

# Tenderloin Emergency Initiative Situation Report

## Operational Period 26

6/6/22-6/12/22

*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

The transition from crisis to sustained operations in the Tenderloin continued in Operational Period (OP) 26. City Planning personnel assumed responsibility for the regularly scheduled community stakeholder meeting and transitioned meeting infrastructure and documentation to their platform. DPW and SFPD continued outreach in preparation for upcoming street vending legislation in the vendor-free area of UN Plaza (with the exception of the regular Farmer's Market).

Increased enforcement and engagement continued in priority locations, including the Theater District, where Urban Alchemy increased practitioner presence until 11 p.m. to provide safe passage for community members and visitors to the theaters. Urban Alchemy also activated the spaces at Larkin between Grove and McAllister and Golden Gate between Jones and Larkin on 6/8 and will continue to activate additional spaces in future OPs.

The Tenderloin Center (TLC) data team continued to gather and validate data for on-site activities from all service providers for OPs 1 through 26 to show the continued efforts and impacts of the site on guests. These metrics will be displayed on the TLC dashboard on the ["Increase Connections to Care for People in the Tenderloin"](#) data page in OP 27. As of OP 26, the Coronado hotel, a supportive housing site for those experiencing chronic homelessness in the priority location of the 300 block of Ellis, has had 16 placements into 18 rooms through the TLC that were previously vacant.

### Key Activities/Highlights:

- Urban Alchemy began expanded hours around the Market Street corridor in support of priority evening safety efforts.
- The response period for the public polling survey for those who live, work, volunteer, or visit the Tenderloin to provide sentiments on changing conditions in the TEI project area concluded on 6/10. TEI leadership will work with community stakeholders to gather paper responses and ensure that community members who wish to provide feedback had the opportunity to do so. The analysis of survey results is expected to be available by the end of June, pending city policy decisions.
- The Equity and Community Engagement team held a follow-up listening session with Las Familias del Tenderloin on 5/12.
- The Equity and Community Engagement team finalized the transition of the Thursday community stakeholder meeting to City Planning. City Planning adjusted the cadence of meetings to every other Thursday for sustained operations and disseminated a new Zoom link to participants.

## 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 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 on 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. Increase connections to care

