



350 Merrydale Road Interim Shelter – Community Feedback Tracker

Updated: January 2026

After the December 9, 2025 community meeting, City staff reviewed all comments and grouped them into major feedback categories. Each concern was then evaluated to determine whether it has been addressed, is on track, or needs further review. The tables below organize feedback by theme. They summarize each concern, describe what the City has done or is doing, and identify next steps. Color-coding is used for clarity: green means addressed or on track, and yellow means in progress or under review.

This document is intended to be iterative and will be updated as planning continues and additional information becomes available.

Feedback Theme	Community Concern (Summary)	City Response / Action	Current Action Status	Where Reflected	What's Next
Safety, Security, and Enforcement	How safety incidents will be handled and which entities would respond	Established a clear incident response and complaint resolution framework	Addressed with follow-up action items	Included in the combined Code of Conduct (COC) and Good Neighbor Policy (GNP).	Develop a one-page “Who Do I Call?” reference outlining response pathways and which entities respond to different types of safety incidents.

Safety, Security, and Enforcement	Clear expectations regarding weapons, prohibited behavior, and zero-tolerance items	Established clear “Zero Tolerance” standards for safety-related violations, including violence, threats, harassment that creates a safety risk, possession or use of weapons, and criminal activity, with violations subject to immediate removal from the program	Addressed	Included in COC/GNP (Part I, Section 2 –Zero Tolerance) and reflected in the FAQ.	
Safety, Security, and Enforcement	Consistent enforcement of the Code of Conduct and Good Neighbor Policy, including consequences for serious or repeated violations	Combined the Code of Conduct and Good Neighbor Policy into one unified document and created a single, shared enforcement framework that applies to both on-site behavior	Addressed	Previously, enforcement steps were only in the separate Code of Conduct. Now consolidated and applied to both parts in the combined COC/GNP under the	

		<p>and neighborhood-facing impacts. The framework now includes progressive discipline for minor violations and immediate action for major safety-related violations, regardless of whether they occur on-site or affect the surrounding community.</p>		<p>“Accountability and Enforcement Framework” section.</p>	
Safety, Security, and Enforcement	<p>How staff will distinguish between minor behavioral issues and activities that could lead to removal from the program</p>	<p>Established clear definitions of “Minor Infractions” and “Major Infractions,” with examples and separate response paths. Minor issues</p>	Addressed	<p>Incorporated in the combined COC/GNP under the “Accountability and Enforcement Framework” section</p>	

		follow a progressive response (verbal warning, written warning, final warning), while major safety-related issues can result in immediate action, including removal.			
Safety, Security, and Enforcement	Desire for trained staff present at all times and clear response protocols	Confirmed that the proposed program included 24/7 onsite staffing and formal response protocols. In response to feedback, staff are preparing clearer descriptions of the staffing structure, roles, and responsibilities,	Addressed	Combined COC/GNP, Part II – Good Neighbor Policy, Section 3 (Safety and Security Practices), which confirms 24/7 staffing and response protocols. Additional detail will be shared through FAQs and community materials.	Provide more detailed information on staffing roles, coverage, and response pathways in public-facing materials .

		including who is onsite at different times and how incidents are handled and escalated.			
Safety, Security, and Enforcement	Expected response times from SRPD and the SAFE Team, and the hours and types of support each provides	Response times for SRPD and the SAFE Team vary based on call type, priority, and citywide conditions and cannot be guaranteed. SRPD will continue providing extra patrols in the area and will coordinate with program and City staff to support safety, situational awareness, and response when issues arise.	Addressed		

		Hours: SAFE Team daily 8:00 a.m. to 8:00 p.m. SRPD 24/7			
Feedback Theme	Community Concern (Summary)	City Response / Action	Current Action Status	Where Reflected	What's Next
Good Neighbor Policy	Clear points of contact for neighbors and businesses to report concerns or request information	Outlined designated points of contact for community concerns, including a City email and phone number during business hours and a 24-hour contact number for urgent matters.	Addressed	Described in the combined COC/GNP under "Community Engagement and Complaint Resolution Practices," including designated City contact, 24-hour urgent line, and reference to a "Who Do I Call?" guide.	City team will share the combined COC/GNP and the "Who Do I Call?" contact information on the City's homelessness webpage and with community members.
Good Neighbor Policy	A simple process for reporting, tracking, and resolving		On Track		City staff will meet internally to finalize the reporting tool and provide an update at

