

File No. 100433

Committee Item No. 1

Board Item No. 9

### COMMITTEE/BOARD OF SUPERVISORS

#### AGENDA PACKET CONTENTS LIST

Committee PUBLIC SAFETY

Date 4/19/10

Board of Supervisors Meeting

Date 4/27/10

#### Cmte Board

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input type="checkbox"/>            | Motion                                       |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Resolution                                   |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Ordinance                                    |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Legislative Digest                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Budget Analyst Report                        |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Legislative Analyst Report                   |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Introduction Form (for hearings)             |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Department/Agency Cover Letter and/or Report |
| <input type="checkbox"/>            | <input type="checkbox"/>            | MOU  |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Information Form                       |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Budget                                 |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Subcontract Budget                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Contract/Agreement                           |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Award Letter                                 |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Application                                  |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Public Correspondence                        |

#### OTHER

(Use back side if additional space is needed)

<input type="checkbox"/>	<input type="checkbox"/>	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____
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<input type="checkbox"/>	<input type="checkbox"/>	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____

Completed by: Gail Johnson

Date 4/16/10

Completed by: Yg

Date 4/29/10

An asterisked item represents the cover sheet to a document that exceeds 25 pages. The complete document is in the file.

0

01.46.0

1 [Accept and Expend Grant – San Francisco Drug Elimination Team - \$533,810]

2  
3 **Resolution authorizing the Department of Children, Youth & Their Families to**  
4 **retroactively accept and expend grant funding in the amount of \$533,810 from**  
5 **the California Emergency Management Agency to fund the San Francisco Drug**  
6 **Elimination Team, a multi-disciplinary partnership, comprised of the San**  
7 **Francisco Police Department, the District Attorney’s Office, and the Adult**  
8 **Probation Department for the period of July 1, 2009, through June 30, 2010.**

9  
10 WHEREAS, The City and County of San Francisco was awarded a grant on  
11 January 12, 2010 in the amount of \$533,810 from the California Emergency  
12 Management Agency to fund the San Francisco Drug Elimination Team (DET), a multi-  
13 disciplinary partnership comprised of the San Francisco Police Department, the District  
14 Attorney’s Office, and the Adult Probation Department; and,

15 WHEREAS, The San Francisco DET is designed to abate illegal drug activity and  
16 reduce violence in high-crime San Francisco neighborhoods through coordinated law  
17 enforcement, prosecution, and probation efforts; and,

18 WHEREAS, The San Francisco Police Department will employ a series of Rotating  
19 Narcotic Enforcement Team (R-NET) operations to address street-level drug dealing,  
20 violence, and gang activity; and,

21 WHEREAS, The San Francisco District Attorney’s Office will collaborate with DET  
22 partners to ensure consistent charging and handling of DET/R-NET cases; and,

23 WHEREAS, The San Francisco Adult Probation Department will analyze, track, and  
24  
25

1 classify all police incident reports generated from R-NET operations and place clients  
2 in appropriate treatment modalities and increase contact with probationers in the  
3 community; and,


4 WHEREAS, The Department of Children, Youth and Their Families will submit all  
5 fiscal and programmatic reports to the California Emergency Management Agency in  
6 FY 2009-2010; and,

7 WHEREAS, The grant terms prohibit including indirect costs in the grant budget;  
8 and,


9 WHEREAS, The grant does not require an ASO amendment; now therefore be it

10 RESOLVED, That the Department of Children, Youth and Their Families is hereby  
11 authorized to retroactively accept and expend the grant from the California Emergency  
12 Management Agency in the amount of \$533,810 from July 1, 2009 through June 30,  
13 2010.

14  
15 RECOMMENDED:

16  
17   
18 \_\_\_\_\_  
19 Maria Su, Director  
20 Department of Children, Youth and Their Families

21 APPROVED:

22   
23 \_\_\_\_\_  
24 For Gavin Newsom  
25 Mayor

22   
23 \_\_\_\_\_  
24 For Ben Rosenfield  
25 Controller

**TO:** Angela Calvillo, Clerk of the Board of Supervisors  
**FROM:** Maria Su, Director, Department of Children, Youth and Their Families  
**DATE:** March 24, 2010  
**SUBJECT:** Accept and Expend Ordinance for Subject Grant  
**GRANT TITLE:** Edward Byrne Memorial Justice Assistance Grant; FY 2009-2010 Anti-Drug Abuse Enforcement Team Program

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Attached please find the original and 4 copies of each of the following:

Proposed grant resolution; original signed by Department, Mayor, and Controller

Grant information form, including disability checklist

Grant budget

Grant application

Grant award letter from funding agency

Other (Explain):

**Special Timeline Requirements:**

**Departmental representative to receive a copy of the adopted resolution:**

Name: Maximilian Rocha

Phone: (415) 934 – 4841

Email: mrocha@dcyf.org

Interoffice Mail Address: DCYF-1390 Market Street, Suite 900

Certified copy required: Yes

No

(Note: certified copies have the seal of the City/County affixed and are occasionally required by funding agencies. In most cases ordinary copies without the seal are sufficient).

**File Number:** 100433  
(Provided by Clerk of Board of Supervisors)

**Grant Information Form**  
(Effective July 2006)

Purpose: Accompanies proposed Board of Supervisors ordinances authorizing a Department to accept and expend grant funds.

The following describes the grant referred to in the accompanying ordinance:

1. Grant Title: Edward Byrne Memorial Justice Assistance Grant; FY 2009-2010 Anti-Drug Abuse Enforcement Team Program
2. Department: Department of Children, Youth and their Families (DCYF)
3. Contact Person: Maria Su Telephone: (415) 554 - 3547
4. Grant Approval Status (check one):  
 Approved by funding agency  Not yet approved
5. Amount of Grant Funding Approved or Applied for: \$533,810
- 6a. Matching Funds Required: N/A  
b. Source(s) of matching funds (if applicable): N/A
- 7a. Grant Source Agency: United States Department of Justice (DOJ)  
b. Grant Pass-Through Agency (if applicable): California Emergency Management Agency (Cal EMA)
8. Proposed Grant Project Summary: The State of California has identified multi-jurisdictional drug task forces as the only appropriate use for Edward Byrne Memorial Justice Assistance Grant Funds awarded by Cal EMA for the FY 2009-2010 Anti-Drug Abuse Enforcement Team Program. Accordingly, the City and County of San Francisco will use these funds to support the Drug Elimination Team, which abates drug activity and reduces violence in high-crime neighborhoods through a multi-disciplinary partnership comprised of the San Francisco Police Department, the Adult Probation Department, and the District Attorney's Office.
9. Grant Project Schedule, as allowed in approval documents, or as proposed:  
Start-Date: July 1, 2009 End-Date: June 30, 2010
10. Number of new positions created and funded: N/A
11. Explain the disposition of employees once the grant ends? N/A
- 12a. Amount budgeted for contractual services: \$0.00  
b. Will contractual services be put out to bid? N/A  
c. If so, will contract services help to further the goals of the department's MBE/WBE requirements? N/A  
d. Is this likely to be a one-time or ongoing request for contracting out? N/A

13a. Does the budget include indirect costs?  Yes  No

b1. If yes, how much? N/A

b2. How was the amount calculated? N/A

c. If no, why are indirect costs not included?

Not allowed by granting agency

To maximize use of grant funds on direct services

Other (please explain):

c2. If no indirect costs are included, what would have been the indirect costs? N/A

14. Any other significant grant requirements or comments:

Grant recipients are required to submit semi-annual progress and quarterly reports of expenditures as a condition of the grant award.

The Department of Children, Youth and their Families respectfully requests approval to retroactively accept and expend the grant funds throughout the duration of the grant award period from July 1, 2009 through July 30, 2010.