## OPERATIONAL PERIOD 26 (June 6 – June 12)

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"> <li>a. UN Plaza</li> <li>b. 400, 600, 700 Eddy</li> <li>c. 300, 400, 600 Ellis</li> <li>d. 300, 400 Hyde</li> <li>e. Mission 7th-9th (inc. Laskie)</li> <li>f. 500, 600 Minna</li> <li>g. Jessie at 6th</li> </ul>	<p>All</p>	<ul style="list-style-type: none"> <li>• Performed twice-daily Joint Field Operations Monday 6/6 through Sunday 6/12. <ul style="list-style-type: none"> <li>○ Monday morning operations started at 700 Eddy, and afternoon operations started at Mission at 7<sup>th</sup></li> <li>○ Tuesday morning operations started at 500 Minna, and afternoon operations started at 700 Eddy</li> <li>○ Wednesday morning operations started at 500 Minna, and afternoon operations started at 300 Hyde</li> <li>○ Thursday morning operations started at 700 Eddy, and afternoon operations started at Jessie at 6<sup>th</sup></li> <li>○ Friday morning operations started at Mission at 7<sup>th</sup>, and afternoon operations started at 700 Eddy</li> <li>○ Saturday morning operations started at Jessie at 6<sup>th</sup>, and afternoon operations were rescheduled due to policy direction</li> <li>○ Sunday morning operations started at 300 Hyde, and afternoon operations started at Jessie at 6<sup>th</sup></li> </ul> </li> <li>• Operations included SFFD, DEM, DPH, MTA, DPW, CBOs, and SFPD representatives.</li> <li>• SFPD maintained increased levels of staffing in the TEI project area, especially focusing on enforcement at UN Plaza. The following key enforcement activities occurred at or around the priority areas during OP 26: <ul style="list-style-type: none"> <li>○ 600 Ellis: 1 arrest for aggravated assault</li> <li>○ 700 Ellis: 1 arrest for outstanding warrant</li> <li>○ 200 Eddy: 1 arrest for aggravated assault</li> <li>○ Eddy at Leavenworth: 1 arrest for aggravated assault, 1 arrest for vandalism</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ 600 Eddy: 5 arrests for drug sales, 1 arrest for parole violation</li> <li>○ 200 Golden Gate: 1 arrest for restraining order violation</li> <li>○ Turk and Leavenworth: 1 arrest for threats</li> <li>○ Turk and Larkin: 1 arrest for possession of stolen vehicle</li> <li>○ Market at Jones: 1 arrest for discharge of firearm</li> <li>○ 8<sup>th</sup> and Market: 1 arrest for aggravated assault / threat</li> <li>○ UN Plaza: 1 arrest for vandalism, 2 arrests for outstanding warrants</li> <li>○ 8<sup>th</sup> and Mission: 1 arrest for drug sales</li> <li>● MTA maintained enforcement activities in all priority locations. 10 citations were issued on 6/8, and 35 citations were issued on 6/9. No citations were issued in UN Plaza in OP 26.</li> <li>● DPW corridor staff maintained a presence in all priority locations Monday through Friday, 8 a.m. through 5 p.m., maintaining cleanliness.</li> <li>● DPW conducted the weekly power washing within the Tenderloin Center (TLC) exterior footprint.</li> <li>● TLC personnel conducted outreach in UN Plaza to connect individuals to resources and social space through the TLC.</li> <li>● HSH HOT Teams conducted outreach in all priority locations Monday through Friday.</li> <li>● HSOC supported TEI efforts with outreach at Jessie and 6<sup>th</sup> on 6/9 and made 4 placements.</li> <li>● Urban Alchemy activated the spaces at Larkin between Grove and McAllister and Golden Gate between Jones and Larkin on 6/8 to provide public safety, engagement, and de-escalation.</li> <li>● Urban Alchemy extended operating hours in the Theater District to 11 p.m. Tuesday through Saturday, effective 6/10.</li> <li>● Field outreach was performed at each priority location between 6/6 and 6/10 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.</li> </ul>
<p>2. Implement enhanced enforcement operations at UN Plaza and along the Market Street</p>	<p>Reduce drug sales and violent crime</p>	<ul style="list-style-type: none"> <li>● Park Rangers began their enhanced enforcement operations of the Park Cpde in UN Plaza.</li> <li>● SFPD increased their prioritization of officer presence and enforcement in UN Plaza during this OP, resulting in additional custodial arrests in the area.</li> </ul>

<p>corridor throughout the OP.</p>	<p>Eliminate widespread public drug usage</p> <p>Increase safe passage and accessibility</p> <p>Eliminate widespread street vending</p>	
<p>3. Prepare operational orders and inter-agency coordination for UN Plaza vending enforcement beginning in OP 27.</p>	<p>Eliminate widespread street vending</p>	<ul style="list-style-type: none"> <li>• DPW prepared personnel resources, which include additional inspectors, to begin enforcement of unpermitted street vending pursuant to <a href="#">legislation approved by the Board of Supervisors on 3/8</a>. Enforcement will begin on 6/16.</li> <li>• Beginning 6/16, UN Plaza will be a vendor-free area except for Wednesdays and Sundays when the Heart of the City Farmers Market takes place.</li> </ul>
<p>4. Finalize capture of retroactive data for on-site activities from all service providers, begin to use MS Forms for ongoing data collection with on-site service providers, and be ready to report on-site activities on TEI dashboard for OP 1 through OP 26 by 6/13.</p>	<p>Increase connections to care</p>	<ul style="list-style-type: none"> <li>• The TLC data team finalized the capture and quality review of retroactive data for on-site activities from all service providers for OPs 1 through 26.</li> <li>• MS Forms for ongoing data capture for all service providers at the TLC were finalized in OP 26 and all providers were trained on usage.</li> <li>• The TLC dashboard will be updated to report on on-site activities for OPs 1 through 26 in OP 27 (<i>see linked Objective 6</i>).</li> </ul>
<p>5. Publish the “Increase Connection to Care” page with the new Benefits and TLC Referrals and Linkages</p>	<p>Increase connections to care</p>	<ul style="list-style-type: none"> <li>• Data streams for benefits referrals and linkages were established in OP 26 and an updated <a href="#">“Increase Connections to Care for People in the Tenderloin”</a> page with dashboards for these metrics was published on 6/10.</li> </ul>

