


**CITY AND COUNTY OF SAN FRANCISCO  
BOARD OF SUPERVISORS  
BUDGET AND LEGISLATIVE ANALYST**

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**Policy Analysis Report**

To: Supervisor Avalos  
From: Budget and Legislative Analyst's Office   
Re: Review of the Department of Public Works' Enhanced Alleyway Program  
Date: June 2, 2014

**Summary of Requested Action**

Your office requested a review of the Department of Public Works' (DPW) Enhanced Alleyway Pilot Program including an analysis of the resources dedicated to the Program, an estimate of the amount of water used for the Program and the source of that water, a review of the Program's impact on homeless individuals and a review of the homeless outreach training that Program staff have received.

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**Executive Summary**

- DPW implemented the Enhanced Alleyway Pilot Program in September 2013 to address the increased number of requests for street cleaning in certain locations along Market Street and the Central Freeway. The Alley Crews work eight-hour shifts from 4:30 a.m. to 12:30 p.m., collecting litter and trash and cleaning and steaming the streets and sidewalks. The San Francisco Police Department (SFPD) provides police escorts to the Alley Crews. Estimated DPW and SFPD expenditures for the first six months of the program from September 2013 to March 2013 are \$911,202.
- DPW crews fill their 200-gallon steamer truck tanks from the City's fire hydrants, which are managed by the San Francisco Public Utilities Commission (PUC), using approximately 600 gallons of water per day. Fire hydrant water comes from the Hetch Hetchy Regional Water System and is potable water. While City policy is for City departments to replace potable water with non-potable water when feasible, DPW does not consider use of non-potable water in the steamer trucks to be possible because the steam emitted from the trucks may violate State restrictions on using non-potable water in airborne spray. Conversely, PUC staff noted that it may be possible for broom sweepers and steamers to in fact use recycled water; however, they have not yet investigated this possibility.
- The Alley Crews must often request homeless individuals who sleep on the streets to move in order to clean the sidewalks. Although the Coalition on Homelessness and the Mayor's Housing Opportunity, Partnerships and Engagement (H.O.P.E) program report that they received complaints early in

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the implementation of the Enhanced Alleyway Pilot Program of homeless individuals being sprayed with water, both organizations state that they have received fewer or no complaints since January 1, 2014.

- Alley Crew staff are not trained to conduct homeless outreach but do receive training in how to interact with the public, including personal safety practices and de-escalating potential conflicts. SFPD staff report that the police officers that escort the Alley Crews also assist the Alley Crews with connecting homeless individuals with services if requested, with processing a homeless person's property ("bag and tag"), and with accessing the Human Services Agency's (HSA) Homeward Bound Program which pays for a homeless person's bus ticket home under certain conditions.
- Although DPW plans to evaluate the effectiveness of the Enhanced Alleyway Pilot Program over the next year and adjust program locations, services and hours as indicated, the Department does not have clearly-defined performance metrics to evaluate the program.

### **Recommendations**

DPW should establish or improve the performance metrics used to evaluate the Enhance Alleyway Pilot Program, including:

1. Tracking the Littler Patrols Crews' route completion rate;
2. Establishing a threshold amount of trash and other materials that would merit reducing the number of cleaning days or the number of cleaning days on certain streets that may not have as much trash and other materials;
3. Establishing other performance metrics that could be used to measure the success of the Enhance Alleyway Pilot Program; and
4. Reporting back to the Board of Supervisors in six-months prior to December 31, 2014 on the three recommendations mentioned above and the progress of the Enhance Alleyway Pilot Program using these metrics.

Additionally, PUC staff should:

5. Report to the Board of Supervisor's in six-months prior to December 31, 2014 on its evaluation of using recycled water for DPW's steamer trucks that are used for Enhance Alleyway Pilot Program and its plan to meter, track and bill for fire hydrant water not used for firefighting purposes.

