



Thursday, December 9, 2021
9:00 a.m. to 11:00 a.m.

Board of Supervisors Chambers
County Administration Center
4th floor
2 S. Green St.
Sonora, CA 95370

AGENDA

I. CALL TO ORDER

II. ROLL CALL

[5 min/Dana Taylor]

III. APPROVAL OF NOVEMBER 4, 2021 MEETING MINUTES

[5 min/Tina Welch/*Attachment*]

IV. PUBLIC COMMENT

[15 min. max]

V. REPORTS

OFFICERS

a) Chair [5 min/Tina Welch]

- Meeting's Intent: Work on Council Goals [1) Decision on short-term goals. 2) Begin discussion of longer-term strategic plan].
- Future items: what other entities are doing for homeless; communication with the public.
- Protocol in vetting new Council position applicants [*Information/Attachment*]

STANDING COMMITTEES

b) Housing Committee [5 min/Rick Breeze-Martin/*Attachment*]

AD-HOC COMMITTEES

- c) Outdoor Shelter Committee [5 min/Dana Baker]
- d) Navigation Center [5 min/Kathleen Haff]
- e) Resources & Funding DB Development [5 min/Rick B-M/*Attachment*]
- f) Link Clients w/Support Services [5 min/Nancy Scott]

VI. SPEAKERS

- a) Tuolumne County Homeless Services Program Coordinator Update [10 min/Rebecca Espino]. Program update. Possible consideration of an ad hoc committee to assist in investigating sites for Project Home Key proposals.

- b) City of Sonora Plans that affect the Homeless; Affordable Housing Update [10 min/Mary Rose Rutikanga]

VII. UNFINISHED BUSINESS

- a) Review and confirm or revise short list of 2022 Commission Goals [10 min/Tina Welch/*attachment*]

VIII. NEW BUSINESS

- a) [20 min/Rick Breeze-Martin/*Attachment*] Begin consideration of developing a Commission Strategic Plan, including the update of the 2019 County of Tuolumne Plan to Combat Homelessness. Possible ad hoc committee formation to do initial assessment/reviews/other assignments.

IX. ANNOUNCEMENTS

[15 min/Commission Members]

X. ADJOURNMENT

PARTICIPATION PROCEDURES

In-person attendance: In order to protect public health and the safety of our Tuolumne County citizens, the Commission on Homelessness meeting is open to the public *with modifications*. Capacity is limited to 50 people, including committee members and staff. Face coverings and physical distancing of 6 feet will be required. During the meeting, citizens physically present who wish to provide public comment will be invited to do so by the Chair.

Email: Email your comments to Attn: Rebecca Espino at REspino@co.tuolumne.ca.us.

Mail: Mail your comments to 2 S. Green St. Sonora, CA 95370 c/o Rebecca Espino. Written comments must be received no later than 8:00 a.m. on the morning of the noticed meeting.

Special Assistance Needs: Under Order N-29-20, Accessibility Requirements, if you need swift special assistance during this meeting, please call (209) 533-5533. In addition, in compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Community Resources Agency at 209-533-5633. Notification 48 hours prior to the meeting will enable the County to make reasonable arrangements to ensure accessibility to this meeting (28CFR Part 35 ADA Title II).

PUBLIC FORUM

The public may speak on any item not on the printed agenda. No action may be taken by the Committee. The amount of time allocated for the public forum is limited to 15 minutes.

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The Board of Supervisors Commission on Homelessness serves as an advisory group to the Board of Supervisors for matters related to homelessness.



Tuolumne County Commission on Homelessness

Christina M. Welch
Chair

Dana M. Baker
Vice Chair

2 South Green St
Sonora, CA 95370
Phone: (209) 533-5711
Fax: (209) 533-5714

Minutes Thursday, November 4th, 2021 9:00 a.m. to 11:10 a.m.

<u>2021 TCCOH</u> <u>Membership</u>	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Christina Welch (Chair)	✓	✓	✓	✓	✓							
Dana Baker (Vice Chair, Dist 4)	✓	✓	✓	✓	✓							
Kelsey Stone (Secretary)	✓	✓	✓	✓	✓							
Jaron Brandon (BOS, Dist 5)	✓	✓	✓	✓	E							
Kathleen Haff (BOS, Dist 4)	✓	✓	✓	✓	✓							
Rick Breeze-Martin (Dist 1)	✓	✓	✓	✓	✓							
Wittney Hawkins (Dist 2)	✓	✓	✓	A	✓							
Tom Crosby (Dist 3)	E	✓	✓	✓	✓							
Jeannette Lambert (Dist 5)	✓	✓	A	✓	✓							
Cathie Peacock	✓	✓	A	✓	✓							
Leeann Hatton	✓	✓	✓	✓	✓							
Colette Such	✓	✓	✓	✓	✓							
Mary Rose Rutikanga	✓	✓	✓	✓	✓							
Nathan Levering	✓	✓	✓	✓	A							
Nancy Scott	✓	E	A	A	E							
Shelley Muniz or Mark Dyken	✓	✓	A	✓	E							
Lori Severson	✓	✓	A	✓	✓							
Joe Bors	✓	✓	✓	✓	✓							
Hazel or Dick Mitchell	✓	E	✓	A	✓							

Present = ✓ Absent = A Excused = E

19 TCHAC Members

Minutes for 11/04/2021

- I. Call to Order at 9:00AM
- II. Motion made to meet in person made by Rick Breeze Martin eight in favor Motion passed. Motion made to have the meeting virtually by Joe Bors Seconded by Colette Such 6 in favor Motion Failed.
- III. Roll Call :Christina Welch, Dana Baker, Kelsey Stone, Supervisor Kathleen Haff, Rick Breeze-Martin, Jeannette Lambert ,Cathie Peacock, Tom Crosby, Leeann Hatton, Colette Such, Mary Rose Rutikanga, Lori Severson, Whittney Hawkins Joe Bors : Fourteen present Quorum is eleven.
- IV. Approval of October 14th, 2021 Minutes- With the corrections of his attendance purposed by Joe Bors on attendance: Supervisor Kathleen Haff Motioned Joe Bors 2nd, Unanimous Vote passed on Nov,4th ,2021
- V. Public comment –
 - Eric Earhart Deputy Director assistant county Coordinator states the Project Home Key is not an easy process it is a very complex process to even get the application completed and ready to apply for the funds. The deadline is Jan 31st of 2022 if we do not meet the dead line the money goes back into the state and we can apply in May. At this time, Project Home Key is not active or available. Any of the housing Must be within a mile of services which then means it would be within city limits. If the topic is agenized correctly we can come back, present, and answer questions. Leanne Hatton requested to document having them come back in January.
 - Breanna Carter from Matheson Clinic wanted to share her position as an outreach coordinator and that the clinic helps with substance use and has walk-in and free medical care. 209-984-2058
 - Greg Popovich – Wanted to thank Leann Hatton for giving him more information on homelessness he would like to reach out and get the community and everyone on the same page and to come together so we can talk and start taking action rather than being against each other. 209-988-8898

REPORTS

Chair: *Tina Welch*

- I. Proposed process to vet applicants for vacant Commission positions
for recommendation to the Board of Supervisors. Two vacant slots the Board of Supervisors choose fill that position. Tina is purposing that we ask the applicant to appear in the speakers portion of the meeting to introduce them self and see if the follow the by-laws and if they fit. Cathie Peacock suggested having them attend two meeting to see what the meeting are about. Dana Baker said there are several applicant's we should invite them to the December meeting. Tina will have a more formalpurposal for December's meeting.
- II. Reminders: agenda items need to be to Chair 10 days before meeting; less than 60 min/meeting has discretion for topics. All agenda items MUST be in 10 days prior to the meeting or it will npt go on the agenda.

