Meeting Objectives and Outcomes

PURPOSE

Introduction to the 2024 Regional Bond Measure and how the RIC can support the regional measure

OUTCOMES

1. Learn about the potential and scale of the BAHFA Regional Housing Bond, relationship to the statewide constitutional amendment and RIC role

2. Build an understanding of the impact of the regional housing bond, questions, concerns and support

PROCESS

Presentations by BAHA and BAHFA staff with time for discussion and questions
Agenda

1. Welcome & Community Building  2:00 - 2:20

2. Introduction to 2024 Regional Housing Bond Measure | Why it’s important, what it entails and how we can get involved  2:25 - 3:10

3. SF HSH *Home by the Bay* Strategic Plan Overview  3:10 - 3:25

4. Close and next steps  3:25 - 3:30
March Meeting Recap

Our Commitments

Advocacy for HHAP bill: **AB 799** Homelessness Reduction and Accountability Act of 2023

Advocacy for economic security bill: **AB 441** Advance Monthly Payments of State Tax Credits

Support **interim housing** solutions in your jurisdiction

Our Actions

**AB 799** was voted out of Assembly Appropriations committee and is headed to the Assembly floor this week or early next week.

**AB 441** was heard in committee in mid-April; Steering Committee member Ashley Banta was a lead witness in support of the bill.

Unfortunately, we faced increasing pressure from the Franchise Tax Board, and Assemblymember Haney pulled the bill from committee, making it a 2-year bill. We will continue to engage with the other co-sponsors as we look toward next year.

We have socialized the **7 principles for interim housing** highlighting the need for:
- More education of what interim housing is
- Better data collection practices to demonstrate impact
- More support for interim housing projects
Today's Meeting | Discussion and Question

1. Click on the link in the chat
   https://jamboard.google.com/d/1HYXwOh5j2CFCYQgTPYMYI3XqihF9GgTZM16_-kiMC3ow/viewer
2. To add a sticky note click on the sticky note on the left hand side
3. Write your question, comment, thoughts
4. Keeping adding throughout the discussion
All Home's role in advancing the 1-2-4 framework

**Support Card**

All Home staff facilitate conversation with regional stakeholders to identify productive governance and oversight practices for the homelessness response system. The workshop results in a written case study uplifting good practices, and identifying opportunities for improvement.

**Housing Gap & Funding Analysis**

Work with counties and cities to conduct a regional housing gap analysis to identify the costs for implementing the RAP, and help regions understand their current investments, the funding gap, and opportunities to pursue additional resources.

**Prevention**

Work with counties to implement All Home's targeted prevention framework.

**Strategic Support**

Implementing the RAP is at least a 3-year commitment, so AH can continue to offer strategic and analytical support as appropriate.
At least **36,810 people experiencing homelessness** in 2022 in the region and as of 2019, **575,000 were at risk** of homelessness.

The Bay Area has consistently fallen short of its housing targets: Between 2015-2020, **the region built only 25%** of the homes needed.

Regionwide, we need to build **180,334 more affordable homes** to meet the number of homes required under the 2023-2031 Regional Housing Needs Allocation (RHNA).

Significant funding is needed: As of 2023, there are **32,944 affordable homes** in predevelopment that **require financing**.
Our Mandate: BAHFA was created by state legislation in 2019 to address systemic challenges in affordable housing and housing stability across the 3Ps – Production, Preservation, and Protections

• BAHFA can **raise revenue for housing** through ballot measures such as general obligation bonds
• BAHFA works in **collaboration** with Bay Area cities and counties and 80% of bond revenue generated returns to the county of origin.

Governance: The ABAG and BAHFA boards work together: MTC Commissioners comprise the BAHFA Board, and a nine-member Advisory Committee, all with 3P experience, provides program guidance
Funding at Scale: A Regional Funding Measure
Potential 2024 Measures

1. An advocate-led **statewide constitutional amendment** to enable affordable housing general obligation bonds be approved by a majority of voters instead of the current two thirds requirement.

   This also would allow bond proceeds to be used to protect tenants at affordable housing sites through rental assistance reserves, tenant services, and more.

