

Regional Planning Template and Funding Request



Local Community/Continuum of Care (CoC) (OR-500 (Eugene, Springfield/Lane County CoC))

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Overview

On January 10, 2023, Governor Tina Kotek declared a state of emergency in response to a 63% rise in homelessness since 2016. Oregon's Departments of Emergency Management (OEM) and Housing and Community Services (OHCS) have partnered to lead this work with the Office of the Governor.

The initial priority in this crisis is to target funding in a coordinated, three-prong effort to 1) **prevent homelessness** for at least 8,750 households statewide, 2) **increase shelter capacity** in emergency areas by 600 units, and 3) **rehouse** at least 1,200 **households** statewide this year.

The Oregon Housing and Community Services Department will deliver \$130,000,000 in funding to seven of Oregon's Continuums of Care (CoCs) deemed emergency areas. OEM and OHCS will lead this work and coordinate state agency

support for local implementation. Over the course of the year, state partners will support regional and community partners in the emergency areas to:

Phase 1: January–February

- Determine additional state funding opportunities for unsheltered homeless services
- Establish and begin managing MAC (multi-agency coordination) teams

Phase 2: February–March

- Determine regional impact and needs
- Gather community priorities
- Project this year’s progress and possibility
- Set goals and milestones
- Confirm draft regional plan

Phase 3: March–April

- Determine local capacity for approved plan

- Identify outstanding support and resource needs
- Develop local implementation plans

Phase 4: April–December

- Monitor systems improvement
- Iterate on regional plan and strategies
- Support continuous quality improvement

Phase 5: August–December

- Document lessons learned
- Determine regional impact for 2023 and 2024 needs
- Celebrate and build on successes for 2024 planning

This **Regional Planning Template and Funding Request** is the framework for Phase 2 and is designed to support regional planning and streamline the state’s funding process for homeless services under EO-23-02.

Process

In February 2023, OHCS and OEM will convene regional and local leaders to provide an overview of Phase 2: Regional Planning and Funding Requests. This document covers the three steps of Phase 2:

1) Data Collection

2) Community Analysis

3) Goal Setting

This document can be used as a guide throughout Phase 2 and as a repository for qualitative data and community decisions and plans. State partners have attached an editable spreadsheet to this document, which will serve to collect data and automate calculations and projections necessary to the planning and funding process. Phase 2 is outlined below with items captured in the spreadsheet noted with an *.

Data Collection

- Partners*
- Population*
- Services*

Community Analysis

- Stakeholder Engagement
- Data Review
- Impact Analysis

- Community Priorities
- Unmet Needs

Goal Setting

- Priority Strategies
- Projections*
- Confirm Goals
- Milestones

Data Collection

Early in this phase of work, MAC teams and CoCs are encouraged and can be supported in seeking input from people with lived expertise and/or experience of homelessness (people who have or who are currently experienced of homelessness). This input should be prioritized in discussion and decision-making. State agencies and technical assistance providers are available to support this coordination as needed upon request through MAC teams. The region's spreadsheet* should be used to capture a comprehensive list of partners and expertise engaged in Phase 2.

The data collection work outlined below requires the accompanying spreadsheet where MAC teams will collect the

data necessary to inform local projections, analysis, and priorities. Use of the spreadsheet is noted with an asterisk (*) throughout this template.

Partners

MAC teams will work with Continuums of Care to identify key partners in regional and local strategic planning for unsheltered homeless services to inform stakeholder engagement from the beginning of the regional process. Given the critical systems operations and service provision already underway, communities may elect to have representatives to this process to share information for and with multiple stakeholders and coalitions.

The initial data and impact analysis* offered by state partners should inform whether and which additional partners should be invited to the table, particularly those representing communities and subpopulations who are disproportionately impacted by unsheltered homelessness in each region.

During the data collection process in Phase 2, MAC teams and CoCs should prioritize community engagement efforts identify preexisting connections or plan for outreach to culturally specific service providers, identity- and interest-based community groups, community organizers, and other formal and informal representatives of disproportionately impacted groups across the region.

This engagement and partnership should be prioritized over the quantitative data outlined below in early in Phase 2 because their specific perspectives will significantly improve the efficacy of the community's strategies given the disparate impact of the crisis on their communities and their resulting expertise.

