

File No. 211323

Committee Item No. _____

Board Item No. 9

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: _____

Date: _____

Board of Supervisors Meeting

Date: January 4, 2022

Cmte Board

- Motion
- Resolution
- Ordinance
- Legislative Digest
- Budget and Legislative Analyst Report
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- Department/Agency Cover Letter and/or Report
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- Grant Information Form
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- Subcontract Budget
- Contract/Agreement
- Award Letter
- Application
- Public Correspondence

OTHER

- DEM Tenderloin Emergency Initiative Strategic Plan and Operation - 12/27/21
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Prepared by: Jocelyn Wong

Date: December 30, 2021

Prepared by: _____

Date: _____



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

From: [Martha Larsen](#)
To: [Chan, Connie \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Mar, Gordon \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Melgar, Myrna \(BOS\)](#); [MelgarStaff \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [Ronen, Hillary](#); [Walton, Shamann \(BOS\)](#); [Safai, Ahsha \(BOS\)](#); [Board of Supervisors, \(BOS\)](#); [Board of Supervisors, \(BOS\)](#); [Breed, Mayor London \(MYR\)](#); info@rescuesf.org
Subject: The situation in the Tenderloin
Date: Tuesday, December 21, 2021 11:18:54 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Mayor and Board of Supervisors,
I would agree that the situation in the Tenderloin is not safe for children or others living there. But increasing police presence is untenable. The root of the problem includes homelessness, poverty and addiction. These are the issues that need to be addressed. There needs to be more mental health support for people and more housing. Help with addiction needs programs and funding. These are long term solutions, but can help now if implemented soon..

I read today's article in the Chronicle about the situation and would agree that the recommendations suggested there are a better solution to the situation now than the Mayor's plan. Please give these recommendations consideration and funding.

Much peace,
martha

Give us bread, but give us roses too. [Slogan of women woolen mill workers -Bread and Roses Strike, Lawrence, MA 1912.]

But when the melancholy fit shall fall. . . Then glut thy sorrow on a morning rose. - John Keats.

From: [Steven Choi](#)
To: [Chan, Connie \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Mar, Gordon \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Melgar, Myrna \(BOS\)](#); [MelgarStaff \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [Ronen, Hillary](#); [Walton, Shamann \(BOS\)](#); [Safai, Ahsha \(BOS\)](#); [Board of Supervisors, \(BOS\)](#); [Board of Supervisors, \(BOS\)](#); [Breed, Mayor London \(MYR\)](#)
Subject: Lifelong SF resident - Feedback
Date: Wednesday, December 22, 2021 12:09:59 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Supervisors...

I am a resident of SOMA and Civic Center area, in the epicenter of the tremendous issues going on in the TL area.

It is about time to take action NOW. I am part of the still, vibrant, tech community in SF and every year there are more and more stories and experiences that I am encountering with folks on the streets that need tremendous attention and help.

I understand that this cannot be accomplished overnight but these issues have lingered for decades and it's only getting worse in the past 7 years... if we're going to be an attractive metro city in the U.S. we cannot keep going down this route. Other resources in the city unfortunately may have to be sacrificed to try and alleviate this issue and we are at the point where these tradeoffs must happen now. I am excluding so many details of these issues but you all are already aware of the multitude of concerns circulating our streets so I'm intentionally excluding this from my note. Instead, this note is a deep plea to our leaders.

My company is thinking of moving out of SF completely. We already moved our HQ last year and more and more of my colleagues in the tech industry are planning these contingencies now. The migration has already happened 5 years ago but it's moving at a staggering rate in the past 3 years.

Please help our community, please notice what is happening and please help. **We need you right now.**

Steven Choi

--

Steven L Choi
Revenue & Strategic Partnerships
Revel Systems
office 510 672 2554
steven.choi@revelsystems.com



From: [Lee Heidhues](#)
To: [Chan, Connie \(BOS\)](#); [Ronen, Hillary](#); [Walton, Shamann \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Melgar, Myrna \(BOS\)](#); [Mar, Gordon \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [Stefani, Catherine \(BOS\)](#)
Cc: [Board of Supervisors, \(BOS\)](#); [Lynch, Andy \(MYR\)](#); [Ms. Lizzie Ann Heidhues](#)
Subject: The Mayor and The Tenderloin
Date: Wednesday, December 22, 2021 7:13:12 PM

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This will be a true test for Board "Progressives" whose strategy is too often to cave in when the going gets tough.

