



The **Regional Task Force on the Homeless** is the homeless policy expert and lead coordinator for the introduction of new models and implementation of best practices for the San Diego Region.

Board Meeting Agenda

AGENDA (Regular Meeting)		
Date: January 16, 2020	Time: 3:00 PM-5:00 PM	Location: County Admin Building 1600 Pacific Highway, Rm. 302, San Diego, CA 92101
Agenda Items		Presenter
1. Welcome and Introductions		Councilmember Chris Ward
2. Non-Agenda Public Comment		Councilmember Chris Ward
3. Consent Agenda		
a) Approval of November Minutes		Councilmember Chris Ward
b) Approval of Oct. & Nov. Financials		Councilmember Chris Ward
c) Authorize Check Signing Resolutions for Board Approval		Karen Brailean
d) Authorize submission of application for HHAP		Lahela Mattox
4. Executive Officer & CEO Updates		
5. Action Items		
a) Accept the FY 18/19 Audit		Karen Brailean
b) Authorize Contracting Authority Resolution for Board Approval		Karen Brailean
c) Adopt Policy Guidelines for Regional Response for Addressing Unsheltered Homelessness and Encampments Throughout San Diego County		Aimee Cox, Paul Connelly and Michael Joseph, HEAL graduate
6. Informational Items		
a) Point-in-time update		Kat Durant
b) HMIS data collection on foster care involvement – UDE addition for 2020		Paul Armstrong
c) Flexible Housing Pool Update		Lahela Mattox
d) 2019 CoC Competition – Round 1 Results		Pat Leslie
e) Homeless Volunteer Network		Carlee Chatman & Mitch Medrano, United Way of San Diego County
f) Introduce 2020 Work Plan		Councilmember Chris Ward
g) Board Meeting Calendar – February Meeting, March Board Retreat		Councilmember Chris Ward
Next Meeting: February 27, 2020 Time: 3:00-5:00 p.m. Location: County Admin Building 1600 Pacific Highway, Rm. 302, San Diego, CA 92101		



**Regional Task Force on the Homeless
Board Regular Meeting Minutes
November 21, 2019**

Read and Approved: _____

Secretary on behalf of Governance Board

The regular meeting of the Regional Task Force on the Homeless was called to order at 3:00 p.m.

The number of board members required to reach a quorum for this board is 16. A quorum was present at this meeting with 25 attendees.

ATTENDANCE

Present:

Ray Ellis
Andre Simpson
Joel John Roberts
Nathan Fletcher
Chris Ward
Deacon Jim Vargas
David Estrella
Nancy Sasaki
John Brady
Karen Brailean
Amy Denhart
Keely Halsey
Laura Tancredi-Baese
Greg Anglea
Jeffery Gering
Karen McCabe
Paul Connelly
John Ohanian
Dimitrios Alexiou
Ellis Rose
Michael Hopkins
Nick Macchione
Stephanie Kilkenny
Walter Philips
Jessica Chamberlain

Absent:

Andrew Picard
Reverend Rolland Slade
Sean Elo
Kathy Lembo- Monica Martin attended
Rick Gentry - Lisa Jones attended

1. Welcome and Introductions

Board Chair Chris Ward welcomed board and community members to the regular meeting of the RTFH Board of Directors.

2. Non-Agenda Public Comment

- Maryland Puchaty is with the registered nonprofit organization named No Birthday Left Behind which was founded in 2016. Maryland explains that their mission is to provide a complete Birthday experience to every homeless child. In San Diego, Cortez Hill will be the first area shelter to launch in December and No Birthday Left Behind is looking for other organizations who would like to utilize their services. The lead volunteer will work closely with the shelter director to set up the program and the shelter will nominate a child or children for monthly birthday celebrations. The team of No Birthday Left Behind will execute the event at the shelter providing a full birthday experience for the birthday children and the rest of the children in the shelter. They will have agreements with vendors that are willing to donate things like Pizza, Birthday Cake and entertainment services and in turn the vendors will receive a ‘Thank You’ note from the birthday child’s family, website and social media recognition and tax deductions for their donations. The birthday party will be set up by the team of No Birthday Left Behind in partnership with the shelter team including decorating for the party in a designated area, Pizza, Birthday Cake, a present for the Birthday child, goodie bags for all of the other children participating, an activity with either an entertainer or craft and a set up and clean up by the volunteers and teamwork with the shelter.
- Matt Peterson is the founder of Civic Coffee Community Services which is a nonprofit that is looking to train and employ people who are recovering from homelessness through their coffee cart here in San Diego. They will provide training and job support for these individuals for the first 6 months and then will move them on to long term careers in the hospitality industry working with some of the corporate partners as well as some of the other relationships that they build. Matt looks forward to meeting anyone who is willing to help serve the community in the best way possible.

3. Consent Agenda

Items Removed from Consent Agenda

- | | |
|----|--|
| a. | Approval of October 2019 Board Meeting Minutes |
| b. | Approval of September 2019 Financial Statements |

N/A

Voting

Motion	Motion by Nancy Sasaki to: Approve the Consent Agenda Second by Andre Simpson .
Yay	25
Nay	0
Recused	0
New Action Items	N/A

Passed unanimously

4. Executive Officer & CEO Updates

- No Comments from the Vice-Chair, Secretary and Treasurer.
- CEO Tamera Kohler shares that we have filled the position of the Chief Operating Officer and the Director of Strategic Impact. Lahela Mattox will be joining us as the Chief Operating Officer who has been over the HEAP and HHAP Funding for the state where she has worked with all 44 Continuums of Care and large cities. She brings behavioral and mental health background and is excited to join us in the work that we are doing. Lahela will be helping us with the plans and coordinating those and our three goals that we developed from the city and what

we will be doing on a regional plan. She is an implementer and a driver to ending homelessness. Aimee Cox will be joining us as the Director of Strategic Impact who has significant background in public service. She comes from Colorado Springs and led their Continuum of Care including their Coordinated Entry, HMIS, was their lead applicant and was the CEO of her organization that had intersection with healthcare. A Chief Program Officer will be joining us in January and that individual is coming from the service providers in our community. The level of leadership will meet the expectation of this Board and will move us forward in our objectives.

- Councilmember Chris Ward shares that the Hospital Association of San Diego and Imperial Counties did present a community leadership award to Tamera and her entire team at the Regional Task Force on the Homeless for their leadership and support in the strategic planning and to collectively impact homelessness and improve the health of our communities.

5. Action Items

a. Outreach Policy Guidance Presentation and Adoption

<p>Presentation</p>	<p>Julie McFarland presented on the Outreach Policy Guidance Presentation and Adoption.</p> <ul style="list-style-type: none"> • The intention for this unsheltered policy is to take all of the partners that are involved in this work and leverage the solid work that’s already been happening to try and move it forward in the spirit of collaboration. • The policy is divided into three components: <ul style="list-style-type: none"> ○ Shared vision and position that’s intended to be a regional approach Countywide. ○ Services and supports is about how we approach street outreach and offer folks services they are interested in and the supports they are in need of. ○ Addressing encampments • The Policy was finalized to be adopted by the Board and the next immediate step would be around implementation and planning for a launch around several of these strategies. • One of the most common input that was received was less about the substance of the policy and more about the concern that it wouldn’t go anywhere once it was approved and wanting to know who was going to be responsible for that, how it was going to be done and what exactly is going to be done. • The proposed next steps: <ul style="list-style-type: none"> ○ To create a 12-month Ad Hoc Committee that RTFH would pull together which would include local stakeholders for overseeing implementation and holding us accountable for moving this forward. ○ Supporting the local municipalities and other government agencies to update, amend or create protocols that align with these policy guidelines. ○ Creating a centralized regional system for the general public. ○ Focus strategies will complete a gaps analysis around low barrier shelter beds, safe parking and permanent housing. • The final section of the implementation plan is about addressing encampments and moving forward in collaboration in a way that ensures people on the streets and in encampments are getting access to the services that they want and are asking for and that we are assertively engaging people before moving people on and or sweeping an encampment.
<p>Public Comment</p>	<ul style="list-style-type: none"> • Chuck Kaye represents the concerns of the San Diego County Police Chief and Sheriffs Association. The Association has sent a letter to the Board specifically addressing concerns with some of the language contained in the proposed guidelines. The Association members are charged with providing public safety services for everyone in our community and that includes those that experience homelessness. Their concerns are specifically towards the language that appears to prevent or delay law enforcements from responding to hazardous encampments and they are requesting that there be a greater effort to share the details of the proposed guidelines. They recognize that law enforcement is not the solution for those experiencing homelessness and would like to collaborate with the RTFH to identify best practices. They are asking to be a part of the discussion and to be allowed the time to collaborate with the RTFH to identify best practices and have the opportunity to weigh in before the guidelines are finalized.

	<p>They look forward to being included and to help identify on what would work best here in San Diego County.</p> <ul style="list-style-type: none"> • Marshall Anderson with the Downtown San Diego Partnership echoes some of the concerns relayed by Mr. Kaye but are supportive of today’s action. Marshall thanks the RTFH staff and the consultants for accepting all of the partnerships recommendations. The Clean and Safe teams are ready and willing to partner to help reduce homelessness. • Michael McConnell who is out on the street working with people experiencing homelessness fully supports moving this policy forward today and encourages the Board to do what is right and move this policy forward. Michael expresses that there is finally something in writing that we can work on to create an actual system that will take people off of the streets, out of encampments and into housing instead of into our canyons and riverbeds. The current policies of displacement from one sidewalk to another into the canyons has shown the increase of hazardous concerns.
Board Member Discussion	<ul style="list-style-type: none"> • Law enforcement request that the vote be delayed due to the proposed concerns. The comment period was not widely advertised and therefore does not effectively take on the considerations of the communities concerns and constant complaints of homelessness. The majority of law enforcement agencies in the San Diego area were not involved in the creation of the proposed policy and effectively did not take unique needs and challenges faced by the County and the diverse municipalities into consideration. The County Chiefs and Sheriffs Association is requesting the vote on this policy be postponed until they have more time to review and provide input to RTFH. Paul Connelly makes a motion for continuance to postpone this vote until this collaborative work with the County wide law enforcement has been completed. • Nick Macchione seconds that motion and believes more unity can be very impactful. • There is support in the policy as its been presented and there is a suggestion to maybe add City managers or their representatives to create a really great policy for those who are homeless, advocates and service providers also getting the community more involved in what we are really doing. • A suggestion was made that the Ad Hoc committee to come back to the Board for approval of any major actions.
New Action Items	To reengage the policy at the January Board Meeting
Voting:	
Motion	Motion by Paul Connelly Approve to reengage the policy at the January Board meeting and to coordinate with the law enforcement association. Seconded by Nick Macchione
Yay	12
Nay	9
Recused	1
Passed	
b. Flexible Housing Subsidy Pool – Authorization to issue RFP	
Presentation	<p>Jennifer Yost provided updates about the Flexible Housing Subsidy Pool.</p> <ul style="list-style-type: none"> • \$1.8 Million dollars was set aside from the HEAP funding to seed a Flexible Housing Subsidy pool. • This pool is a private and public funding to secure housing out in the market.

	<ul style="list-style-type: none"> • Requesting to issue an RFP in which we will secure a single entity that will manage the fund and work with landlords to engage them in securing rental units in the market place and then to be able to then work with service providers to place our participants into housing. • The funding can be used for master leasing, first month's rent, pay one or two month's rent to secure the unit before someone moves into the unit with a rental subsidy that they have from other programs. • On Tuesday the County Board of Supervisors did pass to partner and work with the RTFH on the establishment of the Flexible Housing Subsidy pool. • RTFH policy does state there does need to be an authorization to issue an RFP. Part of the action is that if the RFP is ready to publish prior to the next Board meeting that the Executive Committee would review and approve the RFP language. • Future action of the Board will be that the Board will have to approve the award to the entity that is selected.
Public Comment	<ul style="list-style-type: none"> • Bonnie Breckenridge is living in an affordable senior housing complex for over 7 years. This July her complex was hit with up to an 80% increase to her rent which has not been increased for over 6 years. She explains that retired individuals are now paying most or all of their monthly fixed income. Her concerns are that she, and others like her, will be put out in the street due to this increase that is happening all over the County. Bonnie says this is a crisis for the seniors who may not be able to get a job and raises concern that there are no programs to help seniors who need a solution for this matter. • Rebecca Vance seconds what Bonnie has stated but would like to know if the Flexible Housing pool be a part of the senior problem. • Tamera explains that this initial piece is selecting an organization to look and be able to secure units and eventually to move to prevention around homelessness. The HEAP funding that is set aside for this pool is for our homeless population but wants to make sure we are coordinating. We know we have a need to prevent homelessness as well. Tamera clarifies that this is for us to think about getting an entity to help us secure units for our homeless population and then how we support that larger broader need of housing crisis around things like prevention.
Board Member Discussion	<ul style="list-style-type: none"> • There was a suggestion to address the needs of the Seniors (Public Comment) on being able to help in the near future • Clarification that the Flex Housing Subsidy Pool will need ongoing financial support. • Whatever program that is implemented there should be strict measurement and evaluation. • RTFH is working with the State funded T.A. with CSH and hopefully will have the RFP to go before the Executive Committee in December and January the latest. The execution of the contract in March or April.
New Action Items	N/A
Voting:	
Motion	Motion by Jeffery Gering Approve the proposal on the recommendation to the RTFH for regional landlord Flex Housing Fund. Seconded by Ellis Rose
Yay	25
Nay	0
Recused	0
Passed unanimously	
c. Ad Hoc Systems and Measurements final report	
Presentation	<p>Matt Simmonds presented on the Ad Hoc Systems and Measurements final report.</p> <ul style="list-style-type: none"> • HUD is tying San Diego's funding to system performance • Ideally the goal is to reduce length of homelessness per project, increase those positive exits and reduce the number of time people come back into homelessness after having a positive exit.

	<ul style="list-style-type: none"> The Ad Hoc committee recommendations: <ul style="list-style-type: none"> Use 2018 HUD System Performance Measures as a Baseline and Set Minimum Short-Term Goal of Exceeding 2018 Performance and Work Towards Long-Term Goal of Increasing Performance Year Over Year Create and dedicate internal RTFH team composed of RTFH staff and key funders to oversee ongoing system and project performance Board establishes a committee to support performance management activities and implementation strategies for addressing performance issues
Public Comment	<ul style="list-style-type: none"> Michael McConnell believes that people should reflect on what has or has not been accomplished in 3 years and how the folks on the streets are still not being served. He points out that the report doesn't reflect on how many people are getting out of homelessness month to month and urges the Board to start talking about the key indicator in regards to performance.
Board Member Discussion	<ul style="list-style-type: none"> Joel believed it's not right to say that we are going to increasing by 10-20% when the resources of housing isn't increasing to 10-20%. There is data on the youth but not the same level of pedigree that we can use for HUD. A recommendation that a third of the committee should include people who are currently homeless or who used to be homeless. There needs to be an effort in making sure there is quality data in our system. What is being recommended is a year over year progress to start someplace on making decisions about our housing projects. By looking at the data we can start asking the critical questions to make decisions. We can evolve this to be able to think what other things we would like to use our system for to be able to track homelessness.
New Action Items	
Voting:	
Motion	<p>Motion by Nick Macchione Approve to establish the recommendations by the Ad Hoc Committee</p> <p>Motion to Amend by Ellis Rose Amend that the Ad Hoc Committee include 2-3 people with lived experience. Seconded by John Brady</p>
Yay	25
Nay	0
Recused	0
Passed unanimously	
6. Informational Items	
a. Regional Community Plan Update	
Presentation	<p>Genevieve Williamson with Focus Strategies presented on the San Diego Regional Plan.</p> <ul style="list-style-type: none"> The purpose of the plan is to bring together all of the other planning and initiatives that have been going on to make the regional plan and address any gaps and to be able to streamline our efforts to end homelessness. The goals include: <ul style="list-style-type: none"> Produce a targeted plan designed to act as a reference for all stakeholders to work within across the region Assist community leaders and stakeholders to evaluate, align and improve countywide response to homelessness Guide the community towards implementing a more coordinated and systematic approach to reducing homelessness that integrates best practices Making sure this is a person centered plan including those with lived experience be a part of the implementation and planning process.