	neighborhood issues				the future community engagement meetings.
Good Neighbor Policy	Distinctions between responsibilities of shelter clients, program staff, and surrounding community	The combined COC/GNP clarifies expectations for program participants, shelter operator staff, and City/County roles at a high level. In response to feedback, staff will be developing a detailed site/program management plan that clearly defines roles, responsibilities, and workflows beyond what is included in the COC/GNP.	On Track	High-level role distinctions are included in the combined COC/GNP (Part I for participants, Part II for operator and City/County responsibilities). More detailed operational roles will be captured in a single comprehensive document.	<p>City staff to develop a robust site/program management plan that clearly outlines the responsibilities of participants, shelter operator staff, City and County staff, and community partners.</p> <p>City staff will report back at the future community meetings.</p>

Good Neighbor Policy	Consistent use of key terms such as “residents,” “program participants,” and “surrounding community”	Reviewed program documents and aligned on standardized terminology. Going forward, “program participants” or “individuals experiencing homelessness” are used when referring to people served by the program, and “neighbors,” “residents,” or “surrounding community” are used when referring to people living or working nearby.	Addressed	Standardized terminology is used consistently throughout the combined COC/GNP, including the Introduction, Part I (Program Participant Code of Conduct), and Part II (Good Neighbor Policy).	
Good Neighbor Policy	Alignment between the Good Neighbor Policy and the Code of Conduct to	Combined the Good Neighbor Policy and the Code of Conduct	Addressed	Reflected throughout the combined COC/GNP.	

	ensure consistent expectations	into a single, unified document with shared definitions, expectations, and one enforcement framework.		
Good Neighbor Policy	Assurance that issues occurring outside the site but connected to shelter clients would be addressed	The combined GNP and COC document outlines reporting pathways for neighborhood concerns and coordination between the City, shelter operator, and response agencies. However, staff identified that how off-site incidents connected to program participants are addressed, tracked, and	In Progress	City staff to work with SRPD to define how off-site incidents connected to program participants will be identified, tracked, and reported. Explore models from other jurisdictions, such as El Cajon's ArcGIS Dashboard tracking police interactions with unhoused individuals, to inform a local approach. Develop metrics and a reporting method to share trends and outcomes with the community.

		reported needs further clarification, particularly in coordination with law enforcement.			
Good Neighbor Policy	Policies regarding drug and alcohol use, clean-and-sober expectations, police presence, and preventing dismissed individuals from lingering nearby	Clarified that, as a Low Barrier, Housing First-aligned program, the Interim Shelter does not require sobriety as a condition of participation. Drug and alcohol use is prohibited in common areas . While the City and County do not encourage substance use of any kind, the program prioritizes safety, harm reduction, and access to wraparound	Addressed	Combined COC/GNP, Part I – Program Participant Code of Conduct, Section 8 (Smoking, Alcohol, and Substances), and Part II – Good Neighbor Policy, Safety and Security Practices.	At the January 14 community meeting, share clear information about harm reduction/ Housing First principles and confirm how substance use policies apply on-site.

		services, including behavioral health and substance use support.		
Good Neighbor Policy	How the City will discourage loitering, address activity seen on security cameras, and maintain a clean environment using tools like SeeClickFix	<p>City staff will explore how the SeeClickFix-style reporting platform can be used for shelter- and homelessness-related concerns.</p> <p>In addition, city staff will collaborate on developing a more standardized issue-tracking approach, and staff will review whether the site operator or security firm can patrol nearby areas in addition</p>	In Progress	<p>City staff will review SeeClickFix capabilities, coordinate across departments on issue tracking, confirm patrol responsibilities near the site, and report back at the future community engagement meetings with more detail.</p>

		to on-site coverage.			
Good Neighbor Policy	Desire to make the Good Neighbor Policy more operational and less abstract	<p>The combined COC/GNP increases specificity by listing concrete expectations (e.g., no loitering near the site, quiet hours, cleanliness standards, substance use rules in common areas) and by creating a unified enforcement framework that defines Minor vs. Major Infractions with step-by-step responses.</p> <p>The “Who Do I Call?” guide will add clarity on where different types of concerns</p>	Addressed	<p>Updated the combined COC/GNP to include specific prohibited behaviors, defined categories of Minor and Major Infractions, and a step-by-step enforcement process that explains exactly how violations will be handled.</p>	

