



## **RTFH 501c3 Board of Directors 2023**

# **Orientation Materials**

**April 2023**

Dear New Board Member,

On behalf of the RTFH Board of Directors, I am pleased to welcome you to the San Diego Regional Task Force on the Homeless (RTFH).

Thank you for your willingness to serve those who are experiencing homelessness in our region. Each board member plays a critical role in our collaborative approach to providing essential and transparent data, informing policy and driving system design and performance. Your skills and experience will be an asset to the Board and will further support the ongoing work of coordinating the regionwide introduction and implementation of best practices.

Upcoming RTFH Board of Director's meetings are listed in this packet. This orientation and enclosed materials will help familiarize you with our principal goals, vision and mission.

At the RTFH, we strongly value ongoing education and development of our Board members and expect members to attend training and strategic planning retreats during the year, attend at least one CoC Full Membership meeting annually, and attend at least two CoC Advisory Board meetings annually.

Welcome, and I look forward to working together to serve homeless San Diegans.

Sincerely,

Ray Ellis, Chair  
RTFH 501(c)3 Board of Directors

# RTFH Board of Director Materials

## Table of Contents

### 1. RTFH Information

- a. [RTFH Website](#) Overview
- b. RTFH 2023 Board Meeting Schedule
- c. RTFH Resource Document Links
- d. Coordinated Entry System Core Elements
- e. HMIS Fact Sheet
- f. NOFO Overview
- g. RTFH Role as a Funder
- h. RTFH Budget FY 22-23

### 2. RTFH 501(c)3 Board Information

- a. Organizational Chart
- b. RTFH Board General Standards and Operations
- c. RTFH Board and Committees Overview of Basic Board Structure and Responsibilities
- d. RTFH Board Policies
  - Board Recruitment & Selection
  - Engaging People with Lived Experience of Homelessness in RTFH and CoC Activities
- e. RTFH Board Executive Officer Responsibilities
- f. RTFH Board Member Expectations
- g. Annual Board Questionnaire and Disclosure
- h. RTFH Board Membership List and Contact Information
- i. Memorandum of Understanding (MOU) between RCCC and RTFH

## **Section 1:**

# **RTFH Information**

## Regional Task Force on Homelessness:

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

❖ **About RTFH:** <https://www.rtfhsd.org/about-rtfh/>

Includes information about the RTFH organization, its Governance and Staff, as well as a wealth of information about activities of the Continuum of Care.

❖ **Reports & Data:** <https://www.rtfhsd.org/reports-data/>

Robust public, de-identified reporting information is available for information recorded in the HMIS, including dashboards and federally required reporting such as the LSA, the HUD System Performance Measures, the AHAR, and counts on the HIC and PIT (aka WeAllCount).

❖ **Funding:** <https://www.rtfhsd.org/funding/>

Contains Information for those funds RTFH directly administers in the region for grant recipients.

❖ **Events:** <https://rtfhsd.org/events/>

Includes an updated calendar of various meetings and activities by the Continuum of Care and the RTFH.

❖ **Updates:** <https://rtfhsd.org/updates/>

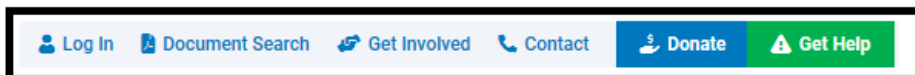
Consists of recent updates for the Continuum of Care and the option to search for updates in specific categories

❖ **Search:** Located next to the Updates tab

Key words can be entered to search the website for specific information or documents.

❖ **Navigation Bar:**

- In the top right of the screen, these are presented on every page you visit.



- Log In: CoC Members can create and maintain their membership.
- Document Search: Search for documents posted by the RTFH on this website
- Get Involved: Find volunteer and employment opportunities, and landlord opportunities
- Contact: Landing page for various methods and needs for contacting us.
- Donate: Place to be able to initiate PayPal donations to the RTFH.
- Get Help: Landing site for homeless individuals seeking assistance

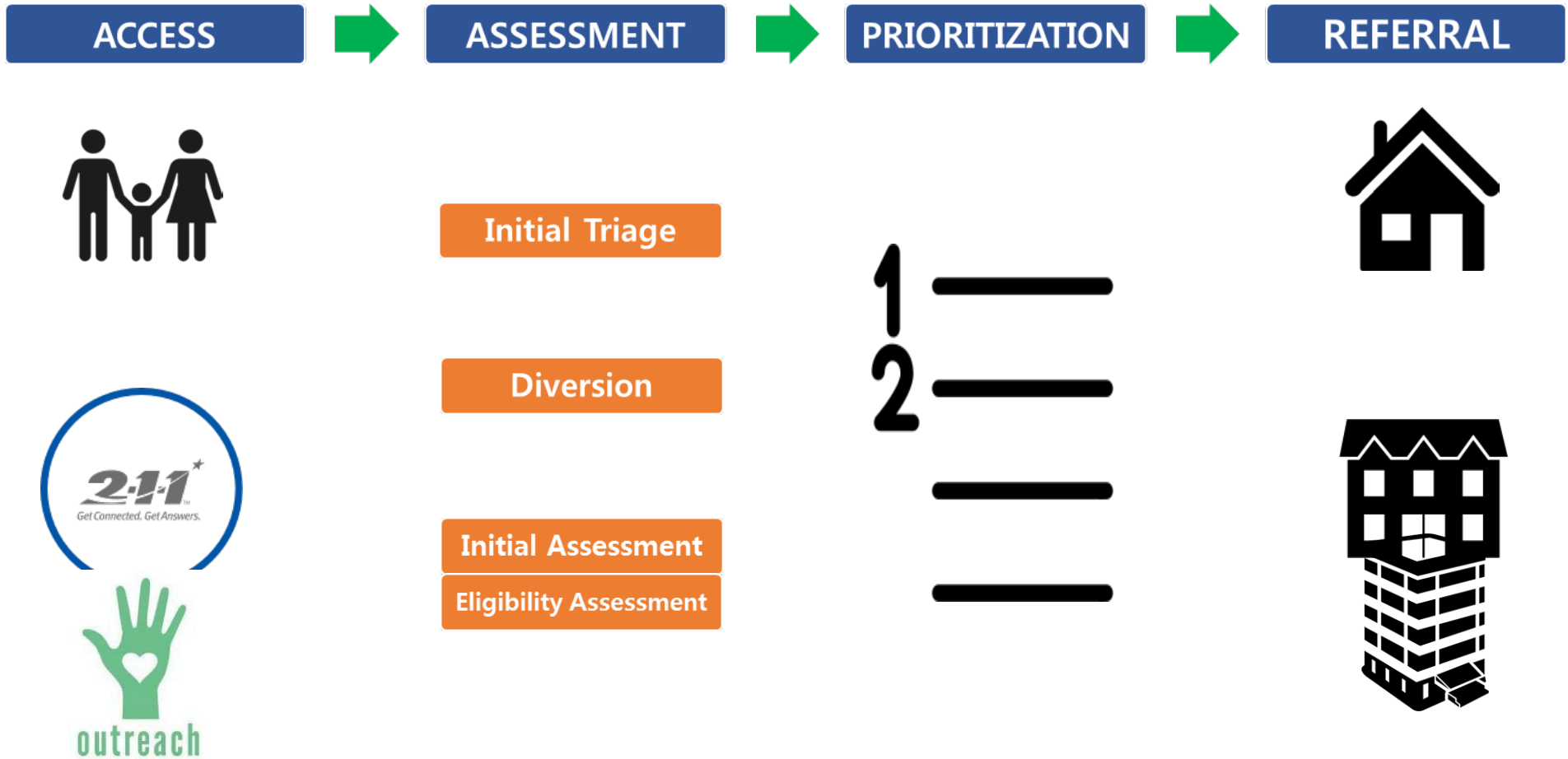
### RTFH 501c3 Board of Directors 2023 Meeting Schedule

Day of the Week	Date	Time
Wednesday	January 25, 2023	10:30-12:00 am PST
Wednesday	February 22, 2023	10:30-12:00 am PST
Wednesday	March 22, 2023	10:30-12:00 am PST
Wednesday	April 26, 2023	10:30-12:00 am PST
Wednesday	May 24, 2023	10:30-12:00 am PST
Wednesday	June 28, 2023	10:30-12:00 am PST
Wednesday	July 26, 2023	10:30-12:00 am PST
Wednesday	August 23, 2023	10:30-12:00 am PST
Wednesday	September 27, 2023	10:30-12:00 am PST
Wednesday	October 25, 2023	10:30-12:00 am PST
No Meeting/ Holiday Break	November, 2023	No Meeting/ Holiday Break
Wednesday	December 6, 2023	10:30-12:00 am PST

## **Links to Resource Documents**

1. [RTFH Purpose](#)
2. [RTFH Overview - One Pager](#)
3. [RTFH Strategic Plan](#)
4. [Regional Community Action Plan to Prevent and End Homelessness in San Diego](#)
5. [CoCs Action Plan: Addressing Homelessness Among Black San Diegans](#)
6. [RTFH 2020/21 Annual Report Overview](#)
7. [RTFH 2020/21 Annual Report](#)
8. [2022 Point in Time Count Data Summary](#)
9. [2022 Point in Time Count Cities Sheltered and Unsheltered Breakdown](#)
10. [2021 Data and Performance Report](#)
11. [RTFH Board Member Bios](#)
12. [RTFH Staff](#)
13. [RTFH Bylaws](#)
14. [CoC Governance Charter](#)

# Coordinated Entry Core Elements





## Coordinated Entry System (CES) Core Elements

- **ACCESS** – The engagement point for persons experiencing a housing crisis. Persons (families, single adults, youth) can initially access resources by calling a crisis hotline or other information and referral resources, walking into an access point facility, or being engaged through outreach efforts. Access points provide households with resources and do not always entail entry into the Coordinated Entry System.
- **ASSESSMENT** – A progressive engagement process. Assessment begins with an initial triage to determine the household's safety. Diversion from the system will be used to address a client's immediate housing needs when possible. If a household is unable to be diverted then an initial assessment will be administered, and if deemed appropriate, a potential eligibility assessment will be completed.
- **PRIORITIZATION** – During assessment, the household's needs and level of vulnerability may be documented for purposes of determining prioritization. Prioritization helps the Coordinated Entry System manage its inventory of community housing resources and services, ensuring that those persons with the greatest need and vulnerability receive the supports they need to resolve their housing crises.
- **REFERRAL** – The final element is referral. Persons are referred to available Coordinated Entry housing resources and services in accordance with the Written Community Standards\* documenting prioritization guidelines.

