



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

<b>Date:</b> 05-16-19	<b>Time:</b> 3:00 PM-5:00 PM	<b>Location:</b> County Administration Center (1600 Pacific Highway, San Diego, CA 92101) Rooms 302-303
Agenda Items	Presenter	Page
<b>1. Welcome and Introductions</b>	Chair - Councilmember Chris Ward	
<b>2. Non-Agenda Public Comment</b>	Chair - Councilmember Chris Ward	
3. Consent Agenda		
a) Minutes for April Board meetings	Chair - Councilmember Chris Ward	2
b) Financials for Feb. and March	Chair - Councilmember Chris Ward	7
c) Ad Hoc committee for final HEAP recommendations	Chair – Councilmember Chris Ward	19
4. Executive Officer & CEO Updates		
5. Action Items		
a) Approval to Repeal of Board policy 4: Proxy for members of the Board	Governance Chair - Ray Ellis	27
b) Approval to accept Governance Charter update	Governance Chair - Ray Ellis	35
6. Informational Items		
a) Point in Time Presentation	Kat Durant	67
b) Outreach Protocol	Chris Ward/Kris Kunz	73
c) Evaluation committee report	Nancy Cannon-O’Connell	84
d) Maximizing the Impact - dashboards, data driven tools - Simtech	Tamera Kohler	88
e) Update on Strategic Framework phase1 & 2, Community Plan	Jennifer Yost	98
<b>Next Board Meeting:</b> June 20, 2019. <b>Time:</b> 3:00-5:00 p.m. <b>Location:</b> San Diego County Administration Center, 1600 Pacific Highway, in Rooms 302-303  <b>Intergovernmental Roundtable:</b> May 30, 2019 <b>Time:</b> 9:00 – 11:00 a.m. <b>Location:</b> SANDAG, B Street, San Diego, CA 92101, Executive Board Room 401		



Regional Task Force on the Homeless  
Governance Board Regular Meeting Minutes  
April 18, 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.

ATTENDANCE

**Present:**

Ray Ellis  
Alexandra Berenter  
Sean Karafin  
Joel John Roberts  
Nathan Fletcher  
Chris Ward  
Michael Hopkins  
Nancy Cannon-O'Connell  
Reverend Rolland Slade  
Karen Brailean  
Amy Denhart  
Susanne Terry  
Jeffrey Gering  
Karen McCabe  
Dimitrios Alexiou by Proxy  
David Nisleit by Proxy  
John Ohanian  
Walter Phillips  
Laura Trancredi-Baese  
Kathie Lembo by Proxy  
Deacon Jim Vargas  
David Estrella  
Rick Gentry  
Jessica Chamberlain  
Ellis Rose  
Ken Sauder  
Nick Macchione

**Absent:**

Nancy Sasaki  
Peter Callstom  
Greg Anglea  
Andre Simpson

**1. Welcome and Introductions**

- Board Chair, Chris Ward welcomed board and community members to the regular meeting of the RTFH Governance Board.
- Change in Executive Committee as David Estrella has stepped down from the Treasure position due to a conflict and notified the Executive Committee a week ago. In the interim, Vice Chair Karen Brailean agrees to serve in the role of the Treasurer and will be putting out a call for the nomination and selection of new Treasurer

**2. Non-Agenda Public Comment**

No public Comments.

**3. Consent Agenda**

**Items Removed from Consent Agenda**

a.	Approval of <b>January 2019</b> , Board Meeting Minutes	None
b.	Approval of <b>January 2019</b> Financial Statements	
c.	Acting as the CoC: RTFH designation as the Collaborative Applicant and HMIS Lead for 2019 NOFA	

**Voting**

Motion	Motion by <b>Michael Hopkins</b> to: Approve the Consent Agenda. Second by <b>Deacon Jim Vargas</b> .
Yay	27 Members
Nay	No
Recused	No
New Action Items	N/A

**4. Executive Officer & CEO Updates**

- Chris Ward discussed the Board retreat and the setting of goals and a work plan for the year. This will be placed on the RTFH website. One of the goals is the creation of the Standards and Measurements Ad Hoc committee to align those goals and understand best practices. The first meeting will be in early May. The second Intergovernmental Roundtable will be Thursday May 30<sup>th</sup>. The first meeting was an informative discussion with 12 of the 18 cities represented.
- Tamera Kohler shared that the HEAP applications have been received. RTFH received 51 applications from 41 agencies requesting \$63 million dollars for 18.8 million availability. We have engaged a number of individuals to help review the applications and sending a last call for individuals that may be interested. The RFP for the Youth Demonstration Grant of \$7.94 million was posted yesterday. We want to reiterate the importance of collaboration in this process. There has been a significant amount of work in the community to put together a smart collaborative way to think about our youth and there is a community plan that is up on our website which gives all the instructions of how to think about how to apply for this funding.
- Walter Phillips spoke of a state wide organization called the California Coalition for Youth that focuses on advocating with disconnected youth and primarily youth homelessness. Next week is the

annual conference in which 2 of our young people who work with RTFH have been selected to receive the statewide competitive leadership award; Nyla Vivas and Abrea Ponce.

- It is time for Board Member recruitment. Through the Governance Advisory Committee the recruitment is open starting tomorrow and the Board Recruitment Packet will be posted to the website. This is an all call for Board Members. RTFH will send the Board Recruitment Packet to all current Board Members to assist in recruitment.

## 5. Action Items

a.

<b>Presentation</b>	<p><b>Adopt HMIS Charter</b></p> <p>The <b>CoC Program Interim Rule</b> and the <b>HMIS Proposed Rule</b> requires the CoC to develop a written charter that includes, at a minimum, a requirement that the HMIS Lead enter into a written participation agreements with each organization contributing data to the CoC’s HMIS; detail on the participation fees charged by the HMIS, and identifies the HMIS vendor. The charter includes the fees and Clarity as the new HMIS vendor.</p>
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<b>Board Member Discussion</b>	N/A
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<b>New Action Items</b>	N/A
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### Voting:

<b>Motion</b>	<p>Motion by <b>Ellis Rose</b> to: Adopt the HMIS Charter. Second by <b>Supervisor Nathan Fletcher</b>.</p>
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<b>Yay</b>	27 Members
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<b>Nay</b>	No
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<b>Recused</b>	N/A
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## 6. Discussion Items

a.

<b>Presentation</b>	<p><b>RRH Learning Collaborative</b></p> <p><i>Michelle Valdez:</i> An important piece in our work is strengthening the system as a whole as we use best practices and one of the best ways to get a community together for best practices is learning collaborative. RTFH has been able to contract with Michelle Valdez for the next year to work on a Rapid Rehousing learning collaborative.</p> <p><u>Initial priority: Rapid rehousing</u></p> <ul style="list-style-type: none"> <li>▪ To ensure that, as a community, San Diego County <b>provides RRH in an efficient and effective manner</b>; and that <b>practices are clear and comprehensive</b>, we will:             <ul style="list-style-type: none"> <li>▪ Identify and implement system- and programmatic-level changes to ‘Right-size’ the system; and</li> <li>▪ Develop a RRH Learning Collaborative framework for ongoing collaboration and improvement</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"> <li>▪ <b>A Learning Collaborative</b> is a forum for service providers to develop and implement changes to how they operate, as well as overall system design changes, while receiving support from their peers and other RRH experts.</li> <li>▪ Our goal is to create an opportunity to collectively work together and learn from each other’s experience and capitalize on each other’s resources and skills while we design and implement a flexible, client-driven RRH model.</li> </ul> <p><u>Process &amp; next steps Anticipated Timeline include:</u></p> <ul style="list-style-type: none"> <li>▪ Review/assess current RRH system -&gt; Spring 2019</li> <li>▪ Convene providers/ stakeholders &amp; launch LC -&gt; Late Spring/Early Summer 2019</li> <li>▪ Develop recommendations for right-sizing system -&gt; Fall 2019</li> <li>▪ TA for implementation of best practices &amp; system improvements -&gt; Winter 2019/2020</li> </ul> <p>The goal is to learn and understand what is happening currently in your community around Rapid Rehousing, how well it is working, hear from providers directly on how they are implementing their programs and where they see success, challenges and where we can learn from each other. Over the next month or two Michelle will come back and bring back together all the providers and start to design a learning collaborative here and where we can really right size the system. Michelle anticipates that the collaborative will be up and running into the fall and winter. The other part of Michelle’s goal is the technical assistance to help the providers where their support is needed to implement the programs. Michelle will be back over the next several months to continue this work.</p>
<b>Board Member Discussion</b>	The intent of Michelle’s work is to coordinate and align with providers, funders and other work being done around Rapid Rehousing in the San Diego region. We will be able to track the work and additional support of the RRH Learning Collaborative through how quickly people are moving into housing and the stability through returns to homelessness. By reviewing this data we will be able to make improvements.
<b>New Action Items</b>	N/A
b.	
<b>Presentation</b>	<p><b>Racial Disparities Presentation</b></p> <p><u>Pat Leslie and Deme Hill:</u> A training will be held for the membership on Thursday April 25, 2019 on Racial Disparities. HUD is talking about racial disparities as a national and local issue and is making sure that Continuums of Care are taking a look as well. HUD’s role in regard to racial disparities is around fair housing, counseling and support, and to investigate claims of discrimination based upon race, disability, familial status, color, national origin, religion as well as sex.</p> <p>National Disparity data was shown and discussion about local disparities</p> <ul style="list-style-type: none"> <li>• Persons of color are over represented in the homeless population at the national and local level.</li> <li>• The racial and ethnic composition of the Board of Directors does not reflect the ration and ethnic composition of our clients.</li> </ul>

	<ul style="list-style-type: none"> <li>There are ways to change our system to aligning with our community. We can add diversity questions to our applications to make sure we are inclusive. We can also learn from other communities as well on this issue.</li> </ul>
<b>Board Member Discussion</b>	<p>There is a disparity between the general population of the San Diego region and the population experiencing homelessness. However, when people enter our system there is equity in access to services and exits to housing.</p> <p>The purposes of identifying disparities is to address them; to be creative and inventive and work hard to undue disparities. We need to recognize that achieving justice is different than achieving Equity and Equality.</p> <p>Other Items to take under consideration:</p> <ul style="list-style-type: none"> <li>Funders on both the private and public side ask agencies to go through the same process of identifying disparities.</li> <li>Training opportunities</li> <li>Looking at disparities in the youth population and the jail system</li> <li>The national data did not breakdown sexual orientation but we may want to look at it locally</li> </ul>
<b>New Action Items</b>	N/A
<b>7. Closed Session</b>	
<b>Presentation</b>	Upon return from Closed Session the Board held a vote for the Treasurer’s position.
<b>Board Member Discussion</b>	N/A
<b>New Action Items</b>	N/A
<b>Voting:</b>	
<b>Motion</b>	Motion by <b>Deacon Jim Vargas</b> to: Appoint Sean Karafin as the RTFH Treasurer Second by <b>Karen Brailean</b> .
<b>Yay</b>	27 Members
<b>Nay</b>	No
<b>Recused</b>	N/A
The meeting was adjourned at <b>4:54PM</b> . The Board will reconvene for their next regular meeting on May 16, 2019 at 3:00-5:00pm.	



**REGIONAL TASK FORCE**  
ON THE **HOMELESS**

"OUR COMMUNITY, OUR HOMELESS, OUR ISSUES"

**RTFH Financial Statements**

**Period Ending February 28, 2019**

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REGIONAL TASK FORCE  
ON THE HOMELESS

"OUR COMMUNITY, OUR HOMELESS, OUR ISSUES"

Financial Narrative for Period Ending 2/28/2019

Year to Date Profitability for RTFH is as follows:

Total Revenues year-to-date are:	\$ 2,367,750
Total Expenses year-to-date are:	\$ 2,139,082
Change in Net Assets Year to Date of:	<u>\$ 228,667</u>

**Regional Task Force on the Homeless  
Statement of Financial Income and Expense  
Year-to-Date Through February  
2019**

	<u>Feb-19</u>	<u>Jan-19</u>	<u>Dec-18</u>	<u>Nov 18</u>	<u>Oct 18</u>	<u>Sep 18</u>	<u>Aug 18</u>	<u>Jul 18</u>	<u>TOTAL</u>
<b>Revenue/Expense</b>									
<b>Revenue</b>									
<b>Local Governments</b>									
5150 - City of San Diego / SDHC	11,193	11,245	10,611	10,725	5,378	10,637	10,641	10,640	81,070
5175 - SDYS OES	984	14,075	4,882	3,892	-	-	-	-	23,832
5220 - County of SD / HCD - CDBG	8,116	7,094	48,154	-	-	-	-	-	63,364
5260 - County of SD / NRP	-	-	-	-	10,945	-	23,832	-	34,777
<b>Total Local Grants</b>	<u>20,292</u>	<u>32,413</u>	<u>63,647</u>	<u>14,617</u>	<u>16,323</u>	<u>10,637</u>	<u>34,472</u>	<u>10,640</u>	<u>203,043</u>
<b>State Grants</b>									
5210 - State HEAP	2,172	5,000	-	-	-	-	-	-	7,172
<b>HUD COC Grants</b>									
5325 - HUD HMIS	78,377	105,106	65,492	51,769	130,286	59,087	59,784	70,573	620,474
5375 - HUD CES	43,851	49,113	65,764	34,183	254,679	50,808	45,950	44,798	589,146
5383 - HUD CoC Planning	66,926	37,314	42,118	15,443	(18,644)	50,037	35,373	51,931	280,498
<b>Total HUD COC Grants</b>	<u>189,155</u>	<u>191,533</u>	<u>173,374</u>	<u>101,396</u>	<u>366,320</u>	<u>159,932</u>	<u>141,107</u>	<u>167,303</u>	<u>1,490,119</u>
<b>Other Revenue</b>									
5500 - Foundations	152,165	29,246	20,112	151,538	(25,029)	74,416	22,122	20,353	444,922
5600 - Donations	9	50	51,844	-	6	242	8	-	52,159
5711 - ServicePoint Support Fees	22,880	21,649	14,743	13,921	13,921	13,921	13,921	13,921	128,876
5720 - Membership Fees	-	50	300	-	100	200	300	153	1,103
5750 - Interest	31,954	8,402	-	-	-	-	-	-	40,356
5790 - Miscellaneous	-	-	-	-	-	-	-	-	-
<b>Total Other Revenue</b>	<u>207,008</u>	<u>59,396</u>	<u>86,999</u>	<u>165,459</u>	<u>(11,002)</u>	<u>88,778</u>	<u>36,351</u>	<u>34,427</u>	<u>667,416</u>
<b>Total Revenue</b>	<u>418,626</u>	<u>288,342</u>	<u>324,021</u>	<u>281,472</u>	<u>371,641</u>	<u>259,347</u>	<u>211,931</u>	<u>212,370</u>	<u>2,367,750</u>
<b>Gross Profit</b>	<u>418,626</u>	<u>288,342</u>	<u>324,021</u>	<u>281,472</u>	<u>371,641</u>	<u>259,347</u>	<u>211,931</u>	<u>212,370</u>	<u>2,367,750</u>
<b>Expense</b>									
7000 - Salaries	101,251	108,315	112,816	104,268	114,472	112,417	116,517	115,368	885,423
7100 - Taxes & Fringe Benefits	29,952	25,864	4,779	30,108	29,391	14,715	21,091	23,346	179,245
7200 - Business Insurance	770	-	-	-	-	3,493	639	639	5,541
7340 - Banking	363	503	298	569	473	306	214	118	2,844
7420 - Contract Services	25,973	42,380	27,996	9,470	58,098	31,664	42,216	46,438	284,234
7510 - HMIS	36,295	93,795	38,578	165,605	149,787	58,598	7,977	8,755	559,390
7620 - Information Technology	16,197	29,987	6,214	5,927	8,294	5,498	4,583	6,033	82,734
7710 - Rent/Maintenance	8,116	8,116	7,923	7,923	7,923	7,923	7,923	4,994	60,839
7770 - Supplies	6,424	2,452	1,508	532	523	1,216	1,068	1,444	15,167
7900 - Program Expenses	28,569	640	-	-	-	866	-	-	30,075
8000 - Travel/Transportation	3,906	952	1,339	3,355	1,252	1,334	2,434	5,792	20,364
8100 - Board Development/Fund Raising	3,197	1,320	126	3,496	181	114	421	4,371	13,228
<b>Total Expense</b>	<u>261,011</u>	<u>314,324</u>	<u>201,576</u>	<u>331,253</u>	<u>370,393</u>	<u>238,144</u>	<u>205,082</u>	<u>217,299</u>	<u>2,139,082</u>
<b>Net Ordinary Income</b>	<u>157,615</u>	<u>(25,982)</u>	<u>122,444</u>	<u>(49,782)</u>	<u>1,248</u>	<u>21,203</u>	<u>6,849</u>	<u>(4,929)</u>	<u>228,667</u>
<b>Other Income/Expense</b>									
<b>Other Expense</b>									
Reportable Health Coverage	-	-	-	-	-	-	-	-	-
<b>Total Other Expense</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Other Income</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Income</b>	<u>157,615</u>	<u>(25,982)</u>	<u>122,444</u>	<u>(49,782)</u>	<u>1,248</u>	<u>21,203</u>	<u>6,849</u>	<u>(4,929)</u>	<u>228,667</u>

**Regional Task Force on the Homeless  
Statement of Financial Position  
As of February 28, 2019**

	<u>Feb 28, 2019</u>	<u>Feb 28, 2018</u>
<b>ASSETS</b>		
Cash	\$ 19,459,382	\$ 340,682
Accounts Receivable	809,495	777,366
Prepaid Expenses	20,049	19,369
Inventory - Gift cards	13,220	4,153
Fixed Assets		
Equipment	5,870	5,870
Accumulated Depreciation	(5,870)	(5,870)
<b>Total Assets</b>	<u>\$ 20,302,146</u>	<u>\$ 1,141,570</u>
 <b>LIABILITIES</b>		
Accounts Payable	\$ 25,857	\$ 10,542
Deferred Revenue	18,814,497	91,100
Accrued Expenses	-	
Payroll-Related Liabilities	97,728	35,920
Notes Payable-Lucky Duck	-	-
<b>Total Liabilities</b>	<u>18,938,081</u>	<u>137,562</u>
 <b>NET ASSETS</b>		
Unrestricted	584,854	552,708
Temporarily Restricted	779,211	451,300
<b>Total Net Assets</b>	<u>1,364,065</u>	<u>1,004,008</u>
<b>Total Liabilities &amp; Net Assets</b>	<u>\$ 20,302,146</u>	<u>\$ 1,141,570</u>

