

Housing Recommendations

Goals

Housing Diversity: Provide a variety of housing options for individuals and families at different socioeconomic levels, life stages, and physical needs (including those requiring supportive services).

Housing Supply: Increase the overall housing supply in Cambridge and encourage additional regional supply to manage housing costs, lessen future housing price increases, and continue policies that result in new affordable housing.

Affordable Housing: Maintain and expand affordable rental and homeownership opportunities to enable Cambridge to thrive as a mixed-income community that includes very low-, low-, moderate, and middle-income individuals and families.

Housing Stability: Support the ability for current Cambridge residents and families to remain in Cambridge and contribute to the community.

Livable and Sustainable Communities: Support high-quality housing that is healthy, climate-resilient, and energy-efficient without increasing costs for low- and moderate-income individuals and families.

Neighborhoods of Opportunity: Focus on fostering communities of opportunity by providing housing that is close to public transit, places of employment, and social services.

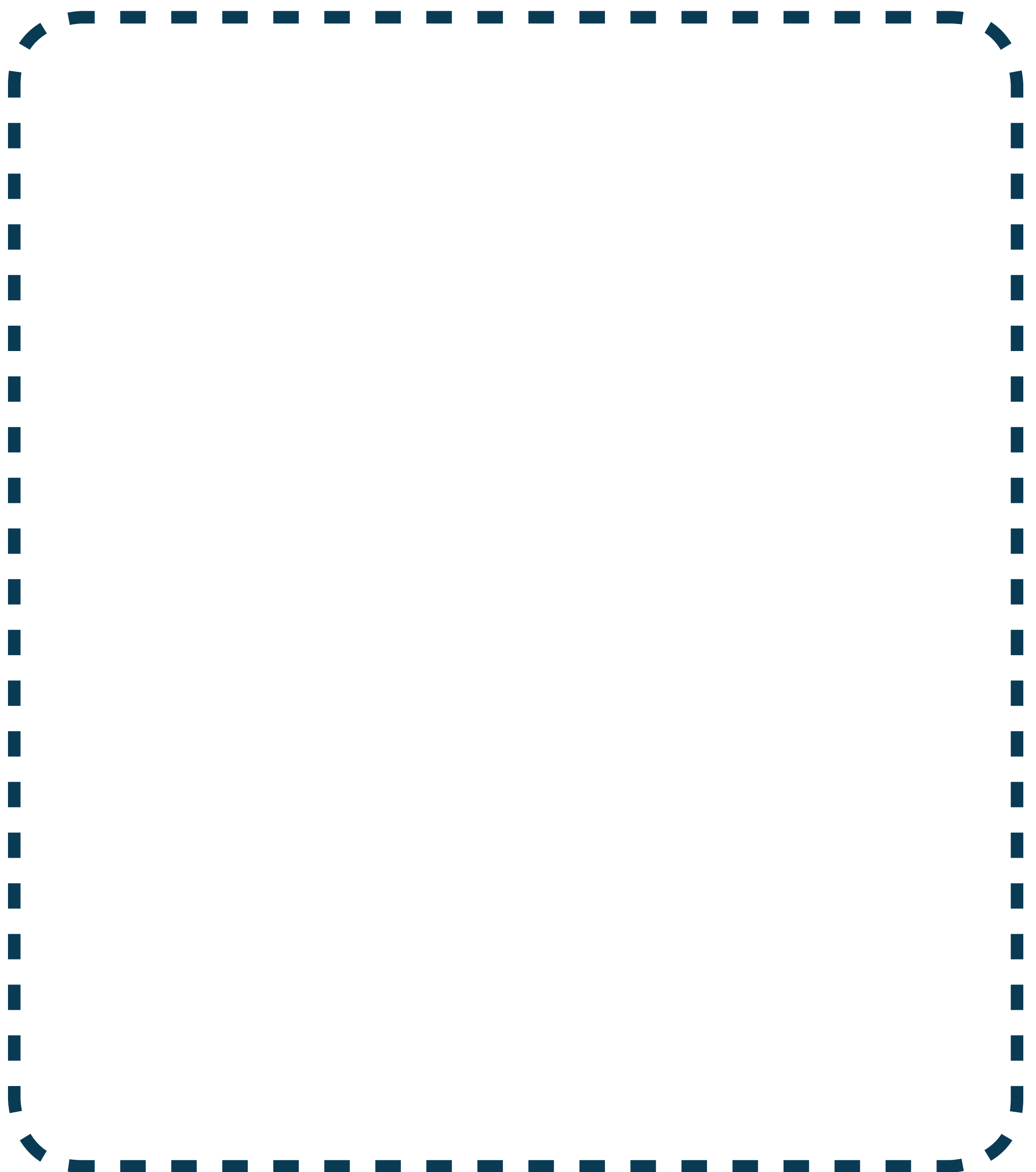
Ongoing

- 8 Expand homelessness prevention services, including emergency resources and support, legal and mediation services, housing search, foreclosure prevention counseling, and education on tenants' rights.
- 9 Require the creation of significant new housing in areas that are being rezoned.
- 10 Prioritize City and other public property available for disposition to develop affordable housing.
- 11 Increase existing City funds and explore options for new revenue sources and support for dedicated affordable housing.
- 12 Identify opportunities to require local academic institutions to use their assets, especially their land, to build more housing, and explore new housing partnerships and models that can better serve university-affiliated populations and the community.
- 13 Play an active role in regional and state advocacy efforts to facilitate increased affordable housing production, including the development of strategies for zoning reform.
- 14 Engage housing and service providers to produce quality permanent supportive housing for the homeless and other vulnerable populations.
- 15 Evaluate gaps in supportive housing services and assistance provided by the City, increase capacity and funds to address identified gaps, and increase awareness of available services

Near-Term

- 1 Change zoning to enable more housing, including affordable housing, to be built along major corridors and in other areas that have the capacity to accommodate growth and are well-served by transit.
- 2 Offer density bonuses and relief from other dimensional regulations for fully affordable housing developments through a citywide affordable housing overlay or other regulatory mechanism.
- 3 Institute an incentive for owners of multifamily buildings who construct more affordable units than required by the Inclusionary Housing Program.
- 4 Change base zoning to require that developers of multi-family projects of at least 10 units provide a certain number of family-sized units (i.e. units with at least 3-bedrooms).
