

# Prioritization Results

## Work Group Meeting #8 – October 28, 2016





The Work Group to Re-Envision the Jail Replacement Project was formed to support the Mayor and the Board of Supervisors in developing recommendations to permanently close County Jails #3 and #4 located at the seismically compromised Hall of Justice. During monthly meetings from March to August 2016, Work Group members were given the opportunity to break into small groups, discuss the strengths and challenges of the criminal justice system, and propose strategies to meet the Work Group's goals. Work Group members were also provided with issue briefs in advance of each of these meetings that included suggested intervention strategies developed by members of the Technical Support Team (TST)<sup>1</sup> on how to divert more individuals from San Francisco's jails. All strategies derived from interviews, small group discussions, issue briefs, and the co-chairs themselves were synthesized and prioritized during the final two Work Group meetings (October 14, 2016 and October 28, 2016). Members of the Work Group were asked to consider the following four questions to guide their prioritization:

1. Does this strategy align with the Work Group goal of **reducing San Francisco's jail population** safely and justly such that City can permanently close County Jails #3 and #4?
2. Will this strategy help reduce the jail population **within three years**?
3. Does this strategy create new options for **treating mentally ill justice-involved individuals outside of the jail**?
4. Will this strategy make an impact in **reducing racial disparities** among those that are incarcerated in San Francisco?




The following pages present the results of the Work Group's prioritization process.

Color coding indicates as follows:

### Capital Investments and Policies

	Prioritized by 66% and over
	Prioritized by 50 to 65%
	Prioritized by 33% to 49%
	Prioritized by under 33%

### Services and Programs

	1 <sup>st</sup> ranked action within strategy category
	2 <sup>nd</sup> ranked action within strategy category
	3 <sup>rd</sup> ranked action within strategy category

The Work Group's three co-chairs – Vicki Hennessy (Sheriff), Barbara Garcia, (Director of Department of Public Health), and Roma Guy (Taxpayers for Public Safety) – extend their gratitude and appreciation to the Work Group for the time, energy, and thought that they committed to this process. The co-chairs look forward to continuing the work that this group has started.

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<sup>1</sup> The TST formed to support the Work Group. Since February 2016, the TST has met at least twice a month to assess the viability of emerging recommendations and prepare content for Work Group meetings.

## Work Group Strategies - **PRIORITIZATION RESULTS**

Capital Investments								
Strategies	#	Actions	Yes		No		Abstain	
C1. Invest in City Housing	1	Prioritize the development of low-income housing.	21	81%	1	4%	4	15%
	2	Create cooperative housing for those exiting custody who are homeless but do not need residential treatment.	19	73%	2	8%	5	19%
	3	Increase housing capacity for shelter, transitional, supportive, and permanent housing, and distribute housing site to reach communities in need.	24	92%	0	0%	2	8%
	4	Embed wraparound services in the community.	22	85%	1	4%	3	12%
C2. Invest in Behavioral Health Facilities	5	Develop a 47-bed Pyschiatric Respite Program located at Zuckerberg San Francisco General to provide voluntary mental health and substance use disorder treatment services.	24	92%	2	8%	0	0%
	6	Increase the number of available county-funded locked psychiatric beds (not under custody of Sheriff).	21	81%	3	12%	2	8%
	7	Create a Behavioral Health Justice Center that provides services such as respite beds, short-term residential treatment beds, long-term residential dual diagnosis treatment beds, short-term secure inpatient transitional care.	7	27%	17	65%	2	8%
C3. Invest in Navigation and Support Facilities	8	Create a Reentry Navigation Center open 24/7 to provide post release case management to homeless or unstably housed people exiting jail and people participating in post release programs.	20	77%	1	4%	5	19%
C4. Invest in Jail Facility Renovations	9	Renovate County Jail #2 to safely accommodate a portion of the incarcerated people that would be displaced as a result of the closure of County Jail #4 (under custody of Sheriff).	15	58%	10	38%	1	4%
	10	Create an inter-agency and interdisciplinary intake and discharge planning center in County Jail #1 to efficiently plan for exits from custody and ensure a warm handoff of incarcerated people to identified service providers.	21	81%	2	8%	3	12%
C5. Invest in Jail Replacement Beds	11	Build a new jail facility to address gap in jail beds necessary to close seismically and architecturally deficient CJ#3 and #4 (under custody of Sheriff).	7	27%	15	58%	4	15%
	12	Develop a integrated replacement detention/behavioral health facility with specific mental health treatment beds and programming for criminally involved individuals ineligible for immediate release and diversion (under custody of Sheriff).	9	35%	13	50%	4	15%
	13	Enter into a contract with Alameda County for replacement jail beds to address gap in jail beds needed to close the sesimically and architecturally deficient CJ#3 and #4 (under custody of Sheriff).	1	4%	23	88%	2	8%
C6. Invest in Community-Based Programs	14	Create more small, community-based residential behavioral health treatment centers.	24	92%	1	4%	1	4%