**Regional Task Force on the Homeless  
Budget vs. Actuals  
Eight  
Months Ended Feb 28, 2019**

Budget Vs. Actuals YTD

	July '18 - Feb '19 Budget	July '18 - Feb '19 Actuals	(Under) / Over	% Variance	Explanation
<b>Revenue</b>					
Local Government Contracts	\$ 369,514	\$ 203,044	(166,470)	-45.1%	
State Grants	\$ -	\$ 7,172	\$ 7,172	100.0%	State HEAP Grant Received/5k recognized from deferred for Zoom software and advertising.
HUD CoC Grants	\$ 1,508,793	\$ 1,490,119	\$ (18,674)	-1.2%	
Private Donations / Foundations	\$ 196,667	\$ 497,082	300,415	152.8%	LDF Foundation, Bquest, US Bank, Wells Fargo, Kaiser, Copley Foundation
Membership Fees	\$ 4,667	\$ -	(4,667)	-100.0%	
ServicePoint Fees	\$ 85,300	\$ 128,876	43,576	51.1%	
Interest Income	\$ -	\$ 40,356	40,356	100.0%	HEAP interest income restricted to HEAP Project and HEAP Admin 95:5 ratio.
Other Revenue	\$ -	\$ 1,103	1,103	0.0%	
<b>Total Revenue</b>	<b>2,164,941</b>	<b>2,367,751</b>	<b>202,810</b>	<b>9.4%</b>	
<b>Expense</b>					
Salary & Wages	\$ 1,173,333	\$ 885,423	(287,910)	-24.5%	
Benefits	\$ 233,333	\$ 179,245	(54,088)	-23.2%	
<b>Direct Costs</b>					
HMIS	\$ 80,333	\$ 581,390	501,057	623.7%	Increased expenditures due to HMIS transition costs and the maintenance of two systems
Training/Consultants	\$ 133,333	\$ 92,153	(41,181)	-30.9%	
Equipment	\$ 6,667	\$ -	(6,667)	-100.0%	
Out of Town Travel	\$ 11,400	\$ 8,481	(2,919)	-25.6%	
Local Mileage/Parking	\$ 18,333	\$ 11,883	(6,450)	-35.2%	
Conference Fees	\$ 10,000	\$ 6,993	(3,007)	-30.1%	
Program Expense	\$ 10,000	\$ 30,075	20,075	200.7%	Includes PITC gift cards
<b>Total Direct Costs</b>	<b>270,067</b>	<b>730,974</b>	<b>460,907</b>	<b>170.7%</b>	
<b>Indirect Costs</b>					
Rent / Storage	\$ 70,000	\$ 60,839	(9,161)	-13.1%	
Business Insurance	\$ 3,889	\$ 5,540	1,651	42.5%	Policy increase due to increase in office size and payroll wages
Taxes / Bank Fees	\$ 1,267	\$ 2,846	1,579	124.7%	Includes payroll fees \$2800
Information Technology	\$ 19,333	\$ 60,734	41,400	214.1%	Includes 31k in software subscriptions
Supplies	\$ 4,755	\$ 4,587	(168)	-3.5%	
Copier	\$ 6,000	\$ 10,579	4,579	76.3%	Includes additional color images charged from Ricoh \$2500 and \$2900 charged from United Way
Membership/Subscription Fees	\$ 1,333	\$ 3,712	2,379	178.4%	Includes Carr Engineering Inc. \$2989
Staff Expenses	\$ 1,667	\$ 2,522	855	51.3%	
Contract Services	\$ 133,333	\$ 129,540	(3,793)	-2.8%	
Audit	\$ 15,000	\$ 14,700	(300)	-2.0%	
Legal	\$ 20,000	\$ 15,616	(4,384)	-21.9%	
IT	\$ 21,333	\$ 32,225	10,892	51.1%	
Fundraising	\$ 4,000	\$ -	(4,000)	-100.0%	
Miscellaneous	\$ -	\$ -	-		
<b>Total Indirect Costs</b>	<b>297,911</b>	<b>343,442</b>	<b>45,531</b>	<b>15.3%</b>	
<b>Total Expense</b>	<b>1,974,644</b>	<b>2,139,084</b>	<b>164,440</b>	<b>8.3%</b>	
<b>Net Income</b>	<b>\$ 190,297</b>	<b>\$ 228,667</b>	<b>\$ 38,370</b>	<b>20.2%</b>	



**REGIONAL TASK FORCE**  
ON THE **HOMELESS**

"OUR COMMUNITY, OUR HOMELESS, OUR ISSUES"

**RTFH Financial Statements**

**Period Ending March 31, 2019**

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REGIONAL TASK FORCE  
ON THE HOMELESS

"OUR COMMUNITY, OUR HOMELESS, OUR ISSUES"

Financial Narrative for Period Ending 3/31/2019

Year to Date Profitability for RTFH is as follows:

Total Revenues year-to-date are:	\$ 2,790,922
Total Expenses year-to-date are:	\$ 2,370,451
Change in Net Assets Year to Date of:	<u>\$ 420,471</u>

**Regional Task Force on the Homeless**  
**Statement of Financial Income and Expense**  
**Year-to-Date Through March**  
**2019**

	<u>Mar-19</u>	<u>Feb-19</u>	<u>Jan-19</u>	<u>Dec-18</u>	<u>Nov 18</u>	<u>Oct 18</u>	<u>Sep 18</u>	<u>Aug 18</u>	<u>Jul 18</u>	<u>TOTAL</u>
<b>Revenue/Expense</b>										
<b>Revenue</b>										
<b>Local Governments</b>										
5150 - City of San Diego / SDHC	10,990	11,193	11,245	10,611	10,725	5,378	10,637	10,641	10,640	92,060
5175 - SDYS OES	850	984	14,075	4,882	3,892	-	-	-	-	24,682
5220 - County of SD / HCD - CDBG	8,116	8,116	7,094	48,154	-	-	-	-	-	71,480
5260 - County of SD / NRP	(34,777)	-	-	-	-	10,945	-	23,832	-	0
<b>Total Local Grants</b>	<u>(14,821)</u>	<u>20,292</u>	<u>32,413</u>	<u>63,647</u>	<u>14,617</u>	<u>16,323</u>	<u>10,637</u>	<u>34,472</u>	<u>10,640</u>	<u>188,222</u>
<b>State Grants</b>										
5210 - State HEAP	16,210	2,172	5,000	-	-	-	-	-	-	23,381
<b>HUD COC Grants</b>										
5325 - HUD HMIS	85,095	78,377	105,106	65,492	51,769	130,286	59,087	59,784	70,573	705,569
5375 - HUD CES	39,690	43,851	49,113	65,764	34,183	254,679	50,808	45,950	44,798	628,836
5383 - HUD CoC Planning	43,845	66,926	37,314	42,118	15,443	(18,644)	50,037	35,373	51,931	324,343
<b>Total HUD COC Grants</b>	<u>168,630</u>	<u>189,155</u>	<u>191,533</u>	<u>173,374</u>	<u>101,396</u>	<u>366,320</u>	<u>159,932</u>	<u>141,107</u>	<u>167,303</u>	<u>1,658,749</u>
<b>Other Revenue</b>										
5500 - Foundations	209,306	152,165	29,246	20,112	151,538	(25,029)	74,416	22,122	20,353	654,227
5600 - Donations	-	9	50	51,844	-	6	242	8	-	52,159
5711 - ServicePoint Support Fees	13,921	22,880	21,649	14,743	13,921	13,921	13,921	13,921	13,921	142,796
5720 - Membership Fees	200	-	50	300	-	100	200	300	153	1,303
5750 - Interest	29,153	31,954	8,402	-	-	-	-	-	-	69,509
5790 - Miscellaneous	574	-	-	-	-	-	-	-	-	574
<b>Total Other Revenue</b>	<u>253,154</u>	<u>207,008</u>	<u>59,396</u>	<u>86,999</u>	<u>165,459</u>	<u>(11,002)</u>	<u>88,778</u>	<u>36,351</u>	<u>34,427</u>	<u>920,570</u>
<b>Total Revenue</b>	<u>423,173</u>	<u>418,626</u>	<u>288,342</u>	<u>324,021</u>	<u>281,472</u>	<u>371,641</u>	<u>259,347</u>	<u>211,931</u>	<u>212,370</u>	<u>2,790,922</u>
<b>Gross Profit</b>	423,173	418,626	288,342	324,021	281,472	371,641	259,347	211,931	212,370	2,790,922
<b>Expense</b>										
7000 - Salaries	92,647	101,251	108,315	112,816	104,268	114,472	112,417	116,517	115,368	978,070
7100 - Taxes & Fringe Benefits	30,694	29,952	25,864	4,779	30,108	29,391	14,715	21,091	23,346	209,940
7200 - Business Insurance	770	770	-	-	-	-	3,493	639	639	6,311
7340 - Banking	234	363	503	298	569	473	306	214	118	3,077
7420 - Contract Services	40,527	25,973	42,380	27,996	9,470	58,098	31,664	42,216	46,438	324,760
7510 - HMIS	48,743	36,295	93,795	38,578	165,605	149,787	58,598	7,977	8,755	608,133
7620 - Information Technology	3,998	16,197	29,987	6,214	5,927	8,294	5,498	4,583	6,033	86,732
7710 - Rent/Maintenance	8,116	8,116	8,116	7,923	7,923	7,923	7,923	7,923	4,994	68,955
7770 - Supplies	1,198	6,424	2,452	1,508	532	523	1,216	1,068	1,444	16,365
7900 - Program Expenses	(140)	28,569	640	-	-	-	866	-	-	29,935
8000 - Travel/Transportation	2,303	3,906	952	1,339	3,355	1,252	1,334	2,434	5,792	22,667
8100 - Board Development/Fund Raising	2,279	3,197	1,320	126	3,496	181	114	421	4,371	15,506
<b>Total Expense</b>	<u>231,369</u>	<u>261,011</u>	<u>314,324</u>	<u>201,576</u>	<u>331,253</u>	<u>370,393</u>	<u>238,144</u>	<u>205,082</u>	<u>217,299</u>	<u>2,370,451</u>
<b>Net Ordinary Income</b>	191,803	157,615	(25,982)	122,444	(49,782)	1,248	21,203	6,849	(4,929)	420,471
<b>Other Income/Expense</b>										
<b>Other Expense</b>										-
Reportable Health Coverage	-	-	-	-	-	-	-	-	-	-
<b>Total Other Expense</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Other Income</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Income</b>	<u>191,803</u>	<u>157,615</u>	<u>(25,982)</u>	<u>122,444</u>	<u>(49,782)</u>	<u>1,248</u>	<u>21,203</u>	<u>6,849</u>	<u>(4,929)</u>	<u>420,471</u>

**Regional Task Force on the Homeless  
Statement of Financial Position  
As of March , 2019**

	<u>Mar 31, 2019</u>	<u>Mar 31, 2018</u>
<b>ASSETS</b>		
Cash	\$ 19,308,895	\$ 169,212
Accounts Receivable	974,092	964,240
Prepaid Expenses	19,362	29,206
Inventory - Gift cards	13,360	4,154
Fixed Assets		
Equipment	5,870	5,870
Accumulated Depreciation	(5,870)	(5,870)
<b>Total Assets</b>	<u>\$ 20,315,709</u>	<u>\$ 1,166,812</u>
<b>LIABILITIES</b>		
Accounts Payable	\$ 26,883	\$ 35,987
Deferred Revenue	18,798,287	79,713
Accrued Expenses	-	(2,842)
Payroll-Related Liabilities	109,200	44,456
Notes Payable-Lucky Duck	-	-
<b>Total Liabilities</b>	<u>18,934,370</u>	<u>157,314</u>
<b>NET ASSETS</b>		
Unrestricted	584,914	558,198
Temporarily Restricted	796,425	451,300
<b>Total Net Assets</b>	<u>1,381,339</u>	<u>1,009,498</u>
<b>Total Liabilities &amp; Net Assets</b>	<u>\$ 20,315,709</u>	<u>\$ 1,166,812</u>

**Regional Task Force on the Homeless  
Statement of Financial Income and Expense  
For the Nine  
Months Ended March 31, 2019**

	Jul '18 - Mar '19			Jul '17 - Jun '18
	Unrestricted	Temporarily Restricted	Total	Total
<b>Support and Revenue</b>				
<b>Contracts</b>	\$ 1,870,352	\$ -	\$ 1,870,352	\$ 2,021,667
<b>Contributions</b>	278,626	427,761	\$ 706,387	\$ 738,875
<b>Service point annual support fees</b>	142,796	-	142,796	122,924
<b>Membership fees</b>	1,303	-	1,303	6,755
<b>Interest Income</b>	-	69,509	69,509	-
<b>Miscellaneous income</b>	574	-	574	15
<b>Net assets released from restrictions</b>	148,093	(148,093)	-	-
<b>Total support and revenue</b>	2,441,745	349,177	2,790,922	2,890,236
<b>Expense</b>				
<b>Program services</b>	2,157,111	-	2,157,111	2,049,089
<b>Management and general</b>	213,341	-	213,341	274,619
<b>Fundraising</b>				6,208
<b>Total expense</b>	2,370,451	-	2,370,451	2,329,916
<b>Change in net assets</b>	71,294	349,177	420,470	560,320
<b>Net Assets, Beginning of Period</b>	\$ 513,620	\$ 447,247	\$ 960,867	\$ 400,547
<b>Net Assets, End of Period</b>	\$ 584,914	\$ 796,423.88	1,381,340	960,867

**Regional Task Force on the Homeless  
Budget vs. Actuals**

**Nine**

**Months Ended March 31, 2019**

Budget Vs. Actuals YTD

	July '18 - Mar '19 Budget	July '18 - Mar '19 Actuals	(Under) / Over	% Variance	Explanation
<b>Revenue</b>					
Local Government Contracts	\$ 419,514	\$ 188,223	(231,291)	-55.1%	State HEAP Grant Received/5k recognized from deferred for Zoom software and advertising, consulting 18k
State Grants	\$ -	\$ 23,381	\$ 23,381	100.0%	
HUD CoC Grants	\$ 1,675,492	\$ 1,658,749	\$ (16,743)	-1.0%	LDF Foundation, Bquest, US Bank, Wells Fargo, Kaiser, Copley Foundation
Private Donations / Foundations	\$ 221,250	\$ 706,388	485,138	219.3%	
Membership Fees	\$ 5,250	\$ 1,303	(3,947)	-75.2%	
ServicePoint Fees	\$ 92,725	\$ 142,796	50,071	54.0%	
Interest Income		\$ 69,509			
Other Revenue	\$ -	\$ 574	574	0.0%	Insurance Dividend
<b>Total Revenue</b>	<b>2,414,231</b>	<b>2,790,924</b>	<b>307,184</b>	<b>12.7%</b>	
<b>Expense</b>					
Salary & Wages	\$ 1,320,000	\$ 978,070	(341,930)	-25.9%	
Benefits	\$ 262,500	\$ 209,940	(52,560)	-20.0%	
<b>Direct Costs</b>					
HMIS	\$ 90,375	\$ 630,133	539,758	597.2%	Increased expenditures due to HMIS transition costs and the maintenance of two systems
Training/Consultants	\$ 150,000	\$ 113,756	(36,244)	-24.2%	
Equipment	\$ 7,500	\$ -	(7,500)	-100.0%	
Out of Town Travel	\$ 12,300	\$ 9,363	(2,937)	-23.9%	
Local Mileage/Parking	\$ 20,625	\$ 13,304	(7,321)	-35.5%	
Conference Fees	\$ 11,250	\$ 6,993	(4,257)	-37.8%	
Program Expense	\$ 11,250	\$ 29,935	18,685	166.1%	Includes PITC gift cards
<b>Total Direct Costs</b>	<b>303,300</b>	<b>803,484</b>	<b>500,184</b>	<b>164.9%</b>	
<b>Indirect Costs</b>					
Rent / Storage	\$ 82,500	\$ 68,955	(13,545)	-16.4%	
Business Insurance	\$ 4,667	\$ 6,311	1,644	35.2%	Policy increase due to increase in office size and payroll wages
Taxes / Bank Fees	\$ 1,425	\$ 3,077	1,652	116.0%	Includes payroll fees \$2800
Information Technology	\$ 21,750	\$ 64,732	42,982	197.6%	Includes 31k in software subscriptions
Supplies	\$ 5,320	\$ 4,995	(325)	-6.1%	
Copier	\$ 6,750	\$ 11,470	4,720	69.9%	Includes additional color images charged from Ricoh \$2500 and \$2900 charged from United Way
Membership/Subscription Fees	\$ 1,500	\$ 4,161	2,661	177.4%	Includes Carr Engineering Inc. \$2989
Staff Expenses	\$ 1,875	\$ 4,252	2,377	126.7%	
Contract Services	\$ 150,000	\$ 142,538	(7,462)		
Audit	\$ 15,000	\$ 14,700	(300)	-2.0%	
Legal	\$ 22,500	\$ 17,516	(4,984)	-22.2%	
IT	\$ 24,000	\$ 36,250	12,250	51.0%	
Fundraising		\$ -			
Miscellaneous	\$ -	\$ -			
<b>Total Indirect Costs</b>	<b>337,287</b>	<b>378,957</b>	<b>41,670</b>	<b>12.4%</b>	
<b>Total Expense</b>	<b>2,223,087</b>	<b>2,370,451</b>	<b>147,364</b>	<b>6.6%</b>	
<b>Net Income</b>	<b>\$ 191,144</b>	<b>\$ 420,473</b>	<b>\$ 229,329</b>	<b>120.0%</b>	

**RTFH**

**Statement of Cash Flows**

**For the period Ended 3/31/2019 YTD**

**Cash Flows from Operating Activities**

**Change in Net Assets** \$420,473

**Adjustments for:**

Increase in Accounts Receivable -\$350,671

Increase Other Receivables -9,632

Decrease in Prepaid Expenses 3,388

Decrease in Accounts Payable -11,783

Increase in Other Payables 17,243

Increase in Gift Card Inventory -9,252

Increase in Deferred Revenue 18,742,604

**Net Cash generated from operating activities** \$18,802,370

**Cash Flows From Investing Activities**

**Net cash used in investing activities** 0

**Cash Flows From Financing Activities**

LDF Foundation \$283,700

LDF Foundation repayment -283,700

**Net Increase in Fund Balance** 0

**Net Increase in Cash and Cash Equivalents** \$18,802,370

**Cash at Beginning of Period** 506,526

**Cash at End of Period** \$19,308,896

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

**TITLE OF REPORT:**

Creation of HEAP funding Ad Hoc Committee

**ADVISORY COMMITTEE NAME:**

Executive Committee

**ITEM TYPE:**

- Information  
 Action

Recommendation/Board Policy

Request to Present at Board Meeting

**MEETING DATE:**

5/16/2019

**PRIMARY CONTACT:**

Chris Ward

**SECONDARY CONTACT:**

Tamera Kohler

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

The review committee is finalizing their recommendations for award. RTFH is required to have 50% of the funds obligated (under contract) by January 1, 2020.

**RECOMMENDATION:**

Authorize the creation of an Ad Hoc Committee consisting of 3-5 non-conflicted Board Members to review the recommendations from the HEAP review committee and to make the final decision on funding. Authorize the Ad Hoc Committee to financially obligate RTFH through the HEAP awards.

**OVERVIEW & BACKGROUND SUMMARY:**

As many Board Members have ties to agencies that have applied for HEAP funding there is significant conflict of interest and a vote for HEAP awards cannot go before the entire Board. The formation of an Ad Hoc committee consisting of 3-5 Board Members, with no conflict of interest, with the authority of the full board to make the awards addresses the conflict of interest. This will allow RTFH to begin contracting for the distribution of HEAP funds.

**FISCAL IMPACT:**

Financially obligates RTFH for the awarding and contracting of HEAP funding.

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

This will require full board vote and approval at the 5-16-19 Board Meeting

**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:**

N/A

**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 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 Non-Profit Board Responsibility         |

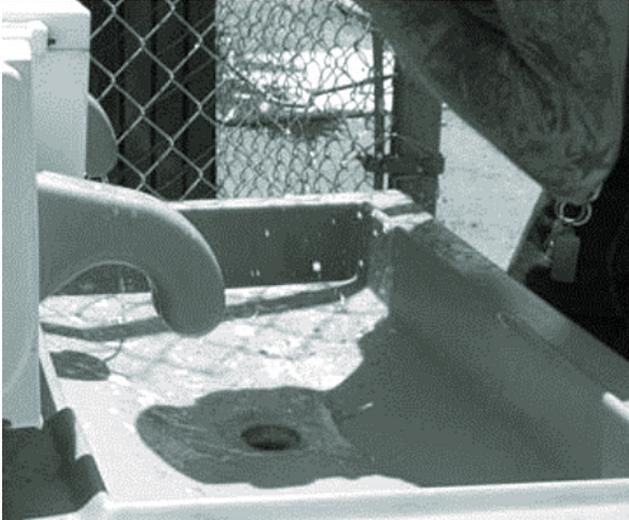
**ATTACHMENTS OR BACK-UP INFORMATION TO REFERENCE:**

N/A



# 2019 WORKPLAN

A Year of Action



SAN DIEGO  
Regional Task Force  
on the Homeless

**Councilmember Chris Ward**  
CHAIR

**Tamera Kohler**  
CHIEF EXECUTIVE OFFICER

(858) 292-7627 | [www.rtfhsd.org](http://www.rtfhsd.org) | San Diego, CA

## POINT IN TIME COUNT

### TIMELINE:



- Incorporate enhanced strategies to
  - Achieve as accurate of a census as possible;
  - Be transparent with the community in our assumptions and methodologies;
  - Prepare our annual report; and
  - Seek board members to audit our work.
- Provide recommendations for further improvements ahead of 2020.

## COMMUNITY PLAN

### TIMELINE:



- Tailor the findings of the City of San Diego's Strategic Plan, the work Focus Strategies, and analyses provided by Simtech into a regional community plan.

## CHARTER, BY-LAW & POLICY IMPROVEMENTS

### TIMELINE:



- Align individual Board members with their specific contribution interests.
- Allow board meetings to focus on collective impact deliberation vs nonprofit governance.
- Include more individuals with lived experience on the Board of Directors and Committees.

