

Tenderloin Emergency Initiative Situation Report

Operational Period 17

4/4/22-4/10/22

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

Efforts for Operational Period (OP) 17 focused on the transition of operations and staffing of the Tenderloin Linkage Center (TLC) from emergency operations conducted by Disaster Service Workers (DSWs) from various City departments to long-term sustainability with dedicated new hires and contracted community-based organizations (CBOs). TLC leadership and key stakeholders held a [community meeting](#) to discuss a proposal to extend the current TLC facility lease through the end of 2022, which will go before the Board of Supervisors before the end of April 2022, and presented a revised budget and long-term strategy to the Mayor's Budget Office. Work to increase public access to data on TEI operations and outcomes on the [Tenderloin Emergency Initiative data and reports](#) page continued for the goal areas of "[Reducing Fatal and Non-Fatal Overdoses](#)" and "[Increasing Connections to Care for People in the Tenderloin](#)".

Key Activities/Highlights:

- A new public-facing dashboard to show progress for the goal area of "[Increasing Connections to Care for People in the Tenderloin](#)" was published on the [Tenderloin Emergency Initiative data and reports page](#).
- The public dashboard for the goal area "[Reducing Fatal and Non-fatal Overdoses](#)" was revised and published on the [Tenderloin Emergency Initiative data and reports page](#) on 4/6. The dashboard now includes citywide data for accidental overdoses from the Office of the Chief Medical Examiner in addition to the previously featured data for the Tenderloin.
- The Equity and Community Engagement Team held a listening session with the Southeast Asian Development Center on 4/7.
- An additional lighting tower was deployed to Charles J. Brenham Place on 4/6. This lighting tower will be operational daily until midnight to provide additional lighting and safe passage in the corridor.

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 in 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 17 (April 4 – April 10)

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"> a. 300 Block of Hyde b. 600 Block of Ellis c. 100 Block of Leavenworth d. 700/600/400/100 Blocks of Eddy e. 12th and Market f. 7th and 8th from Market to Mission g. 6th and Minna h. 200 Block of Golden Gate i. 400/500/800 Blocks of Larkin 	<p>All</p>	<ul style="list-style-type: none"> • Performed twice-daily Joint Field Operations Monday 4/4 through Sunday 4/10. <ul style="list-style-type: none"> ○ Monday morning operations started at Cedar and Polk, and afternoon operations started at 700 Eddy ○ Tuesday morning operations started at 700 Eddy, and afternoon operations started at Myrtle and Polk ○ Wednesday morning and afternoon operations started at 12th and Market ○ Thursday morning operations started at 300 Hyde, and afternoon operations started on Mission and Laskie ○ Friday morning operations started at 400 Larkin, and afternoon operations started at 700 Eddy ○ Saturday morning operations started at 7th and Market, and afternoon operations started at Cedar and Polk ○ Sunday morning operations started at 6th and Minna, and afternoon operations started at Cedar and Polk • Operations included SFFD, DEM, DPH, MTA, DPW, CBOs, and SFPD representatives. • SFPD maintained increased levels of staffing in the TEI project area. • MTA maintained enforcement activities in all priority locations. On 4/5, 60 citations were issued. • DPW corridor staff maintained a presence in all priority locations Monday through Friday, 8 a.m. through 5 p.m., maintaining cleanliness. • HSH HOT Teams conducted outreach in all priority locations Monday through Friday. • HSOC supported TEI efforts with tent engagements immediately outside of the project area on 4/4.

<p>j. Cedar and Myrtle between Polk and Larkin</p>		<ul style="list-style-type: none"> Field outreach was performed at each priority location between 4/4 and 4/8 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.
<p>2. Finalize content, design, distribution plan, and implementation plan for the City’s unified policy for safe and healthy streets by 4/10.</p>	<p>Reduce drug sales and violent crime</p> <p>Reduce homelessness and street sleeping</p> <p>Eliminate widespread public drug usage</p> <p>Increase safe passage and accessibility</p> <p>Cleaner sidewalks and streets</p> <p>Eliminate widespread street vending</p>	<ul style="list-style-type: none"> The safe and healthy streets policy and guidance materials continued to be reviewed by the Policy Group in OP 17. This policy provides guidelines that describe a unified approach of helping measures, safety measures, and community investments that will help support a thriving Tenderloin. This objective will be continued into OP 18.
<p>3. Continue advance planning and implementation of various operational changes at the Linkage Center throughout OP 17, including presenting future state recommendations, transitioning staff, and</p>	<p>Reduce homelessness and street sleeping</p> <p>Eliminate widespread public drug usage</p> <p>Increase safe passage and accessibility</p>	<ul style="list-style-type: none"> Tenderloin Linkage Center (TLC) leadership presented future state recommendations and budget to the Mayor’s Budget Office on 4/7. The Mayor’s Budget Office will review the proposal in the context of the citywide budget and follow up with the TLC in future OPs. TLC leadership also presented a new name for the facility to TEI leadership. Beginning OP 20, the TLC will be rebranded as the “Tenderloin Center”. Code Tenderloin staff began training to take over service navigation and shift lead functions at the TLC in OP 17. Training will continue in future OPs until these functions fully transition to Code Tenderloin. The TLC hired and onboarded one health assistant lead in OP 17.

