



San Bernardino County Homeless Partnership

Continuum of Care Full Membership

March 25, 2026 from 9 – 11 a.m.

Grace Chapel of San Bernardino

1595 E Art Townsend Dr, San Bernardino, CA

Microsoft Teams meeting

Join: <https://teams.microsoft.com/meet/23594327420255?p=x3kVyalkvcNN6qltn1>

Meeting ID: 235 943 274 202 55

Passcode: NT3H8M4M

Dial in by phone

+1 661-568-6806 Phone conference ID: 981 156 221#

Note: Public participation at the meeting via Teams is being offered as a courtesy and may be unavailable if technology fails. In the event of a disruption that prevents the meeting from being broadcast or receiving public comments, the in-person meeting of the Continuum of Care Full Membership will continue. Should you wish to participate remotely, please remember to MUTE your phones. DO NOT place this call on hold should you get another call. Hang up and then rejoin the meeting.

To address the CoC Full Membership regarding an item on the agenda, or an item within its jurisdiction but not on the agenda, please complete and submit a Public Comment Request form. Requests must be submitted before the item is called for consideration. Speakers may address the CoC Full Membership for up to three (3) minutes on Public Comment, up to three (3) minutes on the Consent agenda, and up to three (3) minutes on each item on the Presentation/Discussion agenda.

Continuum of Care (CoC) Full Membership Meeting

OPENING REMARKS	
A. Call to Order	Anna Ulibarri, and Charles Karsch Co-facilitators Anna Ulibarri
B. Welcome and Introductions	
C. Invocation/Pledge	
PUBLIC COMMENT	
D. Any member of the public may address the CoC Full Membership on any matter not on the agenda that is within the subject matter jurisdiction of the CoC Full Membership.	
PRESENTATIONS	
E. Receive update on the Continuum of Care Strategic Plan development by region.	Anna Ulibarri
<p>The next Continuum of Care (CoC) Full Membership meeting is scheduled for: May 27, 2026 Location to be determined</p>	

The Mission of the San Bernardino County Homeless Partnership is to provide a system of care that is inclusive, well planned, coordinated and evaluated and is accessible to all who are homeless and those at-risk of becoming homeless.

THE SAN BERNARDINO COUNTY HOMELESS PARTNERSHIP MEETING FACILITY IS ACCESSIBLE TO PERSONS WITH DISABILITIES. IF YOU REQUIRE A REASONABLE MODIFICATION OR ACCOMMODATION FOR DISABILITY IN ORDER TO PARTICIPATE IN THE PUBLIC MEETING, REQUESTS SHOULD BE MADE THROUGH THE OFFICE OF HOMELESS SERVICES AT LEAST THREE (3) BUSINESS DAYS PRIOR TO THE PARTNERSHIP MEETING. THE OFFICE OF HOMELESS SERVICES TELEPHONE NUMBER IS (909)501-0610 AND THE OFFICE IS LOCATED AT 560 E. HOSPITALITY LANE SUITE 200. SAN BERNARDINO CA 92415 AGENDA AND DOCUMENTATION CAN BE OBTAINED THERE OR BY EMAIL. OHS@HSS.SBCOUNTY.GOV



Homebase

ADVANCING SOLUTIONS TO HOMELESSNESS

27 January, 2026

Central Valley RSC
CoC Strategic Plan Goals and
Strategies Listening Session

Esther Wilch, Directing Attorney, Homebase

Jose Lucio, Directing Analyst, Homebase

Today's Agenda

Develop Action Steps for Central Valley RSC

01

Brief introduction to and overview of Strategic Planning process

02

Review and discuss plan goals and strategies

Develop action steps for the Central Valley

03

Next steps

Questions

Introduction and Overview

- Process
- Data Sources
- Goals

Overview of Process



Sources of Information that Inform this Plan

Homebase, the San Bernardino CoC, local cities and community members, and San Bernardino County have worked closely for the past year developing the plan.

- Review of quantitative data
 - Point in Time Count Reports
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 - Housing Inventory Counts
 - US Census Data
 - Comprehensive Housing Affordability Strategy Data
- Qualitative data collection
 - Focus groups with individual RSCs
 - Focus groups with people with lived experience of homelessness
 - Community Survey (363 responses)
 - Focus groups with County Departments
- Ongoing workshopping and discussion
 - Monthly meetings with RSCs
 - ½ day Community Meeting on 11/6

Using this information, we developed 5 goals:

Goal 1: Permanent and Affordable Housing

- Increase permanent and affordable housing capacity and provide the resources needed to ensure people can maintain stable housing

Goal 2: Coordination

- Improve information, coordination, and collaboration between County agencies, Cities, the CoC and Regional Steering Committees

Goal 3: Shelter and Services

- Improve and expand shelter, interim housing, and low-barrier services

Goal 4: Prevention and Diversion

- Develop and invest in a CoC-wide prevention and diversion program, which lowers the barriers for people at risk of or experiencing homelessness to access services and housing by providing an improved education and resource program

Goal 5: Data

- Strengthen the homeless response system so that it is data-drive, fair, and results-oriented

These goals are further broken into strategies for the entire CoC, with individual steps for each of the RSCs.

Goal

A broad desired outcome, what we are hoping the plan achieves.



Strategy

The overall approach to reaching that goal, how we'll achieve it.



Action Step

The specific tasks you take within the strategy to achieve the goal, the who, when and where of individual actions.



Our
focus
today

Discussion on Goals and Action Step

- Review and discuss individual Goals and Strategies
- Focus on 1 strategy per goal that RSC chooses
- Pick 1-3 action steps for each Goal for the Central Valley RSC

Goal 1

Increase permanent and affordable housing capacity and provide the resources needed to ensure people can maintain stable housing

Goal 1: Permanent and affordable housing

Increase permanent and affordable housing capacity and provide the resources needed to ensure people can maintain stable housing

Strategy 1.1

Optimize the use of existing permanent housing subsidies and programs

Strategy 1.2

Expand access to affordable housing in underserved regions.

Strategy 1.3

Strengthen housing stability services across the CoC

Goal 1: Permanent and affordable housing

Strategy 1.1: Optimize the use of existing permanent housing subsidies and programs

Action step:

Conduct a quarterly inventory of all housing subsidies, vouchers, and Permanent Supportive Housing (PSH) units currently available across the County and CoC, publishing the utilization rates by RSC.

Action step:

Establish a standing, dedicated Housing Activation Team to provide technical assistance to smaller, regional providers and non-traditional partners on navigating complex funding and procurement for rental assistance and housing development.