		should be reported.			
Good Neighbor Policy	Interest in SRPD-monitored cameras beyond the immediate site	Clarified that security cameras are planned for the Interim Shelter site to support on-site safety and operations. At this time, the City is not planning to install situational awareness cameras in the surrounding neighborhood. Any expansion of camera coverage	Addressed		

		beyond the site would require City Council direction, along with additional budget and workplan approvals.			
Feedback Theme	Community Concern (Summary)	City Response / Action	Current Action Status	Where Reflected	What's Next
Site Design and Physical Layout	Fencing, lighting, and visibility around the site, including fence height, materials, and screening to limit sightlines	Staff coordinated with the fencing vendor currently familiar with the site to design and install new fencing around the property, including appropriate height, materials, and screening to address visibility and safety concerns.	Addressed		

Site Design and Physical Layout	Additional lighting around the site perimeter and nearby streets to improve nighttime safety		In Progress	The City will evaluate opportunities to improve street lighting against other capital needs through the City's Capital Improvement Program
Site Design and Physical Layout	Placement of individual units, shared buildings, and outdoor common areas	City staff prepared a site design that shows the location of individual units, shared buildings, circulation paths, and outdoor common areas.	On track	City staff will share the site design at the January 14 community meeting with the opportunity for residents to give feedback
Site Design and Physical Layout	Noise impacts from the highway and adjacent streets	City staff acknowledge concerns about noise from the highway and nearby streets. While noise is a factor being considered in the site layout and design, the primary focus at this stage is	n/a	

		<p>ensuring safety, functionality, and timely delivery of the shelter. Where feasible, design elements such as unit placement, fencing, and screening are being used to help reduce noise impacts.</p>			
Site Design and Physical Layout	Waste management, site cleanliness, and preventing litter from accumulating outside the site	The current Sanctioned Camping Area (SCA) already operates with a waste management and cleanliness system managed by the site operator and local vendors. The selected operator will manage the Interim Shelter at	On Track		

		<p>350 Merrydale Road, using similar practices for trash collection, site maintenance, and daily cleanliness.</p> <p>Based on experience at the SCA, there have not been major concerns related to waste management or site cleanliness, and staff expect the same level of performance at the new interim shelter. Staff will continue to work closely with the site operator to maintain consistent standards and respond quickly if issues arise.</p>		
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Site Design and Physical Layout	Design elements that can reduce loitering	Staff are designing the site to encourage participants to remain on-site rather than congregate in nearby areas. This includes creating welcoming and functional interim shelter program, and comfortable spaces for gathering and services so participants have reasons to stay within the site instead of along the SMART pathway or surrounding streets.	On Track		Share site design details at the January 14 community meeting.
Site Design and Physical Layout	Accessibility for people with disabilities	Site design includes accessibility features to ensure	On Track		Staff have confirmed accessibility features and will share how they are incorporated into the site

		people with disabilities can safely and fully use the shelter, including accessible paths of travel, unit layouts, common areas, and restrooms consistent with applicable accessibility standards.		layout at the January 14 community meeting.
Site Design and Physical Layout	Beautification opportunities such as street sweeping, trees, trash cans, and landscaping along Merrydale Road		In Progress	City staff will continue evaluating and identifying feasible beautification and maintenance improvements along Merrydale Road, including options such as street sweeping, trees, trash receptacles, and landscaping.
Site Design and Physical Layout	Design choices should support safety, dignity, and orderliness around the site	Site design reflects a safety- and dignity-focused	Addressed	City staff will share the site design at the January 14 community meeting.

		approach. The main site entrance is planned from Redwood Highway rather than Merrydale Road to reduce neighborhood impacts. Design decisions have also been informed by listening sessions with people currently living at the Sanctioned Camping Area, whose feedback confirmed that similar layouts support dignity, order, and daily functioning. The design uses a human-centered approach that balances safety, usability, and respect for both program		
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		participants and the surrounding community.			
Feedback Summary					
Feedback Theme	Community Concern (Summary)	City Response / Action	Current Action Status	Where Reflected	What's Next
Traffic, Parking, and Pedestrian Safety	Need for a safer crosswalk near the bus stop	The City acknowledges concerns regarding pedestrian safety near the bus stop adjacent to the site. This issue extends beyond the interim shelter program and requires coordination with transportation agencies responsible for roadway and transit infrastructure	In Progress		

