

operations and policies so that they are consistent with the shared goal of diverting program participants away from the criminal justice system.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss these further. Thank you.

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Finding # 40: The SFPD does not formalize community engagement in support of community policing practices.

Recommendation # 40.7: The SFPD should develop strategic partnerships on key community issues such as homelessness and organizational transparency to work in a collaborative environment to problem solve and develop co-produced plans to address the issues.

Response Date: 08/17/2020

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 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.

Compliance Measures:

1) Strategic partnership that address key community issues, by issues.

Issue: Homelessness - Healthy Streets Operation Center (H.S.O.C.)

One model of a strategic partnership that the San Francisco Police Department is involved with is the Healthy Streets Operations Center. Healthy Streets Operations Center's mission is to ensure unity of effort among city departments to address homelessness across the city and to help those people experiencing homelessness with services (See Attachment #1) 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 experience homelessness.

The SFPD engages with the City and County of San Francisco to conduct joint strategic planning with all of its appropriate federal, state, and local partners to clearly define



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roles, responsibilities, and goals and continue to address the issue of homelessness and ensure a more consistent and coordinated response to the needs of this growing segment of the city's population.

Issue: Mental Health & Use of Force - Crisis Intervention Team (C.I.T.)

Another example of a model of a strategic partnership that the San Francisco Police Department is involved with is the Crises Intervention Team (C.I.T.). The C.I.T. has partnered with the City & County of San Francisco to develop the Collaborative Crisis Assessment Response Engagement Unit (See Attachment #2). The purpose of the Collaborative Crisis Assessment Response Engagement Unit (CCARE) program is to provide mobile crisis (Police Officers/Clinicians) interventions and assessment to individuals who are experiencing a mental health crisis involving current or likely law enforcement response. Interventions may include: assessment, referral to a mental health facility, de-escalation of situations or individuals, referral and linkage of individuals to needed services, and, when appropriate, follow-up to ensure continued care and hence prevention of further requirements for a law enforcement response. The goals of the CCARE program are to provide a safe, compassionate, and effective responses to individuals with mental illness who come into contact with law enforcement, prevent unnecessary hospitalization and/or incarceration, increase public safety in potentially dangerous situations, and decrease arrests and prosecutions of arrested of mentally ill individuals. The CCARE Unit strives to return non-CCARE law enforcement officers back to regular assignment and allow the CCARE Unit to follow the call/case to appropriate resolution. The CCARE program will provide mental health consultations to law enforcement agencies throughout the County.

Issue Substance Abuse & Street Drug Use - Law Enforcement Assisted Diversion (L.E.A.D.)

A final example of a model of a strategic partnership that the San Francisco Police Department is involved with is the Law Enforcement Assisted Diversion. The Law Enforcement Assisted Diversion is a program modeled after an L.E.A.D. program in Seattle, WA that is funded via a State Grant (SB 1110 – See Attachment #3)

The L.E.A.D. program is a collaboration of the Department of Public Health (D.P.H.), S.F.P.D., the Public Defender's Office (PD), the District Attorney's Office (D.A.), BART Police Department (BART PD), Adult Probation (APD), S.F. Sheriff's Department (SFSD) and two non-profit organizations, Glide Memorial and the Felton Institution (See Attachment #4). The LEAD partnership works collaboratively to divert persons arrested for low level crimes and drug possession away from incarceration and into a pre-booking diversion program that offers them access to a multitude of services.



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- 2) Evidence of collaborative process amongst SFPD, government, and community stakeholders used for problem solving on issues.

Healthy Streets Operations Center:

One evidence of collaborative process amongst SFPD, government, and community stakeholders used for problem solving on issues is the Healthy Streets Operation Center (H.S.O.C.). Healthy Streets Operations Center's mission is to ensure unity of effort among city departments to address homelessness across the city and to help those people experiencing homelessness with services. 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 experience homelessness.

The SFPD engages with the City and County of San Francisco to conduct joint strategic planning with all of its appropriate federal, state, and local partners to clearly define roles, responsibilities, and goals and continue to address the issue of homelessness and ensure a more consistent and coordinated response to the needs of this growing segment of the city's population.

Crises Intervention Team:

The Crises Intervention Team (C.I.T.) uses a collaborative process amongst SFPD, government, and community stakeholders to solve problems. The C.I.T. has partnered with the City & County of San Francisco Department of Public Health to develop the Collaborative Crisis Assessment Response Engagement Unit. The purpose of the Collaborative Crisis Assessment Response Engagement Unit (CCARE) program is to provide mobile crisis (Police Officers/Clinicians) interventions and assessment to individuals who are experiencing a mental health crisis involving current or likely law enforcement response. Interventions may include: assessment, referral to a mental health facility, de-escalation of situations or individuals, referral and linkage of individuals to needed services, and, when appropriate, follow-up to ensure continued care and hence prevention of further requirements for a law enforcement response.

The CIT Working Group is a civilian advisory board comprised of dedicated civilian Community Stakeholders with both personal and professional commitment to Crisis Intervention. Agencies involved include National Alliance of Mental Illness, Mental Health Association of San Francisco, US Dept of Veterans Affairs, CCSF Mayor's Office on Disability, CCSF Department of Police Accountability, University of California San Francisco.