	<ul style="list-style-type: none"> • Next steps: <ul style="list-style-type: none"> ○ Working on mapping all of the plans and the initiatives that are currently going on and identifying any gaps than really prioritizing some action areas and what is most important for the region as a whole. ○ Will be doing stakeholder interviews for the lens of the whole region and what are the regional priorities. ○ Collected HMIS data for individual project operated by each provider and look at key measures to discuss their projects, performance and see how they fit into the system. • Expecting that the plan will be finished in the summer.
Public Comment	N/A
Board Member Discussion	N/A
New Action Items	N/A
b. Respite Care	
Presentation	<p>Julia Dobbins from the National Health Care for the Homeless Council presented on the Medical Respite Care.</p> <ul style="list-style-type: none"> • California defines Medical Respite as care for people who are homeless who are either too sick or ill to recover from sickness or injury on the street or in shelter but are not technically sick enough to stay in the hospital. • The purpose of respite is to provide short-term care for people to heal in a safe environment while also getting access to critical care and wrap around services. Respite is not a skilled nursing facility, nursing home, assisted living, or supportive housing. It's a short-term care and dependent on the program it can be 30 days or less. What is being treated in respite varies across programs which is related to the needs of the clients and what the program provides based on resources. • Four primary components for Medical Respite: <ul style="list-style-type: none"> ○ Clinical Care ○ Case Management ○ Integration into Primary Care ○ Self-Management Support • Facility types Respite can function in: <ul style="list-style-type: none"> ○ Apartment/Motel ○ Homeless Shelter ○ Stand-alone Facility ○ Assisted Living Facility/Nursing Home • Some advantages of Medical Respite: <ul style="list-style-type: none"> ○ Offers safe and cost-effective discharge options for Hospitals ○ Connects vulnerable patients to broad range of community services ○ Improves health outcomes ○ Provides time and space for healing and health education • Five actions to consider moving forward: <ul style="list-style-type: none"> ○ Consider opportunities for respite ○ Clarify definition of medical respite ○ Assess impact on CoC ○ Create medical respite working group ○ Advocate for <u>structural</u> housing solutions
Public Comment	N/A

Board Member Discussion	<ul style="list-style-type: none"> • Healthy San Diego has 7 Medicaid plans and would be great to organize with the RTFH about plans to see how we can engage all 7 plans throughout San Diego. • This is not appropriate for Behavioral step down because that is a different regulation.
New Action Items	N/A
c. Volunteer Hub – United Way	
Presentation	<ul style="list-style-type: none"> • Councilmember Chris Ward acknowledges that we have a new tool in partnership with the United Way and invites anyone who is interested to go to the San Diego Homelessness Volunteer Network portal that will begin matching interested persons in the community who would like to volunteer with interested service providers, community based organizations or others that are looking for volunteers.
Public Comment	N/A
Board Member Discussion	N/A
New Action Items	N/A
d. Overview of PITC 2020	
Presentation	<ul style="list-style-type: none"> • Councilmember Chris Ward would like Kat Durant to send out the PITC 2020 information to the Board. Both PowerPoint and some highlights that would need to be known to make sure that they are fully up-to-date and any significant changes to expect in the preparations. • The Mobile App from Simtech Solutions is a new tool we will be using.
Public Comment	N/A
Board Member Discussion	N/A
New Action Items	N/A
e. RTFH Annual Report	
Presentation	<ul style="list-style-type: none"> • Councilmember Chris Ward shares that the annual report has been posted on the RTFH website that is available now.
Public Comment	N/A
Board Member Discussion	N/A
New Action Items	N/A
Adjournment	
The meeting was adjourned at 5:18 PM . The Board will reconvene for their next regular meeting on 01/16/2020 from 3:00-5:00 p.m. at the San Diego County Administration Center, 1600 Pacific Highway, rooms 302-303	



REGIONAL TASK FORCE
ON THE **HOMELESS**

"OUR COMMUNITY, OUR HOMELESS, OUR ISSUES"

RTFH Financial Statements

Period Ending October 31, 2019

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**Regional Task Force on the Homeless
Statement of Financial Support and Revenue
October 2019 YTD**

	Jun-20	May-20	Apr-20	Mar-19	Feb-19	Jan-20	Dec-19	Nov-19	Oct-19	Sep-19	Aug-19	Jul-19	TOTAL
Revenue/Expense													
Revenue													
Local Governments Grants													
5120 · City of Chula Vista									-	-	-	-	-
5150 · City of San Diego / SDHC									11,869	11,327	12,441	12,441	48,079
5181 · City of Del Mar (PITC)									-	-	-	1,250	1,250
5220 · County of SD / HCD - CDBG									5,278	21,140	21,084	23,541	71,044
Total Local Grants									17,148	32,467	33,525	37,233	120,373
State Grants													
5210 · HEAP - Other									21,954	37,035	45,152	22,246	126,385
5202 · Subrecipient Awards									85,045	199,815	60,000	-	344,859
5303 · Subrecipient Disbursements									(85,045)	(199,815)	(60,000)	-	(344,859)
HUD COC Grants													
5325 · HUD HMIS									54,227	51,971	46,626	33,501	186,325
5375 · HUD CES									60,039	57,729	68,916	74,943	261,628
5383 · HUD CoC Planning									65,634	33,270	47,240	21,532	167,676
5385 · HUD - YD									6,957	5,603	7,385	3,069	23,014
Total HUD COC Grants									186,857	148,574	170,167	133,045	638,642
Other Revenue													
5500 · Foundations									-	-	-	-	-
5600 · Donations									-	838	-	-	838
5710 · HMIS Fees - Other									-	500	-	-	500
5711 · HMIS Support Fees									12,516	20,025	8,843	8,993	50,377
5720 · Membership Fees									-	200	50	600	850
5785 · Contracts For Services									-	2,000	-	-	2,000
5750 · Interest									-	-	-	-	-
5790 · Miscellaneous									-	-	-	-	-
Total Other Revenue									12,516	23,563	8,893	9,593	54,565
Total Revenue									238,474	241,638	257,737	202,117	939,966
	0	0	0	0	0	0	0	0	238,474	241,638	257,737	202,117	939,966
Expense													
7000 · Salaries & Wages									109,505	115,665	113,075	111,412	449,657
7100 · Taxes & Fringe Benefits									23,465	23,047	27,734	22,975	97,221
7200 · Business Insurance									818	770	2,311	1,540	5,439
7340 · Banking									37	15	-	3	54
7420 · Contract Services									32,000	16,116	21,450	13,498	83,064
7510 · HMIS									51,968	50,270	50,160	39,930	192,328
7620 · Information Technology									8,331	7,201	2,853	2,748	21,132
7710 · Rent/Maintenance									5,208	5,187	5,187	6,847	22,430
7770 · Supplies									2,041	1,839	5,441	1,020	10,341
7900 · Program Expenses									35,572	13,803	41,355	10,353	101,084
8000 · Travel/Transportation									6,937	4,055	5,228	2,942	19,162
8100 · Staff & Board Development									534	160	7,011	249	7,954
8600 · Other Expense									-	200	-	-	200
Total Expense									276,413	238,329	281,805	213,517	1,010,063
	0	0	0	0	0	0	0	0	276,413	238,329	281,805	213,517	1,010,063
Net Revenue									-37,939	3,309	-24,067	-11,400	-70,097.60
	0	0	0	0	0	0	0	0	-37,939	3,309	-24,067	-11,400	-70,097.60
Other Revenue/Expense													
Other Expense													
Reportable Health Coverage									-	-	-	-	-
Total Other Expense									-	-	-	-	-
Net Other Revenue									-	-	-	-	-
									-	-	-	-	-
Net Revenue/Expense									(37,939)	3,309	(24,067)	(11,400)	(70,098)
									(37,939)	3,309	(24,067)	(11,400)	(70,098)

**Regional Task Force on the Homeless
Statement of Financial Position
October 2019 YTD**

	<u>Operating</u>	<u>Pass Thru</u>	<u>Total 2019</u>	<u>2018</u>
	<u>Oct 31, 2019</u>	<u>Oct 31, 2019</u>	<u>Oct 31, 2019</u>	<u>Oct 31, 2018</u>
ASSETS				
Cash	\$ 1,059,265	\$ 17,795,331	\$ 18,854,596	\$ 953,063
Accounts Receivable	914,775		914,775	650,335
Prepaid Expenses	18,775		18,775	34,517
Inventory - Gift cards	12,610		12,610	4,108
Fixed Assets			0	
Equipment	48,035		48,035	5,870
Leasehold Improvements	145,894		145,894	-
Accumulated Depreciation	(5,870)		(5,870)	(5,870)
Total Assets	<u>\$ 2,193,484</u>	<u>\$ 17,795,331</u>	<u>\$ 19,988,815</u>	<u>\$ 1,642,022</u>
LIABILITIES				
Accounts Payable	\$ 130,299		\$ 130,299	\$ 49,610
Deferred Revenue	721,082	17,524,104	\$ 18,245,186	-
Deferred Interest	-	271,227	\$ 271,227	-
Accrued Expenses	-	-	\$ -	26,735
Payroll-Related Liabilities	132,996		\$ 132,996	40,942
Notes Payable-Lucky Duck	-		\$ -	283,700
Total Liabilities	<u>984,377</u>	<u>17,795,331</u>	<u>18,779,708</u>	<u>400,986</u>
NET ASSETS				
Unrestricted	690,588	-	690,588	547,699
Temporarily Restricted	518,518	-	518,518	693,337
Total Net Assets	<u>1,209,106</u>	<u>-</u>	<u>1,209,107</u>	<u>1,241,036.27</u>
Total Liabilities & Net Assets	<u>\$ 2,193,483</u>	<u>\$ 17,795,331</u>	<u>\$ 19,988,815</u>	<u>\$ 1,642,022</u>

HEAP Interest reclassified to Deferred per L&C

**Regional Task Force on the Homeless
Statement of Financial Support and Revenue
Budget vs. Actual October 2019 YTD**

	Jul-Oct '19 Budget	Jul-Oct '19 Actuals	(Under) / Over	% Variance	Explanation
Revenue					
Local Government Grants	\$ 94,638	\$ 120,373	25,735	27.2%	SDHC final grant 100k higher than initial budgeted amount
State Grants	\$ 156,847	\$ 126,385	\$ (30,462)	-19.4%	
HUD CoC Grants	\$ 672,839	\$ 638,642	\$ (34,197)	-5.1%	
Private Donations / Foundations	\$ 139,368	\$ 838	(138,530)	-99.4%	
Membership Fees	\$ 2,333	\$ 850	(1,483)	-63.6%	
HMIS Support Fees	\$ 78,785	\$ 50,877	(27,908)	-35.4%	
Contracts For Services	\$ -	\$ 2,000	2,000	100.0%	
Interest Income	\$ 100,000	\$ -	(100,000)	-100.0%	HEAP Funds interest reclassified to deferred revenue per Leaf & Cole
Other Revenue	\$ 79,391	\$ -	(79,391)	-100.0%	
Total Revenue	1,324,201	939,966	(384,235)	-29.0%	
Expense					
Salary & Wages	\$ 593,196	\$ 449,657	(143,539)	-24.2%	There are currently budgeted staff positions not filled
Taxes & Fringe Benefits	161,484	97,221	(64,263)	-39.8%	
	754,680	546,877	(207,803)	-27.5%	
Direct Costs					
HMIS	\$ 191,353	\$ 192,328	974	0.5%	
Training/Consultants	\$ 183,672	\$ 96,701	(86,971)	-47.4%	Program Expense
Local Mileage/Parking	\$ 11,500	\$ 5,477	(6,023)	-52.4%	Travel/transportation
Out of Town Travel	\$ 9,067	\$ 8,939	(128)	-1.4%	Travel/transportation
Conference Fees	\$ 4,933	\$ 4,745	(188)	0.0%	Travel/transportation
Program Expense	\$ 82,340	\$ 8,582	(73,758)	-89.6%	Program Expense
Total Direct Costs	482,866	316,773	(166,093)	-34.4%	
Indirect Costs					
Rent/Maintenance	\$ 20,950	\$ 22,430	1,480	7.1%	July rent at higher FY 18/19 rate. Rent reduction to \$5187 began 8/1/19
Business Insurance	\$ 3,913	\$ 5,439	1,526	39.0%	
Taxes / Bank Fees	\$ 667	\$ 54	(613)	-91.9%	
Information Technology	\$ 20,950	\$ 21,132	182	0.9%	Includes internet data lines, telephone and cell phones
Supplies	\$ 16,733	\$ 10,541	(6,192)	-37.0%	
Staff & Board Development	\$ 6,614	\$ 7,954	1,340	20.3%	
Accounting & HR	\$ 33,427	\$ 49,451	16,025	47.9%	
Audit	\$ 6,067	\$ 13,900	7,833	0.0%	
Legal	\$ 11,000	\$ 1,563	(9,438)	-85.8%	
IT Management	\$ 16,400	\$ 13,950	(2,450)	-14.9%	
Fundraising	\$ -	\$ -	-	0.0%	
Other Expense	\$ -	\$ -	-	0.0%	
Total Indirect Costs	136,720	146,413	9,693	7.1%	
Total Expense	1,374,266	1,010,063	(364,203)	-26.5%	
Net Revenue	\$ (50,065)	\$ (70,098)	\$ (20,033)	40.0%	



REGIONAL TASK FORCE
ON THE **HOMELESS**

"OUR COMMUNITY, OUR HOMELESS, OUR ISSUES"

RTFH Financial Statements

Period Ending November 30, 2019

<u>Reports Included</u>	<u>Page</u>
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**Regional Task Force on the Homeless
Statement of Financial Support and Revenue
November 2019 YTD**

	Jun-20	May-20	Apr-20	Mar-19	Feb-19	Jan-20	Dec-19	Nov-19	Oct-19	Sep-19	Aug-19	Jul-19	TOTAL
Revenue/Expense													
Revenue													
Local Governments Grants													
5120 - City of Chula Vista								-	-	-	-	-	-
5150 - City of San Diego / SDHC								11,228	11,869	11,327	12,441	12,441	59,307
5181 - City of Del Mar (PITC)								-	-	-	-	1,250	1,250
5220 - County of SD / HCD - CDBG								4,790	5,539	15,952	18,349	23,541	68,171
Total Local Grants								16,018	17,408	27,279	30,790	37,233	128,728
State Grants													
5210 - HEAP - Other								67,823	36,921	61,934	68,069	33,293	268,040
5202 - Subrecipient Awards								-	85,045	199,815	60,000	-	344,859
5303 - Subrecipient Disbursements								-	(85,045)	(199,815)	(60,000)	-	(344,859)
HUD COC Grants													
5325 - HUD HMIS								65,137	26,338	51,923	48,596	45,088	237,083
5375 - HUD CES								40,299	197,844	53,760	63,866	64,048	419,818
5383 - HUD CoC Planning								30,497	19,558	31,570	47,240	19,672	148,536
5385 - HUD - YD								5,493	5,998	5,603	7,385	2,676	27,155
Total HUD COC Grants								141,426	249,738	142,857	167,087	131,484	832,592
Other Revenue													
5500 - Foundations								-	-	-	-	-	-
5600 - Donations								5	-	838	-	-	843
5710 - HMIS Fees - Other								-	-	500	-	-	500
5711 - HMIS Support Fees								12,620	12,516	20,025	8,843	8,993	62,998
5720 - Membership Fees								-	-	200	50	600	850
5785 - Contracts For Services								-	-	2,000	-	-	2,000
5750 - Interest								-	-	-	-	-	-
5790 - Miscellaneous								-	-	-	-	-	-
Total Other Revenue								12,626	12,516	23,563	8,893	9,593	67,191
Total Revenue								237,892	316,584	255,633	274,839	211,603	1,296,551
	0	0	0	0	0	0	0	237,892	316,584	255,633	274,839	211,603	1,296,551
Expense													
7000 - Salaries & Wages								106,871	109,505	115,665	113,075	111,412	556,528
7100 - Taxes & Fringe Benefits								28,492	23,458	23,047	27,734	22,975	125,706
7200 - Business Insurance								787	818	770	2,311	1,540	6,225
7340 - Banking								-	37	15	-	3	54
7420 - Contract Services								20,433	36,775	20,941	21,450	13,498	113,096
7510 - HMIS								40,140	41,738	40,040	39,930	39,930	201,778
7620 - Information Technology								2,670	3,556	2,376	2,853	2,788	14,242
7710 - Rent/Maintenance								5,187	5,208	5,187	5,187	6,847	27,617
7770 - Supplies								3,556	2,041	1,839	5,441	1,020	13,897
7900 - Program Expenses								10,803	45,802	24,033	51,585	10,353	142,577
8000 - Travel/Transportation								4,766	6,937	4,055	5,228	2,942	23,927
8100 - Staff & Board Development								1,887	534	160	7,011	249	9,841
8600 - Other Expense								-	-	200	-	-	200
Total Expense								225,592	276,413	238,329	281,805	213,557	1,235,689
	0	0	0	0	0	0	0	225,592	276,413	238,329	281,805	213,557	1,235,689
Net Revenue								12,300	40,177	17,304	-6,966	-1,954	60,862
	0	0	0	0	0	0	0	12,300	40,177	17,304	-6,966	-1,954	60,862
Other Revenue/Expense													
Other Expense													
Reportable Health Coverage								-	-	-	-	-	-
Total Other Expense								-	-	-	-	-	-
Net Other Revenue								-	-	-	-	-	-
								-	-	-	-	-	-
Net Revenue/Expense								12,300	40,177	17,304	(6,966)	(1,954)	60,862
								12,300	40,177	17,304	(6,966)	(1,954)	60,862

**Regional Task Force on the Homeless
Statement of Financial Position
November 2019 YTD**

	<u>Operating</u>	<u>Pass Thru</u>	<u>Total 2019</u>	<u>2018</u>
	<u>Nov 30, 2019</u>	<u>Nov 30, 2019</u>	<u>Nov 30, 2019</u>	<u>Nov 30, 2018</u>
ASSETS				
Cash	\$ 774,627	\$ 17,823,030	\$ 18,597,657	\$ 1,161,303
Accounts Receivable	1,121,424		1,121,424	300,914
Prepaid Expenses	28,645		28,645	72,303
Inventory - Gift cards	12,610		12,610	4,108
Fixed Assets			0	
Equipment	48,035		48,035	5,870
Leasehold Improvements	145,894		145,894	-
Accumulated Depreciation	(5,870)		(5,870)	(5,870)
Total Assets	<u>\$ 2,125,365</u>	<u>\$ 17,823,030</u>	<u>\$ 19,948,395</u>	<u>\$ 1,538,628</u>
LIABILITIES				
Accounts Payable	\$ 55,151		\$ 55,151	\$ 39,137
Deferred Revenue	579,427	17,524,104	\$ 18,103,531	-
Deferred Interest	-	298,926	\$ 298,926	-
Accrued Expenses		-	\$ -	-
Payroll-Related Liabilities	150,720		\$ 150,720	38,136
Notes Payable-Lucky Duck	-		\$ -	283,700
Total Liabilities	<u>785,298</u>	<u>17,823,030</u>	<u>18,608,328</u>	<u>360,972</u>
NET ASSETS				
Unrestricted	794,458	-	794,458	513,620
Temporarily Restricted	545,609	-	545,609	664,036
Total Net Assets	<u>1,340,066</u>	<u>-</u>	<u>1,340,067</u>	<u>1,177,655.55</u>
Total Liabilities & Net Assets	<u>\$ 2,125,365</u>	<u>\$ 17,823,030</u>	<u>\$ 19,948,395</u>	<u>\$ 1,538,628</u>