Population

State partners have documented* each CoC's 2022 Point-in-Time data as well as each CoC's census data to better understand the impact of unsheltered homelessness at the subpopulation level in each region. Through the contracting process, MAC teams will be asked to coordinate HDX 2.0 access for state agencies to establish more accurate baselines and projections using annual rather than point-in-time data.

Subpopulation data is captured here based on the following publicly available demographic data for the general population as well as data specific to those experiencing homelessness: household makeup (individual/family), age or service (youth and veterans), and race and ethnicity. This initial data analysis* is intended to highlight which subgroups in the region are at a disproportionately high risk of experiencing unsheltered homelessness. During Phase 2, there is no additional data input or quantitative data analysis required.

The region's data and impact analysis should be shared with partners engaged in the regional planning and funding request process. As information is gathered about the specific challenges, opportunities, and efforts already underway, MAC teams will document and build on that information to inform the region's priority strategies and goals.

Services

All In is focused on three core components of our statewide response to unsheltered homelessness: rehousing people experiencing unsheltered homelessness, preventing unsheltered homelessness, and shelter.

MAC teams will gather and input data* to capture the relevant types of services, units, availability, and costs across the region. This will include all federal, state, local, and philanthropic contributions and funding for shelter, rehousing, and targeted homelessness prevention.

As communities identify priority strategies for each of these three areas, partners will refer to this data to identify capacity restraints and opportunities to invest in additional capacity. State agencies will also use this

data to better understand and support communities in navigating unstable funding streams during and preceding the COVID-19 pandemic.

Community Analysis

Part 1: Community Engagement and Data Review

- 1) Please summarize your community engagement processes and the efforts made to ensure that the perspectives of people experiencing homelessness, frontline service providers, and groups at a high risk of experiencing homelessness inform regional priorities throughout Phase 2. Please list decision making processes and track community engagement efforts here as well.

Lane County engaged people with lived expertise of homelessness through interviews, holding a feedback session with the COC's lived expertise group, receiving major barrier feedback from a group of youth with lived expertise and convening three open invitation taskgroups focused on the three core outcomes of the governor's order. Attendees of the taskgroups included local frontline service providers, community members, local jurisdiction representatives and people at-risk of homelessness. Due to the tight timeline and greater priorities the Housing Authority and two culturally specific group chose to not participate. All were provided with a draft copy of the plan documents to provide feedback and re-engagement will be attempted once the MAC moves into the implementation phase.

Once programming ideas and feedback was collected it was provided to the MAC group in the form of a workbook, which included the funding line items draft responses to Parts 1-3 in the community plan documents and the lens. The MAC group ran the programming ideas through decision making lens which helped to determine the high priority interventions and systemic approaches.

Once the MAC group identified the priorities a draft of the community plan was created. This draft was shared with the MAC group, Lane County Board of County Commissioners, CoC Board, Lived Expertise group and two Youth

groups. Feedback was incorporated, as possible, and the final draft of the plan documents were provided to the MAC group for approval and submission on Friday, March 10, 2023

- 2) MAC teams and CoCs will seek input from disproportionately impacted groups and communities in an ongoing effort to develop a shared understanding of individual and regional challenges facing people experiencing unsheltered homelessness. Please add any additional qualitative or quantitative data or information that was shared to better understand the impact of unsheltered homelessness on their communities.

[Homelessness in Lane County, Oregon | Tableau Public](#)

[Homeless Housing Shelter Inventory in Lane County Oregon | Tableau Public](#)

Part 2: Impact Analysis

- 3) How many people experiencing unsheltered homelessness did your Continuum of Care region house in 2022?
881 People
- 4) Based on quantitative data and qualitative community input, these three groups have a disproportionately high risk of experiencing unsheltered homelessness:
 - a. Subpopulation 1: Individuals with Disabilities
 - b. Subpopulation 2: Individuals with gender identity that includes Transgender, Questioning or a gender that is not singularly female or male.
 - c. Subpopulation 3: Individuals who race is Black, African American, African, American Indian, Alaska Native or Indigenous.

5) What percentage of people experiencing unsheltered homelessness who exit to permanent housing, return to homelessness within 6 months?

Of 2,432 clients exiting to permanent housing from 2/1/2019 through 7/31/22, 282 returned to homelessness within 6 months for a rate of 11.6%.

6) What percentage of people experiencing unsheltered homelessness who exit to permanent housing, return to homelessness within 6-12 months?