Traffic, Parking, and Pedestrian Safety	Potential traffic calming measures or signage at Merrydale Road and Los Ranchitos Road	City staff acknowledge concerns regarding vehicle speeds, turning movements, and pedestrian visibility at the Merrydale Road and Los Ranchitos Road intersection. Traffic calming and signage decisions require funding resources, engineering review and coordination with Public Works and, where applicable, external agencies.	In progress / under review	Staff will continue to explore what opportunities exist for potential traffic calming measures and signage at Merrydale Road and Los Ranchitos.
Traffic, Parking, and Pedestrian Safety	Parking needs for staff, service providers, and visitors; request that participants not	Program participants do not have vehicles as part of the program design.	Addressed	City staff will review parking and circulation details at the January 14 community meeting and explain how parking will be managed to

	park along Merrydale or Redwood Highway frontage	On-site parking will be provided for staff, Parking for service providers and authorized visitors will be managed through designated arrangements. No participant parking will occur along Merrydale Road, the Redwood Highway frontage, or in surrounding neighborhoods.		avoid neighborhood impacts.
Traffic, Parking, and Pedestrian Safety	Current traffic challenges and how the project fits into broader traffic planning	The interim shelter project is not expected to generate significant new traffic, as program participants do not have vehicles and staff parking	Addressed	

		is accommodated on-site.			
Traffic, Parking, and Pedestrian Safety	Concerns/questions about how the site's proximity to the SMART train corridor will affect safety, visibility, and pedestrian behavior near the tracks and pathway.	Staff understand this concern to relate to safety near the SMART corridor, including visibility, pedestrian movement, and discouraging congregation near the tracks. The combined COC/GNP clearly prohibits loitering along the SMART pathway, and site staff will monitor activity near the corridor and respond if safety issues arise.	Addressed		
Traffic, Parking, and Pedestrian Safety	Ensuring consistent operations across City-, County-, SMART-, and	The City recognizes that nearby areas are managed by	In Progress / Ongoing Coordination		Continue coordination with SMART and Caltrans District 4 using existing reporting and communication

	Caltrans-managed land	multiple jurisdictions, including the City, County, SMART, and Caltrans. City staff currently coordinate with SMART's code enforcement team and maintain an active working relationship with Caltrans District 4. The City follows established reporting and response processes, including use of the Caltrans reporting portal and direct coordination with the District 4 team.		processes. City will explore coordination models used by other jurisdictions to improve responsiveness. This includes reviewing examples such as San Francisco's delegated maintenance agreement with Caltrans.
Traffic, Parking, and	Integration of SMART train activity and pedestrian		In Progress	As the site design is finalized, the City will review pedestrian circulation and

Pedestrian Safety	connections into site layout			access points to ensure they align with existing infrastructure and safety considerations. Updated site plans and visuals will be shared at the January 14, 2026 community meeting to clarify how pedestrian movement is managed onsite and how it interfaces with surrounding streets and transit-adjacent areas.
Traffic, Parking, and Pedestrian Safety	Frequency of transportation services and available options for shelter clients	The site is located near existing public transit, including a nearby bus stop. In addition, the site operator and service partners provide transportation support for program participants as needed, including transport to appointments, services, and housing-related	Addressed	

		activities. This approach is consistent with transportation practices currently used at the Sanctioned Camping Area (SCA).			
Traffic, Parking, and Pedestrian Safety	Coordination of transportation for program participant appointments and services	Transportation for program participants is coordinated by the site operator and service partners, including case managers, to support access to medical appointments, behavioral health services, benefits, and housing-related activities. This coordinated approach has been used	Addressed		

		successfully at the Sanctioned Camping Area (SCA) and will continue at the Interim Shelter site.			
Feedback Theme	Community Concern (Summary)	City Response / Action	Current Action Status	Where Reflected	What's Next
Services and Daily Operations	Application and referral process and who is eligible to enter the program; and how shelter program participants will be prioritized	The Interim Shelter is intended to serve people currently experiencing homelessness in San Rafael, with priority given to individuals currently staying at the Sanctioned Camping Area (SCA) along Andersen Drive. Referrals are coordinated through the City	Addressed	FAQ	Add detailed eligibility and referral procedures to the Site and Program Management Plan and report back at a future community engagement meeting.

