



**SPECIAL MEETING**  
**County of Riverside Continuum of Care Board of Governance (BOG)**  
**Strategic Planning Retreat**

**Agenda**

The Crestmore Manor, 4600 Crestmore Rd.  
 Jurupa Valley, CA  
 February 26, 2020 - 9:00 a.m.

**Strategic Planning Purpose & Retreat Overview**

This day-long special meeting of the Board of Governance (BoG) of the Continuum of Care (CoC) serves as a strategic planning retreat for BoG members. Although this is a public meeting, retreat discussions and meeting exercises will be held among the BoG members. There will be two opportunities for public comment during the special meeting.

**Retreat Framing Statement:** The goal of the strategic planning process is to create the framework the Board of Governance will use to improve its own, as well as the CoC’s performance. The goal is for the Riverside County CoC to become a highly functioning entity with the appropriate structure in place to set vision and direction, engage in collective decision making and improve the impact of efforts and actions to address homelessness.

**Meeting Objectives**

- Develop an understanding of the current state of the Riverside CoC: CoC performance, structure and governance.
- Develop recommendations, strategies and goals to improve CoC governance.

*Please note that the times listed below are only estimates and that the discussion of a particular topic may happen earlier or later than the time listed depending upon the flow of the conversation and amount of public comment.*

Time	Item	Lead
<b>8:30 – 9:00</b>	<b>Arrival and sign-in</b>	
<b>9:00 – 9:15</b>	<b>Roll Call</b> <b>Welcome and Introductions</b>	Tammy Marine Mitch Wippert
<b>9:15 – 9:25</b>	<b>Announcement:</b> To provide seamless services and maximize resource coordination for addressing homelessness, the County of Riverside is consolidating its homeless services under a new and separate organization called the Housing and Homelessness Department. Department of Public Social Services is recommending to schedule a special	Lisa Brandl, County Chief Operating Officer  Heidi Marshall, Director Housing and Homelessness Department

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	meeting in March 2020, for the BoG to discuss and take action on designating the Housing and Homelessness Department as the Continuum of Care's Collaborative Applicant, Administrative Entity, and HMIS Lead.	
9:25 - 9:40	<b>Goals for Today's Meeting</b> <b>Where We Are in the Planning Process</b>	Mitch Wippern Nui Bezaire
9:40 - 10:15	<b>CoC Analysis Findings:</b> <ul style="list-style-type: none"> <li>• CoC governance documents</li> <li>• Focus group and interview insights</li> <li>• CoC stakeholder survey results</li> <li>• Interview report out</li> </ul>	Nui Bezaire Mitch Wippern Nui Bezaire
10:15 – 11:00	<b>CoC Structure, Roles &amp; Membership</b> <ul style="list-style-type: none"> <li>• Guided group discussion</li> </ul>	Nui Bezaire
11:00 – 11:15	<b>Public Comment</b>	Tammy Marine
11:15 – 12:15	<b>Goals &amp; Strategies Development</b> <ul style="list-style-type: none"> <li>• Small group work</li> </ul>	Mitch Wippern
12:15-1:15	<b>Working Lunch</b> <ul style="list-style-type: none"> <li>• Finish up small group work if needed</li> </ul>	Tammy Marine
1:15 – 1:45	<b>Goals &amp; Strategies</b> <ul style="list-style-type: none"> <li>• Small group report out</li> </ul>	Mitch Wippern
1:45 – 2:45	<b>Activity: Setting Priorities</b>	Nui Bezaire
2:45 – 3:30	<b>Report Out &amp; Summary</b>	Mitch Wippern
3:30 – 3:45	<b>Public Comment</b>	Tammy Marine
3:45 – 4:00	<b>Close Out and Next Steps</b>	Mitch Wippern

