

# HEALTH CARE FOR THE HOMELESS/FARMWORKER HEALTH PROGRAM (HCH/FH)

## Co-Applicant Board Meeting Agenda

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March 10, 2022, 9:00 - 11:00am

### AGENDA

### SPEAKER(S)

### TAB/TIME

#### A. CALL TO ORDER

Robert Anderson

9:00am

#### B. PUBLIC COMMENT

9:02am

Persons wishing to address on matters NOT on the posted agenda may do so. Each speaker is limited to three minutes and the total time allocated to Public Comment is fifteen minutes. If there are more than five individuals wishing to speak during Public Comment, the Chairperson may choose to draw only five speaker cards from those submitted and defer the rest of the speakers to a second Public Comment at the end of the Board meeting. In response to comments on a non-agenda item, the Board may briefly respond to statements made or questions posed as allowed by the Brown Act (Government Code Section 54954.2) However, the Boards general policy is to refer items to staff for comprehensive action or report.

#### C. CONSENT AGENDA

Robert Anderson

9:07am

1. Approve meeting minutes from Feb. 10, 2022 Board Meeting	Tab 1
2. Adopt a resolution finding that, because of the continuing COVID-19 pandemic state of emergency, meeting in person would present imminent risks to the health or safety of attendees.	Tab 2
3. Director's Budget Finance Memo	Tab 3

#### D. COMMUNITY ANNOUNCEMENTS / GUEST SPEAKER

9:10am

Communications and Announcements are brief items from members of the Board regarding upcoming events in the community and correspondence that they have received. They are informational in nature and no action will be taken on these items at this meeting. A total of five minutes is allotted to this item. If there are additional communications and announcements, the Chairperson may choose to defer them to a second agenda item added at the end of the Board Meeting.

1. Community Announcements	Board Members
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#### E. BUSINESS AGENDA

1. Approve updated Federal Poverty Level	Sofia Recalde	9:15	Tab 4
2. Approve New Board Member: Francine Serafin-Dickson	Robert Anderson		Tab 5

#### F. REPORTING & DISCUSSION AGENDA

1. 2021 Preliminary Annual Federal Reporting (UDS)	Sofia Recalde	9:25	Tab 6
2. Contracts and MOU Memo	Sofia Recalde	9:35	Tab 7
3. Quality Improvement/Quality Assurance Update	Danielle Hull & Amanda Hing-Hernandez	9:45	Tab 8
4. Board Engagement Survey Results Discussion: <i>review responses to January 2022 survey</i>	Robert Anderson	10:00	Tab 9
5. Annual Report Content Discussion: <i>Board to provide input on proposed 2021 Report</i>	Irene Pasma	10:20	Tab 10
6. Director's Report and Program Calendar	Jim Beaumont	10:30	Tab 11
7. <b>Contract Spotlight:</b> Behavioral Health and Recovery Services Health Care for Homeless Team	Sofia Recalde & Fatima Olivares Cornejo	10:40	

#### G. ADJOURNMENT

11:00am

Future meeting: April 14, 2022 9am-11am

**TAB 1**  
**Meeting**  
**Minutes**

**Healthcare for the Homeless/Farmworker Health Program (Program)  
Co-Applicant Board Meeting Minutes (February 10<sup>th</sup>, 2022)  
Teams Meeting**

<p><b><u>Co-Applicant Board Members Present</u></b>          Robert Anderson, Chair          Steven Kraft          Janet Schmidt          Brian Greenberg          Steve Carey          Tayischa Deldridge          Gabe Garcia          Tony Serrano          Suzanne Moore          Victoria Sanchez De Alba, Vice Chair          Jim Beaumont, HCH/FH Program Director (Ex-Officio)</p>	<p><b><u>County Staff Present</u></b>          Irene Pasma, Program Implementation Coordinator          Danielle Hull, Clinical Coordinator          Sofia Recalde, Management Analyst          Amanda Hing Hernandez, HCH/FH Medical Director          Kapil Chopra, HCH/FH Behavioral Health Medical Director          Lauren Carroll, County Counsel</p>	<p><b><u>Members of the Public</u></b>          Anthony Parenti, Dept of Housing          Supervisor Don Horsley          Ophelie Vico, Puente de la Costa Sur          Brae Hunter, Supervisor Horsley's Office</p> <p><b><u>Absent Board Members/Staff:</u></b>          Eric Debode</p>
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Link to meeting recording: [https://smcgov-my.sharepoint.com/:v:/g/personal/ipasma\\_smcgov\\_org/EQ3O39qoKWtBspviihbH1LEB5XslvR\\_4oixy36KHg3CGCQ](https://smcgov-my.sharepoint.com/:v:/g/personal/ipasma_smcgov_org/EQ3O39qoKWtBspviihbH1LEB5XslvR_4oixy36KHg3CGCQ)  
 (putting here as place holder – I believe only SMC internal folks would be able to access this)

ITEM	DISCUSSION/RECOMMENDATION	ACTION
<u>Call to Order</u>	Robert A called the meeting to order at 9:03 am and did a roll call.	
<u>Public Comment</u>	None.	
<p><u>Consent Agenda</u></p> <ol style="list-style-type: none"> <li>1. <b>Mtg minutes from January 13<sup>th</sup>, 2021</b></li> <li>2. <b>Resolution to conduct virtual Board meetings due to ongoing COVID-19 pandemic state of emergency</b></li> <li>3. <b>Program Director's Report</b></li> <li>4. <b>Budget &amp; Finance Report</b></li> <li>5. <b>Contracts &amp; MOUs Report</b></li> <li>6. <b>QI/QA Memo</b></li> </ol>	<p><b>Please refer to TAB 1</b>            All items on Consent Agenda were approved.</p>	<p><b>Request to approve the Consent Agenda was <u>MOVED</u> by Steve C and <u>SECONDED</u> by Suzanne M. APPROVED by all Board members present.</b></p>
<u>Business Agenda</u>	None	
<p><u>Consumer Input &amp; Guest Speaker</u></p> <p><b>County Efforts regarding Farmworker Housing</b></p>	<p>County Supervisor Don Horsley spoke about the state of farmworker housing in San Mateo County and several County efforts to increase the affordable housing stock on the Coast. He referenced Moonridge that added over 100 units for farmworkers and low-income individuals and a partnership with Rebuilding Together that added</p>	

	<p>mobile homes but understands that these efforts are insufficient to meet the demand for low-cost housing. Challenges to building new units are acquiring land on the Coast, septic systems, water, etc. The County is currently working with the City of Half Moon Bay on the Rancho San Benito project to add 14 units to land owned by Peninsula Open Space Trust (POST).</p> <p>Supervisor Horsley estimates that the need for housing is 120-200 units, especially units that can accommodate families. In addition, he acknowledged that the state of existing farm labor housing is substandard and estimates that close to 90% of stock needs to be rehabbed. However, red tagging those units in and kicking out tenants in order to rehab the units would only exacerbate the problem.</p> <p>The County is looking into the Joe Serna, Jr. Farmworker Housing Grant Program for opportunities to expand farmworker housing in San Mateo County. Additionally, Supervisor Horsley wants to create a farmworker advisory council to the Board of Supervisors that farmworkers can have a voice and inform the Board of farmworker issues.</p> <p>When asked how the HCH/FH Board could advocate for farmworker housing, Supervisor Horsley agreed Board members could write letters of support to legislators that more housing is needed for farmworkers. He also indicated the County is considering creating a Council of Farmworkers to advise the Board of Supervisors.</p> <p>Don Horsley, Brae Hunter and Anthony Parenti left the meeting at 9:43am.</p>	
<p><b>Community Updates</b></p>	<p>Suzanne: 1) Pacifica Resource Center (PRC) received an Innovation Grant from San Mateo County for the Safe Parking pilot. PRC will present the pilot to the community at an upcoming City Council meeting and implementation will occur in May. PRC reopened this week after being closed due to a fire in the fall. 2) Emergency relief COVID-19 funds are still slow to reach households who have applied for funding with less than half of applicants receiving funds to date. 3) The State eviction moratorium expires at the end of March 2022</p> <p>Brian: 1) The Navigation Center is expected to open later this year and contain 240 rooms that will also be able to accommodate some couples. LifeMoves is working closely with the County regarding medical and behavioral health services at the Navigation Center. 2) The Redwood City safe parking program is expected to close down later this year. Those who remain are reticent to move into housing that would require them to pay rent. The Navigation Center does not have plans to accommodate motor homes.</p>	
<p><b>Reporting &amp; Discussion Agenda 2021 Year End Budget Review</b></p>	<p>CY 2021 is the first year that the HCH/FH program spent over \$2M for contracts and MOUs. Although expenditures exceeded the Base Grant Award by \$172,535, this was intended as planned to spend down carryover funds and deliver more</p>	

	<p>services during the 3-year grant cycle. Staff anticipate a carryover of~\$750,000 in giving us an estimated \$3.6M for CY 2022.</p> <p>Jim Beaumont announced that Program Coordinator position has been filled and expect that the new Program Coordinator will be present at the March Board meeting.</p>	
<p><b>January Board Meeting Debrief</b></p>	<p>Board members appreciated hearing from Dr. CJ Kunnappilly (SMMC), Louise Rodgers (County Health) and Amy Scribner (HPSM), and also enjoyed the contractor spotlight presentation from Steve Moon (LifeMoves).</p> <p>Board members found Louise’s message about housing hopeful and illuminating but acknowledged that there will be community resistance and outreach is critical to explain why this kind of housing would be beneficial to communities. Board members would like more information on how CBOs can utilize/participate in HPSM CalAIM.</p> <p>Staff committed to two follow up actions:</p> <ol style="list-style-type: none"> <li>1. Schedule a follow up meeting with HPSM in several months and report back to the Board</li> <li>2. Follow up with Louise about the categories identified in her presentation and whether it would be beneficial for LifeMoves HOT to categorize their clients in those groups</li> </ol> <p>Brian Greenberg left the meeting at 10:35am.</p>	
<p><b>Contract Spotlight: Puente de la Costa Sur</b></p>	<p>Sofia Recalde gave an overview of the HCH/FH-Puente contract and CY 2021 performance. In 2021, Puente served close to 392 unique farmworker clients and exceed nearly all their service targets, providing care coordination to 281 clients and health insurance assistance to 219 clients. Over 50% of Puente’s clients attended at least medical visit with a SMMC or PPHP provider in 2021.</p> <p>Ophelie Vico, Puente’s Community Health Director, provided an overview of all the health programs Puente runs, and highlighted the farmworker program that includes medical and dental referrals, health advocacy and systems navigation and health outreach on farms. Puente was a vital resource to the farmworker community in Pescadero during the COVID-19 pandemic and the 2020 fires, and Puente is reflecting on how that level of service has impacted staff. The challenge moving forward is how to balance serving the community and preventing staff burnout.</p>	
<p><u>Adjournment</u></p>	<p>Robert A adjourned the meeting at am. The next HCH/FH Board meeting is scheduled for Thursday, March 10th, 2022.</p>	



## Farmworkers Bear the Brunt of California's Housing Crisis

Despite \$100 million in recent investments, many of the state's 400,000 to 800,000 farmworkers live in cramped, unsafe conditions.

BY GOSIA WOZNIACKA    JANUARY 18, 2022



**O**n most days, Rosalia Martinez finds it unbearable to live in the converted garage she shares with her husband and three young children. It's a single room without privacy and the rent—\$1,350 a month—is a lot more than the farmworker family can afford. But in Greenfield, an agricultural town on California's central coast, it's the best they could find.

"It's uncomfortable, but here we are," said Martinez. "We want to move, our children need more space, but there are no other homes for rent, there is literally nowhere else to move."

Martinez' plight is not unique, as farmworkers throughout California's agricultural regions face an extraordinary housing shortage. At the end of last year, Governor Gavin Newsom announced with great fanfare that the state would invest over \$30 million in upgrading its 24 migrant housing centers. The governor also committed \$100 million for the construction and rehabilitation of permanent farmworker housing. The funding comes as the state tries to dig itself out from the pandemic slump while its affordable housing crisis continues to deepen and its share of homeless residents is projected to rise.

But while farmworker housing advocates and developers have welcomed the money, they say much more is needed given the overwhelming scale of the problem and the fact that farmworkers are essential to the productivity of California's lucrative agricultural sector.

"It's a significant investment, but we need to do a lot more," said Assemblymember Robert Rivas (D-Salinas). "Farmworkers feed our state and our nation every single day and have been doing it for generations . . . but they live in some of the worst conditions imaginable. They are still sleeping in their cars. But now it's not just individual workers, it's also their families."

Ildi Carlisle-Cummins, the executive director of the California Institute for Rural Studies (CIRS), put it more starkly: "The new funding is woefully inadequate—a drop in the bucket," she told Civil Eats. It's better than nothing, she added, but "doesn't begin to match the need."

### **Many Farmworker Families Share a Single Room**

**I**n the early days of California agriculture, farmworkers lived in substandard, deplorable conditions, much like the ones described in the *Grapes of Wrath*. They shared cramped rooms and shacks in squalid migrant camps, and slept in cars and in the fields.

It turns out, little has changed. Today, California growers rely on approximately 400,000-800,000 farmworkers to churn out more than 400 commodities—including the lion's share of the country's fruits, vegetables, and nuts. Most of those workers now live permanently with their families in the U.S. and earn an average annual pay of \$20,500 due to the seasonal nature of their job, and often live in areas that suffer severe shortages of affordable housing.

California is deep in the midst of a state-wide housing crisis and although its cities often get the most attention, the crisis is just as acute in rural areas, where rentals are extremely expensive and hard to find. At one school district in Salinas on the Central Coast, 40 percent of the student population is considered homeless. The housing that's available is in substandard condition and many farmworkers can't afford the fees associated with applications and move-in costs, said Sarait Martinez, executive Director of Centro Binacional para el Desarrollo Indígena Oaxaqueño, a nonprofit that works with Indigenous farmworkers in the San Joaquin Valley and on the Central Coast. Several families often share a small apartment or even a single room—and those are the lucky ones, she said.

“We have families with kids that have been evicted and they have nowhere to go. There are no places available and people don't have access to shelters until they are on the streets,” said Martinez. “Our families have to constantly move from county to county because they cannot find housing.”

In Greenfield, Martinez and her husband are struggling to get by. They're seasonal workers and agricultural jobs are scarce during the winter months. She stays home to care for the couple's 9-month-old baby. Her husband has been out of work, but just last week found a temporary job pruning grape vines for minimum wage. Their landlord just raised the rent by \$200. The family has been relying on the Supplemental Nutrition Assistance Program (SNAP), i.e. food stamps to survive.

“I have no cash in my pocket,” Martinez told Civil Eats. “And I have no idea where we're going to find enough money to pay the rent. Maybe the lottery?”

Like many in Greenfield, she hails from the Mexican state of Oaxaca and is part of the Indigenous Triqui community. Martinez applied for a unit in a farmworker housing project six years ago. Since then, she has heard nothing back.

Many people are facing similar challenges. California has done little to help agricultural workers and their families find a permanent place to live. The state's Office of Migrant Services operates 24 migrant housing centers that are scattered throughout California and open during the peak harvest season. The centers offer almost 1,900 rental units that can house up to 11,000 agricultural workers and family members, but that's likely a tiny fraction of the housing that's needed.

The state has not created any new migrant housing in decades. And it's unclear just how much permanent housing would stem the tide of homelessness among farmworkers. California's Department of Housing and Community Development (HCD) does not have data on how many units are needed statewide, department spokeswoman Alicia Murillo told Civil Eats. In fact, the state hasn't ever completed a state-wide farmworker housing study.

In the coastal area of Monterey and Santa Cruz Counties, a consortium of local agencies released their own housing report in 2018 and found that about 73,000 workers live in the two valleys year-round. Most are married and many live with children. An estimated 77 percent live in overcrowded or extremely overcrowded conditions, with multiple families sharing bedrooms, living rooms, garages, and other spaces. Just over 1,000 subsidized farmworker housing units are available to those workers.

The study concluded that an additional 45,600 units of farmworker housing are needed for year-round farmworkers and their families in the two valleys alone to end “stunningly high rates” of overcrowding. Advocates say similar farmworker housing deficits exist in every single agricultural valley in the state.

### **Racism, Lack of Infrastructure, Funding Barriers to Housing**

**A**dvocates say building housing for all or even most agricultural laborers in the state would be a huge challenge. Because so many people are suffering homelessness across the state, it can be politically difficult to ask for funding for farmworkers, said Carlisle-Cummins. But it's essential to focus on this group, she added, because farmworkers are one of the most vulnerable populations and they're also the backbone of the state's lucrative agricultural industry.

“Without their knowledge and labor, we don't eat and we don't have a food system,” said Carlisle-Cummins.

The pandemic has exacerbated the need for more farmworker housing. From the start, they were deemed essential workers and publicly praised for risking their lives to feed the country—yet they also saw higher rates of infection with COVID-19 due in part to their severely overcrowded living conditions. And housing costs—already astronomical prior to the pandemic—rose further in rural areas, said Assemblymember Rivas, as tech workers and other affluent families were newly able to work outside of cities.

“COVID has intensified the farmworker housing crisis,” said Rivas, who grew up in a two-room farmworker housing unit with 10 family members. “Rents are now even higher. And the severe overcrowding means farmworkers have no room to quarantine or isolate. Social distancing is nearly impossible.”

Despite the clear need, some local governments reject farmworker housing projects. There are restrictions to build on undeveloped land and localities use zoning to make building difficult. Two car garage ordinances, elaborate parking requirements, or low density requirements—meaning the project would not be able to house enough people to pencil out financially—can lead many housing projects to going nowhere, said Rob Wiener, executive director of California Coalition for Rural Housing, a group of nonprofit and public developers, activists and local government officials who advocate for the creation of more farmworker housing.

“It’s the NIMBY response. People love the produce, but they don’t want farmworkers living in their communities,” Wiener said. “There’s racism and prejudice against farmworkers who are overwhelmingly Latino immigrants.”

The lack of basic infrastructure in rural areas is also a problem, as local governments—many of which are low on funding—can’t pay for adequate sewers, water, or roads, Wiener said. This adds to the development costs. Lack of access to schools and transportation are also barriers.