STANDING COMMITTEES:

- I. Housing Committee: The TC CoH Housing Committee held its second meeting Thursday, November 18th. The meeting was held at the ATCAA Sonora Offices meeting room from 1 pm to 3 pm. The November meeting minutes are being prepared and will be provided after Housing Committee approval. The approved meeting Minutes for the Committee's October 2021 meeting are attached for your information. The committee plans to go over the continuum of care.

AD-HOC COMMITTEES:

- I. Navigation Center Committee, Supervisor Kathleen Haff – Our next meeting is Friday the 19th of November from 9am at the city council chambers you can come in through the back so you do not have to go up the stairs. They will be putting together a survey to add appropriate question to the pit count or create a separate survey to fit these needs.
- II. Orientation Manual Committee: Supervisor Jaron Brandon states that the binder has been completed and is available digital on google drive for easy access to provide services to assist our homeless population. He is requesting to closing out the committee at this time. Committee is absolved.
- III. Outdoor shelter committee: Dana our update is we listen to all the feed back from the committee and have continued to formalize the letter and conceptualize the plan which we will go over later on an agenda item.
- IV. Resource and Funding Committee: Rick Breeze Martin shared that the committee the committee is working on putting together a draft next week for resources organization's who's doing what and hoping to bring it back in January.

SPEAKERS

- I. Tuolumne County Homeless Services Program Coordinator, Interviews will be held Nov, 5th 2021 for the position.
- II. [5 min/](*Tina Welch for Rebecca Espino*)

UNFINISHED BUSINESS

- I. Outdoor Shelter Ad Hoc Committee Proposal to approve written letter to the Board of Supervisors seeking direction Dana states we are back with the proposal again, in hopes to move forward of meeting the needs of everyone here. Dana motioned to make some changes to the letter addressing it to just the board, wording to seeking acceptance in third paragraph, and lastly change the wording to accept TC CHO tasks. No Motion needed to make the changes to the letter. The Document is now open for discussion, Supervisor Haff brought up including the city as they partake in providing the emergency services in cases of fire or other services. Dana motioned Christina 2ond with corrections for the letter to go out to the BOS 13 in favor 3 abstinent. Rick Breeze Martin made a motion for a similar letter to go out to tribes and city, Supervisor Kathleen Haff seconded unanimous.
- II. Review and consideration of proposals to establish these Standing Committees: -Support Services; -Liaisons & Relations; -Communications; -Data and Information Systems. (1-2 discussions and/or motions this day as time allows) Rick would like to purpose community homeless support services committee – This committee would asses which working resources are happening in our county and link homeless to services. Open for discussion. Supervisor Kathleen Haff Brought up duplication of committees and the amount of work that goes into a standing committee. As it requires more county staff to meet the requirement for a standing committee. The group has agreed that a standing committee is not suitable but by order of the chair, we can create an ad hoc committee however, Tina was not comfortable and wanted to get clarification from Sarah Carrillo first. Tina is unclear of what the AD Hoc committee's purpose is.

NEW BUSINESS-

- I. Discussion on Commission goals for 2022, The Commission expanded on the recommendations proposed in 2019 *Draft Plan to Combat Homelessness* in the July, August, and September meetings, and weighed in on which items were the most important to tackle first. Most of these initial, foundational actions have been accomplished in the early months: creation of committees to assess housing, shelter locations, resources and funding streams available; creation of by-laws and compiling an orientation manual. “Homelessness” issues seem to have three separate solutions: 1.) Sites for sheltering (tents, vehicles); 2. Constructed shelters for short-term residency; 3.) Affordable housing. Support for the people trying to find and utilize these sites also is critical to provide.
- II. *Discussion Goals For 2022*
 - Establishment of a Navigation Center (ad hoc committee doing pre-work; if this item is set as a goal, it alerts other agencies of potential needed support if/when funding becomes available)
 - Identification of sites that replace Camp Hope for sheltering (tents, vehicles) (being worked on by a current ad hoc committee).
 - Apply for Project Home key grants; work with County staff to develop and submit Requests for Proposals for both property acquisitions as well as for property management.
 - Create a 5-year plan of action for the Commission by up-dating the 2019 County of Tuolumne Plan to Combat Homelessness and incorporating the work of sub-committees such as the Housing Committee into it.

ANNOUNCEMENT-

None at this time

ADJOURNMENT

Tina Welch adjourned meeting at 11:17 am

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TUOLUMNE COUNTY COMMISSION ON HOMELESSNESS

To: TCCOH Commission Members

From: Tina Welch (Chair)

Subject: Item V. a.) Process to Vet Applicants for Vacant Positions

Date: (for) December 9, 2021 Commission Meeting

Summary of Agenda Item:

Review and begin to use a process to “vet” and decide on recommendations to the Tuolumne County Board of Supervisors for citizens to fill vacant Commission positions.

Background:

- Direction for filling vacant Commission positions is given in the Bylaws: ARTICLE III – Membership, which says that the members of the TCCOH shall be appointed or assigned by the BOS.
- As a new Commission, no precedence has been established for the role of the Commission in filling vacant positions
- Two recently added positions (Lived Experience (F/M)) have been advertised.

Process to be Used:

- Invite applicant(s) to attend a meeting as a member of the public, to ensure familiarity with the Commission's work and process.
- Ask applicant(s) to appear in the “Speakers” portion of the following month's agenda
- Applicant introduces themselves and confirms compliance with By-laws Article III- Membership, responds to comments & answers questions of Board Members.
- If more than one applicant is being considered, the Board discusses attributes and documents that for Board of Supervisors' use.

Submitted by:

-Tina Welch

TCCOH Chair

TC Commission on Homelessness - Housing Committee

November 28, 2021

To: TC Commission on Homelessness (CoH)
cc Tina Welch, Chair; Dana Baker, Vice-Chair; Kelsey Stone, Secretary

From: Rick Breeze-Martin

Subj.: December Housing Committee status report to the Commission

The TC CoH Housing Committee held its second meeting Thursday, November 18th. The meeting was held at the ATCAA Sonora Offices meeting room from 1 pm to 3 pm. The November meeting minutes are being prepared and will be provided after Housing Committee approval. The approved meeting Minutes for the Committee's October 2021 meeting are attached for your information.

The next Housing Committee meeting is Thursday, December 16, 2021 from 1pm to 3 pm at the ATCAA Sonora offices meeting room.

Some Committee November meeting results include:

- Joe Bors provided the Committee an overview of the Central Sierra Continuum of Care (CA 256) history and current status. The overview was continued to the December meeting agenda.
- It was decided to invite Mary Rose Rutikanga, City of Sonora, to speak to the Committee at its Dec. 2021 meeting (she's leaving soon). Colette Such is extending the invitation to speak to Mary Rose
- The Committee began discussion of its draft future work plan; work plan discussion is to be continued at the December meeting
- The issue of the Committee's formation language and its scale and scope was raised and will be a discussion item on the December 2021 meeting agenda.
- The possibility of a Committee ad hoc sanctioned shelter work group or ad hoc committee was discussed and will be continued at the December meeting.

TC CoH Housing Committee Meeting
Wednesday, October 20, 2021
A-TCAA Sonora Service Center



Minutes

I. CALL TO ORDER

Rick called the meeting to order at 2:00 p.m.

