

# Tenderloin Emergency Initiative Situation Report

## Operational Period 8

1/31/22 - 2/6/22

*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 during Operational Period (OP) 8. Efforts for OP 8 focused on refining and implementing plans for coordinating daily interventions at priority locations, enhanced cleaning at priority locations, continuing and improving ongoing operations at the Linkage Center, and enhancing efforts to ensure that community stakeholders remain informed and engaged in Tenderloin Emergency Initiative planning and operations. OP 8 also highlighted some significant areas for improvement in metrics and data reporting that will be further addressed in future Op Periods.

#### Key Activities/Highlights:

- Ongoing improvements continue at the Tenderloin Linkage Center, including process documentation; revised critical incident reporting protocols; and expansion and improvement of the outdoor space with additional canopies, enhanced privacy screening, safer fence placement, and an expanded fence perimeter.
- The transition of Linkage Center management from DEM to an interim team of Disaster Service Workers continues. Six new staff assigned to DPH for site management and direction were onboarded and trained. Ongoing work to identify and track process improvements continues.
- The field outreach coordination strategy with community providers is being refined to be more impactful, minimize overlap, better utilize community resources, and establish consistent data collection.

### 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

## OPERATIONAL PERIOD 8 (Jan 31 – Feb 6)

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"> <li>a. 600 Eddy</li> <li>b. 300 Hyde</li> <li>c. 400 Eddy</li> <li>d. 7<sup>th</sup> and Market</li> <li>e. Boeddeker Park</li> </ul>	<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"> <li>• Daily metrics for each priority location are listed in the Metrics Tracking section below.</li> <li>• Beds for referrals from the Tenderloin Emergency Initiative continued to be limited due to active COVID-19 outbreaks and staffing shortages. However, some guests are exiting their COVID-19 monitoring periods, and those beds will open for placement going forward.</li> <li>• Continued to prioritize daily status monitoring of shelters, navigation centers, jails, and other congregate settings due to COVID-19 outbreaks and related staffing shortages.</li> <li>• MTA increased enforcement activities in all priority locations. On 2/2, there were 42 citations and 3 vehicles towed. On 2/3, there were 44 citations and 1 tow.</li> <li>• HSH Hot Teams visited all priority locations five days during OP 8.</li> <li>• Field outreach was performed at each priority location between 2/3 and 2/5 by DPH-affiliated community providers, including the SF AIDS Foundation fentanyl team, SF Community Health Center Project REACT, Felton Engagement Specialist Team, and Code Tenderloin.</li> <li>• Urban Alchemy increased its presence at the southeast corner of 8<sup>th</sup> and Market near BART entrances to maintain presence in the spaces.</li> <li>• The Muni shelter on 7th and Market identified as damaged in OP 7 will not have the plexiglass replaced due to frequent damage.</li> </ul>
<p>2. Review joint field operations protocol and identify proactive schedule and resources</p>	<p>Drug dealing and violent crime</p> <p>High levels of 911 medical calls</p>	<ul style="list-style-type: none"> <li>• Joint Field Operations were evaluated by the Incident Commander during OP 8. Noted strengths included the coordination between SFFD and all agencies as well as the mobility and efficiency of the DPW RAVO street sweeper. Noted areas for improvement included ongoing coordination with outreach agencies, areas for community providers to partner with</li> </ul>

