

Tenderloin Emergency Initiative Situation Report

Operational Period 13

3/07/22-3/13/22

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) 13. A non-congregate Winter Shelter was added to the shelter portfolio this Operational Period, adding 73 units for placement for unsheltered residents of the Tenderloin neighborhood and Linkage Center guests. This was the last non-congregate shelter in the pipeline for activation, and all future bed availability will be in congregate shelters. Efforts for OP 13 focused on further refining and streamlining metrics for impact measures and connecting various data and reporting streams. Further planning for the future state of the Tenderloin Linkage Center also continued with the implementation of formalized values and safety policies.

Key Activities/Highlights:

- 76 guests were placed in the new non-congregate Winter Shelter activated this Operational Period.
- Tenderloin Emergency Initiative partners developed and implemented an improved methodology to track calls for service to inform how priority locations are determined with community input.
- Long-term planning for the Tenderloin Linkage Center continued with the activation of personnel to support permitting of facility projects, budget planning for Phase 3 of operations, and finalizing policies and procedures to guide operations.
- The Community and Equity Branch completed an equity assessment of services provided at the Tenderloin Linkage Center and will present an analysis of findings, barriers, and solutions to Linkage Center leadership in OP 14.

OPERATIONAL PROGRESS REPORTS

Weekly progress reports include the accomplishments aligned with 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. 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 13 (March 7 – March 13)

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. 300/400 Block of Leavenworth b. 200/300 Block of Jones c. 300 Block of Hyde d. 700/600/400/100 Block of Eddy e. 300 Block of Ellis 	<p>All</p>	<ul style="list-style-type: none"> • Performed 7 Joint Field Operations Monday 3/7 through Sunday 3/13. <ul style="list-style-type: none"> ○ Monday operations began at Shannon Alley ○ Tuesday operations began at 300 Jones ○ Wednesday operations began at 300 Leavenworth ○ Thursday operations began at 700 Eddy ○ Friday operations began at 300 Hyde ○ Saturday operations began at 300 Jones ○ Sunday operations began at 300 Leavenworth • Operations included representatives from SFFD, DEM, DPH, MTA, DPW, CBOs, and SFPD. • During the 3/7 Joint Field Operations, the team completed 11 encounters, placed 4 individuals in non-congregate Winter Shelter, transported 1 individual to a hospital, and transported 1 individual to HSH Adult Coordinated Entry with housing referral status. • During the 3/8 Joint Field Operations and earlier outreach, the team completed 18 encounters, transported 4 individuals for emergency medical treatment, and placed 3 individuals in a non-congregate Winter Shelter. • During the 3/9 Joint Field Operations, the team completed 9 encounters, transported 3 individuals to a non-congregate shelter, and assisted 1 individual with completing intake at the non-congregate shelter. • During the 3/10 Joint Field Operations and earlier outreach, the team completed 20 encounters, transported 1 individual to the Linkage Center, transported 1 individual for mental health treatment, and transported 2 individuals to a non-congregate shelter. • During the 3/11 Joint Field Operations and earlier outreach, the team completed 26 encounters and transported 3 individuals to a non-congregate shelter.

		<ul style="list-style-type: none"> • MTA maintained enforcement activities in all priority locations. On 3/8, 43 citations were issued. On 3/9, 45 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. • HSH HOT Teams conducted outreach in all priority locations Monday through Friday. • HSOC supported the TEI project area and a 1-block buffer zone with encampment resolutions and tent engagements on 3/8, 3/9, 3/10, and 3/11. • Field outreach was performed at each priority location between 3/7 and 3/13 by DPH and DPH-affiliated community providers, including the SF AIDS Foundation fentanyl team, SF Community Health Center Project REACT, Felton Engagement Specialist Team, and Code Tenderloin.
<p>2. Finalize and implement an updated strategy plan by 3/11 for the coordination and staffing of various types of response and outreach to support Joint Field Operations.</p>	<p>All</p>	<ul style="list-style-type: none"> • A weekly meeting has been established to support the identification of Joint Field Operations priority locations for Operational Period 14, based on feedback from Community and Equity, DPH, HSH, HSOC, DPW, PD, and other key stakeholders. • The Operations Section held meetings with Community and Equity members to receive community feedback regarding overall TEI operations during this Operational Period.
<p>3. Begin Linkage Center (TLC) budget compilation process, including executing priority hires and contracts by 3/16.</p>	<p>Reduce homelessness and street sleeping</p> <p>Eliminate widespread public drug usage</p> <p>Increase safe passage and accessibility</p>	<ul style="list-style-type: none"> • Work to compile budgets for partners involved in TLC operations began this Operational Period and will be presented to the Mayor’s Budget Office on 3/15.

