

<b>Finding # 52</b>	<b>The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community.</b>
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<b>Recommendation # 52.1</b>	<b>The SFPD should review and strategically align resources to support the Homeless Outreach Teams, which are currently providing service to the homeless community.</b>
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<b>Recommendation Status</b>	<b>Complete</b>	<b>Partially Complete</b>	<b>In Progress</b>
	<b>Not Started</b>	<b>No Assessment</b>	

**Summary**

The San Francisco Police Department partnered with other city departments to develop a comprehensive strategy to improve services provided to the homeless community. The Healthy Streets Operations Center (HSOC), housed in the police department’s emergency management center, is an example of the realignment of department and City of San Francisco resources to prioritize and deliver services to the homeless community. Department realignment includes designating ranking personnel to serve on the HSOC governing board.

The HSOC charter identifies the role and responsibility of the SFPD and other city departments. To ensure the continuity of resource assignment consistent with the HSOC strategic goals, periodic review and daily partner conference calls monitor the effectiveness of services provided to the homeless community. The daily review allows the department to adjust resources on an as needed basis.

The Department’s response to this recommendation is designated as Complete, however the team will continue to monitor the Department to ensure the described policy and supportive practices are institutionalized.

Compliance Measures		Status/Measure Met
<b>1</b>	Evidence of review/alignment of resources to support HOT teams.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
<b>2</b>	Strategy to prioritize or deliver services to homeless community.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
<b>3</b>	Review/audit to ensure ongoing provision of appropriate services.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

**Administrative Issues**

**Compliance Issues**



## **Collaborative Reform Completion Memorandum**

### **Finding # 52:**

The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community.

Significant amounts of SFPD resources are directed at responding to issues involving the homeless community. The SFPD needs to assess and ensure that these resources are being used to their greatest value.

### **Recommendation # 52.1**

The SFPD should review and strategically align resources to support the Homeless Outreach Teams, which are currently providing service to the homeless community.

**Response Date: 08/31/2020**

### **Executive Summary:**

The San Francisco Police Department is called to deal with a multitude of community problems, however, many of those problems are either non-law enforcement related or would be better resolved with the assistance of strategic partnerships.

Key community issues such as homelessness were generally dealt with SFPD officers being dispatched to make contact with the homeless individuals and reassessing the issue. Generally, non-emergency homelessness issues are low priority calls for service which means response times may be delayed for more pressing matters. Non-emergency homelessness issues may also not be a law enforcement issue and may require other services that SFPD officers are not trained or equipped to handle.

As a model of strategic partnerships, on January 16, 2018, Healthy Streets Operations Center (HSOC) was activated in an effort to promote unity among city departments and external agencies to address homelessness across the city.

San Francisco Police Department, Department of Homelessness and Supportive housing, Department of Public Health, and Public Works take the lead in addressing homelessness across the city and helping people experiencing homelessness.

### **Compliance Measures:**

#### **1) Evidence of review/alignment of resources to support HOT teams.**

By clearly defining roles, responsibilities, and goals, the San Francisco Police Department and its partners ensure a more consistent and coordinated response to the issue of homelessness. This is documented in the Project Charter agreement between



## Collaborative Reform Completion Memorandum

all the departments involved in Healthy Streets Operations Center(HSOC), including project governance, goals and objectives, high level operational processes and each department's roles, responsibilities and resources (See Attachment #1).

The San Francisco Police Department, using the Healthy Streets Operation Center (HSOC), engages in data collection and analysis to measure the effectiveness of strategies aimed at all community policing issues, particularly its response to the homeless community. The analysis is part of an ongoing review and publication to reflect the greater commitment for transparency and community engagement.

HSOC uses a weekly dashboard report to measure the progress towards objectives (See Attachment 2). The main objective for the San Francisco Police Department's HSOC unit Operations section Chief is to review the dashboard to measure the productivity of HSOC overall and each individual officer's output. The section review Chief then ensures that the San Francisco Police Department HSOC staffing levels are adequate and deployed appropriately. The dashboard shows how many city 311/911 calls regarding homelessness were received, total calls for service handled by the San Francisco Police Department's HSOC unit, and Tent/Vehicle count totals.

Updated on July 9, 2020, Bloomberg/Harvard City Leadership Initiative prepared the "Healthy Streets Operation Center, A healthy San Francisco for everyone" report (See Attachment 3). The report was revised to meet the new impacts that COVID-19 was unleashing on the City and County of San Francisco. The mission of the report is to have City departments and community partners, coordinated through the Healthy Streets Operations Center, work to improve conditions in the public spaces and reverse the growth in unsheltered homelessness caused by COVID-19. The report set forth three goals. Goal 1 is to reduce the number of unsheltered homeless individuals. Goal 2 is to improve health and safety in public places, especially in highly impacted neighborhoods. Goal 3 is to advance HSOC operations so the collaboration can reduce the use of the San Francisco Police Department resources so that they could be used elsewhere during the pandemic.

As further evidence of review and alignment of resources to support HOT team, in March 2019 the City and County of San Francisco Office of the Controller published the "Review of the Healthy Streets Operations Center, A case study on coordinating San Francisco's response to encampments and street behaviors" (See Attachment 4). This was a one year review of HSOC operations which shows the successes and challenges that were faced during this time period. Using data the report highlighted the city's efforts to show the results of HSOC operations and services deployed. The report made recommendations going forward including the increased use of data, increasing consistency in operations amongst various departments, reevaluating goals and objectives on a continuous basis, and increasing transparency.