## BROADEN INCLUSION OF LIVED EXPERIENCES

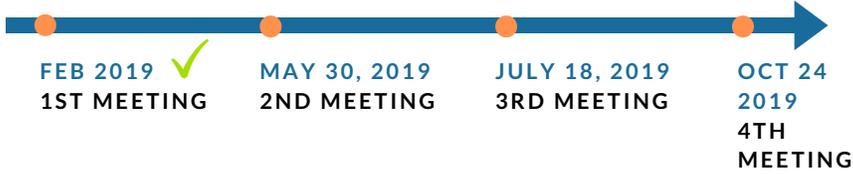
### TIMELINE:



- Identify Board position updates to include greater numbers of those with lived experiences.
- Encourage participation of those currently or formerly experiencing homelessness at key discussions about program development and evaluation and decision making.

# INTERGOVERNMENTAL ROUNDTABLE

## TIMELINE:



- Convene a quarterly gathering of public officials from all 18 local municipal jurisdictions to review the most up-to-date information on homelessness, system needs, gaps, and opportunities by jurisdiction.
- Share the resources and availability of RTFH staff to help jurisdictions provide constructive programs and solutions to address their homelessness.

# DATA SYSTEMS

## TIMELINE:



- Publish project and system-level dashboards to produce federal, state and local requests.
- Use upgraded systems to develop client-centric data, mobile technology, and improved data interpretations.
- Achieve utilization by all of the region's homeless service providers and system touch points.

# COMMUNITY MEASUREMENT

## TIMELINE:



- Use the implementation of new data systems and establishment of an Ad Hoc Standards and Measurement Committee to:
  - Develop measurement approaches consistent with HMIS / CES;
  - Propose metrics and implementation strategies;
  - Compare strategies for effectiveness;
  - Review and analyze data for consistency with our community plan efforts; and
  - Communicate efforts with regular reports back to Board.

# HOMELESS EMERGENCY AID PROGRAM (HEAP)

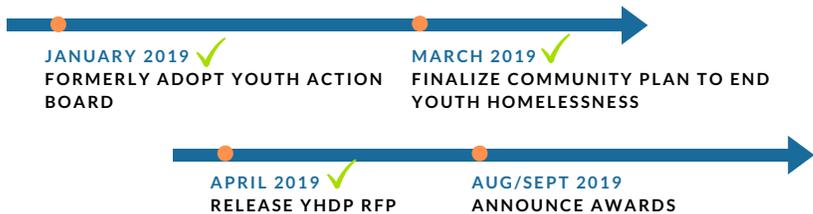
## TIMELINE:



- RTFH as the CoC received \$18.8 M from the State to provide one-time flexible block grant funds to address immediate needs for people experiencing homelessness or at imminent risk of homelessness.

# HUD YOUTH HOMELESS DEMONSTRATION PROGRAM (YHDP)

TIMELINE:



- In July 2018, HUD awarded the Youth Homeless Demonstration Program Funds in the amount of \$7.94 million. This is the largest award made during Round 1 and Round 2 of this national funding opportunity.

# STREET OUTREACH

TIMELINE:



- Model and increase coordinated street outreach regionwide.
- Develop model as best practice for the region, with the RTFH leading training and education.

# UPDATE COORDINATED ENTRY SYSTEM

TIMELINE:



- Community lead re-orientation to be more intentional – using Diversion/Prevention to reduce first time homelessness.
- Use targeted efforts to right size RRH and prioritizing PSH, connecting highly vulnerable clients to available housing resources throughout the region.
- Client-focused case conferencing from targeted by-name lists.

# FLEXIBLE HOUSING SUBSIDY POOL

TIMELINE:



- Create public private partnership to provide flexible funds for housing related expenses to move people experiencing homelessness into stable housing.
- Increase housing capacity by master leasing or other options to secure units for a homeless population regardless of rental subsidy.

## RAPID REHOUSING & EMPLOYMENT

### TIMELINE:



- RRH/Employment Pilot started in late 2018 is bringing together San Diego Workforce Partnership and homeless service providers.
- New research and on-the-ground experiences show that these efforts are most effective when homeless service and public workforce systems have a close partnership.

## WORKPLAN

### TIMELINE:



- Provide clear description for all RTFH Board and staff of annual workplan and associated timelines to keep our work focused, meaningful and productive.
- Further develop transparency with community about what the RTFH seeks to accomplish this year.

## CONTINUUM OF CARE PLANNING

### TIMELINE:



- Strategic regional planning to coordinate a system of service providers, housing resources and other supports.
- Coordinate and align funding around goals and outcomes.

## COLLABORATIVE APPLICANT FOR THE SAN DIEGO REGION

### TIMELINE:



- Complete collaborative annual application for HUD Continuum of Care awards
- In 2018, San Diego received awards of \$21,394,691.

# TRAINING & TECHNICAL ASSISTANCE

## TIMELINE:



- Serve as the regional hub for training and technical assistance on a wide-range of homeless programs and best-practices.
  - HMIS & CES Training; Diversion/Prevention; Rapid Rehousing Learning Collaborative; Best Practices on coordinated street outreach and engagement; Case manager training on best practices; Homeless system understanding and programs; Empowering homeless consumer with information on homeless system.

# PUBLIC INFORMATION & COMMUNICATIONS

## TIMELINE:



- Position the RTFH to be recognized as the lead regional expert on program guidance and resource management.
- Enhance the RTFH's public information tools, including website dashboards and materials.
- Proactively conduct outreach to cities and community stakeholders.
- Monitor homelessness related community programs or meetings.
- Participate/facilitate media partner efforts.

# VOLUNTEER ORGANIZATION

## TIMELINE:



- Identify lead agency to recommend objectives to centralize and coordinate volunteer capital for complementary support to service providers and homeless programs.
- As part of this partnership, generate portal of information to capture volunteer interest, direct users to opportunities, and connect needs of RTFH members seeking volunteer support.
- Develop Ambassador Program for volunteers wishing to invest significant time in the communities.

# COMMUNITY & FAITH BASED ORGANIZATION

## TIMELINE:



- Educate organizations on best practices and opportunities to appropriately enhance services.
- Provide ongoing collaboration and coordination as a community partner.
- Research certification programs in other communities to model, if available. Use as a challenge tool to increase participation and collaboration.

# RTFH ORGANIZATIONAL & STAFF SUPPORT

TIMELINE:



ONGOING

- Improve understanding of RTFH organizational needs and plan of action to promote excellence in the workplace, proper levels of staffing, and staff support to ensure expectations can be achieved.
- Increase fundraising capacity to support organizational initiatives & implement strategic plans.



SAN DIEGO  
**Regional Task Force  
on the Homeless**



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[www.rtfhsd.org](http://www.rtfhsd.org)

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## Advancing Policy to End Homelessness



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

**TITLE OF REPORT:**

Repeal of Board Policy 4: Proxy for Members of the Board

**ADVISORY COMMITTEE NAME:**

Executive Committee

**ITEM TYPE:**

Information  
 Action

Recommendation/Board Policy

Request to Present at Board Meeting

**MEETING DATE:**

5/8/2019

**PRIMARY CONTACT:**

Chris Ward

**SECONDARY CONTACT:**

Tamera Kohler

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

This policy needs to be repealed to be in compliance with state/federal law associated to board members duties

**RECOMMENDATION:**

Following Board policy 10: Board Policy Development

The purpose of this policy is to outline the policy development, maintenance, and approval processes and clarify the relation of policy with other administrative guidance such as regulations, handbooks, etc. The policies of the Board are framed and meant to be interpreted in the context of applicable laws and regulations. Changes in needs, conditions, purposes and objectives as well as changes in state and federal laws and regulations will require revisions, deletions and additions to the policies of the present and future Board.

**Adoption, Waiver, and/or Repeal of Policy**

Unless two-thirds of the members of the Board shall waive this requirement, the Board shall adhere to the following procedure in considering and adopting policies, making policy changes, or repealing existing policies to ensure they are well examined before final adoption.

First Regular or Special Meeting: The proposal shall be presented as an information item for discussion during the non-action portion of the agenda.

Second Regular or Special Meeting: The proposal shall be presented for discussion and action during the action portion of the agenda.

A new policy proposal or policy change may be referred back to the Executive Director or designee when the Board determines the proposed policy action needs further study, and then brought back to the Board for approval. Under unusual circumstances, the Board may temporarily approve a policy to meet emergency conditions by a majority vote of the Board. However, the above procedure is required before the policy shall be considered permanent. The Board may also waive element(s) of a policy for a specific time period or for a specific purpose by a majority vote of the Board.

**ACTION:** It is recommended the Executive committee seek a two-third board member waiver to move to present, discuss and take action to adopt the repeal of Board Policy 4: Proxy for Members of the Board at next board meeting.

**OVERVIEW & BACKGROUND SUMMARY:**

Proxy for Members of the Board – board policy was adopted on 05/18/17

1. **PURPOSE** The Regional Task Force on the Homeless (RTFH) Governance Board (Board) believes each Board member is entitled to representation at meetings of the Board by one proxy in the event the duly elected Board Member cannot attend a Board meeting.

The following policy and procedures are established for determining how proxies shall be designated and recognized. To the extent any portion of this policy contradicts the Charter or the Bylaws, the terms of the Charter and Bylaws shall prevail.

2. **POLICY** The Board will ensure there are processes for:  Proxy eligibility;  Proxy verification; and  Proxy voting.

3. PROCEDURE Each member of the Board shall have one vote. A member of the Board may not designate another member of the Board as his or her proxy.

Eligibility All members of the Board, as denoted in the RTFH Governance Charter Section 6.04, may be represented by one proxy.

**FISCAL IMPACT:**

None

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

This will require full board vote and approval

**STAFF/AND OR COMMITTEE STATEMENT:**

As recommended by Michele Williams, HUD TA, Standards for Excellence Licensed consultant for Non-Profits In a full review of our Charter, Bylaws and Polices it was recommended we immediately follow appropriate Non Profit law in relation to board meeting attendance and voting.

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

See background and attached board policy

**COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:**

N/A

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

This may have impact on board member's ability to attend all meeting where a majority vote in needed and planning of board meeting dates should take into account the availability of all board members.

**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 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 Non-Profit Board Responsibility         |

**ATTACHMENTS OR BACK-UP INFORMATION TO REFERENCE:**

Board policy #4 : Proxy for Members of the Board

Board policy #10 : Board Policy Development



# Regional Task Force on the Homeless

## San Diego City & County

<b>Policy:</b>	Board Policy Development <sup>1</sup>	<b>Policy Number:</b>	RTFHBP10
<b>Owner of Policy:</b>	Governance Board		
<b>Policy Sponsor:</b>	Merger Task Force		
<b>Policy Approval By:</b>			

<b>Original Effective Date:</b>	<b>Reviewed Date(s):</b>	<b>Revised Date(s):</b>
5/18/17		

### 1. PURPOSE

The Regional Task Force on the Homeless (RTFH) considers policy development, maintenance and approval one of its chief responsibilities. It is the intent of the Governance Board (Board) to develop and maintain written policies that guide and support the RTFH’s goals and the successful, efficient achievement of the RTFH’s mission to end homelessness.

The purpose of this policy is to outline the policy development, maintenance, and approval processes and clarify the relation of policy with other administrative guidance such as regulations, handbooks, etc. The policies of the Board are framed and meant to be interpreted in the context of applicable laws and regulations. Changes in needs, conditions, purposes and objectives as well as changes in state and federal laws and regulations will require revisions, deletions and additions to the policies of the present and future Board.

The policies developed by the Board and the administrative regulations developed to implement policy are designed to increase the probability of an effective and efficient homeless assistance system. Consequently, it is assumed that all members, Directors, and employees, will carry them out willingly. Employees shall be responsible for informing their subordinates of existing policies and regulations and for seeing they are implemented in the spirit intended.

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<sup>1</sup> <http://www.d11.org/BOE/Policies/SectionB/BG.pdf>

Disregard for Board policy and supporting administrative regulations may be interpreted as insubordination and/or willful neglect of duty. As policies and regulations are developed and reviewed, the Board Chair or designee will designate an entity for the responsibility of the implementation of the policy or regulation. The responsible entity will be part of the codification of each policy document.

## **2. POLICY**

The Board will ensure there are processes for:

- ⦿ Development of policy;
- ⦿ Review and maintenance of policy;
- ⦿ Adoption, waiver, and/or repeal of policy;
- ⦿ Implementation of policy/Development of regulations;
- ⦿ Administration in the absence of policy;
- ⦿ Board review of regulations and directives; and
- ⦿ Communication and availability.

To the extent any portion of this policy contradicts the Charter or the Bylaws, the terms of the Charter and Bylaws shall prevail.

## **3. PROCEDURE**

### **Development of Policy**

Proposals regarding new policies are welcomed and may be initiated in writing by a member of the Board, staff member, member, consultant, or civic group and verbally by a Board member at a Board meeting. The Board shall use a careful and orderly process in examining all policy proposals prior to action upon them. The policy proposals will normally be referred to the organization's Executive Director for further action.

### **Review and Maintenance of Policy**

The Board Chair or designee is given the continuing commission of calling to the Board's attention, all policies that are out of date or for other reasons appear to need revision. The Executive Director will work with the designee responsible for the area(s) impacted to develop revisions. Depending on the task, the designee may form an informal committee, comprised of groups impacted, to receive feedback prior to involving the Executive Director. The Executive Director or designee may also invite subject matter experts to attend informal meetings to support discussions on specific issues as needed.

The Executive Director will finalize the proposed revisions and facilitate the process for administrative and legal review as needed. The Executive Director will also review any related regulations and exhibits to ensure update compatibility and consistency. The Nominations & Selection Advisory Committee Chair will review proposed changes and may suggest further recommendations to the Board.

To ensure policies are updated to meet changing conditions and state and federal laws, all policies and supporting regulations shall be reviewed at least every three years by the Executive Director and the date of review annotated on the policy if no changes are made.

### **Adoption, Waiver, and/or Repeal of Policy**

Unless two-thirds of the members of the Board shall waive this requirement, the Board shall adhere to the following procedure in considering and adopting policies, making policy changes, or repealing existing policies to ensure they are well examined before final adoption.

- ◎ First Regular or Special Meeting: The proposal shall be presented as an information item for discussion during the non-action portion of the agenda.
- ◎ Second Regular or Special Meeting: The proposal shall be presented for discussion and action during the action portion of the agenda.

A new policy proposal or policy change may be referred back to the Executive Director or designee when the Board determines the proposed policy action needs further study, and then brought back to the Board for approval. Under unusual circumstances, the Board may temporarily approve a policy to meet emergency conditions by a majority vote of the Board. However, the above procedure is required before the policy shall be considered permanent. The Board may also waive element(s) of a policy for a specific time period or for a specific purpose by a majority vote of the Board.

### **Implementation of Policy/Development of Regulations**

The Executive Director has responsibility for carrying out, through administrative regulations as necessary, the policies established by the Board.

The Board shall delegate to the Executive Director or designee the function of developing and implementing regulations and procedures under which the RTFH will operate in accordance with Board policy. Regulations may further refine or clarify policy as well as document implementation procedures. In the development of administrative regulations, the Executive Director or designee shall involve at the planning stage those who would be affected by such rules including staff members, volunteers, and the public and submit such regulations to the Executive Committee for review. Before issuance, regulations shall be properly titled and coded as appropriate to the policy codification system selected by the Board.

### **Administration in the Absence of Policy**

In cases where action must be taken and the Board has provided no guidelines in policy for such action, the Executive Director shall have the power to act. His or her decisions, however, shall be subject to review by the Board at its next regular meeting. The Executive Director shall inform the Board promptly of actions taken and the possible need for policy action. If the Board chooses to take no policy action, the Executive Director may issue a directive to provide clarifying Board guidance. Board policy will take precedence over Executive Director Directives in cases of potential conflict. Before issuance, Executive Director Directives shall be properly titled and coded as appropriate to the policy codification system selected by the Board.

### **Board Review of Regulations and Directives**

The Board retains the right to review regulations and Executive Director Directives to ensure they are consistent with policies and regulations adopted by the Board. The Board will address any concerns to the Executive Director for action. The Board shall only officially approve regulations when required by State or Federal law, or when requested to do so by the Executive Director.

**Communication and Availability**

The Executive Director or designee shall establish and maintain an orderly plan for preserving and making accessible the policies adopted by the Board and the regulations needed to put them into effect. The Custodian of Records shall maintain a master copy of all Board policies and regulations.

A copy of all Board policies, RTFH administrative regulations, and employee agreement associated personnel handbooks shall also be maintained on the RTFH's website, to the extent practicable. Updates will be posted to the website within one-week of Board approval, or as soon as practicable.

All RTFH Board Members, employees, Full Members, and members of the community will have access to the above as soon as practicable at the administrative offices during business hours and on the RTFH's website. Requests for policy and regulation information may be made to the office of the Executive Director or Board Secretary.



# Regional Task Force on the Homeless

## San Diego City & County

<b>Policy:</b>	Proxy for Members of the Board	<b>Policy Number:</b>	RTFHBP4
<b>Owner of Policy:</b>	Governance Board		
<b>Policy Sponsor:</b>	Merger Task Force		
<b>Policy Approval By:</b>	RTFH Governance Board		

<b>Original Effective Date:</b>	<b>Reviewed Date(s):</b>	<b>Revised Date(s):</b>
5/18/17		

### 1. PURPOSE

The Regional Task Force on the Homeless (RTFH) Governance Board (Board) believes each Board member is entitled to representation at meetings of the Board by one proxy in the event the duly elected Board Member cannot attend a Board meeting.

The following policy and procedures are established for determining how proxies shall be designated and recognized. To the extent any portion of this policy contradicts the Charter or the Bylaws, the terms of the Charter and Bylaws shall prevail.

### 2. POLICY

The Board will ensure there are processes for:

- Proxy eligibility;
- Proxy verification; and
- Proxy voting.

### 3. PROCEDURE

Each member of the Board shall have one vote. A member of the Board may not designate another member of the Board as his or her proxy.

#### **Eligibility**

All members of the Board, as denoted in the RTFH Governance Charter Section 6.04, may be represented by one proxy.

**Verification of Proxy**

The Board will automatically recognize as proxy any eligible member so designated in writing by a Board member within their application to serve on the Board. Changes in proxy will be recognized by the Board upon delivery of such written notification of the proxy to the Board Secretary. Written notification of proxy designation must contain the signature of the Board member authorizing the proxy.

In the event written designation of proxy is not received by the Secretary from the Board member, the Board may approve an eligible member as proxy by a majority vote of the Board members present as long as those members present constitute a quorum of the Board.

**Voting Requirements**

In establishing the above policies and procedures, the Board wishes to further clarify members of the Board, or their duly designated and recognized proxy, must be present at the Board meeting to cast their vote on items being considered during the Board meeting. No member of the Board, or their duly designated and recognized proxy, may cast a vote in absentia. Board members who are unable to attend meetings of the Board, and who are not represented by proxy, may have their comments on specific items being considered by the Board presented to the Board by submitting their comments in writing to the Board Secretary. Such written comments may be presented for consideration by the Board but shall not constitute or be recorded as a vote by the absent member.

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

**TITLE OF REPORT:**

Governance Charter Approval

**ADVISORY COMMITTEE NAME:**

Governance Advisory Committee

**ITEM TYPE:**

- Information  
 Action

Recommendation/Board Policy

Request to Present at Board Meeting

**MEETING DATE:**

5/16/2019

**PRIMARY CONTACT:**

Ray Ellis

**SECONDARY CONTACT:**

Simonne Ruff

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

According to Section to Section 4.2.1 of the Regional Task Force on the Homeless Governance Charter (the "Charter"), the membership of the Regional Task Force on the Homeless (RTFH) is responsible for annually approving the Charter in consultation with RTFH. To ensure continued operations of the RTFH and to comply with local and national regulations regarding Charter review, the charter is being reviewed as part of the annual charter review process.

**RECOMMENDATION:**

Approve the Regional Task Force on the Homeless Governance Charter 5.0 awas outlined in the Attachment for approval by the RTFH Full Membership in May 2019.

**OVERVIEW & BACKGROUND SUMMARY:**

The Continuum of Care (CoC) Program Interim Rule establishes responsibilities that must be carried out by a CoC. These responsibilities include regular meetings, inviting new members, creating a process for board selection, establishing working committees, monitoring and evaluating CoC performance, implementing a coordinated assessment system, developing written standards for CoC assistance, and developing and updating annually a governance charter. The last responsibility is the subject of this report.

According to Sections 578.7 and 578.103 of the CoC Program Interim Rule, in consultation with the Collaborative Applicant and the Homeless Management Information System (HMIS) lead, CoCs are required to develop, follow, and update annually (1) a governance charter that includes all procedures and policies needed to comply with 24 CFR part 578.5(b) and with HMIS requirements as prescribed by HUD and (2) a code of conduct and recusal process for the board, its chair(s), and any person acting on behalf of the board. Additionally, the governance charter should detail the functions of the CoC board, the CoC's committee structure and roles, staff roles, and the process for amending the Charter.