2. A **BAHFA General Obligation Bond** to raise **$10-$20 billion** – which could provide between 35,000 and 80,000 new homes across the nine-county region.
## County & Direct City Allocations

<table>
<thead>
<tr>
<th>Area</th>
<th>$10B GO Bond</th>
<th>$20B GO Bond</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alameda County (excluding Oakland)</td>
<td>$984 M</td>
<td>$2.0 B</td>
</tr>
<tr>
<td>Oakland</td>
<td>$383 M</td>
<td>$765 M</td>
</tr>
<tr>
<td>Contra Costa County</td>
<td>$925 M</td>
<td>$1.9 B</td>
</tr>
<tr>
<td>Marin County</td>
<td>$352 M</td>
<td>$704 M</td>
</tr>
<tr>
<td>Napa County (excluding City of Napa)</td>
<td>$100 M</td>
<td>$200 M</td>
</tr>
<tr>
<td>City of Napa</td>
<td>$79 M</td>
<td>$158 M</td>
</tr>
<tr>
<td>San Francisco</td>
<td>$1.2 B</td>
<td>$2.4 B</td>
</tr>
<tr>
<td>San Mateo County</td>
<td>$1.0 B</td>
<td>$2.1 B</td>
</tr>
<tr>
<td>Santa Clara County (excluding San Jose)</td>
<td>$1.2 B</td>
<td>$2.4 B</td>
</tr>
<tr>
<td>San Jose</td>
<td>$1.0 B</td>
<td>$2.1 B</td>
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<tr>
<td>Solano County</td>
<td>$248 M</td>
<td>$497 M</td>
</tr>
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<td>Sonoma County (excluding Santa Rosa)</td>
<td>$282 M</td>
<td>$564 M</td>
</tr>
<tr>
<td>Santa Rosa</td>
<td>$121 M</td>
<td>$242 M</td>
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<tr>
<td>BAHFA</td>
<td>$2.0 B</td>
<td>$4.0 B</td>
</tr>
</tbody>
</table>

Significant funding to every community
How Funds May be Spent

**County and City: ≥80%**
- Flexible: 28%
- Protection: ≥5%
- Preservation: ≥15%
- Production: ≥52%

**Regional Program ≤20%**
- Flexible: 18%
- Protection: ≥5%
- Preservation: ≥15%
- Production: ≥52%
## Eligible Bond Expenditures for Addressing Homelessness

### Current Eligible Expenditures – Local
52% Production and 28% Flexible funds can be used for producing:
- Shelters and/or interim housing*
- Permanent Supportive Housing, ELI housing*

*Depending on available operating subsidy available through other sources.

### Current Eligible Expenditures - Regional
- 52% Production and 18% Flexible funds can be used for producing Permanent Supportive Housing, ELI housing*: must be rental, w/55-year deed restriction
- 10% Local Government Incentive Program funds can be used toward producing shelters, interim housing

### Could be Eligible with a 2024 Statewide Constitutional Amendment, depending on final ballot language
Flexible funds (28%) and Protection funds (5%) could be used for:
- Operating costs, operating subsidy reserve
- Housing-related services
- Rental assistance to prevent homelessness
Questions & Comments?
General Rules

✔ All housing must be deed-restricted, but term of restriction is not defined
✔ All housing must be affordable, with cap of 120% AMI
✔ Rental, ownership and interim housing all eligible
✔ Everything must conform to Expenditure Plan
Expenditure Plans

✔ County governing boards must approve Plans at a noticed hearing
✔ Must include minimum 52% for production, 15% for preservation, 5% for protections
✔ Production should “prioritize” projects that help meet ELI, VLI, and LI RHNA targets
✔ 28% Flexible Funds can be for housing and “housing-related uses”
✔ If Expenditure Plan meets these criteria, ABAG Exec and BAHFA Board must approve as a matter of law
✔ If ABAG Exec and BAHFA Boards vote that a Plan is incomplete, funding is withheld
<table>
<thead>
<tr>
<th>Production</th>
<th>Tenant Protections</th>
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</thead>
<tbody>
<tr>
<td>- Rental only</td>
<td>- Pre-eviction and eviction legal services, counseling, training and renter education</td>
</tr>
<tr>
<td>- 55-year deed restriction</td>
<td>- Emergency rental assistance</td>
</tr>
<tr>
<td>- 80% AMI Affordability Cap</td>
<td>- Relocation assistance</td>
</tr>
<tr>
<td></td>
<td>- Displacement tracking and data collection</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Preservation</th>
<th>Local Government Incentive Grant</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Rental or ownership</td>
<td>- Housing and housing-related uses</td>
</tr>
<tr>
<td>- 55-year deed restriction</td>
<td>- Technical assistance</td>
</tr>
<tr>
<td>- 120% AMI Affordability Cap</td>
<td>- Infrastructure to support housing, like parks</td>
</tr>
<tr>
<td></td>
<td>- One-time homelessness assistance</td>
</tr>
<tr>
<td></td>
<td>- Affordable homeownership assistance</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Flexible Funds: 18%</th>
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</thead>
<tbody>
<tr>
<td>- Production</td>
</tr>
<tr>
<td>- Preservation</td>
</tr>
<tr>
<td>- Protections</td>
</tr>
</tbody>
</table>
An opportunity for a breakthrough solution to Bay Area’s housing crisis

