



April 18, 2019

Dear RTFH Community,

The RTFH Board recruitment process is underway, and we are excited to continue working with a dynamic group of individuals devoted to ending homelessness in the region.

If you have thought about board service, please consider applying now as the RTFH is always seeking dedicated leaders to fill seats on the RTFH Board. Board members help to develop and support local programs and initiatives to ensure ending homelessness becomes a reality in our community.

Given the number of San Diegans experiencing homelessness, the work of the RTFH has never been more important than it is today. By serving as a board member, you will have the opportunity to support efforts in research, education, advocacy, community outreach, and coordination of vital funds that will ultimately save lives.

We welcome prospective board members who are committed to our mission, share our core values, and are prepared to dedicate themselves in this service.

Attached is an application packet for the 2019-2021 RTFH Board Member Recruitment. If you are interested in joining the board, please fill out the appropriate application (either the general application or the service provider application) and return it to temp@rtfhdsd.org by noon on Friday, May 17, 2019. If you wish to complete either application in a fillable format you can visit the RTFH website at: <https://www.rtfhdsd.org/about/board-of-directors/> or contact Myleya Griffin at temp@rtfhdsd.org.

Board members will be nominated and elected by the existing board of directors at their June 20th meeting (with exception of the service provider seats that are nominated and elected by the membership), and approved by the membership at the Annual Full Membership Meeting on June 27, 2019. The service provider elections will also take place at the Annual Membership Meeting. New board members will begin service on July 1, 2019, for a two-year term, ending June 30, 2021.

Thank you for your interest in this opportunity and your dedication to ending homelessness in the region. Please don't hesitate to contact the RTFH with questions.

Best regards,

A handwritten signature in black ink that reads "Tamera Kohler".

Tamera Kohler
Chief Executive Officer



April 18, 2019

Dear Valued Community Member:

The Regional Task Force on the Homeless (RTFH) is the central organization dedicated to ending chronic homelessness in San Diego through coordination of resources, evaluation of the crisis response system and the development and implementation of best practices.

With the increased attention, urgency and amount of funding coming to the San Diego Region to address the needs of the high number of people experiencing homelessness, the work of the RTFH has never been more important. With that, we are excited to announce a search for dedicated leaders to join the RTFH Board. Those selected will help us strategize and support local interventions that improve the overall service delivery system and coordinate of our efforts.

The combined force of community stakeholders and the staff of RTFH has set the ambitious goal of bringing transformative change to the continuum of care for homeless individuals and to producing better outcomes to lead to major changes system-wide.

By serving as a board member, you will have the opportunity to lead and inform innovative efforts, advocacy, community outreach as well as the coordination of vital funds that will ultimately improve the lives of those experiencing a housing crisis, many that are highly vulnerable. If you or someone you know is interested in joining the RTFH Board, I am personally inviting you to submit the attached application by noon on Friday, May 17, 2019.

Thank you for your consideration of this position and opportunity. Please feel free to contact Myleya Griffin with any questions at temp@rtfhdsd.org, or (858) 292-7627 ex.35.

Sincerely,

A handwritten signature in blue ink, appearing to read "Chris Ward".

Chris Ward, Chair
Regional Task Force on the Homeless
Councilmember, City of San Diego



Regional Task Force on the Homeless

Overview of Board

Basic Structure and Responsibilities

RTFH BACKGROUND

Homelessness is a critical issue impacting multiple sectors of our community. Overcoming homelessness requires strategic planning and coordination of resources. Cornerstones of the federal resources to address homelessness come from the U.S. Department of Housing and Urban Development (HUD). HUD charges communities that receive funds under the Homeless Continuum of Care (CoC) Program of the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH) with specific responsibilities. Relevant organizations in the San Diego CoC Region established the Regional Continuum.

From 1998 to January 2017, the RCCC served as the CoC coordinating body acknowledged by HUD. The RCCC was charged with the responsibilities required under HEARTH for the San Diego City and County Continuum of Care CoC (Regional CoC). The Regional CoC includes all of the geography within the County of San Diego, including 18 incorporated cities and all unincorporated areas. This area also includes several Housing Authorities, Emergency Solutions Grant (ESG) areas, as well as federally designated Community Development Block Grant (CDBG) entitlement areas, HOPWA, HOME, and Veteran Administration service areas.

