



City of San Antonio and Bexar County Homeless Street Outreach Standards

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CITY OF SAN ANTONIO
DEPARTMENT OF HUMAN SERVICES



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INTRODUCTION

From 2019 to 2020, the City of San Antonio engaged in a strategic planning process to identify strengths and weaknesses of current homeless response efforts and develop a set of actionable recommendations for improving the coordinated community response to homelessness in San Antonio and Bexar County. One key area of improvement identified was the need to increase the capacity and effectiveness of outreach through increased investment and improved structure for coordinating diverse outreach efforts across San Antonio/Bexar County.

The San Antonio/Bexar County Street Outreach Standards are designed to achieve the following goals for improving the structure and effectiveness of local street outreach efforts:

Process Goals

- **Improve strategy and operationalization of outreach in San Antonio**, including development of standard operating procedures for all outreach efforts, defining local outreach and engagement priorities and desired outcomes, and establishing cross-agency policies for client transport and referral processes;
- **Develop shared standards of practice and definitions regarding outreach in San Antonio**, including the desired outcomes from different outreach approaches (i.e. general, clinical, housing-focused); and
- **Define a curriculum of trainings** to be provided for all outreach workers regardless of where team members are employed.

Outcome Goals

- **Connect people experiencing unsheltered homelessness to the housing and supports they need** as quickly as possible;
- **Reduce barriers to services** for persons experiencing unsheltered homelessness through street outreach;
- **Improve relationships and trust building** by ensuring consistency in street outreach efforts; and
- **Reduce confusion and frustration** among persons experiencing unsheltered homelessness about how and from whom services can be accessed.

METHODOLOGY FOR DEVELOPMENT OF OUTREACH STANDARDS

The City of San Antonio Department of Human Services worked with Homebase, ICF, and Ladder Logik to conduct a series of meetings with key stakeholders involved in the planning, coordination and delivery of street outreach services in San Antonio/Bexar County. These meetings were structured around the development of a community-wide strategy and vision for Homeless Street Outreach and created a forum for agencies involved in street outreach services to highlight best practices, define outreach, identify challenges, and explore ways to improve collaboration and coordination.

The need for Program Standards for all outreach conducted in San Antonio/Bexar County was agreed upon over the course of several meetings with key stakeholders. This feedback reinforced insights from the San Antonio homeless strategic planning process, where stakeholders – including consumers and persons with lived experience – expressed a need for greater consistency, transparency and shared standards for street outreach across agencies to more effectively and comprehensively serve unsheltered persons.

Homebase, ICF, and Ladder Logik organized and facilitated a number of small working groups comprised of diverse outreach stakeholders to lead discussions and the development of homeless outreach standards around the following key principles and topics regarding street outreach efforts in San Antonio and Bexar County:

- Outreach can guide access to shelter and/or the courtyard
- Outreach can directly guide access to permanent housing, when available
- Outreach can guide access to behavioral health and/or medical services
- Outreach can provide accurate and timely data into HMIS/Outreach Grid
- Outreach can be an active part in the encampment abatement process
- The high-level roles and responsibilities of outreach
- Develop standards of care for how we conduct outreach

The feedback from these small group discussions was used to collectively develop these San Antonio/Bexar County's Street Outreach Standards. They reflect the diverse experiences and insights of staff from across agencies involved in street outreach in San Antonio/Bexar County to develop one set of operational standards for all street outreach staff, regardless of organization.

PURPOSE AND GOALS OF THE STREET OUTREACH STANDARDS

The primary purpose of the San Antonio/Bexar County Homeless Street Outreach Standards is to improve service coordination and collaboration to better respond to the needs of people experiencing homelessness across agencies serving the unsheltered population by establishing a shared understanding of what street outreach looks like, how it should be conducted, and what desired outcomes are for outreach across all organizations providing the services.

Other key goals for the street outreach standards as identified by outreach stakeholders from across San Antonio/Bexar County include:

Service Delivery Alignment

- There will be more community alignment and ultimately more ethical outreach services that promote dignity;
- Everyone who conducts street outreach will have a basic understanding of how to do so in a respectful manner;
- There will be consistency in outreach and access to comprehensive services for a wider group of unsheltered persons without duplication of efforts; and
- Increased coordination and communication will improve the efficacy of referrals between providers.

Consistent Documentation of Service Delivery

- Well-documented and standardized information will be available to new outreach staff to help them find and engage unsheltered persons, determine how much time to spend in the field, and understand what data and coordination expectations they will need to meet;
- Shared definitions will exist across all agencies along with shared data goals and guidelines; and
- Data quality for street outreach efforts will be improved in Outreach Grid and HMIS as a result of having a clear prescribed method on what, when and how often street outreach workers will enter data.

System Coordination

- Communication will be improved and strengthened for street outreach staff from across organizations to work together instead of in silos;
- There will be transparency within the community and across street outreach staff about expectations for street outreach efforts, ensuring equitable treatment for all unsheltered persons and accountability for all agencies;
- Every agency will understand the services that can be offered by other agencies and will trust that all agencies are similar in how they provide care; and
- We will be able to evaluate and improve how our local homeless response system is working to meet the needs of clients affiliated with street outreach efforts.

The San Antonio/Bexar County Homeless Street Outreach standards are a living document, designed to be regularly updated and evaluated to reflect the emerging needs, challenges, and trends regarding street outreach within the community.

STATEMENT OF VALUES

Street outreach providers in San Antonio and Bexar County share the following values in engaging directly with persons experiencing homelessness and in working together to conduct street outreach activities:

- Respect and dignity
- Open-mindedness and non-judgment
- Person-centered and strengths-based
- Resourcefulness and learning
- Patience
- Commitment, trust and follow-up
- Integrity
- Empathy
- Confidence
- Collaboration

ACKNOWLEDGEMENTS

Thank you to the following agencies from across San Antonio and Bexar County that contributed to the development of the San Antonio/Bexar County Street Outreach Standards.

- Bexar County
- Centro San Antonio
- City of San Antonio, Department of Human Services
- Haven for Hope
- Roy Maas Youth Alternatives
- SAMMinistries
- South Alamo Regional Alliance for the Homeless (SARAH)
- Thrive Youth Center

SECTION I: STREET OUTREACH STANDARDS

1. DEFINING STREET OUTREACH

1.1 Street outreach in San Antonio and Bexar County is defined as a professional homeless services intervention that focuses primarily on supporting individuals with accessing shelter and/or permanent or temporary housing, depending on the needs of the client, by building trusting relationships and ongoing rapport.

Street outreach seeks to engage individuals living unsheltered in a culturally competent and trauma informed manner, provide links to appropriate services, and use diversion and problem-solving techniques to connect people with safe shelter and/or housing options whenever possible. The primary and ultimate goal of street outreach is to facilitate a higher level of care for unsheltered members of our community with access to voluntary wraparound services needed to stay healthy and stable, including substance use treatment, mental health care, medical services, ID Recovery, benefits and employment. Outreach often requires time and multiple interactions with individuals experiencing unsheltered homelessness, therefore should not be seen as one-time engagements. Rather, each interaction should be seen as an opportunity for outreach staff to build a relationship and help the client work toward making a connection to services, including shelter and/or housing. Key to the success of outreach and engagement efforts is regular follow-up and building trust with individuals through regular interactions, including learning about the individuals' current social network and supports.

1.2 Street outreach is understood to be a critical and necessary service to people experiencing unsheltered homelessness in San Antonio and Bexar County. Street outreach is an essential component of the system of care for people experiencing homelessness in the community.

2. TYPES OF STREET OUTREACH

2.1 A number of different types of outreach are conducted in San Antonio and Bexar County. Each type of street outreach is unique and important for engaging unsheltered persons and providing them with needed support and connections to shelter, services or housing. The outreach standards apply to all types of street outreach, except where otherwise noted. It is important that all outreach providers understand the different types of outreach provided across and how they work together as part of the homeless response system in San Antonio/Bexar County.

2.2 **Light-touch outreach** focuses on consistency, relationship building, problem-solving techniques, and meeting immediate needs until an individual is ready to accept shelter, housing, or services. Street outreach teams conducting light-touch outreach may have larger caseloads or no defined caseload and short-term engagements focused around meeting immediate needs, such as first aid triage, and provide services from a person-centered approach. Data input could be limited to the HUD Data Elements for general outreach providers. Agencies providing general outreach will be held to the basic provisions of these community shelter standards, but all community standards may not be applicable to their work.

2.3 **Shelter/housing focused outreach** builds on general approaches, developing long-term relationships to support people in making their next step towards safe and appropriate housing. This could be entrance into shelter/transitional housing while also focusing on getting the highest-need, most vulnerable individuals into permanent housing as quickly as possible. For individuals seeking or interested in a housing intervention, street outreach staff should conduct a Homelink assessment on the spot, transport to a Hub where a full assessment will be completed, or call the Homeless Connections Hotline to support the individual in their housing journey. Street

outreach teams conducting shelter/housing focused outreach utilize a person-centered approach, problem-solving techniques, and a case management focus to build relationships with unsheltered persons in order to access individualized services. Personal choice is central to shelter/housing focused outreach, and street outreach staff will support the unsheltered person's choice to go to shelter or wait for housing. Realistic timing for housing shall be conveyed, along with the option of shelter explained as a viable short-term option while waiting for housing. Moving an unsheltered person into a shelter or institution, as well as direct placement into permanent housing from the street, are both considered successful outcomes from this type of outreach engagement.

2.4 Population specific outreach is a subcategory of shelter/housing focused outreach that focuses on making connections with a particular population, such as Veterans or youth experiencing homelessness. Street outreach teams providing population specific outreach may receive additional trainings to those listed in the community standards and may have access to more direct pathways to dedicated housing for the persons with which they work (i.e. YHDP and SSVF funded housing). Population specific outreach teams are deployed through regular Street Outreach Case Conferencing when a person from a particular population is engaged during the course of outreach efforts.