II. ROLL CALL

Present: Jaron Brandon, Joe Bors, LeeAnn Hatton, Rick Breeze-Martin, Tom Crosby

Absent: Colette Such

III. APPROVAL OF PREVIOUS MEETING MINUTES

Not Applicable (1st Committee meeting)

IV. PUBLIC COMMENT

Rick noted that there were no public members in attendance

V. REPORTS

Officers: (not applicable, see item a under new business below)

AD-HOC COMMITTEES

None (1st meeting, no Ad Hoc Committees established)

VI. SPEAKERS

a) Discussion and possible action on creating a list of potential future speakers

The Committee brainstormed and briefly discussed the following initial list of speakers / research sources, which is to be further considered at the next meeting.

- Rebecca Espino, TC HHS
- Quincy Yaley, TC CDD
- TC Housing Committee
- Mary Rose Rutikanga, City of Sonora
- Continuum of Care (CA 526)
- CNVC
- Habitat for Humanities
- Resiliency Village
- CSAC / RCAC
- Greg Popovich
- Adam Wilson
- Silver Spur

VII. UNFINISHED BUSINESS

None (1st meeting)

VIII. NEW BUSINESS

a) Committee organization:

- Discussion and selection of Officers (e.g. Chair, Vice-Chair)

Tom moved to nominate Rick for Chair, Joe Bors seconded. Rick asked for other nominations, there were none. The Committee voted on the motion: Rick was selected Chair unanimously

Rick moved to nominate Tom for Vice-Chair, Joe Bors seconded. Rick asked for other nominations, there were none. The Committee voted on the motion: Tom was selected Vice-Chair unanimously

- Discussion and approval of the regular Committee meeting date and time

The Committee discussed its regular meeting time and decided by consensus to meet every third Thursday of the month from 1 to 3 pm.

- Discussion and approval of regular meeting location

The Committee discussed its regular meeting location and decided by consensus to meet at the ATCAA Sonora offices meeting space, also decided by consensus was that Chicken Ranch Tribal Administration will provide backup meeting space if needed.

b) Committee support procedures: Discussion for action regarding Committee procedures

- Agendas & agenda packets: to be done by the Committee Chair, in consultation with Vice-chair. After brief discussion the Committee agreed by consensus that the Chair will do the agendas and agenda packets in consultation with the Vice Chair. Also discussed and agreed to by consensus, is that a draft agenda will be emailed to Committee members for feedback/input before the final agenda is made available to HHS staff to post. Rick is to confirm with Counsel that this agenda procedure is Brown Act compliant.

- Meeting Minutes: to be done by Committee Vice-chair, in consultation with the Chair. After brief discussion the Committee agreed by consensus that the Vice-Chair will do the meeting minutes in consultation with the Chair.

- Post meeting agenda packets: agenda to be provided by chair and posted by HHS staff on TC system to comply with open public meeting requirements.

The Committee agreed by consensus that the chair will provide agenda and agenda packets to appropriate HHS staff to be posted on the TC system to comply with open public meeting requirements; the chair will also be responsible for getting placement of a copy of the agenda at the Committee meeting facility.

- Meeting location

See VIII a) comments above regarding the meeting location. The issue of zoom meeting access was briefly discussed, and given the current status of TC public meetings being either in person or via zoom, the Housing Committee meetings will be in person.

c) Initial issues for the Committee to address: Discussion for possible action in initial selection and prioritization of near-term (*next 12 months*), mid-term (*next 5 years*) and long-term (*5 to 10 years+*) housing needs and opportunities to address:

The Vision of the TC COH is that Tuolumne County has adequate safe, healthy, and affordable shelter and housing options for all of the people that live in Tuolumne County.

- Housing stock assessment to identify gaps and needs (e.g. availability, affordability, etc.)
- Resources assessment of organizations providing housing and housing related services
- Identify funding opportunities available for developing housing and shelter projects
- Select and invite appropriate non-voting members from available resource organizations
- Develop Committee work plan that coordinates with and supports local resource organizations
- Provide recommendations to the TC Housing Policy Committee
- Planning/Permitting - easing of restrictions based off of the Emergency
- Others to be considered as appropriate

The Committee had a wide ranging and animated discussion about the Committee's obligations to the Commission, the scope of its work regarding housing and homelessness, its priorities, access to resources, role and responsibilities to County (expressly the Board of Supervisors) and to Community, existing opportunities, and the types of learning and self-education we need as a Committee. Ideas that emerged, and are to be further considered by the Committee included such as:

- An approach that prioritizes Committee work towards practical solutions for shelter and housing'
- An approach towards a wide and comprehensive understanding of Housing in Tuolumne County to inform the Committee's constructing practical solutions and generating multiple opportunities,
- Practical solutions include, and not limited to:
 - identifying relevant policy and regulatory barriers and recommending improvements;
 - identifying program or funding opportunities for relieving Tuolumne County homelessness
- The Committee needs to develop its work plan

Follow up items that emerged from this conversation are:

- Rick and Tom will develop a draft Committee work plan development process and initial draft work plan for the next meeting. The existing Tuolumne County 2019 Homelessness Plan is to be the starting base document for developing the Housing Committee work plan.
- Joe Bors will arrange for a speaker to the next Committee meeting to provide it a briefing on the Central Sierra Continuum of Care including its background, current status and Q&A with the Committee

IX. ANNOUNCEMENTS

There were no announcements.

X. ADJOURNMENT

Rick adjourned the meeting at 3:59 p.m.

TC CoH Ad Hoc Resources Database Development Committee

November 29, 2021

To: TC Commission on Homelessness (CoH)
cc. Tina Welch, Dana Baker, Kelsey Stone,

From: Rick Breeze-Martin

Subject: Ad Hoc Resources Database Development Committee Report for November CoH meeting

The Ad Hoc Committee has not met since October; we will be working for a while via email. Currently I am working on a draft template for database resources records and information collection for other members input to start development design. The draft template is anticipated to be done sometime in December and distributed to ad hoc committee members for review input.

Denise provided ad hoc committee members an electronic copy of The California Business, Consumer Services and Housing Agency and the Homeless Coordinating and Financing Council's (HCFC) recent *"Putting the Funding Pieces Together: Guide to Strategic Uses of New and Recent State and Federal Funds to Prevent and End Homelessness"*. This is a very good overview and update of State Homeless activities issued in September 2021. Commissioners can download a copy at the link below (along with a lot of other relevant information on the State's homeless activities).

<https://www.bcsb.ca.gov/hcfc/>

TC CoH Ad Hoc Resources Database Development Committee

The Vision of the TC COH is that Tuolumne County has adequate safe, healthy, and affordable shelter and housing options for all of the people that live in Tuolumne County.

Ad Hoc Committee Meeting
Wednesday October 6, 2021
1:00 p.m. to 3:00 p.m.

A-TCAA Sonora Office
427 N. Highway 49
Sonora, CA. 95370

AGENDA

I. CALL TO ORDER

2 min./ Rick (*Commission Liaison / Facilitator*)

II. ROLL CALL

2 min./ Rick

III. APPROVAL OF PREVIOUS MEETING MINUTES

Not Applicable (1st Ad Hoc Committee meeting)

IV. SPEAKERS

a) Discussion and possible action on creating a list of potential future speakers

10 min./ Rick (*Liaison / Facilitator*)

V. UNFINISHED BUSINESS

None (1st meeting)

VI. NEW BUSINESS

a) Committee organization:

- o Discussion on establishing the Ad Hoc Committee's meeting dates and times.