### Legend

	Prioritized by 66% and over
	Prioritized by 50 to 65%
	Prioritized by 33% to 49%
	Prioritized by under 33%

## Work Group Strategies - **PRIORITIZATION RESULTS**

Policies								
Strategies	#	Actions	Yes		No		Abstain	
P1. Improve efficiency of case resolution	1	Hold arraignment calendars in the morning and on weekends to reduce the amount of unnecessary time some individuals spend in custody waiting for this initial hearing.	23	88%	2	8%	1	4%
	2	Create a walk-on calendar for persons with bench warrants to reduce bookings for these warrants.	21	81%	1	4%	4	15%
	3	Simplify the Supplemental Report process that is required by the Adult Probation Department for all those held in custody on motions to revoke probation. Court hearings are delayed for these people until this process is completed.	21	81%	2	8%	3	12%
	4	Screen for out-of-county warrants to share information with the Public Defender at arraignment so attorneys can start working on clearing such warrants as soon as possible.	16	62%	2	8%	8	31%
	5	Share staff between all collaborative courts to track availability of support services and coordinate with service providers to direct court participants as appropriate to available housing, treatment, or peer support opportunities.	19	73%	2	8%	5	19%
	6	Explore possible policy changes that encourage prosecutors to make plea offers for non-violent crimes that do not include jail time.	18	69%	2	8%	6	23%
	7	Enable District Attorney's Office to make charging decisions on Saturdays and Sundays to reduce the length of stay of individuals booked into jail on or near the weekend.	24	92%	0	0%	2	8%
	8	Monitor and reduce continuances in case proceedings.	15	58%	3	12%	8	31%
	9	Extend court hours to nights and weekends to decrease time to disposition.	20	77%	4	15%	2	8%
P2. Increase use of collaborative courts	10	Expand use of location-specific collaborative courts.	17	65%	2	8%	7	27%
	11	Provide incentives and expand eligibility guidelines to increase the likelihood that defendants will elect to seek treatment through collaborative court processes.	24	92%	1	4%	1	4%
P3. Reduce or eliminate bail payment	12	Advocate for reduction of bail amounts in San Francisco Superior Court's bail schedule.	19	73%	2	8%	5	19%
	13	Subsidize bail payments for some incarcerated individuals.	16	62%	4	15%	6	23%
	14	Advocate for reform of statewide laws on bail.	21	81%	4	15%	1	4%
P4. Increase release opportunities	15	Advocate for state legislature to expand eligibility for cite and release.	17	65%	5	19%	4	15%
	16	Explore how to apply governor's Credit Earning Program so that incarcerated people are eligible for release earlier.	19	73%	3	12%	4	15%
P5. Reduce or eliminate housing of federal detainees	17	Terminate contract with federal government to house federal prisoners.	12	46%	11	42%	3	12%
P6. Continue to invest in data collection, data sharing, data quality, and data transparency	18	Expand role of JUSTIS information system to support use of criminal justice data to inform system improvements and coordinate efforts across multiple justice jurisdictions.	24	92%	0	0%	2	8%
	19	Expand the Sheriff Department's resources and capacity to address limitations in data collection and analysis so that City can calculate definitively which strategies will allow City to reduce population by 83,220 bed days.	22	85%	2	8%	2	8%
	20	Coordinate inter-departmental data collection and quality control effort for missing variables listed in Burns Report and Appendix A of Data Brief (especially race/ethnicity data).	24	92%	1	4%	1	4%
	21	Expand the San Francisco Police Department's capacity to collect data, and require that the department collect data on cite and arrests.	22	85%	2	8%	2	8%
P7. Adopt policies that will reduce racial disparities	22	Ensure any investments in capital, programs, and services include an analysis on disparate racial impact.	25	96%	0	0%	1	4%

