



# ANNUAL REPORT

## SHELTER MONITORING COMMITTEE

July 1, 2016 to June 30, 2017



## Committee Members



Mwangi Mukami - Chair



Gary McCoy - Vice Chair



Patrina Hall - Secretary



Loretta Gaines - Member



Lauren Kahn - Member



Traci Watson - Member



Gavin James - Member



Stephen Irwin - Member



Charlie Morimoto - member



Cindy Ward - Member



## FOREWORD



 Mwangi Mukami - Chair

It gives me distinct pleasure to foreword our second annual report under my chairmanship. When I was elected Chair three years ago, I embarked on an initiative to modify how we collected, examined and reported data about shelter clients and shelter operators.

The SMC's mandate continues to be pivotal in ensuring our city provides the best service to those who are in need of them the most. As this report demonstrates, we have made concrete progress in ensuring we target our efforts to provide information to providers while evaluating how such information assists them in complying with the Standards of Care.

We recognize the following providers for providing excellent service throughout the year: Compass Family Shelter, Hamilton Family Shelter, Lark Inn and the Interfaith Winter Shelter. Clients did not submit any complaints about these four shelters this past year. However, there was a significant increase in the number of complaints submitted about the Next Door shelter this year. The Committee has conducted an in-depth review of the complaints that were submitted about Next Door this year and have included those findings in this report. Furthermore, our quarterly reporting mechanisms have required us to begin a review of our complaint policies and procedures because some shelters' occupancy levels hinders their ability to comply.

As always, I am grateful to SMC staff, Howard and Jeff for working tirelessly the past year to ensure that we continue to uphold my vision for a new engagement. I am appreciative of the support we have received from the Department of Public Health, Department of Homeless and Supportive Housing, and from shelter providers when compiling this report.

Mwangi Mukami, Chair

## INTRODUCTION



Committee member Gavin James speaking to shelter supervisor Steven Reus during a site visit to Santa Ana

The Shelter Monitoring Committee (The Committee) was established in 2004 to provide the Mayor, the Board of Supervisors, the Local Homeless Coordinating Board, the public and any other government agencies with comprehensive information about shelter conditions, operations and any City policies that affect shelter operations or shelter clients. The Committee is also responsible for monitoring shelters and resource centers to ensure that they are complying with the 32 Standards of Care (The Standards), which are a set of shelter operating standards that were adopted by the Board of Supervisors in 2008.

## WHO WE ARE

The Committee is comprised of 13 members who serve on a volunteer basis. 7 of the Committee's members are homeless or formerly homeless individuals, while the remaining 6 members are a mix of representatives from City agencies and other individuals with experience providing services to the homeless.

## WHAT WE DO

The Committee monitors the conditions of shelters and resource centers and their compliance with the Standard of Care by conducting site visits and taking client complaints. The Committee also offers Standard of Care trainings for shelter staff.

# San Francisco's Shelter System

San Francisco's shelter system consists of 12 single adult shelters, 5 family shelters and 4 reservation/resource centers. Together, these 21 sites are able to provide services for over 1100 homeless individuals and 60 homeless families each and every night. Homeless clients can access services at three different types of shelters:



## 1. Single Adult Shelters

There are 12 single adult shelters in San Francisco that provide temporary shelter for homeless adults over the age of 18. Clients are able to stay at these single-adult shelters for up to 90 days, though one night and weekend stays are also available. These 12 single adult shelters have a total capacity of 1203 year round beds



## 2. Family Shelters

There are currently five emergency family shelters in San Francisco, many of which offer private rooms for individual families. The length of stay at family shelters varies from one night to six months depending on availability. San Francisco's family shelter system has a total capacity of 59 family units with an additional 116 emergency mats and beds.



## 3. Resource/Reservation Stations

Homeless individuals are also able to access a variety of different services at San Francisco's four reservation stations and resource centers. Resource centers offer services on a drop-in basis and provide chairs for clients to sit in as well as access to services such as showers, laundry facilities, meals and snacks. Reservation stations allow clients to make shelter reservations at single-adult shelters as well as offering some of the amenities that are also available at resource centers. There are four resource centers and reservation stations in San Francisco that can seat 256 clients at one time.

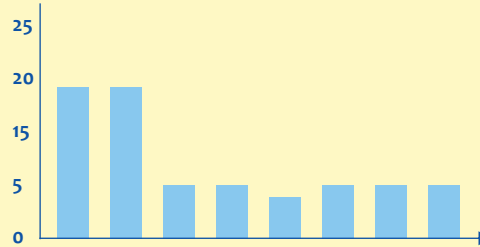
# 2016 - 2017 FACTS & FIGURES

## SITE VISITS



109  
out of  
123

## SITE VISIT INFRACTIONS



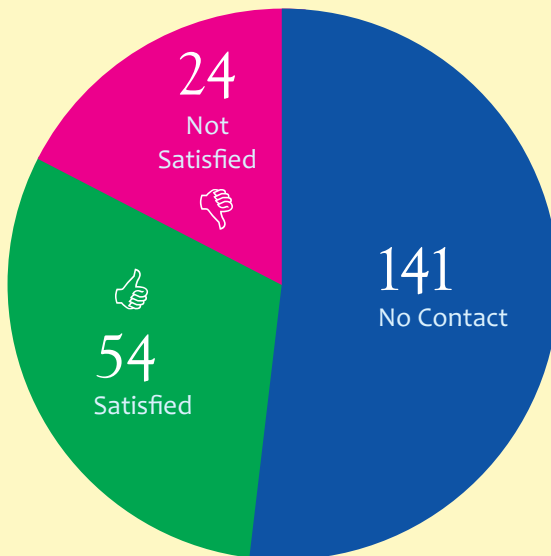
Compass  
Hamilton Family Shelter  
Hospitality House  
Jazzie's Place  
MSC South Drop-In  
Sanctuary  
St. Joseph's



A Woman's Place Shelter  
United Council

19  
each

## STATUS OF CLIENT COMPLAINTS



## Top six site infractions

### STANDARD 3

28 infractions for insufficient hygiene supplies, dirty restrooms or broken restroom amenities