dashboards included by 6/6.		
6. Update the TLC dashboard to include on-site activities along with referrals and linkages and circulate the revised preview page by 6/10.	Increase connections to care	<ul style="list-style-type: none"> <li>A preview of the revised "Increase Connections to Care" page with an updated TLC dashboard showing on-site activities for OPs 1 through 26 was circulated for review by TEI and TLC data teams and leadership on 6/10. The page will be published in OP 27 (<i>see linked Objective 4</i>).</li> </ul>
7. Discuss the development of metrics for a Street Teams dashboard and determine the timeline needed for implementation by 6/10.	<p>Reduce homelessness and street sleeping</p> <p>Eliminate widespread public drug usage</p> <p>Reduce fatal and non-fatal overdoses</p> <p>Increase connections to care</p>	<ul style="list-style-type: none"> <li>Due to a constraint on personnel resources in OP 26, discussions to develop metrics for a Street Teams dashboard will take place in future OPs.</li> </ul>
8. Conclude the outreach and response gathering for the public opinion poll and close the survey on 6/10.	<p>Reduce drug sales and violent crime</p> <p>Eliminate widespread public drug usage</p> <p>Increase safe passage and accessibility</p>	<ul style="list-style-type: none"> <li>The response period for the public polling survey for those who live, work, volunteer, or frequent the Tenderloin to provide sentiments on changing conditions in the TEI project area concluded on 6/10.</li> <li>In OP 27, TEI leadership will work with community stakeholders to gather paper responses and ensure that community members who intended to provide feedback had the opportunity to do so.</li> <li><a href="#">RescueSF</a>, a citywide coalition of residents advocating for solutions to homelessness in San Francisco, will conduct an analysis of survey results in OPs 27 and 28 and provide a summary to TEI leadership.</li> </ul>

	Cleaner sidewalks and streets	
9. Present the draft crisis operations to sustained operations transition plan to key policy stakeholders and determine immediate next steps on 6/7.	All	<ul style="list-style-type: none"><li>• The draft transition plan was presented to the City Policy Group on 6/7.</li><li>• Outstanding items including meeting cadence, operational coordination, and future state goals were identified.</li><li>• A follow up presentation is scheduled for OP 27 for ultimate approval.</li></ul>

## METRICS TRACKING – OPERATIONAL PERIOD 26

### OP 26 Priority Locations:

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

#### **UN Plaza**

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
6/6	0	8	2	N	0	Y	N/A	Y	N
6/7	0	8	2	N	0	Y	N/A	Y	N
6/8	0	4	1	N	0	Y	N/A	Y	N
6/9	Not assessed on 6/9								
6/10	15	7	3	N	0	Y	N/A	Y	Y
6/11	Not assessed on 6/11 and 6/12								
6/12									

#### **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
6/6	Not assessed on 6/6 and 6/7								
6/7									
6/8	3	5	0	N	0	Y	N/A	N	N
6/9	Not assessed on 6/9								
6/10	13	2	0	N	0	Y	N/A	Y	Y
6/11	11	4	0	N	0	Y	N/A	N	Y
6/12	15	6	0	N	0	Y	N/A	N	Y



### 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
6/6	9	7	2	N	0	Y	N/A	N	N
6/7	5	7	0	N	0	Y	N/A	N	N
6/8	9	7	2	N	0	Y	N/A	N	N
6/9	Not assessed on 6/9								
6/10	23	6	0	N	0	Y	N/A	Y	N
6/11	18	7	0	N	0	Y	N/A	N	N
6/12	18	7	0	N	0	Y	N/A	N	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
6/6	7	11	1	N	0	Y	Y	N	N
6/7	7	7	1	N	0	Y	Y	N	N
6/8	3	4	1	Y	0	Y	Y	N	N
6/9	Not assessed on 6/9								
6/10	5	2	0	N	0	Y	N	Y	N
6/11	8	3	0	N	0	Y	Y	N	N
6/12	9	7	0	N	0	Y	Y	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
6/6	Not assessed on 6/6 and 6/7								
6/7									
6/8	3	4	0	N	0	Y	N/A	Y	N
6/9	Not assessed on 6/9								
6/10	11	3	1	Y	0	Y	N/A	Y	N