- 5 Modify the development approval process for fully affordable housing projects to require design review instead of a discretionary approval.
- 6 Establish or expand the use of taxes that provide dedicated revenue for affordable housing including a local real estate transfer tax (supplemental to state stamp tax), a speculative owner tax, and lodging tax on short-term rentals.
- 7 Establish a set of family-oriented services and amenities to be encouraged in new development.

Would you add or change anything?



Economy Recommendations

Goals

Shared Community Prosperity: Provide opportunities for Cambridge residents of all educational backgrounds and skill levels to access jobs that pay a living wage in Cambridge and the surrounding region so that they can share in the city's prosperity.

Global Economic Center: Continue to support Cambridge as a leading center of the global knowledge economy that generates jobs for city and regional residents.

Opportunity Infrastructure: Connect Cambridge's young adults, vulnerable residents, and families with education, training, and necessary social support infrastructure to help them achieve economic security.

Equity and Fairness: Support efforts to erase racial and gender disparities in economic opportunity.

Economic Diversification: Enhance the strength of new and emerging sectors to encourage business and industry diversity in the economy and reduce risks associated with hyper-concentration in a few large industry clusters.

Diverse Real Estate Options: Support a range of diverse real estate options that enable Cambridge to attract and retain businesses of different types, sizes, and growth stages.

Thriving Commercial Districts: Preserve and enhance the distinctive character of Cambridge's mixed-use districts, while also helping local businesses adapt to shifting market trends.

Near-Term

- 1 Adapt the commercial land use classification to allow for flexible retail formats and business models.
- 2 Change zoning to increase density and achieve a mix of uses in targeted areas along Massachusetts Ave. and Cambridge St., in order to build the customer base for retail.
- 3 Change zoning to increase commercial density and create jobs in areas such as Alewife.
- 4 Change zoning to require light industrial uses in certain areas of the city.
- 5 Expand scholarships and the number of slots in quality early education programs with a focus on low income families, which will facilitate workforce participation for adults and positive educational outcomes for children.
- 6 Explore financing mechanisms (e.g. low-interest loans, increment financing, land trust) to support the industrial economy through infrastructure funding or land assembly, supporting firms that provide light industrial jobs, and encouraging the development of a manufacturing incubator space.
- 7 Assess the training and education needs of low- and moderate- income residents to determine readiness to access existing industry-focused training programs and inform design of new programs. Design new programs and implement strategies based on the recommendations of the of the needs assessment.