**\*\*Disability Access Checklist\*\***

15. This Grant is intended for activities at (check all that apply):

Existing Site(s)

Existing Structure(s)

Existing Program(s) or Service(s)

Rehabilitated Site(s)

Rehabilitated Structure(s)

New Program(s) or Service(s)

New Site(s)

New Structure(s)

16. The Departmental ADA Coordinator and/or the Mayor's Office on Disability have reviewed the proposal and concluded that the project as proposed will be in compliance with the Americans with Disabilities Act and all other Federal, State and local access laws and regulations and will allow the full inclusion of persons with disabilities, or will require unreasonable hardship exceptions, as described in the comments section:

Comments:

Departmental or Mayor's Office of Disability Reviewer: \_\_\_\_\_  
(Name)

Date Reviewed: \_\_\_\_\_

Department Approval:

  Maria Su    
(Name)

  Director    
(Title)

  [Signature]    
(Signature)

**BUDGET CATEGORY AND LINE ITEM DETAIL**

<b>A. Personal Services – Salaries/Employee Benefits</b>						<b>COST</b>
<b>Department of Children, Youth &amp; Their Families: 0.30 FTE of Grants Management Staff</b>						
<b>Salary Detail</b>						
Class	Title	BI Weekly Pay	Pay Periods	FTE	Salary at FTE	
1824	Program Director	\$ 4,223.00	26.10	0.15	\$ 16,533.00	
1823	Fiscal Staff	\$ 3,700.00	26.10	0.15	\$ 14,486.00	
			<b>Total FTE</b>	<b>0.30</b>		
				<b>Total Salary</b>	\$ 31,019.00	\$ 31,019.00
<b>Fringe Detail</b>						
Fringe Calculated on Percentage Salary						
Description		Base	Fringe %		Amount	
Unemployment		\$ 31,019.00	0.20%		\$ 62.00	
Social Security		\$ 31,019.00	6.20%		\$ 1,923.00	
Medicare		\$ 31,019.00	1.45%		\$ 450.00	
Retirement		\$ 31,019.00	9.49%		\$ 2,944.00	
Long Term Disability Insurance		\$ 31,019.00	0.54%		\$ 168.00	
				<b>Total Fringe Calculated on Percentage Salary</b>	\$ 5,547.00	
Fringe Calculated as Cost Per Pay Period						
Description		Cost	Pay Periods	FTE	Amount	
Health		\$ 223.98	26.10	0.30	\$ 1,754.00	
Dependent Coverage		\$ 170.77	26.10	0.30	\$ 1,337.00	
Dental		\$ 53.60	26.10	0.30	\$ 420.00	
				<b>Total Fringe Calculated as Cost Per Pay Period</b>	\$ 3,511.00	
				<b>Total Fringe</b>	\$ 9,058.00	\$ 9,058.00
<b>TOTAL DCYF's OFFICE</b>						<b>\$40,077.00</b>



BUDGET CATEGORY AND LINE ITEM DETAIL

B. Operating Expenses - Adult Probation, Police, District Attorney, Audit Cost						COST
<b>Adult Probation: 0.97 FTE Probation Officers</b>						
<b>Salary Detail</b>						
Class	Title	BI Weekly Pay	Pay Periods	FTE	Salary at FTE	
8444	Probation Officer	\$ 3,295.00	26.10	0.97	\$ 83,420.00	
					<b>Total Salary</b>	\$ 83,420.00
<b>Fringe Detail</b>						
Fringe Calculated on Percentage Salary						
Description		Base		Fringe %	Amount	
Retirement		\$ 83,420.00		2.00%	\$ 1,668.00	
Retirement/PERS		\$ 83,420.00		20.80%	\$ 17,351.00	
Medicare		\$ 83,420.00		1.45%	\$ 1,210.00	
Unemployment Insurance		\$ 83,420.00		0.10%	\$ 83.00	
					<b>Total Fringe Calculated on Percentage Salary</b>	\$ 20,312.00
Fringe Calculated as Cost Per Pay Period						
Description	Cost	Pay Periods		FTE	Amount	
Health	\$ 205.81	26.10		0.97	\$ 5,211.00	
Dependant Coverage	\$ 176.18	26.10		0.97	\$ 4,460.00	
Dental	\$ 49.18	26.10		0.97	\$ 1,245.00	
					<b>Total Fringe Calculated as Cost Per Pay Period</b>	\$ 10,916.00
					<b>Total Fringe</b>	\$ 31,228.00
					<b>Total Adult Probation</b>	\$ 114,648.00
<b>Police: 1,947 Overtime Hours for ADA Operations</b>						
<b>Salary Detail</b>						
Class	Title	Hours		Rate	OT Total	
Various	Police Officer Overtime	1947		85.01	\$ 165,505.00	
					<b>Total Overtime</b>	\$ 165,505.00
<b>Fringe Detail</b>						
Fringe Calculated on Percentage of Salary						
Description		Base		Fringe %	Amount	
Medicare		\$ 165,505.00		1.45%	\$ 2,400.00	
Unemployment Insurance		\$ 165,505.00		0.10%	\$ 166.00	
					<b>Total Fringe</b>	\$ 2,566.00
					<b>Total Police</b>	\$ 168,071.00
<b>District Attorney: 0.94 FTE Attorneys</b>						
<b>Salary Detail</b>						
Class	Title	BI Weekly Pay	Pay Periods	FTE	Salary at FTE	
8177	Trial Attorney	\$ 6,513.54	26.10	0.50	\$ 85,002.00	
8182	Head Attorney	\$ 7,254.27	26.10	0.44	\$ 83,308.00	
					<b>Total Salary:</b>	\$ 168,310.00
<b>Fringe Detail</b>						
Fringe Calculated on Percentage Salary						
Description		Base		Fringe %	Amount	
Unemployment		\$ 168,310.00		0.15%	\$ 245.00	
Social Security		\$ 168,310.00		6.20%	\$ 10,435.00	
Medicare		\$ 168,310.00		1.45%	\$ 2,440.00	
Retirement		\$ 168,310.00		9.49%	\$ 15,972.00	
Long Term Disability Insurance		\$ 168,310.00		0.54%	\$ 969.00	
					<b>Total Fringe Calculated on Percentage Salary:</b>	\$ 30,001.00
Fringe Calculated as Cost Per Pay Period						
Description	Cost	Pay Periods		FTE	Amount	
Health	\$ 272.78	26.10		0.94	\$ 6,692.00	
Dependent Coverage	\$ 148.15	26.10		0.94	\$ 3,635.00	
Flexible Benefits Package	\$ 38.57	26.10		0.94	\$ 946.00	
Dental	\$ 58.28	26.10		0.94	\$ 1,430.00	
					<b>Total Fringe Calculated as Cost Per Pay Period:</b>	\$ 12,703.00
					<b>Total Fringe</b>	\$ 42,704.00
					<b>Total District Attorney</b>	\$ 211,014.00
<b>TOTAL OPERATING</b>						<b>\$493,733.00</b>

**BUDGET CATEGORY AND LINE ITEM DETAIL**

C. Equipment	COST
No Equipment Reported	
<b>TOTAL</b>	<b>\$0.00</b>
#REF! #REF!	
<b>Total Project Cost*</b>	<b>\$533,810</b>
*Same as Block 10G on the Grant Award Face Sheet	

OES 303b

(Revised 07/06)

Sec C, 1 of 1  
San Francisco  
Department of Children, Youth Their Families



**PUBLIC SAFETY AND VICTIM SERVICES PROGRAMS DIVISION  
CALIFORNIA EMERGENCY MANAGEMENT AGENCY**

PUBLIC SAFETY BRANCH  
3650 SCHRIEVER AVENUE  
MATHER, CALIFORNIA 95655  
TELEPHONE: (916) 324-6724  
FAX: (916) 324-9179



January 12, 2010

Maria Su  
Director  
San Francisco, City & County  
1390 Market Street, Suite 900  
San Francisco, CA 94102

Dear Ms. Su:

**SUBJECT: NOTIFICATION OF APPLICATION APPROVAL**  
Anti-Drug Abuse Program (200900403)  
Award #: DC09 12 0380  
Cal EMA ID#: 075-00000

Congratulations! The California Emergency Management Agency (Cal EMA) has approved your application in the amount of \$533,810, subject to Budget approval. A copy of your approved subgrant is enclosed for your records.

