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OFFICE OF THE CITY CLERK
OAKLAND

2019 NOV 26 PM 3: 36

AGENDA REPORT

TO: Sabrina B. Landreth
City Administrator

FROM: Joe DeVries,
Assistant to the City
Administrator

SUBJECT: Informational Report and
Recommendation on Encampment
Management Policy and Program

DATE: November 24, 2019

City Administrator Approval

Date:

11/26/19

RECOMMENDATION

Staff Recommends That The City Council Receive An Informational Report From The City Administrator On Progress Towards Implementing The Homeless Encampment Management Program Recommendations Approved By City Council On July 9, 2019.

EXECUTIVE SUMMARY

As requested by the City Council at the July 9th, 2019 meeting, this Informational Report provides an update on the following topics regarding the City's Homeless Encampment Management Program:

- Management and closures,
- Provision of basic services to the unsheltered,
- Self-governance and sanctioned encampments,
- Employment opportunities for the unsheltered,
- City staffing levels,
- Audit of the Encampment Management Program,
- Enforcement concerns, and
- Fire safety.

Additionally, this report provides recommendations to the City Council on policy and programmatic changes to the Encampment Management Program that may help improve service delivery, enhance program efficiency, and address enforcement and safety concerns.

BACKGROUND / LEGISLATIVE HISTORY

On May 14th, 2019 the City Administrator presented an Informational Report and Recommendation concerning the City's Encampment Management Policy and Program (**Attachment A**) as a response to questions submitted by Councilmember (CM) Bas

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(Attachment B). CM Bas submitted a Supplemental Report on May 28th (**Attachment C**), and June 25th (**Attachment D**). The recommendations in the June report were adopted by the City Council on July 9th and included direction to return to City Council with an update in December. This report provides that update.

ANALYSIS AND POLICY ALTERNATIVES

CM Bas and Encampment Management Team (EMT) staff met and agreed to provide updates on the following:

Encampment Management and Closures

CM Bas requested a list of all new closures, enforcement of prior closures, and major clean & clears since May 28, 2019, the date of the first supplemental report, including information as to whether the recommendations in that report were applied at these operations. That list is included as **Attachment E**.

A summary of those recommendations and their implementation status is listed below:

EMT and Councilmember Offices sharing of information about operations: When City Council Offices raise concerns about an encampment or a planned operation, the EMT team lead makes every effort to ensure those concerns are shared with and addressed by the team during its biweekly meetings and leading up to operations. Communication is also initiated from Council Offices and can include information about the nature of the encampment that EMT staff might not already be aware of such as a persons' special needs, or a request from an encampment individual or housed constituent that may have been made directly to the Council Office. Also, problems with encampments that neighbors have shared such as blocking access to a residence, vector control issues, criminal behavior or other hazardous conditions that may not have been reported to police often come through Council Offices.

30-day advanced notice of closures provided, with specific issues to be corrected, in languages other than English: When possible, the EMT closure locations are determined 30-days in advance and people begin to be notified through verbal contact by outreach workers. The actual posting of a printed notice is still provided 72 hours prior to the operation. If the EMT were to post a written notice 30 days in advance, it would still be required to post 72 hours in advance to meet the Standard Operating Procedure which has been court tested and determined to be legal and constitutional. The doubling of the posting requirement would double the cost and time associated with postings and detract outreach workers from their regular work of providing services at encampments. In the current budget cycle, the funding Oakland Public Works (OPW) provides to the outreach contractor to perform postings was reduced by 33 percent. In

order to double the number of postings, the City would need to identify new funding of approximately \$60,000 annually. As of November, a four-language posting protocol has been implemented that includes English, Spanish, Vietnamese, and Cantonese. The outreach providers will post all four languages at each site, but this will add additional time to each posting and as noted above, the posting budget has been reduced.

Ongoing encampment management includes recommending corrective action at an encampment to avoid closure. The City used a portion of the Homeless Emergency Aid Program (HEAP) allocation it received this year to hire a social worker to visit encampments and manage health and hygiene interventions, discuss concerns with site leaders, and generally manage activity at each site. This includes advising residents about reducing the footprint of the encampment to avoid blocking traffic lanes, fire hydrants, or driveways, determining where to place garbage in preparation for the weekly garbage service, avoiding behavior that increases calls for service to the Oakland Police Department (OPD) such as disturbing the peace late at night, and encouraging people to continue to engage in services that are offered by outreach teams. This effort does have promising results at many encampments as people appreciate the opportunity to engage with the City and want to be good neighbors if given some positive feedback.

However, this effort has not been universally successful and sometimes the EMT concludes that the interventions are not working, and an encampment meets the closure criteria. Two recent examples of this were the encampments at 42nd Street between Telegraph and Martin Luther King Jr. Way and the encampment on the 4200 block of Bond Street. City staff visited each site numerous times in an effort to implement better management practices and to provide health and hygiene services including weekly garbage removal, portable toilets, and washing stations. Unfortunately, conditions at both sites eventually deteriorated enough that the EMT determined closure was appropriate.

There are instances in which a closure must be performed to make way for construction projects other agencies are performing such as East Bay Municipal Utilities District (EBMUD), Pacific Gas & Electric (PG&E), or Alameda County (AC) Transit. All of these agencies have requested closures to make space for their projects in the past six months.

Two-week advance notice of Clean and Clear operations: Similar to noticing of closures, the outreach teams can orally advise people of Clean and Clear operations in advance as they perform their other outreach duties, but the official posting is only posted 72 hours in advance. Based on staff's experience in the field, advanced notice of Clean and Clears is not necessary as it does not impact people's behavior prior to the operation. Additionally, the residents of encampments that are impacted by Clean and Clear operations generally have a positive

engagement with staff and are thankful to see significant debris removed from the area as it improves conditions at the encampment.

In the event of an enforcement of a prior closure, does the City provide housing and shelter options: In general terms, when persons move back into an area of prior closure, they have already been engaged by the City's service providers and are aware of potential shelter options. Still, the outreach providers are instructed to continue to offer shelter, as available, anytime they engage with the unsheltered population.

Provision of gloves, trash bags, water, bagging and tagging, storage or transportation during closures: Outreach providers, including City staff, are asked to be available at any large closure operation and to provide bags to pack and move items, gloves, and assistance to those who need it.

If/when the City has canceled or postponed closures and under what grounds: **Attachment E** indicates when certain operations were not completed due to scheduling problems. For example, the Clean and Clear on San Leandro Street that included removing dangerous wooden structures was postponed for two weeks at the request of advocates who wanted to work to secure tents for impacted persons. Also, the removal of structures on the East 12th Street median was postponed after the EMT lead met with the Homeless Advocacy Working Group (HAWG) and the Council Office to allow a Fire Inspector to visit the site with an advocate to educate people about the dangers that existed. This was in hopes of reducing fire dangers ahead of the operation. However, two major fires occurred at this location after that effort and in the two weeks leading up to the operation.

Providing Basic Services to the Unsheltered

Health and Safety interventions have been implemented and managed by the Human Services Department (portable restroom sites) since October 2016 with the Compassionate Communities pilot, and then Citywide beginning March 2017.

Thirty-one total unduplicated curbside Health and Hygiene intervention sites have operated since March 2017 with the following:

Each site includes at least one portable restroom, one wash station, and most receive weekly debris/garbage removal by OPW Keep Oakland Clean and Beautiful (KOCB) crews (note that there are debris removal sites that do not have hygiene interventions and vice versa).

Common configuration for curbside sites is: two standard units, two wash-stations, cleaning three times per week, and a combination lock. The average cost is \$1,500 per month. Some sites have variations of this configuration; Americans with Disabilities Act (ADA)-compliant units, no combination lock, etc. which impacts costs. As part of the Health and Hygiene intervention

the Human Services Department supports site janitorial stipends to individuals involved in maintaining and cleaning the portable restrooms. The stipend consists of a \$25 Target gift card and cleaning supplies.

As part of the Health and Hygiene interventions the City also supports the provision of showers at six locations citywide. The City is currently serving 17 curbside sites with three more slated to be installed in December 2019. Shower services in six distinct sites are provided by Lava Mae at all Community Cabin sites and one curbside site (four distinct locations total) and Dignity on Wheels in two locations; one RV Safe Parking program site and one curbside site (two distinct locations total). The list of all sites and what services they receive is included in **Attachment F**.

The weekly garbage service is performed by the OPW crew that is currently assigned to the EMT at an annual staff cost of approximately \$1.1 million and equipment cost of \$180,000 annually. The crew spends half its time conducting garbage removal services, so the current total annual staffing and equipment cost for garbage removal services is approximately \$640,000. The crew is supported by a Police Sergeant and two sworn Officers at an average annual cost of \$360,000 plus benefits. If the City were to add an additional crew to provide expanded services at encampments the annual cost for the crew and two more police officers would be approximately \$230,000 plus benefits.

Self-Governance and Sanctioned Encampments

Staff developed a chart (**Attachment G**) to better define “self-governed encampments” because there is significant variance in people’s understanding of the term. Regarding identifying a location or provider, the City engaged with a provider to oversee a “co-governed” encampment on City property in East Oakland this summer in an effort to address the population along East 8th and Alameda Avenue. Unfortunately, that provider was unable to commit to the project due to capacity issues. If a viable provider were to apply to the Human Services Department Request for Qualifications (RFQ), the City would welcome and evaluate their qualifications and work to identify a location.

Employment Opportunities for the Unsheltered

The City Council included \$1.5 million in year two of the fiscal year (FY) 2020-21 budget for employment programs for homeless persons that the Human Services Department will be able to administer. Currently, the interventions that the City has implemented, including the Community Cabin project and its transitional housing locations, build employment readiness training and job placement into their program model.

Transparency and Accountability

The City created a map of encampments that also indicates where health and hygiene services are provided and where emergency shelter options have been built (e.g., Community Cabins, Safe RV Parking Sites, etc.). This map changes as encampments move and will not always be updated as quickly as conditions change, but it does provide a valuable citywide view for the public to understand the scope of the situation.

The map can be found at:

<http://oakgis.maps.arcgis.com/apps/View/index.html?appid=940cddb8d5ae4f28bc37b0067d858b25>

Also, the City updates and posts the clean-up schedule on a weekly basis so the public will be informed about Public Works operations at encampments.

The schedule can be found at:

<https://www.oaklandca.gov/resources/homeless-encampment-cleanup-schedule>

CM Bas also asked about additional places where the list of encampment operations could be posted. Although staff believes the most important place to post notices is at the encampments where activity will take place, the idea of placing the weekly clean-up schedule on the Public Notice Board outside City Hall was considered. After consulting the City Clerk, it was noted that those boards are reserved for legally required postings as per the Brown Act and Maddy Act.

EMT Staff are now regularly attending Homeless Advocacy Working Group (HAWG) Meetings to provide updates on upcoming cleanings and closures and to receive feedback from HAWG Members about any emerging issues that the City should be aware of. Additionally, staff meet and communicate with City Council Offices on a regular basis about encampment issues in their districts to enlist the help of the Council Offices in serving as a liaison between the City and their constituents. Staff also regularly attend other community meetings to inform residents and answer questions about the crisis and share the encampment cleaning schedule with all area service providers who regularly visit encampments.

Additional Staffing

Although the City Council authorized funding a new high-level position to focus solely on homelessness in FY2020-21, the City Administrator is exploring options to fill that position more quickly. The establishment of a Homeless Commission, as defined in Measure W, will also only occur once revenue has been collected to fund the staff positions required to serve the commission and administer the funding generated by the new tax measure.

Audit of the Encampment Management Program

The City Auditor has agreed to conduct an audit of the City's Encampment Management program with the goal of clarifying the scope of the encampment problem and recommending improvements for greater operational efficiency. The audit will begin in January and complete no later than June 2020 and will include the following components:

1. Determine the number of encampments that exist in the City of Oakland.
2. Determine the overall costs of the City's encampment program.
3. Assess the quality of conditions at encampments and determine the impact on residents, schools and businesses.
4. Determine whether encampment closures have been conducted in accordance with City policy.
5. Assess the quality of data around the encampment program.
6. Assess the timeliness of the City's response to complaints received through 911, 311, or 211 calls, or other mechanisms.
7. Identify best practices of other jurisdictions that Oakland could use to address the needs of the homelessness population.
8. Assess how City departments, the County, other agencies, and contractors coordinate their efforts on homeless issues.
9. Assess the level of specialized training that is being provided to City employees working with Oakland's unsheltered population and evaluate the interdepartmental coordination of training.
10. Assess the City's efforts to obtain other resources to fund services to the homeless.
11. Assess the City's efforts in achieving its goals and objectives for serving the unsheltered population.
12. Assess the performance of contractors providing services to the homeless.

Enforcement Concerns

An ongoing challenge the EMT faces is maintaining areas that have been designated a Closure Zone after the closure operation has been conducted. The team does not have the capacity to dispatch Public Works crews on a weekly basis to address individuals that do not comply. OPD has taken a compassionate and careful approach, especially in the wake of the Martin v. Boise case in the 9th Circuit Court of Appeals. Some suggest that OPD cannot act and issue citations when a homeless person decides to locate in an area that has been deemed unacceptable by the City. However, the Boise decision makes it clear that cities still have the right to enforce where encampments can and cannot occur. The City of Oakland's policies have been challenged in five different federal lawsuits in the past year and thus far the City has been allowed to continue using its current policy, but these legal actions divert significant City resources from addressing the crisis and have not been completely resolved.

To provide clarity for staff, the unsheltered, and the surrounding neighborhoods, staff recommends piloting specific enforcement actions in certain closure areas, starting with the

City's parks, plazas, and other recreation or high pedestrian traffic areas. Encampments in parks have a disproportionate impact on the entire community as these areas are no longer available for recreation. If the City Council supported a strong position that encampments in parks are not acceptable, then OPD could begin to warn and eventually cite those who repeatedly violate the policy.

Second, staff recommends authorizing OPD to issue citations in closure areas to individuals after two separate warnings to ensure these areas remain closed. This would allow the EMT to spend its time conducting garbage removal and clean-ups at many more locations, as it would no longer have to circle-back repeatedly to formerly closed areas.

Third, after multiple efforts toward voluntary compliance, the City should utilize enforcement and issuance of citations when persons establish encampments that block the sidewalk on both sides of a street, in a travel lane, or in other areas that create a hazard for themselves or pedestrians and bicyclists. If citations are utilized, staff recognizes there is a greater risk of litigation. To potentially reduce this risk, OPD officers who issue citations will also be prepared to provide individuals with contact information for a shelter (or City alternative shelter option such as a community cabin or RV site) that has confirmed bed space available on the day the citation is issued. If the individual has needs that are not typically accommodated in a traditional shelter (such as children), the OPD officer will have contact information for Human Services (or the City's third-party provider) who can assist.

