

Tenderloin Emergency Initiative Situation Report

Operational Period 12

2/28/22-3/06/22

This situation report is generated every week and represents accomplishments from the crisis operations phase of the Tenderloin Emergency Initiative (TEI). 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) 12. In addition, shelter beds were reduced with the deactivation of an emergency winter shelter that was stood up in response to cold weather in OP 11, and another shelter was moved to a smaller facility with fewer available spaces.

Efforts for OP 12 focused on implementing eight new goal areas as a framework for Tenderloin Emergency Initiative operations, moving away from a problem/solution methodology and towards a goal/milestone one. The impact measures that address root causes and reflect progress on the priority goal areas were informed collaboratively by community stakeholders and Tenderloin residents. Work to identify, refine, and streamline metrics for impact measures continued, and the first set of public-facing data dashboards showing progress in the Tenderloin neighborhood were published on sfgov.org.

Key Activities/Highlights:

- The Tenderloin Emergency Initiative implemented eight new goal areas that replace the previous priority problem framework for the response. They are listed in the section below. Metrics reported in this Situation Report are now organized in accordance with the goal areas.
- The first set of public-facing dashboards to show progress in the following goal areas were published on the [Tenderloin Emergency Initiative data and reports website](#) on 3/2:
 - (Goal 1) [Reducing drug sales and violent crime](#)
 - (Goal 2) [Reduce homelessness and street sleeping](#)
 - (Goal 4) [Increase safe passage and accessibility](#)
 - (Goal 5) [Cleaner sidewalks and streets](#)

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 goal areas as the top issues to address in the Tenderloin. These goal areas track the output of City and non-City partners working on the Tenderloin Emergency Initiative but also outcomes of those efforts measured by impact in the neighborhood. They are in effect as of OP 12. To ensure that

operations are directly addressing the goal areas, all objectives must link back to at least one of the following goal areas:

1. Reduce drug sales and violent crime
2. Reduce homelessness and street sleeping
3. Eliminate widespread public drug usage
4. Increase safe passage and accessibility
5. Cleaner sidewalks and streets
6. Reduce fatal and non-fatal overdoses
7. Eliminate widespread street vending
8. Increased access to behavioral health services

OPERATIONAL PERIOD 12 (Feb 28 – March 6)

Objective	Goal Area Crosswalk	Tactics and Response Activities
<p>1. Perform daily joint field outreach and operations at the following priority locations on a rotating basis:</p> <ul style="list-style-type: none"> a. 600 Eddy b. 7th and Market c. 300 Hyde d. 400 Eddy e. Boeddeker Park 	<p>All</p>	<ul style="list-style-type: none"> • Performed 7 Joint Field Operations Monday 2/28 through Sunday 3/6. <ul style="list-style-type: none"> ○ Monday operations began at 300 Hyde ○ Tuesday operations began at 300 Jones ○ Wednesday operations began at 7th and Minna (including Market) ○ Thursday operations began at 700 Eddy ○ Friday operations began at 300 Hyde ○ Saturday operations began at 300 Hyde ○ Sunday operations began at 300 Hyde • Operations included representatives from SFFD, DEM, DPH, MTA, DPW, CBOs, and SFPD. • During the 2/28 Joint Field Operations, the team completed 13 encounters, transported 1 client to a sobering center, transported 1 client to a clinic, provided advocacy for two guests to maintain placement in a non-congregate Winter Shelter, referred a housing referral client to Adult Coordinated Entry, and connected 1 client with veterans' services. • During the 3/1 Joint Field Operations, the team completed 8 encounters and transported 1 client to a sobering center. • During the 3/2 Joint Field Operations, the team completed 9 encounters, completed 1 housing assessment, and transported 3 guests to Navigation Centers. • During the 3/3 Joint Field Operations, the team completed 11 encounters, transported 1 client to a sobering center, and transported 1 guest to a Navigation Center. • During the 3/4 Joint Field Operations, the team completed 28 encounters, transported 1 client to a sobering center, and transported 1 client to a case management appointment.

