



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.

May 2020 Board Meeting Agenda

AGENDA		
Date: May 21, 2020	Time: 3:00 PM-5:00 PM	Location: Zoom Video Conference (see the link in the Meeting Invitation)
Agenda Items		Presenter
1. Welcome and Introductions		Councilmember Chris Ward
2. Non-Agenda Public Comment		Councilmember Chris Ward
3. Consent Agenda		
a) Approval of April 2020 Board Meeting Minutes		Councilmember Chris Ward
b) Approval of March 2020 Financial Statements		Councilmember Chris Ward
4. Executive Officer and CEO Updates		
5. Action Items		
a) Approval of 2020 Board Slate		Ray Ellis
b) Approval of 2020 Governance Charter Revisions		Ray Ellis
6. Informational Updates		
a) COVID-19 Response and County Update		Supervisor Nathan Fletcher
b) COVID-19 Convention Center Update		Tamera Kohler
c) Funding Updates and Flexible Spending Pool RFP		Lahela Mattox
d) Housing/Shelter efforts across programs discussion		All
e) June Board Meeting – Board Retreat Governance Committee Update		Tamera Kohler Ray Ellis
Next Board Meeting: Thursday, July 16, 2020, 3:00 PM – 5:00 PM Location: TBD		



**Regional Task Force on the Homeless
Board Regular Meeting Minutes
April 16, 2020**

Read and Approved: _____

Secretary on behalf of Governance Board

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

The number of board members required to reach a quorum for this board is 16. A quorum was present at this meeting with 28 attendees.

ATTENDANCE

Present:

Amy Denhart
Andre Simpson
Andrew Picard
Chris Ward
David Estrella
Deacon Jim Vargas
Ellis Rose
Greg Anglea
Jeffrey Gering
Jessica Chamberlain
Joel John Roberts
John Brady
Karen Brailean
Karen McCabe
Kathie Lembo
Keely Halsey
Laura Tancredi-Baese
Michael Hopkins
Nancy Sasaki
Nathan Fletcher
Nick Macchione
Paul Connelly
Ray Ellis
Reverend Rolland Slade
Rick Gentry
Sean Elo
Stephanie Kilkenny
Walter Philips

Absent:

Dimitrios Alexiou

1. Welcome and Introductions		
Board Chair Chris Ward welcomed board and community members to the regular meeting of the RTFH Board of Directors.		
2. Non-Agenda Public Comment		
<ul style="list-style-type: none"> None. 		
3. Consent Agenda		Items Removed from Consent Agenda
a.	Approval of February 2020 Board Meeting Minutes	N/A
b.	Approval of January 2020 and February 2020 Financial Statements	
c.	Ratification of the Emergency Check Authorization and Signatory Process	
Voting		
Motion	Motion by Karen Brailean to: Approve the Consent Agenda Second by Ray Ellis .	
Yay	28	
Nay	0	
Recused	0	
New Action Items	N/A	
Passed unanimously		
4. Executive Officer & CEO Updates		
<ul style="list-style-type: none"> Comments from the Secretary: Of the 469 beds at the Convention Center that Father Joe’s Village is overseeing, 379 were filled as of today. We’re now into the outreach and intake process. I’m confident we’ll soon be at the 469 capacity. There are 175 beds at the Paul Mirabile Center which were designated for the at-risk population. Of those, 119 beds are filled. Through outreach we’ll build to the 175 capacity. 		
Passed unanimously		
6. Informational Updates		
a. Governance Committee Update		
Presentation	Ray Ellis presented the Governance Committee Update. <ul style="list-style-type: none"> The GAC modified our priorities and delayed the organizational and strategic items until the new fiscal year. First priority is to complete the annual required review of the Governance Charter. Very minor changes are anticipated. We’re managing the Board Member recruitment and nomination process. The Board Application is on the RTFH website. We’ve spoken to all of the current board members whose terms end June 30th so they can make plans to reapply or step off the board. We’ll assist the Executive Committee (EC) in determining Officers, which comes out of the EC, between now and end of fiscal year. That process starts with the GAC, then goes to the Executive Committee, then to the Board, then to the Full Membership. The process must be completed by June 30th. 	
Public Comment	<ul style="list-style-type: none"> N/A 	
Board Member Discussion	<ul style="list-style-type: none"> N/A 	

New Action Items	<ul style="list-style-type: none"> • N/A
b. Funding Updates and Flexible Spending Pool RFP	
Presentation	<p>Lahela Mattox presented Funding Updates and Flexible Spending Pool RFP.</p> <ul style="list-style-type: none"> • HHAP funding, we just received our standard agreements. We'll begin to review those documents to get them signed and back to the State. We still aren't sure about the disbursement schedule. • COVID-19 emergency funding: we returned our standard agreement and request for funds and are waiting for disbursement. <ul style="list-style-type: none"> ○ Our portion has been committed to the Convention Center efforts. We received \$1.7m for emergency COVID funds that will go toward that. • HEAP funds: we've been working with the providers to determine how much they have of unspent funds in this first fiscal year. Their contracts are set to end June 30th in their first year. We're working with them to determine how much could be repurposed to support them in their COVID-19 needs. • There are no new funds on the table from the State at this point that we're aware of. • FHP: we received 3 responses which are in the process of being scored. Then we can move forward with next steps.
Public Comment	<ul style="list-style-type: none"> • N/A
Board Member Discussion	<ul style="list-style-type: none"> • N/A
New Action Items	<ul style="list-style-type: none"> • N/A
c. HUD Updates – NOFA, Waivers	
Presentation	<p>Pat Leslie presented HUD Updates.</p> <ul style="list-style-type: none"> • NOFA 2019 is primarily behind us now, the funding is finalized and contracts are being released now. • NOFA 2020 is already started. The Continuum is registered and we've confirmed our geographic areas with HUD. HUD is looking to see what they can do to expedite/streamline the process. It looks like we'll have a 2020 application process. • In the 2020 process we expect to see high requests for cooperation across departments: CoC, ESG, CDBG, FEMA, HOME, VA, HOPWA and an emphasis on coordination between the CoC and local health. The San Diego CoC is well positioned to respond to that. • We expect this next round to include \$23m in renewals, \$4m in YHDP renewal for the first time, plus a small amount for planning, and some new projects - probably focused on what we can do to leverage the COVID-19 additional funding. • Within the next 2 months, the local Continuum does still need to set priorities, or continue priorities from last year. • The first round of stimulus funds for entitlement areas was released 10 days ago, \$16m coming to the San Diego area. Includes the first round of ESG, funding for stimulus, CDBG and HOPWA. There will be more to come with some restrictions. • In order to address COVID-19, HUD has almost unprecedented waivers, referred to as mega-waivers for CoC, ESG, HOPWA, CDBG, consolidated planning processes and community notices. There are a total of 17 provisions in the mega-waiver. Not all of the waivers flow across all of the programs with all of the same timing, so there's some coordination needed. • The RTFH on behalf of the CoC became a central point for coordinating and submitting requests for waivers from the recipients to HUD. With one exception, all of the current recipients have submitted for their waivers and had them approved. Will make it easier for us to expedite housing and transfer clients between programs as needed. • The waivers provide lots of flexibility in key areas like certification of disability.