	<p>Reduce fatal and non-fatal overdoses</p> <p>Increased access to behavioral health services</p>	
<p>4. Finalize implementation schedule for the TLC's outdoor footprint by 3/9.</p>	<p>Reduce homelessness and street sleeping</p> <p>Eliminate widespread public drug usage</p> <p>Increase safe passage and accessibility</p> <p>Reduce fatal and non-fatal overdoses</p> <p>Increased access to behavioral health services</p>	<ul style="list-style-type: none"> TLC partners worked to finalize the schedule for the implementation of the improved outdoor footprint of the facility, planned for 3/18. Improvements will include the relocation of the shower and laundry service into the fenced perimeter of the courtyard.
<p>5. Develop recommendations for enhanced lighting options, based on finding from UN Plaza Lighting multi-agency field assessment, by 3/11.</p>	<p>Reduce drug sales and violent crime</p> <p>Increase safe passage and accessibility</p>	<ul style="list-style-type: none"> Members of the Tenderloin Emergency Initiative worked with community members to conduct an assessment of lighting at UN Plaza and placed 3 light towers to improve visibility and accessibility in key locations on 3/9. The effectiveness of the light towers will be evaluated in Operational Period 14.

<p>6. Develop draft materials for guidelines for reducing harm for the whole community to support revised Joint Field Operations by 3/11.</p>	<p>Reduce drug sales and violent crime</p> <p>Reduce homelessness and street sleeping</p> <p>Eliminate widespread public drug usage</p> <p>Increase safe passage and accessibility</p> <p>Cleaner sidewalks and streets</p> <p>Eliminate widespread street vending</p>	<ul style="list-style-type: none"> The Joint Information Center drafted guidelines that describe unacceptable behaviors that cause harm to the community for Joint Field Operations to identify when individuals engaged in such behaviors need to be addressed. The harmful behaviors were informed by community feedback.
<p>7. Fill all open 213 RR requests for staffing NLT 3/11.</p>	<p>All</p>	<ul style="list-style-type: none"> All 213RR requests for personnel were filled this Operational Period, including an Administrative Specialist for Operations at the TLC and a Transport Driver for Joint Field Operations.
<p>8. Complete the development of dashboards for metrics related to the reduction of fatal and non-fatal overdoses and the increase of access to behavioral health services by 3/11 in anticipation of</p>	<p>All</p>	<ul style="list-style-type: none"> The public-facing dashboards showing metrics related to reducing fatal and non-fatal overdoses and increasing access to behavioral health services were refined in Operational Period 14 and will be published on 3/15.

publication no later than 3/15.		
9. Finalize the timeline for the implementation of a streamlined data collection process for all goal measures that will transition from inclusion in the Situation Report to inclusion in the goal dashboards by 3/11.	All	<ul style="list-style-type: none"> The timeline for the implementation of data collection for all goal measures was further refined this Operational Period. The goal for the transition of metrics from the weekly Situation Report to the public-facing dashboards for all goals, was established as 4/15.
10. Continue holding listening sessions (3/10), addressing community feedback, and documenting short- and long-term community needs.	All	<ul style="list-style-type: none"> Hosted 1 community listening session to share information and solicit feedback for the following community group in 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
11. Compilation of long-term community proposals and priorities received through our listening sessions and community stakeholders' meetings by 3/9.	All	<ul style="list-style-type: none"> The compilation of community proposals and priorities informed by community feedback and listening sessions was completed on 3/11. This report will inform long-term community engagement going forward.

METRICS TRACKING – OPERATIONAL PERIOD 13

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

300 block of Leavenworth

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
3/7	2	0	0	Y	0	Y	N/A	N	N
3/8	1	3	0	Y	0	N	N/A	N	N
3/9	5	6	0	N	0	Y	N/A	Y	N
3/10	1	1	0	Y	0	Y	N/A	Y	N
3/11	0	2	0	Y	0	Y	N/A	N	N
3/12	0	0	1	N	0	N	N/A	Y	Y
3/13	<i>Not Assessed</i>								

400 block of Leavenworth

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
3/7	1	0	2	N	0	Y	N	N	N
3/8	0	0	0	N	0	Y	N	N	N
3/9	0	0	0	N	0	Y	N	N	Y
3/10	3	2	0	Y	0	N	Y	N	N
3/11	0	3	0	N	0	Y	Y	N	Y
3/12	0	0	0	N	0	N	Y	N	N
3/13	<i>Not Assessed</i>								

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
3/7	2	11	0	N	0	Y	Y	Y	N

3/8	1	7	0	N	0	Y	Y	Y	N
3/9	3	6	0	N	0	Y	N	Y	N
3/10	3	8	0	N	0	Y	N	N	N
3/11	1	9	0	N	0	N	N	Y	N
3/12	2	6	0	N	0	N	N	Y	N
3/13	1	9	0	N	0	N	N	Y	N