		<ul style="list-style-type: none"> • MTA maintained enforcement activities in all priority locations. On 3/1, 44 citations were issued and 1 stolen vehicle was recovered. On 3/2, 49 citations were issued. • DPW corridor staff maintained a presence in all priority locations Monday through Friday, 8 a.m. through 5 p.m., maintaining cleanliness. On 3/4, 5 additional corridor staff were added to priority locations in response to findings from the morning assessment. • HSH HOT Teams conducted outreach in all priority locations Monday through Friday. • The Healthy Streets Operations Center (HSOC) supported the TEI with encampment resolutions and tent engagements on 3/3 and 3/4. • Field outreach was performed at each priority location between 2/28 and 3/6 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. Begin weekly coordination meetings with TEI operational stakeholders to coordinate needs and identify priorities for upcoming JFO and Outreach needs by 3/1.</p>	<p>All</p>	<ul style="list-style-type: none"> • The TEI Field Outreach Branch held two meetings with operational stakeholders and outreach partners to confirm roles and responsibilities, align priorities, and coordinate needs and resources. Coordination meetings will recur weekly. • Developed a new tool to strategically prioritize outreach and Joint Field Operations locations that are informed by requests for service from the community, tent counts, and 911 activations.
<p>3. Onboard new DSW Site Permit Project Manager & finalize understanding of all site permit needs and begin filing all required permits by 3/4.</p>	<p>Reduce homelessness and street sleeping</p> <p>Eliminate widespread public drug usage</p> <p>Reduce fatal and non-fatal overdoses</p>	<ul style="list-style-type: none"> • Onboarded a new DSW Site Permit Project Manager for the Tenderloin Linkage Center to sustain operations at the site after the expiration of the Emergency Declaration for the Tenderloin.

	Increased access to behavioral health services	
4. Develop a communications plan and messaging for TEI Phase 3 by 3/7.	All	<ul style="list-style-type: none"> Ongoing work. Work to develop a communications plan for Phase 3 began this OP with operational and strategic stakeholders.
5. Finalize list of all outstanding staffing needs and begin filling positions by 3/1.	All	<ul style="list-style-type: none"> The Tenderloin Linkage Center (TLC) transitioned to the Phase 2 leadership organization, with a TLC Director and 2 Deputy Directors. Filled 2 new positions for the TLC: a Strategy and Planning Lead and a Data Analyst.
6. Publish the public-facing data dashboard to communicate progress and impact on the updated TEI goal areas by 3/2.	All	<ul style="list-style-type: none"> Public-facing dashboards to show progress in the following goal areas were published on the Tenderloin Emergency Initiative data and reports website on 3/2: <ul style="list-style-type: none"> (1) Reducing drug sales and violent crime (2) Reduce homelessness and street sleeping (4) Increase safe passage and accessibility (5) Cleaner sidewalks and streets Dashboards for goal areas 3, 6, 7, and 8 are in development and will be published in upcoming Operational Periods.
7. Implement the revised Situation Report structure and contents to reflect updated TEI goal areas and outcome measures for each goal area by 3/4.	All	<ul style="list-style-type: none"> Ongoing work. The Situation Report for OP 12 maintained the metrics reported in previous Situation Reports; however, they were reorganized to reflect the new goal areas. The Situation Report will continue to iterate in future OPs as public data dashboards are developed.
8. Further develop and implement a streamlined data collection methodology associated with the new goal areas.	All	<ul style="list-style-type: none"> Ongoing work. Held daily meetings to understand data collection pathways from all operational stakeholders and align reported metrics with the new goal areas.
9. Present findings and recommendations from the Linkage Center	Reduce homelessness and street sleeping	<ul style="list-style-type: none"> Completed an equity assessment of services provided at the Tenderloin Linkage Center to analyze how services and approaches align with the needs of guests.