2.5 Clinical outreach is outreach that is conducted by a trained clinician in order to assess and address immediate health and behavioral health needs and make connections to the homeless and health care systems that will result in positive health outcomes for the individual. Facilitating connections to shelter, housing, or an institution of care is a goal of this outreach, as housing and health outcomes are interrelated.

2.6 Encampment outreach is conducted to individuals residing in an encampment in order to build relationships and make connections to shelter, housing, and/or services prior to an encampment being abated. Encampment outreach is often mobilized when the City of San Antonio identifies an encampment that creates a health or safety concern for persons residing in the encampment and the surrounding community, requiring quick, "all hands on deck" action to redirect unsheltered persons residing in encampments to shelter, housing, and/or services, in addition to restoring the environment.

2.7 "In-reach" outreach involves efforts to engage with individuals and make housing connections before they leave an institution or other system of care, including but not limited to hospitals, jails, or the foster care system. In addition, outreach engagement and service connection activities conducted at the Haven for Hope Courtyard will be considered an "in-reach" activity. This type of outreach is not street based; therefore all community standards may not be applicable to this type of work. In-reach efforts will be provided in coordination with other supports and services to ensure that clients are connected to resources that are accessible, meaningful, and appropriate for their needs.

3. SERVICE ORIENTATION

3.1 Compassion is necessary for effective engagement. The street outreach worker engages and supports unsheltered people not by seeing the relationship as one of healer and wounded, but as a joint partnership. Street outreach workers shall demonstrate empathy in each encounter with an unsheltered person.

3.2 A person-centered and strength-based approach is necessary for effective street outreach engagement and supports. Street outreach workers shall endeavor to create service support plans based upon the specific needs and presenting issues of the unsheltered person and leverage the strengths of the individual to help them create and take action on a plan to resolve their homelessness.

3.3 Trauma and its impacts are widespread within the unsheltered homeless population, and as such, street outreach workers will employ a trauma-informed approach to all encounters, planning and action. The guiding principles of a trauma-informed approach shall be employed in the work of street outreach when encountering and supporting unsheltered persons.

3.4 Street outreach workers shall communicate with unsheltered individuals in ways that use plain language, are clear and concise, and which appropriately articulates actions steps, in order to effectively communicate with all unsheltered persons with whom they engage. Street outreach workers may need to amend their approach to engagement and planning as needed based on the needs of the unsheltered persons with whom they work, including considerations for persons who may have experienced a traumatic brain injury.

3.5 Mental health and substance use recovery methods shall be practiced by street outreach workers in their approach to supporting unsheltered persons. In particular, street outreach workers shall address stigma associated with mental illness and/or substance use and will strive to connect individuals with behavioral health needs to appropriate mental health resources, substance use treatment, and community supports and ensure behavioral health needs do not impede their ability to connect with available shelter, housing, and other critical services. Referrals to Mental Health and Substance Abuse Treatment programs should be coordinated in advance by outreach staff to ensure bed availability and a smooth client hand off to the entity.

3.6 Harm reduction practices shall be supported by street outreach workers to help address risks and potential harms related to use of alcohol and other drugs and/or participation in sex work by unsheltered persons. When an outreach worker is prevented from distributing harm reduction supplies by their employer, they shall be knowledgeable of where and how to access harm reduction supplies. All street outreach workers shall be conversant in, and practice, harm reduction strategies when harm reduction supplies are not needed or unavailable.

3.7 Progressive engagement customizes the level of support for an unsheltered individual based upon their assets and strengths. It is dependent upon the unsheltered person to demonstrate what they are capable of doing on their own and being empowered as such to do so. Increased supports are provided only when there is inertia or inability to perform tasks themselves that would expedite their exit from homelessness.

3.8 Street outreach practices should be individualized to meet unsheltered persons where they are and to help them define their own goals and strategies for change. Street outreach workers shall use best practices such as Motivational Interviewing and Assertive Engagement to make the environments and circumstances during outreach more conducive to change and to support unsheltered persons in directing their own change.

3.9 Supportive services and choice are necessary for effective engagement, planning and action. Street outreach workers shall provide meaningful and accurate information to unsheltered persons to allow them to discern a course of action that makes the most sense to them, up to and including the reasonable characteristics of the accommodation they seek in order to exit homelessness. Choice is also inclusive of the client declining the services presented, which should be documented accordingly within Outreach Grid which will interface with HMIS.

3.10 Trust and rapport are necessary for effective engagement, and often are built over time. It may take multiple engagement attempts before an individual accepts any service, which can in turn open new opportunities built on trust to provide additional supportive service assistance. In developing trust and rapport, street outreach workers shall be sensitive to professional boundaries. Neither communications nor actions should misconstrue the professional nature of the engagement.

3.11 Cultural humility is necessary for providing effective and equitable outreach and engagement to unsheltered persons. Street outreach workers should be aware of cultural competencies and work to minimize biases when working with unsheltered persons, including Black and Indigenous People of Color (BIPOC) and LGBTQIA+ persons. Street outreach workers should share their own pronouns and use gender neutral pronouns until the unsheltered person chooses to self-identify.

3.12 Positive Youth Development is an important framework for supporting youth and young adults (YYA) experiencing unsheltered homelessness in connecting to housing, shelter, and/or services. Street outreach workers engaging with YYA in unsheltered situations should work to build trust and authentically demonstrate that the YYA's experiences and opinions are respected and valued. Language and tone should be person-centered, respectful, and avoid paternalism.

4. MAINTAINING A HOUSING FOCUS

4.1 Street outreach engagement and support is anchored in the objective of helping the unsheltered person obtain stable housing and move from being unhoused to sheltered or housed in better living accommodations. A range of housing options should be discussed, offered, and operationalized as appropriate, including family reunification, roommates, independent living, and institutional care (when that is the best or only option).

4.2 Street outreach staff shall be knowledgeable of the housing process within and outside of Homelink, San Antonio's Coordinated Entry System, and resource sharing should be part of regular Street Outreach Case Conferencing meetings.

4.3 When housing options are explored independent of Homelink, street outreach staff are required to directly support the unsheltered person in accessing housing or shelter and to seek the necessary supports to assist the client with this transition.

4.4 When an unsheltered person does not desire or is ambivalent about housing, the street outreach staff shall be respectful yet be persistent in using all available skills such as Motivational Interviewing and Assertive Engagement to support and assist the individual in considering housing.

4.5 Street outreach staff shall not coerce, force, bribe, trick or bargain with unsheltered persons to get them to accept housing. Resources and housing should be driven by client choice.

4.6 Once a person moves into housing and is no longer unsheltered, street outreach staff may follow-up, engage and support the person in transferring to other necessary supports for a period no longer than six weeks from the date of move in to their safe and appropriate housing opportunity.

5. TAKING DIRECTION IN THE COORDINATION AND DELIVERY OF STREET OUTREACH SERVICES

5.1 Street outreach staff take direction from their employer only. An agency that provides street outreach services may be contractually obligated to take direction from, and/or respond to requests for action or information by their funder. The agency is responsible for directing their staff to take appropriate action based upon the request from their funder.

5.2 A Coordinated Entry & Outreach Advisory Committee of the South Alamo Regional Alliance for the Homeless (SARAH) Board of Directors, which operates as the Continuum of Care Board will be established to

inform the community-wide strategy, help address systemic concerns, understand the scope and needs of people experiencing unsheltered homelessness, and design policy guiding street outreach and coordinated entry implementation. The committee will be comprised of designated voting seats made up of representatives from different outreach types, individual(s) with lived homeless experience, program staff, and City and County representatives. The committee will be responsible for determining the policy direction for improving street outreach and coordinated entry efforts across San Antonio and Bexar County. This committee will be led jointly by the board members designated by the City of San Antonio and Bexar County.

5.3 Street Outreach Case Conferencing will provide agency level coordination for street outreach efforts. Case Conferencing will establish regular coordination and communication regarding street outreach efforts, including taking action on immediate needs affecting direct service work and geographic coverage collaboration across agencies providing street outreach services. Street Outreach Case Conferencing meetings will be led by the City of San Antonio's Homeless Outreach Manager (Chair) and an agency partner (Co-Chair). The Chair of Street Outreach Case Conferencing will regularly attend the Coordinated Entry & Outreach Advisory Committee to report on identified issues and make policy recommendations. SARAH will have a Coordinated Entry representative serve as part of Street Outreach Case Conferencing to provide administrative support for the Chair and Co-Chair, supply updates on Coordinated Entry and the Priority Pool as needed, and ensure that case conferencing system issues are brought to the Coordinated Entry & Outreach Advisory Committee when identified.

5.4 The Chair and Co-Chair of Street Outreach Case Conferencing will be responsible for staying abreast of, at a high level, available shelter and temporary or permanent housing options and issues regarding Homelink. It is the Chair's responsibility to disseminate this information to outreach team staff and provide updates on these topics at each Outreach Case Conferencing meeting. Designated staff from SARAH will provide support as needed.

5.5 Development of training modules, cultivation of street outreach expertise, and coordination of trainings across street outreach workers and organizations shall be the primary responsibility of SARAH's Outreach and Access Coordinator, in coordination with the funders of street outreach.

6. ROLE OF FUNDERS

6.1 Street outreach agencies are guided by their contractual obligations with their funder. Among other criteria, the contracts inform the type of outreach and the approach to be used for street outreach, the activities to be performed with the funding, activities that are not permitted with the available funding, hours of service, area(s) to be served, and performance targets.

6.2 Funders provide monitoring and oversight to their funding recipients in street outreach services. Each agency is responsible for meeting the expectations of their funder to allow for future investment in street outreach activities.

6.3 All street outreach programs funded by the U.S. Department of Housing and Urban Development (HUD) or through the City of San Antonio, Bexar County, or Texas Department of Housing & Community Affairs (TDHCA) are required to meet or exceed the standards for street outreach herein. As the local Continuum of Care (CoC) Lead Agency and Collaborative Applicant, SARAH adopts these standards of operating for TX-500: San Antonio/Bexar County CoC, which includes geographic coverage of all of San Antonio and Bexar County.

