

Commission Members:

Katie Albright (Chair)
Obai Rambo (Vice Chair)
Dontaye Ball
Bevan Dufty
Joaquin Guerrero
Sharky Laguana
Thomas Rocca

Mayor
Daniel L. Lurie

Shireen McSpadden, Executive Director
Department of Homelessness and Supportive Housing

Commission Secretary

Bridget Badasow

City & County of San Francisco Homelessness Oversight Commission (HOC) Meeting Minutes



Meeting Minutes

Homelessness Oversight Commission (HOC) Special Meeting
Meeting Date: Thursday, January 15, 2026

12:30 PM

1 Dr. Carlton B. Good Place
Room 416, City Hall

Members of the Homelessness Oversight Commission will attend this meeting in-person. Members of the public are invited to observe the meeting in-person or remotely online as described below. Members of the public attending the meeting in person will have an opportunity to provide public comment on every action or discussion item. In addition to in-person public comment, the Commission will hear up to 10 minutes of remote public comment on each action or discussion item.

The Commission will hear remote public comments on items in the order that commenters add themselves to the queue to comment on the item. Because of the 10-minute time limit, it is possible that not every person in the queue will have an opportunity to provide remote public comment. Remote public comment from people who have received an accommodation due to disability (as described below) will not count toward the 10-minute limit. Members of the public are encouraged to provide public comment via email. Send an email to the Commission Secretary bridget.badasow@sfgov.org by 5pm the day before the meeting to ensure your comment is received by the Commission in advance of the meeting.

Additionally, copies of today's agenda, minutes and "all" presented items can be found on the San Francisco Department of Homelessness and Supportive Housing (HSH) website. <https://hsh.sfgov.org/commission-and-committees/>

The HOC inaugural meeting can be seen in its entirety on SFGovTV
https://sanfrancisco.granicus.com/ViewPublisher.php?view_id=227

Homelessness Oversight Commission Members:

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ORDER OF BUSINESS:

1) CALL TO ORDER

Chair Albright called the meeting to order at 12:35 p.m. and read the Ramaytush Oholone Land Acknowledgement

2) ROLL CALL

Present:

Katie Albright (Chair)
Obai Rambo (Vice Chair)
Dontaye Ball
Bevan Dufty
Joaquin Guerrero
Sharky Laguana
Thomas Rocca

The Homelessness and Supportive Housing Executive Director, Shireen McSpadden is present

3) ANNOUNCEMENTS REGARDING SOUND PRODUCING DEVICES DURING THE MEETING

The Commission Secretary made the prohibition of sound producing devices announcement.

4) ANNOUNCEMENTS BY THE CHAIR

No announcements

PUBLIC COMMENT

No Public Comment

5) COMMISSIONER COMMUNICATIONS/ANNOUNCEMENTS

The Chair requested that the Commissioners save their comments until the end of the meeting due to time constraints.

6) APPROVAL OF NOVEMBER 21, 2025, HOC SPECIAL MEETING MINUTES

PUBLIC COMMENT

No Public Comment

On motion to approve the November 21, 2025, HOC meeting minutes.

AYES:

- Katie Albright (Chair)
- Obai Rambo (Vice Chair)
- Dontaye Ball
- Bevan Dufty
- Joaquin Guerrero
- Sharky Laguana
- Thomas Rocca

Action: November 21, 2025, minutes adopted.

7) EMPLOYEE RECOGNITION

Executive Director McSpadden and the HOC recognized Marion McFarlin and Robert Hill as Employees of the Month for December 2025 and Victoria Wong as Employee of the Month for January 2026. Executive Director McSpadden thanked HSH staff for their outstanding service and contributions and invited each to share a few remarks.

Chair Albright announced that she will call the agenda items out of order beginning with agenda item 12 General Public Comment.