It is depressing to read that "Progressive" Hillary Ronen plans to vote for the Emergency Powers resolution. Supervisor Connie Chan, another self proclaimed "Progressive" is waffling.

The Board must take a stand that criminalizing drug users is wrong and inhumane.

The Board can vote this through as a Public Health measure and make it clear the SFPD does NOT have carte blanche to "lock 'em all up" as Mayor Breed vowed in her presser last week.

--

**In Solidarity,
Lee Heidhues
D1 Resident**

From: [Kate Pfaff](#)
To: [Board of Supervisors, \(BOS\)](#)
Cc: [Alonzo King](#); [Robert Rosenwasser](#); [Jill Lounibos](#)
Subject: Note on Mayor's Emergency Declaration from Alonzo King LINES Ballet
Date: Thursday, December 23, 2021 10:48:35 AM

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To the San Francisco Board of Supervisors at-large

Attn: Hon. Matt Haney, Supervisor

Supervisors:

Alonzo King LINES Ballet has been located at 26 7th Street for more than two decades. Each day, approximately 200 students, professional dancers, teachers, and staff come through our doors. On July 5th, we reopened the LINES Dance Center also located on 7th and Market after a 16-month closure, as the only business on our block. The conditions at this location have been grim; public drug-dealing, blatant drug-use, and blocked walkways and building entrances. Our community members do not feel safe coming to LINES.

Since August, the presence of Urban Alchemy practitioners on our street from 7AM to 7PM has transformed the experience for our community members. We have been impressed by their support of folks on the street-- and we feel safer. We are writing to advocate for extended community-based support on our streets. Extended hours until 10PM and increased practitioner presence will allow us to maintain the LINES Dance Center as a vibrant hub for dance in San Francisco.

Thank you for your support of Alonzo King LINES Ballet and all that you do for San Francisco.

Sincerely,

Alonzo King

Artistic Director & Co-Founder

Robert Rosenwasser

Creative Director & Co-Founder

Executive Director

--

Kate Pfaff (she/ her/ hers)

Director of Education

[Alonzo King LINES Ballet | Education](#)

[26 Seventh Street, San Francisco, CA 94103](#)

[Office: 415-863-3040 x 283](#)



[LINES RETURNS TO TOURING](#)

[Click Here for Upcoming Events](#)

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From: [Matt Tom](#)
To: [Board of Supervisors, \(BOS\)](#); [BOS-Supervisors](#); [BOS-Legislative Aides](#)
Subject: Tenderloin
Date: Thursday, December 23, 2021 12:09:20 PM

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BOS Supervisors & Legislative Aides Supervisors & Legislative Aides,

I am uncomfortable with the plan in place. If there's no housing or care workers in place then it just adds funding or justification for funding for programs that have historically not resolved issues here. At a bare minimum a continuance should be requested until there's clear programs tagged for the work suggested.

I am a resident of D4.

Matt Tom
District 4

Matt Tom
iarejuno@gmail.com

San Francisco, California 94116

From: [Betty Traynor](#)
To: [Chan, Connie \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Mar, Gordon \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Melgar, Myrna \(BOS\)](#); [MelgarStaff \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [Ronen, Hillary](#); [Walton, Shamann \(BOS\)](#); [Safai, Ahsha \(BOS\)](#); [Board of Supervisors, \(BOS\)](#); [Calvillo, Angela \(BOS\)](#)
Subject: Hearing on Mayor's TL Emergency Plan - a Town Hall?
Date: Thursday, December 23, 2021 12:41:51 PM

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Dear Members of the Board of Supervisors,

I know there will be many people contacting you today with many ways to deal with the situation in the Tenderloin. We know police enforcing the "sit and lie" ordinance or any removal and incarceration of unhoused people and those addicted to drugs is not a solution.

