



Department of Emergency Management

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London Breed
Mayor

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Drug Market Agency Coordination Center

Project ID: 10038982

<i>(a) Description and purpose of the new initiative</i>	Drug Market Agency Coordination Center
<i>(b) Population intended to be served?</i>	All San Francisco residents and visitors
<i>(c) Fund Source</i>	10000; GF Annual Authority Ctrl
<i>(d) Salary and non-salary line item budget</i>	FY 2023-24 Budget = \$5,500,000 (see breakdown below)
<i>(e) New positions</i>	No new ASO positions – funds 3 temp FTEs
<i>(f) Project ID and title</i>	10038982

The Drug Market Agency Coordination Center (DMACC) is a multi-agency coordination center that coordinates operations to address three key priorities related to the crisis of open air drug markets: drug sales, drug use, and illegal fencing of stolen goods. Each of these priorities have specific strategies and tactics that are directed by the Mayor and executed by relevant City and non-City operational agencies. This initiative began as a unified command operation in April 2023, and expanded to the DMACC in June 2023.

Recent Activities for This Initiative Include:

- The Unified Command that has been happening since April 17 was run virtually and only comprised of 3 departments (DEM, DPH, SFPD) working through their regular operations in a more coordinated way.
- The mission is to coordinate all lines of operational effort – including engagement, enforcement, and services – related to disrupting and reducing the severity and number of open-air drug markets on the streets, with the ultimate objective to make our neighborhoods safer for all.
- The DMACC, as currently named, will focus on addressing drug markets in three key areas: open drug sales, public drug use, and illegal fencing of stolen goods in drug market areas.
 - Drug Sales: SFPD, the Sheriff, and the District Attorney will coordinate with state and federal law enforcement partners to identify and arrest drug dealers and traffickers, disrupt the supply chain, and reduce the profitability of this criminal operation. This partnership will also develop not just short-term, but also long-term, sustainable strategies to maintain clearance from drug sales.
 - Public Drug Use: SFPD and the Sheriff are coordinating to arrest and detain those who pose a danger to themselves and to others. Anyone detained in our jails is supported by Jail Health Services, and offered access to voluntary services upon release. At the same time, city health and homelessness outreach workers will continue the proactive outreach in targeted neighborhoods, offering the wide range of public health and homelessness services to those on our streets.
 - Illegal Fencing and Unpermitted Vending: SFPD will enforce against illegal sales of stolen goods that are fueling the drug markets on our streets. SFPD will also support Public Works’ inspection efforts, confiscation, and other enforcement against vending in violation of our existing lawful street vending program.

- The new effort that started last week includes additional departments, more staff, and new operations and work products which are currently unfunded.

The FY 2023-2034 budget is detailed as follows:

Budget	Category	FY2023-24	Description
<i>Base Operational Costs</i>	Temp Sal & MFB	\$580,000	Temporary staffing costs for overall management of program: <ul style="list-style-type: none"> • 08/07/2023; FTE 0.92 (Class 0941) • 09/04/2023; FTE 0.83 (Class 1823) • 09/04/2023; FTE 0.83 (Class 1822)
	Lease	\$850,000	Annual lease for physical space at 1155 Market Street
	Office Setup	\$50,000	Contracted costs associated with technology and space
<i>Supporting Costs Associated With DMACC</i>	Workorder Services	\$4,020,000	Under the DMACC, the operations that are deemed most effective over the course of this program would be given priority for funding.
	TOTAL:	\$5,500,000	

Breakdown of Proposed Budget Includes:

- DEM has done this type of activation before and therefore we have estimated the cost of this operation at \$5.5M over the next fiscal year.
- DEM costs associated with standing up and coordination of the initiative are estimated at approximately \$1.5M:
 - The current lease for the space where the DMACC is activated is \$64.60 per square foot, with a total footprint of 13,185 square feet. This amounts to \$851,751 per year. This physical space is essential to the success of this operation, as it provides critical in person work space for all staff assigned (both full-time and part-time) to this effort from emergency management, police, sheriff, health, adult probation, fire, public works, human services, homelessness and supportive housing, controller's office, and mayor's office staff. These staff include operations personnel participating in daily briefings as well as more regular project management staff, command staff, communications staff, and policy makers. Within the first week, approximately 100 City staff have utilized the space, and between 20-25 currently use it as their full-time work space. We anticipate this number to grow to between 35-40 over the next few weeks.
 - Note the space is administrative space for coordination only. This is not a space where any people, drugs, or anything else would be taken off the street and brought to this location. Think of it as the Moscone Center of our Covid response.
 - This space is also planned to be used for activations of the Emergency Operations Center to support major planned citywide events such as the Pride parade, Fleet Week and APEC. As you know, normally we would utilize the EOC at Turk Street, but that has been temporarily repurposed for 911 dispatch while the dispatch floor is under construction.
 - In addition to the rent for the space, ongoing costs for maintaining the space are budgeted at approximately \$25,000. Our existing operating expenses for the space cost approximately \$15,000 per year, plus an additional \$10,000 for technology upgrades required for new and existing staff.
 - Existing annual operating expenses:
 - Bay Alarm panic buttons monitoring and notification service -- \$1,638.00
 - Canon copier / printer -- \$2,674.48
 - Shred Works shred box and disposal -- \$918.00
 - US Pure Water water filter service -- \$815.98