<p>needed to accomplish ongoing frequent neighborhood interventions.</p>	<p>Open-air drug use</p> <p>Lack of safe passage and accessibility</p> <p>Waste and debris</p> <p>Illegal vending</p>	<p>engagement, and a lack of specific plans to hold the activated space once the JFO concludes.</p> <ul style="list-style-type: none"> <li>• Improvement discussions will be held and implemented during OP 9.</li> </ul>
<p>3. Conduct at least four joint field operations at priority locations during OP 8.</p>	<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"> <li>• Performed four Joint Field Operations Wednesday 2/2 through Saturday 2/5. <ul style="list-style-type: none"> <li>○ Wednesday operations took place at: <ul style="list-style-type: none"> <li>▪ 300 Hyde</li> <li>▪ 600 Eddy</li> <li>▪ 400 Eddy</li> </ul> </li> <li>○ Thursday operations took place at: <ul style="list-style-type: none"> <li>▪ 300 Jones (Boeddeker Park)</li> <li>▪ 7<sup>th</sup> and Market</li> </ul> </li> <li>○ Friday operations took place at: <ul style="list-style-type: none"> <li>▪ 300 Hyde</li> <li>▪ 400 Eddy</li> <li>▪ 600 Eddy</li> <li>▪ 700 Eddy</li> </ul> </li> <li>○ Saturday operations took place at: <ul style="list-style-type: none"> <li>▪ 300 Hyde</li> <li>▪ 400 Eddy</li> <li>▪ 600 Eddy</li> <li>▪ 700 Eddy</li> </ul> </li> </ul> </li> <li>• Operations included representatives from SFFD, DEM, DPH, HSH, MTA, DPW, CBOs, and SFPD.</li> <li>• Power washing and debris pick-up were completed as a component of joint operations. All areas were power washed where appropriate, including the Linkage Center.</li> <li>• HSOC supported Joint Field Operations with engagement on the 300 block of Ellis to assist with clearing the emergency exit at Boeddeker Park.</li> </ul>

<p>4. Determine a process for tracking the progress of 311 requests for services resulting from daily field operation observations by 2/6.</p>	<p>Lack of safe passage and accessibility</p> <p>Waste and debris</p>	<ul style="list-style-type: none"> <li>• 311 developed a dashboard showing calls for service in the Tenderloin Zone and will iterate as needed to meet the needs of the Tenderloin Emergency Initiative.</li> <li>• 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.</li> </ul>
<p>5. Revise the operational plan for targeted neighborhood cleaning operations that respond quickly to 311 and community calls for service and implement it by 2/3.</p>	<p>Lack of safe passage and accessibility</p> <p>Waste and debris</p>	<ul style="list-style-type: none"> <li>• DPW enhanced debris clean-up and power washing operations in priority areas, including the Linkage Center, during the morning, swing, and evening shifts.</li> <li>• DEM will continue to prioritize a documented expedited process for DPW, its contractors, and TLCBD to quickly be made aware of and held accountable to 311 requests for service.</li> </ul>
<p>6. Continue to refine and document the coordination needed for successful field outreach operations across city and non-city agencies.</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>	<ul style="list-style-type: none"> <li>• Ongoing process. Actively engaged with partners to flag and resolve duplications of effort and information inconsistencies between agencies performing outreach.</li> <li>• The Joint Information Center developed a reference card with guidance on calling 911 or 311 for non-emergencies for field operations teams and Linkage Center staff. The reference cards will be printed in OP 9.</li> <li>• The coordination strategy with DPH-affiliated community providers who perform outreach and engagement operations is being refined to be more impactful, minimize overlap, better utilize community provider resources, and establish consistent data collection.</li> </ul>
<p>7. Implement revised metrics tracking at Linkage Center, including adjustments to intake and services and linkage tracking.</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"> <li>• Implemented a revised intake form that requests information on guest housing status and whether they are from the Tenderloin neighborhood on 2/1. Data will be collected and reported during OP 9.</li> <li>• Refined metric reporting fields for itemization of service during guest referral process and finalized a reporting tool to ensure smoother data collection and reporting for OP 9.</li> </ul>