The recent trend of agricultural employers bringing thousands of temporary H2A workers from Mexico and elsewhere is also exacerbating the affordable housing crisis in rural areas, Wiener added. Because employers must guarantee housing to H2A workers, some growers are buying up or renting out old motels, trailer parks, and single-family homes, which were previously traditionally used by farmworkers who live in the U.S. permanently.

### **Not Enough Funding to Meet the Need**

**B**ut by far the biggest challenge—for developers of any affordable housing—is the lack of financing to cover development costs, Wiener said. Those costs are driven by the rising prices of land, labor, building supplies, local government fees, and financing. Developers must layer subsidies from 5-6 sources for affordable housing projects to pencil out, he said.

And farmworker housing can be particularly costly because agricultural workers can only afford low rents—meaning developers can’t take out too many loans because they won’t be able to cover management and repair costs enough to pay them back. Hence the need for more grants and tax credits, Wiener said.

The state's principal program for developing new farmworker housing is the Joe Serna, Jr. Farmworker Housing Grant Program, which is named after a farmworker who grew up in public housing and later became Sacramento's first Latinx mayor. It finances the new construction, rehabilitation, and acquisition of owner-occupied and rental units for agricultural workers as well as grants for home buyers. Current, retired and disabled farmworkers qualify, with no questions are asked about legal status.

Last year's \$100 million allocation (as part of California's 2021-2022 budget, or the "California Comeback Plan") is one of a series of investments the state has made into the program. In 2002, the program received \$200 million. And in 2018, \$300 million. Last year's budget agreement also included \$37 million for the upgrades to the 24 migrant housing centers and additional funding for repairs and new developments is in the pipeline.

Most other funding sources available to farmworker housing developers are inadequate, said Wiener. There's California's Low-Income Housing Tax Credit program, which has a set-aside of state low-income housing tax credits for farmworker housing developments. (It's modeled after Oregon's Agriculture Workforce Housing Tax Credits program.) The program allows corporate investors who help finance the development or rehabilitation of agricultural housing to get a tax break.

But the farmworker set-aside accrues at a rate of just \$500,000 a year, meaning it's not a major funding source, Wiener said. In addition, the tax credit program has a set-aside for rural projects, which can theoretically benefit farmworker housing. But again, it's limited and most projects don't receive the credits they seek.

Developers can also apply for a loan from the state's Multifamily Housing Program, in which case the housing can be open to other residents in addition to farmworkers. There's also \$50 million set aside for farmworker housing projects in the newly established California Housing Accelerator program, which launched last year and will distribute \$1.6 billion in zero-interest loans to shovel-ready projects that have already received a state award and are financially unable to move forward due to the shortage of low-income housing tax credits and bonds.

In addition, the U.S. Department of Agriculture's Farm Labor Housing Loan and Grant Program provides financing to develop or upgrade rental housing for year-round and migrant or seasonal domestic farm laborers. But the USDA funding has declined steadily, said Wiener. And even if it were a larger pool of money, there's a hitch: only farmworkers who can prove

they are U.S. citizens or permanent residents can live in the housing. This disqualifies many workers since half of all crop farmworkers in the U.S. lack legal status and the share of unauthorized workers is highest in California.

### **Other Solutions to the Farmworker Housing Crisis**

**B**eyond allocating more funding to stem the farmworker housing crisis, Wiener said the state needs to incentivize localities to be more proactive in making space for affordable housing in their communities. This includes penalizing local governments that outright reject farmworker and other affordable housing projects or create zoning and other rules that make it challenging to build.

CIRS's Carlisle-Cummins would like to see the state totally rethink its farmworker housing models. She said in the current set-up landlord arrangements can be exploitive and often involve residency restrictions tied to immigration status or migration status (in some cases, the housing is available only to families that move every six months). The current housing options don't allow workers to save money or build wealth, she said, and are often built to maximize the profits of large developers. And farmworkers are excluded from the design process.

"There are alternative housing projects that can create communities for farmworkers and others in rural areas and transfer some power to them," Carlisle-Cummins said.

Alternatives include the mutual housing model—such as Mutual Housing at Spring Lake in Woodland—where the property is owned by a nonprofit mutual housing association and residents play a role in its governance and in the property's operations. Housing cooperatives on the other hand, allow farmworkers to collectively own and democratically control their own housing.

At least 11 such cooperatives currently exist in the state, many of them in Monterey County. Another option is for a community land trust to acquire the property to keep it affordable, in which case the residents own their homes but lease the land underneath them from the land trust. And mutual self-help housing allows groups of typically 10 to 12 families to build each other's homes with construction supervision provided by a nonprofit housing organization.

Of course, as Carlisle-Cummins sees it, the most promising solutions would keep farmworkers from needing subsidizing housing in the first place. "The issue comes down to a dignified salary and citizenship status," she said. "Farmworkers should be able to afford decent housing."



Gosia Wozniacka is a senior reporter at Civil Eats. A multilingual journalist with more than fifteen years of experience, Gosia is currently based in Oregon. Wozniacka worked for five years as a staff reporter for The Associated Press in Fresno, California, and then in Portland, Oregon. She wrote extensively about agriculture, water, and other environmental issues, farmworkers and immigration policy. Email her at [gosia \(at\) civileats.com](mailto:gosia@civileats.com) and follow her on Twitter [@GosiaWozniacka](https://twitter.com/GosiaWozniacka). [Read more >](#)

# Stanford SOCIAL INNOVATION REVIEW

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## **Collective Impact** By John Kania & Mark Kramer

Stanford Social Innovation Review  
Winter 2011

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# Collective Impact

LARGE-SCALE SOCIAL CHANGE REQUIRES BROAD CROSS-SECTOR COORDINATION, YET THE SOCIAL SECTOR REMAINS FOCUSED ON THE ISOLATED INTERVENTION OF INDIVIDUAL ORGANIZATIONS.

BY JOHN KANIA & MARK KRAMER

*Illustration by Martin Jarric*

**T**he scale and complexity of the U.S. public education system has thwarted attempted reforms for decades. Major funders, such as the Annenberg Foundation, Ford Foundation, and Pew Charitable Trusts have abandoned many of their efforts in frustration after acknowledging their lack of progress. Once the global leader—after World War II the United States had the highest high school graduation rate in the world—the country now ranks 18th among the top 24 industrialized nations, with more than 1 million secondary school students dropping out every year. The heroic efforts of countless teachers, administrators, and nonprofits, together with billions of dollars in charitable contributions, may have led to important improvements in individual schools and classrooms, yet system-wide progress has seemed virtually unobtainable.

Against these daunting odds, a remarkable exception seems to be emerging in Cincinnati. Strive, a nonprofit subsidiary of KnowledgeWorks, has brought together local leaders to tackle the student achievement crisis and improve education throughout greater Cincinnati and northern Kentucky. In the four years since the group was launched, Strive partners have improved student success in dozens of key areas across three large public school districts. Despite the recession and budget cuts, 34 of the 53 success indicators that Strive tracks have shown positive trends, including high school graduation rates, fourth-grade reading and math scores, and the number of preschool children prepared for kindergarten.

Why has Strive made progress when so many other efforts have failed? It is because a core group of community leaders decided to abandon their individual agendas in favor of a collective approach to improving student achievement. More than

300 leaders of local organizations agreed to participate, including the heads of influential private and corporate foundations, city government officials, school district representatives, the presidents of eight universities and community colleges, and the executive directors of hundreds of education-related nonprofit and advocacy groups.

These leaders realized that fixing one point on the educational continuum—such as better after-school programs—wouldn't make much difference unless all parts of the continuum improved at the same time. No

single organization, however innovative or powerful, could accomplish this alone. Instead, their ambitious mission became to coordinate improvements at every stage of a young person's life, from "cradle to career."

Strive didn't try to create a new educational program or attempt to convince donors to spend more money. Instead,

through a carefully structured process, Strive focused the entire educational community on a single set of goals, measured in the same way. Participating organizations are grouped into 15 different Student Success Networks (SSNs) by type of activity, such as early childhood education or tutoring. Each SSN has been meeting with coaches and facilitators for two hours every two weeks for the past three years, developing shared performance indicators, discussing their progress, and most important, learning from each other and aligning their efforts to support each other.

Strive, both the organization and the process it helps facilitate, is an example of *collective impact*, the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem. Collaboration is nothing new. The social sector is filled with examples of partnerships, networks, and other types of joint efforts. But collective impact initiatives are distinctly different. Unlike most



collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants. (See “Types of Collaborations” on page 39.)

Although rare, other successful examples of collective impact are addressing social issues that, like education, require many different players to change their behavior in order to solve a complex problem. In 1993, Marjorie Mayfield Jackson helped found the Elizabeth River Project with a mission of cleaning up the Elizabeth River in southeastern Virginia, which for decades had been a dumping ground for industrial waste. They engaged more than 100 stakeholders, including the city governments of Chesapeake, Norfolk, Portsmouth, and Virginia Beach, Va., the Virginia Department of Environmental Quality, the U.S. Environmental Protection Agency (EPA), the U.S. Navy, and dozens of local businesses, schools, community groups, environmental organizations, and universities, in developing an 18-point plan to restore the watershed. Fifteen years later, more than 1,000 acres of watershed land have been conserved or restored, pollution has been reduced by more than 215 million pounds, concentrations of the most severe carcinogen have been cut sixfold, and water quality has significantly improved. Much remains to be done before the river is fully restored, but already 27 species of fish and oysters are thriving in the restored wetlands, and bald eagles have returned to nest on the shores.

Or consider Shape up Somerville, a citywide effort to reduce and prevent childhood obesity in elementary school children in Somerville, Mass. Led by Christina Economos, an associate professor at Tufts University’s Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy, and funded by the Centers for Disease Control and Prevention, the Robert Wood Johnson Foundation, Blue Cross Blue Shield of Massachusetts, and United Way of Massachusetts Bay and Merrimack Valley, the program engaged government officials, educators, businesses, nonprofits, and citizens in collectively defining wellness and weight gain prevention practices. Schools agreed to offer healthier foods, teach nutrition, and promote physical activity. Local restaurants received a certification if they served low-fat, high nutritional food. The city organized a farmers’ market and provided healthy lifestyle incentives such as reduced-price gym memberships for city employees. Even sidewalks were modified and crosswalks repainted to encourage more children to walk to school. The result was a statistically significant decrease in body mass index among the community’s young children between 2002 and 2005.

Even companies are beginning to explore collective impact to tackle social problems. Mars, a manufacturer of chocolate brands such as M&M’s, Snickers, and Dove, is working with NGOs, local governments, and even direct competitors to improve the lives of more than 500,000 impoverished cocoa farmers in Cote d’Ivoire, where Mars sources a large portion of its cocoa. Research suggests

that better farming practices and improved plant stocks could triple the yield per hectare, dramatically increasing farmer incomes and improving the sustainability of Mars’s supply chain. To accomplish this, Mars must enlist the coordinated efforts of multiple organizations: the Cote d’Ivoire government needs to provide more agricultural extension workers, the World Bank needs to finance new roads, and bilateral donors need to support NGOs in improving health care, nutrition, and education in cocoa growing communities. And Mars must find ways to work with its direct competitors on pre-competitive issues to reach farmers outside its supply chain.

These varied examples all have a common theme: that large-scale social change comes from better cross-sector coordination rather than from the isolated intervention of individual organizations. Evidence of the effectiveness of this approach is still limited, but these examples suggest that substantially greater progress could be made in alleviating many of our most serious and complex social problems if nonprofits, governments, businesses, and the public were brought together around a common agenda to create collective impact. It doesn’t happen often, not because it is impossible, but because it is so rarely attempted. Funders and nonprofits alike overlook the potential for collective impact because they are used to focusing on independent action as the primary vehicle for social change.

## ISOLATED IMPACT

**M**ost funders, faced with the task of choosing a few grantees from many applicants, try to ascertain which organizations make the greatest contribution toward solving a social problem. Grantees, in turn, compete to be chosen by emphasizing how their individual activities produce the greatest effect. Each organization is judged on its own potential to achieve impact, independent of the numerous other organizations that may also influence the issue. And when a grantee is asked to evaluate the impact of its work, every attempt is made to isolate that grantee’s individual influence from all other variables.

In short, the nonprofit sector most frequently operates using an approach that we call *isolated impact*. It is an approach oriented toward finding and funding a solution embodied within a single organization, combined with the hope that the most effective organizations will grow or replicate to extend their impact more widely. Funders search for more effective interventions as if there were a cure for failing schools that only needs to be discovered, in the way that medical cures are discovered in laboratories. As a result of this process, nearly 1.4 million nonprofits try to invent independent solutions to major social problems, often working at odds with each other and exponentially increasing the perceived resources required to make meaningful progress. Recent trends have only reinforced this perspective. The growing interest in venture philanthropy and social entrepreneurship, for example, has greatly benefited the social sector by identifying and accelerating the growth of many high-performing nonprofits, yet it has also accentuated an emphasis on scaling up a few select organizations as the key to social progress.

Despite the dominance of this approach, there is scant evidence that isolated initiatives are the best way to solve many social problems in today’s complex and interdependent world. No single organization is responsible for any major social problem, nor can any single

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## TYPES OF COLLABORATIONS

Organizations have attempted to solve social problems by collaboration for decades without producing many results. The vast majority of these efforts lack the elements of success that enable collective impact initiatives to achieve a sustained alignment of efforts.

**Funder Collaboratives** are groups of funders interested in supporting the same issue who pool their resources. Generally, participants do not adopt an overarching evidence-based plan of action or a shared measurement system, nor do they engage in differentiated activities beyond check writing or engage stakeholders from other sectors.

**Public-Private Partnerships** are partnerships formed between government and private sector organizations to deliver specific services or benefits. They are often targeted narrowly, such as developing a particular drug to fight a single disease, and usually don't engage the full set of stakeholders that affect the issue, such as the potential drug's distribution system.

**Multi-Stakeholder Initiatives** are voluntary activities by stakeholders from different sectors around a common theme. Typically, these initiatives lack any shared measurement of impact and the supporting infrastructure to forge any true alignment of efforts or accountability for results.

**Social Sector Networks** are groups of individuals or organizations fluidly connected through purposeful relationships, whether formal or informal. Collaboration is generally ad hoc, and most often the emphasis is placed on information sharing and targeted short-term actions, rather than a sustained and structured initiative.

**Collective Impact Initiatives** are long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem. Their actions are supported by a shared measurement system, mutually reinforcing activities, and ongoing communication, and are staffed by an independent backbone organization.

organization cure it. In the field of education, even the most highly respected nonprofits—such as the Harlem Children's Zone, Teach for America, and the Knowledge Is Power Program (KIPP)—have taken decades to reach tens of thousands of children, a remarkable achievement that deserves praise, but one that is three orders of magnitude short of the tens of millions of U.S. children that need help.

The problem with relying on the isolated impact of individual organizations is further compounded by the isolation of the nonprofit sector. Social problems arise from the interplay of governmental and commercial activities, not only from the behavior of social sector organizations. As a result, complex problems can be solved only by cross-sector coalitions that engage those outside the nonprofit sector.

We don't want to imply that all social problems require collective impact. In fact, some problems are best solved by individual organizations. In "Leading Boldly," an article we wrote with Ron Heifetz for the winter 2004 issue of the *Stanford Social Innovation Review*, we described the difference between *technical problems* and *adaptive problems*. Some social problems are technical in that the problem is well defined, the answer is known in advance, and one or a few organizations have the ability to implement the solution. Examples include funding college scholarships, building a hospital, or installing inventory controls in a food bank. Adaptive problems, by contrast, are complex, the answer is not known, and even if it were, no single entity has the resources or authority to bring about the necessary change. Reforming public education, restoring wetland environments, and improving community health are all adaptive problems. In these cases, reaching an effective solution requires learning by the stakeholders involved in the problem, who must then change their own behavior in order to create a solution.

vision for change, one that includes a common understanding of the problem and a joint approach to solving it through agreed upon actions. Take a close look at any group of funders and nonprofits that believe they are working on the same social issue, and you quickly find that it is often not the same issue at all. Each organization often has a slightly different definition of the problem and the ultimate goal. These differences are easily ignored when organizations work independently on isolated initiatives, yet these differences splinter the efforts and undermine the impact of the field as a whole. Collective impact requires that these differences be discussed and resolved. Every participant need not agree with every other participant on all dimensions of the problem. In fact, disagreements continue to divide participants in all of our examples of collective impact. All participants must agree, however, on the primary goals for the collective impact initiative as a whole. The Elizabeth River Project, for example, had to find common ground among the different objectives of corporations, governments, community groups, and local citizens in order to establish workable cross-sector initiatives.

Funders can play an important role in getting organizations to act in concert. In the case of Strive, rather than fueling hundreds of strategies and nonprofits, many funders have aligned to support Strive's central goals. The Greater Cincinnati Foundation realigned its education goals to be more compatible with Strive, adopting Strive's annual report card as the foundation's own measures for progress in education. Every time an organization applied to Duke Energy for a grant, Duke asked, "Are you part of the [Strive] network?" And when a new funder, the Carol Ann and Ralph V. Haile Jr./U.S. Bank Foundation, expressed interest in education, they were encouraged by virtually every major education leader in Cincinnati to join Strive if they wanted to have an impact in local education.<sup>1</sup>

Shifting from isolated impact to collective impact is not merely a matter of encouraging more collaboration or public-private partnerships. It requires a systemic approach to social impact that focuses on the relationships between organizations and the progress toward shared objectives. And it requires the creation of a new set of nonprofit management organizations that have the skills and resources to assemble and coordinate the specific elements necessary for collective action to succeed.

## THE FIVE CONDITIONS OF COLLECTIVE SUCCESS

Our research shows that successful collective impact initiatives typically have five conditions that together produce true alignment and lead to powerful results: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support organizations.