Cal EMA will make every effort to process payment requests within 60 days of receipt.

This subgrant is subject to the Cal EMA Recipient Handbook. You are encouraged to read and familiarize yourself with the Cal EMA Recipient Handbook, which can be viewed on Cal EMA's website at [www.calema.ca.gov](http://www.calema.ca.gov).

Any funds received in excess of current needs, approved amounts, or those found owed as a result of a close-out or audit, must be refunded to the State within 30 days upon receipt of an invoice from Cal EMA.

Should you have questions on your subgrant, please contact your Program Specialist.

LEVS Grant Processing

Enclosure

c: Recipient's file

CalEMA ID# 075-00000

Award # Dc 0912 0380

CR  
576

**CALIFORNIA EMERGENCY MANAGEMENT AGENCY  
GRANT AWARD FACE SHEET (CalEMA 2-101)**

The California Emergency Management Agency, hereafter designated CalEMA, hereby makes a grant award of funds to the following:

1. Grant Recipient: City and County of San Francisco  
hereafter designated Recipient, in the amount and for the purpose and duration set forth in this grant award.
2. Implementing Agency: Department of Children, Youth & Their Families
3. Project Title: San Francisco Drug Elimination Team      4. Grant Period: 7/1/09 to 6/30/10

\*Select the Grant year and fund source(s) from the lists below or type the appropriate acronym in box 9. Enter the amount(s) from each source. Please do not enter both State and Federal fund sources on the same line. Add any cash match(s) and enter total in Block 10E.

Grant Year	Fund Source	A. State	B. Federal	C. Total	D. Cash Match	E. In-Kind Match	F. Total Match	G. Total Project Cost
Select	4. Fed Prgrms <u>99JA</u>		\$533,810					
Select	5. Fed Prgrms							
Select	7. Fed Prgrms							
Select	8. State Prgrms							
Select	9. State Prgrms							
	10 TOTALS	\$0	\$533,810	\$533,810				10 Grand Total: \$533,810

11. This grant award consists of this title page, the application for the grant, which is attached and made a part hereof, and the Assurance of Compliance forms which are being submitted. I hereby certify I am vested with the authority, and have the approval of the City/County Financial Officer, City Manager, County Administrator, or Governing Board Chair, to enter into this grant award agreement; and all funds received pursuant to this agreement will be spent exclusively on the purposes specified. The grant recipient signifies acceptance of this grant award and agrees to administer the grant project in accordance with the statute(s), the CalEMA Program Guidelines, the Cal EMA Recipient Handbook, the Federal OJP Financial Guide and Program Guidelines (if applicable), and the CalEMA audit requirements, as stated in the applicable RFP or RFA. The grant recipient further agrees to all legal conditions and terms incorporated by reference in the applicable RFP or RFA and agrees that the allocation of funds is contingent on the enactment of the State Budget.

12. Official Authorized to Sign for Applicant/Grant Recipient:      Federal Employer ID Number: 94600479 946000479

Name: Maria Su      Title: Director

Payment Mailing Address: 1390 Market Street, Suite 900      City: San Francisco      Zip: 94102

Telephone: 415.554.8991      FAX: 415.554.8965      Email: maria@dcyf.org  
(area code)      (area code)

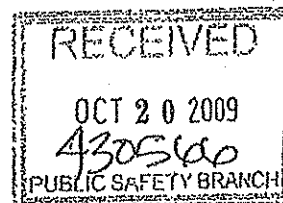
Signature: *Maria Su*      Date: Oct. 14, 2009

[FOR CalEMA USE ONLY]

I hereby certify upon my own personal knowledge that budgeted funds are available for the period and purposes of this expenditure stated above.

CalEMA Fiscal Officer: *[Signature]*      Date: 11/1/10      CalEMA Director (or designee): *[Signature]*      Date: 11/1/10

Yr / Chapter: 2009-10 / 1      PCA No: 18309  
 Item: 0690-102-0890      Fed Cat. #: 16.738  
 Component: 40.30.560  
 Program: Anti-Drug Abuse Program (ADA)  
 Fund: Federal Trust  
 Match Req.: n/a  
 Project No.: 09JAG0      Amount: \$533,810



**I. PROBLEM STATEMENT**

**a. Description of the Jurisdiction**

The City and County of San Francisco (CCSF) is located on the tip of a hilly peninsula in Northern California with land area of only 49 square miles. The current population for the City and County of San Francisco is 808,976. It is a totally urbanized County with a density of 16,509 persons per square mile. The County is divided into neighborhoods defined not only geographically but also culturally, and often times, linguistically. San Francisco has one of the highest costs of housing in the nation. The rent for a two-bedroom apartment in San Francisco ranges from \$1900 to \$3000 per month. The vacancy rate for housing in the city is averaging at 4.5%. The acute lack of affordable housing has pushed low-income families into a few segregated neighborhoods, mostly in the Southeast corner of the city.

Data from the SMART system, a geo mapping application of the Office of Juvenile Justice and Delinquency Prevention (OJJDP), helps to illustrate the concentration of poverty in neighborhoods across the country. Integrating an instrument called the Community Disadvantage Index (CDI) which is based on census tract data, the SMART system outlines which neighborhoods have the highest percentage of people living below the poverty line and receiving public assistance. Based on a scale of 1-10, with a score of 10 indicating the highest concentration of poverty, the SMART system demonstrates which San Francisco neighborhoods are the most poor and consequently, the highest risk. The following chart shows CDI information for San Francisco's hot-zone neighborhoods – those neighborhoods identified by data collected by the San Francisco Police Department to have the highest concentration of crime and violence.

California Office of Emergency Services, Criminal Division—Anti-Drug Abuse (ADA) Enforcement Program  
San Francisco Department of Children, Youth & Their Families (DCYF) Request for Funding—FY 2009/10

Neighborhood Mean	CDI	Max CDI	Min CDI
1. Bayview Hunter's Point	9	10	6
2. Visitation Valley	6	10	1
3. Mission	7	8	4
4. Western Addition	5	9	2
5. South of Market/Tenderloin/Potrero Hill	7	10	1
Total for Hotzone Neighborhoods	6.8	9.4	2.8
All of San Francisco*	6	10	1
<i>*Mean of all census tracks within each neighborhood.</i>			

While these neighborhoods are poverty stricken, data also indicates other co-occurring issues, such as substance abuse. The Department of Public Health's (DPH) Community Behavioral Health Services Division (CBHS) operates as the central alcohol and drug abuse and mental health administrative agency in San Francisco. It contracts with more than 150 different programs. Despite the volume of its services, the CBHS treatment system is unable to meet the demand. Waiting lists affect specific populations disproportionately. For example, African Americans comprise 61% of day treatment participants and 51% of residential treatment participants, while whites comprise 65% of methadone maintenance clients and 61% of methadone detoxification clients. The treatment modality most often utilized by Latinos is outpatient (12%).

While DPH and the City have been making certain underserved populations a priority, certain group still face barriers to treatment, and they often suffer more grave consequences without treatment. They include:

- **Homeless Persons:** Sixty-five percent of those served in residential treatment settings, and 92% of those who utilized residential detoxification settings, were homeless. The waiting list is the longest for the residential treatment modality, and the need of homeless persons for substance abuse treatment services is compelling.

- **Criminal justice-involved individuals:** Individuals arrested for drug-related offenses are far more likely to recidivate than those arrested for non drug-related offenses. Without close supervision, these individuals tend to do less well in treatment programs, even when they have been involved in treatment while incarcerated. The impact of their substance abuse penetrates the community in a wide variety of ways that are not revealed in data.
- **Multi-diagnosed People:** There are more multi-diagnosed individuals than the current treatment system can absorb. These individuals both abuse alcohol and other drugs and have either been diagnosed with AIDS or have psychiatric disorders, or both. Many have additional health problems, including tuberculosis, hepatitis, sexually transmitted diseases, or other communicable diseases. Many are also homeless, further heightening the urgency and complexity of their needs. For example, homeless and addicted individuals who are infected with HIV may lack the stability to adhere to the multi-drug regimens that are essential to obtaining the full benefits of antiretroviral therapy.