Medium-Term

- 8 Expand existing industry-focused training programs to incorporate pre-vocational education that addresses barriers preventing residents from accessing training or "earn and learn" opportunities.

Long-Term

- 9 Undertake targeted business recruitment efforts to attract firms that offer low barrier-to-entry jobs with relatively high wages and job training opportunities, which could encompass many jobs in light industrial districts.
- 10 Explore mechanisms to facilitate site assemblage to support targeted commercial development in Alewife.

Ongoing

- 11 Provide funding for STEAM internship opportunities for Cambridge students, and work in collaboration with local business and academic institutions to develop strategies for implementation.
- 12 Develop a program to provide ongoing mentorship to match new and experienced underrepresented entrepreneurs, support peer-to-peer learning, and help them access City resources.
- 13 Explore additional opportunities to ensure equitable internet access.
- 14 Expand capacity and funding to provide additional "earn and learn" opportunities with local employers for Cambridge residents, training to help current employees advance to the next level of employment, and partnerships for employers to hire graduates of City-supported workforce development programs.
- 15 In large developments, require ground-floor commercial spaces be of a small size aligned with the needs of new and small businesses.
- 16 Increase frequency of capacity buildings sessions to MWBEs on the public procurement process.

Would you add or change anything?

Mobility Recommendations

Goals

Safe and Active Transportation: Eliminate traffic fatalities and serious injuries while encouraging active living and improving comfort for people of all ages and abilities.

Equity and Accessibility: Ensure a diverse set of travel options that meet the access and mobility needs for people of all ages and abilities.

Reliability and Efficiency: Ensure transit and goods movement reliability, and encourage the use of space-efficient modes, such as walking, biking, taking transit, and carpooling.

Community Character and Vitality: Ensure that the city transportation system supports shared community spaces and enhances neighborhood streets.

Connectedness and User Friendliness: Create an easy-to-understand, integrated, continuous, and comfortable transportation network.

Climate Resilience and Environmental Health: Achieve a carbon neutral transportation system and adapt to climate change.

Near-Term

- 1 Change zoning to allow low maximum parking requirements near transit nodes and in key squares and corridors, with lowered parking requirements citywide, while balancing impacts of parking spillover on residential streets.
- 2 Work with regional partners to study a Charles River ferry or water taxi service.
- 3 Undertake a detailed feasibility analysis of bicycle network vision as presented in the Bicycle Plan
- 4 Finalize a Transit Strategic Implementation Plan to create a high-quality transit experience in the city
- 5 Update the Citywide Pedestrian Plan
- 6 Collaborate with the MBTA to provide more corporate and other pass options to expand the market in Cambridge
- 7 Partner with surrounding communities to create multi-jurisdictional BRT/bus priority routes, for example, collaborating with MassDOT and Boston on Route 1 improvements, with Watertown on Route 71 and Route 73 improvements, with Arlington on Route 77 improvements, and with MassDOT and the MBTA on Alewife bus priority for all routes entering and exiting.
- 8 Collaborate with the MBTA to provide more corporate and other pass options to expand the market in Cambridge.

