MEETING MINUTES
Our City, Our Home Oversight Committee Meeting
June 15, 2021
9:37 AM – 11:32 AM

This meeting was held by Webex pursuant to the Governor's Executive Orders and Mayoral Emergency Proclamations suspending and modifying requirements for in-person meetings. During the Coronavirus Disease (COVID-19) emergency, the Our City, Our Home Oversight Committee (OCOH) will convene remotely until the Committee is legally authorized to meet in person.

Note: The Our City, Our Home Oversight Committee meetings are live streamed at SFGovTV.org. The agenda, video recording, audio recording, and caption notes are posted at https://sanfrancisco.granicus.com/ViewPublisher.php?view_id=209. Supporting materials including presentations and reports are posted at https://sfcontroller.org/meetings/220.

1) *Call to Order/Roll Call.*
The meeting was called to order at 9:37AM

Roll Call:
Member Andrews: present
Vice Chair D'Antonio: present
Member Friedenbach: joined late
Member Haines: present
Member Leadbetter: joined late
Member Miller: present
Member Reggio: present
Chair Williams: present

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

No public comments.

3) Discussion Item/Possible Action:
Presentation by Tipping Point Community and Committee Discussion of the Performance Dashboard Templates as a Framework for Monitoring Outcomes of the Investments, with possible action by the Committee.

Andrea Faiss of Tipping Point Community (TPC) presented OCOH Sample Dashboard slides, reflecting a set of proposed metrics and options for showing the impact of the OCOH Fund.

Member Miller expressed appreciation for the proposed dashboards and TPC's work. Dashboards promise greater accountability moving forward. Member Miller described believing San Francisco is ahead of the curve on addressing homelessness, and at the same time hearing that San Francisco is behind on placements. Member Miller wants performance dashboards that will unpack such contradictions as well as identify and overcome barriers.

Member Andrews thanked TPC. There is a lot of data out there, and a lot of tracking, and plans for more. Member Andrews expressed concern that OCOH data is not siloed to this initiative, but in synch with city and departmental goals. He expressed the desire to ensure that services provided

through OCOH are available broadly, not limited to certain populations.

Chair Williams said that OCOH will be creating a working group on data and performance that includes City Departments and Committee Members.

Member Leadbetter suggested that the Committee revisit the liaison structure in order to situate this effort in a transparent way that engages the community. Chair Williams reminded the Committee that the Data Officer position is now vacant.

Member D'Antonio said that the sample dashboards provide a good starting point, and the Committee can expand from here.

Member Haines affirmed that the sample dashboards provide a starting point and described how dashboards may fit into plans for communicating transparently with the broader community.

Cynthia Nagendra, of the Department of Homelessness and Supportive Housing (HSH), affirmed the creation of a working group to collaboratively and inclusively define impact. HSH is going through a strategic planning processes and system modeling process; there are many complementary pieces coming together.

Laura Marshall of the Controller's Office (CON) described efforts to create a workplan for the Committee's data work. She emphasized that performance management and dashboards are a priority for the Controller's Office. She described an iterative process. There are things that can be reported right away, like spending. Those data points will lead to deeper questions and data visualization. CON will have more discussions with the Committee on how this work will proceed and who from the Committee wants to be part of this workgroup.

Member Reggio urged moving forward with something now; learn and develop with community feedback but get started now. Is HSH or TPC prepared to move forward on this for July? Andrea Faiss (TPC) responded that yes, the Committee can get started on developing dashboards reflecting many of the metrics in her sample. The homelessness counts are central, and the City is tracking placements. Cynthia Nagendra (HSH) confirmed that HSH is already collecting data that can inform this, like housing placements by demographic, and housing built with OCOH dollars and other sources. The actual construction of the dashboards and how the data elements look may change.

The Controller's Office will hold the dashboarding work, facilitating the data and performance working group process using data from multiple departments.

Member Leadbetter expressed interest in the amount of funding available for system modeling and wondered about conversations with Abt Associates. Member Leadbetter encouraged the Committee to consider how the dashboarding work builds upon and connects with other initiatives. As examples, looking at HUD system Performance Measures and thinking through how the dashboard will link to HMIS and Stella?

In response Cynthia Nagendra (HSH) described a shared vision for the future with performance measures at the center. System modeling is something we can do as part of the strategic planning process along with the committee.

Laura Marshall (CON) described efforts to develop a framework that includes the needs analysis, system modeling, and takes into consideration the HSH Strategic Planning and Mental Health SF. The effort will take a holistic view of how the system is doing. CON intends to come to the Committee with a work plan at the July meeting.

Member Friedenbach suggested that SIP Hotel dashboards could be a starting point since those hotel exits are the primary housing placements at this moment.

Andrea Faiss (TPC) said that the City's data provides the foundation for much of what is in this dashboard. She would be happy to speak with anyone further about the dashboards.

Chair Williams thanked Andrea Faiss and Tipping Point Community Team.

No public comments.

4) Discussion Item/Possible Action:
   Approval, with possible modification, of the Minutes of the May 18, 2021 meeting.