- Staples office supplies -- \$7,000
 - 15% contingency -- \$1,956.97
- Technology upgrades:
 - Docking stations for various types of city-issued laptops, including Lenovo, HP, and Dell. -- \$5,000.00
 - Additional wifi hotspots, laptops, keyboards, mice, and other technology expenses -- \$5,000.00
- There are also personnel costs associated with standing up and running this new effort.
 - Currently, this command center is being activated and directed by an 0954 deputy director and about 10 of her staff, all full time. This team is also responsible for all proactive planning and reactive response to any other citywide emergency. They have been reallocated to this mission temporarily. This is an unsustainable model and this team needs to revert back to their mission of preparing for known events like Pride, 4th of July, Outside Lands, Fleet Week, and APEC, as well as no-notice emergencies like storms, fire season, and earthquakes.
 - Direction of this initiative is centered on the following principles:
 - Coordination of all agencies involved. Local, regional, state, and federal staff and assets have been assigned to this work. Their work needs to coexist and complement one another so as to be as efficient and effective as possible. This requires facilitated meetings that review operations and tactics from all agencies, documentation of objectives and tracking success against those objectives, and close and careful project management for all deliverables. This also includes tracking associated time, costs, and action items, and ensuring resources are available to meet the identified operational needs, as well as developing reports and plans for all operations and milestones.
 - Internal and external communications. All agencies must communicate with one another, including their public information and shared messaging. It is essential to speak with a single voice to tell our story to the public. Communicating internally to ensure coordinated resources is required for successful operations. Communicating the disposition and outcomes of those operations to the media and the public is also essential to transparency and accountability for all involved. The joint information center also coordinates all incoming and outgoing responses to media, public, and other inquiries associated with this initiative.
 - Constant evaluation. Identifying and tracking data and metrics associated with measures of performance and measures of effectiveness over time is required for transparency, accountability, and constant improvement. Evaluation of plans week over week to track progress and to ensure that city efforts are being spent on operations that make a difference over time is of utmost importance. The various local, regional, state, and federal agencies associated with this initiative all have different (and sometimes multiple) data tracking systems that do not interface with one another. Therefore, tracking data over time in a way that promotes understanding of a broader picture is exceedingly difficult and complicated.
 - Management (1-0941) - This effort requires 1 high-level manager to direct this operation. This position will be responsible for the overall forward movement of this mission in line with the strategic plan. This position provides leadership and direction for this new coordinated operation and oversees the tactical unified command. Due to the complexity, sensitivity, and size of this mission to combat San Francisco's drug markets, the decision-making responsibility, and assumed nature of significant hands-on work, this manager must be highly competent, a good communicator, and have a high level of attention to detail. This position must have enough authority and candor to work well with high-level

state and federal partners from law enforcement and other tactical agencies, as well as be able to work well with directors, deputy directors, and department heads at the local level. Anything lower than an 0941 or equivalent (e.g. 0953 deputy director) would be insufficient for this purpose.

- Administrative Analysts (1-1823 & 1-1822) – This initiative requires 2 analyst positions to focus on capturing & analyzing data as well as completing planning & strategy tasks. During past initiatives, members of the BOS, the media, and the public have asked for more and better and clearer data on both measures of performance (what we are doing) as well as measures of effectiveness (what impact we are having). Numerous City departments are involved in this effort, including but not limited to police, sheriff, district attorney, fire, health, human services, homelessness, 311, and 911. All of these agencies have different ways they define their field work, how they track their operations, and how they capture data associated with those operations. On top of that, each agency has its own separate system (and some have more than one) that stores that data. And the systems don't talk to each other. The level of effort required to combine each department's data on a regular basis is extensive and time consuming. Regarding planning and strategy functions, these analysts will also need to focus on organization, planning, and strategy tasks. The DMACC runs on weekly operational periods that are defined by specific, measureable, action-oriented, realistic, and time-bound objectives. The formulation of these weekly objectives, identification of resources and tactics associated with these objectives, and tracking accomplishments against these objectives requires close project management and analysis. Work objectives will also involve project management duties including facilitating meetings, tracking action items, writing reports, and ensuring resources are sufficient to meet the needs of the project.
- Because DEM has done this type of activation before, we also know that operational costs for other city departments add up very quickly. The additional \$4M in our estimated budget is meant to act as funding for operational support of those departments.
- To be clear, this funding has not yet been allocated, earmarked, or committed for any operating department. These details are still being worked out as we put together the ultimate operational plan for this initiative. **Under the DMACC, the operations that are deemed most effective over the course of this program would be given priority for funding.**

San Francisco - Coordinated Street Response Program

Overview

San Francisco's Coordinated Street Response Program includes an array of Crisis Response and Planned Outreach efforts, which combined, meet the needs of people in crisis, experiencing homelessness and ensure that our public spaces are clean, safe and accessible for all. Crisis Response efforts are prompted by calls from the public to 911. Planned Outreach efforts are not driven by third party calls from the public, rather are routine, neighborhood based services that operate on a planned schedule and within defined geographical areas. A wide array of city partners including the San Francisco Fire Department, San Francisco Department of Public Health, and Homelessness and Supportive Housing operate efforts that are part of the Coordinated Street Response Program. The San Francisco Police Department, Department of Public Works, Municipal Transit Authority and Recreation and Parks Department also play key roles in advancing the Street Response Program. DEM serves in a strategic convener and coordination role.

