

Tenderloin Emergency Initiative Situation Report

Operational Period 9

2/7/22-2/13/22

This situation report is generated on a weekly basis and represents accomplishments from the crisis operations phase of the Tenderloin Emergency Initiative. This report includes but is not limited to operations prompted by the Declaration of Emergency for drug overdoses in the Tenderloin, dated December 17, 2021.

EXECUTIVE SUMMARY

All response agencies' staffing and available shelter referral options continue to be impacted due to COVID-19 or capacity limits during Operational Period (OP) 9. Efforts for OP 9 focused on refining and implementing plans for coordinating daily interventions at priority locations, refining strategic field outreach operations to increase uptake in engagement, and developing streamlined and efficient ways to collect and report on metrics and data to show the progress of Tenderloin Emergency Initiative operations and the impact on the neighborhood.

Key Activities/Highlights:

- Tenderloin Emergency Initiative leadership held two workshops with City stakeholders to review the seven previously established priority problems and potential solutions for the Tenderloin neighborhood and the corresponding output metrics tracked by City and non-City agencies. These workshops resulted in eight new draft goal areas and corresponding outcome measures in addition to output metrics. These new goal areas and outcome measures will allow the City to better track the progress of the Tenderloin Emergency Initiative and its impact on the neighborhood.
- The Field Outreach Team revised their cadence for engaging individuals in the Tenderloin neighborhood in coordination with Joint Field Operations in an effort to increase advance encounters with people to connect them with services and to direct people to the Linkage Center.
- A non-congregate shelter was brought online this OP that added capacity for up to 116 placements for unsheltered residents of the Tenderloin neighborhood and the Linkage Center.

OPERATIONAL PROGRESS REPORTS

Weekly progress reports include the accomplishments according to the OP's objectives and new operational information related to the Tenderloin Emergency Initiative response efforts.

A joint group of City and community stakeholders established the following priority problems as the top issues to address in the Tenderloin. To ensure that operations are directly addressing the top problems, all objectives must link back to at least one of the priority areas:

1. Drug dealing and violent crime
2. Open-air drug use

3. Lack of shelter and drop-in resources
4. Lack of safe passage and accessibility
5. Waste and debris
6. High levels of 911 medical calls
7. Illegal vending

Note: These priority problems will be revised and adjusted to reflect the main goals of the Tenderloin Emergency Initiative starting no later than OP 12. This will help track not just output of City and non-City staff, but also the outcomes of those efforts as measured by impact in the neighborhood.

OPERATIONAL PERIOD 9 (Feb 7 – Feb 13)

Objective	Priority Problem Crosswalk	Tactics and Response Activities
<p>1. Perform daily interventions at the following priority locations:</p> <ul style="list-style-type: none"> a. 300 Hyde b. 400 Eddy c. 600 Eddy d. 300 Ellis e. Boeddeker Park 	<p>Drug dealing and violent crime</p> <p>High levels of 911 medical calls</p> <p>Open-air drug use</p> <p>Lack of safe passage and accessibility</p> <p>Waste and debris</p> <p>Illegal vending</p>	<ul style="list-style-type: none"> • Daily metrics for each priority location are listed in the Metrics Tracking section below. • Beds for referrals from the Tenderloin Emergency Initiative continued to be limited due to active COVID-19 outbreaks and staffing shortages. However, a non-congregate shelter was added to the shelter portfolio this OP that added capacity for referrals from the Tenderloin neighborhood and the Linkage Center. • MTA maintained enforcement activities in all priority locations. On 2/9, there were 40 citations and 1 vehicle tow. On 2/10, there were 59 citations issued. • DPW has increased cleaning staff at all priority locations, starting on 2/11. This is a pilot operation that will be conducted for several weeks. • HSH HOT Teams visited all priority locations Monday through Friday during OP 9. • Field outreach was performed at each priority location between 2/7 and 2/11 by DPH and DPH-affiliated community providers, including the SF AIDS Foundation fentanyl team, GLIDE, SF Community Health Center Project REACT, Felton Engagement Specialist Team, and Code Tenderloin.
<p>2. Determine resource needs and confirm participating agency capability to revise and support the implementation of adjusted joint field operations.</p>	<p>Drug dealing and violent crime</p> <p>Open-air drug use</p> <p>Lack of shelter and drop-in resources</p>	<ul style="list-style-type: none"> • Strategic outreach operations were adjusted to have the Field Outreach Team comprised of HSH, DPH, and CBO partners increase advance encounters with individuals prior to Joint Field Operations to connect them to services and the Linkage Center. • Performed four Joint Field Operations Wednesday 2/9 through Sunday 2/13. <ul style="list-style-type: none"> ○ Wednesday operations began at 300 Ellis ○ Thursday operations began at 300 Ellis ○ Friday operations began at 300 Jones

