



2022 PIT Lead Training

Strategies For Change

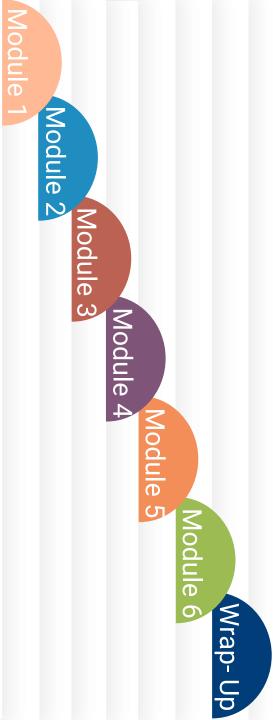
thn.org

Introduction

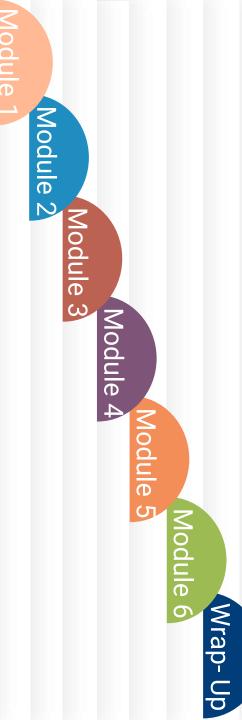


Kyra Henderson (she/they)
Data Manager





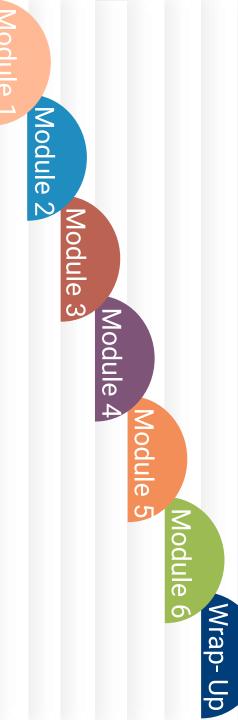
Winter PIT Count Date: 1/27/2022





Agenda

- Point-in-Time (PIT) Basics
- PIT Count Methodology
- Unsheltered PIT Planning
- Sheltered PIT Planning
- Volunteer Best Practices
- Collaboration
- Next Steps





Coronavirus and the PIT Count

- We have not received guidance from HUD regarding the 2022 PIT Count. There is no timeline for when we will receive word either.
- For now, THN will be moving forward under the impression that the count will still be occurring. Any guidance we receive will be sent directly to PIT Leads and the CoC Board.
- If the COVID-19 DELTA and emerging variants continues to spread at alarming rates and HUD allows flexibilities again this year, the Data Manager recommendations in order of preference are at the end of this presentation.



- How many people are currently homeless in your community?
- How many of them are families, youth, or veterans?

The answers to these questions and more can be answered by point-intime counts.

Point-in-Time (PIT) Basics

A point-in-time count is an unduplicated count on a single night of the people in a community who are experiencing homelessness



Advocate to Raise Awareness Community local Awareness governments Characteristics Trends in of those Extent Homelessness experiencing over time homelessness locally Advocate for Eligibility for private or CoC, ESG, **Funding** local and other government federal funds funding Develop Create a personal sense of relationships responsibility Engagement with those with varied experiencing stakeholders homelessness