Street Response Efforts (Alpha Order)	Crisis Response	Planned Outreach
<p>All Street Responses, Coordination Program. DEM operates HSOC, JFO and HEART and routinely convenes all street response teams to analyze collective client needs, center program and system challenges and summarize policy-level requests to city leadership. DEM identifies gaps in services and mobilizes strategic planning efforts and conversations that result in concrete solutions and action steps. DEM serves in a lead coordination role between the teams and city leadership, ensuring that topics of collective coordination and efficiencies are top priorities.</p>		
<p>Ambassador Programs. DEM started coordination of Ambassador Programs in April, 2023. The Street Ambassador Program improves coordination across citywide ambassador teams, aligning Ambassador Programs with broader Coordinated Street Response Programs and San Francisco's social service network. This work is advanced through, strategic planning and deployment, streamlined coordination, network building, standardization of trainings and practices, as well as creating accountability measures. DEM will return in late fall, 2023 with an updated Work Plan.</p>		X
<p>ASTRID- (All Street Outreach Integrated Datasets). Operated by DEM, the Mayor's Office of Innovation and DataSF, ASTRID is a developing data sharing effort that will result in a back end integration of linked data from all street response partners; a data set that can be used to drive a variety of operational, program, system, policy, budget insights and decisions. Ultimately, ASTRID will reduce street responses, services duplication, increase service linkage efficiencies and be a springboard a an array of dashboards and analysis.</p>		

Street Response Efforts (Alpha Order)	Crisis Response	Planned Outreach
<p>BEST Neighborhoods Teams: Operated by the Department of Public Health and part of the OCC, BEST Neighborhoods provides follow up care and community-based therapeutic interventions to people served by SCRT and other listed street response teams.</p>		X
<p>Cross Department Case Conferencing. A constellation of client-level, conferencing efforts operated by DEM, the SF Fire Department and Department of Public Health that raise awareness about high priority client needs and clarify, cross-teams engagement strategies. DPH facilitates weekly case conferences that cover a wide array of clients. DEM facilitates a monthly multi-disciplinary team meeting that centers shared priority clients from strategic collaborative efforts specifically in the Castro and the Mission. DEM and SFFD also facilitate a monthly SCRT multi-disciplinary team meeting focused on people who are seen multiple times by SCRT and who are struggling to respond to offered interventions. These efforts result in cross-team clarity of client needs and how to maximize interventions to support client engagement and success.</p>		
<p>EMS 6: Operated by the San Francisco Fire Department/Community Paramedicine. Serves extremely high needs people who are the most frequent users of emergency services.</p>	X	
<p>Healthy Streets Operation Center (HSOC): Operated by DEM, in collaboration with a wide array of city partners, HSOC addresses encampments with six or more tents, expedites linkages to shelter and other support services, provides place based cleaning and ensures that streets and public spaces are safe, clean and accessible for all.</p>		X
<p>Office of Coordinated Care (OCC): Operated by the Department of Public Health. A core partner of SCRT, the OCC provides follow up care and services linkages to people with complex health needs who are served by SCRT and other street response teams.</p>		X
<p>Post Overdose Engagement Team (POET): Operated by the Department of Public Health, POET Follow up care and services linkage to people served by SORT.</p>		X
<p>SFHOT Team: Operated by the Department of Homelessness and Supportive Housing. SFHOT operates citywide, across specific zones/neighborhoods to link people experiencing homelessness to shelter and other HSH housing resources.</p>		X
<p>Street Medicine. Operated by the Department of Public Health, Street Medicine provides medical, mental health, and substance dependency support and services and linkages.</p>		X

Street Response Efforts (Alpha Order)	Crisis Response	Planned Outreach
Street Crisis Response (SCRT) - Operated by the San Francisco Fire Department/Community Paramedicine. SCRT responds to acute behavioral health crisis.	X	
Street Overdose Response Team (SORT) : Operated by the San Francisco Fire Department/Community Paramedicine. SORT responds to people who are experiencing an overdose.	X	
Tenderloin, Joint Field Operation (JFO): Operated by DEM, the JFO are daily efforts, which coordinate multiple city departments to ensure outreach and street cleaning are consistent and impactful.		X
Urban Alchemy/Homeless Engagement Assistance Response Team (HEART) : Led by DEM and operated by Urban Alchemy, HEART provides rapid responses to calls from the public to 911 regarding the needs of people experiencing homelessness.	X	X