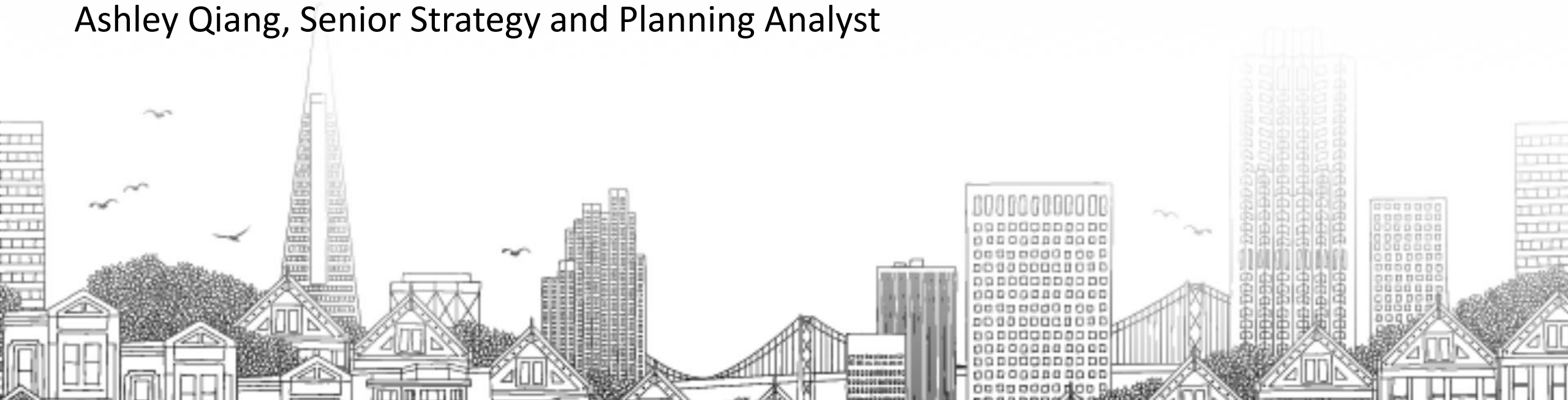
DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

Just Home

September 26, 2023

Aaqilah Islam, Principal Analyst, Manager of Housing and Justice System Initiatives

Ashley Qiang, Senior Strategy and Planning Analyst





What is Just Home?

2

- 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

3

- **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



San Francisco's Vision

4

- **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**

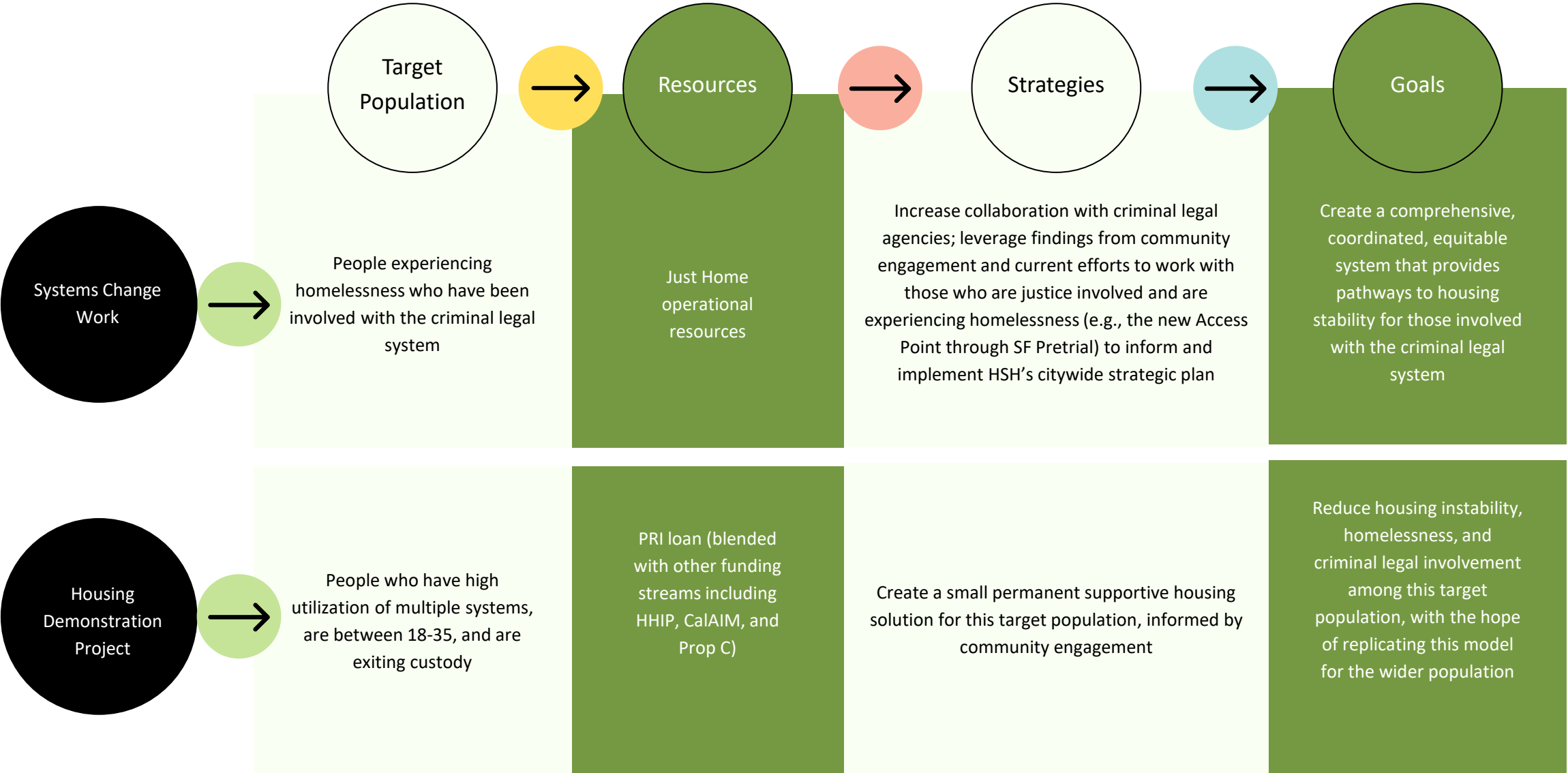


San Francisco's Just Home Objectives

5

- 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

San Francisco's Just Home Approach



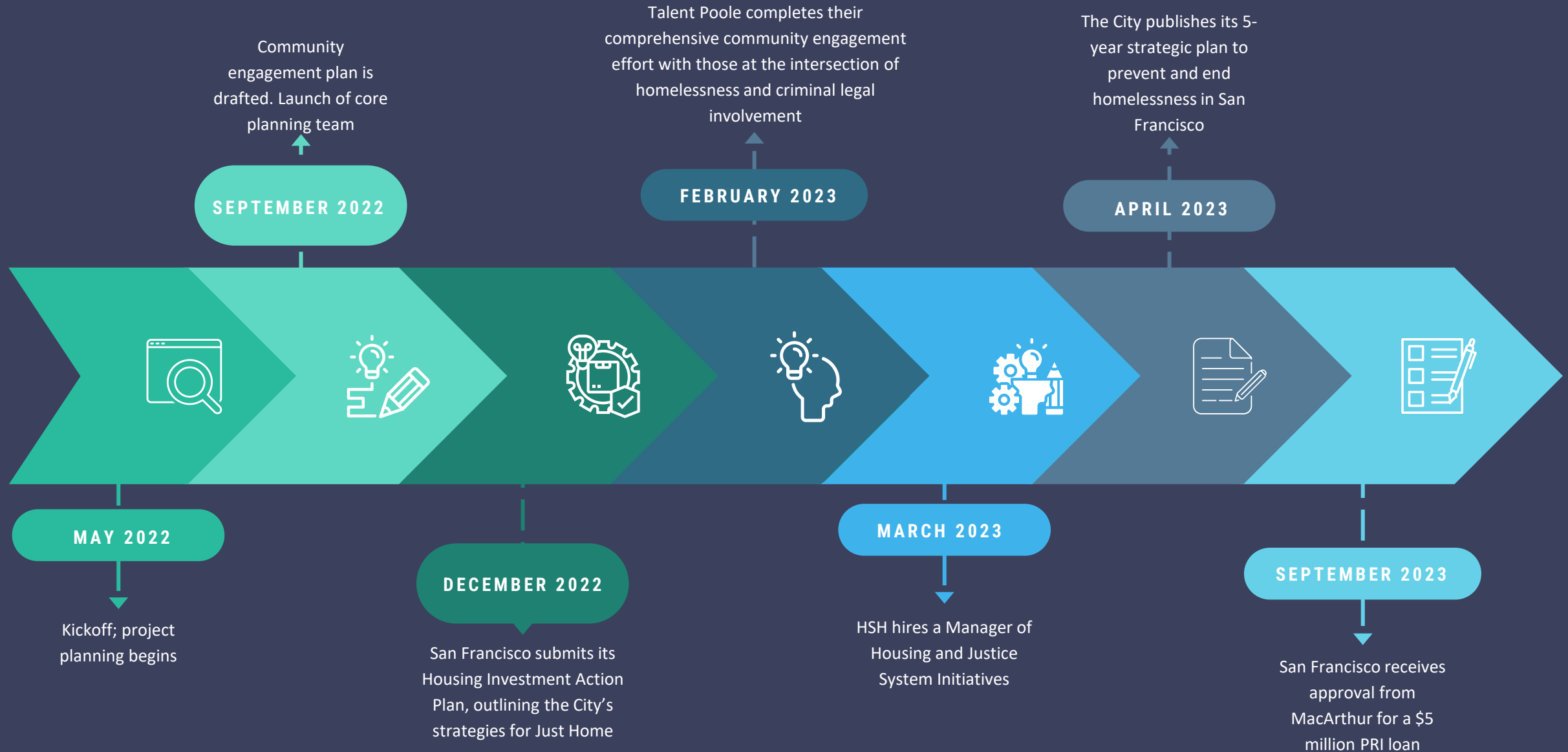


Local Roles

7

- 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.

