



**Department of Emergency Management**  
**1011 Turk Street, San Francisco, CA 94102**

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**London N. Breed**  
Mayor

**Mary Ellen Carroll**  
Executive Director

February 28, 2023

Angela Calvillo  
Clerk of the Board  
San Francisco Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

Dear Ms. Calvillo,

During the January 31, 2023, Board of Supervisors meeting, Supervisor Mandelman issued an introduction form and letter of inquiry to the Department of Emergency Management requesting a summary of resources needed to ensure prompt citywide removal of encampments within 24 hours, provided shelter was available, and an estimate of the cost of these resources, including all necessary staffing.

Following discussions with the departments involved with the Healthy Streets Operation Center, under the context of ample shelter for all that is accessible 24 hours a day and if we preserved the current resource levels from each department, we would be able to respond to everything rapidly – likely within 24 hours.

I would like to clarify that the hypothetical is different from our current situation in at least two respects: (1) the hypothetical does not consider Judge Ryu's injunction order with which the City is obligated to comply and (2) the hypothetical assumes the City has the necessary resources to staff the additional temporary shelter and has already built those shelter beds.

Please let us know if you have any further questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Mary Ellen Carroll".

**Mary Ellen Carroll**  
Executive Director  
San Francisco Department of Emergency Management