Another area that lacks clarity is regarding the towing of vehicles that people reside in. Although the California Vehicle Code clearly allows for the towing of vehicles that are parked in the same spot for 72 hours, have expired registration, or are inoperable, the City team has attempted to take a more compassionate approach to avoid taking away what amounts to someone's home.

As the City implements new measures to expand access to shelter through Community Cabins, Safe RV Parking Sites, and additional transitional housing beds, it needs to balance these offerings with clear enforcement standards. To maintain safe, clean public spaces a level of accountability is needed.

Fire Safety

The EMT recently utilized the Fire Department's Prevention Unit to apply the fire code to dangerous structures that have been built in the right-of-way. This is the result of a significant increase in fires at encampments that have occurred in the past year. Since the beginning of 2019 there have been over 160 confirmed fires at encampments. These put the unsheltered at huge risk of injury or death and create uniquely dangerous conditions for the City's first responders. At three distinct encampments in the past three months, the City has engaged in the removal of dangerous wooden structures, large debris piles, illegal wire taps, and hazardous materials. This effort will continue when the Fire Inspectors evaluate a site and believe that the conditions warrant such a response.

FISCAL IMPACT

This item is for informational purposes only and does not have a direct fiscal impact or cost. However, the cost of addressing homeless encampments in Oakland is growing as the crisis has deepened and needs to be considered in all budget conversations. Each City Department plays a role in or is impacted by this crisis.

PUBLIC OUTREACH / INTEREST

As an informational report, no outreach was deemed necessary beyond the standard City Council agenda noticing procedures. However, there is significant public interest in the City's response to homelessness and therefore, staff representing the work frequently meets with community groups, advocacy organizations, and the general public to provide public education on an ongoing basis.

COORDINATION

The EMT is a coordination across multiple departments including Human Services Department, OPW, OPD, Oakland Fire Department, and with input from City Council Offices, the Mayor's Office, and the City Administrator's Office.

SUSTAINABLE OPPORTUNITIES

Economic: The purpose of this report is to provide information about various ways the City is attempting to address the management of homeless encampments which have a direct impact on economic development in the areas where encampments are most prominent.

Environmental: The work of the Encampment Management Team is intended to address the environmental degradation caused by homeless encampments due to unregulated conditions that cause garbage buildup, uncontrolled human waste, attract illegal dumping, and increase likelihood of vector control problems.

Social Equity: The programs described in this report are targeted to the most vulnerable and at-risk populations in the City and are focused on providing essential and basic human services, housing and support.

Sabrina B. Landreth, City Administrator

Subject: Informational Report and Recommendation on Encampment Management Policy and Program

Date: November 24, 2019

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ACTION REQUESTED OF THE CITY COUNCIL

Staff Recommends That The City Council Receive An Informational Report From The City Administrator On Progress Towards Implementing The Homeless Encampment Management Program Recommendations Approved By City Council On July 9, 2019.

For questions regarding this report, please contact Joe DeVries, Assistant to the City Administrator at (510) 238-3083.

Respectfully submitted,



Joe DeVries
Assistant to the City Administrator

Reviewed by:
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Prepared by:
Joe Devries, Assistant to the City Administrator

Attachments (7):

- A: Informational Report and Recommendation, concerning the City's Encampment Management Policy and Program
- B: Council Member Bas Memo regarding EMT
- C: Supplemental Report May 28, 2019
- D: Supplemental Report June 25, 2019
- E: List of Encampment Clean and Clears and Closures May-Nov 2019
- F: Health and Hygiene Sites, November 2019
- G: Self Governed Encampment Models

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Special Life Enrichment Committee
December 4, 2019



FILED
OFFICE OF THE CITY CLERK
OAKLAND

2019 MAY -2 PM 6:18

AGENDA REPORT

TO: Sabrina B. Landreth
City Administrator

FROM: Joe DeVries,
Assistant to the City
Administrator

SUBJECT: Informational Report and
Recommendation on Encampment
Management Policy and Program

DATE: April 22, 2019

City Administrator Approval

Date:

5/2/19

RECOMMENDATION

Staff Recommends That The City Council Receive This Informational Report And Recommendation On The City's Encampment Management Policy And Program.

EXECUTIVE SUMMARY

On April 11, 2019 the Rules committee, at the request of Council Member Bas asked the City Administrator to prepare an Informational Report and Recommendation, concerning the City's Encampment Management Policy and Program. Attached to the request was a memo with a list of questions to be answered in the report (**Attachment A**). This report will provide an overview of the Encampment Management Team and Policy and answers to questions raised by CM Bas from the departments.

BACKGROUND / LEGISLATIVE HISTORY

In April of 2017 Alameda County released its Homeless Point in Time Count, indicating a 40% increase in homeless people countywide and a 25% increase in the City of Oakland from the prior count in 2015. An informal work group was convened by the City Administrator to address issues rising from the increase in encampments and the need to better coordinate the City's response to them.

This group drafted an Encampment Management Policy "Policy" (**Attachment B**) because the City had not revised its Standard Operating Procedures (SOPs) since 2013 (**Attachment C**). The SOPs prescribe how the Public Works Department (OPW) conducts the closure of homeless encampments including a response from the Human Services Department, 72-hour postings, and a list of what OPW should remove, discard, or store for people. Recognizing that unsheltered homelessness was increasing in Oakland and the region, after drafting the Policy,

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the working group evolved into the City's Homeless Encampment Management Team (EMT) in the late spring of 2017.

Prior to the creation of the EMT and writing of the Policy, "Closure" and its accompanying SOP was the only procedure the City was using to address encampments. This was what one could call an *Encampment Closure Model* which is common in many cities. The SOP describes the process of closing an encampment, including a response from the Human Services Department (HSD), 72-hour postings, and a list of what OPW should remove, discard, or store for people. With the sudden increase in unsheltered homelessness that occurred between 2015 and 2017 and the accompanying shortage in affordable housing in the Bay Area, it became clear that a closure only approach was not sufficient and the City needed other interventions. Without readily available emergency shelter options or financial resources to add immediate shelter capacity, the City was faced with the fact that conditions in encampments were unsafe and unsanitary for those living in them in and around them. Applying a Harm Reduction approach, the City has attempted to reduce the harms associated with the existence of the encampment without *necessarily* closing encampments in all situations. This approach became the *Encampment Management Model*.

ANALYSIS AND POLICY ALTERNATIVES

EMT Overview (Questions 1-5)

- 1) Which departments and individuals make up the EMT ("Team");
- 2) What are the Standard Operating Procedures for Closures and Clean Ups;
- 3) How does the City locate and track encampments;
- 4) What is the process for determining which encampment sites will be closed and how does the City apply the "Martin v. Boise" 9th Circuit Court Decision to encampment closures;
- 5) What is the process for determining the schedule (date and time) for site closures;

The EMT includes staff from the following departments and outside agencies: The City Administrator's Office, Public Works, Human Services, Transportation, Police, Fire, Alameda County Vector Control, and the Mayor's Office. On occasion, representatives from BART, Caltrans, Alameda County's Homeless Response Team and other City Departments also participate.

The EMT meets every other Friday and uses the Policy which establishes four types of interventions that can be provided at encampments and criteria that are used in determining which intervention should be applied. The interventions include:

1. **Closure:** removing the encampment and using enforcement to prevent re-encampment.
2. **Cleaning:** temporarily moving an encampment so that health and hygiene issues can be addressed and allowing the encampment to return.
3. **Temporary Health and Safety Measures:** providing portable toilets, hand-washing stations, regular garbage service, and/or traffic barriers to protect the health and safety of those in the encampment.

4. **Debris pick-up:** regular scheduled removal of garbage and debris associated with or near the encampment.

The first two interventions listed above trigger the full use of the Standard Operating Procedure (SOP), the rest are guided by the Policy. The criteria that determines the level of intervention include: Health, Safety, Location, and Size. Within each of the criteria are several factors that the EMT weigh in its decision-making process.

Encampments are tracked through "Calls for Service" received by the Oakland Call Center (Oak311), and from complaints to or observations by City Staff. Priority locations are submitted to the team lead for addition to the meeting agenda and at each meeting the group schedules operations for three weeks in advance. The crews work Tuesday through Friday, with OPD support, with two days focusing primarily on garbage service and two days focused on more extensive clean-ups.

Closing an encampment is only undertaken after significant consideration and it is generally undertaken only after earlier interventions have failed to mitigate the health and safety risks. It requires additional outreach, can lead to a confrontational situation during the operation, and requires follow-up enforcement by OPD. Due to the displacement that occurs during a closure, staff factor in the net impact on the surrounding community. Since creation of the EMT and the implementation of the Policy that allows for varying degrees of intervention, the percentage of encampments slated for closure is relatively low. For example, in the most recent month of EMT work, the team conducted "Clean and Clears" at 34 sites, conducted weekly garbage removal at 56 sites, and conducted Closures at 7 sites, but even in the case of those closures, three were only partial closures where the footprint of the encampment needed to be reduced. This is typical when an encampment is being managed on one side of a street but encroaches onto the other side, requiring a closure to keep the sidewalk on one side accessible.

Closures are performed to alleviate serious and significant problems that are occurring at a particular encampment, for example, the encampments that were closed on 29th and 30th Streets in West Oakland, were blocking both sides of the sidewalk under the freeway in a residential neighborhood. The blockage hindered school walking routes and neighborhood access to grocery stores and other commercial areas. The most significant closures in the past two years have been closely associated with the opening of a Community Cabin Site nearby that offers emergency shelter to individuals who were previously camping in the closure zone. Because this method offers emergency shelter for an existing encamped group, it has been the most successful model to date in ensuring that an area remains clear of encampments. However, the City does not have resources or available property to offer Community Cabins at each encampment closure. In these cases, the City offer alternative emergency shelter to those seeking assistance. Some closures must occur immediately in the interest of public health and safety. Dangerous situations where there have been fires, violence, or other significant calls for service, instances where a traffic lane is blocked, or access to a public service is being impacted (such as a health clinic or school) is impeded, require immediate attention. In those situations, the City does not dictate where people go, but it closes the area where the hazard exists.

Martin v Boise and other recent court activity

The recent Martin v. Boise case has been cited in recent legal challenges to the City of Oakland's procedures on the grounds that the City is violating people's Eighth Amendment Rights. In Martin, the Ninth Circuit notes that the Eighth Amendment prohibits the state from punishing an involuntary act or condition if it is the unavoidable consequence of one's status or being. Boise was found to be violating people's Eighth Amendment protection because the City had a pair of ordinances that "criminalize[d] the simple act of sleeping outside on public property" anywhere in the City of Boise, the Ninth Circuit explained that, "as long as there is no option of sleeping indoors, the government cannot criminalize indigent, homeless people for sleeping outdoors, on public property, on the false premise they had a choice in the matter.

A significant distinction in the Boise v. Martin case quoted below references cities rights to regulate what occurs in public and on its property:

"Naturally, our holding does not cover individuals who do have access to adequate temporary shelter, whether because they have the means to pay for it or because it is realistically available to them for free, but who choose not to use it. Nor do we suggest that a jurisdiction with insufficient shelter can never criminalize the act of sleeping outside. Even where shelter is unavailable, an ordinance prohibiting sitting, lying, or sleeping outside at particular times or in particular locations might well be constitutionally permissible. So, too, might an ordinance barring the obstruction of public rights of way or the erection of certain structures."

The City of Oakland does not cite people for sleeping in public or for establishing encampments in general. The City does use its authority to designate areas where encampments are prohibited due to the factors stated above and in the Policy. The role of the Oakland Police Department (OPD) regarding encampments is not to "criminalize" unsheltered persons, it is to ensure a safe work zone for OPW crews to conduct clean-up efforts.

The second claim in recent legal challenges is that the City is violating people's Fourteenth Amendment right to due process by (potentially) seizing and destroying their personal property during encampment closures and clean-ups. The City's Standard Operating Procedure and Policy have been reviewed carefully by two federal judges and in both cases the judges ruled in the City's favor because the procedures give people ample notification of cleanings and closures and include provisions to store certain belongings that have value. The two recent Orders Denying Injunction by the Courts and affirming the City's procedures are **(Attachments C and D)**.

Human Services' Focus (Questions 6 and 7)

- 6) *What is the process for providing notice and outreach in advance of an encampment closure;*
- 7) *What are the options for shelter provided to individuals living in these encampments;*

Posting Process

The Human Services Department (HSD), Community Housing Services Division (CHS) holds the process for providing notification and outreach in advance of an encampment closure. CHS staff informs Operation Dignity of scheduled closures with as much lead time as is possible; commonly one to two weeks as determined via the schedule that is developed by the Encampment Management Team (EMT).

CHS provides the outreach team with details of a closure plan including the exact areas of the closure zone, the day-of operations plan (which area will be addressed first, etc.), and any other pertinent information (e.g., the operation will take place over two days, one side of street is being closed, porta-potties are being removed/delivered, etc.). Operation Dignity visits the identified encampment site on multiple occasions (exact number of times is dependent on the lead time, size of encampment, etc.) and at different times of day, in order make every attempt to contact all encampment residents, to inform them of the upcoming closure and engage in outreach activities. Ideally the City would like to separate outreach and noticing functions.

The goal for providing 'Advanced Outreach' is twofold; timely notification to encampment residents and to provide resources and information to reduce the stress that may be experienced before the closure, with ample time to self-relocate, make connections to alternative resources (shelter, etc.) and services. Outreach activities include but are not limited to: connecting individuals with resources such as Harm Reduction supplies (food, hygiene kits, blankets, etc.), making referrals to emergency shelter beds if available, facilitating reunification with friends and family, completing, connecting individuals to appropriate referrals (e.g., Veterans to VA services), and re-connecting individuals to any previously existing service providers such as mental health case managers, and medical health providers. One of the most critical components to the outreach effort is to perform Coordinated Entry Assessments which are required under the U. S. Department of Housing and Urban Development (HUD). Coordinated Entry is a standardized system by which individuals and families experiencing a housing crisis can be assessed and prioritized for appropriate housing-related services. The primary goal is to create a simple way for a community to effectively match the most intensive resources to the people with the highest needs.