Of 2,170 clients exiting to permanent housing from 2/1/2019 through 1/31/22, 108 returned to homelessness within 6 to 12 months for a rate of 5%

7) On average, how many people experiencing unsheltered homelessness does your Continuum of Care region exit to permanent housing each month?

77 People

8) What culturally specific services are available and accessible to each of the three groups of people experiencing unsheltered homelessness in your Continuum of Care region?

a. Subpopulation 1: Individuals with Disabilities

- i. **Lane Council of Governments** (Transportation, Assisted Living Assessments, Adult Foster Care, Payee/Bill Pay Services)
- ii. **Lane County Developmental Disabilities** (Case Management, Adult Foster Care)
- iii. **NAMI** (Programs, Classes & Support Groups for peers/ families, Resource Center, Advocacy)
- iv. **LILA** (Disability Navigation, Housing Search & Application, I & R, Mental Health Supports/Groups/Classes, Peer Support Club, Support Groups, ADA related information, SSI/SSDI Applications through SOAR, Mental Health Recovery Program, Work Incentives Network)

- b. Subpopulation 2: Individuals with gender identity that includes Transgender, Questioning or a gender that is not singularly female or male.
 - i. **Transponder** (Resource Navigation, Gender Affirming Product Vouchers, Injection Supply Delivery, Food Program, Advocacy).
 - ii. **HIV Alliance** (Behavioral and Physical Health Care, Supportive Housing, Harm Reduction)
 - iii. **Looking Glass Community Services** (Outreach/Drop-in, Emergency Shelter, Harm Reduction, RRH, Transitional Housing, Mental Health and Substance use Treatment, Alternative Education, Job training-WIOA)
- c. Subpopulation 3: Individuals who race is Black, African American, African, American Indian, Alaska Native or Indigenous.
 - i. **Eugene/Springfield NAACP** (Community Resources, Advocacy)
 - ii. **Siletz Tribe** – In Benton County primarily (Healthcare, Dental, Optometry, Behavioral Health, Harm Reduction, Elder Services, Transit Support)
 - iii. **Coquille Tribe** (Healthcare, behavioral health in Eugene – Housing, Dental, Behavioral Health in Coos Bay)
 - iv. **Coos, Lower Umpqua, Siuslaw Confederated Tribes** (Dental – Coos Bay, Housing – North Bend, Transportation assistance, Behavioral Health Services, Childcare, Circles of Health Program, Emergency Assistance for Houseless families.)

9) What specific services or supports are available for individuals in these groups to access and sustain mainstream (education, health care, Social Security, etc.) services and community connections once people are housed?

- a. Subpopulation 1: Individuals with Disabilities
 - i. **Lane Council of Governments** (Transportation, Meals on Wheels, Caregiving, Assisted Living Assessments, Adult Foster Care, Payee/Bill Pay Services, In-Home Care)
 - ii. **Lane County Developmental Disabilities** (Case Management, Personal Support Workers, Adult Foster Care)
 - iii. **NAMI** (Programs, Classes & Support Groups for peers/ families, Resource Center, Advocacy)

- iv. **LILA** (Disability Navigation, Housing Search & Application, Independent Living Skills Trainings, I & R, Mental Health Supports/Groups/Classes, Peer Support Club, Support Groups, ADA related information, SSI/SSDI Applications through SOAR, Mental Health Recovery Program, Work Incentives Network)
- b. Subpopulation 2: Individuals with gender identity that includes Transgender, Questioning or a gender that is not singularly female or male.
 - i. **Transponder** (Resource Navigation, Gender Affirming Product Vouchers, Injection Supply Delivery, Food Program, Advocacy).
 - ii. **HIV Alliance** (Behavioral and Physical Health Care, Supportive Housing, Harm Reduction)
 - iii. **Looking Glass Community Services** (Outreach/Drop-in, Harm Reduction, Mental Health and Substance use Treatment, Prevention, Alternative Education, Job training-WIOA)
- c. Subpopulation 3: Individuals who race is Black, African American, African, American Indian, Alaska Native or Indigenous.
 - i. **Eugene/Springfield NAACP** (Community Resources, Advocacy)
 - ii. **Siletz Tribe** – In Benton County primarily (Rental Assistance, Healthcare, Dental, Optometry, Behavioral Health Harm Reduction, Elder Services, Transit Support)
 - iii. **Coquille Tribe** (Healthcare, behavioral health in Eugene – Housing, Dental, Behavioral Health in Coos Bay – Rent Assistance, Energy Assistance)
 - iv. **Coos, Lower Umpqua, Siuslaw Confederated Tribes** (Dental – Coos Bay, Housing – North Bend, Transportation assistance, Behavioral Health Services, Childcare, Circles of Health Program, Energy Assistance, Rent Assistance.)