	<ul style="list-style-type: none"> Note that, e.g., the ESG waivers do not cover all ESG programs so the ESG entitlement funding and the ESG stimulus funding are two separate pots of funding and waivers apply differently. We just completed the verification of the CoC registration and geographic area which was due April 17th. We're expecting the Grant Inventory Worksheet (GIW) to be released in the next 2-3 weeks and we'll have a 10-day turnaround. Within 60 days after that, we'll need priorities set. The Board will need to determine if changes need to be made to the priorities established during the CoC process last year. We'll need to do some work at the subcommittee level in terms of evaluation and then work with Simtech for rating and ranking.
Public Comment	<ul style="list-style-type: none"> N/A
Board Member Discussion	<ul style="list-style-type: none"> Q: How big are these waivers? Do you think, e.g., we'll be able to permanently house 10% more people because of these waivers? A: I can't predict the percentage of persons that will be housed because that will depend also on our rental market; however, between now and September any of the leases created that are above fair market rent can continue through the term of that lease. We must only have a 30-day lease for clients so it's very helpful in terms of expediting permanent housing.
New Action Items	<ul style="list-style-type: none"> N/A
d. HMIS Support, Updates for COVID-19 Efforts	
Presentation	<p>Tamera Kohler presented HMIS Support Updates for COVID-19 Efforts</p> <ul style="list-style-type: none"> The opportunity to do verbal consents on this emergency protocol is important. Being able to move people to housing and collect their information with a verbal consent was critical to our ability to get client records in. Launched the new NPA in coordination with 2-1-1. Both NPA's now have a verbal consent. New fields were added to collect beds, units, floor numbers and ADA compliance to move toward a bed management tool. It's important, as we've added in hotel rooms, to keep the information for FEMA reimbursements. The local County public health COVID-19 screener was built into HMIS and is available to all agencies. Created 9 additional HMIS programs for the COVID-19 response, including both non-congregate shelters and the Convention Center efforts. HMIS also built in the required FEMA and State data elements for the non-congregate shelters. HMIS & CES teams shifted to an online training model to keep service providers supported and train new staff. Supporting the Housing Commission with reports so we can put together the exit strategy. Supporting the County with data elements around how many people we've seen unsheltered, what the shelter capacities are, and being a data source. We're also supporting Imperial County. Federal deadlines have been extended for almost all of our Federal reports. New coordinated entry data elements were incorporated, those have been extended from April 1st to October 1st. HMIS team is making sure we're compliant, staying up to date on all data elements to support the funding, and ensuring teams are trained appropriately.
Public Comment	<ul style="list-style-type: none"> N/A
Board Member Discussion	<ul style="list-style-type: none"> Q: Is it accurate that FEMA reimbursements of 75% for motel rooms may be used for conversions to longer-term shelter? If so, is that part of our post-pandemic strategy? A: We're looking at every single strategy. One of our leading exit strategies is looking at motel conversions and working with the State on some of that funding.

	<ul style="list-style-type: none"> • A: We're targeting about 325; we're building a budget for this which includes master leasing of hotel units, supportive services, operational costs and looking at the different populations/subpopulations we can serve.
New Action Items	<ul style="list-style-type: none"> • N/A
e. COVID-19 Response and County Update	
Presentation	<p>Supervisor Nathan Fletcher presented the COVID-19 Response and County Update.</p> <ul style="list-style-type: none"> • One opportunity is how to better connect these individuals to services. That's why we're moving as many resources as possible to the Convention Center to get people signed up for medication treatment, mental health services, for all the things that can help get them on a better path and give them an opportunity to come out of this stronger. • Everyone involved is doing their level best and taking actions that give us the highest probability to protect the health of our unsheltered population. • All the things we did early on such as hand washing stations, public health nurses, have helped put us in a better position. • The great patience and collaboration while moving very rapidly has positioned us as best we can to confront this challenge. <p>Tamera Kohler:</p> <ul style="list-style-type: none"> • We've followed the guidance of Public Health, of CDC, and looked to HUD for guidance in the planning process to set up the Convention Center. The importance of social distancing in our shelters drove this piece. • Behavioral health, mental health services, emergency support and meals are provided. • All of the ancillary items needed to run a shelter operation are there. • The Convention Center is set up as a FEMA disaster response that follows an incident command approach. There's a full group of individuals that work on the County side over the entire County's response to COVID-19 and an operational team at the Convention Center that structures how the day-to-day operations are supported. • Health screenings are done every day on-site. People are screened before coming in. There's a complete coordinated response with the County and Public Health on what people do if they have symptoms. That is directed through the Public Health Nurses and the County.
Public Comment	<ul style="list-style-type: none"> • N/A
Board Member Discussion	<ul style="list-style-type: none"> • N/A
New Action Items	<ul style="list-style-type: none"> • N/A
f. COVID-19 Convention Center Update	
Presentation	<p>Councilmember Chris Ward presented the COVID-19 Convention Center Update.</p> <ul style="list-style-type: none"> • Our bridge shelters required proper social distancing. Protocols needed to be in place should somebody become symptomatic and we had to address appropriate stepping levels and any contingencies if there was a critical challenge for any one program's or shelter's ability to safely staff the entire facility and the needs of all clients. • The use of the Convention Center met all those requirements. • As of today, over 800 of the original individuals from the 4 bridge shelters have been moved to the Convention Center facility. • There are health screenings, meals, housing services, security and health & wellness for clients and staff there. • On April 1st we announced we'd be opening the Convention Center and clients for Alpha Project and VVSD to begin moving in that week. On April 7th we had the final contingency bringing us to the end of Phase I.