HEAP Interest reclassified to Deferred per L&C

**Regional Task Force on the Homeless
Statement of Financial Support and Revenue
Budget vs. Actual November 2019 YTD**

	Jul-Nov '19 Budget	Jul-Nov '19 Actuals	(Under) / Over	% Variance	Explanation
Revenue					
Local Government Grants	\$ 118,298	\$ 128,728	10,431	8.8%	SDHC final grant 100k higher than initial budgeted amount
State Grants	\$ 196,059	\$ 268,040	\$ 71,981	36.7%	
HUD CoC Grants	\$ 841,049	\$ 832,592	\$ (8,457)	-1.0%	
Private Donations / Foundations	\$ 174,210	\$ 843	(173,366)	-99.5%	
Membership Fees	\$ 2,917	\$ 850	(2,067)	-70.9%	
HMIS Support Fees	\$ 98,481	\$ 63,498	(34,984)	-35.5%	
Contracts For Services	\$ -	\$ 2,000	2,000	100.0%	
Interest Income	\$ 125,000	\$ -	(125,000)	-100.0%	HEAP Funds interest reclassified to deferred revenue per Leaf & Cole
Other Revenue	\$ 99,239	\$ -	(99,239)	-100.0%	
Total Revenue	1,655,252	1,296,551	(358,700)	-21.7%	
Expense					
Salary & Wages	\$ 741,495	\$ 556,528	(184,967)	-24.9%	Budgeted staff positions not filled until November/December 2019
Taxes & Fringe Benefits	201,855	\$ 125,706	(76,149)	-37.7%	
	943,350	682,234	(261,116)	-27.7%	
Direct Costs					
HMIS	\$ 239,192	\$ 201,778	(37,414)	-15.6%	
Training/Consultants	\$ 229,590	\$ 137,191	(92,399)	-40.2%	Program Expense
Local Mileage/Parking	\$ 14,375	\$ 6,904	(7,471)	-52.0%	Travel/transportation
Out of Town Travel	\$ 11,333	\$ 11,078	(256)	-2.3%	Travel/transportation
Conference Fees	\$ 6,167	\$ 5,945	(222)	0.0%	Travel/transportation
Program Expense	\$ 102,925	\$ 9,586	(93,340)	-90.7%	Program Expense
Total Direct Costs	603,582	372,482	(231,100)	-38.3%	
Indirect Costs					
Rent/Maintenance	\$ 26,188	\$ 27,617	1,430	5.5%	July rent at higher FY 18/19 rate. Rent reduction to \$5187 began 8/1/19
Business Insurance	\$ 4,891	\$ 6,225	1,334	27.3%	
Taxes / Bank Fees	\$ 833	\$ 54	(779)	-93.5%	
Information Technology	\$ 26,188	\$ 14,242	(11,945)	-45.6%	Includes internet data lines, telephone and cell phones
Supplies	\$ 20,917	\$ 14,097	(6,820)	-32.6%	
Staff & Board Development	\$ 8,268	\$ 9,841	1,574	19.0%	
Accounting & HR	\$ 41,783	\$ 60,984	19,200	46.0%	
Audit	\$ 7,583	\$ 13,900	6,317	0.0%	
Legal	\$ 13,750	\$ 6,088	(7,663)	-55.7%	
IT Management	\$ 20,500	\$ 27,925	7,425	36.2%	
Fundraising	\$ -	\$ -	-	0.0%	
Other Expense	\$ -	\$ -	-	0.0%	
Total Indirect Costs	170,900	180,973	10,072	5.9%	
Total Expense	1,717,833	1,235,689	(482,144)	-28.1%	
Net Revenue	\$ (62,581)	\$ 60,862	\$ 123,443	-197.3%	

**REGIONAL TASK FORCE ON THE HOMELESS
BOARD OF DIRECTORS ACTION/INFORMATION REPORT**

TITLE OF REPORT:

Check Signing Resolutions

ADVISORY COMMITTEE NAME:

Executive Committee

ITEM TYPE:

- Information
 Action

Recommendation/Board Policy

Request to Present at Board Meeting

MEETING DATE:

1/16/2020

PRIMARY CONTACT:

Karen Brailean

SECONDARY CONTACT:

Chris Ward

TIME SENSITIVITY: No Yes (If yes, state deadline and why it's urgent)

[Click here to enter text.](#)

RECOMMENDATION:

Approve Resolutions as presented.

OVERVIEW & BACKGROUND SUMMARY:

The previous check signing resolution was established in January 2019. These resolution provides authorization to add the RTFH Chief Operations Officer, Lahela Mattox to sign checks.

Resolution 2020-01-16-A repeals Resolution No. 2019-01-17-A for the main bank account.

Resolution 2020-01-16-B repeals Resolution No. 2019-01-17-B for the HEAP funding.

FISCAL IMPACT:

None

FUTURE ACTION NEEDED BY BOARD? If so, by what date?

None

STAFF/AND OR COMMITTEE STATEMENT:

[Click here to enter text.](#)

SUMMARY OF PREVIOUS COMMITTEE AND/OR BOARD ACTION RELATED TO THIS TOPIC:

[Click here to enter text.](#)

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:

NA

IMPACT ON KEY STAKEHOLDERS, PROJECTS, COMMUNITIES, OR SUB-POPULATIONS :

NA

CONNECTIONS TO HUD/HEARTH COMPLIANCE:

NA

COB BOARD RESPONSIBILITY CATEGORY(S):

- | | |
|--|---|
| <input type="checkbox"/> Annual Regional Planning | <input type="checkbox"/> Draft written standards for providing CoC assistance |
| <input type="checkbox"/> Approve CoC Policies | <input type="checkbox"/> Emergency Solutions Grants Evaluation & Recommendations |
| <input type="checkbox"/> Manage annual CoC funding application | <input type="checkbox"/> Conduct regular/annual CoC Plan (includes Point-in-Time Count) |
| <input type="checkbox"/> Designate and operate an HMIS | <input type="checkbox"/> Fundraise |
| <input type="checkbox"/> Develop Coordinated Entry System | <input checked="" type="checkbox"/> Other: RTFH Operations |

ATTACHMENTS OR BACK-UP INFORMATION TO REFERENCE:

Resolution No. 2020-01-16-A and Resolution No. 2020-01-16-B

RESOLUTION NO. 2020-01-16-A

RESOLUTION OF THE BOARD OF DIRECTORS OF THE REGIONAL TASK FORCE ON THE HOMELESS, INC. TO PROVIDE CHECK SIGNING AUTHORITY

WHEREAS, at its January 16, 2020 meeting, the Board of Directors (“Board”) of the Regional Task Force on the Homeless, Inc. (“RTFH”) repealed RESOLUTION NO. 2019-01-17-A and authorized the individuals in the following positions to sign checks and other documents consistent with the operating contracts and agreements approved and authorized by the Board, or otherwise consistent with Board policy:

Board Treasurer, currently Karen Brailean

Board Secretary, currently Deacon Jim Vargas

Chief Executive Officer, currently Tamera Kohler

Director of Grants Management, currently Jennifer Yost

Chief Operations Officer, currently Lahela Mattox

NOW, THEREFORE, this Board of the RTFH does hereby find and resolve as follows:

1. The individuals in the position identified above are hereby granted authority to sign checks and other documents on behalf of RTFH consistent with the operating contracts and agreements approved and authorized by the Board, or otherwise consistent with Board policy.
2. This Resolution for check signing authority does not apply to the Homeless Emergency Aid Program (HEAP) authorized by the State of California SB 850 account(s).
3. Two authorized signatures are required for all checks exceeding \$10,000 but less than \$75,000.
4. Two authorized signatures are required for all checks exceeding \$75,000, one of which must be by a board member.
5. No authorized signer may sign checks that are made out to themselves.

[END OF RESOLUTION]

SECRETARY'S CERTIFICATE

I, Deacon Jim Vargas, Secretary of the Board of Directors of the Regional Task Force on the Homeless, Inc., a California nonprofit public benefit corporation, County of San Diego, California, hereby certify as follows:

The attached RESOLUTION NO. 2020-01-16-A is a full, true, and correct copy of the resolution duly adopted at a regular meeting of the Board of Directors of the Regional Task Force on the Homeless, Inc., which was duly and regularly held on the 16th day of January 2020, at which meeting all of the members of the Board of Directors had due notice and at which a quorum thereof was present; and at such meeting such resolution was adopted by the following vote:

AYES: _____

NOES: _____

ABSTAIN: _____

ABSENT: _____

WITNESS my hand this 16th day of January 2020.

Secretary of the Board of Directors of the
Regional Task Force on the Homeless, Inc.

RESOLUTION NO. 2020-01-16-B

RESOLUTION OF THE BOARD OF DIRECTORS OF THE REGIONAL TASK FORCE ON THE HOMELESS, INC. TO PROVIDE CHECK SIGNING AUTHORITY FOR HOMELESS EMERGENCY AID PROGRAM GRANT FUNDS AUTHORIZED BY STATE OF CALIFORNIA SB 850

WHEREAS, at its January 16, 2020 meeting, the Board of Directors (“Board”) of the Regional Task Force on the Homeless, Inc. (“RTFH”) repealed RESOLUTION NO. 2019-01-17-B and authorized the individuals in the following positions to sign checks and other documents consistent with the operating of Homeless Emergency Aid Program grant funding authorized by California State SB 850 contracts and agreements approved and authorized by the Board, or otherwise consistent with Board policy:

Board Vice-Chair, currently Karen Brailean

Chief Executive Officer, currently Tamera Kohler

Director of Grants Management, currently Jennifer Yost

Chief Operations Officer, currently Lahela Mattox

NOW, THEREFORE, this Board of the RTFH does hereby find and resolve as follows:

1. The individuals in the position identified above are hereby granted authority to sign checks and other documents on behalf of RTFH consistent with the operating Homeless Emergency Aid Program grant funding authorized by California State SB 850 contracts and agreements approved and authorized by the Board, or otherwise consistent with Board policy.
2. Two authorized signatures are required for all checks exceeding \$10,000 but less than \$75,000.
3. Two authorized signatures are required for all checks exceeding \$75,000, one of which must be by a board member.
4. No authorized signer may sign checks that are made out to themselves.

[END OF RESOLUTION]

SECRETARY’S CERTIFICATE

I, Deacon Jim Vargas, Secretary of the Board of Directors of the Regional Task Force on the Homeless, Inc., a California nonprofit public benefit corporation, County of San Diego, California, hereby certify as follows:

The attached RESOLUTION NO. 2020-01-16-B is a full, true, and correct copy of the resolution duly adopted at a regular meeting of the Board of Directors of the Regional Task Force on the Homeless, Inc., which was duly and regularly held on the 16th day of January 2020, at which meeting all of the members of the Board of Directors had due notice and at which a quorum thereof was present; and at such meeting such resolution was adopted by the following vote:

AYES: _____
NOES: _____
ABSTAIN: _____
ABSENT: _____

WITNESS my hand this 16th day of January 2020.

Secretary of the Board of Directors of the
Regional Task Force on the Homeless, Inc.

**REGIONAL TASK FORCE ON THE HOMELESS
BOARD OF DIRECTORS ACTION/INFORMATION REPORT**

TITLE OF REPORT:

Authorize submission of HHAP application

ADVISORY COMMITTEE NAME:

Executive Committee

ITEM TYPE:

- Information
 Action

Recommendation/Board Policy

Request to Present at Board Meeting

MEETING DATE:

1/16/2020

PRIMARY CONTACT:

Chris Ward

SECONDARY CONTACT:

Karen Brailean

TIME SENSITIVITY: No Yes (If yes, state deadline and why it's urgent)

The application is due February 15, 2020. This is before the next Board meeting in February.

RECOMMENDATION:

Authorize RTFH to submit the HHAP application to the State of California.

OVERVIEW & BACKGROUND SUMMARY:

The Homeless Housing, Assistance, and Prevention Program (HHAP) funding is a \$650 million block grant program designed to provide jurisdictions with one-time grant funds to support regional coordination and expand or develop local capacity to address their immediate homelessness challenges informed by a best-practices framework focused on moving homeless individuals and families into permanent housing and supporting the efforts of those individuals and families to maintain their permanent housing. HHAP grant program is authorized by AB101, which was signed into law by Governor Gavin Newsom on July 31, 2019.

The HHAP program requires grantees to expend funds on evidence-based solutions that address and prevent homelessness among eligible populations. HHAP program funds must be fully expended by June 20, 2025.

Items of Note:

- Final allocations for HHAP were provided by the State on January 3, 2020. RTFH will receive \$10,790,528.04, the City of San Diego will receive \$22,491,840.12 and the County of San Diego will receive \$8,903,855.82.
- Grantees are required to use at least 8 percent of the program allocation for services that meet the needs for homeless youth populations.
- Up to 5 percent of the program allocation can be used for Strategic Homeless planning and infrastructure development to support Coordinated Entry Systems (CES) and Homeless Management Information Systems (HMIS).
- Up to 7 percent of the program allocation can be used for administrative costs incurred by the CoC. This does not include staff costs or other costs directly related to implementing or carrying out activities funded by the program allocation.
- For CoC's, at least 50 percent of the program allocation must be contractually obligated before May 31, 2023.

The HHAP application is due February 15, 2020.

FISCAL IMPACT:

The HHAP funding in the amount of \$10,790,528.04 will come to the Continuum of Care to administer.

FUTURE ACTION NEEDED BY BOARD? If so, by what date?

Future actions will include determination of priority use of funding, RFP authorization, and awarding of funding.

STAFF/AND OR COMMITTEE STATEMENT:

None

SUMMARY OF PREVIOUS COMMITTEE AND/OR BOARD ACTION RELATED TO THIS TOPIC:

None

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:

NA

IMPACT ON KEY STAKEHOLDERS, PROJECTS, COMMUNITIES, OR SUB-POPULATIONS :

NA

CONNECTIONS TO HUD/HEARTH COMPLIANCE:

NA

COB BOARD RESPONSIBILITY CATEGORY(S):

- | | |
|--|---|
| <input type="checkbox"/> Annual Regional Planning | <input type="checkbox"/> Draft written standards for providing CoC assistance |
| <input type="checkbox"/> Approve CoC Policies | <input type="checkbox"/> Emergency Solutions Grants Evaluation & Recommendations |
| <input type="checkbox"/> Manage annual CoC funding application | <input type="checkbox"/> Conduct regular/annual CoC Plan (includes Point-in-Time Count) |
| <input type="checkbox"/> Designate and operate an HMIS | <input type="checkbox"/> Fundraise |
| <input type="checkbox"/> Develop Coordinated Entry System | <input checked="" type="checkbox"/> Other: RTFH Operations |

ATTACHMENTS OR BACK-UP INFORMATION TO REFERENCE:

HHAP Final Allocations



HOMELESS HOUSING, ASSISTANCE, AND PREVENTION (HHAP) GRANT ALLOCATIONS

CONTINUUM OF CARE	ALLOCATION
Alpine, Inyo, Mono Counties CoC	\$ 500,000.00
Amador, Calaveras, Mariposa, Tuolumne Counties CoC	\$ 995,414.43
Bakersfield/Kern County CoC	\$ 1,566,746.98
Chico, Paradise/Butte County CoC	\$ 1,491,354.64
Colusa, Glenn, Trinity Counties CoC	\$ 500,000.00
Daly/San Mateo County CoC	\$ 1,781,143.93
Davis, Woodland/Yolo County CoC	\$ 771,593.44
El Dorado County CoC	\$ 722,117.21
Fresno City & County/Madera County CoC	\$ 2,954,437.15
Glendale CoC	\$ 500,000.00
Humboldt County CoC	\$ 2,004,964.93
Imperial County CoC	\$ 1,664,521.41
Lake County CoC	\$ 500,000.00
Long Beach CoC	\$ 2,231,141.93
Los Angeles City & County CoC	\$ 66,271,041.04
Marin County CoC	\$ 1,218,057.42
Mendocino County CoC	\$ 924,734.12
Merced City & County CoC	\$ 716,227.19
Napa City & County CoC	\$ 500,000.00
Nevada County CoC	\$ 500,000.00
Oakland, Berkeley/Alameda County CoC	\$ 9,449,958.07
Oxnard, San Buenaventura/Ventura County CoC	\$ 1,966,090.75
Pasadena CoC	\$ 638,478.84
Redding/Shasta, Siskiyou, Lassen, Plumas, Del Norte, Modoc, Sierra Counties CoC	\$ 1,589,129.07
Richmond/Contra Costa County CoC	\$ 2,703,522.04
Riverside City & County CoC	\$ 3,311,372.74
Roseville, Rocklin/Placer County CoC	\$ 726,829.24
Sacramento City & County CoC	\$ 6,550,887.16
Salinas/Monterey, San Benito Counties CoC	\$ 3,185,326.18
San Bernardino City & County CoC	\$ 3,071,059.67
San Diego City and County CoC *	\$ 10,790,528.04
San Francisco CoC	\$ 9,465,272.14
San Jose/Santa Clara City & County CoC	\$ 11,433,718.90
San Luis Obispo County CoC	\$ 1,746,981.78
Santa Ana, Anaheim/Orange County CoC	\$ 8,081,115.98
Santa Maria/Santa Barbara County CoC	\$ 2,123,943.46
Santa Rosa, Petaluma/Sonoma County CoC	\$ 3,476,293.48
Stockton/San Joaquin County CoC	\$ 3,099,331.80
Tehama County CoC	\$ 500,000.00
Turlock, Modesto/Stanislaus County CoC	\$ 2,265,304.09
Vallejo/Solano County CoC	\$ 1,355,884.04
Visalia/Kings, Tulare Counties CoC	\$ 1,253,397.58
Watsonville/Santa Cruz City & County CoC	\$ 2,552,737.36
Yuba City & County/Sutter County CoC	\$ 849,341.78

CITY	ALLOCATION
Anaheim	\$ 8,422,162.84
Bakersfield	\$ 3,265,736.61
Fresno	\$ 6,158,246.18
Long Beach	\$ 4,650,605.37
Los Angeles	\$ 117,562,500.00
Oakland	\$ 19,697,548.19
Riverside	\$ 6,902,244.82
Sacramento	\$ 13,654,707.74
San Diego *	\$ 22,491,840.12
San Francisco	\$ 19,729,468.92
San Jose	\$ 23,832,510.94
Santa Ana	\$ 8,422,162.84
Stockton	\$ 6,460,265.43

COUNTY	ALLOCATION
Alameda	\$ 8,815,938.21
Alpine	\$ -
Amador	\$ 235,179.60
Butte	\$ 1,391,296.16
Calaveras	\$ 204,408.44
Colusa	\$ 61,542.33
Contra Costa	\$ 2,522,136.40
Del Norte	\$ 202,210.50
El Dorado	\$ 673,668.68
Fresno	\$ 2,341,905.30
Glenn	\$ 62,641.30
Humboldt	\$ 1,870,447.12
Imperial	\$ 1,552,844.76
Inyo	\$ 159,350.67
Kern	\$ 1,461,630.24
Kings	\$ 894,561.67
Lake	\$ 448,379.80
Lassen	\$ 50,552.62
Los Angeles	\$ 64,768,902.29
Madera	\$ 414,311.73
Marin	\$ 1,136,335.09
Mariposa	\$ 65,938.21
Mendocino	\$ 862,691.53
Merced	\$ 668,173.83
Modoc	\$ 5,494.85
Mono	\$ 75,828.94
Monterey	\$ 2,660,606.63
Napa	\$ 353,868.37
Nevada	\$ 456,072.59
Orange	\$ 7,538,934.94
Placer	\$ 678,064.56
Plumas	\$ 50,552.62
Riverside	\$ 3,089,204.97
Sacramento	\$ 6,111,372.77
San Benito	\$ 311,008.54
San Bernardino	\$ 2,865,015.07
San Diego	\$ 8,903,855.82
San Francisco	\$ 8,830,224.82
San Joaquin	\$ 2,891,390.35
San Luis Obispo	\$ 1,629,772.67
San Mateo	\$ 1,661,642.80
Santa Barbara	\$ 1,981,443.10
Santa Clara	\$ 10,666,603.87
Santa Cruz	\$ 2,381,468.22
Shasta	\$ 908,848.28
Sierra	\$ 13,187.64
Siskiyou	\$ 251,664.15
Solano	\$ 1,264,914.59
Sonoma	\$ 3,243,060.79
Stanislaus	\$ 2,113,319.52
Sutter	\$ 321,998.24
Tehama	\$ 316,503.39
Trinity	\$ 86,818.64
Tulare	\$ 274,742.53
Tuolumne	\$ 423,103.49
Ventura	\$ 1,834,181.11
Yolo	\$ 719,825.42
Yuba	\$ 470,359.21

* Indicates jurisdictions approved to use 2017 PIT counts per HSC § 50216 (j). All other jurisdiction allocations are based on 2019 PIT counts.
 No more than 40 percent of the total allocation for CoCs and no less than \$500,000 will be awarded to an individual CoC per HSC § 50218 (a)(1).
 No more than 45 percent of the total allocation for cities will be awarded to an individual city per HSC § 50218 (a)(2).
 No more than 40 percent of the total allocation for counties will be awarded to an individual county per HSC § 50218 (a)(3).

