

DISTRICT 10



2023

PUBLIC SAFETY PLAN



Background

2023

District 10

San Francisco's District 10 (D10) is nestled along the southeast section of the city. It home to the warmest climate in San Francisco and its rolling hill offer breathe taking views of the San Francisco's Bay and East Bay communities. The picturesque views create a sense of serenity and optimism for all who take it in. For a city that has experienced severe gentrification, D10 is the last community in San Francisco that houses the majority of African Americans still able to afford living within the city limits. D10 has a vibrant history of African Americans living in the community going back to the end of World War II. For 40-years after the great migration, African Americans have owned homes and businesses; served as educators and civic leaders and have contributed to the San Francisco we know today.

Unfortunately, the 1980's brought along the crack epidemic which was coupled with systemically racist policies, unemployment, isolation, and a variety of other factors that have led to the demise of a once thriving community. As both underemployment and housing continue to skyrocket throughout the city, D10 has also become the home to other underrepresented groups. This factor has caused tension between certain groups within the community. Despite gentrification and change of residents, D10 continues to have the highest rates of homicides and overrepresentation of its residents within the criminal justice system. Even with all the systemic barriers, community residents demonstrate great resilience and continued optimism about their future.

After his election in 2019, Supervisor Shamann Walton made it a priority to address the issues of violence, and racial and systemic oppression that has plagued D 10 for so many years. In doing so, he has collaborated with other city officials to develop a public safety plan. The safety plan aligned with other city initiatives such as the "Vision Zero on Homicides and Violent Crimes." As part of the development process for the plan, consultants collaborated with community stakeholders to conduct listening sessions to better understand the complexities of the issues impacting residents in D 10. As a result of multiple conversations, the D 10 Public Safety Plan was created in 2020.



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The Public Safety Plan is intended to be a multipronged approach to address both systemic and environmental factors that erode the community and prime it for violence. The Public Safety Plan intends to achieve the following:

- An urgent shared vision of neighborhood public safety for D10.
- A centrally organized management of needed resources and service delivery in the neighborhoods most impacted by violent crime.
- Increase the police patrol in the “hot spots” and coordinate responses; convene agencies to quickly deploy and respond to the service needs.
- Coordinate violence prevention and response efforts at public housing sites.
- A decrease in violent crimes.

Young Community Developers is one of the oldest community-based organizations in San Francisco. With 50 years of service to the residents of D10, it is a leadership team and staff have built a compelling reputation within community as not only a service provider, but also a community partner. With over thirty programs addressing issues such as re-entry, violence, youth development, housing, and workforce. YCD has combined their targeted programming with a comprehensive approach and has become uniquely positioned to serve as a lead agency to support the work of the Public Safety Plan amongst providers.

In 2020, YCD was chosen to serve as the provider convener for the District-10 Public Safety Plan. In this role, YCD is responsible for bringing together services providers with expertise in the service areas of the Public Safety Plan. This convening process was to be designed to help better facilitate services being offered by service providers whose mission aligned with the work of the plan and/or were already funded to continue the work. Additionally, YCD received funding in the amount of \$250K to facilitate the following activities:

- Hire a full-time convener whose responsibility is to support agencies in a coordinated effort to execute the Public Safety Plan.
- Offer resources and referrals to resources that support the needs of the collaborative as they may arise.

These new tasks to YCD came right at the onset of the COVID-19 pandemic. This had a debilitating effect on service providers across the board to deliver services as the City and County followed a state mandate of a shelter in place order. As the pandemic settled in, funding usage expanded to include COVID relief support to agencies and D10 residents. For a period, there was a reduction in homicides in the city, however, the violence continued to plague the streets of District 10.