10 min./ Facilitated by Rick

b) Committee support procedures: Discussion for action regarding Committee procedures

- Agendas & agenda packets: to be done by the Ad Hoc Committee Liaison / Facilitator.
- Meeting Minutes: to be done by the Ad Hoc Committee Liaison / Facilitator.
- Other related and appropriate support procedures

10 min./ Facilitated by Rick

c) Discuss the Ad Hoc Committee's approach (strategy) to research and identify resources and funding opportunities for inclusion in a Commission database: (*see approved By-laws Art. I Name and Objectives I.5 & I.6; Art. II Responsibilities and Functions II.1 & II.2*)

TC CoH Ad Hoc Resources Database Development Committee

- Inventory and assessment of local, regional and national resource organizations to identify services provided, gaps and needs, such as but not limited to:
 - Health
 - Housing
 - Employment
 - Transportation
 - Compliance
 - Community maintenance
 - Any and all matters related to homelessness, at risk of homelessness, and transients
- Inventory assessment of local, regional, and national funding sources related to financing homeless related activities, projects and or programs for inclusion in a Commission database, such as, but not limited to:
 - Health
 - Housing
 - Employment
 - Transportation
 - Compliance
 - Community maintenance
 - Any and all matters related to homelessness, at risk of homelessness, and transients
- Other resource or finance opportunities to be considered as appropriate

35 min./ Facilitated by Rick

d) Discuss the Ad Hoc Committee's approach to developing and recommending to the TC CoH concepts to pursue for available funding opportunities

25 min./ Facilitated by Rick

e) Discuss how to structure and what to include in the Committee's final report on its work including findings and recommendations. (Final report is due for the Commission's March 2022 meeting.)

20 min./ Facilitated by Rick

VII. ANNOUNCEMENTS

6 min./ Ad Hoc Committee Members

VIII. ADJOURNMENT

TUOLUMNE COUNTY COMMISSION ON HOMELESSNESS

To: TCCOH Commission Members

From: Tina Welch (Chair)

Subject: Item VII. a) Short List of Commission Goals for 2022

Date: (for) December 9, 2021 Commission Meeting

Summary of Agenda Item:

Confirm goals for the Commission to achieve in CY 2022. Note that the Commission may also start and/or accomplish additional work, too, but this short list will give County staff and others advance notice so they can plan to be available to support these efforts.

Short List of Goals for 2022:

Based on Commission discussions and actions to date, the following seem to be the foremost & urgent items to pursue in 2022:

- Support establishment of a Navigation Center (ad hoc committee doing pre-work; if this item is set as a goal, it alerts other agencies of potential needed support if/when funding becomes available)
- Identification of sites with potential to replace Camp Hope for sheltering (tents, vehicles) (being worked on by a current ad hoc committee).
- Support application for Project Homekey grants as requested by lead County Agency. Work with County staff to locate possible properties and help in the development of Requests for Proposals for both property acquisitions as well as for property management, as asked for by County staff.
- Create a 5-year plan of action for the Commission (including an update of the 2019 County of Tuolumne Plan to Combat Homelessness). Incorporate the work of Commission sub-committees into it.
- Address the County's need for more affordable housing by proposing solutions and assisting other entities in collaborative efforts.

Submitted by:

-Tina Welch

TCCOH Chair

November 26, 2021

To: Christina Welch, Chair - TC Commission on Homelessness (TC CoH)
cc: TC Commission on Homelessness

From: Rick Breeze-Martin, TC CoH member

Subj.: Inclusion in the TC COH December 9, 2021 meeting agenda a new business item, "Commission Strategic Plan and CY 2022 Work Plan", for discussion and possible action.

I am requesting that this memo, along with the attached draft Strategic Plan model (Attachment A), be included in the December Commission agenda packet. This memo and attachment provide the material for discussion and possible action for the requested new business item of "Commission Strategic Plan and 2022 CY work plan".

The Commission has been working several months and has accomplished much in terms of organizing itself, learning its "fit" in the County structure, oriented to navigating public Open Meeting laws (Brown Act), and otherwise familiarizing itself with Homelessness in Tuolumne County and with each other as Commissioners. We are coming upon the end of the calendar year of the Commission's formation by the County Board of Supervisors (BOS). The Nov. 4th Commission meeting included item VIII b) Discussion on Commission goals for 2022, which was perhaps the most important and timely item on the agenda. The item addressed the Commission's future direction and intent. It also signals that it's time for the Commission to take a breath and step back to consider where it is, where it's going, and how it intends to get there.

The Commission is new and just getting started as an extension of the BOS formed to address Homelessness in Tuolumne County. The Commission's BOS approved Bylaws provide its vision, mission, scope, and its responsibilities and functions, as well as addressing other issues. One of those other issues identifies the strategic plan as a vehicle, along with vision and mission, to carry out the work of the Commission (Art. VI.2.a). Now with the next Calendar Year (CY) upon us is the time to consider where we're going strategically, a multi-year framing of direction beyond our current preoccupations.

Attached is a suggested draft model Strategic Plan to help the Commission: envision such a plan as a road map to help guide its current work towards its long-term goals; organize its different long-term goals and objectives for current year (CY) work; as a starting point for the Commission to discuss its strategic (5 year) aspirations, and a discussion paper on how to go about achieving these strategic goals, especially focusing on the CY level of work.

The attached is framed as a 2022 – 2027 Strategic Plan offered as a "stick to poke" the Bear's Cub, the Commission on Homelessness, to get its attention on its long-term intentions. The Commission's bylaws call for a Strategic Plan, I believe now is the time to start the process to develop that plan. I am also hopeful that Commission discussion will lead to the Chair initiating a Commission Strategic Plan work group or ad hoc committee (not requiring Brown Act meeting protocols) to develop and recommend a Strategic Plan to the Commission. There are several attached model plan characteristics to keep in mind as the attached draft is reviewed and discussed. Such as:

- Its (draft) content of goals and objectives is consistent with the BOS approved May 2019 Combatting Homelessness Plan, its derivative July 2019 Chart of Solutions, and our current Commission work.
- Its structure documents intent from general (i.e. Strategic Goals & objectives) to the more specific (i.e. CY & benchmarks for task scheduling) helping to monitor, evaluate and manage plan implementation
- Its core resource strategy extends Commission capacity (*20 members*) with appropriate community volunteers added by standing Committees as needed to help with the work of CY Objectives.
- Its structural strategy is to sort strategic goals and their objectives into the appropriate standing Committees to provide the focused attention and work needed to complete CY Objectives consistent with their long-term goals
- It addresses strategic plan resource needs for effective implementation along with a “budgeting” method to help identify resources needed and account for resources utilized
- It is flexible and can begin with staggering starting work of some objectives and it is adaptable and can be managed consistent with the pace of Commission organizational development.

“Look closely at the present you are constructing: it should look like the future you are dreaming.” Alice Walker

Thank you

The Vision of the TC COH is that Tuolumne County has adequate safe, healthy, and affordable shelter and housing options for all of the people that live in Tuolumne County.