12) GENERAL PUBLIC COMMENT/Chair Albright adjusted the public comment time allowance to 5 minutes

Ayisha McCain- delivered a heartfelt testimony regarding the death of her brother, Wilson “Jazzy” McCain. She stated that on November 4, 2025, HomeRise staff spoke with Mr. McCain, who reported that he was not feeling well. On November 16, 2025, after no contact with her brother, Ayisha contacted the San Francisco Police Department (SFPD) to request a wellness check. During the wellness check, SFPD officers found Mr. McCain deceased. Ayisha expressed her belief that, had HomeRise staff conducted a wellness check sooner, her brother might still be alive today.

Creighton McGarry-attended and provided testimony in support of her friends, Ayisha McCain and her brother, Wilson “Jazzy” McCain. Ms. McGarry stated that Mr. McCain had been placed in HomeRise, a program funded by the City and County of San Francisco and intended to provide safety, support, and connection. She stated that Mr. McCain was left undiscovered for more than 12 days.

Creighton urged the Commission to take specific and concrete actions in response, including conducting a public audit; providing transparent reporting on program outcomes; clarifying how often residents are contacted in person; explaining how deaths or medical emergencies are documented and escalated; and establishing clear protocols for reporting when a resident is unreachable, particularly if the resident has known physical or mental health conditions.

Carlos Mangallo-attended on behalf of the National Flooring Contractors Apprentice Program. He shared that the program includes an initiative called *Tiny Nation*, which serves at-risk youth. Carlos expressed interest in collaborating with HSH to allow program participants to continue building tiny homes. He stated that partnering with these at-risk youth would not only provide them with valuable career-building opportunities but also contribute to addressing homelessness.

Christin Evans-shared an update regarding a client in the Homeless Response System and the client's journey. Christin stated that she first met the client in 2021 while the client was in a psychiatric ward. The client, a native San Franciscan with a dual diagnosis, has been involved in the system since childhood.

According to Christin, the client received her first housing offer through the Homeless Response System after approximately 12 months. The offer was for placement at the Henry Hotel on Sixth Street, a location Christin described as having a strong association with drug use, overdose, and death. She stated that this placement was inappropriate given the client's history and vulnerabilities.

Christin further shared that the client felt pressured to accept the offer for over a week and was told that declining it could result in waiting another year for another opportunity. Christin characterized this as a system failure, emphasizing the need to consider clients holistically and to ensure that an appropriate support network is in place when housing offers are made.

Flo Kelly-a Stop Tow volunteer, provided public comment regarding the Mayor's policies related to RVs and homelessness. Flo stated that, in her view, the Mayor is presenting himself as compassionate while pursuing policies to remove RVs from City streets. She expressed concern that the City's plan to provide compensation to RV owners, while removing their vehicles, is framed as generosity but ultimately results in the loss of their shelter.

Flo further stated that she believes the Mayor's actions are intended to remove visible homelessness in order to fulfill campaign promises to "clean up the streets." She also expressed concern that the elimination of oversight bodies, including the Shelter Monitoring Committee, Shelter Grievance Advisory Committee, Our City, Our Home Committee, and the Local Homeless Coordinating Board, would silence the voices of vulnerable residents and consolidate responsibilities into a single advisory role under the HOC.

Charles Pitts-stated that he was outraged by the situation involving Jazzie Collins, which he characterized as a failure of government oversight and monitoring. He noted that Jazzie Collins was a transgender activist and expressed his belief that HomeBridge has not upheld that legacy appropriately, alleging serious misconduct.

Mr. Pitts urged the Homelessness Oversight Commission and the City to demonstrate greater care, accountability, and follow-through once individuals are placed into housing. He emphasized that clients should continue to receive support after placement and not feel abandoned once housed.

9) FOR DISCUSSION THE FY2025-26 AND FY2026-27 BUDGET PROCESS OVERVIEW FOR THE DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING. Gigi Whitley, HSH Chief of Finance and Administration presented this item (Discussion only).

PUBLIC COMMENT/Chair Albright adjusted the public comment time allowance to 3 minutes

Christin Evans stated that during times of budget deficits there is often a looming threat of program cuts, and she expressed opposition to any reductions in services. She further noted that, in her view, cuts were made last year in the form of insufficient funding for cost-of-living adjustments, which she said starved the system.