	<p>Lack of safe passage and accessibility</p> <p>Waste and debris</p> <p>Illegal vending</p>	<ul style="list-style-type: none"> ○ Saturday operations began at 300 Hyde ○ Sunday operations began at 300 Jones • Operations included representatives from SFFD, DEM, DPH, MTA, DPW, CBOs, and SFPD. • MTA focused on Wednesday and Thursday enforcement and is working on expanding operations. • TLCBD power washed Jones and Eddy in support of efforts on 2/10.
<p>3. Finalize joint field operations schedule through the next two operational periods to allow participating agencies to plan for expanded staffing.</p>	<p>Drug dealing and violent crime</p> <p>Open-air drug use</p> <p>Lack of shelter and drop-in resources</p> <p>Lack of safe passage and accessibility</p> <p>Waste and debris</p> <p>Illegal vending</p>	<ul style="list-style-type: none"> • Lack of trained field outreach staff has prevented scheduling for advance outreach and corresponding Joint Field Operations. Staffing expansion planning is ongoing. • Joint Field Operations continue and are scheduled on a rotating basis at each priority location, supported by the Street Wellness Team as necessary. • OP 10 will continue efforts to confirm outreach staffing and Joint Field Operations schedules.
<p>4. Place 15 people per day from the streets of the Tenderloin into a non-congregate shelter, starting 2/7.</p>	<p>Lack of shelter and drop-in resources</p>	<ul style="list-style-type: none"> • Successfully placed at least 15 guests per day into a non-congregate shelter for a total of 85 guests in OP 9.
<p>5. Refine process for tracking reported problems in priority areas via submission of 311 service requests and through problem resolution.</p>	<p>Lack of safe passage and accessibility</p> <p>Waste and debris</p>	<ul style="list-style-type: none"> • 311 and DPW continue to refine the process for tracking reported problems in priority areas for resolution, including automating reports for DPW for outstanding items for escalation. • DEM will continue to prioritize a documented expedited process for all infrastructure agencies to quickly be made aware of and held accountable to 311 requests for service.

<p>6. Schedule and host a workshop that reviews and evaluates existing short- and long-term success metrics, evaluates existing operational metrics, and revises impact metrics that allow for tracking of progress for the TEI.</p>	<p>Drug dealing and violent crime</p> <p>Open-air drug use</p> <p>Lack of shelter and drop-in resources</p> <p>Lack of safe passage and accessibility</p> <p>Waste and debris</p> <p>High levels of 911 medical calls</p> <p>Illegal vending</p>	<ul style="list-style-type: none"> • On 2/10 and 2/11, held two workshops with City stakeholders to review the previously established seven priority problems and potential solutions for the Tenderloin neighborhood and the corresponding output metrics tracked by City and non-City agencies. • These workshops resulted in eight new draft goal areas and corresponding outcome measures in addition to output metrics. These new goal areas and outcome measures will allow the City to better track the progress of the Tenderloin Emergency Initiative and its impact on the neighborhood. • New output metrics and outcome measures are expected to be finalized during OP 10.
<p>7. Present progress and ongoing operations for the Tenderloin Emergency Initiative before the Board of Supervisors on 2/8.</p>	<p>Drug dealing and violent crime</p> <p>Open-air drug use</p> <p>Lack of shelter and drop-in resources</p> <p>Lack of safe passage and accessibility</p> <p>Waste and debris</p> <p>High levels of 911 medical calls</p> <p>Illegal vending</p>	<ul style="list-style-type: none"> • Participated at the Board of Supervisors hearing on the Tenderloin Emergency Initiative and delivered a presentation on the progress and ongoing operations on 2/8.