# HOUSING, HOMELESSNESS & COMMUNITY SOLUTIONS

	Office of Homeless Solutions (INTERVENTION)	Continuum of Care (INTERVENTION)	Housing Authority (INTERVENTION + PREVENTION)	Community Action Partnership (PREVENTION & WEALTH BUILDING)	Community Development (INTERVENTION + PREVENTION)
<b>Units/Divisions</b>	<ul style="list-style-type: none"> <li>Homeless Strategy &amp; Action Plan</li> <li>Ad Hoc Committee</li> </ul>	<ul style="list-style-type: none"> <li>Continuum of Care Board of Governance</li> </ul>	<ul style="list-style-type: none"> <li>Housing Authority</li> <li>Housing Development</li> </ul>	<ul style="list-style-type: none"> <li>Community Action Partnership</li> <li>RivCo Rise: Anti-Poverty Initiatives</li> </ul>	<ul style="list-style-type: none"> <li>CDBG</li> <li>ESG</li> <li>Riverside Community Housing Corporation</li> </ul>
<b>Key Programs</b>	<ul style="list-style-type: none"> <li>Oversight of Homeless Action Plan</li> <li>Homeless Data Consortia</li> <li>Strategy &amp; Oversight</li> </ul>	<ul style="list-style-type: none"> <li>Continuum of Care</li> <li>CES</li> <li>HMIS</li> <li>Emergency Food &amp; Shelter Program</li> <li>Emergency Shelter Funding</li> </ul>	<ul style="list-style-type: none"> <li>Section 8</li> <li>Affordable Housing Development</li> <li>Special Programs Team</li> <li>Resident Services</li> </ul>	<ul style="list-style-type: none"> <li>Utility Assistance</li> <li>Tax Preparation</li> <li>Weatherization</li> <li>Youth Mentorship</li> <li>Dispute Resolution</li> <li>Savings Match</li> <li>Community Trainings &amp; workshops</li> </ul>	<ul style="list-style-type: none"> <li>CDBG Capital and Community Service Grants</li> <li>Emergency Solutions Grant Administration</li> </ul>
<b>Division Chief</b>	<b>Natalie Komuro</b>		<b>Mike Walsh</b>	<b>Vince Wrzalinski</b>	<b>John Thurman</b>

Homeless Strategy & Planning  
(Natalie)

Homeless Services & Funding  
(Continuum of Care,  
Community Development)

Ending  
Homelessness,  
Fighting Poverty

Prevention & Stabilization  
(Community Action  
Partnership, Community  
Development)

Affordable Housing  
(Housing Authority)



# RIVERSIDE BOG/COC STRATEGIC PLANNING

RETREAT SESSION II

LESAR DEVELOPMENT CONSULTANTS

FEBRUARY 26, 2020



# AGENDA

- Today's Goals
- Update on the Strategic Planning Process
- CoC Analysis Findings
  - Themes from CoC governance document review, focus groups, interviews and survey
- Guided Discussion: CoC Structure, Roles & Membership
- Group Work: Strategies to Address Key Themes
- Report Out
- Close Out & Next Steps

## SCOPE OF TODAY'S RETREAT

**The goal of the strategic planning process is to create the framework the Board of Governance will use to improve its own, as well as the CoC's performance. The goal is for the Riverside County CoC to become a highly functioning entity with the appropriate structure in place to set vision and direction, engage in collective decision making and improve the impact of efforts and actions to address homelessness.**

## TODAY'S GOALS

- Develop an understanding of the current state of the Riverside CoC: CoC performance, structure and governance.
- Develop recommendations, strategies and goals to improve CoC governance.

# STAKEHOLDER ENGAGEMENT EFFORTS

- **Board of Governance Retreats**
  - ½ Day on December 9
  - Full day on February 26
- **CoC Stakeholder Input Survey**
  - Sent to full CoC listserv
  - 57 responses (mostly government and nonprofit CoC members)
- **Two Focus Groups**
  - 21 attendees representing 17 agencies
- **One-on-One Interviews**

