

Tenderloin Emergency Initiative Situation Report

Operational Period 25

5/30/22-6/5/22

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) 25. City Planning personnel who will be assuming roles for TEI sustained operations in Fiscal Year 2023 shadowed TEI leadership and the Equity and Community Engagement team to facilitate a smooth handoff of operations and community relationships. City Planning presented on their role and how community decision-making will occur in the future at the District 5 "State of the Streets" stakeholder meeting on 6/3.

Increased enforcement and engagement continued in priority locations, including UN Plaza, and DPW conducted several large waste removal operations in the Tenderloin despite limited resources. DPW resources will continue to be impacted by public events and conventions in future OPs. After an increase in shelter availability on 5/31, available resources were once again limited in the latter half of the OP. HSOC conducted the quarterly count of individuals living in tents and vehicles and the results are expected on the ["Tents and Structures"](#) public dashboard in OP 27.

On 6/2, the Tenderloin Center (TLC) gave the first ever tour of the facility to local print and broadcast media. TLC leaders and partners conducted a walk through the indoor and outdoor service areas to show how guests are navigated to various programs and provided an overview of support available to guests. The tour took place prior to guests being on site to preserve guest privacy.

Key Activities/Highlights:

- On 6/2, the Tenderloin Center (TLC) gave the first ever tour of the facility to local print and TV media. TLC leaders and partners conducted a walk through the indoor and outdoor service and rest areas to show how guests are navigated to various programs and provided an overview of support available to guests.
- The public polling survey for those who live, work, volunteer, or frequent the Tenderloin continued to receive responses. Additionally, 400 paper copies in all available languages were provided for distribution through the Tenderloin Community Benefit District to increase participation..

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 25 (May 30 – June 5)

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. UN Plaza b. 400, 600, 700 Eddy c. 300, 400, 600 Ellis d. 300, 400 Hyde e. Mission between 7th and 9th (inc. Laskie) f. 500, 600 Minna g. Myrtle between Polk and Larkin h. Jessie at 6th 	<p>All</p>	<ul style="list-style-type: none"> • Performed twice-daily Joint Field Operations Monday 5/30 through Sunday 6/5. <ul style="list-style-type: none"> ○ Monday morning operations started at 700 Eddy, and afternoon operations started at Mission between 7th and 9th including Laskie ○ Tuesday morning operations started at Jessie and 6th, and afternoon operations started at 700 Eddy ○ Wednesday morning operations started at 300 Hyde, and afternoon operations started at Jessie and 6th ○ Thursday morning operations started at Myrtle between Polk and Larkin, and afternoon operations started at 300 Hyde ○ Friday morning operations started at 300 Ellis, and afternoon operations started at Myrtle between Polk and Larkin ○ Saturday morning operations started at 500 Minna, and afternoon operations started at 300 Ellis ○ Sunday morning operations started at 700 Eddy, and afternoon operations started at 500 Minna • Operations included SFFD, DEM, DPH, MTA, DPW, CBOs, and SFPD representatives. • SFPD maintained increased levels of staffing in the TEI project area, especially focusing on enforcement at UN Plaza. The following enforcement activities occurred during OP 25: <ul style="list-style-type: none"> ○ One instance of arrest for aggravated assault, one instance of arrest for burglary, two instances of arrest for drug sales, and five instances of arrest for outstanding warrants at UN Plaza ○ One instance of arrest for theft and one instance of arrest for burglary on the 1100 block of Market St (across from UN Plaza)

		<ul style="list-style-type: none"> ○ Two instances of arrest for drug sales at 8th and Market ○ Five instances of arrest for drug sales at Hyde and Eddy ○ One instance of arrest for drug sales and one instance of arrest for robbery at Eddy and Larkin ○ One instance of arrest for drug sales at Hyde and Ellis ○ One instance of arrest for aggravated assault at Eddy and Jones ○ One instance of arrest for drug sales at Hyde and Fulton ● MTA maintained enforcement activities in all priority locations. 84 citations were issued on 5/31, including 1 in UN Plaza. 84 citations were issued on 6/1. ● 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 within the Tenderloin Center (TLC) exterior footprint and removed extensive graffiti from the perimeter fence. DPW provided an additional crew to steam clean the TLC exterior footprint on 6/3. ● DPW supported HSOC operations at 6th and Minna with trash removal after an individual was placed in shelter. ● DPW removed a large amount of trash from the south side of Market between 5th and 6th on 6/3. ● TLC personnel conducted outreach in UN Plaza to connect individuals to resources and social space through the TLC. ● HSH HOT Teams conducted outreach in all priority locations Tuesday through Friday. ● HSOC supported TEI efforts with outreach and cleaning on the edge of the project area. ● Field outreach was performed at each priority location between 5/31 and 6/3 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. Coordinate and implement a joint UN Plaza enforcement strategy that incorporates park</p>	<p>Reduce drug sales and violent crime</p>	<ul style="list-style-type: none"> ● Enforcement entities, including SFPD, DPW and REC, met during OP 24 to discuss next steps for enforcement of the park code, administrative code, and police code. ● Signage was created and installed in UN Plaza outlining the