The planning and governance of the Regional CoC and HUD CoC funds have historically been facilitated through the independent action of the RCCC. These funds currently exceed \$20 million annually. The goal is to work together with other stakeholders to achieve common purposes, particularly to end homelessness in our region. Over time, community stakeholders began to recognize the importance of collective impact. Region-wide efforts such as the Keys to Housing and the Priority Community Initiative identified the need to develop an infrastructure as a critical element of realizing that impact. The HEARTH rules of 2012 concur.

In 2013 the RCCC began a transformation to formalize the structures needed to end homelessness in our community. These included: seating a CoC Board, developing an Infrastructure Organization, meeting new federal regulations, and addressing local gaps in community coordination and planning. Various stakeholders in the community worked throughout 2013 and adopted a new governance structure for the Regional CoC. The new structure includes a CoC Board capable of determining and directing mutually reinforcing activities to achieve the goal of ending homelessness throughout the region.

In January 2017, the Regional Task Force on the Homeless became the legal non-profit entity that is the Infrastructure Organization. The RTFH is the homeless policy expert and lead coordinator for the introduction of new models and implementation of best practices for the San Diego Region. RTFH provide essential data and insights on the issue of homelessness, informing policy and driving system design, change, and performance. This includes managing

the Homeless Management Information System (HMIS), conducting the Annual Point-In-Time Count (PITC), and implementing the Coordinated Entry System (CES).

Role of the Board of Directors: The role of the Board is to engage stakeholders in a collective impact model that works to:

- **Regional Planning:** Set regional goals and priorities for ending homelessness in San Diego.
- **Monitor Performance:** Monitor community progress in ending homelessness in San Diego. Establish and monitor HUD CoC and Emergency Solutions Grant (ESG) project performance targets. Evaluate Infrastructure Organization performance annually.
- **Approve Continuum of Care (CoC) Policies:** Including U.S. Department of Housing and Urban Development (HUD) CoC and ESG funding recommendations and written standards for providing assistance.
- **Approve Selection:** HUD Collaborative Applicant, Homeless HMIS Lead, and Infrastructure Organization. Select Board Members annually and fill vacancies.
- **Fundraise:** Authorize grant applications. Raise and allocate funds. Approve sustainability plans.

CoC Board Structure

- Comprised of minimum of 17 seats to maximum of 31 seats
- Seats are designated by affiliation, community sector, subpopulation, and geography in accordance with the San Diego City and County CoC Governance Charter
- Executive Leadership consists of Chair, Vice Chair, Secretary and Treasurer
- Serve in two-year terms with 50 percent up for election each year
- 10-year maximum term limit
- Must have a minimum of 20 percent homeless service providers and at least one homeless/formerly homeless service consumer seated.

| Organization | Nominated Seats |
|-------------------------------------|------------------------|
| Homeless Service Providers | 6 |
| Public/Government – Appointed Seats | 6 |
| Elected Officials | 2 |
| Business | 4 |
| Philanthropy | 2 |
| Health | 3 |
| Education | 1 |
| Faith Based | 1 |
| (Formerly) Homeless Individual | 1 |
| Law Enforcement / Justice System | 1 |
| Advocate | 1 |
| Flexible | 3 |

Infrastructure Organization: The Regional Task Force on the Homeless (RTFH) is the Infrastructure Organization for the Continuum of Care. The RTFH is the legal entity that provides core operational structure and fulfills key CoC roles such as:

- Fundraising;
- Serving as the HUD Collaborative Applicant, HMIS Lead Agency, PITC Lead Agency, and Point of Contact for the CoC
- Provides staff support to the Board, committees and membership
- Ensures project monitoring and reports to the Board of Directors
- Expands and maintains RTFH membership

Standing Committees

Audit Committee: Responsible for making recommendations to the Board on hiring and firing independent auditors, negotiating the auditor's compensation, conferring with the auditor to satisfy its members that the RTFH's financial affairs are in order, reviewing and determining whether to accept an audit, assuring non-audit services performed by the auditors conform with standards for auditor independence, and approving performance of any non-audit services provided by the auditor. The Audit Committee meets as needed.