6/11	9	4	1	Y	0	Y	N/A	Y	N
6/12	7	4	1	Y	0	Y	N/A	Y	N

### 400 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
6/6	4	0	0	N	0	Y	N/A	N	N
6/7	4	0	0	N	0	Y	N/A	Y	N
6/8	6	3	0	N	0	Y	N/A	Y	N
6/9	Not assessed on 6/9								
6/10	12	2	0	N	0	Y	N/A	Y	N
6/11	13	2	0	N	0	Y	N/A	Y	N
6/12	14	4	0	N	0	Y	N/A	Y	N

### 600 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
6/6	0	4	0	N	0	Y	N/A	Y	N
6/7	0	4	1	N	0	Y	N/A	Y	N
6/8	3	4	1	N	0	Y	N/A	Y	N
6/9	Not assessed on 6/9								
6/10	20	6	0	N	0	Y	N/A	N	N
6/11	15	6	0	N	0	Y	N/A	N	N
6/12	15	6	0	N	0	Y	N/A	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
6/6	5	5	0	N	0	Y	N/A	Y	Y
6/7	5	5	0	N	0	Y	N/A	Y	Y

6/8	6	22	0	N	0	Y	N/A	Y	Y
6/9	Not assessed on 6/9								
6/10	25	6	0	N	0	Y	N/A	Y	N
6/11	20	6	0	N	0	Y	N/A	Y	N
6/12	24	8	0	N	0	Y	N/A	Y	N

### 400 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
6/6	1	0	0	N	0	Y	N/A	N	N
6/7	1	0	0	N	0	Y	N/A	N	N
6/8	3	5	0	N	0	Y	N/A	N	N
6/9	Not assessed on 6/9								
6/10	0	0	0	N	0	Y	N/A	N	N
6/11	0	0	0	N	0	Y	N/A	N	N
6/12	0	0	0	N	0	Y	N/A	N	N

### Mission between 7<sup>th</sup> and 8<sup>th</sup>

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
6/6	67	40	0	N	0	Y	N	Y	N
6/7	67	40	0	N	0	Y	N	Y	N
6/8	11	4	0	N	0	Y	N	Y	N
6/9	Not assessed on 6/9								
6/10	8	2	0	N	0	Y	Y	N	N
6/11	7	3	1	N	0	Y	Y	N	N
6/12	7	5	1	N	0	Y	Y	N	N

### Mission between 8<sup>th</sup> and 9<sup>th</sup> (including Laskie)

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
6/6	Not assessed on 6/6, 6/7, 6/8, and 6/9								
6/7									
6/8									
6/9									
6/10	30	11	13	N	0	Y	Y	Y	N
6/11	18	8	13	N	0	Y	Y	N	N
6/12	20	10	13	N	0	Y	Y	N	N

### 500 Minna

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
6/6	0	10	4	N	0	Y	N/A	Y	N
6/7	0	10	4	N	0	Y	N/A	Y	N
6/8	5	3	4	N	0	Y	N/A	Y	N
6/9	This location was assessed, but data is not available for 6/9								
6/10	4	1	0	N	0	Y	N/A	N	N
6/11	6	2	0	N	0	Y	N/A	N	N
6/12	7	2	0	N	0	Y	N/A	N	N

### 600 Minna

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
6/6	Not assessed on 6/6								
6/7	0	10	0	N	0	Y	N/A	Y	N
6/8	4	0	0	N	0	Y	N/A	Y	N
6/9	This location was assessed, but data is not available for 6/9								
6/10	8	2	0	N	0	Y	N/A	Y	N

6/11	11	4	0	N	0	Y	N/A	N	N
6/12	11	4	0	N	0	Y	N/A	N	N

## 6<sup>th</sup> and Jessie

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
6/6	0	0	7	N	0	Y	N/A	N	N
6/7	5	0	9	N	0	Y	N/A	N	N
6/8	9	4	7	N	0	Y	N/A	N	N
6/9	This location was assessed, but data is not available for 6/9								
6/10	2	1	0	N	0	Y	N/A	N	N
6/11	4	2	3	N	0	Y	N/A	N	N
6/12	5	2	3	N	0	Y	N/A	N	N

Note: "Problem Behaviors" are 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.