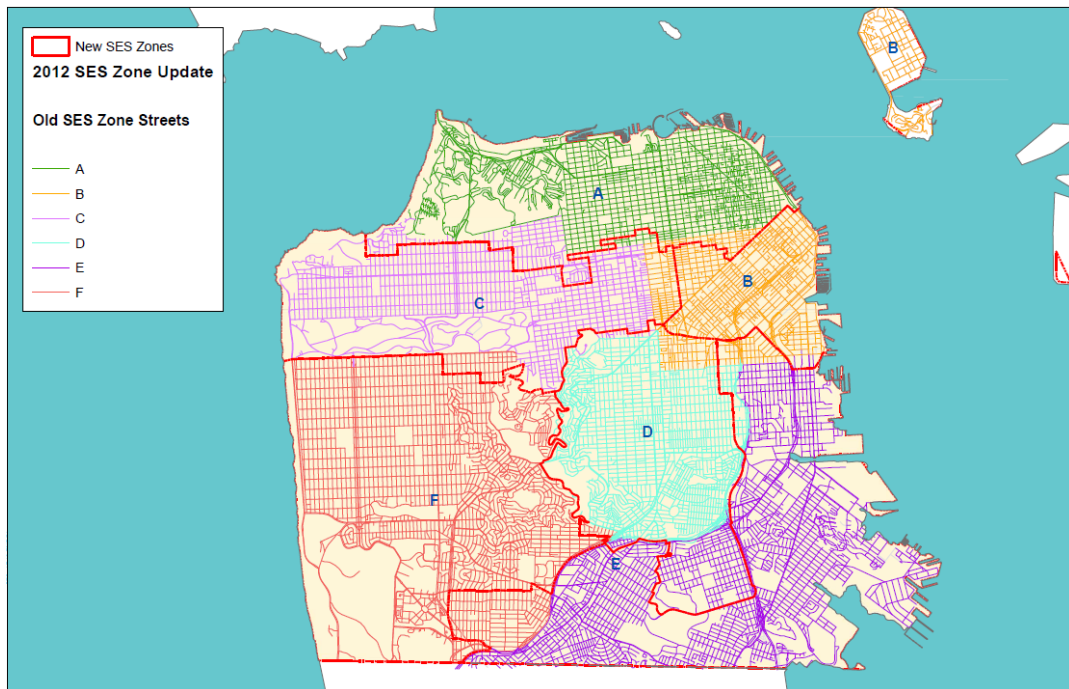
## I. Background

### The Enhanced Alleyway Pilot Program

The Department of Public Works' (DPW) Enhanced Alleyway Pilot Program was initiated on September 17, 2013 in response to the growing number of requests for public cleaning services on certain streets and alleyways in the City of San Francisco's (the City) downtown neighborhoods.

DPW currently has six Litter Patrol Crews consisting of 8 to 16 members that manually clean the streets and sidewalks within one of the six zones (A through F) outlined in Exhibit 1 below.

**Exhibit 1: Litter Patrol Crew Zone Map**



Litter Patrol Crews clean specific block routes and respond to cleaning service requests made by the public within their zones. Service requests can originate from a member of the public calling 3-1-1, or connecting to the City's customer service center using the 3-1-1 smart phone application. Members of the public can also call 28Clean, DPW's customer service center.

According to street steaming and street cleaning service requests collected by DPW from July 2013 to March 2014, 34% of all cleaning requests were for zone B