San Francisco has few actual programs for individuals who have co-occurring psychiatric and substance abuse disorders, and in some facilities for the multi-diagnosed there are waiting lists of up to 90 individuals. Some clients have to wait as long as four months to enter a program for the multi-diagnosed. As a result, many of these individuals seek psychiatric emergency services to receive immediate attention when less intensive services may be more appropriate to their needs. Seventy percent of clients hospitalized in San Francisco for serious psychiatric disorders also abuse alcohol and other drugs.

- **Latinos:** Latinos in San Francisco report a series of barriers to treatment, including fear of police/immigration authorities, lack of culturally appropriate programs and monolingual Spanish-speaking programs, long waiting periods, and lack of knowledge about services. According to census data, Latinos comprise 15% of San Francisco's population and 75% of

Spanish speaking households in the city are linguistically isolated. Yet there are currently only two treatment programs that offer services in Spanish.

**Reliability of Data:** The San Francisco Department of Public Health maintains several related but distinct data systems which together help define the extent, status and characteristics of alcohol and other drug prevention, treatment services and clients in the City and County of San Francisco. One component of the data system, the Waiting List Management System (WLMS), is designed to: 1) maintain a capacity management program that enables programs to readily report their treatment capacity and 2) maintain a waiting list management program to document those who are not immediately admitted to a treatment program due to a lack of capacity. This information is collected through the use of the Waiting List Report, which was adapted from the State of California Drug and Alcohol Treatment Access Report (DATAR) and is then entered into the WLMS by providers. The WLMS captures information from all participating treatment providers receiving public funds and methadone providers, and provides monthly data on total and publicly funded treatment capacity of participating providers by type of service as required by the Federal Capacity/Waiting List requirement.

Emergency Room (ER) Drug Episodes provide the most accurate and available single measure of the demographics of substance abusers. An ER Drug Episode occurs when an abused drug is the cause of an ER visit, as reported by trained nurses and medical personnel, through the Drug Abuse Warning Network (DAWN). Data is aggregated for San Francisco and is limited to non-Federal, short stay general hospitals that have a 24-hour emergency room.

San Francisco has an unusually precise understanding of local drug use and treatment capacity because CBHS has invested significantly in local research on the extent and cost of untreated substance abuse. A Treatment on Demand Task Force that included representation from the public health department, local treatment providers, advocates, and researchers met



for over six months' developing and analyzing local data. The extent and cost of untreated substance abuse was calculated and is cited under two reports (Meredith et al, 1996) and (City and County of San Francisco, 1997).

San Francisco treatment waiting list data indicates that there are least two active and untreated substance abusers for every one in treatment. It is estimated that there are over 1,000 substance abusers every day who are ready and requesting treatment but are unable to enter the system due to limited capacity (City and County of San Francisco, 2001).

Armed with this data, in 1996 the San Francisco Board of Supervisors unanimously endorsed a resolution, which authorized CBHS to initiate a community based planning process to develop a substance abuse "treatment on demand" system. During fiscal year 2002-03, CBHS funded over \$52 million dollars of treatment and prevention services in the county. The current local Treatment on Demand allotment targets several key populations that were selected through a community planning process that included families and consumers.

**b. Problems and Trends**

Drug abuse and addiction continue to be a major problem for the criminal justice system in San Francisco. The main drugs of choice for the offender population continue to be crack cocaine, heroin and methamphetamine.

In 2008, the San Francisco Police Department (SFPD) completed a comprehensive performance evaluation of department violent crime trends and tactical operations efficiencies. The department's data showed that crime was primarily concentrated in the hot zone neighborhoods (as described in previous section) which total only 2.1% of San Francisco's 49 square miles. To address the geographic concentration of crime, the SFPD initiated a commensurate "zone strategy" that aligned resources and staffing with hotzone neighborhoods to address issues of violence and crime. Zone strategy tactics include intensive and sustained street level narcotics enforcement, fugitive apprehension, strict enforcement of court orders,

probation compliance checks, 10-35 search team, traffic enforcement team, zone enforcement units and multi-agency law enforcement partnership with the federal investigators. Since the zone strategy was implemented, homicides and non-fatal shootings decreased in all of the designated zones in San Francisco:

- Zone 1 (Tenderloin/SOMA) Homicides decreased by 22%; Non-fatal shootings decreased by 58%
- Zone 2 (Western Addition) Homicides decreased by 29%; Non-fatal shootings decreased by 73%
- Zone 3 (Mission) Homicides decreased by 38%; Non-fatal shootings decreased by 26%
- Zone 4 (Bayview) Homicides decreased by 30%; Non-fatal shooting decreased by 4%
- Zone 5 (Visitacion Valley) Homicides decreased by 50%; Non-fatal shootings decreased by 33%

Additionally, in 2008 SFPD conducted 412 parole and probation searches; 325 parolees and probationers were arrested as result of these searches; and, 80% of these arrests occurred in a designated zone. One of the most successful "zone tactics" initiated was the coordination and calendaring of an intensive "buy/bust" street level narcotics enforcement program in the Tenderloin area of San Francisco, (Zone #1). Station level personnel, the Narcotics Division and the Gang Task force scheduled continuous narcotics enforcement at all times of the day and night resulting in a significant number of arrests. San Francisco Police Department data continues to show a co-location of drug proliferation in the same hotzone neighborhoods where poverty and violence are more widespread. Drug abuse and addiction continue to be a major problem for the criminal justice system in San Francisco. The main drugs of choice for the offender population continue to be crack cocaine, heroin and methamphetamine.

The primary source of the drugs sold in San Francisco is interstate traffic from the Mexican border. San Francisco is a target location for many of these narcotics, so there is not a

high incidence of transportation through the county. Often, narcotics are stored in neighboring counties and then brought to San Francisco for distribution.

Historically, San Francisco has not been known for a significant amount of drug manufacturing. However, San Francisco is a manufacturing site for Gamma Hydroxybutrate (GHB). GHB is a central nervous system depressant consumed primarily by affluent young people. This narcotic, commonly referred to as the "date rape drug," has been most commonly associated with "RAVE" events.

Approximately 8,000 felony narcotics cases are presented to the District Attorney's office. Of these, 4,800 are charged as felonies; 500 are referred to parole; and 650 proceed by means of a motion to revoke probation.

The areas most affected by the increase in drug activity are the Mission District, where street level trafficking of heroin and cocaine are rampant; the Civic Center, where most parolees who are released in San Francisco reside; the Western Addition, where nearly half of the families have incomes below the poverty level; and Bayview Hunter's Point, where over half of the firearm-related offenses occur. In addition, drug activity plagues the City's 21 public housing sites.

As far as drug availability and production in the County, discussions with police narcotics officers indicated that all types of drugs have always been available on the streets of San Francisco. Bars, nightclubs, schools and office buildings have all had their share of drug problems. Police have served search warrants in bars and nightclubs, conducted undercover buys in schools, assisted private companies in conducting on-the-job narcotics surveillance and abatement, and assisted Naval Intelligence officers with narcotics investigations. The Police Narcotics Division also has been involved in several major seizures of narcotics and work with federal and state law enforcement on suppressing gang-related drug dealing.

Clearly, through Zone Strategy activities San Francisco has demonstrated violence reduction success and continues to address the most efficient ways of abating illegal drug use and trafficking in some of San Francisco's most vulnerable neighborhoods. This success creates collateral impacts on the criminal justice system – there are more individuals in-custody and in line for prosecution, increased probation case loads, more referrals to collaborative drug courts, more individuals in need of community based reentry support and a continuous need for stronger coordination between law enforcement and criminal justice partners, such as the Adult Probation Department (APD)

APD supervises approximately 4,600 people convicted of felony drug charges. The sheer number of these offenders makes any type of meaningful probation supervision impossible. The minimum and medium risk cases have been banked in an effort to decrease caseloads. Currently, caseloads are about 150 per officer. Offenders with substance abuse problems, because of their addictive behavior, generally do poorly on probation without intensive supervision in conjunction with active support from treatment providers. The offender usually begins using drugs soon after being sentenced. More often than not this results in the person being returned to Court for violation proceedings. The funding for the Drug Elimination Team (DET) allows for caseloads of 50 to 1 resulting in the ability to provide more intensive supervision and monitoring, ensuring that participants are utilizing the treatment resources available to them.