Christin emphasized that it is critical to protect existing investments aimed at ending homelessness for individuals. She stated that housing investments are a more effective and appropriate use of funds than expenditures on shelter alone.

Jennifer Friedenbach-expressed concern regarding Emergency Housing Choice Vouchers that were cut under the Trump administration. Jennifer noted that the City utilized Our City, Our Home funds to provide supportive services associated with those vouchers, which enabled approximately 1,000 households to be housed in 2022.

Jennier stated that many of these households are paying relatively high rents and that the federal subsidies supporting them are set to expire in October. While the City has the ability to extend the subsidies through December, she explained that approximately \$30 million would be needed to backfill the rental costs beyond that point. She cautioned that, without additional funding, many of these families could face a return to homelessness.

8) DIRECTOR'S REPORT

Executive Director McSpadden welcomed the Commissioners and members of the public, extended New Year's greetings, and thanked all attendees for joining the meeting. The Executive Director presented an overview of the latest updates within San Francisco's Homelessness Response System, highlighted key data trends, and shared important updates impacting HSH and its provider partners.

San Francisco Homeless Outreach Team (SFHOT) remains the backbone of the City's street response system. SFHOT teams operate daily across the city, engaging individuals where they are, conducting welfare checks, de-escalating crises, and connecting individuals to shelter, treatment, and housing pathways.

The Executive Director further noted that SFHOT is a core component of the City's Neighborhood Street Teams and central to the Breaking the Cycle approach, which emphasizes direct, compassionate engagement and service connection on the street. The scale and consistency of SFHOT's work were identified as essential to stabilizing individuals and facilitating access to longer-term solutions.

For the month of November, SFHOT reported the following outcomes:

- Conducted 183 housing assessments in the field
- Connected six households to long-term housing
- Made 165 shelter placements
- Conducted approximately 3,200 engagements and distributed 5,410 engagement tools and resources, including food, water, and hygiene materials

The Executive Director provided an overview of Coordinated Entry, noting that it serves as the federally required entry point to housing resources and ensures that individuals with the highest needs are prioritized for the City's limited permanent housing opportunities. Fairness and transparency were emphasized as central principles of the Coordinated Entry system.

The Executive Director reported that homelessness prevention continues to be one of the most effective and humane strategies for addressing homelessness. During the first quarter of the fiscal year, households received support to stabilize their housing, including rent assistance, mediation, and short-term financial assistance. These investments were noted as reducing inflow into homelessness, keeping individuals and families housed, and aligning with the goals of Home by the Bay and Breaking the Cycle.

For the month of November, HSH and its provider partners delivered homelessness prevention services to 124 households.

The Executive Director presented an overview of the Emergency Rental Assistance Program (ERAP), which is administered by HSH in partnership with the Mayor's Office of Housing and Community Development (MOHCD). The Executive Director noted that demand for the program remains extremely high, indicating that many tenants continue to face a heightened risk of eviction. ERAP prioritizes households at the highest risk of homelessness to ensure that limited resources are directed to those most likely to lose housing without assistance.

In November, ERAP served 362 households, with an average assistance amount of \$2,748 per household. Of these households served, 86 percent identified as people of color, and 70 percent had previously experienced homelessness.

HSH's Problem Solving program is a fast, flexible approach to resolving housing crises before or shortly after someone becomes homeless. This includes mediation, reconnecting individuals with safe housing, or one-time financial support. Since July, HSH and access point partners have resolved homelessness for 335 households with approximately \$727K in financial assistance. Most resolutions (82%) were for adult

households. This approach reduces shelter pressure, prevents unnecessary trauma, and is a cost-efficient part of the system.

Executive Director McSpadden stated that Permanent Supportive Housing (PSH) vacancies have been an area of concern for the Commission and the public. HSH has made real progress in reducing vacancies, speeding up unit turnover, and improving overall operational performance. Through strengthened oversight, new vacancy-reduction policies, and better alignment with providers, HSH is moving units faster and getting people housed more quickly. This work will continue to be a top priority. As of December 16, 2025, HSH has an 8.6% vacancy rate in our site-based supportive housing portfolio. Of the 754 vacancies, 250 have move-ins in process.