### STANDARD 12

18 infractions for insufficient bedding and linens

### STANDARD 21

17 infractions for lack of translation services

### STANDARD 17

16 infractions for insufficient maintenance signage

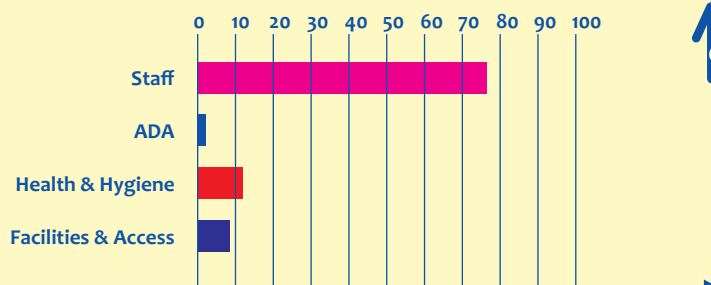
### STANDARD 6

10 infractions for insufficient health supplies

### STANDARD 25

10 infractions for staff not wearing ID Badges

## CLIENT COMPLAINTS CATEGORIES



## IN SUMMARY



5654 total unduplicated clients served

219 total complaints filed by 133 unduplicated clients

123 Client Complaints at Next Door Shelter

0 Complaints at Compass, Hamilton Family Shelter, Lark Inn, Interfaith Winter Shelter

# YEAR IN REVIEW 2016 - 2017

## ACCOLADES



### SITE VISITS

10 shelters were cited for 4 or fewer infractions during site visits this year. These 10 sites in order of least to most infractions were:

- |                                |                 |
|--------------------------------|-----------------|
| 1. Compass Family Shelter      | (0 infractions) |
| 2. Hamilton Emergency Shelter  | (1 infraction)  |
| 2. Hamilton Family Shelter     | (1 infraction)  |
| 2. Jazzie's Place              | (1 infraction)  |
| 5. Hospitality House           | (2 infractions) |
| 5. Santa Ana                   | (2 infractions) |
| 5. Sanctuary                   | (2 infractions) |
| 8. St. Joseph's Family Shelter | (3 infractions) |
| 8. MSC South Drop In           | (3 infractions) |
| 10. Santa Marta/Maria          | (4 infractions) |



### CLIENT COMPLAINTS

10 shelters received fewer than 4 total client complaints this year. These 10 sites in order of least to most complaints were:

- |                                         |                |
|-----------------------------------------|----------------|
| 1. Compass Family Shelter               | (0 complaints) |
| 1. Hamilton Family Shelter              | (0 complaints) |
| 1. Interfaith Winter Shelter            | (0 complaints) |
| 1. Lark Inn                             | (0 complaints) |
| 5. Mission Neighborhood Resource Center | (1 complaint)  |
| 5. Santa Ana                            | (1 complaint)  |
| 7. Hamilton Emergency Shelter           | (2 complaints) |
| 7. St. Joseph's Family Shelter          | (2 complaints) |
| 7. United Council                       | (2 complaints) |
| 10. Santa Marta/Maria                   | (3 complaints) |

## NEED IMPROVEMENT



### SITE VISITS

A Woman's Place Shelter and United Council received the most site visit infractions this year with 19 infractions each.

Committee staff conducted intensive site visit training for shelter management at both sites in the 4th Quarter of this fiscal year. These trainings included mock site visits where Committee staff walked through each site and highlighted issues that could be potential infractions as well as sharing best practices from other sites. The Committee will continue to monitor how these two sites perform on site visits and will offer additional technical assistance when needed.



The site that received the most client complaints this year was Next Door with 123 total complaints.

This represents an increase of 94 complaints when compared to the number that Next Door received in 2015-2016.

It is to be noted that Next door is a 24 hour shelter and has the highest capacity out of any shelter at 334.

Please refer to page 11 of this report for an in-depth look at the types of complaints that Next Door received this year.

## COMPARISON TO 2015-2016

The Committee focused on three main areas when reviewing how San Francisco's shelter system is performing when compared to last year:

1. Conditions inside shelters
2. Treatment and Personal Experience of Shelter Clients
3. Adequacy of Policies

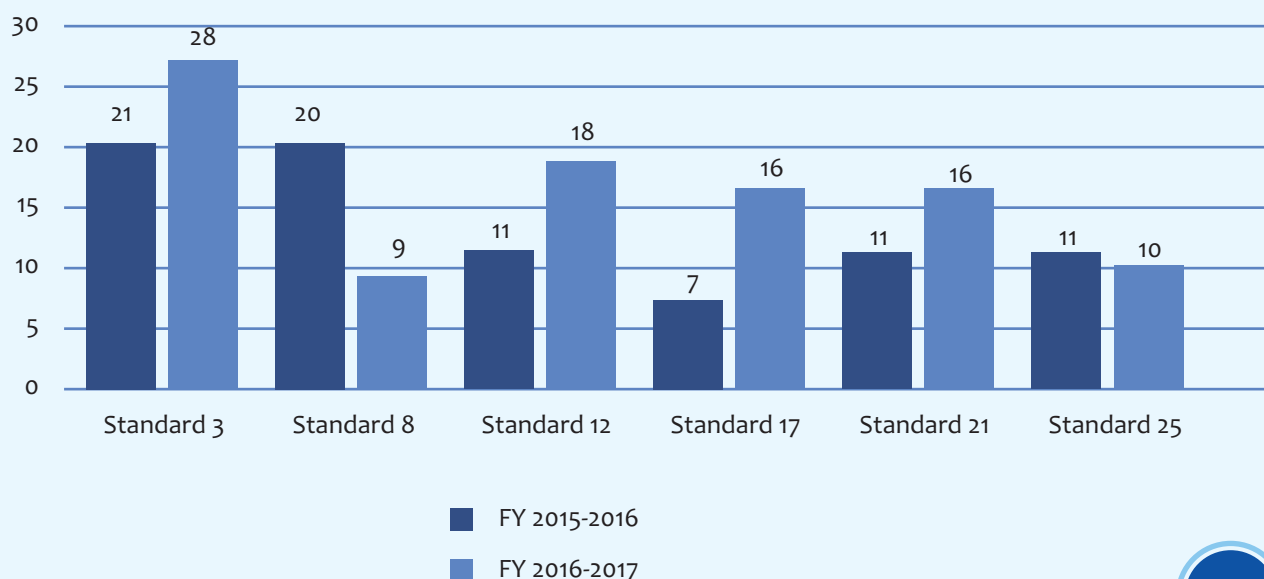
By reviewing each of these subject areas, the Committee is able to have a more comprehensive understanding of how San Francisco's shelter system is performing. The Committee found that shelters were doing a better job of ADA compliance this year, as there was a significant reduction in number of Standard 8 infractions that the Committee noted during site visits. In addition, the number of Standard 8 complaints stayed the same as last year even though there were significant increases in the total number of complaints submitted this year about almost every other Standard.