<p>Equity Assessment by 3/1.</p>	<p>Eliminate widespread public drug usage</p> <p>Reduce fatal and non-fatal overdoses</p> <p>Increased access to behavioral health services</p>	
<p>10. Host two targeted community listening sessions (2/28 & 3/3) and continue to address community member inquiries.</p>	<p>All</p>	<ul style="list-style-type: none"> • Hosted 3 community listening sessions to share information and solicit feedback for the following community groups in OP 12: <ul style="list-style-type: none"> ○ HSH providers working in COVID-19 Shelter in Place hotels on 2/28 ○ Staff from North East Medical Services (NEMS) and Brenda’s Restaurant on 3/3 ○ Residents of 300 block of Hyde & 400 block of Eddy • Scheduled 1 community listening session for OP 13: <ul style="list-style-type: none"> ○ MMBA and Foundation, Mid-Market Community Benefit District, and Civic Center Community Benefit District on 3/10
<p>11. Compile and synthesize long-term community proposals and priorities gathered from community engagement by 3/4.</p>	<p>All</p>	<ul style="list-style-type: none"> • Ongoing work. Continued to compile long-term community proposals and priorities received through listening sessions and community stakeholders’ meetings. The first draft of the compilation is expected to be finalized in OP 13.

METRICS TRACKING – OPERATIONAL PERIOD 12

OP 12 Priority Locations:

Data tracked via point-in-time site assessment between 0730-0930 daily except weekends which may vary in time.

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
2/28	4	22	0	N	0	Y	N	N	N
3/1	2	4	0	N	0	Y	N	Y	Y
3/2	2	0	0	N	0	Y	N	Y	N
3/3	3	3	0	N	0	Y	N	N	N
3/4	4	10	0	N	0	Y	N	Y	N
3/5	2	4	0	N	0	Y	N	Y	N
3/6	3	5	0	N	0	Y	Y	Y	N

7TH/Market

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
2/28	3	5	0	N	0	Y	N	Y	Y
3/1	1	3	0	N	0	Y	N	Y	N
3/2	0	1	0	N	0	N	N	Y	Y
3/3	9	11	0	N	0	Y	N	Y	Y
3/4	8	10	0	N	0	Y	N	Y	N
3/5	12	20	0	N	0	Y	N	Y	N
3/6	Not Assessed								

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
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2/28	5	8	1	N	0	Y	N/A	Y	N
3/1	0	4	2	N	0	Y	N/A	Y	N
3/2	4	1	2	N	0	Y	N/A	N	N
3/3	3	6	2	N	0	Y	N/A	N	Y
3/4	8	16	0	N	0	Y	N/A	Y	Y
3/5	6	16	2	N	0	Y	N/A	Y	Y
3/6	6	12	1	N	0	Y	N/A	Y	Y

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
2/28	4	7	0	N	0	Y	N/A	Y	Y
3/1	0	7	0	N	0	Y	N/A	Y	Y
3/2	3	0	0	N	0	Y	N/A	N	N
3/3	3	2	0	N	0	Y	N/A	Y	Y
3/4	5	10	0	N	0	Y	N/A	Y	Y
3/5	4	3	0	N	0	Y	N/A	Y	N
3/6	Not Assessed								

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
2/28	6	6	0	N	0	Y	N/A	N	N
3/1	1	6	0	N	0	Y	N/A	N	N
3/2	0	0	0	N	0	Y	N/A	Y	N
3/3	3	0	0	N	0	Y	N/A	Y	N
3/4	7	2	0	N	0	Y	N/A	Y	N
3/5	0	0	0	Y	0	Y	N/A	Y	N
3/6	0	5	0	Y	0	Y	N/A	Y	N

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" is defined as visible drug dealing or open-air drug use. "Problem vehicles" are defined as vehicles that are either abandoned or missing major components such as windshields, doors, or major engine parts.

OP 12 Tenderloin Linkage Center Report:

The Tenderloin Linkage Center is a safe space for guests to easily and quickly access services.