Shelter remains a critical resource, providing safety, stability, and connections to treatment and housing. HSH continues to work to ensure that the shelter system is low-barrier, service-rich, and responsive to community needs. Across the shelter system, on January 5th, HSH had 4,083 guests and a 92% occupancy rate.

The shelter waiting lists show where demand is highest and where bottlenecks exist. With the ONE System, HSH staff have improved tracking, transparency, and fairness in bed access. As of January 5th, 409 adults were on the shelter waitlist, with 131 joining and 131 placed in December. The average wait time for adults accepting placement remained 14 days. For families, 296 families (852 people) were on the waitlist, with 120 joining and 35 placed in December.

Additional updates:

HSH continues to partner with SFMTA and the Department of Emergency Management on the Large Vehicle strategy. Currently, 322 large vehicles with Refuge Permits are parked on San Francisco streets, and their residents are engaged in services and exempt from the two-hour parking limit. Since the program began, five households have moved from their vehicles into housing, and four have participated in the vehicle buyback program. The Executive Director stated that earlier this week, HSH hosted a Large Vehicle Housing Event where permit holders could rapidly access housing support, including being matched to available units, viewing units the same day with transportation assistance, and receiving help completing housing applications.

During the November 2025 meeting, key updates on the City's Home by the Bay goals were highlighted. Between July 2024 and June 2025, 4,989 people moved from homelessness into permanent housing, bringing the two-year total to 10,300 and achieving 34% of the five-year housing goal. In Year 2, 8,033 people received homelessness prevention services, with 15,186 assisted since the program began, reaching 84% of the five-year prevention target. Ninety-three percent of those who exited homelessness remained stably housed for at least 12 months. Equity analysis confirmed ongoing racial disparities, informing new equity goals and metrics. The Year 2 progress report, youth strategic plan addendum, and equity addendum are now available on the HSH website.

The Executive Director briefly addressed questions regarding Providence. Under prior leadership, the organization settled with the City for \$1 million to resolve past labor and contract violations, accepting

responsibility and providing restitution. Since then, Providence has implemented significant reforms, including new executive leadership and board restructuring, strengthened financial and compliance controls, and more than \$300K invested in governance, training, and operations. Recent media coverage reflects past issues, not current operations. Based on these improvements and ongoing City oversight, HSH remains confident in Providence's ability to deliver critical, culturally responsive services. HSH continues to prioritize accountability while ensuring services remain available.

The 2026 Point in Time (PIT) Count is quickly approaching. The PIT Count is conducted locally every other January as required by the US Department of Housing and Urban Development (HUD).

The Point-in-Time Count is an important tool for the HSH system. It helps staff better understand local needs, meet federal reporting requirements, and contributes to nationwide data on homelessness. That information directly informs program design and policy decisions at the local, state, and federal levels. At the same time, it's important to be clear about its limitations. The PIT is a snapshot of a single night and may not capture everyone experiencing homelessness, particularly people who are less visible or in situations like couch surfing or doubled up. While the count is important, it does not directly determine the amount of federal funding HSH will receive.

At the last meeting, the Executive Director updated the Commission on HUD's annual Notice of Funding Availability (NOFO). A coalition sued over the initial NOFO, and a preliminary injunction on December 23rd preserved the prior NOFO's status quo. Since the injunction, HUD reopened the NOFO and applications will be due on February 9, 2026. For renewal projects not being reallocated or replaced, a renewal application is not required. Projects may need to notify HUD in writing of this decision, with details on the process forthcoming and required before the award deadline. HUD may begin reviewing renewals before February 9, so it is critical that APRs, audit reports, and all required grant materials are up to date to avoid delays.

The Executive Director reminded the Commission that, renewal contracts will no longer be included on the consent agenda at Commission meetings but instead will be listed in the Director's Report.

The Executive Director provided a detailed report on the HSH Performance Measurement Plan (PMP)

The PMP is a key output of the Home by the Bay Strategic Plan, includes about 100 measures. These track system-wide trends, such as population size, inflow and outflow, and resource use, as well as program-level performance across core components like prevention, outreach, shelter, and housing.