**Common Agenda** | Collective impact requires all participants to have a shared

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**Shared Measurement Systems** | Developing a shared measurement system is essential to collective impact. Agreement on a common agenda is illusory without agreement on the ways success will be measured and reported. Collecting data and measuring results consistently on a short list of indicators at the community level and across all participating organizations not only ensures that all efforts remain aligned, it also enables the participants to hold each other accountable and learn from each other's successes and failures.

It may seem impossible to evaluate hundreds of different organizations on the same set of measures. Yet recent advances in Web-based technologies have enabled common systems for reporting performance and measuring outcomes. These systems increase efficiency and reduce cost. They can also improve the quality and credibility of the data collected, increase effectiveness by enabling grantees to learn from each other's performance, and document the progress of the field as a whole.<sup>2</sup>

All of the preschool programs in Strive, for example, have agreed to measure their results on the same criteria and use only evidence-based decision making. Each type of activity requires a different set of measures, but all organizations engaged in the same type of activity report on the same measures. Looking at results across multiple organizations enables the participants to spot patterns, find solutions, and implement them rapidly. The preschool programs discovered that children regress during the summer break before kindergarten. By launching an innovative "summer bridge" session, a technique more often used in middle school, and implementing it simultaneously in all preschool programs, they increased the average kindergarten readiness scores throughout the region by an average of 10 percent in a single year.<sup>3</sup>

**Mutually Reinforcing Activities** | Collective impact initiatives depend on a diverse group of stakeholders working together, not by requiring that all participants do the same thing, but by encouraging each participant to undertake the specific set of activities at which it excels in a way that supports and is coordinated with the actions of others.

The power of collective action comes not from the sheer number of participants or the uniformity of their efforts, but from the coordination of their differentiated activities through a mutually reinforcing plan of action. Each stakeholder's efforts must fit into an overarching plan if their combined efforts are to succeed. The multiple causes of social problems, and the components of their solutions, are interdependent. They cannot be addressed by uncoordinated actions among isolated organizations.

All participants in the Elizabeth River Project, for example, agreed on the 18-point watershed restoration plan, but each is playing a different role based on its particular capabilities. One group of organizations works on creating grassroots support and engagement among citizens, a second provides peer review and recruitment for industrial participants who voluntarily reduce pollution, and a third coordinates and reviews scientific research.

The 15 SSNs in Strive each undertake different types of activities at different stages of the educational continuum. Strive does not prescribe what practices each of the 300 participating organizations should pursue. Each organization and network is free to chart its own course consistent with the common agenda, and informed by the shared measurement of results.

**Continuous Communication** | Developing trust among nonprofits, corporations, and government agencies is a monumental challenge. Participants need several years of regular meetings to build up enough experience with each other to recognize and appreciate the common motivation behind their different efforts. They need time to see that their own interests will be treated fairly, and that decisions will be made on the basis of objective evidence and the best possible solution to the problem, not to favor the priorities of one organization over another.

Even the process of creating a common vocabulary takes time, and it is an essential prerequisite to developing shared measurement systems. All the collective impact initiatives we have studied held monthly or even biweekly in-person meetings among the organizations' CEO-level leaders. Skipping meetings or sending lower-level delegates was not acceptable. Most of the meetings were supported by external facilitators and followed a structured agenda.

The Strive networks, for example, have been meeting regularly for more than three years. Communication happens between meetings too: Strive uses Web-based tools, such as Google Groups, to keep communication flowing among and within the networks. At first, many of the leaders showed up because they hoped that their participation would bring their organizations additional funding, but they soon learned that was not the meetings' purpose. What they discovered instead were the rewards of learning and solving problems together with others who shared their same deep knowledge and passion about the issue.

**Backbone Support Organizations** | Creating and managing collective impact requires a separate organization and staff with a very specific set of skills to serve as the backbone for the entire initiative. Coordination takes time, and none of the participating organizations has any to spare. The expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reasons why it fails.

The backbone organization requires a dedicated staff separate from the participating organizations who can plan, manage, and support the initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly. Strive has simplified the initial staffing requirements for a backbone organization to three roles: project manager, data manager, and facilitator.

Collective impact also requires a highly structured process that leads to effective decision making. In the case of Strive, staff worked with General Electric (GE) to adapt for the social sector the Six Sigma process that GE uses for its own continuous quality improvement. The Strive Six Sigma process includes training, tools, and resources that each SSN uses to define its common agenda, shared measures, and plan of action, supported by Strive facilitators to guide the process.

In the best of circumstances, these backbone organizations embody the principles of adaptive leadership: the ability to focus people's attention and create a sense of urgency, the skill to apply pressure to stakeholders without overwhelming them, the competence to frame issues in a way that presents opportunities as well as difficulties, and the strength to mediate conflict among stakeholders.

## FUNDING COLLECTIVE IMPACT

Creating a successful collective impact initiative requires a significant financial investment: the time participating organizations must dedicate to the work, the development and monitoring of shared measurement systems, and the staff of the backbone organization needed to lead and support the initiative's ongoing work.

As successful as Strive has been, it has struggled to raise money, confronting funders' reluctance to pay for infrastructure and preference for short-term solutions. Collective impact requires instead that funders support a long-term process of social change without identifying any particular solution in advance. They must be willing to let grantees steer the work and have the patience to stay with an initiative for years, recognizing that social change can come from the gradual improvement of an entire system over time, not just from a single breakthrough by an individual organization.

This requires a fundamental change in how funders see their role, from funding organizations to leading a long-term process of social change. It is no longer enough to fund an innovative solution created by a single nonprofit or to build that organization's capacity. Instead, funders must help create and sustain the collective processes, measurement reporting systems, and community leadership that enable cross-sector coalitions to arise and thrive.

This is a shift that we foreshadowed in both "Leading Boldly" and our more recent article, "Catalytic Philanthropy," in the fall 2009 issue of the *Stanford Social Innovation Review*. In the former, we suggested that the most powerful role for funders to play in addressing adaptive problems is to focus attention on the issue and help to create a process that mobilizes the organizations involved to find a solution themselves. In "Catalytic Philanthropy," we wrote: "Mobilizing and coordinating stakeholders is far messier and slower work than funding a compelling grant request from a single organization. Systemic change, however, ultimately depends on a sustained campaign to increase the capacity and coordination of an entire field." We recommended that funders who want to create large-scale change follow four practices: take responsibility for assembling the elements of a solution; create a movement for change; include solutions from outside the nonprofit sector; and use actionable knowledge to influence behavior and improve performance.

These same four principles are embodied in collective impact initiatives. The organizers of Strive abandoned the conventional approach of funding specific programs at education nonprofits and took responsibility for advancing education reform themselves. They built a movement, engaging hundreds of organizations in a drive toward shared goals. They used tools outside the nonprofit sector, adapting GE's Six Sigma planning process for the social sector. And through the community report card and the biweekly meetings of the SSNs they created actionable knowledge that motivated the community and improved performance among the participants.

Funding collective impact initiatives costs money, but it can be a highly leveraged investment. A backbone organization with a modest annual budget can support a collective impact initiative of several hundred organizations, magnifying the impact of millions or even billions of dollars in existing funding. Strive, for example, has a \$1.5 million annual budget but is coordinating the efforts and

increasing the effectiveness of organizations with combined budgets of \$7 billion. The social sector, however, has not yet changed its funding practices to enable the shift to collective impact. Until funders are willing to embrace this new approach and invest sufficient resources in the necessary facilitation, coordination, and measurement that enable organizations to work in concert, the requisite infrastructure will not evolve.

## FUTURE SHOCK

What might social change look like if funders, nonprofits, government officials, civic leaders, and business executives embraced collective impact? Recent events at Strive provide an exciting indication of what might be possible.

Strive has begun to codify what it has learned so that other communities can achieve collective impact more rapidly. The organization is working with nine other communities to establish similar cradle to career initiatives.<sup>4</sup> Importantly, although Strive is broadening its impact to a national level, the organization is not scaling up its own operations by opening branches in other cities. Instead, Strive is promulgating a flexible process for change, offering each community a set of tools for collective impact, drawn from Strive's experience but adaptable to the community's own needs and resources. As a result, the new communities take true ownership of their own collective impact initiatives, but they don't need to start the process from scratch. Activities such as developing a collective educational reform mission and vision or creating specific community-level educational indicators are expedited through the use of Strive materials and assistance from Strive staff. Processes that took Strive several years to develop are being adapted and modified by other communities in significantly less time.

These nine communities plus Cincinnati have formed a community of practice in which representatives from each effort connect regularly to share what they are learning. Because of the number and diversity of the communities, Strive and its partners can quickly determine what processes are universal and which require adaptation to a local context. As learning accumulates, Strive staff will incorporate new findings into an Internet-based knowledge portal that will be available to any community wishing to create a collective impact initiative based on Strive's model.

This exciting evolution of the Strive collective impact initiative is far removed from the isolated impact approach that now dominates the social sector and that inhibits any major effort at comprehensive, large-scale change. If successful, it presages the spread of a new approach that will enable us to solve today's most serious social problems with the resources we already have at our disposal. It would be a shock to the system. But it's a form of shock therapy that's badly needed. ■

### Notes

- 1 Interview with Kathy Merchant, CEO of the Greater Cincinnati Foundation, April 10, 2010.
- 2 See Mark Kramer, Marcie Parkhurst, and Lalitha Vaidyanathan, *Breakthroughs in Shared Measurement and Social Impact*, PSG Social Impact Advisors, 2009.
- 3 "Successful Starts," United Way of Greater Cincinnati, second edition, fall 2009.
- 4 Indianapolis, Houston, Richmond, Va., and Hayward, Calif., are the first four communities to implement Strive's process for educational reform. Portland, Ore., Fresno, Calif., Mesa, Ariz., Albuquerque, and Memphis are just beginning their efforts.

# The Man Who Fought Homelessness and Won (Sort Of)

Steven Banks was the most effective social-services director in New York City history — and when he left office, there were still 45,000 people sleeping in shelters. Is that a success?

By Alex Carp

Feb. 2, 2022

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A little past midnight one June evening two years ago, Steven Banks, then the commissioner of New York City's Department of Social Services, arrived at the Coney Island-Stillwell Avenue subway station, in South Brooklyn, to help see passengers off the trains. For the past seven weeks, the subway system had been closing for four hours each night — the first planned overnight shutdown in more than a century. Transit officials had explained the shutdown as a chance for a “deep cleaning” in the face of the pandemic, but at a news conference, Gov. Andrew Cuomo admitted that the decision would deny homeless New Yorkers a place to sleep. Banks's department had received four days' notice, and it was all hands on deck.

A train arrived on the far side of the tracks. Stillwell is the last station on the F line, known to homeless-outreach workers as one of the more popular lines for people sleeping on the trains overnight. Many people stepping onto the platform walked right past workers asking, or trying to ask, if they had somewhere to go. Banks joined a pair of outreach workers from the Bowery Residents' Committee, one of the organizations that regularly work with his department. They had stopped to speak with a middle-aged man who stepped off the train a few moments earlier. His head was shaved clean, and he wore a striped dress shirt, open to the chest, and a wood-bead necklace.

The man explained that he was staying at a shelter in Harlem with a work-training program, but when he missed his curfew, the shelter had filled his bed for the night. In one hand, he held a plastic clamshell filled with lettuce and ranch dressing.

“So you need a place to stay?” Banks asked.

“Just tonight, that's it,” he said. He dipped a finger in the dressing. “They're picking me up there at 7 for my program.”

Banks turned to Gabriel Pagano, then an overnight coordinator at the B.R.C. “You have something you can give him?”

“We're calling for it right now,” Pagano said.



Steven Banks during an overnight outreach program on the subway in December. Ahmed Gaber for The New York Times

Banks directed New York City’s homelessness strategy from 2016 through the end of the de Blasio administration. But for 33 years before joining city government, Banks was a staff lawyer and ultimately attorney in chief at the Legal Aid Society, where he regularly sued the city on behalf of homeless people. His most famous case lasted 25 years. The litigation he led at Legal Aid hammered together, from the outside, much of the shelter-and-services system New York has today. It also made him one of the city government’s most notorious adversaries. As he stood alongside Bill de Blasio at the news conference to announce he’d joined the administration, the mayor was asked if he hired Banks in part to keep him from being able to sue.

Banks made homeless outreach a priority throughout his time as commissioner, and under his watch the number of outreach workers tripled, to more than 600. Department staff members noted that he sometimes broke up workdays by conducting impromptu outreach alone along the half mile in Lower Manhattan between the main offices of the Department of Homeless Services and the Human Resources Administration, the two city agencies under the D.S.S. umbrella. “There’s a part of him that almost feels responsible that he hasn’t solved the problem,” Pat Bath, a longtime colleague of Banks’s at Legal Aid, said.

Physically, Banks, 64, can make himself inconspicuous. He is 5 feet 7 inches tall, with small, round eyeglasses and a beard that he keeps just a touch thinner than the hair around the sides of his head. On the platform, he wore jeans and a pullover with a D.S.S. logo, and no one coming off the trains seemed to notice the word “Commissioner” embroidered on the chest in small, white script.

On the mezzanine at Stillwell, a man wearing flip-flops and a floral bathing suit stopped next to Banks. “You good?” Banks asked.

“I need somewhere to stay,” the man said. “I don’t have nowhere to stay.” He started to repeat himself, then trailed off.

“OK, we can get you a place to stay,” Banks said. D.S.S. has a database of New Yorkers who are living on the street, and outreach teams can view their case details — past conversations with outreach workers, the last shelter where they stayed — through an app on their phones. (“Nobody wants to keep answering the same questions over and over again,” Banks says.)

“Where were you last night?” Banks asked.

“Um, last night I stayed — where did I sleep last night?” the man said. “Oh, I was on the train! I had got off, and I started walking. When I came back, there wasn’t anybody at the station. So I waited until like 5, got back on the train.”

“Well, we’re going to get you a place for tonight,” Banks said. He waved Pagano back over.

New York is the only city in the United States with what’s known as a universal “right to shelter,” which means, broadly, that no one is turned away because the shelters are full. The right to shelter is Banks’s most wide-ranging victory — he won it as a lawyer at Legal Aid, in a lawsuit against an agency he was later appointed to lead — but also a reason that the city’s shelter system has become so overburdened.

When Banks left office, at the end of last year, conditions in some shelters remained dreadful, and investigations by journalists and the agency exposed financial irregularities and ethical concerns at some of the nonprofit organizations that partnered with the agency. Forty-five thousand New Yorkers remained in shelters. But under Banks, the average number of people in shelter declined for three years in a row, after rising for decades. Countless thousands were spared homelessness before they lost their housing, and New York became the first city in the country to guarantee that every tenant in housing court will have a lawyer. The department has been more effective than at any time in its history, yet still not effective enough.

When asked about this, Banks sometimes tells a story about a cross-examination he conducted at Legal Aid, a decade or so into the homelessness litigation. On paper, Banks had already won — the highest court in the state had ruled unanimously that families had a right to emergency shelter and that New York City had an obligation to provide it to them. But the city had families sleeping on the intake-office floor.

The witness testifying was a senior official at the Human Resources Administration. “One day the judge is sitting in court, listening to me ask this official, ‘What would it take to comply with these orders to provide shelter?’” Banks said. “And the judge, who had been presiding over this case for years, basically said, ‘Yeah, I’d really like to know the answer to this question — what would it take to comply with my orders that you’ve been violating all this time?’” Banks was struck by the honesty of the official’s response: “He said you need services to prevent homelessness, you need decent, adequate shelter for people who need it, and you need a way to provide permanent housing.”

Along with outreach, that view is more or less shared by experts across the field. The question of how to end homelessness, in one important way, has been answered for decades.

Banks knew this as a lawyer, and he knew this as commissioner. His career, however, seems to suggest a different question. If the people in charge — mayors, commissioners, Banks himself — have long known how to end homelessness, why haven’t they?

“Modern mass homelessness,” Banks said, “has been an emergency for 40 years.” Ahmed Gaber for The New York Times

**The Covid-19 pandemic** has renewed a sense of a nationwide homelessness crisis. Cities that had long treated informal “tent villages” as a public nuisance and a target for removal, especially in residential and business districts, began to sanction them as a solution to meet immediate need. San Francisco established its first one downtown, a block from City Hall, in spring 2020. In New York, homelessness gained renewed visibility during the pandemic as D.H.S. moved 10,000 people, largely single men, from dorm-style shelters in all corners of the city into empty hotel rooms concentrated largely in Manhattan, at a time when remote work and other Covid disruptions reduced most other kinds of life on the street. The decision worked as a safety measure — the Covid rate in the shelter system was lower than the rate for the city over all — but the increased presence of shelter occupants in neighborhoods where other residents were not used to seeing them gave many the impression of an emergency out of control.

It has also renewed outdated myths about what homelessness looks like. People may become homeless if they are evicted but also if they age out of foster care, leave prison or a nursing home without support or seek to escape domestic violence. Many live precariously for long periods before an unexpected change upsets the balance of their lives: a death in the family, the loss of a job, a new child. Nationally, the age when people face the highest risk of a shelter stay is infancy. At its peak in New York more than two-thirds of the people sleeping in the city’s shelter system were families with children, and one in three families earned income. Homelessness in New York is, in large part, working families who return to a shelter at night.

In the absence of a comprehensive national effort to address homelessness, the responsibility falls to state and local governments. Shelter wait lists and limits on length of stay are not uncommon. Additionally, many shelters have rules that break up families, separating spouses from one another or sometimes a child from a parent. Others open beds only to whoever shows up first each night — securing one can mean standing in a line that begins in the afternoon, rather than working or looking for a job. In California, a recent reform to bring people off the streets has been found to effectively force a choice between forfeiting many of their possessions for a shelter stay or keeping their things but facing arrest or citation by the police. Some places seem to have shifted their focus from emergency shelter to housing subsidies as a more permanent solution, although the average wait for a subsidy is more than two years.

Almost universally, the resources and authority to address homelessness are spread across different branches of city and state government. Some cities have several departments that provide housing. Others have separate agencies for housing, homelessness and the social services that can keep people in their homes, each with its own political and policy incentives. Very few policymakers with the power to coordinate legislation more broadly — mayors, governors, members of Congress — choose to focus on homelessness over other priorities. Many proposals, especially ones written in the urgency of a crisis, seem designed less to improve the lives of people experiencing homelessness than to provide shortcuts to quell a backlash, move homelessness out of the sight of other constituents or minimize a political cost. One of the simplest ways to describe homelessness is as the failure of every other social system a government can provide.