JUST HOME WORK TO-DATE





Upcoming Work

9

- 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

10

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Deputy Director, Planning, Performance, and Strategy

Department of Homelessness and Supportive Housing

Cynthia.Nagendra@sfgov.org



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.

SENTENCING COMMISSION

Tuesday September
26th, 2023



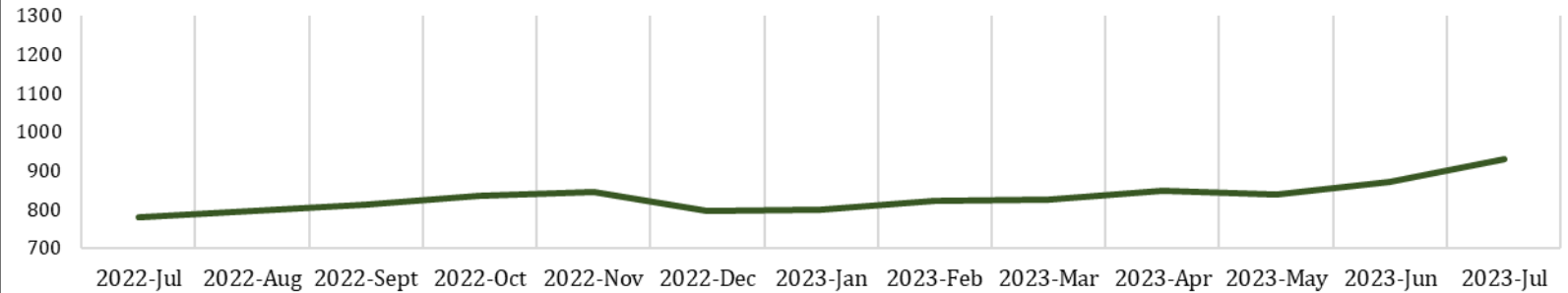
Supported by the John D. and Catherine T. MacArthur Foundation

Safety and Justice Challenge July 2023 Report

Average Daily Population

This Month	Change from last month	Change from last year
927	7% ↑	19% ↑

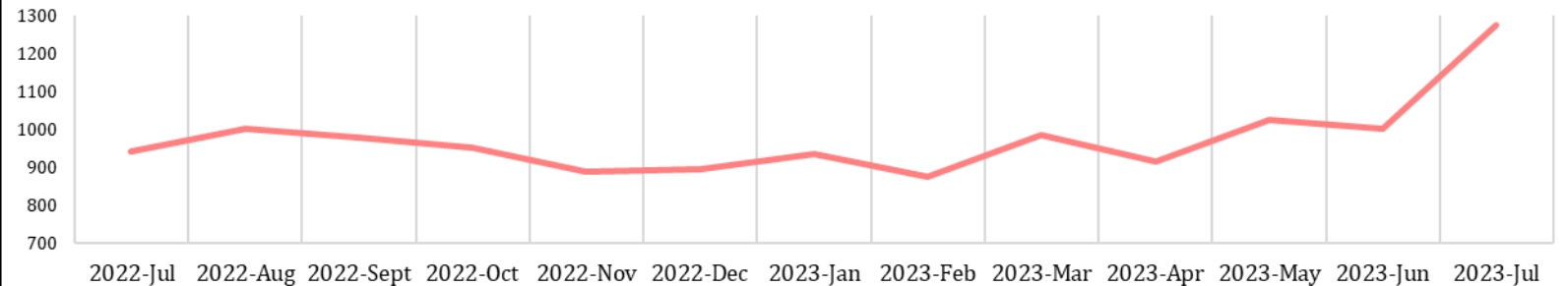
Average Daily Confined Population for the Month



Bookings

This Month	Change from last month	Change from last year
1276	27% ↑	36% ↑

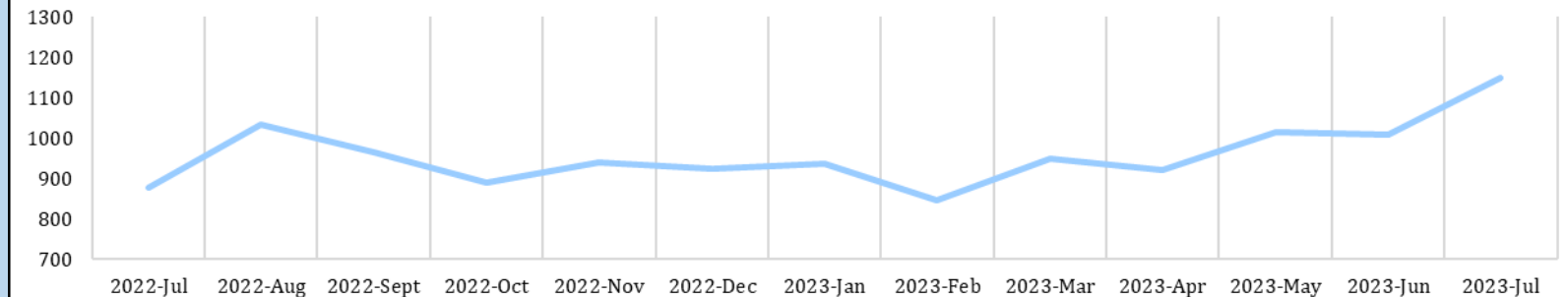
Monthly Bookings



Releases

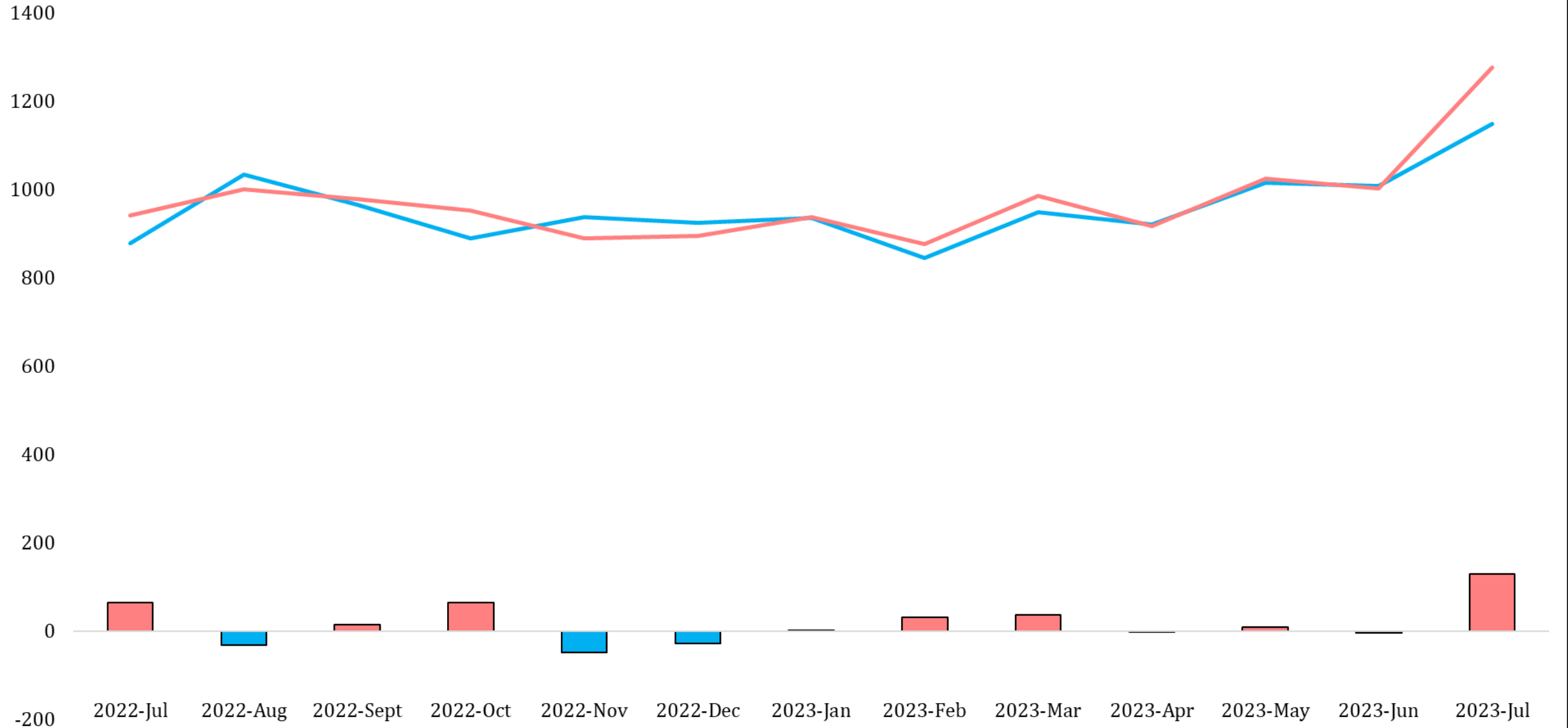
This Month	Change from last month	Change from last year
1148	14% ↑	31% ↑