   Member Andrews made a motion to approve the May 18th minutes. Vice Chair D'Antonio seconded the motion.

   No public comments.

   Roll Call Vote:
       Member Andrews: Yes
       Vice Chair D'Antonio: Yes
       Member Friedenbach: Yes
       Member Haines: Yes
       Member Leadbetter: Yes
       Member Miller: Yes
       Member Reggio: Yes
       Chair Williams: Yes

   The motion passed.

5) Discussion Item/Possible Action:
   Discussion, with possible action, regarding presentation to the Mayor of the Committee's Budget Priorities.

   Chair Williams described plans to present the OCOH budget recommendations to the Mayor and requested Committee input on priority topics. She referenced that the Controller's Office has produced some documents ([narrative summary](), and [budget crosswalk]()) comparing the Mayor's budget to the OCOH investment plan.

   Member Friedenbach also analyzed the Mayor's budget proposal for the OCOH Fund and looked at differences. There is a lot of alignment between the two spending plans. Chair Williams asked Member Friedenbach to summarize for the Committee what she views as the most significant differences between the two budgets.

   In the permanent housing category, the Mayor's budget proposes moving funding from Adult Flex Pool to housing acquisitions. Member Friedenbach expressed support for this modification but would like to retain Flex Pool set asides for non-Shelter In Place (SIP) hotel guests, justice involved adults, and Youth. The per-person amount spent on short term subsidies for adults was reduced by $1.8 million, while projecting to serve the same number of people. For Youth, the Mayor's budget maintains the funding amount and increases the projected number of Youth served. Member Friedenbach said that specifically for Youth the Committee deliberately increased the subsidy amount per person to incorporate workforce services. This change is described in an email message to the Committee from Emily Cohen (HSH), [located here]().

   In the Behavioral Health area, Member Friedenbach said that DPH accepted most of the recommendations. However, she pointed out that the Committee wanted to fund behavioral health services in shelters rather than street medicine teams, and advocated to keep that point of v

In the Homelessness Prevention category, Member Friedenbach said that the subpopulations were folded into one category. Although the Mayor's Office said they want to prioritize the subpopulations, she expressed concern that subpopulations won't see investments. As well, Member Friedenbach described the Mayor's budget as projecting a higher cost per-person for problem solving, serving half as many people with the same amount of money.

In the Shelter and Hygiene category, Member Friedenbach said that the Mayor's budget includes $3 million for existing navigation centers for operations rather than for the Committee's recommended Navigation Center for justice involved adults and emergency hotel vouchers for families. Member Friedenbach asked to see those programs funded.

Member Friedenbach said she will be joining Chair Williams at the Board of Supervisors on Wednesday June 16th and she would want direction from the Committee, so that the presentation to the Supervisors comes from the Committee as a group.

Member Reggio endorsed the move in the permanent housing section of the Mayor's budget to increase funding for acquisitions. He noted that the Committee recommended much less in PSH operations than the Mayor. He wondered if that level of investment is realistic? If so, he urged the Committee to endorse that shift as well.

Member Reggio made a motion that the committee express its support for that portion of the Mayor's budget that increases acquisitions at the cost of some loss to adult flex pool spending. The motion was seconded by Member Friedenbach.

No public comments.

Roll Call Vote:
    Member Andrews: Yes
    Vice-Chair D'Antonio: Yes
    Member Friedenbach: Yes
    Member Haines: Yes
    Member Leadbetter: Yes
    Member Miller: Yes
    Member Reggio: Yes
    Chair Williams: Yes

The motion passed.

Member Andrews asked to join in presenting the Committee's recommendations to the Mayor scheduled for June 22nd. He also wondered whether the Committee has insight into the reasoning behind the changes in the Mayor's budget.

Chair Williams asks that Members who are interested in joining the conversation with the Mayor to let her know. Less than a quorum of members can participate (4 at most) and she would like to prioritize Mayoral appointees to the Committee.

Laura Marshall (CON) pointed the Committee to documents shared previously(narrative summary, and budget crosswalk). Most of the information that was in the Mayor's Budget was shared with the Committee as the Committee developed its priorities. The budget crosswalks and narrative summary documents track the mechanics of the shifting, but not the "why" behind the changes. The "why" may be a good discussion to have with the Mayor and Board.

Deputy Director Emily Cohen (HSH) said that the Mayor's budget reflects what HSH presented to the Committee in its budget proposal. There were a few programs where there wasn't 100% alignment, which Member Friedenbach outlined. In the shelter bucket, a higher level of funding in the navigation center line did not allow for as much funding in the voucher programs. Deputy Director Cohen (HSH)

said that differences between the budget are not reflections of misaligned values or philosophy but instead an effort to ensure continued operations of the navigation center expansion. The Committee and HSH both value funding a 30% cap on PSH tenant rent contributions, but there is disagreement on where those funds should come from. Problem solving dollars were aligned in amount, and HSH is interested in funding the special populations. Director Cohen affirmed there is 95% alignment between the Mayor's and Committee's spending plans.