7. ROLE OF THE CITY, COUNTY, AND COC (SARAH)

7.1 Street outreach agencies are also guided by needs and demands from City and County officials and leaders, including the San Antonio/Bexar County CoC, SARAH. The City, County and CoC will coordinate requests through Street Outreach Case Conferencing and the Coordinated Entry/Street Outreach Subcommittee of the CoC Board, as appropriate and when time allows. The City, County and CoC may also provide specific direction to agencies that they fund and those agencies are expected to respond immediately and thoroughly to these requests.

7.2 As a requirement of federal funding allocated to the community, the City of San Antonio and Bexar County adopt these standards as a part of the ESG and CoC written standards.

8. ACKNOWLEDGING THE RISKS THAT COME WITH THE WORK

8.1 Street outreach staff perform their work in the community and may witness or encounter first-hand risks that are inherent in serving people who are street involved. Street outreach agencies are responsible for and street outreach staff are encouraged to reduce the impacts of those risks whenever possible.

8.2 Street outreach staff may encounter secondary or vicarious trauma as a result of performing the duties of the job. Street outreach provider agencies are responsible for creating an environment that allows and encourages self-care, and staff are encouraged to engage in self-care. Street outreach agencies and staff are responsible for processing critical incidents appropriately.

9. PROFESSIONAL TRAINING AND ETHICS

9.1 All training should be standardized across all agencies providing street outreach services, and coordinated through SARAH and Street Outreach funders. SARAH will maintain a training calendar and list of standardized training options that will be available to all street outreach agencies and their staff.

9.2 Each street outreach agency is responsible for maintaining documentation of training completed by all street outreach staff.

9.3 The following trainings should be completed within the **first 3-5 months** of employment as an outreach worker, with SARAH playing a lead role in the development and delivery of trainings, drawing in outside experts as necessary. These training sessions shall be refreshed every 2 years.

- Outreach orientation training
- Mental health first aid training
- Trauma-informed care
- Problem-solving/diversion
- Street outreach staff safety
- Ethics and street outreach delivery
- Harm reduction
- Homeless Management Information System (HMIS) & Outreach Grid
- Documentation & Record keeping
- VI-SPDAT and Coordinated Entry practices
- Skilled Assessor Training

- Motivational interviewing
- Cultural humility
- First aid and CPR (unless current certification is already in place; refreshed as necessary to ensure outreach staff maintain certification)

9.4 The following trainings should be completed within the **first 6-12 months** of employment as an outreach worker, with SARAH playing a lead role in the development and delivery of trainings, drawing in outside experts as necessary. These training sessions shall be refreshed every 3 years.

- Assertive engagement training
- Positive Youth Development (first 3-5 months for youth-specific outreach staff)
- Administering Naloxone/Narcan (in coordination with San Antonio Fire Department)
- Self-care
- Professional Boundaries

9.5 If changes are made in San Antonio’s Homelink process, training will be provided on a more timely basis to ensure compliance with local policies and procedures.

10. GEOGRAPHIC COVERAGE & OVERLAP

10.1 Agencies engaging in outreach activities of any type shall strategize and collaborate in order to ensure adequate service connections and complete geographic coverage of San Antonio and Bexar County. This collaboration will happen regularly and in real-time through Street Outreach Case Conferencing.

10.2 Geographic coverage strategies will account for each agency’s outreach funding stream and any resulting restrictions.

10.3 When more than one street outreach team serves overlapping geographic areas, those teams shall coordinate to reduce duplication of service. This collaboration will happen regularly and in real-time through Street Outreach Case Conferencing.

10.4 The majority of time spent by street outreach staff conducting direct outreach within the geographic area shall be spent engaging with unsheltered persons outdoors.

11. HOURS OF OPERATION

11.1 Street outreach staff shall provide service within their contractually obligated hours.

11.2 When not specified by a particular contract, street outreach teams shall endeavor at their agency’s discretion, to provide outreach services at different times of the day, including early morning and evening hours, and also to provide services on weekends when operationally possible. Funders shall strive to ensure adequate coverage and services are provided, including during inclement weather.

11.3 In geographic areas served by multiple street outreach teams, those teams shall reasonably coordinate to provide the greatest amount of street outreach coverage each day and across multiple days of the week, including weekends, to provide the greatest opportunities for engagement with unsheltered persons.

11.4 It is assumed that hours may need to be flexible across street outreach teams. Hours of operation will be coordinated during regular Street Outreach Case Conferencing meetings with the Coordinated Entry/Street Outreach Subcommittee of the CoC Board creating additional policy, if needed.

11.5 No street outreach activities are to occur during non-work hours.

11.6 From time to time, street outreach staff may encounter unsheltered persons who they know during non-work hours. During those instances, the off-duty street outreach staff is not to acknowledge the unsheltered person unless the unsheltered person initiates acknowledgement first. In the event that the off-duty street outreach staff is with others during the time of acknowledgement with the unsheltered person, no information about the person's name, circumstances, services or care shall be shared with others.

11.7 If street outreach staff encounter an unsheltered person who they know during a volunteer opportunity, the street outreach staff shall keep interactions focused on the current assistance being provided and not discuss street outreach activities or previous street outreach interactions in the course of the volunteer engagement.

12. TRANSPORTATION

12.1 Street outreach teams shall provide transportation directly to unsheltered persons when a referral is made to shelter, housing or a direct service organization or a needed or referred service is not within reasonable walking proximity. That transportation will most often be accomplished through use of public transportation or an outreach vehicle by the street outreach agency. However, some circumstances may require providing transportation, with accompaniment as necessary, through private transportation methods such as taxi or Uber. Transportation services should be connected to receiving shelter or housing resources.

12.2 Prior to providing transportation to any unsheltered person in any circumstance, staff shall determine if it is appropriate to provide transportation based upon the individual's current state, as well as health and safety considerations.

13. STRUCTURED ENGAGEMENT

13.1 Street outreach staff shall preferably work in groups of two, but shall never have four or more outreach staff approach the same unsheltered person at the same time.

13.2 Street outreach staff shall identify themselves, the organization they work for, the intention of their engagement and ask permission to engage/enter encampment in every encounter with an unsheltered person they have not previously engaged with during street outreach.

13.3 Participating in street outreach services is understood as voluntary. Street outreach workers shall seek and record consent (which can be verbal) to engage with unsheltered persons and their voluntary desire to engage with the street outreach workers.

13.4 In the event an unsheltered person does not wish to engage with street outreach staff, this shall be respected during the encounter. Street outreach workers shall make offers of service again in the future to that same person who previously denied service offers.

13.5 An unsheltered person receiving street outreach services has the right to request engagement from a different street outreach worker or team at any point in the street outreach process. In such circumstances,

coordination through the Coordinated Entry/Street Outreach Subcommittee of the CoC Board may be necessary to ensure that the unsheltered person is quickly and appropriately connected to new street outreach services.

14. PROVISION OF INFORMATION

14.1 Street outreach staff are responsible for maintaining current knowledge of all available resources to unsheltered persons within their specific coverage area, and across San Antonio and Bexar County more generally.

14.2 Street outreach teams shall utilize SACRD and the City of San Antonio's Homeless Connections Hotline to provide information and referrals to available resources to unsheltered persons when/if requested, with particular attention to those resources accessible and available in close proximity to the unsheltered person's current or preferred location.

15. PROVISION OF GOODS

15.1 Street outreach staff must always begin and focus encounters with unsheltered persons on connections to shelter, housing, and/or accessing other resources in the community that may be of assistance to them stabilizing and transitioning to a higher level of care. During the course of these encounters, street outreach staff may choose to provide hygiene kits, food, clothing, duffle bags or other resources available. The provision of these materials shall never be the primary function of street outreach funded by the City of San Antonio, Bexar County, or TDHCA but may be the primary function of non-state or federally funded outreach projects. Moreover, the intent of providing the above mentioned items is to serve as an outreach tool for engagement with the hopes of ultimately leading to the acceptance of emergency shelter/housing goals and not meant to encourage further time spent on the street by individuals experiencing unsheltered homelessness.

15.2 Street outreach staff are not obligated to make the provision of materials available under any circumstance.

15.3 Any and all items distributed to persons experiencing unsheltered homelessness must be provided and authorized by the street outreach agency with which the street outreach worker is employed.

16. PREVIOUSLY UNKNOWN UNSHELTERED PERSONS

16.1 Each week, street outreach teams shall dedicate some time to identifying unsheltered homeless persons who have not previously been connected to street outreach.

16.2 When previously unknown unsheltered persons are encountered, the street outreach staff shall endeavor to achieve a rapid resolution, including through utilization of problem-solving and diversion strategies, to end their homelessness.

16.3 The street outreach staff shall complete a street outreach enrollment for the outreach program, including all required HUD data. Problem-solving and diversion discussions should be tracked in Outreach Grid or HMIS, using the Diversion Problem-Solving Assessment tool if required or preferred by the agency. Service Activity will need to be updated every 30 days to maintain activity.

16.4 In the event rapid resolution of homelessness is not possible for the previously unknown unsheltered person, street outreach staff engaging in case management should create and document a plan on when the next engagement will occur and the action steps that will be taken in subsequent encounters. Those not engaging in

case management should enter case notes regarding the plan to next encounter the individual, plus any other relevant case notes. Additionally, the street outreach staff shall share information on available services utilizing local resources such as SACRD and the Homeless Connections Hotline and will facilitate referrals to those services based upon the desire of the unsheltered person.

17. STAYING CONNECTED TO EXISTING UNSHELTERED PERSONS

17.1 Each week, street outreach staff shall focus primarily on re-engaging and serving unsheltered individuals that were previously encountered.

17.2 Each street outreach worker will have a defined caseload of people who are actively seeking shelter or housing. Caseloads will range between a minimum of 5 and a maximum of 25 unsheltered persons at any given time. Because levels of engagement will vary, street outreach staff may be connecting with more than 25 individuals at any given moment.