There are five main system measures that track progress on Home by the Bay goals: reducing the number of unsheltered people by 50% and total homelessness by 15%, supporting at least 30,000 people into permanent housing, reducing returns to homelessness, and assisting 18,000 people at risk with prevention services. Goal 2, reducing racial inequities and other disparities, is addressed through directional targets embedded within the other four measures.

All HSH contracts include service and outcome objectives, in line with Controller's Office guidelines. Through the MYPP process, HSH is integrating standardized PMP metrics into contracts, simplifying

objectives to focus on meaningful measures, and standardizing program monitoring practices to ensure service requirements are met. Most service objectives will align with the PMP, though some smaller or specialized contracts, such as for professional services or food across shelters, may not. Standardized performance measures will be integrated by program area over time, with most metrics monitored through data entered in ONE. Reports are being developed to track these measures, and contract performance will be reviewed on monthly, quarterly, or annual timelines.

In addition to using PMP metrics to inform contract objectives and compliance reporting, HSH staff are producing internal reports to regularly monitor progress. PMP data will be reviewed by HSH staff and with providers during program meetings. This data-driven performance management work is being advanced through HSH's partnership with the Harvard Government Performance Lab.

Program-area measures will track system performance for scattered site programs, including Scattered Site (PSH) and Rapid Rehousing, and will inform contract-specific service and outcome objectives. Draft measures for scattered site PSH include average occupancy and average days from enrollment to move-in. Rapid Rehousing measures include households' prior living situations and returns to homelessness within 6, 12, and 24 months.

Executive Director McSpadden shifted focus to report on the Commission Streamlining Task Force and its recommendations related to homelessness oversight bodies and explained that HSH is not a part of this Task Force, nor have they advocated for a particular recommendation or action by the committee. But because HSH has received so many questions on this, staff asked the Controller's Office to prepare an update to share with all of you.

The Task Force recommends that the CoC subcommittee include two members from the Homelessness Advisory Board and up to 11 additional members nominated by CoC members and appointed by the Homelessness Advisory Board. Subcommittee members will serve one-year terms, renewable up to 12 terms.

PUBLIC COMMENT

Christin Evans explained that the Commission Streamlining Task Force follows a lengthy process for any actions on its recommendations. Now that the Task Force has finalized its recommendations, they must be presented to the Board of Supervisors. Constituents are encouraged to direct their advocacy to the Board.

COMMISSIONER COMMENTS:

Commissioner Guerrero thanked staff for providing the Strategic Plan metrics, noting that the structure reflects significant effort. The Commissioner asked for an explanation regarding the apparent decline in housing placements in November. While acknowledging the rationale for combining the Committees, Commissioner Guerrero expressed concern that this change may result in longer meetings.

11) CONSENT CALENDAR

ALL MATTERS LISTED UNDER THIS ITEM CONSTITUTE A CONSENT AGENDA ARE CONSIDERED TO BE ROUTINE BY THE HOMELESS OVERSIGHT COMMISSION AND WILL BE ACTED UPON BY A SINGLE ROLL CALL VOTE OF THE COMMISSION. THERE WILL BE NO SEPARATE DISCUSSION OF THESE ITEMS UNLESS A MEMBER OF THE COMMISSION REQUESTS DISCUSSION, IN WHICH EVENT THE MATTER SHALL BE REMOVED FROM THE CONSENT AGENDA AND CONSIDERED AS A SEPARATE AGENDA ITEM. APPROVAL IS REQUESTED.

A) HOC RULES OF ORDER FINAL AMENDMENT

PUBLIC COMMENT

No public comment

A motion to amend the Rules of Order

AYES:

Katie Albright (Chair)
Obai Rambo (Vice Chair)
Dontaye Ball
Bevan Dufty
Joaquin Guerrero
Sharky Laguana
Thomas Rocca

Action: The HOC Rules of Order were amended.

13) NOMINATION COMMITTEE REPORT

Chair Albright requested the Commissioners to indicate if they are interested in joining the Nomination Committee before the next meeting HOC meeting commences.

