



# PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATION COMMITTEE MEETING

## AGENDA

**Date:** Thursday, July 21, 2022, 3 pm – 5 pm

**Location:** Join the meeting via Zoom

<https://us02web.zoom.us/join/9K2CKxovfZU>

**Call in information:**

1-669-900-6833

Meeting ID: 818 7907 9212

Passcode: 079714

Time	Agenda Item	Presenter/Facilitator
3:00	<ul style="list-style-type: none"> <li>• <b><u>Welcome and Introductions</u></b></li> </ul>	- <i>Hana Gossett, Focus Strategies</i>
	<ul style="list-style-type: none"> <li>• <b><u>Review and Approval of Minutes</u></b></li> </ul>	- <i>Hana Gossett, Focus Strategies</i>
	<ul style="list-style-type: none"> <li>• <b><u>Public Comment</u></b> - Open Period for public comment on items discussed or not listed on the agenda.</li> </ul>	- <i>Members of the public</i>
3:15	<ul style="list-style-type: none"> <li>• <b><u>Initial Learning: Prevention and Rapid Exit</u></b></li> </ul>	- <i>Shelby Ferguson, H3</i> - <i>Bertha Lopez, Hume Center</i>
4:00	<ul style="list-style-type: none"> <li>• <b><u>Presentation: Data Dashboard</u></b></li> <li>• <b><u>Discussion on metrics for Prevention and Rapid Exit</u></b></li> </ul>	- <i>Dana Wenter Ewing, H3</i> - <i>Kimberly Thai, H3</i>
4:45	<ul style="list-style-type: none"> <li>• <b><u>Next Steps</u></b></li> </ul>	- <i>All</i>
4:50	<ul style="list-style-type: none"> <li>• <b><u>Announcements</u></b></li> </ul>	- <i>All</i>

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# PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATION COMMITTEE MEETING

## Commonly Used Acronyms and Terms

Acronym	Definition
APR	Annual Performance Report (for HUD homeless programs)
BOS	Board of Supervisors (Contra Costa County)
BCSH	California Business Consumer, Services and Housing Agency
CARE	Coordinated Assessment and Resource
CCACS/CCYCS	Contra Costa Adult Continuum of Service/ Contra Costa Youth Continuum of Services (H3 programs)
CDBG, CDBG-CV	Community Development Block Grant (federal and state programs) and the federal Community Development Block Grant CARES Act coronavirus allocation.
CESH	California Emergency Solutions and Housing program (state funding)
COH	Council on Homelessness
Continuum of Care (CoC)	Continuum of Care approach to assistance to the homeless. Federal grant program promoting and funding permanent solutions to homelessness.
Con Plan	Consolidated Plan, a locally developed plan for housing assistance and urban development under CDBG.
CES/CE	Coordinated Entry
CNWS	Concord Naval Weapons Station
CORE	Coordinated Outreach Referral, Engagement program
COVID-19	Coronavirus
DCD	Contra Costa Department of Conservation and Development
DOC	Department Operations Center
CDSS	California Department of Social Services
EHSD	(Contra Costa County) Employment and Human Services Division
EOC	Emergency Operations Center
ESG and ESG-CV	Emergency Solutions Grant (federal and state program) and the federal Emergency Solutions Grant CARES Act coronavirus allocation.
FMR	Fair Market Rent (maximum rent for Section 8 rental assistance/CoC grants)
HCD	Housing and Community Development (State office)
HCFC	Housing Coordinating and Financing Council (state governing board under BCSH)
HEAP	Homeless Emergency Aid Program (state funding)
HEARTH	Homeless Emergency and Rapid Transition to Housing (HEARTH) Act of 2009
HHAP	Homeless Housing and Assistance Program (state funding);
HMIS	Homeless Management Information System
HOME	Home Investment Partnerships (CPD program)
Homekey	California funding to support development of interim and permanent housing
HUD	U.S. Department of Housing and Urban Development (federal)
MHSA	Mental Health Services Act



# PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATION COMMITTEE MEETING

NOFO	Notice of Funding Opportunity
PHA	Public Housing Authority
Project Roomkey	COVID-related State funding program to support de-congregating homeless shelters using hotels/motels.
PSH	Permanent Supportive Housing
PUI	Persons Under Investigation
RFP/RFQ/LOI	Request for Proposal/Request for Qualifications/Letter of Intent related to funding opportunities
RRH	Rapid Rehousing
SAMHSA	Substance Abuse & Mental Health Services Administration
SRO	Single-Room Occupancy housing units
SSDI	Social Security Disability Income
SSI	Supplemental Security Income
TA	Technical Assistance
TAY	Transition Age Youth (usually ages 16-24)
VA	Veterans Affairs (U.S. Department of)
VASH	Veterans Affairs Supportive Housing
VI-SPDAT	Vulnerability Index – Service Prioritization Decision Assistance Tool