700 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
3/7	<i>Not Assessed</i>								
3/8	<i>Not Assessed</i>								
3/9	3	9	0	N	0	Y	Y	N	N
3/10	3	6	0	N	0	Y	Y	Y	N
3/11	3	4	0	N	0	Y	Y	N	N
3/12	1	8	0	N	0	N	Y	N	N
3/13	3	10	0	N	0	N	Y	N	N

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
3/7	5	7	0	N	0	Y	N/A	Y	Y
3/8	4	12	0	N	0	Y	N/A	Y	Y
3/9	<i>Not Assessed</i>								
3/10	6	16	0	N	0	Y	N/A	Y	Y
3/11	6	12	0	N	0	Y	N/A	Y	Y
3/12	6	14	1	N	0	Y	N/A	Y	Y
3/13	7	14	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
3/7	7	9	0	N	0	Y	N/A	Y	N
3/8	<i>Not Assessed</i>								
3/9	5	8	0	N	0	Y	N/A	Y	Y
3/10	2	4	0	N	0	Y	N/A	y	Y
3/11	5	8	0	N	0	Y	N/A	Y	Y
3/12	4	4	0	N	0	Y	N/A	Y	N
3/13	4	2	0	N	0	Y	N/A	Y	N

100 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
3/7	<i>Not Assessed</i>								
3/8	<i>Not Assessed</i>								
3/9	2	0	0	N	0	Y	N/A	N	N
3/10	2	4	1	N	0	Y	N/A	N	N
3/11	0	0	0	N	0	Y	N/A	N	N
3/12	1	2	0	N	0	Y	N/A	N	N
3/13	<i>Not Assessed</i>								

200 block of Jones

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

3/13	4	6	0	N	0	N	N/A	N	N
------	---	---	---	---	---	---	-----	---	---

300 block of Jones

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
3/7	3	0	2	N	0	Y	N/A	Y	N
3/8	3	0	0	N	0	N	N/A	Y	N
3/9	3	0	0	N	0	Y	N/A	Y	N
3/10	5	3	0	N	0	Y	N/A	Y	N
3/11	7	1	1	N	0	Y	N/A	Y	N
3/12	3	2	1	N	0	N	N/A	Y	N
3/13	3	3	0	N	0	N	N/A	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
3/7	1	2	0	N	0	Y	N/A	Y	N
3/8	5	2	0	N	0	N	N/A	Y	N
3/9	0	0	1	N	0	N	N/A	Y	N
3/10	5	0	2	Y	0	N	N/A	Y	N
3/11	6	0	1	Y	0	Y	N/A	N	N
3/12	6	0	1	Y	0	Y	N/A	N	N
3/13	<i>Not Assessed</i>								

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 13 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: 2,552

- Engagements in Tier 2 Service Connection: 468
 - Meaningful engagements: 237
 - Community/social services (ID Voucher, GA, Calfresh, Medi-Cal): 14
 - COVID-19 (vaccination, testing, etc.): 0
 - Emergency/Winter Shelter: 7
 - Navigation Center/Shelter: 5
 - Transitional housing: 1
 - HSH Housing Assessment Coordinated Entry: 11
 - Family care (HSA): 0
 - Food and nutrition: 170
 - Mental Health Care and psychiatric medication refills: 1
 - Physical Health (Primary care/dental/non-urgent): 5
 - Physical Health (Urgent Medical Care): 3
 - Prevention HIV, Hep-C, STI Testing and Treatment: 0
 - Substance use care (drug user health, i.e., syringe programs): 4
 - Substance use care medication-assisted treatment (methadone/Buprenorphine): 1
 - Substance use treatment (detox, residential, and outpatient): 1
 - Therapy and mentoring: 13
 - Veteran support: 0
 - Vocational, employment, and legal support: 1
 - Referrals: 217
 - Community/social services (ID Voucher, GA, Calfresh, Medi-Cal): 59
 - COVID-19 (vaccination, testing, etc.): 3
 - Emergency/Winter Shelter: 22
 - Navigation Center/Shelter: 24
 - Transitional housing: 2
 - Referred to permanent supportive housing: 1
 - HSH Housing Assessment Coordinated Entry: 56
 - Food and nutrition: 12
 - Mental Health Care and psychiatric medication refills: 2
 - Mental Health Urgent Care (Hummingbird, Dore): 0
 - Prevention HIV, Hep-C, STI Testing & Treatment: 1
 - Physical Health (Primary care/dental/non-urgent): 5
 - Physical Health (Urgent Medical Care): 1
 - Substance use care (drug user health, i.e., syringe programs): 1
 - Substance use care medication-assisted treatment (methadone/Buprenorphine): 1
 - Substance use treatment (detox, residential, and outpatient): 12
 - Therapy and mentoring: 3
 - Veteran support: 1
 - Vocational, employment, and legal support: 11
 - Pending linkage: 1
 - Emergency/Winter Shelter: 1
 - Completed linkage: 13