14) DATA OFFICER REPORT

PUBLIC COMMENT

Christin Evans stated that she is in full approval of Commissioner Guerrero stepping into the Data Officer role and believes that the Commissioner will do an excellent job.

On motion to nominate Commissioner Guerrero to the Data Officer role for the period of one year.

AYES:

Katie Albright (Chair)
Obai Rambo (Vice Chair)
Dontaye Ball
Bevan Dufty

Joaquin Guerrero
Sharky Laguana
Thomas Rocca

Action: Commissioner Guerrero is approved as the HOC Data Officer

16) COMMISSION MATTERS:

Commissioner Laguana-mentioned an article in the Standard regarding some of the concepts and challenges of solving homelessness.

PUBLIC COMMENT

No public comment

17) ADJOURN

The Chair-adjourned the meeting at 2:00 PM

Respectfully submitted,

Bridget Badasow
Commission Secretary

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Government's duty is to serve the public, reaching its decision in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact Administrator, by mail to Sunshine Ordinance Task Force, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco CA 94102-4689; by phone at 415.554.7724; by fax at 415.554.7854; or by email at sotf@sfgov.org. Copies of the Sunshine Ordinance can be obtained from the Clerk of the Sunshine Task Force, the San Francisco Public Library and on the City's website at <https://sfgov.org/sunshine/>

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DISABILITY ACCESS

The Homelessness Oversight Commission meetings are held at City Hall Room 416, at 1 Dr. Carlton B. Goodlett Place, San Francisco on the first Thursday of each month at 9am. The building and meeting room are wheelchair accessible. This meeting will be broadcast and captioned on SFGovTV. Remote public participation is available for people with disabilities, as well as all members of the public. Instructions for how to join the meeting remotely are included at the beginning of this agenda. [Captions can be enabled](#) if participating remotely via WebEx.

Sign Language Interpretation is also available upon request. If requesting remote Sign Language Interpretation, please submit an accommodation request a minimum of four (4) business hours prior to the start of the meeting. Allowing a minimum of 48 business hours for all other accommodation requests (for example, for other auxiliary aids and services) helps ensure availability. To request accommodation, please contact Bridget Badasow at bridget.badasow@sfgov.org.

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Per the Language Access Ordinance (Chapter 91 of the San Francisco Administrative Code), Chinese, Spanish and or Filipino (Tagalog) interpreters will be available upon requests. Meeting Minutes may be translated, if requested, after they have been adopted by the Commission. Assistance in additional languages may be honored whenever possible. To request assistance with these services please contact bridget.badsow@sfgov.org at least 48 hours in advance of the hearing.

LANGUAGE ASSISTANCE 415.646.4470: For free interpretation services, please submit your request 48 hours in advance of meeting./Para sa libreng serbisyo sa interpretasyon, kailangan mag-request 48 oras bago ang

miting./Para servicios de interpretación gratuitos, por favor haga su petición 48 horas antes de la reunión./ 如果需要免費口語翻譯, 請於會議之前 48 小時提出要求。Đối với dịch vụ thông dịch miễn phí, vui lòng gửi yêu cầu của bạn 48 giờ trước cuộc họp./ Для бесплатных услуг устного перевода просьба представить ваш запрос за 48 часов до начала собрания./ Pour les services d'interprétation gratuits, veuillez soumettre votre demande 48 heures avant la réunion./ 무료 통역 서비스를 원하시면 회의 48 시간 전에 귀하의 요청을 제출하십시오./ 無料通訳サービスをご希望の場合は、会議の 48時間前までにリクエストを提出してください。 /บริการให้ความช่วยเหลือในหลายภาษา ด้านภาษาฟรี ณ ที่ประชุม

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

PROHIBITION OF SOUND PRODUCING DEVICES

Sound-Producing Devices Prohibited: The ringing of and use of mobile phones and other sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal of any person(s) responsible for the ringing or use of a mobile phone, pager, or other similar sound-producing electronic devices (67A.1 Sunshine Ordinance: Prohibits the use of cell phones, pagers and similar sound-producing electronic devices at and during public meetings).