<p>8. Begin transition of management of Linkage Center from DEM to DPH starting 1/31.</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"> <li>Onboarded and began training six Disaster Service Workers assigned to DPH to assist in the transition of Linkage Center site management from DEM to DPH, including four site managers, one site director, and one policy and strategy oversight director.</li> <li>DEM continues to work with DPH Communications to identify roles and responsibilities for Linkage Center communications, messaging, and materials within the Tenderloin Emergency Initiative Joint Information Center.</li> </ul>
<p>9. Finalize minimum staffing requirements at Linkage Center for existing footprint and expansion plans, and implement immediate staffing expansion by 2/3.</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"> <li>The Linkage Center's outdoor footprint was expanded and improved, including additional canopies, enhanced privacy screening, safer fence placement, and an expanded fence perimeter.</li> <li>Minimum staffing requirements and implementation plan for the Linkage Center for the expanded footprint continue to be refined and are expected to be finalized on 2/7.</li> <li>HSH secured an additional 7 Urban Alchemy staff for the Linkage Center to begin on 2/7.</li> <li>DPH site staff increased as of OP 8. DPH held a shift lead training on 2/4 to ensure stable leadership for each expanded shift staffing team.</li> </ul>
<p>10. Finalize set weekly schedule of provider services at the Linkage Center by 2/3.</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"> <li>The schedule of provider services for the Linkage Center was finalized on 2/6. The schedule will iterate with additional providers present as available and will be posted publicly during OP 9.</li> <li>The Joint Information Center developed social media graphics showing key metrics of services provided as part of the Tenderloin Emergency Initiative, including services provided at the Linkage Center.</li> </ul>
<p>11. Host one and prepare for four additional community listening sessions, and continue to expand feedback channels and connect with community stakeholders on their engagement needs.</p>	<p>All</p>	<ul style="list-style-type: none"> <li>Hosted a Linkage Center Market Street/UN Plaza community listening session on 2/1 with DEM, DPH, HSH, and SFPD, facilitated by CCCBD and MMBA. Approximately 100 community members attended.</li> <li>Hosted a community listening session for residents of the 200/300 Turk block on 2/2 with DEM, DPH, HSH, and SFPD, facilitated by TLCBD.</li> <li>Confirmed four upcoming community listening sessions for residents and property managers on 2/8, 2/9, 2/10, and 2/16.</li> <li>Conducted eight Tenderloin Linkage Center walkthroughs during OP 8 that included community-based organizations, community benefit districts, and public officials, including: <ul style="list-style-type: none"> <li>St. Anthony's</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ Tenderloin Merchants Association</li> <li>○ District 3 Supervisor Aaron Peskin</li> <li>○ Civic Center CBD</li> <li>○ Public Defender's Office</li> <li>○ Youth Voice Tenderloin CBD</li> <li>○ District Attorney's Office</li> <li>○ Felton Institute Transition Age Youth Linkage Team</li> </ul>
12. Refine the community engagement branch by assigning liaisons to key community stakeholders to facilitate information sharing and strengthen relationships no later than 2/4.	All	<ul style="list-style-type: none"> <li>• The Equity and Community Engagement Branch assigned five liaisons to key community stakeholders on 2/4.</li> </ul>

## METRICS TRACKING – OPERATIONAL PERIOD 8

### OP 8 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
1/31	0	8	4	N	0	Y	N/A	N	N
2/1	0	29	4	N	0	Y	N/A	N	N
2/2	0	11	3	N	0	Y	N/A	N	N
2/3	8	2	2	N	0	Y	N/A	Y	N
2/4	6	8	1	N	1	Y	N/A	N	N
2/5	6	8	2	N	1	Y	N/A	N	N
2/6	6	6	3	N	0	Y	N/A	Y	N

#### **7<sup>th</sup>/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
1/31	0	9	0	N	0	Y	Y	N	N
2/1	0	3	0	N	0	Y	Y	N	N
2/2	0	2	0	N	0	Y	N	Y	N
2/3	5	10	0	N	0	Y	Y	Y	N
2/4	1	0	0	N	0	Y	N	Y	N
2/5	8	17	0	N	0	Y	N	Y	N
2/6	2	7	0	N	0	Y	N	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
1/31	3	8	1	N	0	Y	N/A	N	N
2/1	2	31	1	N	0	Y	N/A	N	N
2/2	2	3	1	N	0	Y	N/A	Y	Y
2/3	5	5	0	N	0	Y	N/A	Y	Y
2/4	9	6	0	N	0	Y	N/A	Y	N
2/5	3	10	0	N	0	Y	N/A	N	N
2/6	3	9	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
1/31	0	6	0	N	0	Y	Y	N	N
2/1	0	22	0	N	0	Y	Y	N	Y
2/2	2	10	1	N	0	Y	N	N	Y
2/3	1	12	0	N	0	Y	Y	Y	N
2/4	1	8	0	N	0	Y	N	Y	N
2/5	1	5	0	N	0	Y	N	N	N
2/6	1	3	1	N	0	Y	N	Y	N

