

Tenderloin Emergency Initiative Situation Report

Operational Period 21

5/2/22-5/8/22

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) 21 focused on escalating outreach and enforcement in UN Plaza to address problem behaviors and ensure that the public plaza is accessible and safe for the community. Departmental partners responsible for TEI operations met to begin developing a UN Plaza-specific strategy and plan. The goal of this strategy is to connect people from UN Plaza with services at the Tenderloin Center and to ensure safe access to the UN Plaza for the community.

The City has developed and published a unified policy on safe and healthy streets, describing behaviors that are harmful to the community and can be lawfully enforced. An accompanying flyer was developed and distributed to operational and community partners in [English](#), [Chinese](#), [Filipino](#), and [Spanish](#) and will be available in additional languages in future OPs.

On April 28, the San Francisco Redistricting Task Force approved the [final map](#) of Board of Supervisor districts and the majority of the TEI project area moved from Supervisorial District 6 to District 5. TEI leadership began coordinating with the new legislative team and will brief the District 5 office on the progress of TEI operations in OP 22.

Key Activities/Highlights:

- The “Keep our Neighborhood Healthy and Safe” flyer communicating the City’s unified policy for safe and healthy streets was finalized and distributed in the threshold languages of [English](#), [Chinese](#), [Filipino](#), and [Spanish](#) in OP 21. The electronic flyers were provided to Joint Field Operations, outreach, and community partners to implement within the community.
- The Incident Commander and Operations Section Chief held an initial kick-off meeting on May 5th with SFPD, DPH, HSH, and RPD Park Rangers to evaluate the current state of UN Plaza and explore solutions for addressing problem behaviors.
- TEI leadership began to develop a survey to gauge public opinion on TEI operations and progress towards TEI goals. Survey participants may include residents, merchants, workers, volunteers, and people who use drugs in the Tenderloin.

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 21 (May 2 – May 8)

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, 400 Hyde b. 300, 500, 600 Ellis c. 700, 600, 400 Eddy d. UN Plaza e. Mission between 7th and 9th (inc. Laskie) f. 8th and Market g. 300 Leavenworth h. 1000 Geary (between Polk & Van Ness) 	<p>All</p>	<ul style="list-style-type: none"> • Performed twice-daily Joint Field Operations Monday 5/2 through Sunday 5/8. <ul style="list-style-type: none"> ○ Monday morning operations started at 300 Ellis, and afternoon operations started at 300 Hyde ○ Tuesday morning operations started at 300 Leavenworth, and afternoon operations started at 300 Ellis ○ Wednesday morning operations started at UN Plaza, and afternoon operations started at 300 Leavenworth ○ Thursday morning operations started at 300 Ellis, and afternoon operations started at UN Plaza ○ Friday morning operations started at Mission and 7th, and afternoon operations started at 300 Ellis ○ Saturday morning operations started at 1000 Geary, and afternoon operations started at 300 Hyde ○ Sunday morning operations started at 700 Eddy, and afternoon operations started at 400 Eddy • Operations included SFFD, DEM, DPH, MTA, DPW, CBOs, and SFPD representatives. • SFPD maintained increased levels of staffing in the TEI project area and performed the following enforcement actions in priority locations during this OP: <ul style="list-style-type: none"> ○ One instance of warrant arrest, one of arrest for drug sales, and one arrest for aggravated assault on the 600 block of Eddy ○ One instance of warrant arrest on the 500 block of Hyde ○ Recovered stolen vehicle and individual arrested at Turk and Hyde

		<ul style="list-style-type: none"> ○ Two arrests for stolen property possession, one arrest for aggravated assault, and one arrest for drug sales at UN Plaza ○ One instance of arrest for drug sales on the 700 block of Eddy ○ One instance of arrest for drug sales at 8th and Market ○ Two instances of arrest for drug sales at Hyde and Eddy ○ Two instances of arrest for aggravated assault on the 600 block of Ellis ● MTA maintained enforcement activities in all priority locations. 77 citations were issued on 5/3, including 2 in UN Plaza. 54 citations were issued on 5/4. ● DPW corridor staff maintained a presence in all priority locations Monday through Friday, 8 a.m. through 5 p.m., maintaining cleanliness. ● DPW conducted the weekly power washing of the sidewalk outside of the Tenderloin Center (TLC). ● HSH HOT Teams conducted outreach in all priority locations Monday through Friday. ● HSOC supported TEI efforts with outreach and cleaning in Laskie Alley, other locations in the TEI project area, and immediately outside the project area on 5/2 and 5/4. ● Field outreach was performed at each priority location between 5/2 and 5/6 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. Continue advance planning and implementation of various operational changes at the Tenderloin Center (TLC) throughout Operational Period 21, including staff onboarding program, Qless service navigation system, and being responsive to Mayor's</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"> ● The TLC onboarded a Data Analyst and Contracts Manager new hires to replace deactivating Disaster Service Workers and implemented an in-person behavioral health navigator role to help TLC guests access treatment. ● The timeline for implementing the QLess guest queuing and service management system was established to go into effect by the end of May. ● Improvements to the TLC space continued in OP 21, which included planning for an additional area for guests inside the facility and beautification projects to create a comfortable and inviting space in response to guest feedback.