Monthly Releases



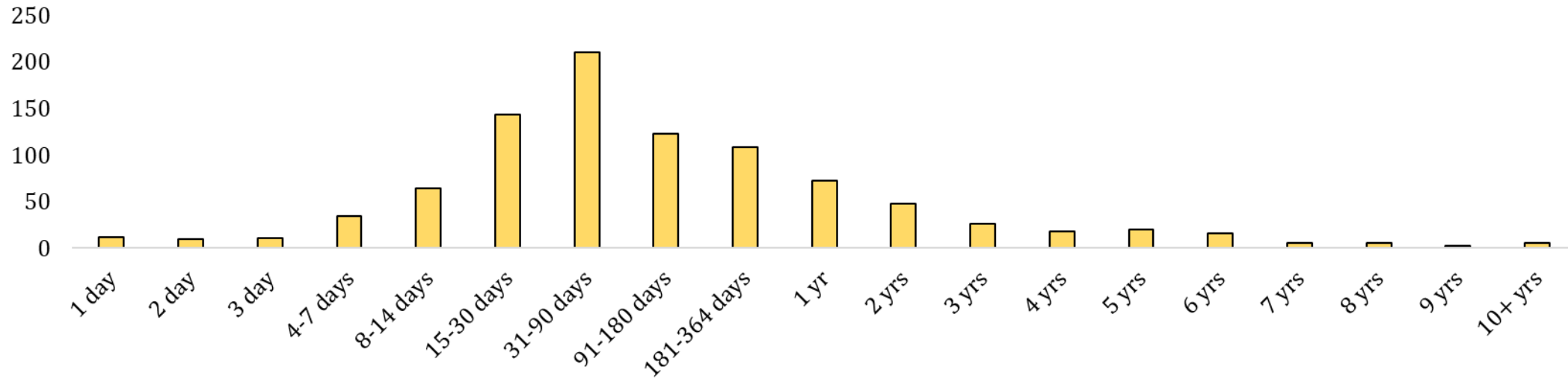
Safety and Justice Challenge July 2023 Report

Monthly Difference in Bookings vs. Releases



Snapshot Population July 2023 Report

Time in custody for snapshot population on July 18th, 2023



Snapshot Population 938

Average time in custody 377

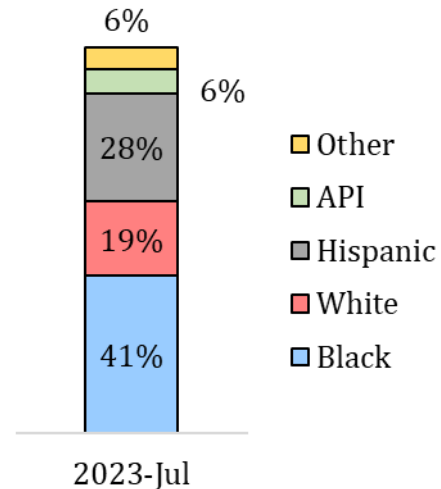
Median time in custody 81

Transgender/Non-Binary Population 16

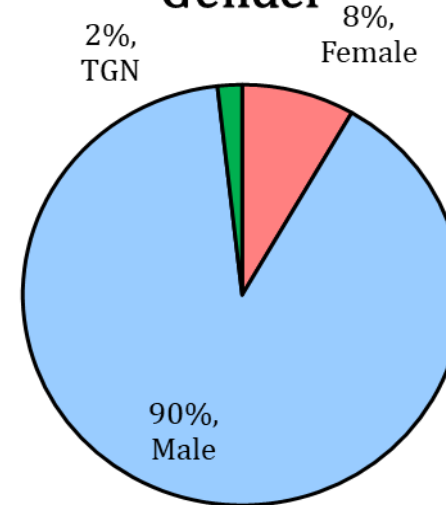
July Last 12 Months

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

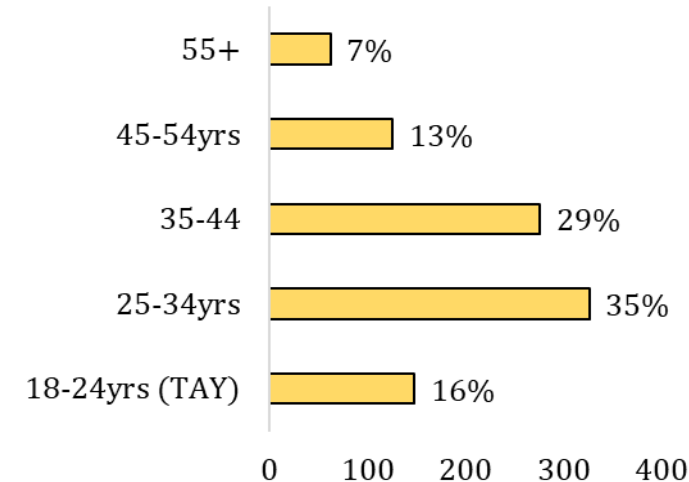
Ethnic and Race Percent



Gender



Age at Booking



Long Stayer Population July 2023 Report

Snapshot
Population 101

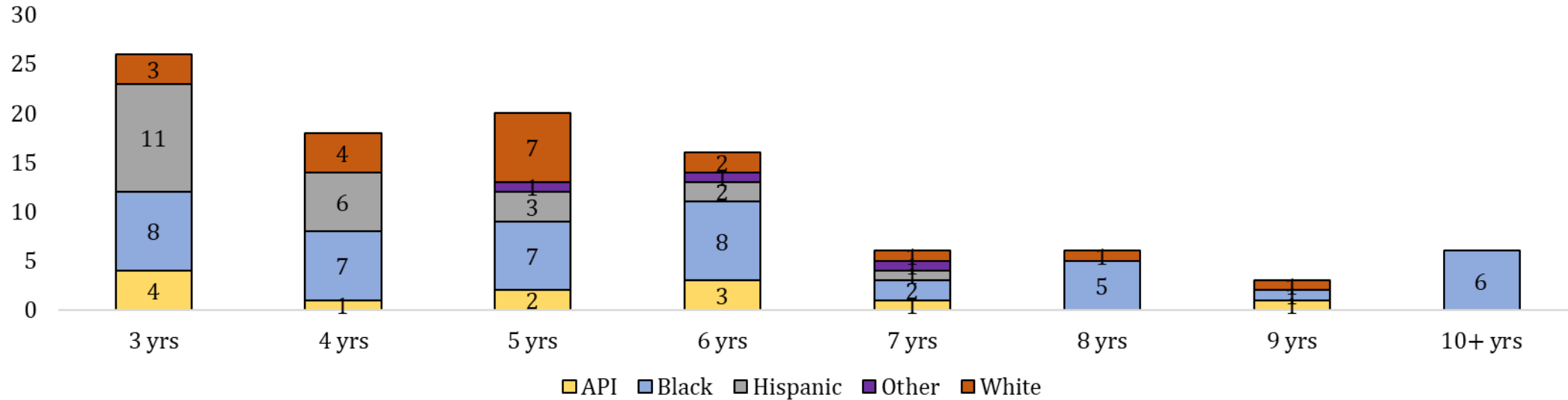
Percent of
Population 11%

Average time in
custody 5.74 yrs.

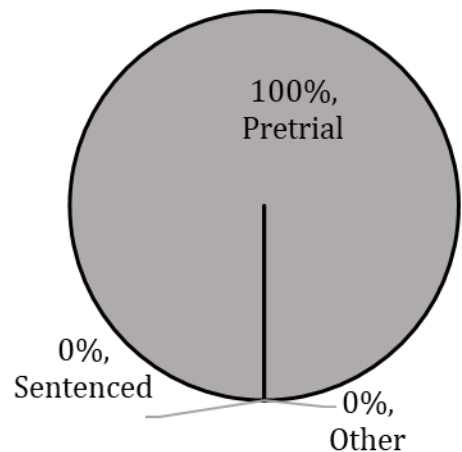
Median time in
custody 5.3 yrs.