Part 3: Community Priorities

10) Please select **all** local needs that are immediate and major barriers to your Continuum of Care’s efforts to support people experiencing unsheltered homelessness in regaining housing, safety, and stability.

Housing Affordability

Emergency Shelter Shortage

Street Outreach Services

Affordable Housing Landlord Engagement

- | | |
|---|---|
| <input checked="" type="checkbox"/> Substance Use Disorder Care and Services | <input checked="" type="checkbox"/> Targeted subsidies |
| <input checked="" type="checkbox"/> Mental Health Care and Services | <input type="checkbox"/> Rent buy-down |
| <input checked="" type="checkbox"/> Rapid Rehousing Projects | <input type="checkbox"/> Family reunification transportation assistance |
| <input checked="" type="checkbox"/> Service Providers – Organizational Capacity | <input checked="" type="checkbox"/> Flexible emergency funding |
| <input checked="" type="checkbox"/> Service Providers – Staff/Salary | <input type="checkbox"/> Food security payments |
| <input checked="" type="checkbox"/> Service Providers – Specific Expertise | <input type="checkbox"/> Marketing materials |
| <input type="checkbox"/> Medical Care | <input checked="" type="checkbox"/> Operating costs |
| <input checked="" type="checkbox"/> Skilled Nursing Facility Care | <input type="checkbox"/> Other flexible forms of financial assistance |
| <input type="checkbox"/> Nursing Home Shortage | <input type="checkbox"/> Other renovations |
| <input type="checkbox"/> Manufactured Housing | <input checked="" type="checkbox"/> Peer support Services |
| <input checked="" type="checkbox"/> Housing Development | <input type="checkbox"/> Planning and development |
| <input checked="" type="checkbox"/> Flexible System Funding/Costs | <input type="checkbox"/> Project management |
| <input type="checkbox"/> Cleaning or maintenance (e.g., hoarding prevention) | <input checked="" type="checkbox"/> Repairing damages |
| <input checked="" type="checkbox"/> Housing-focused Case Management | <input type="checkbox"/> Room and board payments |
| <input type="checkbox"/> Housing problem-solving assistance | <input checked="" type="checkbox"/> Security deposits |
| <input type="checkbox"/> Conflict mediation Services | <input type="checkbox"/> Service coordination and integration |
| <input checked="" type="checkbox"/> Housing Navigation Services | <input type="checkbox"/> Signing bonuses |
| <input checked="" type="checkbox"/> Tenant-based rental assistance | <input checked="" type="checkbox"/> Staffing |
| <input checked="" type="checkbox"/> Project-based rental assistance | <input checked="" type="checkbox"/> Transportation assistance |
| <input checked="" type="checkbox"/> Housing Choice Vouchers | |

11) For each of the three subpopulations identified above as **disproportionately likely** to experience unsheltered homelessness in your region, please identify which of these needs most significantly and specifically impact their ability to regain and retain housing.

- Subpopulation 1: [Housing Affordability](#)
- Subpopulation 2: [Housing Affordability](#)

- Subpopulation 3: **Housing Affordability**

12) Please list the region’s five most urgent and critical (important but not immediately time sensitive) unmet needs, choosing from the selected list above.

- Most Urgent: **Housing Affordability**
- Urgent and Critical: **Mental Health Care and Services**
- Time Sensitive and Very Important: **Housing Development**
- Not Time Sensitive but Very Important: **Substance Use Disorder Care and Services**
- Important: **Tenant-Based Rental Assistance**

Goal Setting

Each region will determine priority strategies that will target its All In investments across its three goals. MAC teams and CoCs will rely on the data and community analysis above to inform which of these strategies to prioritize. MAC teams and CoCs may gather additional data to better understand what local capacity and limitations should guide these investments.

Based on the supports most needed and the services currently available in your region, please check **only** the boxes for the investment strategies that would **most benefit** your community’s efforts to rehouse people experiencing unsheltered homelessness.

