

## FY 2022-23 Community Corrections Partnership Survey

# San Francisco County

### CCP Membership

<b>Cristel M. Tullock, MSW</b> Chief Probation Officer	<b>Susie Smith</b> Department of Social Services
<b>Mark Culkins</b> Presiding Judge or designee	<b>Angelica Almeida</b> Department of Mental Health
<b>Catherine Stefani</b> County Supervisor or Chief Administrator	<b>Tajuana Gray</b> Department of Employment
<b>Brooke Jenkins</b> District Attorney	<b>Angelica Almeida</b> Alcohol and Substance Abuse Programs
<b>Manohar Raju</b> Public Defender	<b>Steve Good, Education Partner</b> Head of the County Office of Education
<b>Paul Miyamoto</b> Sheriff	<b>Cedric Akbar</b> Community-Based Organization
<b>William Scott</b> Chief of Police	<b>Beverly Upton</b> Victims' Interests

#### How often does the CCP meet?

Semi-annually, Annually

#### How often does the Executive Committee of the CCP meet?

Annually

#### Does the CCP have subcommittees or working groups

No



## Goals, Objectives, and Outcome Measures

### FY 2021-22

<b>Goal</b>	Increase the knowledge of racial and ethnic disparities in the San Francisco Criminal Justice System.
Objective	Use county-specific findings on racial and ethnic disparities to inform decision-making
Objective	Convene justice system partners to review findings and collaborate on potential ways to address racial and ethnic disparities in San Francisco
Objective	Based on findings from a report on racial and ethnic disparities and on involvement with San Francisco's Human Rights Commission, identify key focus areas and agency-specific next steps designed to address racial and ethnic disparities in the city and county of San Francisco
Outcome Measure	Address key focus areas of racial and ethnic disparities in the justice system during partner and policy meetings
Outcome Measure	Develop framework for measuring key decision points within criminal justice agencies and have departments report back on conducting relevant decision point analysis studies and related efforts within departments
Outcome Measure	Develop and implement Racial Equity Action Plans focused on internal staffing and external interactions with the community.
Progress toward stated goal	<p>See sections entitled "Prioritizing Racial Equity" and "Agency Overviews" for additional context and information on accomplishments toward the stated goal.</p> <p>Additionally, in FY21-22, SF criminal justice agencies continued work to understand racial and ethnic disparities within the justice system. Multiple agencies and stakeholders collaborate on a Safety and Justice Challenge (SJC) initiative funded through the MacArthur Foundation. This multi-year, multi-disciplinary initiative focuses on safely reducing the jail population and addressing disparities in the system. An SJC workgroup meets regularly to discuss demographic and other characteristics of SF's jail population and key strategies to support safe releases from jail, including services and supports for individuals with complex needs. In addition, a Jail Population Review team, comprised of criminal justice stakeholders from 6 different agencies, meet on a regular basis to discuss the jail population and methods to decrease the jail population.</p> <p>Further, the San Francisco Adult Probation Department (SFAPD) continues to advance racial equity in its services to the community through its numerous and formalized engagements with community stakeholders and justice involved individuals. The SFADP employs staff with lived experiences in leadership positions; has formalized policy bodies (e.g., Community Corrections Partnership-CCP and Reentry Council-RC) that include voting members who are formerly incarcerated; has a Community Advisory Board comprised of formerly justice involved individuals who serve as a liaison to the community, provide input on reentry challenges, advise on engagement strategies, and share insights and feedback for ongoing reentry services planning; and leads annual and spontaneous community events for justice involved individuals. These community engagement mechanisms and activities allow SFADP to utilize participatory processes to bring the voices of</p>