Coordinated Entry is a streamlined system for accessing housing (some housing includes support services) to end homelessness and is required by the U.S. Department of Housing and Urban Development (HUD) for all Continuums of Care (CoC) as stated in 24 CFR578.7 (a) (8) of the CoC Program Interim Rule.

The purpose of a Coordinated Entry System (CES) is to ensure that all people experiencing a housing crisis have fair and equal access to available resources within the community. CES creates a collaborative, objective environment across the San Diego region and can provide an informed way to target housing and supportive services to:

1. Divert people away from the system who can solve their own homelessness
2. Quickly move people from homelessness to permanent housing
3. End homelessness across communities, versus program by program

## Getting to Know our HMIS

### What is the HMIS?

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The HMIS – or Homeless Management Information System – is a local web-based information technology system that is 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.

### Why is the HMIS Used?

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By federal mandate, each CoC across the United States is responsible for maintaining an HMIS software that complies with the U.S. Department of Housing and Urban Development (HUD) data collection, management and reporting standards.

Use of the HMIS is beneficial for many stakeholders. HUD and other planners and policymakers use aggregate HMIS data to better inform homeless policy and decision making at the federal, state, and local levels. Within the community that makes up San Diego's CoC, implementing the HMIS has allowed San Diego service providers to compete more effectively for federal funding to support the work of preventing and ending homelessness. The HMIS enables providers to better manage client data, coordinate services, guide resource allocation, and streamline service delivery. The HMIS has been crucial to San Diego's implementation of a Coordinated Entry System, through which the community has been able to coordinate and streamline the process of finding housing for homeless individuals and families, with the goal of prioritizing housing for the most vulnerable people first.

### How is the HMIS Administered?

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The department of Housing and Urban Development (HUD) requires all Continuum of Care (CoC's) to select a software solution that complies with federal data collection and reporting standards. San Diego's CoC uses Clarity, which is administered by the software vendor that developed it, BitFocus.

### Who Uses the HMIS?

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The Homeless Management Information System (HMIS) is a collaborative, online tool used by participating agencies in our Continuum of Care. These homeless service providers use HMIS for the real-time management of client and services data throughout San Diego County. Participating Agencies are those agencies who have agreed to be a part of the "trust network" of homeless service providers utilizing the HMIS according to established policies, procedures, and protocols designed to foster collaboration, enhance service delivery, and safeguard information.

The Regional Task Force on Homelessness serves as the HMIS Lead Agency in San Diego. It sets policy, performs executive functions, and provides strategic direction and oversight for San Diego's HMIS. It also oversees technical design, implementation, and operation of the HMIS to ensure that the system is fully understood and appropriately utilized by all parties in the CoC. RTFH staff manage day-to-day system operations, monitoring, and enhancing the functionality of the database and provide training and technical support for all HMIS users. The Regional Task Force also uses HMIS data to inform federal reports required by HUD, including the Point-in-Time-Count (PITC), the Housing Inventory Count (HIC), the System Performance Measures, ESG CAPER, Longitudinal Systems Analysis, as well as a number of program-specific reports like SSVF and RHY exports. The HUD L.A. office on August 19, 2020. HUD reviewed all revised GIW's by September 25, 2020. The award amount for San Diego's CoC is \$27m, compared to \$23m for 2019, the increase is due to the YHDP. Visit <https://www.rtfhsd.org/about-coc/notice-of-funding-availability-nofa/> for updated information.

## **A primary role of RTFH as the CoC Lead Agency**

### **Notice of Funding Opportunity (NOFO) Continuum of Care (CoC) Program Competition**

The U.S. Department of Housing and Urban Development (HUD) provides funding for homeless housing and services through the Continuum of Care (CoC) program. This program offers discretionary funding through a national competition. The FY2019 Notice of Funding Availability (NOFA) for the CoC program, released on July 3, 2019, announced the level of funding available and the allowable uses for those funds. Approximately \$2.3 billion, including up to \$50 million available for Domestic Violence (DV) Bonus projects, was available nationally for national distribution to over 300 CoC areas. HUD determines the amount that each individual CoC area may apply for annually in accordance with the McKinney-Vento Homeless Assistance Act, (42 U.S.C. 11381–11389), and the CoC Program rule found in 24 CFR part 578.

HUD determines and publishes a Preliminary Pro Rata Need (PPRN) amount assigned to various jurisdictions. This PPRN is then compared with the amount required to continue funding for existing CoC-funded projects for one year, referred to as the Annual Renewal Demand (ARD). Each CoC is allowed to apply for funds equal to either the PPRN or ARD, whichever is higher. In addition, the annual NOFA describes any additional funds available on a competitive basis. In 2019, the San Diego City and County CoC was awarded \$23,147,314 in support of forty-three (43) renewal projects, five (5) new projects, and one (1) expansion grant. The projects included in FY2019 can be found on the [www.rtfhsd.org](http://www.rtfhsd.org) website.

Projects included in the competition must be reviewed, scored and placed in a ranked order recommended by the local CoC. Selections are based upon specific factors and criteria identified within the NOFA. The RTFH is the Collaborative Applicant designated by HUD to apply for these funds. The RTFH Board has established guidelines and priorities for the CoC. The Rating and Ranking Subcommittee of the Evaluation Advisory Committee is charged by the RTFH Board to manage the selection process for the projects in the CoC Competition for the San Diego region. Due to COVID-19, HUD automatically renewed all projects in 2020.

The subcommittee has initiated the local process to develop the CoC response to the FY 2021 competition. As part of the local process the subcommittee will use the [HUD CoC program rating and ranking tool](#).

## Regional Task Force on Homelessness

### Role as Funder

The Regional Task Force on the Homeless (RTFH) has evolved significantly over the last few years from an entity primarily responsible for administering the region's Homeless Management Information System (HMIS), to then becoming a direct funder in 2018 with two new funding opportunities: U.S. Department of Housing and Urban Development (HUD) Youth Homeless Demonstration Program (YHDP) Grant and the State of California's Homeless Emergency Aid Program (HEAP). Additional funding was allocated in 2019 with the State of California's Homeless Housing Assistance and Prevention Program (HHAP), and in 2020 with COVID-19 Emergency Funding from the State.

#### **Youth Homelessness Demonstration Program (YHDP)**

The YHDP grant supports a wide range of housing programs to end youth homelessness: rapid rehousing, permanent housing, transitional housing, and host homes; while emphasizing prevention and diversion. YHDP is a competitive grant and includes national applicants. In July of 2018, the RTFH CoC was awarded the YHDP grant by HUD in the amount of \$7.94 million, to prevent and end youth homelessness in the San Diego region. The YHDP award in conjunction with the region's CCP will move the CoC forward in creating appropriate system capacity, and full implementation of a youth coordinated entry system to identify and quickly link all homeless youth to tailored and scaled housing and services. This grant will expand the community's capacity to serve homeless youth, pilot new models of assistance, and determine what array of interventions is necessary to serve the target population in their community. YHDP will measure youth outcomes, and the connection between youth performance measures on overall system performance for the Continuum of Care (CoC) to prevent and end youth homelessness by forming new partnerships, addressing system barriers, conducting needs assessments and testing promising strategies.

HUD Principles and Outcomes include: Stable housing, permanent connections, education/ employment/ entrepreneurialism (3E's), social-emotional well-being; Incorporating: Special Populations (pregnant & parenting, justice involved, LGBTQ, unaccompanied minors, foster care, human trafficking and domestic violence); Positive Youth Development, Family Engagement, Immediate Access to housing; Youth Choice, Individualized and client- driven supports, social and community integration

#### **The Homeless Emergency Aid Program (HEAP)**

HEAP is a \$500 million one-time block grant designed to provide immediate, one-time, flexible funding to cities, counties and CoCs to address the homelessness crisis throughout California. HEAP is authorized by SB850, which was signed into law by Governor Edmund G. Brown, Jr. on June 27, 2018. HEAP is administered by the California Homeless Coordinating and Financing Council (HCFC) and funds were intended to provide immediate emergency assistance to people experiencing homelessness or at imminent risk of homelessness in San Diego County. HEAP included also included a mandate in which at least 5% of HEAP funds must be spent on services and programs specific to homeless youth. HEAP funds were allocated to the 11 largest cities and the 43 CoCs. San Diego CoC was allocated \$18.8 million in HEAP funding.

The new HEAP funding provided opportunities for RTFH to expand our engagement with stakeholders and prioritize regional distribution of funds. RTFH hosted stakeholder engagement sessions from August 2018 - February 2019 to support San Diego County and identify gaps and determine how funding could be used to meet these needs. RTFH is committed to funding priorities that are data-driven and align with the City of San Diego's

Community Action Plan to End Homelessness and the San Diego's Coordinated Community Plan (CCP) to End Youth Homelessness. The funding priorities identified are consistent with best practices and included prevention and diversion, street outreach, housing navigation, and flexible funds. The available funding and priorities were included in a Request for Applications (RFA) notice, issued in March 2019. RTFH funded programs and services in each of the regions of the San Diego County: North, East, South, and Central. HEAP funds were awarded to four providers who specialize in serving youth experiencing homelessness or who are at-risk of experiencing homelessness. Recognizing the importance of addressing youth homelessness as a precursor to chronic homelessness, RTFH exceeded the HEAP mandate of 5% and awarded 10.5% of its HEAP funds to youth dedicated projects.