<p>8. Implement the new management organization and staffing expansion at the Tenderloin Linkage Center starting on 2/7.</p>	<p>Lack of safe passage and accessibility</p> <p>Lack of shelter and drop-in resources</p> <p>Open-air drug use</p> <p>High levels of 911 medical calls</p>	<ul style="list-style-type: none"> • New DSW personnel started at the Tenderloin Linkage Center, filling various roles throughout the site. • The new management organization was staffed and implemented.
<p>9. Finalize the project plan and begin implementing identified projects and improvements for the Tenderloin Linkage Center, including revisions of key processes and protocols.</p>	<p>Lack of safe passage and accessibility</p> <p>Lack of shelter and drop-in resources</p> <p>Open-air drug use</p> <p>High levels of 911 medical calls</p>	<ul style="list-style-type: none"> • Finalized the layout for the future concept of exterior space within the existing fence line. • Implemented a new Charging Station service for guests to charge phones, tablets, or laptops. • Finalized the overall Tenderloin Linkage Center multi-phase master project plan. • The daily and weekly schedules of services available at the Linkage Center were posted on the public website for the Tenderloin Emergency Initiative, including a schedule for medical support services.
<p>10. Initiate strategic process for Phase 3 (sustained operations) planning of the Tenderloin Emergency Initiative, including collecting community feedback and identifying lead city agencies.</p>	<p>All</p>	<ul style="list-style-type: none"> • Held initial meetings with City agencies to discuss the transition of Phase 2 crisis operations to Phase 3 sustained operations. • OP 10 will prioritize detailed planning and incorporation of previously-established Tenderloin community feedback for scope of Phase 3.
<p>11. Host at least 3 community stakeholder meetings and feedback sessions during OP 9, and continue to expand</p>	<p>All</p>	<ul style="list-style-type: none"> • Hosted a community listening session for residents and property managers of the 300 block of Golden Gate on 2/8 with DEM, DPH, HSH, SFPD, SFMTA, and Mercy Housing. • Hosted a community listening session for the Lower Polk Neighbors association on 2/9 with DEM, DPH, HSH, and SFPD.

<p>feedback channels and connect with community stakeholders on their engagement needs.</p>		<ul style="list-style-type: none">• Hosted a community listening session for residents and property managers of the 300/400 block of Ellis on 2/10 with HSH, DEM, and DPH.• Hosted a community listening session for the Tenderloin Merchants Association Board Members on 2/11.• Scheduled three community listening sessions for OP 10, including an Arabic language listening session and a listening session focused on transitional-age youth.• Conducted four Tenderloin Linkage Center walkthroughs during OP 9 that included a Board of Supervisors member, a public program, a community-based organization, and a community benefit district, including:<ul style="list-style-type: none">○ District 9 Supervisor Hillary Ronan○ Office of Civic Engagement & Immigrant Affairs (OCEIA) Community Ambassadors○ GLIDE○ Civic Center CBD
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METRICS TRACKING – OPERATIONAL PERIOD 9

OP 9 Priority Locations:

Data tracked via point-in-time site assessment between 0730-0930 daily with the exception of weekends which may vary in time.

300 block of Hyde

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
2/7	6	30	2	N	0	Y	N/A	Y	N
2/8	3	16	3	N	0	Y	N/A	Y	N
2/9	4	10	3	N	2	Y	N/A	Y	N
2/10	4	10	3	N	2	Y	N/A	N	N
2/11	4	4	0	N	2	Y	N/A	N	N
2/12	5	0	0	N	2	Y	N/A	N	N
2/13	3	8	1	N	2	Y	N/A	Y	N

400 block of Eddy

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
2/7	1	19	0	N	0	Y	N/A	Y	N
2/8	2	11	0	N	0	Y	N/A	Y	N
2/9	2	8	0	N	0	Y	N/A	Y	Y
2/10	4	8	0	N	0	Y	N/A	N	Y
2/11	2	2	0	N	0	Y	N/A	N	Y
2/12	4	4	0	N	0	Y	N/A	Y	Y
2/13	3	28	0	N	0	Y	N/A	Y	N

600 block of Eddy

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
2/7	1	14	3	N	0	Y	N	Y	N
2/8	0	24	0	N	0	Y	N	Y	N
2/9	0	18	0	N	0	Y	N	Y	N
2/10	3	2	0	N	0	Y	Y	Y	N
2/11	3	2	0	N	0	Y	Y	Y	N
2/12	5	6	0	N	0	N	N	N	N
2/13	4	12	1	N	0	N	N	N	N

300 block of Ellis

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
2/7	<i>No assessment of 300 block of Ellis on 2/7 and 2/8</i>								
2/8									
2/9	5	0	8	N	0	Y	N/A	Y	N
2/10	4	0	7	N	0	Y	N/A	Y	N
2/11	5	0	7	Y	0	Y	N/A	Y	N
2/12	7	2	5	Y	0	Y	N/A	Y	N
2/13	<i>No assessment of 300 block of Ellis on 2/13</i>								

Boeddeker Park

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
2/7	12	7	2	N	0	Y	N/A	Y	N
2/8	5	0	4	N	0	Y	N/A	Y	N
2/9	5	0	3	N	0	Y	N/A	Y	N
2/10	11	6	4	N	0	Y	N/A	Y	N
2/11	2	2	2	N	0	Y	N/A	Y	N
2/12	10	2	0	N	0	Y	N/A	Y	N

2/13	2	2	2	N	0	Y	N/A	Y	N
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Note: "Problem Behaviors" defined as a person exhibiting one or more of the following: lying down on a sidewalk or street, reacting to internal stimuli in a way that is causing public consternation, walking through the street without regard to traffic, no attempt at hygiene, inappropriately clothed for the weather, exposed genitalia, public hoarding, lack of awareness of surroundings, public defecation. "Drug activity" defined as visible drug dealing or open-air drug use. "Problem vehicles" defined as vehicles that are either abandoned or missing major components such as windshields, doors, or major engine parts.