	<p>those most in need from the margins to the center of decision-making and service delivery. For example, at public City hearings and public Reentry Council meetings in FY21-22, justice involved individuals in the community and BIPOC led service providers voiced the need for: 1) services that address the complex behavioral health and housing needs of justice involved individuals, and 2) varied approaches to treatment to more fully support individuals and position them for success and sustainable life changes.</p> <p>Lastly, SFAPD applied a racial equity lens into its FY21-22 budget submission and linked its budget proposal to key priorities for the department. These key priorities are designed to equitably organize and synthesize the department's strategic plan, workforce needs, and service delivery. For example, the submission included requests to preserve investments in SFADP's critical community partners (most of whom are BIPOC led; these partners provide essential direct services to justice involved individuals in the community) and to expand alternative treatment options to respond to demands from the community.</p>
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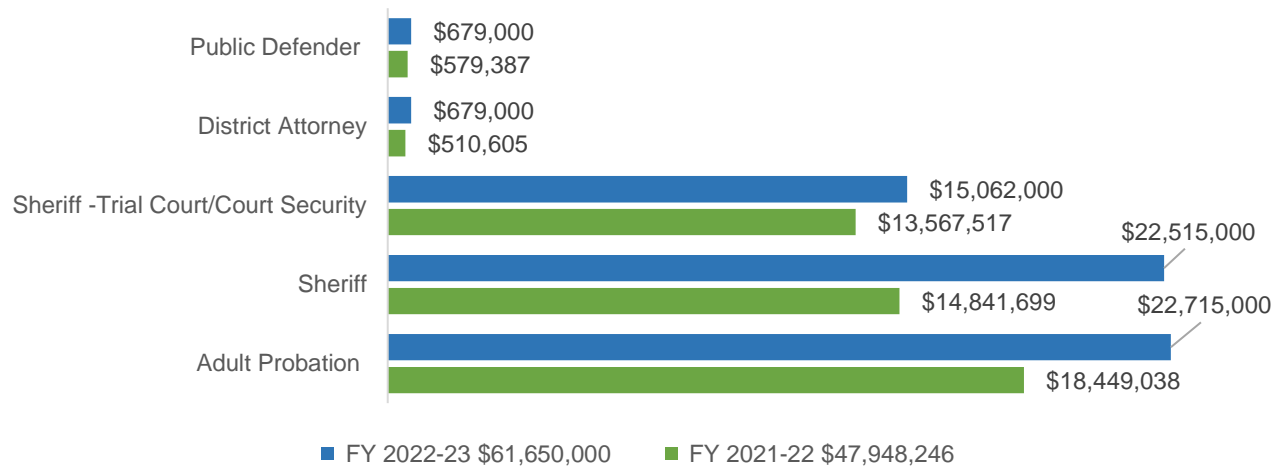
<b>Goal</b>	Expand and strengthen housing, mental health, and substance dependency services for justice involved populations
Objective	Support the establishment of a mental health housing program
Objective	Continue to identify needs of justice involved individuals and strategies to further support these individuals in San Francisco
Outcome Measure	Develop a contract with a housing provider to implement a mental health housing program for ten individuals. The housing provider must focus on recovery and mental health services as a way to support clients' pathways toward stable and permanent housing.
Outcome Measure	Work collaboratively with existing reentry services providers to establish protocols that streamline and expedite referrals to the new mental health housing program
Outcome Measure	Further understand the needs of justice involved individuals by leveraging ongoing initiatives and policy body efforts
Progress Toward Stated Goal	<p>See section entitled "Agency Overviews" for additional context and information on accomplishments toward the stated goal.</p> <p>Justice involved individuals in the City and County of SF (CCSF) have significant behavioral health and housing needs. Justice system partners and support agencies are challenged to meet the needs of clients who have mental illnesses (MI) and co-occurring mental illness and substance abuse, are assessed as having high criminogenic needs, and who may be experiencing chronic homelessness. Demographic data from December 2019 suggest that 56% of clients enrolled in services funded by the SFAPD were diagnosed with a serious mental illness. As of June 2022, conservatively 22% of SFAPD's medium and high risk clients were identified as experiencing homelessness. To better address some of these needs, the SFAPD applied for and was awarded a BJA Justice and Mental Health Collaboration Program grant to implement a new mental health housing program. The goal of this program is to enhance mental health services offered at SFAPD's Community Assessment and Services Center (CASC). SFAPD and the partner applicant, Westside Community Services, implemented a non-punitive, health-centered</p>