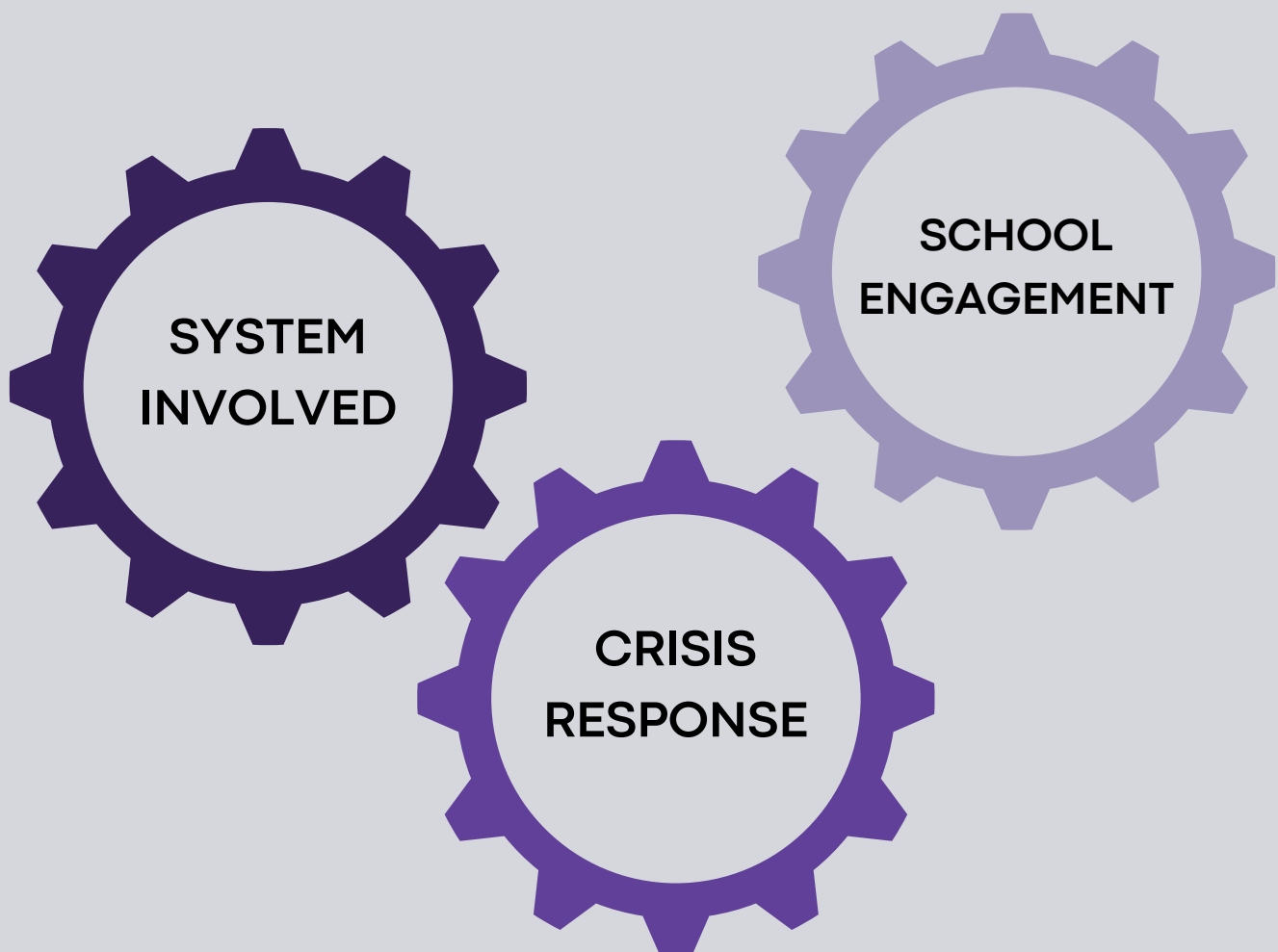


Shifting Gears to the Present

Now that COVID, vaccinations and treatments have become normalized over the past year, agencies are entering a new realm of normalcy pertaining to delivering services. This reboot has been slow for some partner agencies and has limited the effective execution of the Public Safety Plan.

Given the implementation challenges, YCD has taken an approach to engage with agencies within District 10 that they have previously collaborated with to address key strategic focus areas that align with the safety plan.

Their rationale for moving in this direction was to build momentum on small wins where they had greater opportunities to ensure prevention activities could be achieved by leveraging positive relationships with a subset of community partners. In doing so, they have previously focused efforts on the following areas.