Notification of closure is a structured process that has three key elements:

- 1) Posting of the notice, a minimum of 72-hour notification (true of all posting types). Closure postings are printed on Bright Pink paper to make them distinguishable from other posting types (Clean and Clear – yellow, Debris Removal – green). The pertinent information on the postings includes date the posting was placed, the date of the closure operations, and the contact numbers to call with questions.
- 2) Postings are placed in multiple visible locations at the area of closure and include any additional descriptive photos such as areas of closure.
- 3) Document the posting of the notices with photographs and site features/ summary. The photographs of the posted areas and site features are shared with CHS, Public

Works, OPD, and any other relevant departments/providers. Site features include the following basic points:

- a. Size of the site (footprint)
- b. Number of tents/structures/vehicles
- c. Number of people
- d. Level of outreach engagement
- e. Outreach notes – aggressive dogs? Syringes? Etc.

Shelter Options

The City of Oakland has various shelter options for individuals experiencing homelessness. Crossroads shelter, operated by East Oakland Community Project (EOCP), is located at 7505 International Blvd. Crossroads is a full-service shelter with capacity for up-to 145 individual men and women, and 5 families. Shelter services include overnight beds, storage, showers, meals, case management, employment support, substance use support and referrals, General Education Development (GED) tutoring, medical and other public benefit enrollment, mobile health care, and anxiety support groups. During the Winter Season between mid-November to mid-April Crossroads shelter expands capacity with an additional 10-beds for individual adult men and women. The City of Oakland may 'hold' beds at Crossroads for a period of time leading up to and through a closure operation.

The City of Oakland also operates a West Oakland shelter at Saint Vincent de Paul (SVdP) located at 675 23rd St. SVdP has previously operated as a Winter Shelter during the inclement weather season, mid-November through mid-April. During Fiscal Year (FY) 2018/19, the SVdP shelter shifted to a year-round shelter serving up to 100 individual men and women. The SVdP shelter services include a case manager available to shelter participants to work on medical and other public benefit enrollment, connection to health care, re-connect folks to existing providers and complete assessment for HMIS. In addition, the shelter provides morning and evening snacks, limited storage, and community building activities.

St. Mary's Center operates a winter shelter for individuals 55 + years from the beginning of December through April each year. The City of Oakland funds a portion of the 25 beds that are available, and includes meals, case management, storage, and support groups of various types including financial literacy and public benefit enrollment. In total, there are 457 year round shelter beds in Oakland and the City funds all of part of 255 of them, with the additional 202 supported through other entities.

In some cases, Community Cabin programs are available (118 available now with 120 more opening soon) for encampment residents whose locations are identified for closure. The City has determined that the community cabin model is the best option when closing a large encampment as it provides opportunity for individuals to move as a whole community group into a setting near their current encampment that is safe, secure, and provides a high level of service. When a large encampment is closed, outreach workers and City staff create a by-name list of those who are living in the geographic boundary. If persons are offered a unit at the

Cabin site that is associated with an encampment closure but are not able to move in at the time of closure they are also offered other available shelter beds and are added to the Community Cabin "interest" list. Every effort is made to locate them when space in the cabins later becomes available. There are also a total of 582 Transitional Housing beds in Oakland and the City funds 320 of them.

A recent example of closure operations where increased outreach and a variety of shelter options were offered is the Lakeside Park closures in mid-February 2019. In this instance, the Outreach teams were alerted to the exact closure dates on January 29, 2019, but had been asked to increase outreach to the area two weeks earlier on January 15, which allowed for a month of intensive outreach before closure. In the weeks of the closure operations, individuals living in Lakeside Park were offered emergency shelter at SVdP, opportunity to move into the Lake Merritt Community Cabins (LMCC) or Northgate Community Cabin (NCC) program, or move to The Holland (per identified vulnerability). Seventeen (17) individuals were assisted with emergency shelter including three moving into the Holland, two into the NCC, and twelve into the LMCC. No persons accepted a bed at SVdP at that time even though 20 beds were available.

The total number of shelter/ Transitional/Cabin beds in Oakland are insufficient to serve the total unsheltered population of Oakland. In addition to the shortage of beds, barriers such as not accepting pets, lack of storage, and location are some of the challenges individuals site as reasons for not accepting shelter referrals. However, the City works diligently to ensure that some number of emergency beds are set aside for encampment closures. In addition, CHS staff and outreach staff provide support on the day of a closure by providing bags, water, and gloves, as well as physical help and transportation to shelter.

Public Works Operational Focus (Questions 8-10)

8) *How does the Team handle the belongings of the individuals living in these encampments;*

9) *If an individual is not at their encampment site when it is closed, how does the Team handle this individual's belongings;*

10) *After an encampment closure, how are individuals able to recover their belongings;*

As stated above, all Encampment Closures and Clean and Clears are preceded by a 72-hour notice that is posted conspicuously at the site and photographed for documentation purposes. During the 72 hours, occupants have the opportunity to remove their belongings and vacate the encampment site prior to the scheduled clean up. However, many people do not collect and pack their belongings before work crews arrive, therefore the practice is to have OPD staff arrive 30-60 minutes in advance of the work crews to encourage people to begin packing their belongings. If they have not completed when the crews arrive, the workers typically begin with simple garbage removal at the site while people finish packing.

Staff take photographs of the encampment site prior to the cleanup. If belongings are left behind and no one is present, staff collects, bags, and labels personal belongings left at the site based on the list provided in the SOP. Items that are considered trash or are unsafe for storage such as food or food wrappers, soiled items or used personal hygiene items are disposed of.

A "Notice of Collected Property" (NOCP) is posted where the original "Notice to Vacate" was previously posted. The NOCP contains the OPW Call Center telephone number and affords the occupants an opportunity to contact the Call Center and arrange to retrieve their belongings. The collected belongings are stored at an OPW facility for at least ninety (90) days to give the occupants adequate time to recover their possessions.

Human Services' Focus (Questions 12-16)

12) *What are the City's plans for hiring unsheltered residents to assist with sanitation efforts;*

13) *What is the name of the service provider(s) contracting with the city to work with individuals living in these encampments;*

14) *How is the service provider(s) evaluated, and is there a process for providing feedback on the services they are providing;*

15) *What are the minimum criteria for selecting the service provider(s) and staff that are doing outreach to individuals living in these encampments, for example, are they required to undergo training or have relationships with the community in which they are doing outreach;*

16) *How is the service provider(s) connecting homeless individuals with county services and other social safety net resources;*

Employment Opportunities for the Unsheltered

Currently HSD has a grant agreement with Downtown Streets Team to work with unsheltered residents around Lake Merritt on sanitation/beautification projects. In this program model, unsheltered residents receive gift cards in return for volunteering on sanitation/beautification projects. Participants also receive job focused services such as resume writing and assistance with placement into paid employment. The funding for this program ends on June 30, 2019. Thus far, 30 individuals have participated in the program and 3 have obtained regular paid employment.

In January 2019, HSD issued an Request for Qualifications (RFQ) seeking qualified providers to operate a work readiness employment program for current and formerly homeless people.

Required elements included:

- a. Recruitment of people who are unhoused or living in emergency shelter/TH programs;
- b. Extremely low barrier with a focus on individuals' behaviors and ability to participate in the program rather than screening people out due to substance use or mental health issues
- c. Focus on development of basic work skills through participation in entry level work such as litter abatement or management of encampment port-a-potties

- d. Provide associated services such as employment focused case management, workshops, and individual counseling to assist participants in developing basic job readiness skills, resumes, etc.
- e. Assist participants with connections to mainstream employers
- f. Pay participants legal minimum wage or higher

Several providers applied under this section of the RFQ and were found to be minimally qualified to perform this scope of work. There is no funding currently available for this type of project. However, a project that hires unsheltered individuals for sanitation work/job training may be funded in the future as additional funding becomes available.

Contracted Service Providers

Street Based Outreach services are provided by two Grantees; Operation Dignity (OD) which operates in the Downtown and West Oakland areas, and Roots Community Health Center (Roots) operating in East Oakland. In addition, the City provides funding for Street Based Housing Navigation (Housing focused case management) services which are provided by Bay Area Community Services (BACS), Operation Dignity (OD), Abode, and Lifelong Medical. Specifically, for unsheltered families, the Family Front Door (FFD) program – operated by East Oakland Community Project (EOCP) and Building Futures for Women and Children (BFWC) are also available to meet families at encampments and provide services. There are other outreach providers who visit encampments for street based health and harm reduction including Health Care for the Homeless, providing street based medical care and the HIV Education Prevention and Planning of Alameda County (HEPPAC) that conducts needle exchange, both funded through the County. There are also many informal groups, faith based or private individuals who visit encampments regularly to provide food and personal items, however, there is no single point of contact to track these individual efforts.

Evaluation and Feedback

Service Providers report their program data and outcomes to the City on a quarterly basis. Reports include general demographic information as well as progress towards meeting deliverables as well as annual cumulative data reports. Each Grantee has scope specific outcomes, with some common metrics across all agencies such as exits to permanent housing, number of persons served, income obtained or maintained, etc. Specific to this area of focus - Encampment Management - data and evaluation points include number of postings completed, number of sites visited, and harm reduction units of service provided. For example, Operation Dignity is contracted to distribute a total of at least 1200 units of harm reduction supplies per month including blankets, rain ponchos, sandwiches, hygiene kits and other items as available. In the first quarter of FY2018-19 Operation Dignity distributed a total of 7,852 units of Harm Reduction supplies and in the second quarter distributed a total of 9,696 units of harm reduction supplies, far exceeding their contracted goal. In the first six months of FY2018-19 OD completed 77 Coordinated Entry assessments for clients and 21 one of these clients are completely "document ready" for housing, meaning they have all of the documents needed to pursue any housing opportunities such as ID, birth certificates, chronic homelessness

verifications, proof of disability if any, proof of income, etc. Getting these documents is an important step, but the current list of people who are "document ready" for housing far exceeds the amount of affordable housing available. Another outreach data point is the number of Outreach Encounters (duplicated individuals) achieved monthly. Roots reported the following number of Outreach Encounters for the second quarter of the FY2018-19: October 2018; 631, November 2018; 657, and December 2018; 669.

Feedback on Services occurs within each agency when they conduct internal client satisfaction assessments. Agencies have different mechanisms for this process; EOCP uses a standardized survey when clients exit the program. Data received by the City of Oakland as part of the Grantee contract, is reviewed by staff who address shortfalls, complaints, and successes. In addition, the Community Housing staff are regularly communicating with agency staff, meeting collaboratively, and working to improve service provision. For example, the Family Front Door (FFD) providers and City staff meet every other week, and the Community Cabins program site staff meet with city staff at least monthly. If issues are brought to CHS' attention in the interim, CHS contacts site staff to gather more information and determine appropriate next steps.

Selection Criteria and Training

CHS providers are usually selected through a formal Request for Proposals (RFP) or RFQ process. Key elements that are part of the scoring and subsequent selection process include service provision, ability to work collaboratively, and oversight/fiscal capacity, these are four examples of qualifications the City seeks in providers:

- Agency can demonstrate a history of effective collaborations with a range of partners.
- The agency has a track record of successful service provision to homeless individuals and families including performance on any past contracts with the City of Oakland.
- Agency demonstrates that proposed scope of work will address (or advance) issues of race and equity.
- Budget is reasonable and cost effective and costs proposed are eligible and clearly justified.

Trainings vary across agencies and are specific to the scope of their work and most grantee budgets provide some level of ongoing professional development for agency staff. Specific to Homeless Services the following trainings are commonly attended by staff and agency leadership: Trauma Informed Care, De-escalation Techniques, Motivational Interviewing, Benefits Enrollment, Cultural Competency, Harm Reduction, and Blood Born Pathogens. Alameda County has recently been offering a series of trainings for street outreach providers that City providers also attend.

Connection to County and Other Services

CHS grantees work together to serve individuals in the best way possible, leveraging and sharing resources across agencies and municipalities. Outreach providers refer clients to

county social services for General Assistance (GA), CalWorks, and CalFresh benefits, to legal assistance for SSI applications, and to county health care clinics for health services. In addition, outreach providers regularly participate in the following collaboratives: Coordinated Entry case conferencing and operations meetings, monthly Outreach Provider meetings run by the County, Homestretch Trainings (Homestretch is the county's process of matching homeless individuals to permanent supportive housing), and Oakland Path to Rehousing Initiative (OPRI) Collaborative meetings. In addition, Roots, has in house trained staff to enroll people in Cal-Fresh and MediCal. At Operation Dignity, staff are highly trained in how to secure Social Security cards for their clients so that they can access public benefits.

Role of OPD:

17) What is the role of OPD (Oakland Police Department) at encampment closures

OPD responds to locations of predetermined closures to create a safe work zone for Public Works employees, to close off city streets if applicable, and maintain public safety for all. In response to union requests from staff members concerning safety at work sites and the safety of the encamped, OPD participates in all Closures, Clean and Clears, and participates in the weekly garbage service effort as well.

18) How can community members access information and engage in assisting in these efforts?

Currently the City's most frequently accessed tab on its Homepage is the website that was created to answer questions about homelessness (www.Oaklandhomelessresponse.com) Among other things, this site provides a list of all of the service providers that assist the homeless with links to contact them for volunteer opportunities and financial support. It also provides data produced by and links to www.Everyonehome.org the County's website that also has extensive information about ways to help.

Fire Hazards and other significant safety concerns:

Oakland Fire Department (OFD) Encampment Fire Concerns

OFD commonly receives calls for service at encampments related to fires for warming or illegal cooking fires. The department also receives Medical Response calls resulting from a medical condition, assault, or impairment (drugs, alcohol).

Overall Safety Concerns from OFD's perspective include:

- Large amounts of combustible and hazardous materials throughout the encampments including tents, furniture, wood, and propane tanks.
- Encampments in streets and overcrowding sidewalks impact OFD response to other emergencies throughout the City
- Tightly enclosed areas create a high potential of fire spread
- No visible routes for entrance into encampments or safe path of egress in an emergency
- Feces throughout, which increases health risk to those living in encampments and first responders
- Illegal electrical tapping with extension cords that cross active roadways. No overload protection for electrical draws creating potential for encountering live electricity.
- Prevalence of arson (for both retaliation and fraud)

- Fire hazard from cars used for storage or sleeping
- Fire in portable toilet facilities
- Encampments Locations: next to homes, businesses, under freeways or BART tracks

Department of Transportation (DOT) Concerns:

The DOT maintains the City's network of street lights and traffic signals. As noted in the OFD list of concerns, illegal wire taps into the lighting network can cause serious safety concerns including electrocution to the individual performing the illegal tap or to others in the encampment that encounter live, exposed wires. Additionally, damage to the wires in the system often shuts down the lighting circuits creating neighborhood blocks of darkness and disruption to traffic signals both of which lead to dangerous road conditions. The illegal wiring also leads to fires, tripping hazards and vandalism. Having to replace wires, curb box lids and handhole covers for the poles has become an increased burden on the department's budget and dangerous working conditions for employees who attempt to remove illegal taps and restore the City's equipment and encounter unsheltered individuals who wish to preserve their illegal power source.