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Law Enforcement Assisted Diversion

L.E.A.D. SF also demonstrates evidence of collaborative process amongst SFPD, government, and community stakeholders used for problem solving on issues. The L.E.A.D. program is a collaboration of the Department of Public Health (D.P.H.), S.F.P.D., the Public Defender's Office (PD), the District Attorney's Office (D.A.), BART Police Department (BART PD), Adult Probation (APD), S.F. Sheriff's Department (SFSD) and two non-profit organizations, Glide Memorial and the Felton Institution. The LEAD partnership works collaboratively to divert persons arrested for low level crimes and drug possession away from incarceration and into a pre-booking diversion program that offers them access to a multitude of services.

3) Plans that address issues.

Healthy Streets Operations Center:

H.S.O.C. plans that address issues around homelessness is to provide a coordinated city response to unsheltered persons experiencing homelessness, individuals struggling with behavioral health issues, cleanliness, and related public safety issues to ensure San Francisco's streets are healthy for everyone. HSOC ensures unity of effort among City departments addressing homelessness and street behaviors across San Francisco. H.S.O.C coordinates and supports efforts to offer services and resources to residents that may be unsheltered or engaged in unhealthy street behavior. The goals of HSOC 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,
- Deliver coordinated city services to effectively address encampments.

Crises Intervention Team:

C.I.T. plans that address issues with those having a mental health crises is to provide mobile crisis (Police Officers/Clinicians) interventions and assessment to individuals who are experiencing a mental health crisis involving current or likely law enforcement response. Interventions may include: assessment, referral to a mental health facility, de-escalation of situations or individuals, referral and linkage of individuals to needed services, and, when appropriate, follow-up to ensure continued care and hence



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prevention of further requirements for a law enforcement response. The goals of the PERT program are to provide a safe, compassionate, and effective responses to individuals with mental illness who come into contact with law enforcement, prevent unnecessary hospitalization and/or incarceration, increase public safety in potentially dangerous situations, and decrease arrests and prosecutions of arrested of mentally ill individuals. The CCARE Unit strives to return non-CCARE law enforcement officers back to regular assignment and allow the CCARE Unit to follow the call/case to appropriate resolution. The CCARE program will provide mental health consultations to law enforcement agencies throughout the County.

Law Enforcement Assisted Diversion:

L.E.A.D. plans that address issues with repeat, low-level drug offenders is to refer them, at the earliest contact with law enforcement, to community-based health and social services as an alternative to jail and prosecution and to address the participant's drug activity and any other factors driving his/her problematic behavior. All LEAD city and community based partners work together to ensure the needs are better meet of individuals with a history of substance use and low level drug offenses. The program aims to improve the health status and reduce the recidivism rate of participants, and strengthen collaboration with city and community based partners. This plan includes assistance with identification, housing, treatment, education, job training, job placement, licensing assistance, small business counseling, child care, or other services.

4) Periodic review/improvement loop process.

Healthy Streets Operations Center:

The San Francisco Police Department participates in the H.S.O.C. Daily Operation's calls, Monday-Friday, 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.



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Crisis Intervention Team:

The San Francisco Police Department participates in the C.I.T. Work Group, which is a civilian advisory board comprised of dedicated civilian Community Stakeholders with both personal and professional commitment to Crisis Intervention, conduct monthly meetings (See Attachment #6). Together they work with SFPD CIT Unit towards clarifying important issues, recognizing CIT goals, and improving the practice of crisis intervention. The meetings are also used to continuously review, and implement when needed, any improvements to the operation of the Collaborative Crisis Assessment Response Engagement Unit and to project and future needs and/or training for the unit and the San Francisco Police Department as a whole.

The San Francisco Police Department also presents an annual End of Year Report to the San Francisco Police Commission (See Attachment #7). The report includes some of the recent highlights, accomplishments and operational goals of the San Francisco Police Department's Crisis Intervention Team program spanning training and field work.

Law Enforcement Assisted Diversion:

The San Francisco Police Department participates in a bi-weekly LEAD Operational Work Group (OWG) meeting (See Attachment #8). These meetings are conducted to discuss, but are not limited to, reports from all participating city agencies and community partners, San Francisco Police Department successes and challenges with participants/potential participants, decisions regarding participants becoming inactive or withdrawing from services which is discussed on an individualized basis at the Operational Workgroup. The feedback from these meeting help to improve outreach and to seek working knowledge from the individual participants that can assist the case managers in their outreach efforts.

The SFPD also participates in monthly Policy Committee (PC) meetings (See Attachment #9). These meetings are co-chaired by the Chief of Police, the District Attorney and the Director of Public Health, or his or her designee. The PC is comprised of 16 high level representatives of each LEAD SF participating public agency, contracted service provider and community stakeholder who represent current local efforts and commissions. PC is charged with developing a shared vision and process for diverting LEAD SF participants from the criminal justice system, and to ensuring commitment to LEAD SF foundational principles of collaboration and shared decision making and oversees the design, implementation and evaluation of LEAD SF goals. These meetings also allow for the ongoing troubleshooting, refinement, reflection, and evaluation of project operations and policies.