Part 1: Strategies to prevent unsheltered homelessness

Technical assistance and support to integrate **housing problem-solving into street outreach**.

Offering **flexible housing-related funding for institution-involved families, youth, and single adults** who formerly exited or are currently exiting a publicly funded child welfare and foster care, juvenile and adult corrections, long-term care, health, and

mental health and substance use treatment facility by providing flexible funding that to reduce housing instability. Eligible activities include:

- Housing-focused case management
- Service coordination and integration
- Targeted subsidies
- Flexible emergency funding
- Room and board payments
- Transportation assistance
- Food security payments
- Other flexible forms of financial assistance

Offering **flexible housing-related funding for older adults and people with disabilities** – including people with mental health conditions and/or substance use disorders –to reduce housing instability by providing access to housing-related home- and community-based services. Eligible activities include:

- Housing-focused case management
- Service coordination and integration
- Targeted subsidies
- Flexible emergency funding
- Room and board payments
- Transportation assistance
- Food security payments

Other flexible forms of financial assistance

Funding **encampment-specific prevention and shelter diversion to permanent housing or family reunification** (if safe and appropriate) to prevent people that have been placed into permanent housing from losing their housing and falling back into unsheltered homelessness. Eligible activities include:

- Housing-focused outreach
- Housing-focused case management
- Family reunification transportation assistance
- Housing problem-solving assistance
- Flexible emergency funding

Expand or establish geographically robust street outreach efforts that provide access to the full menu of services available in your community. Eligible activities include:

- Service coordination and integration
- Harm reduction training
- Peer support
- Housing problem-solving assistance
- Conflict mediation
- Family reunification transportation assistance

Part 2: Strategies to increase shelter capacity for individuals and families experiencing unsheltered homelessness

Technical assistance and support to re-evaluate current emergency shelter rules that may unnecessarily punish, divert, harm, or discourage people from staying in emergency shelter and seek unsheltered respite.

Expand non-congregate shelter through acquisition and development through the following eligible activities:

- Acquisition of existing structure or vacant land
- Demolition costs
- Development hard costs

- Site improvements
- Related soft costs
- Replacement reserve

Expand emergency shelter bed capacity through the following eligible activities:

- Major rehabilitation
- Conversion
- Other renovation

Part 3: Strategies to rapidly rehouse individuals and families experiencing unsheltered homelessness

Technical assistance and support to establish or strengthen your Continuum of Care region's **relationship with Public Housing Authorities** to coordinate on securing available voucher resources to rehouse individuals and families experiencing unsheltered homelessness.

Technical assistance and support to examine, revise or strengthen your Continuum of Care region's **coordinated**

entry prioritization policies and practices to rapid rehouse individuals and families experiencing unsheltered homelessness.

Technical assistance and support to analyze your Continuum of Care region's funding portfolio to identify braided funding opportunities to increase its capability to

rapidly rehouse individuals and families experiencing unsheltered homelessness.

Technical assistance and support to develop and implement an **encampment strategy** to focus rehousing efforts and reduce the number of encampments.

Expand or develop a **landlord incentive package** to establish a pool of units with reduced or eliminated tenancy screening criteria to rehouse people experiencing unsheltered homelessness. Eligible activities include:

- Planning and development
- Marketing materials
- Holding fees
- Signing bonuses
- Security deposits
- Rent buy-down
- Repairing damages
- Cleaning or maintenance (e.g., hoarding prevention)

Develop and implement a **housing surge** and/or **housing fair**. Eligible activities include:

- Staffing
- Admin
- Project management
- Fiscal Agent
- Tenant-based rental assistance
- Housing-focused case management
- Third-party inspection services

Develop and implement a **master leasing program**. Eligible activities include:

- Staffing
- Admin
- Project management
- Fiscal Agent
- Project-based rental assistance
- Housing-focused case management
- Third-party inspection services
- Operating costs

Please identify what goals your Continuum of Care is prepared to set and work toward this year for each area, assuming financial support from the state for implementing some or all the strategies marked above, as well as technical assistance and collaboration.

Quantify your goal to contribute towards this statewide effort and identify the number of households, beds, and/or people you will be able to serve with additional resources.

Prevent homelessness

Our CoC Region will prevent homelessness for a minimum of 1578 households by this date: 1/31/2024.

Increase shelter capacity

Our CoC Region will add a minimum of 230 emergency shelter beds by this date: 1/31/2024.