SYSTEM INVOLVED

Supporting justice involved youth at all intersections is critical to the Public Safety Plan. Because of the significant need for support, YCD identified early in their engagement that the work could not be conducted by the convener in a meaningful way without support. Building on the philosophy of creating a supportive ecosystem for justice involved youth, YCD leveraged their relationship with community partners. YCD has been intentional in selecting partners who are well respected by community residents and an affinity to leverage relationships with community resources that will benefit the youth. Several partners bring a unique and much needed lens to the work of supporting justice involved youth. Through their personal experience with the justice system, they not only empathize, but can also relate to justice involved youth. Providers often highlight the significant trauma that youth in District 10 experience because of poverty and other social inequities.



They bring a sense of street credibility that elicits an open ear from youth when discussing potential pitfalls that lead to incarceration. Equally as important, they can provide much needed support to youth by teaching them how to effectively navigate the complex structures related to the justice system in a youth friendly manner that is culturally responsive. YCD has established a strong working relationships with San Francisco's Juvenile Probation staff and are working to formalize the relationship. Our key partners have established relationships with probation officers who are responsible for assisting the community with helping clients reenter the community with the appropriate support that will lead them to be successful.





SYSTEM INVOLVED

Additionally, meetings between probation and YCD occur on a quarterly basis. The meetings are designed to function like case conferences. During these meetings, an individual's case is shared and then triaged. The triage consists of discussing an individual's assets, risk, specific needs, and the support that can be offered to aid. It is important to note that this is an "Opt-In" program. Participants are not mandated to access services. It is our hope that we can continue to build relationships with D10 residents so that we can collectively collaborate with them to support their success. Case reviews include all District 10 youth, and it is our hope that we can create individual plans that include connections to agencies that will be the right support to the youth and their family.

YCD understands the complex family issues that our community faces and we work together with family members or those adult allies that the youth identify as trusted allies. YCD and community partners will continue to work to find better ways to serve clients. We understand that the pandemic has created the need for a different response, and we continue to be vigilant in understanding the needs of the clients. As it relates to addressing the needs of transitional age youth 18-24, YCD has been able to leverage resources from internal programs to assist in this effort. Through the Interrupt, Predict, and Organize program (IPO), YCD offers adult probationers a variety of holistic services which include case management, legal support, employment and career readiness, housing and barrier removal. Through YCD's IPO program they have been able to serve.