	<p>program designed to ensure that individuals struggling with addiction, mental illness, homelessness, and poverty are appropriately directed toward alternatives to the criminal justice system. The program offers up to 12 months of subsidized transitional housing/client, onsite clinical case management and linkages to community reentry supports, and evidence-based clinical services using the Forensic Assertive Community Treatment (FACT) model. As of June 2022 the program had 17 active participants and a 6% recidivism rate.</p> <p>In addition, in late 2021 San Francisco was invited to apply for a Just Home grant, a new Safety and Justice Challenge (SJC) cohort-based project focused on equitable housing opportunities for people involved in the justice system. Applicant agencies were required to be non-criminal justice agencies specializing in housing development and services. The SF Department of Homelessness and Supportive Housing (HSH) submitted an application and was awarded a \$775,000 Just Home planning grant. Under this grant, SF will submit a Housing Investment Action Plan (HIAP) to outline steps the jurisdiction can take to implement programmatic and policy changes for housing solutions designed to reduce the jail population and address racial disparities in both the housing and justice systems. If the HIAP is accepted it will present an opportunity to receive additional support from the MacArthur Foundation in the form of an impact investment.</p> <p>Further, in FY21/22, the SFAPD launched 3 new initiatives to address the complex behavioral health needs of justice involved adults who are unstably housed: 1) TRP Academy: the City's first culturally responsive, abstinence based, therapeutic teaching community; 2) Billie Holiday Center (BHC): a reentry stabilization center that provides housing, case management, and mental health services to justice involved adults experiencing homelessness, including those released from county jail; the BHC provides connections to next step resources including drug treatment, detox, transitional housing, and permanent housing; and 3) Project Minna: a dual diagnosis transitional housing program with onsite behavioral health and supportive services.</p>
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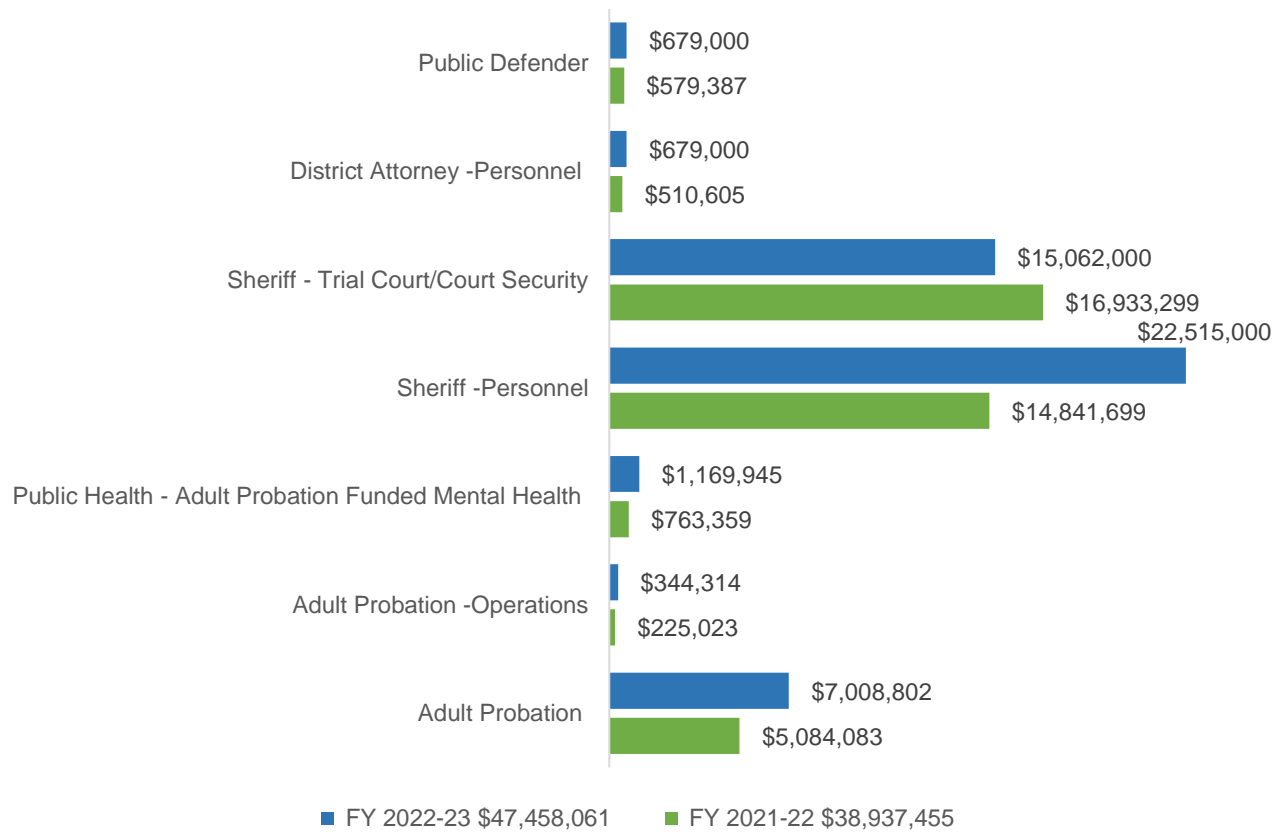
**The San Francisco County CCP reports it will use the same goals, objectives, and outcome measures identified above in FY 2021-22.**