Rapidly rehouse

Our CoC Region will rapidly rehouse 247 people experiencing unsheltered homelessness by this date: 1/31/2024.

Milestones

Please provide a timeline of milestones your Continuum of Care region proposes to mark progress, evaluate strategies, and improve operations to achieve the goals identified above, contingent on funding, in partnership with OHCS and OEM.

Month	Progress Milestones	Systems Improvement Actions
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<p style="text-align: center;">March 2023</p>	<ul style="list-style-type: none"> • March 10: Plan submitted to State agencies. • Plan documents approved by State agencies. • Funding allocation and outcome expectations received from State agencies. • Understand funding routes, state agency guidelines and focus of technical assistance support. • Determine if Lane County will declare an emergency due to homelessness. 	<ul style="list-style-type: none"> • Receive feedback on plan pre- and post-plan development from key groups focused on homelessness. • Determine Incident Command and emergency operations center (EOC) structure. • Set-up ongoing meetings with technical assistance providers and MAC group.
<p style="text-align: center;">April</p>	<ul style="list-style-type: none"> • Agreements with State agencies in place. • Process to procure programming subcontractors is determined. 	<ul style="list-style-type: none"> • Develop Coordinated Prevention approach similar to Treasury Rent Assistance that focuses on rural areas and those most likely to experience homelessness for metro area.
<p style="text-align: center;">May</p>	<ul style="list-style-type: none"> • Priorities that need additional exploration have been identified and next steps documented. • Identified entities that may receive additional supports (rural entities, schools, institutions, etc.) are engaged with to determine how to effectively provide those supports. • Additional emergency shelter bed action steps, including partner agencies, are identified. 	<ul style="list-style-type: none"> • Create collaborative Diversion program policies and points of access for identified populations. • Create coordinated Flexible Funding policies and access point for Street Outreach teams. • Begin coordinating EOC Center to develop an encampment strategy to focus rehousing efforts and reduce the number of encampments. Determine tools needed and what collaboration with outreach teams look like.

June	<ul style="list-style-type: none"> • Subcontractor procurement determined and underway. 	<ul style="list-style-type: none"> • EOC Center to track outreach encampment support is active.
July	<ul style="list-style-type: none"> • Subcontractor contracts in place. • Programs in HMIS are appropriately based on state guidance. • Funded programs have begun serving households. • Master leasing program developed. • Programs entering data in HMIS. 	<ul style="list-style-type: none"> • Create landlord incentive package and housing pool policies with landlord & agency feedback.

August	<ul style="list-style-type: none"> • Begin Landlord incentive program and development of Housing Pool. • Encampment has been vacated due to outreach engagement and rehousing. • Emergency Shelters expanding capacity, have expanded capacity. 	<ul style="list-style-type: none"> • MAC reviews program data monthly and explore needs/changes. • Develop Master Leasing Program. • Explore Diversion and Rapid Response access points. What are opportunities for improvement and targeting? • Review programming and explore opportunities to increase behavioral and physical health access.
September	<ul style="list-style-type: none"> • Homelessness Prevention – 100 Households • Emergency Shelter- 50 New Beds • Re-Housing- 25 Households 	<ul style="list-style-type: none"> • MAC reviews program data monthly and explore needs/changes. • Implement Master Leasing Program. • Review and strengthen coordinated entry prioritization policies and practices to rapid rehouse individuals and families experiencing unsheltered homelessness.

October	<ul style="list-style-type: none"> • Alternative Shelters infrastructure has been improved to meet emergency shelter standards. • Rural severe weather sites have been improved run 24/7 and meet emergency shelter standards. 	<ul style="list-style-type: none"> • MAC reviews program data monthly and explore needs/changes.
November	<ul style="list-style-type: none"> • Homelessness Prevention – 500 Households • Emergency Shelter- 130 New Beds • Re-Housing- 140 Households • New shelter facilities are up and running <ul style="list-style-type: none"> ○ Medical respite program begins. ○ Youth 	<ul style="list-style-type: none"> • MAC reviews program data monthly and explore needs/changes.
December	<ul style="list-style-type: none"> • Explore sustainability for programs created and increased through this initiative. 	<ul style="list-style-type: none"> • MAC reviews program data monthly and explore needs/changes. • Determine way to assess the All IN efforts when initiative ends.