May 2023
BAHA COALITION - REGIONAL CAMPAIGN

ACCE
All Home
BARHII
Bay Area Council
Burbank Housing
California Housing Partnership
California YIMBY
Canal Alliance
CCHO
City and County of San Francisco
City of Oakland
City of San Jose
CZI
Destination Home
EBHO
Enterprise Community Partners
Generation Housing
Great Communities Collaborative
Greenbelt Alliance
Housing Authority of Contra Costa County
Housing Leadership Council of San Mateo County
Housing Trust of Silicon Valley
Marin Community Foundation
Marin Environmental Housing Collaborative
Marin Housing Crisis Action
Marin Organizing Committee
Meta
MidPen
Monument Impact
NPH
PICO
Public Advocates
Sacred Heart
San Francisco Accelerator Fund
Save the Bay
SFF
SF HAC
SPUR
SV@HOME
SVCF
TechEquity
TransForm
Urban Habitat
United Way Bay Area
Working Partnerships
YIMBY Action
Win system change and unlock billions for affordable housing and homeless solutions towards housing, racial and economic justice

Build a Bay Area coalition that includes a range of sectors, partners and interests

Invest in grassroots organizing across the region

Build towards a long-term housing agenda that centers racial equity and win future ballot measures
Time is our most valuable resource!

PHASE 1

- Establish/Tell the Story
- Community Outreach/Engagement
- Stakeholders/Opinion Leader Work
- Policy Development
- Secure Key Endorsements
- Build Big Tent Coalition
- Develop Infrastructure

PHASE 2

- Continue Endorsements
- Relentless Fundraising
- Continue Coalition Building
- Finalize Our Campaign Team
- Beta Field Campaign
- Host Targeted Events
- Polling

PHASE 3

- Execute Campaign Plan
- Follow campaign schedule
- Meet financial goals & spend resources wisely
- Deploy campaign army strategically and deliberately
- Tracking Poll

Building Capacity/Feasibility

Campaign Ramp-up

Campaign

Implement

June 2024

Filing Deadline August 2024

Mail Ballots October 7, 2024

Election Day November 5, 2024

NOW

PHASE 1

PHASE 2

PHASE 3

NOW

Filing Deadline August 2024

Mail Ballots October 7, 2024

Election Day November 5, 2024

NOW
How to Get Involved!

★ Join the BAHA Coalition
★ Champion with your networks
★ Help with Fundraising / Donate
★ Sign up here: https://bayareahousingforall.org

Contact Us at Enterprise!
Geeta Rao
grao@enterprisecommunity.org
Justine Marcus
jmarcus@enterprisecommunity.org

Contact Us at NPH!
Dave Brown
dave@nonprofithousing.org
Ze-Kun Li
zekun@nonprofithousing.org
7 in 10 likely voters across California support making it easier to pass local affordable housing bonds if they have strict accountability and oversight.
Questions?
Home by the Bay:
An Equity-Driven Plan to Prevent and End Homelessness in San Francisco

All Home Regional Impact Council | May 24, 2023
The Home by the Bay Plan

- Developed between late 2022 and early 2023
- Issued in April 2023
- Effective July 2023 through June 2028
The Home by the Bay Plan

- Part I: Executive Summary
- Part II: The Home by the Bay Plan
- Part III: Essential Information for the Development and Implementation of Home by the Bay
Vision

The City and County of San Francisco is committed to achieving racial equity and housing justice in our community, ensuring that no one experiences homelessness and that everyone has the housing, supports, community, and opportunities they need to thrive.