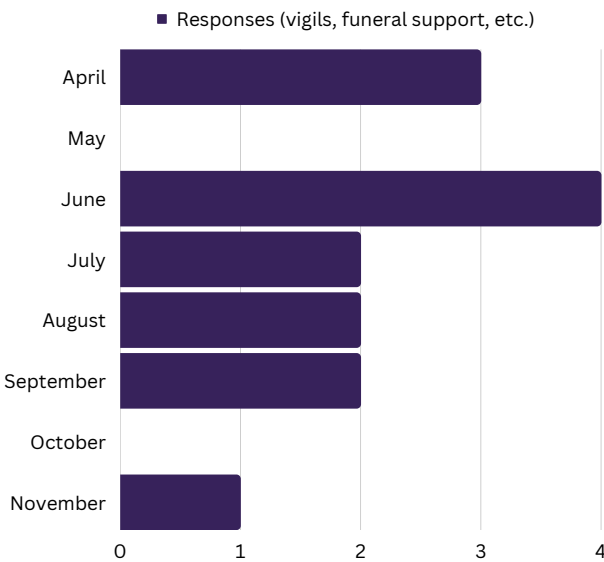
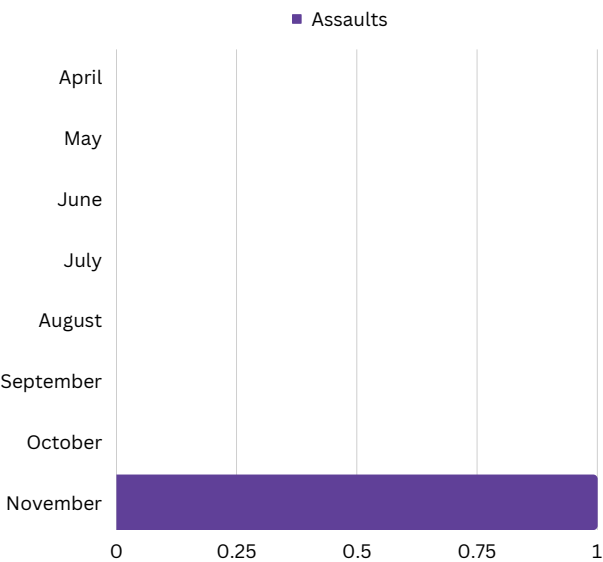
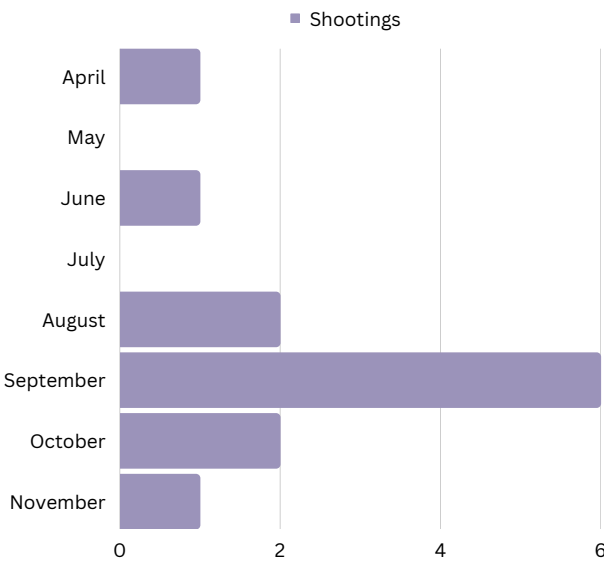
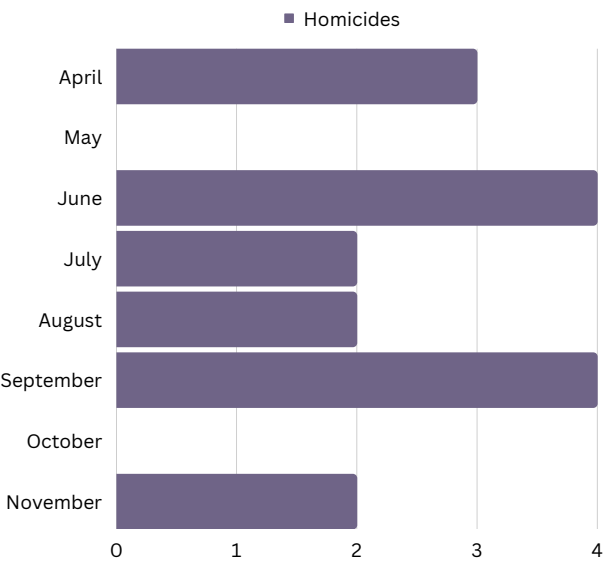




Crisis Response - Community

Currently the District-10 Public Safety Plan has been leveraging the Mission Public Safety Plan’s crisis response protocol. They have found this document to be a useful tool in the design process of a D-10 specific protocol. The development team will continue to engage partners in formal discussions to move this initiative forward and will have a final draft by Q4 of 2023.

As it pertains to responding to crisis in D-10, Safety Plan Implementers have been logging activities since April of 2022. The chart below offers insight into the number of violent incidences and responses to those occurrences between the period of April and November of 2022.



School Engagement



YCD has leveraged both the Convener and community leaders through SVIP-SOS to engage youth in a variety of services designed to stem violence, promote peace, and empower youth with the necessary skills to resolve conflict. SVIP-SOS has been successful with addressing issues of violence in schools located in D-10 and other schools outside of the district. This team of providers understands the subtle nuances of the migratory patterns of D-10 youth throughout the city and the challenges it can present based on neighborhood issues. As a result, they have worked closely with the San Francisco Unified School District (SFUSD) to identify hot spots throughout the school district. Through their collaboration with the school, they can identify D-10 youth who may be involved in issues of violence and offer the necessary support to resolve issues.

Because of these outcomes we have seen other City departments such as the Department of Children, Youth and Families (DCYF) not only recognize the value of our efforts, but also engage by directing additional resources to the effort.