In 2014, Banks was appointed commissioner of the city’s Human Resources Administration, which manages public benefits, including food stamps, Medicaid and cash assistance. Banks argued that the goal of the agency was, in addition to fighting poverty and income inequality, to prevent homelessness. (“I understand it’s not always the mission that’s been embraced previously,” he said, when pressed by a member of the City Council.) Within two years, he became commissioner of the Department of Homeless Services as well, and soon incorporated the two agencies into the Department of Social Services. Altogether, D.S.S. has about 16,000 employees and a \$12 billion budget, which makes it the largest social-services agency in any American city.

New York’s homelessness services and shelter system were built by litigation, rather than legislation, a patchwork of narrow, nearly independent fixes to specific circumstances that it had been forced to address in court. In one of his appearances at the City Council as commissioner, Banks said that government officials acted as if they were faced with a temporary problem. “Modern mass homelessness,” Banks said, “has been an emergency for 40 years.” At D.S.S., he set out to create a total system, with each part aware of the others. It would be, essentially, the city’s first.

Troy Mills, 54, at a single-adults shelter in the Bronx where he has been living for the past three years. Ahmed Gaber for The New York Times

**The litigation that has** defined New York's response to homelessness began in 1979, when a young lawyer named Robert Hayes filed a lawsuit that would lead to a right to shelter, but for men only. After Hayes won, New York resisted extending the right to shelter to women, and then to families, until it was sued again and again. "Government never responds to human need," Hayes told me. "Government responds to pressure. And that became our job, to create pressure."

Around this time, Banks started working at Legal Aid, where he was assigned to the organization's four-person office on Staten Island. It was a neighborhood office, so the lawyers there handled whatever kinds of cases walked in the door. He has described his early days there as a version of "My Cousin Vinny," a movie that he and his daughter can recite by heart. "The office was in kind of a run-down building, typical at the time for Legal Aid," Banks said. "If I was interviewing a tenant on a housing case, I'd have to ask about the conditions in their apartment. I would point to the ceiling and say, 'Is your ceiling better or worse than this one?'"

One day in 1982, a woman named Yvonne McCain walked into the Legal Aid office serving southern Brooklyn, looking for help with her public benefits. McCain and her four youngest children had been evicted earlier that year and spent two months "doubled up" at her disabled mother's two-room basement apartment in Harlem before she found what she thought would be a new apartment in Brooklyn, close to where her children went to school. When the apartment fell through, she asked the city for shelter and was eventually placed in the Martinique Hotel, in Midtown Manhattan, one of 11 privately operated "welfare hotels" that New York had begun to use for makeshift emergency housing.

McCain would later describe her first night at the Martinique as "one of the worst nights of my life." She found the mattresses burned, ripped and stained with urine on both sides, and the windows jammed open; the two rooms she had been assigned were on the 11th floor. "I stayed up all night crying," she later recalled, "terrified that if I didn't watch them, one of my children might fall out a window." There was no heat or refrigeration and sometimes no running water. She put milk on the window ledge to keep it cold and hung a bag of food from a nail in the wall to protect it from mice and rats. She sponged the mattresses with disinfectant and, eventually, took in a stray cat to fight the rodents. Each morning, after accompanying her children on their commute to school in Brooklyn, McCain scoured newspaper listings and looked for affordable housing.

"At the time I didn't altogether know what the Martinique was like," Marcella Silverman, the Legal Aid lawyer who helped McCain find emergency housing, said. When she visited McCain's room she felt that she must be looking at a violation of the law. Soon, lawyers from Legal Aid became regular visitors to hotels and city intake offices, looking for other families in similar circumstances — arbitrarily denied shelter, provided substandard emergency housing or given no notice of city decisions about their cases — who might be willing to join McCain in a class-action lawsuit demanding a right to shelter for families. "This was a practice case," Silverman said. "We had to prove what the city's practices were. And the only way to prove a practice is to put before the court more and more people suffering the same harm."

The right-to-shelter cases built New York City's shelter-and-services system in ways large and small. The city, essentially overnight, found itself with a legal obligation to house thousands of people and to provide minimum shelter standards that could be enforced by the court system. It tried to convert unused hospitals, schools and armories — buildings that were large, empty and publicly owned. "We just needed volume," said Bonnie Stone, then an assistant deputy administrator at the Human Resources Administration. "Every day we were on the search for new places." Shelters were often opened with little notice, under the cover of night.

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A family shelter that was opened briefly in an unused Bronx jail had to be closed after inspectors hired by Legal Aid found lead paint. In other shelters, Legal Aid found violations of fire and safety regulations or hired inspectors who found dangerous levels of asbestos, allowing Banks to file motions that forced the city to find safer quarters. The city continually missed deadlines that he had persuaded the court to impose, and court orders mandating a narrow, legalistic solution to one problem could generate scores of others. With each violation, Banks returned to court, seeking enforcement. By the mid-1990s, he was responsible for enforcing the city's compliance in the cases that Hayes brought as well, bringing every right-to-shelter claim under his purview.

Before long, city officials would make day-to-day decisions with an eye on the courtroom. "The system before asked essentially one contentious question: Are you eligible for shelter or not?" Linda Gibbs, then the D.H.S. commissioner, told reporters in 2004. "Now, instead of hiring investigators, we are hiring staffers with social-services backgrounds. We assume families that come to us have a problem, and we ask, 'How can we help?'" Agency managers grew reluctant to analyze their own data, fearing that reports they produced internally would be subpoenaed by Legal Aid. A former D.H.S. commissioner told the public-policy scholar Thomas Main that when he was considering the job, a city lawyer asked him to be sure he really wanted it, "because you're about to be named in over 70 lawsuits."

Over the decades that he worked on the right to shelter, Banks came to know the system of shelters and services better than anyone else, in no small part because, directly or indirectly, it was built in response to what he persuaded the court to demand. By the time the McCain case was settled, in 2008, with a final judgment that permanently enshrined the right to shelter, a system that had barely served a few hundred people had become a city within the city, providing emergency housing for 35,000, and a body of law had been built block by block alongside it.

Thomas Crane, New York City's chief of general litigation, estimates that in nearly four decades as a city lawyer, he has spent more time on homelessness litigation than on anything else. Crane said that "in the bad old days," they were in court "every week or every other week, and when we weren't in court, we were writing papers to address the motions that were being made," he said. In one 18-month stretch, the city submitted more than 300,000 pages to court. "Steve knew what data was out there, and he'd want to get his hands on it," Crane said. "And we had a lot of dirty laundry." He added, "They were driving us crazy."

Six years after reaching the settlement, Crane was in a meeting on other city business when, he recalls, "one of my colleagues who worked with me on homeless litigation burst into this office — just really burst in, with other people here — and said: 'You won't [expletive] believe it. Do you know who the new commissioner is?'"

**Banks was the rare** commissioner who had no previous experience working in government. Certainly no other agency head had made a career working against it. When he was a lawyer, staff members at one of D.H.S.'s intake offices had a running joke about posting Banks's photo behind the desk, like a food critic's in a restaurant kitchen, with a note to call management if he showed up. In the courtroom, it was easy to think that city officials' hardheadedness was all that stood between Banks and the solutions to his clients' problems.

The responsibility for finding open beds fell to a small office within D.H.S. called Housing Emergency Referral Operations, known inside the agency as HERO. HERO ran 24 hours a day, seven days a week, and may be the place inside D.H.S. that felt the right to shelter most acutely. "The office is working to forecast how much capacity is likely to be needed," Banks explained. "Is there enough? Who is moving out? Where are they moving out from?" Another D.H.S. staff member who was not authorized to speak on the record described it more bluntly. "They make the math work," he said. "It was a real thing — it's not theoretical anymore. They got to show Banks what he had wrought."

One of the first things Banks learned was that three people had to leave shelter for the city's count, a number known as the census, to drop by one. This indicated not only an unrelenting demand for housing but also a system in near-constant motion. In 2018, when the annual census reached a record high — an average of 60,000 people per night — more than 132,000 people spent at least one night in shelter over the course of a year, enough for every bed in the system to turn over. The last thing Banks wanted was to be sued for violating the right to shelter, but the numbers were bleak. "He never mentioned it," a HERO employee who worked closely with Banks at the time but was not authorized to speak on the record, said, "but if it was me, that's what I'd be thinking, right?"

When Banks started, HERO's day began at 6 or 7 a.m. with a review of remaining vacancies. HERO staff members then spent business hours making calls and visits to shelters and, often, cold-calling hotels for extra rooms. Early on, they were sometimes thwarted by disorganization elsewhere in the agency: They might hear from a shelter operator that had a pocket of open rooms but needed another D.H.S. office to approve its budget before they could be released. The office is legally mandated to place everyone by 4 a.m. — the next day's first report on new shelter applications arrives just four hours later — and under Banks, they met their deadline every night, but in his first year sometimes not by much. "There were many days where the outsider looking in would think, Oh, today is going to be the day where we just don't make it," the HERO staff member said. "I'm sure many nights the commissioner was humbled by his nerves, watching it play out."

It became clear to Banks that the shelter system should work locally rather than as a triage operation crisscrossing the city. "If I come from the Bronx and I work in the Bronx or my kids go to school there, or if I have health care needs there, or if my house of worship is there, what can the agency do to say I'm going to be sheltered as close as possible to those anchors of life?" Banks said. Shortly after he became commissioner, D.S.S. began to work with the City Council member Antonio Reynoso to open a pilot shelter that would prioritize

people who lived nearby. Over the summer, the agency made plans for others, including one in Maspeth, a working-class community in western Queens. The neighborhood had long been majority white, but in recent years that majority became thinner and thinner. Maspeth was the first place where the neighbors called a large town-hall meeting to oppose a proposed shelter. They seemed unable to imagine that New York's homeless residents came from every community district in the city, including theirs.

Residents held a meeting at the gymnasium of a Maspeth high school. The Queens Ledger reported that the gymnasium could hold about 750 people and that turnout surpassed 1,700. Banks stood behind a lectern at one end of the room, facing rows of people sitting in folding chairs. He was not received warmly.

“To the people yelling at me in the front row, saying they should go back to East New York, I want to just emphasize again — ”

The crowd interrupted with cheers.

“ — I want to just emphasize again that there are 243 of your neighbors in shelters — ”

The crowd interrupted with boos.

Later that fall, protesters marched in front of Banks's house four times, and he received a threatening phone call from a woman who declined to identify herself, mentioned his children by name and asked why he hadn't picked up his newspaper the previous weekend. She said he would be hearing from her again. The Police Department instructed him to stop taking the subway to work. “People ask me, ‘You have a listed phone number?’” Banks said. “I thought that was part of what I was supposed to do, be accessible.” By mid-October, the landlord for the proposed shelter had pulled out.

Banks took two lessons from Maspeth. In neighborhoods that are likely to be hostile to new shelters, the agency no longer provided wide notice until they had a finalized agreement with the landlord. And Banks began to send an annual request to every community board and elected official in the city, asking for promising locations in their districts. “Some of them have been extraordinary partners,” Banks said. “But in other communities it doesn't happen.” Eric Ulrich, a former City Council member from a district in southern Queens — “He came to a protest at my house,” Banks noted — tried to submit a location in the Bronx. “And when we open a shelter in a community like that, we might hear that there wasn't any consultation. But we can say, ‘Well, wait a minute, we asked.’” By the end of 2021, more than 50 borough-based shelters had opened.

In 2018, more than 132,000 people spent at least one night in shelter over the course of a year in the city. Ahmed Gaber for The New York Times

**From the start**, Banks began to put together things he hadn't been able to win as a lawyer. He came into office shortly after the chief judge of New York's highest court, Jonathan Lippman, convened a task force to investigate access to legal services in civil court. What it found was so stark — in New York City eviction cases, 99 percent of tenants appeared without a lawyer, while only 4 percent of landlords did — that the city's housing courts began to gain a reputation as a collection-and-eviction service for landlords. "Ever since *Gideon v. Wainwright*, the seminal case on criminal legal representation, if your liberty is at stake, you have a right to a lawyer," Lippman said. But *Gideon* applies to criminal cases only, not to civil litigation, like evictions. And if you can't make your rent, it's very unlikely you can pay for a lawyer. "Who do you think wins when one side's got a lawyer and the other side doesn't?" Banks asked.

Plenty of lawyers have argued for a right to counsel in housing court. Banks himself couldn't get it to stick while at Legal Aid. But a commissioner who wants to make it a priority, he said, can accomplish things that are much harder to do on the outside. Banks created a pilot program, targeted by ZIP code, that provided counsel in housing court for any person who needed it. Some estimates put the cost of a full program at \$200 million a year or more; the funding for Banks's pilot began at \$8 million. The idea of a citywide program had support from a growing group of advocates and members of the City Council, but it was received with less enthusiasm in the executive branch. (A spokesperson for the de Blasio administration said that the mayor and Banks worked closely throughout this project to make sure it had the funding and resources to be effective.) During a City Council committee hearing, Letitia James, then the city's public advocate, relayed a conversation with someone she suggested was a city representative, who told her the city "should basically only give a right to counsel to individuals who have a likelihood of success." James left unsaid how the city might evaluate that likelihood.

"Steve was the guy who had to get it across to the administration that you can make this work from a fiscal perspective," Lippman said. "Little by little, he was able to wear the mayor down." In 2017, de Blasio signed a law that expanded Banks's program and imposed a deadline to reach every low-income tenant in the city by mid-2022. Lippman called it "the first really, truly, civil *Gideon* piece of legislation" in the country. It will likely have the furthest reach of anything Banks has done.

By the arrival of the pandemic, evictions in the city had dropped by more than 40 percent, and the dynamic of the courtroom had changed in other, indirect ways. Some landlords will stop pursuing certain kinds of evictions, Banks said, once they know there's a lawyer on the other side. "There's a kind of case that the landlord would never be able to win, because it had no merit," he said. "But they were able to win with an unrepresented tenant."

In 2020, the court system decided to hold all hearings virtually, and evictions slowed because of the statewide eviction moratorium. But they never entirely stopped. "So instead of the classic housing court, with thousands of cases on the calendar each day throughout the city, we had a system limited to the number of conferences the 50 judges can do over the internet," Banks said. "And it turns out you can only do about 10 conferences a day, per judge. We could handle all of those." As the city began to reopen later that year, the program soon expanded fully. The right to counsel had effectively arrived in housing court two years early.

**For decades, the city's response** to homelessness had often been built around the idea, stated or not, that the right to shelter meant the shelter system could only grow and grow, regardless of cost, of the strain on other resources and of the number of qualified service providers. When previous administrations fought Banks, that was the idea of the future they were trying to refute.

Over Banks's tenure, a series of investigations repeatedly pointed to the work still to be done. Tenants of a Bronx shelter company accused the chief executive of sexual assault or offering better living conditions in exchange for sex, and employees spoke of a pattern of sexual harassment and assault. A Queens-based nonprofit submitted invoices for services that the city could find no evidence it had provided. Another hired a security company founded by one of its executives as its largest subcontractor. (Many of the executives and providers denied wrongdoing.) Police Department data seemed to dispute D.S.S. safety reports. Several reports documented shelters with vermin and mold, and accounts of violence deterred people from leaving the street.

This fall, The New York Times published an investigation into CORE Services Group, which operated several city shelters, that provided evidence of widespread financial improprieties. The Times noted that D.S.S. had been aware of many of the violations; it also noted that the agency continued to work with the organization after the violations surfaced. The investigation's sharpest critique may have been one of its most subtle: Five people, identified only as current or former D.S.S. officials, told the paper that the city was hesitant to closely scrutinize the finances of nonprofit groups because the immense need for shelter and the legal obligation to provide it left the department with virtually nowhere else to turn.

"Among the things that keep me up at night is the concern that the pace of change isn't fast enough," Banks told me in October. "If CORE or any other organization does not agree to reforms that we are demanding, we will replace them. But we can't replace them by just shutting their doors. We have to find alternate providers, and that takes time." (The city cut ties with CORE the following month; the chief executive denies any wrongdoing and a spokesman for CORE disputes the city's account of how their contract ended.) "I understand that's unsatisfying to the public, because there is a sense that action should happen immediately," Banks said. But the risk of tossing people onto the street is unacceptable.

Despite decades of work to ensure shelter, Banks sees it as necessary but insufficient, an "emergency-room response" to homelessness. "The ultimate tool that D.S.S. has to address homelessness is to provide people stability," he said, to keep them from becoming homeless in the first place. "Food assistance, legal services, rent arrears — even in a good shelter, clients are going through the trauma of losing

their home.”

From the start, he was determined to try to help keep residents in their homes. When Banks began at the Human Resources Administration, the city had stopped providing rental assistance entirely. He restarted it. He worked with the city’s Department of Education to identify students whose families were on the verge of homelessness, living with friends or relatives. He moved crisis-intervention workers into neglected communities. He reduced administrative barriers to other public benefits and made them available online for the first time.

It was not enough. D.S.S. is a social-services agency; the tools it has are social-service tools. Banks combed the city charter to find a passage that would give D.S.S. the legal authority to build housing; he couldn’t find it.

New York has lost roughly 150,000 rent-regulated apartments over the past 25 years, but the city’s affordable housing didn’t simply disappear — it was replaced. “The shelter system seems to me to be part of the housing market in New York City — it’s not like some add-on,” Kim Hopper, an anthropologist and one of New York City’s earliest homelessness advocates, said. “And I don’t see how you get around the problem of affordability without producing affordable housing.”

The city’s housing initiatives are assigned to a separate department, Housing Preservation and Development, with its own directives, its own commissioner and its own politics. It was the lead agency of the city’s housing plan. The agency began many of its projects with a set number of apartments put aside for people leaving shelter, but by the time negotiations between the city and developers were finalized, these units often vanished. In 2017, the agency’s commissioner at the time testified to the City Council that the agency is “often forced to reduce or eliminate homeless set-asides to garner support for our projects.”