	<ul style="list-style-type: none"> We are working on two parallel phases. One is expanding the Convention Center capacity for unsheltered individuals, while we put a team in place to connect those at the Convention Center to permanent housing.
Public Comment	<ul style="list-style-type: none"> N/A
Board Member Discussion	<ul style="list-style-type: none"> N/A
New Action Items	<ul style="list-style-type: none"> N/A
Additional Comments	
<p>Summary of Additional Discussion:</p> <ul style="list-style-type: none"> Intake into the Convention Center is being done through coordinated outreach by service providers that are on-site through their normal course of business. Additional efforts are coordinated by the homeless outreach team that brings together city-funded and non-city funded outreach providers. Addressing that homeless individuals on the streets are having a hard time finding food & clothing while recognizing not every person can be placed in the Convention Center or motels; law enforcement is being called on more often with complaints about the homeless. SPDP is assisting in connecting homeless individuals with shelter. SDPD offers shelter first and seeks compliance before enforcement. Addressing the lack of places homeless individuals can go to during the day during COVID-19 and the lack of adequate facilities. The County can fulfill more requests for hand washing stations and portable toilets. The County has fulfilled all requests received to-date. Discussion about providing day facilities such as libraries or college dorm rooms. Smaller congregate sites can be explored. Recognizing providing staff is a challenge, consider working with outlying cities and with San Diego that have staff who aren't working fulltime and want to work more, match that staff with those of us who can identify some professionals who have the experience. Action items were listed to plan solutions and develop a long-term strategy: <ul style="list-style-type: none"> This is an opportunity for a complete system redesign. How many shelter beds do we need to serve this population and what is the throughput. An opportunity to have conversations about the HUD funding, all of the new funding; doing it in a broader way is wise, we should engage more people in that space. Thinking about how we've worked on this as a regional approach. Where can people go during the day to congregate. Loss of staffing makes it challenging. People need to know how to engage with this population. How do we help them social distance. Recognize the Convention Center is not intended as a new shelter model, it's to social distance and protect those individuals from contracting the virus. We can go jurisdiction by jurisdiction, different communities are doing different things, organize all of that and figure out where there's still gaps, using outreach as our frontline of assessing what the needs are on the streets. Leaning in on when someone needs access to the Convention Center that is broader than where our outreach teams are. If there are referrals, how will people know how to connect with outreach teams to have access to where they can get their needs met in any community? Tap into those with lived experience & have firsthand tie-ins with the homeless to understand what the barriers are and come up with targeted approaches to address each of those populations. 	
Adjournment.	
<p>The meeting was adjourned at 4:40 PM. The Board will reconvene for their next regular meeting on 05/21/2020 from 3:00-5:00 p.m. Location: Zoom Videoconference.</p>	



SAN DIEGO
Regional Task Force
on the Homeless

RTFH Financial Statements

Period Ending March 31, 2020

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**Regional Task Force on the Homeless
Statement of Financial Support and Revenue
March 2020 YTD**

	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	TOTAL
Revenue/Expense													
Revenue													
Local Governments Grants													
5120 · City of Chula Vista	-	-	-	-	-	-	-	-	-	-	-	-	-
5150 · City of San Diego / SDHC	12,441	12,441	11,327	11,869	11,228	11,420	11,874	10,653	9,930				103,184
5181 · City of Del Mar (PITC)	1,250	-	-	-	-	-	-	-	-	-	-	-	1,250
5220 · County of SD / HCD - CDBG	23,541	18,349	15,179	6,313	4,162	12,502	12,770	17,153	12,443				122,412
Total Local Grants	37,233	30,790	26,506	18,182	15,390	23,923	24,644	27,806	22,373				226,846
State Grants													
5210 · HEAP - Other	148,644	78,217	65,430	31,580	67,823	115,583	107,958	91,184	52,102				758,521
5202 · Subrecipient Awards	-	60,000	199,815	85,045	167,877	344,101	83,932	377,514	83,932				1,402,215
5303 · Subrecipient Distributions	-	(60,000)	(199,815)	(85,045)	(167,877)	(344,101)	(83,932)	(377,514)	(83,932)				(1,402,215)
Total State Grants	148,644	78,217	65,430	31,580	67,823	115,583	107,958	91,184	52,102	-	-	-	758,521
HUD COC Grants													
5325 · HUD HMIS	45,568	48,596	52,741	32,759	62,765	50,118	55,318	123,987	94,702				566,554
5375 · HUD CES	64,048	63,866	53,760	202,127	40,299	42,110	52,242	58,835	56,762				634,050
5383 · HUD CoC Planning	19,672	46,390	32,420	19,322	33,497	23,395	30,427	82,530	64,197				351,849
5385 · HUD - YD	7,803	7,385	5,603	6,235	5,493	6,421	11,942	-	14,968				65,850
5388 · Youth Demonstration Awards								13,362	57,769				71,131
5389 · YHDP Projects (Subrecipient)									(57,769)				(57,769)
Total HUD COC Grants	137,092	166,237	144,524	260,443	142,054	122,044	149,929	278,713	230,630				1,631,665
Other Revenue													
5500 · Foundations	-	-	-	-	-	-	-	-	-				-
5600 · Donations	-	-	838	-	5	630	-	-	25				1,498
5710 · HMIS Fees - Other	-	-	500	-	-	-	-	-	(500)				-
5711 · HMIS Support Fees	8,993	8,843	19,975	12,516	12,620	17,509	14,175	14,175	49,421				158,227
5720 · Membership Fees	600	50	250	-	-	100	50	100	100				1,250
5785 · Contracts For Services	-	-	2,000	-	-	-	-	-	-				2,000
5750 · Interest	-	-	-	-	-	-	-	-	-				-
5790 · Miscellaneous	165	-	-	-	-	-	-	-	542				708
Total Other Revenue	9,759	8,893	23,563	12,516	12,626	18,239	14,225	14,275	49,588	-	-	-	163,684
Total Revenue	332,727	284,137	260,022	322,720	237,893	279,790	296,756	411,979	354,692	0	0	0	2,780,716
Expense													
7000 · Salaries & Wages	111,412	113,075	115,665	109,505	106,871	126,637	143,610	149,706	147,746				1,124,226
7100 · Taxes & Fringe Benefits	22,975	27,734	23,047	23,458	28,492	22,649	33,473	29,390	23,078				234,296
7200 · Business Insurance	1,540	2,311	770	818	787	984	770	770	770				9,520
7340 · Banking	3	-	15	37	0	-	12	-	150				216
7420 · Contract Services	13,498	21,450	20,941	36,775	20,433	25,933	23,023	21,287	22,314				205,652
7510 · HMIS	39,930	39,930	40,040	41,738	40,140	40,095	49,292	121,126	42,606				454,898
7620 · Information Technology	2,788	2,853	2,376	3,556	2,670	2,705	2,883	2,814	2,324				24,969
7710 · Rent/Maintenance	6,847	5,187	5,187	5,208	5,187	5,187	5,343	5,343	5,343				48,834
7770 · Supplies	1,020	5,441	1,839	2,041	3,556	3,432	4,038	1,123	633				23,122
7900 · Program Expenses	10,353	54,216	24,033	45,802	11,626	43,497	26,956	68,066	76,750				361,301
8000 · Travel/Transportation	2,942	5,228	4,055	6,937	4,766	3,957	5,757	9,386	932				43,958
8100 · Staff & Board Development	249	4,380	160	534	1,064	917	422	1,751	797				10,274
8400 · Depreciation	1,265	1,897	1,928	1,928	1,928	1,928	1,928	1,928	1,928				16,658
8600 · Other Expense	-	-	200	-	-	-	-	-	17				217
Total Operating Expense	214,822	283,702	240,257	278,335	227,520	277,920	297,507	412,690	325,388	0	0	0	2,558,140
Net Operating Revenue	117,906	435	19,766	44,386	10,373	1,869	-751	-712	29,304	0	0	0	222,576