Achieving this vision for our community is essential, most especially for people who continue to be impacted by structural racism and inequities and for people whose health and lives are threatened by being unsheltered.
Core Values

**Equity and Justice**
Advancing racial equity and housing justice for all San Franciscans will be the leading focus within our community’s efforts to prevent and end homelessness.

**Quality**
Continuously strengthening and improving the homelessness response system and centering people’s experience of it will be valued, so that people receive the help they need when they need it to prevent or end their experience of homelessness.

**Innovation**
Creativity and innovation will be encouraged and supported within the growth of the homelessness response system, and new models and practices will be assessed to determine their impact and to identify opportunities for replication and expansion.
The City will also embrace the following guiding principles, which build upon principles within the original Strategic Framework.

<table>
<thead>
<tr>
<th>Guiding Principles</th>
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<tbody>
<tr>
<td>Leadership and Guidance from People with Lived Expertise</td>
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<tr>
<td>Housing First and Housing-Focused</td>
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<tr>
<td>People-Centered and Strengths-Based</td>
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<tr>
<td>Intentionality in Crisis</td>
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<tr>
<td>Courage</td>
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<tr>
<td>Compassion</td>
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<tr>
<td>Collaborative Relationships and Shared Decision-Making</td>
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<tr>
<td>Respectful and Inclusive</td>
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<tr>
<td>Data-Driven</td>
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<tr>
<td>Targeted and Tailored</td>
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<tr>
<td>Common Sense</td>
</tr>
</tbody>
</table>
Building on Past Success

Added more than 3,000 new permanent supportive housing units between 2020 and 2022.

~2,300 formerly unhoused households moved into permanent housing in FY 21-22.

~1,800 guests served in Shelter-in-Place hotels were permanently housed by the end of February 2023.

>5,500 at-risk households avoided homelessness with City assistance in FY21-22.

Safely reopened & expanded shelter system to a greater capacity than pre-COVID.

Decrease in unsheltered homelessness (2022 PIT)
### Development of the Plan

**Community Engagement and Stakeholder Input Processes**
- Community Liaisons with lived expertise to design and implement engagement activities
- Surveys and focus groups with people with lived experience
- Input sessions with stakeholders (including more than 60 provider organizations)
- Facilitated planning discussions with key committees and bodies

**System Modeling**
- Baseline model regarding needs, pathways, and scale of current investments and interventions
- Projecting impacts of different investments or other policy and practice changes, and to inform goal- and target-setting for this Plan

**Review of Other Relevant Plans and Reports**
- Identify issues, strategies, and activities that have already been prioritized and are being implemented within the community

**Cross-Departmental Coordination and Planning**
- Identify priorities/objectives and develop/align strategies and activities, to ensure the Plan is truly a City-wide plan
Strategic Plan Goals: July 2023 - June 2028

**GOAL #1**
Decreasing Homelessness: Reduce the number of people who are *unsheltered* by 50% and reduce the total number of people experiencing homelessness by 15%.

**GOAL #2**
Reducing Racial Inequities and Other Disparities: Demonstrate measurable reductions in racial inequities and other disparities in the experience of homelessness and the outcomes of City programs for preventing and ending homelessness.²

**GOAL #3**
Increasing Number of People Exiting Homelessness: Actively support at least 30,000 people to move from homelessness into permanent housing.
Strategic Plan Goals: July 2023 - June 2028

GOAL #4
Supporting People to Succeed in Housing: Ensure that at least 85% of people who exit homelessness do not experience it again.

GOAL #5
Preventing Homelessness: Provide prevention services to at least 18,000 people at risk of losing their housing and becoming homeless.
Plan Proposals to Achieve the Goals

• **Scale up** the Homelessness Response System by **adding specified numbers** of new prevention, housing and shelter resources.

• Focusing on **five strategic action areas**: 
  
  - Advancing Racial equity and housing justice
  - Strengthening response to unsheltered homelessness
  - Increasing successful and stable entries into permanent housing
  - Preventing people from experiencing homelessness
  - Enhancing System performance and capacity
Factors Included in System Modeling

- Current estimate of the population experiencing homelessness
- Inflow rate of people becoming homeless
- Inventory of the homelessness response system
- Effectiveness of existing and anticipated programs
The comprehensive system modeling analyses and projections indicates that to achieve the Plan’s Goals, the City must expand the homelessness response system through packaged investments into the following additional interventions between July 2023 and June 2028.