Transgender/
Non-Binary
Population 1

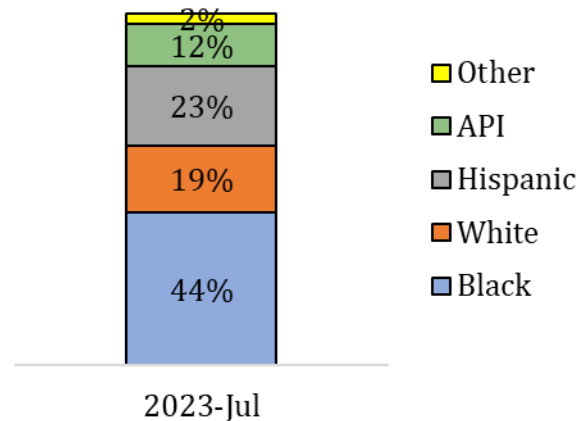
Time in custody over three years on July 18th 2023



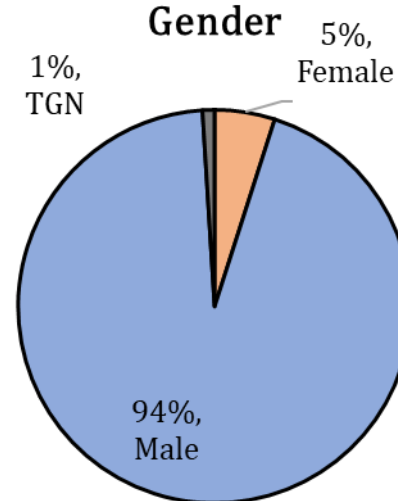
Legal Status



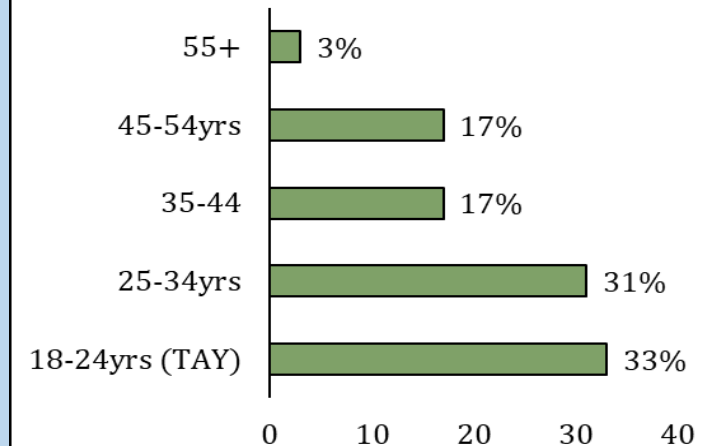
Ethnic and Race Percent



Gender

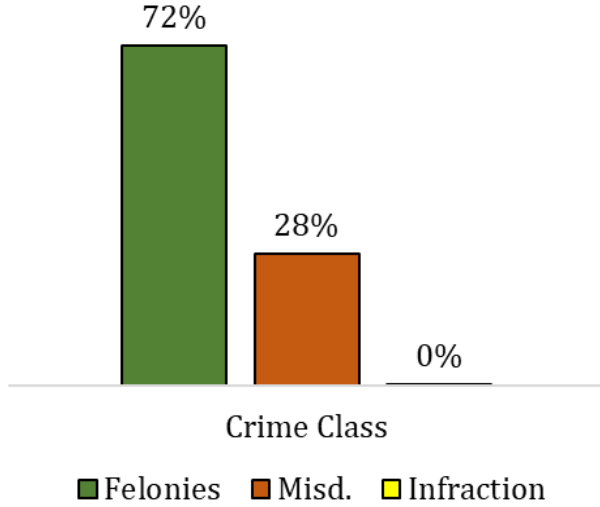


Age at Booking

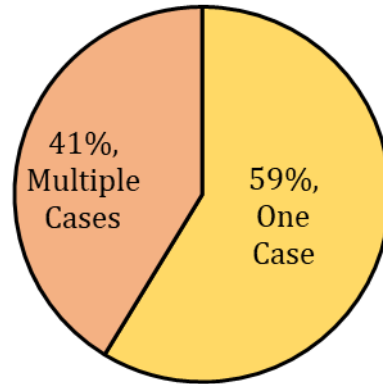


Monthly Bookings July 2023

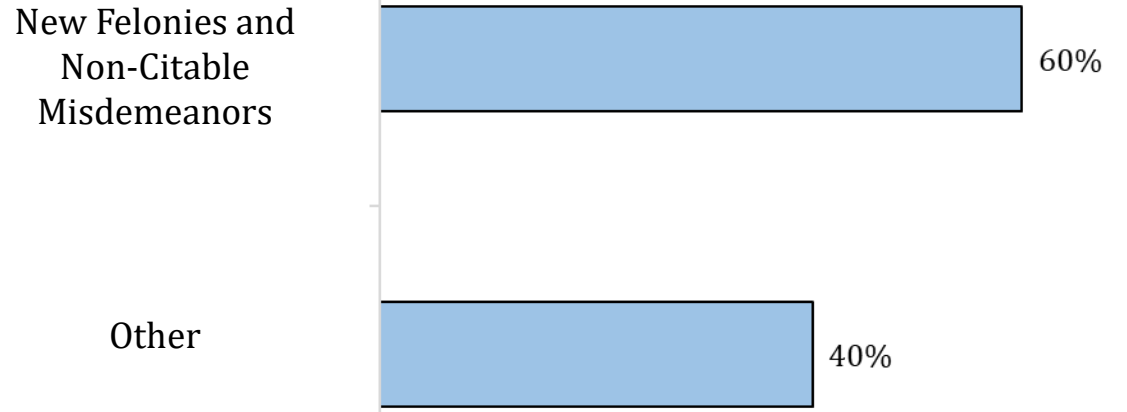
Crime Class at Booking



Caseload Per Booking Number

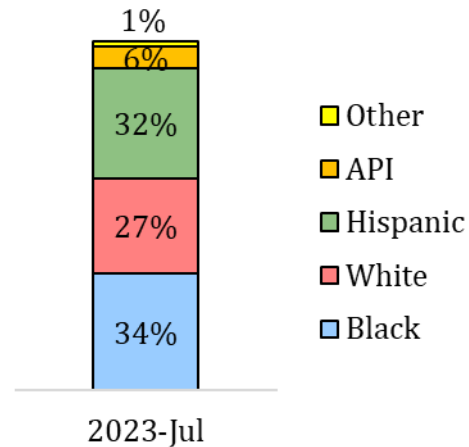


On View Charges

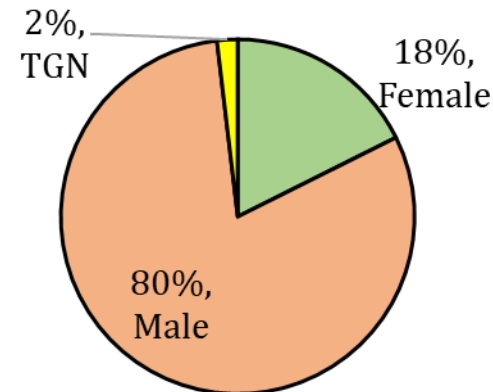


	July	Last 12 Months	
Black	34%	Low 32	High 37
White	27%	Low 23	High 30
Hispanic	32%	Low 27	High 32
API	6%	Low 5	High 9
Other	1%	Low 1	High 5