<p>rangers and considers other methods of increased enforcement by 6/3.</p>	<p>Eliminate widespread public drug usage</p> <p>Increase safe passage and accessibility</p> <p>Eliminate widespread street vending</p>	<ul style="list-style-type: none"> • A schedule was developed for ongoing to inform vendors of citations starting in OP 27. • Additional enforcement strategy and deployments will occur during OP 26.
<p>3. Enhance coordination with SFPD Southern Station regarding priority locations in the South of Market area of the TEI scope of work.</p>	<p>Reduce drug sales and violent crime</p> <p>Eliminate widespread public drug usage</p> <p>Increase safe passage and accessibility</p> <p>Eliminate widespread street vending</p>	<ul style="list-style-type: none"> • TEI Incident Commander met with SFPD Southern Station Captain to discuss priority areas of Mission, Minna, Laskie, and other nearby locations where harmful behaviors are consistently noted. • A coordinated approach was developed to incorporate Southern Station officers into joint field operations in these priority areas during OP 26.
<p>4. Develop and deploy a paper option for the TEI Public Polling Survey in multiple languages via TLCBD on 5/31.</p>	<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"> • TEI leadership provided paper copies of the public polling survey to the Tenderloin Community Benefit District for distribution in the following languages on 6/2 and 6/3: <ul style="list-style-type: none"> ○ 100 copies in English ○ 50 copies in Spanish, Chinese traditional, Chinese simplified, and Filipino ○ 25 copies in Vietnamese, Arabic, Khmer, and Thai • Additional copies will be made available as demand increases.

	Cleaner sidewalks and streets	
5. Continue to enhance data collection processes, including robust training of on-site staff, to ensure accurate data collection with revised definitions throughout the OP.	<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"> • The TLC data team continued to improve and enhance the data collection process and ensure accuracy by conducting daily check-ins with Code Tenderloin staff and shift leads and conducted quality checks on data and provided training for staff when necessary. • TLC leadership reviewed and approved modifications to the Code Tenderloin MS Form on 6/1. TLC leadership will meet with all other providers to discuss modifications to their MS Forms in OP 26. • The TLC data team built flows to automate data collection for each provider-specific MS Forms in OP 25 (<i>see linked Objective 7</i>).
6. Complete edits to the "Increase Connections to Care" page and circulate the revised preview page by 6/3.	Increase connections to care	<ul style="list-style-type: none"> • The preview page for the revised dashboard for services, activities, and connections at the TLC was circulated on 6/3, and the completed data dashboards will be published on the public reporting page in OP 26.
7. Create a dashboard in the TLC PowerBI workspace to aggregate form entry data for the revised TLC service, activities, and connections public dashboard by 6/3.	Increase connections to care	<ul style="list-style-type: none"> • The TLC PowerBI data model that collects, combines, and breaks out activities, referrals, and linkages reported by 12 service providers via MS Forms was completed in OP 25 (<i>see linked Objective 5</i>). • Service categories include: Behavioral Health, Physical Health, Social Services, and Housing and Shelter Support. • The TLC data team and the TEI Data & Intelligence team performed a data quality review and were able to reconcile all of the metrics for OP 24, and the data model developed can be used to automatically count the activities, referrals, and linkages for the dashboard going forward.
8. Draft a sustained operations model recommendation and present to CPC on 6/3.	All	<ul style="list-style-type: none"> • A recommended operations model for Phase III was presented to and adopted by City Planning, including minimum levels of service and commitments from key departments.