<table>
<thead>
<tr>
<th>Prevention Services</th>
<th>Shelter Beds</th>
<th>Permanent Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prevention services for 4,300 additional households</td>
<td>1,075 new shelter beds</td>
<td>3,250 new units of permanent housing</td>
</tr>
</tbody>
</table>
Greater than 50% reduction in unsheltered homelessness by 2028
Cost Projections

System modeling has also made it possible to project the costs of expanding the homelessness response system with these additional resources and services.

The City estimates that the projected expansion of the homelessness response system will require:

- More than $607 million in additional funding during the five-year timeframe of this Plan; and
- More than $217 million in additional funding annually, thereafter, increasing with inflation over time, to sustain the new investments.
Strengthening Operations & Outcomes
Five Strategic Action Areas

ACTION AREA #1: Advancing Racial Equity and Housing Justice

ACTION AREA #2: Enhancing System Performance and Capacity

ACTION AREA #3: Strengthening Response to Unsheltered Homelessness

ACTION AREA #4: Increasing Successful and Stable Entries Into Permanent Housing

ACTION AREA #5: Preventing People from Experiencing Homelessness
Advancing Racial Equity and Housing Justice

**Focus of Activities**

- Equity- and justice-focused data and analyses
- Collaborative partnerships and shared decision making
- Internal and external equity-focused capacity-building and non-profit sustainability activities
- Empowering the leadership of impacted communities and people with lived expertise
Enhancing System Performance and Capacity

Focus of Activities

- Building and supporting nonprofit provider capacity and sustainability
- Enhancing performance management and accountability
- Implementing a redesigned equitable Coordinated Entry system
- Strengthening the quality, diversity, and utilization of data
- Improving alignment of citywide strategies and resources
Strengthening Response to Unsheltered Homelessness

Focus of Activities

- Adding 1,075 new shelter beds
- Embedding expanded services and resources within outreach efforts, crisis interventions, shelters, and transitional housing programs
- Addressing the health, behavioral health, and services needs of people who are unsheltered
- Connecting people who are unsheltered directly to permanent housing
- Addressing community impacts and neighborhood concerns
Plan to Address Unsheltered Homelessness is *One Component* of the City's Broader Response to Street Conditions

- **San Francisco Fire Department (SFFD):** Fires and medical emergencies.
- **Department of Homelessness and Supportive Housing (HSH):** Solution-focused outreach and service linkage.
- **Department of Public Health (DPH):** Medical outreach, behavioral health, overdoses responses.
- **San Francisco Police Department (SFPD):** Illegal activity, blocked sidewalks.
- **Department of Public Works (DPW):** Trash/Waste and Street Condition.
- **Healthy Streets Operation Center (HSOC):** Coordinates these departments and others (ex. MTA) to address encampment of 6+ tents.
Increasing Successful and Stable Entries into Permanent Housing

Focus of Activities

- Adding 3,250 new units of permanent housing in the homelessness response system, including site-based and scattered-site permanent supportive housing, rapid re-housing, and shallow subsidies
- Improving access to full array of permanent housing options, including housing outside the homelessness response system
- Enhancing services to better support people’s housing stability
- Implementing new models to address people’s complex care needs
- Expanding efforts to support people to move from permanent supportive housing to other housing they can afford
Preventing People from Experiencing Homelessness

Focus of Activities

▪ Expanding prevention services to serve 4,300 additional households
▪ Strengthening current homelessness prevention and eviction prevention strategies and targeting
▪ Enhancing housing problem solving for people at the very cusp of homelessness
▪ Creating an expanded supply of affordable housing units that can prevent households from experiencing housing instability and crises
▪ Developing upstream prevention strategies that better prevent people from experiencing housing crises and risks of homelessness
Accountability Mechanisms

- Publicly Reporting Progress
- Partnering with People with Lived Expertise
- Homelessness Oversight Commission
- Community and stakeholder education regarding the *Home by the Bay* and its Goals and strategies

- Development of initial annual implementation plan

- Development of detailed performance measurement plan

- Determining baseline data on racial inequities and other disparities

- Performing regular reporting, centering the experiences of people who are most impacted by homelessness