Another issue for electricians is not knowing where the illegally run cords lead to as it is not safe to enter into those areas. If they fix the circuit and turn it on they cannot be sure someone on the other end of the illegal extension will not get shocked or electrocuted since they cannot always see where someone may have tapped into the system. Additionally, staff are seeing an increasing number of motor homes which draws a significantly greater amount power.

FISCAL IMPACT

This is an informational report and therefore has no fiscal impact however the costs associated with the Encampment Management Team's work are significant and summarized below (note this is not a complete accounting of the costs associated with the work):

One OPW Crew is dedicated four days per week to the EMT and when OPD staffing available, an additional crew is currently available two days a week (half time). The OPD Crew total cost is approximately \$1 million annually. When 1.5 crews are operating, that cost goes up to \$1.5 million. With this number of crews, it is not possible to remove the garbage at every encampment on a monthly basis so the EMT Prioritizes large encampments with more frequent service. In addition to the regular crew costs, OPW also maintains a contract for the clean-up of hazardous material associated with encampments including human waste and discarded hypodermic needles. The cost of that service in 2018 totaled \$143,000.

CHS total costs for outreach in FY 19-20 is projected to be \$844,715. This funds 8 FTE street outreach staff contracted through Operation Dignity and Roots and 1 FTE City staff. Additional staff support to the outreach efforts for HSD include .25 FTE for a Program Analyst at \$45,000.

OPD has two FTE Officers committed to the EMT and the current fully burdened cost for the two positions is \$391,105. In FY19-20 cost is estimated at \$438,983. In FY20-21 cost is estimated at \$479,710. Additionally, OPD will provide officer support through Overtime as needed during

larger operations or to cover two OPW crews. Approximately \$96,000 in CDBG funds has also been provided for OPD to assist with EMT efforts.

PUBLIC OUTREACH / INTEREST

This report did not require public outreach other than the posting of this report on the website. However, there is significant public interest in the City's response to homelessness and therefore, staff representing the work frequently meet with community groups, advocacy organizations, and the general public to provide public education on an ongoing basis.

COORDINATION

The EMT is a coordination across multiple departments including HSD, OPW, OPD, OFD, and with input from City Council Offices, the Mayor's Office, and the City Administrator's Office.

SUSTAINABLE OPPORTUNITIES

Economic: The purpose of this report is to provide information about various ways the City is attempting to address the management of homeless encampments which have a direct impact on economic development in the areas where encampments are most prominent.

Environmental: The work of the Encampment Management Team is intended to address the environmental degradation caused by homeless encampments due to unregulated conditions that cause garbage buildup, uncontrolled human waste, attract illegal dumping, and increase likelihood of vector control problems.

Social Equity: The programs described in this report are targeted to the most vulnerable and at-risk populations in the City and are focused on providing essential and basic human services, housing and support.

ACTION REQUESTED OF THE CITY COUNCIL

Staff Recommends That The City Council Receive This Informational Report And Recommendation On The City's Encampment Management Policy And Program.

For questions regarding this report, please contact Joe DeVries, Assistant to the City Administrator at (510) 238-3083.

Respectfully submitted,



Joe DeVries
Assistant to the City Administrator

- Attachment A:** Memo from Council Member Bas
- Attachment B:** Encampment Management Policy
- Attachment C:** Standard Operating Procedures



Councilmember Nikki Fortunato Bas

CITY OF OAKLAND

CITY HALL, 1 FRANK OGAWA PLAZA, 2ND FLOOR, OAKLAND, CALIFORNIA 94612

Memorandum

DATE: April 11, 2019
TO: City Council and Members of the Public
FROM: Councilmember Nikki Fortunato Bas
SUBJECT: Informational Report and Recommendation on Encampment Management Policy and Program

Councilmember Bas recommends that the City Council approve a Report and Recommendation from the City Administrator on the Encampment Management Policy and Program due to the homelessness crisis emergency and multiple legal actions against the City, costing time and resources. The Report should address the following questions:

- 1) Which departments and individuals make up the Encampment Management Team ("Team");
- 2) What are the Standard Operating Procedures for Encampment Closures and Clean Ups;
- 3) How does the City locate and track encampments, and please provide a current list;
- 4) What is the process for determining which encampment sites will be closed and how does the City apply the "Martin v. Boise" 9th Circuit Court Decision to encampment closures;
- 5) What is the process for determining the schedule (date and time) for site closures;
- 6) What is the process for providing notice and outreach in advance of an encampment closure;
- 7) What are the options for shelter provided to individuals living in these encampments;
- 8) How does the Team handle the belongings of the individuals living in these encampments;
- 9) If an individual is not at their encampment site when it is closed, how does the Team handle this individual's belongings;
- 10) After an encampment closure, how are individuals able to recover their belongings;

Councilmember Nikki Fortunato Bas

Subject: Informational Report and Recommendation on Encampment Management Program

- 11) What is the process for deciding which encampment sites receive services such as Port O Potties, drinking water and trash removal, and what are the City's plans for servicing all sites;
- 12) What are the City's plans for hiring unsheltered residents to assist with sanitation efforts;
- 13) What is the name of the service provider(s) contracting with the city to work with individuals living in these encampments;
- 14) How is the service provider(s) evaluated, and is there a process for providing feedback on the services they are providing;
- 15) What are the minimum criteria for selecting the service provider(s) and staff that are doing outreach to individuals living in these encampments, for example, are they required to undergo training or have relationships with the community in which they are doing outreach;
- 16) How is the service provider(s) connecting homeless individuals with county services and other social safety net resources;
- 17) What is the role of OPD (police) at encampment closures; and
- 18) How can community members access information and engage in assisting in these efforts?

For questions regarding this informational request and action, please contact Miya Saika Chen, Chief of Staff, Office of Councilmember Nikki Fortunato Bas, at 510-238-7246.

Respectfully Submitted,



Nikki Fortunato Bas
Councilmember, District 2

Prepared by:
Miya Saika Chen, Chief of Staff
Office of Councilmember
Nikki Fortunato Bas

City of Oakland - Encampment Management Policy

The purpose of this policy is to provide increased clarity and coordination around all aspects of managing encampments in Oakland. This policy addresses which encampments are closed, cleaned or provided with health and safety interventions as resources are available, and the reason for the selected approach, including which City departments are involved in the process. The streets are not a safe and healthy place for people to live. This policy is one part of the City's larger strategy to address homelessness in Oakland and only addresses the physical management of homeless encampments. Other City and County policies address the needs of specific populations and how those populations are connected to services and housing.

The following guiding principles have informed the development of this policy:

- Ensuring adequate housing of all types, including permanent supportive and deeply affordable housing, is the solution to homelessness.
- Low barrier pathways to permanent housing are the best solution to addressing encampments
- There are many reasons that people may sleep and live in encampment settings, including a sense of community and safety
- There are many reasons that other community members may have concerns about encampments within their communities, including concerns related to health, sanitation, and safety
- The City must balance the interests of unsheltered residents with the rights of other community residents.

Interventions in Response to Encampments

There are currently four active interventions that the City may take in regards to an encampment. Alternatively, the City could take no action. The active interventions include:

1. Closure- removing the encampment and using enforcement to prevent re-encampment
2. Cleaning- temporarily moving an encampment so that the location can be cleaned to resolve health and hygiene issues and then allowing the encampment residents to return
3. Temporary Health and Safety Measures – providing services to address the immediate health and safety needs of persons at an encampment and surrounding neighbors such as barriers to protect campers from traffic, portable toilets and wash stations, regular garbage pick up
4. Debris pick-up – scheduled collection of debris associated or near encampment

Criteria

The following four sets of criteria (safety, health, location, size) will be applied when deciding if, and when, any of the actions listed above are warranted.

Safety

- Objective hazards to occupants of an encampment such as proximity to moving vehicles and steep slopes.
- Generating many calls for service to emergency responders, including Police response due to criminal activity
- Difficulty in extending emergency services to the site due to factors such as location or density of the encampment itself
- Fire hazards, including potential and actual fire activity

Health

- Excessive quantities of garbage, trash, or debris.
- Uncontrolled presence of needles, human waste, or other hazardous material.
- Vector hazards (e.g. rats)
- Other active health hazards to occupants or to the surrounding neighborhood

Location

- The proximity of the encampment to community resources including but not limited to schools, health centers, senior centers, etc.
- Preventing public access required by law, e.g. blocking a sidewalk
- Imminent work scheduled at the site for which the encampment will pose an obstruction
- Damage to environmentally critical areas
- Neighborhood impacts
- length of time the encampment has been present at a location.
- Damage to public infrastructure

Size

- The size of the encampment is having a disproportionate impact on its surrounding neighborhood
- The size of the encampment is creating unsafe conditions for the occupants

Process

1. Master List of Encampments: The Department of Public Works and the Department of Human Services will jointly maintain a master list of encampments considered for interventions in Oakland. The list will include information about the encampments relating to the four criteria above: safety, health, location, size.
2. Encampment Management Team: The City will create an Encampment Management Team (EMT) which will meet regularly to review/update the list and decide which encampments will be designated for closure, cleaning, health and safety interventions, or debris pickup in the following weeks based on available resources and capacity. This group will include staff from Public Works, Human Services, City Administrator's Office,

Oakland Police Department, Oakland Fire Department, and as needed, the City Attorney's Office.

3. **Street Outreach Assessments:** The work of the EMT will be significantly informed by the City's contracted Street Outreach providers who are continuously assessing encampments and their residents.
4. **Shelter/Housing Availability:** Prior to reaching any decision to close an encampment, the EMT will consider the availability of alternate safer locations or other housing or shelter opportunities for the occupants of that encampment. Should shelter or other housing be available, it will be communicated to the occupants by the City's contracted Street Outreach provider in advance of the closure. The availability of shelter will be a significant, but not dispositive, factor in determining whether to close an encampment.

Other Considerations: The criteria used for assessing an encampment must be flexible and may take into consideration criteria outside of those listed above. These circumstances may include:

- Development of a new, large encampment
- Change in circumstances of an existing encampment related to health, safety, location or size
- Ensuring equity in addressing encampments in the City
- Any circumstances not considered in the criteria such as sudden public health emergencies, emergency construction projects in encamped areas, state or other regulatory requirements or environmental challenges like flood danger



Public Works Agency
 Department of Facilities & Environment
 Keep Oakland Clean & Beautiful Division

Standard Operating Procedure

SUBJECT:	Policy for Removal of Homeless Encampments in the public right-of-way and on City owned property.
INTENT:	To remove homeless encampments from the public right-of-way, Parks and City Facilities.
RESPONSIBLE PERSON(S):	Frank Foster, Public Works Operations Manager Jim Ryugo, Building Services Manager
CRITICAL TIMING:	Year round
INVOLVED INDIVIDUALS:	Public Rights-of-Way: Dexter English and Robert Newman City Parks and Facilities: Brian Carthan PWA Call Center: Sabrina Jones OPD: As needed Community Housing Services: Susan Shelton and Mike Church
OBJECTIVES:	To Provide Public Health and Safety
REVIEW:	Review annually in October.

Background

In an effort to provide public health and safety to the community at large, homeless encampments must be removed from the public rights-of-way, parks, and City-owned property. The following guidelines must be followed to protect the constitutional rights of persons whose personal property remains at these locations.

Procedure PWA Call Center

1. When the PWA Call Center is uncertain about the jurisdiction of a homeless encampment site, the matter will be elevated to the Call Center Supervisor for resolution and a request will not be generated until jurisdiction is clear. Due to the limitations of the database system, this does not apply to website or SeeClickFix service requests.
2. When a homeless encampment is reported to the PWA Call Center and the jurisdiction is clear, a service request is generated and forwarded to the KOCB Public Works Supervisor II of the Illegal Dumping section or the Parks Supervisor II of the Park/Facilities section.
3. If the encampment is on quasi-public property (i.e., Caltrans, BART, Alameda County, EBMUD, AC Transit, OUSD, Railroad, EBRPD, Peralta, Port, etc.) the PWA Call Center will refer the complaint to the appropriate agency.

Standard Operating Procedure

Removal of Homeless Encampments
Page 2 of 6

Procedure KOCB Public Works Supervisor II / Parks Supervisor II

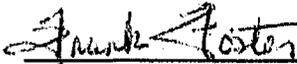
1. The KOCB Public Supervisor II / Parks Supervisor II (Supervisor) will visit the site to verify that the encampment is on City-owned property or the public right-of-way.
2. If the encampment is on private property, the Supervisor will notify the PWA Call Center to forward the complaint to the appropriate agency.
3. If the encampment is on City of Oakland property or on the public right-of-way, the Supervisor will notify Operation Dignity at (510) 238-6590.
4. The Supervisor will create a work order and submit it to the appropriate crew for abatement of the homeless encampment after seventy-two (72) hours, or the next business day following the seventy-two (72) hour period.
5. PWA shall return to the site on the specified date to remove any belongings left at the encampment site, and request the assistance of the Oakland Police Department (OPD) if necessary.
6. City personnel shall not prevent occupants from retrieving their belongings before vacating the encampment site.
7. City personnel shall not confiscate or remove belongings from site when the occupant is present, absent a reasonable belief that the belongings are an immediate threat to public health and safety or are evidence of a crime or contraband.
8. PWA staff shall take photographs of the encampment site prior to the cleanup.
9. PWA staff shall immediately dispose of belongings that are considered to be clearly trash or are unsafe for storage, such as food or food wrappers, soiled items, or used personal hygiene items. See the list of examples of items that shall be immediately discarded attached hereto as Exhibit B.
10. PWA staff will collect, bag, and label personal belongings left at the site. A "Notice of Collected Property" will be posted where the original "Notice to Vacate" was previously posted, and will contain the PWA Call Center telephone number. See the sample notice attached hereto as Exhibit C.
11. PWA shall itemize the belongings collected and include the location, date, and time of collection on the itemization form.
12. The collected belongings will be stored at a PWA facility for at least ninety (90) days.
13. During the abatement process, if the Public Works crew notices hazardous materials or any other biohazards (such as blood, urine, human waste, etc.), they shall contact the PWA Call Center and report their findings. They are instructed to make the area safe when possible, and leave those items behind. The PWA Call Center will contact the Oakland Fire Department or Crime Scene Cleaners to remove hazardous materials.
14. Upon abatement of the encampment, the crew will fill in the proper information to complete the work order.
15. The Supervisor will review the completed work order, ensuring the correct data is entered, and close the work order.