17.3 For a street outreach staff to keep an unsheltered person on their caseload, a minimum of one in-person contact must be recorded in Outreach Grid and HMIS each 30-day period. In the event that the unsheltered person is hospitalized, incarcerated or provisionally accommodated for more than 30 days, that person shall be moved off the caseload to inactive status. Should they re-engage in the future, the person's case can be reopened in Homelink and made active. Space on street outreach worker caseload will remain flexible to allow for reengagements.

17.4 Each day of work for the street outreach team shall be planned, documented and strategic in identifying which individuals will be re-engaged and the intended actions for each encounter.

17.5 Re-engagement activities shall be designed and implemented to assist the unsheltered person in taking steps from being unsheltered to sheltered or housed in better living accommodations, including through utilization of problem-solving and diversion strategies.

17.6 As part of re-engagement activities with unsheltered persons, street outreach staff shall coordinate with the agency receiving the housing referral through Homelink and SARAH Homelink Navigators to verify chronic homeless status and collect related documentation, whenever it is warranted.

17.7 As part of re-engagement activities with unsheltered persons, in addition to verification of chronic homeless status where it is warranted, the street outreach staff shall take any and all actions to ensure the person has the appropriate documentation to verify their eligibility for the program and move into housing, shelter and/or services.

18. OPERATIONAL DOCUMENTATION

18.1 Street outreach staff shall ensure all Universal Data Elements are recorded accurately in the Homeless Management Information System (HMIS) within two business days of contact with an unsheltered person. This serves to maintain client activity on the Homelink Master Waitlist. If there is a significant life event or change in a person's living situation, this should be updated and documented in HMIS and/or Outreach Grid.

18.2 Street outreach staff will meet the documentation requirements for their program and/or funding source if they extend beyond the Universal Data Elements required for all Street Outreach programs. If client documents

are available (e.g. ID Cards, Birth Certificates, etc.), then staff should upload these items into Outreach Grid which will interface with HMIS.

18.3 Street outreach staff shall ensure case notes pertaining to street outreach are recorded completely in Outreach Grid which will interface with HMIS within two business days of contact with an unsheltered person.

19. OUTREACH GRID

19.1 Street outreach workers in San Antonio and Bexar County will utilize Outreach Grid to coordinate outreach efforts, enter information about outreach encounters in the field, and update client records as necessary and appropriate.

19.2 In most cases, direct outreach staff will be assigned an Outreach Worker role in Outreach Grid, which provides access to client management, camp management, case management, agency projects, Point-in-Time (PIT) Count tools and PIT Count Command Center, referrals (to other agencies or within their own), and incidents. Outreach workers may create and update client records through Outreach Grid, assign themselves as a client's case manager, and refer their clients to shelters. Outreach workers can inform other users of a missing client using a BOLO ("Be On the Lookout") alert.

19.3 Lead street outreach team members may be assigned the role of Case Manager in Outreach Grid. Case managers have the same access as outreach workers, as well as access to reports and housing tools. Case managers can also assign other users to a client and have edit and duplication access on any client assessment.

19.4 Other roles in Outreach Grid, including First Responder, Shelter Operator, Housing Navigator, Administrator and Reader will be assigned by the City of San Antonio to persons involved in the delivery, planning, and coordination of street outreach services in San Antonio and Bexar County as necessary and appropriate.

20. THE INTERFACE WITH HOMELINK (COORDINATED ENTRY)

20.1 Street outreach staff shall assist with any necessary documentation to refer an unsheltered person to housing and services through Homelink, including making connections to Homelink hubs if needed. There will be collaboration between street outreach staff and the housing referral partner to complete all necessary documentation for housing. Partners should work together to ensure there are as few barriers to housing as possible and that documentation is collected as early as possible and completed in a timely manner.

20.2 SARAH shall ensure unsheltered persons are added to SARAH's community's Housing Waitlist if the person is eligible and not already included on the list. Clients whose assessment score meets the vulnerability threshold will be added to the waitlist. This will be completed through Homelink Full workflow.

20.3 When an unsheltered person is identified through SARAH's priority pool for an upcoming housing referral or is identified as a match for a housing vacancy through Homelink, street outreach staff shall coordinate with the housing agency to locate the individual and provide transportation as needed.

21. CONSENT

21.1 Street outreach teams shall receive explicit consent from any unsheltered person to provide a service to them. Street outreach staff will ensure that they receive a verbal or signed Release of Information (ROI) from

unsheltered persons to share and or disclose data as needed to coordinate care and access to services. Client consent will be required to be entered into HMIS through Outreach Grid via scan or picture.

21.2 The agency for whom street outreach staff work is responsible for maintaining records of consent to receive service for unsheltered persons, as well as any consents pertaining to the release and sharing of personal information if there is a current outreach enrollment open for that agency.

21.3 Some unsheltered individuals encountered may not be cognitively well enough to provide consent. In those rare instances, street outreach staff shall work with a City-provided professional to have a capacity assessment completed on the person to determine their legal ability to provide consent for themselves. A case note must be entered in the digital platform used to highlight the assessment provided by those professionals.

22. CONFIDENTIALITY

22.1 Agencies and staff conducting street outreach activities shall adhere to all confidentiality, privacy and security standards established by the CoC's HMIS Standard Operating Procedures.

22.2 Street outreach staff shall confidentially maintain the identity of all unsheltered persons encountered through their professional efforts unless there is explicit consent to share that information with others, as documented through a signed Release of Information (ROI) uploaded to HMIS.

22.3 Electronic records of information shall be password protected to decrease the potential of a privacy breach.

22.4 Street outreach staff that makes physical notes on paper related to their street outreach efforts shall ensure the papers remain confidential during and after work hours.

22.5 Information about an unsheltered person including, but not limited to, name, date of birth, Social Security Number, location, presenting issue(s), referrals, and action steps shall not be divulged to any third party unless there is explicit consent to do so or a legal duty to report.

23. RECORD KEEPING

23.1 Agencies and staff conducting street outreach activities shall adhere to all documentation and record keeping standards established by the CoC's HMIS Standard Operating Procedures.

23.2 Street outreach staff are responsible for meeting or exceeding their employer's requirements for record keeping, as well as all record keeping requirements identified in their funding contract.

23.3 Unsheltered persons receiving street outreach shall be informed of what information is part of their record of engagement and service, how that information is stored and protected, and how to access or amend that information in the future if they so desire.

24. CASE CONFERENCEING

24.1 Street Outreach Case Conferencing will occur regularly to support street outreach staff and teams in improving engagement, services and follow-through with particular unsheltered persons to help advance their progress towards accessing shelter, housing and services.

24.2 Outreach staff participating in Street Outreach Case Conferencing should ensure that appropriate consents are in place to share information regarding particular unsheltered persons. Street Outreach Case Conferencing will include only approved staff, and all attendees must have Outreach Grid and/or HMIS access at the time of participating in Case Conferencing.

24.3 If a person has been connected to street outreach for 12 months and remains unsheltered most days of the week and is not on a pathway to housing but verbally expresses a desire for housing, this case will be brought to Street Outreach Case Conferencing to develop a course of action and strategies that may increase the likelihood of the person moving forward with housing.

24.4 With prior notice and approval, an unsheltered person whose case is being discussed may be invited to attend and participate in Street Outreach Case Conferencing specific to their case.

24.5 Given the nature of serving unsheltered persons, Street Outreach Case Conferencing may be convened in the field if it improves the likelihood of an unsheltered person participating in their specific case conference and/or if there are other reasons that would warrant such an approach.

25. PARTICIPATION IN COLLABORATION AND MEETINGS

25.1 Street outreach staff shall make their knowledge and skill available to assist with Point-In-Time (PIT) counts.

25.2 Direct service outreach workers and agency management are encouraged to participate in Street Outreach Case Conferencing meetings, where work between agencies will be coordinated. These meetings will be open to applicable staff and will cover the following activities on a regular basis:

- General on-the-ground coordination between teams;
- Identification of new and priority encampments;
- Space for case conferencing on specific clients;
- Discussion on upcoming housing referrals through Homelink;
- Check-ins on clients who are identified as missing and are active on the BOLO (Be on the Lookout) list; and
- Resource sharing.

Meetings may be separated into multiple segments where the full community can participate in conversations about street outreach but when specific street outreach clients are discussed, it needs to be limited to those people who have authority to access and share that data.

25.3 Street outreach staff are expected to participate in community trainings organized by SARAH and in accordance with the training strategies defined within these Standards.

25.4 Street outreach staff are expected to work effectively and in collaboration with law enforcement conducting outreach activities in their designated Districts, so long as those activities are not related to enforcement.

25.5 Street outreach staff are expected to work effectively and in collaboration with non-profit homeless service providers using 3-1-1 and/or Outreach Grid.

25.6 Street outreach staff are expected to work effectively and in collaboration with members of the broader community, including neighborhood businesses and residents using 3-1-1 and/or Outreach Grid.

26. REFERRALS AND SERVICE CONNECTIONS

26.1 Whenever the street outreach staff are reallocating contact with an unsheltered person to another street outreach staff or any other staff or program from the same or different agency, all reasonable efforts shall be made to ensure that there is a complete and transparent sharing of information, as well as a warm handoff. Warm handoffs occur best when all relevant parties, including the unsheltered person, are in the same location and are sharing information transparently. This process can be coordinated during the Coordinated Entry & Outreach Advisory Committee meetings or at the agency level via Outreach Grid which will interface with HMIS, including making necessary changes to case manager assignments.

26.2 Street outreach workers will be provided with the flexibility to use their judgment and discretion to decide, in partnership with the service provider receiving the referral, how long the warm handoff to shelter or housing needs to be based on the unsheltered persons' situation and needs, within reason given the limitations of their caseload and funding stream.

26.3 Outreach Staff will have access to vehicles in order to safely transport clients to service connections and referral agencies, and may rely on law enforcement if needed and available. Prior to transporting an individual, outreach staff will work with the person to review their belongings and ensure that no weapons, paraphernalia, or other potentially dangerous items are on their person. Outreach staff may also provide bus passes, taxi vouchers, or other forms of public transportation assistance to facilitate client transportation.