But there is a need for people of the TL to come together, discuss the issues and come to solutions they can agree on.

I am suggesting an **Emergency Town Hall Meeting of residents of the TL**: families, seniors and people with disabilities, unhoused people, those addicted to drugs, people living in the SROs and apartments; a meeting called by the TL Supervisor Haney and/or Board President Walton. Let each other hear all sides of the situation and come to solutions together. People from the Mayor's office, pertinent City agencies (HSH, DPH, DEM, DAS, police and sheriff departments, etc.) can be present to listen, and provide information as needed, but the meeting would be led by TL residents and groups with the goal of reaching consensus on a just, equitable and caring solution.

Thank you for reading,

Betty Traynor
Friends of Boeddeker Park
Resident of the Western Addition/District 5

From: [Jennifer Mullane](#)
To: [Board of Supervisors, \(BOS\)](#)
Subject: 5170 receiving center
Date: Thursday, December 23, 2021 6:03:09 PM

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I'm wondering if SF has considered a 5170 receiving center for the TL targeted population. Per statute, it would give the city the option of placing 72 hour holds on people who are actively using substances and in crisis, similar to the 5150 statute for people in MH crisis.

From: [Colleen Rivecca](#)
To: [Chan, Connie \(BOS\)](#); [Stefani, Catherine \(BOS\)](#); [Peskin, Aaron \(BOS\)](#); [Mar, Gordon \(BOS\)](#); [Preston, Dean \(BOS\)](#); [Haney, Matt \(BOS\)](#); [Melgar, Myrna \(BOS\)](#); [Mandelman, Rafael \(BOS\)](#); [Ronen, Hillary](#); [Walton, Shamann \(BOS\)](#); [Safai, Ahsha \(BOS\)](#); [Calvillo, Angela \(BOS\)](#)
Cc: [maurilio leon](#); [Meg Heisler](#); [Breed, London \(MYR\)](#)
Subject: File Number 211320 – Proclamation of Local Emergency – Drug Overdoses in the Tenderloin
Date: Thursday, December 23, 2021 1:13:43 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image008.png](#)
[TNDC Letter TL emergency declaration.pdf](#)

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Tenderloin Neighborhood Development Corporation submits the attached letter as comment for File Number 211320.

Thank you,

Colleen

Colleen Rivecca

Director of Community Organizing, Policy, & Planning
pronouns: she/her

crivecca@tndc.org

c 616.402.1823

Tenderloin Neighborhood Development Corporation
210 Golden Gate Ave.
San Francisco, CA,94102

tndc.org



At TNDc, we believe that everyone deserves to thrive. We support tenants and community members in building transformative communities through Homes, Health, and Voice. Together, we can build a future with economic and racial equity. Join us at tndc.org!



December 22, 2021

Honorable Members of the San Francisco Board of Supervisors
Angela Cavallo, Clerk of the San Francisco Board of Supervisors
cc: The Honorable Mayor London Breed

Re: File Number 211320 – Proclamation of Local Emergency – Drug Overdoses in the Tenderloin.

Dear Supervisors,

Tenderloin Neighborhood Development Corporation (TNDC) is writing to seek more information about File Number 211320, Proclamation of Local Emergency – Drug Overdoses in the Tenderloin.

TNDC develops community and provides affordable housing and services for people with low incomes in the Tenderloin and throughout San Francisco; we help people with low incomes thrive by building deeply affordable homes and supportive communities. We provide more than 4,000 homes to over 6,000 households, 80% of which provide housing for households earning less than \$15,000 per year.

TNDC appreciates the leadership of Mayor Breed in responding to San Francisco's overdose crisis by sponsoring the Safe Injection Services taskforce in 2017 as President of the Board of Supervisors. We also appreciate the Mayor's leadership in expanding behavioral health treatment beds, working with the Board of Supervisors to create Mental Health SF to improve access to behavioral health services for all San Franciscans, and in moving to acquire a site at 822 Geary and 629 Hyde Streets for a Crisis Diversion Unit and Safe Consumption/Overdose Prevention Site.