Drug activity, and the violence associated with it, interferes with the community's ability to enjoy their neighborhoods, go to their neighborhood markets or allow their children to go to the park or even play in their front yard unsupervised. Drug trafficking and violence on their streets dramatically impact businesses as potential customers go elsewhere to obtain goods and services.

Over the last several years, San Francisco has been experiencing an increase in gang violence related to drug dealing and other criminal activity. A study of the approximately 110 homicides committed over the past couple of years in San Francisco reveals that over 50% are connected to a relatively small number of identifiable groups of violent offenders. To combat this violence, federal, state and local law enforcement agencies operating in San Francisco have come together and developed a coordinated strategy to combat this violence. The strategy has been named Operation Ceasefire.

The Drug Elimination Team (DET) will continue to make the "Rotating Narcotic Enforcement Team" (R-NET) operations true to its name. As indicated above, there is substantial drug activity in the Western Addition, the Bayview Hunter's Point and Potrero Hill areas. There is also violence connected to the drug dealing and other criminal activity. As a result, DET has been responsive to this changing activity in the different neighborhoods and has increased R-NET activities in these neighborhoods.

## **II. PLAN**

Through the Department of Children, Youth & Their Families (DCYF), San Francisco's law enforcement and criminal justice agencies are applying for funding to continue the multidisciplinary partnership represented by the Drug Elimination Team (DET), which is comprised of San Francisco Police Department, District Attorney's Office and Adult Probation Department. The overall DET project design is such that the Police Department will conduct a variety of R-NET operations which include buy-walk operations, public housing narcotic enforcement, observed sales enforcement, search warrant preparation, and narcotics related parole and probation searches. The strategy also entails coordinating law enforcement agencies in an effort against chronic violence, then talking directly to those individuals identified as chronically criminally violent and warning that law enforcement is prepared to respond to their violence. An on-going goal is for drug dealers and users to become aware that the police are

committed to eliminating street drug trafficking and violence, and that the police have the support of the residents and businesses in these communities. During the first four years of OEP JAG funding, the DET program strategies were designed to reduce heroin and cocaine use and sale and related criminal activity in the Northern (Tenderloin) and Mission Districts.

Based on the Team's ongoing assessment of trends in drug-related crimes throughout the City, these strategies were expanded to other neighborhoods to include all drugs in Years V thru XI; and it will continue this effort in Year XII of the grant funding (FY 2009-2010). As a result of this assessment, the DET goals, objectives and activities have been refined to fit with the reality of criminal activity in the City.

**a. Target Area and Target Population**

The DET has expanded the neighborhoods being targeted due to changes in drug activity and violence in the City. These neighborhoods include, but will not be limited to, Bayview Hunter's Point, the Western Addition, Potrero Hill, Visitacion Valley, as well as the Mission, Tenderloin and South of Market. The DET will continue buy-bust operations as previously conducted in other grant years. The San Francisco Police Department's Rotating Narcotics Enforcement Team operations also will include buy-walk operations, public housing narcotic enforcement, observed sales enforcement, search warrant preparation, and narcotics related parole and probation searches.

Over the past 8 years, San Francisco has been experiencing an increase in gang violence related to drug dealing and other criminal activity. A study of the approximately 269 homicides committed over the past 3 years in San Francisco reveals that over 50% are connected to a relatively small number of identifiable groups of violent offenders. To combat this violence, federal, state and local law enforcement agencies operating in San Francisco have come together and developed a coordinated strategy to combat this violence. The strategy has been named Operation Ceasefire.

The strategy entails coordinating law enforcement agencies in an effort against chronic violence, then talking directly to those individuals identified as chronically criminally violent and warning that law enforcement is prepared to respond to their violence. When violence next breaks out, the law enforcement agencies involved – the SFPD, District Attorney, Adult and Juvenile Probation, Sheriff, Parole, Bureau of Narcotics Enforcement, ATF, FBI, DEA, and the U.S. Attorney – follow through in a coordinated response to break the violence cycle.

The violence discussed above has occurred primarily in the Bayview Hunter's Point, Potrero Hill, Western Addition, and OMI neighborhoods. Gang-related violence has continued to escalate in Bayview Hunters Point. In assessing current DET operations and the needs of the City, the DET agencies would like to continue its current activities, including operations and activities to support the City's violence suppression measure, Operation Ceasefire, when necessary. The DET agencies incorporated this into a prior year's plan and will continue supporting Operation Ceasefire in its Year XII plan.

**b. Program Description**

1. Project Title: The project title will remain the San Francisco Drug Elimination Team (DET).
2. Program Purpose Area (PPA): The Federal Program Purpose Area that San Francisco's coordinated plan falls under is PPA #21:

*Programs of which the primary goal is to strengthen urban environment and prosecution efforts targeted at street drug sales.*

3. Long Range Strategy:

The Department of Children, Youth & Their Families (DCYF), San Francisco's law enforcement, criminal justice, and substance abuse treatment agencies plan to apply for future

funding in order to continue the multidisciplinary partnership represented by the Drug Elimination Team (DET).

4. Impact:

Through a comprehensive and coordinated effort of strategic arrests, prosecution, and sanctioning, DCYF, San Francisco's law enforcement, criminal justice, and substance abuse treatment agencies, will work toward the reduction in use and sale of narcotics and violence in San Francisco.

The intended impact of the program is to reduce street drug trafficking and violence through improved coordination among law enforcement, criminal justice, drug treatment, and community-crime prevention agencies. If successful, the implementation of DET strategies should result in the following outcomes:

- Reduced levels of street drug sales and use;
- Reduced levels of prostitution and other overt street crime in the DET areas;
- Reduced gun and other violent activity related to drug trafficking and criminal activity in the DET areas;
- Increased proportion of convictions to arrests;
- Increased perception among residents and businesses that the neighborhoods are safe;
- Increased proportion of incidents in which suspects are detained and accept a reduction of or dropping of charges in exchange for cooperation;
- Among those convicted or plea-bargained, a higher percentage of individuals who both successfully complete treatment and successfully meet the terms of probation.

5. Project Design:

The DET was designed to assess trends in drug-related crime throughout the City, and to develop and implement integrated and coordinated strategies to address specific, well-



defined crime-related problems. During the first four years of OCJP Byrne funding, the DET program strategies were designed to reduce heroin use and sales and related criminal activity in the Northern (Tenderloin) and Mission Districts. However, in later project years, DET activities were increased to include:

- To include additional affected neighborhoods;
- To reduce drug use, sales (not limited to heroin and cocaine) and related criminal activity;
- To address the increase in gang violence by assisting federal, state, and other local law enforcement agencies with the City's gang violence suppression program, Operation Ceasefire; and
- To incorporate additional strategies to R-NET operations.

DET members will continue this strategy in Year XII and will meet regularly to coordinate efforts and to assess the impact that those efforts are having. This level of neighborhood-focused planning has resulted—and will continue to result—in the neighborhoods experiencing a far more concentrated and effective law enforcement and criminal justice presence.

The overall DET project design is such that the Police Department will conduct a variety of R-NET operations (law enforcement strategies discussed above). The District Attorney then determines whether or not to press charges. If a suspect is charged, the Public Defender will likely represent them (the Public Defender represents approximately 75% of indigent accused), and if there is a negotiated disposition and the defendant has a significant substance abuse problem, will attempt to have them sentenced to probation with a treatment requirement. Gang-affiliated defendants will be processed through Operation Ceasefire.