In comparison, the Committee found that shelters are having a harder time cleaning, maintaining and stocking shelter facilities this year. This is supported by the fact that the number of complaints about Standard 3 and the number of infractions both increased when compared to last year

### Conditions inside shelters

Committee teams monitor conditions inside shelters and note Standard of Care infractions during quarterly site visits. The Committee noted 154 total site visit infractions this year, 10 fewer than the year before. The table below provides an overview of which specific Standards received the most infractions from site visits over the past two years:

FY 15-16 and FY 16-17  
Top Site Visit Infractions



## COMPARISON TO 2015-2016

Four of the five Standards that received the most site visit infractions remained the same as last year, which indicates a need for shelters to improve in those areas. Those four Standards were:

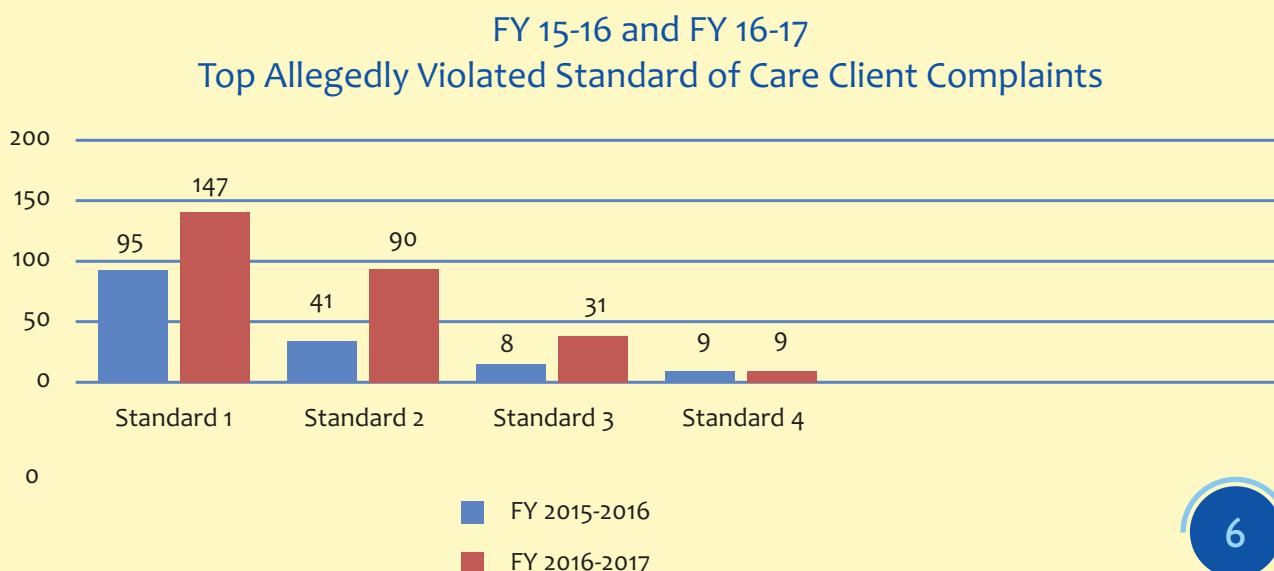
- ❖ **Standard 3:** Facilities must be clean, maintained and stocked with hygiene supplies
- ❖ **Standard 12:** Provide clients with sheets, blankets, pillows and a pillowcase
- ❖ **Standard 21:** Communicate with clients in their primary language or have access to professional translation services
- ❖ **Standard 25:** Require all shelter staff to wear ID badges

The number of infractions the Committee noted for three of those four Standards increased when compared to last year, which indicates that shelters are having a harder time complying with those Standards than the year before.

Although Standard 8 received the second most infractions of any Standard last year, the Committee only noted 9 instances of non-compliance this year. This indicates that shelters are now doing a better job of complying with Standard 8, which requires that shelters provide services in compliance with the ADA. There was an increase in the number of Standard 17 infractions this year, which is the Standard that requires sites to post signs in common areas whenever there is a maintenance or facility issue.

### Treatment and Personal Experience of Shelter Clients

The Committee monitors client complaints to gather information on the treatment and personal experience of shelter clients. The Committee received 219 complaints submitted by 133 shelter clients this year (out of the 5654 individual clients and 291 families served by San Francisco's shelter system). This represents an 81.0% increase in complaints and a 38.5% increase in clients filing complaints compared to last year. The table below shows which Standards clients submitted the most complaints about over the past two years:





## COMPARISON TO 2015-2016

As was the case in FY15-16, clients submitted the most complaints about unprofessional behavior from staff (Standard 1) followed by complaints about unsafe shelter environments (Standard 2). Although there were increases in the number of complaints that the Committee received about several Standards, there was a significant increase in the number of complaints submitted about facilities that were unclean, not being maintained or not being stocked with hygiene supplies (Standard 3).

### Adequacy of Policies

The Committee is also responsible for reviewing City policies that can impact shelter clients in addition to monitoring shelter conditions and the personal treatment of shelter clients. Last year, the Committee produced a set of recommended changes for the Department of Homelessness and Supportive Housing's Domestic Violence/Imminent Danger policy and reviewed policies that regulate how clients can access MUNI tokens and other transportation services in San Francisco shelters.

This year, the Committee has been focused on issues that impact shelter access. The Committee has been reviewing policies that dictate how clients can apply for a late pass and how clients can access certain set-aside beds (such as CAAP beds, senior set-aside beds, SF HOT beds and VA beds).