## Collaborative Reform Completion Memorandum

- 2) **Strategic plan that defines roles, responsibilities, and goals of each partner relative to homeless issues. Minimally, such strategy should address the SFPD's role, responsibilities and goals.**

The San Francisco Police Department engages with the City and County of San Francisco to conduct joint strategic planning with all appropriate federal, state, and local partners to clearly define roles, responsibilities, and goals in regards to the issue of homelessness.

In August 2018 an Interdepartmental Project Charter for San Francisco's Healthy Streets Operation Center (HSOC) was published. This Project Charter documented the agreement between City and County of San Francisco department's regarding the development and continued operations of San Francisco's Healthy Streets Operation Center (HSOC), including project governance, goals and objectives, high level operational processes and each department's roles, responsibilities and resources. On page 2 under section 4 it states that the HSOC Incident Commander is to be a Commander from the San Francisco Police Department. The San Francisco Police Commander is responsible for coordinating the efforts of each of the agencies responsible for addressing homelessness and unhealthy street behavior in San Francisco. On Page 3 under number 7 it states the San Francisco Police Department handles any public safety issues encountered during response and resolution at encampments. The San Francisco Police Department staffs, at HSOC, an Incident Commander, HSOC Captain, Operations Section Chief, Plans Section Chief, and Operations Support Public Safety Chief. This charter defines the role of the Mayor, 311, City and County of San Francisco Controller's Office, Department of Emergency Management, San Francisco Department of Homelessness and Supportive Housing, San Francisco Department of Public Health, San Francisco Fire Department, and San Francisco Public Works.

The goals of HSOC and the San Francisco Police Department are to ensure San Francisco's streets are safe and clean, meet the housing, shelter, and service referral needs of individuals on the street, improve the medical and behavioral health of individuals on the street, and to deliver coordinated city services to effectively address encampments.

- 3) **Ongoing review of effectiveness in reaching strategic goals and level of service delivery.**

For an example of an ongoing review of effectiveness in reaching strategic goals and the highest level of service delivery HSOC uses a weekly dashboard report to measure the progress towards objectives. The San Francisco Police Department's HSOC unit Operations section chief reviews the dashboard to measure the productivity of HSOC overall and the individual officer's output. The section review chief then ensures that the San Francisco Police Department HSOC staffing levels are adequate and deployed appropriately. The dashboard shows how many city 311/911 calls regarding



## Collaborative Reform Completion Memorandum

homelessness were received, total calls for service handled by the San Francisco Police Department's HSOC unit, and Tent/Vehicle count totals.

The second example of an ongoing review of effectiveness in reaching strategic goals and level of service delivery is documented in daily HSOC conference calls, with each city partner involved in operations, to discuss the most recent and upcoming outreach efforts. The phone calls discuss the effectiveness of that day's outreach including the successes and any need for additional outreach to specific areas. Then it is strategized amongst members of these phone call to plan outreach efforts for the next day, to ensure each partner is notified regarding location, current conditions and issues, and what resources will be needed to deploy. (See Attachment 5). There is also a weekly conference call amongst managers of each city partner involved in operations that discusses any policy revisions, resources needed, updates on outreach efforts and results and to update each other on any issues particular to the individual city partner agency.

The San Francisco Police Department will internally review its effectiveness in addressing homelessness and quality of life related issues. Based on this review, the San Francisco Police Department may change its footprint with its responsibilities and staffing in dealing with homelessness and quality of life related issues. Other agencies outlined in the Interdepartmental Project Charter for San Francisco's Healthy Streets Operation Center, may assume some of San Francisco Police Department's responsibilities in addressing homelessness and quality of life issues.

### **Recommendation Guidance and Policy Development Process/Executive Summary.**

On Thursday, August 27th, 2020, SFPD Professional Standards members participated in a conference call with members of Hillard Heintz and the California Department of Justice. In this call, "Pre-Screen" suggestions and guidelines were discussed for numerous recommendations including *Task 52.2*. A recap of this presentation was communicated via email (See Attachment 6) by Deputy Attorney General Gabriel Martinez:

"For Recommendation # 52.1 (The SFPD should review and strategically align resources to support the Homeless Outreach Teams, which are currently providing service to the homeless community), Cal DOJ and Hillard Heintze agreed that SFPD's collaboration with other agencies through the Healthy Streets Operation Center (HSOC) met the objectives of the recommendation. Based on Hillard Heintze's recommendation, SFPD agreed to include language that SFPD's role in addressing homelessness and related issues are under continuous review, and that based on this review SFPD's footprint may change and other agencies may assume some of SFPD's responsibilities."



## Collaborative Reform Completion Memorandum

### **Attachments:**

Attachment #1 HSOC Charter

Attachment #2 HSOC dashboard report

Attachment #3 Bloomberg/Harvard Collaboration on HSOC Goals

Attachment #4 Review of the Healthy Streets Operations Center

Attachment #5 Daily Phone Call Meeting

Attachment #6 Recommendation Guidance and Policy Development Process /  
Executive Summary Email