



Recommendation 52.2

Tanya Koshy [Redacted]

Mon 10/12/2020 12:04 PM

To: McGuire, Catherine (POL) [Redacted] Scott, William (POL) [Redacted]
[Redacted]
[Redacted] Altorfer, Eric (POL)
[Redacted]
[Redacted]

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Dear Acting Captain Altorfer,

Our office has completed its review of the materials supporting implementation of Recommendation 52.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 52.2: The SFPD should engage 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 in continuing 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.

Response to Recommendation 52.2:

SFPD collaborates with the Department of Homelessness and Supportive Housing, the Department of Public Health, and Public Works to address homelessness in the city. This collaboration has developed into the Healthy Streets Operation Center (HSOC). HSOC provides coordinated outreach to people experiencing homelessness and people struggling with behavioral health issues. The HSOC coordinates services to encampments, provides referrals for housing, shelter, and various services, and works to improve the medical and behavioral health of people. The HSOC partners have put together a charter in August 2018 which describes shared goals and objectives of the HSOC, the evolving strategies to achieve those goals and objectives, and the roles and responsibilities of each member on the HSOC team. Some of the roles for SFPD members include having a SFPD Commander serve as the coordinator of the work of each HSOC member agency. The charter also makes clear that SFPD is responsible for any public safety issues that arise in the course of addressing homelessness in the city.

As part of its work with HSOC, SFPD engages with community organizations, including coordinating same day shelter access with Glide Memorial Church's Walk In Center, free meal programs with Glide and St. Anthony's Church, and mental health services with DORE Urgent Clinic and Mission Mental Health.

HSOC partners regularly convene to ensure adequate support for its work. HSOC partners have daily calls during the week where they discuss that day's efforts at outreach and any need for additional outreach. The HSOC partners also plan for outreach the next day and determine the appropriate level of resources to deploy and the locations of outreach, among other issues. Managers from each of the HSOC partner agencies also meet on a weekly basis to discuss updates on outreach efforts, resources, and the need for any policy revisions, among other issues.

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.

Tanya

[REDACTED]

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Finding # 52	The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community.
Recommendation # 52.2	The SFPD should engage 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 in continuing 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.

Recommendation Status	Complete	Partially Complete	In Progress
	Not Started	No Assessment	

Summary

The Interdepartmental Project Charter for San Francisco's Healthy Streets Operations Center (HSOC) supports the City of San Francisco's collaborative approach for service delivery to the homeless community. The HSOC partnership includes the San Francisco Police Department, Public Works, the Mayor's office and other city departments. The HSOC charter identifies the role and responsibility of the SFPD and other city departments. Protocols require partners to conduct periodic evaluation of HSOC's strategic goals, including assessment by external professionals who study the relationship between the police department and the homeless community; and daily partner conference calls that provide updates regarding the effectiveness of partner initiatives. The Department's participation in the HSOC initiative constitutes meaningful collaboration with partners in providing services to the homeless community.

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
1	Evidence of outreach and engagement with partners and community organizations to advocate for joint strategic planning.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Evidence of joint strategic planning with partners to address homelessness.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3	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.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
4	Ongoing review of effectiveness in reaching strategic goals and level of service delivery.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

Administrative Issues

Compliance Issues



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Finding # 52:

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

Recommendation # 52.2

The SFPD should engage 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 in continuing 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.

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 by dispatching San Francisco Police Department officers to the scene to make contact with the homeless individuals in order to assess the situation. 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 officers may or may not be 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 to assist those who are experiencing homelessness.

The purpose of Healthy Streets Operations Center is a model of strategic partnerships. Healthy Streets Operations Center's mission is to ensure unity of effort among city departments to address homelessness across the city. To help those people experiencing homelessness with services.



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The mission of Healthy Streets Operations Center is to promote information sharing among participating agencies. Oversee and foster coordination among department representatives. Develop processes with stakeholders to gather, analyze and disseminate performance metrics to reflect HSOC operations. Promoting proactive and coordinated responses with participating departments and city agencies.

Compliance Measures:

1) Evidence of outreach and engagement with partners and community organizations to advocate for joint strategic planning.

As evidence of outreach and engagement with partners in joint strategic planning in January of 2018 the San Francisco Police Department, along with the City & County of San Francisco established the Healthy Streets Operation Center (HSOC). HSOC is a collaborative effort of multiple City departments. The primary goals of HSOC relate to connecting individuals in need to the City's system of care, including shelter, housing, treatment programs, healthcare services, and other social supports. All departments engaged in HSOC activities lead with services first.

HSOC also coordinates proactive responses to encampments and other hot spot areas, with the understanding that planned and collaborative outreach and engagement is more likely to successfully resolve issues. Additionally, departments involved in HSOC are responsive to the concerns of San Francisco residents, responding to 311 service requests related to encampments and to 911 and non-emergency requests associated with criminal or safety issues.

As evidence of outreach and engagement with community organizations for joint strategic planning HSOC collaborates with a multitude of community organizations. The San Francisco Police Department distributes the Homeless Resources Sheet (**See Attachment #1**) to its members and makes it available to its HSOC city partners. This sheet is an example of some of the many community organizations that the San Francisco Police Department partners with to provide outreach services.

Some examples are:

- For same day shelter access HSOC partners with Glide Walk In Center and Providence Family Shelter.
- For free meal programs HSOC partners with Glide Memorial Church, St. Anthony's Church and many other community outreach organizations.
- For mental health services HSOC partners with DORE Urgent Clinic and Mission Mental Health.

2) Evidence of joint strategic planning with partners to address homelessness.



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As evidence of joint strategic planning with partners to address homelessness the San Francisco Police Department participates in daily HSOC conference calls, with each city partner that is involved with 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 calls 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 need to be deployed. All participants receive a recap of the conference calls (See Attachment #2). 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.

3) 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 (See Attachment #3) This Project Charter documented the agreement between the involved City and County of San Francisco department's regarding the development and continued operations of San Francisco's Healthy Streets Operation Center (HSOC). This included project governance, goals, 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. At HSOC, the San Francisco Police Department staffs 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



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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.

4) 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 (see attachment # 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 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 need to be deployed. 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 Review of the "Healthy Streets Operations Center, A Case Study on Coordinating San Francisco's Response to Encampments and Street Behaviors" published by the City & County of San Francisco, Office of the Controller on March 19, 2019 (See Attachment #4). The report in section four located on page 38, discussed the future strategies, tactics, and improvements HSOC would need to make. The report said HSOC needed to increase the use of data at the operational level to drive tactical planning, increase consistency in the operational response processes, create a performance management structure to help keep staff focused on achieving well defined results, the use of technology systems such as applications to help enhance work load, and lastly increasing transparency to address easier communication with the public.

At the end of 2019 the principals at HSOC joined in collaboration with Bloomberg/Harvard City Initiative to review and evaluate the operations at HSOC. This was part of the review loop to evaluate the current policy and structure of HSOC



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towards the goal of improving operations and outreach efforts. Due to COVID 19 the collaboration with Bloomberg/Harvard was redirected to evaluate the changes needed due to the pandemic. 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 was 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. 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 5). 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.

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 # 52.2 (The SFPD should engage 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 in continuing 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), Cal DOJ and Hillard Heintze agreed that, similar to 52.1, SFPD had met the objectives of this recommendation through its participation in HSOC. SFPD will also add the recommended language from 52.1 regarding SFPD's continuous review to this recommendation."