



REGIONAL TASK FORCE ON THE HOMELESS

"OUR COMMUNITY, OUR HOMELESS, OUR ISSUES"

March 6, 2017

Dear Valued Community Member,

The Regional Task Force on the Homeless (RTFH) is the regional planning body dedicated to ending homelessness in San Diego. The mission of the RTFH is to engage stakeholders in a community-based process that works to:

- (1) End homelessness for all individuals and families throughout the region
- (2) Address the underlying causes of homelessness
- (3) Lessen the negative impact of homelessness on individuals, families and communities

Given the number of San Diegans experiencing homelessness, the work of the RTFH has never been more important than it is today. We are excited to announce our search for dedicated leaders to join the RTFH Governance Board to help develop and support local programs and initiatives to ensure that ending homelessness becomes a reality in our community.

In 1998, a group of concerned citizens formed the RTFH to serve the County of San Diego, including its 18 incorporated cities and all unincorporated areas, to strengthen local prevention efforts and coordinate programs and resources for individuals and families at-risk of or experiencing homelessness in our community.

Participation on the Board is voluntary, but is not without benefits. By serving as a member, you will have the opportunity to support efforts in research, education, advocacy, community outreach, and coordination of vital funds that will ultimately save lives.

If you or someone you know is interested in joining the RTFH Governance Board, I invite you to submit the attached application by noon on Thursday, March 30, 2017.

Thank you for your consideration of this opportunity. Please feel free to contact Amanda Patterson with any questions at amanda.patterson@rtfhsd.org or 858-292-7627 ex.35.

Sincerely,

Richard C. Gentry, Chair
Regional Task Force on the Homeless
President and CEO, San Diego Housing Commission



Regional Task Force on the Homeless

Overview of Governance Board Basic Structure and Responsibilities

HISTORY AND BACKGROUND

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

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

The planning and governance of the Regional CoC and HUD CoC funds have historically been facilitated through the independent action of the RCCC. These funds currently exceed \$15 million annually. The goal is to work together with other stakeholders to achieve common purposes, particularly to end homelessness in our region. Over time, community stakeholders began to recognize the importance of collective impact. Region-wide efforts such as the Keys to Housing and the Priority Community Initiative identified the need to develop an infrastructure as a critical element of realizing that impact. The HEARTH rules of 2012 concur.

In 2013 the RCCC began a transformation to formalize the structures needed to end homelessness in our community. These included: seating a Governance Board, developing an Infrastructure Organization, meeting new federal regulations, and addressing local gaps in community coordination and planning. Various stakeholders in the community worked throughout 2013 and adopted a new governance structure for the Regional CoC. The structure includes a Governance Board capable of determining and directing mutually reinforcing activities to achieve the goal of ending homelessness throughout the region. In January 2017, the Regional Task Force on the Homeless became the legal non-profit entity that is the Infrastructure Organization.

Role of Governance Board

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

- **Regional Planning:** Set regional goals and priorities for ending homelessness in San Diego. Establish plans for ending homelessness in the region. Call and facilitate meetings of the Full Membership. Select Board Members annually and fill vacancies.
- **Monitor Performance:** Monitor community progress in ending homelessness in San Diego. Establish and monitor HUD CoC and ESG project performance targets. Evaluate Infrastructure Organization performance annually.
- **Approve Continuum of Care (CoC) Policies:** Including U.S. Department of Housing and Urban Development (HUD) CoC and Emergency Solutions Grant funding recommendations and written standards for providing assistance.
- **Homeless Management Information System:** Operate a single Homeless Management Information System for the region (HMIS Lead).
- **Fundraise:** Act as HUD Collaborative Applicant. Establish funding priorities and authorize grant applications. Raise and allocate funds. Approve sustainability plans.

Governance Board Structure

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

Governance Board Representation includes the following seats (full information can be found in the Charter):

Organization	Seats
Appointed Seats: Public/Government/United Way	6
Homeless Service Providers	6
Elected Officials	2
Business	3
Technology Business	1
Funder	2
Health	3
Education	1
Faith Based	1
(Formerly) Homeless Individual	1
Law Enforcement/Justice System	1
Homeless Advocate	1
Flexible	3

Support Structures and Committees

- Infrastructure Organization – The Regional Task Force on the Homeless is the legal entity that provides the core operational structure. Fulfills key roles such as:
 - Supports Governance Board and Advisory Committees;
 - Serves as HUD Collaborative Applicant, HMIS Lead Agency, Fiscal Agent, and Point of Contact;
 - Provides staff support;
 - Ensures Project Monitoring & Reports to Governance Board; and
 - Expands and Maintains Membership.
- Standing Committees:
 - **Nominations & Selection Advisory Committee** - Reviews Board Member nominations; Reviews solicitation responses and provides recommendations to the Board; Reviews Governance Charter and provides recommendations to Full Membership.
 - **Evaluation Advisory Committee** - Provides project and CoC evaluation information and support.
 - **Resources Advisory Committee** - Provides CoC sustainability recommendations and support.
 - **Data Advisory Committee** - Reviews data analysis, systems mapping, Point in Time Count, and HMIS Lead Agency.
 - **Coordinated Entry / Sub-Populations Committee** - Provides information and planning for subpopulations, and plans for local implementation of Coordinated Entry System (CES).
 - **Task Groups**: Periodically, RTFH establishes a Task Group to complete specific, time limited tasks.
- Intergovernmental Council – Advisory to Governance Board consisting of elected officials representing various levels of government.
- Relationship to Members and Stakeholders – The Governance Board acts on the full membership’s behalf and is representative of the relevant organizations and of projects serving homeless subpopulations within the San Diego Region.

Additional information regarding the Governance Board can be found at

<http://www.sandiegococ.org/home.html>

including organizational documents such as the Charter and By-Laws.



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Regional Task Force on the Homeless Governance Board Member Job Description

Mission

The mission of the Regional Task Force on the Homeless is to engage stakeholders in a collective impact model that works to:

1. End homelessness for all individuals and families throughout the region;
2. Address the underlying causes of homelessness; and
3. Lessen the negative impact of homelessness on individuals, families and communities.

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

Position

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

Leadership, Governance and Oversight

- Advancing the RTFH's mission:
 - Actively promote the mission of the RTFH, contributing ideas and expertise.
 - Keep up-to-date on developments in the RTFH's field.
 - Ensuring the RTFH's commitment to a diverse Board and staff that reflects the communities the RTFH serves.
- Ensuring effective organizational planning:
 - Determine and monitor the RTFH's programs and services.
 - Participate in the development of a strategic plan to accomplish the mission, oversee its implementation and evaluate its success.
 - Contributing to an annual performance evaluation of RTFH Contractors (e.g., Homeless Management Information System Lead Agency).
- Actively participate in all Board activities:
 - Attend monthly Board meetings.
 - Review agenda and supporting materials prior to Board and committee meetings.
 - Serve on a committee and periodically take on special assignments.
 - Suggest nominees to the Board who can make significant contributions to the work of the Board and to the RTFH.
 - Assess the Board's performance.
 - Partnering with RTFH Staff, Volunteers, and other Board Members to ensure Board resolutions are carried out.
- Ensuring adequate resources:
 - Manage resources effectively.

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

Board Terms/Participation

The RTFH's Board Members will serve a two-year term to be eligible for re-appointment for four additional terms. Board meetings will be held monthly and committee meetings will be held in coordination with full Board meetings.

Qualifications

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

Ideal candidates will have the following qualifications:

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

Service on the RTFH's Board of Directors is without remuneration.

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

Name: _____

Signature: _____ Date: _____