



City and County of San Francisco
SHELTER MONITORING COMMITTEE

MEETING MINUTES [DRAFT]

Wednesday, **December 17, 2025** | 10:00 AM
Room 408, City Hall

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|---------------------------------|---------------------------------|
| Present: Chair Zae Illo | Committee Member Kaleese Street |
| Vice Chair Belinda Dobbs | Committee Member Isaac Langford |
| Committee Member Britt Creech | Committee Member: Salvador Barr |
| Committee Member Joe Tasby | |
| Committee Member Molly Bodkin | Absent: |
| Committee Member Melanie Muasau | Committee Member Steven Clark |

All SMC meetings are public. Homeless and formerly homeless San Franciscans are encouraged to attend.
PUBLIC COMMENTS WILL BE TAKEN AFTER DISCUSSIONS & BEFORE VOTES/ACTIONS

I. A. **CALL TO ORDER/LAND ACKNOWLEDGEMENT /AGENDA ADJUSTMENTS** 3 5 min
Meeting began at 10:05 AM **with a quorum.**

B. **NEW MEMBERS WERE INTRODUCED** *DISCUSSION*
CHAIR ILLO 5 min

Member Bodkin was appointed to Seat 2 and Member Lanford to Seat 7. Brief bios were added to the Committee website.

REVIEW OF PAST MINUTES *DISCUSSION/ ACTION*
CHAIR ILLO 5 min

Members present discussed the September minutes.

Public comment: None

M/S/C: Creech/Tasby/Unanimous: Approval of September Minutes approved

II. **OLD BUSINESS/REPORTS** *DISCUSSION/ ACTION*

A. **MORE GRANULARITY IN SOCS** *CHAIR ILLO* 10 min

The Committee discussed looking more deeply at the elements of SOCs 1, 2, 3, and 30. For example, we might designate SOC 1a – Staff rudeness, 1b - Disrespect for property, 1c - Bad/Retaliatory DOS, 1d- Staff ignore complaints, 1e - Theft by staff, 2a - Safety concerns related to other guests, 2b - Staff seen as a threat, 2c - Facility is unsafe, etc. It could be useful to zoom in on other Standards as well. Staff will begin tracking complaints using the tentative breakdowns to see how this works out.

Public comment: Francis shared her experiences with inequity in the system’s response to her as a domestic violence victim. Shelter staff are often unprofessional, and privacy is not given the appropriate level of priority. SOCs should be revised to be more detailed [and effective as tools to incentivize adherence].

III. NEW BUSINESS/REPORTS

A. POLICY SUBCOMMITTEE REPORT

DISCUSSION
SUBCOMMITTEE MEMBERS 5 min

There was a quorum at the December meeting. There was discussion of specific ways to build more information into the monthly report that lays out which SOCs were violated. Members were reminded that the Committee Chair has proposed that a racial equity report be prepared.

Public Comments: None

B. EMERGENCY EQUITY REPORT

DISCUSSION/ACTION
CHAIR ILLO 10 min

As discussed at recent subcommittee meetings, circumstances make evident the need for an “emergency report” covering equity in the shelter system. Chair Illo gave members some context, e.g., the SMC may see significant changes imposed in 2026 if recommendations of the Proposition E Streamlining Task Force are accepted. [The last [meeting is set for January 14](#). Members of the public may submit comments at the meeting or in writing by emailing CommissionStreamlining@sfgov.org.] Insofar as SMC’s ability to influence things may be reduced, he would like to try to get the report completed in time to put it to the Board of Supervisors under the existing empowering legislation. That implies a March deadline. The report would need to go to the BOS Clerk in time to be placed on the agenda and to allow named departments 30 days to respond. Staff have gathered some data and Chair Illo is asking HSH for additional information that can be used to see if Members’ sense of the problem can be set forth in strong and convincing terms. In response to Member Bodkin, Chair Illo stated we are looking for both information as well as for information gaps, the latter of which would call for recommendations to HSH, et al. to measure things they currently aren’t measuring. Member Street encouraged the Committee to make this happen to leave a clear mark of the work we have done. Member Barr asked if the focus is on the SOCs. Chair Illo stated that he has spoken with HSH leadership and the outgoing chair of HOC. The “Home by the Bay” reports are subjective. More outcomes should be measured. For example, treatment of clients by Security is very important but does not appear to be measured. Home by the Bay Phase 2 is not published yet, so our report will be “exploratory.”