26.4 Street Outreach staff should maintain contact with a client and/or receiving program for 2 weeks at a minimum or as needed, to assist with the client's transition and successful handoff with their new provider or level of care.

27. GRIEVANCES

27.1 All agencies delivering street outreach services shall have a grievance policy and accompanying procedures for investigating, and when appropriate, taking action on grievances. The Coordinated Entry & Outreach Advisory Committee is responsible for maintaining a policy regarding notification of grievances against individual agencies or outreach staff.

27.2 Once an unsheltered person has provided consent to receive street outreach services, they shall be made aware of the grievance policy. The CoC's grievance policy is included as an addendum to this document for reference.

28. MONITORING

28.1 A joint monitoring group will be composed of SARAH, the City of San Antonio, and Bexar County. This group may choose to monitor compliance with one or more of the street outreach standards for street outreach services within their jurisdiction as part of contract monitoring activities. The Coordinated Entry & Outreach Advisory Committee is responsible for maintaining a policy regarding notification of violations of the street outreach standards by individual agencies or agency staff.

28.2 Any agency funded through SARAH, the City of San Antonio, or Bexar County found to be out of compliance with one or more of the street outreach standards may be placed on a remediation plan to ensure future fidelity to the standard(s). Failure to remediate may result in loss of future funding.

29. PERSONAL SAFETY & EQUIPMENT

29.1 Street outreach staff and their employers are responsible for promoting personal safety of street outreach staff and taking the necessary measures to decrease risks as is reasonable in the context of street outreach.

29.2 Street outreach staff shall inform their supervisor(s) of their probable locations during their outreach shift, and shall update their supervisor, as appropriate, if there are deviations from the probable locations identified for the shift.

29.3 Street outreach staff shall have a phone with them at all times during the delivery of street outreach duties.

29.4 Each street outreach team shall have access to a First Aid Kit during the delivery of street outreach duties.

29.5 Street outreach staff shall have access to a computer or authorized mobile device for the purposes of data entry into Outreach Grid which will interface with HMIS, case notes, email, and maintaining knowledge of available resources to unsheltered persons.

29.6 Street outreach staff may engage people at or near their encampment site, but shall not enter into a tent or other enclosed space during the provision of services. Outreach staff should request assistance from or make law enforcement aware of their location prior to entering the encampment.

29.7 Street outreach staff shall dress in jeans, long/short sleeve, and appropriate tennis or hiking boots due to environmental conditions such as rough/unleveled terrain, unmaintained brush/thorn bushes, overgrown grass and unknown biohazard situations such as human waste, mold, spoiled food, discarded needles/other paraphernalia and at times general foul odors from trash onsite. City of San Antonio (COSA) funded street outreach staff should wear their appropriate uniforms while on-duty.

30. ENCOUNTERING A HOMELESS INDIVIDUAL IN DISTRESS

30.1 In some instances, street outreach staff will encounter an unsheltered person in physical, emotional, or mental distress. Efforts will be made to engage the unsheltered person and address their distress. When necessary and appropriate, street outreach staff shall mobilize resources within the community through 911 to help address the unsheltered person's distress.

30.2 If the unsheltered person encountered in distress has not already provided informed consent to receive street outreach services, a 911 response may still be appropriate.

30.3 If an unsheltered person is in distress and a 911 response has been activated, the street outreach staff shall take all reasonable efforts to stay with the unsheltered person until assistance arrives and to relay pertinent information to first responders.

30.4 When directed by a funder or supervisor to do so, a summary of an incident involving an unsheltered person in distress and the response shall be provided within 24 hours of the encounter with the unsheltered person in distress.

31. ENCOUNTERING A HOMELESS INDIVIDUAL WHO IS DECEASED

31.1 In very rare instances, street outreach staff may encounter an unsheltered person who has died. A 911 response will be activated in these instances.

31.2 When appropriate and necessary, street outreach staff shall administer efforts to revive the unsheltered person until first responders arrive on scene. Street outreach workers will receive training to administer such interventions as needed, included CPR and administering Narcan/Naloxone, as provided by the City or San Antonio Fire Department.

31.3 When directed by a funder or supervisor to do so, a summary of the incident involving the unsheltered person who is deceased and the response shall be provided within 24 hours of the encounter with the deceased unsheltered person.

32. RESPONDING TO ENCAMPMENTS

32.1 When multiple unsheltered persons are occupying space on public or private property – whether under a tarp, tent, or other handmade shelter or pre-existing structure or by occupying a building on public property for the purpose of habitation – it is considered an encampment. The location of all currently occupied encampments shall be made known to Street Outreach Case Conferencing participants. Similarly, the location of all encampments previously occupied over the past 12 months, but not currently occupied shall be documented in Outreach Grid.

32.2 Encampment site assessments and abatement events are planned weekly and prioritized with the appropriate City Department, homeless street outreach teams and partner providers. Street outreach workers shall be provided with a regularly updated list of current encampments and information regarding upcoming encampment abatements as soon as possible to facilitate effective outreach and engagement efforts. This will be coordinated by the Chair of Street Outreach Case Conferencing.

32.3 Street outreach staff who engage in encampment outreach are expected to work with individuals residing in an encampment to build relationships and make connections to shelter, housing, and/or services prior to an encampment being abated. These efforts should continue before, during and throughout the process of encampment abatement to provide emergency shelter coordination, transportation assistance, and other supportive services to individuals interested in accessing services at sites scheduled for abatement to avoid displacement and/or relocation concerns.

32.4 Street outreach staff will engage with unsheltered persons residing in encampments to conduct a one-on-one needs assessment to determine appropriate access to services and permanent housing goals with persons interested in services. This engagement may include provision of goods, provision of information, relationship and rapport building, and coordination with other resources such as ID recovery.

32.5 Street outreach agencies and staff will be trained and knowledgeable on how and when to engage partner agencies to respond to the health and safety needs of persons residing in encampments, including but not limited to Child Protective Services (CPS), Adult Protective Services (APS), and the Public Health Department. Outreach staff will involve CPS in specific circumstances where there is an imminent threat to health and safety of a child under age 18 and will work with SAPD to make any reports. Otherwise, families experiencing unsheltered homelessness are prioritized for housing and shelter options, including access to Haven for Hope any time of day, allowing outreach staff to quickly identify shelter and housing options for these persons without CPS intervention.

32.6 Street outreach agencies and staff will address encampments through a “clearance with support” framework, which understands encampments need to be abated and closed for public health and safety reasons, but ensures that intense services, supports, and offers of assistance, including temporary and permanent housing options and storage opportunities, are offered well in advance of closure by street outreach workers, if safe conditions exist.

32.7 On a monthly basis, Street Outreach Case Conferencing will identify priority encampments for outreach and will coordinate a schedule of outreach workers, medical professionals, meal services, and transportation to initiate a “surge” response for the unsheltered persons residing in the encampment. This surge should be focused on diversion and problem solving, offering support and services including temporary housing, permanent housing, storage, and working positively with those living in encampments prior to the closure of the encampment and subsequent abatement by building trust and rapport. Many individuals living in encampments may have acute health and behavioral health issues, specifically substance use disorders, and street outreach workers should coordinate with the City and County to provide health and behavioral health services and supports. Street outreach staff involved will debrief the experience afterwards to discuss successes and challenges faced to continuously improve the local encampment response process.

33. INCLEMENT WEATHER

33.1 In cases of severe inclement weather, the City of San Antonio Department of Human Services (DHS) will immediately alert unsheltered persons about the current inclement weather risks and the need to take shelter.

33.2 Street outreach staff will make a reasonable effort to provide support for inclement weather preparations and, as needed, any outreach efforts during emergency or inclement weather operations. This includes, but is not limited to, disseminating information to the unsheltered population about approaching inclement weather, assisting with shelter placement, advising unsheltered persons to relocate to safe areas if shelter is not accepted, system navigation, providing updates to outreach leadership, and coordinating with community partners for shelter, transportation and access to services as needed.

33.3 In rare and exceptional circumstances, street outreach staff may provide access to materials such as a tent to protect the imminent health and safety of an unsheltered person.

34. SERVICE RESTRICTIONS

34.1 In rare circumstances, an unsheltered homeless individual may display actions that present a real and credible threat to street outreach staff or defaces or destroys the property of street outreach staff. In these instances, a service restriction may be issued by the street outreach staff to the unsheltered person if other attempts to de-escalate the situation have been unsuccessful.

34.2 Service restrictions may be issued verbally to the unsheltered person and should be documented in Outreach Grid and HMIS to include documentation of de-escalation strategies/attempts.

34.3 If it is the first time an unsheltered person has exhibited behavior prompting a service restriction by an agency, the service restriction period shall last no longer than seven (7) calendar days. This service restriction and the reason for the restriction should be documented in HMIS and/or Outreach Grid.

34.4 If the unsheltered person has engaged in the same behavior repeatedly resulting in subsequent service restrictions by an agency, the service restriction period shall last no longer than 14 calendar days. This service restriction and the reason for the restriction should be documented in HMIS and/or Outreach Grid.

34.5 No unsheltered person in San Antonio or Bexar County shall receive a permanent service restriction. However, for the health and safety of specific street outreach staff, in extreme cases that are approved by their supervisor, a particular street outreach staff may be exempt from having to engage with a specific unsheltered person in the future. This staff exemption should be documented in HMIS and/or Outreach Grid.

34.6 Information pertaining to any or all service restrictions may be requested by SARAH, the City of San Antonio, and/or Bexar County and shall be furnished within three business days if requested.

35. ENGAGEMENT ON PUBLIC PROPERTY AND PRIVATE PROPERTY

35.1 Street outreach services shall be provided on all public property within any street outreach team catchment area that is open to all member of the public such as parks, sidewalks, greenspace, etc.