THN Information

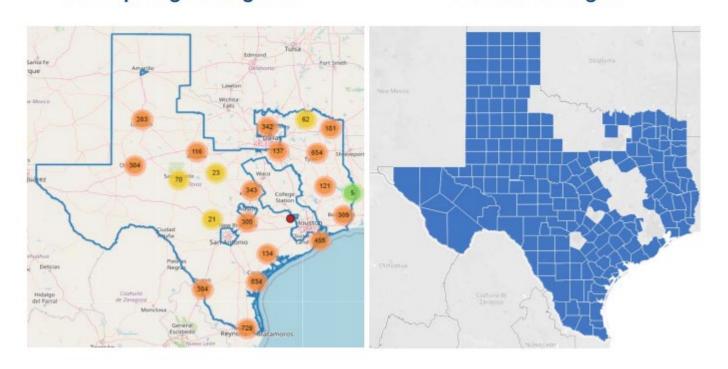
- Texas Homeless Network (THN) is a non-profit membershipbased organization helping communities strategically plan to prevent and end homelessness.
- THN works to end homelessness in Texas by collaborating with all communities, large and small, across the state to build systems to achieve this goal.
- We coordinate local and national advocacy efforts, data collection and research, host an annual statewide conference, and serve as the host agency for the Texas Balance of State Continuum of Care (CoC) where we assist in the coordination of programs and funding.
- The Texas Balance of State CoC (TX BoS CoC) is made up of all service providers, advocates, local government officials, and citizens who work to eliminate homelessness in 215 of Texas' 254 counties.



Coverage Area

Participating PIT Regions

TX BoS CoC Region



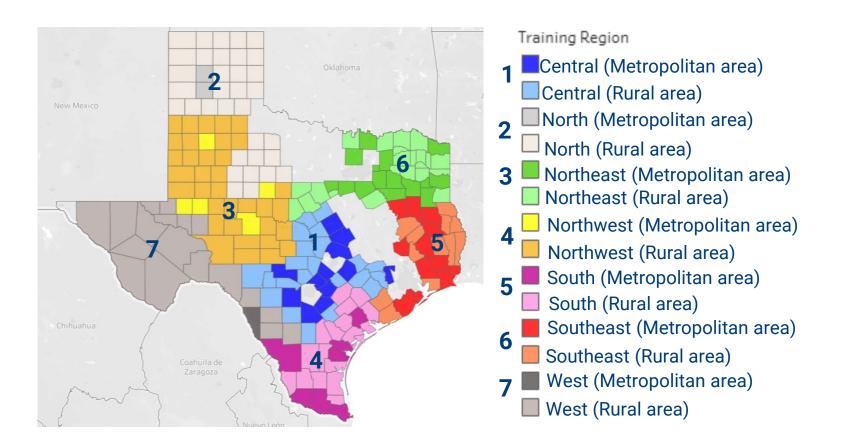
Module 2

Module 5

Module 6

Wrap- U







Extrapolation Basics

For reporting purposes, HUD requires that CoC's report on their full geography. Due to the size of our CoC, we are not able to achieve full coverage during the PIT count. That being said, the CoC has to employ an extrapolation method that estimates the PIT number for the entire geography.

Formula

Population size of non-participant community

of surveys

collected in participant

Total

Extrapolation Steps

- 1) Match non-participant community population sizes to participant community population sizes.
- 2) Calculate estimated total number of surveys in each non-participant community.
- 3) Use the Housing Inventory Count data to determine household breakdown and the household multipliers
- 4) Use the data gathered in steps two and three to extrapolate the household demographic information for the non-participant regions.
- 5) Upload extrapolated data into HDX for HUD to review



Who to Contact

If you have questions about:

Community Information

Shift times **HQ** location Assigned count areas If you have questions about:

Count Logistics

Who & where we count Survey length/questions Identifying hot spots Technical issues



If you can't reach your

PIT Lead:

PIT Lead



Data Manager

If you can't reach the **Data Manager**





Key PIT Steps

Select PIT Lead



- ŕ
- Create PIT committee

PIT Lead

and Backup

Establish

 Create timeline for count planning

Community Awareness



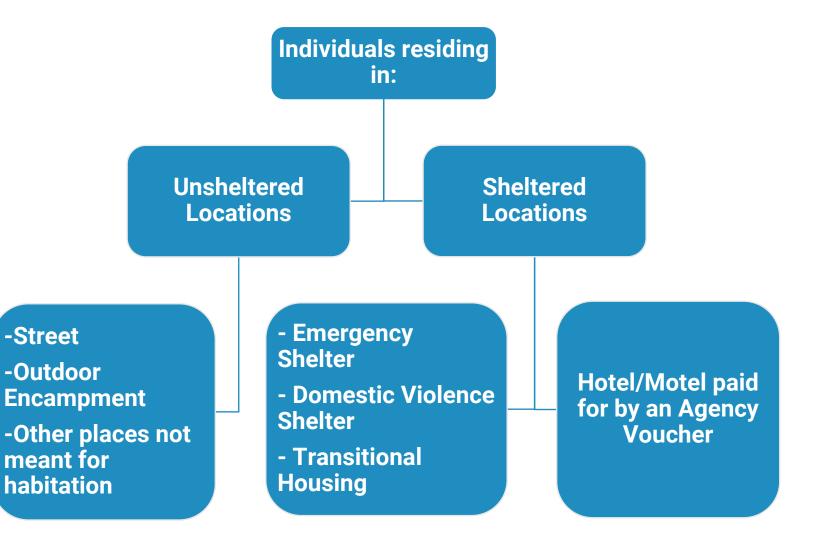
- Inform Community/ publicize count
- Engage potential members with lived experience
- Engage community in identifying unsheltered locations
- Solicit
 Donations

Training

- Recruit
 Volunteers
- Set volunteers up with training
- Schedule in person meetings
- Register and practice with the app



Who to Count





Who NOT to Count

Individuals residing in:

Permanent Housing

Temporary Situations

- PSH or RRH Programs
- HUD VASH projects
- -FEMA projects

- Doubled Up with family or friends
- At-risk of homelessness
- Hotel/motel paid by own funds

- Shelters designed for foster care
- -Sober living/ halfway houses
- Criminal Justice or Health facilities



Considerations for Youth

U.S. Department of Education (ED) Subtitle VII-B of the McKinney-Vento Homeless Assistance Act defines homeless children and youths as follows: The term "homeless children and youths"-

Meaning individuals who lack a fixed, regular, and adequate nighttime residence (within the meaning of section 11302(a)(1) of this title); and includes—

i. children and youths who are sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason; are living in motels, hotels, trailer parks, or camping grounds due to the lack of alternative adequate accommodations; are living in emergency or transitional shelters; are abandoned in hospitals; or are awaiting foster care placement; ii. children and youths who have a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings (within the meaning of section 11302(a)(2)(C) of this title);

iii. children and youths who are living in cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations, or similar settings; and iv. migratory children (as such term is defined in section 6399 of title 20) who qualify as homeless for the purposes of this subtitle because the children are living in circumstances described in clauses (i) through (iii).



Unsheltered PIT Planning

 A count of people who are unhoused but not in a shelter or transitional housing program is referred to as an unsheltered count.

• The unsheltered count requires identification of persons that are living in places not meant for human habitation on **January 27**th.



Possible Locations

- Abandoned building
- Bus, train station, airport
- Park
- Street/sidewalk
- Under bridge/overpass
- Vehicle (car, van, RV, truck)
- Woods/outdoor encampment



Creating Hot Spot Map

- Work together with your community members to start a list of locations where you see individuals experiencing homelessness living.
 - Visit the locations at least once a month leading up to the count
 - Visit locations several times during the week leading up to the count.
- This list will likely change over time and will need regular updates. Ensure that you have a process for how people can access the list of locations and how they can send you updates.
- Make this a collaborative process. It will help raise awareness for everyone involved.



• Link to Google My Maps instructions

Link to YouTube tutorial on building a map

Things to Note:

- 1. You do not have to use an exact address, the map will allow you to use cross streets.
- 2. Use this map to ensure that you have full coverage of your community.
- 3. Share it with your planning team and your volunteers regularly to ask for feedback and updates.
- 4. Provide a copy to all volunteer teams on the day of the count.
- 5. There are a number of additional sites that can be used. If you Google My Maps doesn't work for you, let me know and I can help you find a different site.