Action step:

Work with County departments to streamline the lease-up process and reduce administrative friction for voucher holds and landlords across all regions.

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- Are there are other things the Central Valley RSC is doing or wants to do to address this strategy?

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Strategy 1.2: Expand access to affordable housing in underserved regions.

Action step:

Collaborate with the County to dedicate a specific portion of housing development funds (e.g., Prop 1, ERF) or project-based vouchers to the High Desert, East Desert, and Mountain regions to address regional disparities.

Action step:

Develop and promote a Landlord Engagement and Retention Program that provides flexible financial incentives and mitigation funds to landlords in areas struggling with housing scarcity, such as the West Valley.

Action step:

Promote innovative housing models that are suitable for rural contexts, such as conversion of motels, use of modular housing, and development of tiny home communities.

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Goal 1: Permanent and affordable housing

Strategy 1.3: Strengthen housing stability services across the CoC

Action step:

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Action step:

Establish and formalize a system of peer support and navigation services, to help newly housed individuals connect with community resources and prevent lease violations.

Action step:

Develop a CoC-wide framework for progressive engagement, ensuring housing stability services are right-sized to meet individual needs, rather than being one size fits all.

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Goal 2: Coordination

Improve information, coordination, and collaboration between County agencies, Cities, the CoC and Regional Steering Committees

Strategy 2.1

Formalize communication and collaboration between the County, CoC, and RSCs

Strategy 2.2

Elevate the CoC's identity and authority as a unified system

Strategy 2.3

Strengthen cross-sector partnerships for resource optimization

Goal 2: Coordination

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Action step:

Document and ratify Memorandums of Understanding (MOUs) outlining the specific delivery, funding oversight, and data sharing responsibilities of the County, CoC, and each RSC.

Action step:

Conduct quarterly, cross-regional meetings for RSC chairs and key County liaisons to share best practices, discuss funding opportunities, and resolve bottlenecks.

Action step:

Create CoC working groups that have representation across all five RSC's to support implementation of action steps and create CoC-wide processes or principles.

Action step:

Implement a centralized, standardized communication system (e.g., a dedicated CoC portal or mailing list) for disseminating time-sensitive information, such as funding application deadlines and policy changes, to all regional stakeholders.

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Goal 2: Coordination

Strategy 2.2: Elevate the CoC's identity and authority as a unified system

Action step:

Launch a CoC-wide education campaign to clarify the CoC's function, its funding mechanisms (e.g., HUD CoC Program, HEAP, HHAP) and how providers and communities can access and influence these resources.

Action step:

Conduct a CoC Assessment to determine the effectiveness of the overall system of care, as well as system components, policies, procedures, structures, and processes within the homeless system – including RSCs – and with mainstream systems of care.

Action step:

Facilitate regional workshops, especially in the High Desert and East Desert, to foster local understanding of the CoC process and encourage participation from non-traditional partners (e.g., libraries, faith-based groups).

Action step:

Develop a mentorship program pairing providers in high-capacity RSCs with providers in emerging RSCs to share grassroots coordination and fundraising best practices.

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Goal 2: Coordination

Strategy 2.3: Strengthen cross-sector partnerships and resource optimization.

Action step:

Map all existing and potential partnerships with health, behavioral health, and justice systems, identifying gaps in coordination and data sharing.

Action step:

Establish regular, formalized case conferencing opportunities between housing providers and county agencies (e.g., Behavioral Health, Public Health) to ensure coordinated service planning for clients with high needs.

Action step:

Identify and implement a process for maintaining a comprehensive list of resources across all regions that includes providers and eligibility

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Goal 3

Improve and expand shelter,
interim housing, and low-barrier
services

Goal 3: Shelter and Services

Improve and expand shelter, interim housing, and low- barrier services

Strategy 3.1

Develop a CoC-wide plan for shelter and interim housing

Strategy 3.2

Secure dedicated funding for year-round and seasonal emergency shelters

Strategy 3.3

Strengthen coordinated street outreach capacity

Strategy 3.4

Integrate lived experience and equity into shelter design and operation

Goal 3: Shelter and Services

Strategy 3.1: Develop a CoC-wide plan for shelter and interim housing

Action step:

Conduct a gap analysis of current shelter and interim housing capacity, comparing it to the unsheltered population in each of the five RSCs.

Action step:

Prioritize the creation of low-barrier, non-congregate options (e.g., safe parking, pallet shelters, transitional housing) in geographically isolated areas like the East Desert and Mountain regions, where traditional shelter models are not feasible.

Action step:

Establish a CoC-wide standard of practice for shelter operations, focusing on low-barrier entry, harm reduction principles, and accessibility for families and individuals with pets.

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Goal 3: Shelter and Services

Strategy 3.2: Secure dedicated funding for year-round and seasonal emergency shelters

Action step:

Create a dedicated funding pool, utilizing State and local grants, to support emergency winter shelter operations in all five RSCs.

Action step:

Establish a funding mechanism to provide essential, flexible operating support for existing and new interim housing programs, reducing provider reliance on unstable annual grants.

Action step:

Explore partnerships with faith-based organizations and local municipalities to identify and activate underutilized facilities for temporary overflow and severe weather sheltering.

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Goal 3: Shelter and Services

Strategy 3.3: Strengthen coordinated street outreach capacity

Action step:

Ensure every RSC has a dedicated, multi-disciplinary outreach team with adequate training and resources to conduct daily outreach, focusing on unsheltered hotspots, including encampments in the Central and West Valleys.

Action step:

Standardize protocols for encampment engagement, focusing on service delivery and pathways to housing, while working with jurisdictions to define clear, humane closure policies.

Action step:

Implement a regional outreach tracking system to record real-time data on unsheltered persons, their service needs, and barriers to housing, feeding directly into the Coordinated Entry System (CES).

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Goal 3: Shelter and Services

Strategy 3.4: Integrate lived experience and equity into shelter design and operation

Action step:

Formally integrate feedback from Persons with Lived Experience (PWLE) focus groups—especially those from remote areas—into the design and expansion of all new interim housing projects.

Action step:

Develop a trauma-informed training and certification program for all staff working in shelter and interim housing, ensuring non-discriminatory, client-centered service delivery.

Action step:

Track and report equity data on shelter utilization, length of stay, and reasons for discharge, disaggregated by race, ethnicity, and geography.