## Work Group Strategies - **PRIORITIZATION RESULTS**

Services and Programs									
Strategies	#	Actions	Yes		No		Abstain		
S1. Develop coordinated continuum of services that address root causes of incarceration	1	Expand crisis diversion programs.	20	77%	n/a	n/a	0	0%	
	2	Expand 24-hour psychiatric center (no beds).	13	50%	n/a	n/a			
	3	Extend an individual's length of stay in treatment facilities.	2	8%	n/a	n/a			
	4	Increase the number of residential treatment beds available for individuals with substance abuse disorders and/or mental health needs.	21	81%	n/a	n/a			
	5	Implement Women and Gender Responsive Blue Print strategies and other to be developed strategies as a part of a collaborative effort focused on exits from custody and increased self-sufficiency	9	35%	n/a	n/a			
	6	Bring multiple co-located services into neighborhoods (via mobile or community-based centers).	13	50%	n/a	n/a			
S2. Expand and improve non-law enforcement outreach and intervention	7	Expand the work of the Homeless Outreach Team (HOT) and case managers to provide wrap-around services.	16	62%	n/a	n/a	0	0%	
	8	Allow trained employees outside the criminal justice system conduct welfare checks.	7	27%	n/a	n/a			
	9	Improve the Street Violence Intervention Program (SVIP) which provides street outreach and engagement, public education, food distribution, family support, crisis response, and community mobilization.	9	35%	n/a	n/a			
	10	Increase the number of behavioral health and mental health professionals outside the criminal justice system on the streets.	15	58%	n/a	n/a			
	11	Create a critical response team where community members partner with police to respond to calls, deescalate situations, and attend to community concerns.	6	23%	n/a	n/a			
	12	Expand the capacity of 911 call centers to deal with mental health crises through dispatcher training or installing mental health workers in the centers.	4	15%	n/a	n/a			
	13	Establish a joint response team of mental health crisis clinicians and police officers.	7	27%	n/a	n/a			
	14	Promote greater coordination between 5150 releases and discharges.	6	23%	n/a	n/a			
	15	Expand the capacity of the SFPD Crisis Intervention Team (CIT) to conduct comprehensive health assessments prior to arrest.	8	31%	n/a	n/a			

### Legend

	1st ranked action within strategy category
	2nd ranked action within strategy category
	3rd ranked action within strategy category

## Work Group Strategies - **PRIORITIZATION RESULTS**

Strategies	#	Actions	Yes		No		Abstain	
S3. Expand opportunities for pre-booking and pre-trial release	16	Review the success rate of diversion programs and expand what works.	12	46%	n/a	n/a	5	19%
	17	Expand Pretrial Diversion's capacity to serve more clients.	18	69%	n/a	n/a		
	18	Increase the capacity of Public Defender's Bail Unit to file more motions to reduce or eliminate bail in more cases.	14	54%	n/a	n/a		
	19	Develop pilot program in which law enforcement can redirect low-level offenders to services instead of jail (e.g., Seattle LEAD program).	20	77%	n/a	n/a		
	20	Create a one-stop-shop triage center to make pre-booking diversion easier for arresting agencies.	9	35%	n/a	n/a		
S4. Expand opportunities for non-traditional case resolution	21	Expand formal supervision courts to identify those who are just about to have their probation revoked and proactively work to determine what else could be done instead of returning an individual to custody.	17	65%	n/a	n/a	12	46%
	22	Increase the capacity of the Sentencing Planner Program at the District Attorney's Office to conduct more in-depth case reviews that determine if alternatives to incarceration are appropriate for defendants.	18	69%	n/a	n/a		
	23	Explore possibility of sentencing people directly to probation with electronic monitoring, eliminating the need for sentenced people to spend time in custody awaiting release.	12	46%	n/a	n/a		
	24	Create a conservatorship court to support individuals with complex behavioral health needs to receive treatment in the least restrictive environment.	19	73%	n/a	n/a		
S5. Expand and improve discharge planning and reentry services	25	Integrate more previously incarcerated individuals into the Mentoring and Peer Support program (MAPS) which provides peer mentoring and support services for clients with co-occurring disorders within the Behavioral Health Court, the Drug Court, and	10	38%	n/a	n/a	8	31%
	26	Expand funding for community-based organizations to better coordinate their work with discharge planning, ensure thoughtful time of day release, and ensure an individual's safe passage to their destination.	23	88%	n/a	n/a		
	27	Expand community-based mentoring opportunities between previously incarcerated community members and peers still entrenched in the system.	8	31%	n/a	n/a		
	28	Expansion of existing effective and evidence-based community reentry services such that services are located in neighborhoods with greatest need.	11	42%	n/a	n/a		
	29	Use Swords to Plowshares model to serve more people exiting the jail system (Swords to Plowshares provides case management and housing to veterans exiting San Francisco's jail system).	8	31%	n/a	n/a		
	30	Consolidate reentry and social services and resources for at-risk populations and previous offenders, making them more accessible and well-staffed.	10	38%	n/a	n/a		
S6. Expand housing accessibility for individuals exiting custody	31	Expand wraparound services like the Housing and Employment for Recovery Outcomes (HERO) program which provides six months of no-cost housing and supported employment to Behavioral Health Court defendants.	22	85%	n/a	n/a	10	38%
	32	Explore funding a housing voucher program to financially support families that are willing to take in homeless individuals exiting custody.	14	54%	n/a	n/a		
	33	Assess the need for Board and Care options and whether these facilities could be subsidized or incentivized by the City.	11	42%	n/a	n/a		
	34	Increase the number of State Hospital beds.	9	35%	n/a	n/a		
	35	Grant homeless or unstably-housed people leaving jail and community treatment programs priority access to existing subsidized housing.	12	46%	n/a	n/a		
S7. Expand the capacity of community-based organizations	36	Reinvest in community-based organizations that hold local knowledge but face limited resources.	22	85%	n/a	n/a	4	15%