Medium-Term

- 9 Create incentives & new loading zones that encourage large trucks to deliver off-peak
- 10 Initiate peak period pricing in loading zones to ensure that trucks find curb space without double parking
- 11 Create an impact fee on new development proportional to a project's vehicle traffic generation to support multimodal infrastructure and safety improvements
- 12 Create policies for flexing curb regulations using new sign designs, pricing, and electronics in order to better accommodate loading, bike parking, transit lanes, and shared-ride or autonomous vehicle loading within business districts at times of increased demand.
- 13 Implement demand-based pricing for all parking meters owned by the City of Cambridge to improve parking availability for those driving while incentivizing the use of other modes.
- 14 Require vehicles owned by the City and companies contracted with the City to have truck sideguards and other vehicle safety devices that reduce the likelihood of pedestrian and cyclist fatalities.
- 15 Restructure the City's resident parking permit program to reflect a balance between people who use parking and people who use other modes, including: (a) Increasing the resident parking permit fee (can be combined with a discount for low-income residents and grandfathering of existing recipients); and (b) Introducing an escalating fee scale, so that each additional permit at a given address is more expensive.
- 16 Increase enforcement of truck violations.
- 17 Expand citywide pedestrian and bike wayfinding between key destinations such as transit nodes, bikeshare locations, and community resources like libraries, retail areas, and parks.
- 18 Increase funding to improve intersection safety in locations with high rates of crashes.
- 19 Build a pedestrian, bicycle and transit connection across the railroad tracks connecting the Alewife Quadrangle to the Triangle.
- 20 Analyze consolidated neighborhood delivery pick-up spots which can minimize excessive door-to-door deliveries and offer reduced shipping costs.
- 21 Develop a policy to allocate space within public rights-of-way to balance cars with sustainable modes of transportation.
- 22 Investigate working with nearby drivers' education programs to enhance curricula and offer mobility education workshops.
- 23 Collaborate with the MBTA on bus service planning to support bus priority initiatives, particularly in underserved areas, and advocate for additional service.
- 24 Collaborate with the MBTA to effectively implement Automatic Fare Collection, which will enable off-board fare payment and all-door boarding on key corridors, reducing delays.
- 25 Work with MassDOT to advocate for urban rail on the Fitchburg Line.
- 26 Study ways to incentivize smaller sized trucks.

Mobility Recommendations

Long-Term

- 27 Develop an implementation plan and increase funding to complete gaps in the Bicycle Network Plan, in order to create a completely connected citywide network of high-quality citywide infrastructure citywide.
- 28 Work with regional partners to study a Charles River ferry or water taxi service.

Ongoing

- 29 Encourage and incentivize sustainable transportation by City employees through increased transportation benefits and programming.
- 30 Commit funds to improve pedestrian comfort and safety on key streets and paths that connect the open space network, and keep them well-maintained with periodic renovations.
- 31 Expand and increase funding for marketing of sustainable transportation modes within the city to encourage broader participation, with a focus on better translation and interpretation services.
- 32 Display real-time information at City buildings, in locations near mobility services, and on City websites to expand the availability, accessibility, and visibility of transit, bikeshare, and carshare services.
- 33 Increase funding to improve multimodal access to key public facilities such as schools, parks, community centers, recreation centers, and libraries by adding crosswalks, bus shelters, bike lanes, and bike parking.
- 34 Install co-located carshare, bikeshare, and transit nodes in areas that are currently underserved to help reduce automobile traffic.
- 35 Prepare for the introduction of autonomous vehicles by developing policies that address equity and incentivize autonomous vehicles that are shared and electric.
- 36 Prepare transportation infrastructure to be resilient to periodic flooding, possible salt water contamination, and high temperatures associated with climate change by relocating mechanical and electrical equipment and introducing more passive cooling features
- 37 Advocate for the MBTA to conduct a vulnerability assessment of all transit facilities in Cambridge, primarily the Red Line.
- 38 Collaborate with the MBTA to review and modify bus layover locations for any increased efficiencies.
- 39 Expand the Safe Routes to School program to ensure all students receive pedestrian, transit, and bicycle education and are encouraged to use active transportation to commute to school.

Would you add or change anything?



Climate & Environment Recommendations

Goals

Climate Change Preparedness: Protect the lives and livelihoods of Cambridge community members, particularly those who are at greater risk of climate change and environmental impacts.

Community Engagement: Meaningfully engage and share the benefits of strengthening the City's climate and environment initiatives with the entire Cambridge community (residents, institutions, and businesses).

Environmental Protection: Preserve and enhance Cambridge's natural environment, including the preservation of open space, habitats and vegetation and the reduction of air, light, noise, and toxic pollution.

Climate Action: Achieve carbon neutrality by 2050

Water Quality and Management: Maintain sustainable water resources by taking action to reduce water usage, manage stormwater runoff, and improve the quality of surface water and groundwater.

Waste Management: Minimize waste generation and eliminate landfill waste.