The creation of the DET has meant a redefinition of the roles and responsibilities of the various departments, especially insofar as the project requires a more team-like approach and a neighborhood focus to that collaborative effort. For a more detailed description of the newly

defined roles and responsibilities of the DET members, see Section 6 below. As a result of this coordination of agency resources, the person arrested through the DET encounters a far more focused and coordinated response. Starting with the involvement of the DA and her investigators in the planning of the busts and facilitating the warrants, a person arrested through an R-NET operation is more likely to be faced with a conviction. This focused attention is also the hallmark of Operation Ceasefire strategies.

An on-going goal is for drug dealers and users to become aware that the police are committed to eliminating street drug trafficking and violence, and that the police have the support of the residents and businesses in these communities. This reality—when combined with the immediate involvement of the Probation Department, and a continuum of treatment slots—enables the police and District Attorney to better negotiate cooperation from those arrested on street-buys. As a result, investigators are better able to move up the distribution chain.

The Probation Officer will be located in the community the majority of the time. With immediate access to a range of treatment alternatives, individuals with substance abuse problems do not simply recycle through the criminal justice system, but rather have the supervision and treatment they need to extricate themselves from their addiction.

In short, the DET represents a far better coordination of resources. Indeed, the overarching goal of the DET is not simply to reduce the use and sale of narcotics, but also to demonstrate the viability of applying these coordinated strategies to other community crime challenges.

6. Roles:

**San Francisco Department of Children, Youth & Their Families (DCYF)** will continue to supervise the DET and convene partners to address implementation issues. DCYF also

coordinates the City's Operation Ceasefire and therefore will streamline coordination between both projects. DCYF will collect all relevant data from the DET partners and will make all reports to OES, including budgetary reports (with support from the Controller) and progress reports describing the process and outcomes resulting from this project.

The SF Police Department (SFPD) will employ a series of Rotating Narcotic Enforcement Team (R-NET) to conduct a variety of operations to address street-level dealing, violence and gang activity.

The R-NET program is a targeted enforcement program under the direction of the SFPD Narcotics Division with support from district station personnel. The program involves a series of one-day intensified "buy-bust" operations in a concentrated area. These "hand to hand" narcotic sales to police officers make extremely solid cases for prosecution. The overwhelming majority of the R-NET cases were filed for prosecution by the District Attorney's Office. These operations will continue in Grant Year XII.

In addition to the current buy-bust activities, the SFPD's Narcotics Division will include other enforcement activities in its R-NET operations for the DET program. They include:

- (1) Buy-walk programs – undercover officers purchase contraband from a variety of dealers in a specific area. The suspects are then identified and arrest warrants are obtained. This type of program is most effective in areas where buy-bust operations cannot be implemented due to terrain and the existence of prior dealer/buyer relationships;
- (2) Public housing narcotics enforcement;
- (3) Observed sales – while the current R-NET operations of hand-to-hand sales have been an effective tool, members of the DET would like to try some observed sales cases to reach the mid-level dealer;
- (4) Narcotics-related parole and probation searches; and

(5) Narcotics-related search warrants.

The DET program also brought the first coordinated effort of this type between the Police Department and the Probation Department, District Attorney's Office, and the treatment community. The coordination of these agencies' resources and the arrest efforts of the police allow investigators to better move up the distribution hierarchy and identify and arrest larger distributors. When arrests are made, the Police Department sends a list of arrestees to all DET partners to ensure communication and "flagging" of DET arrestees.

During FY 2009/2010, the SFPD Narcotics Division will conduct twenty (20) R-NET operations. For FY 2009/2010, it is projected that the R-NET operation will result in a total of 225 arrests. SFPD will provide information on the number of targeted drugs seized by type in grams. Since clandestine labs are not a problem in San Francisco, SFPD will not report on it. If assets are seized in any RNET operations, it will be reported. As outlined in the operational agreement, all assets seized will be returned to the grant/RNET operations in furtherance of the project. Assets will be reported to the Program Director who will make a determination of project expenditures.

Additionally, the Police Department Crime Lab will analyze evidence for cases resulting from R-NET operations. Reports will be developed for each request for evidence analysis of suspected illegal narcotics, and will be provided to DET partners as appropriate.

**The San Francisco District Attorney** will employ two part-time Narcotics attorneys, directed by the Head Attorney for Narcotics. SFDA involvement will entail the following activities:

- Consistent charging of all DET cases (possession, possession-for-sale, and sale);
- True Vertical Prosecution or Major Stages Vertical Prosecution of 80% of DET cases;
- Handling grant-identified probation revocations in collaboration with the Probation Department;

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- Handling grant-identified parole revocations;
- Coordinating with SFPD for motions to increase bail and to examine the source of bail (to keep offenders in custody);
- Working closely with SFPD to utilize information from street-level sells to target mid-level dealers (and potentially higher-level dealers/distributors) to get informants into treatment quickly;
- Coordination with the SFPD Narcotics Unit and District Station Officers on re-booking, investigations, targeting, offers for informants, etc.;
- Coordination with other jurisdictions, State and Federal agencies to obtain convictions of higher-level suppliers;
- District Attorneys will be available for arrest warrants and search warrants including searches of residences, storage locations, bank records, safe deposit boxes, phone records, pager records, cellular phone records, and credit card records; and
- Community education and community-based problem solving through regular participation at community meetings in the target neighborhoods.

The **San Francisco Adult Probation Department** will dedicate a Deputy Probation Officer at 0.97 FTE to exclusively handle cases resulting from the R-NET operations and Operation Ceasefire activities. These officers will work closely with the Police Department and District Attorney to encourage Motions to Revoke probationers (MTRs) to cooperate with investigators in exchange for immediate entry into treatment and the opportunity to avoid prosecution. Additionally, the Probation Officer will closely monitor compliance with the terms of probation by conducting field and address visits, actively enforcing stay away orders, conducting warrantless searches, and utilizing licensed community-based treatment services. Caseload ratios will be 1 to 75. Probation Department DET activities will include:

- Evaluating police reports from the R-NET operations;

- Placing the defendant's names and identifying numbers on a roster;
- Tracking the R-NET arrests from the point of entry in the criminal justice system through final disposition;
- Identifying the R-NET defendants that are sentenced to probation and those that are currently on supervised probation pending a District Attorney's Motion to Revoke probation;
- Assigning the defendants to one of the DET probation caseloads;
- Interviewing, assessing and informing each probationer in regards to appropriate treatment modalities;
- Obtaining direct information from R-NET police officers and R-NET operations regarding probationers actively involved in narcotics activities in the targeted neighborhoods;
- Referring each probationer to a substance abuse treatment program when appropriate;
- Upon a re-offense, increasing legal sanctions and treatment interventions or if necessary pursue probation revocation proceedings;
- Conducting probation supervision activities in conjunction with R-NET officers to ensure compliance of probation terms; and
- Conducting probation supervision activities in conjunction with Operation Ceasefire strategies and other gang violence suppression activities.

**San Francisco Community Behavioral Health Services (a division of the Department of Public Health)**, through local funding, will make substance abuse treatment services available to DET offenders. The Treatment Access Program (TAP) will be available to provide assessment services to DET offenders, if necessary, and assist Adult Probation in making referrals for substance abuse treatment.

Source Documentation:

DCYF will make all reports to CA OES, including budgetary reports (with support from the Controller) and progress reports describing the process and outcomes resulting from this project. The partner agencies will submit needed data, quarterly, bi-yearly, and year-end reports to DCYF. The San Francisco Police Department will provide a list of all DET arrestees to the DET partners. Each department will be responsible for tracking DET arrestees through their systems in order to provide DCYF with the information needed to measure program success.

### **Goals, Objectives, Activities, Performance Measures and Projections**

**GOAL 1: (Mandatory Goal) During the Grant Year (FY 2009/2010), reduce the narcotic trade and associated violence in affected San Francisco neighborhoods through law enforcement, prosecution and probation efforts.**

**Objective 1.1: The San Francisco Police Department Narcotics Division will implement the Rotating Narcotics Enforcement Team (R-NET) Program throughout the City.**

#### Activities—Objective 1.1

- The SFPD will conduct 20 R-NET operations.
- The SFPD will target most commonly used drugs in San Francisco – cocaine, crack, heroin, and methamphetamine.
- The SFPD will generate 225 arrests annually through R-NET operations.
- The SFPD will provide lists containing information on all arrestees, rebooking status and quantity and type of narcotics seized for R-NET Program operations to all DET partners.
- The SFPD will report any assets seized to the RNET Program Director.