**Regional Task Force on the Homeless
Statement of Financial Position
March 2020 YTD**

	<u>Operating</u>	<u>Pass Thru</u>	<u>Total 2020</u>	<u>2019</u>	
	<u>Mar 31, 2020</u>	<u>Mar 31, 2020</u>	<u>Mar 31, 2020</u>	<u>Mar 31, 2019</u>	
ASSETS					
Cash	\$ 968,001	\$ 16,509,957	\$ 17,477,957	\$ 19,308,895	
Accounts Receivable	955,575		\$ 955,575	975,423	
Prepaid Expenses	38,051		\$ 38,051	19,055	
Inventory - Gift cards	11,160		\$ 11,160	13,360	
Fixed Assets			\$ -		
Equipment	72,565		\$ 72,565	5,870	
Leasehold Improvements	121,364		\$ 121,364	-	
Accumulated Depreciation	(22,529)		(22,529)	(5,870)	
Total Assets	\$ 2,144,187	\$ 16,509,957	\$ 18,654,144	\$ 20,316,734	
LIABILITIES					
Accounts Payable	\$ 168,785		\$ 168,785	\$ 31,308	
Deferred Revenue - Operating	312,431		\$ 312,431	-	HEAP Admin
Deferred Revenue - Project & SR	-	16,130,073	\$ 16,130,073	18,750,241	HEAP Project and Sub Recipient awards
Deferred Revenue - Interest	-	379,884	\$ 379,884	-	HEAP Interest reclassified to Deferred per L&C
Accrued Expenses		-	\$ -		
Payroll-Related Liabilities	161,190		\$ 161,190	104,005	
Notes Payable-Lucky Duck	-		\$ -	-	
Total Liabilities	642,406	16,509,957	17,152,363	18,885,554	
NET ASSETS					
Unrestricted	1,009,947	-	1,009,947	632,630	
Temporarily Restricted	491,834	-	491,834	798,550	
Total Net Assets	1,501,780	-	1,501,780	1,431,180.32	
Total Liabilities & Net Assets	\$ 2,144,187	\$ 16,509,957	\$ 18,654,144	\$ 20,316,734	

**Regional Task Force on the Homeless
Statement of Financial Support and Revenue
Budget vs. Actual March
2020 YTD**

	Jul'19 - Mar '20 Budget	Jul'19 - Mar '20 Actuals	(Under) / Over	% Variance	Explanation
Revenue					
Local Government Grants	\$ 212,936	\$ 226,846	13,911	6.5%	SDHC final grant 100k higher than initial budgeted amount
State Grants	\$ 352,906	\$ 758,521	\$ 405,615	114.9%	
HUD CoC Grants	\$ 1,513,888	\$ 1,631,665	\$ 117,777	7.8%	
Private Donations / Foundations	\$ 313,577	\$ 1,498	(312,079)	-99.5%	
Membership Fees	\$ 5,250	\$ 1,250	(4,000)	-76.2%	
HMIS Support Fees	\$ 177,266	\$ 158,227	(19,039)	-10.7%	
Contracts For Services	\$ -	\$ 2,000	2,000	100.0%	
Interest Income	\$ 225,000	\$ -	(225,000)	-100.0%	HEAP Funds interest reclassified to deferred revenue per Leaf & Cole
Other Revenue	\$ 178,630	\$ 708	(177,922)	-100.0%	
Total Revenue	2,979,453	2,780,716	(198,736)	-6.7%	
Expense					
Salary & Wages	\$ 1,334,690	\$ 1,124,226	(210,464)	-15.8%	Budgeted staff positions not filled until November/December 2019
Taxes & Fringe Benefits	363,340	\$ 234,296	(129,044)	-35.5%	
	1,698,030	1,358,522	(339,508)	-20.0%	
Direct Costs					
HMIS	\$ 430,545	\$ 454,898	24,353	5.7%	
Training/Consultants	\$ 413,262	\$ 295,166	(118,096)	-28.6%	Program Expense
Local Mileage/Parking	\$ 25,875	\$ 11,541	(14,334)	-55.4%	Travel/transportation
Out of Town Travel	\$ 20,400	\$ 20,029	(371)	-1.8%	Travel/transportation
Conference Fees	\$ 11,100	\$ 12,389	1,289	0.0%	Travel/transportation
Program Expense	\$ 185,266	\$ 70,334	(114,931)	-62.0%	Program Expense
Total Direct Costs	1,086,448	864,357	(222,091)	-20.4%	
Indirect Costs					
Rent/Maintenance	\$ 47,138	\$ 48,834	1,696	3.6%	July rent at higher FY 18/19 rate. Rent reduction to \$5187 began 8/1/19
Business Insurance	\$ 8,804	\$ 9,520	715	8.1%	
Taxes / Bank Fees	\$ 1,500	\$ 216	(1,284)	-85.6%	
Information Technology	\$ 47,138	\$ 24,969	(22,169)	-47.0%	Includes internet data lines, telephone and cell phones
Supplies	\$ 37,650	\$ 23,122	(14,528)	-38.6%	
Staff & Board Development	\$ 14,882	\$ 10,274	(4,608)	-31.0%	
Accounting & HR	\$ 75,210	\$ 118,739	43,529	57.9%	
Audit	\$ 13,650	\$ 13,900	250	0.0%	
Legal	\$ 24,750	\$ 14,338	(10,413)	-42.1%	
IT Management	\$ 36,900	\$ 54,475	17,575	47.6%	
Fundraising	\$ -	\$ -	-	0.0%	
Other Expense	\$ -	\$ 16,876	16,876	0.0%	
Total Indirect Costs	307,621	335,262	27,640	9.0%	
Total Expense	3,092,099	2,558,141	(533,958)	-17.3%	
Net Revenue	\$ (112,646)	\$ 222,576	\$ 335,221	-297.6%	

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

TITLE OF REPORT:

RTFH Non-Service Provider Board Slate

ADVISORY COMMITTEE NAME:

Governance Advisory Committee

ITEM TYPE:

- Information
 Action

Recommendation/Board Policy

Request to Present at Board Meeting

MEETING DATE:

5/21/2020

PRIMARY CONTACT:

Ray Ellis, Chair of the Governance
Advisory Committee

SECONDARY CONTACT:

Tamera Kohler, CEO

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

On May 13, 2020, the Executive Committee of the Regional Task Force on the Homeless (RTFH) approved the non-service provider board seat slate as recommended by the Governance Advisory Committee and the Board must ratify the slate. Terms for Board Members in seats turning over in 2020 expire June 30, 2022.