Within the Regional Task Force on the Homeless CoC Charter, ultimate responsibility for Charter approval is designated to the Full Membership. On April 22 and 25, 2019 Governance Advisory Committee held input sessions to solicit feedback on the update to the Charter .

- Updated reference to AHAR to reflect HUD's change to the LSA.
- Updated language of the Intergovernmental Council to present tense.
- Updated language of Health seats to include behavioral health care and preference for at least one seat to be given to consumers/individuals with lived experience.
- Updated language of Flexible seats to give preference to consumers/individuals with lived experience only.

In follow-up to these actions as well as to comply with U.S. Department of Housing and Urban Development and local Charter guidelines regarding Charter review, the Governance Advisory Committee is requesting RTFH Board endorsement of the actions outlined in the recommendation section above.

**FISCAL IMPACT:**

None

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

NA

**STAFF/AND OR COMMITTEE STATEMENT:**

The purpose of the Regional Task Force on the on the Homeless Governance Charter is to describe the structure, composition, roles, responsibilities and committee formation of the Regional Task Force on the Homeless.

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

The Governance Advisory Committee met and endorsed the revised Charter on May 2, 2019.

**COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:**

On April 22 and 25<sup>th</sup>, two community forms were held providing both an in person meeting option as well as one web conference option for membership to provide input regarding the RTFH Governance Charter. Feedback was also received electronically from members during this process. All comments and suggests are summarized and included in the attachments.

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

N/A

**CONNECTIONS TO HUD/HEARTH COMPLIANCE:**

Annual Charter review and approval is required by HUD.

**COB BOARD RESPONSIBILITY CATEGORY(S):**

- |  |   |
|--|---|
| <input checked="" 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 type="checkbox"/> Other: <a href="#">Click here to enter text.</a>               |

**ATTACHMENTS OR BACK-UP INFORMATION TO REFERENCE:**

Summary of Community forum feedback  
Regional Task Force on the Homeless Charter version 5.0



## RTFH Charter & Bylaws Review Community Input Meetings Summary

In-person/Via WebEx: April 22, 2019 from 1:00-2:00 p.m.

In-person: April 25, 2019 from 12:00-12:30 p.m.

The RTFH Governance Charter is updated annually and two Community Input Meetings were held in April of 2019 to solicit feedback and input. The table below summarizes the recommendations from the Community.

### Community Input Received

#### Input Received (in-person/webex forum on April 22, 2019)

There were no members of the Community present at the April 22<sup>nd</sup> meeting nor participation via WebEx.

#### Input Received (in-person forum on April 25, 2019)

Amanda Lee, Housing Manager, City of Vista provided input that there's a lack of representation from the North County. She said that there's only two representatives from North County on the Board and they are both service providers. Service providers play a valuable role in their respective fields but there's a need for locality involvement and regional collaboration. She noted that North County represents approximately half of the homeless population. She recommended that additional representation be included in the CoC representing North County, South County, and East County. There is an overrepresentation of the Central region on the Board. If consideration was given to adding additional Board seats it was asked if there were any seats she felt could be reduce as the 31-member board is already quite large. She agreed that a 31-member board is large but she did not recommend any specific seats to be eliminated but felt that some of the appointed seats could be modified. Ms. Lee was also very supportive of the three (3) flexible seats on the Board being prioritized for consumers/individuals with lived experience. She felt that priority for all three of the flexible seats should be given to consumers/individuals with lived experience. Ms. Lee was supportive of at least one health seat be given preference to a consumer/individual with lived experience.



### Input Received (in-person forum on April 25, 2019)

Jeffrey Najarian, Wellness Coordinator, Wakeland Housing was very supportive of the three (3) flexible seats on the Board being prioritized for consumers/individuals with lived experience. He felt that priority for all three of the flexible seats should be given to consumers/individuals with lived experience. Mr. Najarian was supportive of at least one health seat be given preference to a consumer/individual with lived experience. He also recommended that the category be modified to make it clear that it is encompassing of both health and behavioral health. He noted that a significant number of individuals experiencing homelessness have behavioral health needs. He felt that there should be more seats dedicated to the behavioral health sector.

Pat Leslie agreed with the recommendation of prioritizing the three (3) flexible seats on the Board for consumers/individuals with lived experience. She also was supportive of at least one health seat be given preference to a consumer/individual with lived experience.

Nancy Cannon-O'Connell agreed with the recommendation of prioritizing the three (3) flexible seats on the Board for consumers/individuals with lived experience. She also was supportive of at least one health seat be given preference to a consumer/individual with lived experience.

### Input Received (via email on April 29, 2019)

Jeffrey Najarian, Wellness Coordinator, Wakeland Housing, emailed on April 29<sup>th</sup>. His email stated:

"I'd like to follow up on input that I gave on Thursday at the Public input session. It's wonderful to hear that the RTFH is considering expanding board seats to more people with lived experience of homelessness. My understanding now is that there is currently one board seat of someone who was formerly homeless. My understanding also is that any member has a fee that they need to pay every year to be a member. As the board looks to expand seats for people with lived experience, there needs to be an understanding that some people with lived experience might not be in a financial position to be able to afford the membership fee. Therefore it would be useful to find a source of funding to pay for the members seat on the RTFH, or waive the fee, and help with transportation costs to the meeting. For many people who end up homeless there's a history of disabilities or other long-standing challenges. Just because people transition out of homelessness doesn't necessarily mean that their economics transition into a place where having enough money isn't an ongoing issue."



# Regional Task Force on the Homeless San Diego City & County

## Governance Charter

# Operational Responsibilities and Authorities

Version 54.0

Document Number: CoCGC2.0

Corresponding By-Laws Number: CoCBL1.0

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## 1. Introduction

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The purpose of the Regional Task Force on the Homeless Governance Charter (Charter) is to describe the structure, composition, roles, responsibilities and committee formation of the organization.<sup>1</sup> On an annual basis, the Charter will be updated allowing for Regional Task Force on the Homeless (RTFH) response to environmental, regulatory, and strategic issues. This Charter incorporates the Bylaws of the RTFH with regard to its operations and stated roles and responsibilities.

In 2009, the U.S. Department of Housing and Urban Development (HUD) enacted the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH) that established a Continuum of Care (CoC) program to address homelessness and created specific rules, regulations and procedures to be competitive for federal dollars. The HEARTH Act also includes a provision to establish a "governance structure" that ensures an opportunity for all stakeholders to be included and participate in the CoC program.<sup>2</sup> Subsequently HUD released the 2012 Interim Rule detailing the requirements for CoC implementation of HEARTH.<sup>3</sup>

Serving as the San Diego City and County CoC 601, the Regional Continuum of Care Council (RCCC), a cross-sector stakeholder group established in 1998, reconstituted in 2014, and merged to become RTFH in January 2017 develops strategic policy as well as

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<sup>1</sup> RTFH serves as San Diego City and County's Continuum of Care as defined in Section 578.5 of the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH) published in July 2012.

<sup>2</sup> Southern Nevada Homelessness Continuum of Care (CoC) Governance Structure

<sup>3</sup> 24 CFR 578 HUD Interim Rule, CoC Program, effective August 30, 2012

coordinates resources needed to effectively address homelessness in San Diego.<sup>4</sup>

In its capacity as the CoC as well as the regional leadership and guidance organization on homelessness in the region, the RTFH is the authority and the central organization addressing homelessness in San Diego through the coordination of resources, evaluation of the crisis response system, development of strategies and implementation of best practices for dramatically reducing and ending homelessness. The RTFH is responsible for:

- Advocating for policies and essential services that promote fair housing, client well-being, and rights/protections under the law;
- Promoting a community-wide commitment to the goal of ending homelessness;
- Providing funding for efforts to quickly re-house individuals and families who are homeless, which minimizes the trauma and dislocation caused by homelessness;
- Promoting access to and effective use of mainstream programs and resources; and
- Optimizing self-sufficiency among individuals and families experiencing homelessness.<sup>5</sup>

## 2. Overview

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The RTFH is a membership-based, collective impact organization originally formed in 1984 as the San Diego Mayor's Task Force on Homelessness, which later expanded to serve the full region as a community collaborative. In 2004, the RTFH became an independent 501(c)3 nonprofit that absorbed the RCCC to create a regional authority on homelessness in 2017. Goals adopted by the RCCC in 2015 note the need for stakeholder engagement well beyond the homeless and housing service delivery system in order to achieve the regional goal of ending homelessness by 2020.

San Diego envisions a system of care throughout the region that ensures all persons at-risk of or experiencing homelessness have a safe, supportive and permanent place to call home with services available to help them stay housed and improve the quality of their lives. The vision is ambitious, and possible. The community is building a future where homelessness is rare, brief, and non-recurring and in which there are sufficient resources, political leadership, and civic involvement to erase homelessness as a permanent fixture in our social landscape. The vision focuses on the principles of Housing First as well as quick access to permanent housing, strengths-based consumer relationships, coordination and collaboration with mainstream partners, provision of necessary services, policy and resource advocacy, comprehensive community education, and data-driven

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<sup>4</sup> Until 2017, the RCCC was an unincorporated association as defined under Section 18035 of the California Corporations Code. The RCCC no longer exists and its functions have been transferred to the RTFH.

<sup>5</sup> <https://www.hudexchange.info/resources/documents/CoC-Duties-Establishing-and-Operating-a-CoC-Slides.pdf>

decision-making.

This Charter memorializes the purpose of the collective impact initiative to end homelessness using the federally-defined CoC responsibilities, outlines the primary work of RTFH, and promotes partnership among the various leadership bodies.<sup>6</sup> An organizational chart depicting the relationships amongst the various leadership bodies in the collective impact initiative may be found in Appendix F.

## 2.1 Mission

The mission of RTFH is to engage stakeholders in a community-based process that works to end homelessness for all individuals and families throughout the San Diego County region, address the underlying causes of homelessness, and to lessen the negative impact of homelessness on individuals, families and communities.

## 2.2 Geographic Boundaries

The RTFH includes total geography within the County of San Diego, including all (un)incorporated cities and areas. These boundaries contain other HUD designated program components, including Housing Authorities, HUD geocode areas, local Emergency Solutions Grant (ESG) Areas, communities eligible for State ESG funds, as well federally designated Community Development Block Grant (CDBG) entitlement areas, Housing Opportunities for Persons With AIDS (HOPWA), HOME Investment Partnerships Program (HOME), and U.S. Department of Veterans Affairs (VA) service areas. This geography is referred as the San Diego Region (Region). Various subdivisions are recognized within the Region such as Central, East, South, North Inland, and North Coastal areas.

## 2.3 Emergency Solutions Grant Entitlement Areas

Emergency Solutions Grant (ESG) funds are awarded to the San Diego ESG entitlement areas by HUD for the purpose of providing Essential Services, Shelter Operations, and assistance to persons who are homeless or at-risk of being homeless in the Region. The RTFH directly participates with jurisdictions that receive ESG funds. In each case, the RTFH consults with the jurisdiction to develop cooperative plans and strategies that leverage ESG and other resources to provide emergency shelter, prevention, and rapid re-housing services.

The RTFH and ESG entitlement areas are responsible for reporting and evaluating the performance of ESG program recipients and subrecipients. In response, the RTFH has prepared an ESG Guide that includes information about the responsibilities of the RTFH and ESG area, HUD regulations, cross-jurisdiction strategies, and policy statements.

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<sup>6</sup> CoC responsibilities outlined in 24 CFR Part 578.

Because the Guide is updated periodically, the most recent Guide is incorporated in its entirety in the Charter by reference here.

## **3.Assumptions/Constraints/Risks**

### **3.1 Assumptions**

For the purpose of this Charter, the RTFH is assuming its current structure remains in place but acknowledges change may occur due to efficiency studies underway.

### **3.2 Constraints**

Implementation of this Charter is reliant on volunteer participation from members of the community and continued funding from HUD and other sources such as those providing match and leverage to RTFH programs.

### **3.3 Risks**

Should no stakeholders agree to participate in the RTFH, the Region may not meet HUD HEARTH regulations. Non-compliance with federal regulations could result in reputational damage to RTFH, as well as jeopardize current and future funding. It is the responsibility of RTFH, as the lead coordinating group inclusive of the Homeless Management Information System Lead Agency and Collaborative Applicant, to ensure the effective implementation of the Charter.

## **4.Purpose & Responsibilities**

### **4.1 Purpose**

The purpose of RTFH is to assist in the coordination, development, and evaluation of services and housing for populations at-risk of and experiencing homelessness through planning, education and advocacy. To achieve this purpose RTFH will:

- Create a system for coordinated assessment and housing prioritization for the most chronic and vulnerable homeless individuals and families;
- Reinforce a Housing First philosophy for all homeless housing and service providers;
- Increase access to permanent housing through various means including rapid re-housing, permanent supportive housing, and other viable forms of permanent housing;
- Evaluate performance of services within the Region through data collection, analysis, and monitoring;
- Plan for and conduct an annual Point-In-Time Count (PITC) of homeless persons within the Region;

- Create capacity in communities throughout the Region to take ownership of and incorporate evidence-based practices to end homelessness;<sup>7</sup> and
- Develop plans to fulfill the mission of ending homelessness for all individuals and families throughout the Region.

## 4.2 Roles & Responsibilities

The RTFH is, at minimum, responsible for all duties assigned by HUD under the CoC Program.<sup>8</sup> This section defines the basic roles, responsibilities, and committee structures required for operation of RTFH. Appendix H provides a detailed overview of RTFH roles and responsibilities.

### 4.2.1 Full Membership

The RTFH garners community-wide commitment to ending and preventing homelessness by engaging stakeholders in all parts of the Region. In addition to the entities identified by HEARTH as required to participate in RTFH, the Full Membership includes a variety of community partners to the extent they are invested in ending homelessness and present in the Region. Examples of additional stakeholders include private foundations, philanthropists, employment development, and private health service organizations. Members can be individuals or representatives of organizations.

It is the responsibility of the **RTFH Full Membership (FM)** to:

- Establish a Board to act on behalf of RTFH. This Board must be representative of the relevant organizations and projects serving homeless sub-populations and include at least one homeless or formerly homeless individual;
- Adopt and follow a written process for selection of Board Members and review this process at least once every five years;
- Elect Homeless Service Provider seats annually;
- Elect Full Membership Liaison to the Board at discretion of FM;
- Ratify full slate of Board Members annually;
- Participate on Board Committees;
- In consultation with RTFH, follow and ratify annually a Governance Charter;
- Attend meetings of the FM, with published agendas, at least twice per year;
- Facilitate sharing of provider expertise and intervention strategies through Learning Collaboratives, as needed; and
- Inform and support the development of regional plans.

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<sup>7</sup> West Virginia Balance of State Governance Charter.

<sup>8</sup> HUD identifies three major areas of responsibility for a CoC: operating a CoC; designing and operating a Homeless Management Information System and ensuring CoC planning.

## 4.2.2 Board

The Board is representative of the relevant organizations and projects serving people experiencing homelessness within the Region, including at least one homeless or formerly homeless individual. This cross-sector representative Board enhances the Region's capacity to coordinate and leverage resources from various sectors and carry-out its responsibilities.

It is the responsibility of the **Board** to:

- Select Board Members annually and fill vacancies as needed;
- Establish policies for RTFH operations including but not limited to written standards for providing homeless assistance, conflict of interest, recusal, and terms of assistance;
- Direct and evaluate performance of RTFH operations;
- Establish plans for reducing and ending homelessness in the Region:
  - Set regional goals and priorities for ending homelessness, including but not limited to HUD CoC and ESG targets;
  - Use data to inform planning processes, decisions, setting appropriate system level and program level performance and local and regional goals;
  - Ensure relevant organizations, funders, and projects serving homeless sub-populations are represented in planning and decision-making; and
  - Build community awareness and collaboration inclusive of the needs of all homeless populations for housing.
- Review, update, and approve annual Charter.
- Issue an annual report of homelessness in the region.
- Call and facilitate meetings of the FM. Meetings will be held, at minimum, twice annually;
- Designate a single Homeless Management Information System (HMIS) lead to operate the regional HMIS, designate a Coordinated Entry System (CES) lead and designate a Collaborative Applicant for the HUD CoC:
  - The RTFH is currently the management and operational organization designated for the HMIS, the CES and Collaborative Applicant for the San Diego City and County CoC 601.
- Establish priorities for funding for region and competitive annual HUD NOFA:
  - Authorize grant applications, raise and allocate funds, and approve sustainability plans.
  - Support RTFH Executive leadership and management, who must possess a comprehensive understanding of HUD regulations and detailed procedures associated with compliance with CoC, ESG, and HUD Veterans Affairs Supportive Housing (VASH) programs, including HMIS functions.
- With regard to CoC matters, the Board should hold at least four (4) open and public meetings per year, and should endeavor to operate in an open and transparent manner to the extent practicable.

### 4.2.3 Board Executive Committee

The Executive Committee provides a mechanism for Board leaders (Chair, Vice Chair, Secretary, Treasurer) to engage, within the limits set by Board policy and the bylaws, in decision making, oversight, and communication on important RTFH matters.

The Executive Committee has meetings during the year separate from the Board and are convened as needed by the Chair. The Executive Committee's actions are reported not later than the next meeting of the Board. **The Executive Committee** has the responsibility to:

- Act for the Board and make decisions on matters which:
  - Require action before the next Board meeting;
  - Have been specifically delegated by the Board to the Executive Committee; and
  - Affect the budget and require immediate action.
- Evaluate and make recommendations on financial policies, goals, and budgets.
- Act for the Board in the administration of established policies and programs, and make recommendations to the Board with respect to matters of policy and operations. May use a Working Group to assist in vetting items for Board and Executive Committee meetings; and
- Review RTFH activities and programs and recommend priorities.

### 4.2.4 Board Committees

The RTFH established Committees to provide advice on its primary activities, key issues or community initiatives. The following Committees are established as Standing Committees incorporating members of the FM and may only be disbanded by a change to the Charter. The Committees are as follows:

***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.

***Evaluation Advisory Committee:*** 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 Evaluation Advisory Committee is 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 [LSAAHAR](#), 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 FM 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

**Governance Advisory Committee:** The committee evaluates and recommends changes to improve RTFH's structure and ensure it is meeting the mission. Governance reviews Board Member nominations and provides recommendations to the Board. It also reviews the Charter and provides recommendations to the Board and FM.

**Task Groups:** Periodically, RTFH needs to complete specific, time limited tasks in order to comply with regulatory demands or to advance its goals and objectives. At the request of the Board, a temporary Task Group or Ad Hoc Committee may be formed to complete the identified task. These groups perform specific functions associated with completion of the task and are guided by and report to one of the established RTFH groups which may include the Board or a Committee.

## 4.2.5 Intergovernmental Council

In order to engage key government representatives in the effort to end homelessness, RTFH ~~will formed~~ an Intergovernmental Council (IC). The purpose of the IC ~~is will be~~ to promote and coordinate local government activities to assist homeless persons. The IC ~~will consists~~ of current public officials representing various levels of government such as cities, county, state, and federal. The positions of Chairperson and Vice Chairperson ~~are will be~~ elected and rotate among the represented agencies on an annual basis.

The ~~IC will have~~has various duties, including:

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

## 4.2.6 Management and Operations

RTFH management and staff provide infrastructure support to the Board, Full Membership and Committees. The CEO is responsible for the direct management

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**Examples of areas of the Management and Operations contracted responsibilities include but are not limited to:**

- Provide leadership and guidance on regional homelessness issues
- Collaborative Applicant
- HMIS Lead
- CES Administration & Oversight
- Performance Monitoring and Evaluation
- Point-in-Time Count Coordination
- Full Membership Coordination including Annual Recruitment
- Support to Board, Executive Officers, and Committees
- Website & Document Portal Management
- General Point-of-Contact
- Fundraising
- Community Outreach & Education

## Appendix A: Record of Changes

The RTFH Governance Charter will be updated annually. The table below will be used to provide the version number, the date of the version, the author/owner of the version, and a brief description of the reason for creating the revised version should any changes be made.