<p>planning for design adjustments.</p>	<p>Reduce fatal and non-fatal overdoses</p> <p>Increase connections to care</p>	
<p>4. Implement short-term lighting improvements along Charles J. Brenham Place and present long-term strategy to IC by 4/8.</p>	<p>Increase safe passage and accessibility</p>	<ul style="list-style-type: none"> • An additional light tower was deployed to Charles J. Brenham Place on 4/6. This light tower will be operational until midnight to provide additional lighting and safe passage in the corridor. • TEI Operations developed a long-term proposal to enhance the lighting in the UN Plaza, including engineering reviews, quotes, and recommendations from the PUC and DPW and presented it to the Incident Commander.
<p>5. Integrate available data dashboards into weekly Joint Information Center social and traditional media communications by 4/6.</p>	<p>All</p>	<ul style="list-style-type: none"> • Information and data from the public dashboards and assessment report-outs were integrated into social and traditional media communication. This is ongoing work and will continue to be featured in communications.
<p>6. Update the "Reducing Fatal and Non-Fatal Overdoses in the Tenderloin" public dashboard to include overdose data from the Office of the Chief Medical Examiner by 4/8.</p>	<p>Reduce fatal and non-fatal overdoses</p>	<ul style="list-style-type: none"> • The public dashboard for the goal area "Reducing Fatal and Non-fatal Overdoses" was revised and published on the Tenderloin Emergency Initiative data and reports page. The dashboard now includes citywide data for accidental overdoses from the Office of the Chief Medical Examiner in addition to the previously featured data for the Tenderloin.
<p>7. Finalize and post the "Increasing Connections to Care for People in the Tenderloin" public dashboard by 4/5 and add Tenderloin Linkage</p>	<p>Increase connections to care</p>	<ul style="list-style-type: none"> • The public dashboard for the goal area "Increasing Connection to Care for People in the Tenderloin" was published on the Tenderloin Emergency Initiative data and reports page. This dashboard features referrals and connections to health and social services for people in the Tenderloin and will continue to be revised with additional data streams in future OPs.

Center access to benefits data by 4/8.		
8. Develop a proposal for observational data criteria and collection including timeframe, frequency, and suggested observers for measures related to public drug use, illegal vending, and safe passage and submit to TEI leadership by 4/8.	<p>Reduce drug sales and violent crime</p> <p>Eliminate widespread public drug usage</p> <p>Increase safe passage and accessibility</p> <p>Cleaner sidewalks and streets</p> <p>Eliminate widespread street vending</p>	<ul style="list-style-type: none"> • A proposal for collecting observational data from the field to measure outcomes of operations in the TEI project area was developed and presented to the Planning Section Chief, including evaluation criteria, collection methodology, and proposed staffing. Observational data is proposed to show the outcomes for the following goal areas: <ul style="list-style-type: none"> ○ Reduce drug sales and violent crime ○ Eliminate widespread public drug usage ○ Increase safe passage and accessibility ○ Cleaner sidewalks and streets ○ Eliminate widespread street vending
9. Finalize a strategy for targeted illegal street vending outreach and begin implementation by 4/8.	Eliminate widespread street vending	<ul style="list-style-type: none"> • A team consisting of City departments and community-based organizations developed a strategy for addressing illegal street vending in OP 17 and will pilot outreach and education efforts in OP 18 in the area of 7th and Market. • The outreach strategy pilot will be evaluated for effectiveness and gaps and adjustments made as needed for continued deployment to the UN Plaza vicinity.
10. Compile and share draft transition to sustained operations plan by 4/7.	All	<ul style="list-style-type: none"> • A draft transition plan was developed and is in the process of being finalized. The plan is expected to be completed during OP 18.
11. Enhance community engagement and participation in the TEI by participating in Sunday Streets in the Tenderloin on 4/10.	All	<ul style="list-style-type: none"> • Personnel from the Tenderloin Emergency Initiative attended Sunday Streets in the Tenderloin on 4/10, including the Incident Commander, members of the Planning Section, and leadership from the TLC.