### **Homeless Housing, Assistance and Prevention Program (HHAP)**

HHAP is a block grant program, administered by the California Homeless Coordinating and Financing Council (HCFC) and is designed to provide jurisdictions with one-time grant funds to support regional coordination and expand or develop local capacity to address their immediate homelessness challenges. Spending must be informed by a best-practices framework focused on moving homeless individuals and families to maintain their permanent housing and supporting the efforts of those individuals and families to maintain their permanent housing. The HHAP grant program was authorized by AB101 (Chapter 159, Statutes of 2019), which was signed into law by Governor Gavin Newsom on July 31, 2019. HHAP funds were allocated to the 13 large cities, 54 counties, and 44 CoCs. San Diego CoC was awarded \$10.7 million in HHAP funding.

RTFH intends to use HHAP funds to support the ongoing efforts of HEAP, YHDP, and additional funding gaps identified during stakeholder engagement sessions. Evaluating the impacts of HEAP and YHDP and reviewing this with stakeholders is critical when determining what funding priorities will be recommended for HHAP funds. This process has not occurred yet, and continued collaborative engagement with city and county partners, youth, advocates, people with lived experience, and other stakeholders must take place to ensure funding priorities are data-driven, and align with San Diego's CCP to End Youth Homelessness, the City of San Diego's Community Action Plan to End Homelessness and RTFH's Regional Plan. RTFH is also committed to continued prioritization of regional distribution of funds. Once funding priorities are determined, RTFH will an RFA and select projects to be funded by HHAP. RTFH will continue to align grant awards with the goals identified by Federal, State, local jurisdictions, and the CoC mission and vision.

### **COVID-19 Emergency Funds**

On March 18, 2020, Governor Newsom's Administration allocated \$100 million in emergency funding from SB 89 to local governments to help protect this vulnerable population and reduce the spread of COVID-19 by safely getting individuals into shelter and providing immediate housing options. The San Diego CoC was allocated \$1.7 million and has dedicated this funding in partnership with the City of San Diego and the San Diego County to support social distancing in congregate settings.

Both HEAP and YHDP funding catalyzed community collaboration through dialogue between community organizations who work on different components of an interconnected challenge. Conversations between diverse partners around a common goal has unearthed new ways of delivering services. Organizations have worked hard to bring their services together and assist more individuals. The addition of HHAP funds will allow San Diego to continue to support services and programs and have a long-lasting impact on the San Diego Region.

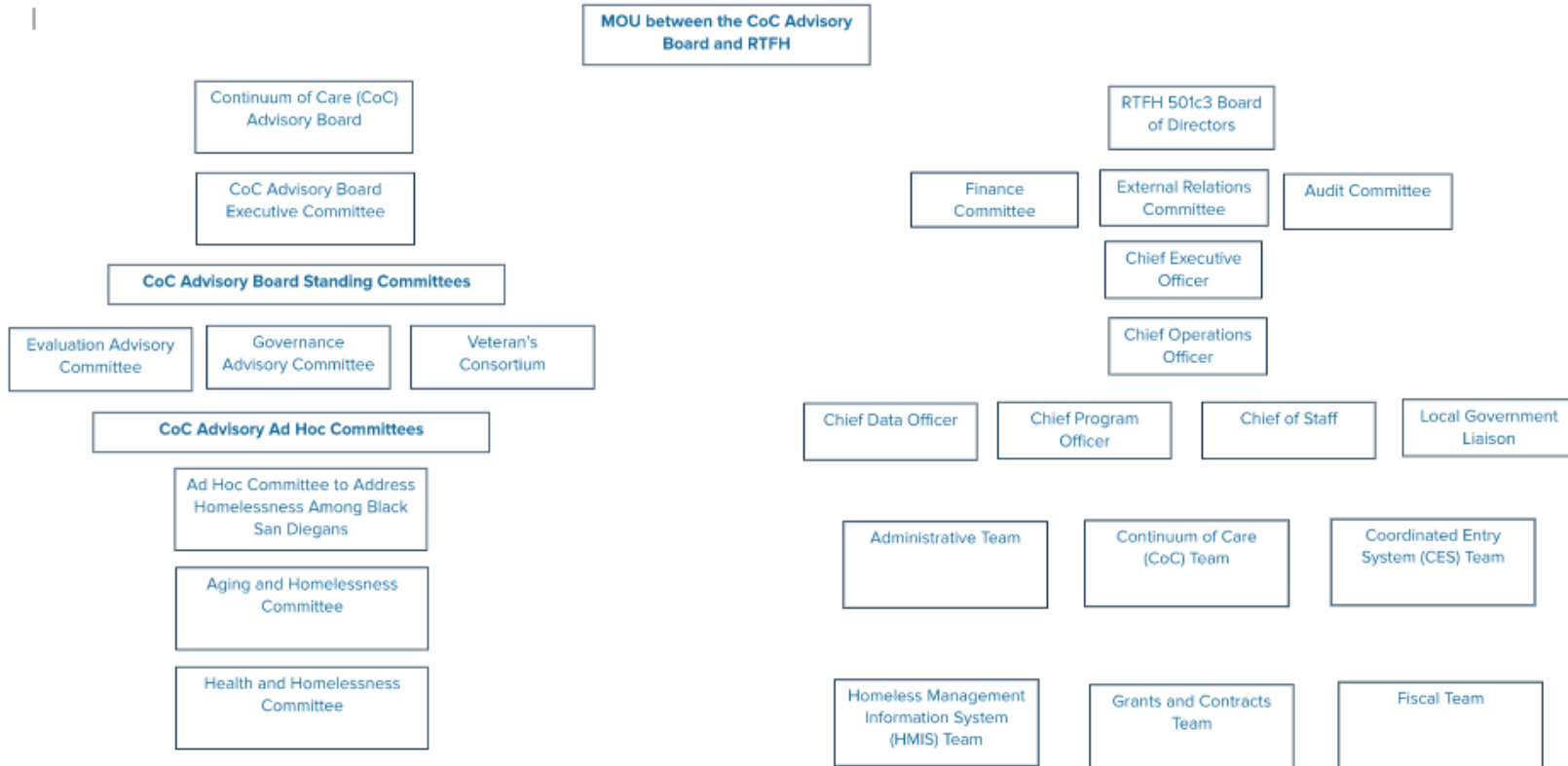
Regional Task Force on Homelessness  
FY 2022-2023 Budget

Fiscal Year 7/1/22-6/30/23	FY 21-22 Adopted Budget Operating	FY 21-22 Adopted Budget Pass- Thru	FY 21-22 Adopted Budget Total	FY 22-23 Prelim Budget Operating	FY 22-23 Prelim Budget Pass - Thru	FY 22-23 Prelim Budget Total
<b>Revenue</b>						
<b>Federal HUD Direct Grants</b>						
Youth Demonstration	\$ 170,648	\$ 3,583,978	\$ 3,754,626	\$ 168,888	\$ 3,544,410	\$ 3,713,298
YHDP HMIS	153,816		153,816	153,816		153,816
YHDP CES	82,500		82,500	82,500		82,500
HMIS	734,003		734,003	734,003		734,003
CoC Planning Grant	816,573		816,573	839,947		839,947
CES	707,000		707,000	707,000		707,000
CES/DV	377,336		377,336	377,336		377,336
<b>Federal HUD Direct Grants Total</b>	<b>3,041,876</b>	<b>3,583,978</b>	<b>6,625,854</b>	<b>3,063,490</b>	<b>3,544,410</b>	<b>6,607,900</b>
<b>Local Government Contracts</b>						
SD County - CDBG	146,667		146,667	170,000		170,000
Imperial Co C (HMIS)	45,000		45,000	55,000		55,000
<b>Federal Funds</b>	<b>191,667</b>	<b>-</b>	<b>191,667</b>	<b>225,000</b>	<b>-</b>	<b>225,000</b>
SDHC - HMIS & Training Support	362,133		362,133	245,000		245,000
Port of San Diego	-		-	304,615	249,231	553,846
HEAP - Interest	19,392	368,443	387,834	-	-	-
HHAP State (thru 6/2025)	278,184	13,988,670	14,266,854	309,693	9,143,174	9,452,867
HHAP HMIS/CES (thru 6/2025)	198,703		198,703	264,937		264,937
HHAP RTFH Programs	200,000		200,000	133,333		133,333
City of Del Mar - PITC Incentives	1,250		1,250	2,000		2,000
<b>Non-Federal Funds</b>	<b>1,059,661</b>	<b>14,357,113</b>	<b>15,416,774</b>	<b>1,259,579</b>	<b>9,392,404</b>	<b>10,651,983</b>
<b>Local Government Contracts Total</b>	<b>1,251,328</b>	<b>14,357,113</b>	<b>15,608,441</b>	<b>1,484,579</b>	<b>9,392,404</b>	<b>10,876,983</b>
Alliance for Regional Solutions	5,000		5,000	5,500		5,500
<b>Other Local Contracts</b>	<b>5,000</b>	<b>-</b>	<b>5,000</b>	<b>5,500</b>	<b>-</b>	<b>5,500</b>
<b>Private Donations / Foundations and Other</b>						
Private Donations	100,000		100,000	100,000		100,000
<b>Total Donations</b>	<b>100,000</b>	<b>-</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>	<b>100,000</b>
Funders Together 2 - COO & Development	104,470		104,470	-		-
Community Solutions	65,000		65,000	48,044		48,044
Kaiser	-		-	70,000		70,000
Conrad Prebys Foundation	-		-	75,000		75,000
PITC Gift Cards (on-hand from prior purchase)	11,000		11,000	-		-
Fund Raising	-		-	-		-
<b>Total Private Grants</b>	<b>180,470</b>	<b>-</b>	<b>180,470</b>	<b>193,044</b>	<b>-</b>	<b>193,044</b>
HMIS Fees	380,805		380,805	493,827		493,827
Membership Fees	3,500		3,500	3,500		3,500
Special Events Fundraising (RTFH Conference)	-		-	50,000		50,000
Miscellaneous	-		-	-		-
<b>Total Others</b>	<b>384,306</b>	<b>-</b>	<b>384,306</b>	<b>547,327</b>	<b>-</b>	<b>547,327</b>
<b>Private Donations / Foundations and Other Total</b>	<b>664,776</b>	<b>-</b>	<b>664,776</b>	<b>840,371</b>	<b>-</b>	<b>840,371</b>
<b>Total Revenue</b>	<b>\$ 4,962,979</b>	<b>\$ 17,941,091</b>	<b>\$ 22,904,070</b>	<b>\$ 5,393,940</b>	<b>\$ 12,936,814</b>	<b>\$ 18,330,754</b>
<b>EXPENSES</b>						
<b>Salary</b>	<b>\$ 2,356,003</b>		<b>\$ 2,356,003</b>	<b>\$ 2,520,302</b>		<b>\$ 2,520,302</b>
<b>Benefits/Taxes</b>	<b>453,214</b>		<b>453,214</b>	<b>505,167</b>		<b>505,167</b>
<b>HMIS</b>	<b>382,673</b>		<b>382,673</b>	<b>524,228</b>		<b>524,228</b>
<b>Program Expenses</b>	<b>632,131</b>		<b>632,131</b>	<b>662,141</b>		<b>662,141</b>
<b>Pass Through Program Expenses</b>	<b>-</b>	<b>17,941,091</b>	<b>17,941,091</b>	<b>-</b>	<b>12,936,814</b>	<b>12,936,814</b>
<b>Travel/Transportation</b>	<b>100,000</b>		<b>100,000</b>	<b>91,900</b>		<b>91,900</b>
<b>Payroll Other</b>	<b>7,789</b>		<b>7,789</b>	<b>193,896</b>		<b>193,896</b>
<b>Insurance</b>	<b>13,007</b>		<b>13,007</b>	<b>13,668</b>		<b>13,668</b>
<b>Banking</b>	<b>6,003</b>		<b>6,003</b>	<b>1,740</b>		<b>1,740</b>
<b>Operation Contract Services</b>	<b>402,749</b>		<b>402,749</b>	<b>246,200</b>		<b>246,200</b>
<b>Rent/ Storage</b>	<b>67,631</b>		<b>67,631</b>	<b>71,981</b>		<b>71,981</b>
<b>Information Technology</b>	<b>37,561</b>		<b>37,561</b>	<b>91,323</b>		<b>91,323</b>
<b>Supplies</b>	<b>87,000</b>		<b>87,000</b>	<b>12,360</b>		<b>12,360</b>
<b>Staff &amp; Board Development</b>	<b>29,780</b>		<b>29,780</b>	<b>54,766</b>		<b>54,766</b>
<b>Special Events (RTFH Conference)</b>	<b>-</b>		<b>-</b>	<b>50,000</b>		<b>50,000</b>
<b>Depreciation</b>	<b>50,429</b>		<b>50,429</b>	<b>40,185</b>		<b>40,185</b>
<b>Miscellaneous</b>	<b>-</b>		<b>-</b>	<b>20,000</b>		<b>20,000</b>
<b>Payroll Reserve</b>	<b>250,000</b>		<b>250,000</b>	<b>-</b>		<b>-</b>
<b>Total Expenses</b>	<b>\$ 4,875,970</b>	<b>\$ 17,941,091</b>	<b>\$ 22,817,060</b>	<b>\$ 5,099,858</b>	<b>\$ 12,936,814</b>	<b>\$ 18,036,672</b>
<b>Contingency Reserve</b>	<b>-</b>		<b>-</b>			<b>-</b>
<b>Revenue over</b>	<b>(under)</b>		<b>Expenses</b>	<b>\$</b>		<b>87,010</b>