Evaluation Advisory Committee: Responsible for advising on the Homeless system of care which includes;

- the CES regional support and effectiveness
- HMIS data system and/or other relevant data and systems
- Support of the HUD NOFA competitive process and collaborative application
- Regional Homeless System performance measures and metrics
- Review of LSA, PITC and HIC
- Review of HUD CoC and ESG program monitoring and grievances of any corrective action or final funding recommendations of any competitive process RTFH may be party to; and
- Make recommendations to the Board for changes in CES or HMIS systems that require board and/or Full Membership approval
- Report out to the Board at least annually
- Create a strategic annual plan with the RTFH staff to calendar activities and areas of focus for the committee.
- The Evaluation Advisory Committee meets on the first Monday of each month from 1:30-3:00 p.m.; meeting days and times are subject to change as necessary.
 - **Rating & Ranking Subcommittee:** Responsible for monitoring, evaluating and recommending improvements to enhance RTFH and RTFH Member Organization performance. Agencies receiving CoC funding are unable to participate in the annual rating and ranking process for HUD CoC funds. The Rating & Ranking Committee meets as needed during the NOFA process.

Governance Advisory Committee: The committee evaluates and recommends changes to improve RTFH's structure and ensure it is meeting the mission. Governance Advisory Committee reviews Board Member nominations and provides recommendations to the Board. It also reviews the Charter and provides recommendations to the Board and Full Membership. The Governance Advisory Committee meets on the first Thursday of each month from 1:30-3:00 p.m.; meeting days and times are subject to change as necessary.

Intergovernmental Council: In order to engage key government representatives in the effort to end homelessness, RTFH formed an Intergovernmental Council (IC). The purpose of the IC is to promote and coordinate local government activities to assist homeless persons. The IC consist of current public officials representing various levels of government such as cities, county, state, and federal. The Council meets as needed.

The **Intergovernmental Council** has various duties, including:

- Fill the two Elected Official seats on the Board
- Meet regularly and serve in an advisory role to the Board
- Review local activities and programs assisting people experiencing homelessness to ensure alignment with RTFH policy and plans such as CES participation.

Regional Task Force on the Homeless Board Member Job Description

Vision

Homelessness in San Diego is rare, brief and non-recurring.

Mission

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.

For more information, please visit the website at www.rtfhsd.org/.

Position

The RTFH Board of Directors (Board) will support the work of the RTFH and provide mission-based leadership and strategic governance. While day-to-day operations are led by RTFH staff, the board relationship is a partnership, and the appropriate involvement of the Board is both critical and expected. Specific board member responsibilities include:

Leadership, Governance and Oversight

- Advancing the RTFH's mission:
 - Actively promote the mission of the RTFH, contributing ideas and expertise.
 - Keep up-to-date on developments in the homelessness.
 - Ensure the RTFH's commitment to a diverse board and staff reflects the communities the RTFH serves.
- Ensuring effective organizational planning:
 - Determine and monitor the RTFH's programs and services.
 - Participate in the development of a strategic plan to accomplish the mission, oversee its implementation and evaluate its success.
 - Contribute to an annual performance evaluation of RTFH CEO.
- Actively participating in all Board activities:
 - Attend monthly Board meetings.
 - Review agenda and supporting materials prior to board and committee meetings.
 - Serve on a committee(s) and periodically take on special assignments.
 - Suggest nominees to the Board who can make significant contributions to the work of the Board and to the RTFH.
 - Assess the Board's performance.
 - Partner with RTFH staff, volunteers, and other board members to ensure board resolutions are carried out.
- Ensuring adequate resources:
 - Manage resources effectively.

- Carry out the fiduciary responsibilities of the Board, such as reviewing the organization's annual financial statements, selecting an auditor and receiving the auditor's report (as applicable).
- Following the conflict-of-interest and confidentiality policies.

Board Terms/Participation

Board members will serve a two-year term to be eligible for re-appointment for four additional terms. Board meetings will be held monthly and committee meetings will be held in coordination with board meetings.