# REPORT OF FINDINGS

## I. Site Visits

The Shelter Monitoring Committee completed 109 out of 123 site visits, or 88% of the mandated total for the fiscal year. The Committee completed the same amount of unannounced site visits as they did the previous year, but were able to complete twice as many announced site visits than they did in 2015-2016 <sup>1</sup>. The Committee noted 154 total infractions this year, 10 fewer than were noted the previous year. The five Standards that shelters had the most difficulty meeting this year were:



### STANDARD 3 (Health and Hygiene)

**28 infractions:** A Woman's Place Shelter, A Woman's Place Drop In, Bethel AME, Compass, Hamilton Family Shelter, Interfaith Winter Shelter, Lark Inn, Mission Neighborhood Resource Center, MSC South, MSC South Drop In, Next Door, Providence, Sanctuary, Santa Marta/Maria, United Council



### STANDARD 12 (Facilities & Access)

**18 infractions:** Bethel AME, First Friendship, Interfaith Winter Shelter, MSC South, Next Door, Providence, Santa Ana, Santa Marta/Maria



### STANDARD 17 (Facilities & Access)

**16 infractions:** A Woman's Place Shelter, A Woman's Place Drop In, Bethel AME, Hamilton Family Shelter, Lark Inn, MSC South, MSC South Drop In, Next Door, Providence, Sanctuary, Santa Marta/Maria, United Council



### STANDARD 21 (Facilities & Access)

**17 infractions:** A Woman's Place Shelter, Bethel AME, First Friendship, Lark Inn, Providence and United Council



### STANDARD 25 (Staff)

**10 infractions:** A Woman's Place Shelter, Bethel AME, Hospitality House, Interfaith Winter Shelter, Lark Inn, MSC South Drop In, Next Door, St. Joseph's Family Shelter and United Council

1. 2015-2016: 94 total site visits, 79 unannounced and 15 announced.  
2016-2017: 109 total site visits, 79 unannounced and 30 announced.

# REPORT OF FINDINGS

## Explanations of Infractions



### STANDARD 3 Lack of hygiene kits

With 28 infractions this year, Standard 3 continues to receive the most infractions out of any Standard. The Committee noted Standard 3 infractions when shelters did not have required hygiene supplies, when restroom amenities were not properly maintained and if restrooms needed addition cleaning.



### STANDARD 12 Insufficient bedding and linens

Sites received Standard 12 infractions if they did not provide all clients 2 sheets, 1 blanket, 1 pillow and 1 pillowcase. 13 of these infractions were noted at emergency shelters who do not have the capability launder sheets on-site. The Committee approved a set of recommended changes to the Standards of Care legislation last year that included a change to Standard 12 that allows emergency shelters to provide two blankets instead of 1 pair of sheets. The City Attorney's Office is currently working on a new draft of the Standards of Care legislation that includes this change to Standard 12.



### STANDARD 17 Insufficient signage noting maintenance issues

Standard 17 requires that shelters post signs noting any maintenance issues at the site as well as the status of repairs. The Committee noted Standard 17 infractions if the inspection team discovered a maintenance issue and the shelter did not have appropriate signage posted.



### STANDARD 21 No Language Link or other professional translation service

Standard 21 requires that shelters have access to Language Link or another professional translation service. Three of the sites that received Standard 21 infractions (Bethel AME, First Friendship, Providence) have access to translators that are proficient in Spanish, Mandarin, Cantonese and Tagalog but do not offer translation services in other languages.



### STANDARD 25 Staff not wearing ID badges

The Committee noted Standard 25 infractions if the site visit team saw any shelter staff that were not wearing an ID badge at the time of the site visit.



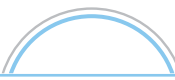
## REPORT OF FINDINGS

### 2. Client Complaints

The Committee received 219 Standard of Care complaints filed by 133 unduplicated clients this year (out of over 5,654 individual clients and 291 families served). This represents an 81.0% increase in the number of complaints and a nearly 40% increase in the number of unduplicated clients filing complaints when compared to the previous fiscal year<sup>2</sup>.

| Standard of Care                                                                                                                                                                                                                | Category         | # of complaints alleging violations of this Standard | # of unduplicated complainants submitting complaints | # sites receiving complaints about this Standard |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------------------------------------------|------------------------------------------------------|--------------------------------------------------|
| <b>Standard 1:</b> Treat clients equally, with respect and dignity, including in the application of shelter policies and grievance process                                                                                      | STAFF            | 146                                                  | 82                                                   | 16                                               |
| <b>Standard 2:</b> Provide shelter services in an environment that is safe and free from physical violence; by ensuring safety protocols are in place that include training to shelter staff regarding de-escalation techniques | STAFF            | 90                                                   | 55                                                   | 13                                               |
| <b>Standard 3:</b> Provide: Soap, Paper / Hand Towels, hand sanitizers, and hire janitors staff to clean shelters on a daily basis                                                                                              | HEALTH & HYGIENE | 33                                                   | 23                                                   | 10                                               |

Please note that each complaint can include alleged violations of more than one Standard or multiple alleged violations of the same Standard.



## SHELTER IN REVIEW - NEXT DOOR

Next Door was chosen as the site for review because it had the highest increase in the number of complaints compared to the previous year. Clients submitted 123 complaints to the Committee this year about Next Door, an increase of 324.1%<sup>3</sup>. The majority of Next Door's complaints were about unprofessional staff behavior, unsafe shelter conditions and restroom facilities that needed to be cleaned, repaired or restocked with hygiene supplies. Although Next Door was able to resolve 110 client complaints, clients were not satisfied with responses to 15 complaints and requested a Committee investigation. The Committee confirmed that Next Door was out of compliance with the Standards of Care in two investigations conducted this year.

After reviewing Next Door's complaints, the Committee determined that the increase in complaints could not be attributed to a few problem staff as no individual shelter employee was named in more than 2 complaints in one month or more than 6 complaints for the year. As a result, the Committee believes that the increase in complaints is a site-wide issue and not a matter of individual staff.