		and County in partnership with service providers, consistent with funding requirements, including the State's Encampment Resolution Fund (ERF3).			
Services and Daily Operations	What services will be provided onsite, service frequency, and which services may occur offsite	The Interim Shelter will provide onsite services that support residents' stability and transition to permanent housing. These include case management and housing navigation, meals, health and behavioral health support, employment	Addressed	FAQ	

		<p>resources, and transportation assistance. Services are provided on an ongoing basis through County and nonprofit partners. Some specialized services may occur offsite and will be coordinated by case managers based on individual needs.</p>		
Services and Daily Operations	Comparisons to other local programs (e.g., Casa Buena Vista, The Arks)	Staff have met with and learned from San Luis Obispo's program and reviewed their operational approach and lessons learned. Staff will continue engaging with other peer	In Progress	\

		programs to understand best practices and challenges.		
Services and Daily Operations	Daily routines such as case management, laundry, and shared space use	Case management is provided by County-funded nonprofit service providers, who meet regularly with program participants to develop and advance individualized housing plans. This service model has been successfully implemented at the Sanctioned Camping Area (SCA) and will continue at the Interim Shelter. Staff are exploring options	On Track	

		for laundry access as part of site operations planning. This includes assessing on-site laundry facilities and exploring partnerships with a nearby laundromat to support participant needs while also supporting local small businesses in San Rafael.		
Services and Daily Operations	How services will support transitions to permanent housing	The Interim Shelter is designed as a housing-focused program, even within the current constraints of the regional and federal housing system. While the	Addressed, however Ongoing / Dependent on Housing Availability	Continue coordination with County and nonprofit housing partners to align available housing resources with participant readiness, and provide regular updates to the community on housing outcomes and system constraints as part

		<p>availability of permanent housing resources and vouchers is limited, the program provides residents with stability, safety, and consistent access to case management. Having a secure place to sleep and a private, lockable unit allows participants to focus on addressing documentation, health, income, and housing barriers that are often impossible to resolve while unsheltered. Case managers work with participants to identify and pursue realistic</p>		of ongoing transparency efforts.
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		housing pathways as resources become available.		
Services and Daily Operations	Housing First philosophy and how it operates in practice	The program is designed as a low-barrier shelter consistent with Housing First principles, while maintaining clear safety and behavior standards through the combined COC/GNP.	On Track	City and County staff will review harm reduction and Housing First principles, and how they apply to this program, at the January 14 community meeting.
Services and Daily Operations	Substance use policies and how related concerns will be managed	Substance use is addressed through a low-barrier, Housing First approach that prioritizes safety, harm	Addressed	City and County staff will review substance use policies, harm reduction, and enforcement at the January 14 community

		reduction, and access to services. Drug and alcohol use is prohibited in common areas.			meeting to ensure clear understanding.
Services and Daily Operations	Transparency on program funding, budget allocations, and operating costs		In progress		City staff will explore adding clearer budget and funding information to the project webpage and will plan to share an update on program funding and costs at the future community engagement meetings.

Feedback Theme	Community Concern (Summary)	City Response / Action	Current Action Status	Where Reflected	What's Next
Outreach, Equity, and Accessibility	Outreach to Latine community members and residents in surrounding apartment complexes	The City has conducted bilingual outreach in English and Spanish throughout the project. All community engagement	Addressed / Ongoing		Staff will follow up with community contacts and partners to ensure information about the January 14 community meeting reaches Spanish-speaking residents in nearby apartment complexes and continues to