RECOMMENDATION:

Ratify the Regional Task Force on the Homeless (RTFH) Board Non-Service Provider Seat Slate as specified in Attachment A.

OVERVIEW & BACKGROUND SUMMARY:

As required by the federal Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009, the Board acts on behalf of the RTFH and is representative of the relevant organizations and projects serving homeless subpopulations within San Diego. Membership of the Board includes a broad array of stakeholders, including at least one homeless or formerly homeless individual, who are charged with important responsibilities and authorities on behalf of the community it represents.

FISCAL IMPACT:

N/A

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

N/A

STAFF/AND OR COMMITTEE STATEMENT:

Recruitment for RTFH Board Members began with broad advertisement on April 15, 2020 with applications due by May 8, 2020. During the recruitment period, a total of twelve applications were received for six available non-service provider seats.

The Governance Advisory Committee reviewed and recommended board candidates and prepared a slate as follows:

- Flexible – Jo Barrett
- Health – Jeffrey Gering
- Homeless Advocate – Jonathan Castillo
- Homeless/Formerly Homeless – Ellis Rose
- Business – Karen Brailean
- Technology Business – Camey Christenson

The Intergovernmental Council met on May 13, 2020 and approved the reappointment of Councilmember Ward to the Elected Official Seat for a full term:

- Elected Official – Councilmember Chris Ward, City of San Diego

All applications received for Central, North Coastal and South Service Provider seats are listed below. One applicant will be elected per seat by the Full Membership at the June 11, 2020 Full Membership meeting. The candidates are:

- Central – Deacon Jim Vargas, Father Joe's Villages
- Central – Teresa Smith, Dreams for Change
- Central – Tracey Wilson, Rooted Life

- Central – Eric Lovett, Urban Street Angels
- North Coastal – Greg Anglea, Interfaith Community Services
- North Coastal – John Van Cleef, Community Resource Center
- South – Kathryn Lembo, South Bay Community Services

Appointed Seats:

- Collective Impact – Nancy Sasaki, United Way of San Diego County
- Public Housing Authority – Rick Gentry, San Diego Housing Commission
- San Diego County HHS – Nick Macchione, County of San Diego Health & Human Services Agency

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

The RTFH Board Slate was reviewed and endorsed by the RTFH Governance Advisory Committee and the RTFH Executive Committee.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:

Notices regarding recruitment were sent electronically to the RTFH Board and Membership along with a range of community partners. A recruitment notice and the candidate application form were posted on the RTFH website.

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

CONNECTIONS TO HUD/HEARTH COMPLIANCE:

Governance Board composition aligns with HUD/HEARTH requirements.

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: Click here to enter text. |

ATTACHMENTS OR BACK-UP INFORMATION TO REFERENCE:

Attachment A: Regional Task Force on the Homeless 2020 Board Member Slate.

**ATTACHMENT A:
2020 Board Member Slate**

Appointed Seats

Name	Organization	Seat
Nancy Sasaki	United Way of San Diego County	Appointed Seat, Collective Impact
Rick Gentry	Public Housing Authority	Appointed Seat, Public Housing Authority
Nick Macchione	County of San Diego Health and Human Services Agency	Appointed Seat, San Diego County HHSA

**All Applications Received for Central, North Coastal and South Service Provider Seats
(1 applicant will be elected per seat by the Full Membership at the June 11, 2020 Full Membership Meeting)**

Name	Organization	Seat
Deacon Jim Vargas	Father Joe's Villages	Central
Teresa Smith	Dreams for Change	Central
Tracey Wilson	Rooted Life	Central
Eric Lovett	Urban Street Angels	Central
Greg Anglea	Interfaith Community Services	North Coastal
John Van Cleef	Community Resource Center	North Coastal
Kathryn Lembo	South Bay Community Services	South

Non-Service Provider Seats

Name	Organization	Seat
Jeffrey Gering	Family Health Services of San Diego	Health
Karen Brailean	BFT Equity Partners	Business
Ellis Rose	n/a	Homeless/Formerly Homeless
Jo Barrett	n/a	Flexible
Jonathan Castillo	PATH	Homeless Advocate
Camey Christenson	211 San Diego	Technology Business

**Elected Official Seats
Selected by the Intergovernmental Council on May 13, 2020**

Name	Organization	Seat
Councilmember Chris Ward	City of San Diego	Elected Official



Camey Christenson

Camey Christenson is the Senior Vice President at 2-1-1 San Diego / [Community Information Exchange](#). She is dedicated to driving the movement to shift systems of care to a proactive, holistic and person-centered model through meaningful collaboration, data sharing, technology advancements and bridging diverse sectors necessary to address an individual's social determinants or indicators of health and wellness.

Ms. Christenson, a lifelong social worker and advocate who has worked in the nonprofit field for more than 25 years, believes in the power of collaboration and is steadfast in her commitment to improving services to our community and shaping the person-centered movement across the nation. She is an effective leader complemented by a clinical social work background. She holds a Masters of Social Work degree from the University of Minnesota.

Camey leads the [Community Information Exchange](#) in San Diego and works with more than 12 different communities across the country to replicate the CIE technology to facilitate cross sector collaboration and data integration. She also leads the annual 3-day CIE Summit that brings together technology companies, healthcare and social service companies from across the country collaborating and sharing best practices to improve communitywide care collaborations

In order to effectively address poverty and homelessness in San Diego, an 'all hands on deck approach' is needed requiring a multidisciplinary approach to direct services, information sharing and community planning. The [CIE Partner Network](#) of 85 (and growing) community based organizations and the [CIE Advisory Board](#) reflects that multidisciplinary approach and CIE's history is rooted in addressing homelessness. Recent CIE and HMIS integrations is a great first step in maximizing opportunities for San Diegans who are homeless and those that serve them.