Standard Operating Procedure

Removal of Homeless Encampments
Page 3 of 6

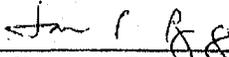
Procedure Operation Dignity

1. Operation Dignity will visit the site and attempt to contact the homeless person(s).
2. Operation Dignity will post the standard notice, in multiple visible locations at the area, to inform the person(s) (1) that it is unlawful to reside in the area, and (2) that their items will be removed after seventy-two (72) hours. See the sample notice attached hereto as Exhibit A.
3. Operation Dignity shall document the posting of the notices with photographs.
4. Operation Dignity will then notify Public Works within twenty-four (24) to forty-eight (48) hours that the area has been posted, and provide a copy of the posting to Public Works.
5. Prior to and during the cleanup, the OPD will verify that all occupants have left the encampment, or will have the remaining individuals leave.



Frank Foster – Operations Manager
Department of Facilities & Environment
Keep Oakland Clean & Beautiful Division
Contact: ffoster@oaklandnet.com
Or: [510] 434-5109

Date Issued: September 20, 2005
Date Re-Issued: October 21, 2009
Date Revised: December 13, 2010
Date Revised: February 26, 2013



Jim Ryugo – Building Services Manager
Department of Facilities & Environment
Park and Building Services Division
Contact: jryugo@oaklandnet.com
Or: [510] 615-5987

Attachments:
Exhibit A
Exhibit B
Exhibit C

NOTICE TO VACATE ILLEGAL ENCAMPMENT

DATE AND TIME OF POSTING: _____ LOCATION: _____

THE PUBLIC WORKS DEPARTMENT HAS DEEMED THIS SITE UNINHABITABLE AND ALL PERSONS ARE DIRECTED TO VACATE THIS SITE AND REMOVE ANY PERSONAL BELONGINGS

PUBLIC WORKS DEPARTMENT WILL BE OUT TO CLEAN THIS SITE

ON: _____
DATE: _____

PUBLIC WORKS CREWS WILL ABATE ENCAMPMENT ON THE DATE SPECIFIED ABOVE, OR ON THE NEXT BUSINESS DAY. ANY PROPERTY LEFT AT THIS SITE AT THE TIME OF CLEANUP WILL BE REMOVED FROM THE SITE AND STORED BY PUBLIC WORKS. PROPERTY THAT IS UNSAFE OR HAZARDOUS TO STORE WILL BE IMMEDIATELY DISCARDED.

IF YOU HAVE ANY QUESTIONS AND/OR CONCERNS, PLEASE CALL OPERATION DIGNITY AT 510-844-0785.

SERVED BY: OPERATION DIGNITY

Guidelines for Property Identification

The Public Works Agency (PWA) will not search through piles or bags of items for valuables or personal property

Priority items to take to storage: *The following items are considered to have a good likelihood of being considered as valuable or personal property*

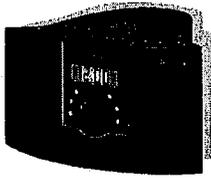
- ID/Social Security cards
- Medications*
- Photos/Photo Albums
- Tax/medical records
- Jewelry
- Eyeglasses
- Purses/backpacks/briefcases
- Suitcases
- Tents
- Phones
- Radios & Electronics
- Tools
- Stoves & Generators
- Bicycles

*All medications and controlled substances will be turned over to the OPD

Items that will not be taken to storage: *The following items are considered to be trash or are unsafe for storage*

- **Dirty or Soiled:** items that smell or are stained with urine, bodily waste, or mud
- **Perishable:** open food or personal products that will spoil or rot in storage
- **Contaminated:** items used for hygiene or other risk of biohazard (i.e. used toothbrushes, hairbrushes, washcloths and underwear)
- **Hazardous or Explosive:** items that could corrode or burn in storage (i.e. car batteries, gasoline cans, and propane tanks)
- **Broken or Disassembled:** items broken, damaged or stripped of parts (i.e. electronics stripped for copper, flat tires, torn up clothes)
- **Weapons:** weapons will be turned over to the OPD
- Food/beverage wrapper
- Tissue/paper napkins
- Open household product containers
- **Bedding/Sleeping Bag**
- Pots & Pans
- Books

NOTICE OF COLLECTED



PROPERTY



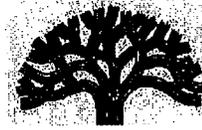
("NOCP")

Please take notice that property was collected at this location on

_____ , _____

by City of Oakland Public Works Agency. To reclaim your property, please contact the Public Works Call Center at (510) 615-5566. The property will be stored for ninety (90) days from this date

_____ .



Councilmember Nikki Fortunato Bas

CITY OF OAKLAND

CITY HALL, 1 FRANK OGAWA PLAZA, 2ND FLOOR, OAKLAND, CALIFORNIA 94612

Memorandum

DATE: April 11, 2019
TO: City Council and Members of the Public
FROM: Councilmember Nikki Fortunato Bas
SUBJECT: Informational Report and Recommendation on Encampment Management Policy and Program

Councilmember Bas recommends that the City Council approve a Report and Recommendation from the City Administrator on the Encampment Management Policy and Program due to the homelessness crisis emergency and multiple legal actions against the City, costing time and resources. The Report should address the following questions:

- 1) Which departments and individuals make up the Encampment Management Team ("Team");
- 2) What are the Standard Operating Procedures for Encampment Closures and Clean Ups;
- 3) How does the City locate and track encampments, and please provide a current list;
- 4) What is the process for determining which encampment sites will be closed and how does the City apply the "Martin v. Boise" 9th Circuit Court Decision to encampment closures;
- 5) What is the process for determining the schedule (date and time) for site closures;
- 6) What is the process for providing notice and outreach in advance of an encampment closure;
- 7) What are the options for shelter provided to individuals living in these encampments;
- 8) How does the Team handle the belongings of the individuals living in these encampments;
- 9) If an individual is not at their encampment site when it is closed, how does the Team handle this individual's belongings;
- 10) After an encampment closure, how are individuals able to recover their belongings;

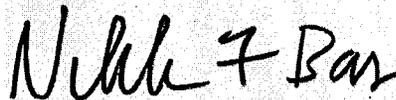
Councilmember Nikki Fortunato Bas

Subject: Informational Report and Recommendation on Encampment Management Program

- 11) What is the process for deciding which encampment sites receive services such as Port O Potties, drinking water and trash removal, and what are the City's plans for servicing all sites;
- 12) What are the City's plans for hiring unsheltered residents to assist with sanitation efforts;
- 13) What is the name of the service provider(s) contracting with the city to work with individuals living in these encampments;
- 14) How is the service provider(s) evaluated, and is there a process for providing feedback on the services they are providing;
- 15) What are the minimum criteria for selecting the service provider(s) and staff that are doing outreach to individuals living in these encampments, for example, are they required to undergo training or have relationships with the community in which they are doing outreach;
- 16) How is the service provider(s) connecting homeless individuals with county services and other social safety net resources;
- 17) What is the role of OPD (police) at encampment closures; and
- 18) How can community members access information and engage in assisting in these efforts?

For questions regarding this informational request and action, please contact Miya Saika Chen, Chief of Staff, Office of Councilmember Nikki Fortunato Bas, at 510-238-7246.

Respectfully Submitted,



Nikki Fortunato Bas
Councilmember, District 2

Prepared by:
Miya Saika Chen, Chief of Staff
Office of Councilmember
Nikki Fortunato Bas

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OAKLAND
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AGENDA REPORT

Councilmember Nikki Fortunato Bas
CITY HALL, 1 FRANK OGAWA PLAZA, 2ND FLOOR, OAKLAND, CALIFORNIA 94612

CITY OF OAKLAND

DATE: May 23, 2019
TO: City Council and Members of the Public
FROM: Councilmember Nikki Fortunato Bas
SUBJECT: Supplemental Report for Encampment Management Policy And Program

RECOMMENDATION

Councilmember Bas Recommends That The City Council Receive This Informational Report And Recommendation On The City's Encampment Management Policy And Program.

EXECUTIVE SUMMARY

On April 11, 2019 at the Rules committee, Councilmember Bas requested an Informational Report and Recommendation concerning the City's Encampment Management Policy and Program from the City Administrator. The report was heard at the Life Enrichment Committee on May 14, and was scheduled to continue to the following Life Enrichment Committee meeting on May 28, to incorporate new questions, comments, and topics that arose, including;

1. A list of permissible tent encampment locations and master list of all existing encampments,
2. Providing basic support services for all encampments, including increasing trash pickup, sanitation, water, fire extinguishers, and strategies around service provision.
3. Placing dumpsters at or near encampment locations,
4. Strengthening the illegal dumping program near encampments,
5. Creating a program for needle pick up,
6. A feasibility analysis of providing permanent public toilets,
7. An audit of encampment policy implementation,
8. Developing regular encampment stakeholder meetings with the City that include Councilmembers, unsheltered residents, and advocates,
9. Job opportunities and stipends for site leaders at encampments, and,

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Special Life Enrichment Committee Meeting
May 28, 2019

Councilmember Nikki Fortunato Bas

Subject: Supplemental Report for Encampment Management Policy And Program

10. Supporting and exploring self-managed, sanctioned encampments.

This report will outline specific recommendations and action steps for consideration by the City Council and City Administration to improve the Encampment Management Program and communication among the City, unsheltered residents and advocates.

BACKGROUND/LEGISLATIVE HISTORY

At the Life Enrichment Committee meeting on May 14, the City Administrator reported on the Encampment Management Team's (EMT) Policy and Program. The Administrator answered questions submitted by Councilmember Bas and provided additional information regarding fire hazards and other significant safety concerns from the Oakland Fire Department and Department of Transportation.

Unsheltered residents, advocates, and community members voiced discrepancies between the City Administrator's report of the Encampment Management Policy and Program and the experiences of unsheltered residents and advocates at encampments. Some of these discrepancies included:

1. Bag and Tag Process – Advocates claimed that the City is not bagging and tagging belongings, and that homeless residents do not have proper recourse to recover their belongings once taken. There were many reports of belongings that have been thrown away, or otherwise not recovered.
2. Posting Process/Notices of Closures – Homeless residents claimed they do not receive proper noticing of encampment closures, and stated that transparency regarding this process should be improved.
3. Number of Encampments – There is not consensus between advocates and the City Administration on the number of homeless encampments in Oakland.
4. Self-Governance/Sanctioned Encampments – There is no standard definition or shared understanding between the City and community members regarding self-governed or sanctioned encampments.
5. Transparency and Accountability – Advocates expressed many concerns regarding encampment closures, including improper noticing, lack of transportation to shelters after closures, the process of deciding which encampments are closing, and the lack of inclusion of Councilmembers and advocates in the development of encampment policies and decisions.

ANALYSIS AND POLICY ALTERNATIVES

Oakland's housing affordability and homelessness crisis is a top priority of residents, as informed by our recent budget survey. Our goal as a City should be housing our residents. And while people are living on our curbs, our focus should be public health and safety - the health and safety of unsheltered individuals and families, and surrounding communities, and addressing sanitation, trash and illegal dumping.

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Special Life Enrichment Committee Meeting
May 28, 2019

Councilmember Nikki Fortunato Bas

Subject: Supplemental Report for Encampment Management Policy And Program

The encampment management program cites a “harm reduction” approach. To live up to our goals as well as this approach, we must improve information sharing and collaboration among all stakeholders. Given the severity of the homelessness crisis and lack of sufficient affordable housing, we must be willing to conduct critical, yet constructive, evaluations of our past work; and we must also be willing to innovate and try new strategies that will advance our goals of health and safety, and housing all our residents.

Below is a list of recommendations for policies, programs, and procedural changes for the City’s Encampment Management program and policy.

My office recommends that a workgroup be created to advance these recommendations. The workgroup should be appointed by the Council President and include Councilmembers, City Staff and representatives of the homeless and advocacy community. My office is more than willing to convene the first meeting of this group.

General Encampment Management Policies and Procedures

Encampment Management and Closures

1. Closure should be a last resort.
2. Notices at encampments should be posted in other languages, including Spanish, Chinese, and Vietnamese in addition to English.
3. Notice of closures should state the grounds for the closure, including specific problems that should be addressed.
 - a. Encampments should be provided with at least two warning notices with specific issues to be corrected, with 30 days’ advance notice prior to closure to offer unsheltered residents the opportunity to address specific issues.
 - b. Those facing closure should be able to request a hearing and make the case that the specific problems cited have or will be solved. This requires development of a fair appeal process regarding closures.
 - c. If encampments demonstrate extenuating circumstances, such as health, age, etc., which make compliance especially difficult, the City should provide a two-week extension to address the issues cited for the closure.
4. During an encampment closure, the City should:
 - a. Provide transportation for unsheltered people and their belongings to housing options, and offer bags, gloves, water, and other necessities during the move.
 - b. Provide shelter options within a three-mile proximity to the eviction location, to ensure homeless residents can travel to the new location with their belongings and continue to access support services in their neighborhood.
 - c. Provide storage options for unsheltered residents, for instance, modeling from similar programs in San Jose and Los Angeles.
5. Closures during rain or extreme weather (such as fire/smoke) should be prohibited and rescheduled for the health and safety of all involved.
6. For each closure, require a listing of how many police officers were present, how many vehicles, the presence of other law enforcement agencies, and any supplemental

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equipment, including helicopters or drones. A written justification should be provided articulating the number of police resources used.

7. Explore contracting with shuttles, taxis or rideshare companies to provide transportation to shelter for unhoused people after closures.

Providing Basic Services to the Unsheltered

1. Conduct a full cost and operational analysis to provide basic services to all homeless encampments, including sanitation (permanent toilets, porta potties, hand washing stations, showers), water (potable, drinking), regular trash pickup and dumpsters, needle collection and fire extinguishers.
2. Prioritize providing such support services to the largest encampments first.
3. Develop a program to provide fire extinguishers to all encampments on a regular basis, at a minimum of every three months.
4. Develop a program to provide power (generators, solar) to encampments.
5. Explore partnerships with nonprofits, businesses, faith-based and community-led efforts to provide basic services to encampments, for instance having fire extinguishers donated, platforms for tents, or other basic needs, and prioritize programs that are cost-effective and recycle or reuse items and resources back into the community.

Self-Governance and Sanctioned Encampments

1. Develop a set of standard operating procedures on how encampments will be self-managed, to include: community agreements, city service provision, and communication between encampments, neighbors and the City.
2. Develop a "Good Neighbor and Public Safety Policy" to introduce to encampments modeled from San Francisco's Navigation Centers.
3. Develop a pilot program for a self-governed encampment on public land that is overseen by an established non-profit organization. Such a program could be developed by and structured around specific unsheltered demographic groups such as African Americans, women, families, LGBTQ, recovering, etc.
4. Provide an updated assessment of the public lands policy, including what parcels could be used for homeless encampments.