The Committee also determined that a large percentage of Next Door's complaints were submitted by a few individual clients. There were five clients in particular who submitted 59 complaints about Next Door, 48% of all complaints the site received last year. Though the majority of these complaints were unsubstantiated, there were 26 complaints where Next Door acknowledged merit to at least one of the client's allegations and took corrective action.

### Individual Shelter Staff

Due to the magnitude of Next Door's client complaints, the Committee has been monitoring the complaints in an attempt to identify any specific shelter staff that multiple clients have reported having issues with. Any shelter employees that are named in three or more complaints in one month have their information forwarded to shelter management and the HSH contract monitor. However, the Committee has yet to receive more than two complaints about specific shelter staff in one month or more than six total complaints about specific shelter employee in this year. The Committee has determined that the increase in client complaints is site issue and cannot be attributed to any individual employees. The Committee will continue to monitor client complaints in order to identify individual staff that are consistently involved in alleged Standard of Care violations.

### Clients Submitting Multiple Complaints

After reviewing the complaints submitted about Next Door, the Committee has determined that a few clients were responsible for submitting a disproportionate number of complaints about the shelter. There were five clients in particular who submitted 59 complaints about Next Door, 48% of all

<sup>3</sup> 2015-2016: 29 complaints submitted by 17 clients; 2016-2017: 123 complaints submitted by 52 clients





complaints submitted about Next Door this year. 26 of the complaints filed by these clients were substantiated while 33 were unsubstantiated. The table below shows the number complaints that each of these five clients filed and if the shelter was able to substantiate any of their allegations or not:

|                 |                      |                                                |
|-----------------|----------------------|------------------------------------------------|
| <b>CLIENT A</b> | <b>29 Complaints</b> | Substantiated 16<br>Unsubstantiated 13         |
| <b>CLIENT B</b> | <b>13 Complaints</b> | Substantiated 4<br>Unsubstantiated 9           |
| <b>CLIENT C</b> | <b>9 Complaints</b>  | Substantiated 3<br>Unsubstantiated 6           |
| <b>CLIENT D</b> | <b>4 Complaints</b>  | Substantiated 0<br>Unsubstantiated 4           |
| <b>CLIENT E</b> | <b>4 Complaints</b>  | Substantiated 3<br>Unsubstantiated 1           |
| <b>TOTALS</b>   | <b>59 Complaints</b> | <b>Substantiated 26<br/>Unsubstantiated 33</b> |

## Review of Complaints

Next Door's complaints by category this year were:

- ❖ **Standard 1:** Unprofessional staff behavior/unequal application of shelter rules and policies: **72 complaints**
- ❖ **Standard 2:** Unsafe shelter conditions: **60 complaints**
- ❖ **Standard 3:** Restroom facilities being dirty, broken or need additional hygiene supplies: **19 complaints**
- ❖ **Standard 15:** Not providing secure property storage: **11 complaints**
- ❖ **Standard 17:** Insufficient signage for facility repairs: **7 complaints**
- ❖ **Standard 8:** ADA violations: **5 complaints**
- ❖ **Standard 13:** Shelter not available for sleeping at least 8 hours per night: **4 complaints**
- ❖ **Standard 21:** No professional translation services available: **3 complaints**
- ❖ **Standard 25:** Staff not wearing ID badges: **2 complaints**
- ❖ **Standard 28:** Site not providing free laundry services: **2 complaints**
- ❖ **Standard 31:** Staff not receiving mandatory trainings: **1 complaint**

(Please note: Each complaint can contain allegations of multiple Standard of Care violations)



## INVESTIGATIONS

Of the 123 complaints submitted about Next Door, 15 received responses did not satisfy the client. Committee staff completed investigations for those 15 complaints and found the site was out of compliance with the Standards of Care in two of those complaints:

In the first investigation, Committee staff found that Next Door was not complying with Standard 3 after inspecting the shelter and finding that Next Door was not providing required hygiene supplies and maintaining restroom facilities. Committee staff made a follow-up visit after the investigation and confirmed that the restrooms had been restocked with hygiene supplies and that repairs had been completed.

In the second investigation, Committee staff surveyed shelter clients and found that Next Door was out of compliance with Standard 1 when a significant portion of survey responders indicated that shelter staff showed favoritism towards/retaliated against certain clients, but were unable to determine if the site was in compliance with Standard 2. Committee staff recommended that shelter staff review Ch. 1 of the Shelter Training Manual: Ethics and Boundaries.

There was one other complaint where the Committee could not conclusively determine compliance with the Standards of Care and four complaints where the findings were split between Inconclusive and In Compliance. Next Door was found to be in compliance with the Standards of Care in the remaining 8 investigations.

### Client Complaint Investigations

There were 24 investigations conducted this year resulting from site responses that were not satisfactory for the complainants. There are four categories for Investigation results:

**In Compliance** – Committee staff found sufficient evidence to determine that the site is in full compliance with the Standards of Care that were listed in the original client complaint.

**Not in Compliance** – Committee staff found sufficient evidence to determine that the site was not fully complying with the Standards of Care and recommended corrective action.

**Inconclusive** – Committee staff were unable to find sufficient evidence to conclusively determine if the site was or was not fully complying with the Standards of Care listed in the original client complaint.

**Split** – The original complaint contained multiple allegations that the site was not complying with the Standards of Care. The Split category indicates that Committee staff determined that the investigation results differed depending on each individual allegation.