- Engagements in Tier 1 Service Connection: 2,570
- Engagements in Tier 2 Service Connection: 395
 - Meaningful engagements: 101
 - Community/social services (ID Voucher, GA, Calfresh, Medi-Cal): 13
 - COVID-19 (vaccination, testing, etc.): 0
 - Emergency/Winter Shelter: 10
 - Navigation Center/Shelter: 6
 - Transitional housing: 2
 - HSH Housing Assessment Coordinated Entry: 17
 - Family care (HSA): 0
 - Food and nutrition: 9
 - Mental Health Care and psychiatric medication refills: 0
 - Physical Health (Primary care/dental/non-urgent): 1
 - Physical Health (Urgent Medical Care): 1
 - Prevention HIV, Hep-C, STI Testing and Treatment: 1
 - Substance use care (drug user health, i.e., syringe programs): 9
 - Substance use care medication-assisted treatment (methadone/Buprenorphine): 0
 - Substance use treatment (detox, residential, and outpatient): 4
 - Therapy and mentoring: 27
 - Veteran support: 0
 - Vocational, employment, and legal support: 1
 - Referrals: 277
 - Community/social services (ID Voucher, GA, Calfresh, Medi-Cal): 63
 - COVID-19 (vaccination, testing, etc.): 5
 - Emergency/Winter Shelter: 42
 - Navigation Center/Shelter: 54
 - Transitional housing: 0
 - Referred to permanent supportive housing: 10
 - HSH Housing Assessment Coordinated Entry: 41
 - Family care (HSA): 1
 - Food and nutrition: 16
 - Mental Health Care and psychiatric medication refills: 0
 - Mental Health Urgent Care (Hummingbird, Dore): 3
 - Physical Health (Primary care/dental/non-urgent): 4
 - Physical Health (Urgent Medical Care): 2

- Prevention HIV, Hep-C, STI Testing and Treatment: 6
- Substance use care (drug user health, i.e., syringe programs): 1
- Substance use care medication-assisted treatment (methadone/Buprenorphine): 7
- Substance use treatment (detox, residential, and outpatient): 8
- Therapy and mentoring: 6
- Veteran support: 2
- Vocational, employment, and legal support: 6
- Pending linkage: 3
 - Navigation Center/Shelter: 2
 - HSH Housing Assessment Coordinated Entry: 1
 - Referred to permanent supportive housing: 0
 - Substance use treatment (detox, residential, and outpatient): 0
- Completed linkage: 14
 - Community/social services (ID Voucher, GA, Calfresh, Medi-Cal): 4
 - Emergency/Winter Shelter: 1
 - Navigation Center/Shelter: 1
 - Referred to permanent supportive housing: 0
 - HSH Housing Assessment Coordinated Entry: 3
 - Mental Health Care and psychiatric medication refills: 0
 - Physical Health (Primary care/dental/non-urgent): 1
 - Physical Health (Urgent Medical Care): 1
 - Prevention HIV, Hep-C, STI Testing & Treatment: 0
 - Substance use treatment (detox, residential, and outpatient): 1
 - Substance use care medication-assisted treatment (methadone/Buprenorphine): 1
 - Therapy and mentoring: 0
 - Vocational, employment, and legal support: 1

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

Additional metrics by goal area (all data is for the Tenderloin neighborhood):

1. Reduce drug sales and violent crime

- Calls for service: 1,210
 - Priority A (in-progress crimes that pose imminent dangers to safety or major property damage): 180
 - Priority B (crimes that just occurred where suspects may still be nearby): 301
 - Priority C (non-emergency crimes where there is no present threat to life or property and no suspects are nearby): 729
- Number of arrests resulting in booking:

- Assault/battery: 3
- Narcotics sales/possession for sale: 9
- Number of arrests resulting in a citation:
 - Assault/battery: 1
 - Narcotics sales/possession for sale: 0
- Quantity of seized narcotics: 1,229 grams
- Quantity of seized fentanyl: 424 grams