**REGIONAL TASK FORCE ON THE HOMELESS
BOARD OF DIRECTORS ACTION/INFORMATION REPORT**

TITLE OF REPORT:

Accept the FY 18/19 Audit

ADVISORY COMMITTEE NAME:

Audit Committee

ITEM TYPE:

- Information
 Action

Recommendation/Board Policy

Request to Present at Board Meeting

MEETING DATE:

1/16/2020

PRIMARY CONTACT:

Rev. Roland Slade

SECONDARY CONTACT:

Chris Ward

TIME SENSITIVITY: No Yes (If yes, state deadline and why it's urgent)

The Boards acceptance of the Audit is required.

RECOMMENDATION:

Accept the FY 18/19 Audit

OVERVIEW & BACKGROUND SUMMARY:

Leaf and Cole were engaged to conduct the financial audit of the RTFH. The auditors submitted their report and met with the Audit Committee in November 2019. There were no Findings.

The auditors provided recommendation to strengthen RTFH operations and these are already being developed with the assistance of the Financial and Human Resource contractors.

FISCAL IMPACT:

None

FUTURE ACTION NEEDED BY BOARD? If so, by what date?

None

STAFF/AND OR COMMITTEE STATEMENT:

None

SUMMARY OF PREVIOUS COMMITTEE AND/OR BOARD ACTION RELATED TO THIS TOPIC:

The Auditors submitted their report and met with the Audit Committee in November 2019. The Committee recommend the Board accept the Audit as submitted.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:

NA

IMPACT ON KEY STAKEHOLDERS, PROJECTS, COMMUNITIES, OR SUB-POPULATIONS :

NA

CONNECTIONS TO HUD/HEARTH COMPLIANCE:

NA

CO C BOARD RESPONSIBILITY CATEGORY(S):

- | | |
|--|---|
| <input type="checkbox"/> Annual Regional Planning | <input type="checkbox"/> Draft written standards for providing CoC assistance |
| <input type="checkbox"/> Approve CoC Policies | <input type="checkbox"/> Emergency Solutions Grants Evaluation & Recommendations |
| <input type="checkbox"/> Manage annual CoC funding application | <input type="checkbox"/> Conduct regular/annual CoC Plan (includes Point-in-Time Count) |
| <input type="checkbox"/> Designate and operate an HMIS | <input type="checkbox"/> Fundraise |
| <input type="checkbox"/> Develop Coordinated Entry System | <input checked="" type="checkbox"/> Other: RTFH Operations |

ATTACHMENTS OR BACK-UP INFORMATION TO REFERENCE:

Draft FY 18/19 Audit

**REGIONAL TASK FORCE ON THE HOMELESS
BOARD OF DIRECTORS ACTION/INFORMATION REPORT**

TITLE OF REPORT:

Board Resolution to delegate Contracting Authority

ADVISORY COMMITTEE NAME:

Executive Committee

ITEM TYPE:

- Information
 Action

Recommendation/Board Policy

Request to Present at Board Meeting

MEETING DATE:

1/16/2020

PRIMARY CONTACT:

Karen Brailean

SECONDARY CONTACT:

Chris Ward

TIME SENSITIVITY: No Yes (If yes, state deadline and why it's urgent)

[Click here to enter text.](#)

RECOMMENDATION:

Approve Resolution to delegate contracting authority to the CEO

OVERVIEW & BACKGROUND SUMMARY:

Resolution No. 2017-07-20-B identifies Gordon Walker as the CEO and limits the contracting authority to \$100,000 prior to obtaining approval from the Board or Executive Committee.

The proposed resolution is effective until July 1, 2019 and allows for the Treasurer to approve any contract greater than \$100,000 but less than \$250,000. Contracts greater than \$250,000 are to be presented to the Board or Executive Committee for final approval. The proposed resolution also clarifies that the CEO is authorized to apply for grants in any amount.

With the increased roll of the RTFH there is a need to sign contracts quickly that are greater than \$100,000. The time between Executive Committee meetings and Board meetings to present contracts for final approval is a barrier to the regular course of business.

The Board Resolution to delegate Contracting Authority is consistent with nonprofit corporation best practices and generally accepted accounting principles, along with procurement and fiscal policies, to delegate some appropriate level of contracting authority to management and Board Treasure. Otherwise, this full board would need to separately authorize each contract, expenditure and commitment greater than \$100,000 that RTFH enters into.

Approval of this recommendation will ensure proper financial contracting authorization and responsibility of the organization's operating's without interruption.

FISCAL IMPACT:

None

FUTURE ACTION NEEDED BY BOARD? If so, by what date?

None

STAFF/AND OR COMMITTEE STATEMENT:

The Executive Committee limited effectiveness of this resolution through June 30, 2020 to coincide with the end of the fiscal year and the review of the RTFH Procurement Policy.

SUMMARY OF PREVIOUS COMMITTEE AND/OR BOARD ACTION RELATED TO THIS TOPIC:

On January 8, 2020, the committee approved Board Resolution 2017-07-20-B, for Contracting Authority.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:

NA

IMPACT ON KEY STAKEHOLDERS, PROJECTS, COMMUNITIES, OR SUB-POPULATIONS :

NA

CONNECTIONS TO HUD/HEARTH COMPLIANCE:

NA

COC BOARD RESPONSIBILITY CATEGORY(S):

- | | |
|--|---|
| <input type="checkbox"/> Annual Regional Planning | <input type="checkbox"/> Draft written standards for providing CoC assistance |
| <input type="checkbox"/> Approve CoC Policies | <input type="checkbox"/> Emergency Solutions Grants Evaluation & Recommendations |
| <input type="checkbox"/> Manage annual CoC funding application | <input type="checkbox"/> Conduct regular/annual CoC Plan (includes Point-in-Time Count) |
| <input type="checkbox"/> Designate and operate an HMIS | <input type="checkbox"/> Fundraise |
| <input type="checkbox"/> Develop Coordinated Entry System | <input checked="" type="checkbox"/> Other: RTFH Operations |

ATTACHMENTS OR BACK-UP INFORMATION TO REFERENCE:

Resolution No. 2017-07-20-B
Resolution No. 2020-01-16-C

RESOLUTION NO. 2017-07-20-B

**RESOLUTION OF THE BOARD OF DIRECTORS OF THE
REGIONAL TASK FORCE ON THE HOMELESS, INC. TO
DELEGATE LIMITED CONTRACTING AUTHORITY TO THE
CHIEF EXECUTIVE OFFICER**

WHEREAS, the Regional Task Force on the Homeless, Inc. (“RTFH”) is a California nonprofit public benefit corporation that was incorporated on or about June 17, 2004 for charitable purposes pertaining to and supporting homeless persons;

WHEREAS, the RTFH regularly applies for and depends upon grants and other public, government and philanthropic funding, and the RTFH regularly enters into and amends service and vendor contracts, in order to carry out its charitable purposes;

WHEREAS, the Board of Directors (“Board”) of the RTFH meets regularly to approve and authorize funding applications, service and vendor contracts, and policies and procedures for the RTFH and its Board; and

WHEREAS, the Board desires to delegate limited authority to the Chief Executive Officer (“CEO”) of the RTFH, currently Gordon Walker, to apply for grants and other funding on its behalf, and to enter into and amend service and vendor contracts, on behalf of the RTFH as set forth below.

NOW, THEREFORE, this Board of the RTFH does hereby find and resolve as follows:

1. The CEO is hereby delegated authority to negotiate and enter into purchase, services and vendor contracts, and amendments thereto, on behalf of the RTFH that are not inconsistent with the charitable purposes of the RTFH, and that are not inconsistent with the RTFH Procurement Policy or other Board policies, for any such contracts that are in furtherance of a Board-approved budget item. Notwithstanding, contracts in an amount greater than \$100,000 must first be presented to the Board or Executive Committee for final approval.

2. The CEO is hereby delegated authority to apply for, accept and bind the RTFH with regard to private or public grants or gifts that are not inconsistent with the charitable purposes of the RTFH. Non-cash grants or gifts must be presented to the Board or its Executive Committee for acceptance.

3. The CEO shall not enter into any contract or transaction inconsistent with the conflict of interest policies and procedures of the RTFH.

[END OF RESOLUTION]

SECRETARY'S CERTIFICATE

I, Karen Brailean, Secretary of the Board of Directors of the Regional Task Force on the Homeless, Inc., a California nonprofit public benefit corporation, County of San Diego, California, hereby certify as follows:

The attached is a full, true, and correct copy of a resolution duly adopted at a regular meeting of the Board of Directors of the Regional Task Force on the Homeless, Inc., which was duly and regularly held on the 20th day of July, 2017, at which meeting all of the members of the Board of Directors had due notice and at which a quorum thereof was present; and at such meeting such resolution was adopted by the following vote:

AYES: 30

NOES: 0

ABSTAIN: 0

ABSENT: |

WITNESS my hand this 20th day of July, 2017.



Secretary of the Board of Directors of the
Regional Task Force on the Homeless, Inc.

RESOLUTION NO. 2020-01-16-C

RESOLUTION OF THE BOARD OF DIRECTORS OF THE REGIONAL TASK FORCE ON THE HOMELESS, INC. TO DELEGATE LIMITED CONTRACTING AUTHORITY TO THE CHIEF EXECUTIVE OFFICER

WHEREAS, the Regional Task Force on the Homeless, Inc. (“RTFH”) is a California nonprofit public benefit corporation that was incorporated on or about June 17, 2004 for charitable purposes pertaining to and supporting homeless persons;

WHEREAS, the RTFH regularly applies for and depends upon grants and other public, government and philanthropic funding, and the RTFH regularly enters into and amends service and vendor contracts, in order to carry out its charitable purposes;

WHEREAS, the Board of Directors (“Board”) of the RTFH meets regularly to approve and authorize funding applications, service and vendor contracts, and policies and procedures for the RTFH and its Board; and

WHEREAS, the Board desires to delegate limited authority to the Chief Executive Officer (“CEO”) of the RTFH, currently Tamera Kohler, to apply for grants and other funding on its behalf, and to enter into and amend service and vendor contracts, on behalf of the RTFH as set forth below.

NOW, THEREFORE, this Board of the RTFH does hereby find and resolve as follows:

1. Repeal RESOLUTION NO. 2017-07-20-B.
2. The CEO is hereby delegated authority to negotiate and enter into purchase, services and vendor contracts, and amendments thereto, on behalf of the RTFH that are not inconsistent with the charitable purposes of the RTFH, and that are not inconsistent with the RTFH Procurement Policy or other Board policies, for any such contracts that are in furtherance of a Board-approved budget item. Notwithstanding, contracts in an amount greater than \$100,000 and less than \$250,000 must first be presented to the Treasurer for final approval.
3. The CEO is hereby delegated authority to negotiate and enter into purchase, services and vendor contracts, and amendments thereto, on behalf of the RTFH that are not inconsistent with the charitable purposes of the RTFH, and that are not inconsistent with the RTFH Procurement Policy or other Board policies, for any such contracts that are in furtherance of a Board-approved budget item. Notwithstanding, contracts in an amount greater than \$250,000 must first be presented to the Board or Executive Committee for final approval.

4. The CEO is hereby delegated authority to apply for in any amount, accept and bind the RTFH with regard to private or public grants or gifts that are not inconsistent with the charitable purposes of the RTFH. Non-cash grants or gifts must be presented to the Board or its Executive Committee for acceptance.
5. The CEO shall not enter into any contract or transaction inconsistent with the conflict of interest policies and procedures of the RTFH.
6. The delegated authority is effective through June 30, 2020.

[END OF RESOLUTION]

SECRETARY'S CERTIFICATE

I, Deacon Jim Vargas , Secretary of the Board of Directors of the Regional Task Force on the Homeless, Inc., a California nonprofit public benefit corporation, County of San Diego, California, hereby certify as follows:

The attached RESOLUTION NO. 2020-01-16-C is a full, true, and correct copy of the resolution duly adopted at a regular meeting of the Board of Directors of the Regional Task Force on the Homeless, Inc., which was duly and regularly held on the 16th day of January 2020, at which meeting all of the members of the Board of Directors had due notice and at which a quorum thereof was present; and at such meeting such resolution was adopted by the following vote:

AYES: _____

NOES: _____

ABSTAIN: _____

ABSENT: _____

WITNESS my hand this 16th day of January 2020.

Secretary of the Board of Directors of the
Regional Task Force on the Homeless, Inc.

**REGIONAL TASK FORCE ON THE HOMELESS
BOARD OF DIRECTORS ACTION/INFORMATION REPORT**

TITLE OF REPORT:

Policy Guidelines for Regional Response for Addressing Unsheltered Homelessness and Encampments Throughout San Diego County (Adoption)

ADVISORY COMMITTEE NAME:

Executive Committee

ITEM TYPE:

- Information
 Action

Recommendation/Board Policy

Request to Present at Board Meeting

MEETING DATE:

11/21/2019

PRIMARY CONTACT:

Councilmember Chris Ward

SECONDARY CONTACT:

Supervisor Nathan Fletcher

TIME SENSITIVITY:

- No Yes (If yes, state deadline and why it's urgent)

Board requested item come back at January meeting

RECOMMENDATION:

Motion to adopt the Policy Guidelines for Regional Response for Addressing Unsheltered Homelessness and Encampments Throughout San Diego County and direct staff to implement an action plan.

OVERVIEW & BACKGROUND SUMMARY:

These Policy Guidelines (Guidelines) were developed to build both a shared commitment to and system of outreach and engagement to effectively stabilize and house people experiencing unsheltered homelessness across San Diego County, including those living in vehicles and those residing in encampments. The Guidelines were developed based on local input, best practices from other communities and guidance from HUD TA and USICH staff. A draft plan was also developed to support implementation of the Guidelines.

Draft Guidelines were presented to the RTFH Board in November. Law enforcement representatives asked for additional time to review and provide input to the Guidelines. The RTFH Board moved to postpone adoption of the Guidelines until its January Board Meeting and directed staff to work directly with law enforcement to seek additional input.

FISCAL IMPACT:

N/A

FUTURE ACTION NEEDED BY BOARD? If so, by what date?

N/A

STAFF/AND OR COMMITTEE STATEMENT:

N/A

SUMMARY OF PREVIOUS COMMITTEE AND/OR BOARD ACTION RELATED TO THIS TOPIC:

N/A

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:

RTFH issued a 90-day comment period from June to August 2019 on a DRAFT Policy Guidelines (Guidelines) document. During the comment period, HUD TA assisted with input sessions from those with lived experience, homeless service providers, and outreach professionals. Draft Guidelines and an input survey were also posted on the RTFH website and notification was sent out through an e-mail distribution list and the RTFH newsletter. Presentations of the Guidelines were made to the RTFH Membership Meeting and the Regional Homeless Outreach Meeting in June and additional input was received at those meetings. Revised Guidelines incorporating proposed changes were presented to the RTFH Board in September, and the comment period was extended an additional 30 days (closing on October 31).

The RTFH Board reviewed a final draft of the Guidelines at its November 21, 2019 meeting and directed staff to solicit additional input from law enforcement. A meeting was convened with law enforcement representatives on December 2, 2019 to discuss concerns, and the document was distributed to law enforcement representatives to incorporate their feedback directly. RTFH staff reviewed the responses and accepted all comments. Comments generally reflected:

- Challenges and expectations are community-specific – there is no one size fits all approach;

- Law enforcement authority to close encampments when unsafe conditions exist and examples of unsafe conditions,
- Need for more and better housing and services; and
- Better training and better coordination amongst all stakeholders without singling out law enforcement.

A revised document was presented to the San Diego County Police Chiefs’ and Sheriff’s Association on January 8. SDCPC&SA gave its unanimous support to the Guidelines.

The implementation plan was also revised to organize activities around three key goals:

- Build commitment to a shared vision and approach;
- Build highly effective, coordinated outreach programs that are housing focused; and
- Increase housing-focused shelter options.