## FY 2021-2022 and FY 2022-23 Allocation Comparison

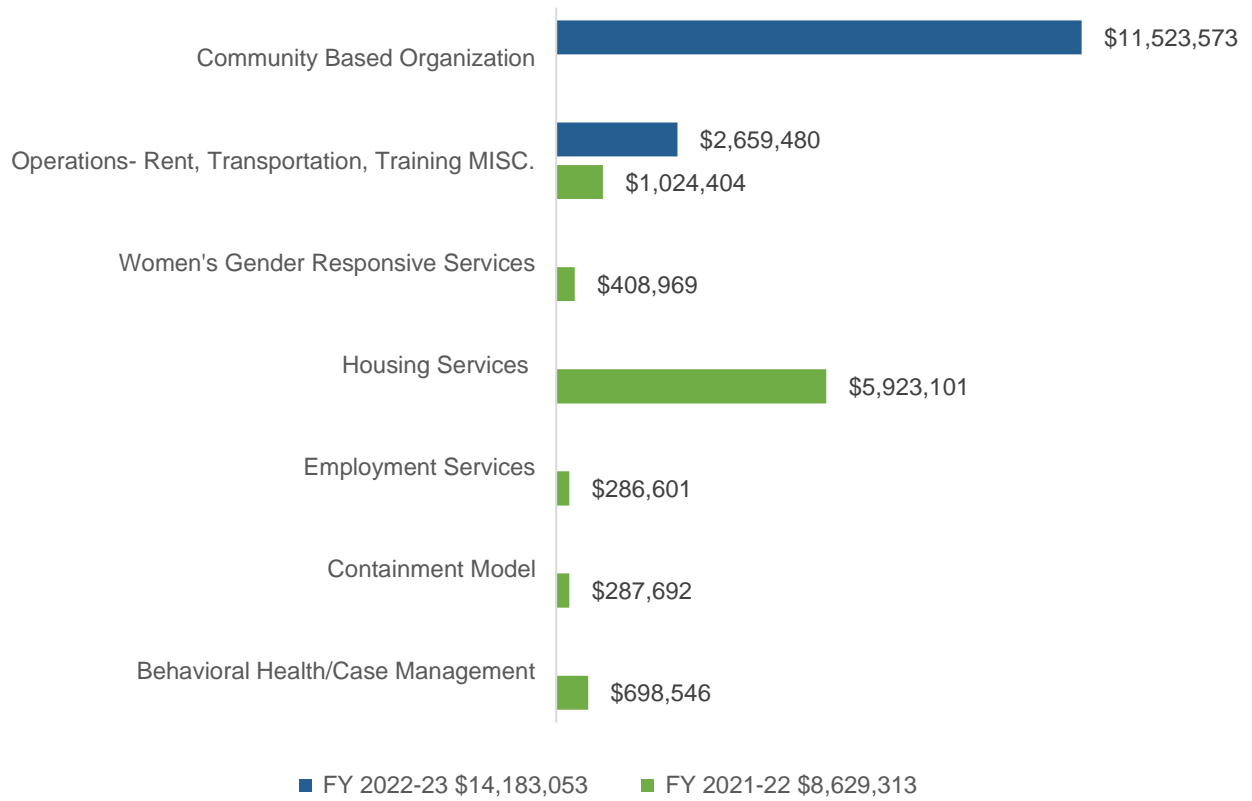
### FY 21-22 and 22-23 Allocations



### FY 21-22 and 22-23 Allocations to Public Agencies for Programs & Services



## FY 21-22 and 22-23 Allocations to Non-Public Agencies for Programs & Services



## Optional Questions

### **Describe the process the CCP uses to determine potential programs and/or services for local implementation using Realignment funds?**

San Francisco is a joint city and county. As such, the AB109 funds pass through the Mayor's Budget Office (MBO) for the City and County of San Francisco (CCSF) and become part of the General Fund for the CCSF. A portion of the AB109 funds get split 50/50 each year between the Adult Probation Department (APD) and the Sheriff's Office (SHF). AB109 funds, which are part of the CCSF General Fund, are then to be allocated to CCP eligible services through the CCSF's regular budget process and are memorialized via the City's Annual Appropriation Ordinance.

The Adult Probation Department (APD) does the following to determine how best to utilize and allocate Realignment funds. The department offers a continuum of integrated services to address clients' criminogenic needs and empower them to achieve positive change in their lives. APD makes significant investments in direct services for clients. The department uses data and client and community input inform budget decisions and to maximize equity and support for vulnerable populations in the CCSF. For example, the ADP has numerous and formalized engagements with community stakeholders and justice involved individuals. The ADP:

- employs staff with lived experiences in leadership positions;
- has formalized policy bodies (e.g., the Community Corrections Partnership, the Reentry Council) that include voting members who are formerly incarcerated;
- has a Community Advisory Board comprised of formerly justice involved individuals who serve as a liaison to the community, provide input on reentry challenges, advise on engagement strategies, and share insights and feedback for ongoing reentry services planning; and
- leads annual and spontaneous community events for justice involved individuals.

These community engagement mechanisms and activities allow ADP to utilize participatory processes to bring the voices of those most in need from the margins to the center of decision-making and service delivery. For example, in FY21-22, justice involved individuals in the community and BIPOC led service providers voiced the need for: 1) services that address the complex behavioral health and housing needs of justice involved individuals, and 2) varied approaches to treatment to more fully support individuals and position them for success and sustainable life changes. APD shares this information with justice system partners and the CCSF to further inform the City's approach to supporting individuals with justice system involvement.

### **Does the county evaluate the effectiveness (as defined locally) of programs and/or services funded with its Public Safety Realignment allocation?**

Yes

#### **If yes, how?**

The SFAPD evaluates programs and services in a variety of ways by utilizing tools to monitor and assess its programs:

-Program Utility: the APD collects monthly program data reports which track client referrals, program enrollments, and engagement.