- Refining the Plan over the course of its implementation
Questions
Homelessness Response System Expansion

<table>
<thead>
<tr>
<th>Resource Type</th>
<th>Starting Inventory 7/1/2023</th>
<th>Additions Already in Pipeline to Come Online after 7/1/23</th>
<th>New Additions in Modeling Scenario: 7/1/23 – 6/30/28</th>
<th>Target for Total Inventory Additions: 7/1/23 – 6/30/28</th>
</tr>
</thead>
<tbody>
<tr>
<td>Targeted Prevention Slots</td>
<td>1,180</td>
<td>0</td>
<td>4,300</td>
<td>4,300</td>
</tr>
<tr>
<td>Total Permanent Housing Units/Slots</td>
<td>15,800</td>
<td>700</td>
<td>2,550</td>
<td>3,250</td>
</tr>
<tr>
<td><strong>Permanent Supportive Housing Units/Slots</strong></td>
<td>13,500</td>
<td>700</td>
<td>825</td>
<td>1,525</td>
</tr>
<tr>
<td>Rapid Rehousing Slots</td>
<td>2,300</td>
<td>0</td>
<td>1,325</td>
<td>1,325</td>
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<tr>
<td>Shallow Subsidy Slots</td>
<td>0</td>
<td>0</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>Emergency Shelter Beds</td>
<td>3,500</td>
<td>0</td>
<td>1,075</td>
<td>1,075</td>
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</tbody>
</table>
## Cost Estimates of Strategic Plan Modeling Scenario

<table>
<thead>
<tr>
<th>Cost Categories</th>
<th>Cost Estimates</th>
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</thead>
<tbody>
<tr>
<td><strong>Initial Five-Year Costs</strong></td>
<td><strong>$607,661,000</strong></td>
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<tr>
<td>Start-Up Cost</td>
<td><strong>$29,717,000</strong></td>
</tr>
<tr>
<td>Five-Year Operating and Services</td>
<td><strong>$577,944,000</strong></td>
</tr>
<tr>
<td><strong>Ongoing Operating and Services</strong></td>
<td><strong>$217,214,000</strong></td>
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<tr>
<td>Targeted Prevention</td>
<td><strong>$7,021,000</strong></td>
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<tr>
<td>Non-congregate Shelter</td>
<td><strong>$86,910,000</strong></td>
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<tr>
<td>Rapid Rehousing</td>
<td><strong>$70,928,000</strong></td>
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<tr>
<td>Shallow Subsidy</td>
<td><strong>$9,009,000</strong></td>
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<tr>
<td>Site-Based Permanent Housing</td>
<td><strong>$12,566,000</strong></td>
</tr>
<tr>
<td>Scattered-Site Permanent Housing</td>
<td><strong>$30,780,000</strong></td>
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</table>
1. Keep adding any questions to the jamboard. We will share responses to the questions in the coming week

2. Reach out to our presenters with any questions:

<table>
<thead>
<tr>
<th>BAHFA Regional Bond</th>
<th>Kate Hartley; <a href="mailto:khartley@bayareametro.gov">khartley@bayareametro.gov</a></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Irene Farnsworth; <a href="mailto:ifarnsworth@bayareametro.gov">ifarnsworth@bayareametro.gov</a></td>
</tr>
<tr>
<td>Campaigns</td>
<td>Amie Fishman; <a href="mailto:amiefishman@nonprofithousing.org">amiefishman@nonprofithousing.org</a></td>
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<td></td>
<td>Justine Marcus; <a href="mailto:jmarcus@enterprisecommunity.org">jmarcus@enterprisecommunity.org</a></td>
</tr>
<tr>
<td></td>
<td>Dave Brown; <a href="mailto:dave@nonprofithousing.org">dave@nonprofithousing.org</a>,</td>
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<tr>
<td></td>
<td>Ze Kun; <a href="mailto:zekun@nonprofithousing.org">zekun@nonprofithousing.org</a></td>
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<tr>
<td>RAP Implementation</td>
<td>Ken Kirkey; <a href="mailto:kkirkey@allhomeca.org">kkirkey@allhomeca.org</a></td>
</tr>
<tr>
<td></td>
<td>Adrian Gonzales; <a href="mailto:agonzales@allhomeca.org">agonzales@allhomeca.org</a></td>
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