Prior to 2-1-1 Camey consulted with nonprofit organizations throughout Southern California offering project management, grant writing, funding research, strategic planning, program development, marketing and outreach planning, government relations, best practices research, programmatic evaluation and outcome measurement, contract compliance reporting, quality control, collaboration building, and technical assistance. Clients included: San Diego Housing Commission, Father Joe's Villages, New Alternatives, Inc., San Diego Freedom Ranch, Martha's Village & Kitchen, San Diego County Housing and Community Development, Crisis House, St. Vincent de Paul Village, and more.

Camey has been involved with the CoC, RCCC and RTFH for more than a decade. Throughout her career in San Diego she has worked on the frontlines at a men's homeless shelter, managed domestic violence transitional housing programs, worked in development supporting a continuum of homeless services and served at the CoC's consultant responsible for submitting the City and County's CoC HUD funding. She understands RTFH's role as community convener leading the charge to end homelessness and its responsibility as HUD collaborative applicant and HMIS lead. Camey is well versed in local and federal funding requirements and Board responsibilities.



Jonathan Castillo

Jonathan Castillo serves as PATH's Chief Regional Officer (CRO). As the CRO he is responsible for the operations of PATH in San Diego, Santa Barbara, San Jose, and Sacramento. His key responsibilities include administration, program development, fundraising, marketing, community outreach, and strategic planning. His tenure in homeless and human services give him invaluable and diverse expertise from his time working in homeless services, healthcare services, and child welfare. Jonathan's drive and passion are fueled by a need to serve those who are marginalized and unable to advocate for themselves. He strives to identify and fill gaps within communities by expanding programs that respond to the needs that exist.

Jonathan's advocacy efforts are most evident in his work identifying a large population of Veterans experiencing homelessness in Antelope Valley who were unable to access VA services in West Los Angeles. Under his leadership, PATH expanded a Veteran Service site in Palmdale to increase accessibility for these individuals by expanding street outreach, rapid rehousing, and HUD-VASH services. Additionally, he worked with the VA in Los Angeles to bring together a collaborative of 13 agencies to develop community standards for Rapid Rehousing to improve the quality and continuity of care for Veterans.

Prior to being appointed CRO, Jonathan served as PATH San Diego's Regional Director for three years. As Regional Director, he more than quadrupled operations from being primarily Downtown to a County-wide provider and expanded the permanent supportive housing portfolio. Jonathan previously served as PATH's Director of Veteran Services which served 1800 Veterans annually through the Supportive Services for Veteran Families (i.e. Veteran Rapid Rehousing and Prevention program) and the HUD-VASH contract with the Greater Los Angeles VA Medical Center. PATH's HUD-VASH program was responsible for supporting 1300 Veterans throughout Los Angeles, Kern County, San Luis Obispo, Santa Barbara, Ventura, and Orange County. Prior to joining PATH, Jonathan began his career in homeless services working at the Greater Los Angeles VA Medical Center as a case manager in Project 60 (comparable to San Diego's Project 25 pilot) before being promoted to the Associate Coordinator/Social Work Supervisor overseeing HUD-VASH operations and managed partnerships with 7 public housing authorities. Jonathan's inspiration to serve Veterans and the homeless services industry was influenced by his experience as a case manager at LA County's Department of Children & Family Services, where he witnessed the educational, racial, socioeconomic disparities that perpetuate the homeless challenges in our communities.

Jonathan received the Distinguished Alumni Award from Azusa Pacific University for his contributions to the field of social work. He has also been involved in various boards, committees, and speaking engagements which include Azusa Pacific Universities Social Work Department's Advisory Board, HCD's Veterans Housing & Homeless Prevention Program Committee, National Coalition for Homeless Veterans Annual Conference presenter, and PATH's Diversity, Equity, and Inclusion Steering Committee.

Jonathan holds a Bachelor of Social Work from Azusa Pacific University, a Master of Science in Social Administration (MSW) from Case Western Reserve University and is licensed as a clinical social worker.

**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:

5/21/2020

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 6.0 as outlined in Attachment B for approval by the RTFH Full Membership in June 2020.

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 23 and 30, 2020 the Governance Advisory Committee held input sessions to solicit feedback on the update to the Charter.

- Administrative changes to language on pages 4, 6, 7, 8, 9 and 10 of the Charter.
- Updated language in Sections 2.1 and 4.1 to add "youth" where "homeless individuals and families" are specified.
- Updated language in Section 4.2.2 regarding conflict of interest to state "code of conduct that includes conflict of interest".
- Updated language in Section 4.2.4 to recognize the role of the YAB under Task Groups.

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?

N/A

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 12, 2020. The Executive Committee met and endorsed the revised Charter on May 13, 2020.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:

On April 23 and 30, 2020 two community forms were held for membership to provide input regarding the RTFH Governance Charter. Feedback was also received electronically from members during this process. All comments and suggestions 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: Click here to enter text. |

ATTACHMENTS OR BACK-UP INFORMATION TO REFERENCE:

Summary of Community Forum Feedback.

Regional Task Force on the Homeless Charter version 6.0

ATTACHMENT B



RTFH Charter Review Community Input Meetings Summary

WebEx: April 23, 2020 from 1:00 pm - 2:00 pm

WebEx: April 30, 2020 from 3:00 pm - 4:00 pm

The RTFH Governance Charter is updated annually and two Community Input Meetings were held in April of 2020 to solicit feedback and input. The table below summarizes the recommendations from the Community.

Community Input Received

Input Received on April 23, 2020

Karen McCabe: I read through the Charter and my input is that I think it's ready to go.

Nancy Sasaki: Asked about Page 6, Section 3.1 "Assumptions", where the language refers to "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".

Nancy Sasaki: Regarding the Executive Committee, has there been conversation about whether or not the size of the Executive Committee is sufficient? Should there be any other voices on the EC in addition to the Officers that serve on the EC. It feels like it could be expanded and that would be a benefit. I would also encourage you to encourage diversity on the EC.

Ray Ellis: At end of 2018 it was decided to add to the Executive Committee - the Chair of the Governance Advisory Committee and the Chair of the Evaluation Advisory Committee.

Rebecca Palmer: We have been pleased with the "marriage" between CIE 2-1-1 and how it synthesizes information, how does that role play out in the RTFH governance, or another role?

Simonne Ruff: We have appreciated John Ohanion's representation in the Technology Business seat. Is there anything that could be incorporated in the Charter that would be helpful?