Table 1: Record of Changes

Version Number	Date	Author/Owner	Description of Change
1.0	4/28/15	RCCC	Administrative changes
2.0	3/28/16	N&S Charter Sub-Committee	New format, condensed verbiage, added by-laws, governance structure modification
3.0	5/4/2017	N&S Committee	Changes to align with merging of RCCC & RTFH
4.0	5/11/2018	N&S Committee	Administrative changes
			TO BE COMPLETED

## Appendix B: Acronyms

Table 2: Acronyms

Acronym	Literal Translation
<b>CA</b>	Collaborative Applicant
<b>CES</b>	Coordinated Entry System
<b>CDBG</b>	Community Development Block Grant
<b>CoC</b>	Continuum of Care
<b>ESG</b>	Emergency Solutions Grant
<b>FM</b>	Full Membership
<b>HEARTH</b>	Homeless Emergency Assistance and Rapid Transition to Housing Act
<b>HMIS</b>	Homeless Management Information System
<b>HOME</b>	HOME Investment Partnerships Program
<b>HOPWA</b>	Housing Opportunities for Persons With AIDS
<b>HUD</b>	U.S. Department of Housing & Urban Development
<b>IC</b>	Intergovernmental Council
<b>IO</b>	Infrastructure Organization
<b>MOU</b>	Memorandum of Understanding
<b>N&amp;S</b>	Nominations & Selection Advisory Committee – renamed Governance Advisory Committee (2018)
<b>NOFA</b>	Notice of Funding Availability
<b>PITC</b>	Point-in-Time Count
<b>RCCC</b>	Regional Continuum of Care Council
<b>VA</b>	U.S. Department of Veterans Affairs

## Appendix C: Glossary

Table 3: Glossary

Term	Definition
Collaborative Applicant	The Collaborative Applicant is the entity that submits the annual CoC Consolidated Application for funding and is charged with collecting and combining the application information from all applicants for all projects within the RTFH's geographic area.
Collective Impact	Commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem. Unlike most collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communications, and mutually reinforcing activities among all participants.
Community Development Block Grant (CDBG)	CDBG, one of the longest-running programs of the U.S. Department of Housing and Urban Development, funds local community development activities such as affordable housing, anti-poverty programs, and infrastructure development.
Consolidated Plan	The Consolidated Plan is designed to help states and local jurisdictions to assess their affordable housing and community development needs and market conditions, and to make data-driven, place-based investment decisions. The consolidated planning process serves as the framework for a community-wide dialogue to identify housing and community development priorities that align and focus funding from the CPD formula block grant programs: CDBG, HOME, ESG, and HOPWA. The Consolidated Plan is carried out through Annual Action Plans, which provide a concise summary of the actions, activities, and the specific federal and non-federal resources that will be used each year to address the priority needs and specific goals identified by the Consolidated Plan. Grantees report on accomplishments and progress toward Consolidated Plan goals in the Consolidated Annual Performance and Evaluation Report (CAPER).
Continuum of Care (CoC)	A CoC is a regional or local planning body that coordinates housing and services funding for homeless families and individuals.
Coordinated Entry System (CES)	CES is a system designed to coordinate program participant intake, assessment, and provision of referrals for housing placement. The system covers the Region, is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool.

Term	Definition
Emergency Solutions Grant (ESG)	The ESG program provides funding to: (1) engage homeless individuals and families living on the street; (2) improve the number and quality of emergency shelters for homeless individuals and families; (3) help operate these shelters; (4) provide essential services to shelter residents, (5) rapidly re-house homeless individuals and families, and (6) prevent families/individuals from becoming homeless.
Geo Code Area	A particular geographic location identified with a six-digit number by HUD and used for annual allocation of funds. The characterization is based on population statistics such as the average age or income of its inhabitants.
Geographic Boundaries	Includes all geography within the County of San Diego, including (un)incorporated cities and areas.
Board	Body leading the collective impact initiative that oversees RTFH functions.
Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009	On May 20, 2009, President Obama signed the HEARTH Act of 2009. The HEARTH Act amends and reauthorizes the McKinney-Vento Homeless Assistance Act with substantial changes, including a consolidation of HUD's competitive grant programs.
HOME Investment Partnerships Program (HOME)	HOME is a type of United States federal assistance provided by HUD to States in order to provide decent and affordable housing, particularly housing for low- and very low-income Americans.
Homeless Management Information System (HMIS)	HMIS is a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness.
Homeless Management Information System (HMIS) Lead	Entity designated by the RTFH in accordance with HEARTH to operate HMIS.
Housing Opportunities for Persons with AIDS (HOPWA)	To help take care of the housing needs of low-income people who are living with HIV/AIDS and their families.
Housing Authority	A housing authority is generally a governmental body that governs some aspect of a region's housing, often providing low rent or free apartments to qualified residents.
Housing First	Housing First is a recovery-oriented approach to ending homelessness that centers on quickly moving people experiencing homelessness into independent and permanent housing and then providing additional supports and services as needed.
Memorandum of Understanding (MOU)	An MOU is a formal agreement between two or more parties. Companies and organizations can use MOUs to establish official partnerships. MOUs are not legally binding but they carry a degree of seriousness and mutual respect.

Term	Definition
Permanent Supportive Housing (PSH)	PSH is a program that helps eligible people find a permanent home and also get local mental health services but only if and when they need that help.
Point-in-Time Count (PITC)	The PITC is a count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that CoCs conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night and unsheltered at least biennially.
Prevention Programs	Homeless Prevention Programs provide rental assistance, utility assistance and supportive services directly related to the prevention of homelessness to eligible individuals and families who are in danger of eviction, foreclosure or homelessness.
Rapid Re-Housing (RRH)	RRH is an intervention, informed by a Housing First approach that is a critical part of a community's effective homeless crisis response system. It quickly connects families and individuals experiencing homelessness to permanent housing through a tailored package of assistance that may include the use of time-limited financial assistance and targeted supportive services.
Regional Continuum of Care Council (RCCC)	The RCCC was a cross-sector stakeholder group established in 1998, reconstituted in 2014, and merged with the Regional Task Force on the Homeless in 2017 to develop strategic policy as well as coordinate resources needed to effectively address homelessness in San Diego.
RTFH Member	RTFH members can be an individual, agency and/or department within a political subdivision who are concerned with and/or providing services to the various homeless sub-populations furthering the direction of the RTFH. An agency and/or department with more than one individual representing that organization will be recognized as one member.
RTFH Individual Member	RTFH full individual membership is designed for those interested in and committed to ending homelessness, including consumers, students, educators, San Diego residents, and others. Individuals who care about the quality of services provided to persons experiencing homelessness, who want to ensure they are meeting their needs to the greatest extent possible are individual RTFH members.
RTFH Organizational Member	RTFH Organizational Membership is open to organizations, corporations and agencies interested in supporting the RTFH's commitment to ending homelessness.
Recipient	An eligible entity that signs a grant agreement for a specified funding source.
Sub-population (homeless)	For the purpose of the Charter, sub-populations are referring to categories of individuals with related, yet distinct, needs that can be addressed through a CoC. Representation of sub-populations as required by HEARTH must be reflected on the Board.

<b>Term</b>	<b>Definition</b>
Sub-recipient	Eligible entity that receives a sub-grant from the recipient to carry-out a project.
U.S. Department of Housing & Urban Development (HUD)	A U.S. government agency created in 1965 to support community development and increase home ownership.
U.S. Department of Veterans Affairs (VA)	The VA is a government-run military veteran benefit system with Cabinet-level status.

## Appendix D: Referenced Documents

This table summarizes the relationship of the Charter to other relevant documents. Here, identifying information for all documents used to arrive at and/or referenced within this document will be provided (e.g., related and/or companion documents, prerequisite documents, relevant technical documentation, etc.).

Table 4: Referenced Documents

Document Name	Document Location and/or URL	Issuance Date
Alameda County CoC/ EveryOne Home Governance Charter	<a href="http://everyonehome.org/wp-content/uploads/2016/02/CoCs-Governance-Charter.pdf">http://everyonehome.org/wp-content/uploads/2016/02/CoCs-Governance-Charter.pdf</a>	June 2015
Continuum of Care Duties	<a href="https://www.hudexchange.info/resources/documents/CoC-Duties-Establishing-and-Operating-a-CoC-Slides.pdf">https://www.hudexchange.info/resources/documents/CoC-Duties-Establishing-and-Operating-a-CoC-Slides.pdf</a>	NA
ESG Guide	TBD	TBD
HEARTH Act	<a href="https://www.hudexchange.info/resources/documents/HomelessAssistanceActAmendedbyHEARTH.pdf">https://www.hudexchange.info/resources/documents/HomelessAssistanceActAmendedbyHEARTH.pdf</a>	May 2009
HUD Interim Rule	<a href="https://www.hudexchange.info/resources/documents/CoCProgramInterimRule_FormattedVersion.pdf">https://www.hudexchange.info/resources/documents/CoCProgramInterimRule_FormattedVersion.pdf</a>	August 2012
Notice Establishing Additional Requirements for a Continuum of Care Centralized or Coordinated Assessment System	<a href="https://www.hudexchange.info/resources/documents/Notice-CPD-17-01-Establishing-Additional-Requirements-or-a-Continuum-of-Care-Centralized-or-Coordinated-Assessment-System.pdf">https://www.hudexchange.info/resources/documents/Notice-CPD-17-01-Establishing-Additional-Requirements-or-a-Continuum-of-Care-Centralized-or-Coordinated-Assessment-System.pdf</a>	January 2017
RTFH By-Laws	<a href="http://nebula.wsimg.com/295b6dc187e4b55049160278c72dfe76?AccessKeyId=84F4D43D27BED21A7BD2&amp;disposition=0&amp;alloworigin=1">http://nebula.wsimg.com/295b6dc187e4b55049160278c72dfe76?AccessKeyId=84F4D43D27BED21A7BD2&amp;disposition=0&amp;alloworigin=1</a>	January 2016
Southern Nevada Homelessness CoC Governance Structure	<a href="http://www.helphopehome.org/">http://www.helphopehome.org/</a>	August 2014
West Virginia Balance of State CoC Charter	Drop Box (will update with URL once finalized)	October 2015



## Appendix E: Approvals

The undersigned acknowledge they have reviewed the Charter and agree with the information presented within this document. Changes to this Charter will be coordinated with, and approved by, the undersigned, or their designated representatives.

*Instructions: List the individuals whose signatures are desired. Examples of such individuals are RTFH Board Chair, RTFH Board Vice-Chair, RTFH President & CEO, and any other appropriate stakeholders.*

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

Role: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

Role: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Print Name: \_\_\_\_\_

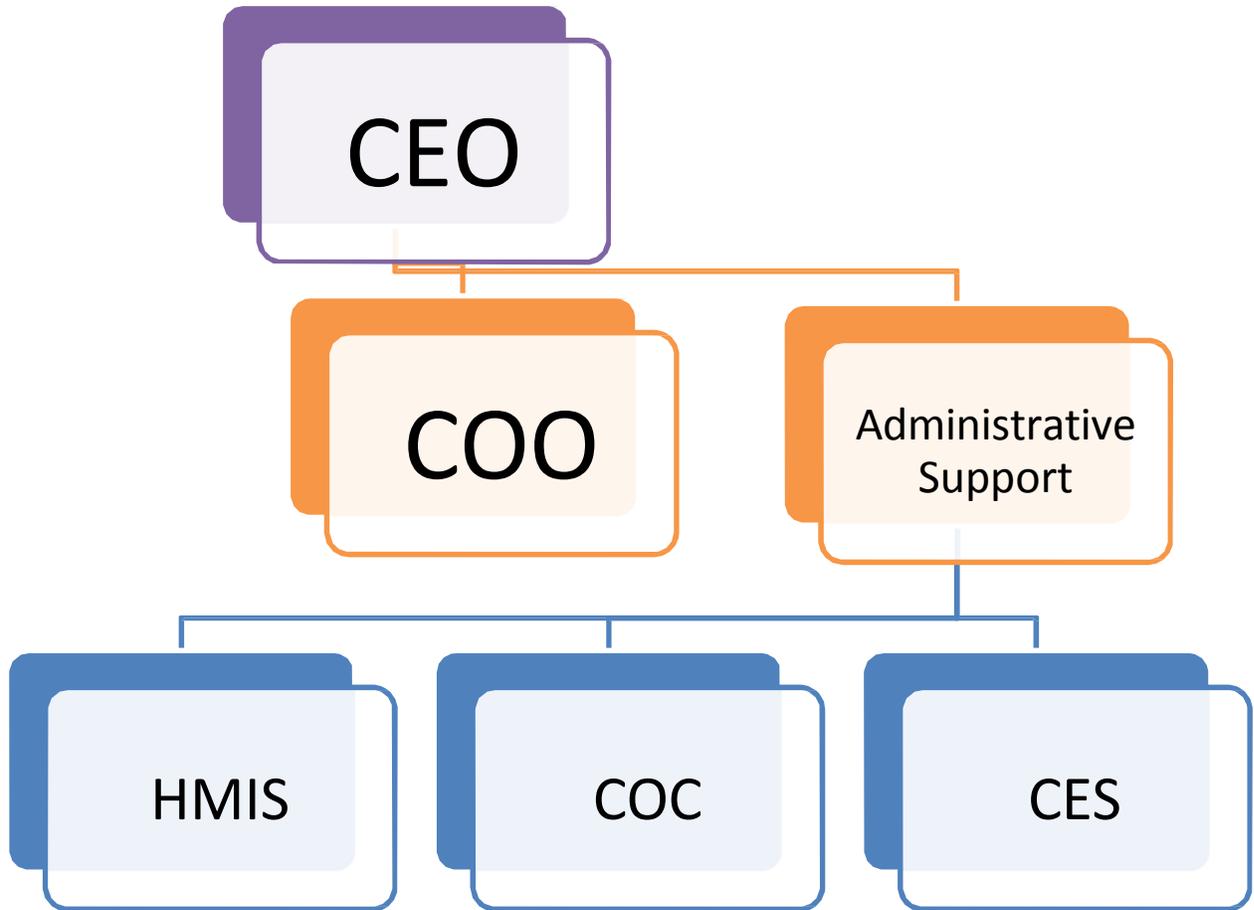
Title: \_\_\_\_\_

Role: \_\_\_\_\_

## Appendix F: Organizational Chart

Table 5: RTFH Board Organizational Chart

*Table 6: RTFH Staff Organizational Chart*



## Appendix G: RTFH Board Structure

Table 6: RTFH Board Structure

Board Structure		Sub-Population Representation	Organizational Representative
<i>Appointed Seats</i>	County Health and Human Services Agency	Homeless Families with children Unaccompanied youth (UY) Seniors Veterans Chronic homeless Substance abuse Co-Occurring Disorders Victims of domestic violence Seriously mentally ill Transition Age Youth (TAY) HIV/AIDS Human trafficking Unaccompanied women	Charged with coordinating efforts of all health and human services providers.
	Public Housing Authority: County of San Diego Department of Housing and Community Development		Charged with coordinating efforts with all other public housing authorities within the Region.
	Public Housing Authority: San Diego Housing Commission		
	San Diego Workforce Partnership		Charged with coordinating efforts of all employment agencies and workforce development services providers.
	United Way of San Diego County		Charged with coordinating collective impact efforts.
	U.S. Department of Veterans Affairs		Charged with coordinating efforts of all homeless Veterans providers.
<i>Community Stakeholders</i>	Homeless / Formerly Homeless		Charged with representing all homeless individuals or formerly homeless individuals.
	Homeless Service Provider – General, Central, East, North Coastal, North Inland, and South Bay Regions (6)		Charged with coordinating efforts with all service providers in the designated region. Preference given to emerging needs and regions under the General Homeless Service Provider seat.
	Education		Charged with coordinating efforts with all education organizations.
	Health (3)		Charged with coordinating efforts with <del>all health</del> <u>and behavioral health care</u> providers. <u>-Preference for at least one seat given to consumers/individuals with lived experience.</u>

	Law Enforcement / Justice System		Charged with coordinating efforts with all other public law enforcement agencies within the Region.
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	Business (3)		Charged with coordinating efforts with all business organizations. Preference given to affordable housing developers.
	Elected Official (2)		Charged with coordinating efforts with all jurisdictions within the Region.
	Funder (2)		Charged with coordinating efforts of philanthropy.
	Faith Community		Charged with coordinating efforts of all faith-based organizations.
	Technology Business		Charged with coordinating efforts of all technology organizations.
	Homeless Advocate		Charged with advocating on behalf of persons experiencing homelessness.
	Flexible (3)		Charged with coordinating efforts in their sectors. Preference given to consumers/ <del>individuals with lived experience, affordable housing developers, and County of San Diego law enforcement agencies.</del>

## Appendix H: RTFH Roles & Responsibilities

Table 6: RTFH Roles & Responsibilities

Responsibility	Required Activity	Responsible Stakeholder(s):
Operate the RTFH	Hold meetings of the FM, with published agendas, at least twice per year. One meeting will be the Annual Meeting.	Board RTFH Staff
	Make an invitation for new members to join publicly available within the geographic area at least annually. Ensure an updated membership roster is maintained.	RTFH Staff
	Adopt and follow a written process to select a Board and its members to act on behalf of RTFH. The process must be reviewed, updated, and approved by the Board and FM at least once every 5 years.	Board FM RTFH Staff
	Appoint additional committees, subcommittees, or workgroups.	Board
	Participate in Committees, additional committees, subcommittees, or workgroups.	Board FM RTFH Staff
	Develop, follow, and update annually a Charter, which will comply with HEARTH and all other applicable regulations.	Board FM Governance Advisory Committee HMIS Lead Collaborative Applicant RTFH Staff
	Establish performance targets appropriate for population and program type, monitor recipient and sub-recipient performance, evaluate outcomes, and take action against poor performers. This includes ESG and CoC funded programs.	Board Evaluation Advisory Committee RTFH Staff Recipient
	Establish and operate a CES system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services.	Board Evaluation Advisory Committee

		RTFH Staff
	Establish and consistently follow written standards and policies for providing homeless assistance inclusive of CoC and ESG programs.	Board Evaluation Committee RTFH Staff Advisory
	Designate a single HMIS for the Region.	Board
	Direct and evaluate performance of RTFH.	Board
	Provide support to Board, Executive Officers, and Committees. In addition, manage the Website & Document Portal and serve as the RTFH's general Point-of-Contact as directed by the Board. Conduct community outreach and engagement as appropriate.	RTFH Staff
	Review RTFH activities and act on behalf of the Board as designated by the Board.	Executive Committee
Designating and operating an HMIS	Designate an eligible applicant to manage the RTFH's HMIS, which will be known as the HMIS Lead.	Board
	Review, revise, and approve a privacy plan, security plan, and data quality plan for the HMIS.	HMIS Lead Evaluation Committee Advisory
	Ensure consistent participation of recipients and sub-recipients in the HMIS.	HMIS Lead RTFH Staff
	Ensure the HMIS is administered in compliance with requirements prescribed by HUD.	HMIS Lead Evaluation Committee RTFH Staff Advisory
Continuum of Care planning	Coordinate the implementation of a housing and service system within the Region that meets the needs of homeless individuals (including unaccompanied youth) and families. At a minimum, such system encompasses the following: <ul style="list-style-type: none"> <li>• Outreach, engagement, and assessment;</li> <li>• Shelter, housing, and supportive services; and</li> <li>• Prevention strategies.</li> </ul>	Board Evaluation Committee RTFH Staff Advisory
	Planning for and conducting, at least biennially, a PITC of homeless persons within the Region.	RTFH Staff

	Establish plans for ending homelessness in the Region.	Board IC RTFH Staff
	Conduct an annual analysis including gaps of homeless systems needs and services available within the Region.	RTFH Staff HMIS Lead
	Provide information required to complete the Consolidated Plan(s) within the Region.	RTFH Staff
	Consult with ESG program recipients within the Region on the plan for allocating ESG funds as well as reporting on and evaluating the performance of ESG program recipients and sub-recipients.	Evaluation Advisory Committee HMIS Lead RTFH Staff
	Identify and apply for competitive homeless-related federal, state, and local grants, as appropriate.	Board Collaborative Applicant RTFH Staff
	Facilitate Learning Collaboratives to help assure the use of evidence-based programs and other innovations with fidelity and benefit to consumers.	FM RTFH Staff
	Issue annual report of homelessness in the region.	Board RTFH Staff
	Develop, as appropriate, and review solicitation responses for the RTFH and provide recommendations to the Board.	RTFH Staff
	Actively engage with RTFH stakeholders.	Board RTFH Staff