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Goal 4

Develop and invest in a **CoC-wide prevention and diversion program**, which lowers the barriers for people at risk of or experiencing homelessness to access services and housing by providing an improved education and resource program

Goal 4: Prevention and Diversion

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Strategy 4.1

Establish a clear and accessible low-barrier diversion pathway at all access points

Strategy 4.2

Strengthen institutional discharge planning to prevent exits into homelessness

Strategy 4.3

Proactively identify and stabilize households at high risk of homelessness

Goal 4: Prevention and Diversion

Strategy 4.1: Establish a clear and accessible low-barrier diversion pathway at all access points

Action step:

Implement a consistent Diversion assessment protocol within the CES that is utilized by all RSCs, ensuring a housing-focused, resource-maximizing conversation is the first step.

Action step:

Provide dedicated flexible funding (e.g., Diversion Assistance Funds) to all RSCs to be used for immediate needs, such as minor rental arrears, utility shutoff prevention, or travel assistance.

Action step:

Train all frontline staff (including outreach, shelter intake, and county navigators) on diversion and conflict resolution techniques, with emphasis on cultural competency and regional resource specificity.

- Where is the Mountain RSC already leading or putting in efforts?
- Where has the Mountain RSC identified a great need or gap?
- Are there are other things the Mountain RSC is doing or wants to do to address this strategy?

Goal 4: Prevention and Diversion

Strategy 4.2: Strengthen institutional discharge planning to prevent exits into homelessness

Action step:

Formalize partnerships and MOUs with local hospitals, jails, prisons, and behavioral health facilities to establish mandatory, standardized housing discharge protocols across the County.

Action step:

Assign dedicated housing navigators to major institutions in the Central and West Valley areas to ensure high-risk individuals are immediately connected to CES and housing resources upon release.

Action step:

Develop and regularly update a "Warm Handoff" resource guide specifically for institutional staff, detailing pathways to housing and benefits enrollment for released individuals.

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Goal 5

Strengthen the homeless response system so that it is data-driven, fair, and results-oriented

Goal 5: Data

Strengthen the homeless response system so that it is data-driven, fair and results-oriented.

Strategy 5.1

Enhance the functionality, integrity, and equity of the Coordinated Entry System (CES)

Strategy 5.2

Increase provider accountability and performance management

Strategy 5.3

Ensure lived experience is integrated at all levels of decision-making

Goal 5: Data

Strategy 5.1: Enhance the functionality, integrity, and equity of the Coordinated Entry System (CES)

Action step:

Standardize and enforce CES access policies across all five RSCs, ensuring consistent screening, assessment, and prioritization, regardless of where an individual accesses the system.

Action step:

Conduct quarterly data quality reviews of the Homeless Management Information System (HMIS), focusing on completeness, timeliness, and accuracy, with targeted technical assistance for low-performing RSCs, particularly those in rural areas.

Action step:

Conduct an annual independent third-party audit of the HMIS infrastructure and the CES system, evaluating data security, system integrity, and fidelity to CoC-wide prioritization standards.

Action step:

Implement an equity-focused monitoring process within CES, tracking disparities in referral rates, housing placement rates, and time-to-housing, disaggregated by race, ethnicity, and geography.

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Goal 5: Data

Strategy 5.2: Increase provider accountability and performance management

Action step:

Develop and implement a CoC-wide performance evaluation framework that clearly defines success metrics for all funded projects (CoC, ESG, HEAP, etc.).

Action step:

Conduct annual performance reviews for all funded providers, linking funding continuation and contract renewal to demonstrated progress toward CoC goals, including equity outcomes.

Action step:

Execute an independent, annual performance evaluation of the Collaborative Applicant and CoC, focusing on governance structure effectiveness, fiscal management of HUD funds, and progress in addressing system-wide equity goals.

Action step:

Establish a transparent process for allocating all CoC-administered funding, prioritizing projects that demonstrate the highest performance, target the most vulnerable populations, and fill critical geographic gaps.

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Goal 5: Data

Strategy 5.3: Ensure lived experience is integrated at all levels of decision-making

Action step:

Formalize the CoC's Persons with Lived Experience (PWLE) Advisory Board, ensuring it is geographically representative of all five RSCs, including paying stipends to all members.

Action step:

Mandate PWLE representation on all CoC decision-making bodies and grant review committees.

Action step:

Create a consistent feedback loop where PWLE Board recommendations are formally reviewed, documented, and acted upon by the CoC Board and RSCs.

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Questions and Discussion



Next Steps

Participate in monthly planning meetings on [zoom](#) on the fourth Thursday of the month from 2:30-4:00:

- | | |
|---------------------------|---|
| January 29, 2026: | Vision, Mission and Guiding Principles |
| February 26, 2026: | Draft Preview; Develop Timeline and Plan for Rollout |
| March 26, 2026: | Discussion of Draft |
| April 23, 2026: | Ongoing Evaluation and Monitoring; Data Dashboards; Rollout |
| May 28, 2026: | Final Meeting |

Contact us

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Homebase

ADVANCING SOLUTIONS TO HOMELESSNESS

28 January, 2026

East Desert RSC

CoC Strategic Plan Goals and Strategies Listening Session

Esther Wilch, Directing Attorney, Homebase

Jose Lucio, Directing Analyst, Homebase

Today's Agenda

Develop Action Steps for East Desert RSC

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Brief introduction to and overview of Strategic Planning process

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Goal 3

Improve and expand shelter,
interim housing, and low-barrier
services

Goal 3: Shelter and Services

Improve and expand shelter, interim housing, and low- barrier services

Strategy 3.1

Develop a CoC-wide plan for shelter and interim housing

Strategy 3.2

Secure dedicated funding for year-round and seasonal emergency shelters

Strategy 3.3

Strengthen coordinated street outreach capacity

Strategy 3.4

Integrate lived experience and equity into shelter design and operation

Goal 3: Shelter and Services

Strategy 3.1: Develop a CoC-wide plan for shelter and interim housing

Action step:

Conduct a gap analysis of current shelter and interim housing capacity, comparing it to the unsheltered population in each of the five RSCs.

Action step:

Prioritize the creation of low-barrier, non-congregate options (e.g., safe parking, pallet shelters, transitional housing) in geographically isolated areas like the East Desert and Mountain regions, where traditional shelter models are not feasible.

Action step:

Establish a CoC-wide standard of practice for shelter operations, focusing on low-barrier entry, harm reduction principles, and accessibility for families and individuals with pets.

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Goal 3: Shelter and Services

Strategy 3.2: Secure dedicated funding for year-round and seasonal emergency shelters

Action step:

Create a dedicated funding pool, utilizing State and local grants, to support emergency winter shelter operations in all five RSCs.