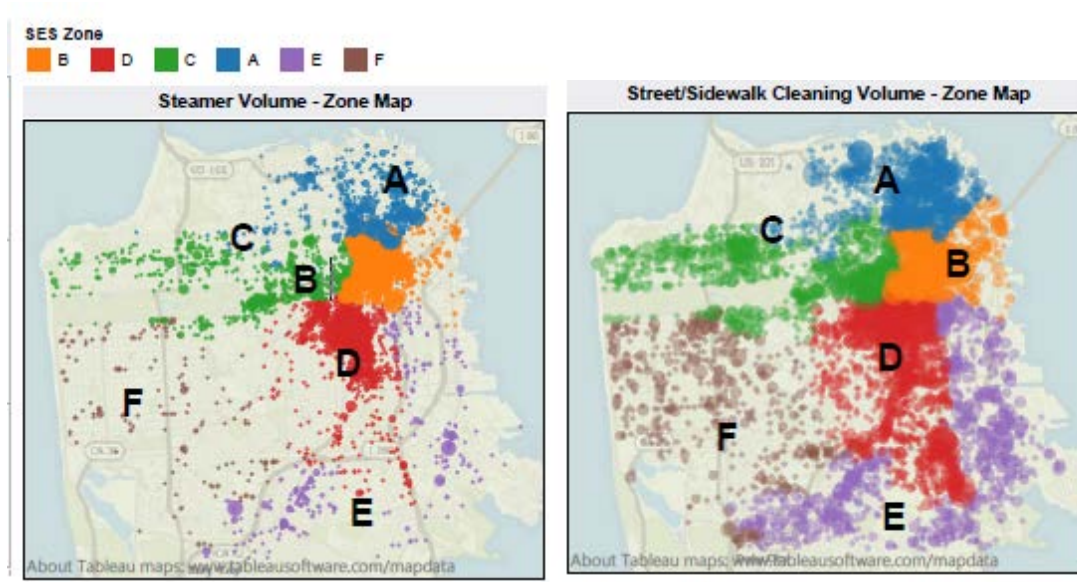
and 24% were for zone D, as shown in Exhibit 2 below. Exhibit 3 provides a geographic display of the street steaming and cleaning service requests by zone.

**Exhibit 2: Service Requests for Steamer and Street Cleaning by Zone**

Zone	Steamer Cleaning	Street Cleaning	Total	Percent of Total
A	832	1,688	2,520	13%
B	<b>4,626</b>	<b>1,823</b>	<b>6,449</b>	<b>34%</b>
C	875	1,686	2,561	14%
D	<b>1,712</b>	<b>2,758</b>	<b>4,470</b>	<b>24%</b>
E	367	1,529	1,896	10%
F	173	716	889	5%
<b>Total</b>	<b>8,585</b>	<b>10,200</b>	<b>18,785</b>	<b>100%</b>

Source: Budget & Legislative Analyst's Office with data provided by DPW Staff

**Exhibit 3: Maps of Steamer and Street Cleaning Requests by Zone**



Source: DPW Bureau of Street Environmental Services

DPW staff report that the Litter Patrol Crews in zones B and D were having difficulties cleaning their regular block route due to the large volume of service requests in their zones. In response to the increase in workload, DPW's management staff assembled two Alley Crews to focus on cleaning specific alleyways and streets with high volumes of service requests in zones B and D, allowing the Litter Patrol Crews to concentrate on their block routes and other zone service requests.

The Enhanced Alleyway Pilot Program is composed of Alley Crews A and B, each consisting of one General Laborer and three Environmental Service Workers. One

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to two police officers from the San Francisco Police Department's (SFPD) Central, Southern, Tenderloin, Northern or Mission stations escort the Alley Crews along their routes. The Alley Crews' shift begins at 4:30 a.m. and ends at 12:30 p.m., Tuesday through Saturday.

The Alley Crews' routes were selected by DPW management staff based on the volume of 3-1-1 service requests for each alleyway and street in zones B and D. The streets and alleyways selected are shown in Exhibit 4 below. DPW staff noted that these locations are hot spots for piles of trash, vomit, urine, human excrement, and improperly discarded hypodermic needles that pose a risk to public health and safety.<sup>1</sup> The Alley Crews also respond to 3-1-1 calls if they are near the location where the call for service was requested which could require cleaning a street more than once during a shift.

**Exhibit 4: Enhanced Alleyway Pilot Program Alley Crew Routes**



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<sup>1</sup> According to the U.S. Food and Drug Administration, used needles and other sharps are dangerous to people and pets if not disposed of safely because they can injure people and spread infections that cause serious health conditions. The most common infections are: Hepatitis B (HBV), Hepatitis C (HCV), and Human Immunodeficiency Virus (HIV).

In February and March of 2014, the Alley Crews discarded a total of 1,605 needles, recovered 187 deserted carts that were brought back to the DPW yard and returned to their owner, conducted 10 “bag and tag” procedures,<sup>2</sup> and disposed of 70.8 tons of trash, according to data collected by DPW staff.