# 2019 WeAllCount RESULTS

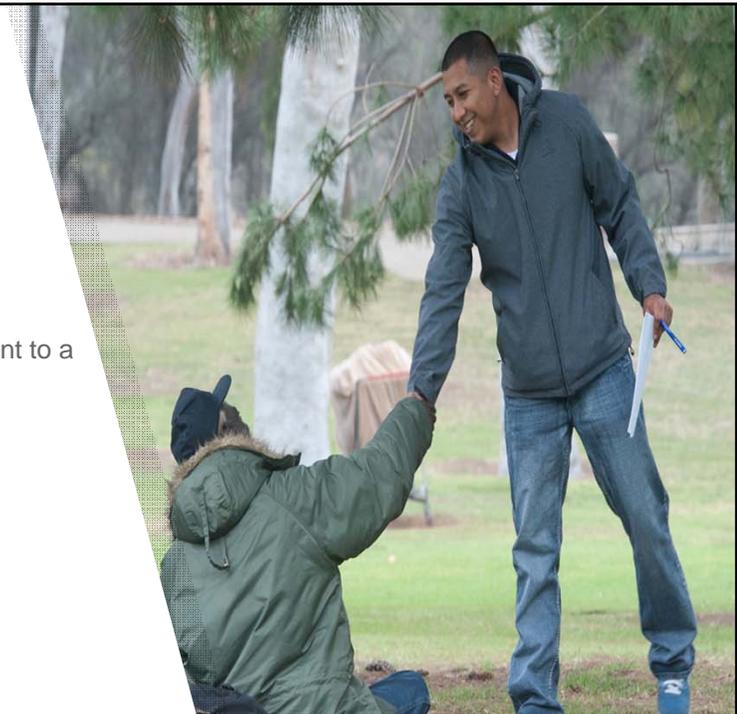


SAN DIEGO  
Regional Task Force  
on the Homeless



# 2019 Methodology Change

- Shift from an **observational-based** count to a **survey-based** count
- Survey people where we met them the night of the count
- Count people not vehicles or structures



## 2019 San Diego Regional Community Totals

City of San Diego	Unsheltered	Sheltered
	Totals	
San Diego	2600	2482
<b>Total:</b>	<b>2600</b>	<b>2482</b>

East County	Unsheltered	Sheltered
	Totals	
Alpine (Crest-Dehesa)	10	0
El Cajon	298	489
La Mesa	46	0
Lakeside	72	0
Lemon Grove	35	0
Santee	35	0
Spring Valley (Casa de Oro)	67	0
<b>Total:</b>	<b>563</b>	<b>489</b>

South County	Unsheltered	Sheltered
	Totals	
Chula Vista (Sweetwater)	242	79
Coronado	1	0
Imperial Beach	12	0
National City	94	0
<b>Total:</b>	<b>349</b>	<b>79</b>

North County Inland	Unsheltered	Sheltered
	Totals	
Escondido (NC Metro & Hidden Meadows)	241	109
Fallbrook	61	0
Poway	9	0
Ramona	14	0
San Marcos	46	0
Vista (Bonsall)	122	174
<b>Total:</b>	<b>493</b>	<b>283</b>

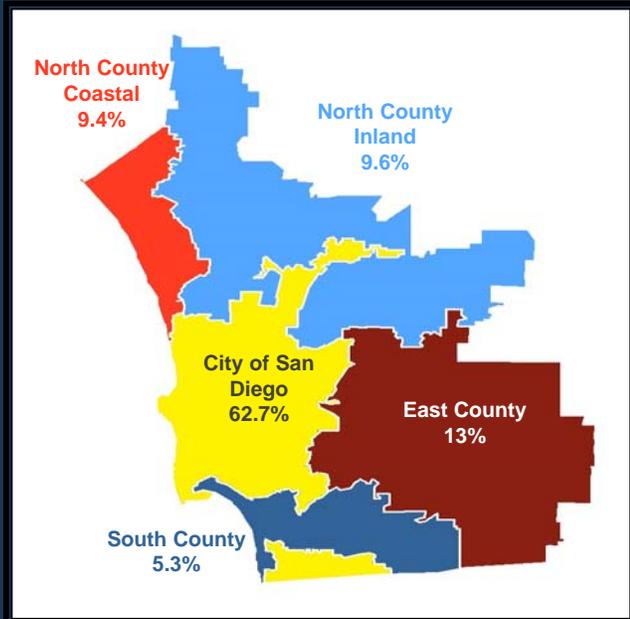
North County Coastal	Unsheltered	Sheltered
	Totals	
Carlsbad	102	59
Encinitas (San Deiguito, Solana Beach & Del Mar)	79	41
Oceanside	290	193
<b>Total:</b>	<b>471</b>	<b>293</b>

## Minimum Regional Homelessness Count

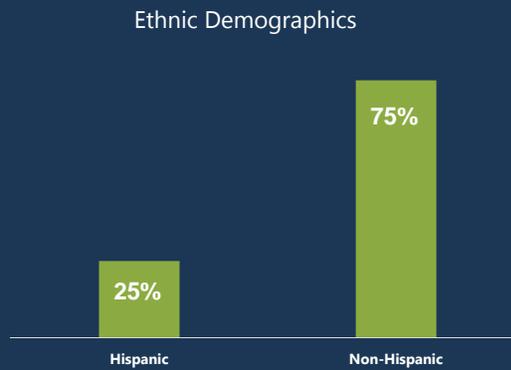
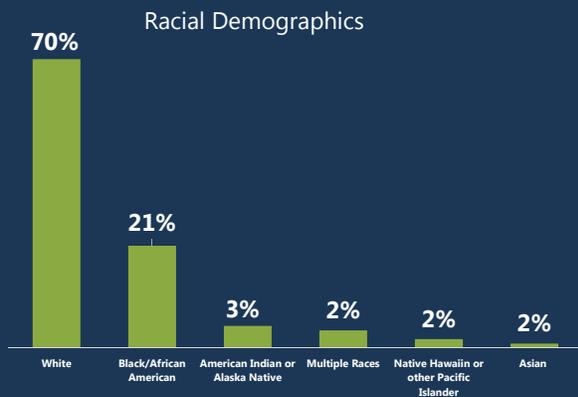
	2019
Unsheltered	4,476
Sheltered	3,626
Total Homeless	8,102

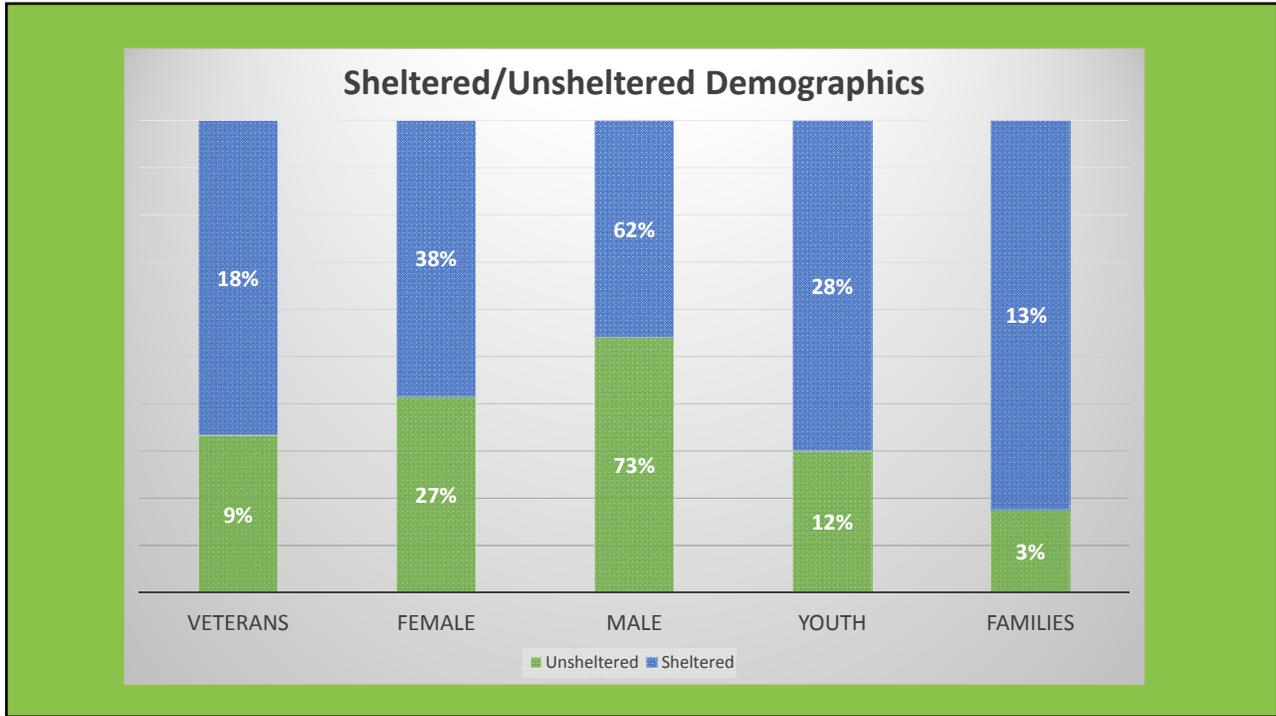
## Regional Breakdown Sheltered + Unsheltered

	% of the Region	Total Homeless Persons
City of San Diego	62.7%	5,082
North County Inland	9.6%	776
North County Coastal	9.4%	764
South County	5.3%	428
East County	13%	1,052



## Unsheltered Race & Ethnicity Demographics





## Unsheltered Survey

by the Numbers

**2000** Named individuals from the survey effort

**3** Days of targeted follow up with outreach

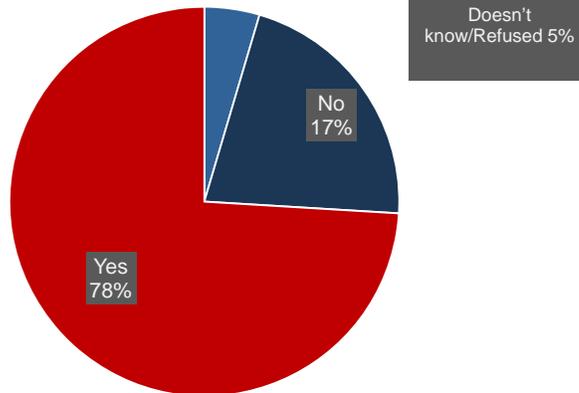
**499** People surveyed or observed living in cars

**74** People who were identified as living in RV's



## Local Question – Origin of Homelessness

Did you become homeless in San Diego County?



## WeAllCount Next Steps:

- Create an annual report on homelessness for our region that includes the data from our annual report to HUD, the Longitudinal Systems Report (LSA)
- Move the day that we start the count up one day to start on a Thursday
- Increase our use of thermal imaging to pinpoint harder to reach areas where people are experiencing homelessness
- Mobile App technology/GIS

## ***THANK YOU!***

- 1500+ volunteers
- 700+ from the County
- 120 Outreach workers
- 36 Deployment sites



# Addressing Unsheltered Homelessness and Encampments

## Policy Guidance for Regional Response

Kris Kuntz, LeSar Development Consultants

Tamera Kohler, Regional Task Force on the Homeless

May 2019 RTFH Board Meeting

## Facts

- San Diego has large unsheltered population – A MINIMUM of 4,476 persons in 2019 PITC
- Living unsheltered is traumatic, dangerous, and impacts health and well-being of those who have to endure it daily
- Strong connection between unsheltered and jail (27% of those in jail were unsheltered prior to incarceration according to 2018 PITC)
- Strong connection between unsheltered and race. Specifically, African Americans are overrepresented in unsheltered population compared to general population
- Costly to healthcare, public safety, commerce, sanitation, environment, tourism, and significant concern of general public
- Lot of good efforts to address unsheltered, however improvement in coordination and enhanced consistency in practice is needed, including a need for a clearly defined purpose and outcomes

## Policy Guidance Development

- In October 2018 RTFH staff co-presented with committee staff to the San Diego City Council Select Committee on Homelessness on addressing unsheltered and encampments.
  - The Committee directed staff and other stakeholders to develop a City Pro-Active Outreach and Encampment Protocol
- Committee staff convened large group of non-profits, RTFH, law enforcement, and other city departments to gather initial ideas in November 2018
- As staff was drafting the protocol, it was suggested that the draft City protocol be broadened to the entire region to include all 18 cities and unincorporated areas and serve as a regional policy. Very appropriate as the RTFH is to serve as an overarching policy body promoting best practice policies region wide.
- Draft policy to date is based on local input, best-practices from other communities, and guidance from HUD TA staff and USICH staff
- Now introducing draft to begin process of gathering additional input and feedback

## Purpose of Proposed Policy

- Provide guidance on a shared vision and approach among the region including cities and the unincorporated areas for addressing needs of unsheltered persons including those in encampments
- Guide local municipalities in design and implementation of best-practice policies, activities, and direction of departments that interact with unsheltered including:
  - Housing and social services
  - Law enforcement
  - Sanitation services
  - Public works
  - Code enforcement,
  - Park and recreation
  - Library
  - Fire-Rescue

## Proposed Policy Guidelines: Shared Vision and Position

1. **Regional engagement and collaboration:** Issue cannot be solved by one entity alone. Need federal, state, and local collaboration especially with RTFH and County
2. **Address the affordable housing crisis:** Unsheltered homelessness is a direct result of the affordable housing crisis. Most effective way to address unsheltered homelessness is through provision of housing with appropriate services. All municipalities shall support creation of affordable and supportive housing
3. **Respectful, person-centered, and trauma-informed approach:** All interactions are to be respectful, compassionate, and driven by empathy
4. **Balanced enforcement:** Seek to not criminalize homelessness. Respect rights of unsheltered persons and understand that without housing to meet demand people have no other option but to live outside or in vehicles. At same time there is a need to balance community needs for safe streets, healthy neighborhoods, and responsible behavior
5. **Address racial disparities:** Make services, resources, and personnel reflective, responsive, and equitable

## Proposed Policy Guidelines: Services and Supports

1. **Access to basic services:** Ensure access to basic services- clean restrooms, showers, etc...
2. **Coordinate with outdoor meal programs:** Coordinate and ensure compliance with AB 2178
3. **Outreach and engagement:** Should primarily be done by non-uniformed services providers but include strong partnerships with law enforcement
4. **Regional deployment of outreach services:** RTFH and County shall ensure funded outreach is deployed regionally but targeted to areas of high concentration
5. **Housing ready perspective:** Employ perspective that all unsheltered individuals are housing ready
6. **Services targeted to those most in need:** More intense services to those most in need. Includes case management and can last longer in duration
7. **Use of Homeless Management Information System and CES:** By Name Lists by region used for targeting
8. **Temporary housing facilities and programs:** Municipalities need to evaluate need for temporary housing settings to assist with rapid exits from streets

## Proposed Policy Guidelines: Addressing Encampments

1. **Defines an encampment:** Broad definition – Tents/hand-built structures occupied by individuals on public property and/or right of way
2. **Use a multi-disciplinary approach:** Focused on offering and providing services and supports and emphasizes positive resolution. Partnerships with law enforcement. Services include health, mental health, and substance use disorder supports as well.
3. **Assess and prioritize encampments based on need:** Prioritize based on risk including health, safety, and vulnerable populations
4. **Closure and abatement:** Is necessary for public health and safety but must provide adequate notice, ample opportunities for service engagement, and only conducted at conclusion of multi-disciplinary assessment that includes outreach personnel
5. **Temporary housing options:** Strive to dedicate temporary housing resources and if individual agrees to temporary placement, closure cannot happen until placement is available
6. **Seek to repurpose and secure space:** Seek to secure space to discourage returns to location

## Next Steps

- 90 day comment period to enhance draft policy guidelines
  - HUD TA Unsheltered team to assist with gathering additional input specifically from those with lived experience, homeless services providers, and outreach professionals
  - Draft policy to be introduced to the RTFH Intergovernmental Committee on May 30 for initial feedback and input
  - Public panel discussion with Ian De Jong on outreach and encampments in July
- Incorporate all feedback with HUD TA assistance and present final draft to RTFH board in September with accompanying implementation guidelines for discussion and adoption. Adopted policy will be included in the Community Standards
- Engage municipalities in adopting policy guidance and incorporating into other policies and protocols
- Collaborative approach to implement policy guidelines across the region

# Questions?

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## DRAFT

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

#### Background:

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. The United States Department of Housing and Urban Development (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.<sup>1</sup> At this time, across San Diego County, there is a lack of both temporary housing options and more importantly permanent housing options to meet the need of those living unsheltered.

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). According to the 2018 PIT Count 35% are age 55 and older, African Americans and Native Americans are disproportionately represented compared to the general adult population in the County, 43% reported a chronic health condition, 43% reported a mental health issue, and 14% reported a substance abuse issue. *(Note: update with 2019 figures when available)*

There are substantial costs, both human and fiscal, associated with unsheltered homelessness. First and foremost, living unsheltered significantly impacts people who experience it. It is traumatic, dangerous, and jeopardizes the health and well-being of those who are most vulnerable. 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.

The Regional Task Force on the Homeless (RTFH) is responsible for coordinating the efforts to address homelessness, including unsheltered homelessness, across multiple sectors including local, state, and federal government agencies, non-profits, healthcare, philanthropy, education, and business leaders. Key stakeholders throughout the region are already making significant progress in coordinating outreach efforts to address unsheltered homelessness including those living in encampments. The RTFH, County, various cities, local law enforcement including several municipalities who have dedicated Homeless Outreach Teams (HOT) within their law enforcement agency, and non-profits are convening and working together on the issue more than ever before. Lastly, elected officials and personnel within the eighteen municipalities and the County of San Diego represent significant leadership on the issue and can significantly impact the needs and suffering of those living unsheltered across the region.

#### Purpose:

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<sup>1</sup> United States Department of Housing and Urban Development (2008) A Guide to Counting Unsheltered Homeless People; Office of Community Planning and Development.

It is the intent of this policy to provide guidance on a shared vision and approach for the region including the eighteen municipalities in San Diego County as well as the unincorporated areas for addressing the needs of unsheltered persons including those residing in homeless encampments. The tenets outlined below serve to guide local municipalities and other local government agencies in both the design and implementation of best-practice policies, activities, and direction of respective departments that interact with unsheltered individuals including housing and social services programs, law enforcement, sanitation services, public works, code enforcement, park and recreation, library, and fire-rescue.

**Mission Statement:**

In order to better meet the needs of unsheltered individuals and those in encampments across the county, all eighteen cities and the unincorporated areas should strive to align their policies and procedures while coordinating resources under a shared vision and goal.

**Policy Guidelines for Addressing Unsheltered Homelessness: Shared Vision and Position**

1. **Regional Engagement and Collaboration:** Addressing unsheltered homelessness and encampments cannot successfully be done by one municipality or department alone. Municipalities need to be engaging with, collaborating, and communicating with federal, state, and regional stakeholders, specifically the RTFH and the County of San Diego, for progress to be made.
2. **Address the Affordable Housing Crisis:** Homelessness, especially unsheltered homelessness, is largely driven by a lack of affordable housing options throughout the region. 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 and more specifically housing with the appropriate level of supportive services in the form of case management, behavioral health treatment which includes mental health and substance use disorder services, healthcare services, and life skills supports is critical for maintaining housing stability. Models such as 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 best-practice and proven to be the most effective solution for chronic homelessness. Municipalities shall support the creation of affordable and permanent supportive housing in their jurisdictions.
3. **Respectful, Person-Centered, and Trauma Informed Approach:** All efforts and interactions by municipal departments and entities are to be respectful, compassionate, and driven by empathy for the individual's situation. Interactions should strive to be coordinated with available outreach and services programs and focused both on assisting individuals 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.
4. **Balanced Enforcement:** Local municipalities shall seek to not criminalize homelessness. With not enough temporary and permanent housing options to meet the demand, individuals have limited options and may have no other choice but to live outside or in vehicles. Laws that limit activities such as sitting, sleeping outside or in vehicles, or eating in public spaces may unfairly

target people living on the streets. In the absence of adequate alternatives or private places to perform those activities, people have the right to do undertake these activities in public, and local ordinances need to reflect that. At the same time municipalities are obligated to strike a balance between respecting the rights of individuals experiencing unsheltered homelessness while responding to community needs for safe streets, healthy neighborhoods, and responsible behavior. However, citing and arresting individuals for low-level quality of life infractions can be traumatizing and impede progress for the individual to exit homelessness. Municipalities need to review current local laws and consider amending as necessary.

5. **Address Racial Disparities:** Understanding that persons of color, especially African Americans, are overrepresented in the unsheltered homeless population compared to the general population, municipalities shall strive to make the services, resources, and personnel who interact with the populations as reflective, responsive, and equitable as possible to those experiencing unsheltered homelessness.