Action step:

Establish a funding mechanism to provide essential, flexible operating support for existing and new interim housing programs, reducing provider reliance on unstable annual grants.

Action step:

Explore partnerships with faith-based organizations and local municipalities to identify and activate underutilized facilities for temporary overflow and severe weather sheltering.

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Goal 3: Shelter and Services

Strategy 3.3: Strengthen coordinated street outreach capacity

Action step:

Ensure every RSC has a dedicated, multi-disciplinary outreach team with adequate training and resources to conduct daily outreach, focusing on unsheltered hotspots, including encampments in the Central and West Valleys.

Action step:

Standardize protocols for encampment engagement, focusing on service delivery and pathways to housing, while working with jurisdictions to define clear, humane closure policies.

Action step:

Implement a regional outreach tracking system to record real-time data on unsheltered persons, their service needs, and barriers to housing, feeding directly into the Coordinated Entry System (CES).

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Goal 3: Shelter and Services

Strategy 3.4: Integrate lived experience and equity into shelter design and operation

Action step:

Formally integrate feedback from Persons with Lived Experience (PWLE) focus groups—especially those from remote areas—into the design and expansion of all new interim housing projects.

Action step:

Develop a trauma-informed training and certification program for all staff working in shelter and interim housing, ensuring non-discriminatory, client-centered service delivery.

Action step:

Track and report equity data on shelter utilization, length of stay, and reasons for discharge, disaggregated by race, ethnicity, and geography.

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Goal 4

Develop and invest in a **CoC-wide prevention and diversion program**, which lowers the barriers for people at risk of or experiencing homelessness to access services and housing by providing an improved education and resource program

Goal 4: Prevention and Diversion

Develop and invest in a CoC-wide prevention and diversion program, which lowers the barriers for people at risk of or experiencing homelessness to access services and housing by providing an improved education and resource program

Strategy 4.1

Establish a clear and accessible low-barrier diversion pathway at all access points

Strategy 4.2

Strengthen institutional discharge planning to prevent exits into homelessness

Strategy 4.3

Proactively identify and stabilize households at high risk of homelessness

Goal 4: Prevention and Diversion

Strategy 4.1: Establish a clear and accessible low-barrier diversion pathway at all access points

Action step:

Implement a consistent Diversion assessment protocol within the CES that is utilized by all RSCs, ensuring a housing-focused, resource-maximizing conversation is the first step.

Action step:

Provide dedicated flexible funding (e.g., Diversion Assistance Funds) to all RSCs to be used for immediate needs, such as minor rental arrears, utility shutoff prevention, or travel assistance.

Action step:

Train all frontline staff (including outreach, shelter intake, and county navigators) on diversion and conflict resolution techniques, with emphasis on cultural competency and regional resource specificity.

- Where is the Mountain RSC already leading or putting in efforts?
- Where has the Mountain RSC identified a great need or gap?
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Goal 4: Prevention and Diversion

Strategy 4.2: Strengthen institutional discharge planning to prevent exits into homelessness

Action step:

Formalize partnerships and MOUs with local hospitals, jails, prisons, and behavioral health facilities to establish mandatory, standardized housing discharge protocols across the County.

Action step:

Assign dedicated housing navigators to major institutions in the Central and West Valley areas to ensure high-risk individuals are immediately connected to CES and housing resources upon release.

Action step:

Develop and regularly update a "Warm Handoff" resource guide specifically for institutional staff, detailing pathways to housing and benefits enrollment for released individuals.

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Goal 5

Strengthen the homeless response system so that it is data-driven, fair, and results-oriented

Goal 5: Data

Strengthen the homeless response system so that it is data-driven, fair and results-oriented.

Strategy 5.1

Enhance the functionality, integrity, and equity of the Coordinated Entry System (CES)

Strategy 5.2

Increase provider accountability and performance management

Strategy 5.3

Ensure lived experience is integrated at all levels of decision-making

Goal 5: Data

Strategy 5.1: Enhance the functionality, integrity, and equity of the Coordinated Entry System (CES)

Action step:

Standardize and enforce CES access policies across all five RSCs, ensuring consistent screening, assessment, and prioritization, regardless of where an individual accesses the system.

Action step:

Conduct quarterly data quality reviews of the Homeless Management Information System (HMIS), focusing on completeness, timeliness, and accuracy, with targeted technical assistance for low-performing RSCs, particularly those in rural areas.

Action step:

Conduct an annual independent third-party audit of the HMIS infrastructure and the CES system, evaluating data security, system integrity, and fidelity to CoC-wide prioritization standards.

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Action step:

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Action step:

Conduct annual performance reviews for all funded providers, linking funding continuation and contract renewal to demonstrated progress toward CoC goals, including equity outcomes.

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Strategy 5.3: Ensure lived experience is integrated at all levels of decision-making

Action step:

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Action step:

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Questions and Discussion



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Homebase

ADVANCING SOLUTIONS TO HOMELESSNESS

26 January, 2026

High Desert RSC
CoC Strategic Plan Goals and
Strategies Listening Session

Esther Wilch, Directing Attorney, Homebase

Jose Lucio, Directing Analyst, Homebase

Today's Agenda

Develop Action Steps for High Desert RSC

01

Brief introduction to and overview of Strategic Planning process

02

Review and discuss plan goals and strategies
Develop action steps for the High Desert

03

Next steps
Questions

Introduction and Overview

- Process
- Data Sources
- Goals

Overview of Process



Sources of Information that Inform this Plan

Homebase, the San Bernardino CoC, local cities and community members, and San Bernardino County have worked closely for the past year developing the plan.

- Review of quantitative data
 - Point in Time Count Reports
 - Homeless Data Integration System
 - Housing Inventory Counts
 - US Census Data
 - Comprehensive Housing Affordability Strategy Data
- Qualitative data collection
 - Focus groups with individual RSCs
 - Focus groups with people with lived experience of homelessness
 - Community Survey (363 responses)
 - Focus groups with County Departments
- Ongoing workshopping and discussion
 - Monthly meetings with RSCs
 - ½ day Community Meeting on 11/6

Using this information, we developed 5 goals:

Goal 1: Permanent and Affordable Housing

- Increase permanent and affordable housing capacity and provide the resources needed to ensure people can maintain stable housing

Goal 2: Coordination

- Improve information, coordination, and collaboration between County agencies, Cities, the CoC and Regional Steering Committees

Goal 3: Shelter and Services

- Improve and expand shelter, interim housing, and low-barrier services

Goal 4: Prevention and Diversion

- Develop and invest in a CoC-wide prevention and diversion program, which lowers the barriers for people at risk of or experiencing homelessness to access services and housing by providing an improved education and resource program

Goal 5: Data

- Strengthen the homeless response system so that it is data-drive, fair, and results-oriented

These goals are further broken into strategies for the entire CoC, with individual steps for each of the RSCs.