Qualifications

This is an extraordinary opportunity for an individual who is passionate about the RTFH's mission and who has a track record of community leadership. Selected board members will have achieved leadership stature in business, government, philanthropy or the nonprofit sector. The accomplishments of board members will allow them to attract other well-qualified, high-performing board members.

Ideal candidates will have the following qualifications:

- Extensive professional experience with significant leadership accomplishments in business, government, philanthropy or the nonprofit sector;
- A commitment to and understanding of the RTFH's clients, preferably based on experience;
- Savvy diplomatic skills and a natural affinity for cultivating relationships and persuading, convening, facilitating, and building consensus among diverse individuals; and
- Personal qualities of integrity, credibility, and a passion for improving the lives of the RTFH's clients.

Service on the RTFH Board of Directors is without remuneration.

By signing I acknowledge that I have read the Board Member Job Description and agree to abide by its terms during my board service.

Name: _____

Signature: _____ Date: _____

Regional Task Force on the Homeless

Board Member Commitment Form

As a board member of the Regional Task Force on the Homeless (RTFH), I will:

- Personally attend a minimum of 50 percent of board meetings.
- Send a designee in my place if I cannot attend a board meeting.
- Review the agenda and supporting materials prior to board and committee meetings.
- Serve on committees and take on special assignments as needed.
- Remain informed about the RTFH's mission, services, and policies and promote the RTFH, as agreed annually by the Board.
- Provide support and advice to the staff but avoid interfering in management activities.
- Suggest nominees and participate in board recruitment.

I will act in concert with the following principles:

As a board member I understand that I have duties of care, loyalty, and obedience to the RTFH.

- The duty of care is the duty to pay attention to the RTFH—to monitor its activities, see that its mission is being accomplished and guard its financial resources.
- The duty of loyalty is the duty to avoid conflicts of interest, and
- The duty of obedience is to carry out the purposes of the organization and to comply with the law.

I commit that I will uphold these duties and that I shall do my utmost to ensure that the RTFH performs its mission and achieves its goals.

As a board member I agree to:

- Act with honesty and integrity;
- Work through collective impact to end homelessness by partnering with organizations from different sectors, using a common agenda, aligning our efforts, and implementing common measures of success.
- Support in a positive manner all actions taken by the RTFH Board of Directors even when I am in a minority position on such actions. I recognize that decisions of the Board can be made only by a majority vote at a board meeting and respect the majority decisions of the Board, while retaining the right to seek changes through ethical and constructive channels;
- Participate in (1) the annual strategic planning retreat, (2) board self-evaluation programs, and (3) board development workshops, seminars, and other educational events that enhance my skills as a board member;
- Keep confidential information confidential;

- Exercise my authority as a board member only when acting in a meeting with the full Board or as I am delegated by the Board;
- Work with and respect the opinions of my peers who serve this Board, and leave my personal prejudices out of all Board discussions.
- Always act for the good of the RTFH and represent the interests of all people served by the RTFH;
- Represent the RTFH in a positive and supportive manner at all times;
- Observe the parliamentary procedures and display courteous conduct in all board and committee meetings;
- Refrain from intruding on administrative issues that are the responsibility of management, except to monitor the results of the RTFH;
- Accept my responsibility for providing oversight of the financial condition of the organization;
- Avoid acting in a way that represents a conflict of interest between my position as a board member and my personal or professional life, even if those actions appear to provide a benefit for the RTFH. This includes using my position for the advantage of my friends and business associates. If such a conflict does arise I will declare that conflict before the Board and refrain from voting on matters in which I have conflict; and
- Abide by these board operating procedures.