Additional metrics:

Linkage Center

- Total number of visits: 2,436
- Number of visits due to referral from street to center: 551
- Number of self-presented visits: 1,885
- Engagements in Tier 1 Service Connection: 2,441
- Engagements in Tier 2 Service Connection: 1,813 connections
 - Meaningful engagements: 1,354
 - Community/social services (ID Voucher, GA, Calfresh, Medi-Cal): 53
 - COVID-19 (vaccination, testing, etc.): 3
 - Emergency/Winter Shelter: 15
 - Navigation Center/Shelter: 23
 - Transitional housing: 2
 - HSH Housing Assessment Coordinated Entry: 65
 - Food and nutrition: 46
 - Mental Health Care and psychiatric medication refills: 4
 - Physical Health (Primary care/dental/non-urgent): 15
 - Physical Health (Urgent Medical Care): 7
 - Prevention HIV, Hep-C, STI Testing and Treatment: 6
 - Substance use care (drug user health, i.e., syringe programs): 1,042
 - Substance use care medication-assisted treatment (methadone/Buprenorphine): 4
 - Substance use treatment (detox, residential, and outpatient): 12
 - Substance use disorder treatment (methadone/Buprenorphine): 1
 - Therapy and mentoring: 38
 - Veteran support: 2
 - Vocational, employment, and legal support: 16
 - Referrals: 402
 - Community/social services (ID Voucher, GA, Calfresh, Medi-Cal): 77
 - COVID-19 (vaccination, testing, etc.): 4
 - Emergency/Winter Shelter: 26
 - Navigation Center/Shelter: 29
 - HSH Housing Assessment Coordinated Entry: 85
 - Transitional housing: 3
 - Referred to Permanent Supportive Housing: 6
 - Food and nutrition: 24

- Mental Health Care and psychiatric medication refills: 7
- Mental Health Urgent Care (Hummingbird, Dore): 1
- Physical Health (Primary care/dental/non-urgent): 21
- Physical Health (Urgent Medical Care): 6
- Prevention HIV, Hep-C, STI Testing and Treatment: 2
- Substance use care (drug user health, i.e., syringe programs): 53
- Substance use treatment (detox, residential, and outpatient): 16
- Therapy and mentoring: 14
- Veteran support: 3
- Vocational, employment, and legal support: 25
- Pending linkage: 9
 - Community/social services (ID Voucher, GA, Calfresh, Medi-Cal): 1
 - Navigation Center/Shelter: 3
 - Mental Health Care and psychiatric medication refills: 1
 - Physical Health (Urgent Medical Care): 1
 - Substance use care (drug user health, i.e., syringe programs): 1
 - Substance use treatment (detox, residential, and outpatient): 1
 - Vocational, employment, and legal support: 1
- Completed linkage: 48
 - Community/social services (ID Voucher, GA, Calfresh, Medi-Cal): 6
 - Emergency/Winter Shelter: 6
 - Navigation Center/Shelter: 11
 - HSH Housing Assessment Coordinated Entry: 8
 - Transitional housing: 1
 - Referred to permanent supportive housing: 1
 - Food and nutrition: 6
 - Hummingbird Medical Respite: 1
 - Mental Health Care and psychiatric medication refills: 2
 - Physical Health (Primary care/dental/non-urgent): 1
 - Physical Health (Urgent Medical Care): 2
 - Substance use treatment (detox, residential, and outpatient): 1
 - Substance use disorder treatment (methadone/Buprenorphine): 2
- Naloxone distribution:
 - Distributed but not administered: 70 kits (140 doses)
 - Number of overdose reversals: 2
- Number of overdose deaths: 0

Note: Definitions of Tier 2 engagements are as follows: "Meaningful Engagement" means details about a service and eligibility were provided to a guest but the guest did not choose to connect to the identified service; "Referral" refers to a longer conversation with guest where information is provided regarding how to access existing walk-in or drop-in services and guest states they will access the service; "Pending Linkage" means a referral and linkage was made but the identified program was unavailable and therefore the guest's name was placed on a waiting list for the service; "Completed Linkage" means referral and linkage was made, an available placement or appointment was confirmed, paperwork was completed, and transport to the service occurred where necessary.