Near-Term

- 1 Establish a cool roof requirement for new construction in all zoning districts.
- 2 Require electric vehicle charging infrastructure in new buildings.
- 3 Require new developments to submit a waste management plan to ensure adequate space for recycling and organics infrastructure.
- 4 Specifically serve low-income/high-vulnerability individuals and public housing residents with targeted preparedness and outreach programs (CCPR).
- 5 Install high-visibility electric vehicle charging stations at publicly accessible locations.
- 6 Leverage new communication technologies to alert residents and workers, by geography, of risks in the event of an emergency (e.g. text message).
- 7 Participate in statewide working groups to develop safety and performance codes and standards for energy storage systems. Once established, adopt those codes locally.
- 8 Study regulatory barriers and identify potential leverage points and sources of incentives for adaptive retrofits for existing buildings (utility placement, floodable ground floors, etc.)
- 9 Study the feasibility of different programs to incentivize trash reduction that does not have a disparate impact on low-income communities.
- 10 Study Cambridge's greywater supply assets and non-potable demand.
- 11 Develop a zero emissions transportation plan, addressing both mode shift and zero emissions vehicles.

Medium-Term

- 12 Mandate and enforce residential and commercial food waste diversion.
- 13 Procure 100% of municipal electricity from renewable sources.

Long-Term

- 14 Institute commercial waste zones with reporting requirements.
- 15 Purchase additional land reserved to be used as open space and prioritize locations that improve open space connectivity.

Ongoing

- 16 Maximize recycling rates across all sectors by stepping up enforcement and education.
- 17 Establish a coordinated outreach and engagement approach regarding environmental programs and issues.
- 18 Develop disaster preparedness plans at the neighborhood level in conjunction with neighborhood organizations, service providers, public housing residents, and other vulnerable populations.
- 19 Streamline existing efforts to expand access to energy-efficiency funding and technical assistance, including supporting expanded use of Property Assessed Clean Energy (PACE) to finance retrofits.
- 20 Implement recommendations from the Urban Forest Master Plan.
- 21 Offer a density bonus incentive through zoning for net zero projects.
- 22 Add recycling bins around city in places where there are only waste bins.

Would you add or change anything?

Urban Form Recommendations

Goals

Development Patterns: Maintain the existing patterns of the city where they are well-established and advance the city's values through a mix of preservation and complementary infill development.

Growth in Areas of Potential Change: Promote redevelopment that is mixed-use, pedestrian-oriented, and sustainable within areas currently characterized by surface parking lots, automobile-oriented patterns of development, and obsolete commercial buildings. New development should serve a mix of functions, provide open space and other amenities, and should allow development patterns that would be difficult to accommodate elsewhere.

Transitional Development: Where redevelopment occurs at the edges of well-established districts, the development pattern should be compatible with the prevailing pattern of the adjacent districts, accommodating variations in use and scale.

Public Realm: Create a connected network of high-quality open spaces that link all residents to local and regional natural assets, provide a range of activities and experiences, are inclusive of all people, and encourage social connections.

Activation: Shape the form, use, and design of new development, especially its public spaces, so that it supports an active public realm.

Design Process: Strive for design excellence in all new development by creating a development review process that is clear and efficient in its engagement with City staff, boards and commissions, and the community.

Near-Term

- 1 Adjust existing zoning in residential districts to be more compatible with prevailing patterns of development, including building setbacks, maximum heights, parking requirements, and uses.
- 2 Adjust existing zoning near transit nodes to allow greater density while complementing the character of the surrounding area.
- 3 Allow the maximum height of mixed-use projects with active ground floor uses to be increased in order to achieve taller ground floor spaces.
- 4 Prohibit parking and vehicular loading and service between buildings and the street, and prohibit curb cuts unless the parcel only has frontage on the corridor, the frontage is no less than 40 feet wide, and the garage entrance is no more than 20 feet wide.
- 5 Eliminate minimum parking requirements for development along the corridors.