Signature

Date

Is the Candidate currently an RTFH Board member? Yes No

Is the Candidate currently an RTFH Committee member? Yes No

Diversity: RTFH is committed to fostering a culture of diversity and inclusion and believes that board diversity is critical to the work of the Continuum of Care. We ask that prospective Board Member complete these **optional** demographic questions. **(Please check all that apply)**

Gender: Male Female Transgender Other: _____

Race: White/Caucasian Black/African American Native American/Alaskan
 Asian/Pacific Islander Other: _____

Ethnicity: Hispanic Non-Hispanic

Age: 18-24 25-54 55-64 65+

Skills, experience and interests (Please check all that apply)

- | | |
|---|--|
| <input type="checkbox"/> Finance, accounting | <input type="checkbox"/> Special events |
| <input type="checkbox"/> Personnel, human resources | <input type="checkbox"/> Grant writing / Fundraising |
| <input type="checkbox"/> Administration, management | <input type="checkbox"/> Outreach, advocacy |
| <input type="checkbox"/> Nonprofit experience | <input type="checkbox"/> Legal/Law |
| <input type="checkbox"/> Community service | <input type="checkbox"/> Homeless Experience (current-5 years ago) |
| <input type="checkbox"/> Policy development | <input type="checkbox"/> Homeless Experience (6+ years ago) |
| <input type="checkbox"/> Program evaluation | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Public relations, communications | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Education, instruction | <input type="checkbox"/> Other: _____ |

Education/Training/Certificates: _____

Optional – Have you received any awards or honors you'd like to mention?

Which systems do you think are critical to engage in working to solve homelessness in San Diego?
How would you work to address homelessness as a Board member?

How do you feel the Regional Task Force on the Homeless would benefit from your involvement on the Board?

Please list any groups, organizations or businesses you could serve as a liaison to on behalf of the Regional Task Force on the Homeless.

Please tell us anything else you'd like to share.

If not nominated to serve on the Board, is there interest in serving on one of the committees:

- Yes, the Governance Advisory Committee
- Yes, the Evaluation Advisory Committee
- Yes, the Performance Measures and Standards Committee
- No, I am not interested in serving on a committee

- **In submitting this application, you verify that you will follow the RTFH policies and procedures, including the *Conflict Of Interest Policy*, found on the RTFH website [here](#).**
- **Board members must commit in writing to attend a minimum of 50 percent of board meetings to be considered board members in good standing.**

Thank you very much for applying.

Board Seats Expiring June 30, 2019

Nominated by RTFH Membership Nominations and Selections Committee

Homeless Service Provider – Central

Homeless Service Provider – East

Homeless Service Provider – North Inland

Nominated by RTFH Board Nominations and Selections Committee

Business

Education

Faith Community

Funder Representative

Health

Law Enforcement

Flexible Seat (includes: Consumer/Lived Experience)

Nominated by RTFH Intergovernmental Council

Elected Official

Appointed Board Seats

Public Housing Authority – County of San Diego Housing & Community Development

San Diego Workforce Partnership

US Department of Veterans Affairs – Veterans Affairs – San Diego Office

- Current Board Members are listed here: <http://www.rtfhsd.org/about/board-of-directors/>.
- Information on the Regional Task Force on the Homeless, San Diego's Continuum of Care, can be found here: www.rtfhsd.org, including organizational documents and meeting information.
- All candidates are invited to attend meetings.
- The RTFH is committed to diversity and inclusion throughout the recruitment process.

Is the Candidate currently an RTFH Board member? Yes No

Is the Candidate currently an RTFH Committee member? Yes No

Diversity: RTFH is committed to fostering a culture of diversity and inclusion and believes that board diversity is critical to the work of the Continuum of Care. We ask that prospective Board Member complete these **optional** demographic questions. **(Please check all that apply)**

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- | | |
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Education/Training/Certificates: _____

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How do you feel the Regional Task Force on the Homeless would benefit from your involvement on the Board?

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Please tell us anything else you'd like to share.

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- Yes, the Governance Advisory Committee
- Yes, the Evaluation Advisory Committee
- Yes, the Performance Measures and Standards Committee
- No, I am not interested in serving on a committee

- **Service Provider Job Description**

The intent of the seat is to provide perspective (e.g., trends, barriers, etc.) to the board from those providing direct services to individuals experiencing homelessness. The Service Provider will also seek active feedback from other providers in their region and area of focus to provide the most complete picture to the larger board.

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- **Board members must commit in writing to attend a minimum of 50 percent of board meetings to be considered board members in good standing.**

Thank you very much for applying.

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Nominated by RTFH Membership Nominations and Selections Committee

Homeless Service Provider – Central
Homeless Service Provider – East
Homeless Service Provider – North Inland

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