Dashboard links and metrics by goal area:

### Reduce drug sales and violent crime

Data on arrests for narcotic sales and assault/battery, the quantity of narcotics seized, and emergency calls to 911 made in the Tenderloin to report a violent crime can be found on the public dashboard: [Reducing violent crime and drug sales in the Tenderloin](#)

- Calls for service: 1,182
  - Priority A (in-progress crimes that pose imminent dangers to safety or major property damage): 186
  - Priority B (crimes that just occurred where suspects may still be nearby): 272
  - Priority C (non-emergency crimes where there is no present threat to life or property and no suspects are nearby): 724

### Reduce homelessness and street sleeping

Data on encounters with people experiencing homelessness, placements into shelter, housing assessments and placement into housing, tent counts, and calls for service regarding

encampments can be found on the public dashboard: [Reducing homelessness and street sleeping in the Tenderloin](#)

### **Cleaner sidewalks and streets**

Data on requests for street cleaning and amounts of waste removed by DPW can be found on the public dashboard: [Cleaner sidewalks and streets in the Tenderloin](#)

- Public Works:
  - Number of power washings completed: 53
- Urban Alchemy:
  - Trash bags filled: 615

### **Increase safe passage and accessibility**

Data on streetlight repairs, curb and sidewalk repairs, and responses to blocked streets and sidewalks can be found on the public dashboard: [Increasing safe passage and accessibility in the Tenderloin](#)

- Urban Alchemy
  - Positive engagements: 22,324
  - Social norm interventions: 5,190
  - De-escalation interventions: 754
  - 911 requests: 1
  - 311 requests: 33
  - Needles collected: 1,097

### **Reduce widespread public drug use**

- Tenderloin Center
  - Total number of visits: 3,002

### **Reduce fatal and non-fatal overdoses**

Data on overdose reversals by EMS, Tenderloin Center staff, and community members, as well as the number of naloxone doses distributed to the community and accidental overdose deaths can be found on the public dashboard: [Reducing fatal and non-fatal overdoses in the Tenderloin](#)

- Number of overdose reversals:
  - Urban Alchemy: 4

### **Eliminate widespread street vending**

- Metrics TBD

### **Increased access to care**

Data on requests, on-site activities, referrals, and linkages to care services through the Tenderloin Center can be found on the public dashboard: [Increasing connections to care for people in the Tenderloin](#)

The data shown for dignity services, on-site activities, referrals, and linkages in the dashboard is cumulative. Data for the Operational Period only is shown below.

- Street Crisis Response Team (SCRT)
  - Number of encounters: 17
- Felton Institute's Street Team (FEST)
  - Number of engagements/encounters: 705
  - Number of referrals to medical treatment, mental health treatment, substance use disorder treatment: 605
- Community Health Equity & Promotion & Persons Experiencing Homelessness Outreach Team data was not available as of publication

#### Tenderloin Center:

- Dignity Services Provided:
  - Showers: 193
  - Laundry: 115
  - Hot meals: 2,625
- On-site Activities (*NEW as of OP 26*):
  - Social services: 714
  - Physical health: 48
  - Behavioral health: 199
- Referrals:
  - Social services: 151
  - Physical health: 15
  - Behavioral health: 33
- Completed linkage:
  - Social services: 19
  - Physical health: 9
  - Behavioral health: 9

#### Tenderloin Center Notes:

The TLC is an opportunity for guests to connect to shelter and housing among other services. However, data on completed connections to shelter, housing assessments, or housing is included in the goal area of “reducing homelessness and street sleeping” and is not duplicated in this goal area.

“Dignity Services” include showers, laundry, and food provided to guests at the TLC. “On-site Activities” include a guest receiving a service at the TLC, including completing a housing assessment or benefits application, being navigated to an on-site service, attending a support group or a one-on-one therapy session, getting an HIV test, or receiving an essential item such as clothing, wound supplies, or a hygiene kit. On-site activities related to dignity services (meals, showers, and food) are reported in the section above. “Referrals” occur when staff initiates a process for a guest to access a service off-site. This may include a service navigator helping a guest set up a primary care appointment, enroll in an employment training course, or providing information and supporting a guest to access a specific health or social service. “Linkages” occur when a guest is confirmed as having connected to a service. Connections include confirmed enrollments in a public benefit such as Medi-Cal, confirmed move-in to a housing or shelter program, or confirmed engagement in a health service following a TLC referral.