Near-Term (continued)

- 6 Require developers to install a minimum number of trees, as determined by the corridor character zones and the length of the parcel frontage.
- 7 Require primary building entrances to be located on the corridors to create visual variety and to encourage the mixing of building residents, shoppers, and passers-by on the sidewalk.
- 8 Allow greater zoning flexibility for affordable housing.
- 9 Update the citywide urban design objectives in the City's zoning ordinance to reflect Envision Cambridge recommendations.
- 10 Review and simplify the various elements of project review established by Article 19 of the zoning ordinance to provide a clearer set of procedures.
- 11 Amend development standards to encourage balconies, roof terraces and decks, and projecting bays to overlook streets and other public spaces.
- 12 Establish guidelines to promote the addition of public pathways on large development sites where they would create desired neighborhood pedestrian and bicycle connections.
- 13 Establish citywide guidelines for programming, design, signage, and maintenance and operations of publicly accessible private open space.
- 14 Allow developers to contribute to a fund for open space in areas where a need for such space is identified but it cannot be reasonably provided on site.
- 15 Establish development standards to promote a continuous street wall on commercial corridors, including uniform standards for front setbacks and building façade lengths that are compatible with the established patterns of the area.
- 16 Establish public realm design guidelines for street infrastructure, landscaping, trees, seating, and public art, to result in a consistent, though varied, family of materials and street furnishings that can provide a greater sense of continuity between open spaces.
- 17 Incentivize flexible community space in private and institutional developments.
- 18 Establish development standards to promote street-activating uses (such as retail) on ground floors, including minimum ground-floor heights, limitations on the frontage length occupied by lobbies and other non-active uses, standards for the frontage length of individual storefronts, and requirements for smaller-sized commercial or community spaces in larger buildings.
- 19 Establish design guidelines for all commercial corridors that include a requirement for activating design elements along the street wall, including signage, awnings, frequency of entrances, and breaks in the building facade.
- 20 Streamline the approval process to allow more street-activating elements in or above the public way, such as awnings, canopies, street furniture, etc.
- 21 Develop design guidelines for as-of-right affordable housing development.
- 22 Establish a consolidated set of citywide urban design guidelines based on development types or design themes. These guidelines should respect historic context while allowing for design flexibility.
- 23 Create clear design- or performance-based guidelines to address the environmental impacts of new development in areas likely to see significant change.

Urban Form Recommendations

Near-Term (continued)

- 24 For larger-scale projects, allow applicants to present initial design concepts to the Planning Board for pre-application advisory review
- 25 Review designated areas of Special Planning Concern and recommend updates to the geographies that are included in this designation.
- 26 Continue to update area and neighborhood-specific design guidelines to ensure that new developments' urban design outcomes complement their neighborhood context and the review process is more predictable to stakeholders and developers.
- 27 Partner with the private sector and community groups to provide, sponsor, and contribute funds or in-kind assistance to the maintenance and programming of the public realm including plazas, open spaces, sidewalks, and recreational facilities.
- 28 Clarify the development review process by publishing a process diagram to clearly articulate requirements and expectations at every step.
- 29 Prepare a streetscape/landscape character master plan that identifies different character types, determines desired uses and setbacks, and sets guidelines for types of landscaping, building frontages, etc.
- 30 Conduct a citywide assessment to determine where new public or publicly accessible open space should be expected as part of redevelopment projects, when the amount of land area can accommodate such spaces.
- 31 Initiate district plans for specific areas to inform new zoning approaches and design guidelines that support the Envision Cambridge objectives.

Medium-Term

- 32 Allocate funds to convert paved traffic islands into green spaces, or reconfigure roadways to eliminate them.