## **Section 2:**

# **RTFH 501c3 Board Informatio**

# Organizational Chart





## RTFH Board of Directors General Standards and Operations

Nonprofit board members are the fiduciaries who steer the organization towards a sustainable future by adopting sound, ethical, and legal governance and financial management policies, as well as by making sure the nonprofit has adequate resources to advance its mission.

Some of the most important responsibilities of nonprofit board members are to provide foresight, oversight, and insight to the operations of the nonprofit organization. Board Members serve as stewards of the organization, and are also involved in securing funds. The fundraising capacity of a nonprofit is needed for an effective and sustainable charitable nonprofit to be able to advocate for and advance its mission.

Below are 10 overall responsibilities of nonprofit board of directors:

1. Determine mission and purposes, and advocate for them.
2. Select the chief executive.
3. Support and evaluate the chief executive.
4. Ensure effective planning.
5. Monitor and strengthen programs and services.
6. Ensure adequate financial resources.
7. Protect assets and provide financial oversight.
8. Build and sustain a competent board.
9. Ensure legal and ethical integrity.
10. Enhance the organization's public standing.

Nonprofit Boards must adhere to what is outlined on the IRS Form 990 - Return of Organization Exempt from Income Tax.

Additional resources for more information:

1. Board Source, a leading authority on nonprofit board governance issues, has produced additional informational materials about nonprofit board standards and operations. The 10 basic responsibilities as shown above can be found with more resources here:  
<https://boardsource.org/wp-content/uploads/2017/07/Additional-Resources-10-Basics.pdf?hsCtaTracking=cb50c3da-ace0-4835-9d22-00e25b52a131%7Ce0bfbf95-c960-4e91-b288-65be66578cd5>
2. The National Council of Nonprofits is a trusted resource and proven advocate for America's charitable nonprofits. Connecting the policy dots across all levels and branches of governments, the Council of Nonprofits keeps nonprofits informed and empowered to create a positive public policy environment that best supports nonprofits in advancing their missions.  
<https://www.councilofnonprofits.org/tools-resources/board-roles-and-responsibilities>

## **RTFH Board of Directors and Committees Overview of Basic Structure and Responsibilities**

The Regional Task Force on the Homeless (RTFH) is the homeless policy expert and lead coordinator for the introduction of models and implementation of best practices for the San Diego Region. Originally formed as the San Diego Mayor’s Task Force on Homelessness, the RTFH later expanded to serve the full region as a community collaborative. In 1995, the RTFH officially gained 501(c)3 status and became its own nonprofit organization to continue to convene and lead efforts to address homelessness across San Diego County. RTFH became the regional authority on homelessness in 2017 when the RTFH absorbed the Regional Continuum of Care Council (RCCC). On October 1, 2020, the RTFH Board of Directors voted and ratified the separation of the Board to become two entities: the RTFH 501(c)3 Nonprofit Board of Directors and the San Diego RCCC, and are currently operating as such.

The RTFH will support the RCCC as a separate legal entity that serves as the HUD collaborative applicant and the “Administrative Entity” for all funding related to the HEARTH Act and State funding.

The San Diego region is building a future where instances of homelessness are rare, brief, and non-recurring, with minimal impact on the lives of those who are affected, and in which there are sufficient resources, political leadership, and civic involvement to erase homelessness as a permanent fixture in our social landscape.

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

### **Role of the RTFH Board 501(c)3:**

- Governs the RTFH (501c3).
- Recruits, hires and evaluates Chief Executive Officer.
- Provides administrative support to the CoC Governing Council and committees.
- Designated Collaborative Applicant, HMIS Lead, CES, and Designated Annual PITC.
- Develops and performs annual reviews of Community Plan (Regional Strategic Plan) including systems outcomes for CoC Governing Council review and approval.
- Implements Community Plan, monitors and publishes outcomes on System Dashboard.
- Fundraising: Private and local/state/federal government funding.
- Identifies the CoC

## **Designated Directors**

Composed of a minimum of 7 seats to a maximum of 15 seats.

The qualifications for Directors are dedication to the aims and objectives of the corporation, leadership experience, relevant sector experience, a high ethical standard, possession of interpersonal skills, and a willingness to promote the corporation and a dedication to its charitable endeavors.

Officers consist of the Board Chair, the Board Vice Chair, the Secretary and the Treasurer.

At least one (1) Director must be homeless or formerly homeless, one (1) Director shall be the chair of the RCCC as long as RTFH serves at the CoC Lead agency, and one (1) Director shall be representative of homeless service providers.

Serve in two-year terms with 50 percent up for election each year.

10-year maximum term limit.

## **Standing Committees**

- 1) **Governance Committee**: The Governance Committee evaluates and recommends changes to improve the corporation's structure, governance documents and ensures it is meeting the corporation's mission. The Committee reviews Board Member nominations and provides recommendations to the Board.
- 2) **Finance Committee**: The Finance Committee shall be responsible for overseeing the corporation's financial matters, including best practices, and shall review and advise the Board regarding all fiscal policies and procedures, the annual budget, and the expenditure of grant funds. The Committee may submit reports to the Board showing budget versus actual income and expenditures at regular intervals.
- 3) **Executive Committee**: The Executive Committee shall consist of the individuals holding the officer positions listed in Article VIII, plus any additional Directors, designated by the Board. The Committee shall be responsible for recruiting and evaluating the Chief Executive Officer. During intervals between meetings of the Board, the Committee shall have and exercise all of the authority of the board except as otherwise limited by the bylaws, by Board policy, or by other Board action. The Committee has meetings convened as needed by the Chairperson or CEO. The Committee's actions are reported to the full Board no later than the next regular meeting of the Board. The committee's responsibilities include evaluation and making recommendations on financial policies, goals, and budgets.
- 4) **External Relations Committee**: The External Relations Committee is founded in our message of who we are as a nonprofit, and is focused on the best ways to promote the RTFH to public and private sectors in a variety of formats suited to each audience. This committee is responsible for organizational development, fundraising, marketing, and public relations, along with promoting policy and advocacy issues.
- 5) **Audit Committee**: The Audit Committee is responsible for ensuring the corporation's compliance with California Government Code Section 12586, if applicable, including 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 corporation'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. In accordance with Government Code Section 12586, if applicable, members of the Committee shall constitute less than one-half of the membership of the Audit committee; the Chair of the Audit Committee may not be a member of the Finance Committee; (c) the Audit Committee may not include the corporation's staff, including the CEO and the Treasurer; (d) the Audit Committee may not include any person who has a material financial interest in any entity doing business with this corporation; and (e) Audit Committee members who are not Directors may not receive compensation.