<p>Budget Office's budget instructions.</p>	<p>Reduce fatal and non-fatal overdoses</p> <p>Increase connections to care</p>	<ul style="list-style-type: none"> SFPD distributed two large bins of police style boots to be distributed to guests of the TLC in an effort to provide ongoing incentives to guests of the site.
<p>3. Create a coordinated, multi-agency strategy to address problem behaviors in UN Plaza by 5/6.</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 Incident Commander and Operations Section Chief held an initial kick-off meeting on 5/5 with SFPD, DPH, HSH, and RPD Park Rangers to evaluate the current state of UN Plaza and explore solutions for addressing problem behaviors. A UN Plaza-specific project plan and meeting schedule are being developed to initiate new strategies to address the UN Plaza over OPs 22 - 24.
<p>4. Coordinate next steps and identify TEI action items for the demobilization of Fulton Safe Sleeping Village.</p>	<p>Reduce homelessness and street sleeping</p> <p>Increase safe passage and accessibility</p> <p>Cleaner sidewalks and streets</p>	<ul style="list-style-type: none"> All clients from the Fulton Safe Sleep Village were transferred to other sites within the City's shelter system or exited the site. The Fulton Safe Sleep Village began demobilizing in OP 21. DPW began cleaning the site. HSH will maintain the perimeter fencing while demobilization continues. The site will be activated as a public space after the 2022 Pride celebration in Civic Center.

	Increase connections to care	
5. Complete digital versions of the City's unified policy for safe and healthy streets in all threshold languages (Chinese [Cantonese and Mandarin], Russian, Spanish, Tagalog, and Vietnamese) by 5/2 and finalize the distribution plan by 5/6.	<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 "Keep our Neighborhood Healthy and Safe" flyer communicating the City's unified policy for safe and healthy streets was finalized and distributed in the threshold languages of English, Chinese, Filipino, and Spanish in OP 21. • Additional translations into Arabic, Thai, Vietnamese, and Khmer will be developed in OP 22.
6. Finalize the implementation plan of the City's unified policy for safe and healthy streets by 5/5.	<p>Reduce drug sales and violent crime</p> <p>Reduce homelessness and street sleeping</p> <p>Eliminate widespread public drug usage</p>	<ul style="list-style-type: none"> • Electronic versions of the "Keep our Neighborhoods Healthy and Safe" flyers in English, Chinese, Filipino, and Spanish were distributed to JFO partners, outreach teams, and community stakeholders for implementation in the community. • A limited set of hard copy posters were ordered for posting in the community and will be available at City Hall and 1011 Turk Street when printed.

	<p>Increase safe passage and accessibility</p> <p>Cleaner sidewalks and streets</p> <p>Eliminate widespread street vending</p>	
<p>7. Finalize the survey and interview questions, implementation plan, and the timeline for public opinion polling by 5/6.</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 initial survey to gauge public opinion on TEI operations and progress towards TEI goals was drafted in OP 21. • A draft timeline for the survey project was developed and presented to the Incident Commander. • In OP 22, the Incident Commander will meet with key community partners to validate the implementation timeline and plan.
<p>8. Identify and resolve issues with 311 report feeds that limit auto-updating in public dashboards by 5/6.</p>	<p>Increase safe passage and accessibility</p>	<ul style="list-style-type: none"> • Issues with the 311 report data feed that impacted auto-updating of Tenderloin Emergency Initiative data and reports dashboards were resolved in OP 21. The dashboards are again up to date.