The supervisors of the Littler Patrol Crews in zones B and D report that their crews’ ability to complete their daily routes has increased since the Enhanced Alleyway Pilot Program was implemented; however, DPW staff were not able to provide data to support this improvement in performance as DPW only measures the Littler Patrol Crews’ performance by their response time to service requests. The target is to respond to a request within 48 hours.

DPW will evaluate the progress of the Enhanced Alleyway Pilot Program over the next year by tracking the change in service requests for zones B and D, assuming that as a result of the Alley Crews’ additional work in these zones, the number of service requests for steam cleaning, “bag and tags” and street cleaning will decrease.

Based on data collected by DPW on service requests for street steaming and street cleaning in zones B and D in August 2013, prior to the implementation of the Enhanced Alleyway Pilot Program, and March 2014, service requests for street steaming and street cleaning have increased in both zones with the exception of street steaming requests in zone D, which have decreased by 15%.

DPW staff assert that the increased service requests could be due to several reasons including: program visibility, additional ways to request service such as the 3-1-1 smart phone application, new businesses or change of commercial uses in the area, increased late-night use, increases in population, and increased work-day population due to new officers in zones B and D. DPW staff report that they will be tracking the trends over the next year to better understand what is driving the increase in service requests.

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<sup>2</sup> “Bag and Tag” refers to DPW or SFPD collecting an individual’s items which may have been abandoned or confiscated for a variety of reasons, placing the items in a bag and storing the items in DPW’s storage yard for the individual to claim.

**Exhibit 5: DPW Street Steaming and Street Cleaning Service Requests from August 2013 to March 2014**

	Street Steaming Requests			Street Cleaning Requests		
	August 2013	March 2014	Percent Increase/Decrease	August 2013	March 2014	Percent Increase/Decrease
Zone B	515	615	19%	157	207	32%
Zone D	192	163	-15%	213	380	78%

Source: DPW Bureau of Street Environmental Services

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**II. Enhanced Alleyway Pilot Program Resources**

The combined labor cost for DPW and SFPD to staff the Enhanced Alleyway Pilot Program for approximately six-months, from September 17, 2013 to March 7, 2014, is estimated to be \$911,202.

**DPW's Labor Costs**

DPW's budget staff reported spending approximately \$566,646 on labor for the Enhanced Alleyway Pilot Program as of March 7, 2014 which consists of 9.25 FTEs (full time equivalent positions), shown in Exhibit 6 below, and includes fringe benefits, paid time off and indirect costs.

**Exhibit 6: DPW Staff Dedicated to the Enhanced Alleyway Pilot Program**

Class Description	Weekly Hours	FTE	Total Hours/Wk	Total Hours as of 3/7/14
Supervisor I	40	0.5	20	554
Program Analyst	40	0.75	30	200
Environmental Service Workers	40	6	240	6,648
General Laborer	40	2	80	2,216
<b>Total</b>	<b>n/a</b>	<b>9.25</b>	<b>370</b>	<b>9,618</b>

Source: DPW Budget Staff

DPW management staff created the Enhanced Alleyway Pilot Program by reassigning two General Laborers and six Environmental Service Workers from the Littler Patrol Crews to the Alley Crews, expanding the responsibilities of a Supervisor I and hiring a temporary Program Analyst. DPW budget staff advised that the Program Analyst is funded through salary savings in FY 2013-14 budget.

DPW's Environmental Service Workers clean and steam the streets while the General Laborers lead and supervise each Alley Crew. The Supervisor I oversees both Alley Crews and the Program Analyst supports the program with data analysis, training and coordination with other City departments that provide homeless services.

DPW budget staff is currently working with the Mayor's Office to fund the Enhanced Alleyway Pilot Program in the FY 2014-15 budget for estimated expenditures of \$1,290,000 on an annualized budget.

#### **SFPD's Labor Costs**

According to SFPD's budget staff, 11 police officers participate in the Enhanced Alleyway Pilot Program. The police officers are assigned to the program from the following five police stations: Central, Tenderloin, Northern, Mission and Southern. The Southern station assigns three police officers to escort one Alley Crew three times a week, while the other stations assign two police officers to escort one Alley Crew twice a week. On average, SFPD provides the Alley Crews 4.6 police officer escorts each day for at least seven hours, beginning at 4:30 a.m. and ending at 11:30 a.m. or later as needed.