IMPACT ON KEY STAKEHOLDERS, PROJECTS, COMMUNITIES, OR SUB-POPULATIONS:

N/A

CONNECTIONS TO HUD/HEARTH COMPLIANCE:

N/A

COB BOARD RESPONSIBILITY CATEGORY(S):

- | | |
|--|---|
| <input type="checkbox"/> Annual Regional Planning | <input type="checkbox"/> Draft written standards for providing CoC assistance |
| <input checked="" type="checkbox"/> Approve CoC Policies | <input type="checkbox"/> Emergency Solutions Grants Evaluation & Recommendations |
| <input type="checkbox"/> Manage annual CoC funding application | <input type="checkbox"/> Conduct regular/annual CoC Plan (includes Point-in-Time Count) |
| <input type="checkbox"/> Designate and operate an HMIS | <input type="checkbox"/> Fundraise |
| <input type="checkbox"/> Develop Coordinated Entry System | <input type="checkbox"/> Other: |

ATTACHMENTS OR BACK-UP INFORMATION TO REFERENCE:

- 1) Policy Guidelines for Regional Response for Addressing Unsheltered Homelessness and Encampments Throughout San Diego County
- 2) Outreach Policy Guidance for Regional Response for Addressing Unsheltered Homelessness and Encampments Throughout San Diego County – Implementation Plan



Policy Guidelines for Regional Response for Addressing Unsheltered Homelessness and Encampments Throughout San Diego County

Purpose

It is the intent of these Policy Guidelines to provide overall guidance on a shared vision and approach for San Diego County, including all 18 cities and the unincorporated areas, for addressing the needs of individuals experiencing unsheltered homelessness, including those living in vehicles, and those residing in encampments. The guidelines outlined in this document serve to guide all necessary stakeholders (Stakeholders) across the region - including the County of San Diego and affected departments, local municipalities and respective departments, other local government agencies that interact with unsheltered individuals such as transportation entities, service providers, faith-based organizations, and public and private funders. These guidelines incorporate research, best practices, national guidance (See Addendum on National Guidance) on street outreach and addressing encampments for unsheltered homelessness from the United States Interagency Council on Homelessness (USICH), the United States Department of Housing and Urban Development (HUD), and others, and reflect local input, dynamics, and structures.^{1 2 3} In order to better meet the needs of unsheltered individuals, it is recommended that Stakeholders strive to align their policies and procedures with these guidelines while coordinating resources and working together under a shared vision and goal. With all Stakeholders aligning under a shared vision and adopting best practices for addressing unsheltered homelessness it is expected that unsheltered homelessness in the County will decrease over time, successful placements into housing from street outreach programs will increase, and unsheltered individuals will receive necessary services and supports including health and behavioral healthcare.

These guidelines do not provide specific details regarding how they will be implemented, operationalized, or funded. Those decisions will rest with each individual government agency Stakeholder and the boards and individuals that oversee the non-governmental Stakeholders, and it is understood that each government Stakeholder must balance multiple worthwhile considerations when undertaking outreach efforts and issues of encampments, specifically for public health and safety. Rather, these guidelines provide a set of policies for shaping future efforts, guiding funding and resource allocation decisions, and can be used to inform implementation activities. Implementation may be achieved in part by realigning and coordinating existing resources, but it is not possible to achieve the vision set out in these guidelines under the current system and with existing levels of funding: a sustained effort over a period of time, with financial resources to support the effort, will be necessary in

¹ United States Interagency Council on Homelessness (USICH), 2019, "Core Elements of Effective Street Outreach to People Experiencing Homelessness," https://www.usich.gov/resources/uploads/asset_library/Core-Components-of-Outreach-2019.pdf.

² USICH, 2015, "Ending Homelessness for People Living in Encampments: Advancing the Dialogue," https://www.usich.gov/resources/uploads/asset_library/Ending_Homelessness_for_People_Living_in_Encampments_Aug2015.pdf.

³ United States Department of Housing and Urban Development, Office of Policy Development and Research, 2019, "Understanding Encampments of People Experiencing Homelessness and Community Responses: Emerging Evidence as of Late 2018," <https://www.huduser.gov/portal/sites/default/files/pdf/Understanding-Encampments.pdf>.

order to meet the guidelines' goals in the long-term. Lastly, it is important that the activities that stem from these guidelines are continuously measured and evaluated to understand the effectiveness of these guidelines and that regular adjustments be made based on objective data. It is also in the intent that the guidelines are regularly reviewed and updated based on emerging efforts, new understandings, and lessons learned from implementing the policy guidelines.

San Diego Current State

Over the last several years, San Diego County has consistently ranked among the top ten communities in the nation with the largest number of persons experiencing unsheltered homelessness. HUD defines individuals living unsheltered as those residing in places not meant for human habitation such as cars, parks, sidewalks, abandoned buildings, or on the street.⁴

According to the 2019 Point-In-Time (PIT) Count there were a minimum of 4,476 unsheltered persons across San Diego County. At a regional level, central San Diego (City of San Diego) accounted for 58% (2,600 persons) of the unsheltered population, East County 13% (563 persons), North County Inland 11% (493 persons), North County Coastal 11% (471 persons), and South County at 8% (349 persons). Additionally, 33% are age 55 and older, African Americans and Native Americans are disproportionately represented compared to the general adult population in the County, 36% reported a physical disability, 22% reported a mental health issue, and 11% reported a substance abuse issue.

There are substantial costs, both human and fiscal, associated with unsheltered homelessness. First and foremost, living unsheltered significantly impacts people who experience it.⁵ Residing in unsheltered situations is traumatic, dangerous, and jeopardizes the health and well-being of those who are most vulnerable. Shelters can provide social and environmental protection; without that protection, individuals in unsheltered situations are exposed to numerous health threats including violence and illness. Unsheltered homelessness also significantly increases costs related to healthcare, public safety, commerce, sanitation, the environment, tourism, and is a constant concern of the general public.⁶

At this time, there is a lack of both temporary housing options (shelter) and permanent housing options to meet the needs of those living unsheltered across San Diego County. Temporary housing options are designed to provide support and shelter while bridging the gap between homelessness and permanent housing,⁷ whereas permanent housing provides community-based housing options without a designated length of stay in which formerly homeless individuals and families live as independently as possible.⁸

⁴ United States Department of Housing and Urban Development (HUD), Office of Community Planning and Development, 2008, "Guide to Counting Unsheltered Homeless People," <https://www.hudexchange.info/onecpd/assets/File/Guide-for-Counting-Unsheltered-Homeless-Persons.pdf>.

⁵ Roncarati JS, Baggett TP, O'Connell JJ, et al. "Mortality Among Unsheltered Homeless Adults in Boston, Massachusetts, 2000-2009." *JAMA Intern Med.* 178(9) (2018):1242-1248.

⁶ California State Auditor Report 2017-112, April 2018, "Homelessness in California: State Government and the Los Angeles Homeless Services Authority Need to Strengthen Their Efforts to Address Homelessness," page 25, <http://www.auditor.ca.gov/pdfs/reports/2017-112.pdf>.

⁷ Homeless Hub, 2019, "Transitional Housing," <https://www.homelesshub.ca/solutions/housing-accommodation-and-supports/transitional-housing>.

⁸ HUD, Continuum of Care Interim Rule, 24 CFR Subpart A - General Provisions, §578.3.

The Regional Task Force on the Homeless (RTFH) has taken a leadership role in coordinating efforts to address homelessness, including unsheltered homelessness, across multiple sectors including local, state, and federal government agencies, non-profits, healthcare, philanthropy, education, formerly homeless individuals and those currently experiencing homelessness, and business leaders. Key Stakeholders throughout the region are already making significant progress in coordinating outreach efforts to address unsheltered homelessness. The RTFH, County, non-profits, various cities, and several law enforcement agencies who have dedicated Homeless Outreach Teams (HOT) are convening and working together on the issue more than ever before. For years, local law enforcement has served a key role in providing outreach to individuals experiencing unsheltered homelessness and connecting them with shelter and services.

These policy guidelines incorporate a shift to build a system of service providers to eventually lead outreach efforts and play a central role in addressing encampments. This shift will, over time, allow law enforcement officers to focus on enforcement related to public health and safety concerns, while continuing their participation by playing a more targeted role in homeless outreach and engagement efforts.

San Diego County Regional Policy Guidelines:

The San Diego regional policy guidelines are divided into three sections:

1. Shared Vision and Position
2. Services and Supports
3. Addressing Encampments

Each section includes specific policy guidelines which should inform the policies adopted and followed by Stakeholders. These policy guidelines build on national guidance but reflect local input with the understanding that each government agency in San Diego County is faced with different dynamics and challenges.

Policy Guidelines for Addressing Unsheltered Homelessness: Shared Vision and Position

The following policy guidelines seek to create a shared vision and position on the issue of unsheltered homelessness. It is important for all Stakeholders regionally to be aligned around a shared vision that includes an understanding of the situation and most effective ways to address unsheltered homelessness, when circumstance and available resources permit.

1. **Housing First Approach:** All Stakeholders should adopt and embrace a Housing First philosophy and approach. Housing First is a homeless assistance approach that prioritizes providing permanent housing to people experiencing homelessness, thus ending their homelessness and creating the circumstances through which they can pursue personal goals and improve their quality of life through voluntary supportive services.⁹ Implementation of a Housing First approach, beginning with housing-focused outreach and engagement, is critical to making sustainable progress towards preventing and ending unsheltered homelessness in San Diego County.
2. **Regional Engagement and Collaboration:** Addressing unsheltered homelessness cannot

⁹ NAEH (2016) "What is Housing First?" <http://endhomelessness.org/wp-content/uploads/2016/04/housing-firstfact-sheet.pdf>.

successfully be done by one Stakeholder alone. Stakeholders should be engaging with, collaborating, and communicating with federal, state, and regional partners for progress to be made. This includes acknowledging regional disparities in access to services and populations in need. Stakeholders should work to identify these regional disparities in access to critical services for those living unsheltered, such as street outreach services and shelter options, and develop a collaborative response for addressing them.

Stakeholders should also ensure that other sector partners that unsheltered individuals frequent, specifically hospitals and jails, are also part of the regional effort. Local PIT Count data has demonstrated that a fair share of those in jails on the night of the count were unsheltered prior to incarceration as well as hospitals are now mandated through SB 1152 to ensure appropriate discharge planning and processes for individuals experiencing homelessness. All sectors need to be critical partners and be aligned with regional policies and approaches to ensure strong collaboration.

It is also vital that a regional unsheltered outreach coordination model be developed to help decrease duplication of street outreach and other efforts and ensure individuals experiencing unsheltered homelessness are identified, assessed, and engaged in services in a coordinated and trauma-informed manner. The region should designate a centralized entity to guide regional outreach activities and serve as the large-scale, cross-provider coordinator of outreach efforts. Such an entity can determine how to deploy resources in the most effective manner; track results of outreach efforts for continual process improvement; offer system-level, ongoing training opportunities; and ensure that outreach teams can easily share information with one another across agencies. This would allow for new strategic approaches to outreach in San Diego County, such as allowing outreach workers to undertake a concerted effort in a particular region in response to an emerging need and allowing teams to have a sustained focus in specific neighborhoods to help build rapport. This entity could also provide a central point of contact that agencies or members of the public might use to alert trained outreach workers to people or encampments in need of contact and services as opposed to calling law enforcement to respond.

3. **Address the Affordable Housing Crisis:** Homelessness, especially unsheltered homelessness, is largely driven by a lack of affordable housing options throughout the region.^{10 11} The most effective way to address unsheltered homelessness is through the provision of a permanent stable home with appropriate ongoing support. To address unsheltered homelessness, affordable housing is greatly needed; more specifically, housing with the appropriate level of supportive services in the form of case management, income and employment services, behavioral health treatment which includes mental health and substance use disorder services, healthcare services, and life skills supports is critical for maintaining housing stability. Permanent supportive housing - defined as subsidized affordable housing with wrap-around supportive services to meet the needs of homeless individuals who are the hardest to serve - is a national evidence-based practice and

¹⁰ National Alliance to End Homelessness, 2018, "Exploring the Crisis of Unsheltered Homelessness," <https://endhomelessness.org/exploring-crisis-unsheltered-homelessness/>.

¹¹ Andrew Khouri, "High cost of housing drives up homeless rates, UCLA study indicates," *Los Angeles Times*, June 13, 2018, <https://www.latimes.com/business/la-fi-ucla-anderson-forecast-20180613-story.html>.

has been shown to be an effective solution for chronic homelessness.¹²

Stakeholders and the general public need to support the creation of affordable and permanent supportive housing in their jurisdictions through measures that include streamlining of permit processes and times, zoning amendments and other land use actions that make available sufficient property to develop such projects, avoiding costly and time-consuming litigation based on a desire to limit such projects, and other measures designed to make it easier to build much-needed housing units across a spectrum of affordability.

4. **Respectful, Person-Centered, and Trauma Informed Approach:** All efforts and interactions by Stakeholders and the general public should be respectful, compassionate, patient, and driven by empathy for the individual's situation. Interactions such as calls for public services should be coordinated with available outreach and services programs whenever possible and should be focused on assisting the individual to resolve their homeless situation in a manner that is respectful, dignified, trauma informed, and supportive while at the same time meeting the needs for public safety and health. The personal space, time, and property of persons in unsheltered situations should be respected during all interactions, including respect for the rest and comfort of individuals encountered during outreach and other interactions. System level training and certification opportunities should be made available to relevant staff and outreach personnel across the region on topics including Trauma Informed Care, Motivational Interviewing, Crisis Intervention and Mental Health First Aid.
5. **Alternatives to the Criminalization of Homelessness:** All Stakeholders should seek to balance the need for public safety with the priority to connect the homeless with available shelter and services in lieu of enforcement action. With not enough temporary and permanent housing options to meet demand, individuals have limited options and may feel they have no other choice but to live outside or in their vehicles or may prefer that option over shelter. Laws that limit activities such as sitting, sleeping outside or in vehicles, or eating in public spaces may have a disproportionate impact on people living on the streets. In jurisdictions where there is an absence of shelter, other alternatives, or private places to perform those activities, people have the right to undertake these activities in public, as long as the activities are not causing public health and safety risks.

At the same time, Stakeholders should conscientiously and compassionately navigate respecting the rights of individuals experiencing unsheltered homelessness while responding to community needs for safe streets, healthy neighborhoods, and responsible behavior and acknowledging the need for law enforcement to address criminal activity that threatens public safety and offenses

¹² Ann O'Hara, January 2003, "Permanent Supportive Housing: A Proven Solution to Homelessness," Technical Assistance Collaborative (TAC) and the Consortium for Citizens with Disabilities (CCD) Housing Task Force, *Opening Doors* Issue 20, <http://www.tacinc.org/media/13714/PSH%2020.pdf> and U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, 2010, "Permanent Supportive Housing: How to Use the Evidence-Based Practices KITS", HHS Pub. No. SMA-10-4509, Rockville, MD: Center for Mental Health Services, <https://store.samhsa.gov/product/Permanent-Supportive-Housing-Evidence-Based-Practices-EBP-KIT/SMA10-4509>.

that, unchecked, lead to a deterioration of public health. However, an unbalanced approach to enforcement of low-level quality of life offenses such as sleeping or resting outdoors or in a vehicle, loitering, or jaywalking can be traumatizing for people experiencing homelessness and may impede progress towards exiting homelessness by impacting employment and housing options, access to education, and family stability.¹³ Municipalities should review current local laws that may impede individuals' progress towards exiting homelessness and consider amending as necessary. Additionally, municipalities should consider developing constructive alternatives such as strategies designed to connect people experiencing homelessness with available shelter and services in lieu of facing enforcement action when circumstances permit. The RTFH and local municipalities should also work with law enforcement and public agencies to identify best practices for constructively addressing public health and public safety concerns resulting from unsheltered homelessness.

6. **Address Racial Disparities:** Understanding that persons of color, especially African Americans, are overrepresented in the unsheltered homeless population compared to the general population, Stakeholders should strive to make homeless response services, resources, and personnel as reflective as possible of those experiencing unsheltered homelessness, responsive to their unique needs and challenges, and equitable across racial and ethnic identities.

Providers and agencies working with individuals experiencing unsheltered homelessness should have access to comprehensive and frequent staff training opportunities on topics including cultural competency, cultural humility, implicit biases, and racial equity. Providers and agencies should also analyze existing policies and processes to ensure that they do not create unintentional barriers for people of color experiencing unsheltered homelessness to access, engage, and remain connected to housing and/or services.

7. **Vehicular Habitation:** Among the population of persons experiencing unsheltered homelessness in San Diego County is a substantial population of persons for whom their only form of shelter is their vehicle. Municipalities should evaluate current local laws that disproportionately impact individuals for whom their only form of shelter is in their vehicle. Stakeholders should work together and look to best practices from other communities to develop solutions and implement protections for persons experiencing vehicular homelessness.

Policy Guidelines for Addressing Unsheltered Homelessness: Services and Supports

The following policy guidelines provide guidance on the provision of services and supports for those experiencing unsheltered homelessness.

1. **Access to Basic Services:** Stakeholders should strive to ensure that individuals have access to basic necessity services that reflect human dignity. Stakeholders should arrange for, through the help of regional partners, adequate access to basic services, including access to clean and safe restrooms with hand washing stations and shower facilities; hygiene and sanitary supplies; trash disposal services; laundry services, and storage facilities. Adequate access to basic services

¹³ National Law Center on Homelessness & Poverty, 2018, "Fact Sheet: The Top Five Ways Criminalization of Homelessness Harms Communities," <https://nlchp.org/wp-content/uploads/2018/10/criminalization-one-pager.pdf>.

includes ensuring that these services are provided in full across the geographic region in locations that are convenient to persons experiencing unsheltered homelessness and accessible to individuals with disabilities, and accessible well beyond weekdays and traditional business hours. Increased access to shelter and temporary housing options across San Diego County can help ensure that these basic needs are met.

2. **Coordinate with Outdoor Meal Programs:** Stakeholders should support coordination between appropriate departments and agencies – including existing non-profits who have obtained a public health certificate - with outdoor meal programs and volunteer groups seeking to provide meals to those living unsheltered so that such meal programs operate in a safe, sanitary, and effective manner and to ensure proper trash disposal of food waste. Outdoor meal programs should ensure that they comply with AB 2178, which provides health and safety guidelines for charitable feeding operations. Outdoor meal programs also provide an opportunity and venue for cross-provider outreach coordination and engagement with program participants who are experiencing unsheltered homelessness.
3. **Outreach and Engagement:** Outreach and engagement to individuals living unsheltered should primarily be led by non-law enforcement homeless outreach specialists focused on making connections to housing and services, however supported by law enforcement personnel in providing coordination, support and safety when addressing unsheltered homelessness as necessary or requested. Strong partnerships among homeless services personnel and law enforcement is critical for success, as law enforcement officers are often the first point of contact persons experiencing unsheltered homelessness have with outreach and engagement services, due to responding to calls for service. Law enforcement should also be available as needed to service providers who wish for their presence, for example when working in potentially dangerous conditions, such as remote or difficult areas of our canyonland or riverbeds, or when service providers expect to interact with an individual or individuals who present as violent.