### **BOARD TERMS/PARTICIPATION**

Board members will serve a two-year term to be eligible for re-appointment for four additional terms not to exceed a 10-year maximum term limit. Board meetings will be held monthly and committee meetings will be held in coordination with board meetings. Service on the RTFH Board of Directors is without remuneration, and are required to sign a Board Expectations form and an Annual Questionnaire & Disclosure form for each term they serve.

## Regional Task Force on Homelessness

<b>Policy:</b> Board Recruitment & Selection
<b>Applicability:</b> RTFH Board of Directors and Committee Members
<b>Policy Number:</b> RTFHBP1
<b>Original Effective Date:</b> April 28, 2021
<b>Revision History:</b>

### 1. PURPOSE

The recruitment, nomination and selection of Regional Task Force on the Homeless (RTFH) Board of Directors and Committee Members is on an as needed basis as outlined in the RTFH By Laws.

Board Members and Committee Members should provide an appropriate mix of skills to provide the necessary breadth, depth of knowledge and experience to meet the Board's and Committee's responsibilities and objectives. The Board and Committees also aim for a composition that will appropriately represent the interests of RTFH stakeholders, the local community, and will reflect diversity in its composition by recruiting members with varied geographical, social, economic, environmental, business, and cultural backgrounds. The Board and Committees should maintain a reasonable balance with respect to age and gender.

### 2. POLICY

The Board should attempt, using its network of contacts, to identify appropriate individuals with needed diversity, skills and interests as potential Board and Committee Members.

The Board will ensure there are processes for:

- Application to join;
- Signed Board Expectations document
- Criteria for selection;
- Notification of selection; and
- Board Member responsibilities.

### 3. PROCEDURE

#### RTFH Board of Directors and Committees

The Governance Committee shall routinely assess the diversity of experience, skills, race/ethnicity, age and gender to ensure a representative Board of Directors. The Chair of each Committee shall be responsible to conduct a similar assessment of members of individuals serving on their respective Committees. All actions in the recruitment and selection of members to the Board of Directors or the Board Committees shall be in alignment with the Board's By-Laws.

A list of potential qualified, diverse candidates should be kept for the Board and the Committees. When vacancies arise among the Board or Committee positions, potential candidates should be referred to the Governance Committee for consideration. Once the Governance Committee, in consultation with the CEO votes to move forward, the candidate will speak with at least one member of the Governance Committee, CEO and two Board Members. If the candidate is for a Committee, the Chair of the Committee or designate will also speak with the candidate. Based on their recommendations, the

Governance Committee will make a recommendation to the Board followed by a vote of the Board.

In the event that gaps are identified on the Board, or a Committee, members shall attempt to identify candidates from their networks and other diverse organizations and individuals to create a more diverse body.

Board Member's terms are intentionally staggered so that no more than approximately one-third of the Board Members expire in any given year. This ensures ongoing opportunities to diversify the Board and to promote the addition of new members and experience, while maintaining a level of consistency. Committees do not have a term of membership; however it is incumbent upon the Committee Chair, in consultation with the Board Chair, to ensure the appropriate representation of experience, skills and diversity on committees.

In the event of a Board Member being unable to fulfill the entirety of their term, the Governance Committee shall solicit recommendations and identify a proposed candidate(s) to fill the remainder of the vacated term. All Board Members are responsible to identify potential candidates for future vacancies and forward information to the Chair of the Governance Committee.

Committees of the Board may include non-Board Members, at the discretion of the Committee Chair, and upon approval by the Governance Committee. In the event that a Committee Member is no longer able to serve, the Committee Chair and Governance Committee will determine potential candidates for replacement, should it be necessary. All decisions related to Committee composition shall be recommended to the Governance Committee for approval.

#### *Calendar of Board and Committee Nominations*

**January-March:** The Governance Committee shall identify Board seats that will have expiring terms and determine if the incumbent is interested and appropriate for continuation. Committee Chairs will conduct an assessment of their membership and identify any gaps that need to be filled.

**March-June:** The Governance Committee shall create, review and update a list of qualified, diverse candidates for the Board. This list shall be provided to the Board. The Governance Committee shall solicit potential candidates from the list, from other Board Members from their community networks and diverse organizations and people for additions to the Board, to fill those seats identified by the Governance Committee as becoming available. Applications for Board membership shall be reviewed by the Governance Committee, who will develop a proposed Board Slate, identifying proposed members to fill expiring seats for the upcoming term. No later than June of each year, the Board shall approve members for the new term. The list of potential candidates and the names of the people who applied that were not selected shall be provided to the Board along with the recommended Board candidates. Governance Committee members shall notify those Board applicants who were not selected.

Committee Chairs will similarly review and update a list of qualified, diverse committee candidates. This list shall be provided to the Board. The Committee Chairs will solicit candidates for their respective committees from the list, their networks and diverse organizations to fill gaps they have identified through the assessment process. The Committee Chair will propose people to fill the identified gaps to the Governance Committee for consideration.

**July-December**

Within one month of appointment to the Board or to one of the Committees, the RTFH staff shall provide an orientation session for the new Board and/or Committee members, including an overview of the RTFH's role as the Continuum of Care lead for San Diego, function and operations. This applies to members appointed through the traditional annual process, or those who are appointed to fill vacancies that may occur during the year. Prior to, or during, the orientation, Board Members and Committee Members must sign the Conflict of Interest Disclosures.

## Regional Task Force on Homelessness

<b>Policy:</b> Engaging People with Lived Experience of Homelessness in RTFH and CoC Activities
<b>Applicability:</b> RTFH Board of Directors and Committee Members
<b>Policy Number:</b> RTFHBP2
<b>Original Effective Date:</b> August 25, 2021
<b>Revision History:</b>

### Policy

**Policy Statement:** The Regional Task Force on Homelessness (RTFH), as a nonprofit agency committed to reducing and ending homelessness in the San Diego Region, and as the Lead Agency for the San Diego Continuum of Care (CoC), meaningfully and intentionally integrates people with lived/living experience of homelessness into the decision-making structure of our work at the system and program level. Although the Department of Housing and Urban Development (HUD) CoC Program interim rule requires the CoC Board to include at least one person with lived experience of homelessness, RTFH and the San Diego CoC strive to go beyond minimum requirements.

**Purpose:** The purpose of this policy is to outline the standards for engaging people with lived/living experience of homelessness in communication, consultation and collaboration activities and in Board and Committee activities of the RTFH and the CoC, including reducing financial barriers to participation.

All Board and Committee participation with RTFH or the CoC is considered voluntary, not an employment or consultant relationship. According to California volunteer labor laws, a “volunteer” is generally defined as **a person who performs work for charitable, humanitarian, or civic reasons for a public agency or non-profit organization**, without the expectation, promise, or receipt of any compensation for their work. Any support to reduce financial barriers to participation is only provided to eligible participants to defray costs or as a reimbursement of costs approved with the eligible participant in advance. Payment is not considered wages and salaries and does not constitute an employment relationship.

**Scope:** Applies to the RTFH Board and Committees, the CoC Advisory Board and Advisory Committees established by the CoC Advisory Board, and specific other activities as described in this policy.

**Responsibilities:** RTFH staff supporting the RTFH and CoC Boards and Committees will ensure that the requirements of this policy are met and that members with lived experience receive needed support.



## Procedures

### General

People with lived experiences of homelessness typically have the best understanding of the reality of the work to prevent and end homelessness – both in terms of the problems that exist and the knowledge of the services and interventions that are the most effective solutions. RTFH and the San Diego CoC work to actively engage people with lived/living experience of homelessness and to remove the barriers to participation in all CoC engagement strategies.

Engagement Strategy	Activities	Considerations for Inclusion of Lived Experience
<b>Communications</b> – General communication and outreach on events and activities	General membership meetings, CoC Advisory Board meetings, email blasts	Target outreach to participants of the sectors, programs, and systems under consideration with attention to confidentiality
<b>Consultation</b> – Input on programs, policies, and other activities. Often occurs through ad hoc committees and work groups (“Task Force”)	Input via interviews, surveys, focus groups, or online platform  Reviewing plans and priorities developed by organizations  Gathering stories to narrate the experience of participants and consider them actionable research	Conduct interviews and group sessions specifically with participants with lived experience  Include questions to gather input directly from individuals with lived experience pertaining to services and systems
<b>Collaboration and Shared Leadership</b> – RTFH Board and Committees, CoC Advisory Board and Committees	Participating with equal voice in policy decisions and systems improvements	Include individuals with lived experience as part of leadership teams and governance structures and include lived experience as a stated qualification  Provide training and resources to support active participation.

Active participation of people with lived/living experience is further supported by:

- Co-developing agendas
- Holding meetings in physically accessible venues that are conveniently located in spaces that are sensitive to people’s life histories
- Attendees introduce themselves and share preferred pronouns
- Providing simple snacks and water at meetings or meals if necessary
- Supporting people with lived/living experience to participate when they can and to the extent that they are able without judgment
- Providing training and resources to support active participation

## Reducing Financial Barriers to Participation

Ensuring that everybody at the table is fairly supported breaks down barriers to participation and levels the playing field between those who are and those who are not paid to engage in the work. Therefore, RTFH endeavors to ensure that RTFH and CoC Board and Committee Members with lived/living experience do not incur participation-related expenses in RTFH and CoC Board and Committee activities. To do this, RTFH, as a nonprofit and the Lead Agency for the CoC, offers a de minimis stipend to participants to defray the costs associated with participation in RTFH and CoC Board and Committee work. RTFH also works with RTFH and CoC Board and Committee Members with lived/living experience to understand their individual needs and barriers and identify other appropriate support.

## Eligible Recipients

Homeless and formerly homeless individuals who participate in RTFH or San Diego CoC Board and/or Committee meetings or pre-approved activities as described in this policy who are not otherwise affiliated or employed with an organization that compensates the member for participation in Board, Committee or other activities are eligible to receive a stipend. Participation is voluntary and must be initiated by the Board or Committee Member.