Member Leadbetter said that the Committee published an investment plan. That is the tool through which the committee has agreed to do this work. The crosswalk document has been confusing, and don't feel like the prevention section reflects the nuances that came out of the Listening Sessions. As an example, workforce is a key strategy that came directly from the listening sessions. Member Leadbetter requested that the crosswalk be changed to match the line items from the investment plan. Laura Marshall (CON) responded that the crosswalk has been updated to reflect the subpopulations and is available on the OCOH website.

Member Friedenbach asked about the intended use of the DPH acquisition budget and transportation line item. Jenny Louie (DPH) responded that DPH is looking to use one-time dollars to acquire sites for additional beds. DPH is looking to site programs on the spectrum from board and care to psychiatric skilled nursing facilities to co-ops and residential step down. As well, DPH is proposing to use $300k in the transportation line item to facilitate getting clients to treatment services. Member Friedenbach noted that DPH and HSH provided budget and program information in different ways, which makes it challenging for the Committee to understand. Member Friedenbach would like Departments to show cost per person served. Member Friedenbach stated that putting money into acquisitions is smart and asked to know more specifically how that $45 million will be spent.

Member Leadbetter asked Departments whether per person costs changed? Emily Cohen (HSH) will circle back with answer from Finance Director. The email response from E. Cohen (HSH) is located here.

Member Friedenbach made a motion to retain the 200 flex pool subsidies set aside for non-SIP hotel residents and 50 justice involved adults in the permanent housing bucket of the housing investment plan. The motion was seconded by Member Leadbetter.

No discussion.

Roll Call Vote:
    Member Andrews: Yes
    Vice-Chair D'Antonio: Yes
    Member Friedenbach: Yes
    Member Haines: Yes
    Member Leadbetter: Yes
    Member Miller: Yes
    Member Reggio: Yes
    Chair Williams: Yes

The motion passed.

Member Friedenbach made a motion to accept the Mayor's allocation of $45 million in unallocated funds within the Mental Health category to support new bed acquisition costs, with the caveat that DPH come back with details on how that funding will be spent. The motion was seconded by Member Haines.

No discussion.

Roll Call Vote:
    Member Andrews: Yes

Vice-Chair D'Antonio: Yes
Member Friedenbach: Yes
Member Haines: Yes
Member Leadbetter: Yes
Member Miller: Yes
Member Reggio: Yes
Chair Williams: Yes

The motion passed.

Chair Williams invited Committee Members to volunteer to present the investment plan to the Mayor. Member Haines, Member Andrews, Member Reggio, Member Miller, and Member Friedenbach volunteered. Chair Williams will send details.

In follow up to earlier discussion Member Leadbetter offered to go back over the budget crosswalk with the Controller's Office to ensure alignment.

6) Discussion Item/Possible Action:
    Committee updates regarding liaison activities as needed, and discussion of proposed agenda items for subsequent meetings, with possible action by the Committee in response to this item.

    Vice Chair D'Antonio asked to have an agenda item on community feedback, the data and performance working group, needs assessment, system modeling, and work planning.

    Member Reggio requested a report from the Strike Team and HSH on acquisition efforts.

    Member Miller requested that the committee revisit the Safe Sleep program model because it's popular, but critiqued for being expensive, particularly in comparison with the vehicle triage center (VTC) program model. She requested a comparison of crisis programs. Member Friedenbach affirms the need for this kind of analysis and comparison of emergency programs.

    Member Leadbetter requested an opportunity to hear from DPH, CBOs, and HESPA on how CBOs will be partnering with DPH to expand behavioral health services.

    Member Miller described a shortage of mental health providers generally, and asked if there are enough psychologists or licensed clinicians to meet the need? And is there a strategy to recruit talent for these program models? Member Reggio suggested that department contracts need to pay more if homeless service providers are going to retain staff to carry out the plans to solve homelessness. In agreement, Member Andrews stated it is difficult to recruit and retain staff to do the work. Member Miller agreed and says this is especially true for direct service providers.

    Jessica Shimmin (CON) reminded the group of the special meeting on advanced expenditures that is being scheduled for Friday June 25th. The Controller's Office be accepting questions in advance and can brief members on request.

    Public Comment:
    There was a public comment from Gabriel Baldinucci, founder and CEO of Urban Vision Alliance, a private sector alliance of organizations in San Francisco that is looking to expand capacity and more beds in San Francisco. The Caller applauded Member Miller for requesting to look at and compare the relative costs of different solutions and kinds of housing. The Caller said that there has not been enough discussion of the costs of building the larger system over time. Caller said he wants to see that conversation happen because it will show which dollars gets the most beds and is able to help the most people, for the maximum impact.

7) *Adjourn*

Motion to adjourn made by Member Andrews and seconded by Member Reggio.

No discussion.

Roll Call Vote:
    Member Andrews: Yes
    Vice-Chair D'Antonio: Yes
    Member Friedenbach: Yes
    Member Haines: Yes
    Member Leadbetter: Yes
    Member Miller: Yes
    Member Reggio: Yes
    Chair Williams: Yes

Meeting adjourned at 11:32AM