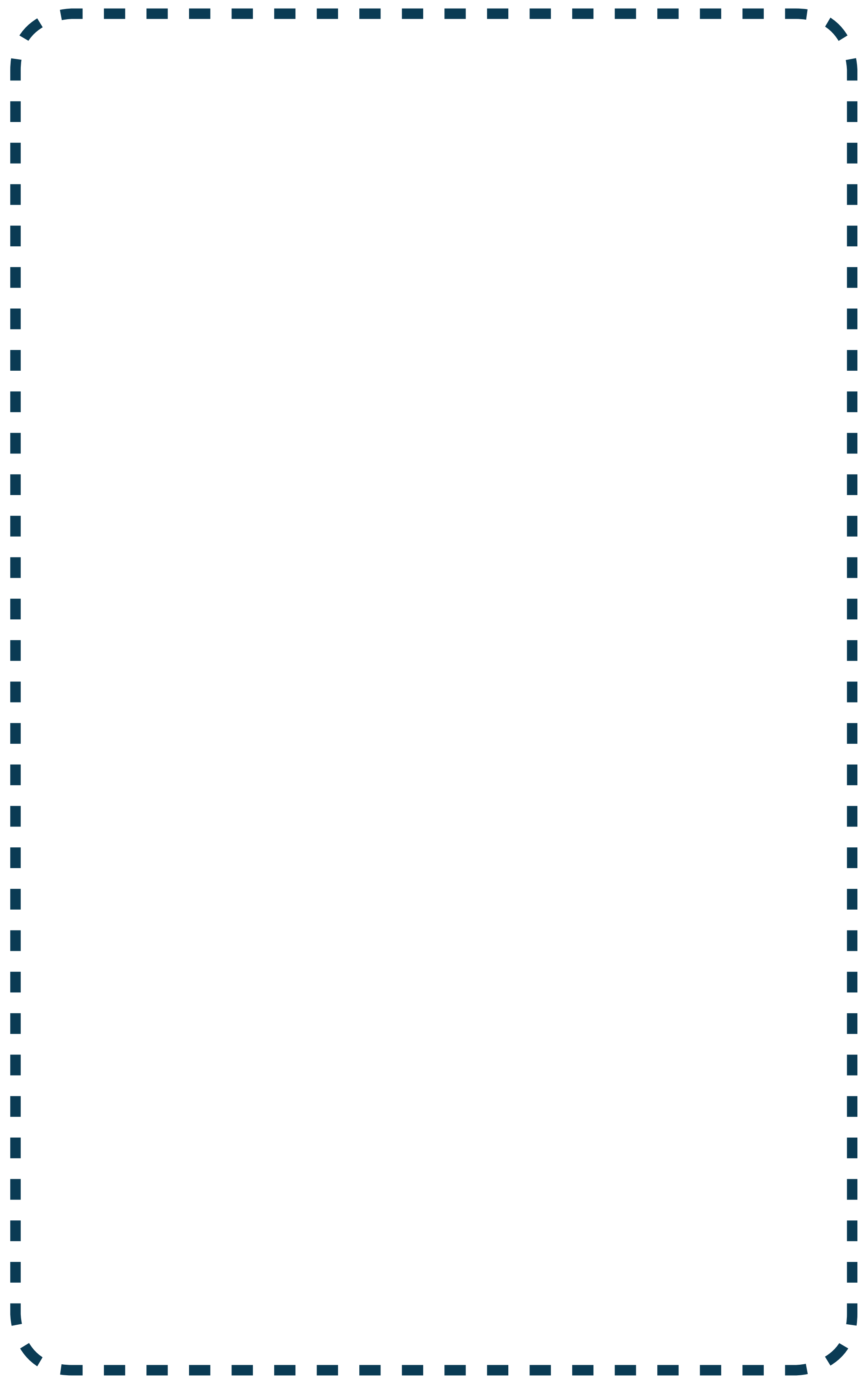
Long-Term

- 32 Build the open space, bicycle, and pedestrian connections to integrate the "Alewife Squares" into the fabric of the City (as recommended in the Alewife District Plan).
- 33 Prioritize the planning and implementation of routes providing physical and visual connections to citywide open spaces and regional paths and trails, including the Charles River, Fresh Pond, Danehy Park, Alewife Reservation, and the regional greenway system.
- 34 Work with state agencies and other parties to encourage greater access and more active use of the Charles River and other state-owned parks and recreational areas, including tables and seating areas, canoe/kayak launches, boat rentals, public swimming, and restaurants and cafes.

Ongoing

- 35 Encourage open space and recreational facilities that serve a wide range of uses that reflect the needs and interests of Cambridge's diverse population, through expansion of the existing inventory, multiple uses of existing facilities, and creative programming.
- 36 Upgrade existing open spaces and facilitate the creation of new open spaces to incorporate the principles of Universal Design.
- 37 Encourage developers to meet with the City's urban design team early in the design process to frame the essential urban design issues of a project, as defined by Envision Cambridge and other relevant plans and guidelines, before conceptual design commences.
- 38 Design and implement clear wayfinding, using signage and other means, for biking and walking routes to the City's open spaces and other key destinations.