## Stipend and Expense Reimbursement Details

- All stipends and reimbursements shall be approved by RTFH on a case by case basis.
- Because the needs of different members vary, members with lived/living experience are asked to reach out to RTFH staff (RTFH Coordinator) supporting the Board or Committee and/or reach out to the Board or Committee Chair to request support. Again, all stipends and reimbursements shall be approved by RTFH on a case by case basis.
- RTFH and CoC Board and Committee Members with lived/living experience may receive \$20 per regular committee meeting or work group meeting up to a maximum of \$40 per month. RTFH will reimburse other reasonable costs determined in advance with the Director or Member following RTFH policies.
- Board or Committee Members may attend conferences at the request and/or approval of RTFH. Costs will be reviewed on a case by case basis. Reimbursement of related conference expenses (meals, travel) will follow RTFH policies.
- Stipends may be considered taxable income. It is the responsibility of the volunteer to understand their income tax requirements.

## Other Meetings and Activities

- To defray the cost of participation for participants with lived experience in other meetings, such as stakeholder engagements and trainings, RTFH may provide gift cards, meals, or other recognition on a case by case basis approved in advance of the engagement or training.

## Stipend and Reimbursement Process

- First time payees must complete Form W-9 – Taxpayer Identification Number and Certification.
- The Committee Member completes a stipend request form including a description of the activity approved for a stipend.

- The Board or Committee Member signs the form and submits it to the committee's assigned RTFH Coordinator for verification and signature.
  - For meetings where minutes are kept, the member must be identified in the meeting minutes to be eligible for the stipend. An attendance sheet will also be provided for in-person meetings and members required to sign in.
- Stipend request forms may be submitted at any time but *must be submitted within 60 days of the date of the activity for which a stipend is being paid. Stipend request forms submitted after 60 days will not be reimbursed.* (The same 60-day requirement applies for any other request for reimbursement for pre-approved expenses.)
- Checks will be mailed within 15 business days of the receipt of the request for payment to the address on the W-9 form.

## Definitions

**Stipends:** Stipends are a fixed amount paid to interns, apprentices, volunteers, and trainees. Stipends often have these characteristics:

- Does not depend on services or hours worked
- Not subject to minimum wage requirements
- Not taxed by the employer (recipient is responsible for payment of any taxes).

**Wages and Salaries:** Stipends are different than wages or salaries. Some key characteristics of wages or salaries include:

- Compensation for employees
- Pay for services or number of hours worked
- Typically paid out biweekly or weekly
- Opportunity for an increase based on performance
- Subject to minimum wage requirements
- Taxed by employer

## References

SNAPS In Focus: Integrating Persons with Lived Experiences in our Efforts to Prevent and End Homelessness. January 15, ,2020. <https://www.hudexchange.info/news/snaps-in-focus-integrating-persons-with-lived-experiences-in-our-efforts-to-prevent-and-end-homelessness/>

Homer, Alison. ENGAGING PEOPLE WITH LIVED/LIVING EXPERIENCE: A Guide for Including People in Poverty Reduction. 2019. <https://www.tamarackcommunity.ca/hubfs/Resources/Publications/10-Engaging%20People%20With%20LivedLiving%20Experience%20of%20Poverty.pdf>

Hogan, Laura; Allison Gertel-Rosenberg, Georgia Thompson, and Debbie Chang Lived Experience: The Practice of Engagement in Policy. April 2020. Nemours. <http://www.movinghealthcareupstream.org/wp-content/uploads/2020/04/Nemours-Lived-Experience-Brief-Final.pdf>

## **RTFH Executive Officer Responsibilities**

**CHAIRPERSON OF THE BOARD:** If a Chairperson of the Board is elected, he or she shall preside at Board meetings and shall exercise and perform such other powers and duties as the Board may assign from time to time.

**VICE-CHAIR:** If the Chair is absent or disabled, the Vice-Chair designated by the Board, shall perform all duties of the Chair. When so acting, a Vice-Chair shall have all powers of and be subject to all restrictions on the Chair. The Vice-Chair shall have such other powers and perform such other duties as the Board or these Bylaws may require.

**SECRETARY:** The Secretary shall keep or cause to be kept, at the principal office or such other place as the Board may order, a book of minutes of all meetings of the Board and its committees, with the time and place of holding, whether regular or special, and if special, how authorized, the notice thereof given, the names of those present and absent, and the proceedings thereof. The Secretary shall keep, or cause to be kept, at the principal office in the State of California, the original or a copy of the corporation's Articles of Incorporation and Bylaws, as amended to date, and a register showing the names of all directors and their respective addresses. The Secretary shall keep the seal of the corporation and shall affix the same on such papers and instruments as may be required in the regular course of business, but failure to affix it shall not affect the validity of any instrument. The Secretary shall give, or cause to be given, notice of all meetings of the Board and any committees thereof required by these Bylaws or by law to be given, and shall distribute the minutes of meetings of the Board to all directors promptly after the meetings. The Secretary shall see that all reports, statements and other documents required by law are properly kept or filed, except to the extent the same are to be kept or filed by the treasurer. In general, the Secretary shall have such other powers and perform such other duties as may be prescribed from time to time by the Board.

**TREASURER:** The Treasurer shall keep and maintain, or cause to be kept and maintained, adequate and correct books and accounts of the corporation's properties and transactions. The Treasurer shall send or cause to be given to the directors such financial statements and reports as are required to be given by law, by these Bylaws, or by the Board. The books of account shall be open to inspection by any Board at all reasonable times. The Treasurer shall (a) deposit, or cause to be deposited, all money and other valuables in the name and to the credit of the corporation with such depositories as the Board may designate; (b) disburse the corporation's funds as the Board may order; (c) render to the President, chairman of the Board, if any, and the Board, when requested, an account of all transactions as Treasurer and of the financial condition of the corporation; and (d) have such other powers and perform such other duties as the Board, contract, job specification, or the Bylaws may require.

**Regional Task Force on Homelessness**  
**Board of Directors Member Expectations**

I, \_\_\_\_\_, a duly elected Board Member of Regional Task Force on the Homeless, a California 501c3 corporation, do hereby agree to fulfill all of the following duties and obligations for as long as I serve on the Board:

Internal Commitment:

- Attend all Board Meetings unless excused by the Board Chair or CEO.
- Serve on at least one Standing Committee or Sub-Committee and attend all committee meetings as appropriate.
- Attend at least one Continuum of Care Full Membership meeting annually.
- Attend at least two Continuum of Care Governing Council/Board meetings annually.
- Attend the annual Board Retreat.
- Read and sign the Board Member Expectations and Annual Board Member Questionnaire/Disclosure.
- Make a personal financial contribution that is, for me, a meaningful one.

Community Commitment:

- Be an advocate for the Regional Task Force on the Homeless within the community whenever appropriate.
- Assist the appropriate committee(s) in identifying potential Board Members, Committee Members and financial supporters.
- Represent the best interests of the Regional Task Force on the Homeless at all times and disclose and recuse yourself in advance of any votes that would cause conflicts of interest.

I understand that individual Board members have no authority beyond that which has been granted specifically by a vote of the Board as a whole. I agree to accept decisions of the Board as binding upon me as an individual member as long as I serve and agree that the Chief Executive Officer and Board Chair are the appointed spokespersons for the organization.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

**Regional Task Force on Homelessness**  
**Board Questionnaire & Disclosure for Members**

This fillable questionnaire is designed to elicit information that will be used to monitor compliance with the Regional Task Force on the Homeless (RTFH) Code of Conduct Policy No. RTFHBP12 and also aid in the preparation of Form 990 as required by the

IRS §4958. All of the RTFH Board Members are required to complete this questionnaire on an annual basis. It is our policy to avoid situations that may potentially create an apparent or actual conflict with the business interests of the RTFH.

Please answer all questions completely. If the answer to any question is "Yes," please identify all of the entities and individuals involved by name, as well as their address, phone number, and email address. Also identify the bullet or bullets in the related question. Please attach any additional pages with further information if necessary.

1) Have you or any related party of yours had any interest, direct or indirect, in any of the following transactions since October 1, 2020 to which the Regional Task Force on the Homeless, Inc. was, or is to be, a party?

	YES	NO
● Sale, purchase, exchange, or leasing of property?	<input type="checkbox"/>	<input type="checkbox"/>
● Receiving or furnishing of goods, services, or facilities, including grants?	<input type="checkbox"/>	<input type="checkbox"/>
● Transfer or receipt of compensation, fringe benefits, or income or assets?	<input type="checkbox"/>	<input type="checkbox"/>
● Maintenance of bank balances as compensating balances for the benefit of another?	<input type="checkbox"/>	<input type="checkbox"/>
● Any traditional investments and/or alternative investments made by the Organization? (Please disclose any interest, direct or indirect, in any investment made by the Organization or with any investment advisor.)	<input type="checkbox"/>	<input type="checkbox"/>
● Other transactions?	<input type="checkbox"/>	<input type="checkbox"/>

List or type in any other transaction types/entities/investments:


2) Do you or any related party of yours have any interest, direct or indirect, in any of the following pending or incomplete transactions to which the Regional Task Force on the Homeless, Inc. is, or is to be, a party?

	YES	NO
● Sale, purchase, exchange, or leasing of property?	<input type="checkbox"/>	<input type="checkbox"/>
● Receiving or furnishing of goods, services, or facilities, including grants?	<input type="checkbox"/>	<input type="checkbox"/>
● Transfer or receipt of compensation, fringe benefits, or income or assets?	<input type="checkbox"/>	<input type="checkbox"/>
● Maintenance of bank balances as compensating balances for the benefit of another?	<input type="checkbox"/>	<input type="checkbox"/>
● Any traditional investments and/or alternative investments made by the Organization? (Please disclose any interest, direct or indirect, in any investment made by the Organization or with any investment advisor.)	<input type="checkbox"/>	<input type="checkbox"/>
● Other transactions?	<input type="checkbox"/>	<input type="checkbox"/>

List or type in other transaction types/entities/investments:


YES	NO
<input type="checkbox"/>	<input type="checkbox"/>

3) Have you or any related party of yours been indebted to or had a receivable from the Regional Task Force on the Homeless, Inc. at any time since October 1, 2020? Please exclude amounts due for ordinary travel and expense advances.