Community Cabins and Other Shelter Options

1. The City should make public information on the community cabins program, including;
 - a. The process of inviting unsheltered residents into the program.
 - b. The number of people required to leave the program, the reasons they were asked to leave, and where they are now.
 - c. The number of people who voluntarily left the program, the reasons they left, and where they are now.
 - d. The process of retrieving belongings once someone leaves.
 - e. The mechanism of tracking unhoused people who opt out of community cabins and the number of people who opted out of community cabins.

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Councilmember Nikki Fortunato Bas

Subject: Supplemental Report for Encampment Management Policy And Program

2. Developing cabin options for individuals, as opposed to two people.
3. Developing a cost and operational analysis of human habitability options including tiny homes, modular homes, RV sites, etc.

Safety at Encampments and Community Policing Alternatives

1. In addition to the 3 trained officers assigned to the EMT, the City should develop a program to deploy trained and specialized public safety ambassadors (as opposed to OPD) to oversee safety at encampments, to reduce the city's policing costs.
2. Partner with Alameda County to provide mental health and trauma experts to respond to emergency situations at encampments, as opposed to OPD.
3. Develop community public safety agreements with encampments as well as comprehensive safety plans in disaster situations such as earthquakes and fires.

Employment Opportunities for the Unsheltered

1. Identify city funds, for instance, from Measure W, to provide unsheltered residents with employment opportunities for various jobs, including, but not limited to, beautification and sanitation projects and provision of encampment services.
2. Job opportunities should be extended to encampment residents including for managing, distributing and inspecting fire extinguishers, and distributing other basic supplies provided by the City.
3. Job training opportunities, including for entry-level or other jobs should be available for unsheltered residents.

Transparency and Accountability

1. Make public and available the City's master list of encampments.
2. Make public and available the City's list of public and surplus lands on the Housing and Community Development website.
3. Ensure that the list of encampment closures online is accurate and representative, as well as the list of enforcement efforts taking place at previous encampment sites. Additional notices should be regularly available in public locations nearby encampments where they will be easily accessible for residents to view.
 - a. Notices should be provided 30 days in advance for closures.
 - b. Notices should be provided two weeks in advance for cleanings, and clean and clears.
4. Closure enforcement should always be amply noticed and unhoused residents should be provided with adequate housing and service options.
5. Allow for Councilmembers to participate in EMT planning meetings, especially when meetings discuss decisions about encampments in their respective districts.
6. EMT meetings should make their meeting minutes available to the public within 10 days.
7. Facilitate townhall meetings involving City Councilmembers, City staff, advocates, unsheltered residents, members of the public to build greater understanding, share

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May 28, 2019

Councilmember Nikki Fortunato Bas

Subject: Supplemental Report for Encampment Management Policy And Program

information, and problem solve to make recommendations to inform the EMT policies and procedures.

Evaluation and Audit

1. Conduct an audit immediately and every 6 months of operational components related to the EMT. The audit report should be a standing item of the Life Enrichment Committee agenda to ensure the City Council and the public are informed and have an opportunity to weigh in on EMT policy and procedures. The audit should include:
 - a. Analysis of the number of people who received permanent housing options, the housing locations, and retention rates for 6 months, 1 year and 2 years.
 - b. Analysis of the number of people who received services, type of service and service provider.
 - c. Bag and tag process and implementation by the Office Public Works to ensure standards are being met. It should also identify how many tents were bagged and tagged, and how many unsheltered residents received their belongings.
2. Conduct an evaluation of the Downtown Streets Team to inform future volunteer and employment programs.
3. Conduct an analysis of the effectiveness of responses to 911 calls and crimes occurring within encampments.
4. Conduct an analysis for a comprehensive needle pick-up program, including the cost, recommended service providers, and needle exchange options to better address public health concerns related to needle dumping. Investigate additional ways to partner with the County.
5. Conduct an analysis of illegal dumping at encampments, including an audit of housed residents responsible for illegal dumping at these sites. This report should be used to improve the illegal dumping reward program and to develop strengthened systems around trash pickup and maintaining cleanliness at encampments.

FISCAL IMPACT

There is no fiscal impact related to this informational report.

PUBLIC OUTREACH / INTEREST

This report did not require public outreach, but was significantly informed by public testimonies given at the May 14, 2019 Life Enrichment Committee meeting. Councilmembers and their staff regularly meet with constituents, homeless residents, and advocates to hear and address their concerns, as well as with government partners across various departments and municipalities.

COORDINATION

This report was coordinated with input from the Council President's Office.

SUSTAINABLE OPPORTUNITIES

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Special Life Enrichment Committee Meeting
May 28, 2019

Councilmember Nikki Fortunato Bas

Subject: Supplemental Report for Encampment Management Policy And Program

Economic: This report provides recommendations to inform policies and procedures of the City's EMT, to better address the crisis of homelessness in our city. Homelessness is an inherently economic issue, impacting the lowest income and most at-risk populations, as well as the general public, including small business, homeowners, tax payers and residents.

Environmental: Homeless encampments that lack basic sanitation, water, and other critical services present a serious public health risk and environmental hazards to the city. The Encampment Management Team seeks to address these conditions, and find solutions to better ensure that surrounding communities and the environment are not negatively impacted.

Social Equity: Unsheltered residents in Oakland are among the most at-risk and vulnerable populations in the world. A report by the United Nations called the Bay Area homeless crisis a human rights violation, particularly the "scope and severity of the living conditions in informal settlements," which, "make this one of the most pervasive violations of human rights globally."¹ In the city's Equity Indicators Report, Oakland scored a 1 for homelessness, which disproportionately impacts African Americans at a higher rate than any other racial group.²

ACTION REQUESTED BY THE CITY COUNCIL

Councilmember Bas Recommends That The City Council Receive This Informational Report And Recommendation On The City's Encampment Management Policy And Program.

For questions regarding this report, please contact Lia Azul Salaverry, Policy Analyst and Community Liaison, Office of Councilmember Nikki Fortunato Bas, at 510-238-7021.

Respectfully Submitted,



Nikki Fortunato Bas
Councilmember, District 2

Prepared by:
Lia Azul Salaverry
Policy Analyst and Community Liaison
Office of Councilmember
Nikki Fortunato Bas

¹ <https://www.undocs.org/A/73/310/rev.1>

² <https://cao-94612.s3.amazonaws.com/documents/2018-Equity-Indicators-Full-Report.pdf>

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Special Life Enrichment Committee Meeting
May 28, 2019

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AGENDA REPORT

Councilmember Nikki Fortunato Bas
CITY HALL, 1 FRANK OGAWA PLAZA, 2ND FLOOR, OAKLAND, CALIFORNIA 94612

CITY OF OAKLAND

DATE: June 20, 2019

TO: City Council and Members of the Public

FROM: Councilmember Nikki Fortunato Bas

SUBJECT: Supplemental Report for Encampment Management Policy And Program

RECOMMENDATION

Councilmember Bas Recommends that The City Council Receive This Informational Report And Recommendation On The City's Encampment Management Policy And Program.

EXECUTIVE SUMMARY

In May 2019, Councilmember Bas introduced an informational report concerning the City's Encampment Management Policy and Program from the City Administrator, and later, introduced a supplemental report outlining specific recommendations and action steps for consideration by the City Council and City Administration. The purpose of these efforts is to improve the Encampment Management Program, particularly regarding its overall goals of housing, health and safety, and in terms of communication and coordination with City Councilmembers, unsheltered residents, advocates and neighbors.

The item was further continued to the Life Enrichment Committee on June 25 with the agreement that the City Administrator's Office and Councilmember Bas would meet to discuss the recommendations and develop next steps.

Councilmember Bas and the City Administrator's Office (CAO) met and discussed short-term next steps in the context of additional resources for homelessness in the new budget. The City's

Councilmember Nikki Fortunato Bas
Subject: Supplemental Report for Encampment Management Policy And Program

proposed budget includes the following in FY 2019 (July 2019 - June 2020): the hiring of a high-level official in the City Administrator's office focused on homelessness (per recommendation of Councilmember Lynette McElhane), the creation of a Homeless Advisory Commission mandated under Measure W, additional services for encampments, and support to self-governed encampments. In the context of potential future resources, Councilmember Bas and the CAO agreed to the following over the short-term:

1. Hold a series of meetings over the summer between Councilmember Bas' office and key partners from the EMT, including The Human Services Department (HSD), Public Works (OPW), Police Department (OPD), Operation Dignity, and others to further discuss the Encampment Management Team's operations and the Councilmember's recommendations.
2. Members of the EMT and/or CAO will join meetings of the Homeless Advocacy Working Group (HAWG) to discuss increased communication, operations and procedures regarding the City's Encampment Management Program.
3. Implement a number of recommendations in the short-term, described below.

Note: Other Councilmembers are welcome to participate in these meetings and in implementing next steps, in compliance with the Brown Act.

Councilmember Bas also met with the City Auditor's Office and agreed to the following:

1. Explore the scope, cost and timeline for a full performance audit of the city's homeless Encampment Management Program. The following are potential audit topics:
 - Cost of the Encampment Management Program
 - Determine how many encampments actually exist in the City of Oakland
 - Assess the quality of conditions at encampments
 - Achieving goals and objectives
 - Response time for 911, 311, and 211 calls
 - Service data -- How many served in encampments, number that receive permanent housing and the retention rates on permanent housing
 - Assessment of the bag and tag process
 - Closure notification process
 - Best practices
 - Quality of data around the encampment program
2. Coordination and partnerships with City departments and other governmental agencies
3. The City Auditor's Office anticipates issuing a contract to complete this audit. The estimated cost of the audit is between \$80,000 to 100,000 and once awarded, the audit should take 6 months to complete.
4. Examples of similar audits by other cities include:
 - a. Portland: <https://www.portlandoregon.gov/auditservices/article/725888>

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Life Enrichment Committee Meeting June 25, 2019

Councilmember Nikki Fortunato Bas

Subject: Supplemental Report for Encampment Management Policy And Program

b. Seattle:

http://www.seattle.gov/Documents/Departments/CityAuditor/auditreports/Review%20of%20Navigation%20Team%202018%20Quarter%201%20Report_10-2-18.pdf

c. Austin:

https://www.austintexas.gov/sites/default/files/files/Auditor/Audit_Reports/Homeless_Assistance_-_Coordination_v1_-_December_2017.pdf

d. San Jose: <http://www.sanjoseca.gov/DocumentCenter/View/80945>

BACKGROUND/LEGISLATIVE HISTORY

As agreed upon during the Life Enrichment Committee meeting on May 28, Councilmember Bas and staff met with Joe DeVries of the City Administrator's Office and Encampment Management Team to discuss potential next steps related to the previous supplemental. Topics included stronger communication among stakeholders and short-term procedural changes to the Encampment Management Program.

Councilmember Bas and staff also met with the City Auditor's Office to discuss the scope and implementation of a performance audit of the Encampment Management Program.

ANALYSIS AND POLICY ALTERNATIVES

Oakland's housing affordability and homelessness crisis is a top priority of residents, as informed by the City's recent budget survey. Our goal as a City should be housing our residents. And while people are living on our curbs, our focus should be public health and safety -- the health and safety of unsheltered individuals and families, and surrounding communities, and addressing sanitation, trash and illegal dumping.

The Encampment Management Program cites a "harm reduction" approach. To live up to our goals as well as this approach, we must improve information sharing and collaboration among all stakeholders. Given the severity of the homelessness crisis and lack of sufficient affordable housing, we must be willing to conduct critical, yet constructive, evaluations of our past work; and we must also be willing to innovate and try new strategies that will advance our goals of health and safety, and housing all our residents.

Below are the agreements and next steps discussed in the meeting between Councilmember Bas' office and the City Administrator's Office. Councilmember Bas shall schedule a report on progress at the Life Enrichment Committee to be heard no later than December 3, 2019.

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Life Enrichment Committee Meeting June 25, 2019

Councilmember Nikki Fortunato Bas

Subject: Supplemental Report for Encampment Management Policy And Program

General Encampment Management Policies and Procedures

Encampment Management and Closures

1. Notices at encampments will be posted in other languages, including Spanish, Chinese, and Vietnamese in addition to English.
2. Notices of closures and the posting of warning notices is possible in most cases, except where there is an immediate safety hazard. The city agrees with the general principle of providing encampments with specific issues to be corrected, and giving advance notice prior to closure. This information would also be communicated during future meetings with the Homeless Advocacy Working Group (HAWG).
3. The city will explore having Operation Dignity provide transportation, bags, gloves, water, and other necessities during the move of encampment closures, but cited that ~~additional resources may be needed.~~
4. The city will explore providing storage space for unsheltered residents, but cited additional resources are needed including staff, funds and actual space.

Providing Basic Services to the Unsheltered

1. If additional resources are allocated in the new budget, the City will provide services to additional encampments. Through meetings described above, the EMT will develop a proposal with stakeholders for serving additional encampments.
2. The City Administrator's Office was encouraging of the idea of exploring partnerships to provide services and materials, such as fire extinguishers. This is an area that neighbors, volunteers, Councilmember offices and others can explore.

Self-Governance and Sanctioned Encampments

1. The City Administrator's Office and Councilmember Bas agreed to work on defining what a self-governed and sanctioned encampment is, with involvement from unsheltered residents and advocates. This would inform the development of a pilot program if/when funds are available in the new budget for such sites.

Employment Opportunities for the Unsheltered

1. If/when funds are approved in the new budget, the City will develop employment opportunities for unsheltered residents, with input through the meetings described above.

Transparency and Accountability

Item: _____

Life Enrichment Committee Meeting June 25, 2019

Councilmember Nikki Fortunato Bas

Subject: Supplemental Report for Encampment Management Policy And Program

1. The City will make public and available the City's master list of encampments.
2. The City will ensure that the list of encampment closures online is accurate and representative, as well as the list of enforcement efforts taking place at previous encampment sites.
 - a. The City will explore posting notices in public locations such as the City Hall bulletin board and Main Library.
 - b. Notices shall be provided 30 days in advance for closures except when urgent Health and Safety conditions require a faster response and in instances where the City is enforcing a previously closed area that has become re-encamped.
 - c. Notices shall be provided two weeks in advance for clean and clears except when urgent Health and Safety conditions require a faster response.
3. During closure enforcements the City will ensure unhoused residents are provided with adequate housing and service options via service providers when resources allow and via ~~fliers with information including the 211 Hotline, Henry Robinson, St. Vincent de Paul~~ and other shelter options.