## 2016 -2017 INVESTIGATIONS RESULTS

| SITE                    | INVESTIGATIONS | FINDINGS                                                                                                 | SPLIT INVESTIGATION FINDINGS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------|----------------|----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A Woman's Place Drop In | 1              | In Compliance (1)                                                                                        | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Bethel AME              | 1              | Inconclusive (1)                                                                                         | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Jazzie's Place          | 1              | In Compliance (1)                                                                                        | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Next Door               | 15             | In Compliance (8)<br>Out of Compliance (1)<br>Inconclusive (1)<br>Split (5)                              | <b>INVESTIGATION #1</b><br><b>Standard #1:</b> Out of Compliance<br><b>Standard #2:</b> Inconclusive<br><br><b>INVESTIGATION #2</b><br><b>Standard #15:</b> In Compliance: 1 Allegation<br>Inconclusive 1 Allegation<br><br><b>INVESTIGATION #3</b><br><b>Standard #1:</b> Inconclusive<br><b>Standard #25:</b> In Compliance<br><br><b>INVESTIGATION #4</b><br><b>Standard #1:</b> In Compliance: 2 Allegations<br>Inconclusive: 4 Allegations<br><br><b>INVESTIGATION #5</b><br><b>Standard #1:</b> In Compliance<br><b>Standard #2:</b> Inconclusive |
| MSC South               | 1              | In Compliance (1)                                                                                        | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| MSC South Drop in       | 2              | In Compliance (1)<br>Split (1)                                                                           | <b>INVESTIGATION #1</b><br><b>Standard #1:</b> Out of Compliance<br><b>Standard #2:</b> Inconclusive<br><b>Standard #25:</b> In Compliance                                                                                                                                                                                                                                                                                                                                                                                                              |
| Sanctuary               | 1              | In Compliance (1)                                                                                        | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Santa Marta / Maria     | 1              | Split (1)                                                                                                | <b>INVESTIGATION #1</b><br><b>Standard #1:</b> Out of Compliance<br><b>Standard #2:</b> In Compliance                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| United Council          | 1              | In Compliance (1)                                                                                        | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Total</b>            | <b>24</b>      | <b>In Compliance (14)</b><br><b>Inconclusive (2)</b><br><b>Split (7)</b><br><b>Out of Compliance (1)</b> | <b>Total Split Investigations (7)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |



# APPENDICES



# APPENDICES

SHELTER MONITORING COMMITTEE



## APPENDIX A

### STANDARDS OF CARE

| STANDARD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | TYPE OF STANDARD |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 1. Treat clients equally, with respect and dignity, including in the application of shelter policies and grievance process                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | STAFF            |
| 2. Provide shelter services in an environment that is safe and free of physical violence; by ensuring safety protocols are in place that include training to shelter staff regarding de-escalation techniques                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | STAFF            |
| 3. Provide, liquid soap with a dispenser permanently mounted on the wall in the restrooms; small individual packets of liquid soap, or small bar soap for use by one individual only, paper/hand towels, hand sanitizers, at least one bath-size (24"x48") towel to shelter clients and staff in each bathroom; if hand-dryers are currently installed they shall be maintained in proper working condition; in addition, shelters shall provide toilet paper in each bathroom stall and hire janitorial staff clean shelters on daily basis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | HEALTH           |
| 4. Provide feminine hygiene and incontinence supplies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | HEALTH           |
| 5. Comply with current City policy set forth in the San Francisco Environment Code, including the requirements set forth in Chapter 3 (the Integrated Pest Management Code) and Chapter 2 (the Environmentally Preferable Purchasing Ordinance) to ensure that shelter operators use products that are least harmful to shelter clients, staff, and the environment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | HEALTH           |
| 6. Ensure that first aid kits, CPR masks, and disposable gloves are available to staff at all times and make Automatic External Defibrillators (AED) available to staff in compliance with all regulatory requirements of state and local law relating to the use and maintenance of AEDs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | HEALTH           |
| 7. Supply shelter clients with fresh cold or room temperature drinking water at all times during normal operating hours                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | HEALTH           |
| 8. Provide shelter services in compliance with the Americans with Disabilities Act (ADA), including but not limited to: (i) appropriate and secure storage of medication, (ii) the provision of accessible sleeping, bathing and toileting facilities in previously designated as accessible shall comply with federal and state law requiring a minimum of 36 inches between sleeping units and sleeping surface height between 17-19 inches above the finished floor. In consultation with the contracting City department, and based on a history of previous usage, shelter operators shall designate an adequate number of accessible sleeping units to meet the needs of shelter clients requiring such facilities due to a mobility disability; and (iii) reasonable modifications to shelter policies, practices, and procedures; (iv) In addition, shelters shall provide orientation to new shelter clients that includes information on shelter rules and how to access case management services, and shall ensure case management services go to those shelter clients most in need of case | ADA              |



|                                                                                                                                                                                                                                                                                                                                                                                                |          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| management services. This information shall be made accessible to shelter clients with disabilities through the use of appropriate auxiliary aid and/or services, such as large print for clients with visual impairments or ASL interpreting for Deaf clients. The City shall provide equal access to shelter clients with disabilities without regard to whether they accept auxiliary aids. |          |
| 9. Engage a nutritionist, who shall develop all meal plans, including meal plans for children and pregnant women; and post menus on a daily basis.                                                                                                                                                                                                                                             | HEALTH   |
| 10. Make dietary modifications to accommodate request from clients based on religious beliefs and practices; health or disability reasons                                                                                                                                                                                                                                                      | HEALTH   |
| 11. Comply with Article 19F of the San Francisco Health Code that prohibits smoking in homeless shelters.                                                                                                                                                                                                                                                                                      | HEALTH   |
| 12. Provide shelter clients with one clean blanket, two clean sheets, and one pillow enclosed in a plastic or vinyl sleeve with a clean pillowcase; sheets shall be cleaned at least once per week and upon client turnover                                                                                                                                                                    | FACILITY |
| 13. Make the shelter facility available to shelter clients for sleeping at least 8 hours per night                                                                                                                                                                                                                                                                                             | HEALTH   |
| 14. Provide daytime access to beds in all 24-hour shelters                                                                                                                                                                                                                                                                                                                                     | FACILITY |
| 15. Provide shelter clients with pest-free, secure property storage inside each shelter. Shelter staff shall provide closable bags to clients for storage purposes. If storage inside a shelter is unavailable, the shelter operator may provide free, pest-free storage off-site as long as the off-site storage is available to the shelter client up until the time of evening bed check    | FACILITY |
| 16. Provide shelter clients with access to electricity for charging cell phones; and other durable medical equipment for clients with disabilities                                                                                                                                                                                                                                             | FACILITY |
| 17. Note in writing and post in a common areas in the shelter when a maintenance problem will be repaired and note the status of the repairs                                                                                                                                                                                                                                                   | FACILITY |
| 18. Provide access to free local calls during non-sleeping hours; including TTY access and amplified phones for clients who are deaf and hearing-impaired                                                                                                                                                                                                                                      | FACILITY |
| 19. Provide a minimum of 22 inches between the sides of sleeping units, excluding the designated ADA-accessible sleeping units and sleeping units separated by a wall                                                                                                                                                                                                                          | HEALTH   |
| 20. Provide all printed materials produced by the City and shelters in English and Spanish and other languages upon and ensure that all written communications are provided to clients with sensory disabilities in alternate formats such as large print, Braille, etc., upon request                                                                                                         | FACILITY |
| 21. Communicate with each client in the client's primary language or provide professional translation services; including but not limited to American Sign Language interpretation; however, children or other clients may be asked to translate in emergency situations                                                                                                                       | FACILITY |
| 22. Provide at least one front line staff at each site that is bilingual in English and Spanish                                                                                                                                                                                                                                                                                                | FACILITY |
| 23. Ensure that each shelter has an emergency disaster plan that requires drills on a monthly basis and that, in consultation with the Mayor's Office on                                                                                                                                                                                                                                       | FACILITY |