		<ul style="list-style-type: none"> • Minimum levels of service assume ongoing operations at the TLC, ongoing joint field operations, and ongoing community feedback and engagement meetings in the sustained operations phase.
9. Begin implementing transition strategies for crisis operations to sustained operations throughout the OP, including IC and community engagement staff shadowing and planning for initial transfer of functions.	All	<ul style="list-style-type: none"> • The Equity and Community Engagement team worked with the City Planning staff who will be transitioning into TEI management roles to begin handing off the materials associated with past listening sessions, including notes and recordings, to facilitate continuity in the conversations with the community. • The TEI Incident Commander met regularly with City Planning staff during OP 25 to begin transfer of knowledge. • City Planning staff began regularly attending TEI meetings during this OP and also began briefings with key operational agencies in the TEI.

METRICS TRACKING – OPERATIONAL PERIOD 25

OP 25 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
5/30	8	0	0	N	0	Y	N/A	Y	Y
5/31	6	21	0	N	0	Y	N/A	Y	Y
6/1	4	10	0	N	0	Y	N/A	Y	Y
6/2	10	10	0	N	0	Y	N/A	Y	Y
6/3	5	10	1	N	0	Y	N/A	Y	N
6/4	6	9	1	N	0	Y	N/A	Y	Y
6/5	0	8	2	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
5/30	1	5	0	N	0	Y	N/A	Y	Y
5/31	5	6	0	N	0	Y	N/A	Y	Y
6/1	6	9	0	N	0	Y	N/A	Y	N
6/2	3	9	0	N	0	Y	N/A	Y	Y
6/3	2	7	0	N	0	Y	N/A	Y	Y
6/4	8	8	0	N	0	Y	N/A	Y	Y
6/5	<i>Not assessed on 6/5</i>								

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
5/30	4	8	0	N	0	Y	N/A	Y	N
5/31	4	10	0	N	0	Y	N/A	Y	N
6/1	3	5	0	N	0	Y	N/A	Y	N
6/2	2	9	0	N	0	Y	N/A	Y	N
6/3	0	3	0	N	0	Y	N/A	Y	N
6/4	9	12	0	N	0	Y	N/A	Y	N
6/5	<i>Not assessed on 6/5</i>								

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
5/30	1	1	0	N	0	Y	N	N	N
5/31	6	13	0	N	0	Y	Y	Y	N
6/1	3	3	0	N	0	Y	Y	Y	N
6/2	1	2	0	N	0	N	Y	N	N
6/3	4	12	1	N	0	Y	Y	N	N
6/4	7	11	1	N	0	Y	Y	N	N
6/5	<i>Not assessed on 6/5</i>								

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
5/30	8	2	1	N	0	Y	N/A	Y	N
5/31	9	3	2	N	0	Y	N/A	N	N
6/1	13	2	0	N	0	Y	N/A	Y	N
6/2	5	0	0	N	0	Y	N/A	Y	N
6/3	3	1	0	N	0	Y	N/A	N	N

6/4	5	1	0	N	0	Y	N/A	Y	N
6/5	<i>Not assessed on 6/5</i>								

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
5/30	2	3	0	N	0	Y	N/A	Y	N
5/31	0	3	0	N	0	Y	N/A	Y	N
6/1	4	3	0	N	0	Y	N/A	Y	N
6/2	0	0	0	N	0	Y	N/A	N	N
6/3	2	4	0	N	0	Y	N/A	Y	N
6/4	4	0	0	N	0	Y	N/A	Y	N
6/5	<i>Not assessed on 6/5</i>								

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
5/30	7	8	3	N	0	Y	N/A	Y	N
5/31	6	11	3	N	0	Y	N/A	Y	N
6/1	<i>Not assessed on 6/1</i>								
6/2	0	9	2	N	0	Y	N/A	Y	N
6/3	10	19	3	N	0	Y	N/A	Y	N
6/4	0	4	0	N	0	Y	N/A	Y	N
6/5	<i>Not assessed on 6/5</i>								

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
5/30	8	12	1	N	0	Y	N/A	Y	Y
5/31	5	10	0	N	0	Y	N/A	Y	Y

6/1	6	8	0	N	0	Y	N/A	Y	Y
6/2	4	11	0	N	0	Y	N/A	Y	Y
6/3	4	12	0	N	0	Y	N/A	Y	N
6/4	6	11	0	N	0	Y	N/A	Y	Y
6/5	<i>Not assessed on 6/5</i>								