		<p>sessions to date (October 28, November 6, and December 9) included Spanish interpretation. Prior to each meeting, the City conducted outreach using bilingual flyers and Spanish-speaking staff in the surrounding area. During the December 9 meeting, City staff also connected with a local resident who has strong ties to the Spanish-speaking community in the neighborhood and who is helping to expand our outreach efforts.</p>		be accessible and culturally appropriate.
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Outreach, Equity, and Accessibility	Ensuring language access and culturally appropriate communication	<p>The City provides written materials in both English and Spanish and offers Spanish interpretation at public meetings. City staff conducting outreach include Spanish-speaking staff, and interpretation has been available at all community engagement sessions to date. The site operator's team also includes Spanish-speaking staff.</p>	Addressed / Ongoing	Community outreach materials; meeting interpretation services;	<p>Continue providing bilingual materials and interpretation at future meetings. In addition, staff will connect with community leaders who have strong ties to the Spanish-speaking community in the area and conduct targeted, meaningful outreach.</p>
Outreach, Equity, and Accessibility	How neighbors will continue to receive updates throughout planning and operations	<p>The City provides ongoing project updates through multiple channels, including the</p>	Addressed / Ongoing	Project website, community meeting materials; email communications.	<p>The City will continue to provide periodic updates on the project website, through ongoing community meetings and via the City's</p>

		project webpage, the City's Homelessness website, public meeting notices, and community meetings.			email communication channels.
Outreach, Equity, and Accessibility	Desire for ongoing engagement rather than one-time events		In Progress		City staff will share a draft 2026 engagement schedule at a future community meeting and explain how the community can stay involved throughout the year.
Feedback Theme	Community Concern (Summary)	City Response / Action	Current Action Status	Where Reflected	What's Next
Data, Transparency, and Accountability	What data will be collected related to safety, operations, and program outcomes	The City will collect and monitor program-level data focused on operations and outcomes. This may include	In Progress		City staff will share a draft 2026 engagement schedule at a future community meeting and explain how the community can stay

		measures such as program participation, use of onsite and offsite services, length of stay, progress toward housing goals, and housing placements. This information will support program oversight and help evaluate overall effectiveness.		involved throughout the year.
Data, Transparency, and Accountability	How often updates will be made publicly available and where they will be posted	The City intends to provide periodic public updates on program operations and outcomes through the City's website and related project pages. Updates will be coordinated with	TBD	City staff will work with the Digital Services team to determine the appropriate frequency and format for public updates, with quarterly reporting being explored once the program is operational.

		City and County partners to ensure accuracy and consistency.		
Data, Transparency, and Accountability	How success will be defined and measured over time	Success for the Interim Shelter program will be defined using a range of outcome measures that reflect both system constraints and participant progress. While transitions to permanent housing remain a primary goal, success will also be measured through indicators such as engagement in services, progress toward housing readiness, increased income	In Progress	

		or employment, connection to public benefits, and overall program participation. This approach recognizes that stable shelter and supportive services are often necessary steps toward housing outcomes, particularly during periods of limited housing availability.		
Data, Transparency, and Accountability	How the City will continue to incorporate community feedback into program adjustments	The City will continue to review community feedback received through public meetings, direct outreach, and ongoing communication channels.	On-going/On-track	As the program moves forward, the City will continue to share updates on how community input is being considered and incorporated, and will identify opportunities for additional feedback as appropriate. This document

					is an example of how the City will do this.
Data, Transparency, and Accountability	Requests for a public dashboard summarizing crime trends, program performance, and interagency coordination	The City recognizes interest in clear, accessible public reporting on program performance and coordination. Program-level performance and outcome data are being considered for public sharing through the City's website. Crime-related data is maintained by the San Rafael Police Department. The City will coordinate with SRPD to determine the appropriate scope, format, and timing for	In Progress		City staff will coordinate with the San Rafael Police Department and the Digital Services team to identify appropriate crime-related data that can be shared publicly, determine the level of effort required, and integrate this information with program performance reporting where feasible.

		sharing relevant crime data publicly, recognizing the staff time required to compile and contextualize this information.		
Data, Transparency, and Accountability	Clarification on how City, County, SMART, and Caltrans will work together when incidents involve shared jurisdiction	The City cannot direct the actions of SMART or Caltrans, as they are separate agencies with their own authority. However, the City works closely with both agencies through established coordination processes, including sharing information about encampments, safety concerns,	Ongoing Coordination	

		<p>and conditions that may require response. The City coordinates outreach and abatement efforts within its authority and partners with SMART and Caltrans to align timing, communication, and follow-up whenever issues involve multiple jurisdictions.</p>		
Data, Transparency, and Accountability	Need for clear, consistent, and ongoing public reporting to build trust		On Track	City staff will share the 2026 engagement schedule at the January 14 community meeting and explain how updates will be provided on an ongoing basis.