35.2 Outreach staff will work alongside the City of San Antonio's Development Services Department and the San Antonio Police Department to conduct outreach activities on private property if assistance is needed.

35.3 Street outreach services may be available inside public buildings within street outreach team catchment areas, such as libraries and community centers, on a limited basis. Doing so should come with knowledge and permission of the staff within the public buildings. Outreach in public buildings should consume no more than 20% of the street outreach team's time in any given week and should be limited to engaging only those persons experiencing homelessness who are unsheltered when not in the public building.

35.4 Street outreach services may be provided on unsheltered public and private property that is actually part of the public infrastructure, such as a culvert or other public property with restricted access such as an environmentally sensitive area.

35.5 Street outreach services may be provided on quasi-public property within the catchment area of street outreach services, such as the parking lot surrounding a strip-mall or business, unless expressly requested by the property owner or operator not to do so.

35.6 Unless expressly invited by the owner, operator of a private building or coordinated with the City of San Antonio, street outreach activities are not to occur within a private building such as a business or restaurant.

36. INTERFACE WITH LAW ENFORCEMENT

36.1 Street outreach staff should not be the entity responsible for communicating or leading enforcement activities involving unsheltered persons.

36.2 Whenever possible, street outreach staff shall be available to assist unsheltered persons in the event law enforcement is asked to assist with reported encampment concerns. Law Enforcement will coordinate with the designated homeless outreach coordinator who will then contact the homeless outreach team to schedule a site visit to assess the site, substantiate reported concerns and offer homeless outreach assistance. Efforts shall be made by street outreach staff to make referrals and help each person connect to resources in the event of

enforcement activities. Street outreach staff are present to assist the unsheltered person(s) only, and are not to engage in any enforcement activities themselves.

36.3 When law enforcement is asked to participate in outreach and engagement activities, they may request street outreach staff to participate in those activities with them. If there is time to coordinate, this request from law enforcement will be made to the Chair of Street Outreach Case Conferencing, who will communicate with the necessary outreach teams. If the matter is urgent, law enforcement shall contact outreach teams as necessary and feasible.

36.4 In rare circumstances, street outreach staff may witness behavior or actions on the part of an unsheltered person that may trigger a legal duty to report the incident or information to law enforcement. Street outreach staff shall contact their direct supervisor in such circumstances for guidance on police involvement. If it is determined that law enforcement intervention is appropriate and necessary, street outreach staff shall do so promptly and thoroughly in these rare instances.

36.5 Law enforcement may witness behavior or actions on the part of an unsheltered person outside of the scope of encampment outreach efforts that may trigger a legal duty to report the incident or information to Department of Human Services and the non-profit agency. Law enforcement officers shall contact their direct supervisor in such circumstances for guidance on agency involvement. If it is determined that Encampment Partner intervention is appropriate and necessary, law enforcement shall do so promptly and thoroughly in these rare instances.

37. COORDINATING WITH HEALTH-FOCUSED ACTIVITIES SERVING UNSHELTERED PERSONS

37.1 Street outreach staff shall identify unsheltered persons who would benefit from being assessed and/or receiving service from health-focused activities serving unsheltered persons. With consent, those individuals and their location shall be communicated to the health care team.

37.2 Street outreach staff will be non-judgmental and client-focused in discussing the physical, behavioral and mental health needs of unsheltered persons.

37.3 Street outreach staff will build trust and rapport with unsheltered persons and will practice active listening to learn about their health and wellness concerns over the course of outreach engagements.

37.4 To ensure the privacy and confidentiality of the health information of unsheltered persons, street outreach staff shall not divulge health-related information to the health team about any unsheltered person unless there is a consent in place that explicitly allows the street outreach staff to do so.

37.5 Street outreach staff, when consents are in place, shall exchange information with the health team related to housing progress and other relevant service details.

37.6 Street outreach staff will work with local hospitals to coordinate transportation and medical care for clients in need of medical care that is more intensive or urgent than can be provided by the health team through street outreach efforts.

38. AMENDING STREET OUTREACH STANDARDS

38.1 These Street Outreach Standards for San Antonio and Bexar County are formally accepted as part of the CoC Written Standards and therefore are required to be updated and approved by the CoC at least annually.

38.2 With regular coordination happening between street outreach providers, updates and edits to these standards will likely be identified in discussion and problem-solving around on-the-ground work. In this case, it will be the responsibility of the Chair of Street Outreach Case Conferencing to track suggested edits and communicate them to the Coordinated Entry & Outreach Advisory Committee of the CoC Board.

38.3 If an agency or funder identifies specific standards that need to be revised, they may go directly to the Coordinated Entry & Outreach Advisory Committee of the CoC Board to recommend revisions.

38.4 Changes to these Standards will be discussed and voted upon by the Chair of Street Outreach Case Conferencing and the Coordinated Entry & Outreach Advisory Committee of the CoC Board.

38.5 The community will specifically engage people with lived experiences of unsheltered homelessness to continuously help inform the outreach standards and practices of San Antonio/Bexar County.

38.6 The Coordinated Entry & Outreach Advisory Committee will make recommendations for changes to the Homeless Street Outreach Standards to the SARAH Board of Directors, which operates as the CoC Board. The SARAH Board of Directors in their role as CoC Board will have final approval on all updates and edits to these Standards.

37.7 All amendments changed on an at-need basis will be communicated to street outreach services promptly and with an implementation date of at least 30 days after the amendment to the standard.

SECTION II: 2021 OUTREACH TEAM WORK PLAN

The following action items have been identified for continued collaborative work and discussion in order to strengthen street outreach efforts in San Antonio/Bexar County for 2021.

Priority Level	Action Item
High	Establish Street Outreach Case Conferencing under the SARAH Membership Council to provide direct service coordination for street outreach activities.
High	Establish a new Coordinated Entry & Outreach Advisory Committee of the SARAH Board of Directors with designated voting seats made up of representatives from different outreach types, individual(s) with lived homeless experience, program staff, and City and County representatives to guide the policy direction for improving street outreach and coordinated entry efforts across the community.
High	Implement the following processes for the use of Outreach Grid in San Antonio/Bexar County: <ul style="list-style-type: none"> • Develop data entry processes in Outreach Grid • Establish training modules for Outreach Grid • Determine permission levels for various roles within Outreach Grid; assign by agency and staff person • Establish data quality standards and monitoring practices for Outreach Grid • Establish process for non-compliance with data entry for those required to do so • Develop an average length of time toolkit to track homeless to housing benchmarks similar to the USICH Homeless Veteran Housing Benchmark used during the Mayors Challenge to End Veteran Homelessness achieved by San Antonio on May 9, 2016.
High	Develop a visual representation of all organizations that conduct or coordinate outreach in San Antonio/Bexar County, including their geographic coverage area, restrictions on their work, type(s) of outreach conducted staff names and phone numbers, and other useful information
High	Discuss how to coordinate encampment outreach, including how to facilitate early engagement, build trust and limit law enforcement involvement, and provide transportation to shelter, housing, and/or services when accepted.
High	Define process and key responsibilities for documenting chronic homelessness status between street outreach staff and housing agencies receiving housing referrals through Homelink.
High	Define process and key responsibilities for documenting chronic homelessness status between street outreach staff and housing agencies receiving housing referrals through Homelink.
High	Develop flow chart of ideal transportation options for unsheltered persons in San Antonio/Bexar County by geographic area.

Medium	Explore a “hub” model to provide outreach and engagement resources in assigned locations across Bexar County. Hubs could be stationary or roving based on outreach staff capacity/needs.
Medium	Establish a mechanism in the homeless response system for clients to confirm and document their experience of homelessness. Consider using Haven for Hope’s Homeless Eligibility Form as a framework.
Medium	Improve process for street outreach team to identify and document “high utilizers” of hospitals and other health and behavioral health systems.
Medium	Identify strategy for targeting flood prone areas for outreach in advance of storms.
Medium	Recruit outreach workers from communities most vulnerable to experiencing unsheltered homelessness.
Medium	Identify process for ensuring access to street outreach services across geographic areas after hours. Considerations include “on call” outreach staffing and on-demand assistance through Outreach Grid.
Medium	Develop a graphic that shows the expected flow of interactions between outreach workers and unsheltered persons and expected or desired outcomes of engagement
Low	Increase coordination with community-embedded organizations (i.e. faith communities, grassroots groups, etc.) around street outreach efforts.
Low	Develop shared guidance for street outreach workers on where to find low cost resources for unsheltered persons (i.e. thrift stores, City and County programs).
Low	Identify an allied professional to work with outreach teams to complete a capacity assessment for persons who may not be cognitively well enough to provide consent for services to determine their legal ability to provide consent for themselves.

SECTION III: AGENCY SIGNATURES AND AGREEMENT TO STREET OUTREACH STANDARDS

The below signed agencies providing street outreach services in San Antonio and Bexar County agree to the street outreach standards established in this policy document in their entirety. The signed agencies agree to monitor outreach staff compliance with the street outreach standards established in this policy document and are committed to the continuous quality improvement of these standards based on feedback from staff, clients experiencing unsheltered homelessness, and other community stakeholders.

Signatures:

Katie Vela, Executive Director
South Alamo Regional Alliance for the Homeless (SARAH)

Melody Woolsey, Director
City of San Antonio, Department of Human Services

Morjorie White, Homeless Administrator
City of San Antonio, Department of Human Services

Robert Reyna, Community Development Manager
Bexar County

Molly Biglari, Interim President and CEO
Haven for Hope of Bexar County

Nikisha Baker, Executive Director
SaMMinistries

Matt Brown, CEO
Centro San Antonio

Sandra Whitley, Executive Director
THRIVE Youth Center

William F. Wilkinson III, CEO
Roy Maas Youth Alternatives

Gavin Rogers, Executive Director
Corazon San Antonio

APPENDIX A: ACRONYMS AND DEFINITIONS

Assertive Engagement: the process whereby a worker uses their interpersonal skills and creativity effectively to make the environments and circumstances that their service users are encountered in more conducive to change than they might otherwise be, for at least the duration of the engagement.