### 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
1/31	0	0	4	N	0	N	N/A	Y	N
2/1	0	22	4	N	0	N	N/A	Y	Y
2/2	0	2	3	N	0	N	N/A	Y	N
2/3	10	2	2	N	0	Y	N/A	Y	N
2/4	7	0	1	N	0	Y	N/A	Y	N



2/5	8	0	1	N	0	Y	N/A	N	N
2/6	11	4	1	N	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" 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: 2,022
- Number of visits due to referral from street to center: 258
- Number of self-presented visits: 1,764
- Engagements in Tier 1 Service Connection: 2,022
- Engagements in Tier 2 Service Connection: 983
  - o Meaningful engagements (details about service and eligibility provided to guest but guest did not choose to connect to service): 815
    - Community/social services (ID Voucher, GA, Calfresh, Medi-Cal): 14
    - COVID-19 (vaccination, testing, etc.): 2
    - Emergency/Winter Shelter: 10
    - Food and nutrition: 30
    - HSH Housing Assessment Coordinated Entry: 34
    - Mental Health Care and psychiatric medication refills: 2
    - Navigation Center/Shelter: 14
    - Physical Health (Primary care/dental/non-urgent): 27
    - Physical Health (Urgent Medical Care): 2
    - Prevention HIV, Hep-C, STI Testing and Treatment: 2
    - Substance use care (drug user health, i.e., syringe programs): 655
    - Substance use treatment (detox, residential, and outpatient): 4
    - Substance use disorder treatment (methadone/Buprenorphine): 1
    - Therapy and mentoring: 8
    - Veteran support: 2
    - Vocational, employment, and legal support: 8
  - o Referrals (longer conversation with guest and information provided for walk-in or drop-in service and guest states they will access the service): 130
    - Community/social services (ID Voucher, GA, Calfresh, Medi-Cal): 30
    - COVID-19 (vaccination, testing, etc.): 1
    - Emergency/Winter Shelter: 11
    - Food and nutrition: 5
    - HSH Housing Assessment Coordinated Entry: 42
    - Mental Health Care and psychiatric medication refills: 1
    - Mental Health Urgent Care (Hummingbird, Dore): 1

- Physical Health (Primary care/dental/non-urgent): 7
    - Referred to permanent supportive housing: 2
    - Substance use care (drug user health, i.e., syringe programs): 1
    - Substance use treatment (detox, residential, and outpatient): 3
    - Therapy and mentoring: 4
    - Veteran support: 1
    - Vocational, employment, and legal support: 14
  - o Pending linkage (referral and linkage was made but identified program was unavailable and guest's name placed on waiting list): 7
    - Community/social services (ID Voucher, GA, Calfresh, Medi-Cal): 1
    - Mental Health Care and psychiatric medication refills: 1
    - Navigation Center/Shelter: 3
    - Physical Health (Urgent Medical Care): 1
    - Vocational, employment, and legal support: 1
  - o Completed linkage (referral and linkage was made, placement or appointment identified, paperwork completed; transport to service occurred where necessary): 31
    - Community/social services (ID Voucher, GA, Calfresh, Medi-Cal): 4
    - Emergency/Winter Shelter: 2
    - Food and nutrition: 6
    - HSH Housing Assessment Coordinated Entry: 6
    - Mental Health Care and psychiatric medication refills: 2
    - Navigation Center/Shelter: 7
    - Physical Health (Urgent Medical Care): 1
    - Substance use treatment (detox, residential, and outpatient): 1
- Naloxone distribution:
  - o Distributed but not administered: 60 kits (120 doses)
  - o Number of overdose reversals: 11
- 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: 293
  - o Deaths: 9
  - o Signed out against medical advice: 13
  - o No merit: 29
  - o Patient declined transport: 33