Goal

A broad desired outcome, what we are hoping the plan achieves.



Strategy

The overall approach to reaching that goal, how we'll achieve it.



Action Step

The specific tasks you take within the strategy to achieve the goal, the who, when and where of individual actions.

Our
focus
today

Discussion on Goals and Action Step

- Review and discuss individual Goals and Strategies
- Focus on 1 strategy per goal that RSC chooses
- Pick 1-3 action steps for each Goal for the High Desert RSC

Goal 1

Increase permanent and affordable housing capacity and provide the resources needed to ensure people can maintain stable housing

Goal 1: Permanent and affordable housing

Increase permanent and affordable housing capacity and provide the resources needed to ensure people can maintain stable housing

Strategy 1.1

Optimize the use of existing permanent housing subsidies and programs

Strategy 1.2

Expand access to affordable housing in underserved regions.

Strategy 1.3

Strengthen housing stability services across the CoC

Goal 1: Permanent and affordable housing

Strategy 1.1: Optimize the use of existing permanent housing subsidies and programs

Action step:

Conduct a quarterly inventory of all housing subsidies, vouchers, and Permanent Supportive Housing (PSH) units currently available across the County and CoC, publishing the utilization rates by RSC.

Action step:

Establish a standing, dedicated Housing Activation Team to provide technical assistance to smaller, regional providers and non-traditional partners on navigating complex funding and procurement for rental assistance and housing development.

Action step:

Work with County departments to streamline the lease-up process and reduce administrative friction for voucher holds and landlords across all regions.

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Goal 1: Permanent and affordable housing

Strategy 1.2: Expand access to affordable housing in underserved regions.

Action step:

Collaborate with the County to dedicate a specific portion of housing development funds (e.g., Prop 1, ERF) or project-based vouchers to the High Desert, East Desert, and Mountain regions to address regional disparities.

Action step:

Develop and promote a Landlord Engagement and Retention Program that provides flexible financial incentives and mitigation funds to landlords in areas struggling with housing scarcity, such as the West Valley.

Action step:

Promote innovative housing models that are suitable for rural contexts, such as conversion of motels, use of modular housing, and development of tiny home communities.

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Goal 1: Permanent and affordable housing

Strategy 1.3: Strengthen housing stability services across the CoC

Action step:

Ensure all regions have access to resources for furnishing and utility assistance upon move-in.

Action step:

Establish and formalize a system of peer support and navigation services, to help newly housed individuals connect with community resources and prevent lease violations.

Action step:

Develop a CoC-wide framework for progressive engagement, ensuring housing stability services are right-sized to meet individual needs, rather than being one size fits all.

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Goal 2

Improve information,
coordination, and collaboration
between County agencies, Cities,
the CoC and Regional Steering
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Goal 2: Coordination

Improve information, coordination, and collaboration between County agencies, Cities, the CoC and Regional Steering Committees

Strategy 2.1

Formalize communication and collaboration between the County, CoC, and RSCs

Strategy 2.2

Elevate the CoC's identity and authority as a unified system

Strategy 2.3

Strengthen cross-sector partnerships for resource optimization

Goal 2: Coordination

Strategy 2.1: Formalize communication and collaboration between the County, CoC and RSCs

Action step:

Document and ratify Memorandums of Understanding (MOUs) outlining the specific delivery, funding oversight, and data sharing responsibilities of the County, CoC, and each RSC.

Action step:

Conduct quarterly, cross-regional meetings for RSC chairs and key County liaisons to share best practices, discuss funding opportunities, and resolve bottlenecks.

Action step:

Create CoC working groups that have representation across all five RSC's to support implementation of action steps and create CoC-wide processes or principles.

Action step:

Implement a centralized, standardized communication system (e.g., a dedicated CoC portal or mailing list) for disseminating time-sensitive information, such as funding application deadlines and policy changes, to all regional stakeholders.

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Goal 2: Coordination

Strategy 2.2: Elevate the CoC's identity and authority as a unified system

Action step:

Launch a CoC-wide education campaign to clarify the CoC's function, its funding mechanisms (e.g., HUD CoC Program, HEAP, HHAP) and how providers and communities can access and influence these resources.

Action step:

Conduct a CoC Assessment to determine the effectiveness of the overall system of care, as well as system components, policies, procedures, structures, and processes within the homeless system – including RSCs – and with mainstream systems of care.

Action step:

Facilitate regional workshops, especially in the High Desert and East Desert, to foster local understanding of the CoC process and encourage participation from non-traditional partners (e.g., libraries, faith-based groups).

Action step:

Develop a mentorship program pairing providers in high-capacity RSCs with providers in emerging RSCs to share grassroots coordination and fundraising best practices.

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Goal 2: Coordination

Strategy 2.3: Strengthen cross-sector partnerships and resource optimization.

Action step:

Map all existing and potential partnerships with health, behavioral health, and justice systems, identifying gaps in coordination and data sharing.

Action step:

Establish regular, formalized case conferencing opportunities between housing providers and county agencies (e.g., Behavioral Health, Public Health) to ensure coordinated service planning for clients with high needs.

Action step:

Identify and implement a process for maintaining a comprehensive list of resources across all regions that includes providers and eligibility

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Homebase

ADVANCING SOLUTIONS TO HOMELESSNESS

27 January, 2026

Mountain RSC

CoC Strategic Plan Goals and Strategies Listening Session

Esther Wilch, Directing Attorney, Homebase

Jose Lucio, Directing Analyst, Homebase

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Review and discuss plan goals and strategies

Develop action steps for the Mountain

03

Next steps

Questions

Introduction and Overview

- Process
- Data Sources
- Goals

Overview of Process



Sources of Information that Inform this Plan

Homebase, the San Bernardino CoC, local cities and community members, and San Bernardino County have worked closely for the past year developing the plan.