Module 5

Module 4

Community Partners

- DFPS
- Victim Service Providers*
- Faith-based agencies
- Housing Authority
- Code Enforcement
- SSVF Providers
- Outreach Providers
- Homeless Education Liaisons*





Module 5

Safety Considerations

Do

- ✓ Always work in teams
- ✓ Be respectful of space
- ✓ Ask a person to participate if you think they are homeless
- ✓ Introduce yourself and explain what you are doing
- ✓ Be sincere and caring
- ✓ Remain calm
- ✓ Know how to de-escalate
- √ Know emergency numbers
- ✓ Honor requests to not participate
- ✓ Provide shelter information if possible
- ✓ Dress appropriately
- ✓ Leave valuables behind

Don't

- x Wake up someone*
- x Approach if you don't feel comfortable*
- x Mandate participation
- x Invade personal space
- x Cross barriers
- x Promise anything you can't deliver
- x Be judgmental
- x Give money or offer rides
- x Share any confidential info or photos of participants
- x Panic
- x Put anyone in danger
- x Deviate from the survey









Tips and Tricks

- Check in with each volunteer before they go out for their shift.
- Provide volunteers a checklist at least one day in advance
- Forms to have prepared:
 - Map of hot spots
 - Interviewing guide
 - Day of count cheat sheet
 - Volunteer hour tracker
 - Emergency phone numbers
 - Instructions for registering for the app



Sheltered PIT Planning

- HUD defines sheltered homeless persons as adults, children, and unaccompanied children who, on the night of the count, are living in shelters for the homeless.
- Regardless of funding source, <u>all</u> providers of shelter, vouchers, or funds for shelters (including motel/hotel rooms), and/or transitional housing need to provide unduplicated information about the individuals and families on January 27th, 2022.
- To be considered for the PIT Count:
 - 1. The **primary** intent of the project is to serve literally homeless persons,
 - 2. The project verifies homeless status as part of its eligibility determination, and
 - 3. The actual project clients are predominantly homeless (or, for permanent housing, were homeless at entry).



Locations

- **Emergency Shelters:** means any facility, the primary purpose of which is to provide a temporary shelter for the homeless in general or for specific populations of the homeless and which does not require occupants to sign leases or occupancy agreements.
 - Domestic violence shelters
 - Hotel, motel, or apartment vouchers <u>paid</u> for by a public or private agency <u>because</u> the individual or family is homeless

*For Emergency Shelters, you should conduct the surveys in the late afternoon/evening when participants are checking in to stay the night.

• Transitional Housing: is designed to provide homeless individuals and families with the interim stability and support to successfully move to and maintain permanent housing. Transitional housing may be used to cover the costs of up to 24 months of housing with accompanying supportive services. Program participants must have a lease (or sublease) or occupancy agreement in place when residing in transitional housing.



Locations Continued

- I will provide PIT Leads a list of identified sheltered locations by November
 - If you would like your list sooner please contact me.
 - If you believe there is an agency that should be on this list, please go through the list of criteria with the shelter staff to see if they are eligible. Then contact me so we can discuss adding them.
- To view the list of agencies that participated last year, please visit the THN website and download the Housing Inventory Count (HIC) Report
 - Link to website

If you represent an agency that provides Hotel/Motel vouchers for individuals experiencing homelessness, please contact me ASAP





PIT Count Vs. HIC

Sheltered PIT Count

Housing Inventory Count

- Counts the number of people experiencing homelessness
- Only includes Emergency Shelter and Transitional Housing
- · Detailed survey with clients
- · Collects demographic information
- Planning and training begins in August
- · Uses the Counting Us mobile app
- <u>Each survey</u> takes approximately 25-40 minutes
- Primarily led by local PIT leads with assistance from THN

- · Required by HUD
- Same start date and reporting date
- Used for consolidated planning, grant applications, and advocacy
- Technical assistance provided by THN, including report and visualization creation.

- Gathers bed and unit inventory information
- Includes all housing types (ES,TH, RRH, PSH)
- · One spreadsheet per project type
- Only gathers total number of clients (no demographic information)
- Resources released in December/January
- Uses a separate webpage
- Takes approximately 10-20 minutes total.
- Primarily led by THN with assistance from local PIT leads



Similarities

Differences







How to Contact Shelters

INSERT AGENCY LOGO

Street Address, City, ST ZIP Code Telephone Email

Hello there,

My name is (Insert Name) and I am the (Insert title) at (Insert Name of your agency). I am contacting you because I am the coordinator for the annual Point-in-time count for (Insert county name/names). The Point-in-time count is an annual count, which aims to identify the number of individuals experiencing homelessness in an area. The count illustrates the demographic characteristics of those experiencing homelessness and provides a very important opportunity for service providers to work together in conducting outreach.