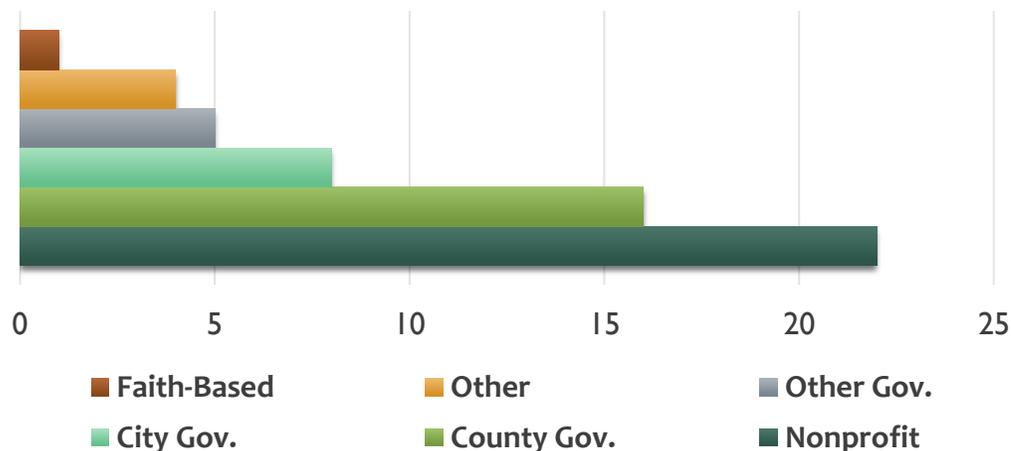
# STAKEHOLDER ENGAGEMENT: KEY THEMES

- **Need for better communication and public education**
  - Within CoC and from CoC to stakeholders
  - Lack of informing the public and electeds on homelessness issues and policy
- **Need to improve data-informed decision making**
  - Data beyond HUD requirements
  - People don't feel that data is used to inform funding decisions
  - Lack of accountability for funded projects
- **Better leadership, alignment and direction**
  - Who owns this work?
  - Little alignment and accountability
  - What are the goals and outcomes?
- **Need for more defined CoC roles and diverse membership**