Would you add or change anything?



Community Wellbeing Recommendations

Goals

Access to Opportunity: Provide access to opportunities for all people regardless of differences

Racial Justice: End race-based disparities and achieve racial equity

Art & Culture: Cultivate a city where artistic expression and cultural traditions are integrated into all aspects of civic life

Civic Engagement: Empower all people to participate in public life

Health and Wellness: Ensure access to resources that support holistic health, well-being, and extended life.

Learning and Play: Encourage lifelong learning and enriching opportunities for play and recreation

Near-term

- 1 Modify zoning to allow for live-work space for artists.
- 2 Revise permitting process for reserving parks/ open space and holding block parties to eliminate barriers for underserved communities.
- 3 Procure a cloud-based database to track community engagement requests and develop a contact list that tracks stakeholder planning interests (i.e. CRM).
- 4 Develop and implement a disability standard for web based services.
- 5 Expand safe and consequence free disposal of medication and drug paraphernalia, providing exchanges if necessary (i.e. sharps disposal).
- 6 Create a database of places that highlight Cambridge's history, traditions, and legacy, and publish a collection of walking routes based on those places.
- 7 Build partnerships with local non-profit and community organizations to develop additional year-round park programming for all ages.
- 8 Streamline current engagement processes and develop a resource guide on engagement best practices outlining tools and techniques to increase public participation.
- 9 Study alternative models of neighborhood representation and civic engagement that increase representation from underserved communities.

Medium-Term

- 10 Provide information to new residents on ways to access affordable grocery stores.

Long-Term

- 11 Increase the number of public or publicly accessible restrooms, including all-gender bathrooms.
- 12 Provide funding for the creation of a Cambridge History Museum to connect historically significant locations.

Ongoing

- 13 Increase programming for community events at parks and squares, including culturally specific programming.
- 14 Hold a regular series of citywide conversations on race and equity.
- 15 Provide consistent, high-quality, culturally appropriate translation and interpretation services, particularly for key City events or meetings.
- 16 Increase support to the Community Engagement Team, a multi-agency collaborative that reaches out to underserved Cambridge families and connects them to community events and resources, develops community leaders, and supports agencies in working with a diverse community, to train other departments to start similar programs.
- 17 Research and implement innovative and non-traditional engagement tools and partnerships, including use of technology and art, and meeting people where they are.
- 18 Prioritize outreach and promotion of city events in culturally specific publications.
- 19 Expand City efforts, including targeted outreach and recruitment, to ensure diverse representation on City boards, commissions and advisory committees.

Community Wellbeing Recommendations

Ongoing (continued)

- 20** Invest in technology in additional meeting spaces to make meetings available for streaming online, including both high- and low-tech options (i.e. Facebook Live).
- 21** Develop a citywide racial equity plan and increase capacity to conduct ongoing racial equity analyses of new and existing policies, programs, services, procurement practices, and community engagement to evaluate how each proposal advances racial equity, addresses gaps in services and disparities in access, addresses institutional racism, and mitigates unintended consequences (i.e. Seattle Racial Equity Toolkit).
- 22** Improve access to community gardens and local food production.
- 23** Improve access to farmers' market.
- 24** Sponsor an annual street celebration of Cambridge's history and communities.
- 25** Increase participation in and more widely publicize results of the Cambridge Teen Health Survey and Middle Grades Health Survey to track patterns of youth physical activity
- 26** Conduct an inventory of publicly accessible indoor meeting spaces, including the hours, capacity, location, and contact information for each space, and make available to public.
- 27** Create a program that pairs artists with vacant spaces waiting for tenancy or redevelopment for pop-up shops, studio space, or other artistic use.
- 28** Implement an educational campaign about mental/behavioral health to destigmatize mental illness, increase awareness of substance abuse prevention, and promote existing mental/behavioral health services in Cambridge.
- 29** Connect vulnerable populations, including elderly, LGBTQ+, homeless, immigrant, parent, and youth populations to mental/behavioral health prevention, screening, and treatment programs (i.e. Homeless Outreach Team, Injury Violence Prevention, Safety Net Collaborative).

Would you add or change anything?