Outreach and engagement should focus on creating true and authentic relationships and swiftly connecting individuals experiencing unsheltered homelessness to shelter or housing and services that are appropriate to their needs, including physical and mental health needs, through persistent and compassionate outreach and engagement efforts.

Stakeholders should develop pathways for members of the public to reach outreach teams or a centralized outreach entity in real time to efficiently connect individuals experiencing unsheltered homelessness to appropriate resources. Public education materials should also be developed to support citizens in reporting homelessness-related concerns to the appropriate responding agency in non-emergency situations.

4. **Definition of Street Outreach:** Street outreach is a professional homeless services intervention that focuses primarily on supporting individuals with accessing permanent or temporary housing by building trusting relationships and ongoing rapport. Street outreach seeks to engage individuals living unsheltered in a culturally competent and trauma informed manner, provide links to mainstream services, and use diversion and problem-solving techniques to connect

people with safe housing options whenever possible. The primary and ultimate goal of street outreach is to find affordable housing for each individual, with access to voluntary wraparound services needed to stay healthy, including employment, substance use treatment and mental health care. While this is ideally accomplished quickly, outreach often requires time and interactions with individuals experiencing unsheltered homelessness therefore should not be seen as one-time engagements. Rather, each interaction should be seen as an opportunity for outreach staff to build a relationship and help people work toward making a connection to housing and services. Key to the success of outreach and engagement efforts is regular follow-up and building trust with individuals through regular interactions, including learning about the individuals' current social network and support. All Stakeholders providing funding for outreach services in their jurisdiction should adopt this definition.

5. **Regional Deployment of Outreach Services:** The RTFH, County and all other outreach providers should ensure that street outreach resources they fund will be deployed regionwide in all 18 cities throughout San Diego County and in the unincorporated areas, and should work with municipalities to communicate and notify when outreach services are provided in their jurisdictions. The RTFH and each government Stakeholder should distribute and deploy outreach services proportionately within their jurisdictions and across the region based on numbers of homeless persons identified through the annual PIT Count as well as new areas identified as high concentrations through other data-informed methods.

6. **Temporary Housing Facilities and Programs:** Due to limited permanent housing options available for people experiencing homelessness in San Diego County, supporting rapid exits from the streets may require a brief stay in a temporary setting while a permanent housing situation is identified. Temporary settings may include a shelter, hotel or motel, safe parking lot, recuperative care, temporary rental assistance, or other temporary housing settings. Recognizing that temporary housing options are limited as well, municipalities, along with the RTFH and Stakeholders, should evaluate the need for temporary options in their community and if needed, support low-cost options for the creation or expansion of temporary shelter beds, including the use of unused buildings, low-cost temporary structures, partnerships with the faith-based community, hotel or motel vouchers, underutilized public or non-profit/church parking lots, or repurposing of transitional housing to more adequately target temporary housing needs and reflect individual choice while awaiting permanent housing options.¹⁴ To meet the needs of persons in unsheltered situations through temporary housing programs, temporary housing facilities and programs should operate high quality, decent, and humane facilities that use a low-barrier approach that includes not requiring individuals to be clean or sober, engage in services, leave their pets, leave their partners, have a source of income, and other barriers to housing and service engagement.

Additionally, Stakeholders should ensure that shelters are meeting their obligations under the Fair Housing Act (FHA), Section 504 of the Rehabilitation Act of 1973 (Section 504), and the

¹⁴ Funders Together to End Homelessness, 2013, "Refocusing and Retooling Transitional Housing," HEARTH Brief, <http://d3n8a8pro7vhmx.cloudfront.net/funderstogether/pages/271/attachments/original/1389018171/HEARTH-Brief-Refocusing-and-Repurposing-Transitional-Housing.pdf?1389018171>.

Americans with Disabilities Act (ADA) and make reasonable accommodations for persons with disabilities as required.

7. **Peer Support:** Peer support encompasses a range of activities and interactions between people who share similar lived experiences, including experiences of homelessness, military service, mental health conditions, and substance use disorders, among others.¹⁵ Outreach teams and service providers should identify opportunities to hire individuals with lived homelessness experience to provide peer support, including helping to identify and engage individuals living in unsheltered situations and utilizing their shared experiences to build trusting relationships with individuals. Individuals with lived experience, need to be continuously involved in the development, implementation, and evaluation of San Diego County’s regional unsheltered policies.
8. **Housing First Perspective:** Street outreach services should employ a perspective that all unsheltered individuals are currently ready for housing, meaning that all individuals will be receptive of housing and services when offered in a fashion that best meet their needs without any preconditions. Outreach personnel should help remove barriers to housing for persons experiencing unsheltered homelessness by assisting individuals in obtaining identification, providing resources or referrals to address concerns regarding background checks and evictions, and providing other support as needed to make the transition into housing as seamless as possible once an individual accepts the offer of housing and services.

However, for some individuals it may take longer to agree to housing and services, and Stakeholders need to respect that longer engagement may be needed. For individuals who may be initially hesitant to engage in services, it is the role of the street outreach personnel to assertively engage people and be persistent in continuing to develop trust and rapport, and to be there with available housing resources when individuals are ready. It is also important that outreach personnel support individuals in addressing the needs they identify as most urgent, which may include basic needs, health or mental health care, employment, and income supports or legal services, among others.

9. **Strategies for Reaching Disengaged Populations:** Some individuals experiencing unsheltered homelessness have had negative experiences with shelters or the homeless response system or face challenges related to serious mental illness or substance use disorders, resulting in disengagement from outreach and engagement efforts. Outreach personnel should be trained on assertive engagement, a process in which outreach personnel use their interpersonal skills and creativity to create a more conducive environment and circumstances for individual engagement.¹⁶ Some individuals may express that they are not yet ready to pursue services or temporary or permanent housing options and a desire to remain in their current unsheltered

¹⁵ U.S. Department of Health and Human Services (HHS), Substance Abuse and Mental Health Services Administration (SAMHSA), 2017. “Value of Peers.”, https://www.samhsa.gov/sites/default/files/programs_campaigns/brss_tacs/value-of-peers-2017.pdf.

¹⁶ Iain De Jong, OrgCode, September 2011, “Appropriately Using Assertive Engagement,” https://www.orgcode.com/appropriately_using_assertive_engagement.

situation. For those individuals it is important that outreach personnel respect their rights while continuing to assertively engage and offer access to basic needs services to ease their unsheltered experience, provided that extenuating circumstance do not exist; for example, if their choice creates an unsafe condition for themselves or others. Ensuring programs operate with the lowest possible barriers alongside intensive case management and comprehensive voluntary supportive services can encourage people to consider engaging in services and remain engaged once connected.

Expanded access to behavioral health services, including improved access of mental health outreach and mobile crisis services, whether through Psychiatric Emergency Response Team (PERT) clinicians or other social service non-profit outreach teams, when designed to reach those in need throughout the county, can help can engage individuals for whom behavioral health needs create a barrier to engagement. Additionally, “street medicine” programs that provide individuals with basic primary care and psychiatry on the street as well as offer same day access to Medication Assisted Treatment (MAT) services for substance use disorder treatment, need to be considered and scaled as they offer an opportunity for engagement to those with significant substance use challenges. Lastly, Stakeholders should continue to explore and understand efforts to use conservatorship as an approach for individuals who are unable to properly care for themselves due to severe substance use or mental health, and may need a higher level of support to enter and remain stable in a housing setting. This approach will need to ensure the rights of those living unsheltered are respected and that appropriate and adequate housing is a key component to wellness and life stability.

10. **Services Targeted to Most in Need:** Service provider street outreach services should be solution-focused, targeted to those individuals identified as most in need, and focused on assisting individuals with obtaining a permanent or temporary housing resolution as quickly as possible. Service provider street outreach services should also target those most in need of more intensive services, encompassing case management and navigation services and be provided over a longer duration to a smaller group of individuals focused on housing placement. Case management involves the delivery of individualized services to meet the needs of individuals and may include counseling, developing individualized housing and service plans, coordinating services and public benefits, enhancing life skills, addressing health and mental health needs, and providing income supports, among other individualized needs. Navigation services assist individuals experiencing unsheltered homelessness in overcoming barriers to accessing housing and services through supports such as housing search and documentation assistance. Street outreach personnel are well positioned to identify those individuals most in need and provide a warm handoff to service providers who can provide these more intensive services.

Street outreach services will still be provided to a broader population of unsheltered individuals (contact-based outreach), however more intense and ongoing services are provided to a smaller subset of those in greatest need (solution-focused outreach). Street outreach personnel should also ensure that youth experiencing homelessness are able to attain appropriate and responsive outreach services, as they may not experience the same levels of chronicity or vulnerability as adults experiencing homelessness.

11. **Definition of Most in Need:** Stakeholders should adopt the definition of “those is most need,” as defined in the approved 2018 RTFH Coordinated Entry System (CES) Policies and Procedures as outlined below:

Housing priority is determined according to the Service Entry Priorities outlined in the CoC Community Standards, as below:

Chronically homeless individuals, youth and families with:

- 1. The longest history of experiencing homelessness and the most needs*
- 2. The longest history of experiencing homelessness*
- 3. The most needs, particularly mental illness or substance use disorder*
- 4. All other: Non-Chronically homeless individuals, youth and families*

RTFH further defines “Those with the most needs,” as households with a diagnosed serious mental illness, substance use disorder, children under the age of four, or adults with a documented qualifying medical condition (including terminal illness; condition requiring the use of substantial medical equipment, such as an oxygen tank or kidney dialysis machine).

In addition to using the definition set forth by the RTFH for those in most need, key Stakeholders may also take into consideration individuals experiencing unsheltered homelessness who are high utilizers of costly public resources such as healthcare or the criminal justice system. Those with high utilization of public resources will also be determined as those in the most need and will be prioritized for services tailored to those specific needs. RTFH, in coordination and with the assistance of local municipalities, will coordinate with health and criminal justice partners to determine high utilizers.

12. **Homeless Management Information System:** Street outreach workers will utilize the Homeless Management Information System (HMIS) to input demographic and service data that enables the community to make data-driven improvements to the street outreach approach and to address the needs of the unsheltered population. The collection of this data can assist Stakeholders with addressing racial disparities, locating and identifying those in most need, and tracking public costs and successful outcomes in placing individuals into permanent housing. Regular analysis of the data can be provided to Stakeholders to help improve and inform program practices.
13. **Coordinated Entry System:** Full participation of street outreach in the region’s CES is expected and outreach services should use a By Name List to prioritize and target individuals for services and manage caseloads. CES and By Name List are defined as:
- a. *Coordinated Entry System:* A national best practice and HUD required activity that ensures a coordinated, systemic process for how the community provides access for individuals and families who are at-risk or currently experiencing homelessness to the homeless system, how individuals receive a standardized assessment of their needs, how resources are prioritized, and how individuals and families are referred for housing and supportive

services.¹⁷ In San Diego, the RTFH is responsible for oversight and coordination of San Diego County's CES.

- b. *By Name List*: List of names of individuals and families currently experiencing homelessness generated through the CES which provides important information such as: identifying who is experiencing homelessness in a given region, basic demographics, acuity scores from their CES Assessment, and recommended housing intervention. The list is prioritized based on acuity scores from the CES assessment and other factors to determine those most in need and recommend the most appropriate housing intervention for each individual.

14. **Youth Homelessness**: According to 2018 Point-in-Time Count estimates, San Diego has the 5th highest rate of unaccompanied youth who are experiencing unsheltered homelessness in the country (78.8%).¹⁸ Preventing and ending youth homelessness is a local priority, as reflected in the [San Diego Coordinated Community Plan to End Youth Homelessness](#). San Diego also recognizes that the needs of youth and young adults are uniquely different than those of adults and require responsive policies that reflect those differences, including within these guidelines. Policy guidelines included in this document such as using a non-judgmental low barrier approach, incorporating perspectives and hiring individuals with lived experience, creating true and authentic relationships, and using other best-practice approaches such as trauma-informed care, cultural competency, and motivational interviewing are all concepts that need to be incorporated to successfully engage unsheltered youth and young adults. This document acknowledges that services and supports to meet the needs of youth experiencing unsheltered homelessness - including stable housing, education and employment supports, supportive connections to caring adults, and family reunification when safe and appropriate – may be similar in concept however different in implementation from those outlined above for adults experiencing homelessness.

Policy Guidelines for Addressing Unsheltered Homelessness: Addressing Encampments

The following policy guidelines provide guidance for addressing homeless encampments. For the purposes of these guidelines a homeless encampment is a location in which tents or other hand-built structures occupied by individuals experiencing homelessness are on public or private property.

1. **Clearance with Support**: For addressing encampments, Stakeholders should adopt a clearance with support framework, which understands encampments need to be abated and closed for public health and safety reasons. Stakeholders should ensure that services, supports, and offers of assistance, including temporary and permanent housing options and storage opportunities, are offered by outreach workers with as much advance notice as possible of an encampment abatement, if safe conditions exist and necessary resources are available. When

¹⁷ Building Changes, "Coordinated Entry," <https://buildingchanges.org/strategies/coordinated-entry> and U.S. Department of Housing and Urban Development, June 2017, "Coordinated Entry Core Elements," <https://files.hudexchange.info/resources/documents/Coordinated-Entry-Core-Elements.pdf>.

¹⁸ HUD Office of Community Planning and Development, "The 2018 Annual Homeless Assessment Report (AHAR) to Congress, Part 1: Point-in-Time Estimates of Homelessness," December 2018, page 53.

circumstances and resources permit, encampment abatements should be conducted at the conclusion of a multi-disciplinary assessment that includes evaluation from street outreach personnel and other Stakeholders to ensure that all avenues of assistance and supports have been utilized. This evaluation should include an assessment of how many individuals residing in the encampment have been offered temporary or permanent housing options and assurance that all remaining encamped individuals are being connected to focused outreach, engagement and transition planning to prevent their displacement when the encampment is resolved. When circumstance and resources permit, this evaluation should also include feedback from appropriate Stakeholders that may include fire-rescue, public health, public works personnel and others as needed to determine protocol and timeline for waste management and debris removal based on the state of the encamped site.

In the interest of public safety, law enforcement maintains the authority to close encampments when unsafe conditions exist. Examples of unsafe conditions include, but are not limited to unsanitary conditions, criminal activity that negatively impacts the surrounding community, fire risks and environmental hazards. When circumstances lead to an immediate encampment closure, law enforcement should attempt to coordinate with appropriate Stakeholders to provide more intense outreach to allow for greater chance of service acceptance and as many meaningful opportunities for connection as time permits.

2. **Coordination with Property Owners as Appropriate:** In the event that an encampment is on private property, Stakeholders need to take necessary steps and coordinate outreach activities with the property owner, with the understanding that cleanups and trash removal of closed encampments is generally the responsibility of the property owner. In addition, if encampments are on state owned or other non-local public land, Stakeholders need to coordinate with appropriate state or other government entity.
3. **Multi-Disciplinary Approach:** Stakeholders should use a multi-disciplinary approach that includes the County, contracted non-profits, law enforcement, and other necessary partners for addressing homeless encampments when circumstances permit. The approach should be prior to the closure of the encampment and should focus on diversion and problem solving, offering support and services including temporary housing, permanent housing, storage, and working positively with those living in encampments. Many individuals living in encampments may have acute health and behavioral health issues, specifically substance use disorders, and Stakeholders should coordinate with the County for providing health and behavioral health services and supports as part of encampment resolutions. The County should provide adequate levels of behavioral health support, including field based mental health and substance use disorder services such as MAT, to those residing in encampments based on need.
4. **Assess and Prioritize Based on Need:** When addressing encampments, Stakeholders should assess encampments for needs, prioritizing specific encampments based on community concerns and risks which include health, safety, and the vulnerability of populations residing in them.
5. **Temporary Housing Options:** Stakeholders should strive to dedicate temporary options to assist those transitioning out of encampments successfully. If an individual living in an encampment is

living in a municipality that has available access to available temporary shelter or other temporary options and has agreed to utilize that resource, the encampment should be closed and abated after the temporary placement has been arranged and is completed, unless extenuating circumstances, like those related to health and safety exist.

Additionally, individuals residing in encampments may avoid traditional shelters and other temporary housing options due to previous negative experiences with high barrier policies and approaches. Such experiences may include being denied admission with pets, lack of storage for personal possessions, separation from partners, and being turned away or having assistance terminated due to substance use or other behavioral health issues. Stakeholders should address these common reasons for shelter avoidance through low-barrier approaches and message their policy changes to individuals residing in encampments during outreach and engagement efforts.

6. **Individualized Encampment Strategies:** Factors such as where an encampment is located, the number of people residing in the encampment and the characteristics of people encamped may require the involvement of different Stakeholders and the utilization of different approaches for encampment resolution and abatement. The timing of outreach and enforcement efforts to encamped individuals is also critical to avoid displacing individuals to other areas of the community prior to connecting them to services.
7. **Seek to Repurpose and Secure Space:** Stakeholders should develop strategies for repurposing or securing the space where the encampment was located, as appropriate, so as not to have unsheltered individuals return to the location and revive the encampment. Securing the space may involve in-depth debris and hazardous materials removal and implementation of measures such as fencing or landscaping to prevent re-encampment. Once the site is secured, it should be turned back over to the appropriate entity to provide ongoing management.

Addendum: National Guidance on Addressing Unsheltered Homelessness

According to the National Alliance to End Homelessness (NAEH), key factors that influence levels of unsheltered homelessness include dynamics of local housing markets such as high rents and low vacancy rates, supply and availability of homeless assistance resources such as permanent and temporary housing (i.e. shelter), and having high barriers for individuals and families to receive assistance.¹ More affordable and supportive housing resources are critical to addressing unsheltered homelessness. Having the appropriate amount of low-barrier shelter beds necessary for unsheltered individuals to exit the streets quickly also needs to be part of the solution. Additionally, communities need to have effective engagement strategies to work with those experiencing unsheltered homelessness, as well as coordinated encampment responses to support those with exiting encampments while balancing the needs of the general public.