- The SFPD will report any clandestine labs discovered/destroyed during RNET operations.

Performance Measure 1.1a:

In FY 2009/2010 a total of 20 R-NET operations will take place.

Performance Measure 1.1b:

In FY 2009/2010 a total of 225 individuals will be arrested as a result of R-NET operations in the targeted neighborhoods.

Performance Measure 1.1c:

Communication between the SFPD and Adult Probation Department of arrestee information and status will occur in 100% cases (225 arrestees) resulting from grant activities.

**Objective 1.2:** The District Attorney's Office will collaborate with the DET partners to ensure consistent charging and handling of DET/R-NET cases (possession, possession-for-sale, and sale).

Activities—Objective 1.2

- The District Attorney will dedicate two part-time attorneys in Narcotics, directed by the Head Attorney, to work on the DET program and handle DET cases.
- The District Attorney will handle grant-identified probation revocations in collaboration with the Probation Department.
- The District Attorney will coordinate with the Police Department for motions to increase bail and to examine the source of bail (to keep offenders in custody);
- The District Attorney will work closely with the Police Department to utilize information from street-level sellers to target mid-level dealers (and potentially higher-level dealers/distributors).



- The District Attorney will coordinate with the Police Department Narcotics Unit and District Station Officers on re-booking, investigations, targeting, and offers for informant, etc.
- District Attorneys will be available for arrest warrants and search warrants.

Performance Measure 1.2a:

80% of offenders selected for Vertical Prosecution will be in custody at the time of trial.

Performance Measure 1.2b:

20 DET defendants will have cases concluded through trial.

Performance Measure 1.2c:

155 DET defendants will have cases concluded through a plea to the most serious charge.

Performance Measure 1.2d:

50 DET defendants will have cases concluded with a plea to a lesser charge.

**Objective 1.3:** The Adult Probation Department (APD) will analyze, track and classify all police incident reports generated from R-NET operations.

Activities—Objective 1.3

- The APD will maintain an active probation supervision caseload dedicated to DET offenders.
- DET probation officer will evaluate police reports from the R-NET operations.
- Defendants' names and identifying numbers will be placed on a roster.
- DET arrestees will be tracked from the point of entry in the criminal justice system through the final disposition.

- DET probation officer will identify DET defendants that are sentenced to probation and those that are currently on supervised probation pending a District Attorney's Motion to Revoke.
- Defendants will be assigned to the DET probation caseload, as openings become available on the caseload per grant imposed limit.

Performance Measure 1.3a:

The APD will evaluate 100% of the police incident reports from the R-NET operations (It is anticipated that this will be approximately 225 per year).

Performance Measure 1.3b:

The APD will generate two DET probation supervision caseloads of 75 clients each.

**GOAL 2: Reduce the negative impact of the street drug trafficking, drug-related crime, violence and addiction through a coordinated multidisciplinary partnership between San Francisco's law enforcement, criminal justice, and substance abuse treatment agencies.**

**Objective 2.1:** The Adult Probation Department will place clients in appropriate treatment modalities, increase contact with probationers in the community, and increase coordination with other DET partners.

Activities—Objective 2.1

- Probation Officer will interview, assess and inform each probationer in regards to appropriate treatment modalities.
- Probation Officer will refer appropriate probationers to a treatment intervention.
- Upon a re-offense, Probation Officer will increase legal sanctions and treatment interventions or if deemed appropriate pursue probation revocation procedures.

- Probation Officer will contact probationers in the assigned drug treatment programs to insure attendance and participation.
- Probation Officer will conduct home visits, therefore involving the family in the defendant's rehabilitation process.
- Probation Officer will monitor probationers' behavior with the assistance of the Police Officers in the District Stations when necessary.
- The Adult Probation Department will coordinate with the District Attorney's Office's recommendations and sanctions when appropriate (i.e.: Motions to Revoke probation and recommendations).

Performance Measure 2.2a:

In FY 2009/10, Probation Officer will interview, assess and refer probationers (arrested through R-NET activities) to treatment programs when appropriate.

Performance Measure 2.2b:

Probation Officer will make 29 contacts per month by visits to the probationers' home, in Court, County Jail, including collaterals or at the assigned treatment program.

Performance Measure 2.2c:

The Adult Probation Department will contact the District Attorney's Office at least one time per month—more often as needed

### III. IMPLEMENTATION

#### a. Organizational Description

The San Francisco Drug Elimination Team (DET) is under the administrative arm of the Department of Children, Youth & Their Families (DCYF). Maria Su is the Director of DCYF and the Chair of the DET Steering Committee. Max Rocha, Deputy Director of DCYF, is the project director of DET. In this role, he carries the day-to-day responsibility for overseeing the DET project and is a member of the DET Steering Committee. Mr. Rocha is responsible for directing the efforts of the DET partners in the implementation of the strategies identified through this proposal. Regular meetings will continue to be held among project partners to review outcomes and realign activities in response to an analysis of the data.

Various components of the program are partially grant funded. Although the Drug Enforcement Administration, the Bureau of Narcotics Enforcement and the Federal Bureau of Investigation do not receive Byrne funds allocated to the DET, their participation on the Task Force—with which the San Francisco Police Department is actively involved—ensures a coordinated approach to law enforcement. Other partners in the DET are described below.

The San Francisco Police Department DET Steering Committee representative is Chief George Gascon. Captain Denis O'Leary, head of Narcotics and Vice Division, has day-to-day responsibility for overseeing SFPD's involvement in the DET and is a member of the DET Steering Committee. Byrne funded activities are directed by the Narcotics Division. The Captain is responsible for all inter-agency narcotics abatement programs in the City. Direct supervision of SFPD DET personnel will be the responsibility of the day watch and night watch lieutenants. Grant Personnel will be utilized on an overtime basis.

Kamala D. Harris, District Attorney, is a member of the DET Steering Committee. Sharon Woo, Assistant District Attorney in charge of the Narcotics Unit will handle the review of

the DET cases & coordination with SFPD for these cases. Richard Hechler and Karen Hallet will be the primary part time attorneys' handling DET cases.

Chief Patrick Boyd of the Adult Probation Department (APD) is a member of the DET Steering Committee, and he has day-to-day responsibility for overseeing APD's involvement in the DET. Probation Officer Manuel Mendez is the DET officer on this project.

San Francisco Community Behavioral Health Services (CBHS) is a division of the Department of Public Health. CBHS is on the DET Steering Committee to improve coordination between the law enforcement and criminal justice agencies court, adult probation and the treatment community. Community Behavioral Health Services is responsible for overseeing the 70+ contracts with community-based agencies that provide substance abuse and mental health treatment services in the City. Bob Cabaj, Director of Community Behavioral Health Services, has designated Craig Murdock, Director of the Department's Treatment Access Program, to serve on the DET Steering Committee. Mr. Murdock will be responsible for the management and coordination of all DET related activities. CBHS is an important partner in the DET program as they work to ensure expedited access to treatment for DET clients.

**b. Organization Chart**

See Appendix

**c. Drug-Endangered Children (DEC) Protocol**

See Appendix

**BUDGET NARRATIVE**

The first stated goal of the Drug Enforcement Team (DET) project is to reduce the narcotic trade and violence associated with drug dealing in various San Francisco neighborhoods through law enforcement, prosecution and probation officers. The second stated goal is to reduce the negative impact of street drug trafficking, drug-related crime and addiction through a coordinated multidisciplinary partnership between San Francisco's law enforcement, criminal justice, and substance abuse treatment agencies.