*Contra Costa County COVID-19 Resources:*

*Please see below for additional resources on COVID-19.*

*Health Services COVID Data Dashboard- <https://www.coronavirus.cchealth.org/dashboard>*

*Health Services Homeless Specific Data Dashboard- <https://www.coronavirus.cchealth.org/homeless-dashboard>*

*Health Services COVID Updates- <https://www.coronavirus.cchealth.org/health-services-updates>*

*Health Services Homeless-Specific COVID Resources -<https://www.coronavirus.cchealth.org/for-the-homeless>*



# PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATIONS COMMITTEE

July 21, 2022, 3:00 – 5:00

# WELCOME & INTRODUCTIONS

*Hana Gossett, Focus Strategies*

*PATH Innovations Committee is comprised of a diverse group of community stakeholders and CoC partners who commit to leading, monitoring, implementing, and assigning priorities to reduce unsheltered homelessness by 30% in year one.*

# INTRODUCTIONS

PATH Innovations Committee Members

H3 Staff

Community Solutions

Homebase

Focus Strategies

Stakeholders

# REVIEW & APPROVE MINUTES

*Hana Gossett, Focus Strategies*

# ACTION ITEMS

- Review and approve minutes from the June 16, 2022 PATH Innovations Committee meeting.





# PUBLIC COMMENT

*Hana Gossett, Focus Strategies*

*Open period for public comment on items discussed or not listed on the agenda.*

# INITIAL LEARNING: PREVENTION AND RAPID EXIT

*Shelby Ferguson, H3*

*Bertha Lopez, Hume Project*

# BACKGROUND ON PREVENTION/DIVERSION & RAPID EXIT

- Came out of Rapid Resolution, a program coined by the Veteran's Administration (VA)
- Contra Costa piloted the program in 2018 with HUME Center
- Served both at imminent risk of homelessness population (prevention/diversion) and already homeless (rapid exit)
- Goal to either divert from system of care OR rapidly exit those already in system of care
- Only intended to serve around 10% of the total served population
- Where the concept of housing problem solving first began

## PREVENTION / DIVERSION

- **Goals:** To prevent and divert households from entering our homeless system of care
- **Eligible/Target population:** households at imminent risk (14 days) of becoming homeless
- **Services offered:** housing problem solving, and one-time financial assistance as needed
- **Providers:** HUME Center and Hope Solutions

## RAPID EXIT

- **Goals:** To rapidly exit households from our homeless system of care
- **Eligible/Target population:** households who are literally homeless
- **Services offered:** housing problem solving and one-time financial assistance
- **Providers:** HUME Center and Hope Solutions

# DISCUSSION

What are your experiences as:

- Service providers
- People with lived experience
- Community members
- Political leaders

DATA DASHBOARD:  
COMPARISON OF  
OCT-DEC 2021  
TO  
JAN-MAR 2022

*Dana Ewing, H3*

*Kimberly Thai, H3*

# UNSHELTERED DATA DASHBOARD

**PATH INNOVATIONS QUARTERLY REPORT**

**REPORT PERIOD: JANUARY 1, 2022 – MARCH 31, 2022**

**DATA RUN: JUNE 28, 2022**





# UNSHELTERED DASHBOARD: Jan-March, 2022

HH experiencing unsheltered homelessness

During quarter : 2,857  
At end of quarter: 1,891 (66%)



HH from unsheltered to permanent housing: 90 (3% of unsheltered)

HH from unsheltered to shelter: 192 (6% of unsheltered)



Average length of time

Sheltered: 178 days  
Unsheltered: 284 days



HH from shelter to permanent housing: 101 (11% of sheltered)



HH entering unsheltered from shelter: 165 (6% of unsheltered)

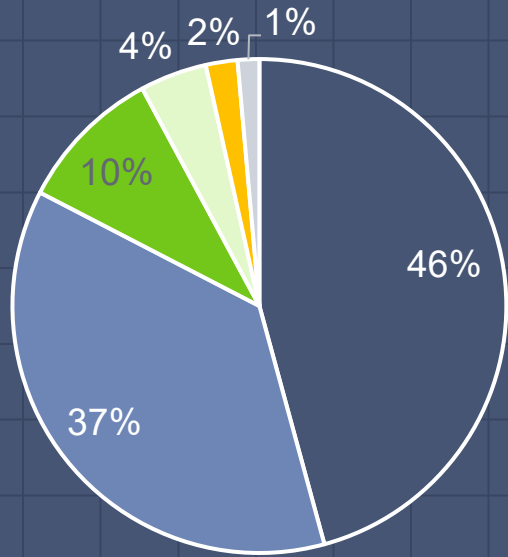
HH entering unsheltered from housing: 61 (2% of unsheltered)