USICH has provided guidance on ensuring engagement services, specifically street outreach services, are using best practices and are coordinated as well as guidance on addressing encampments that San Diego has taken into consideration. In regard to engagement, USICH has provided guidance on effective street outreach that includes the following:

- a. Street Outreach Efforts are Systematic, Coordinated, and Comprehensive;
- b. Street Outreach Efforts Are Housing Focused;
- c. Street Outreach Efforts Are Person-Centered, Trauma-Informed, and Culturally Responsive; and
- d. Street Outreach Efforts Emphasize Safety and Reduce Harm.²

In regards, to addressing encampments, it is first important to understand what is considered an encampment. According to HUD:

“The term encampment has connotations of both impermanence and continuity. People are staying in temporary structures or enclosed places that are not intended for long-term continuous occupancy on an ongoing basis. Inhabitants may be a core group of people who are known to one another and who move together to different locations when necessary, or they may be a changing group of people who cycle in and out of a single location. The physical structures that make up encampments can take many forms, including tents on pallets and shanties, or lean-to shacks built with scavenged materials. Structures may be simple or complex multiroom compounds.”³

USICH has provided insight and perspective regarding addressing encampments and has noted that:

People sleeping and living in encampments are diverse and the housing and services

¹ National Alliance to End Homelessness (2017) Unsheltered Homelessness: Trends, Causes, and Strategies to Address, <https://endhomelessness.org/wp-content/uploads/2017/07/unsheltered-brief-final-7.26.pdf>

² USICH (2019) Core Elements of Effective Street Outreach to People Experiencing Homelessness

³ United States Department of Housing and Urban Development – Office of Policy Development and Research (2019) Understanding Encampments of People Experiencing Homelessness and Community Responses: Emerging Evidence as of Late 2018.

interventions provided must address a range of needs, challenges, and goals. Some people may be experiencing chronic homelessness and need access to permanent supportive housing, intensive services, and healthcare supports; other people may need rapid re-housing interventions with less intense services; and others may need to be linked to mainstream affordable housing opportunities.

The forced dispersal of people from encampment settings is not an appropriate solution or strategy, accomplishes nothing toward the goal of linking people to permanent housing opportunities, and can make it more difficult to provide such lasting solutions to people who have been sleeping and living in the encampment.⁴

Communities across the country are responding to encampments in various ways with some more effective than others. HUD has categorized responses to encampments into four general typologies:

- 1. Clearance with No Support:** Notice of pending sweeps provided only a few days in advance, if at all; belongings stored for a short period of time if at all; few or no shelter or service referrals provided; regulatory or physical barriers to secure the site of the former encampment and keep it from being reoccupied.
- 2. Clearance with Support:** Notice of pending sweeps provided weeks in advance, often by trained outreach workers who have experience working with people experiencing unsheltered homelessness; Longer term storage of belongings available; Referrals to shelter or services provided by outreach workers, who also accompany the first responders and sanitation crews who clear encampments
- 3. Tacit Acceptance:** Encampments allowed to persist regardless of whether laws or ordinances explicitly authorize or prohibit their existence; Longer term storage of belongings available; Basic services or infrastructure provided, in particular to address public health and sanitation concerns (for example, portable toilets, showers, and potable water); Outreach workers may visit the encampment to provide referrals to permanent housing, shelter, and services
- 4. Formal Sanctioning:** Encampments permitted by law or ordinance on public and or privately owned property, usually only in designated locations, may have established rules that govern the size, location, or duration of encampments; May have a public agency or nonprofit organization manage encampments, infrastructure and public services—which may include laundry and potable water, common spaces for eating and meeting, lockers for storing belongings (including on a longer term basis), meal services and food donations, job training programs, access to mail and voice mail services—provided by the municipality and private or faith-based organizations and volunteers; May provide case management, including assistance applying for transitional or permanent housing and other benefits, appealing denials, and managing funds.⁵

⁴ USICH, 2015, “Ending Homelessness for People Living in Encampments: Advancing the Dialogue.”

⁵ HUD Office of Policy Development and Research, 2019, “Understanding Encampments of People Experiencing Homelessness and Community Responses: Emerging Evidence as of Late 2018.”

USICH provided guidance to communities for addressing encampments and details four effective strategies and approaches for encampment resolution that include:

- 1) Preparation and Adequate Time for Planning and Implementation;
- 2) Collaboration across Sectors and System;
- 3) Performance of Intensive and Persistent Outreach and Engagement; and
- 4) Provision of Low-Barrier Pathways to Permanent Housing.⁶

The National Law Center on Homelessness and Poverty similarly found through its review of current research, case studies, relevant domestic and international laws and federal guidance that there are certain key principles and corresponding practices that are important for successful interventions to end encampments within communities. These principles are:

- **Principle 1:** All people need safe, accessible, legal place to be, both at night and during the day, and a place to securely store belongings— until permanent housing is found.
- **Principle 2:** Delivery of services must respect the experience, human dignity, and human rights of those receiving them.
- **Principle 3:** Any move or removal of an encampment must follow clear procedures that protect residents.
- **Principle 4:** Where new temporary legalized encampments are used as part of a continuum of shelter and housing, ensure it is as close to possible to fully adequate housing.⁷

Additionally, both USICH and HUD have historically taken a strong stance against the criminalization of homelessness. HUD has emphasized that individuals experiencing homelessness should be afforded the same dignity, compassion, and support provided to others, and that criminalization policies further marginalize persons experiencing homelessness, provoke negative public attitudes and reactions to unhoused persons, and may even unduly restrict constitutionally protected liberties and violate international human rights obligations.⁸ Additionally, HUD has found that policies criminalizing homelessness are neither in the best interest of persons experiencing homelessness nor the wider community:

A growing body of research comparing the cost of homelessness, including the cost of criminal justice involvement, with the cost of providing housing to homeless people shows that housing is the most affordable option. With state and local budgets stretched to their limit, rational, cost- effective policies are needed – not ineffective measures that waste precious taxpayer dollars. So not only are these practices inhumane, they are short-sighted and ultimately not cost-effective.

Criminalization measures do not prevent or end homelessness; they only exacerbate existing problems. After people experiencing homelessness are arrested, they are

⁶ USICH, 2015, “Ending Homelessness for People Living in Encampments: Advancing the Dialogue.”

⁷ National Law Center on Homelessness & Poverty (NLCHP), 2017, “Tent City USA: The Growth of America’s Homeless Encampments and How Communities are Responding,” https://nlchp.org/wp-content/uploads/2018/10/Tent_City_USA_2017.pdf.

⁸ HUD Exchange, 2016, “Decriminalizing Homelessness,” <https://www.hudexchange.info/homelessness-assistance/alternatives-to-criminalizing-homelessness/>.

returned to their communities, still with nowhere to live and now laden with financial obligations, such as court fees, that they cannot pay. Moreover, criminal convictions – even for minor crimes – can create barriers to obtaining critical public benefits, employment, or housing, thus making homelessness more difficult to escape.⁹

USICH, in partnership with Department of Justice and HUD, have also outlined alternatives to the criminalization of homelessness and emphasized a human rights approach around the following solutions:

- **Solution I:** The creation of comprehensive and seamless systems of care that combine housing with behavioral health and social service supports have been shown to prevent and end homelessness.
- **Solution II:** Collaboration between law enforcement and behavioral health and social service providers results in tailored interventions that connect people with housing, services, and treatment and meet the community’s goal of reducing the number of people inhabiting public spaces.
- **Solution III:** Implementation of alternative justice system strategies can reduce homeless involvement with the criminal justice system, decrease recidivism, and facilitate connection with other systems of care.¹⁰

⁹ HUD, 2014, “SNAPS In Focus: The Case Against Laws That Criminalize Homelessness,” <https://www.hudexchange.info/news/snaps-in-focus-the-case-against-laws-that-criminalize-homelessness/>.

¹⁰ USICH, 2012, “Searching Out solutions: Constructive Alternatives to the Criminalization of Homelessness,” https://www.usich.gov/resources/uploads/asset_library/Searching_Out_Solutions_2012.pdf.



**Policy Guidelines for Regional Response for Addressing Unsheltered Homelessness and Encampments Throughout San Diego County
 Implementation Plan**

This implementation plan operationalizes the Policy Guidelines for Regional Response for Addressing Unsheltered Homelessness and Encampments Throughout San Diego County approved by the RTFH Board of Directors on _____, 2020.

Purpose: To build a shared commitment to and system of outreach and engagement to effectively stabilize and house people living on the street.
 Impact: All people on the street will have access to effective services to end their homelessness and move off the street quickly.

Goal 1: Build commitment to shared vision and goal					
Objective	Action Steps	Responsible Party	Timeframe	Resources	Status
Establish ad hoc unsheltered committee to oversee plan implementation	Engage RTFH Intergovernmental Committee to identify committee membership including people with lived experience and regional representation	RTFH	Q1 2020	County HHSA Sub-Regional Teams in north, east, south	
	Review and update implementation plan	RTFH, Unsheltered Committee	Q1		
	Provide regular feedback to RTFH Board on implementation progress.	Unsheltered committee	Q2-4		
	Secure additional funding to support implementation	RTFH	Q2	Intern	
Support municipalities and government agencies to update, amend, or create protocols, ordinances, or laws that align with the Policy Guidelines	Develop “road show” to educate about policy guidelines; identify audiences; deliver presentations	RTFH	Q1-2	HUD TA, HEAL, YAB	
	Provide ongoing training to topics like racial disparity,	RTFH	Q2-4	This could be an R-HOM outgrowth	Integrative Services Division/HHSA is in

	cultural competency, housing first, and trauma informed care				process of pulling together Trauma Informed Practices training for non-outreach workers for Q1. Possible connection with RTFH OrgCode contract
	Compile all laws, ordinances, protocols connected to unsheltered homelessness and encampments in the region	RTFH	Q1, Q2	Homebase; intern	
	Draft template for Resolution that Cities and other government agencies could adopt along with Policy Guidelines	RTFH, Intergovernmental Committee	Q1	HUD TA	
Test framework for encampments	Convene interagency encampment workgroup to initiate pilots	Unsheltered committee	Q3	HUD TA	
	Select a minimum of 2 pilot sites to test Clearance with Support framework	Encampment work group	Q3		
	Evaluate outcomes; replicate or revise	RTFH, Encampment work group	Q3-4	HUD TA	
Goal 2: Build highly effective, coordinated outreach programs that are housing focused					
Objective	Action Steps	Responsible Party	Timeframe	Resources	Status
Develop common standards for street outreach	Engage OrgCode to draft standards	RTFH	Q4 2019		Complete
	Survey street outreach programs; conduct interviews	OrgCode Consulting	Q1		Underway
	Present draft standards for comment; revise	OrgCode Consulting	Q1		End of January
	Adopt standards	RTFH, RTFH Board	Q1	SDHC	April
	Socialize and train to standards	OrgCode Consulting	Q2	HUD TA	May

	Update RTFH Community Standards based on Policy Guidelines, especially Street Outreach standards	RTFH	Q2-3	RTFH/HUD TA staff; will require a public process with Board and membership	
	Build on best practices	RTFH, HUD TA Team OrgCode Consulting	Q3-4	RHOM, HUD TA - Street Outreach Community of Practice	May
Ensure system is well-coordinated	Determine centralized outreach coordination role and structure within the RTFH	RTFH, OrgCode Consulting	Q1	Determine as common standards are developed	
	Engage 211 (CIE) to better support the connection to mainstream services	RTFH, 211 San Diego	Q1		Initial meeting scheduled
	Improve functionality of Homeless Management Information System (HMIS) has high functionality for street outreach data collection, by-name list management, and performance monitoring; develop street outreach app.	RTFH, Simtech Solutions, BitFocus	Q2-3	Additional funding needed to create interface w/Bitfocus	App currently under development
	Create centralized system for the public to request assistance to unsheltered individuals; educate on how to use it	RTFH, County, City, 211	Q4		
Expand resources to support effective outreach	Develop on-going training series to include addressing racial disparities, cultural competency, Housing First, and Trauma Informed Care.	RTFH, County, City, OrgCode	Q3-4		Seek funding from SDHC, County
	Increase resources for additional Street Outreach staff	RTFH, City, County	Q3-4	Federal, state, local, and philanthropic funding sources	
	Create partnerships for the delivery of health and behavioral	RTFH, County	Q3-4	Health care providers such as	

	health services to those living unsheltered on the streets/encampments			FQHCs, Medication Assisted Treatment (MAT) providers	
Goal 3: Increase housing focused shelter options					
Objective	Action Steps	Responsible Party	Timeframe	Resources	Status
Estimate need for low-barrier shelter beds and temporary settings such as safe parking programs throughout region	Focus Strategies to determine regional shelter/housing needs within RTFH Regional Plan coordinate with City Plan	RTFH, Focus Strategies, County	Q3	Focus Strategies contract - provide data for entire 18-city region plus 530,000+ unincorporated areas for regional picture	Focus Strategies under contract
Advance use of housing focused practices	Assess all emergency shelter and bridge shelter programs in the region in use of low- barrier, housing first, and housing focused practices	RTFH, OrgCode contract with SDHC	Q2	RTFH Evaluation Committee; align and coordinate with City Plan	
	Train shelter providers in housing focused practices and establish front-end protocol for all newly established emergency or temporary/transitional homes	RTFH	Q2		
Advocate for needed increases in shelter and temporary facilities	TBD	RTFH		Municipalities and law enforcement throughout region	

POLICY GUIDELINES FOR REGIONAL RESPONSE FOR ADDRESSING UNSHELTERED HOMELESSNESS AND ENCAMPMENTS THROUGHOUT SAN DIEGO COUNTY

RTFH Board of Directors
January 16, 2020
Aimee Cox, Director of Strategic Impact
Michael Joseph, Homeless Experienced Advocacy Leadership (HEAL)



Process & Request



Motion to adopt the Policy Guidelines for Regional Response for Addressing Unsheltered Homelessness and Encampments Throughout San Diego County and direct staff to implement an action plan.



Unsheltered Policy

- A vision and commitment for addressing unsheltered homelessness, which includes
 - Creating a housing-oriented system of outreach and engagement to effectively stabilize and house people living unsheltered and in encampments; and
 - Ensuring there are resources to realize this vision
- Not a “mandate” or law



Unsheltered Policy

1. Shared vision and position
2. Services and supports
3. Addressing encampments



Shared Vision and Position

- Housing First approach
- Regional engagement and collaboration
- Respectful, person-centered, and trauma informed approach
- Provide alternatives to citations
- Address the affordable housing crisis



Services and Supports

- Access to basic services
- Strong partnerships for outreach and engagement deployed regionwide
- Expand temporary housing programs; remove barriers
- Rigorous data collection (HMIS)
- Use of Coordinated Entry System and a by name list



Addressing Encampments

- Clearance with support; multi-disciplinary approach prior to closure
- Assess and prioritize based on need; target strategies to encampments
- Strive to provide temporary options
- Seek to repurpose and secure space



Law Enforcement Input

- Challenges and expectations are community-specific (no “one-size fits all”)
- Expressed authority of law enforcement to close encampments due to unsafe conditions
- Affirmed need for more and better housing and services – “balanced approach”
- All stakeholders should be appropriately trained for outreach



Next Steps – Implementation

- **Build commitment to a shared vision and goal**
 - Train to best practices, support municipalities, and test frameworks
 - Establish a working group to assist
- **Build effective, coordinated, housing-focused outreach programs**
Create common standards, improve coordination, expand resources to support outreach
- **Increase housing focused shelter options**
 - Estimate need and increase capacity to shelter
 - Advance the use of housing focused practices in shelter



Questions?



Michael Joseph, HEAL

HEAL brings the voices of citizens who have experienced homelessness themselves--who have been most impacted by this crisis-- into critical local discussions in a meaningful and impactful way, to elevate the discussion, emphasize the humanity of the affected individuals, and to move public policies toward strategies that are more focused on the individuals who are subjects of this crisis.



Motion

Motion to adopt the Policy Guidelines for Regional Response for Addressing Unsheltered Homelessness and Encampments Throughout San Diego County and direct staff to implement an action plan.



Flexible Housing Pool

January 16, 2020

Lahela Mattox, Chief Operating Officer



Flexible Housing Pool

- Recognition that the current sources of rental subsidies are inadequate to meet the housing needs of San Diego.
- This is an approach to supportive housing that is in the best interest of San Diego:
 - Requires a systematic approach with collective impact to achieve scale
 - Recognizes that current sources of rental subsidies are inadequate to meet the need
- The Flexible Housing Pool (FHP) will cover the entire county of San Diego including all 18 cities and the unincorporated areas.
 - Aligns with the State of California initiatives
- The FHP will launch with \$1.8 million in committed funding from RTFH.



Flexible Housing Pool Overview

A single entity to:

- Secure units in the private rental market
- Manage a flexible fund of dollars to lease up units
- Partner with existing service providers and rental assistance programs
- Regional landlord liaison and partner



Flexible Housing Pool Overview

Three Phases of Implementation:

Phase I

- Identify and establish a centralized coordinator
- Optimize existing underutilized rental assistance subsidies and effective strategies
- Identify and implement a housing location technology software

Phase II

- Create partnerships with other stakeholders to pair existing services with rental assistance

Phase III

- Fund a fully functioning FHP that incorporates multiple funding streams



Flexible Housing Pool Overview

Next Steps:

- Collaborating with Corporation for Supportive Housing (CSH) to finalize the language of the Request For Proposal (RFP).
- San Diego County will be presenting FHP to their board on January 28, 2020.
- Target date to release the Request For Proposal is mid-February.



**REGIONAL TASK FORCE ON THE HOMELESS
BOARD OF DIRECTORS ACTION/INFORMATION REPORT**

TITLE OF REPORT:

2019 Continuum of Care (CoC) Competition – Round 1 Results

ADVISORY COMMITTEE NAME:

Evaluation – Rating and Ranking Subcommittee

ITEM TYPE:

Information
 Action

Recommendation/Board Policy

Request to Present at Board Meeting

MEETING DATE:

1/16/2020

PRIMARY CONTACT:

Deme Hill

SECONDARY CONTACT:

[Click here to enter text.](#)

TIME SENSITIVITY:

No Yes (If yes, state deadline and why it's urgent)

Not applicable.

RECOMMENDATION:

Not applicable.

OVERVIEW & BACKGROUND SUMMARY:

Nationally, the U.S. Department of Housing and Urban Development (HUD) announces the award of Continuum of Care Competitive (CoC) funds in two phases. The first round of awards was announced on January 14, 2020.