-Biannual Reports: these reports track a variety of aggregate data, such as the number of clients referred, enrolled, program milestones, level of engagement, barriers removed, program exits, and program performance. In addition, recidivism data is compiled for all APD clients; however, infrastructure, staff, and resource constraints limit the current ability to link this data to program data.

-Site Visits: information reported in monthly or bi-annual reports is verified through the review of client files, data requests, invoices, back up documentation, and database functionality. This process was paused as a result of the COVID-19 pandemic; however, the APD is seeking to reinstitute this in FY 22/23.

**Does the county consider evaluation results when funding programs and/or services?**

Yes

**If yes, how?**

The APD has infrastructure, staff, and resource constraints that limit the current ability to conduct rigorous evaluations of programs and/or services. However, the department compiles available information and administrative data from numerous sources and uses this information to assess the efficacy of programs and services. In addition, when possible, the APD conducts a competitive bid process to identify organizations that can further support the county's evaluation of service design and delivery. Once an organization is selected through the competitive bid process, information and available administrative data are used to assess program utility, efficacy, performance, impact, areas in need of improvement, and to identify strategies for strengthening program delivery.

\*\*\*FOR ITEM 18 BELOW: Definitions for these categories may vary depending on who is requesting the data, which department within the jurisdiction provides the data, and whether the data being requested is part of a local, state, or federal grant. In some cases, the definitions used may match BSCC definitions

**Does the county use BSCC definitions (average daily population, conviction, length of stay, recidivism, and/or treatment program completion rates) when collecting data?**

Yes	No	
X	X	Average daily population
X	X	Conviction
X	X	Length of stay
X	X	Recidivism
X	X	Treatment program completion rates

**What percentage of the Public Safety Realignment allocation is used for evidence-based programming (as defined locally)?**

81% or higher



**We would like to better understand your county's capacity to offer mental health, substance use disorder, behavioral health treatment programs, and/or other services. What type and level of services are now available?**

For Item 19 above, the response provided refers to the AB109 allocations received by the APD, District Attorney, and Public Defender.

For Item 20, the APD and the San Francisco Department of Public Health (DPH) have maintained a formal partnership which began in FY 16/17 when a Behavioral Health Access Center (BHAC) for clients moved into APD's Community Assessment and Services Center (CASC). This enhancement further streamlined communication and coordination between BHAC/DPH and the APD. BHAC services include behavioral health intake, assessment, care coordination of inpatient and outpatient substance dependency services, and mental health services. This expanded partnership has brought the APD's substance use disorder treatment services capacity to 50 residential treatment beds and 5 detox beds.

In FY 21/22, the APD designed and implemented the following programs to mitigate behavioral health challenges (mental health and substance use disorders), housing instability, and to safely reduce the jail population:

A) Positive Directions TRP Academy: A partnership between Westside Community Services and the APD. The TRP Academy is a culturally responsive, peer-led, abstinence-based, reentry therapeutic teaching community (TTC) and transitional housing program. This mutual self-help community has a recovery orientation, focusing on whole-person care and overall lifestyle changes, not solely abstinence from drug use. The TRP Academy infuses a strength-based approach into the program's culturally responsive guiding principles of Respect, Interdependence, and Accountability. The model supports peer-to-peer interaction and instruction, creates a sense of family, and fosters a support network that reaffirms prosocial values and behaviors.

B) Billie Holiday Center (BHC): A partnership between Tenderloin Housing Clinic, Westside Community Services, and the APD. The BHC is a culturally responsive Reentry Navigation Center and transitional living space that is designed to provide a rapid connection to next-step resources for justice involved adults experiencing homelessness, including those being released from the San Francisco County Jail. The program also includes case management, clinical therapy, reentry planning, assistance with permanent housing placement, benefits acquisition, and next step resources which include drug treatment and detox, transitional housing, and services through the Community Assessment and Services Center.