Tuolumne County Commission on Homelessness

2022 to 2027 Strategic Plan (Draft Model)

"If you don't know where you're going, any road'll take you there"
Lewis Carroll, paraphrase of what the Cheshire Cat said to Alice

Introduction

This (draft) Strategic Plan is developed by and for the Commission on Homelessness' to guide, monitor and focus its work between CY 2022 and 2027. A Strategic Plan is called for in the Board of Supervisors (BOS) approved By-Laws "...as a vehicle, along with vision and mission, to carry out the work of the Commission" (Art. VI.2.a). The Commission's vision is its highest aspirations for Tuolumne County homelessness (Art. I.4, see the top of this page), its mission "...is to serve the County Board of Supervisors by advising it on policy and practice related to all services and programs that affect the County's residents currently or at risk of experiencing homelessness...." (Art. I.5). This (draft) Plan's scope of influence or concern is extensive and also consistent with its bylaws: "...its scope shall be for all programs, decisions, and services which may be targeted at or particularly affect homeless populations in Tuolumne County..." (Art. I.6); and its responsibilities and functions found in Art.II.1-4. The Plan is explicit as to implementing Vision, Mission, Scope, Responsibilities and Functions.

The Strategic Plan is also consistent with the County Board of Supervisors (BOS) approved May 29, 2019 TC Draft Plan to Combat Homelessness and July 16, 2019 Plan – Chart of Solutions. The May Plan to Combat Homelessness is primarily an in-depth assessment of Homelessness in Tuolumne with no specific work plan. The July 2019 Chart of Solutions, outlines seven themes (categories) of potential solution areas in a table with brief descriptions and suggested action steps, with no specific work plan. Both of these documents are now dated, but continue to be referenced; this plan's goals resonate with the Chart of Solution's seven themes, which are:

1. Lack of affordable housing;
2. Lack of homeless shelters;
3. Lack of funding/funding restrictions.
4. Lack of agencies/services dedicated to people experiencing homelessness;
5. Lack of employment opportunities;
6. Transportation Challenges;
7. Lack of coordination and information sharing among service providers.

The (draft) Strategic Plan's goals and objectives relate to the themes in the Chart of Solutions. The plan identifies 8 Strategic Goals to address in its 5-year planning horizon. Each (draft) Strategic Goal consists of multiple Objectives, each objective is a significant result needed to achieve the related Goal. Each Objective also has annual quarterly specific benchmarks that are scheduled tasks of the actual work to be done. These benchmark scheduled tasks can be monitored for measuring progress and for managing the various Objectives' work schedules. Identification, scheduling and people to do the work are not included in specific objective benchmark tasks. The Choice of tasks and work schedule is done by those doing the tasks of the benchmarks – it is part of the work.

There are several plan characteristics to keep in mind as the attached draft is reviewed and discussed. Such as:

- Its content of goals and objectives is consistent with the BOS approved May 2019 Combatting Homelessness Plan, its derivative July 2019 Chart of Solutions, and current Commission work.
- Its structure documents intent from general (i.e. Strategic Goals & Objectives) to the more specific (i.e. CY objectives & benchmarks for tasks scheduling) helping to monitor, evaluate and manage plan implementation.
- Its core resource strategy is to extend Commission capacity (*20 members*) with appropriate community volunteers added by standing Committees as needed to help with specific work tasks of the CY Objectives.
- Its structural strategy is to sort strategic goals and their objectives into the appropriate standing Committees to provide the focused attention and work needed to complete CY Objectives consistent with their long-term goals
- It addresses strategic plan resource needs for effective implementation along with a “budgeting” method to help identify resources needed and account for resources utilized.
- It is flexible and can begin with staggering starting work of some objectives and it is adaptable and can be managed consistent with the pace of Commission organizational development.

Strategic Goals (States what results the Commission wants to achieve by the end of the plan horizon – 2027)

The Commission's (proposed Draft) 2022 – 2027 Strategic goals are consistent with the July 2019 Chart of Solutions; the first 7 Goals have been generally related to and identified with the 7 themes of the Chart. Strategic Goal 8 addresses the Commission's long-term organizational development. Each Strategic Goal is elaborated on with objectives and CY 2022 quarterly benchmarks (see the draft table below entitled: “TC Commission on Homelessness Strategic Goals and Objectives for 2022 – 2027”). The (draft) Strategic Plan Goals are:

Strategic Goal 1: To have helped with providing adequate safe, healthy, and affordable housing opportunities.

Strategic Goal 2: To have assisted with providing adequate safe and healthy homeless shelter options.

Strategic Goal 3: To have helped substantially expand funding that addresses Homelessness in Tuolumne County and the City of Sonora along with increasing capacity to address various funding source restrictions.

Strategic Goal 4: Assisted with considerably increasing the capacity of existing agencies and services to the Homeless and near Homeless in the County and City and as appropriate helped add new services and capacity.

Strategic Goal 5: To have worked with local organizations (public, tribal, private non-profit, private, etc.) involved in developing local employment opportunities to increase attention to jobs for the homeless and near homeless.

Strategic Goal 6: To have assessed Homelessness transportation needs in the community and advocated for and helped to considerably improve transportation services and opportunities for the homeless and near homeless.

Strategic Goal 7: Assessed, planned and implemented how to best support, coordinate and help expand delivery of the various immediate support service needs of the homeless and near homeless using an approach of cooperative working relationships with local providers.

Strategic Goal 8: Assessed, analyzed, planned and implemented a Commission Organizational Development Plan for increased capacity and resources adequate to achieve its goals consistent with its vision & mission

Suggested distribution of these Strategic Goals and Objectives to Standing Committees is:

- Housing Committee:
Strategic Goals 1 and 2 (*with 2c objective assigned to the Support Services Committee*)
- Community Homeless Support Services Committee: Strategic Goals:
Strategic Goals 4, 5, 6 & 7
- Homeless Data and Management Information Systems (MIS) Committee:
Strategic Goal 3, and Goal 8's Objective 8c

Strategies (Describes how results will be achieved and by what means and with what resources.)

The Commission's (draft) strategic plan core Strategies are:

- Extend Commission organizational capacity with community volunteers assigned as needed and appropriate by standing Committees to the work tasks of benchmarks for each goal's CY Objectives.
- Organize strategic work into standing Committees to implement strategies for achieving results by use of Committee recruited non-voting community volunteers to help with CY Objectives' specific tasks' work.
- Establish and nurture cooperative working relationships with County agencies, City of Sonora and Tribal administrations, appropriate Joint Powers Agencies, non-profits, faith based, and private business associations.

The first strategy is the practice of extending Commission capacity with applicably placed volunteers, recruited and assigned to work tasks by standing Committees to help with CY Objectives. The strategy mimics the TC BOS strategy in forming the Commission on Homelessness, which extended their capacity to address the issue beyond the time available at Board meetings. The BOS action created a 20-member Commission (4 times the number of Supervisors) in order to to extend its time and attention beyond its Board meetings. The Commission can also extend its time and attention beyond meetings by forming standing Committees. The Committees provide the time and attention to assigned strategic work beyond Commission meetings. The Committees can further extend the Commission's capacity by recruiting non-voting participants to help with specific work tasks of CY Objectives'.

The second strategy is entwined with the first as the Commission's structural approach to distributing its work into smaller units of focused effort. These smaller units, standing Committees, are then capable of recruiting help as needed with specific tasks within a set and limited time schedule. The Committees provide continuity for their Commission assigned multi-faceted topics and oversight for integrating the results of the many specific and time limited work tasks. Committee meetings provide continuity effort and integration of work tasks results, and these meetings falls under the Brown Act requirements for open meetings. The Committees' Chairs may assign members to specific and time limited ad hoc work groups that does not fall under the public open meeting protocols, and which may or may not include recruited community volunteer help with specific tasks.