BIPOC: Acronym for “Black and Indigenous people of color.”

By-Name List: real-time list of people experiencing homelessness in San Antonio/Bexar County.

Clinical outreach: outreach that is conducted by a trained clinician in order to assess and address immediate health and behavioral health needs and make connections to the homeless and health care systems that will result in positive health outcomes for the individual.

Continuum of Care (CoC): a group organized to carry out the responsibilities prescribed by HUD in the CoC Program Interim Rule for a defined geographic area. The CoC for San Antonio/Bexar County is the South Alamo Regional Alliance for the Homeless (SARAH).

Coordinated Entry (CES): a process developed to ensure that all people experiencing a housing crisis have fair and equal access and are quickly identified, assessed for, referred, and connected to housing and assistance based on their strengths and needs. The Coordinated Entry System in San Antonio/Bexar County is referred to as Homelink.

Cultural humility: an ongoing process of self-exploration and self-critique combined with a willingness to learn from others. It means entering a relationship with another person with the intention of honoring their beliefs, customs, and values. It means acknowledging differences and accepting that person for who they are.

Diversion: a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing.

Encampment: location where multiple unsheltered persons is occupying space on public property, whether under a tarp, tent, or other handmade shelter or pre-existing structure or by occupying a building on public property for the purpose of habitation.

Encampment outreach: outreach conducted to individuals residing in an encampment to build relationships and make connections to shelter, housing, and/or services prior to an encampment being abated.

General outreach: light-touch outreach that focuses on consistency, relationship building, and meeting immediate needs until and individual is ready to accept shelter, housing, or services.

Harm reduction: a set of practical strategies and approaches designed to lessen the negative social and/or physical consequences associated with various human behaviors, both legal and illegal, including substance use and other higher risk behaviors.

Homeless Management Information System (HMIS): local information technology system used to collect client-level data and data on the provision of housing and services to individuals and families at risk of or experiencing homelessness.

Housing Problem-Solving/Problem-Solving: a person-centered, housing-focused approach to explore creative, safe, and cost-effective solutions to quickly resolve a housing crisis — even if just temporarily — with limited or no financial support. Problem-Solving is not a one-time event and instead, problem-solving techniques can be used in many

circumstances to support a more effective implementation of homelessness prevention, diversion, and rapid exit strategies.

“In-reach”: outreach involving efforts to engage with individuals and make housing connections before they leave an institution or other system of care, including hospitals, jails, and foster care.

LGBTQIA+: common acronym for the Lesbian, Gay, Bisexual, Pansexual, Transgender, Genderqueer, Queer, Intersex, Two-Spirit, Agender, Asexual, and Ally community.

Mental Health First Aid: a national program to teach the skills to respond to the signs of mental illness and substance use.

Motivational Interviewing: a style of working with individuals that focuses on allowing each person to direct the change rather than telling them what they need to do.

Outreach Grid: integrated mobile technology tool that enables outreach workers, social service providers, & enforcement agencies to collaborate on homelessness information on one platform in one language.

Population specific outreach: subcategory of shelter/housing focused outreach that focuses on making connections to a particular population, such as Veterans or youth experiencing homelessness.

Positive Youth Development (PYD): an intentional, prosocial approach that engages youth within their communities, schools, organizations, peer groups, and families in a manner that is productive and constructive; recognizes, utilizes, and enhances young people’s strengths; and promotes positive outcomes for young people by providing opportunities, fostering positive relationships, and furnishing the support needed to build on their leadership strengths.

Release of Information (ROI): signed statement by a client authorizing the sharing of information about their situation.

SACRD: Acronym for San Antonio Community Resource Directory. SACRD.org is a directory of resources offered by congregations, nonprofit organizations, government agencies, and compassionate groups in and around San Antonio.

Homelink: The name for the Coordinated Entry System used in San Antonio/Bexar County.

South Alamo Regional Alliance for the Homeless (SARAH): the local Continuum of Care (CoC) Lead Agency and Collaborative Applicant for CoC funding from the U.S. Department of Housing and Urban Development (HUD)

Shelter/housing focused outreach: builds on general approaches, developing long term relationships to support people in making their next step towards safe and appropriate housing.

Street outreach: a professional homeless services intervention that focuses primarily on supporting individuals with accessing shelter and/or permanent or temporary housing, depending on the needs of the client, by building trusting relationships and ongoing rapport.

Trauma-informed care: an approach in the human service field that assumes that recognizes the presence of trauma symptoms and acknowledges the role trauma may play in an individual's life and circumstances.

Universal data elements: data elements which all HMIS participating projects funded by HUD are required to complete.

Unsheltered homelessness: a person experiencing homelessness who resides in a place not meant for human habitation, such as cars, parks, sidewalks, abandoned buildings (on the street).

Vulnerability Index - Service Prioritization Decision Assistance Tool (VI-SPDAT): survey administered to individuals and families to determine risk and prioritization when providing assistance to homeless and at-risk of homelessness persons.

APPENDIX B: COC CLIENT GRIEVANCE POLICY

Rationale: Client concerns and grievances should be resolved promptly and fairly, in the most informal and appropriate manner. Agencies should inform clients of the following process for filing a grievance. Clients will be free from Agency interference, coercion or reprisal should they choose to file a complaint.

Policy: SAHomelink will respond to grievances in the following manner, depending on the nature of the concern or grievance.

- A. Housing Program Grievance** – Grievances about experience(s) with homeless housing programs will be redirected back to the program to follow grievance policies and procedures of that organization. Agencies should maintain internal documentation of all complaints received. This information should not be sent to SARAH unless requested, either by the client or by SARAH. The foregoing procedures are in addition to, and not in lieu of, the anti-discrimination policies established by the Department of Housing and Urban Development (HUD), and SARAH.

If you are not satisfied with the housing program’s response to your grievance, contact the SARAH Coordinated Entry Program Manager following the directions listed in section C below. SARAH staff will review the grievance, and if needed, schedule a grievance mediation. You may make your request by telephone or in writing.

- B. Fair Housing Grievance** – Grievances about a landlord or property owner’s screening practices which appear to have a discriminatory impact:

1. Contact the City of San Antonio Fair-Housing Program
<http://www.sanantonio.gov/humanservices/FinanceEmergency/FairHousing>

Phone: (210) 207-8189

Address: 106 S. St. Mary’s, 7th Floor
San Antonio, TX 78205

- C. Homelink Experience Grievance** – Grievances about Homelink policies and procedures should be sent to SARAH following the procedures below. A grievance is an expression of dissatisfaction about any aspect of the Homelink service experience. It is an informal process that can be initiated orally or in writing. Upon receipt of an informal complaint, reasonable assistance will be provided by SARAH staff involved and may include supervisory or administrative staff to help obtain a satisfactory resolution to the concern.

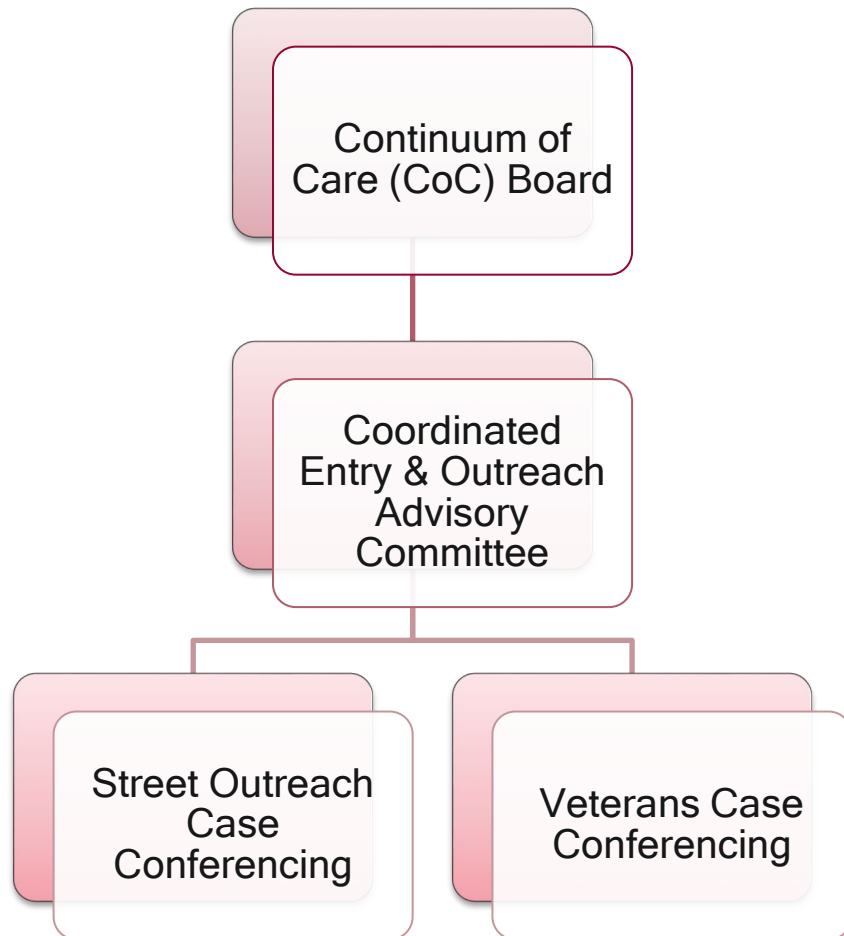
Procedures: Please send your grievance letter to South Alamo Regional Alliance for the Homeless (SARAH) at 4100 E. Piedras Suite 105, San Antonio, TX 78228, or by email to contactSARAH@SARAHomeless.org, or by calling the Coordinating Entry Program Manager at 210-876-0720.

For all grievance letters, emails, or phone voice messages, please include:

1. Your name
2. The date
3. Your contact information
4. The best times and ways you can be reached
5. An explanation of your concern/grievance
6. What action you believe would solve the problem

APPENDIX C: STREET OUTREACH GOVERNANCE STRUCTURE

The following graphic demonstrates the local governance structure for policy and practice decisions regarding street outreach in San Antonio/Bexar County.