	Cleaner sidewalks and streets	
9. Meet with the Human Services Agency to establish a data reporting pipeline for public benefits information to be added to the "Increase Connections to Care" webpage, and confirm page and data structure design by 5/6.	Increase connections to care	<ul style="list-style-type: none"> • The Data Management and Visualization team met with the Human Services Agency to identify public benefits that TLC guests can begin accessing on-site, or be referred or connected to off-site at HSA offices, and establish data pipelines to add benefits data to the public dashboard for "Increasing Connection to Care for People in the Tenderloin". • The team confirmed the page and data structure and design in OP 21, and work to revise the page with benefits data will begin in OP 22.
10. Transition all existing dashboards to public Microsoft PowerBI workspace to support public access to data and error-proof during staff transition by 5/6.	All	<ul style="list-style-type: none"> • All Tenderloin Emergency Initiative public dashboards were migrated to the public PowerBI workspace that was established in OP 20. The new workspace allows dashboards to load more quickly and remove the constraint on the number of simultaneous views.

METRICS TRACKING – OPERATIONAL PERIOD 21

OP 21 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
5/2	2	14	2	N	0	Y	N/A	N	Y
5/3	2	6	1	N	0	Y	N/A	N	N
5/4		12	0	N	0	Y	N/A	Y	N
5/5	<i>Not assessed on 5/5</i>								
5/6	30	10	0	N	0	Y	N/A	Y	N
5/7	21	9	1	N	0	Y	N/A	Y	N
5/8	10	21	0	N	0	Y	N/A	Y	Y

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
5/2	<i>Not assessed on 5/2</i>								
5/3	1	2	0	N	0	Y	N/A	N	N
5/4	0	0	0	N	0	Y	N/A	N	N
5/5	4	0	0	N	0	Y	N/A	N	N
5/6	5	1	0	N	0	Y	N/A	Y	N
5/7	4	2	0	N	0	Y	N/A	N	Y
5/8	0	5	0	N	0	Y	N/A	Y	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
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5/2	0	2	2	N	0	Y	N/A	N	
5/3	0	2	0	N	0	N	N/A	N	N
5/4	7	2	1	Y	0	Y	N/A	Y	N
5/5	<i>Not assessed on 5/5</i>								
5/6	2	0	0	N	0	Y	N/A	Y	N
5/7	12	5	2	Y	0	Y	N/A	Y	N
5/8	12	0	2	N	0	Y	N/A	Y	N

500 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
5/2	3	6	1	N	0	Y	N/A	N	N
5/3	0	0	1	N	0	N	N/A	N	N
5/4	5	1	1	N	0	Y	N/A	Y	N
5/5	5	3	0	N	0	N	N/A	N	N
5/6	2	0	0	N	0	Y	N/A	Y	N
5/7	6	0	0	N	0	Y	N/A	N	N
5/8	0	10	0	N	0	Y	N/A	N	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
5/2	1	11	1	N	0	Y	N/A	N	Y
5/3	3	8	1	N	0	Y	N/A	N	Y
5/4	14	6	3	N	0	Y	N/A	Y	N
5/5	9	4	2	N	0	Y	N/A	N	N
5/6	20	5	2	N	0	Y	N/A	N	N
5/7	29	2	2	N	0	Y	N/A	N	N
5/8	3	6	1	N	0	Y	N/A	Y	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
5/2	2	6	0	N	0	Y	N	N	N
5/3	3	18	0	N	0	Y	N	N	N
5/4	6	4	0	N	0	Y	N	N	N
5/5	0	0	0	N	0	Y	N	N	N
5/6	16	5	0	N	0	Y	Y	Y	N
5/7	2	0	0	N	0	Y	N	N	N
5/8	4	8	0	N	0	Y	N	N	N

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
5/2	2	8	0	N	0	Y	N	N	N
5/3	3	8	0	N	0	Y	N	Y	N
5/4	5	3	0	N	0	Y	N	Y	N
5/5	9	6	0	N	0	Y	N	N	N
5/6	10	3	0	N	0	Y	N	N	N
5/7	19	3	0	N	0	Y	Y	Y	N
5/8	4	9	0	N	0	Y	N	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
5/2	3	8	0	N	0	Y	N/A	N	Y
5/3	0	5	0	N	0	Y	N/A	Y	Y
5/4	12	6	0	N	0	Y	N/A	N	Y
5/5	11	5	0	N	0	Y	N/A	Y	N
5/6	12	3	1	N	0	Y	N/A	Y	N
5/7	11	3	1	N	0	Y	N/A	Y	N