HH experiencing unsheltered homelessness for first time: 127 (4% of unsheltered)



# Sub-Populations (Jan-March, 2022)



- White
- African American/Black/African
- American Indian/Alaskan Native/Indigenous
- Multiple Races
- Native Hawaiian/Pacific Islander
- Asian/Asian American

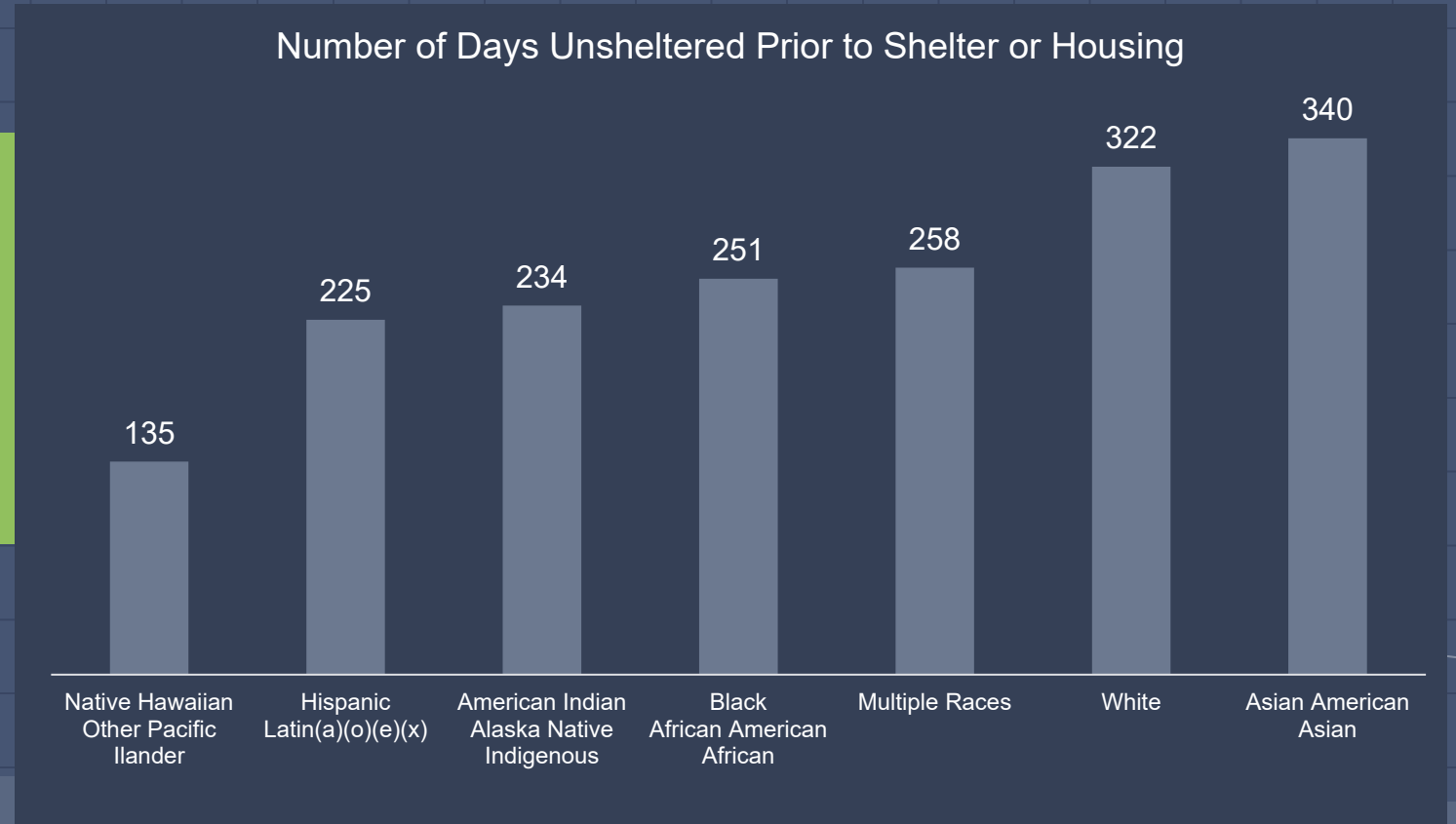
21% were Hispanic/Latino/a/e/x

81% had disabling condition



# Sub-Populations (Jan-March, 2022)

Race/Ethnicity Rate of Exits to Permanent Housing	
Multiple Races	13%
White	11%
Black/African American/African	10%
American Indian/Alaskan Native/Indigenous	7%
Asian American/Asian	7%
Hispanic/Latin(a)(a)(e)(x)	7%
Native Hawaiian/Pacific Islander	7%