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Disability, includes specific evacuation devices and procedures for people with disabilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |          |
| 24. Locate alternate sleeping unit for a client who has been immediately denies services after 5:00 PM, unless the denial was for acts or threats of violence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | FACILITY |
| 25. Require all staff to wear a badge that identifies the staff person by name and position badges                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | STAFF    |
| 26. Ensure all clients receive appropriate and ADA-compliant transportation to attend medical, permanent housing, substance abuse treatment, job-search, job interview, mental health, shelter services (etc)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | FACILITY |
| 27. Provide public notification at least 24 hours in advance of on-site, community meetings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | FACILITY |
| 28. Provide clients with access to free laundry services with hot water and dryer that reaches a temperature between 120-130 degrees Fahrenheit, on or off site                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | FACILITY |
| 29. To the extent not inconsistent with Proposition N, passed by the voters on November 5, 2002, ensure all single adult shelter reservations be for a minimum of 7 nights.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | FACILITY |
| 30. Agree to comply with the California Department of Industrial Relations, Division of Occupational Safety and Health (Cal-OSHA) General Industry regarding Blood borne Pathogens (8 CCR 5193) and its injury and illness Prevention Program (8CCR 3203), including but not limited to applicable requirements regarding personal protective equipment, universal precautions, and the development of an exposure control plan, as defined therein,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | HEALTH   |
| 31. 31. Annual all-staff mandatory trainings: (1) hand washing requirements and other communicable disease prevention; (2) proper food handling and storage; (3) emergency procedures in case of disaster, fire, or other urgent health or safety risk, including but not limited to CPR requirements; (4) safe and appropriate intervention with violent or aggressive shelter clients, including training on the harm reduction model in dealing with substance abuse; (5) safe and appropriate interaction with shelter clients who suffer from mental illness or substance abuse; (6) On-the-job burn-out prevention; (7) requirements under the ADA, in collaboration with the Mayor's Office on Disability and the City Attorney's Office; (8) policies and procedures explained in shelter training manuals; (9) cultural humility, including sensitivity training regarding homelessness, the lesbian, bisexual, gay, and transgender communities, people with visible and invisible disabilities, youth, women, and trauma victims. | STAFF    |
| 32. Maximize the space for sleeping in the shelter to the fullest extent possible.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | FACILITY |



## APPENDIX B

### Total Client Complaints FY 2016-2017

| SITE                               | SITE CAPACITY                                                                                                                                       | TOTAL COMPLAINTS<br>(16-17 FY) | COMPLAINTS PER<br>10 SHELTER<br>CLIENTS |
|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------------------------------------|
| A Woman's Place Shelter            | 11 mats                                                                                                                                             | 4                              | 3.64                                    |
| A Woman's Place Drop In Center     | 63 chairs                                                                                                                                           | 10                             | 1.59                                    |
| Bethel AME                         | 30 mats                                                                                                                                             | 14                             | 4.67                                    |
| Compass                            | 22 families                                                                                                                                         | 0                              | 0                                       |
| First Friendship Family            | 25 families                                                                                                                                         | 3                              | 1.20*                                   |
| Hamilton Emergency                 | 46 beds, 8 cribs                                                                                                                                    | 2                              |                                         |
| Hamilton Family                    | 27 families                                                                                                                                         | 0                              | N/A                                     |
| Hospitality House                  | 30 beds/mats                                                                                                                                        | 7                              | 2.33                                    |
| Interfaith Winter Shelter          | 60-100 mats depending<br>on the site                                                                                                                | 0                              | N/A                                     |
| Jazzie's Place                     | 24 beds                                                                                                                                             | 7                              | 2.92                                    |
| Lark Inn                           | 40 beds                                                                                                                                             | 0                              | N/A                                     |
| Mission Neighborhood Resource Ctr. | 70 chairs                                                                                                                                           | 1                              | 0.14                                    |
| MSC South Shelter                  | 340 beds                                                                                                                                            | 19                             | 0.56                                    |
| MSC South Drop In Center           | 75 chairs                                                                                                                                           | 7                              | 0.93                                    |
| Next Door                          | 334 beds                                                                                                                                            | 123                            | 3.68                                    |
| Providence                         | 110 mats                                                                                                                                            | 5                              | 0.45                                    |
| Sanctuary                          | 200 beds                                                                                                                                            | 9                              | 0.45                                    |
| Santa Ana                          | 28 beds                                                                                                                                             | 1                              | 0.36                                    |
| Santa Marta/Maria                  | beds                                                                                                                                                | 3                              | 0.54                                    |
| St. Joseph's                       | 10 families                                                                                                                                         | 2                              | 2.00*                                   |
| United Council                     | 48 chairs                                                                                                                                           | 2                              | 0.42                                    |
| <b>Total</b>                       | Single adult: 1203<br>beds/mats<br>Interfaith: 60-100 mats<br>Resource Centers: 256<br>chairs<br>Family: 84 family<br>rooms, 46 beds and 8<br>cribs | <b>219</b>                     |                                         |