This information collected informs policy decisions, drives advocacy efforts, and can help secure funding. It is very important for our community as a whole for us to understand the scope of the homelessness crisis and to identify potential gaps in services so that we can work together to make homelessness rare, brief, and one time.

I am contacting you because we have identified your agency as a potential count location. The PIT count requires that we survey everyone experiencing unsheltered homelessness (living without shelter) as well as those residing in Emergency Shelter, Transitional Housing, or Hotels/Motels paid for with vouchers.

I am wondering if we could set up a time to discuss the PIT count logistics in depth to determine what we can do to ensure your participation in the count this year. Below is my contact information. I look forward to speaking with you.

Warm regards,





Domestic Violence Protocol

Notice CPD 17-08:

- HUD is requiring that data reported on survivors of domestic violence should be limited to reporting on those who are currently experiencing homelessness because they are fleeing domestic violence, dating violence, sexual assault, or stalking, as opposed to reporting on survivors who have ever experienced these circumstances.
- Question on the survey: Are you currently staying in this shelter because of domestic violence? (Including: dating violence, sexual violence, and/or stalking)





Surveying Survivors

Do

- Explain that the survey is confidential and all identifying information is removed for their safety.
- ✓ Use their initials or a code for their name (if they don't want to give you their initials).
- ✓ Fill out their age range.
- ✓ Complete the remainder of the survey with them.
- ✓ Write in the notes section of the survey that they are a survivor so I can make sure their location is secure.
- ✓ Provide any information on support that your PIT lead provided you

Don't

- X Fill in their full name
- X Fill in their date of birth
- X Fill in their exact age
- Provide any identifying information in the notes section
- Pressure participants into answering any questions they don't feel comfortable answering.
- X Express disbelief or pity to answers on the survey by survivors.



App Screenshot

What is your last name?
What are your initials?
кн
What is your gender?
Female
What is your birthday?
What is your age?
What age range do you fall into?*
25–34



Tips and Tricks

- Prep and Forms
- Verify list of agencies well in advance.
- Set up either a phone call or a visit with each shelter you plan to count at
 - Take note of their confidentiality protocols as well as their visitor policy.
 - Be respectful and follow the direction of shelter staff at all times.
- Get a list of staff at the shelter that will be conducting surveys to ensure they have been trained on the app
- Maintain contact throughout the planning process
 - Identify the time you will be helping survey and how long they anticipate needing your assistance.
- Use Shelters.com and Aunt Bertha to identify any new shelters
- Have a primary contact at each shelter for PIT and HIC purposes
- Loop in THN as necessary



Do

✓ If you have obtained consent \times Do not complete a survey

Don't

- without consent
- × Do not continue the survey if the individual has expressed the desire to end the survey
- × Do not complete a survey based on an intake form unless you have specifically obtained consent to do so.





Observation Survey

Do

- √ Someone is sleeping
- ✓ You do not feel comfortable going to a certain area
- ✓ A person did not give their consent to participate in the survey or they don't want to complete the survey in it's entirety
- ✓ Someone does not seem to understand the consent process and cannot reasonably consent to the survey.

Don't

X Fill out an observation survey if you have not laid eyes on the individual that day



Module 4

Module 6

Module 5

- Familiarize yourself with the survey
 - Practice reading all of the questions out loud.
 - Practice giving your introduction script out loud.
- Communicate your intentions to prospective survey participants
- Obtain consent to administer the survey
- Express confidence and compassion
- When surveying individuals within a group, prioritize safety and protect participant's information
 - Whenever possible, attempt to give participants as much privacy as they request.
- Come up with a safety phrase for discomfort amongst your team
- Know volunteer expectations
- Know community resources