After a few years in office, when Banks looked at the shelter census, he saw a number that had stopped rising but that he couldn’t get to drop. Social-service tools could keep more people from needing shelter, but there was hardly anywhere for the people already in shelter to go. Banks began to question why he had come into government. Maybe keeping the census essentially flat was the best D.S.S. could do.

Banks spoke with Lippman, the former chief judge of New York, who had become a kind of mentor and confidant. Banks consulted him before he decided to leave Legal Aid, and Banks approached him again. “He came to me and said maybe I can’t make the kind of change that I want to,” Lippman said. “Maybe I have to get out of here.” The question was whether Banks could hold onto his beliefs while holding onto his job. “And my advice to him,” Lippmann said, “was get the tools you need or get out.”

“He only stayed because the mayor promised him things that would help,” Lippman said. Without drawing much attention, parts of Banks’s social-services agency began to behave like a housing department. D.S.S. pieced together a kind of housing plan outside the city’s official housing plan, focused entirely on homelessness. The agency developed teams to investigate and prosecute landlords who discriminate against tenants paying with city vouchers. Banks demanded that landlords of apartments paid for with city public assistance make repairs or address unacceptable conditions. If they didn’t, he withheld payment to them or threatened to, which was often as effective, making D.S.S. an enforcer of the city’s housing code.

Part of D.S.S.’s portfolio was the “cluster program”: thousands of apartments the city rented in a series of run-down buildings for use as small-scale shelters, despite substandard maintenance and poor access to services. The city relied on the program for decades, but the cluster program had arguably the worst shelters in the system; Banks had always wanted to end it. “When I looked at it, I thought, OK, we want to end the program, we want to get clients into permanent housing and we want to preserve permanent affordability of that housing,” Banks said. “Why isn’t that a public purpose that’s suitable for eminent domain?”

Eminent domain is the ability of the government to take private property, at a fair price, and convert it for public use. “Government, in general, uses eminent domain all the time,” Banks said. “How did they create the railroads? How did they create the subways?” Banks threatened to take the clusters, and the landlords decided they didn’t want to test his argument in court. D.S.S. arranged for nonprofit housing organizations to buy and convert 45 cluster buildings, totaling more than 1,700 apartments, for use as permanent affordable housing. Nearly every transaction, by turning what had been a shelter unit into an affordable apartment, simultaneously reduced the number of people in shelter and increased the city’s affordable-housing stock. In the converted buildings, the private, market-rate units became permanent affordable housing, too.

The threat of eminent domain, especially from a social-services agency, is widely considered an extremely aggressive tactic. A covert housing program assembled outside the direction of the housing agency is essentially unheard-of. In part, Banks found his way to them out of desperation and creativity, and a conclusion that even prevention and shelter together were falling short.

Another reason might be that the city’s affordable-housing plan seemed to largely fail its homeless people. The city typically creates affordable housing in two ways: development and preservation. Development finances the construction of new buildings; preservation ensures that existing affordable housing does not disappear. The de Blasio administration’s flagship plan, called Housing New York, promised 200,000 units of affordable housing by the end of 2021. In December, the city announced that it had reached that goal, calling it a signal success. According to Housing Preservation and Development data, however, it can take as long as four years from the time a new building is financed until it is built and occupied. The wait can be even longer for existing housing that the plan preserves: Those apartments are not available to new occupants until the current tenants leave. As of mid-2021, the city listed only one number for units —

approximately 16,000 — that it had set aside for people exiting shelter. About half those units are supportive housing, available only to people with specific medical or social-service needs. The agency would not provide a more detailed count of the remaining “homeless set-aside” units, but according to internal agency data obtained by the Coalition for the Homeless, the number of those units “financed” by the spring of 2021 was fewer than 3,000. Even fewer than that, presumably, had been built.

Housing Preservation and Development says it does not have complete data on how many people the department has moved from shelter, though it does track how many units it has filled. As of mid-2021, excluding supportive housing, whose placement is largely determined by D.S.S., that number was 5,133. The agency estimates this to be housing for “nearly 12,000 people.”

D.S.S. was left to fill the gap, without the tools of Housing Preservation and Development. Over the same period, D.S.S. found post-shelter affordable housing for more than 144,000 people. D.S.S. couldn’t build permanent affordable housing to bring New Yorkers out of homelessness, but Banks created more of it than anyone else, including the housing department.

“If you want to end homelessness, you need the other two levels of government working with you rather than against you,” Banks said. “But that doesn’t let the city off the hook.” Ahmed Gaber for The New York Times

**New mayors like to pick their own deputies, and no one wants an adversary for a partner.** Last summer, though, after Eric Adams won the Democratic primary, he told the local news channel PIX11 that he was not planning to replace every commissioner and mentioned Banks’s work. When Adams won the election, a person “close to the Adams campaign and transition” told the news organization City Limits that it was a “done deal” that Banks would continue in his role. “Even if you don’t like him, you have to keep him on,” the person said. (The Adams administration and Banks declined to comment.) But Banks decided to get out. In November he announced that he would lead the pro bono practice at the law firm Paul, Weiss, which litigates public-interest cases nationwide. Adams promoted the administrator of the Human Resources Administration, Gary Jenkins, who had worked for Banks.

The mayors that Banks fought at Legal Aid would argue that they couldn’t end homelessness without a state and federal government willing to help. They may have been right in a very narrow sense, but they were wrong where it counted. “If you want to end homelessness, you need the other two levels of government working with you rather than against you,” Banks said. “But that doesn’t let the city off the hook.” The de Blasio administration was the first in 40 years to have fewer people in shelter on its last day than on its first. “We’ve shown what the city can do with a social-service response,” Banks said. He has also shown, he says, how beholden the Department of Social Services is to other systems that create the need for shelter. The cost of their failures appear in the shelter budget.

“When we brought McCain,” Banks said, referring to the right-to-shelter case he argued for nearly three decades, “we couldn’t make a claim for permanent housing because all of the case law said there wasn’t a right to permanent housing.” The right to shelter was the limit to what the law would allow. The language in the state constitution that anchors it is vague — it says little more than that “the aid, care

and support of the needy are public concerns, and shall be provided by the state” — and had lay dormant for nearly 50 years. “What brought it to life,” Banks said, “was modern mass homelessness.” New Yorkers were freezing to death in the streets or losing limbs to hypothermia, and Banks and his colleagues thought that the social circumstances should change the way that the courts interpreted the law. Their work, eventually, showed that they were right.

Over the past two years, our social circumstances have been reordered again. A pandemic still not under control has been shown to spread more rapidly in overcrowded housing. “Is that not a ‘public concern’?” Banks asked. Additionally, he said, “federal law already provides a right to housing assistance — if you own your home.” There are tax deductions available to mortgage holders and a suite of subsidies open to homeowners. The path to prosperity in America — to the kind of wealth that can be passed from one generation to the next — runs through housing, and for the bulk of the last century, it also ran through discriminatory policies, like redlining and segregation, that governed homeownership. This means it has also been a way for intergenerational wealth to be denied. Yet the tax code continues to reward homeowners and ignore renters. “We’re at a moment of racial reckoning,” Banks said. “Isn’t there an argument to be made that now is the time to undo the impact of current law that provides a right to housing assistance if you own your home, but not if you don’t?”

The moral argument for a right to housing, cynics might say, remains naïve; it has always been too idealistic to catch on widely. But the grounds for a legal argument may have just taken shape, and Banks has made a career of moral arguments spoken through the language of the law.

“Let me put it this way,” Banks said. “I look forward to returning to the practice of law, and it would be a great case to bring.”

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**Alex Carp** is a research editor for the magazine. He has written for *The New Yorker*, *The New York Review of Books* online and *The Believer*. **Ahmed Gaber** is a photographer who works to capture stories of everyday people and experiences. Originally working in his homeland, Egypt, he now lives and works in New York.

**TAB 2**  
**COVID-19**  
**Emergency**  
**Continuation**

## RESOLUTION NO.

### RESOLUTION FINDING THAT THE COVID-19 PANDEMIC STATE OF EMERGENCY CONTINUES TO PRESENT IMMINENT RISKS TO THE HEALTH OR SAFETY OF ATTENDEES AND THAT IT CONTINUES TO DIRECTLY IMPACT THE ABILITY OF THE HEALTHCARE FOR THE HOMELESS & FARMWORKER HEALTH (HCH/FH) PROGRAM CO-APPLICANT BOARD TO MEET SAFELY IN PERSON

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**WHEREAS**, on March 4, 2020, pursuant to Section 8550, *et seq.*, of the California Government Code, Governor Newsom proclaimed a state of emergency related to the COVID-19 novel coronavirus and, subsequently, the San Mateo County Board of Supervisors declared a local emergency related to COVID-19, and the proclamation by the Governor and the declaration by the Board of Supervisors remains in effect; and

**WHEREAS**, on March 17, 2020, Governor Newsom issued Executive Order N-29-20, which suspended certain provisions in the California Open Meeting Law, codified at Government Code section 54950, *et seq.* (the “Brown Act”), related to teleconferencing by local agency legislative bodies, provided that certain requirements were met and followed; and

**WHEREAS**, on June 11, 2021, the Governor issued Executive Order N-08-21, which extended certain provisions of Executive Order N-29-20 that waive otherwise-applicable Brown Act requirements related to remote/teleconference meetings by local agency legislative bodies through September 30, 2021; and

**WHEREAS**, on September 16, 2021, Governor Newsom signed AB 361, which provides that a local agency legislative body may continue to meet remotely without complying with otherwise-applicable requirements in the Brown Act related to

remote/teleconference meetings by local agency legislative bodies, provided that a state of emergency has been declared, and the legislative body determines that meeting in person would present imminent risks to the health or safety of attendees, and provided that the legislative body makes such finding at least every thirty days during the term of the declared state of emergency; and,

**WHEREAS**, at its meeting of October 14, 2021, the HCH/FH Co-Applicant Board adopted a resolution, wherein this Board found, among other things, that as a result of the continuing COVID-19 state of emergency, meeting in person would present imminent risks to the health or safety of attendees; and

**WHEREAS**, if this Board determines that it is appropriate to continue meeting remotely pursuant to the provisions of AB 361, then at least every 30 days after making the initial findings set forth in the resolution adopted by this Board on October 14, 2021, this Board must reconsider the circumstances of the state of emergency and find that the state of emergency continues to impact the ability of members of this Board to meet safely in person.

**WHEREAS**, the HCH/FH Co-Applicant Board has reconsidered the circumstances of the state of emergency and finds that the state of emergency continues to impact the ability of members of the HCH/FH Co-Applicant Board to meet in person because there is a continuing threat of COVID-19 to the community, and because Board meetings have characteristics that give rise to risks to health and safety of meeting participants (such as the increased mixing associated with bringing together people from across the community, the need to enable those who are

immunocompromised or unvaccinated to be able to safely continue to participate fully in public governmental meetings, and the challenges with fully ascertaining and ensuring compliance with vaccination and other safety recommendations at such meetings); and

**WHEREAS**, the California Department of Public Health (“CDPH”) and the federal Centers for Disease Control and Prevention (“CDC”) caution that the Delta variant of COVID-19, currently the dominant strain of COVID-19 in the country, is more transmissible than prior variants of the virus, that it may cause more severe illness, and that even fully vaccinated individuals can spread the virus to others resulting in rapid and alarming rates of COVID-19 cases and hospitalizations (<https://www.cdc.gov/coronavirus/2019-ncov/variants/delta-variant.html>); and,

**WHEREAS**, the HCH/FH Co-Applicant Board has an important interest in protecting the health, safety and welfare of those who participate in its meetings; and,

**WHEREAS**, the HCH/FH Co-Applicant Board typically meets in-person in public buildings, most often in medical facilities, such that increasing the number of people present in those buildings may impair the safety of the occupants; and

**WHEREAS**, in the interest of public health and safety, as affected by the state of emergency caused by the spread of COVID-19, the HCH/FH Co-Applicant Board finds that this state of emergency continues to directly impact the ability of members of this Board to meet safely in person and that meeting in person would present imminent risks to the health or safety of attendees, and the Board will therefore invoke the provisions of AB 361 related to teleconferencing for meetings of the HCH/FH Co-Applicant Board.

**NOW, THEREFORE, IT IS HEREBY DETERMINED AND ORDERED** that

1. The recitals set forth above are true and correct.
2. The HCH/FH Co-Applicant Board has reconsidered the circumstances of the state of emergency caused by the spread of COVID-19.
3. The HCH/FH Co-Applicant Board finds that the state of emergency caused by the spread of COVID-19 continues to directly impact the ability of members of the Board to meet safely in person.
4. The HCH/FH Co-Applicant Board further finds that meeting in person would present imminent risks to the health or safety of meeting attendees and directs staff to continue to agendize public meetings of the HCH/FH Co-Applicant Board only as online teleconference meetings.
5. Staff is directed to return no later than thirty (30) days after the adoption of this resolution with an item for the HCH/FH Co-Applicant Board to consider making the findings required by AB 361 in order to continue meeting under its provisions.

\* \* \* \* \*

**TAB 3**

**Program**

**Director's**

**Budget**

**and**

**Finance**

**Memo**



San Mateo Medical Center  
222 W 39th Avenue  
San Mateo, CA 94403  
650-573-2222 T  
[smchealth.org/smmc](http://smchealth.org/smmc)

DATE: March 10, 2022

TO: Co-Applicant Board, San Mateo County Health Care for the Homeless/Farmworker Health (HCH/FH) Program

FROM: Jim Beaumont  
Director, HCH/FH Program

SUBJECT: HCH/FH PROGRAM BUDGET and FINANCIAL REPORT

Grant claimable expenditures for February total an estimated \$240,154, for a total year-to-date estimated to be \$305,728. Based on the historical flow of contract expenditures and program operations, and with some information on the County's agreements with employee bargaining units, we project an estimated \$3,015,000 in claimable expenditures for the year.

This projection keeps us in the estimated \$200K-\$300K over-expenditure when compared to our Base Grant awards for the year. This is in line with the planned spend-down of the carryover funds balance.

Attachment:

- GY 2022 Summary Grant Expenditure Report Through 02/28/22



GRANT YEAR 2022

February \$\$

Details for budget estimates	Budgeted [SF-424]		To Date (02/28/22)	Projection for end of year	Projected for GY 2023
<b>EXPENDITURES</b>					
<u>Salaries</u>					
Director, Program Coordinator Management Analyst ,Medical Director new position, misc. OT, other, etc.	604,532	47,771	93,078	699,000	721,000
<u>Benefits</u>					
Director, Program Coordinator Management Analyst ,Medical Director new position, misc. OT, other, etc.	178,640	18,470	36,025	260,000	270,000
<u>Travel</u>					
National Conferences (2500*8)	4,000			4,000	15,000
Regional Conferences (1000*5)	2,000			2,000	5,000
Local Travel	500			100	1,500
Taxis	250			400	1,000
Van & vehicle usage	250			1,000	1,500
	7,000		0	7,500	24,000
<u>Supplies</u>					
Office Supplies, misc. Small Funding Requests	3,960		480	7,500	10,000
	3,960		480	7,500	10,000
<u>Contractual</u>					
2021 Contracts		30,375	30,375		
2021 MOUs					
Current 2022 MOUs	1,245,000	16,192	16,192	1,200,000	1,100,000
Current 2022 contracts	795,000	124,950	124,950	775,000	1,000,000
---unallocated---/other contracts					
	2,040,000		171,517	1,975,000	2,100,000
<u>Other</u>					
Consultants/grant writer	17,000			10,000	20,000
IT/Telcom	4,200	2,396	4,628	28,000	30,000
New Automation				0	-
Memberships	1,500			2,500	5,000
Training	1,800			25,000	20,000
Misc				500	500
	24,500		4,628	66,000	75,500
<b>TOTAL</b>	<b>2,858,632</b>	<b>240,154</b>	<b>305,728</b>	<b>3,015,000</b>	<b>3,200,500</b>
<b>GRANT REVENUE</b>					
Available Base Grant	2,858,632		2,858,632	2,858,632	2,858,632
Carryover	750,447		750,447	750,447	529,079 carryover
Available Expanded Services Awards **					
HCH/FH PROGRAM TOTAL	3,609,079		3,609,079	3,609,079	3,387,711
<b>BALANCE</b>	<b>750,447</b>	<b>Available</b>	<b>3,303,351</b>	<b>594,079</b>	<b>187,211</b>
			<b>Current Estimate</b>	<b>Projected</b>	based on est. grant of \$2,858,632
<u>Non-Grant Expenditures</u>					
Salary Overage	13750	1000	2,000	16,000	20,000
Health Coverage	57000	3762	7,450	53,000	62,000
base grant prep	-				
food	2500			750	1,500
incentives/gift cards	1,000				1,500
	74,250	4,762	9,450	69,750	85,000
TIDES Grant		608	608		
<b>TOTAL EXPENDITURES</b>	<b>2,932,882</b>	<b>245,524</b>	<b>315,786</b>	<b>3,084,750</b>	<b>NEXT YEAR 3,285,500</b>

**TAB 4**  
**Updating**  
**Sliding**  
**Fee Scale**



SAN MATEO COUNTY HEALTH  
**SAN MATEO  
MEDICAL CENTER**

San Mateo Medical Center  
222 W. 39th Avenue  
San Mateo, CA 94403  
650-573-2222 T  
[www.sanmateomedicalcenter.org](http://www.sanmateomedicalcenter.org)  
[www.facebook.com/smchealth](https://www.facebook.com/smchealth)

**DATE:** March 10, 2022

**TO:** Co-Applicant Board, San Mateo County Health Care for the Homeless/Farmworker Health (HCH/FH) Program

**FROM:** Sofia Recalde, HCH/FH Management Analyst

**SUBJECT:** REQUEST TO APPROVE REVISIONS TO THE SLIDING FEE DISCOUNT SCHEDULE

One of the Federal Program Requirements is having an approved Sliding Fee Discount Program (SFDP). This Board approved policy for the SFDP in October 2014 and has been updated on an annual basis with the last update approved by the HCH/FH Board on March 11, 2021.