These areas of focus promote synergy in the violence prevention work by allowing partners to build on one another's work in the community. The diagram below offers a visual illustration of the relationship in practice.



School Engagement



Information Gathering:

Working with those both directly involved with the issue of violence and those who may be peripherally involved, the team seeks to gather all information related to the issue. The team then consults to determine if the issue can be resolved peacefully.

Solution Based:

Once it has been determined that there may be a pathway to a solution, they collaborate with the parties directly involved with issue to identify potential solutions that allows everyone to feel heard, valued, safe and able to maintain respective dignity.

Circle of Support:

Once all parties directly involved have agreed upon a solution, the SVIP-SOS team shifts their focus to other interested parties in the support networks. These networks can include family members and peers who may want to retaliate on behalf of the people they care for. These conversations focus on fostering healing and forgiveness from the trauma of violence and need to respond with more violence.

Action Planning:

There are typically two pathways of planning offered to individuals involved in a conflict. The first focuses on being able to coexist in the community. When coexistence is not a viable option, the next plan of action is exploring ways to avoid one another within the community.

Parent Engagement:

Parent engagement is a vital component to this process. It includes engaging parents to understand the needs of not only the client, but the entire family. Often needs extend beyond the issue of violence that occurred in the community and are deeply rooted in systemic oppression. Service connections include connections to resources such as food, housing, clothes, employment, counseling and other relevant services. Engaging parents on systemic issues shows a deeper understanding of the intersectionality of social injustices and how poverty can exacerbate them. Parents see staff as being truly invested in their wellbeing and become more open to listening to suggestions to address violence.

YCD believes that by leveraging the Community Convener to engage individuals in the school setting, there is an opportunity to build positive relationships with them prior to violence occurring in community. For those individuals who find themselves involved with the justice system they can support them with their re-entry process prior to being released from custody. These relationships are critical to stifling violence once it occurs in the community because of the relationship formed in the schools and during various outreach activities. This relationship building assist providers in their efforts of crisis response and mediation.



NEXT STEPS

Over the coming months, YCD will continue to reengage providers to better understand how they have settled back into their respective service areas, assess needs to strengthen the collaborative, develop tools that will foster the exchange of information and lessons learned amongst providers, and develop a reporting structure that will allow them to share information with key stakeholders beginning with Supervisor Walton's office.

RECOMENDATIONS

The past 24-months has been extremely informative to implementers of the D-10 Safety Plan. The recommendations below have been informed through engagement with community residents, service partners and through noting process improvements during implementation. Recommendations can be divided into three primary categories which includes reimagining the convener's role, concentrating efforts with proven partners and increased coordination.



Reimagining the Convener's Role

When creating the convener position, we knew that additional positions may be required to address the entire workload. The convener served their role by bringing together various groups to gather the input needed to make better informed community driven solutions to address the systemic issues of violence. After 18 months of information gathering, we better understand the unique set of nuances that each case offers and the requirement of a tailored approach to reach an optimal solution that leads to a safer D10. The implementers believe that one person cannot effectively do this and that putting together a team of providers to address violence will lead to a more informed strategy.

Therefore, we are recommending that the convener position be expanded into three positions whereby each position is responsible for serving a third of the district. By dividing the service areas and increasing the conveners who are responsible for serving those respective areas can increase response time and ability to effectively address issues of violence; allow for greater rapport building based on the convener's responsibility to a smaller geographic area; expand D-10 Safety Plan implementers understanding of the underlying issues and needed resources to stem issues of violence before they occur.

When considering future conveners, the following characteristics would prove to be useful with making them effective in the community:

- They possess a strong capacity to navigate the various provider systems. A significant amount of the provider systems presents a variety of barriers whether intended or not and the convener must swiftly assess resident needs as well as pathways through provider systems that lead to positive outcomes for community residents.
- They exhibit exceptional people skills. Not only must they be able to work with a diverse population of residents, but they must also be able to do so in a manner that understand and is respectful of the diverse cultures that exist within D-10.
- The ideal conveners should also show neutrality to provider agencies. It is no secret that a metropolitan city such as San Francisco can be highly politicized. These politics can spill over to how providers collaborate. Conveners must maintain their greatest loyalty to what is in the best interest of the residents they are serving regardless of personal feeling towards an organization.
- Understanding how to leverage technology to increase work efficiency is another critical attribute for future conveners. Occurrences in the community can happen at light speed. Conveners must be able to not only respond in a comparable manner but be able to document occurrences quickly and efficiently. This requires a capacity to use existing reporting systems and develop processes that will increase communication efficiency.