\*Calculated based on the number of complaints per 10 families

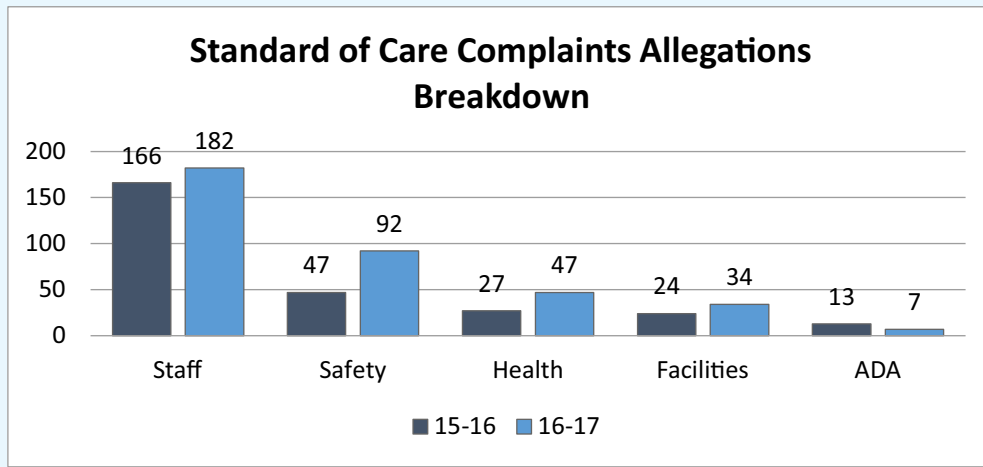


## APPENDIX C

### Standard of Care Complaints Tally per Site 2016 -2017

| Site                                                       | # of Complainants | # of Complaints filed | Status of Complaints                                        | Investigations        |
|------------------------------------------------------------|-------------------|-----------------------|-------------------------------------------------------------|-----------------------|
| A Woman's Place Shelter                                    | 3                 | 4                     | Satisfied (1)<br>No Contact (3)                             | N/A                   |
| A Woman's Place Drop In                                    | 9                 | 10                    | Satisfied (1)<br>Not Satisfied (1)<br>No Contact (8)        | Completed (1)         |
| Bethel AME                                                 | 10                | 14                    | Satisfied (1)<br>Not Satisfied (2)<br>No Contact (11)       | Completed (2)         |
| Compass                                                    | 0                 | 0                     | N/A                                                         | N/A                   |
| First Friendship                                           | 3                 | 3                     | Satisfied (2)<br>No Contact (1)                             | N/A                   |
| Hamilton Emergency Shelter                                 | 2                 | 2                     | Satisfied (1)<br>No Contact (1)                             | N/A                   |
| Hamilton Family Shelter                                    | 0                 | 0                     | N/A                                                         | N/A                   |
| Hospitality House                                          | 5                 | 7                     | No Contact (7)                                              | N/A                   |
| Interfaith Winter Shelter<br>(Open from Nov. through Feb.) | 0                 | 0                     | N/A                                                         | N/A                   |
| Jazzie's Place                                             | 4                 | 7                     | Not Satisfied (1)<br>No Contact (6)                         | Completed (1)         |
| Lark Inn                                                   | 0                 | 0                     | N/A                                                         | N/A                   |
| MSC South Drop In                                          | 5                 | 7                     | Satisfied (2)<br>Not Satisfied (2)<br>No Contact (3)        | Completed (2)         |
| MSC South Shelter                                          | 17                | 19                    | Satisfied (5)<br>Not Satisfied (1)<br>No Contact (13)       | Completed (1)         |
| MNRC                                                       | 1                 | 1                     | No Contact (1)                                              | N/A                   |
| Next Door                                                  | 52                | 123                   | Satisfied (36)<br>Not Satisfied (15)<br>No Contact (72)     | Completed (15)        |
| Providence                                                 | 5                 | 5                     | No Contact (5)                                              | N/A                   |
| Sanctuary                                                  | 9                 | 9                     | Satisfied (2)<br>Not Satisfied (1)<br>No Contact (6)        | Completed (1)         |
| Santa Ana                                                  | 1                 | 1                     | No Contact (1)                                              | N/A                   |
| Santa Marta/Santa Maria                                    | 3                 | 3                     | Satisfied (1)<br>Not Satisfied (1)<br>No Contact (1)        | Completed (1)         |
| St. Joseph's                                               | 2                 | 2                     | Satisfied (1)<br>No Contact (1)                             | N/A                   |
| United Council                                             | 2                 | 2                     | Satisfied (1)<br>Not Satisfied (1)                          | Completed (1)         |
| <b>Totals</b>                                              | <b>133</b>        | <b>219</b>            | <b>Satisfied (54), Not Satisfied (24), No Contact (142)</b> | <b>Completed (24)</b> |

## APPENDIX D



FY16-17 total allegations: 362

FY15-16 total allegations: 277

The *Standard of Care Complaint Allegations Breakdown* chart provides an overview of the types of complaints that were filed with the Committee over the past two fiscal years. There are four Standard of Care complaint categories:



### **Staff**

The staff category refers to three Standards (1, 25 & 31) that focus on how the client is treated at the site. This category includes complaints alleging staff being unprofessional, not applying shelter policies equally to all clients and not receiving required trainings.



### **Safety**

This category refers to Standard 2, which requires that shelter services be provided in environment that is safe and free from physical violence.



### **Americans with Disabilities Act (ADA)**

The ADA category refers to Standard 8 and the majority of complaints in this category focus on either a lack of or a denial of access through an accommodation request or a facility problem.



### **Health & Hygiene**

This category refers to 11 Standards focusing on meals, access to toiletries, shelter cleanliness and stocked first aid kits. The 11 Standards include Standards 3, 4, 5, 6, 7, 9, 10, 11, 13, 19, and 30.



### **Facility & Access**

The sixteen Standards in this category focus on whether shelter facilities are accessible and providing clients with items and services such as property storage, bedding and transportation. The Standards that make up this area are 12, 14, 15, 16, 17, 18, 20, 21, 22, 23, 24, 26, 27, 28, 29, and 32.