Public Comments: Vice Chair Dobbs asked if the Chairs of the Committee and Subcommittee, along with staff, would gather data. Chair Illo re-read the motion. An anonymous member of the public stated that the ways shelters handle grievances is not effective, e.g., showers are always dirty. Staff do not respond when issues are pointed out to them. They aren’t well trained and don’t inspire confidence. Problems “are swept under the rug.” The Chair affirmed his concerns and recommended he come back to our meetings. He also opined that failure to meet SOCs is in itself inequitable, since (target) populations are overrepresented at shelters. Member Barr recommends we make the SOCs easier to find on our website. We should also encourage shelters to post them. Member Bodkin recommends offering as many ways as we can for people to find the SOCs. Chair Illo agreed. A caller, Charles, stated that the Standards are in the Administrative Code. The Shelter Training Manual is also online. He believes Navigation Centers are covered separately from other shelters in the Administrative Code.

Proposed Actions: *Shall the Subcommittee be empowered to draft this report?*

M/S/C: Barr/Creech/unanimous – the Subcommittee will work on the draft

C. DEPT OF HOMELESSNESS AND SUPPORTIVE HOUSING

HSH 20 min

Louis Bracco of HSH presented the latest Shelter Occupancy Report. Systemwide, sites are 90% full. Dolores/Jazzie’s Place added 50 beds. Hope House, which is tailored for people trying to sober up, is ramping up. Referrals come from the Salvation Army, street outreach and transfers. There is a push for more drug treatment. Two new pilot programs are in the works. DPH is involved. One is at Central Waterfront. It is called the “Restore Program.” The other is at Gough Cabins. There is enhanced medical and behavioral health care “for high acuity clients “with many emergencies,” hoping to increase the chances of success.

The two remaining non-congregate sites are slated to be returned to the respective hotel owners by the end of February. “All clients will get a safe landing.” TAY sites are 91% full. Family shelters are only 71% occupied. This is largely due to low demand for space at the two congregate sites—Downtown High, which replaced BVHM, and Hamilton Families Emergency Center. HSH is working to “right size” the family shelter program and to make the congregate sites more attractive to potential guests. It was also noted that it takes more time to select families and to get their rooms ready for them.

Public comment: Member Lanford wondered how many people are on the family wait list. Families seem to remain unsheltered for a long time. Member Bodkin worries resources may be used inefficiently at congregate sites. Member Tasby asked HSH to look at employee turnover at Access points; high turnover might be related to delays. Chair Illo agrees. The design of Coordinated entry needs scrutiny: 80% of those who ask for it do not end up actually getting shelter, due to missed phone calls, etc. But he is excited about the enhanced care being offered. It might lead to fewer DOS’s. Hopefully subsequent data will show that the extra resources lead to real improvement. He had a client recently “with psyche issues” who could have used a drop-in bed. He would love to see a more complete occupancy list. The one we get covers only HSH sites. Some sites are managed by DPH. As more partnerships are entered into, a more complete picture might be practical to create, and would be helpful to policymakers. Staff asked about the Winter Shelter program. It is going well, according to Mr. Bracco. Member Barr asked about the congregate family sites. The move from BVHM to Central High may be another reason for low occupancy. HSH says people should be aware walk-ups are accepted there. Member Bodkin suggested Hamilton Families consider this.

D. STAFF REPORT

DISCUSSION
STAFF 10 min

Staff reviewed inspections, complaints, and investigations, Member recruitment and hiring.

Public Comment: A member of the public said it is “very easy to lose your bed” and valuable resources are unnecessarily hard to find out about. Clients often do not file grievances [so issues go undocumented]. Even when he has done so, he “gets the runaround.” It is also very frustrating that folks get a low rating (assessment score) “if they are not on drugs or old,” etc. This seems unfair. Chair Illo drew attention to the propensity for shelters to defend themselves and deny the claims made by clients. Responses can trigger escalation if communication is not made in a way that adequately takes clients into account.

IV. GENERAL PUBLIC COMMENT

DISCUSSION 5 min

Members of the public may address the Committee for up to three minutes...

Public Comment: Frances told the Committee she is unwell but often cannot “interact” (effectively) with staff (at the shelter). Her main concern is the quality of care. There also

are not enough resources for survivors of domestic abuse. “Even taking (public transit) can be dangerous.” It would be worth adding resources to keep vulnerable people safe, e.g., providing safes and allowing them to use an alias. It is too easy to have your ID stolen. People in her circumstances are terrified. It is hard to recover when it is so difficult to get good care.

ADJOURNMENT

M/S/C: Barr/Creech/unanimous - *Meeting adjourned at 12:00 PM*

| Action Item | Assigned To |
|---|--------------------|
| Ask HSH for more data on DOSs, equity initiatives and security at shelters. | Staff |
| Create an online site inspection calendaring tool | " |
| Make SOCs more readily findable on our website | " |

To obtain copies of the agenda, minutes, or other documents, please contact staff at shelter.monitoring@sfgov.org or (628) 652-8080.