SFPD's budget staff reported that they do not budget or record police officers' salaries directly to the Enhance Alleyway Program as the police officers who escort the Alley Crews are assigned to patrol which is recorded in SFPD's greater patrol budget category. However, based on a police officer's hourly wage and benefits,<sup>3</sup> the average number of police officers that work each day and the number of hours worked, it costs the SFPD approximately \$12,439 to escort the Alley Crews each week or \$344,556 from September 17, 2013 to March 7, 2014.

#### **Equipment**

Each Alley Crew has a steamer truck, pick-up truck and flat-rack truck. The steamer truck has a heated water unit located in the truck bed which connects to a hose that Alley Crew staff use to spray steam on the sidewalk. The pick-up truck and flat-rack trucks are used to haul away trash and other materials. The trucks used by the Alley Crews were existing DPW vehicles, according to DPW Budget staff, and were not an additional cost of the Enhanced Alleyway Pilot Program.

The Alley Crews also use the following cleaning supplies which come from DPW's existing street cleaning supplies: brooms, shovels, gloves, safety goggles, safety vests, respirators, liquid deodorant, sharps containers, prongs for safely picking up needles, garbage cans, and plastic bags.

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<sup>3</sup> \$77.26 is the hourly wage including fringe benefits for a Q4 Police Officer, Step 5.



## **Water**

The water that the Alley Crews use to fill their 200-gallon steamer truck tanks comes from the City's fire hydrants, which are managed by the San Francisco Public Utilities Commission (PUC). According to DPW staff, on average, Alley Crew A fills its steamer truck tank once per day and Alley Crew B fills up its steamer truck twice per day which, in total, is an average of 600 gallons of water per day. The water that flows from the City's fire hydrants comes from the Hetch Hetchy Regional Water System and is potable water.

DPW budget staff report that DPW does not pay the PUC for the water they take from the fire hydrants. Although there is no official agreement for the arrangement, PUC staff report that it is a normal practice for DPW to tap into the City's fire hydrants for street cleaning purposes.<sup>4</sup> PUC staff noted that DPW is directed to pull water from fire hydrants that PUC would normally have to flush water through for water quality reasons. PUC staff further noted that their Customer Services and Water Resources Division are currently considering the development of a plan to meter, track, and bill for fire hydrant water not used for firefighting. Water from fire hydrants used for firefighting would remain non-billable.

As part of the Mayor's February 10, 2014 Executive Directive 14-01, which requires City departments to explore the feasibility of replacing potable water with non-potable water sources for street cleaning, DPW has begun to fill its flusher trucks with recycled, non-potable, water from PUC's Southeast Water Treatment Plant. DPW's flusher trucks hold 3,600 gallons of water and wash down the City's streets and alleyways.

DPW staff reported that the steamer trucks used by the Alley Crews cannot be filled with recycled water because recycled water is prohibited from creating an airborne spray when used, pursuant to Order 96-011 of the California Regional Water Quality Control Board, San Francisco Bay Region. Because steam is emitted to clean the streets for the Enhanced Alleyway Pilot Program, the steamer trucks are not eligible to use recycled water.<sup>5</sup> Conversely, SFPUC staff noted that it may be possible for broom sweepers and steamers to in fact use recycled water; however, they have not yet investigated this possibility.<sup>6</sup>

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<sup>4</sup> If DPW paid for the water it uses from the fire hydrants at the regular rate for commercial and general uses (W-1C), which is \$5.40 per 100 cubic feet, or 748 gallons, DPW would pay SFPUC \$4.33 a day for water use plus the monthly meter cost totaling \$1,795 a year for the Enhanced Alleyway Pilot Program.

<sup>5</sup> Reclaimed water permits are issued by the San Francisco Regional Water Quality Control Board.

<sup>6</sup> SFPUC is currently working with City Departments to determine which types of vehicles could use their recycled water truck fill station for non-potable uses. SFPUC is prioritizing vehicles for the fill station based on the quantity

### III. Impact on Homeless People

The objective of DPW's Enhanced Alleyway Pilot Program is to remove trash and other materials that pose a threat to public health prior to the beginning of the typical work day when a large volume of people begin to traverse the streets. In the process of working toward this objective, homeless individuals who sleep on the streets that the Alley Crews clean are asked to move.