2. Reduce homelessness and street sleeping

- SF Homeless Outreach Team (HOT) Tenderloin encounters:
 - Referrals into shelter:
 - SIP Sites: 0
 - Congregate: 16
 - Non-congregate: 0
 - Navigation: 14
 - TAY Navigation: 0
 - Winter Shelter: 0
 - Emergency Shelter: 0
 - Referrals to other services:
 - Medical: 4
 - Behavioral health: 0
 - Homeward Bound: 0
 - Substance use treatment: 0
 - Financial benefits: 1

3. Cleaner sidewalks and streets

- Public Works:
 - Amount of waste collected in Tenderloin: 220 tons
 - Number of power washings completed: 125
 - Service requests for waste submitted to 311: 490
 - Services requests for waste responded by DPW: 460
 - Number of bags of debris collected: 100
- Urban Alchemy:
 - Trash bags filled: 266

4. Increase safe passage and accessibility

- Urban Alchemy
 - Positive engagements: 8,978
 - Social norm interventions: 2,389
 - De-escalation interventions: 358
 - 911 requests: 10
 - 311 requests: 3
 - Needles collected: 457
- MTA Parking enforcement citations:

311 infrastructure-related service calls	Total	Closed	Outstanding
Sidewalk/curb issue	2	1	1
Encampments	70	60	10
Graffiti	69	15	54
Damaged property	17	6	11
Streetlight repair	7	5	2

**Note: The 3/8 version of this report listed typographical errors in the "streetlight repair" line of the infrastructure metrics. This data has been corrected as of 4/4/22.*

5. Reduce widespread public drug use

- Linkage Center:
 - Total number of visits: 2,570

6. Reduce fatal and non-fatal overdoses

- Naloxone distributed:
 - Linkage Center: 40
 - Urban Alchemy: 0
 - Street Crisis Response Team (SCRT): 0
 - Felton Institute's Street Team (FEST): 42
 - FEST with JFO (Behavioral Health Outreach): 19
 - Community Health Equity & Promotion & Persons Experiencing Homelessness Outreach Team: 10
- Number of overdose reversals:
 - Linkage Center: 6
 - Urban Alchemy: 4
- Number of overdose deaths:
 - Linkage Center: 0
- 911 medical calls to the Tenderloin:
 - Deaths: 4
 - Signed out against medical advice: 6
 - No merit: 21
 - Patient declined transport: 29
 - Unable to locate/Gone on arrival: 21
 - Code 2 (acute but not time-critical) transport: 175
 - Code 3 (critical) transport: 12
- Total health engagements and encounters in Tenderloin this week: 371

7. Eliminate widespread street vending

- Metrics TBD

8. Increased access to behavioral health services

- Street Crisis Response Team (SCRT)
 - Number of encounters: 13

- Patient declined transport: 2
 - Unable to locate client: 6
 - Ambulance transport to hospital: 3
 - Transport to social/behavioral setting: 0
 - Other disposition/referral: 2
- Felton Institute's Street Team (FEST)
 - Number of engagements/encounters: 185
 - Number of referrals to medical treatment, mental health treatment, substance use disorder treatment: 171
 - Referrals to Linkage Center: 173
- FEST with JFO (Behavioral Health Outreach)
 - Number of engagements/encounters: 122
 - Number of people with behavioral health needs encountered: 81
 - Referrals to Linkage Center: 113
 - Number of referrals to medical treatment, mental health treatment, substance use disorder treatment: 113
 - Number of placements to medical treatment, mental health treatment, substance use disorder treatment: 2
 - Number of placements to sobering center: 2
- Community Health Equity & Promotion & Persons Experiencing Homelessness Outreach Team
 - Number of engagements/encounters: 40
 - Number of referrals to medical treatment, mental health treatment, substance use disorder treatment: 5
 - Number of people linked to medical care with Street Medicine: 1
 - Referrals to Linkage Center: 5