



# LEAD SF

## Policy Committee Action Minutes

**Date:** Monday, October 22, 2018

In attendance:

*(Listed in alphabetical order by last name)*

<b>Co-Chairs</b>	Naveena Bobba (SFDPH, <i>alternate for Acting Director of Health Greg Wagner</i> ), Sharon Woo (SFDA, <i>alternate for George Gascón</i> ), Daniel Perea (Commander, SFPD, <i>alternate for Bill Scott</i> )
<b>Committee Members</b>	Angela Coleman (Reentry Council), Karen Fletcher (Adult Probation Department), Lt. Lance Haight (BART Police, <i>alternate for Carlos Rojas</i> ), Al Gilbert (Felton Institute), Theshia Naidoo (Sentencing Commission), Kyriell Noon (Glide Foundation), Jamala Sanford (Sheriff's Department, <i>alternate for Vicki Hennessy</i> ), Simin Shamji (Public Defender's Office, <i>alternate for Jeff Adachi</i> ), Laura Thomas (Drug Policy Alliance)
<b>Attendees</b>	Tara Anderson (SFDA), Lauren Bell (SFAPD), Danny Balzer (Glide), Nicole Brooks (DPH), Frank Castro (Glide), Alejandra Cuspinera (Felton Institute), Janet Ector (Glide) Sercan Ersoy (Public Defender's Office), Tal Klement (Public Defender's Office), Jason Norelli (Glide), Tiffany Sutton (SFPD), Cristel Tullock (SFAPD), Robin Ortiz (Felton)
<b>LEAD SF Project Team</b>	Angelica Almeida (DPH), Jessica Lee-Burleigh (HTA), Robin Candler (DPH), Maggie Hodges (Harder+Company Community Research), Michelle Magee (Harder+Company Community Research), Aili Malm (CSU Long Beach), Dina Perrone (CSU Long Beach), Danielle Toussaint (HTA)

Agenda Topic	Discussion, Agreements, Key Learnings	Action and Follow-up Items
Welcome & Opening Remarks	<ul style="list-style-type: none"> <li>■ Michelle Magee welcomed the committee and guests, and provided an overview of the agenda. Co-Chairs provided opening remarks.</li> </ul>	
Quarterly Communication Updates	<ul style="list-style-type: none"> <li>■ Angelica Almeida provided a quarterly update, including a review of past trainings and a reminder that information regarding the Operational Workgroup meetings and other developments can be found in the Quarterly Updates to the Policy Committee and Monthly Demographic Reports.</li> </ul>	<ul style="list-style-type: none"> <li>■ Refer to LEAD SF website for the presentation (references specific trainings); <b>Materials to be posted to website</b></li> </ul>
Program Implementation	<ul style="list-style-type: none"> <li>■ Robin Candler provided updates on program progress, which included:               <ol style="list-style-type: none"> <li>1. A review of data on pre-booking/social contact referrals, referrals by agency, service connections, and demographics.</li> <li>2. Two guest presentations by Felton and Glide service providers, who reviewed details of two client cases to highlight the impact of the program on LEAD participants and the efforts of case managers to creatively respond to their client's needs using a harm reduction approach.</li> </ol> </li> <li>■ Tal Klement presented and discussed a Public Defender analysis of LEAD referrals and arrests and bookings for LEAD eligible offenses (based on charge type) from July through September 2018 in the identified districts. Highlights from the discussion included:               <ol style="list-style-type: none"> <li>1. Positive trends in demographics and felony pre-bookings were highlighted.</li> <li>2. Concerns were raised that the targets for proportion of pre-booking referrals according to the grant requirements are still not being met. Another concern was raised about the lack of Latinx social contact referrals compared to other demographics during the last quarter.</li> <li>3. Specific examples of cases that could have been referred based on public defender collected</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>■ Refer to the LEAD SF website for the presentation (references recent demographics); <b>Materials to be posted to website</b></li> <li>■ The attendees of Policy Committee and Parking Lot meetings will continue to discuss barriers to referring eligible individuals based on incoming data and information.</li> </ul>