#### **Policy Guidelines for Addressing Unsheltered Homelessness: Services and Supports**

1. **Access to Basic Services:** Municipalities should strive to ensure that individuals have access to basic necessity services that reflect human dignity. Municipalities need to arrange for, through the help of regional partners, adequate access to basic services including access to clean restrooms, showers, trash disposal, laundry, and storage facilities.
2. **Coordinate with Outdoor Meal Programs:** Municipalities shall support coordination 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. Outdoor meal programs shall comply with AB 2178.
3. **Outreach and Engagement:** Outreach and engagement to individuals living unsheltered should primarily be led by non-uniformed homeless outreach specialists supported by law enforcement personnel in providing outreach, coordination, and support when addressing unsheltered homelessness. Strong partnerships among non-uniformed homeless services personnel and law enforcement is critical for success.
4. **Definition of Street Outreach:** Street outreach is a professional homeless services intervention that seeks to engage individuals living unsheltered in a culturally competent and trauma informed manner, provides links to mainstream services, use diversion and problem solving techniques, and is primarily focused on supporting individuals with accessing permanent or temporary housing by building trusting relationships and ongoing rapport. Municipalities providing funding for outreach services in their jurisdiction shall adopt this definition.
5. **Regional Deployment of Outreach Services:** The RTFH and County shall ensure that street outreach resources they fund will be deployed regionally in all eighteen cities and in the unincorporated areas, and shall work with municipalities to communicate and notify when

outreach services are provided in their jurisdictions. RTFH and the County shall distribute and deploy outreach services proportionately 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. **Housing Ready Perspective:** Street outreach services shall employ a perspective that all unsheltered individuals are currently housing ready meaning that all individuals will be receptive of housing and services when offered in a fashion that best meet their needs without any preconditions. However, for some individuals it may take longer to agree to housing and services, and municipalities 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 be persistent, develop trust and rapport, and be there with an available housing resource when individuals are ready.
7. **Services Targeted to Most in Need:** Street outreach services shall be targeted to those who have been identified as those in most need and will be focused on assisting individuals with a permanent or temporary housing resolution as quickly as possible. Street outreach services shall target those most in need and provide more intense services, encompassing case management and navigation services, over a longer duration to a smaller group of individuals focused on housing placement. Street outreach services shall still be provided to a broader population of unsheltered individuals, however more intense and ongoing services are provided to a smaller subset of those in greatest need.
8. **Definition of Most in Need:** Municipalities shall 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)*

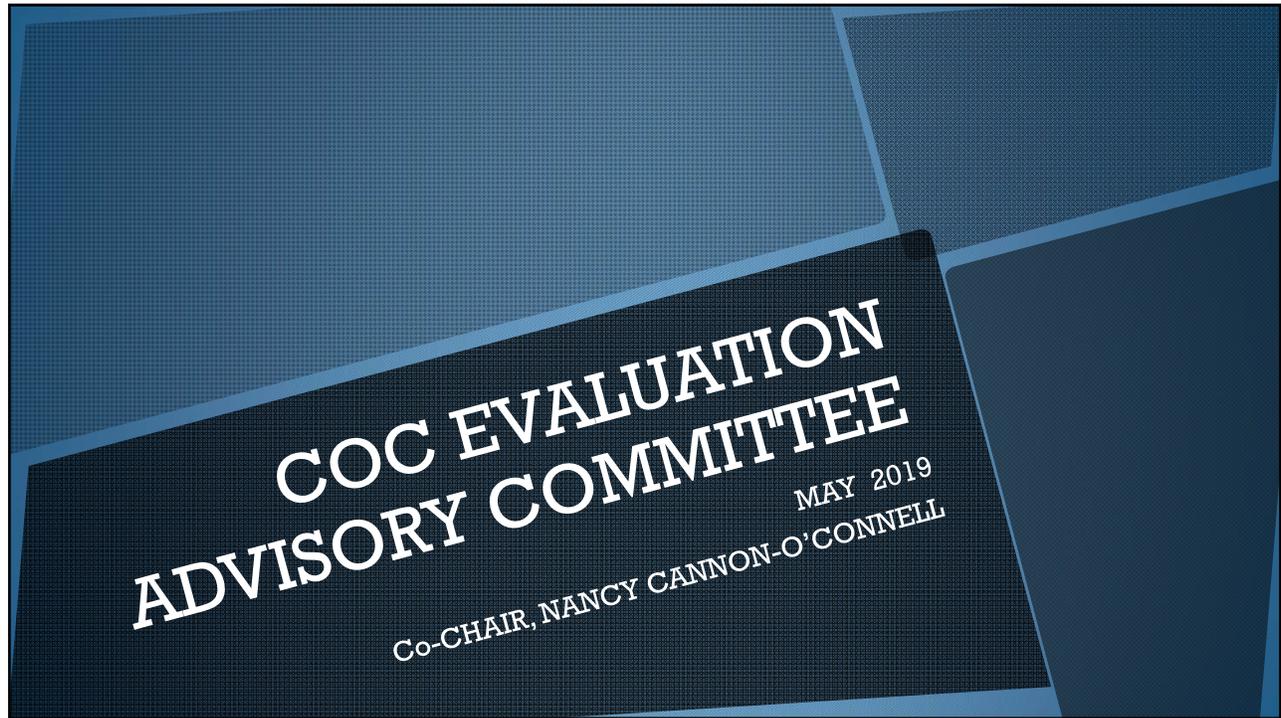
In addition to using the definition set forth by the RTFH for those in most need, municipalities may also take into consideration individuals experiencing unsheltered homelessness who are high utilizers of costly city or county services such as fire-rescue and/or law enforcement. Those with high utilization of fire-rescue, law enforcement resources, and healthcare will also be

determined as those in the most need and will be prioritized for services. Street outreach services will coordinate with fire-rescue, law enforcement, and healthcare entities to determine high utilizers.

9. **Homeless Management Information System:** Street outreach workers shall 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.
10. **Coordinated Entry System:** Street outreach services shall fully participate in the region's CES and will specifically 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. 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 and other factors to determine those in most need.
11. **Temporary Housing Facilities and Programs:** 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. Municipalities, along with the RTFH and County, shall 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 meet the needs of unsheltered through temporary housing programs, must operate with 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 others.

## **Policy Guidelines for Addressing Unsheltered Homelessness: Addressing Encampments**

1. **Definition of an Encampment:** A homeless encampment is a location in which tents or other hand-built structures occupied by individuals experiencing homelessness are within public property and/or right of way.
2. **Multi-Disciplinary Approach:** Municipalities shall strive to use a multi-disciplinary approach that includes the RTFH, County, contracted non-profits, law enforcement, and other necessary departments for addressing homeless encampments. The approach shall be focused on diversion and problem solving, offering support and services including temporary housing, permanent housing, personal property storage, and to positively work with those living in encampments prior to the closure of the encampment and subsequent abatement. Many individuals living in encampments may have acute health and behavioral health issues, specifically substance use disorders, and municipalities shall coordinate with the County for providing health and behavioral health services and supports as part of encampment resolutions. The County shall strive to ensure the provision of adequate levels of behavioral health support to those residing in encampments based on need.
3. **Assess and Prioritize Based on Need:** When addressing encampments, municipalities and partners shall assess encampments for needs, prioritizing specific encampments based on risk which include health, safety, and the vulnerability of populations residing in them.
4. **Closure and Abatement:** Encampment closure and abatement is necessary and must happen as encampments pose a significant public safety and public health concern for those residing in encampments and the general public. Municipalities shall provide proper and adequate notice that includes ample opportunities and time for service engagement and positive housing resolutions prior to and during encampment closures and abatements. Encampment abatements shall be conducted only at the conclusion of a multi-disciplinary assessment that includes the evaluation from street outreach personnel and other stakeholders, to ensure that all avenues of providing assistance and supports have been exhausted and thus the encampment is appropriate for closure.
5. **Temporary Housing Options:** Municipalities shall 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 temporary shelter or other temporary options, and has agreed to that resource, the encampment cannot be closed and abated, unless for health or safety reasons, until the temporary placement has been arranged and is available.
6. **Seek to Repurpose and Secure Space:** Municipalities shall strive to 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.



## WHAT IS OUR WORK?

As of 2017, “Responsible for monitoring, evaluating and recommending improvements to enhance the performance of the RTFH in its mission, for both individual projects, and systems as a whole. The Evaluation Advisory Committee (EAC) provides project and community evaluation information and support, monitors best practice approaches throughout the United States and recommends changes in our region. This group also contributes to the creation and usage of evaluation tools, including but not limited to systems mapping, gap-analysis, SSVF Prioritization, ESC, and others”. EVALUATION is responsible for ensuring HEARTH Interim Rule compliance with respect to performance:

- “ Reducing the length of time individuals and families remain homeless.
  - “ Reduction in number of times individuals and families experience homelessness.
  - “ Success of outreach to homeless individuals and families.
  - “ Overall reduction in the number of homeless individuals and families.
  - “ Jobs and income growth for homeless individuals and families.
  - “ Success of prevention efforts.
- “ AND, in 2018, we were also charged with integrating the functions & work of the CES & Data Committees.

## 2017 – 2018: WHAT WE ACCOMPLISHED

As a Committee, we saw our main work as:

### **Spearheading the San Diego CoC Standards for Homelessness Services**

- “ Collaborated with RTFH, HUD TA, community providers and a Consultant to draft, review and publish first version of Annual Standards (2017)
- “ Later, convened a group (comprised of Committee members and community DV providers) to generate Standards related to VAWA requirements and DV services; published in 2018, along with annual update to San Diego Community Standards
- “ **Review of national research on emerging programs** and their impact on reducing homelessness; researched national *changes in ‘best practice’* and assessed local *program ‘gaps’* prior to recommending any changes in funding priorities for subpopulations or program-types
- “ **Providing guidance to the Rating & Ranking Sub-Committee.** We held listening sessions with community providers to look at improvements in our scoring processes, timelines, communication, and data quality.

## 2019... OUR WORK TODAY

The Evaluation Advisory Committee has evolved over the past two years. Today, collaborating closely with the talented RTFH team, define our work as providing critical oversight & research insights in 4 areas:

1. **HOMELESSNESS SYSTEM-LEVEL PERFORMANCE, we oversee:**
  - “ Systems metrics of overall performance, of compliance with community standards
  - “ Documentation of methods and data reliability
  - “ Creating the overall ‘picture’ of the state of Homelessness in San Diego
  - “ Producing an annual update of the San Diego CoC Standards
  
2. **COMPLIANCE AND PERFORMANCE MONITORING OF PROVIDERS:**
  - “ Oversight of implementation of the 2019 RTFH *Compliance Monitoring Plan*
  - “ Technical Assistance & Monitoring Plan for emergent performance issues in programs/system
  - “ Completed a “Simulation” of 2019 NOFA outcomes for providers

## 2019... WHERE OUR WORK IS TODAY

(Continued...)

3. **COORDINATED ENTRY SYSTEM (CES):**
  - “ Contribute to the design and implementation of new CES program elements
  - “ Support resolution of any problems that surface
  - “ Interface with community provider system to increase understanding of transition, invite concerns and questions; mitigate any anticipated conflicts with HUD 2019 NOFA requirements
  
4. **2019 NOFA ...RATING & RANKING:**
  - “ We commit to early and clear notice if our Committee will recommend any changes in San Diego funding priorities for homelessness services.
  - “ Continue to use local / reliable project data for ‘norms’ of performance.
  - “ Build improvements in the R&R process - a) give advance warning on any critical 2019 changes; b) more user-friendly communication modes, and documentation for R&R; c) provide improved ‘tools’ to aid providers of any scale to successfully apply for homelessness program funding; d) ensure reliability and validity of program data & fairness of norms applied across program types, or sub-populations.

## OUR COMMITTEE CHANGES IN RESPONSE TO EMERGING NEEDS

*The Evaluation Advisory Committee is dedicated to convening fair and equitable representation of voices from the community. We are currently recruiting new members with lived experience.*

*We welcome members, from all walks of life who have a shared interest in working to end homelessness in San Diego.*

THANK YOU

# Maximizing the Impact

DATA-DRIVEN DECISION MAKING TOOLS TO ADDRESS HOMELESSNESS IN SAN DIEGO COUNTY  
PRESENTED BY TAMERA KOHLER, CEO, REGIONAL TASK FORCE ON THE HOMELESS  
MATT SIMMONDS, PRESIDENT, SIMTECH SOLUTIONS INC.

## Matt Simmonds- Simtech Solutions

2

- ▶ Developer of the first HMIS data warehouse in the US
- ▶ Author of HUD CSV Data Exchange Format (V3) and the HUD Annual Performance Report (APR) Programming Specifications
- ▶ Developer of the HUD HMIS Report Generation Tool
- ▶ Oversee the ongoing development and management of a HMIS data warehouse that currently supports over 3100 projects that serve the homeless.
- ▶ Oversee the ongoing development and management of a mobile app to automate the point in time count that was used by 47 regions in 2019.
- ▶ Stellar team (6) doing work that we are passionate about.

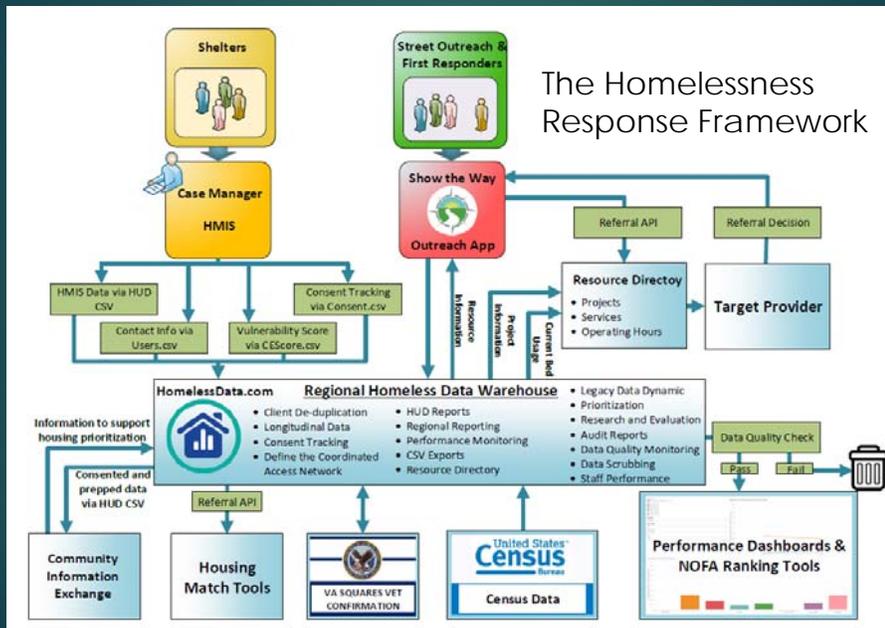
## What are we trying to accomplish?

3

- ▶ Help people by connecting them to services they need
- ▶ Measure our progress
- ▶ Demonstrate results
- ▶ Improve our case management practices
- ▶ Better understand the people we are serving
- ▶ Improve how we allocate limited resources
- ▶ Increase our efficiency
- ▶ End homelessness

## What is our proposed approach?

4



# Performance Measurement

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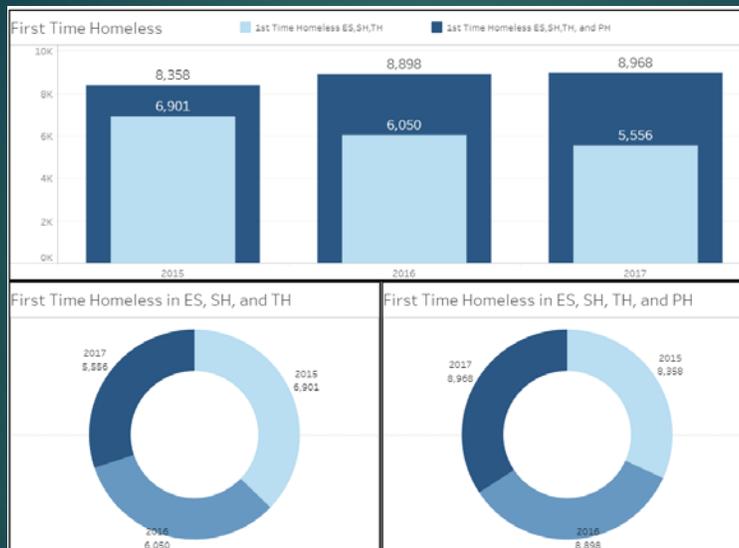
Measures available to gauge the health of the homeless response system:

- System Performance\*
- Inflows and Outflows\*\*
- Performance by Project Type\*
- Performance by Target Population\*
- Performance by Sub-Region\*\*
- Project Performance\*
- Staff Performance – coming with new HMIS data standards
- Cost per Outcome\*\*

\* 2017/2018 Dashboards ready (Tableau), \*\* June (custom visualization)

# System Performance Measures

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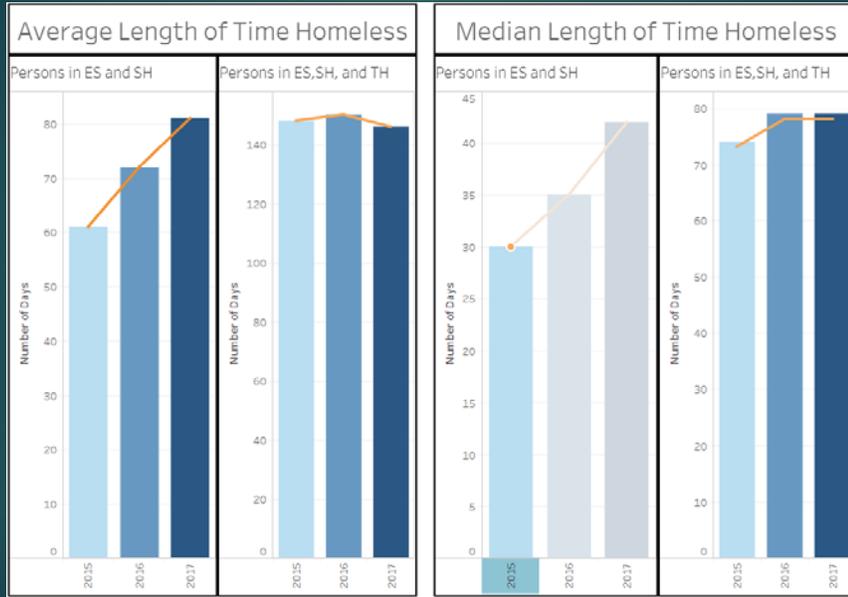


SPM Dashboard: <http://homelessdata.com/dashboard/rtfh/spm/>

HUD Specs: <https://www.hudexchange.info/resource/4483/system-performance-measures-tools/>

# System Performance Measures

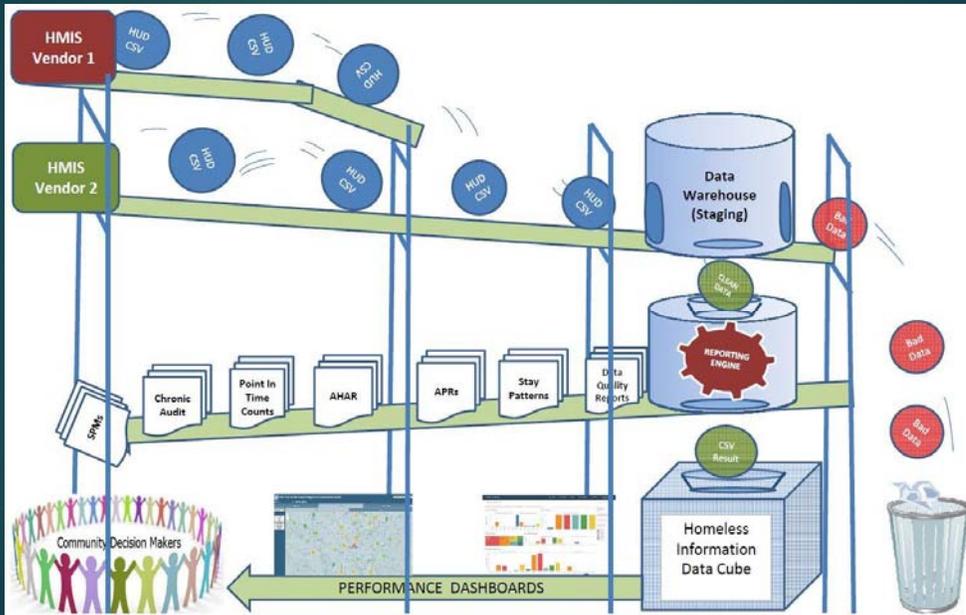
7



<http://homelessdata.com/dashboard/rtfh/spm/>

# Automating the Dashboard Refresh

8



# Project Performance Measures

9

HUD Annual Performance Report (APR)

Tableau

Q23. Exit Destination					
<b>Other Destinations</b>					
Residential project or halfway house with no homeless criteria	0	0	0	0	0
Deceased	0	0	0	0	0
Other	0	0	0	0	0
Client Doesn't Know/Client Refused	0	0	0	0	0
Data Not Collected (no exit interview completed)	2	2	0	0	0
Subtotal	2	2	0	0	0
<b>Total</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
Total persons exiting to positive destinations	2	2	0	0	0
Total persons whose destinations excluded them from the calculation	0	0	0	0	0
Percentage	50%	50%	-	-	-



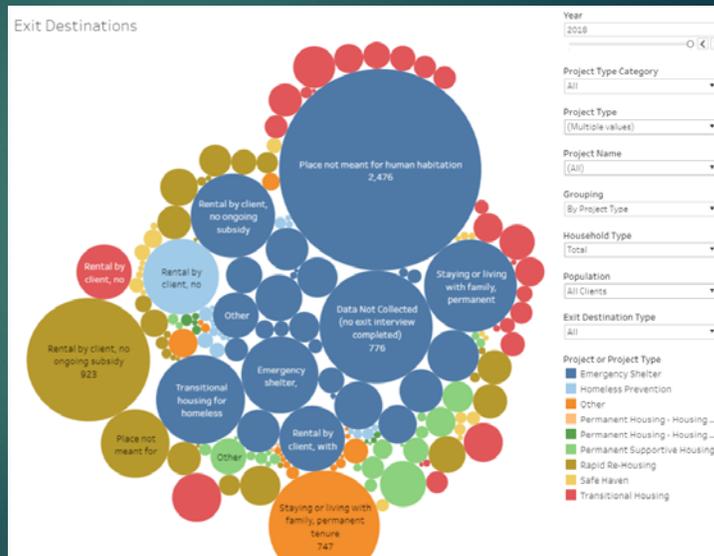
Annual Performance Report Specs:

<https://www.hudexchange.info/resource/4696/hmis-programming-specifications/>

# Project Performance Dashboards

10

To produce the San Diego CoC Dashboards, 19,840 HUD reports were run through the warehouse to produce 9,850,560 data points.



