



Department of Emergency Management

1011 Turk Street, San Francisco, CA 94102

Phone: (415) 558-3800 Fax: (415) 558-3843



London N. Breed
Mayor

Mary Ellen Carroll
Executive Director

Tenderloin Emergency Initiative Strategic Plan and Operations Guide

Vision: A safer and healthier Tenderloin neighborhood with more effective connections to services for housed and unhoused residents, reduced crime and sidewalk hazards, and increased investments in long-term neighborhood coordination between City and non-City agencies.

Background: Deaths from drug overdose are at epidemic levels in San Francisco. Tenderloin residents and business owners are plagued by violence and crime related to drug dealing and drug use in their neighborhood. While these problems have gotten worse over the past few years and particularly over the course of the pandemic, recently the threat to public health, safety and welfare has become much graver and more imminent in the Tenderloin and demands emergency action. On December 17, 2021, Mayor Breed declared a State of Emergency in the Tenderloin which was later ratified by the Board of Supervisors on December 24, 2021 to address the overdose crisis. This 90-day Declaration allows for crisis operations to be directed by the Department of Emergency Management in order to address the notable public health emergency with a services-first approach.

Roles and Responsibilities:

- Policy Direction by Mayor’s Office
- Strategy by Mayor’s Office, Department of Emergency Management (DEM), community stakeholders
- Operational Coordination by DEM
- Operations by Departments of Public Health, Homelessness and Supportive Housing, Public Works, Fire, Police, 311, Economic and Workforce Development, and supporting infrastructure departments. Supported by operations from Community Benefit Districts and Community Based Organizations.

Success Metrics:

Short Term	Long Term
<ul style="list-style-type: none"> • Fewer fatal and non-fatal overdoses • Activation of pop-up resources dedicated to the Tenderloin • More dedicated shelter and housing resources dedicated to the Tenderloin • Increased short-term connections to treatment and services • Fewer 911 medical calls to the Tenderloin • Fewer 911 violent crime calls to the Tenderloin • Less open drug dealing • Less open-air drug use • Fewer tents • Cleaner sidewalks and streets during both daytime and nighttime hours • Better City coordination with neighborhood representatives and community organizations 	<ul style="list-style-type: none"> • Increased long-term connections to treatment and services • More activations of open space • Increased use of public parks • Increased feelings of public safety for residents and business owners • Clear process for residents, CBOs, merchants, city to address neighborhood issues together • Level of safety and cleanliness can be maintained through regular resource allocations from City and neighborhood • Increased block parties and clean team events • Increased nighttime lighting on streets and storefronts • Street engineering on identified blocks to slow down vehicle traffic

Operational Phases:

Phase 1: Engagement and Assessment (start November 15, 2021)

This operational phase brings together key stakeholders to conduct problem definition and analysis in order to define the scope of the crisis and sustained operations. Key components of this phase include:

COORDINATE with City and non-City stakeholders

- Assess and identify operations assigned to Tenderloin neighborhood, including but not limited to cleaning, outreach, service connection, intervention, and enforcement operations
 - Gather and document shift operations, resources assigned, scopes of work
 - Identify gaps and/or where improvements are needed
- Conduct priority matching meetings with community organizations and neighborhood representatives

ASSESS top problems in the neighborhood

- Conduct neighborhood surveys on foot with DEM, Urban Alchemy, TLCBD, Mid-Market Business Association
- Meetings with community organizations, neighborhood representatives, other stakeholders to gather information
- Understand gaps in existing services, resources, and coordination efforts
- Identify top problem areas that should be addressed by City and non-city agencies

PROPOSE short- and long-term solutions

- Brainstorm possible solutions and who would be responsible to implement them
- Perform ongoing gap analysis for services and programs in the neighborhood
- Build upon existing successful services and/or relationships

During this phase, the following priority problems areas and proposed solution categories were identified:

Priority Problem	Short- and Long-Term Solutions
Drug dealing and violent crime	<ul style="list-style-type: none">• Targeted/strategic disruption and intervention• Infrastructure modifications and fixes• Street engineering
Lack of shelter and drop-in resources	<ul style="list-style-type: none">• TL-dedicated beds within system of care• Behavioral and mental health resource support
Open air drug use	<ul style="list-style-type: none">• Drop-in center / 24-hour behavioral health referral center• TL-dedicated beds within system of care• Street / sidewalk engineering
Lack of safe passage and accessibility	<ul style="list-style-type: none">• Coordination of ambassador programs with existing community organizations• Infrastructure modifications and fixes• Funding and support for community-based projects
Waste and debris	<ul style="list-style-type: none">• Targeted and frequent cleanings• Increased trash cans / adjusted trash pickups
High levels of 911 medical calls	<ul style="list-style-type: none">• Coordination with Street Wellness team (start Jan 2022)• Ongoing outreach and alternatives to law enforcement
Illegal vending	<ul style="list-style-type: none">• Outreach and engagement in-language• Coordinated intervention and enforcement

Phase 2: Crisis Operations (December 17, 2021 – March 17, 2022)

This phase focuses on implementing emergency tactics to move away from the 7 identified neighborhood problems and toward the proposed solutions. This will be accomplished through incident management best practices, which operate on a standardized operational period and is managed by coordinated objectives. Each objective will be required to directly address one or more of the 7 identified problem areas. The Tenderloin Emergency Initiative will operate on weekly operational periods from Mondays to Sundays, and will include daily tactics meetings, weekly stakeholder updates, and recurring community and resident town halls. Accountability will be tracked through a weekly Situation Report which will be generated by the incident management team and distributed to stakeholders. Key components of this phase include:

CONNECT to services

- Establish a Linkage Center that acts as a services-focused location where people can voluntarily go to find respite from the streets and gain access to a wide variety of resources from the City and its partners
- Increase shelter and behavioral health resources dedicated to the Tenderloin
- Coordinate more effective outreach efforts collaboratively between City and non-city agencies that offer services and programs to housed and unhoused Tenderloin residents

INTERVENE in street activity

- Review deployment locations of community ambassador programs throughout the neighborhood
 - Gather and document shift operations, resources assigned, scopes of work
 - Perform strength and gap analyses of programs with community representatives
 - Implement identified improvements
- Perform targeted outreach to people engaging in open-air drug use and illegal vending activities
- Invest City resources in community-led beautification projects and positive activations that adjust the sidewalks, streets, alleyways, and open space
- Increase parking citations and enforcement to prevent traffic hazards and disrupt drive-up drug dealing
- Coordinate with law enforcement and outreach teams to ensure operations are targeted and strategic

INVEST in infrastructure

- Establish an expedited response process for City agencies to address 311 service requests
- Harden or adjust infrastructure prone to vandalism or misuse
- Coordinate between and among City and non-City agencies to better identify priority areas

Phase 3: Sustained Operations (March 2022 and onward)

This phase ensures that even once the Declaration of Emergency and the crisis operations have concluded, the City will maintain its investment and presence in the Tenderloin community. The details and components of this phase will be developed concurrently during the crisis operations phase, in conjunction with community and neighborhood stakeholders. Key components of this phase thus far include:

CONFIRM long-term City resource allocations

- Assign long-term City management and investment in neighborhood programs and infrastructure

- Establish agreements and/or minimum levels of service for ongoing work with community organizations, neighborhood stakeholder groups, and residents

INVEST in ongoing resources and programs

- Secure long-term scope and funding for ambassador programs
- Approve permits and project plans for community-focused open space
- Prioritize safe passage investments such as Yellow Brick Road and school crossing guards

FACILITATE block-level community activations

- Regular block parties and Clean Team events
- Pop-up art and culture fairs