The third strategy recognizes that the Commission is dependent upon other organizations within the County and City governments and those tribal, non-profit, faith based, private business and others operating in the County at large. The Commission's role is less about direct operations and more about indirect action as an informed advocate, catalyst for improvement and expansion of programs and funding, and coordination for information sharing and project or program partnership building. To do this work the Commission will need to establish and nurture ongoing relationships with appropriate County governmental and non-governmental organizations whose work directly or indirectly related to the causes and effects of homelessness and near homelessness in Tuolumne County. These relationships would be primarily established and nurtured through appropriate standing Committees.

"Look closely at the present you are constructing: it should look like the future you are dreaming." - Alice Walker

The strategic plan structure is hierarchical starting with 5-year Strategic Goals sorted into Strategic Objectives with CY quarterly implementation benchmarks.

Draft TC Commission on Homelessness Strategic Goals and Objectives for 2022 - 2027 With CY 2022 (year 1) Implementation Benchmarks	
Chart of Solutions Theme 1 - Lack of affordable housing	
Strategic Goal 1: To have helped with providing adequate safe, healthy, and affordable housing opportunities.	
<i>Objective 1.a:</i> Help improve rental housing options, including but not limited to: rent sharing; increased rental subsidies; accessory unit rentals, increase landlord engagement/education;	<i>Benchmark Y1Q1:</i> To start in Y1Q3 <i>Benchmark Y1Q2:</i> To start in Y1Q3 <i>Benchmark Y1Q3:</i> Recruit community volunteers to help develop and implement a rental housing improvement options assessment for the improvement work plan <i>Benchmark Y1Q4a:</i> Based on the rental options assessment, develop the improvements work plan <i>Benchmark Y1Q4b:</i> Recommend CY2 quarterly Benchmarks for the rental improvements plan
<i>Objective 1.b:</i> Help develop opportunities for more affordable housing, including but not limited to: public – private partner housing developments; home ownership programs; non-profit housing programs; coop housing;	<i>Benchmark Y1Q1:</i> To start in Y1Q3 <i>Benchmark Y1Q2:</i> To start in Y1Q3 <i>Benchmark Y1Q3:</i> Recruit community volunteers to help develop and implement an affordable housing development options assessment for the work plan. <i>Benchmark Y1Q4a:</i> Complete the affordable housing development options assessment and create the specific affordable housing development plan with annual objectives and current year benchmarks. <i>Benchmark Y1Q4b:</i> Recommend CY2 affordable housing development work plan benchmarks
<i>Objective 1.c:</i> Conduct a County & City housing planning & permitting policies, procedures and regulations review for the purpose of recommending refinements that remove barriers and makes approval procedures quicker while protecting the public interest.	<i>Benchmark Y1Q1:</i> To start in Y1Q2 <i>Benchmark Y1Q2:</i> Recruit community volunteers to help develop a housing planning & permitting review assessment as basis for recommending improvements. <i>Benchmark Y1Q3:</i> Implement the planning & permitting review assessment and produce a final assessment report <i>Benchmark Y1Q4a:</i> Based on the assessment report create the specific planning & permitting improvements work plan with objectives and benchmarks <i>Benchmark Y1Q4b:</i> Recommend CY2 quarterly benchmarks for the approved Planning & Permitting Review plan
<i>Draft note:</i> The above goal, objectives & benchmarks are currently being considered by the Housing Committee	
Chart of Solutions Theme 2 - Lack of homeless shelters	
Strategic Goal 2: To have assisted with providing adequate safe and healthy homeless shelter options.	
<i>Objective 2.a:</i> Help expand the number of low-barrier shelter beds, including but not limited to a sufficient number of beds addressing needs for those with children, disabled, or with pets;	<i>Benchmark Y1Q1:</i> To start in Y1Q3 <i>Benchmark Y1Q2:</i> To start in Y1Q3

**Draft TC Commission on Homelessness Strategic Goals and Objectives for 2022 - 2027
With CY 2022 (year 1) Implementation Benchmarks**

	<i>Benchmark Y1Q3:</i> Recruit community volunteers to help develop and implement a TC Expanded low-barrier shelter beds needs assessment. <i>Benchmark Y1Q4a:</i> Complete the Expanded low-barrier shelter beds assessment and create the Expanded low-barrier shelter beds plan with annual objectives and current year benchmarks to recommend to TC HoC. <i>Benchmark Y1Q4b:</i> Develop CY2 quarterly Benchmarks for the expanded low-barrier shelter beds plan
<i>Objective 2.b:</i> Help provide a community partners Sanctioned Homeless Camps program with up to 5 camps each with capacity for 50 to 65 homeless and up to 5 Sanctioned Safe Vehicle Parking sites each with capacity for 20 to 30 vehicles for those homeless living in vehicles;	<i>Benchmark Y1Q1:</i> To start in Y1Q2 <i>Benchmark Y1Q2:</i> Recruit community volunteers to help develop and implement a TC Sanctioned Homeless Camps program assessment. <i>Benchmark Y1Q3:</i> Complete the Sanctioned Camps program assessment and <i>Benchmark Y1Q4a:</i> Create the sanctioned camps and vehicle sites development plan with annual objectives and current year benchmarks <i>Benchmark Y1Q4b:</i> Develop CY2 quarterly benchmarks for the approved Sanctioned Camps plan
<i>Objective 2.c:</i> Help increase capacity and availability of housing focused case management for various homeless shelter options <i>Draft note:</i> This objective & benchmarks might best be assigned to the (proposed) Community Homeless Support Services Committee	<i>Benchmark Y1Q1:</i> To start in Y1Q3 <i>Benchmark Y1Q2:</i> To start in Y1Q3 <i>Benchmark Y1Q3:</i> Recruit community volunteers to help develop and implement a TC Housing Focused Case Management program needs assessment. <i>Benchmark Y1Q4a:</i> Complete the Case Management program assessment and create the specific development plan with annual objectives and current year benchmarks <i>Benchmark Y1Q4b:</i> Develop CY2 quarterly benchmarks for the approved Case Management focused plan
<i>Draft note:</i> The above goal, objectives & benchmarks are currently being considered by the Housing Committee	
Chart of Solutions Theme 3 - Lack of funding/funding restrictions	
Strategic Goal 3: To have helped substantially expand funding that addresses Homelessness in Tuolumne County and the City of Sonora along with increasing capacity to address various funding source restrictions.	
<i>Objective 3.a</i> Develop a relational database of Homeless related resources such as organizations in the County working with the homeless, funding opportunities available to finance a range of projects	<i>Benchmark Y1Q1:</i> To start in Y1Q2 <i>Benchmark Y1Q2:</i> Find a home for the relational dbase (e.g. County IT, City IT, Tribal IT, ATCAA IT, etc.) <i>Benchmark Y1Q3:</i> Recruit community volunteers to help develop and test an appropriate relational database of Homelessness information that is accessible to providers and the public. <i>Benchmark Y1Q4a:</i> Deploy the Homelessness Database <i>Benchmark Y1Q4b:</i> Develop CY2 quarterly benchmarks for maintain and improving the Homelessness Database
<i>Objective 3.b</i> Conduct a County & City homeless data / MIS assessment for providing homeless services, a review for the purpose of recommending refinements that improve Data /MIS use and benefit	<i>Benchmark Y1Q1:</i> To start in Y1Q2 <i>Benchmark Y1Q2:</i> Recruit community volunteers to help develop a Data / MIS review assessment.