FISCAL IMPACT:

The San Diego 2019 CoC award in round 1 is **\$21,286,463**

FUTURE ACTION NEEDED BY BOARD? If so, by what date?

No

STAFF/AND OR COMMITTEE STATEMENT:

HUD has announced a total of \$2.16 billion in awards from the 2019 CoC Competition. This is the first round of funding includes Tier 1 funding for Renewal, New, Domestic Violence (DV) Bonus, CoC Planning. HUD will award approximately \$122 million in Tier 2 funding to support hundreds of local projects in the near future.

SUMMARY OF PREVIOUS COMMITTEE AND/OR BOARD ACTION RELATED TO THIS TOPIC:

In September 2019, the Regional Task Force on the Homeless submitted CoC Competitive applications requesting \$24,185,124 in funds. These applications were submitted for consideration in two funding tiers. The Tier 1 project requests, totaling \$19,610,986, were awarded \$20,265,142 due to changes in fair market rent and operating costs. The total round one funding of \$21,286, 463 awarded to San Diego represents funding of all renewal projects placed in Tier 1 plus funds for the CoC Planning Grant and five (5) new projects. Funding for six projects placed in Tier 2 will be determined in round 2.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:

[Click here to enter text.](#)

IMPACT ON KEY STAKEHOLDERS, PROJECTS, COMMUNITIES, OR SUB-POPULATIONS :

First round of funds support over two dozen organizations throughout the region offering 43 renewal projects including an array of housing and services; the Homeless Management of Information System (HMIS), the Coordinated Entry System (CES), and a CoC Planning project. [Click here to enter text.](#)

CONNECTIONS TO HUD/HEARTH COMPLIANCE:

Funds are a direct result of the CoC Competition under the HEARTH Act.

COB BOARD RESPONSIBILITY CATEGORY(S):

- | | |
|---|---|
| <input type="checkbox"/> Annual Regional Planning | <input type="checkbox"/> Draft written standards for providing CoC assistance |
| <input type="checkbox"/> Approve CoC Policies | <input type="checkbox"/> Emergency Solutions Grants Evaluation & Recommendations |
| <input checked="" type="checkbox"/> Manage annual CoC funding application | <input type="checkbox"/> Conduct regular/annual CoC Plan (includes Point-in-Time Count) |
| <input type="checkbox"/> Designate and operate an HMIS | <input type="checkbox"/> Fundraise |
| <input type="checkbox"/> Develop Coordinated Entry System | <input type="checkbox"/> Other: Click here to enter text. |

ATTACHMENTS OR BACK-UP INFORMATION TO REFERENCE:

2019 Phase 1 Funding Spreadsheet

**FY 2019 Continuum of Care Competition
Awards as of January 14, 2020**

Grantee	Project Name	Type	Award
Regional Task Force on the Homeless	Homeless Management of Information System	HMIS	\$734,003
Regional Task Force on the Homeless	Regional CAHP - CES	SSO- CES	\$707,000
Alpha Project	The Lofts	PSH	\$366,897
Community Resource Center	DV Bonus	RRH	\$362,358
The Salvation Army	Door of Hope Joint Project	Joint	\$460,834
Community Housing Works	Manzanita Veterans	PSH	\$80,049
TACHS (Housing Innovation Partners)	Operations Grant	PSH	\$169,161
Mental Health Systems	S+C I (Aka S+C SRA	PSH	\$398,756
Community Housing Works	Las Casitas	PSH	\$56,144
Catholic Charities	Ninth and F St. Apts	PSH	\$33,167
Interfaith Community Services	Raymond's Refuge	PSH	\$97,984
Catholic Charities	Rachel's Rapid Rehousing	RRH	\$145,879
TACHS (Housing Innovation Partners)	PRIZM	PSH	\$497,612
Mental Health Systems	S +C II	PSH	\$397,825
PATH	Connections Housing	PSH	\$807,441
San Diego Housing Commission	San Diego Rapid Rehousing	RRH	\$251,156
St Vincent de Paul Villages	Village Rapid Rehousing for Individuals	RRH	\$767,313
TACHS (Housing Innovation Partners)	Unity	PSH	\$173,907
San Diego Housing Commission	Merged Project	PSH	\$3,783,844
The Salvation Army	Door of Hope	RRH	\$409,021
Crisis House	New Journey	Joint	\$384,630
Crisis House	Journey Home	RRH	\$506,955
South Bay Community Services	Casa de Luz	Joint	\$277,496
Interfaith Community Services	Rental Assistance Program - RAP	PSH	\$277,080

Vietnam Veterans of San Diego	Escondido Veterans Apts.	PSH	\$242,621
Community Housing Works	El Norte	PSH	\$68,468
St Vincent de Paul Villages	Boulevard Apartments	PSH	\$51,230
Alpha Project	RRH Consolidated	RRH	\$1,309,610
Interfaith Community Services	Path to Permanence	Joint	\$224,248
Vietnam Veterans of San Diego	Joint Housing for Veterans	Joint	\$207,032
Alpha Project	Alpha Square	PSH	\$525,598
San Diego Housing Commission	TAY - RRH	RRH	\$738,816
YMCA	Turning Point	TH	\$177,096
Mental Health Systems	Next Step PSH	PSH	\$170,324
San Diego Housing Commission	YWCA RRH	RRH	\$404,970
Community Resource Center	CRC Rapid Rehousing	RRH	\$265,437
Interfaith Community Services	Home Now	RRH	\$559,681
Volunteers of America	Housing First	Joint	\$332,341
St Vincent de Paul	Village RRH for Families	RRH	\$847,614
City of Oceanside	Women's Resource Center	TH	\$145,091
Home Start	Maternity Housing Program	PSH	\$269,166
Volunteers of America	Focus on Housing	Joint	\$322,310
Mental Health Systems	North County Safe Haven	SH	\$282,511
St. Vincent de Paul Villages	Benson Place	PSH	\$345,000
The Salvation Army	Door of Hope PSH	PSH	\$178,739
Home Start	East County RRH	RRH	\$352,989
South Bay Community Services	Casa de Luz Expansion	JOINT	\$78,778
Regional Task Force on the Homeless	CES for DV Safety	SSO-CES - DV	\$377,336
Regional Task Force on the Homeless	CoC Planning Grant	Planning	\$ 624,287
Total Round 1 Awards			\$ 21,286,463

San Diego Homelessness Volunteer Network

A Partnership of Councilmember Chris Ward and the Regional Task Force on the Homeless

Powered By United Way of San Diego County



www.sdhomelessnessvolunteernetwork.org

Introducing the San Diego Homelessness Volunteer Network (SDHVN)

- Commissioned by Councilmember Chris Ward
- In partnership with the Regional Task Force on the Homeless
- Powered by United Way of San Diego County
- Public launch December 2nd with press release and social media push



Partner Survey



United Way
of San Diego County

Partner Organization Volunteer Opportunities

Organization Profile Information

United Way often receives inquiries from community members about volunteer opportunities. If their interests don't align with our work or capacity needs, we like to direct them to our partners. That's where you come in! Please let us know what types of volunteer opportunities you have available so we can send appropriate volunteer requests your way! Opportunities can be ongoing or one-time initiatives, traditional or skills-based, or board member needs.

OK

Volunteer Experience



VOLUNTEER NOW! **SAN DIEGO HOMELESSNESS VOLUNTEER NETWORK** **WOMEN UNITED** **EMERGING LEADERS** **CORPORATE PROJECTS**

Every night, there are – at a minimum – 8,102 homeless San Diegans living on our streets or in our shelters. As a San Diegan who wants to help, it can often feel overwhelming and uncertain as to where to lend a hand. The **San Diego Homelessness Volunteer Network (SDHVN)** makes it easier.

Councilmember Chris Ward, in partnership with the **Regional Task Force on the Homeless**, is proud to support the **San Diego Homelessness Volunteer Network**: an online volunteer database, powered by **United Way of San Diego County**, that connects those in search of opportunities with the many non-profits and provider organizations that are serving homeless individuals. Click "Volunteer Now" to begin and make a difference in the community.

VOLUNTEER NOW!

Please enjoy a welcome video below from Councilmember Ward to hear more about why this network is so important for San Diego County.



San Diego Homelessness Volunteer Network
Councilmember Chris Ward, Third Council District

Are you a nonprofit organization offering volunteer opportunities to prevent and alleviate homelessness? Click [here](#) to join our network.

VOLUNTEER NOW! **SAN DIEGO HOMELESSNESS VOLUNTEER NETWORK** **WOMEN UNITED** **EMERGING LEADERS** **CORPORATE PROJECTS**

Volunteer Opportunities | Search Results

NEW SEARCH

Keyword(s)
sdhvn

Schedule Type
Select options

City & State and/or Zip Code
San Diego, CA

Distance
Any

Date From 11/18/2019 **Date To**

Search Clear

SAVE & SHARE YOUR SEARCH

Additional Filters:

- WHEN ARE YOU AVAILABLE?**
- WHAT WOULD YOU LIKE TO DO?**
- WHO WOULD YOU LIKE TO SERVE?**

COLOR KEY: ■ Volunteer Opportunities ■ Trainings & Other Activities ■ Already Filled

Click on column header to sort.

You are seeing a filtered number of volunteer opportunities based on your last search. [Click here to see All Opportunities](#)

Opportunity	Organization	Where	Time	Distance
SDHVN: Homeless Outreach	The Salvation Army	San Diego	Open	0 miles
SDHVN: Rachel's Women's Center Services Assistant	Catholic Charities Diocese of San Diego	San Diego	Open	0 miles
SDHVN: Dinner at Rachel's Night Shelter	Catholic Charities Diocese of San Diego	San Diego	Open	0 miles
SDHVN: Meal Servers	Father Joe's Villages	San Diego	Open	1 miles
SDHVN: Licensed Barber or Hairstylist	Father Joe's Villages	San Diego	Open	1 miles
SDHVN: San Diego Food Bank Volunteer at The Center	The San Diego LGBT Center	San Diego	12/3/19 + more 10:00 AM 4 hours	2 miles
SDHVN: Boutique Helpers	Home Start Inc.	San Diego	Open	4 miles

VOLUNTEER NOW! | SAN DIEGO HOMELESSNESS VOLUNTEER NETWORK | WOMEN UNITED | EMERGING LEADERS | CORPORATE PROJECTS

Opportunity Details

SDHVN: Meal Servers

Father Joe's Villages | <https://my.neighbor.org/>

Volunteers assist in prepping and serving up to 3,000 meals we serve a day. We serve 3 meals a day, 7 days a week. Volunteers must be scheduled prior to serving.

ISSUE AREA(S)
Hunger & Homelessness

POPULATION SERVED
Families, Homeless, Low-income communities, Military/Veterans, Offenders/Ex-offenders, People with Disabilities, LGBT (Lesbian, Gay, Bisexual, Transgender)

REQUIREMENTS
Age Minimum (with Adult): 18+, Minimum Age: 18+

Express Interest

VOLUNTEERS NEEDED THROUGH 11/15/2020

Location: San Diego, CA 92101

Opportunity Leader: Laura Kojima | [Click here to email this contact](#)

After expressing interest, the volunteer leader / coordinator will contact you to confirm participation and provide directions for this opportunity.

EXPRESS INTEREST | Express interest with a team



VOLUNTEER NOW! | SAN DIEGO HOMELESSNESS VOLUNTEER NETWORK | WOMEN UNITED | EMERGING LEADERS | CORPORATE PROJECTS

Opportunity Details

SDHVN: San Diego Food Bank Volunteer at The Center

The San Diego LGBT Center | <https://thecentersd.org>

Volunteers assist in preparing food for distribution, restocking distribution tables, and with registration and check-in.

ISSUE AREA(S)
Hunger & Homelessness

POPULATION SERVED
Families, Homeless, Low-income communities, Military/Veterans, People with Disabilities, LGBT (Lesbian, Gay, Bisexual, Transgender)

REQUIREMENTS
Age Minimum (with Adult): 18+, Minimum Age: 18+

Sign Up

TUESDAY, DECEMBER 3, 2019 FROM 10:00 AM - 2:00 PM

Location: San Diego, CA 92103

Volunteer Limit: 40 | Spots Remaining: 40

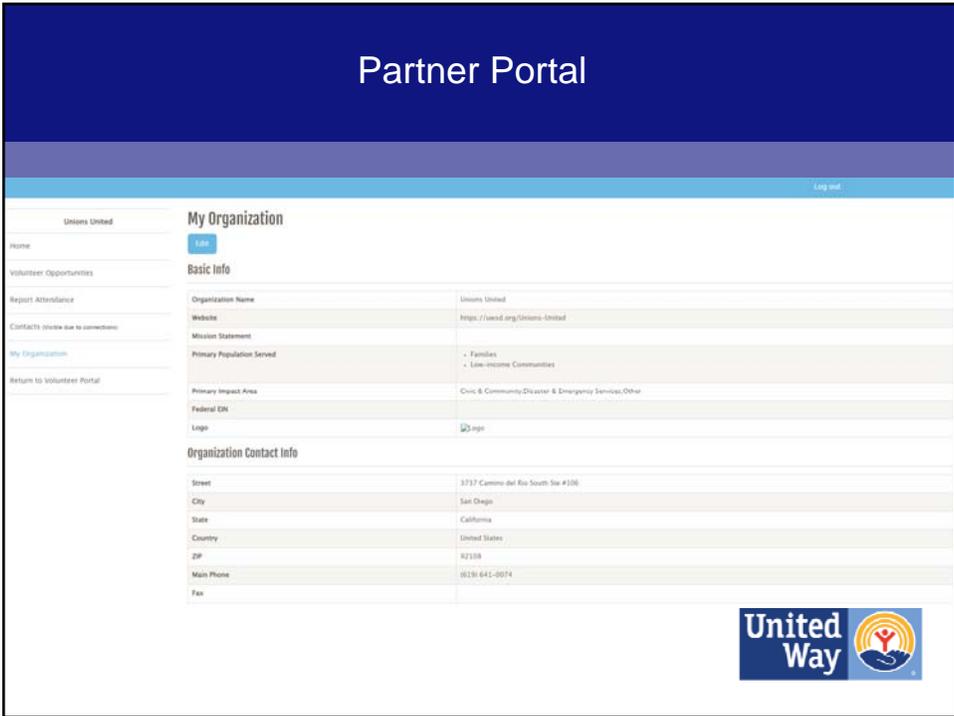
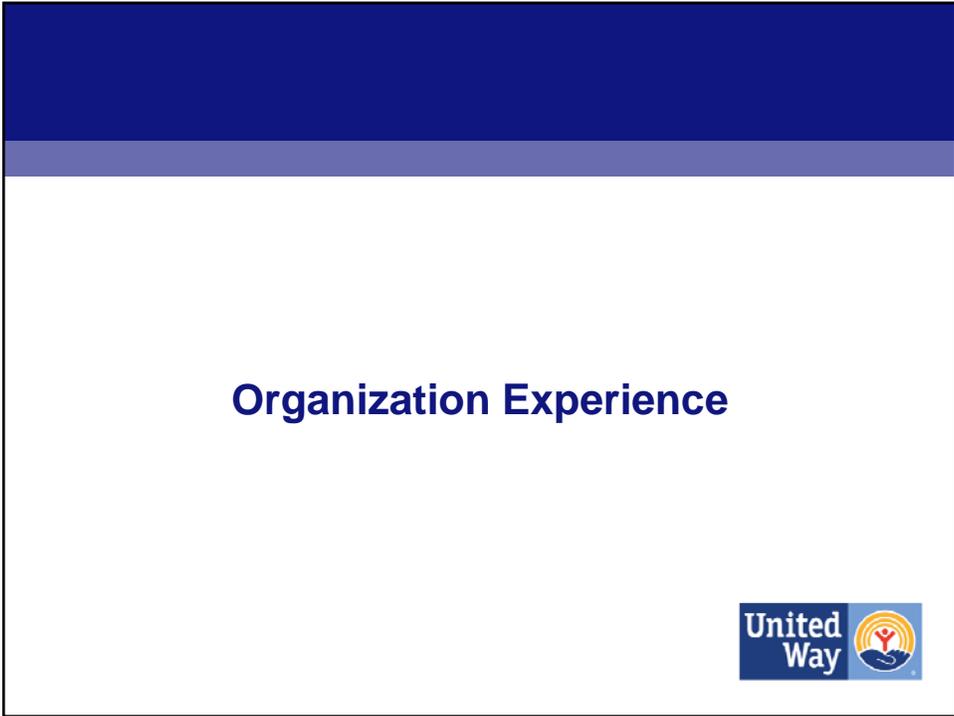
Opportunity Leader: Mitchell Medrano | [Click here to email this contact](#)

Full opportunity address and directions will be sent to you by e-mail after you sign up.

SIGN UP | Sign up with a team

TUESDAY, JANUARY 7, 2020 FROM 10:00 AM - 2:00 PM

TUESDAY, FEBRUARY 4, 2020 FROM 10:00 AM - 2:00 PM



View Opportunities

[Log out](#)

United Way**Volunteer Opportunities**

[Search](#) [Create Volunteer Opportunity](#)

Name	Posting Status	Schedule Type	Registration Type	Type
Self-Reported Volunteer Hours	All	To be Scheduled	Express Interest	Project

Showing 1 to 1 of 1 entries

[Previous](#) [Next](#)



Create New Opportunity

Create Volunteer Opportunity

Opportunity Name *

Schedule Type *

Date & Time Specific
 Individually Scheduled

Registration Type *

Sign Up
 Express Interest

Description *

Source | X | Copy | Paste | Undo | Redo | Bold | Italic | Underline | Text Color | Background Color | Font Size | Font Family | Link | Unlink | Image | Table | List | Indent | Outdent | Styles | Format | Font | Size | Color | Background Color

Default Opportunity Coordinator *

Location *

Questions?

- Mitchell Medrano, Corporate Social Responsibility Coordinator
 - 858-636-4111; Mitchell.Medrano@uwsd.org
- Carlee Chatman, Corporate Social Responsibility Manager
 - 858-636-4133; Carlee.Chatman@uwsd.org



Board meeting Calendar 2020

Board meeting Jan 16th

Board meeting February 27th

Board retreat –TBD -March 26th or 31st

Board meeting April 16th

Board meeting May 21st

Board meeting June 18th

Board meeting July – Conflicts with NAEH conference dates- Normally cancelled

Board meeting August 20th

Board meeting September 17th

Board meeting October 22nd

Board meeting November 19th or December 3.