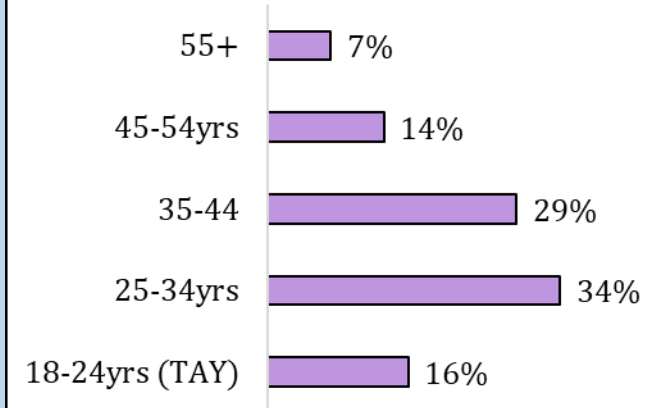
Ethnic and Race Percent



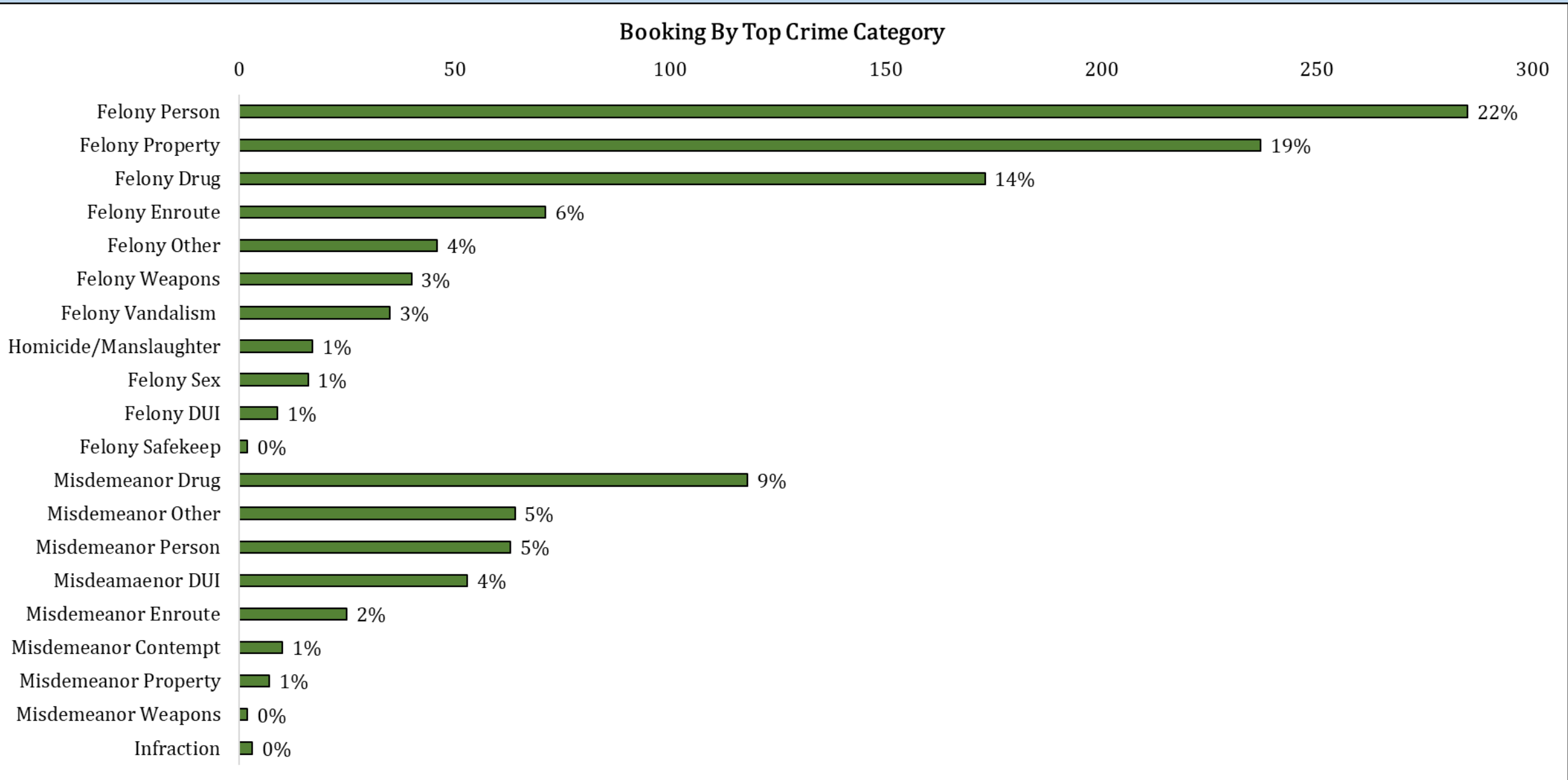
Gender



Age at Booking

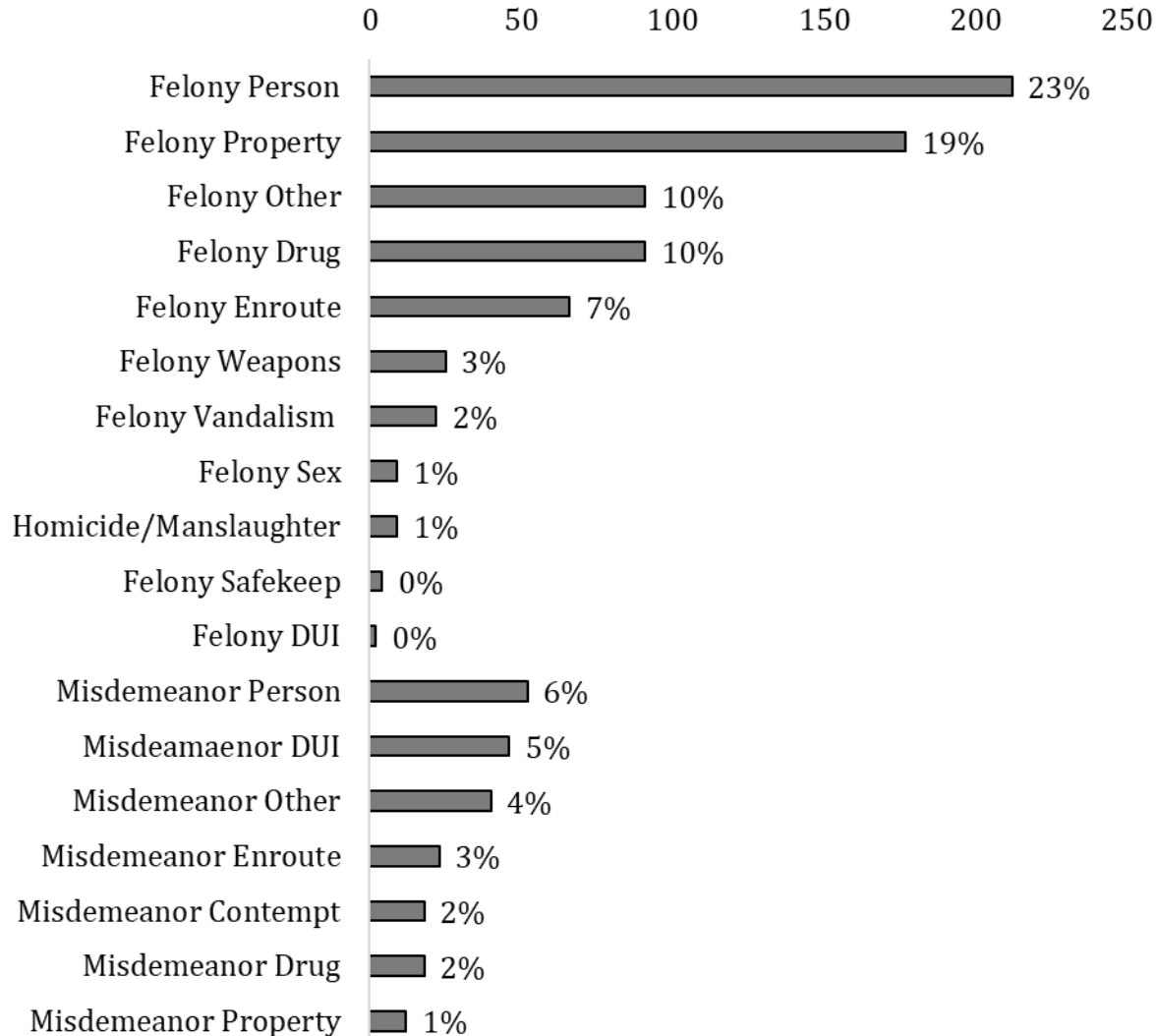


Monthly Bookings July 2023

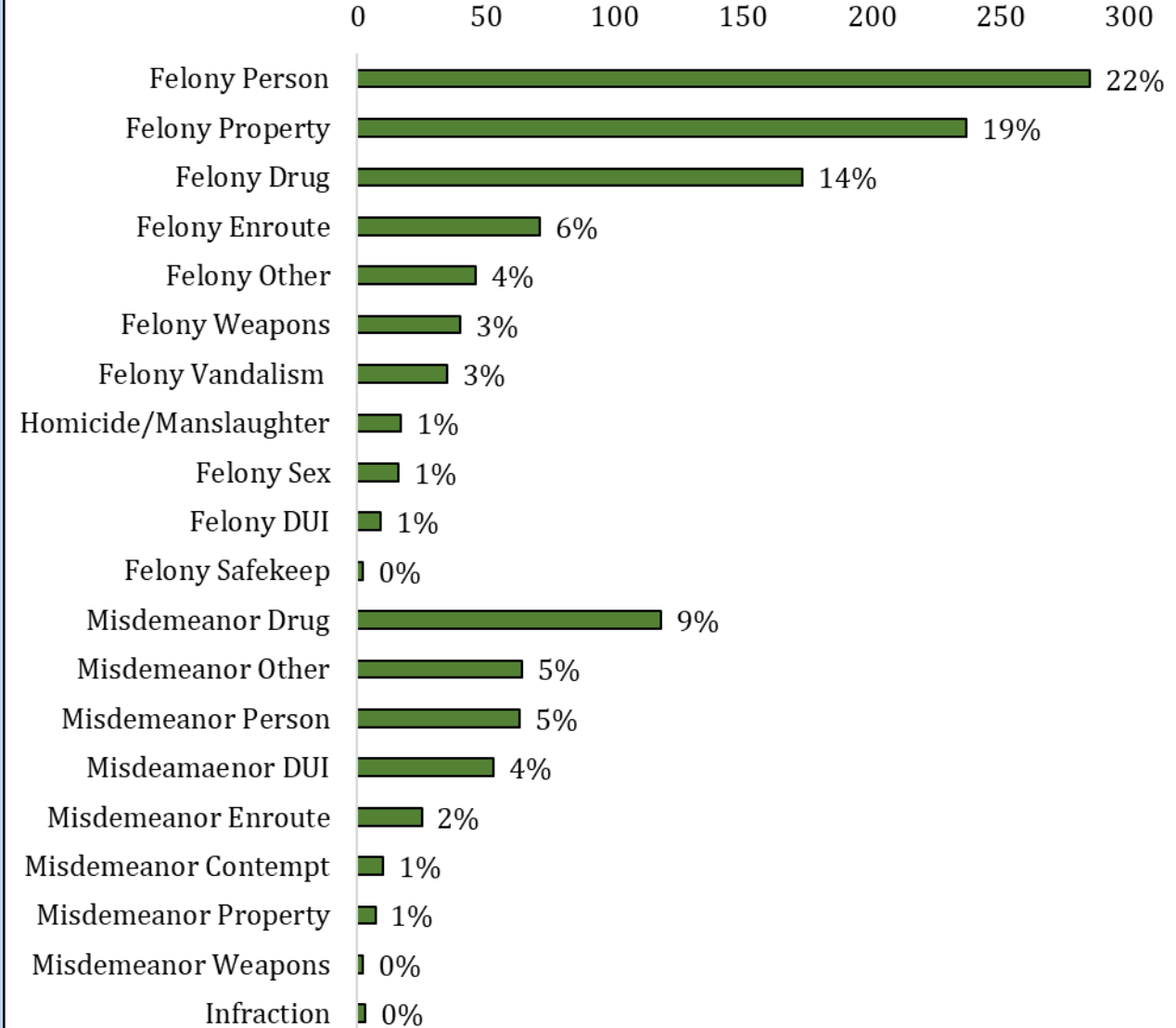


Monthly Bookings July 2023

Top Charge Category April 2023 Bookings

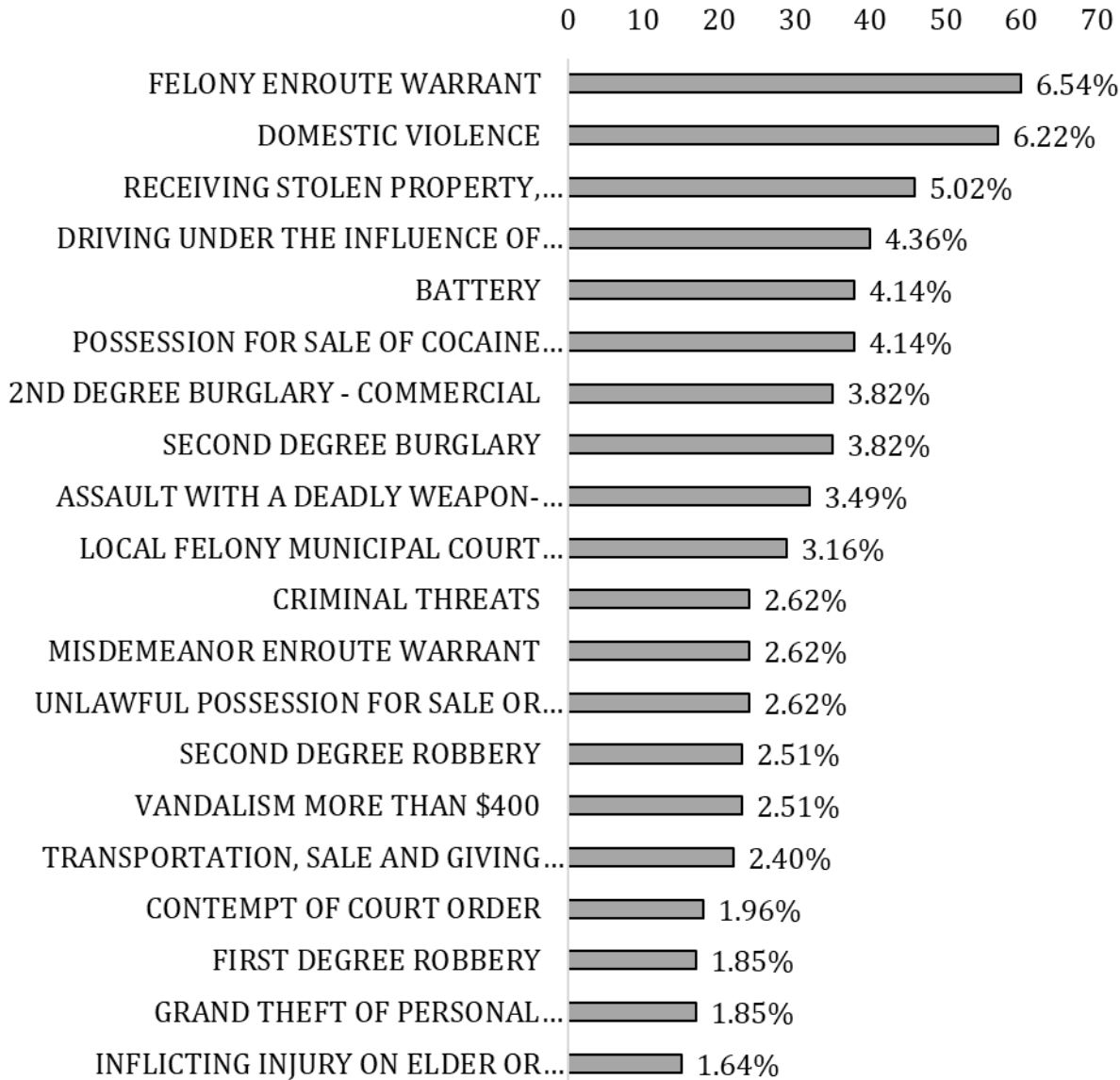


Top Crime Category July 2023 Bookings

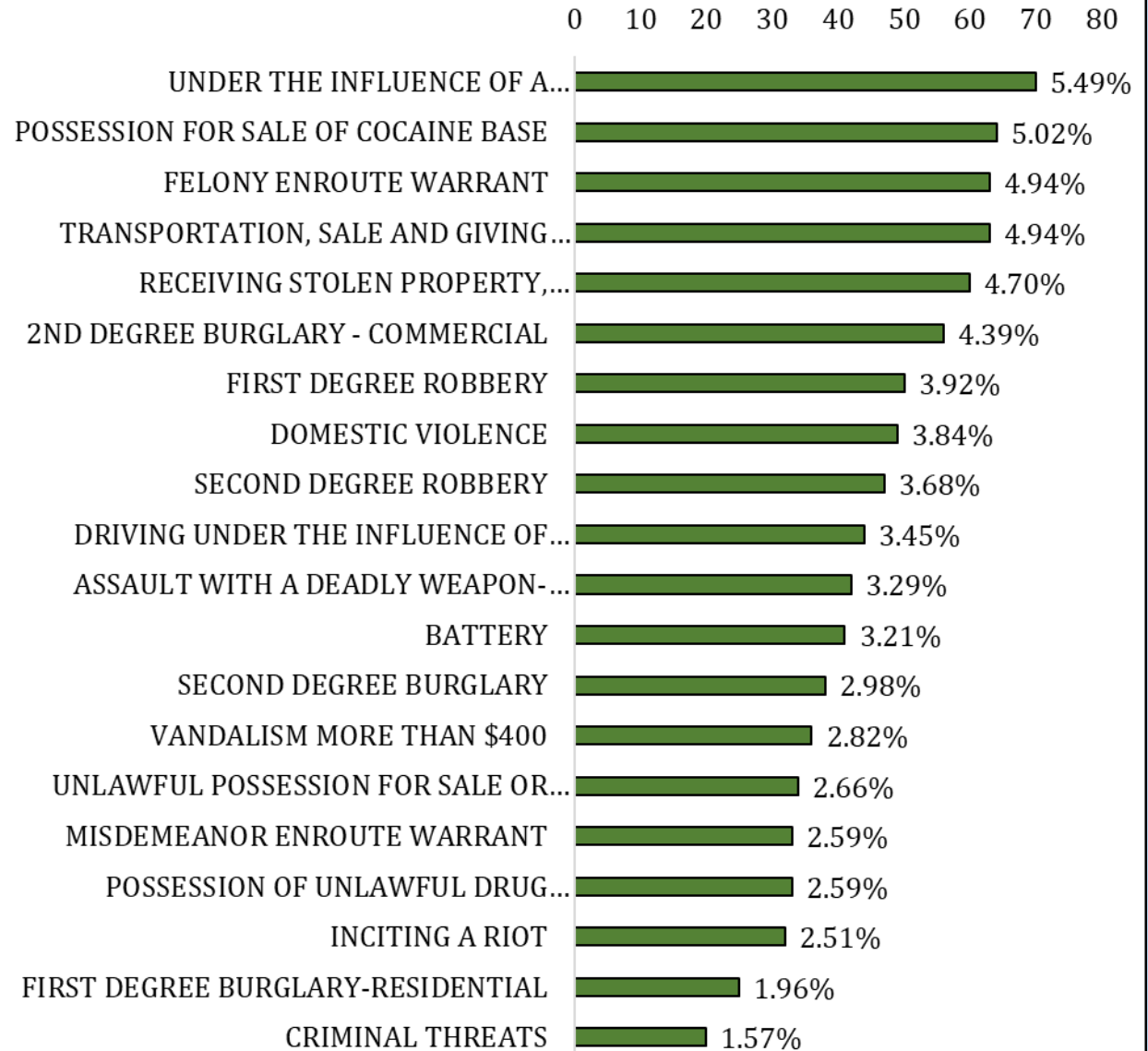