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	<p>information were reviewed.</p> <p>4. Suggestions to increase referrals were shared, including educating commercial retailers about LEAD program, developing protocols for some in-custody referrals if CASC is closed, increased enforcement in the Tenderloin, and continuing to build relationships with SFPD officers and highlighting successes of LEAD clients.</p> <ul style="list-style-type: none"> <li>■ Committee members and attendees raised additional questions/comments and engaged in discussion.               <ol style="list-style-type: none"> <li>1. <b>Question:</b> What is the number of felonies and misdemeanors among pre-booking referrals?                   <ul style="list-style-type: none"> <li>○ <b>Comment:</b> 14% felony referrals compared to 86% misdemeanor referrals.</li> </ul> </li> <li>2. <b>Comment:</b> By June 2019 the police department hopes to have a system in place for tracking whether every arrest in the catchment areas made was eligible for LEAD and whether they were referred to LEAD.</li> <li>3. <b>Comment:</b> Police officers at the Tenderloin have shared that it would be helpful to have a phone line they can use during the night, when the CASC isn't open. This phone line would allow potential LEAD referrals to speak with someone who can encourage them to come in for an appointment in the morning. If someone is thinking of taking a different path, the time to act on that is right then. Letting them go at 2 a.m. and expecting them to show up somewhere at 9 a.m. seems unrealistic.</li> <li>4. <b>Comment:</b> The CASC is in the process of expanding its hours to stay open until 7 p.m. and this shift should take place within 3-5 weeks once new staff members have completed their background checks and the neighborhood has approved the change. The goal would be for the CASC to be open even later but that creates a huge staffing issue.</li> <li>5. <b>Comment:</b> The SFDA is open to considering a process for Thursday through Sunday, which would allow people who have been booked that are eligible for LEAD to potentially be released. This could aid in one of the program goals to reduce the use of jail beds. The SFDA will continue to look into operational matters to determine whether this is possible.</li> <li>6. <b>Comment:</b> There's a bigger discussion occurring right now about what's happening with housing for unsheltered people, and what will happen when the 7th floor of the jail is shut down. \$300 million is being invested in San Francisco right now, and many residents would likely support housing and treatment for mental health and substance use disorders as part of it. Police officers are bringing in people who they think need help as social contact referrals. When folks don't go to jail, or go for fewer days, we don't have to invest as much in the jail. The Board of Supervisors is having that conversation this week. LEAD is part of this. It's hard to not have a 24 hour place to send people. What we have currently is a jail. We need to make sure we're not putting the wrong people in custody. The public defender's office has seen while working with police officers during the past year that they can agree on a lot more than they thought.                   <ul style="list-style-type: none"> <li>○ <b>Comment:</b> There was a meeting last Friday with the Jail Re-Envisioning Project about alternatives to jail in San Francisco. LEAD was originally part of that</li> </ul> </li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>■ The LEAD Policy Committee will continue to have discussions based on data from the program in order to inform any changes/considerations for ongoing programmatic operation.</li> <li>■ The LEAD Policy Committee will continue to evaluate the data to assess how the program can be aligned with other strategies related to increasing alternatives to jail.</li> </ul>



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	<p>conversation and it would make sense to see how LEAD can be better connected to any other related strategies the city is moving forward.</p> <ul style="list-style-type: none"> <li>o <b>Comment:</b> LEAD was part of that conversation on Friday. However, the jail population hasn't changed yet, so we need to strategize and see what we can do moving forward.</li> </ul>	
Evaluation Update	<ul style="list-style-type: none"> <li>■ Dina Perrone and Aili Malm provided an overview of the mid-term Fidelity Assessment, which was informed by comparisons between the LEAD SF and LEAD Seattle programs, focus group data, a review of LEAD SF policies and procedures documents (through March), some provider treatment data (through March), and 34 client surveys. The presentation included:               <ol style="list-style-type: none"> <li>1. A review of themes regarding successes and challenges identified in the process evaluation:                   <ul style="list-style-type: none"> <li>o LEAD SF is adhering to major core principles outlined by LEAD Seattle</li> <li>o LEAD SF is on track to meeting two of its three goals: strengthening city and community collaboration, and increasing health of participants. Data on third goal of reducing recidivism is not yet available. A cost benefit analysis is not yet possible.</li> <li>o A major difference between LEAD SF and LEAD Seattle is that LEAD SF has the Department of Public Health manage intake, whereas Seattle does direct police to service provider referrals.</li> <li>o Social contact referrals are significantly likely to be older, homeless, unemployed and to have no health insurance, indicating that law enforcement is referring a more needy population, if this is how you define need.</li> <li>o Successes include committed program management and strong data-sharing practices among partners.</li> </ul> </li> <li>2. An overview of the findings from the thematic analysis of focus group data:                   <ul style="list-style-type: none"> <li>o Successes include improved collaboration among agencies, client successes, relationship building, positively changing perceptions of police among partners, and early and increasing investment in the program among police officers.</li> <li>o Police officers appreciate the ability to facilitate a warm hand-off to service providers.</li> <li>o Challenges include ensuring adequate harm reduction training for officers given turnover since program launch; procedural ambiguity surrounding who does what when; concerns of how applicable LEAD is within SF and around messaging and interpreting the program goals; and concerns about autonomy and all partners having an equal voice in decision-making.</li> <li>o Quarterly reports, Policy Committee meetings, and conversations with LEAD Support Bureau have allowed for discussion of these issues. Open communication has helped partners work together to problem solve, and LEAD SF has been great about referring back to goals of original grant and keeping everyone focused on that aim.</li> </ul> </li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>■ Refer to the LEAD SF website for the presentation; <b>Materials to be posted to website</b></li> <li>■ The Operational Workgroup and Policy Committee will continue to consider ways around the additional layer of the DPH intake process.</li> <li>■ The LEAD Program Team will consider how to better coordinate partners to ensure police officers receive sufficient harm reduction training.</li> </ul>