According to Ms. Jennifer Friedenbach, Executive Director of the San Francisco Coalition on Homelessness, during the early stages of the Enhanced Alleyway Pilot Program the Coalition on Homelessness she received several complaints from homeless individuals claiming that they were being sprayed with water or witnessed another individual being sprayed with water by the Alley Crews. After January 1, 2014, Ms. Friedenbach advised that she received fewer complaints.

Mr. Bevan Dufty, Director of the Mayor's Housing Opportunity, Partnerships and Engagement (H.O.P.E) program concurred that he received similar comments during the onset of the Enhanced Alleyway Pilot Program but noted that DPW staff have been responsive to the complaints and he has not received any further complaints.

DPW staff report that it has a strict policy that water cannot be deliberately sprayed toward an individual, and that an investigation will be conducted, and appropriate disciplinary action taken, if that policy is violated.

Based on testimonials, Ms. Friedenbach advised that sleep deprivation has been the greatest impact of the Enhanced Alleyway Pilot Program on the homeless population. Several volunteers who observed the Alley Crews while they worked reported that homeless individuals were woken up by the Alley Crews at various times in the morning beginning at 4:30 a.m. and were asked to move to accommodate the cleaning by either the Alley Crew staff or police officers.<sup>7</sup> The

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of water used and the ease of converting the truck so that it may use the fill station. SFPUC has already evaluated DPW flusher trucks and street tree trucks and are currently evaluating SFPUC Wastewater Enterprise vector trucks. SFPUC is planning to evaluate broom sweeper and steamer trucks after the Wastewater Enterprise vector trucks.

<sup>7</sup> Pursuant to Article 1, Section 168 of the San Francisco Police Code, also referred to as the Civil Sidewalks Ordinance, it is unlawful to sit or lie on a public sidewalk or any object placed on a public sidewalk during the hours of 7:00 a.m. and 11:00 p.m. except under certain circumstances. The Police Code does not prohibit homeless individuals from sitting or lying on a public sidewalk between the hours of 11:01 p.m. and 6:59 a.m. as long as the individual is not obstructing the free passage of pedestrians (Municipal Police Code Sections 22-24) and has not set up a structure for lodging such as a tent or make-shift tent without the City's permission (California Penal Code 647(e)).

volunteers reported that homeless individuals either leave the area or wait nearby until the Alley Crew finishes, then return to sleep on the wet sidewalk. Some homeless individuals have obtained tarps to prevent themselves and their belongings from getting wet.

DPW staff reported that they considered delaying the Alley Crews' start time from the current start time of 4:30 a.m. until later in the morning, but noted that they preferred the Alley Crews to be off of major thoroughfares before the morning commute and Muni traffic. DPW staff specifically noted that they would like to have the Alley Crew off Market and 13th/Division Streets before 6:00 a.m. in order to reduce traffic disruption.

Ms. Friedenbach also asserted that the enhanced street cleaning is causing homeless individuals who sleep in more industrial areas, such as the area under the freeway at Duboce Avenue and Mission Street, to migrate to more residential areas causing residents to complain. Ms. Friedenbach also claimed that the Enhanced Alleyway Pilot Program is excessive and that it is not necessary for DPW to perform five days of enhanced street cleaning in addition to the regular Littler Patrol Crews.

DPW staff noted that the streets and alleyways need to be cleaned five days a week as the Alley Crews are currently collecting an average of 3,434 pounds of trash, 41 hypodermic needles, and six abandoned carts each day. DPW staff advised that if the Alley Crews' cleaning days are reduced, it would negatively affect the environmental health of the streets that they clean. However, DPW staff further noted that if there are decreases in the collection of these items in the future, DPW will be able to reduce the number of cleaning days.

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#### IV. DPW Alley Crews' Training and Policies Related to Homelessness

Due to the nature of the Alley Crews' work, they are often in direct contact with the homeless population. DPW's Alley Crews are not trained to conduct homeless outreach; however, they have received various types of training that could assist them with outreach as well as general interactions with homeless people.