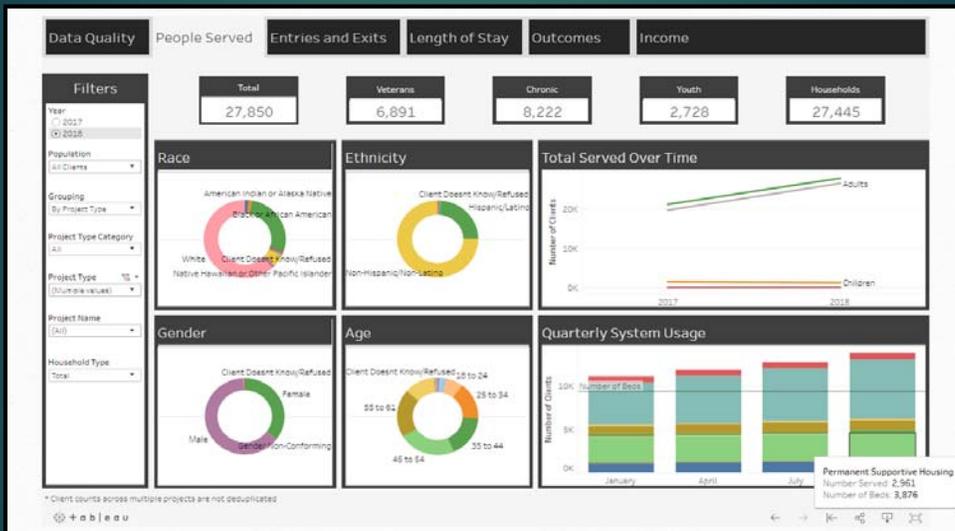
# Project Performance Dashboards

11



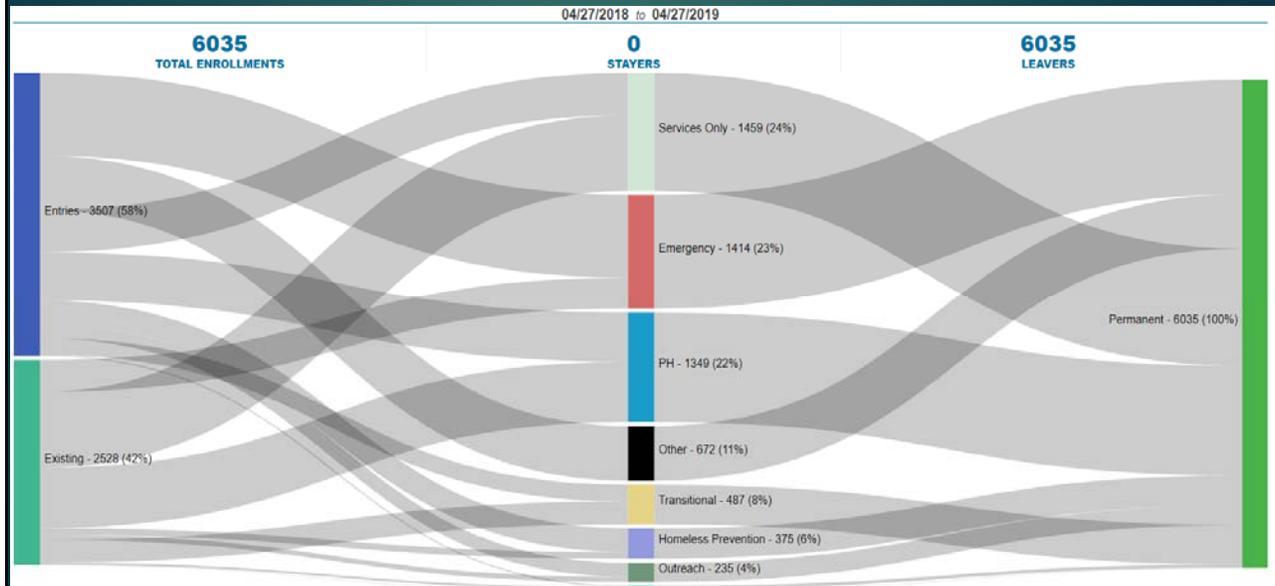
Dashboard: <http://homelessdata.com/dashboard/rtfh/>

# Project Performance Dashboards



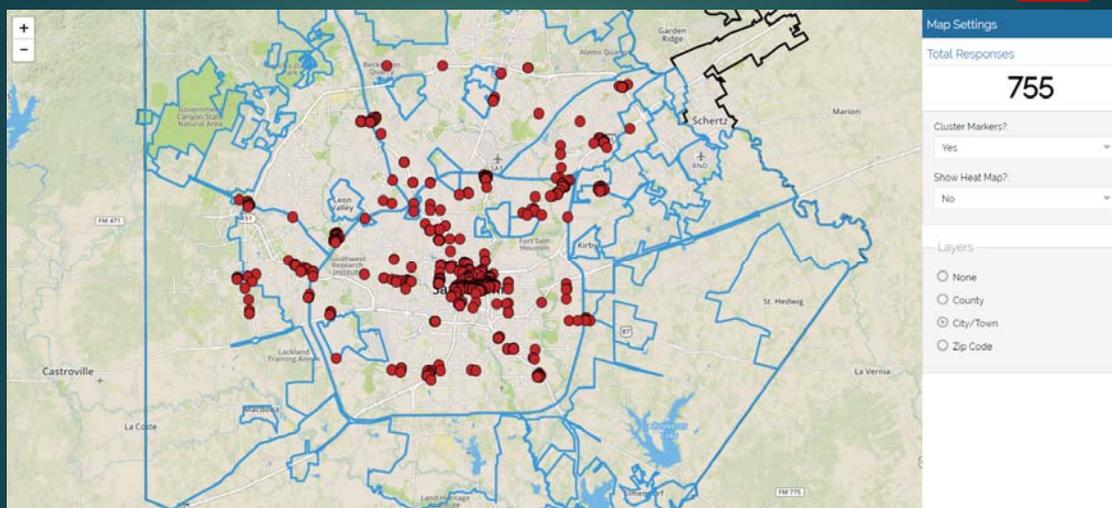
# Inflows and Outflows

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# Performance by Sub-Region

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If clients are enrolled into a project at a location, then geo-spatial reporting capabilities can be used to measure performance by sub-region.

## Staff Performance

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Based on a Simtech recommendation, the 2020 HUD CSV Exchange Format will now include a Users.csv table. This will enable us to measure performance by staff member, identify training needs, and recognize high performers.

## Cost Per Outcome

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Applicant and Project Information					Current Budget Line Item Amounts					
Applicant Name	Project Name	Grant Number	Expiration Year	Project Component	Leasing	Rental Assistance	Supportive Services	Operating Costs	HMIS	Admin
City of Lowell, Massach	Alternative House	MA0146L1T081811	2020	TH	\$0	\$0	\$133,198	\$25,451	\$0	\$11,105
City of Lowell, Massach	Pathfinder Consol	MA0150L1T081811	2020	PH	\$0	\$0	\$248,726	\$71,269	\$0	\$18,026
City of Lowell, Massach	City of Lowell HMIS	MA0567L1T081802	2020	HMIS	\$0	\$0	\$0	\$0	\$61,892	\$4,332
City of Lowell, Massach	CTI Youth Reallocat	MA0606L1T081801	2020	nt TH & PH-R	\$51,288	\$22,920	\$100,618	\$6,948	\$0	\$12,926

### Key Steps

- Collect Grant Identifier and Grant Start and End Dates
- Enable LOCCS data to be exported with the same grant ID #s (HUD?)

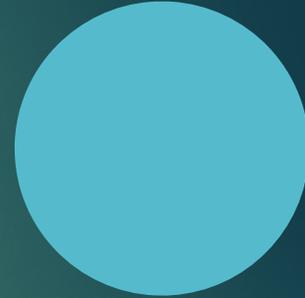
### Benefits

- Able to calculate cost per outcome (useful for NOFA rating and ranking)
- Track spend down reporting to prevent over or under spending

## Final Thoughts

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- ▶ Currently the Dashboard do not include:
  - ▶ system or resource mapping
  - ▶ gaps analysis or modeling tools
  - ▶ Projection models
- ▶ Updated Quarterly
- ▶ May change over time



## Simtech: 2019 workplan/tools

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- ▶ *COC Support*
  - ▶ *Rate and Ranking tools & project scorecards*
- ▶ *Data Integration*
  - ▶ *211*
  - ▶ *County*
  - ▶ *C-star*
- ▶ *Mobile tech*
  - ▶ *Outreach*
  - ▶ *Point-in-time*
- ▶ *Dynamic Prioritization*
  - ▶ *Empirical Data vs Self Report*
  - ▶ *Prioritization with Empirical Data*



# Weblinks

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- ▶ <http://homelesdata.com/dashboard/rtfh/spm/>
- ▶ <http://homelesdata.com/dashboard/rtfh/>



## Regional Task Force on the Homeless

### Funders Together Update Community Plan

Tamera Kohler  
Chief Executive Officer



## RTFH Overview

- HUD Continuum of Care (CoC) Planning Body
- Collaborative applicant for CoC funding
- Coordinated Entry System (CES)
- Homeless Management Information System (HMIS)
- Point in Time Count (PITC)
- Training and Technical Assistance
- Funder- HEAP & YHDP



## RTFH role in Strategic planning

- The vision is the RTFH will serve as the “backbone” of the San Diego region’s collective efforts, bringing together the work of the County of San Diego, City of San Diego, other cities and jurisdictions, the business community, service providers and advocates.
- The RTFH embarked on capacity-building needed to effectively fill this expanded role.

## Purpose of Strategic Framework

- The Regional Task Force on the Homeless (RTFH) embarked on a process to develop a Community Plan to Effectively End Homelessness.
- The Community Plan would be developed in two phases.
- The first phase was the creation of this **Strategic Framework**, which set forth the vision of a regional system. This framework describes the features and elements of what that system will look like and identifies the strategies needed to make the shift from what is currently in place to the new system.

## Purpose of Strategic Framework

- In the second phase, a detailed multiyear implementation plan to create the new system will be developed.
- The second phase will be informed by a comprehensive data analysis and predictive modeling effort that will allow the RTFH to pinpoint what is working, where there are opportunities for improvement, and where to focus efforts to have the maximum impact.
  - Focus Strategies
  - CSH analysis
  - Simtech tools and analysis

**RIEH Community Plan**

✓ Principles of system: Housing Focus, Person Centered, Data Informed, Effective Use of Resources

RIEH program:
 

- use open systems
- use data informed
- use person centered
- use evidence based
- use up-to-date P.O.

**GOAL** Coordinated/Effective Regional System = Reduce of End Homelessness

**Strategy Areas**

**Phase 1**

Leaders - stakeholders - Agree  
 Goal: shift from activation of efforts & programs → to systems focus to end homelessness  
 - How? Use framework to guide this objective to agreement

- 1. Unified leadership:** Agreement on Lead & Participation  
 18 cities, multi-funding, processes alignment, Intergovernmental Council (IC) - MDU - Funder's Alliance agreement
- 2. System Access/Entry:** HUD TA - training on Best Practice Street Outreach  
 CES - up to scale (Outreach) (HMIS) Coordinated, Unsheltered/Chronic, Diversity/Prevention Focus/IV
- 3. Emergency Responses:** Shelter (Interim, Bridge, Transitional) Housing - HEPA (Census) → TENTS  
 Homeless Prevention (less CES) ALL must be housing focused - using Housing First Orientation (HFI) - US outreach
- 4. System Entry:** Housing BRH, PSH, PH, VASH, etc...  
 CES - use all effective housing options - BRH, PSH, PH  
 - low intensity, short/medium-term - use all sub-pop. resources (e.g. Veterans) PSH - Chronic  
 Outreach - Implementation (Chronic) - Project 25 - goal of stable out surge - Outreach - HEPA
- 5. System Infrastructure:** Data, Evaluation, Training, Capacity Building  
 use data - current performance - gaps - set standards - Technical Assistance - Best Practice Monitoring Programs Fidelity  
 (BRH - Home) - MV ✓  
 (Diversity - Co) - Boyle ✓  
 (Outreach - Mix) - Lam ✓

**Phase 2:**

CES - lead strategies - shift to - no shift - use CES assessment - HMIS - outreach  
 - How? Use framework to guide this objective to agreement

2019  
 - CES + Monitoring - HMIS monitoring

IC - Intergovernmental Council  
 - Training - technical - capacity - fidelity

Board - Membership, Stakeholders

## Action Steps of Phase 1

System Component	Action Steps for FY 2017-2018	Responsible Entity
Leadership, Governance, Funding	Convene public and private system funders – inventory funding streams and identify immediate opportunities for alignment (adopting housing-focused policy, joint Requests for Proposals, common standards, agreement to prioritize chronically homeless people, etc.)	RTFH Board of Directors
	Evaluate models for creating a more coordinated regional funding strategy – such as a Funder Collaborative (this could build upon existing efforts) <b>Conversations with City/County</b>	RTFH, FTEH HEAP
	Launch engagement and education effort with smaller cities and unincorporated County areas. Present Strategic Framework as a starting point for discussion. <b>HEAP funding and Intergovernmental Council Roundtable 2018/2019</b>	RTFH Ad Hoc Committee for the Community Plan and Committee on Intergovernmental Relations

## Action Steps of Phase 1

System Component	Action Steps for FY 2017-2018	Responsible Entity
System Access: Outreach, Coordinated Entry and Diversion	Convene Coordinated Entry System re-design working group. Top priority design issues: <ul style="list-style-type: none"> <li>Refine prioritization policy so that people with longest histories of unsheltered homelessness and highest service needs are fast-tracked for housing.</li> <li>Identify process and policy to create a shorter and more up-to-date list of currently homeless people who are prioritized for a rapid rehousing or permanent supportive housing unit.</li> <li>Identify steps to better integrate outreach, Coordinated Entry and permanent supportive housing to more quickly move top priority unsheltered chronically homeless people into housing. Simplify work flow to reduce paperwork and other barriers and shorten waiting times.</li> </ul> <b>Convened a 3 day intensive community engagement process to address these issues and redesign and simplify the process. Implemented in Spring 2019- updated data process in HMIS</b>	RTFH to coordinate with representatives from street outreach and Permanent Supportive Housing providers (including HHSA) HUD TA assisted
	Convene all the existing outreach teams for a summit to discuss what they see as their role and brainstorm immediate ways they can start being more housing-focused; identify what training or other resources they need to employ a housing-focused response. <b>Engaged outreach to lead efforts on PITC for 2019. Updated HMIS has mobile technology to make outreach data collection easier</b>	RTFH <b>Worked with County to use RHOM quarterly meeting for this purpose</b> HUD TA
	Convene a learning summit on housing problem-solving and diversion for all providers in the system. <b>Engaged Cleveland Mediation Center – Ed Boyte for a yearlong training/implementation effort with a train-the-trainer model for consistency across system of care. 2019</b>	RTFH

## Action Steps of Phase 1

System Component	Action Steps for FY 2017-2018	Responsible Entity
Emergency Responses: Shelter, Transitional and Interim Housing	Work with public and private funders to integrate RTFH Community Standards into all funding agreements and contracts. Convene providers (individually or in groups) to identify what technical assistance they need to align to the standards.	RTFH Community Standards need continual updates and refinements. Commitment to review and update annually.
	Use 2017 CoC Notice of Funding Availability process to continue assessing performance of transitional housing and re-allocate funds from low performers as needed.	RTFH completed
	Require Coordinated Entry participation as a condition of CoC funding in 2017 for all program types, and set a date for these programs to begin accepting Coordinated Entry referrals.	RTFH completed

## Action Steps of Phase 1

System Component	Action Steps for FY 2017-2018	Responsible Entity
System Infrastructure: Data, Evaluation, Training, Capacity Building	Invest in data analysis needed by system leadership to inform planning and investment decisions. Including: project-level and system-level performance analysis, cost effectiveness, typology of single adult and family homelessness, predictive modeling and right-sizing analysis to determine what mix of housing interventions are needed to effectively end homelessness in the region.	Focus Strategies Critical to these steps was the need to address HMIS database issues- Changing/Updating HMIS system in 2018. Focus Strategies Analysis was conducted and shared with Ann Oliva to join the city and RTFH planning to ensure alignment.
	Convene and facilitate ongoing provider learning collaborative for two-way communication about system change and culture change as San Diego's homeless system become more data-driven, housing-focused, and person-centered. Offer opportunity to providers to share concerns and training needs; provide information and engage in problem solving.	RTFH has or will facilitate these on HMIS system change, Diversion, RRH right-sizing, CES, Progressive Engagement practices, Street Outreach best practices.

## Action Steps of Phase 1

System Component	Action Steps for FY 2017-2018	Responsible Entity
System Exits: Housing Interventions	Convene workgroup to refine targeting and access process for major permanent supportive housing initiatives to maximize use of these resources for chronically homeless individuals with longest histories of being unsheltered. (See above under Coordinated Entry). <b>Regular ongoing meetings and discussion with HHS and SDHC working on programs and projects on an individual basis to develop a standard-2018-2019.</b>	RTFH, HHS, Permanent Supportive Housing providers <b>HUD TA</b>
	Approach business community for investment in large scale rapid rehousing initiative. Funding could be scaled to make a major impact on size of family homeless population and a measurable impact on single adult homelessness. San Francisco's Heading Home initiative can be a model (multimillion dollar investment by tech sector; managed by Department of Homelessness and Supportive Housing).	RTFH Chair and Vice Chair; Executive Committee <b>Looking to use HEAP funding</b>

## Action steps of Phase 2

- While working to complete the high-priority action steps of Phase 1, work has continued at the RTFH to simultaneously develops its more comprehensive and detailed, multiyear implementation plan for a Homeless Crisis Response System.
- The planning process will include and align with the work being done by Ann Oliva from CSH for the city of San Diego.
- RTFH is dedicated to ensuring that these efforts are aligned with this Strategic Framework to make the greatest possible impact on homelessness.
- However, this does not mean system and program development work came to a stop. The many initiatives already underway will continue to roll out, while the current inventory of programs will continue to operate.

## Next steps

- San Diego's city Plan from Ann Oliva and CSH should be complete in late July
- Conversations are underway with County for their planning input
- Funding Mapping and Alignment work is still being completed taking into account significant new funding streams
- Late summer conduct community engagement and feedback on draft multi-year strategies and implementation planning to move to adopt plan

## Contact Info:

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