- Review of quantitative data
 - Point in Time Count Reports
 - Homeless Data Integration System
 - Housing Inventory Counts
 - US Census Data
 - Comprehensive Housing Affordability Strategy Data
- Qualitative data collection
 - Focus groups with individual RSCs
 - Focus groups with people with lived experience of homelessness
 - Community Survey (363 responses)
 - Focus groups with County Departments
- Ongoing workshopping and discussion
 - Monthly meetings with RSCs
 - ½ day Community Meeting on 11/6

Using this information, we developed 5 goals:

Goal 1: Permanent and Affordable Housing

- Increase permanent and affordable housing capacity and provide the resources needed to ensure people can maintain stable housing

Goal 2: Coordination

- Improve information, coordination, and collaboration between County agencies, Cities, the CoC and Regional Steering Committees

Goal 3: Shelter and Services

- Improve and expand shelter, interim housing, and low-barrier services

Goal 4: Prevention and Diversion

- Develop and invest in a CoC-wide prevention and diversion program, which lowers the barriers for people at risk of or experiencing homelessness to access services and housing by providing an improved education and resource program

Goal 5: Data

- Strengthen the homeless response system so that it is data-drive, fair, and results-oriented

These goals are further broken into strategies for the entire CoC, with individual steps for each of the RSCs.

Goal

A broad desired outcome, what we are hoping the plan achieves.



Strategy

The overall approach to reaching that goal, how we'll achieve it.



Action Step

The specific tasks you take within the strategy to achieve the goal, the who, when and where of individual actions.



Our
focus
today

Discussion on Goals and Action Step

- Review and discuss individual Goals and Strategies
- Focus on 1 strategy per goal that RSC chooses
- Pick 1-3 action steps for each Goal for the Mountain RSC

Goal 1

Increase permanent and affordable housing capacity and provide the resources needed to ensure people can maintain stable housing

Goal 1: Permanent and affordable housing

Increase permanent and affordable housing capacity and provide the resources needed to ensure people can maintain stable housing

Strategy 1.1

Optimize the use of existing permanent housing subsidies and programs

Strategy 1.2

Expand access to affordable housing in underserved regions.

Strategy 1.3

Strengthen housing stability services across the CoC

Goal 1: Permanent and affordable housing

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Action step:

Conduct a quarterly inventory of all housing subsidies, vouchers, and Permanent Supportive Housing (PSH) units currently available across the County and CoC, publishing the utilization rates by RSC.

Action step:

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Action step:

Work with County departments to streamline the lease-up process and reduce administrative friction for voucher holds and landlords across all regions.

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- Where has the Mountain RSC identified a great need or gap?
- Are there are other things the Mountain RSC is doing or wants to do to address this strategy?

Goal 1: Permanent and affordable housing

Strategy 1.2: Expand access to affordable housing in underserved regions.

Action step:

Collaborate with the County to dedicate a specific portion of housing development funds (e.g., Prop 1, ERF) or project-based vouchers to the High Desert, East Desert, and Mountain regions to address regional disparities.

Action step:

Develop and promote a Landlord Engagement and Retention Program that provides flexible financial incentives and mitigation funds to landlords in areas struggling with housing scarcity, such as the West Valley.

Action step:

Promote innovative housing models that are suitable for rural contexts, such as conversion of motels, use of modular housing, and development of tiny home communities.

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Goal 1: Permanent and affordable housing

Strategy 1.3: Strengthen housing stability services across the CoC

Action step:

Ensure all regions have access to resources for furnishing and utility assistance upon move-in.

Action step:

Establish and formalize a system of peer support and navigation services, to help newly housed individuals connect with community resources and prevent lease violations.

Action step:

Develop a CoC-wide framework for progressive engagement, ensuring housing stability services are right-sized to meet individual needs, rather than being one size fits all.

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Strategy 2.1

Formalize communication and collaboration between the County, CoC, and RSCs

Strategy 2.2

Elevate the CoC's identity and authority as a unified system

Strategy 2.3

Strengthen cross-sector partnerships for resource optimization

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Action step:

Document and ratify Memorandums of Understanding (MOUs) outlining the specific delivery, funding oversight, and data sharing responsibilities of the County, CoC, and each RSC.

Action step:

Conduct quarterly, cross-regional meetings for RSC chairs and key County liaisons to share best practices, discuss funding opportunities, and resolve bottlenecks.

Action step:

Create CoC working groups that have representation across all five RSC's to support implementation of action steps and create CoC-wide processes or principles.

Action step:

Implement a centralized, standardized communication system (e.g., a dedicated CoC portal or mailing list) for disseminating time-sensitive information, such as funding application deadlines and policy changes, to all regional stakeholders.

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Goal 2: Coordination

Strategy 2.2: Elevate the CoC's identity and authority as a unified system

Action step:

Launch a CoC-wide education campaign to clarify the CoC's function, its funding mechanisms (e.g., HUD CoC Program, HEAP, HHAP) and how providers and communities can access and influence these resources.

Action step:

Conduct a CoC Assessment to determine the effectiveness of the overall system of care, as well as system components, policies, procedures, structures, and processes within the homeless system – including RSCs – and with mainstream systems of care.

Action step:

Facilitate regional workshops, especially in the High Desert and East Desert, to foster local understanding of the CoC process and encourage participation from non-traditional partners (e.g., libraries, faith-based groups).

Action step:

Develop a mentorship program pairing providers in high-capacity RSCs with providers in emerging RSCs to share grassroots coordination and fundraising best practices.

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Goal 3: Shelter and Services

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Develop a CoC-wide plan for shelter and interim housing

Strategy 3.2

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Strategy 3.3

Strengthen coordinated street outreach capacity

Strategy 3.4

Integrate lived experience and equity into shelter design and operation

Goal 3: Shelter and Services

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Action step:

Conduct a gap analysis of current shelter and interim housing capacity, comparing it to the unsheltered population in each of the five RSCs.

Action step:

Prioritize the creation of low-barrier, non-congregate options (e.g., safe parking, pallet shelters, transitional housing) in geographically isolated areas like the East Desert and Mountain regions, where traditional shelter models are not feasible.

Action step:

Establish a CoC-wide standard of practice for shelter operations, focusing on low-barrier entry, harm reduction principles, and accessibility for families and individuals with pets.

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Action step:

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Action step:

Establish a funding mechanism to provide essential, flexible operating support for existing and new interim housing programs, reducing provider reliance on unstable annual grants.

Action step:

Explore partnerships with faith-based organizations and local municipalities to identify and activate underutilized facilities for temporary overflow and severe weather sheltering.

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Strategy 3.3: Strengthen coordinated street outreach capacity

Action step:

Ensure every RSC has a dedicated, multi-disciplinary outreach team with adequate training and resources to conduct daily outreach, focusing on unsheltered hotspots, including encampments in the Central and West Valleys.