Ray Ellis: I've spoken with John Ohanion and with 2-1-1/CIE about how the synergy can be preserved with 2-1-1, they will continue to be involved. We will see with the Board Candidate Application process, who comes in as applicants to fill that seat.



Input Received on April 30, 2020

Benjamin Grube: In reading through the Charter there's an area that states one Board member should have homeless lived experience. I think this should be increased and it should include someone who is currently homeless or has been homeless within the last two years. There are subpopulations that should be represented on the board such as: LGBT-Quest, physically disabled, those with chronic health problems, and African-American homeless individuals.

Kathie Lembo: I agree with that, and I agree about the subpopulations. We might want to consider Youth because we have a whole Youth Advisory Committee, we may want them to appoint someone from their group to a board seat. This would be within the current seats, not adding an additional seat. We could change one of the Flexible Seats to a Youth with Lived Experience seat, or as Simonne suggested, add a preference to representation from youth with lived experience. Referring to Page 23 of the Charter, in Appendix G: RTFH Board Structure, under "Flexible (3)", the suggestion was made to edit "Charged with coordinating efforts in their sectors. Preference give to consumers/individuals with lived experience." to "Charged with coordinating efforts in their sectors. Preference given to consumers/individuals with lived experience and youth representation."

Laura Tancredi-Baese: There's similar feedback from the San Diego Youth Homeless Coalition, they would like to see more focus on youth. There's potential with the conflict of interest because we did look at a Youth Advisory Board member possibly joining the Board of Directors. The interest from the Coalition is to somehow bring more youth to the table. That seems like a good idea in whatever structure makes sense for that.

Benjamin Grube: One subpopulation to consider is Refugee and Immigrant. Also, there are a lot of different identities between the LGBT-Quest population. For example, someone who is gay has a very different experience of homelessness than someone who is transgender or intersex.

Input Received via Email on April 30, 2020



Input Received on April 30, 2020

Email received on April 30, 2020 at 3:53 pm from the SDYHC Steering Committee: SDYHC info@sdyh.org:

The Steering Committee of the San Diego Youth Homelessness Consortium has reviewed the charter and would like to offer the following feedback.

Please know that two members of the committee abstained from offering feedback due to either their role or their agency's role on the RTFH board. These two members are Jonathan Herrera and Laura Tancredi-Baese.

- We recommend adding a minimum of one additional seat for a person who is formerly homeless. Ideally, it there would be two more seats added for a total of three seats.
- Naming youth in section 4.2.2
 - “Establish plans for reducing and ending homelessness in the Region: ...Ensure relevant organizations, funders, and projects serving homeless sub-populations and youth are represented in planning and decision-making; and...”
- Also in section 4.2.2: Establish plans for reducing and ending homelessness in the Region:
 - Ensure relevant organizations, funders, and projects serving homeless sub-populations are represented in planning and decision-making; and (Include youth homelessness specifically)
- 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: (include Youth CES)
- There is no mention of youth representation in any committees or workgroup. We recommend adding this language.

Thank you and take care,
SDYHC Steering Committee



Regional Task Force on the Homeless San Diego City & County

Governance Charter

Operational Responsibilities and Authorities

Version 65.0

Document Number: CoCGC2.0

Corresponding By-Laws Number: CoCBL1.0

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1. Introduction

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.¹ 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.² Subsequently HUD released the 2012 Interim Rule detailing the requirements for CoC implementation of HEARTH.³

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

¹ 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.

² Southern Nevada Homelessness Continuum of Care (CoC) Governance Structure

³ 24 CFR 578 HUD Interim Rule, CoC Program, effective August 30, 2012

coordinates resources needed to effectively address homelessness in San Diego.⁴

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.⁵

2. Overview

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 [previously adopted](#) 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

⁴ 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.

⁵ <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.⁶ 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, [youth](#), and families throughout the San Diego County region, address the underlying causes of homelessness, and to lessen the negative impact of homelessness on individuals, [youth](#), 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.

⁶ 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, [youth](#), 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 [persons experiencing homelessness](#) within the Region;

- Create capacity in communities throughout the Region to take ownership of and incorporate evidence-based practices to end homelessness;⁷ and
- Develop plans to fulfill the mission of ending homelessness for all individuals, [youth](#), 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.⁸ 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 [the](#) 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.

⁷ West Virginia Balance of State Governance Charter.

⁸ 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 [individual who is currently experiencing homelessness](#) or [has previously experienced homelessness.](#) ~~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, [code of conduct that includes](#) 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, [State dedicated funds](#), HUD Veterans Affairs Supportive Housing (VASH) programs, including HMIS functions, [and other homeless assistance funding](#).
- 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 LSA, PITC and HIC
- Review of HUD CoC and ESG program monitoring and grievances of any corrective action or final funding recommendations of any competitive process RTFH may be party to; and
- Make recommendations to the Board for changes in CES or HMIS systems that require board and/or 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. [For example, the Youth Action Board \(YAB\) was formed in 2016 and ensures that the Youth Housing Demonstration Program \(YHDP\) and the San Diego Coordinated Community Plan \(CCP\) to Prevent and End Youth Homelessness have a continuous youth voice at the CoC.](#)

4.2.5 Intergovernmental Council

In order to engage key government representatives in the effort to end homelessness, RTFH formed an Intergovernmental Council (IC). The purpose of the IC is to promote and coordinate local government activities to assist homeless persons. The IC 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 elected and rotate among the represented agencies on an annual basis.

The **IC** 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

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
5.0	6/27/2019	Governance Advisory Committee	Administrative changes
<u>6.0</u>	<u>6/15/2020</u>	<u>Governance Advisory Committee</u>	<u>Administrative changes</u>

Appendix B: Acronyms

Table 2: Acronyms

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

Term	Definition
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
Alameda County CoC/ EveryOne Home Governance Charter	http://everyonehome.org/wp-content/uploads/2016/02/CoCs-Governance-Charter.pdf	June 2015
Continuum of Care Duties	https://www.hudexchange.info/resources/documents/CoC-Duties-Establishing-and-Operating-a-CoC-Slides.pdf	NA
ESG Guide	TBD	TBD
HEARTH Act	https://www.hudexchange.info/resources/documents/HomelessAssistanceActAmendedbyHEARTH.pdf	May 2009
HUD Interim Rule	https://www.hudexchange.info/resources/documents/CoCProgramInterimRule_FormattedVersion.pdf	August 2012
Notice Establishing Additional Requirements for a Continuum of Care Centralized or Coordinated Assessment System	https://www.hudexchange.info/resources/documents/Notice-CPD-17-01-Establishing-Additional-Requirements-or-a-Continuum-of-Care-Centralized-or-Coordinated-Assessment-System.pdf	January 2017
RTFH By-Laws	http://nebula.wsimg.com/295b6dc187e4b55049160278c72dfe76?AccessKeyId=84F4D43D27BED21A7BD2&disposition=0&alloworigin=1	January 2016
Southern Nevada Homelessness CoC Governance Structure	http://www.helphopehome.org/	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