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
5/30	2	6	0	N	0	Y	N/A	Y	N
5/31	0	12	0	N	0	Y	N/A	Y	N
6/1	2	7	0	N	0	Y	N/A	N	N
6/2	1	9	0	N	0	Y	N/A	N	N
6/3	1	8	0	N	0	Y	N/A	N	N
6/4	1	0	0	N	0	Y	N/A	N	N
6/5	<i>Not assessed on 6/5</i>								

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
5/30	4	6	0	N	0	Y	N	N	N
5/31	6	12	0	N	0	Y	N	Y	N
6/1	8	16	0	N	0	Y	N	N	N
6/2	4	13	0	N	0	Y	N	N	N
6/3	6	14	0	N	0	Y	N	N	N
6/4	2	3	0	N	0	Y	N	Y	N
6/5	71	40	0	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
5/30	15	12	9	N	0	Y	N	N	N
5/31	13	15	9	N	0	Y	N	Y	N
6/1	11	16	8	N	0	Y	N	N	N
6/2	4	14	8	N	0	Y	N	Y	N
6/3	9	10	8	N	0	Y	N	N	N
6/4	12	14	8	N	0	Y	N	N	N
6/5	<i>Not assessed on 6/5</i>								

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
5/30	2	2	1	N	0	Y	N/A	N	N
5/31	2	1	1	N	0	Y	N/A	N	N
6/1	3	0	0	N	0	Y	N/A	N	N
6/2	1	1	0	N	0	Y	N/A	N	N
6/3	3	2	0	N	0	Y	N/A	Y	N
6/4	1	0	0	N	0	Y	N/A	N	N
6/5	<i>Not assessed on 6/5</i>								

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
5/30	8	12	1	N	0	Y	N/A	N	N
5/31	4	8	0	N	0	Y	N/A	N	N
6/1	5	4	0	N	0	Y	N/A	N	N
6/2	8	12	0	N	0	Y	N/A	N	N
6/3	9	11	0	N	0	Y	N/A	Y	N

6/4	0	10	0	N	0	Y	N/A	Y	N
6/5	<i>Not assessed on 6/5</i>								

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
5/30	5	3	7	N	0	Y	N/A	N	N
5/31	4	2	8	N	0	Y	N/A	N	N
6/1	4	1	7	N	0	Y	N/A	N	N
6/2	4	2	7	N	0	Y	N/A	N	N
6/3	5	6	8	N	0	Y	N/A	N	N
6/4	5	4	8	N	0	Y	N/A	N	N
6/5	<i>Not assessed on 6/5</i>								

6th 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
5/30	4	0	7	N	0	Y	N/A	Y	N
5/31	2	1	8	N	0	Y	N/A	Y	Y
6/1	2	2	8	N	0	Y	N/A	N	N
6/2	4	0	8	N	0	Y	N/A	Y	N
6/3	0	2	7	N	0	Y	N/A	N	N
6/4	0	0	10	N	0	Y	N/A	N	N
6/5	<i>Not assessed on 6/5</i>								

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: 1,259
 - Priority A (in-progress crimes that pose imminent dangers to safety or major property damage): 171
 - Priority B (crimes that just occurred where suspects may still be nearby): 369
 - Priority C (non-emergency crimes where there is no present threat to life or property and no suspects are nearby): 719

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: 70
- Urban Alchemy:
 - Trash bags filled: 572

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: 19,520
 - Inviting space interventions: 3,985
 - De-escalation interventions: 714
 - 911 requests: 5
 - 311 requests: 21
 - Needles collected: 1,021

Reduce widespread public drug use

- Tenderloin Center
 - Total number of visits: 2,883

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: 2

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: 15
 - Number of linkages regarding substance use and/or mental health: 3
- Felton Institute's Street Team (FEST)
 - Number of engagements/encounters: 332
 - Number of referrals to medical treatment, mental health treatment, substance use disorder treatment: 309
- Community Health Equity & Promotion & Persons Experiencing Homelessness Outreach Team
 - Number of engagements/encounters: 30
 - Number of referrals to medical treatment, mental health treatment, substance use disorder treatment: 2
 - Number of people linked to medical care with Street Medicine: 2

Tenderloin Center:

- Dignity Services Provided:
 - Showers: 197
 - Laundry: 94
 - Hot meals: 2,625
- Referrals: 293
 - Social services: 236
 - Physical health: 50
 - Behavioral health: 7
- Completed linkage: 67
 - Social services: 32
 - Physical health: 29
 - Behavioral health: 6

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. "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.