In terms of general interactions with homeless people, DPW offers the following three training programs which can be applied to the Alley Crews' work.

**Soft Skills Training:** DPW Employees attend quarterly "soft skills" training that provide best practices for working in public spaces and working with the public. Trainers then explain DPW's policies, standards and best practices for the situation.

**De-escalation:** Since DPW employees perform work throughout the City at all hours of the day and night, employees attend mandatory safety training. In addition, their supervisors provide safety tailgates nearly every day to remind employees of potential dangers. DPW's policy and standard practice is to avoid engaging with anyone who might appear agitated or dangerous and to inform a supervisor and safely leave the area.

**Safe Practices:** The non-profit, San Francisco Safety Awareness for Everyone (SAFE), provides periodic personal safety training to stay alert, have a plan and trust your instincts. The training includes being courteous and cautious when entering areas where people dwell in the public right-of-way.

The Enhanced Alleyway Pilot Program staff was also given specific training on homeless outreach by Jason Alberston from the Department of Public Health's (DPH) Homeless Outreach Team (SFHOT). Mr. Albertson led a training session on the continuum of homeless services on February 28, 2014 and six Environmental Service Workers, one General Laborer and the Program Analyst attended this training.

If an individual requests information on access to homeless services, the Alley Crews can provide tri-fold business cards with information on homeless shelters, where to obtain meals or medical services and other related phone numbers. The business cards were created by DPH's Project Homeless Connect and are shown in Appendix A. If the Alley Crews need outside help related to connecting homeless individuals with services, the SFHOT team can be called or the SFPD Homeless Outreach group. The SFHOT teams are typically called multiple times a week by the Alley Crews or the Program Analyst, according to DPW staff.

Prior to implementing the Enhanced Alleyway Pilot Program, DPW staff met with Mr. Dufty from H.O.P.E and representatives from DPH, SFHOT, and SFPD to notify them about the program. DPW meets with these entities monthly to discuss the many efforts in which they collaborate including the Enhanced Alleyway Pilot Program.

SFPD staff report that the police officers that escort the Alley Crews also assist the Alley Crews with connecting homeless individuals with services if requested, with processing a homeless person's property ("bag and tag"), and with accessing the Human Services Agency's (HSA) Homeward Bound Program which pays for a homeless person's bus ticket home under certain conditions.

The Alley Crews and SFPD follow specific procedures for handling a homeless person's belongings in the event that the individual requests that the Alley Crew store their possessions or if SFPD requests this as part of an arrest, according to DPW staff. The procedure is to: (1) place the personal items in plastic bags; (2) label each bag with the descriptive information so the owner may claim the items; (3) bring the items to a storage container at the DPW Operations Yard where the items are inventoried and logged into a record book. Items are stored until they are retrieved within 90 days. If the items are not retrieved in the allotted time period, DPW disposes of the items. Mr. Will Daly, a shelter client advocate for the Coalition on Homelessness, reported that many homeless people are not aware of the option to have their belongings stored.

## **V. Conclusions and Policy Considerations**

The Enhanced Alleyway Pilot Program is supplementing the cleaning efforts of DPW's regular Litter Patrol Crews due to the large volume of cleaning service requests in the downtown area. Since the Pilot Program's implementation, the Alley Crews have aided the Litter Patrol Crews by disposing of trash and other dangerous materials from the streets, which has positively contributed to the environmental health of the City.

Due to the nature of the Alley Crews' work, members are constantly interacting with homeless individuals. The Alley Crews have participated in general safety training and training focused on communicating with homeless individuals to better approach these situations. Additionally, the Alley Crews can provide homeless individuals with materials on various services and can utilize outside resources such as SFHOT whose expertise is homeless outreach.

The goal of the Enhanced Alleyway Pilot Program is to clean the streets; however, some homeless individuals and residents are impacted. Homeless individuals are woken up early in the morning by the Alley Crews and may disperse to residential areas of the City. DPW staff reports that there would be traffic impacts if the Alley Crews were to begin cleaning later in the day and large amounts of trash and other dangerous materials would remain on the streets if they do not maintain a five-day cleaning schedule.