Concentrating Efforts w/ Proven Partners

The Safety Plan has strived to create opportunities for all service providers in D-10 to be involved in the critical work of violence prevention. Although there may be a desire from most D-10 agencies who engage in violence prevention to contribute, capacity limitations adversely impact their opportunities to do the work in a meaningful manner for the residents in need. It is recommended that in planning for the future the following considerations should be considered:



- **Maintain a Wholistic Approach** – Residents who experience violence may also experience other social inequities. Violence may be at the epicenter when the convener is called into action, however, in most occurrences of violence, it does not take long to identify other compounding challenges that a resident may need support with.



- **Support those Who are Effective at Doing the Work** – Unintentionally, there is a disservice done to residents when limited resources are disbursed to too many organizations for the sake of equality. Not all service providers have the infrastructure, leadership, and capacity to do the work in an efficient manner that effectively supports community residents. Therefore, D-10 implementers are proposing to develop a criterion that informs implementers of which agencies are effectively doing the work and warrant receiving funding to support the ongoing work of the Safety Plan.





Increased Coordination of Services

The D-10 Implementing Agency understands that the success of the Safety Plan is dependent on the effective coordination of this collaborative efforts. This requires a more pronounced role in terms of leading partner agencies in this effort. In doing so, the following enhancements have been identified to increase collaboration and efficiency.

- **Formalizing Relationships** – Implementers believe that establishing formal Memorandums of Understanding (MOU) that articulate a shared vision for the Safety Plan and conveys agreed upon roles and responsibilities within the collaborative relationship would prove to be extremely useful. Though not legally binding, the MOU can support holding all partners involved accountable to agreed activities.
- **Codifying Data Tracking** – Violence prevention agencies are already collecting various type of client data, however, the depth and breadth of what is collected can vary greatly. Additionally, data secured can also vary. Program implementers are recommending developing a set of standard metrics and data collection tools that can be used by the trio of conveners in the field. Additionally, the data can be stored in cloud-based platform to increase the efficiency for reporting purposes and reduce potential unwanted exposure of sensitive information to unauthorized individuals.
- **Establishing Mandatory Meetings** – The Implementers are recommending that partner meeting structure be restructured to not only report on incidences of violence, but to also used as a vehicle to offer other resources to the team of conveners and partnering agencies.
- **Communication Plan** – The Implementers have identified the importance of more frequent communication of the violence prevention efforts that occur throughout the course of the reporting year. In addition to the annual report that is currently provided, they are recommending including quarterly reports that share aggregate data of incidences, general information regarding responses, highlight positive violence prevention efforts happening in the community and share best practices.

Offer Capacity Building Opportunities – Another way to increase partner organization response efficacy is to invest in building their capacity. The D-10 Implementers are recommending that they identify the capacity needs of violence prevention partnering agencies, develop a training calendar and offer the trainings to all violence prevention agencies within D-10.





OUR PARTNERS





Conclusion

2023

—————→ District 10

Despite the challenges of COVID and other factors that have impacted services over the past 20-months, Implementers of the D-10 Safety Plan have worked diligently to build partnerships with governmental and non-governmental agencies working to stem the issue of violence in D-10. Over the past 18-months, we have experienced many victories related to repairing the damage that violence causes to a community. They also recognize that despite the successes, violence continues to be a pervasive issue in D-10. More can and will be done to address this byproduct of poverty and social inequity that impacts this proud community harder than any other community in San Francisco. This begins with greater funding to support the needs of the agencies doing the work. It also includes D-10 Implementers being even more innovative and collaborative in their approach to address violence. They look forward to another year of working towards reducing this issue.

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