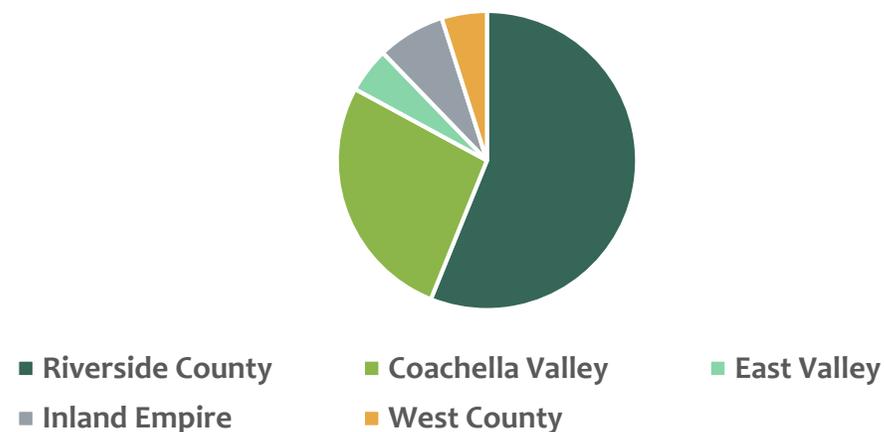
# COC STAKEHOLDER SURVEY: DEMOGRAPHICS

57 RESPONSES

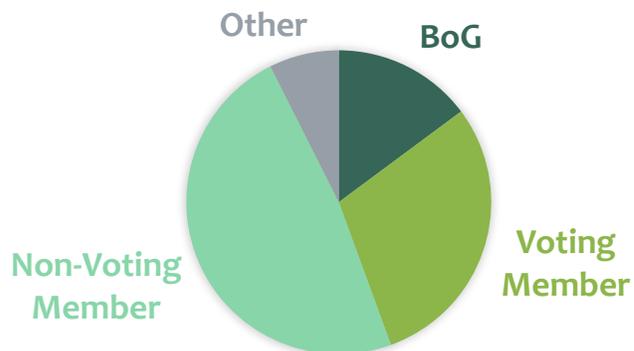
### Type of Agency



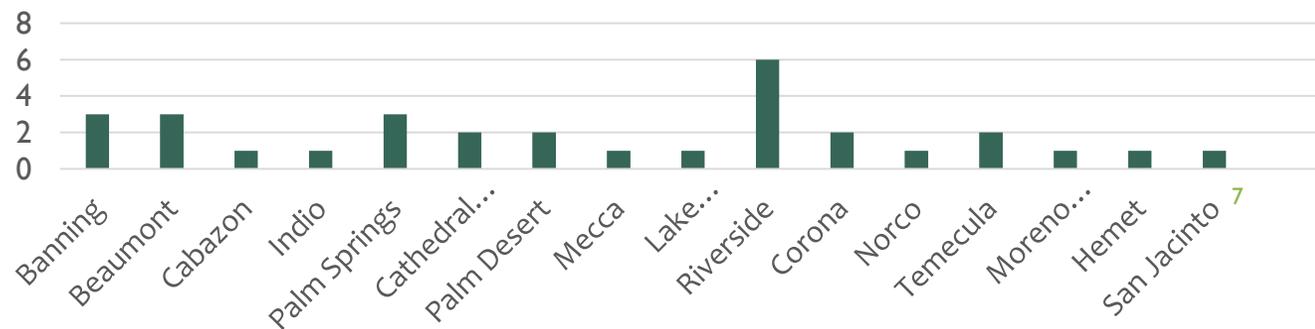
### Regions Represented



### Role on CoC

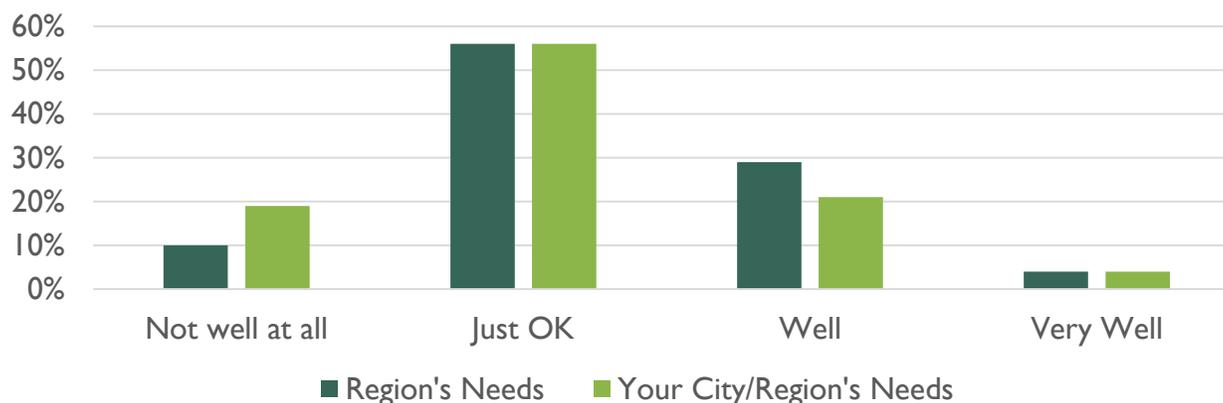


### Cities Represented



# COC STAKEHOLDER SURVEY: COC PERFORMANCE

How well is CoC Meeting Needs?



## CoC Committees & Effectiveness

Most Effective	Least Effective
Standards & Eval (46%)	Housing & Sustainability (52%)
Youth Advisory (39%)	CES Oversight (37%)
Youth Action Board (35%)	CoC Planning (35%)
	CoC Membership (35%)

About 1/3 of people don't know the effectiveness at all

## Biggest Areas of Improvement for BoG

- Provide input and information to elected leaders on homelessness issues and policy (8%, 29%)
- Oversee implementation of the 10-year plan (6%, 45%)

## Biggest Areas of Improvement for the CoC

- Educate the community on homeless issues (20%, 39%)
- Annual gaps analysis of resources to needs (16%, 33%)
- Monitor programs and program outcomes (6%, 37%)

## Other Insights

- 31% believe the CoC has NOT established performance targets for populations and programs
- For CoC monitoring, many organizations feel that it is not a fair process

# THE COC'S VISION STATEMENT

***“By 2027, our community will be one where homelessness is rare, brief and non-recurring.***

- *Our coordinated and collaborative network prevents homelessness.*
- *No one in our community is forced to live on the streets.*
- *We have the required resources available to ensure that everyone in need has a fair and equitable opportunity for affordable and safe housing.*
- *Our priorities are so compelling that funding is readily available and people are investing in solutions.*
- *Our performance is at a level that builds confidence among stakeholders, funders, and constituents.*
- *Our reputation as a community is enhanced because of our work, and we are known for practical innovations that help people and organizations.”*
  
- **Most respondents believe it's clear and that their work contributes towards it.**
- **Challenges to meeting this vision:**
  - Need to improve collaboration and alignment
  - Resources are not prioritized for meeting most critical needs or filling gaps
  - There is not enough affordable housing
  - Need more data-driven approaches to decision making