List or type in other additional notes/entities:


4) Do you know of any related party or any other person or entity that has misappropriated assets or committed other forms of fraud against the organization?

<b>YES</b>	<b>NO</b>
<input type="checkbox"/>	<input type="checkbox"/>

**List or type in other additional notes/entities:**

5) Do you know of any person or organization that should be receiving this questionnaire?

<b>YES</b>	<b>NO</b>
<input type="checkbox"/>	<input type="checkbox"/>

**List or type in other additional notes/entities:**

6) Have you or any related party of yours had any interest, direct or indirect, in any transactions since October 1, 2020, or in any pending or incomplete transactions, to which any pension, retirement, savings, or similar plan provided by Regional Task Force on the Homeless, Inc. was, or is to be, a party? Do not include payments to a plan or payments by the plan made pursuant to the terms of the plan.

<b>YES</b>	<b>NO</b>
<input type="checkbox"/>	<input type="checkbox"/>

**List or type in other additional notes/entities:**

7) Do you receive compensation, or are you owed monies or compensation, from any other organization, whether tax-exempt or taxable, that are related to this organization through common supervision or common control?

<b>YES</b>	<b>NO</b>
<input type="checkbox"/>	<input type="checkbox"/>

**List or type in other additional notes/entities:**

1) Have you reported in writing to the chair of the governing body and president or executive director of the organization any conflict of interest transactions of which you are aware?

<b>YES</b>	<b>NO</b>
<input type="checkbox"/>	<input type="checkbox"/>

**List or type in other additional notes/entities:**

**The answers to the foregoing questions are correctly stated to the best of my knowledge and belief.**

Signature:

Date

### RTFH 501c3 Board of Directors Contact List

Board Seat Designation	Name	Board Member E-mail	Phone Number(s)	Organization	Seat Term	Next Seat Turn Over
	Janet Carson	<a href="mailto:Jrstarr64@gmail.com">Jrstarr64@gmail.com</a>	Cell: (562) 964-3388	Retired	2021-2023	2023
	Veronica Dela Rosa	<a href="mailto:Veronica.DelaRosa@syhc.org">Veronica.DelaRosa@syhc.org</a>	Cell: (619) 227-3638	San Ysidro Health	2021-2023	2023
	David Deng	<a href="mailto:ddengsd@gmail.com">ddengsd@gmail.com</a>		J.P. Morgan Private Bank	2021-2023	2023
	Lucky Michael	<a href="mailto:lucky@amrf.org">lucky@amrf.org</a>	(619) 215-1920	Arlene and Michael Rosen Foundation	2022-2024	May, 2024
	Ollie Benn	<a href="mailto:ollie@jcsandiego.org">ollie@jcsandiego.org</a>	Office: (858) 279-2740 x118	Jewish Community Foundation San Diego	2022-2024	May, 2024
CoC Board Chair	Sean Spear	<a href="mailto:sspear@chworks.org">sspear@chworks.org</a>		Community Housing Works	2022-2024	June 2024
	Mitch Dubick	<a href="mailto:dubick@higgslaw.com">dubick@higgslaw.com</a>	Cell: (619) 595-4334 Office: (619) 236-1551	Higgs, Fletcher & Mack	2022-2024	Oct 2024
	Rebecca Louie	<a href="mailto:rlouie@wakelandhdc.com">rlouie@wakelandhdc.com</a>		Wakeland Housing and Development Corporation	2022-2024	Oct 2024
Board Chair	Ray Ellis	<a href="mailto:rayellissd@gmail.com">rayellissd@gmail.com</a>	Cell: (619) 977-2322	Ellis & Associates, LLC	2022-2024	Oct 2024
Secretary	Stephanie Kilkenny	<a href="mailto:stephaniek@luckyduckfoundation.org">stephaniek@luckyduckfoundation.org</a>	Cell: (619) 987-1088	Lucky Duck Foundation	2022-2024	Oct 2024
	Nancy Sasaki	<a href="mailto:Nancy.sasaki@uwsd.org">Nancy.sasaki@uwsd.org</a>	(858) 636-4141	United Way of San Diego	2022-2024	Oct 2024
	Amy Denhart	<a href="mailto:amy@sdgrantmakers.org">amy@sdgrantmakers.org</a>	Office: (858) 875-3331	Funders Together to End Homelessness	2022-2024	Oct 2024
Lived Experience	David Baker	<a href="mailto:dbaker@ymca.org">dbaker@ymca.org</a>	Cell: (619) 519-9444 Office: (619) 878-4441	YMCA	2022-2024	Oct 2024
Service Provider	Joel John Roberts	<a href="mailto:JoelR@pathventures.org">JoelR@pathventures.org</a>	Cell: (619) 309-6052	PATH Ventures	2022-2024	Oct 2024
	Lindsey Wright	<a href="mailto:Lindsey.m.wright@kp.org">Lindsey.m.wright@kp.org</a>	(619) 416-1563	Kaiser Permanente	2022-2024	Oct 2024
	Galen Baggs	<a href="mailto:galen@opdecision.com">galen@opdecision.com</a>	619)-339-2144	OpDecision	2023-2025	March 2025



**MEMORANDUM OF UNDERSTANDING BETWEEN SAN DIEGO REGIONAL  
CONTINUUM OF CARE  
COUNCIL (RCCC);  
SAN DIEGO CITY AND  
COUNTY CONTINUUM OF  
CARE (CoC) (CA-601) AND  
REGIONAL TASK FORCE ON THE  
HOMELESS, INC. (RTFH)**

**WHEREAS** the RCCC Serving as the San Diego City and County CoC (CA-601) adopted a Governance Charter on Oct. 01, 2020;

**WHEREAS** the CoC serves the geographic area of the CA-601 Continuum of Care, which encompasses all of San Diego County, and serves as the central collective impact 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 RCCC 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; and

**WHEREAS** the CoC shall develop policies and procedures conforming to the U.S. Department of Housing and Urban Development requirements detailed in 24 CFR part 578 to designate an eligible organization to serve as the Collaborative Applicant to provide services outlined in this Memorandum of Understanding;

**WHEREAS** the CoC shall develop policies and procedures conforming to the U.S. Department of Housing and Urban Development (HUD) requirements detailed in 24 CFR part 578 to designate an eligible organization to serve as the Homeless Management Information System (HMIS) Lead Agency to provide services outlined in this Memorandum of Understanding;

**WHEREAS** the CoC shall develop policies and procedures conforming to the State of California Statute 420.623 and 420.624 to designate an eligible organization to serve as the Continuum of Care (CoC) Lead Agency and Administrative Entity to

provide services outlined in this Memorandum of Understanding;

**WHEREAS** the CoC has designated the RCCC to sign this Memorandum of Understanding on its behalf; and

**WHEREAS** the Regional Task Force on the Homeless, Inc., a California 501(c)(3) nonprofit organization, has been designated as the "Collaborative Applicant" by the CoC, and as such is the sole eligible applicant for HUD CoC Planning Grant funds, and shall manage the required HUD process on behalf of the CoC to ensure the maximum amount of funds are received by the CoC jurisdiction and that the CoC is in compliance with all applicable HUD rules and regulations;

**WHEREAS** the Regional Task Force on the Homeless, Inc., a California 501(c)(3) nonprofit organization, has been designated as the "Homeless Management Information System (HMIS) Lead Agency" by the CoC, and as such is the sole eligible applicant for HUD CoC HMIS project grant, and shall manage the HMIS as required by HUD and that the CoC is in compliance with all applicable HUD rules and regulations;

**WHEREAS** the Regional Task Force on the Homeless, Inc., a California 501(c)(3) nonprofit organization, has been designated as the "Coordinated Entry System (CES) Lead Agency" by the CoC, and as such is the sole eligible applicant for HUD CoC CES project grant, and shall manage the CES as required by HUD and that the CoC is in compliance with all applicable HUD rules and regulations;

**WHEREAS** the Regional Task Force on the Homeless, Inc., a California 501(c)(3) nonprofit organization, has been designated as the "Point-in-Time Count (PITC) Lead Agency" by the CoC, and as such is the sole agency to conduct the PITC, also so known as the "We all Count" activity, and shall manage the PITC and HIC as required by HUD and that the CoC is in compliance with all applicable HUD rules and regulations;

**WHEREAS** the Regional Task Force on the Homeless, Inc., a California 501(c)(3) nonprofit organization, has been designated as the "CoC Lead Agency and Administrative Entity" by the CoC, and as such is responsible for any California state funds application on behalf of agencies within the CoC catchment area, apply for any CoC Lead Agency funds through the State of California, and shall manage the CoC and ensure the CoC is in compliance with all applicable State of California Statute Health and Safety Code 50490(a)(1-3) and related rules and regulations;

The parties agree to the following:

## **ROLES AND RESPONSIBILITIES OF THE RTFH, IN ITS ROLE AS 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.

1. Conduct the HUD CoC Program grant process, which will include but is not limited to:
  - a. Plans and coordinates a collaborative grant process within the CoC catchment area
  - b. Staffs a performance, scoring, and ranking committee; that
    - i. Establishes CoC priorities that align with HUD's priorities, as stated in the Notice of Funds Availability (NOFA) or related materials;
    - ii. Scores projects using an objective set of criteria based on CoC priorities, performance, and such other objective criteria deemed appropriate; and
    - iii. Ranks projects according to the NOFA's instructions
  - c. Develops an application timeline and project proposal process consistent with the requirements of the HUD CoC NOFA
  - d. Prepares the application for CoC RCCC Board approval
  - e. Submits the consolidated application to HUD
2. Applies for HUD planning dollars and is able to provide the match required for the planning grant.
3. Develop in cooperation with committees CoC performance targets appropriate for each population and program type based on HUD performance standards identified in HUD guidance, NOFAs and notices.
4. Conduct performance monitoring, evaluation and reporting of all CoC program and ESG program recipients and sub-recipients.
5. Develops a quality improvement plan (QIP) and provides technical assistance for underperforming projects.
6. Provides required reports to HUD.
7. In collaboration with CoC committees and the RCCC, establishes written standards for HUD-funded and state-funded recipients and sub-recipients.
8. Serves as liaison between CoC-funded projects and the local HUD Field Office located in Los Angeles, CA.