Action step:

Standardize protocols for encampment engagement, focusing on service delivery and pathways to housing, while working with jurisdictions to define clear, humane closure policies.

Action step:

Implement a regional outreach tracking system to record real-time data on unsheltered persons, their service needs, and barriers to housing, feeding directly into the Coordinated Entry System (CES).

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Goal 3: Shelter and Services

Strategy 3.4: Integrate lived experience and equity into shelter design and operation

Action step:

Formally integrate feedback from Persons with Lived Experience (PWLE) focus groups—especially those from remote areas—into the design and expansion of all new interim housing projects.

Action step:

Develop a trauma-informed training and certification program for all staff working in shelter and interim housing, ensuring non-discriminatory, client-centered service delivery.

Action step:

Track and report equity data on shelter utilization, length of stay, and reasons for discharge, disaggregated by race, ethnicity, and geography.

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Develop and invest in a **CoC-wide prevention and diversion program**, which lowers the barriers for people at risk of or experiencing homelessness to access services and housing by providing an improved education and resource program

Goal 4: Prevention and Diversion

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Strategy 4.1

Establish a clear and accessible low-barrier diversion pathway at all access points

Strategy 4.2

Strengthen institutional discharge planning to prevent exits into homelessness

Strategy 4.3

Proactively identify and stabilize households at high risk of homelessness

Goal 4: Prevention and Diversion

Strategy 4.1: Establish a clear and accessible low-barrier diversion pathway at all access points

Action step:

Implement a consistent Diversion assessment protocol within the CES that is utilized by all RSCs, ensuring a housing-focused, resource-maximizing conversation is the first step.

Action step:

Provide dedicated flexible funding (e.g., Diversion Assistance Funds) to all RSCs to be used for immediate needs, such as minor rental arrears, utility shutoff prevention, or travel assistance.

Action step:

Train all frontline staff (including outreach, shelter intake, and county navigators) on diversion and conflict resolution techniques, with emphasis on cultural competency and regional resource specificity.

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Goal 4: Prevention and Diversion

Strategy 4.2: Strengthen institutional discharge planning to prevent exits into homelessness

Action step:

Formalize partnerships and MOUs with local hospitals, jails, prisons, and behavioral health facilities to establish mandatory, standardized housing discharge protocols across the County.

Action step:

Assign dedicated housing navigators to major institutions in the Central and West Valley areas to ensure high-risk individuals are immediately connected to CES and housing resources upon release.

Action step:

Develop and regularly update a "Warm Handoff" resource guide specifically for institutional staff, detailing pathways to housing and benefits enrollment for released individuals.

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Goal 5

Strengthen the homeless response system so that it is data-driven, fair, and results-oriented

Goal 5: Data

Strengthen the homeless response system so that it is data-driven, fair and results-oriented.

Strategy 5.1

Enhance the functionality, integrity, and equity of the Coordinated Entry System (CES)

Strategy 5.2

Increase provider accountability and performance management

Strategy 5.3

Ensure lived experience is integrated at all levels of decision-making

Goal 5: Data

Strategy 5.1: Enhance the functionality, integrity, and equity of the Coordinated Entry System (CES)

Action step:

Standardize and enforce CES access policies across all five RSCs, ensuring consistent screening, assessment, and prioritization, regardless of where an individual accesses the system.

Action step:

Conduct quarterly data quality reviews of the Homeless Management Information System (HMIS), focusing on completeness, timeliness, and accuracy, with targeted technical assistance for low-performing RSCs, particularly those in rural areas.

Action step:

Conduct an annual independent third-party audit of the HMIS infrastructure and the CES system, evaluating data security, system integrity, and fidelity to CoC-wide prioritization standards.

Action step:

Implement an equity-focused monitoring process within CES, tracking disparities in referral rates, housing placement rates, and time-to-housing, disaggregated by race, ethnicity, and geography.

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Goal 5: Data

Strategy 5.2: Increase provider accountability and performance management

Action step:

Develop and implement a CoC-wide performance evaluation framework that clearly defines success metrics for all funded projects (CoC, ESG, HEAP, etc.).

Action step:

Conduct annual performance reviews for all funded providers, linking funding continuation and contract renewal to demonstrated progress toward CoC goals, including equity outcomes.

Action step:

Execute an independent, annual performance evaluation of the Collaborative Applicant and CoC, focusing on governance structure effectiveness, fiscal management of HUD funds, and progress in addressing system-wide equity goals.

Action step:

Establish a transparent process for allocating all CoC-administered funding, prioritizing projects that demonstrate the highest performance, target the most vulnerable populations, and fill critical geographic gaps.

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Goal 5: Data

Strategy 5.3: Ensure lived experience is integrated at all levels of decision-making

Action step:

Formalize the CoC's Persons with Lived Experience (PWLE) Advisory Board, ensuring it is geographically representative of all five RSCs, including paying stipends to all members.

Action step:

Mandate PWLE representation on all CoC decision-making bodies and grant review committees.

Action step:

Create a consistent feedback loop where PWLE Board recommendations are formally reviewed, documented, and acted upon by the CoC Board and RSCs.

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Questions and Discussion



Next Steps

Participate in monthly planning meetings on [zoom](#) on the fourth Thursday of the month from 2:30-4:00:

- | | |
|---------------------------|---|
| January 29, 2026: | Vision, Mission and Guiding Principles |
| February 26, 2026: | Draft Preview; Develop Timeline and Plan for Rollout |
| March 26, 2026: | Discussion of Draft |
| April 23, 2026: | Ongoing Evaluation and Monitoring; Data Dashboards; Rollout |
| May 28, 2026: | Final Meeting |

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Homebase

ADVANCING SOLUTIONS TO HOMELESSNESS

26 January, 2026

West Valley RSC

CoC Strategic Plan Goals and Strategies Listening Session

Esther Wilch, Directing Attorney, Homebase

Jose Lucio, Directing Analyst, Homebase

Today's Agenda

Develop Action Steps for West Valley RSC

01

Brief introduction to and overview of Strategic Planning process

02

Review and discuss plan goals and strategies

Develop action steps for the West Valley

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- Process
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Track and report equity data on shelter utilization, length of stay, and reasons for discharge, disaggregated by race, ethnicity, and geography.

- Where is the West Valley RSC already leading or putting in efforts?
- Where has the West Valley RSC identified a great need or gap?
- Are there are other things the West Valley RSC is doing or wants to do to address this strategy?