The Tenderloin is experiencing emergency conditions of poverty, homelessness, trauma, and overdose deaths. These are systemic problems that affect all residents of the Tenderloin, and those residents deserve real solutions that address the root causes of those problems.

TNDC has worked collaboratively with Tenderloin residents, community based organizations, the Department of Public Health, the Board of Supervisors, and the Mayor's office to respond to the crises of public drug use and overdose deaths in the Tenderloin with evidence-based public health solutions that center the needs of the people experiencing behavioral health challenges exacerbated by poverty and trauma.





We understand that in the Tenderloin, issues of poverty, homelessness, trauma, lack of connection to culturally-appropriate health supports are intertwined and make it more difficult to respond successfully to substance use and mental health challenges. We believe that any effort to successfully respond to these issues must be grounded in the lived experiences of the people who are directly affected and must not be coercive or tied to criminalization of the people in need of behavioral health support.

We look forward to working with the Mayor's Office, Board of Supervisors, community partners, and people with lived experience to implement and strengthen the following solutions:

- Ensuring that people who need behavioral health services are offered a range of potential interventions (overdose prevention, street crisis intervention, medication management, medically assisted detox, syringe access, crisis diversion, access to treatment including outpatient services and inpatient treatment beds)
- Ensuring that San Francisco can achieve treatment on demand: anyone who needs help will be connected with available services and support that is culturally appropriate and offered in the language that they speak.
- Re-imagining and strengthening our homeless shelter system so that no unhoused person is ever left behind on the streets due to lack of access to shelter.
- Working as quickly as possible to connect homeless people to housing by filling the large number of vacancies currently in the City's permanent supportive housing portfolio.
- Implement CART (Compassionate Alternative Response Teams), a peer-based response to street homelessness that can respond to overflow SCRT Street Crisis Response Team behavioral health calls as well as provide a non-police response to C-priority 911 calls about homeless encampments, trespassing, sit/lie violations, well-being checks, and aggressive panhandling.

In order for TNDc to support the current version of the Emergency Proclamation, we would need more information about the proposed services that would be provided through the emergency operations established by the proclamation. Among the factors contributing to the success of the Department of Emergency Management's work in the Tenderloin during last year's emergency response was broad-based collaboration and communication with Tenderloin community partners as well as the availability of a resource for unhoused people in the Tenderloin that is no longer available today: Shelter in Place hotel rooms.





We look forward to partnering with the City in efforts to link homeless people and people who need behavioral health care with stable shelter, treatment beds, and other health supports.

Thank you for your consideration of our views. If you have any questions about this letter, or would like to discuss the matter further, please contact me at crivecca@tndc.org

Respectfully,

Colleen Rivecca

Director of Community Organizing, Policy, & Planning
Tenderloin Neighborhood Development Corporation

cc:

maurilio león, Chief Executive Officer, TNDC
Meg Heisler, Policy and Planning Manager, TNDC



Introduction Form

By a Member of the Board of Supervisors or Mayor

Time stamp
or meeting date

I hereby submit the following item for introduction (select only one):

- 1. For reference to Committee. (An Ordinance, Resolution, Motion or Charter Amendment).
- 2. Request for next printed agenda Without Reference to Committee.
- 3. Request for hearing on a subject matter at Committee.
- 4. Request for letter beginning : "Supervisor inquiries"
- 5. City Attorney Request.
- 6. Call File No. from Committee.
- 7. Budget Analyst request (attached written motion).
- 8. Substitute Legislation File No.
- 9. Reactivate File No.
- 10. Topic submitted for Mayoral Appearance before the BOS on

Please check the appropriate boxes. The proposed legislation should be forwarded to the following:

- Small Business Commission
- Youth Commission
- Ethics Commission
- Planning Commission
- Building Inspection Commission

Note: For the Imperative Agenda (a resolution not on the printed agenda), use the Imperative Form.

Sponsor(s):

Subject:

The text is listed:

Signature of Sponsoring Supervisor:

For Clerk's Use Only