Monthly Bookings July 2023

2023 April Top 20 Charges at Booking

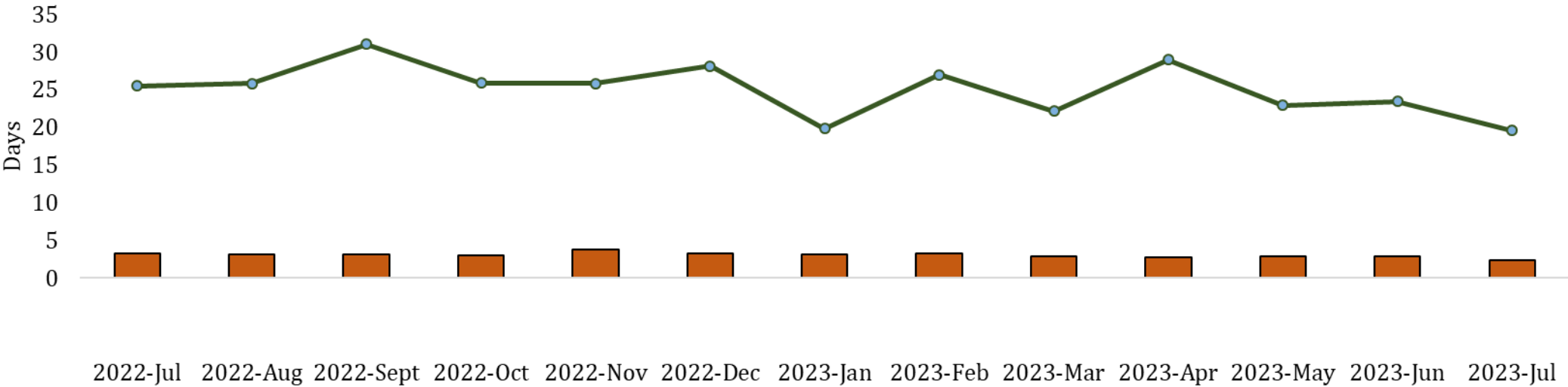


Top 20 Charges 2023 July Bookings



Monthly Releases July 2023

Average and median length of stay for released individuals

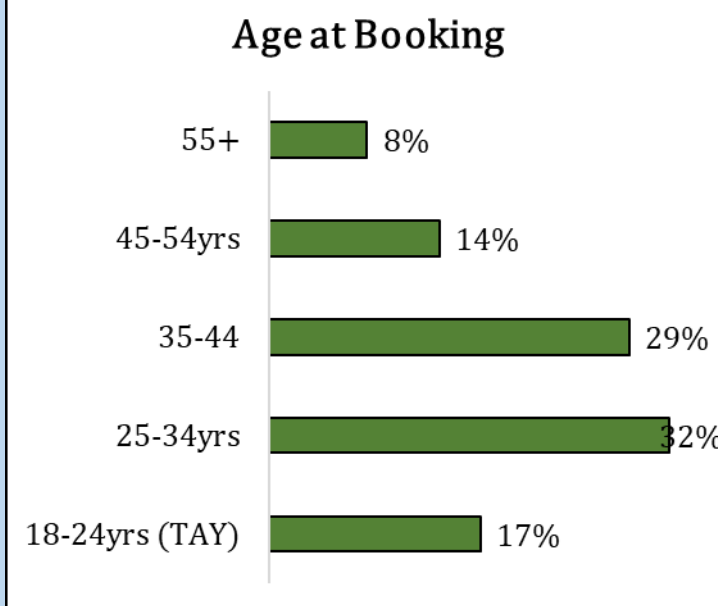
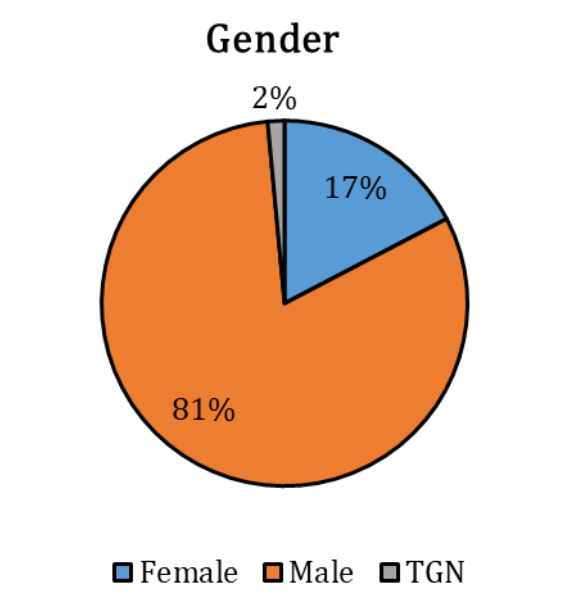
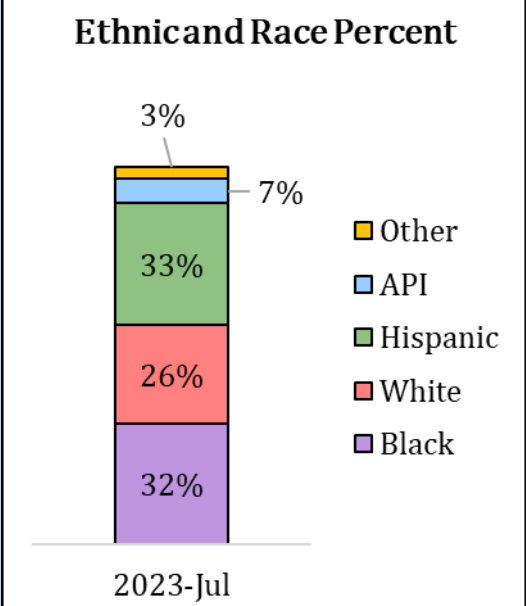


Released for
month 1148

Average length of