Other Recommendations

There are several recommendations in the prior supplemental that are not mentioned here for short-term follow up because there either was not agreement between Councilmember Bas's office and the City Administrator's Office or because they require a longer timeline and additional resources. These items could be explored further if/when a high-level official on homelessness and a Homeless Advisory Commission are on board. The full list of recommendations from the last supplemental report would be shared with the new official and Commission.

FISCAL IMPACT

There is no fiscal impact related to creating this informational report.

PUBLIC OUTREACH / INTEREST

This report did not require public outreach, but was significantly informed by public testimonies given at Life Enrichment Committee meetings in May 2019.

Councilmembers and their staff regularly meet with constituents, homeless residents, and advocates to hear and address their concerns, as well as with government partners across various departments and agencies.

COORDINATION

Item: _____

Life Enrichment Committee Meeting June 25, 2019

Councilmember Nikki Fortunato Bas

Subject: Supplemental Report for Encampment Management Policy And Program

This report was coordinated with input from the City Administrator's office and the City Auditor's office.

SUSTAINABLE OPPORTUNITIES

Economic: This report provides recommendations to inform policies and procedures of the City's EMT, to better address the crisis of homelessness in our city. Homelessness is an inherently economic issue, impacting the lowest income and most at-risk populations, as well as the general public, including small businesses, homeowners, tax payers and residents.

Environmental: Homeless encampments that lack basic sanitation, water, and other critical services present a serious public health risk and environmental hazards to the city. The ~~Encampment Management Team seeks to address these conditions, and find solutions to better~~ ensure that the unsheltered and the surrounding communities and the environment are not negatively impacted.

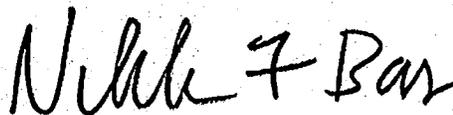
Social Equity: Unsheltered residents in Oakland are among the most at-risk and vulnerable populations in the world. In the city's Equity Indicators Report, Oakland scored a 1 for homelessness, which disproportionately impacts African Americans at a higher rate than any other racial group.¹

ACTION REQUESTED BY THE CITY COUNCIL

Councilmember Bas Recommends That The City Council Receive This Informational Report And Recommendation On The City's Encampment Management Policy And Program.

For questions regarding this report, please contact Lia Azul Salaverry, Policy Analyst and Community Liaison, Office of Councilmember Nikki Fortunato Bas, at 510-238-7021.

Respectfully Submitted,



Nikki Fortunato Bas

¹ <https://cao-94612.s3.amazonaws.com/documents/2018-Equity-Indicators-Full-Report.pdf>

Councilmember Nikki Fortunato Bas

Subject: Supplemental Report for Encampment Management Policy And Program

Councilmember, District 2

Prepared by:

Lia Azul Salaverry

Policy Analyst and Community Liaison

Office of Councilmember

Nikki Fortunato Bas

Item: _____

Life Enrichment Committee Meeting June 25, 2019

Attachment E

28-May-19	Tuesday	Broadway between 5th & 6th	N/A	Enforcement of Prior Closure	Y	
		MLK and 6th St.	N/A	Enforcement of Prior Closure	Y	
		Union and 5th St.	N/A	Clean and Clear	Y	
		Union and 26th	N/A	Clean and Clear	Y	
		Pine St. from 9th St. to the dead-end (11th St.) both sides	N/A	Enforcement of Prior Closure	Y	
		Kirkham St. between 5th St. and 7th St.	N/A	Clean and Clear	Y	
		Kirkham St. at 5th St. under BART tracks, both sides	Bart techs and BART PD will be present	Closure for BART access	Y	
		5th St. just East of Kirkham under BART tracks	Bart techs and BART PD will be present	Closure for BART access	Y	
29-May-19	Wednesday	Russet St. and Moorpark (107th Ave. to Moorpark on Russet)	N/A	Clean and Clear	Y	
4-Jun-19	Tuesday	83rd Ave. and Hillside	N/A	Closure	Y	
		37th Ave. dead-end to E. 8th St.	N/A	Clean and Clear	N	The assignment on 37 th Ave was not completed although there were some progress on cleaning and removing debris from the east side of 37 th Ave.
		Madison Square Park; Closure for Play-area and Tot lot ONLY	N/A	Enforcement of Prior Closure	Y	
		Madison Square Park; all areas other than tot lot and play area for clear and clean	N/A	Clean and Clear	Y	
		Madison St. between 5th St. and 6th St. EASTSIDE CLOSURE	N/A	Closure	Y	
		Madison St. between 5th St. and 6th St. WESTSIDE	N/A	Clean and Clear	Y	
5-Jun-19	Wednesday	Dolphin Park; 73rd Ave. at Dead-end at International	N/A	Clean and Clear	Y	
		Willie Wilkens Park	N/A	Clean and Clear	Y	
		Willie Wilkens Park - Tennis Court	N/A	Enforcement of Prior Closure	Y	
		98th Ave. & B Street	N/A	Clean and Clear	Y	
		34th St. and Hannah St.	N/A	Closure	Y	
		Wood St. between 18th & 20th St.	N/A	File Removal (PR) / Garbage Cart (GC) OPD accompanies	Y	
		Wood St. between 24th St. and 26th St.	N/A	Enforcement of Prior Closure	Y	
		Randolph Ave. and MacArthur Blvd.	N/A	Closure	N	After servicing the other scheduled sites, staff were unable to reach this location.
11-Jun-19	Tuesday	750 50th Avenue	N/A	Closure	Y	
		47th Ave. & San Leandro Blvd.	N/A	Clean and clear	Y	
		29th Ave. & Chapman St.	N/A	Clean and clear	Y	

12-Jun-19	Wednesday	34th St. & Elm St.	N/A	Clean and clear	Y	
		San Pablo Ave. & Grand Ave.	N/A	Deep Clean	Y	
		25th St. & MLK Jr Way to include: •25th St. Mini Park perimeter •MLK from 25th to Grand on the West side.	N/A	Enforcement of Prior Closure	Y	
		30th St. at Market St. & Triangle Closure Area; •30th St. from San Pablo to West both sides of the Street. •Sand Pablo from 30th St. to 31st St. both sides of the St. •The Pork-chop at 30th and San Pablo	N/A	Enforcement of Prior Closure	Y	Debris in the private lot next to the Pork Shop was not picked up because it was not posted.
					N	
		Chinese Garden Park	N/A	Enforcement of Prior Closure	Y	
6th St. & Alice St. entire length of 6 th St. from Jackson to Harrison and Alice	N/A	Enforcement of Prior Closure	Y			
18-Jun-19	Tuesday	45th Street between MLK and Telegraph; Northside & Southside	N/A	Clean and Clear	Y	
		6th St. & Castro St.	N/A	Enforcement of Prior Closure	Y	
		Gerry Adams Way between Castro St & MLK JR Way	N/A	Closure	Y	
		Jefferson Square Park	N/A	Enforcement of Prior Closure	Y	
		250 Victory Court	N/A	Clean and Clear	Y	
19-Jun-19	Wednesday	5th St. between Filbert and Market St.	N/A	Clean and Clear	Y	
		Filbert St. between 3rd and 5th St.	N/A	Clean and Clear	Y	
		Clinton Square Park	N/A	Enforcement of Prior Closure	N	After servicing the other scheduled site, staff were unable to reach this location.
		E 12th St. from 16th Ave. to 19th Ave.; median	N/A	Deep Clean	Y	
25-Jun-19	Tuesday	Raimondi Park	N/A	Deep Clean	Y	
		Filbert St. between 3rd and 5th St.	N/A	Deep Clean	Y	
		Dimond Park	N/A	Closure	Y	
26-Jun-19	Wednesday	Railroad Ave. and Louisiana St.	N/A	Clean and Clear	Y	
		Edes Ave. between 85th Ave. and Clara St.	N/A	Clean and Clear	Y	
		85th Ave. between Railroad Ave. and Edes Ave.	N/A	Clean and Clear	Y	
		1400 Sunshine Court	N/A	Clean and Clear	Y	
		75th Ave. and Hawley St.	Vegetation Crew	Clean and Clear	N	After servicing the other scheduled site, staff were unable to reach this location.
1300 blk of 83rd and 84th Ave.	N/A	Clean and Clear	Y	Garbage Removal Only		
2-Jul-19	Tuesday	35th Street and Magnolia Street	N/A	Clean and Clear	Y	
		2800 Union Street	N/A	Clean and Clear	Y	

		29th Street between Telegraph Ave. & MLK Jr. Way	N/A	Enforcement of Prior Closure	Y	
		30th Street between Telegraph Ave. & MLK Jr. Way	N/A	Enforcement of Prior Closure	Y	
		42 nd & MLK Jr. Way	N/A	Garbage Removal Only	Y	
3-Jul-19	Wednesday	PILE REMOVAL	N/A	Pile Removal (PR) / Garbage Cart Service (GCS) Porta Potty (PP) / Wash Stations	Y	
9-Jul-19	Tuesday	35th Street and Magnolia Street	N/A	Clean and clear	Y	
		34th Street from Chestnut St. and San Pablo Ave.; Southside	Abandoned auto	Closure	Y	
		34th Street from Chestnut St. and San Pablo Ave.; Northside	N/A	Clean and clear	Y	
10-Jul-19	Wednesday	Clinton Park	N/A	Closure	Y	
		800blk of 47th Avenue	N/A	Clean and clear	Y	
16-Jul-19	Tuesday	San Leandro St. between 81st and 85th Ave.; Eastside	UPRR / Bart Police	Clean and clear	Y	
		84th Ave and International Blvd.	BART Police	Enforcement of prior closure	Y	
		Dolphin Park; 73rd Ave and Hegenberger Road	BART Police	Clean and clear	Y	
		50th Ave and San Leandro St.	BART Police	Clean and clear	Y	
		Edes Ave. between Enterprise and 98th Ave.	N/A	Closure	Y	
		85th Ave. between Edes and Railroad Ave.	N/A	Closure	Y	
17-Jul-19	Wednesday	35th Street and Magnolia Street	Hazmat	Closure	Y	
		E 12th St. and 46th Ave. to dead end	N/A	Clean and clear	Y	
		Bancroft Ave. between 62nd and 63rd Ave.	N/A	Clean and clear	Y	
		42nd Ave. and Bond St.	N/A	Clean and clear	Y	
23-Jul-19	Tuesday	East 12th Street; remainder parcel	N/A	Clean and clear	Y	
		Peralta Channel Park	N/A	Enforcement of prior closure	Y	
		Lake Chalet area	N/A	Closure	Y	
		37th Ave. from E 8th St. to dead end	Home Depot (fence)	Closure	Y	
24-Jul-19	Wednesday	800 77th Avenue	K-rail placement	Partial Closure	Y	
		Hollis Street; Home Depot corridor	N/A	Clean and clear	Y	
		5th Street between Broadway and Franklin St.	N/A	Clean and clear	Y	
30-Jul-19	Tuesday	Broadway between 5 th St. and 6 th St.; Westside	N/A	Enforcement of prior closure	Y	
		Broadway between 5 th St. and 6 th St.; Eastside	N/A	Clean and clear	Y	
		Webster St. between 5 th and 6 th St.	N/A	Clean and clear	Y	
		Madison St. between 5 th St. and 6 th St.; Eastside	N/A	Enforcement of prior closure	Y	
		Madison St. between 5 th St. and 6 th St.; Westside	N/A	Clean and clear	Y	
		E 12 Street Median 2400-2900 blk	N/A	Closure	Y	
		46 th Avenue by San Leandro St.	N/A	Clean and clear	Y	

		47 th Avenue and San Leandro St. (to the dead end)	OFD	Clean and clear	Y	
		5901 San Leandro Street	N/A	Clean and clear	Y	
31-Jul-19	Wednesday	5 th Street between Filbert and Market St.	OFD	Closure	Y	
		Filbert Street between 3 rd St. and 5 th St.	spray paint boundaries	Clean and clear	Y	
		42 nd Street between MLK Jr. Way and Telegraph Ave.	N/A	Clean and clear	Y	
		45 th Street between MLK Jr. Way and Telegraph Ave.; Southside	N/A	Closure	Y	
		45 th Street between MLK Jr. Way and Telegraph Ave.; Northside	spray paint boundaries	Clean and clear	Y	
1-Aug-19	Thursday	MLK Jr. Way between Grand & 25th St.; Westside	N/A	Enforcement of prior closure	Y	
6-Aug-19	Tuesday	1400 - 1900 block of E. 12th St. Median	N/A	Clean and clear	Y	
7-Aug-19	Wednesday	San Leandro Blvd. between 81st Ave. and 85th Ave. EASTSIDE	OFD	Clean and clear	Y	
		28 th & Union		Clean and clear	Y	
13-Aug-19	Tuesday	Lake Merritt: 1. surrounding LMCC 2. Bellevue/Boat House 3. Cameron Stamford House	N/A	Enforcement of prior closure	Y	
		Clinton Park	N/A	Enforcement of prior closure	Y	
14-Aug-19	Wednesday	1680 14th St. and alongside Willow Park	N/A	Clean and Clear	Y	
		29th Street between MLK x Telegraph	N/A	Enforcement of prior closure	N	After the completion of the 35 th & Peralta closure and the clean and clear at Willow Park staff ran out of time and <u>did not</u> complete 29 th & MLK.
		35th x Peralta (underpass)	N/A	Enforcement of prior closure	Y	
20-Aug-19	Tuesday	Union Point Park Southern Parking Lot	Post for a two day operation	Enforcement of prior closure	Y	
		Union Point Park Northern Parking Lot	Post for a two day operation	Closure	Y	
		Union Point Park; not the parking lots	Post for a two day operation	Clean and clear	Y	
21-Aug-19	Wednesday	Union Point Park Southern Parking Lot	Post for a two day operation	Enforcement of prior closure	Y	
		Union Point Park Northern Parking Lot	Post for a two day operation	Closure	Y	
		Union Point Park; not the parking lots	Post for a two day operation	Clean and clear	Y	
27-Aug-19	Tuesday	Bond between 42nd Ave. and High St.	Portapotties being delivered	Clean and Clear	Y	
		Magnolia between 34th and 35th Street	N/A	Enforcement of prior closure	Y	
		34th St. and Elm St.	N/A	Clean and Clear	Y	
29-Aug-19	Thursday	Hillside St. & 83 rd Ave	N/A	Debris removal	Y	
30-Aug-19	Friday	Beach Street and Shellmound Street; under the overpass	N/A	Enforcement of prior closure	Y	
		45th St. between MLK Jr. Way and Telegraph Ave; both sides of the street	N/A	Clean and clear	Y	
3-Sep-19	Tuesday	47th Ave. and San Leandro St. to dead-end	Abandoned Auto	Closure	Y	
4-Sep-19	Wednesday	5th St. and Kirkham St.	N/A	Clean and clear; deep clean	Y	
6-Sep-19	Friday	Dolphin Park	N/A	Closure	Y	
10-Sep-19	Tuesday	14th Ave. between E. 33rd & MacArthur	N/A	Clean and clear	Y	
		27th Street between MLK Jr. Way and Telegraph Ave.	N/A	Enforcement of prior closure	Y	
11-Sep-19	Wednesday	San Leandro between 81st Ave. & 85th Ave.	Structure removal; OFD, BART PD	Clean and Clear	Y	
17-Sep-19	Tuesday	Hollis Street and West MacArthur Blvd.	N/A	Closure	Y	
		200 Brush Street	N/A	Clean and clear	Y	