- Community/social services (ID Voucher, GA, Calfresh, Medi-Cal): 2
- Emergency/Winter Shelter: 3
- Navigation Center/Shelter: 3
- Transitional housing: 1
- Referred to permanent supportive housing: 0
- HSH Housing Assessment Coordinated Entry: 2
- Mental Health Care and psychiatric medication refills: 2

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):

Reduce drug sales and violent crime

- Calls for service: 1,264
 - Priority A (in-progress crimes that pose imminent dangers to safety or major property damage): 182
 - Priority B (crimes that just occurred where suspects may still be nearby): 340
 - Priority C (non-emergency crimes where there is no present threat to life or property and no suspects are nearby): 742
- Number of arrests resulting in booking: 11
 - Assault/battery: 5
 - Narcotics sales/possession for sale: 6
- Number of arrests resulting in a citation: 5
 - Assault/battery: 2
 - Narcotics sales/possession for sale: 3
- Quantity of seized narcotics: 520 grams
- Quantity of seized fentanyl: 357 grams

Reduce homelessness and street sleeping

- SF Homeless Outreach Team (HOT) Tenderloin encounters: 114
 - Referrals into shelter: 108
 - SIP Sites: 0
 - Congregate: 17
 - Non-congregate: 0
 - Navigation: 15
 - TAY Navigation: 0
 - Winter Shelter: 0
 - Emergency Shelter: 76
 - Referrals to other services: 34
 - Medical: 6
 - Behavioral health: 3
 - Homeward Bound: 1

- Substance use treatment: 3
- Financial benefits: 21

Cleaner sidewalks and streets

- Public Works:
 - Amount of waste collected in Tenderloin: 210 Ton
 - Number of power washings completed: 105
 - Service requests for waste submitted to 311: 427
 - Services requests for waste responded by DPW: 348
 - Number of bags of debris collected: 100
- Urban Alchemy:
 - Trash bags filled: 673

Increase safe passage and accessibility

- Urban Alchemy
 - Positive engagements: 20,146
 - Social norm interventions: 5,507
 - De-escalation interventions: 1,244
 - 911 requests: 8
 - 311 requests: 26
 - Needles collected: 1,471
- MTA Parking enforcement citations: 88 citations

311 infrastructure-related service calls	Total	Closed	Outstanding
Sidewalk/curb issue	8	0	8
Encampments	67	55	12
Graffiti	64	17	47
Damaged property	22	7	15
Streetlight repair	10	5	5

Reduce widespread public drug use

- Linkage Center
 - Total number of visits: 2,552

Reduce fatal and non-fatal overdoses

- Naloxone distributed:
 - Linkage Center: 34
 - Street Crisis Response Team (SCRT): 1
 - Felton Institute's Street Team (FEST): 42
 - FEST with JFO (Behavioral Health Outreach): 12
 - Community Health Equity & Promotion & Persons Experiencing Homelessness Outreach Team: 14
- Number of overdose reversals:
 - Linkage Center: 1

- Urban Alchemy: 3
- Number of overdose deaths: 0
- 911 medical calls to the Tenderloin: 304
 - Deaths: 5
 - Signed out against medical advice: 9
 - No merit: 33
 - Patient declined transport: 33
 - Unable to locate/Gone on arrival: 22
 - Code 2 (acute but not time-critical) transport: 189
 - Code 3 (critical) transport: 13
- Total health engagements and encounters in Tenderloin this week: 390
- Total doses of Naloxone distributed in Tenderloin this week: 108

Eliminate widespread street vending

- Metrics TBD

Increased access to behavioral health services

- Street Crisis Response Team (SCRT)
 - Number of encounters: 44
 - Patient declined transport: 6
 - Unable to locate client: 32
 - Ambulance transport to hospital: 2
 - Transport to social/behavioral setting: 4
 - Other disposition/referral: 0
- Felton Institute's Street Team (FEST)
 - Number of engagements/encounters: 153
 - Number of referrals to medical treatment, mental health treatment, substance use disorder treatment: 128
 - Referrals to Linkage Center: 143
- FEST with JFO (Behavioral Health Outreach)
 - Number of engagements/encounters: 133
 - Number of people with behavioral health needs encountered: 90
 - Referrals to Linkage Center: 120
 - Number of referrals to medical treatment, mental health treatment, substance use disorder treatment: 117
 - Number of placements to medical treatment, mental health treatment, substance use disorder treatment: 1
 - Number of placements to sobering center: 0
- Community Health Equity & Promotion & Persons Experiencing Homelessness Outreach Team
 - Number of engagements/encounters: 60
 - Number of referrals to medical treatment, mental health treatment, substance use disorder treatment: 0
 - Number of people linked to medical care with Street Medicine: 3
 - Referrals to Linkage Center: 12