stay in days 20

Median length of
stay 2.35 days

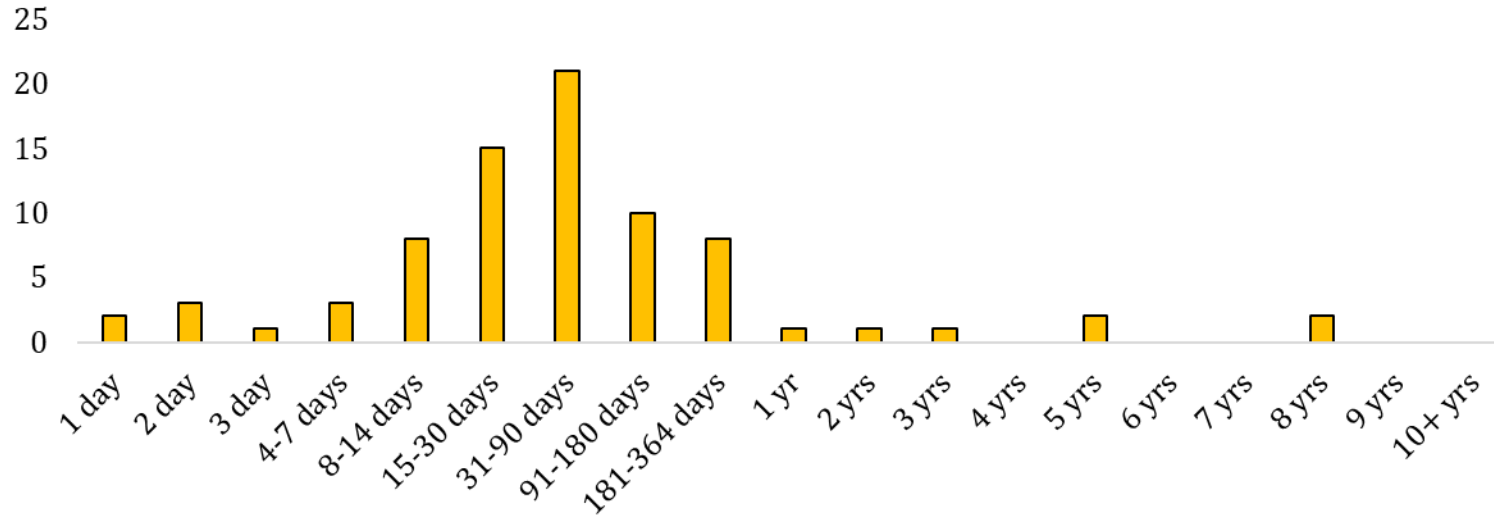
	July	Last 12 Months
Black	32%	Low 32 High 37
White	26%	Low 24 High 28
Hispanic	33%	Low 27 High 33
API	7%	Low 5 High 8
Other	3%	Low 2 High 5



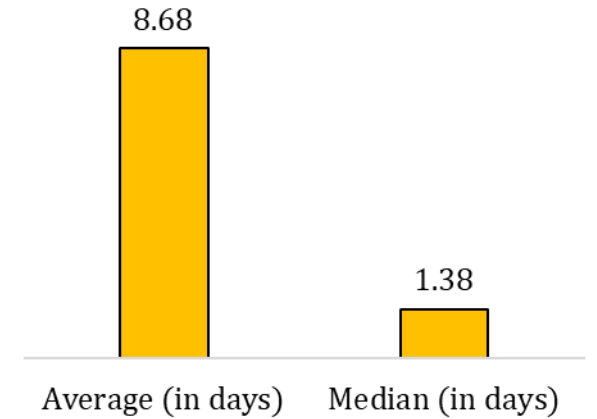
Female Population July 2023

Snapshot
Population
Female
78

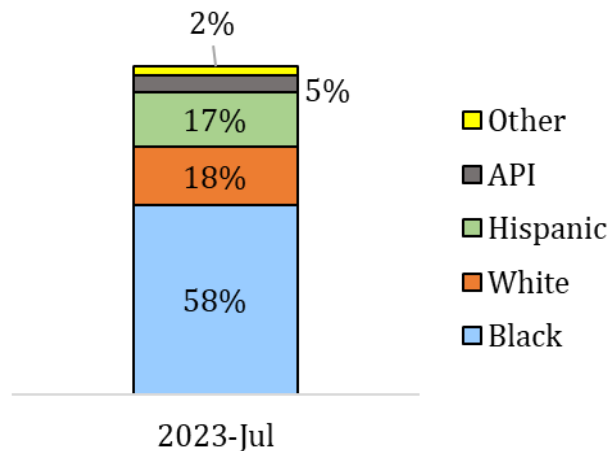
Female Length of Stay of Snapshot Population