5/8	3	6	0	N	0	N	N/A	Y	N
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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
5/2	2	24	0	N	0	Y	N	Y	Y
5/3	1	24	0	N	0	Y	N	Y	Y
5/4	15	8	0	N	0	Y	N	Y	Y
5/5	15	10	0	N	0	Y	Y	Y	Y
5/6	25	13	1	N	0	Y	Y	Y	Y
5/7	16	6	1	N	0	Y	Y	Y	Y
5/8	4	4	0	N	0	Y	N	Y	Y

Mission between 7th and 8th

Date	Problem behaviors	Drug activity	Tents	Power taps	Problem vehicles	Trash or debris present	Muni shelter issue	Ambassadors or outreach teams present	Illegal vending
5/2	1	6	0	N	0	Y	N	N	N
5/3	2	10	1	N	0	Y	N	N	N
5/4	12	5	0	N	0	Y	Y	N	N
5/5	7	1	1	N	0	Y	N	N	N
5/6	11	3	4	N	0	Y	Y	N	N
5/7	6	2	2	N	0	Y	Y	N	N
5/8	1	0	1	N	0	Y	N	Y	N

Mission between 8th and 9th (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
5/2	4	19	0	N	0	Y	Y	N	N
5/3	4	18	0	N	0	Y	Y	N	N
5/4	14	6	0	N	0	Y	N	Y	N

5/5	17	6	1	N	0	Y	N	N	N
5/6	19	6	0	N	0	Y	Y	N	N
5/7	14	4	1	N	0	Y	N	N	N
5/8	5	4	3	N	0	Y	N	Y	N

8th and 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
5/2	3	12	0	N	0	Y	N	N	N
5/3	2	11	0	N	0	Y	N	N	N
5/4	8	2	0	N	0	Y	Y	Y	N
5/5	6	1	0	N	0	Y	Y	N	N
5/6	16	8	0	N	0	Y	Y	Y	N
5/7	9	4	0	N	0	Y	Y	N	N
5/8	4	8	0	N	0	Y	N	Y	N

300 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
5/2	2	6	2	N	0	Y	N/A		N
5/3	3	2	0	N	0	Y	N/A	N	N
5/4	5	2	0	N	0	Y	N/A	N	N
5/5	<i>Not assessed on 5/5</i>								
5/6	2	2	1	N	0	Y	N/A	N	N
5/7	0	0	0	N	0	Y	N/A	N	N
5/8	2	0	0	N	0	Y	N/A	N	Y

1000 Block of Geary

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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5/2	<i>Not assessed on 5/2</i>								
5/3	0	0	0	N	0	Y	N/A	N	N
5/4	7	1	0	N	0	Y	N/A	N	N
5/5	6	2	0	N	0	Y	N/A	N	N
5/6	8	2	0	N	0	Y	N/A	N	N
5/7	<i>Not assessed on 5/7</i>								
5/8	0	0	0		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 violent crime reports, 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: 1,244
 - Priority A (in-progress crimes that pose imminent dangers to safety or major property damage): 193
 - Priority B (crimes that just occurred where suspects may still be nearby): 336
 - Priority C (non-emergency crimes where there is no present threat to life or property and no suspects are nearby): 715

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: 89
- Urban Alchemy:
 - Trash bags filled: 802

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: 25,673
 - Social norm interventions: 7,874
 - De-escalation interventions: 1,042
 - 911 requests: 1
 - 311 requests: 24
 - Needles collected: 1,612

Reduce widespread public drug use

- Linkage Center
 - Total number of visits: 2,963

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: 11

Eliminate widespread street vending

- Metrics TBD

Increased access to care

Data on requests, referrals, and connections 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 in the dashboard is cumulative. Data for the Operational Period is shown below.

- Street Crisis Response Team (SCRT)
 - Number of encounters data unavailable at the time of Situation Report publication.
- Felton Institute's Street Team (FEST)
 - Number of engagements/encounters: 409
 - Number of referrals to medical treatment, mental health treatment, substance use disorder treatment: 290
- Community Health Equity & Promotion & Persons Experiencing Homelessness Outreach Team
 - Number of engagements/encounters: 0

- 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 Center:

- Dignity Services Provided:
 - Showers: 126
 - Laundry: 69
 - Hot meals: 2,625
- Referrals: 45
 - Social services: 40
 - Physical health: 3
 - Behavioral health: 2
- Pending linkage: 0
 - Social services: 0
 - Physical health: 0
 - Behavioral health: 0
- Completed linkage data unavailable at the time of Situation Report publication.

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.

“Referral” refers to a longer conversation with a guest where information is provided regarding how to access existing walk-in or drop-in services and the 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.