- o Unable to locate/Gone on arrival: 2
- o Code 2 (acute but not time-critical) transport: 200
- o Code 3 (critical) transport: 7
- Total health engagements and encounters in Tenderloin this week: 425
- Total doses of Naloxone distributed in Tenderloin this week: 48
- Total number of referrals to medical treatment, mental health treatment, substance use disorder treatment: 286
- Total referrals to Linkage Center: 238
  - o Street Crisis Response Team (SCRT)
    - Number of encounters: 24
      - Patient declined transport: 13
      - Unable to locate client: 5
      - Ambulance transport to hospital: 3
      - Transport to social/behavioral setting: 3
    - Referrals to Linkage Center: 1
    - Number of Naloxone doses distributed: 0
  - o Felton Institute's Street Team (FEST)
    - Number of engagements/encounters: 374
    - Number of referrals to medical treatment, mental health treatment, substance use disorder treatment: 281
    - Number of Naloxone doses distributed: 41
    - Referrals to Linkage Center: 232
  - o Community Health Equity & Promotion & Persons Experiencing Homelessness Outreach Team
    - Number of engagements/encounters: 27
    - Number of Naloxone doses distributed: 7
    - Number of referrals to medical treatment, mental health treatment, substance use disorder treatment: 5
    - 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: 317
  - o Referrals into shelter: 58
    - SIP Sites: 0
    - Congregate: 26
    - Non-congregate: 10
    - Navigation: 11
    - TAY Navigation: 0
    - Winter Shelter: 0
    - Emergency Shelter: 11
  - o Referrals to other services:
    - Medical: 14
    - Behavioral health: 9
    - Homeward Bound: 0

- Substance use treatment: 11
- Financial benefits: 18
- o Tools provided:
  - Hand sanitizer: 0
  - Hygiene supplies: 30
  - Face masks: 13
  - Handwashing kit: 0
  - Food/snacks: 16
  - Water: 79
  - Undergarments: 6
  - Shoes: 0
  - Emergency blankets: 0
  - Ponchos: 0
  - Other clothing: 7

### Urban Alchemy

- Positive engagements: 4,772
- Social norm interventions: 1,126
- De-escalation interventions: 238
- Overdose reversals: 1
- 911 requests: 1
- 311 requests: 0
- Needles collected: 311
- Trash bags filled: 194

### Public Works

- Amount of waste collected in Tenderloin: 206 tons
- Number of power washings completed: 118
- Service requests for waste submitted to 311: 469
- Services requests for waste responded by DPW: 422
- Number of bags of debris collected: 101

### Infrastructure

<b>311 infrastructure-related service calls</b>	<b>Total</b>	<b>Closed</b>	<b>Outstanding</b>
Sidewalk/curb issue	1	1	0
Encampments	66	46	20
Graffiti	89	30	59
Damaged property	17	5	12
Streetlight repair	13	1	12

## Law Enforcement

- Calls for service: 1,303
  - Priority A (in-progress crimes that pose imminent dangers to safety or major property damage): 171
  - Priority B (crimes that just occurred where suspects may still be nearby): 330
  - Priority C (non-emergency crimes where there is no present threat to life or property and no suspects are nearby): 802
- Number of felony arrests: 35
  - Assault/battery: 4
  - Carjacking: 0
  - Commercial/residential burglary: 2
  - Domestic violence: 4
  - Firearm: 0
  - Narcotics sales/possession for sale: 12
  - Resist/delay arrest: 0
  - Robbery: 1
  - Theft: 2
  - Vehicle stolen/recover: 0
  - Warrant arrest: 10
- Number of misdemeanor arrests: 4
  - Assault/battery: 1
  - Driving without license: 0
  - Shoplifting: 1
  - Vandalism: 0
  - Miscellaneous: 2
- Quantity of seized narcotics: 2,234 grams
- Quantity of seized fentanyl: 1,350 grams
- MTA Parking enforcement citations: 86 citations and 4 towed vehicles on 2/2 and 2/3.