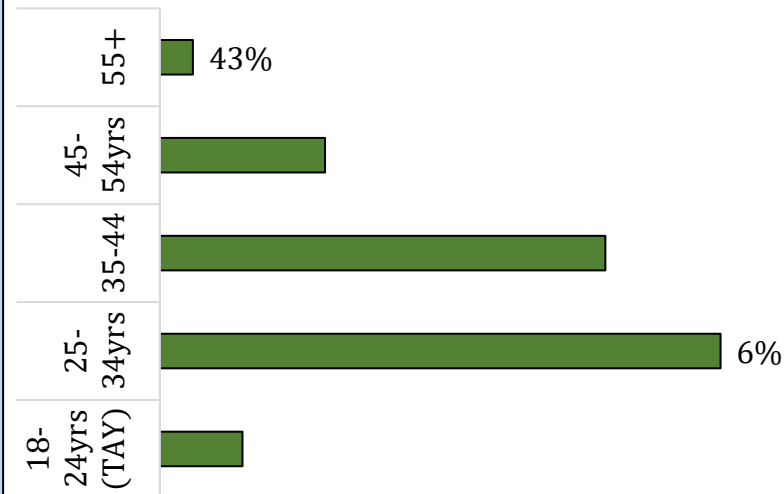
Length of Stay (in days)
among individuals released
during the month



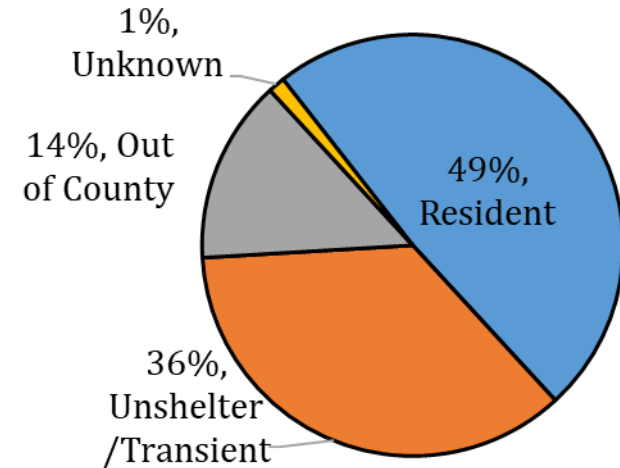
Ethnic and Race Percent
of Female Population



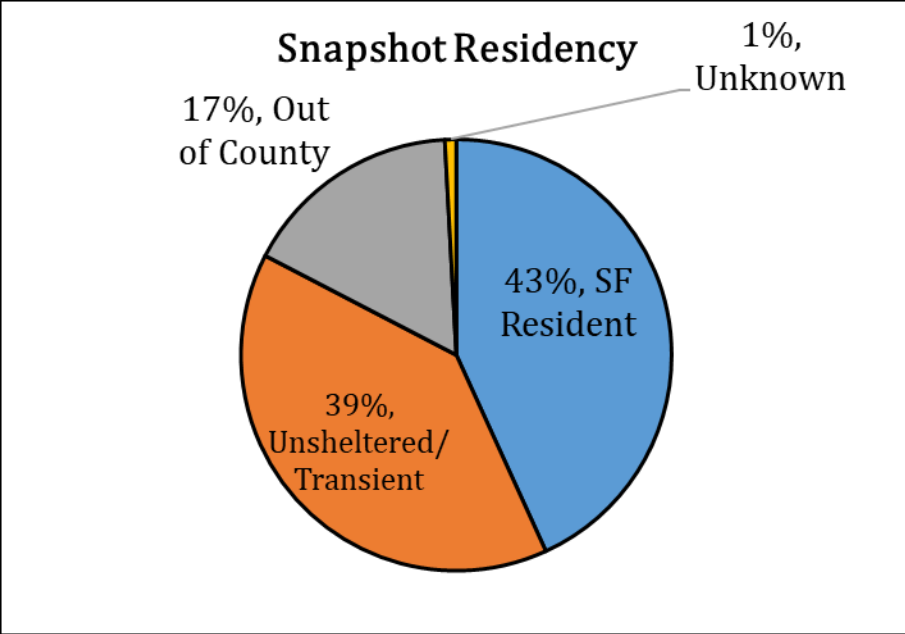
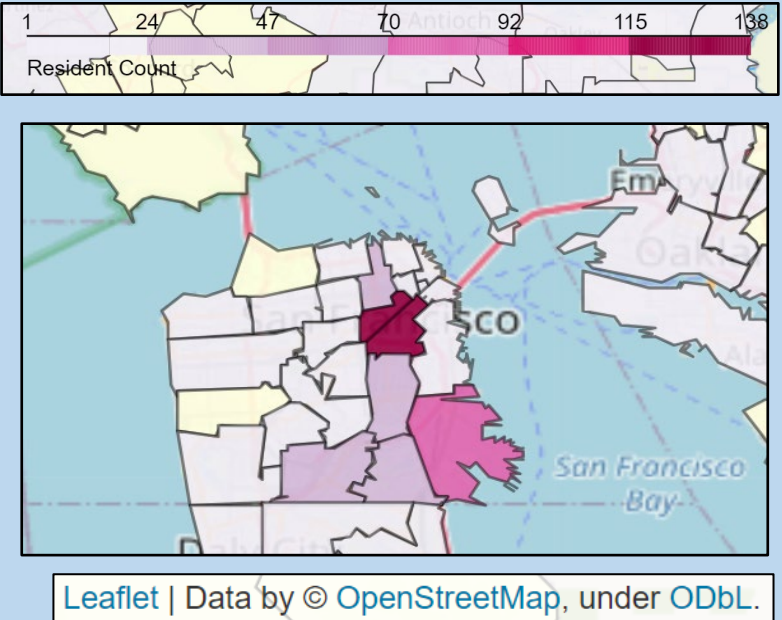
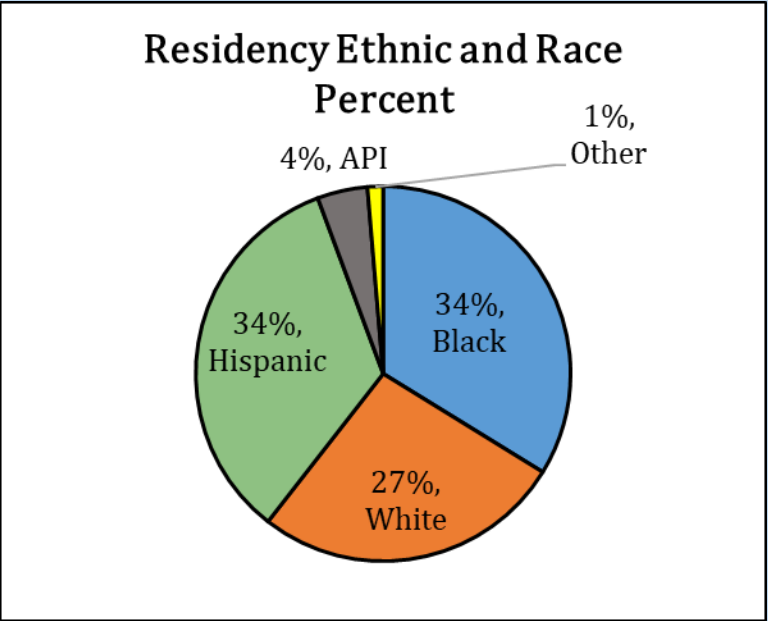
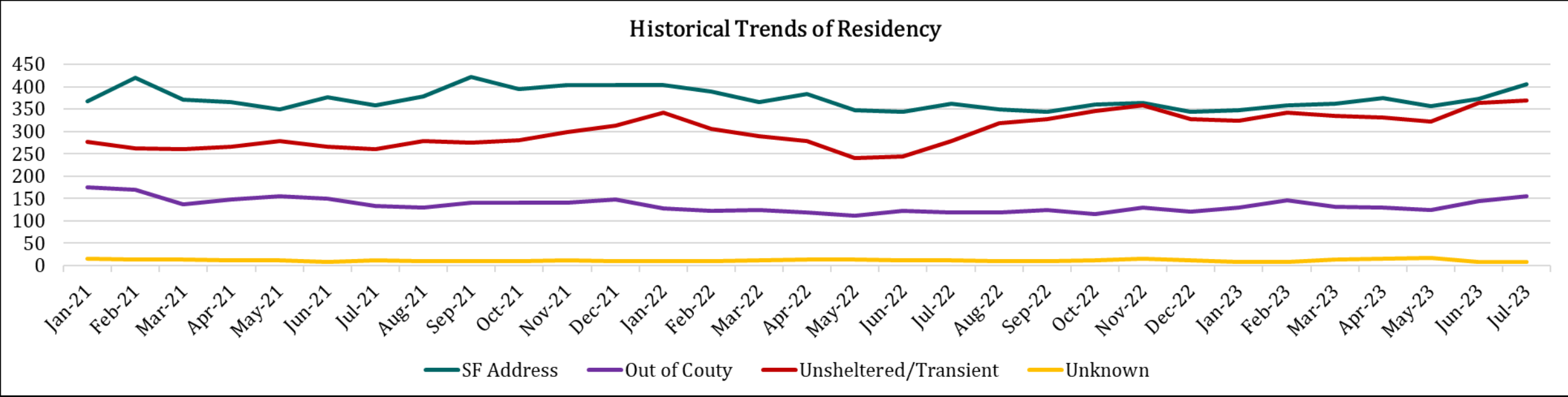
Age at Booking



Snapshot Population Residency



Snapshot Residency July 2023



END OF SLIDESHOW



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