Service Based Count

- This method focuses on conducting interviews with users of non-shelter services and locations frequented by people who are homeless.
- The major difference between a night of the count approach and a service-based approach is that it cannot be assumed that everyone encountered is homeless.
 - To determine homeless status, it is essential to ask detailed questions related to living situation
- Data collection must not extend beyond 7 days after 1/27/22



Paper Surveys

- If you have some volunteers who will not use the mobile app or do not have access to a smart device, we will have limited paper surveys available.
- You will need to contact me by November 29th, if you believe that your community will need paper surveys
 - Please email me with the anticipated number of volunteers that will be using them as well as why they are unable to use the app
- You will have to come up with a plan for entering the paper surveys into the app by February 3rd.



Feedback on Required Questions

- 1. Where are you sleeping tonight?
- 2. What is your age/ age range?
- 3. Are you Hispanic/Latino?
- 4. What is your race?
- 5. What is your gender identity?
- 6. Have you ever served in the armed forces, including the National guard or reserves?
- 7. Are you currently (unsheltered or staying in shelter) because of domestic violence?
- 8. Is this the first time you have been homeless?
- 9. How old were you when you first became homeless?
- 10. How many months did you stay in shelter or on the street during the past 3 years?
- 11. How many separate times have you staying in shelters or on the streets during the past 3 years?
- 12. How many months have you been homeless this time?
- 13. Have you been told or do you believe you have a substance use condition that affects your ability to support yourself/family or live independently?
- 14. Have you been told or do you believe you have a chronic health condition that affects your ability to support yourself/family or live independently?
- 15. Have you been told or do you believe you have a mental health condition that affects your ability to support yourself/family or live independently?
- 16. Have you been told or do you believe you have a physical disability that affects your ability to support yourself/family or live independently?
- 17. Have you been told or do you believe you have a Developmental Disability? *This is a physical or mental condition that started in childhood.*
- 18. Have you been told or do you believe you have HIV or AIDS?



Non-Required Questions

- 1. Are you part of the LGBTQ+ community
- 2. What is the length of service in years? (veteran specific question)
- 3. Are you currently experiencing homelessness because of COVID-19?
- 4. If you are experiencing homelessness because of COVID-19, what reason caused your current situation?
 - Illness due to virus; Loss of job; Unable to pay rent/mortgage; Eviction
- 5. Which of the following reasons do you believe caused your homelessness?
 - Aged out of foster care; Criminal history; Eviction/other housing issues (foreclosure, substandard living, poor rental history, lack of affordable housing); Family/interpersonal issues; Loss or decrease of income/lack of assistance or support; Natural disaster; Health issue/disability or substance use; Sexual orientation/Gender identity
- 6. Are you living in the same county where you became homeless?
- 7. What state were you living in when you became homeless?
- 8. Do you receive benefits such as:
 - Non-cash benefits (WIC/SNAP/TANF); SSI/SSDI; Veterans Disability Benefits; Unemployment Benefits; None of the above
- 9. In the last 12 months, what have been your sources of income?
 - No income; Full-time/part-time employment; Money from family and/or friends; Panhandling; Sex work; Odd jobs/Seasonal work
- 10. Have you ever been involved in any of the following systems or institutions?
 - Child Protective Services/ Foster care; Criminal Justice System; Drug/Alcohol treatment; Long-term hospitalization; Mental health treatment; None of the above
- 11. What is the highest level of school you have completed?
 - Less than ninth grade; Some high school; High school diploma/GED; Training/Technical school; Some college;
 College degree



Feedback on Observation Questions

- 1. Please indicate why you believe this person is experiencing homelessness
 - Activity (panhandling, sleeping outside, sleeping in vehicle, etc)
 - Appearance (carrying personal belongings, clothing that wouldn't protect from the elements)
 - Prior interactions/known to be unhoused
 - They are accessing services for those experiencing homelessness
 - They informed me they are unhoused
- 2. Please estimate the age of the person being observed.
- 3. Where did you encounter this individual?
- 4. Enter the cross streets/nearest landmarks
- 5. Please note important information regarding their appearance, what they are wearing, and any other unique characteristics.
- 6. Utilize the notes section for the following purposes to provide additional useful information that is not already collected in the survey tool. This can include the nickname or the initials of the individual (if you know that information).