Goal 4

Develop and invest in a **CoC-wide prevention and diversion program**, which lowers the barriers for people at risk of or experiencing homelessness to access services and housing by providing an improved education and resource program

Goal 4: Prevention and Diversion

Develop and invest in a CoC-wide prevention and diversion program, which lowers the barriers for people at risk of or experiencing homelessness to access services and housing by providing an improved education and resource program

Strategy 4.1

Establish a clear and accessible low-barrier diversion pathway at all access points

Strategy 4.2

Strengthen institutional discharge planning to prevent exits into homelessness

Strategy 4.3

Proactively identify and stabilize households at high risk of homelessness

Goal 4: Prevention and Diversion

Strategy 4.1: Establish a clear and accessible low-barrier diversion pathway at all access points

Action step:

Implement a consistent Diversion assessment protocol within the CES that is utilized by all RSCs, ensuring a housing-focused, resource-maximizing conversation is the first step.

Action step:

Provide dedicated flexible funding (e.g., Diversion Assistance Funds) to all RSCs to be used for immediate needs, such as minor rental arrears, utility shutoff prevention, or travel assistance.

Action step:

Train all frontline staff (including outreach, shelter intake, and county navigators) on diversion and conflict resolution techniques, with emphasis on cultural competency and regional resource specificity.

- Where is the Mountain RSC already leading or putting in efforts?
- Where has the Mountain RSC identified a great need or gap?
- Are there are other things the Mountain RSC is doing or wants to do to address this strategy?

Goal 4: Prevention and Diversion

Strategy 4.2: Strengthen institutional discharge planning to prevent exits into homelessness

Action step:

Formalize partnerships and MOUs with local hospitals, jails, prisons, and behavioral health facilities to establish mandatory, standardized housing discharge protocols across the County.

Action step:

Assign dedicated housing navigators to major institutions in the West and West Valley areas to ensure high-risk individuals are immediately connected to CES and housing resources upon release.

Action step:

Develop and regularly update a "Warm Handoff" resource guide specifically for institutional staff, detailing pathways to housing and benefits enrollment for released individuals.

- Where is the West Valley RSC already leading or putting in efforts?
- Where has the West Valley RSC identified a great need or gap?
- Are there are other things the West Valley RSC is doing or wants to do to address this strategy?

Goal 4: Prevention and Diversion

Strategy 4.3: Proactively identify and stabilize households at high risk of homelessness

Action step:

Implement a consistent Diversion assessment protocol within the CES that is utilized by all RSCs, ensuring a housing-focused, resource-maximizing conversation is the first step.

Action step:

Provide dedicated flexible funding (e.g., Diversion Assistance Funds) to all RSCs to be used for immediate needs, such as minor rental arrears, utility shutoff prevention, or travel assistance.

Action step:

Train all frontline staff (including outreach, shelter intake, and county navigators) on diversion and conflict resolution techniques, with emphasis on cultural competency and regional resource specificity.

- Where is the West Valley RSC already leading or putting in efforts?
- Where has the West Valley RSC identified a great need or gap?
- Are there are other things the West Valley RSC is doing or wants to do to address this strategy?

Goal 5

Strengthen the homeless response system so that it is data-drive, fair, and results-oriented

Goal 5: Data

Strengthen the homeless response system so that it is data-driven, fair and results-oriented.

Strategy 5.1

Enhance the functionality, integrity, and equity of the Coordinated Entry System (CES)

Strategy 5.2

Increase provider accountability and performance management

Strategy 5.3

Ensure lived experience is integrated at all levels of decision-making

Goal 5: Data

Strategy 5.1: Enhance the functionality, integrity, and equity of the Coordinated Entry System (CES)

Action step:

Standardize and enforce CES access policies across all five RSCs, ensuring consistent screening, assessment, and prioritization, regardless of where an individual accesses the system.

Action step:

Conduct quarterly data quality reviews of the Homeless Management Information System (HMIS), focusing on completeness, timeliness, and accuracy, with targeted technical assistance for low-performing RSCs, particularly those in rural areas.

Action step:

Conduct an annual independent third-party audit of the HMIS infrastructure and the CES system, evaluating data security, system integrity, and fidelity to CoC-wide prioritization standards.

Action step:

Implement an equity-focused monitoring process within CES, tracking disparities in referral rates, housing placement rates, and time-to-housing, disaggregated by race, ethnicity, and geography.

- Where is the West Valley RSC already leading or putting in efforts?
- Where has the West Valley RSC identified a great need or gap?
- Are there are other things the West Valley RSC is doing or wants to do to address this strategy?

Goal 5: Data

Strategy 5.2: Increase provider accountability and performance management

Action step:

Develop and implement a CoC-wide performance evaluation framework that clearly defines success metrics for all funded projects (CoC, ESG, HEAP, etc.).

Action step:

Conduct annual performance reviews for all funded providers, linking funding continuation and contract renewal to demonstrated progress toward CoC goals, including equity outcomes.

Action step:

Execute an independent, annual performance evaluation of the Collaborative Applicant and CoC, focusing on governance structure effectiveness, fiscal management of HUD funds, and progress in addressing system-wide equity goals.

Action step:

Establish a transparent process for allocating all CoC-administered funding, prioritizing projects that demonstrate the highest performance, target the most vulnerable populations, and fill critical geographic gaps.

- Where is the West Valley RSC already leading or putting in efforts?
- Where has the West Valley RSC identified a great need or gap?
- Are there are other things the West Valley RSC is doing or wants to do to address this strategy?

Goal 5: Data

Strategy 5.3: Ensure lived experience is integrated at all levels of decision-making

Action step:

Formalize the CoC's Persons with Lived Experience (PWLE) Advisory Board, ensuring it is geographically representative of all five RSCs, including paying stipends to all members.

Action step:

Mandate PWLE representation on all CoC decision-making bodies and grant review committees.

Action step:

Create a consistent feedback loop where PWLE Board recommendations are formally reviewed, documented, and acted upon by the CoC Board and RSCs.

- Where is the West Valley RSC already leading or putting in efforts?
- Where has the West Valley RSC identified a great need or gap?
- Are there are other things the West Valley RSC is doing or wants to do to address this strategy?

Questions and Discussion



Next Steps

Participate in monthly planning meetings on [zoom](#) on the fourth Thursday of the month from 2:30-4:00:

January 29, 2026:	Vision, Mission and Guiding Principles
February 26, 2026:	Draft Preview; Develop Timeline and Plan for Rollout
March 26, 2026:	Discussion of Draft
April 23, 2026:	Ongoing Evaluation and Monitoring; Data Dashboards; Rollout
May 28, 2026:	Final Meeting

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