DPW staff reported that they will be reviewing data on service requests over the next year to understand trends and the overall effectiveness of the Enhanced Alleyway Pilot Program; however, as a non-permanent, pilot program, DPW should have clearly defined measures in place to determine the success of the Enhanced Alleyway Pilot Program in order to decide whether the program should be continued or modified.

DPW staff reported that the Litter Patrol Crews' ability to complete their daily routes has increased since the implementation of the Alley Crews; however, DPW is not currently tracking whether the Litter Patrol Crews are completing their routes. DPW reported that the number of the Alley Crews' cleaning days could be decreased if the amount of trash, needles and carts that are collected are reduced, but DPW has not specified the amount of collected items that would trigger a decrease in cleaning days. Additionally, DPW reported that they would evaluate the Enhance Alleyway Pilot Program based on the number of service requests in zones B and D and success would be measured by a decrease in service requests. However, after seven months of data collection, service requests are increasing which could be due to numerous external variables.

Based on these findings, DPW should establish or improve the performance metrics used to evaluate the Enhance Alleyway Pilot Program. This includes:

1. Tracking the Littler Patrols Crews' route completion rate; and
2. Establishing a threshold amount of trash and other materials that would merit reducing the number of cleaning days or the number of cleaning days on certain streets that may not have as much trash and other materials; and
3. Establishing other performance metrics that could be used to measure the success of the Enhance Alleyway Pilot Program; and
4. Reporting back to the Board of Supervisors in six months prior to December 31, 2014 on the three recommendations mentioned above and the progress of the Enhance Alleyway Pilot Program using these metrics.

With regard to adhering to the Mayor's Executive Directive 14-01 which seeks to replace potable water with non-potable water sources for street cleaning and DPW's use of water from fire hydrants, SFPUC staff should:

5. Report to the Board of Supervisor's in six-months prior to December 31, 2014 on its evaluation of using recycled water for DPW's steamer trucks that are used for Enhance Alleyway Pilot Program and its plan to meter, track and bill for fire hydrant water not used for firefighting purposes.

## Appendix A



**PROJECT  
HOMELESS  
CONNECT.™**

### EMERGENCY RESOURCE GUIDE

#### FOOD

- **Glide**, 330 Ellis St.
  - Breakfast: Daily, 8am
  - Lunch: Daily, 12pm
  - Dinner: Mon-Fri, 4pm
- **St. Anthony Dining Rm**, 150 Golden Gate Ave.
  - Lunch: Daily, 11:30a-1:30p
- **Sts. Peter & Paul Church**, 666 Filbert St.
  - Sandwiches: Mon-Fri, 6-6:30p
  - Sandwiches: Sat&Sun, 4p
- **Mother Brown's Kitchen**, 2111 Jennings St.
  - Breakfast: Mon – Fri, 7-9a
  - Dinner: Mon – Fri, 5-7p
- **Martin de Porres**, 225 Potrero Ave.
  - Breakfast: M,T,Th,F, 6:30-7:30a
  - Lunch: Tue-Sat, 12-2p

#### DROP-IN RESOURCES

- **Tenderloin Self Help**, 290 Turk St.
- **6th St. Self Help**, 169 Sixth St.

#### SHELTER for INDIVIDUALS

To reserve a bed, visit one of the SF shelter sites:

- **MCS South** – 525 5th St.
- **United Council of Human Services** – 2111 Jennings
- **MNRC** – 165 Capp St.
- **Glide** – 330 Ellis St.

#### SHELTER for FAMILIES

To access shelter call:

- **Compass Family Services**  
1-855-234-2667

#### MEDICAL

- **Tom Waddell Urgent Care**, 50 Lech Walesa  
415-355-7400
- **SF General Hospital Emergency Department**, 1001 Potrero Ave., # 1E21  
415-206-8111

#### HELPFUL PHONE NUMBERS

- **Suicide Prevention**  
415-781-0500
- **WOMAN, Inc**  
877-384-3578

- **Mobile Crisis**  
415-970-4000

- **SF HOT Team**  
415-734-4233

- **Every Day Connect Resource Line**  
855-588-7968

In case of  
emergency  
call 911