Health and Medical

- 911 medical calls to the Tenderloin: 314
 - Deaths: 6
 - Signed out against medical advice: 7
 - No merit: 36
 - Patient declined transport: 51
 - Unable to locate/Gone on arrival: 9
 - Code 2 (acute but not time-critical) transport: 196
 - Code 3 (critical) transport: 9
- Total health engagements and encounters in Tenderloin this week: 286
- Total doses of Naloxone distributed in Tenderloin this week: 50
- Total number of referrals to medical treatment, mental health treatment, substance use disorder treatment: 223
- Total referrals to Linkage Center: 212

Itemized by outreach team:

- Street Crisis Response Team (SCRT)
 - Number of encounters: 27
 - Patient declined transport: 11
 - Unable to locate client: 12
 - Ambulance transport to hospital: 2
 - Transport to social/behavioral setting: 2
 - Referrals to Linkage Center: 1
 - Number of Naloxone doses distributed: 0
- Felton Institute's Street Team (FEST)
 - Number of engagements/encounters: 229
 - Number of referrals to medical treatment, mental health treatment, substance use disorder treatment: 216
 - Number of Naloxone doses distributed: 40
 - Referrals to Linkage Center: 206

Note: Referral to multiple services during the same encounter is possible.

- Community Health Equity & Promotion & Persons Experiencing Homelessness Outreach Team
 - Number of engagements/encounters: 30
 - Number of Naloxone doses distributed: 10
 - Number of referrals to medical treatment, mental health treatment, substance use disorder treatment: 7
 - Number of people linked to medical care with Street Medicine: 0
 - Referrals to Linkage Center: 5

Homelessness and Supportive Housing

- SF Homeless Outreach Team (HOT) Tenderloin encounters: 117
 - Referrals into shelter: 108

- SIP Sites: 0
- Congregate: 21
- Non-congregate: 0
- Navigation: 7
- TAY Navigation: 0
- Winter Shelter: 0
- Emergency Shelter: 80
- Referrals to other services: 47
 - Medical: 9
 - Behavioral health: 8
 - Homeward Bound: 2
 - Substance use treatment: 8
 - Financial benefits: 20
- Tools provided: 174
 - Hand sanitizer: 0
 - Hygiene supplies: 17
 - Face masks: 8
 - Handwashing kit: 0
 - Food/snacks: 38
 - Water: 90
 - Undergarments: 13
 - Shoes: 0
 - Emergency blankets: 0
 - Ponchos: 0
 - Other clothing: 8

Urban Alchemy

- Positive engagements: 6,947
- Social norm interventions: 2,382
- De-escalation interventions: 639
- Overdose reversals: 7
- 911 requests: 6
- 311 requests: 1
- Needles collected: 644
- Trash bags filled: 383

Public Works

- Amount of waste collected in Tenderloin: 215 tons
- Number of power washings completed: 100
- Service requests for waste submitted to 311: 480
- Services requests for waste responded by DPW: 442
- Number of bags of debris collected: 115

Infrastructure

311 infrastructure-related service calls	Total	Closed	Outstanding
Sidewalk/curb issue	15	4	11
Encampments	81	68	13
Graffiti	66	25	41
Damaged property	16	7	9
Streetlight repair	9	3	6

Law Enforcement

- Calls for service: 1,272
 - Priority A (in-progress crimes that pose imminent dangers to safety or major property damage): 183
 - Priority B (crimes that just occurred where suspects may still be nearby): 320
 - Priority C (non-emergency crimes where there is no present threat to life or property and no suspects are nearby): 769
- Number of felony arrests: 43
 - Assault/battery: 2
 - Domestic violence: 2
 - Firearm: 1
 - Narcotics sales/possession for sale: 23
 - Probation violation: 1
 - Shoplifting: 1
 - Theft: 2
 - Vehicle stolen/recover: 2
 - Violation of Stay Away Order: 1
 - Warrant arrest: 8
- Number of misdemeanor arrests: 9
 - Assault/battery: 1
 - Driving under the influence of drugs: 1
 - Narcotics possession: 1
 - Shoplifting: 2
 - Theft: 2
 - Weapons possession (no firearm): 1
 - Miscellaneous: 1
- Quantity of seized narcotics: 2,032 grams (2.03 kilos)
- Quantity of seized fentanyl: 1,322 grams (1.32 kilos)
- MTA Parking enforcement citations: 99 citations and 1 towed vehicle on 2/9 and 2/10.