Draft TC Commission on Homelessness Strategic Goals and Objectives for 2022 - 2027 With CY 2022 (year 1) Implementation Benchmarks	
to the Homeless and near Homeless while protecting the public interest.	<i>Benchmark Y1Q3:</i> Implement the Data / MIS use review assessment and produce a final assessment report <i>Benchmark Y1Q4a:</i> Based on the assessment create the specific work plan with objectives and benchmarks <i>Benchmark Y1Q4b:</i> Develop CY2 quarterly benchmarks for the approved Planning & Permitting Review plan
<i>Objective 3 c.</i> <i>Note:</i> See Strategic Goal 8, Objective 8c below recommending that it be assigned to the proposed Data / MIS Committee	<i>Benchmark Y1Q1:</i> <i>Benchmark Y1Q2:</i> <i>Benchmark Y1Q3:</i> <i>Benchmark Y1Q4a:</i> <i>Benchmark Y1Q4b:</i>
<i>Draft note:</i> The above goal, objectives & benchmarks might best be assigned to the (proposed) Homeless Data and Management Information Systems (MIS) Committee	
Chart of Solutions Theme 4 - Lack of agencies/services dedicated to people experiencing homelessness	
Strategic Goal 4: Assisted with considerably increasing the capacity of existing agencies and services to the Homeless and near Homeless in the County and City and as appropriate helped add new services and capacity.	
<i>Objective 4.a</i> Provide an assessment of the homeless population's support services, by provider, that identifies gaps in services needing to be filled for a TC CoH work plan to help providers fill gaps and expand services.	<i>Benchmark Y1Q1:</i> To start in Y1Q2 <i>Benchmark Y1Q2:</i> Recruit community volunteers to help develop a homeless, and near homeless, assessment of services provided that identifies current providers, services they provide, gaps in services. <i>Benchmark Y1Q3:</i> Develop a specific TC CoH work plan for helping providers fill gaps & add more services; <i>Benchmark Y1Q4a:</i> Recommend the services improvement work plan to the TC CoH for approval; <i>Benchmark Y1Q4b:</i> Develop CY2 quarterly Benchmarks for the TC CoH approved services improvements plan
<i>Draft note:</i> The above goal, objectives & benchmarks might best be assigned to the (proposed) Community Homeless Support Services Committee	
Chart of Solutions Theme 5 - Lack of employment opportunities	
Strategic Goal 5: To have worked with local organizations (public, tribal, private non-profit, private, etc.) involved in developing local employment opportunities to increase attention to jobs for the homeless and near homeless.	
<i>Objective 5.a</i> Provide an assessment of the homeless population's employment needs and local providers addressing those needs, that identifies gaps in employment options needing to be filled for a TC CoH work plan to help providers fill gaps and expand employment opportunities.	<i>Benchmark Y1Q1:</i> To start in Y1Q2 <i>Benchmark Y1Q2:</i> Recruit community volunteers to help develop an assessment of homeless, and near homeless, employment needs and identify local providers of employment opportunities <i>Benchmark Y1Q3:</i> Develop the specific work plan for helping providers fill gaps & add more services; <i>Benchmark Y1Q4a:</i> Recommend the services improvement work plan to the TC CoH for approval;

Draft TC Commission on Homelessness Strategic Goals and Objectives for 2022 - 2027 With CY 2022 (year 1) Implementation Benchmarks	
	<i>Benchmark Y1Q4b:</i> Recommend CY2 quarterly Benchmarks for the TC improvements plan:
<i>Objective 5.b</i> Develop, as part of the Commission on Homelessness' website (see 8.c below) an employment and small business training opportunities section directing its information to and for the Homeless and near Homeless in Tuolumne County.	<i>Benchmark Y1Q1:</i> To start in Y1Q3 <i>Benchmark Y1Q2:</i> To start in Y1Q3 <i>Benchmark Y1Q3:</i> Design an appropriate employment sub-section for the Commission's website. <i>Benchmark Y1Q4a:</i> Build and test the Commission website's employment sub-section <i>Benchmark Y1Q4b:</i> Develop Y2 quarterly benchmarks to maintain and improve the website employment section
<i>Draft note:</i> The above goal, objectives & benchmarks for 5.a might best be assigned to the <i>(proposed)</i> Community Homeless Support Services Committee; The above goal, objectives & benchmarks for 5.b might best be assigned to the <i>(proposed)</i> Homeless Data and Management Information Systems (MIS) Committee	
Chart of Solutions Theme 6 - Transportation Challenges	
Strategic Goal 6: To have assessed Homelessness transportation needs in the community and advocated for and helped to considerably improve transportation services and opportunities for the homeless and near homeless.	
<i>Objective 6.a</i> Provide an assessment of the homeless and near homeless populations' transportation needs and existing services by providers.	<i>Benchmark Y1Q1:</i> work to be started in Q3 <i>Benchmark Y1Q2:</i> work to be started in Q3 <i>Benchmark Y1Q3:</i> Recruit as needed appropriate community volunteers to help develop a transportation needs assessment and implement it. <i>Benchmark Y1Q4a:</i> Complete the needs assessment, its analysis and provide a report with recommendations <i>Benchmark Y1Q4b:</i> Develop CY quarterly benchmarks
<i>Draft note:</i> The above goal, objectives & benchmarks might best be assigned to the <i>(proposed)</i> Community Homeless Support Services Committee	
Chart of Solutions Theme 7 - Lack of coordination and information sharing among service providers	
Strategic Goal 7: Assessed, planned and implemented how to best support, coordinate and help expand delivery of the various immediate support service needs of the homeless and near homeless using an approach of cooperative working relationships with local providers.	
<i>Objective 7.a</i> Help to develop a TC homeless, and near homeless, services Navigation Center	<i>Benchmark Y1Q1:</i> To be added <i>Benchmark Y1Q2:</i> To be added <i>Benchmark Y1Q3:</i> To be added <i>Benchmark Y1Q4a:</i> To be added <i>Benchmark Y1Q4b:</i> To be added
<i>Objective 7.b</i> Note: another objective to be added?	<i>Benchmark Y1Q1:</i> <i>Benchmark Y1Q2:</i> <i>Benchmark Y1Q3:</i> <i>Benchmark Y1Q4a:</i> <i>Benchmark Y1Q4b:</i>
<i>Draft note:</i> The above goal, objectives & benchmarks might best be assigned to the <i>(proposed)</i> Community Homeless Support Services Committee	
Commission organizational capacity building to be able to accomplish its Strategic Goals	

Draft TC Commission on Homelessness Strategic Goals and Objectives for 2022 - 2027 With CY 2022 (year 1) Implementation Benchmarks	
Strategic Goal 8: Assessed, analyzed, planned and implemented a Commission Organizational Development Plan for increased capacity and resources adequate to achieve its goals consistent with its vision & mission	
Objective 8.a Commission forms its appropriate Standing Committees and assigns them strategic plan goals and objectives. <i>Draft note:</i> This objective & benchmarks might create start with Housing, Community Services, and Data/MIS Committees Y1Q1 and adds others as appropriate (e.g. Homeless Liaison & Relations, Communications, etc.)	Benchmark Y1Q1: Commission forms its initial Standing Committees, assigns goals & objectives and other direction as appropriate; Committees start meeting Benchmark Y1Q2: Committees develop assigned Objectives benchmark tasks work schedule and recruits volunteers to help as needed and appropriate with work Benchmark Y1Q3: Committees work and report to CoH Benchmark Y1Q4a: Committees work and report to CoH Benchmark Y1Q4b: Committees develop Y2 quarterly benchmarks for assigned goals, objectives and improvement in Committee capacity and operations
Objective 8.b Develop and implement a Commission Organizational Development Plan	Benchmark Y1Q1: To be added Benchmark Y1Q2: To be added Benchmark Y1Q3: To be added Benchmark Y1Q4a: To be added Benchmark Y1Q4b: To be added
Objective 8.c Develop a Commission on Homelessness website <i>Draft note:</i> This objective & benchmarks might best be assigned to the (proposed) Homeless Data and MIS Committee	Benchmark Y1Q1: To start in Y1Q3 Benchmark Y1Q2: To start in Y1Q3 Benchmark Y1Q3: Find a home for the website (e.g. County IT, City IT, Tribal IT, ATCAA IT, etc.) Benchmark Y1Q4a: Design, build and test an appropriate Commission on Homelessness website Benchmark Y1Q4b: Develop Y2 quarterly benchmarks to maintain and improve the Commission website
Objective 8.d Note: another objective to be added?	Benchmark Y1Q1: Benchmark Y1Q2: Benchmark Y1Q3: Benchmark Y1Q4a: Benchmark Y1Q4b:
<i>Draft note:</i> The above goal, objectives & benchmarks might best be assigned by the Chair to the appropriate (proposed) Committees or an appropriate work assignment or ad hoc Committee.	