Types of Volunteers

- Planning
- Headquarters
- Team Leads
- Sheltered
- Unsheltered
- Service-Based





♦

Debrief with Volunteers

- Have a critical incident process. Prioritize the mental health and wellbeing of your volunteers and let them know who they can safely talk with about their experience.
- Create a debrief form for volunteers to provide feedback on their experience and to identify their willingness to come back as a volunteer next year.
- Share any critical incidents with THN staff immediately so we can work with you on addressing the issue and provide support to you and your volunteers



Mod		
lule 6	Wra	
	Wrap- Up	

1.	How well do you feel the trainings prepared you for your volunteer shift? Circle the number that best explains how prepared you were (1 = not prepared at all, 10 = completely prepared)									
	1	2	3	4	5	6	7	8	9	10
2.	What do yo	u think c	ould ha	ve bee	n done	to help	you be	etter pr	epare?	
3.	Please rate the PIT App. (Take into consideration how easy/hard it was to use, any issues you ran into, etc) (1 = not easy to use, too many issues, 10= no issues, easy to use)									
	1	2	3	4	5	6	7	8	9	10
4.	Please write	e any rec	ommer	ndation	s or cor	ncerns	you ma	y have	with the	e app.
5.	How likely are you to volunteer for the next PIT Count (1 = will not count again, 10= will absolutely return next time)									
	1	2	3	4	5	6	7	8	9	10
6.	Please prov concerns, a									S,
7.	Please prov future for up						ould like	e to be	contac	ted in the
	Name:									
	Phone Num	ber:								
	Email:									



Collaboration

- Forming PIT Committee
- Recruiting Volunteers
- Spreading awareness
- Media Engagement



Conversation About Engaging Law Enforcement

Questions to consider:

- 1. Does your local law enforcement have a homeless outreach team?
- 2. Have they ever expressed interest in participating in your LHC or PIT count?
- 3. Have you noticed any changes in their response to the statewide camping ban?
- 4. What role have they played in the past? How did that go?



Logistics of Engaging Law Enforcement

Best practices to consider:

- 1. Law enforcement should NOT be surveying unhoused neighbors
- 2. They should be in plain clothes and unmarked cars
- 3. Their primary roles in the PIT count should be limited to:
 - Helping your committee identify hot spots before the count, keeping you apprised of any significant changes.
 - Available to respond to potential volunteer safety concerns on the day of the count.
 - They should NOT be ticketing or arresting on the day of the count.
 - Consider if there is a way you could develop a Memorandum of Understanding (MOU) with them.
- 4. If you have concerns about law enforcement impeding your count:
 - Try to minimize public facing messaging around the PIT count date.
 - See if they would be willing to attend trainings or meetings focused on combatting myths around homelessness.
 - Reach out to other regional partners or THN to see if we can provide additional support and assistance.



Module 6

Engaging Sub-populations

- Survivors of Domestic Violence
- Youth/ Families
- Veterans

<u>Click here</u> for resources



Conversation About Engaging Sub-Populations

Questions to consider:

- 1. Which population(s) do you feel like are the most prevalent in your community?
- 2. Which population(s) does your community do a good job of engaging?
- 3. Which population(s) does your community not do a good job of engaging?
- 4. Which community partners are missing from your committee in order to better engage those population(s)?
- 5. Do you need to add a planning coordinator specifically focused on that group?
- 6. What logistical support do you need from THN or other stakeholders to better engage these groups?