According to the HCH/FH Sliding Fee Discount Program Policy "The income levels included in the SFDS shall be updated annually based on the annual release of the Federal Poverty Level". The attached revisions to the Sliding Fee Scale Schedule are based on the updates to the 2022 (FPL) guidelines.

This request is for the Co-Applicant Board to approve revisions to its approved Sliding Fee Discount Program Policy Schedule to adjust for the new FPL for 2022. A majority vote of the members present is necessary and sufficient to approve the request.

**ATTACHMENTS:**

- 2022 Federal Poverty Guidelines
- Revised 2022 Sliding Fee Scale Discount Schedule

detailed agenda and meeting registration link will be available on the NACCD meeting website <https://www.phe.gov/Preparedness/legal/boards/naccd/Pages/default.aspx>.

**ADDRESSES:** Members of the public may attend the meeting via a toll-free phone number or Zoom teleconference, which requires pre-registration. The meeting link to pre-register will be posted on <https://www.phe.gov/Preparedness/legal/boards/naccd/Pages/default.aspx>. Members of the public may provide written comments or submit questions for consideration by the NACCD at any time via email to [NACCD@hhs.gov](mailto:NACCD@hhs.gov). Members of the public are also encouraged to provide comments after the meeting.

**FOR FURTHER INFORMATION CONTACT:** Zhuowan Jackson, NACCD Designated Federal Officer, Office of the Assistant Secretary for Preparedness and Response (ASPR), Department of Health and Human Services (HHS), Washington, DC; 202-205-4217, [NACCD@hhs.gov](mailto:NACCD@hhs.gov).

**SUPPLEMENTARY INFORMATION:** The NACCD invites those who are involved in or represent a relevant industry, academia, health profession, health care consumer organization, or state, Tribal, territorial or local government to request up to four minutes to address the committee in person via Zoom. Requests to provide remarks to the NACCD during the public meeting must be sent to [NACCD@hhs.gov](mailto:NACCD@hhs.gov) at least 15 days prior to the meeting along with a brief description of the topic. We would specifically like to request inputs from the public on challenges, opportunities, and strategic priorities for national public health and medical preparedness, response and recovery specific to the needs of children and their families in disasters. Presenters who are selected for the public meeting will have audio only for up to four minutes during the meeting. Slides, documents, and other presentation material sent along with the request to speak will be provided to the committee members separately. Please indicate additionally whether the presenter will be willing to take questions from the committee members (at their discretion) immediately following their presentation (for up to four additional minutes).

**Dawn O'Connell,**

*Assistant Secretary for Preparedness and Response.*

[FR Doc. 2022-01161 Filed 1-20-22; 8:45 am]

**BILLING CODE 4150-37-P**

## DEPARTMENT OF HEALTH AND HUMAN SERVICES

### Office of the Secretary

#### Annual Update of the HHS Poverty Guidelines

**AGENCY:** Department of Health and Human Services.

**ACTION:** Notice.

**SUMMARY:** This notice provides an update of the Department of Health and Human Services (HHS) poverty guidelines to account for last calendar year's increase in prices as measured by the Consumer Price Index.

**DATES:** January 12, 2022 unless an office administering a program using the guidelines specifies a different effective date for that particular program.

**ADDRESSES:** Office of the Assistant Secretary for Planning and Evaluation, Room 404E, Humphrey Building, Department of Health and Human Services, Washington, DC 20201.

**FOR FURTHER INFORMATION CONTACT:** For information about how the guidelines are used or how income is defined in a particular program, contact the Federal, state, or local office that is responsible for that program. For information about poverty figures for immigration forms, the Hill-Burton Uncompensated Services Program, and the number of people in poverty, use the specific telephone numbers and addresses given below.

For general questions about the poverty guidelines themselves, contact Kendall Swenson, Office of the Assistant Secretary for Planning and Evaluation, Room 404E.3, Humphrey Building, Department of Health and Human Services, Washington, DC 20201—telephone: (202) 795-7309—or visit <http://aspe.hhs.gov/poverty/>.

For information about the percentage multiple of the poverty guidelines to be used on immigration forms such as USCIS Form I-864, Affidavit of Support, contact U.S. Citizenship and Immigration Services at 1-800-375-5283. You also may visit <https://www.uscis.gov/i-864>.

For information about the Hill-Burton Uncompensated Services Program (free or reduced-fee health care services at certain hospitals and other facilities for persons meeting eligibility criteria involving the poverty guidelines), contact the Health Resources and Services Administration Information Center at 1-800-638-0742. You also may visit <https://www.hrsa.gov/get-health-care/affordable/hill-burton/index.html>.

For information about the number of people in poverty, visit the Poverty section of the Census Bureau's website at <https://www.census.gov/topics/income-poverty/poverty.html> or contact the Census Bureau's Customer Service Center at 1-800-923-8282 (toll-free) or visit <https://ask.census.gov> for further information.

#### SUPPLEMENTARY INFORMATION:

##### Background

Section 673(2) of the Omnibus Budget Reconciliation Act (OBRA) of 1981 (42 U.S.C. 9902(2)) requires the Secretary of the Department of Health and Human Services to update the poverty guidelines at least annually, adjusting them on the basis of the Consumer Price Index for All Urban Consumers (CPI-U). The poverty guidelines are used as an eligibility criterion by Medicaid and a number of other Federal programs. The *poverty guidelines* issued here are a simplified version of the *poverty thresholds* that the Census Bureau uses to prepare its estimates of the number of individuals and families in poverty.

As required by law, this update is accomplished by increasing the latest published Census Bureau poverty thresholds by the relevant percentage change in the Consumer Price Index for All Urban Consumers (CPI-U). The guidelines in this 2022 notice reflect the 4.7 percent price increase between calendar years 2020 and 2021. After this inflation adjustment, the guidelines are rounded and adjusted to standardize the differences between family sizes. In rare circumstances, the rounding and standardizing adjustments in the formula result in small decreases in the poverty guidelines for some household sizes even when the inflation factor is not negative. In cases where the year-to-year change in inflation is not negative and the rounding and standardizing adjustments in the formula result in reductions to the guidelines from the previous year for some household sizes, the guidelines for the affected household sizes are fixed at the prior year's guidelines. As in prior years, these 2022 guidelines are roughly equal to the poverty thresholds for calendar year 2021, which the Census Bureau expects to publish in final form in September 2022.

The poverty guidelines continue to be derived from the Census Bureau's current official poverty thresholds; they are not derived from the Census Bureau's Supplemental Poverty Measure (SPM).

The following guideline figures represent annual income.

**2022 POVERTY GUIDELINES FOR THE 48 CONTIGUOUS STATES AND THE DISTRICT OF COLUMBIA**

Persons in family/household	Poverty guideline
1 .....	\$13,590
2 .....	18,310
3 .....	23,030
4 .....	27,750
5 .....	32,470
6 .....	37,190
7 .....	41,910
8 .....	46,630

For families/households with more than 8 persons, add \$4,720 for each additional person.

**2022 POVERTY GUIDELINES FOR ALASKA**

Persons in family/household	Poverty guideline
1 .....	\$16,990
2 .....	22,890
3 .....	28,790
4 .....	34,690
5 .....	40,590
6 .....	46,490
7 .....	52,390
8 .....	58,290

For families/households with more than 8 persons, add \$5,900 for each additional person.

**2022 POVERTY GUIDELINES FOR HAWAII**

Persons in family/household	Poverty guideline
1 .....	\$15,630
2 .....	21,060
3 .....	26,490
4 .....	31,920
5 .....	37,350
6 .....	42,780
7 .....	48,210
8 .....	53,640

For families/households with more than 8 persons, add \$5,430 for each additional person.

Separate poverty guideline figures for Alaska and Hawaii reflect Office of Economic Opportunity administrative practice beginning in the 1966–1970 period. (Note that the Census Bureau poverty thresholds—the version of the poverty measure used for statistical purposes—have never had separate figures for Alaska and Hawaii.) The poverty guidelines are not defined for Puerto Rico or other outlying jurisdictions. In cases in which a Federal program using the poverty guidelines serves any of those jurisdictions, the Federal office that

administers the program is generally responsible for deciding whether to use the contiguous-states-and-DC guidelines for those jurisdictions or to follow some other procedure.

Due to confusing legislative language dating back to 1972, the poverty guidelines sometimes have been mistakenly referred to as the “OMB” (Office of Management and Budget) poverty guidelines or poverty line. In fact, OMB has never issued the guidelines; the guidelines are issued each year by the Department of Health and Human Services. The poverty guidelines may be formally referenced as “the poverty guidelines updated periodically in the **Federal Register** by the U.S. Department of Health and Human Services under the authority of 42 U.S.C. 9902(2).”

Some federal programs use a percentage multiple of the guidelines (for example, 125 percent or 185 percent of the guidelines), as noted in relevant authorizing legislation or program regulations. Non-Federal organizations that use the poverty guidelines under their own authority in non-Federally-funded activities also may choose to use a percentage multiple of the guidelines.

The poverty guidelines do not make a distinction between farm and non-farm families, or between aged and non-aged units. (Only the Census Bureau poverty thresholds have separate figures for aged and non-aged one-person and two-person units.)

This notice does not provide definitions of such terms as “income” or “family” as there is considerable variation of these terms among programs that use the poverty guidelines. The legislation or regulations governing each program define these terms and determine how the program applies the poverty guidelines. In cases where legislation or regulations do not establish these definitions, the entity that administers or funds the program is responsible to define such terms as “income” and “family.” Therefore, questions such as net or gross income, counted or excluded income, or household size should be directed to the entity that administers or funds the program.

Dated: January 18, 2022.

**Xavier Becerra**,  
Secretary, Department of Health and Human Services.

[FR Doc. 2022–01166 Filed 1–20–22; 8:45 am]

**BILLING CODE 4150–05–P**

**DEPARTMENT OF HEALTH AND HUMAN SERVICES**

**Meeting of the National Vaccine Advisory Committee**

**AGENCY:** Office of Infectious Disease and HIV/AIDS Policy, Office of the Assistant Secretary for Health, Office of the Secretary, Department of Health and Human Services.

**ACTION:** Notice.

**SUMMARY:** As stipulated by the Federal Advisory Committee Act, the Department of Health and Human Services (HHS) is hereby giving notice that the National Vaccine Advisory Committee (NVAC) will hold a virtual meeting. The meeting will be open to the public and public comment will be heard during the meeting.

**DATES:** The meeting will be held February 10–11, 2022. The confirmed meeting times and agenda will be posted on the NVAC website at <http://www.hhs.gov/nvpo/nvac/meetings/index.html> as soon as they become available.

**ADDRESSES:** Instructions regarding attending this meeting will be posted online at: <http://www.hhs.gov/nvpo/nvac/meetings/index.html> at least one week prior to the meeting. Pre-registration is required for those who wish to attend the meeting or participate in public comment. Please register at <http://www.hhs.gov/nvpo/nvac/meetings/index.html>.

**FOR FURTHER INFORMATION CONTACT:** Ann Aikin, Acting Designated Federal Officer, at the Office of Infectious Disease and HIV/AIDS Policy, U.S. Department of Health and Human Services, Mary E. Switzer Building, Room L618, 330 C Street SW, Washington, DC 20024. Email: [nvac@hhs.gov](mailto:nvac@hhs.gov).

**SUPPLEMENTARY INFORMATION:** Pursuant to Section 2101 of the Public Health Service Act (42 U.S.C. 300aa–1), the Secretary of HHS was mandated to establish the National Vaccine Program to achieve optimal prevention of human infectious diseases through immunization and to achieve optimal prevention against adverse reactions to vaccines. The NVAC was established to provide advice and make recommendations to the Director of the National Vaccine Program on matters related to the Program’s responsibilities. The Assistant Secretary for Health serves as Director of the National Vaccine Program.

The NVAC celebrates 35 years and will kick off the meeting reflecting on accomplishments and outling

# San Mateo County Health Care for the Homeless Farmworker Health (HCH/FH) Program

(HRSA 330 Program/FQHC)

## Sliding Fee Discount Schedule

Effective March 10, 2022

### Monthly Income Thresholds by Family Size for Sliding Fee Discount Policy

Poverty Level *	0-100%	101-138%	139-160%	160-200%	>200%
Family Size					
1	\$1,133	\$1,563	\$1,812	\$2,265	\$2,266
2	\$1,526	\$2,106	\$2,441	\$3,052	\$3,053
3	\$1,919	\$2,648	\$3,071	\$3,838	\$3,839
4	\$2,313	\$3,191	\$3,700	\$4,625	\$4,626
5	\$2,706	\$3,734	\$4,329	\$5,412	\$5,413
6	\$3,099	\$4,277	\$4,959	\$6,198	\$6,199
7	\$3,493	\$4,820	\$5,588	\$6,985	\$6,986
8	\$3,886	\$5,362	\$6,217	\$7,772	\$7,773
For each additional person add:	\$393	\$543	\$629	\$787	\$787
Patient Cost	No Charge	\$20	\$25	\$30	No sliding fee discount**

\* Based on 2022 HHS Poverty Guidelines (<https://aspe.hhs.gov/topics/poverty-economic-mobility/poverty-guidelines>)

\*\* Reduced payments may be available through other state or locally funded discount programs



**TAB 5**

**Board**

**Member**

**Application**



SAN MATEO COUNTY HEALTH  
**SAN MATEO  
MEDICAL CENTER**

San Mateo Medical Center  
222 W. 39th Avenue  
San Mateo, CA 94403  
650-573-2222 T  
[www.sanmateomedicalcenter.org](http://www.sanmateomedicalcenter.org)  
[www.facebook.com/smchealth](https://www.facebook.com/smchealth)

**DATE:** March 10, 2022

**TO:** Co-Applicant Board, San Mateo County Health Care for the Homeless/Farmworker Health (HCH/FH) Program

**FROM:** Irene Pasma, HCH/FH Implementation and Planning Coordinator

**SUBJECT:** HCH/FH Board Nomination for Francine Serafin-Dickson

The Co-Applicant Board of the HCH/FH Program may periodically elect new members to the Board as desired and in accordance with Board Bylaws.

A member of the HCH/FH Board spoke with Francine in late February 2022. Francine brings a wealth of San Mateo County, healthcare, and hospital knowledge. She is currently an assistant professor at the University of San Francisco's School of Nursing and Health Professions. Previously, she was the Executive Director of the Hospital Consortium of San Mateo and supported the Consortium's Community Assessment reporting. HCH/FH Staff also worked with Francine on Medical Respite in late 2018 and throughout 2019 when the Hospital Consortium was interested in learning more about respite/solutions for people experiencing homelessness. Francine is also the daughter of a California farmer.

Janet Schmidt and Robert Anderson recommend Francine for the HCH/FH Board. This business agenda item is to approve Francine Serafin-Dickson as a new HCH/FH Board member to expand the knowledge and expertise available to the Board for its review, guidance and strategic planning functions.

**ATTACHMENT:**

- Francine Serafin-Dickson HCH/FH Board member application



## **Board Recruitment Committee Nomination to Board**

### **Welcome to the San Mateo County Health Care for the Homeless/Farm Worker Health Co-Applicant: Board Application for Board Membership.**

1. Please state your name

Francine Serafin-Dickson

2. Your contact information (email and phone number).

**REDACTED**

3. What city/county do you reside in?

San Mateo

4. What is your place of employment and title, (if applicable)?

University of San Francisco, Assist Professor, School of Nursing and Health Professions

5. What experience and/or skills do you have that would make you an effective member of the Board?

Familiar with the homeless situation and attempts to mitigate it in San Mateo County; familiar with the health care systems in San Mateo County

6. Briefly describe why you would like to join the HCH/FH Board

Passion and concern for the most vulnerable in our community, the homeless and farm workers; daughter of a California farmer

7. Are you homeless, formerly homeless, a farmworker, retired farmworker, or a dependent of a farmworker?

No

**We highly encourage applicants who are homeless, formerly homeless, a farmworker, retired farmworker, or a dependent of a farmworker.**

The Board requires a member to be a **resident of San Mateo County**.

Federal regulations require that Board members observe the following Conflict of Interest policy: Health Center bylaws or written corporate Board-approved policy include provisions that prohibit conflict of interest by Board members, employees, consultants, and those who furnish goods or services to the health center.

- No Board member shall be an employee of the health center or an immediate family member of an employee. The Chief Executive may serve only as a non-voting ex-officio member of the Board. (45 CFR Part 74.42 and 42 CFR Part 51c.304b)

**TAB 6**  
**UDS**  
**Numbers**



**DATE:** March 10<sup>th</sup>, 2022

**TO:** Co-Applicant Board, San Mateo County Health Care for the Homeless/Farmworker Health (HCH/FH) Program

**FROM:** Sofia Recalde, HCH/FH Management Analyst

**SUBJECT:** 2021 Preliminary annual federal reporting (UDS) and Contractor Year-End Performance

The Uniform Data System (UDS) is a performance report that health center programs, like San Mateo County HCH/FH, submit to the Human Resources & Services Administration (HRSA) on an annual basis that includes data on patient demographics, staffing, services provided and utilization, patient diagnoses, clinical measures, health outcomes and disparities, costs and revenues. Below are preliminary data from the 2021 UDS.

The UDS report includes clients who were served by one or more of the following entities in 2021:

- San Mateo Medical Center (SMMC) outpatient clinics
- Behavioral Health & Recovery services (BHRS) to a limited extent
- HCH/FH contracted service providers
  - ALAS
  - BHRS
  - El Centro
  - LifeMoves
  - Public Health Policy & Planning (PHPP) Mobile Clinic and Street & Field Medicine
  - Puente
  - Ravenswood
  - Samaritan House Safe Harbor
  - Sonrisas
  - StarVista

### **Demographics**

Over the past few years, there have been fluctuations in both the homeless and farmworker populations. A total of 5,777 clients were seen in 2021, which is an 11% increase from 2020. However, 2020 was an unusual year due to the COVID-19 pandemic (i.e., fewer healthcare visits). The total number of clients served is comparable to 2018 and 2019 activity.