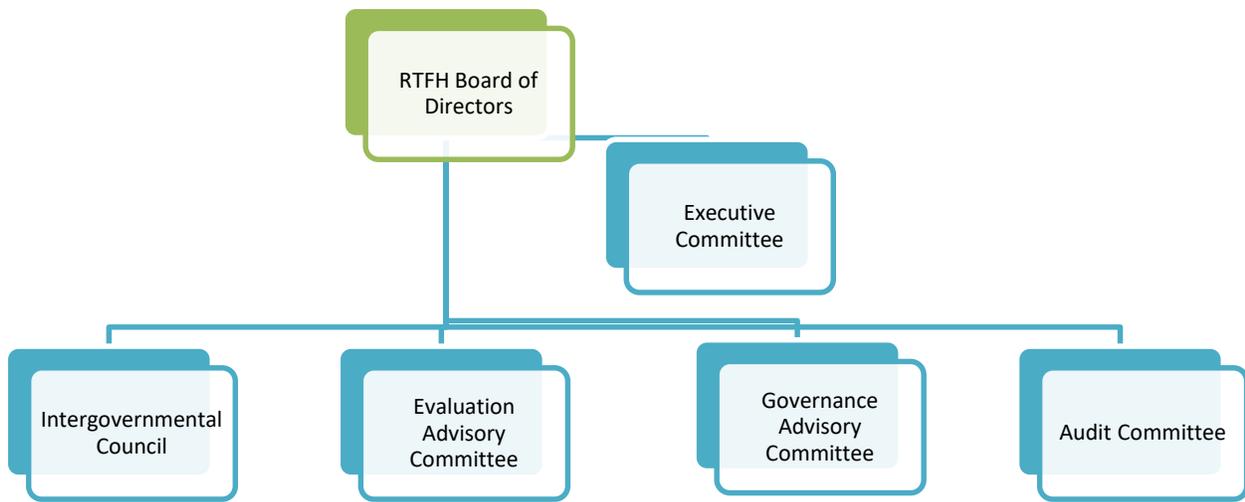
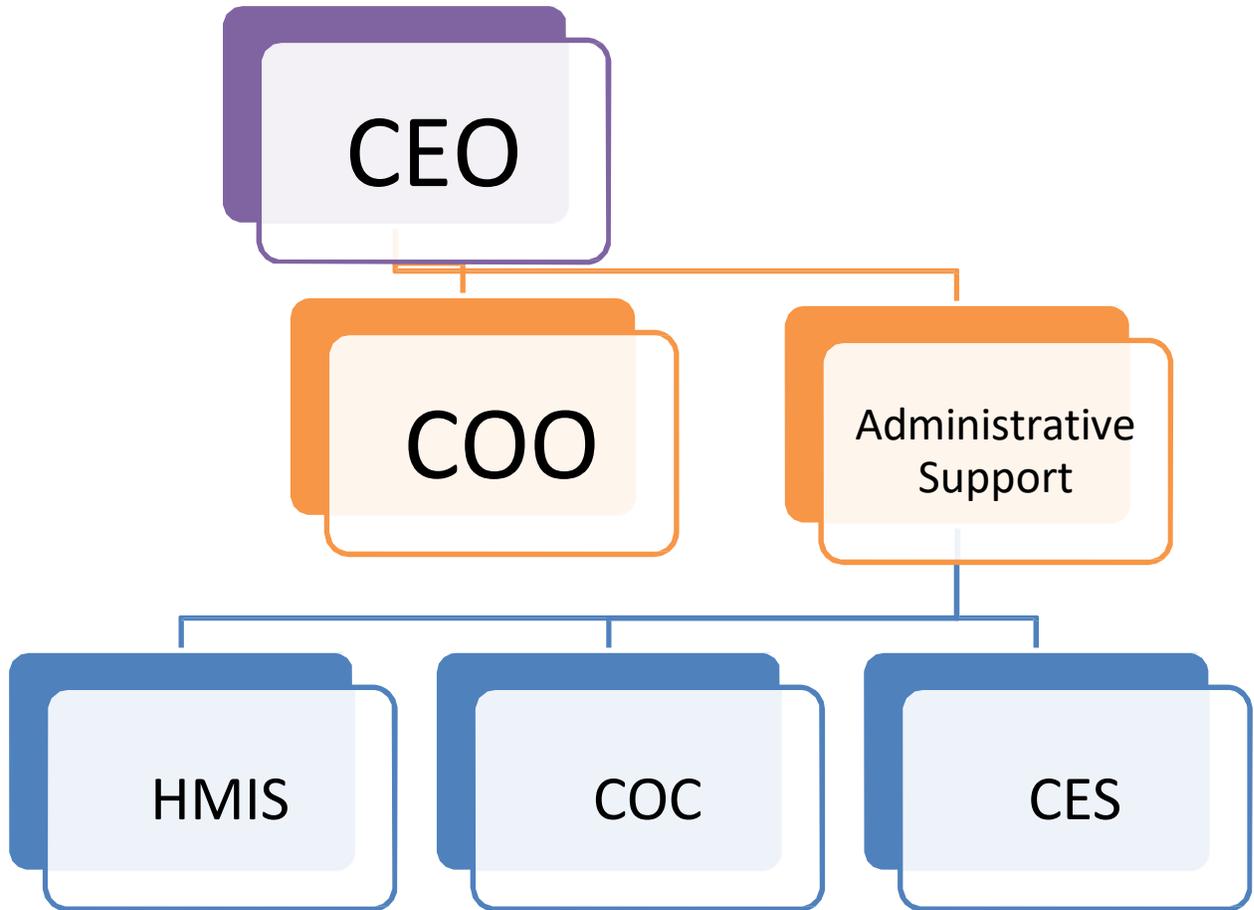


Table 6: RTFH Staff Organizational Chart



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 health and behavioral health providers, Preference for at least one seat given to consumers/individuals with lived experience.

	Law Enforcement / Justice System		Charged with coordinating efforts with all other public law enforcement agencies within the Region.
	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/individuals with lived experience.

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"> • Outreach, engagement, and assessment; • Shelter, housing, and supportive services; and • Prevention strategies. 	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