C) Minna Project: A partnership between the San Francisco Department of Public Health, the University of California San Francisco/Citywide Forensics, Westside Community Services, and the APD. The Minna Project is a 12-24 month, culturally responsive, dual diagnosis transitional housing program with onsite supportive services. Through this dynamic and unique partnership, participants receive onsite clinical services, case management, reentry planning, benefits acquisition, and assistance with permanent housing placement. This project is designed to mitigate barriers to reentry by expanding access to transitional housing and behavioral health services to support the needs of justice involved adults, reduce our overreliance on incarceration, and safely reduce the jail population.

The Sheriff's Office provides a wide variety of programming throughout the jails and at multiple locations in the community. The programs and services include a wide variety of

life-skills, reentry, educational and vocational training, as well as alternatives to incarceration. Programming offered or supported by the Sheriff's Office covers the following broad categories: targeted and designated programs for individuals in custody, community programming, and alternatives to incarceration. Additional details on the specific programs within these broad categories is available here: <https://www.sfsheriff.com/programs-and-events/all-programs>.

### **What challenges does your county face in meeting these program and service needs?**

APD responded to the increased behavioral health needs of justice involved individuals by expanding behavioral health services through the Community Assessment and Services Center (a clinical reentry center) and by implementing three new community initiatives (see Item #20 above). The APD continues to explore creative options in an effort to support clients struggling with addiction. Two salient strategies are to 1) expand treatment options to include modalities such as abstinence based, faith based, and 12 step programs; and 2) offer "treatment on demand," reducing wait times into treatment and providing real-time access to needed services.

In 2020, San Francisco began implementing an initiative called "Mental Health SF" which aims to take a comprehensive approach to meeting the needs of people with behavioral health challenges, expanding services access points, while also removing wait times and bureaucracy associated with accessing services.

In addition, the Sheriff's Office reports the following challenge: "Providing electronic monitoring and the appropriate level of supervision to a high volume of pretrial defendants on electronic monitoring who are homeless and also have acute behavioral health needs."

### **What programmatic changes and/or course corrections have you made in the implementation of Public Safety Realignment that you believe other counties would find helpful?**

Strategies to mitigate behavioral health challenges as described questions 20 and 21.

### **Describe a local best practice or promising program that has produced positive results. If data exists to support the results, please share.**

The Community Assessment and Services Center (CASC), a behavioral health reentry center funded by the APD, continues to demonstrate the benefits of a reentry model that has behavioral health expertise as the core and which also includes key reentry services such as clinical and reentry case management, outpatient substance treatment, one-on-one therapy, medication management, peer support, cognitive behavioral interventions, employment and educational services, barrier remediation, incentives, and food services. The CASC served approximately 2,600 unduplicated adults in FY 21/22.

The APD created a Reentry Care & Treatment Network, which serves as the foundation to its portfolio of services, as well as a Recovery Pathways Initiative, which prioritizes clients who complete residential treatment into transitional housing, case management, and CASC services. To support the efforts of the CASC, the APD funds 16 structured transitional housing programs with onsite supportive services.

San Francisco's Jail Health Services, which is part of the SF Department of Public Health (DPH), recently secured a five-year SAMHSA (Substance Abuse and Mental Health Services Administration) grant in partnership with UCSF and OBIC (Office-based Buprenorphine Induction Clinic) to fund two new full-time patient navigators to support patients struggling with opioid use disorders. Project JUNO Community (Justice involved OUD treatment in Community) navigators follow patients for 6 months post-release, providing ongoing care and linkage in the community to enable our patients to achieve their health goals. In its first year, the JUNO team hired and trained two peer navigators, created a new referral process, screened over 100 patients, and enrolled more than 30 patients in the program. JUNO adds an additional layer of support to the work our Jail Health Services already do in providing evidence-based medications and reentry support to patients with OUD. This work elevates the critical role that Jail Health Services plays in decreasing the number of overdose deaths in San Francisco.