Specific objectives in support of these goals are the responsibilities of the partner agencies of the DET, and the budget allocations reflect prudent expenditures necessary in meeting those objectives as outlined below for each budgeted DET partner agency. Furthermore, the majority of the budget (92.5%) is allocated to the three primary DET service delivery partners for implementation of the needed DET activities, with minimal administrative cost charged to oversee the project and fiscal responsibilities. The cost for salaries is inclusive of mid-year salary adjustment

Included, is a description of staff duties for grant-funded staff.

a. The San Francisco Department of Children, Youth & Their Families (DCYF) will continue to supervise the DET and convene partners to address ongoing issues. DCYF will collect all relevant data from the DET partners and will make all reports to OES, including budgetary reports (with support from the Controller) and progress reports describing the process and outcomes resulting from this project. Max Rocha, Deputy Director of DCYF, is the project director of DET. In this role, he carries the day-to-day responsibility for overseeing the DET project and is a member of the DET Steering Committee. Mr. Rocha is responsible for directing the efforts of the DET partners in the

implementation of the strategies identified through this proposal. Ambi Bohannon, fiscal analyst, will be the dedicated staff to provide fiscal oversight and reporting for this project

**b. The SF Police Department** will employ a series of Rotating Narcotic Enforcement Team (R-NET) operations to identify street-level dealers throughout the City and County of San Francisco. During FY 2009/2010, the SFPD Narcotics Division will conduct twenty (20) R-NET operations. For FY 2009/2010, approximately R-NET 225 arrests will occur.

In addition to the current buy-bust activities and the SFPD's Narcotics Division will include other types of enforcement in its R-NET operations for the DET program. Other enforcement activities include:

- (1) Buy-walk programs – undercover officers purchase contraband from a variety of dealers in a specific area. The suspects are then identified and arrest warrants are obtained. This type of program is most effective in areas where buy-bust operations cannot be implemented due to terrain and the existence of prior dealer/buyer relationships;
- (2) Public housing narcotics enforcement;
- (3) Observed sales – while the current R-NET operations of hand-to-hand sales has been an effective tool, members of the DET would like to try some observed sales cases to reach the mid-level dealer;
- (4) Narcotics-related parole and probation searches; and
- (5) Narcotics-related search warrants.

The Police Department Crime Lab will analyze evidence for cases resulting from narcotics activities. Reports will be developed for each request for evidence analysis of suspected illegal narcotics, and will be provided to DET partners as appropriate.

The SFPD will prepare quarterly and year-end progress reports and quarterly and year-end financial reports for DCYF.

c. **The SF District Attorney** will employ two part-time Narcotics attorneys, directed by the Head Attorney for Narcotics. SFDA involvement will entail the following activities:

**Unit-Wide**

- DAs will be available by pager for arrest warrants and search warrants including searches of residences, storage locations, bank records, safe deposit boxes, phone records, pager records, cellular phone records, and credit card records;
- DAs will be available to SFPD to train officers on legal issues, e.g. search and seizure;
- Community education and community-based problem solving—at least 1 community meeting per month;
- Implementation of DA's Office Stay Away Order program—requesting Stay Away Orders at time of plea or sentencing;
- Working with community members to provide community-impact statements at sentencing;
- Tracking each grant-identified case to conclusion, maintaining statistical information on JAG cases, assisting with the preparation of progress reports and year-end reports;
- Developing on-going relationships with other agencies (Sheriff, Probation, CSAS, Public Defender's treatment specialist, etc.), and;



- Coordinating with SAFE, SFPD and other partners working with community residents, merchants, and community groups.

**Two Part Time Attorneys** Consistent charging of DET cases (possession, possession-for-sale, and sale);

- Major Stages Vertical prosecution of 80% of DET cases involving ¼ oz – 1 oz.;
- Reviewing DET cases and tracking all cases through preliminary hearing and trial;
- Assigning DET cases going to trial to the grant-funded trial attorneys in the Narcotics Unit for vertical prosecution;
- Handling cases over one ounce of narcotics or cases involving guns, gangs, violence or other circumstances requiring handling by the most experienced attorney;
- Preparing witnesses for trial and other court proceedings;
- Coordinating grant-identified probation revocations in collaboration with Probation;
- Coordinating with SFPD for motions to increase bail and to examine the source of bail (to keep offenders in custody);
- Special handling of drug-related violent offenses, dealers in possession of a firearm, and dealers who sell to children or in school zones, including obtaining enhancements for drug-free zones, quantity/weight enhancements, and enhancements for selling to or using a minor;
- Identification and handling of conspiracy cases;
- Working closely with SFPD to utilize information from street-level sellers to target mid-level dealers (and potentially higher-level dealers/distributors) and with the Sheriff's Department to get informants into treatment quickly;
- Coordination with DA's Asset Forfeiture program;
- Prosecution of (or coordination on) cross-over cases involving narcotics and gangs (Gangs Unit);

- Coordination with the Police Department Narcotics Unit and district station officers on re-booking, investigations, targeting, offers for informants, etc.;
- Coordination with other jurisdictions, State and Federal agencies to obtain convictions of higher-level suppliers;
- Training, supervising, and supporting the two part-time senior attorneys in the Narcotics unit assigned to the handle DET cases;
- Training of and consultation with other DA's touching DET cases;
- Where appropriate, personally serving subpoenas on witnesses; and
- Coordinating the DA's Stay Away Order program with SFPD.

**Head Attorney**

The head of the Narcotics Unit (as an in-kind contribution) will be responsible for the following activities:

- Direct supervision of all DA's Office grant-funded staff;
- Establishing charging guidelines for all cases;
- Working with other DET agencies, Courts, Health Department, and others to expand existing and develop new treatment/rehabilitative options;
- Establishing and supervising guidelines for plea offers and sentencing recommendations;
- Top-level coordination with other departments/collaborative policy setting;
- Top-level coordination with law enforcement and prosecutors in other jurisdictions and at the State and Federal levels;
- Coordination within the DA's Office with other unit heads, specifically: Gangs Unit, Preliminary Hearings Unit, Misdemeanor Unit, and the DA's Investigations Unit;

- Review of grant statistics, performance measures, progress reports and year-end reports; and,
- Coordination with fiscal unit to manage grant funds.

The SFDA will prepare quarterly and year-end progress reports and quarterly and year-end financial reports for DCYF.

**d. The San Francisco Adult Probation Department** will dedicate a Probation Officer at 0.97 FTE to exclusively handle cases resulting from the buy-bust program. Manuel Mendez is the assigned officer, and will work closely with the police and district attorney to encourage MTR's to cooperate with investigators in exchange for immediate entry into treatment and the opportunity to avoid prosecution. The Probation Officer will also closely monitor compliance with the terms of probation, including stay away orders and conditions relating to utilization of treatment services. Caseload ratios will be 1 to 75.

Probation Department DET activities will include:

- Evaluating police reports from the buy-bust operations. SFPD to provide incident report copies following completion of operation;
- Placing the defendant's names and identifying numbers on a roster;
- Tracking the buy-bust arrest of existing probationers from the point of entry through final disposition;
- Identifying the buy-bust defendants that are sentenced to probation and those that are currently on supervised probation pending a District Attorney's Motion to Revoke;
- Assigning the defendants to DET probation caseload as openings become available per grant imposed limit;

- Evaluating police reports from the buy-bust operations;
- Placing the defendant's names and identifying numbers on a roster;
- Tracking the buy-bust arrests from the point of entry in the criminal justice system through final disposition;
- Identifying the buy-bust defendants that are sentenced to probation and those that are currently on supervised probation pending a District Attorney's Motion to Revoke;
- Assigning the defendants to one DET probation officer's caseload as openings become available per grant imposed limit;
- Obtaining direct information from R-NET police officers and R-NET operations regarding probationers actively involved in narcotics activities in the targeted neighborhoods;
- Interview, assess and inform each probationer in regards to appropriate treatment modalities;
- Refer each probation to the appropriate treatment program;
- Conducting probation supervision activities in conjunction with R-NET officers to ensure compliance of probation terms;
- Conducting probation activities in support of the City's Operation Ceasefire (gang violence suppression) strategies and operations; and
- Upon a re-offense, increase legal sanctions and treatment interventions.
- The SF APD will prepare quarterly and year-end progress reports and quarterly and year-end financial reports for DCYF.