		35th St. & Magnolia	N/A	Enforcement of prior closure	Y	
18-Sep-19	Wednesday	Estuary Park	N/A	Closure	Y	
		29th Street and MLK Jr Way	N/A	Enforcement of prior closure	Y	
		42nd Street between MLK Jr Way and Telegraph Ave.	Abandoned Auto	Clear and clean; deep clean	Y	
24-Sep-19	Tuesday	Wood St. between 18th and 20th EAST side only	K-rail removal	Closure	Y	
25-Sep-19	Wednesday	10th Street Bridge west and east sides; E 10 St. and 2nd Ave., Peralta Park Westside and East Side	N/A	Enforcement of prior closure	Y	
		12th Street Bridge; 12th St. and Lake Merritt Blvd.	N/A	Enforcement of prior closure	Y	
		Pine Knoll Park	N/A	Closure	Y	
		Athol Plaza Tennis Courts	CRO Assistance	Enforcement of prior closure	N	Unable to complete due to non-compliant resident.
1-Oct-19	Tuesday	E. 12th Street remainder parcel between 1st and 2nd Ave.	N/A	Clean and clear; deep clean	Y	
4-Oct-19	Friday	73rd Ave. / 75th Ave. & San Leandro St. under Hegenberger Rd.	N/A	Clean and clear	Y	
		Independent Road loop & Coliseum Way	N/A	Clean and clear	Y	
8-Oct-19	Tuesday	3499 Beach Street	N/A	Closure	Y	
		83 rd Ave. & Hillside St.	N/A	Enforcement of prior closure	Y	
9-Oct-19	Wednesday	E. 12 th MEDIAN between 22 nd Ave. and 14 th Ave.	OFD	Clean and clear	Y	
15-Oct-19	Tuesday	San Pablo Ave. between Castro St. and W. Grand Ave.	N/A	Closure	Y	
		W Grand Ave. between San Pablo Ave. & MLK Jr. Way; all around the VA parking lot.	N/A	Enforcement of prior closure	Y	
		MLK Jr. Way between W Grand Ave. & 23rd St.; all around the VA parking lot	N/A	Enforcement of prior closure	Y	
16-Oct-19	Wednesday	San Pablo Ave. between Castro St. and W. Grand Ave.	N/A	Closure	Y	
		Mosswood Park along Broadway	N/A	Clean and clear	N	Garbage removal only
22-Oct-19	Tuesday	E. 8th Street and Alameda Avenue - City Lot	OPD, Traffic Control, Abandoned Auto	DEEP Clean and clear; structur	Y	
		E. 8th St. proper	OPD, Traffic Control, Abandoned Auto	Closure; 20 feet clearance arou	Y	
23-Oct-19	Wednesday	E. 8th Street and Alameda Avenue - City Lot	OPD, Traffic Control, Abandoned Auto	DEEP Clean and clear	Y	
29-Oct-19	Tuesday	E. 8th Street and Alameda Avenue - Private Lot	OPD, Traffic Control, Abandoned Auto	DEEP Clean and clear; Closure; 20 feet clearance	Y	
30-Oct-19	Wednesday	E. 8th Street and Alameda Avenue - Private Lot	OPD, Traffic Control, Abandoned Auto	DEEP Clean and clear; Closure; 20 feet clearance	Y	
		Adeline and 24th St.	PG & E Pole Replacement work need 30 Ft. perimeter	Closure	Y	
5-Nov-19	Tuesday	42nd St. between MLK Jr. Way & Telegraph Ave.	Abandoned Auto	Closure	Y	
		45th Street between MLK Jr. Way and Telegraph Ave.		Garbage Removal	Y	
6-Nov-19	Wednesday	42nd St. between MLK Jr. Way & Telegraph Ave.	Abandoned Auto	Closure	Y	
		Helen MacGregor Plaza, MLK Jr. Way & Telegraph and 52nd St.	N/A	Clean and clear	Y	
		Courtland Creek Park	N/A	Clean and clear	Y	
		Bancroft Ave. between 55th Ave. and Hilton Street	N/A	Clean and clear	Y	
12-Nov-19	Tuesday	E. 12th Median between 14th Ave. and 18th Ave.	N/A	Clean and Clear & Structure	Y	
		200 Grand Avenue	N/A	Clean and clear	checking w/ Peter	
		MLK Jr. Way between 23rd and 25th Street; bike lane only	N/A	Bike lane closure	checking w/ Peter	

13-Nov-19	Wednesday	E. 12th Median between 14th Ave. and 18th Ave.	N/A	Clean and Clear & Structure Rd	Y	
		Castro Street between 5th and 6th Street	Abandoned Vehicle	Enforcement of prior closure	Y	
		Market between 4th and 5th Street	N/A	Clean and Clear	Y	
19-Nov-19	Tuesday	Bond St. between 42nd Ave. and High St.		Closure	Y	
		E. 12th Street and 1st Ave.; remainder parcel		Clean and clear; temporary par	Y	
20-Nov-19	Wednesday	29th Street between MLK and Telegraph		Enforcement of prior closure	Y	
		269 29th Street		Closure	Y	
		4220 Alameda Ave. to Fruitvale Ave.		Clean and clear	Y	

Attachment F: Current Health and Hygiene Sites

- Health and Safety interventions have been implemented and managed by the Human Services Department (portapottie sites) since October 2016 with the Compassionate Communities pilot, and then City-wide beginning March 2017.
- **31 total unduplicated curbside Health and Hygiene intervention sites have operated since March 2017**
- Each site includes at least one portapottie, one wash station, and most weekly debris/garbage removal by City of Oakland Public Works Keep Oakland Clean and Beautiful (KOCB) crews. (Note that there are debris removal sites that do not have hygiene interventions and vice versa).
 - Common configuration for curbside sites is:
 - 2 standard units
 - 2 wash-stations
 - cleaning three times per week
 - combination lock
 - Average cost is \$1,500 per month.
 - Some sites have variations of this configuration; ADA units, no combination lock, etc. which impacts costs.
- As part of the Health and Hygiene intervention the Human Services Department supports site janitorial stipends to individuals involved in maintaining and cleaning the portapotties. The stipend consists of a \$25 Target gift card and cleaning supplies.
- As part of the Health and Hygiene interventions the City also supports the provision of showers at 6 locations city wide
- **Currently serving:**
 - 17-curbside sites; three more slated to be installed in December 2019.
 - Shower services in 6-distinct sites are provided by:
 - Lava Mae at all Community Cabin sites and one curbside site (four distinct locations total)
 - Dignity on Wheels in two locations; one RV Safe Parking program site and one curbside site (two distinct locations total)

Attachment F: Current Health and Hygiene Sites

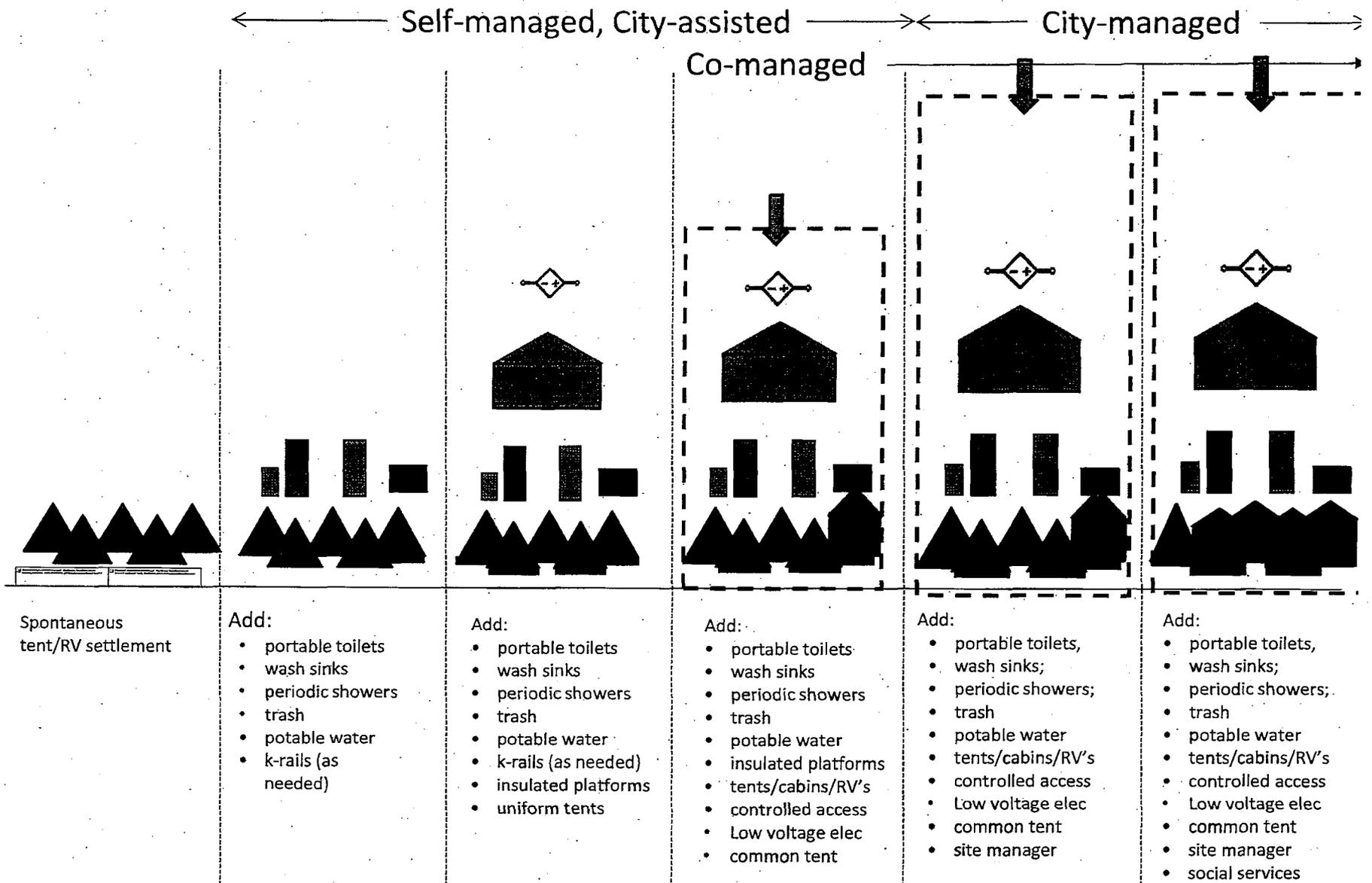
Installed FY 2016/2017 and Active	Installed FY 2017/2018 and Active	Installed FY 2018/2019 and Active	Installed FY 2019/2020 and Active
Wood St. between 26th Street and 24th Street *	Martin Luther King Jr. Way at 36th Street *	333 5th St. @ Webster Place *	2300 Brush St. (Collins Plaza)
	77th Ave. dead-end near Hawley *	14th Ave. and MacArthur *	- 45 th St. between MLK and Telegraph (scheduled for 12/2019 *)
	Telegraph between 34th and 35th underpass *	Kirkham between 5th and 7th St. *	- 2200 block of Union St. (scheduled for 12/2019 *)
	E. 8th Street & Alameda/High St. *	Santa Clara and MacArthur/Harrison *	- 12 th St. and 2 nd Ave. (scheduled for 12/2019 *)
		1429 Bancroft Way between International and Bancroft Ave. *	
		Russet and Moorpark St. *	
		1650 Ettie St. Oakland CA (28th St. and Ettie) *	
		Kirkham St. between 18th St. and 16th St. *	
		Oakport between 66th Ave. and High St.	
		Martin Luther King Blvd. between Grand Ave. and 25th St. *	
		85th Ave. and San Leandro Blvd.	

Attachment F: Current Health and Hygiene Sites

No Longer Active FY 2016/2017	No Longer Active FY 2017/2018	No Longer Active FY 2018/2019	No Longer Active FY 2019/2020
	4801 48th Ave. at E. 12th Ave. (replaced 45th Ave. between E. 12th St. and International Blvd.)	Beaumont and MacArthur	3547 Peralta (Peralta Blvd. at 35th St.)
	5th St. Ally (between Adeline and Market St.)		San Pablo Ave. at Grand Ave.
	601 Northgate (Sycamore St. at Northgate Blvd.)		Wood St. at 18th & 20th St.
	5th and Brush		Bond St. between 42 nd Ave. and High St.
	81st Ave. and San Leandro		42nd St. between MLK and Telegraph
	6th St. at Castro Street		
	E12th St. at 23rd Ave.		
	E12th St. at 22nd Ave.		

Attachment F: Current Health and Hygiene Sites

PILE REMOVAL:
1. Wood St. between 24th & 26th St.
2. 36th St. & MLK Jr. Way
3. 34th St. & Telegraph Ave.
4. MLK Jr. Way between Grand & 25th St. / 23rd Street between MLK Jr. Way and San Pablo Ave.
5. Webster St. - Under Hwy 880 and 6th / 5th St. & Webster
6. 77th Ave. near Hawley St.
7. Union Point Park
8. 28th St. and Ettie
9. 5th St. between Adeline and Market
10. E. 8th Street and Alameda Ave. / High St.
11. 14th Ave. between E. 33rd & MacArthur
12. Kirkham St. between 5th St. and 7th St. and 5th St. between Mandela Parkway and Kirkham
13. Harrison St. and Santa Clara Ave.
14. 1429 Bancroft Way between International and Bancroft Ave.
15. Russet and Moorpark St.
16. E. 12th St. median between 14th Ave. and 19th Ave.
17. Kirkham St. between 16th St. and 18th St.
18. 45th Street between MLK Jr. Way and Telegraph Ave.
19. E. 12th Street and 1st Ave.



Source: Adapted from Mike Pyatok