METRICS TRACKING – OPERATIONAL PERIOD 17

OP 17 Priority Locations:

Data tracked via point-in-time site assessment between 0730-0930 daily except 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
4/4	9	30	1	Y	0	Y	N/A	Y	Y
4/5	8	35	0	N	0	Y	N/A	N	Y
4/6	8	21	0	N	0	Y	N/A	Y	Y
4/7	7	10	0	N	0	Y	N/A	Y	N
4/8	6	13	0	N	0	Y	N/A	Y	N
4/9	6	12	0	N	0	Y	N/A	Y	N
4/10	7	15	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
4/4	4	8	0	N	0	Y	N/A	N	N
4/5	8	0	2	N	0	Y	N/A	N	N
4/6	6	8	1	N	0	Y	N/A	Y	N
4/7	9	12	0	N	0	Y	N/A	N	N
4/8	8	12	1	N	0	Y	N/A	Y	N
4/9	4	8	1	N	0	Y	N/A	Y	N
4/10	4	8	1	N	0	Y	N/A	Y	N

100 block of Leavenworth

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
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4/4							N/A		
4/5	0	3	0	N	0	N	N/A	N	N
4/6	3	6	1	N	0	Y	N/A	Y	N
4/7	6	8	1	N	0	Y	N/A	Y	N
4/8	0	2	1	N	0	Y	N/A	Y	N
4/9	5	4	1	N	0	Y	N/A	Y	N
4/10	4	6	1	N	0	Y	N/A	Y	N

100 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
4/4							N/A		
4/5	4	3	1	N	1	Y	N/A	N	N
4/6	2	3	1	N	0	Y	N/A	Y	N
4/7	0	1	0	N	0	Y	N/A	N	N
4/8	1	2	0	N	0	Y	N/A	Y	N
4/9	2	3	0	N	0	Y	N/A	Y	N
4/10	3	5	0	N	0	Y	N/A	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
4/4	4	6	0	Y	0	Y	N/A	Y	Y
4/5	3	0	0	N	0	Y	N/A	Y	Y
4/6	1	2	0	N	0	Y	N/A	Y	Y
4/7	1	4	0	N	0	Y	N/A	Y	Y
4/8	3	6	0	N	0	Y	N/A	Y	N
4/9	4	6	0	N	0	Y	N/A	Y	Y
4/10	3	6	0	N	0	Y	N/A	Y	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
4/4									
4/5	3	7	0	N	0	Y	N	Y	N
4/6	3	7	0	N	0	Y	N	Y	N
4/7	7	12	0	N	0	Y	Y	Y	N
4/8	1	8	0	N	0	Y	N	Y	N
4/9	1	5	0	N	0	Y	N	N	N
4/10	2	5	0	N	0	Y	N	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
4/4									
4/5	2	5	0	N	0	Y	N	Y	N
4/6	1	3	0	N	0	Y	N	N	N
4/7	2	2	0	N	0	Y	N	Y	N
4/8	1	8	0	N	0	Y	N	N	N
4/9	1	1	0	N	0	Y	N	N	N
4/10	1	1	0	N	0	Y	N	N	N

12th & 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
4/4	2	0	7	N	0	Y	N/A	N	N
4/5	3	0	5	N	0	Y	N/A	N	N
4/6	1	0	6	N	0	Y	N/A	N	N
4/7	3	2	4	N	0	Y	N/A	N	N
4/8	4	6	6	N	0	Y	N/A	N	N
4/9	2	0	3	N	0	Y	N/A	N	N

4/10	2	0	3	N	0	Y	N/A	N	N
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7th from Market to Mission

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
4/4									
4/5	9	5	0	N	0	Y	N	N	N
4/6	9	12	1	N	0	Y	N	Y	Y
4/7	4	4	0	N	0	Y	N	Y	N
4/8	4	10	0	N	0	Y	N	Y	N
4/9	6	20	0	N	0	Y	N	Y	Y
4/10	6	25	0	N	0	Y	N	Y	Y

8th from Market to Mission

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
4/4									
4/5	3	0	0	N	0	N	N	N	N
4/6	10	8	0	N	0	Y	N	Y	N
4/7	8	12	0	N	0	Y	N	Y	N
4/8	2	8	0	N	0	Y	N	Y	N
4/9	6	12	0	N	0	Y	Y	Y	N
4/10	7	13	0	N	0	Y	Y	Y	N

6th & 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
4/4									
4/5	2	0	1	N	0	Y	N/A	N	N
4/6	1	2	0	N	0	Y	N/A	N	N

4/7	2	1	0	N	0	Y	N/A	N	N
4/8	1	2	0	N	0	Y	N/A	N	N
4/9	2	2	0	N	0	Y	N/A	Y	Y
4/10	2	2	0	N	0	Y	N/A	Y	N

200 block of Golden Gate

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
4/4							N/A		
4/5	0	0	0	N	0	Y	N/A	N	N
4/6	0	2	0	N	0	Y	N/A	Y	N
4/7	1	0	0	N	0	N	N/A	Y	N
4/8	0	0	0	N	0	N	N/A	Y	N
4/9	1	1	0	N	0	Y	N/A	Y	N
4/10	1	1	0	N	0	Y	N/A	Y	N