Forty-six percent of clients reported incomes less than 100% of the federal poverty level. Approximately 1% of clients had private insurance, 58% had Medi-Cal, 11% had Medicare, 11% had ACE coverage and nearly 20% reported no health coverage. Over 40% of clients were best served in a language other than English.

HCH/FH saw a total of 4,660 people experiencing homelessness (PEH) in 2021, an 11% increase from 2020. The number of PEH ages 0-19 increased 72% from 541 in 2020 to 928 clients in 2021 and represents the most homeless youth served by this program since 2016.

HCH/FH served a total of 1,162 farmworkers, a 16% increase from 2020. Over 85% of farmworker clients were best served in a language other than English.

### Services provided

Although the number of clients receiving primary care, podiatry, and vision services in 2021 increased compared to 2020, the numbers are comparable to 2019. Dental services continue to be impacted by the COVID-19 pandemic as client volume in 2021 is low compared to pre-COVID numbers. We noted that the number of clients receiving mental health services in 2021 appears to have decreased substantially compared to 2019 and 2020. Staff will be investigating the cause of this decrease, as we suspect this might be a reporting error.

Service	2019	2020	2021	% change
Primary Care	5,045	4,429	5,040	14%
Dental	1,113	880	882	0%
Mental Health	547	477	381	-20%
Podiatry	226	161	226	40%
Vision	582	387	540	40%
Enabling	2,507	2,182	1,960	-10%
Substance Use Disorder		756	730	4%

### Clinical

2021 clinical measures, performance and outcomes will be discussed in the QI/QA report.

### Financial

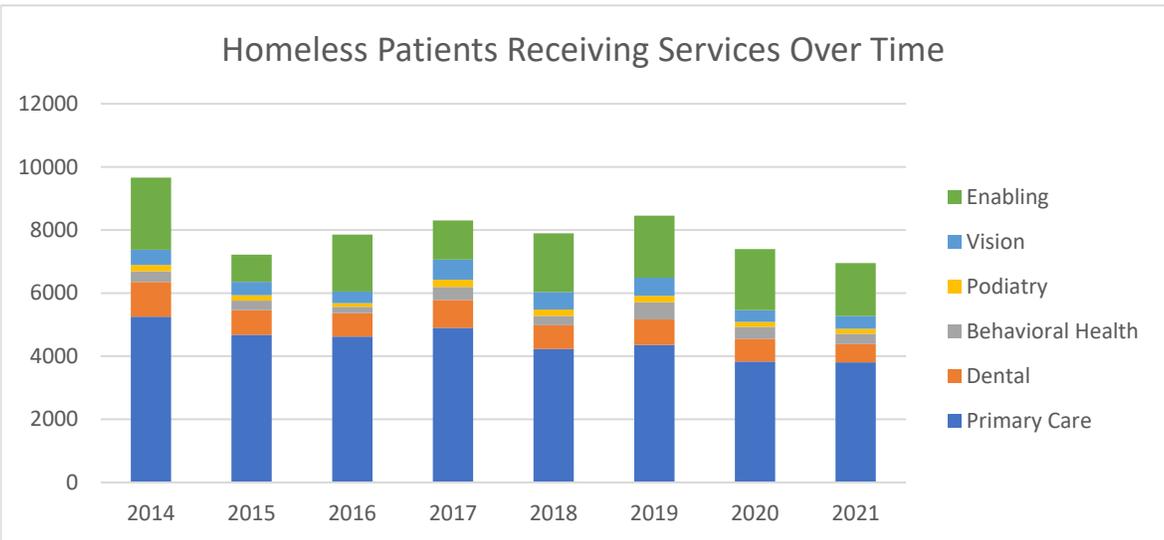
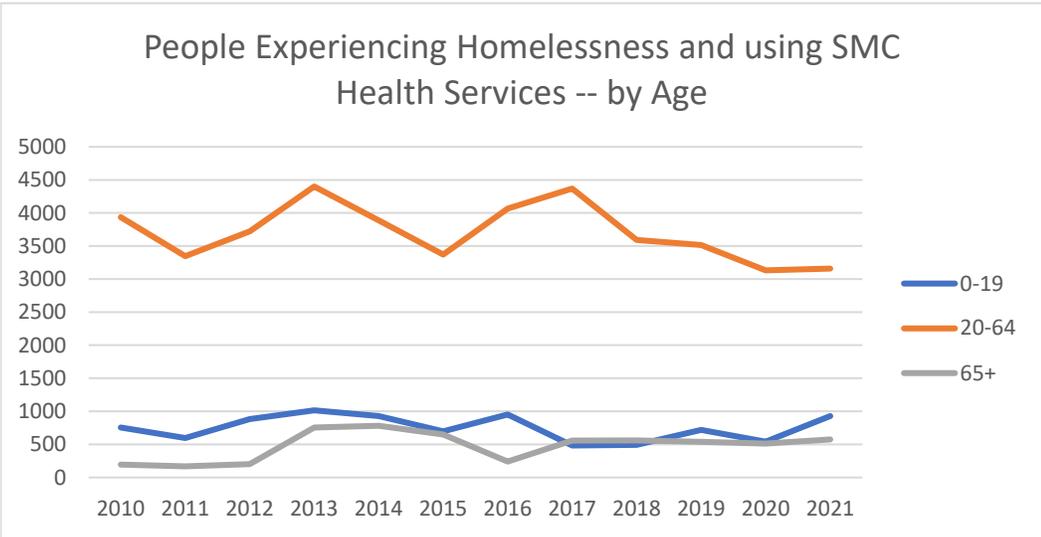
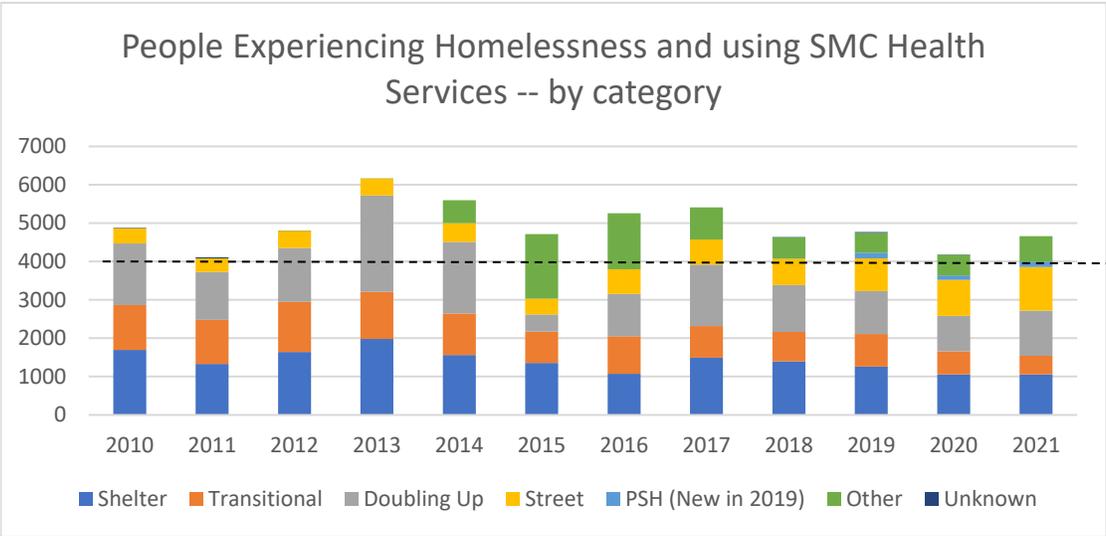
HCH/FH served more clients over more visits with fewer FTE in 2021 compared to 2019 with similar total costs.

Measure	2019	2020	2021
Clients	5,791	5,188	5,777
FTEs	39.23	37.81	37
Clinic Visits	33,379	19,720	24,911
Virtual visits	NA	9,028	10,114
Total cost	\$18.2M	\$12.8M	\$18.3M

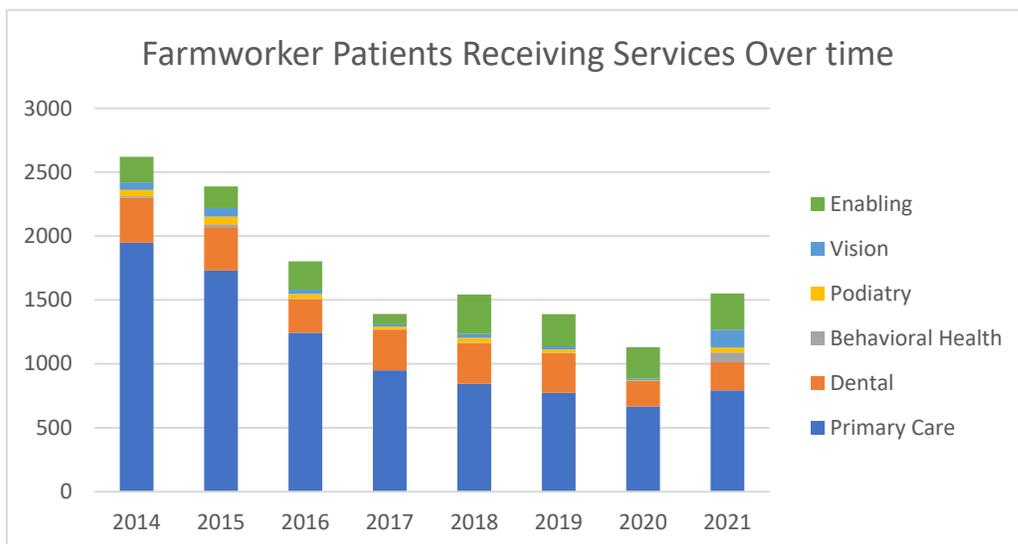
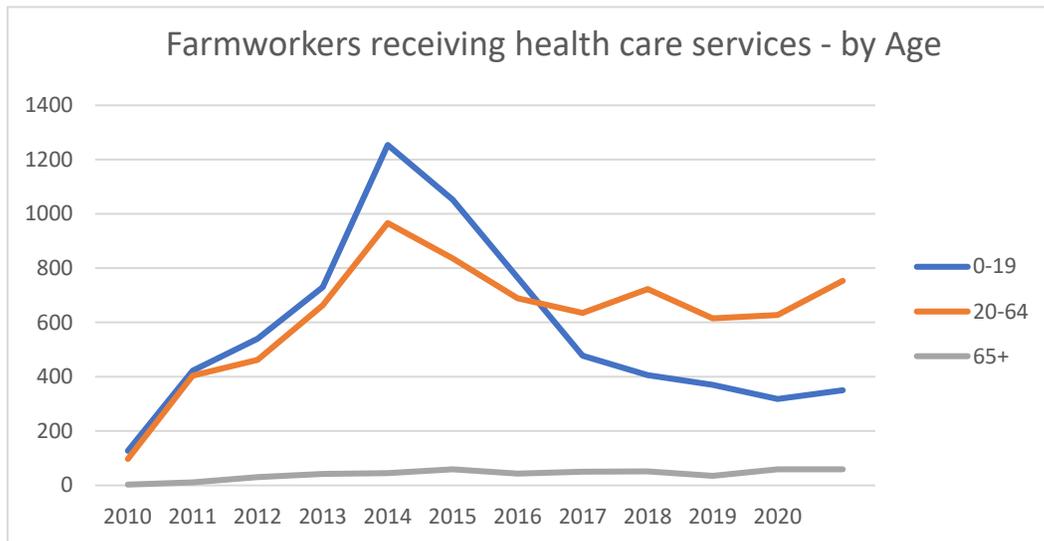
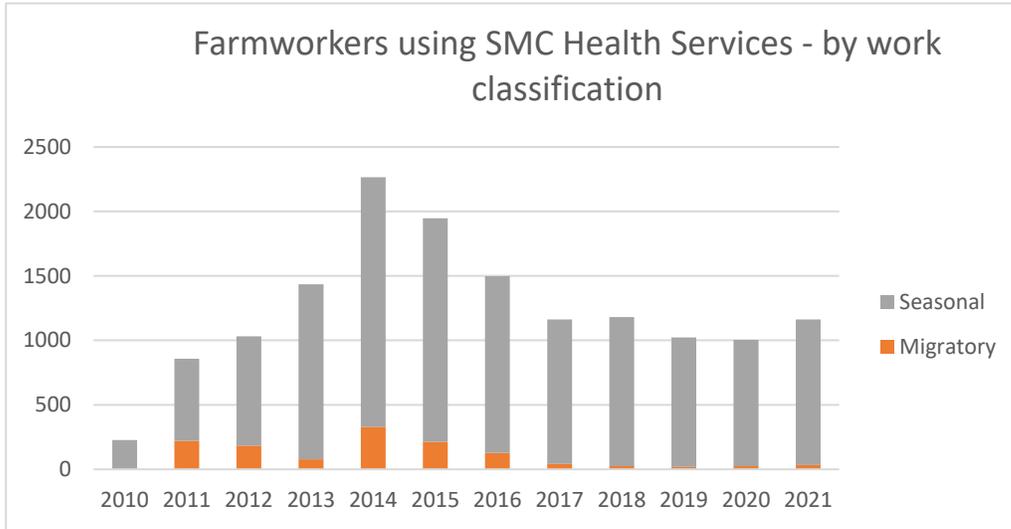
ATTACHED:

- Program Performance 2010-2021

Demographic data - Homeless



## Demographic data - Farmworker



**TAB 7**

**Contracts and**

**MOU Memo**



DATE: March 10<sup>th</sup>, 2022

TO: Co-Applicant Board, San Mateo County Health Care for the Homeless/  
 Farmworker Health (HCH/FH) Program

FROM: Sofia Recalde, Management Analyst

SUBJECT: Contracts & MOUs Update

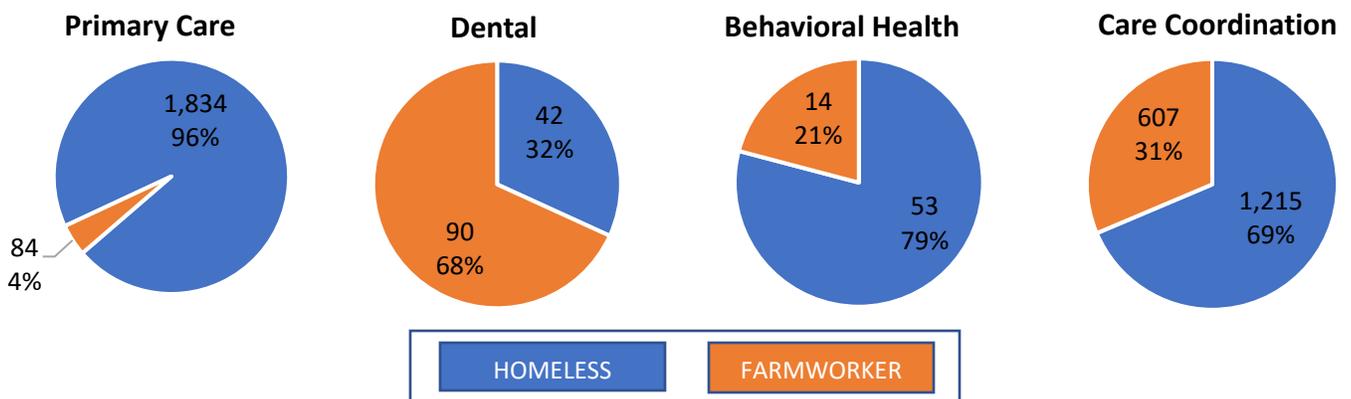
HCH/FH has several contracts and MOUs with County departments and organizations to provide healthcare related services for people experiencing homelessness and farmworkers and their dependents. Below is a description of each and a status update.

**CY 2021 Performance**

CY 2021 was an atypical contract year for the HCH/FH program. All contracts ended mid-year, some were renewed for a new contract cycle, and HCH/FH started up three brand new services (ALAS Promotores, Abode medical care coordination for newly housed, and the Saturday Farmworker Dental Clinic at Coastside Clinic). In addition, COVID-19 impacted availability of services and how services are delivered to clients. HCH/FH contracted service providers persevered and found alternative methods to support clients, with many relying on telehealth to continue serving clients.

HCH/FH contracted service providers served 4,052 individuals over 9,885 visits in 2021, exceeding the client target by 462 clients. Approximately 24% of individuals served by contracted service providers were farmworkers and their dependents. Forty-seven percent of clients received medical care at Ravenswood Family Health Center (593) or via the Public Health Policy & Planning (PHPP) Mobile Clinic or Street/Field Medicine team (1,388). Forty-eight percent received enabling services through ALAS, BHRS, El Centro, LifeMoves, Puente, Safe Harbor and StarVista (1,935). Three percent accessed dental care, and 2% received behavioral health care.

***Distribution of Clients Served Across Service Type***



## CY 2021 HCH/FH Contracts & MOUs Performance

Agency	Contracted Service	Period	Pt Target	Actual Pts	% YTD	Visits	Unique Pts*
<b>Abode</b>	Care Coordination (CC)	Jul-Dec 2021	15	0	0%	0	<b>Abode: 0</b>
	CC	Apr-Dec 2021	50	107	214%	300	
<b>ALAS</b>	Counseling	Apr-Dec 2021	50	14	28%	160	<b>ALAS: 135</b>
	Promotores/Navigation Assistance	Jul-Dec 2021	0	0	0%	0	
<b>BHRS</b>	Case Management	Jan-Jun 2021	70	101	144%	476	<b>BHRS: 173</b>
	Case Management	Jul-Dec 2021	80	72	90%	476	
<b>El Centro</b>	Navigation Assistance	Jan-Jun 2021	70	72	103%	90	<b>El Centro: 80</b>
	Motivational Interviewing	Jan-Jun 2021	15 sessions	NA	7%	1	
	Prevention Education	Jan-Jun 2021	15 sessions	NA	13%	2	
	SUD Case management	Jul-Dec 2021	NA	8	27%	NA	
<b>LifeMoves</b>	Care Coordination (CC)	Jan-Jun 2021	180	189	105%	263	<b>LifeMoves: 589</b>
	Intensive CC	Jan-Jun 2021	60	50	83%	51	
	Street Medicine CC	Jan-Jun 2021	65	67	103%	160	
	HI Assistance	Jan-Jun 2021	20	45	225%	42	
	SSI/SSDI Assistance	Jan-Jun 2021	30	28	93%	29	
	Transport	Jan-Jun 2021	160 trips	NA	33%	53	
	Care Coordination (CC)	Jul-Dec 2021	220	266	121%	543	
	HI Assistance	Jul-Dec 2021	50	53	106%	53	
	In person visits	Jul-Dec 2021	NA	NA	NA	45	
	Telehealth visits	Jul-Dec 2021	NA	NA	NA	8	
Transport	Jul-Dec 2021	200 trips	NA	35%	81		

\* The Actual Pt count is higher than the Unique Pt count because a client may have seen an individual provider for multiple services. For example, John Doe receives both CC and HI Assistance from LifeMoves. John Doe is counted twice in the Actual Pt column and once as a LifeMoves client in the Unique Pt Column.