## **ROLES AND RESPONSIBILITIES OF THE CoC RCCC:**

1. Approve policies and procedures for performance monitoring, evaluation, corrective plans and reporting for all CoC Program and ESG recipients and sub-recipients.
2. Ensure that any potential or perceived conflicts of interest are addressed in an effective, open, and timely manner.
3. Collaborate with the RTFH to secure and align local public and private funds, state funds, and federal funds to prevent and end homelessness.
4. Review and approve the funding application and response to HUD's annual CoC Program NOFA for homelessness assistance resources.
5. Approve CoC performance targets appropriate for each population and program type.

6. Approve written standards for HUD-funded and state-funded homeless projects.
7. Conduct an annual performance review of the Collaborative Applicant.

### **ROLES AND RESPONSIBILITIES OF THE RTFH, IN ITS ROLE AS HMIS LEAD AGENCY:**

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.

1. Oversee day-to-day administration and operation of HMIS.
2. Maintain relationship and active contract in good standing with the selected HMIS software vendor, currently Bitfocus, Clarity software.
3. Maintain current all licenses and user agreements.
4. Maintain a working relationship with all covered homeless organizations (CHOs).
5. Develop and implement HMIS-related trainings for end users.
6. Develop and follow a data quality plan (to be approved by HMIS workgroup/data committee).
7. Develop and follow a data security and privacy plan (to be approved by HMIS workgroup/data committee).
8. Produce standard reports and customized reports, as applicable and requested by member agencies.
9. Maintain compliance with HUD's current data standards.
10. Recruitment of non-CHOs to use HMIS.
11. Staff HMIS workgroup and data committee.
12. Provide mandatory reporting to HUD; LSA, SPM, and other reports, as required.
13. Develop HMIS project application for annual consolidated application.
  - a. Develops and adheres to annual budget.
  - b. Provides match for HUD HMIS grant.
14. Maintain relationships with other non-HUD projects.
15. Submits annual Point in Time Count results to HUD.
16. Submits annual Housing Inventory Count results to HUD.
17. Generates an annual gaps analysis based on HMIS data and additional data available.

### **ROLES AND RESPONSIBILITIES OF THE RCCC WITH RESPECT TO HMIS:**

1. Approve HMIS policies and procedures for performance monitoring, evaluation, corrective plans and reporting for all CoC Program and ESG recipients and sub-recipients.
2. Ensure that any potential or perceived conflicts of interest are addressed in an effective, open, and timely manner.
3. Direct the prioritization of the HMIS project application as a response to HUD's annual CoC Program NOFA for homelessness assistance resources.
4. Approve CoC performance targets appropriate for each population and program type.
5. Conduct an annual performance review of the HMIS Lead Agency.

## **ROLES AND RESPONSIBILITIES OF THE RTFH, IN ITS ROLE AS CoC CES LEAD AGENCY:**

Coordinated Entry System (CES) is defined as:

A centralized or coordinated process designed to coordinate program participant initial screening, assessment, and provision of referrals. As defined by HUD, centralized or coordinated assessment system must:

1. Cover the geographic area,
2. Be easily accessed by individuals and families seeking housing or services,
3. Be well advertised, and
4. Include a comprehensive and standardized assessment tool.

These are the minimum requirements for the CoC's centralized or coordinated assessment system. In addition RTFH will;

1. Support efforts to centralize housing and homeless supportive services into CES.
2. Demonstrate "good faith" efforts to improve cross-system collaboration and sustain inter- agency cooperation.
3. Evidence "good faith" efforts to identify and publicize the benefits of centralized screening and assessment.
4. Provide training on CES process and policies.
5. Provide training on HMIS CES program requirements.
6. Provide training on the CoC adopted assessment tool; VI-SPDAT and all version.
7. Centralize community data to identify gaps that affect the system and streamline improvement efforts.
8. Actively engaging in "good faith" efforts to resolve any and all program implementation challenges.
9. Provide matches/referrals in a timely manner.
10. Support community partners through sub-population and housing support specific Case Conferencing to quickly move to housing those on priority CES By-Name-List (BNL).
11. Support a Housing First approach and philosophy.
12. Address concerns from funders regarding program CES participation, outcomes and requirements.
13. Provide CES policies and procedures to clearly articulating participant agency expectations.
14. Clearly articulating challenges about the interface with other systems (health care, behavioral health, foster care, corrections, basic needs resources, etc.) and provide guidance.
15. Follow all HUD requirements.
16. Follow CoC directed prioritization for priority populations in creating BNL
17. Provide CoC details on any service delivery and programmatic changes.
18. Participating in program evaluation activities, where possible.
19. Understanding that participation is required by the Continuum of Care with funding sources backing up the requirement in their funding/program evaluation criteria, and support any needed documentation for funders

## **ROLES AND RESPONSIBILITIES OF THE RCCC WITH RESPECT TO CES:**

1. Approve CES policies and procedures for performance monitoring, evaluation, corrective plans and reporting for all CoC Program and ESG recipients and sub- recipients.
2. Ensure that any potential or perceived conflicts of interest are addressed in an effective, open, and timely manner.
3. Direct the prioritization of the CES projects application as a response to HUD's annual CoC Program NOFA for homelessness assistance resources.
4. Approve CoC prioritization targets appropriate for each population and program type.
5. Conduct an annual performance review of the CES Lead Agency.

## **ROLES AND RESPONSIBILITIES OF THE RTFH, IN ITS ROLE AS CoC LEAD AGENCY and ADMINISTRATIVE ENTITY:**

1. Staffing of CoC activities, which includes but is not limited to:
  - a. Membership meetings -logistics, agendas, minutes
  - b. CoC RCCC Board meetings -logistics, agendas, minutes
  - c. CoC Committee meetings -logistics, agendas, minutes
  - d. Board and member support
  - e. Board and member development and recruitment
2. Record keeping of all CoC-related documents.
3. Advocacy and outreach within and to the community.
4. CoC Planning, to include but is not limited to:
  - a. Ranking committee for ESG-funded and state-funded projects
  - b. Development of a homeless continuum of care plan
5. Provide TA to the CoC on HUD program requirements, homeless crisis system best practices and emerging promising practices using user groups, communities of practice learning collaborative, use of subject matter experts and peer CoC's.
6. Inform CoC of HUD notices, interim rules, and changes to HUD regulations.
7. Collaborate to secure and align local public and private funds, state funds, and federal funds to prevent and end homelessness.
8. Apply for State of California funds on behalf of the CoC.
9. Conduct RFP/RFI processes for applications and distribution of state funds.
10. Manage contract process and all fiscal control in accordance with all laws and requirements.
11. Maintain contracts and compliance of recipients and sub-recipients of grants.
12. Monitor all RTFH funded contracts, CoC and State ESG funded projects.
13. Update CoC written standard for approval of the Evaluation committee.
14. Update and maintain CoC-related social media (Facebook, Twitter, Instagram, etc.)
15. Update and maintain CoC website.
16. Complete and submit State of California mandated reporting.
17. Develop of quality improvement plan (QIP) and possible TA for State of California- funded, HUD CoC, and ESG funded underperforming projects
18. Must comply with any requirements of the State of California the Health and Safety Code 50490(a)(1-3) as it related to the CoC Administrative Entity.

## **ROLES AND RESPONSIBILITIES OF RCCC WITH REGARD TO COC LEAD AGENCY:**

1. Approve policies and procedures for performance monitoring, evaluation, corrective plans and reporting for all CoC Program and ESG recipients and sub-recipients.
2. Ensure that any potential or perceived conflicts of interest are addressed in an effective, open, and timely manner.
3. Collaborate to secure and align local public and private funds, state funds, and federal funds to prevent and end homelessness.
4. Review and approve the project applications for State funding.
5. Consider for approval policies, priorities and practices presented to the Board by the CoC Lead Agency that target reductions in homelessness appropriately for each population and program type.
6. Conduct an annual performance review of the CoC Lead Agency.

## **INDEMNIFICATION**

The RTFH will provide its indemnification coverage to the CoC and Board during the terms of this MOU. To the fullest extent permitted by law, the corporation shall indemnify its Directors, officers, employees, and other persons described in Corporations Code section 5238(a), including persons formerly occupying any such positions, against all expenses, judgments, fines, settlements, and other amounts actually and reasonably incurred by them in connection with any "proceeding," as that term is used in that section, and including an action by or in the right of the corporation by reason of the fact that the person is or was a person described in that section. "Expenses," as used in this bylaw, shall have the same meaning as in that section of the Corporations Code. On written request to the Board of Directors by any person seeking indemnification under Corporations Code section 5238(b) or section 5238(c), the Board of Directors shall promptly decide under Corporations Code section 5238(e) whether the applicable standard of conduct set forth in Corporations Code section 5238(b) or section 5238(c) has been met and, if so, the Board of Directors shall authorize indemnification.

## **DURATION AND RENEWAL**

Except as provided in the TERMINATION section, the duration of this MOU shall be a 5 year agreement, with annual reviews and renew automatically unless either party gives notification pursuant to TERMINATION section.

## **AMENDMENTS/NOTICES**

The MOU may be amended in writing by either party, the CoC and/or the Regional Task Force on the Homeless, Inc., and is in effect upon signature of both parties. \*\*Notices shall be mailed, emailed or delivered to:

1. Chair of the CoC RCCC Board
2. Chief Executive Officer of the Regional Taskforce on the Homeless, Inc.

## **TERMINATION**

Either party, the CoC and/or the Regional Task Force on the Homeless, Inc., may terminate this MOU at a date prior to the renewal date specified in the MOU by giving 180 days written notice to the other party. The final termination date must take into account federal and state grant end dates the RTFH is contractually obligated to complete and shall be effective on the date agreed to by both parties.