# THE COC'S MISSION STATEMENT

*“The Riverside County CoC will prevent and end homelessness for persons experiencing housing crises in Riverside County by serving as coordinated, collaborative, community stakeholders who provide housing, services and planning solutions.”*

- **Most respondents believe it's clear and that their work contributes towards it.**
- **Challenges to meeting this vision:**
  - “Too many people are doing their own thing. Need more coordination.”
  - The CoC should not just be a funding vehicle
  - Resources are not aligned across the region
  - Need more affordable housing

## FOCUS GROUP & INTERVIEWS – COMMON THEMES

- Although people could articulate a difference between the BOG and CoC, not many were clear on how those differences played out.
- There needs to be strong leadership and clear articulation of roles.
- Smaller cities have a hard time keeping up with the flow of information and the demands on their time in participating in the CoC or BOG yet also feel that they won't be able to access funding unless they do so.
- There was general agreement that there is a lack of communication around priorities and accountability around outcomes.
- Data is seen as a challenge for the CoC – people don't feel they have access to it and that it is not used to inform funding decisions (see above comment).
- There were comments indicating that people don't understand the process for bringing ideas to the BOG/CoC for discussion and possible adoption.
- Participants did not see/understand a difference between the County and the CoC.
- CoC membership recruitment is not strategic and membership needs to be more diverse across disciplines
- Riverside was successful in reaching functional zero with veteran's homelessness – why can't that be replicated?
- Doesn't seem to be alignment between the CoC, Cities and the County on priorities.
- Efforts should incentivize sub-regional collaboration (perhaps look at Service Planning Areas concept.)

# FOCUS GROUP & INTERVIEWS – CHALLENGES

- Size and complexity of the system makes it hard to coordinate and communicate.
- BOG focuses on HUD dollars when they are a small part of the whole system.
- Coordination and knowledge of resources.
- Lack of use of data in decision making and program accountability.
- Only CoC funded programs are required to use HMIS.

# COC GOVERNANCE DOCUMENTS

## BoG Charter

- Meets HUD's criteria
- Strategic priorities don't include specifics of this region
- How does information and decisions flow between BoG and the CoC? It's not clear.
- Consider stronger accountability measures
- Expand data reporting and visualization beyond HUD requirements, including homeless plan implementation

## Homeless Plan

- Strategic objectives are evidence-based
- No mention of implementation
- Are data systems set up to track needs and outcomes?
- Leverage stakeholder experience, particularly lived experience

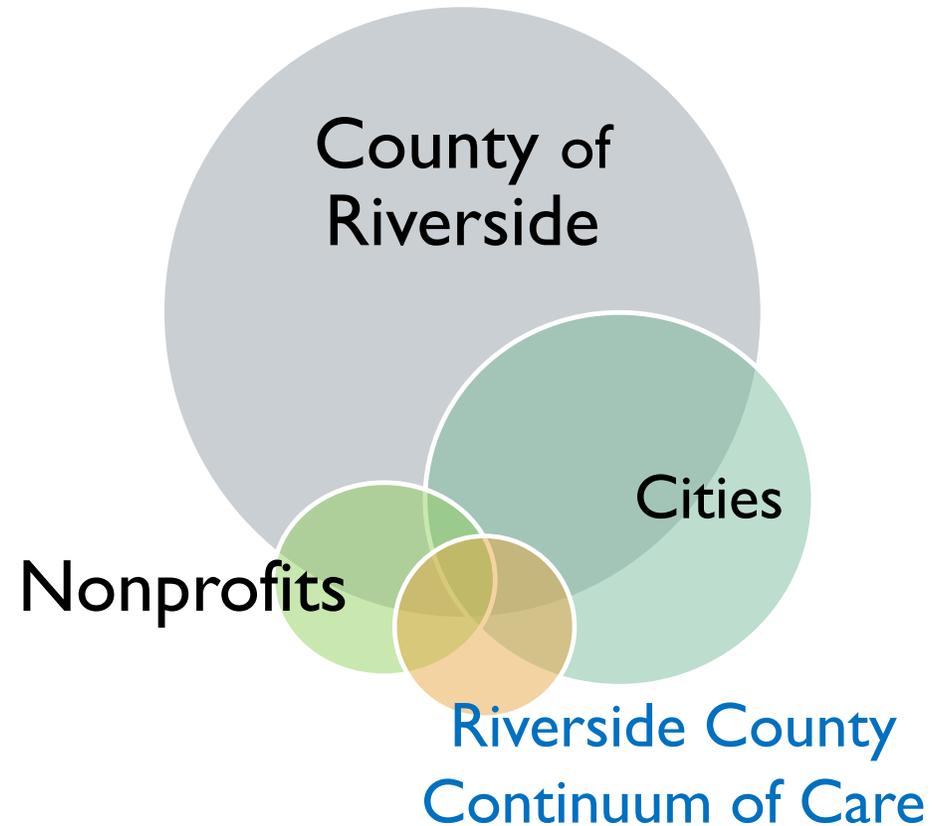
## Written Standards & CES Policies and Procedures