APPENDIX D: COORDINATED HOMELESS ENCAMPMENT OUTREACH EVENTS INTER-DEPARTMENTAL PROCEDURES



Policy Title	Coordinated Homeless Encampment Outreach Events Inter-Departmental Procedures
Policy Number	
Initial Effective Date	10/1/2018
Revision Number(Date)	
Approval	Melody Woosley <i>new</i>

PURPOSE:

This policy establishes standardized procedures and responsibilities for all participating agencies involved with homeless encampment outreach events to ensure proper coordination of services, safety of staff, and to ensure the rights of the identified homeless individual(s) are respected. Participating parties include the following City of San Antonio Departments and community partners: Department of Human Services (DHS), Transportation and Capital Improvements (TCI), Solid Waste Management, San Antonio Police Department (SAPD), Development Services Department (DSD), Parks and Recreation Department (Parks), Office of Risk Management (ORM), Animal Care Service (ACS) and Haven for Hope.

SCOPE OF SERVICES:

This SOP is applicable for all coordinated encampment outreach events occurring on City Right of Ways (ROW), Parks Right of Ways (ROW) and private property.

SPECIFIC RESPONSIBILITIES OF THE PARTIES:

Department of Human Services (DHS):

- Serves as the lead coordinating agency before, during and after the encampment outreach and clean-up event.
- Upon receipt of encampment cleanup requests, the DHS Homeless Division Representative(s) will do the following:
 - Prioritize encampment requests
 - Schedule encampment assessments and cleanups with the appropriate parties.
 - Within 48-72 hours of the scheduled cleanup day, will organize pre-cleanup outreach efforts with Haven for Hope and SAPD to issue notices and request for the homeless individuals to begin collecting their belongings in preparation for the coordinated encampment outreach event.
- Documents findings from the coordinated encampment outreach events on an internal tracking sheet. Data collected includes, cleanup date, address, number of homeless individuals identified and accepted services, participating agencies, follow-up items, personnel expenditures, etc.
- Submits a quarterly report to the City Manager's Office and Participating City Departments on outcomes.

Transportation and Capital Improvements (TCI):

- Forwards encampment requests directly received through City Council, community reports, and the City of San Antonio 311 system to DHS Special Projects Manager to begin scheduling the initial assessment and cleanup (if applicable).
- Provides staff and equipment for the removal of debris and illegal housing structures during coordinated homeless encampment outreach events.
- Provides all labor, materials, tools, equipment, transportation, and supplies required for homeless encampment abatement within the limits and/or jurisdiction of the City of San Antonio (e.g. City ROW and Parks ROW when authorized).
- Dispose of materials collected during the encampment cleanup.
- Tracks the amount of debris tonnage collected and costs associated with the cleanup (e.g. TCI personnel, equipment and material/waste) and submit data to DHS on a quarterly basis.

Solid Waste Management:

- To assist with the hauling of material(s) brought to the curb by TCI, Parks or others involved in the coordinated encampment outreach efforts.
- Can assist with the removal of bulky material brought to the street or other easily accessible locations upon request.

San Antonio Police Department (SAPD):

- San Antonio Fear Free Environment (SAFFE) Officers:
 - SAPD SAFFE Officers will accompany the team during the cleanup and outreach events to ensure the safety of all involved and assist with homeless outreach efforts.
 - If needed, SAPD SAFFE Officers will transport homeless individuals to Haven for Hope or the nearest shelter.
 - Tracks SAPD SAFFE personnel expenditures associated with homeless encampments and submits data to DHS on a quarterly basis.
- SAPD Mental Health Detail:
 - Respond to coordinated homeless encampment outreach event when it is suspected that an individual might be suffering from a serious mental illness and/or under the influence of drugs.
 - Provide names of individuals in the Chronic Crisis Stabilization Initiative and contact information for the clinician assigned to case management.

Development Services Department (DSD):

- Submits encampment outreach and cleanup requests to the DHS Special Projects Manager via email if a homeless encampment is reported on private property and homeless outreach services are needed.
- Notifies DHS Special Projects Manager within 24-48hrs. before the scheduled DSD cleanup to coordinated homeless outreach efforts.

- Provides Code Enforcement Notice of Violation on the property notification to the private property owner that there's a Code Violation on their property which requires cleanup within 7-10 business days.
- Posts a Code Enforcement Notice to Vacate on the property, which requires all individuals on the premises to vacate for their safety (if applicable).
- Coordinates with Property Owner to abate the property to become compliant with city codes.
- If property owner is deemed non-compliant of cleanup requirements, then DSD will procure a contractor to clean the area and bill the property owner.
- Sends a reimbursement invoice to the property owner if a contractor was procured for the cleanup.
- Tracks date, location, description of job, contractor and costs associated with the cleanup submit data to DHS on a quarterly basis.

Parks and Recreation Department:

- Submits encampment cleanup and outreach requests to the DHS Representative via email if a homeless encampment is reported on a Parks ROW.
- Notifies DHS of the confirmed Park cleanup date to coordinate outreach efforts.
- Provides staff and equipment for the removal of debris and illegal housing structures on Parks property.
- Provides all labor, materials, tools, equipment, transportation, and supplies required for homeless encampment abatement on Parks property.
- Dispose of the materials collected during the encampment cleanup at the City of San Antonio Solid Waste Department transfer facility.
- Tracks the amount of debris tonnage collected and costs associated with the cleanup (e.g. personnel, equipment and material/waste) and submit data to DHS on a quarterly basis.

Office of Risk Management (ORM):

- Serves as a consultant and provides technical assistance on safety protocols for encampment cleanups in order to address identified workplace safety concerns.
- Facilitates Blood Borne Pathogen Training according to ORM's Blood Borne Pathogens Program
- Provides Hepatitis B Vaccination authorization forms to interested parties once they receive proper training.

Animal Care Services (ACS):

- Transports pets identified during a Homeless encampment cleanup that appear to be unhealthy and/or abandoned to the Animal Care Services shelter.
- Provides clinical health and behavior assessment for animals identified.
- Assists with identifying temporary shelter to pets of homeless individuals accepting services at Haven for Hope when the Haven for Hope kennel is at full capacity. Assists with additional services including, vaccinations and spay/neuter services as appropriate.

Haven for Hope of Bexar County:

- Provides pre and post- cleanup outreach to homeless individuals identified at the encampment cleanup.
- Provides immediate transportation from the encampment cleanup site to Haven for Hope for homeless individuals accepting services.
- Assesses the needs of the homeless individuals through the intake process and enrolls them into the South Alamo Regional Alliance for the Homeless (SARAH) SA HomeLink Coordinated Entry system.
- Provides shelter, case management, food, and access to available resources as appropriate on the Haven for Hope Campus and through collaborative partners.
- Submits HMIS data to DHS for all individuals accepting services during encampment cleanup and outreach events on a weekly basis.

PROCEDURE(S):

I. Pre-Cleanup and Outreach Event:

- DHS receives a report of a homeless encampment or a request for cleanup and outreach.
 - If available, encampment outreach and cleanup requests should include justification of the cleanup, the physical address or nearest location, pictures (if available), description of concern, number of individuals and animals identified on the premises, etc.
- DHS coordinates the initial on-site assessment with SAPD SAFFE, Haven for Hope, TCI, and DSD (if private property) within 48 hrs. of the request.
- During the assessment, the team documents findings, takes pictures of the encampment, determines if a cleanup is deemed necessary, engages with homeless individuals, and encourages them to accept Haven for Hope services.
- If the site is deemed a hazard (unsanitary conditions, uninhabitable living conditions, health hazard for the homeless individual and neighboring community):
 - DHS will disseminate the cleanup schedule via email to all participating parties by close of business on the Tuesday of the scheduled cleanup.
 - DHS, Haven for Hope, and SAPD SAFFE will perform outreach and notify the homeless individual's onsite that a cleanup will occur within 48 hrs.

II. Cleanup and Outreach Day:

- Coordinated outreach efforts are reserved on Thursdays for City Right of Ways (ROW), Wednesdays for Parks and Recreation. The designated day varies for DSD outreach efforts.
- DHS, SAPD and Haven for Hope perform outreach, inform individuals to collect their personal belongings, and confirm that belongings left have been deemed as abandoned.

- Once the site is cleared of individuals and pets (dogs and cats), DHS gives the designated organization performing the cleanup (TCI/DSD/ Parks and Recreation) clearance to begin.
- If a homeless individual return during the clean-up, TCI will stop work and allow DHS and SAPD to address their concerns.

III. Post Clean-up and Outreach Follow-Up:

- Individuals accepting services are transported to the Haven for Hope Intake Department. For individuals declining services, DHS, Haven for Hope and SAPD SAFE will continue to outreach post cleanup periodically or as needed.

Environmental Health and Safety:

- During encampment cleanup and outreach events, staff may be exposed to intravenous needles, human waste, rodents, insects including bed bugs, poison ivy, uneven ground, steep embankments, and other hazards.
 - Specific Homeless Encampment Cleanup safety training should be provided to Departmental staff prior to participating in or attending a cleanup event, in addition to the Blood Borne Pathogen Training provided by the Office of Risk Management.
 - Staff shall use appropriate equipment to pick up sharps (needles, syringes, etc.) and human waste materials to dispose of properly.
 - Any shovels or other non-equipment items used to dispose of human waste will be decontaminated using an off the shelf FDA approved decontaminator or a 10% bleach solution.
 - Individual Departments are responsible for providing staff with appropriate uniforms and tools to ensure safety protocols are followed.
 - Staff shall adhere to their department specific personal protective equipment (PPE) procedures and policies.
 - Approved attire consists of, at a minimum, full length jeans or pants, closed toe boots, and hazmat or nitrile gloves. In addition, staff shall have access to and use hand sanitizer, bug repellent, and safety glasses.
 - Workplace accidents and injuries should be reported in accordance with appropriate COSA Administrative Directives.