Agency	Contracted Service	Period	Pt Target	Actual Pts	%YTD	Visits
<b>PHPP Mobile Clinic &amp; Street Med</b>	Primary Care	CY 2021	1065	1304	122%	3277
<b>PHPP Field Medicine</b>	Primary Care	CY 2021	135	84	62%	276
<b>Puente</b>	CC	Jan-Jun 2021	100	109	109%	170
	ICC	Jan-Jun 2021	20	20	100%	30
	HI Assistance	Jan-Jun 2021	125	125	100%	137
	CC	Jul-Dec 2021	80	152	190%	368
	HI Assistance	Jul-Dec 2021	60	94	157%	121
	Transportation	Jul-Dec 2021	150 trips	NA	6%	9
<b>Ravenswood</b>	Primary Care	Jan-Jun 2021	270	530	196%	998
	Dental	Jan-Jun 2021	110	42	38%	72
	Enabling	Jan-Jun 2021	140	153	109%	593
<b>Safe Harbor</b>	CC	Jan-Jun 2021	135	143	106%	340
	ICC	Jan-Jun 2021	10	22	220%	24
<b>Saturday Dental Clinic</b>	Dental	Jun-Dec 2021	NA	15	NA	55
<b>Sonrisas</b>	Dental	Jan-Jun 2021	70	52	74%	131
	Dental	Jul-Dec 2021	NA	23	NA	46
<b>StarVista</b>	Adult OE	Jan-Jun 2021	145	56	39%	58
	Adult Therapeutic	Jan-Jun 2021	145	42	29%	45
	Youth CM	Jan-Jun 2021	10	11	110%	331
	Youth Therapeutic	Jan-Jun 2021	10	11	110%	117
	Transport	Jan-Jun 2021	50 trips	NA	96%	48

Unique Pts*
<b>PHPP: 1,351</b>
<b>Puente: 392</b>
<b>Ravenswood: 669</b>
<b>Safe Harbor: 185</b>
<b>SDC: 15</b>
<b>Sonrisas: 75</b>
<b>StarVista: 67</b>

**TOTALS 3,590 target 4,052 pts 113% 9,885 visits**

**3,711 Unique Pts**

Not included in total Pt and Visit counts

## Contractor Quarterly Report updates

HCH/FH conducted Quarterly Contractor meetings with Puente (1/11), LifeMoves (1/26), El Centro (2/17) and BHRS (3/3). Below are the highlights

Contractor	Highlights
<b>Puente</b>	<ul style="list-style-type: none"> <li>• Puente is serving many more farmworkers than in prior years, likely due to a combination of Puente’s leadership during the COVID-19 pandemic and personal awareness and concern about their health</li> <li>• <b>Partner collaboration:</b> Except for those who cancelled due to testing positive for COVID-19, Sonrisas had zero No-Shows during the weekly dental clinics at Puente between October 2021 and January 2022. This is due in large part to the strong relationship Puente has developed within the farmworker community in Pescadero.</li> <li>• Staff vacancies – Puente is hiring: <a href="https://mypuente.org/career-opportunities/">https://mypuente.org/career-opportunities/</a></li> </ul>
<b>LifeMoves</b>	<ul style="list-style-type: none"> <li>• <b>Partner collaboration</b> – LifeMoves HCH met with Mobile Clinic in January to discuss how the HCH team can support clients with signing up for health coverage and attending to their healthcare needs</li> <li>• Clients are experiencing challenges with telehealth visits → HCH/FH is working on how to support LifeMoves HCH in improving telehealth visit completion and changing to in-person visits, if needed.</li> <li>• HCH/FH priority is to support completion of in-person New Patient Appointments</li> </ul>
<b>El Centro</b>	<ul style="list-style-type: none"> <li>• <b>Partner collaboration</b> – The El Centro Substance Use Disorder (SUD) case manager joins the ALAS Promotores during farm visits and is developing relationships and trust with farmworker community</li> <li>• El Centro seeing a high need for youth SUD services and for Narcan education.</li> <li>• Health coverage is a barrier for many clients seeking behavioral healthcare → HCH/FH will follow-up to see if this is improved with the new ALAS Promotores program and expanded Health Coverage Unit (HCU) support for ALAS.</li> </ul>
<b>BHRS HCH and HEAL</b>	<ul style="list-style-type: none"> <li>• <b>Partner collaboration</b> - BHRS HCH wants to coordinate LifeMoves HCH to distribute workload so that BHRS can focus on behavioral health case management, and LifeMoves can focus on medical and dental case management</li> <li>• Recruitment for HEAL clinician position(s) is ongoing.</li> </ul>

**TAB 8**

**QI/QA Memo**



DATE: March 10<sup>th</sup>, 2022

TO: Co-Applicant Board, San Mateo County Health Care for the Homeless/Farmworker Health (HCH/FH) Program

FROM: Amanda Hing Hernandez, Medical Director HCH/FH Program  
Danielle Hull, Clinical Services Coordinator

SUBJECT: QI/QA COMMITTEE REPORT

The San Mateo County HCH/FH Program QI/QA Committee did not meet in February 2022.

- PHPP Mobile Clinic and UDS Metrics
  - Interim Medical Director, Amanda Hing Hernandez, visited the PHPP Mobile Clinic to understand current processes of collecting height and weight (BMI) and screening for depression on the mobile coach.
  - PHPP Mobile will provide MRNs of patients with depression screen and BMI collected by the mobile clinic team which will be used to validate that data is being captured by HCH/FH clinical reports.
- Telehealth – Maple Street Shelter
  - HCH/FH was able to connect with the Maple Street Shelter Licensed Vocational Nurse who has been partnering on the launch of the telehealth station. COVID-19 has made launching the station difficult as the shelter has been at limited capacity since November 2021.
  - HCH/FH will check back in with Maple Street as they ramp up capacity to do a presentation about the telehealth station and gift cards.
- UDS 2021
  - Clinical Services Coordinator has performed analysis on 2021 health disparity areas for farmworker patients and their dependents as well as patients experiencing homelessness. The analysis will be presented at the March Board Meeting.

**TAB 9 Board  
Engagement  
Survey**



DATE: March 10, 2022

TO: Co-Applicant Board, San Mateo County Health Care for the Homeless/Farmworker Health (HCH/FH) Program

FROM: Irene Pasma, Program Implementation and Planning Coordinator

SUBJECT: HCH/FH Board Engagement 2022 Survey Results

Board Members were requested to fill out an online, anonymous survey reflecting on a variety of Board engagement topics. The purpose of the survey was for staff to understand how the Board wants to be engaged in Board activities, what additional information/support they want, how they like to receive information, how comfortable they feel speaking up in meetings, and what type of expertise does the Board continue to require among other questions.

Eight out of 11(72%) Board Members completed the survey. Some of the responses that most stand out are outlined below:

1. Board Members appreciated the January Board Meeting for having a variety of great speakers but would recommend having fewer than 4 presentations as that makes the meeting feel rushed.
2. Board members have a firm grasp of the Board's purpose statement exhibited by their open-text responses to the question, "In your own words, what is the purpose of the HCH/FH Co-Applicant Board?"
3. To the question, "What, if any, are the topic areas you'd like more information/training on?" members ranked the below two topics equally high:
  - a. Other county initiatives for people experiencing homelessness
  - b. Farmworker health issues
4. To the question, "Please rank the best way to share information on any of the topics listed above" the most popular way was during board meetings by speakers.
5. One board member indicated they weren't sure how to participate in a subcommittee/that there isn't one of interest for them. **This is a good topic for discussion at the Board Meeting.**
6. To the question, how would you like to be engaged in 2022?" board members ranked "visiting contractor facilities" highest followed by tours of SMMC clinics.
7. To the question, "Do you feel you're able to freely express your opinions or ask questions during Board Meetings?" most members responded "yes always" but a few responded "yes sometimes" and "no rarely" indicating they'd like more information in advance of the meeting to feel more comfortable speaking up during the meeting. **This is another item that can be discussed at the Board Meeting.**
8. To the question, "What are the Top 3 skill/expertise/background the Board could use most in incoming members" the Board ranked the following as the top three. **This is a good topic for the Board to discuss at the meeting particularly with an equity/diversity lens.**
  - a. Lived homeless experience
  - b. 330 Program/Community Hospitals
  - c. Healthcare Provider
9. Lastly, a couple miscellaneous responses regarding what board members want to learn more about:
  - a. I want to learn how we can leverage our target population's Medi-Cal so they can better access specialty services (like podiatry or endocrinology or cardiology) and MH and recovery services
  - b. Farmworker housing issues
  - c. How SMMC plans to provide better access to its appointments for our populations of interest
  - d. How we can encourage more MH and recovery programs to design or tailor their programs to better meet the needs of farmworkers and homeless.

**TAB 10**  
**Annual**  
**Report**



SAN MATEO COUNTY HEALTH  
**SAN MATEO  
 MEDICAL CENTER**

San Mateo Medical Center  
 222 W. 39th Avenue  
 San Mateo, CA 94403  
 650-573-2222 T  
[www.sanmateomedicalcenter.org](http://www.sanmateomedicalcenter.org)  
[www.facebook.com/smchealth](https://www.facebook.com/smchealth)

DATE: March 10, 2022

TO: Co-Applicant Board, San Mateo County Health Care for the Homeless/Farmworker Health (HCH/FH) Program

FROM: Irene Pasma, Program Implementation and Planning Coordinator

SUBJECT: HCH/FH Annual Report 2021

Beginning in 2019, the Board decided to publish an Annual Report. To date, the Board has published 2 Annual Reports (one year was interrupted due to COVID-19). The reports can be found here:

<https://www.smchealth.org/smmc-hchfh-board>

- [2018](#)
- [2020](#)

Staff would like to get input from Board Members on content for the 2021 Annual Report. Below is a table of what's included in the 2018 and 2020 reports and what staff is recommending be included in the 2021 report (highlighted in green) with the goal of reducing the length of the report from 8 pages to 4 to 6 pages. Please review the previous Annual Reports and brainstorm what sections you'd like to keep in this year's report/what new content would you want/what content can we remove (and perhaps link to instead).

	2018	2020	2021
<b>Cover Page</b>	X	X	X
<b>Letter from the Board Chair</b>	X	X	X
<b>Mission/Values</b>	X	X	
<b>Homeless Patient Story</b>	X	X	X
<b>Farmworker Patient Story</b>		X	X
<b>Program Background</b>	X	X	
<b>Quality Improvement/Quality Assurance</b>	X	X	
<b>Year in Review in Numbers (utilization and financial)</b>	X	X	
<b>Spotlight: mental health services and substance use disorder</b>	X		
<b>Services (SMMC, MOU, and Contractors)</b>	X		
<b>COVID-19 activities/funding overview</b>		X	X
<b>Needs Assessment</b>	X	X	
<b>Strategic Plan</b>	X	X	
<b>Photos of Board Members</b>	X	X	X
<b>Looking Ahead (last page)</b>	X	X	X
<b>List of Staff/Hot to get Involved (last page)</b>	X	X	X

**TAB 11**

**Director's Report**



SAN MATEO COUNTY HEALTH

**SAN MATEO  
MEDICAL CENTER**

San Mateo Medical Center  
222 W 39th Avenue  
San Mateo, CA 94403  
650-573-2222 T  
[smchealth.org/smmc](http://smchealth.org/smmc)

DATE: March 10, 2022

TO: Co-Applicant Board, San Mateo County Health Care for the Homeless/Farmworker Health (HCH/FH) Program

FROM: Jim Beaumont Director, HCH/FH Program

SUBJECT: DIRECTOR'S REPORT & PROGRAM CALENDAR

Program activity update since the February 10, 2021, Co-Applicant Board meeting:

As reported to the Board at last month's meeting, we have filled the remaining HCH/FH staff position. Meron Asfaw will be starting on March 21<sup>st</sup> as our Community Program Coordinator. Meron is planning on joining us for the March 10<sup>th</sup> meeting to introduce herself and say "Hi".

Program staff completed data entry and timely submission of our annual Uniform Data System (UDS) Report. We are awaiting initial review and comments from our federal reviewer and are prepared to respond, clarify any issues, and finalize submission prior to the March 31<sup>st</sup> deadline. Elsewhere on today's agenda is a brief discussion of some of the preliminary numbers from the UDS report.

Program has continued to work with HRSA in its Testing Supplies, Vaccine and Mask Supplies Programs. To date we have received over 3,900 rapid antigen test kits, more than 6,500 N95 masks, and over 30,000 doses of COVID-19 vaccines. We also have on order, 45,000 more rapid antigen tests kits. We have worked with our partner community programs to support their rapid test and mask needs, and with SMC Health supporting vaccination efforts and community supplies of rapid test kits. We are also assessing the potential utilization on Point of Care (POC) Rapid Test supplies (now available through HRSA) and possible COVID-19 therapeutics (potentially available soon).

Ten (10) potential vendors responded to the RFP for the HCH/FH Case Management /Care Coordination System. First review indicates that the proposals vary greatly in perspective of the project and costs. Staff, with support from Health IT, is currently working through the proposals to determine those to invite to provide a demonstration of their proposed system.

The Core Needs Assessment working group had its first meeting to discuss/finalize the purpose and goals of the Needs Assessment. It is composed of HCH/FH staff, one Board Member, and staff from SMMC's Patient Experience and Medical Staffing Office. The Core Group will eventually include the consultant that is hired to support this project. Staff is currently scheduling meetings with all the SMMC 'advisors' who have agreed to participate in this work, this includes staff from across the organization: clinicians, nurses, PSAs, call center, and more. The first focus of the Core Group will be to finalize the survey methodology and survey tool.





SAN MATEO COUNTY HEALTH

**SAN MATEO  
MEDICAL CENTER**

San Mateo County Boards and Commission Members were invited to join the County Manager's Office for a virtual training session on Thursday, March 3, 2022, 8:30 - 11:00 am. The training covered topics such as Review of the County's updated Boards & Commissions Handbook, Roles and Duties of San Mateo County Boards and Commissions and Brown Act Compliance. The updated Boards and Commissions Handbook can be found here at the bottom of the page <https://www.smcgov.org/bnc/event/san-mateo-county-boards-and-commissions-training-session>. When the recording of the session is posted we will provide a link for the Board.

Seven Day Update

ATTACHED:

- Program Calendar

## 2022 Calendar - County of San Mateo Health Care for the Homeless & Farmworker Health (HCH/FH) Program

**Board meetings are on the 2<sup>nd</sup> Thursday of the Month 9am-11am and are conducted virtually.  
Finance Sub-Committee Meets every month prior to the Main Board Meeting.**

MONTH	ADDITIONAL EVENTS HAPPENING THIS MONTH
<i>January</i>	<ul style="list-style-type: none"> <li>• <i>Board's 1<sup>st</sup> Meeting of the year!</i></li> <li>• <i>Needs Assessment Advisory Group Inaugural Meeting (Date TBD)</i></li> <li>• <i>Board self-evaluation survey administered</i></li> </ul>
<i>February</i>	<ul style="list-style-type: none"> <li>• <i>Initial UDS Submission – February 15, 2022</i></li> <li>• <i>2022 National Conference on Ending Unsheltered Homelessness, February 16-18 (<a href="#">link</a>)</i></li> </ul>
<b>March</b>	<ul style="list-style-type: none"> <li>• Final UDS Submission due March 31, 2022</li> <li>• Q1 Provider Collaborative Quarterly Meeting, March 15</li> <li>• QI/QA Quarterly Subcommittee Meeting (Date TBD)</li> </ul>
<b>April</b>	<ul style="list-style-type: none"> <li>• Strategic Planning Subcommittee, March 28<sup>th</sup></li> <li>• 2022 Western Forum for Migrant and Community Health, April 11-13, Portland, OR, <a href="https://www.nwrpca.org/page/westernforum">https://www.nwrpca.org/page/westernforum</a></li> </ul>
<b>May</b>	<ul style="list-style-type: none"> <li>• Q2 Provider Collaborative Quarterly Meeting (Date TBD)</li> <li>• National Health Care for the Homeless Conference and Policy Symposium, May 10-13, Seattle WA, <a href="https://nhchc.org/trainings/conferences/">https://nhchc.org/trainings/conferences/</a></li> </ul>
<b>June</b>	
<b>July</b>	
<b>August</b>	<ul style="list-style-type: none"> <li>• Q3 Provider Collaborative Quarterly Meeting (Date TBD)</li> </ul>
<b>September</b>	<ul style="list-style-type: none"> <li>• Strategic Planning Subcommittee (Date TBD)</li> </ul>
<b>October</b>	
<b>November</b>	<ul style="list-style-type: none"> <li>• Q4 Provider Collaborative Quarterly Meeting (Date TBD)</li> </ul>
<b>December</b>	

BOARD ANNUAL CALENDAR	
Project	Timeframe
UDS Submission – Review	Spring
SMMC Annual Audit – Approve	April/May
Services/Locations Form 5A/5B – Approve	June/July
Budget Renewal - Approve	August/Sept (program)– December/January (grant)
Annual Conflict of Interest Statement	October (and during new appointments)
Annual QI/QA Plan – Approve	Winter
Board Chair/Vice Chair Elections	November/December
Program Director Annual Review	Fall/Spring

Sliding Fee Discount Scale (SFDS)	Spring
Strategic Plan Target Overview	December