Engaging those with Lived Experience

Steps for Recruiting Current or Formerly Homeless Individuals for PIT

- 1. Identify desired roles needed for PIT Count.
- 2. Determine what incentives or compensation are available to current/formerly homeless individuals to participate in the PIT Count.
- 3. Early in planning process, communicate to homeless assistance agencies the roles needing to be filled.
 - Request assistance from agencies in identifying good candidates.
 - Persons identified should not be in the midst of crisis and in no way feel compelled to assist.
- 4. After candidates are identified, provider agencies should contact them to ask if they would be interested in participating in PIT Count.
- 5. Once participation is confirmed, staff planning the PIT should review PIT plan and training content with the individuals and make necessary adjustments.
- 6. Deploy individuals with teams on day of count.
- 7. After count is complete, consider asking any current or formerly homeless participants to serve in other CoC volunteer capacities, such as the CoC Board or consumer advisory committee.



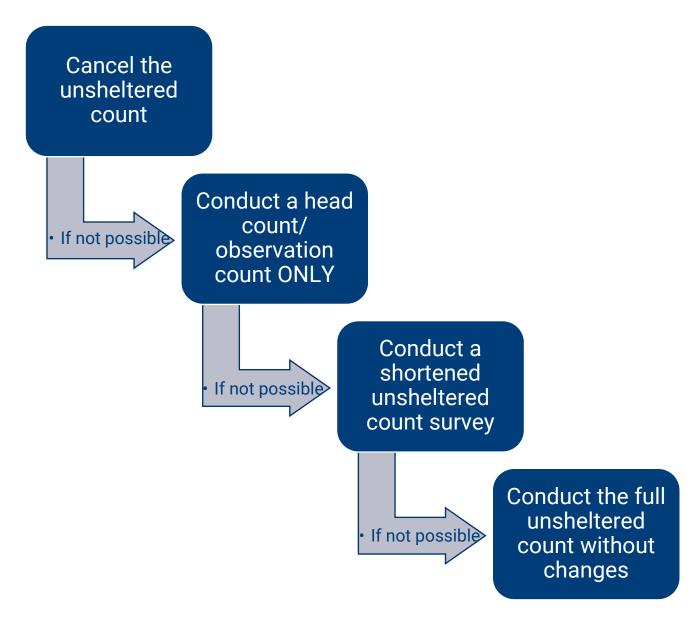
Community Concerns

- Varying degrees of COVID-19 infection rates across cities and counties.
- Needing more guidance around vaccination of volunteers, how to secure PPE
- Several communities have reached out asking about whether the count will be occurring and have cited issues getting community buy-in.
 - How should THN be promoting (or doing outreach) during a time of uncertainty?
 - How should communities be promoting/ recruiting during a time of uncertainty?
- What are the consequences of not collecting unsheltered PIT data two years in a row?
- The data not being representative of the population (ie: low response rate on COVID-19 question)





COVID-19 Decision Process







Mrap- Up

Updates on the 2022 PIT

- Trainings will now be in the form of regional webinars. These trainings will be tailored to unique challenges within the communities.
 - PIT Lead Webinar
 - Counting Us App/Regional Command Center Webinar
 - Post Count- How to read your Data Webinar
- There will be a pre-recorded volunteer training released in December
 - For anyone conducting volunteer trainings earlier, the training template will be released in November.
 - You can request Kyra to conduct virtual volunteer trainings from October-January.
 Please give at least a few weeks notice.
- THN will be taking a more hands on approach to sheltered counts, including helping with outreach and training for new organizations.
- There are a series of additional presentations posted to the website to help you engage those with lived experience, youth, veterans, and victim service providers.



Tentative Timeline

October

November

December

January

Mandatory PIT Lead Training.

Finalize Shelter List.

Begin Mapping Unsheltered Location list. Begin Volunteer Recruitment.

Mobile app training.

Deadline to sign up for service based count and/or paper surveys.

Continue volunteer recruitment.

Round one of Check in calls with THN.

Refresher materials to be released by THN.

Start holding volunteer trainings.

Finalize shelter engagement plan

Watch refresher course

Conduct PIT Count



Next Steps

- 1) Schedule Mobile App Training
- 2) Start creating your PIT committee.
- 3) Provide Feedback on Survey Questions.
- 4) Provide Feedback on Volunteer Registration Portal Questions.
- 5) Be on the lookout for Sheltered location list from Kyra
- 6) Start developing volunteer recruitment plan.









Thank you!

Strategies For Change

thn.org