Resources: (time, people, materials, technology, financing for its strategies to achieve the goal results.)

To implement its Strategic Plan and do the work necessary to achieve its goals for benefitting the homeless and near homeless, the Commission needs adequate resources that include, and is not limited to: time; people to provide the time/work; access to meeting or work space; access to technology and technical support; access to information and data; patience and persistence. It is incumbent upon the Commission to clearly assess and plan its resource needs, sources, anticipated tasks and times. Without a reasonable and clear articulation of its goals and resource needs to achieve them the Commission will have a difficult time justifying its resource requests – especially of paid County support staff and Commissioners paid by and representing other organizations.

Time: When organized and managed well time is a useful tool, when not managed well time can be an obstacle to achieving shared intent. Time has different values for different situations – in a work group it provides for coordination and cooperation, in a grant request for funding its monetary value of people involved can often

count towards a required grant match. In this Strategic Plan time is framed and used as a tool to plan its work activities, determine its amounts of “people/skills” resource needed, and as a measure of performance progress.

In this plan time for what is to be done is measured in a planning horizon of the five years between 2022 - 2027, then measured annually in five segments, then each annual segment is measured into four quarters of three months each. This allows for monitoring and managing the flow of many activities that are both current and contributing to accomplishing longer term objectives and goals. Time for who, the people doing the work, is measured by hours involved in work activities, those projected for plans and those listed for work done. Projected time provides justification for staff or volunteer time resources requested, actual work time done when listed provides a measure of time invested by those involved – Commissioners, County staff, community volunteers.

People: Commissioners are appointed by the BOS and include elected and appointed officials, organizational representatives, and individuals all providing time and attention to the Commission. Time and attention to advocate for and help those of our neighbors caught in the situation of homelessness or near homelessness. A basic time and activities profile for Commissioners might look something like: 4 hours per month for Commission meetings and prep; perhaps another 4 hours per month in Committee meetings or work assignments. The Basic profile is thus at least one work day per month per Commissioner; assuming for example an average value of \$45 / hour x 8 hours = \$360 /day per Commissioner’s time and attention. There are 20 Commissioners x \$360 = \$7,200 /month (x 12 = \$86,400 /year): minimum of 1,920 aggregate hours of Commissioners time and attention. The annual amounts of hours is very likely a low-number projection, indicating more of a floor of basic Commission time value provided. (Full Time Employment – FTE – is 2,080 hours per year)

County Staff are assigned as needed and available to support the Commission’s work. Though the Commission is “housed” with County HHS for basic support it also calls regularly upon County Counsel and IT for support assistance. In future it will also be asking other departments for data and information, participation in problem solving, and similar non-routine support requests. All of the time by County staff is “on the clock”, time provided the Commission is time not available for other tasks staff may have. Projecting anticipated support needs helps County management with staff assignments, and helps the Commission justify its staff resource requests.

A basic County staff support need may look something like the following (rough) estimates:

HHS Director: at least 1.5 work day per month (7.5% of the time in 4 work weeks)

- Attending and/or monitoring Commission meetings – 4 hrs./month
- Supervising support of HHS staff assigned to the Homelessness Commission – at least 4 hrs./month
- Misc. attention grabbers (e.g. Commissioner, staff, public, reporting, etc.) – at least 4 hrs./month

HHS Homeless Coordinator: at least 5.5 days per month (27.5% of the time in 4 weeks)

- Attending and prepping for Commission meetings – 4 hrs./month
- Coordinating and liaison with Commission chair & committee chairs – 6 hrs./month
- Helping coordinate access to other County resources (meeting space, IT, etc.) – 6 hrs./ month
- Commission documentation (e.g. agendas posted, meetings archived, etc.) – 8 hrs./ month
- Other (e.g. topic research, County reporting, public communications, etc.) – 12 hrs./ month
- Misc. attention grabbers - 8 hours

HHS program support: Draft note: to be added

County Counsel: Draft note: to be added

IT techies: Draft note: to be added

Other County Staff: Draft note: to be added

Community volunteers come in two types, representatives of local organizations and individuals. Organization representatives include Commissioners (e.g. City of Sonora, two tribal governments, ATCAA, Faith based, and non-profits) and those volunteers from organizations to be recruited the Commission's Committees to help implement this Strategic Plan (e.g. non-profits, local churches, service organizations, business associations, etc.). These representatives are usually "on the clock" and their organization is investing staff time in the Commission's work, time no longer available to invest in other work of their organization. Individual volunteers (i.e. those to be recruited by Committees to help with specific tasks) may not be on the clock of an organization however their time is still invested in this Commission's effort instead of another opportunity in their lives.

An imagined example of the leverage value of time and attention by including community volunteers to help with specific and limited time tasks might look something like the scenario below:

Excerpted from a monthly Housing Committee report to the CoH: After Committee discussion the Housing Committee Chair appointed 2 members, X and Y, to an ad hoc work group with the charge to provide the Committee with a specific housing planning and permitting recommended improvements work plan that is informed by a policies and regulations review a County & City housing planning & permitting policies, procedures and regulations. The recommended work plan is to be provided the Committee within 9 months of this work assignment. Further, the Committee members are to recruit community volunteers, as needed and appropriate, to help with this work plan task assignment.

Excerpted from a monthly Housing Committee report to the CoH 9 months later: At the end of the 9 months work task time frame the Committee received the ad hoc work groups recommended report; a housing policies work plan for improving planning and permitting procedures for the County and City (see attached). Part of that report on the recommended work plan included an accounting of the time invested by the ad hoc work group and recruited volunteers. Total time invested in this work assignment was 864 person hours (or 21.6 weeks of FTE equivalent work). Over the course of the 9-month work assignment:

- The two Committee members together averaged 16 hours per month (144 hours total);
- 10 different community volunteers helped with various specific tasks (e.g. sharing information, topic research, interviews with appropriate County and City officials or staff, editing, etc.) and overall the total for all volunteers averaged 8 hours per month (720 hours total)

This example may be one Housing Committee ad hoc work group dealing with one of three current objectives. Assuming all three are similar, the Committee will have leveraged 2,592 person hours (or 64.8 weeks of FTE equivalent work). This total leverage is more than the FTE annual 2,080 hours (or 1.25 FTE).

This example can be extended to the other two recommended Committees, Homeless Services and MIS/Data to show more fully the picture of the leverage by using community volunteers. If all the work was to be done by paid County staff we would be looking at something like 5 or 6 full time Staff assigned to the Commission for support.