- **Written Standards:** Well written and meets CoC Interim Rule requirements
- **CES Policies & Procedures**
- Document appears to be incomplete
- Market to those new to homelessness
- Clearly explain access point roles and expectations

# STAKEHOLDER ENGAGEMENT: KEY THEMES

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# RIVERSIDE COUNTY & THE RIVERSIDE COUNTY CONTINUUM OF CARE



# DISCUSSION: COC STRUCTURE

## Current Structure:

- **CoC Membership, CoC Board, HMIS Administrator’s Council**

## Issues and questions to discuss:

- **Roles: roles are not clear.**
  - Who owns which pieces of the work?
- **Decision making is confusing.**
  - What authority does the BoG have? The CoC? Providers?
  - What informs decisions?
- **Committees: Are these the right committees? Which committees are essential?**
  - “There are too many committees where not much happens. We should re-think what we really need.”

CoC Standing Committees	
Standards & Eval	Housing & Sustainability
Youth Advisory	CES Oversight
Youth Action Board	CoC Planning
	CoC Membership

# DISCUSSION: COC MEMBERSHIP

- **Membership: Current Structure**
  - **General Members** (complete an application and must attend meetings)
  - **CoC Officers: Chair, Vice Chair, Secretary** (elected with time-limited terms)
  - **Board Members: voted into office by the CoC to 3-year terms with represented seats:**
    - Private sector: 7 seats (health, banking, housing, non-profit, lived experience)
    - Public sector: 6 seats (government, Board of Supervisors)
    - Ex-Officio (non-voting): 4 seats (Chair, Collab Applicant/Secretary, Deputy CEO, Youth Advisory Committee Chair)
    - Also BoG Officers: Chair, Vice, Secretary who hold 2-year terms
  - **HMIS Administrator's Council: Administrators, Lead Agency, HMIS participants** (very HUD focused)

## Questions to Discuss:

- **Is this the right make-up of membership?**
- **How can we improve the diversity of representation across sectors?**
- **How can we make it possible for more nonprofits to get involved?**
- **What is the CoC Membership Committee's role in this?**

# PUBLIC COMMENT

- Public Comment Period 1: 15 minutes

# SMALL GROUP WORK

- **Discuss with your group to develop the top 3-4 strategies for your topic area.**
- **Rank your strategies in order of priority.**

## Communication & Public Education

- Electeds and the public feel uninformed on homelessness issues and policy.
- Some CoC members feel lost in meetings, particularly if they've missed a prior meeting.
- Stakeholders get uncoordinated requests from multiple CoC entities (City, County, provider)
- Stakeholders unsure of the CES programs and access across the region.
- "I am unclear about what the CoC explicitly does or is required to do."

## Leadership, Alignment & Direction

- Many stakeholders feel that there is little direction, or not a unified direction for ending homelessness.
- Who owns the work of the CoC? Are there leaders or champions for pieces of it? Who owns the homeless plan specifically?
- "How do we transition from a funding vehicle to a collaborative action network?"
- "The CoC lacks a leader who can gain trust and lead the network through change."

# SMALL GROUP WORK: REPORT OUT

- **What are your group's strategies?**
- **Why did you choose those as your top strategies?**
- **Did you come up with many other strategies that did not make the top 4-5?**

# LARGE GROUP ACTIVITY: PRIORITIZING STRATEGIES

**Across all groups, select the top 3 strategies**

# AND...WE'RE DONE!

- Closing Summary
- Public Comment Period II: 15 minutes
- Next Steps



# THANK YOU!

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