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	<ul style="list-style-type: none"> <li>■ Danielle Toussaint provided an analysis of fidelity to the grant so far by comparing targets in referrals and enrollments to current program data for these measures. She shared the following findings:               <ol style="list-style-type: none"> <li>1. Pre-booking referrals are on track to achieving target of 200 pre-booking referrals and social contact referrals have been coming in at a rate four times higher than expected.</li> <li>2. Individuals are being enrolled at a higher rate than expected and target enrollment goals have been met mid-project.</li> <li>3. Social contact referrals make up most of the enrollments. By Q6, 56% of the enrolled clients had been social contact referrals.</li> <li>4. The majority of clients have mental health needs or substance use disorders (SUD) and 54% have co-occurring mental health and SUD needs. There are only slight differences between pre-booking and social contact clients in this regard.</li> <li>5. There's an average of 23 hours per enrolled client spent on assessment, legal services and case management and outreach services. Most of the time spent with LEAD clients is on legal services such as case review, disposition, case consultation and civil legal assistance.</li> </ol> </li> <li>■ Michelle Magee reviewed the upcoming reporting timeline.               <ol style="list-style-type: none"> <li>1. In January, CSU will share preliminary recidivism results and HTA will share more data on substance use treatment and some initial system level outcomes.</li> <li>2. In April, CSU will share more outcome data, and HTA will provide more information on self-sufficiency as well as individual client stories like the case reviews today.</li> </ol> </li> <li>■ Committee members and attendees raised additional questions/comments and engaged in discussion.               <ol style="list-style-type: none"> <li>1. <b>Question:</b> Can you explain what is meant by a "cultural shift"?                   <ul style="list-style-type: none"> <li>○ There has been a cultural shift among law enforcement who are being asked to not arrest people, and also among case management staff, who don't generally work so closely with police officers. These cultural shifts were a challenge and required both sides reminding themselves that this is a new way of working.</li> </ul> </li> <li>2. <b>Comment:</b> One of the challenges for LEAD SF is that we don't have dedicated LEAD officers and we're working with much larger numbers of officers. There have been a lot of harm reduction trainings but it's good to know that the perspective of law enforcement is that they haven't had that much training on this topic so we can better coordinate to meet this need.</li> <li>3. <b>Question:</b> Is there a way to look at LEAD L.A. and what we can learn from them?                   <ul style="list-style-type: none"> <li>○ <b>Comment:</b> Yes, CSU Long Beach can ask for their permission to share information about their program.</li> </ul> </li> <li>4. <b>Question:</b> For the data on average hours spent with clients—are there outliers, heavy users?                   <ul style="list-style-type: none"> <li>○ <b>Comment:</b> HTA gets the data as an average but it's likely some clients are getting</li> </ul> </li> </ol> </li> </ul>	



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	<p>more time than others.</p> <ul style="list-style-type: none"><li>○ <b>Comment:</b> For case management there are huge disparities. One or two clients can take an enormous amount of time compared to others. Could be 1 versus 20 hours, but it tends to level over time.</li><li>○ <b>Comment:</b> Sometimes helping people with legal problems is a way to build the rapport with the program so we can move toward addressing social needs.</li><li>○ <b>Comment:</b> When looking at the type of services breakdown, it's important to note that CPS Courts and Family Courts are being reflected in the case management bucket even though they're legal services, so the proportion of time spent on legal services is even greater than this estimate.</li></ul>	

**NEXT POLICY COMMITTEE MEETING: Monday, January 28<sup>nd</sup>, 1:00-2:30 pm**