400 block of Larkin

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
4/4	1	2	0	N	0	N	Y	N	N
4/5	3	7	0	N	0	Y	Y	Y	N
4/6	1	1	0	N	0	Y	Y	Y	N
4/7	0	0	0	N	0	N	Y	Y	N
4/8	0	0	0	N	0	N	Y	Y	N
4/9	0	0	0	N	0	N	Y	Y	N
4/10	0	0	0	N	0	N	Y	Y	N

500 block of Larkin

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
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4/4	0	3	0	N	0	N	N/A	N	N
4/5	2	2	0	N	0	Y	N/A	Y	N
4/6	0	0	0	N	0	N	N/A	Y	N
4/7	0	0	0	N	0	Y	N/A	Y	N
4/8	0	0	0	N	0	N	N/A	Y	N
4/9	1	2	0	N	0	Y	N/A	Y	N
4/10	2	3	0	N	0	Y	N/A	Y	N

800 block of Larkin

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
4/4	2	3	0	N	0	Y	N/A	N	N
4/5	9	8	0	N	0	Y	N/A	Y	Y
4/6	4	6	0	N	0	Y	N/A	Y	N
4/7	2	6	0	N	0	Y	N/A	Y	N
4/8	1	4	0	N	0	Y	N/A	Y	N
4/9	2	10	0	N	0	Y	N/A	Y	N
4/10	1	12	0	N	0	Y	N/A	Y	N

Cedar and Myrtle Between Polk and Larkin

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
4/4									
4/5	1	0	3	N	0	Y	N/A	N	N
4/6	2	1	2	N	0	Y	N/A	N	N
4/7	0	1	2	N	0	Y	N/A	N	N
4/8	1	1	3	N	0	Y	N/A	N	N
4/9	1	3	3	N	0	Y	N/A	N	N
4/10	2	3	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 and the quantity of narcotics seized can be found on the public dashboard: [Reducing violent crime and drug sales in the Tenderloin](#)

- Calls for service: 1,290
 - Priority A (in-progress crimes that pose imminent dangers to safety or major property damage): 199
 - Priority B (crimes that just occurred where suspects may still be nearby): 343
 - Priority C (non-emergency crimes where there is no present threat to life or property and no suspects are nearby): 748

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: 63
- Urban Alchemy:
 - Trash bags filled: 565

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: 18,419
 - Inviting space interventions: 4,538
 - De-escalation interventions: 870
 - 911 requests: 11
 - 311 requests: 28
 - Needles collected: 1,035

Reduce widespread public drug use

- Linkage Center
 - Total number of visits: 2,774

Reduce fatal and non-fatal overdoses

Data on overdose reversals by EMS, Tenderloin Linkage 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: 5

Eliminate widespread street vending

- Metrics TBD

Increased connections to care

Data on referrals and connections to health and social services, including services provided through the Tenderloin Linkage Center, can be found on the public dashboard: [Increasing connections to care for people in the Tenderloin](#)

- Street Crisis Response Team (SCRT)
 - Number of encounters: 14
- Felton Institute's Street Team (FEST)
 - Number of engagements/encounters: 102
 - Number of referrals to medical treatment, mental health treatment, substance use disorder treatment: 97
- FEST with JFO (Behavioral Health Outreach)
 - Number of engagements/encounters: 103
 - Number of referrals to medical treatment, mental health treatment, substance use disorder treatment: 67
 - Number of placements to medical treatment, mental health treatment, substance use disorder treatment: 0
 - Number of placements to sobering center: 0
- Community Health Equity & Promotion (CHEP) & Persons Experiencing Homelessness Outreach Team
 - Number of engagements/encounters: 30
 - Number of referrals to medical treatment, mental health treatment, substance use disorder treatment: 0
 - Number of people linked to medical care with Street Medicine: 0

Tenderloin Linkage Center:

- Dignity Services Provided:
 - Showers: 253
 - Laundry: 91

- Hot meals: 2,625
- Referrals: 126
 - Community & other social services: 84
 - Mental health care: 6
 - Physical health & preventative services: 16
 - Substance use treatment: 19
 - Drug user health: 1
- Pending linkage: 4
 - Community & other social services: 1
 - Physical health & preventative services: 2
 - Substance use treatment: 1
- Completed linkage: 9
 - Community & other social services: 3
 - Physical health & preventative services: 4
 - Substance use treatment: 2

Tenderloin Linkage 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.

"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.