# Take-Aways (Jan-March, 2022)

- ↓ Low % of exits from unsheltered to shelter (6%) or permanent housing (3%)
- ↓ Low % of unsheltered that are new to unsheltered (4%)
- ↑ More people exit shelter to unsheltered (226) than to permanent housing (101)
- ↔ Wide range in # of days unsheltered across race/ethnicity with Asian American/Asian and White having the longest
- ↔ % of exits to shelter or permanent housing ranged from 7% to 13% across race/ethnicity



# Changes from Previous Quarter

	Oct-Dec, 2021	Jan-March, 2022	% change	
# <i>at end</i> of report period	2,432	1,891	29% decrease	
# served <i>during</i> report period	3,279	2,857	15% decrease	
# unsheltered to perm housing	69	90	23% increase	
# unsheltered to emergency shelter	248	192	29% decrease	
# sheltered to permanent housing	67	101	34% increase	
# ES/PH to unsheltered	225	226	0% change	
# of days sheltered	124	178	30% increase	
# of days unsheltered	251	284	12% increase	
# of new households to unsheltered	153	127	20% decrease	

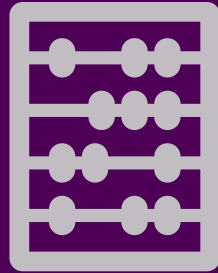


# Take-Aways (changes from previous quarter)

- ↓ Large decrease in total at end of quarter (29%)
- ↑ Large increase in exits from unsheltered to sheltered (29%) and PH (34%)
- ↓ Decrease in new to unsheltered (20%)



# DISCUSSION



What metrics can be added to the dashboard to support:



Impact and Outcomes?



Processes and Workflows?

# NEXT STEPS

*Hana Gossett, Focus Strategies*



# PROPOSED WORKPLAN - AUGUST

- **Gap Analysis:** Identify opportunities for improvement
- **Action Steps:** Develop 3 to 5 concrete actions steps/tests of change  
Discussion: How do we involve people with lived experience into the action steps planning?

## August Meeting Breakdown:

- **40 minutes:** Discussing Rapid Exit and defining action steps/test of change
- **40 minutes:** Discussing Prevention and defining action steps/test of change
- **15 minutes:** Discussing the intersection of Prevention and Rapid Exit.

# ROADMAP THROUGH DECEMBER 2022

**By December 2022**, the PATH Innovations Committee will:

- Develop work plans for prioritized bodies of work
- Assess progress of initiatives
- Review unsheltered metrics quarterly
- Update priorities in September 2022 (mid-point review)
- Set priorities for Calendar Year 2023



# ANNOUNCEMENTS

# UPCOMING MEETINGS

- **PATH Innovations Committee Meetings**
  - 3<sup>rd</sup> Thursday of each month, 3:00-5:00
    - August 18
    - September 15
    - October 20
- **Data Workgroup Meeting**
  - TBD



# PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATION COMMITTEE MEETING

## MINUTES

**Date:** Thursday, June 16, 2022, 3 pm – 5 pm

### Recording of Discussion:

[https://us02web.zoom.us/rec/share/zrJhC7eMzLt0qnzGSrpOhwcFurFFdBoe9NL0lQTPw4IWMRiYB\\_8XKfalOn4bxyo1.60ap1mfB6vNqQuH0](https://us02web.zoom.us/rec/share/zrJhC7eMzLt0qnzGSrpOhwcFurFFdBoe9NL0lQTPw4IWMRiYB_8XKfalOn4bxyo1.60ap1mfB6vNqQuH0)

**Passcode:** %ORTAWb3

Time	Agenda Item	Presenter/Facilitator
3:00	<ul style="list-style-type: none"> <li><b>Welcome and Introductions</b></li> </ul>	- <i>Matt Mitchell, Focus Strategies</i>
	<ul style="list-style-type: none"> <li><b>Review and Approval of Minutes</b></li> </ul>	- <i>Matt Mitchell, Focus Strategies</i>
	<ul style="list-style-type: none"> <li><b>Public Comment</b> - Open Period for public comment on items discussed or not listed on the agenda.</li> </ul>	- <i>Members of the public</i>
3:15	<ul style="list-style-type: none"> <li><b>Prioritizing Work through December 2022</b> <ul style="list-style-type: none"> <li>Review proposal from May 2022 meeting</li> </ul> </li> <li><b>(ACTION ITEM):</b> Vote on priorities through December 2022</li> </ul>	- <i>Jamie Schecter, H3</i> - <i>Matt Mitchell, Focus Strategies</i>
3:30	<ul style="list-style-type: none"> <li><b>Understanding the Why: Causes of Homelessness</b></li> </ul>	- <i>Dana Ewing, H3</i>
4:45	<ul style="list-style-type: none"> <li><b>Next Steps</b></li> </ul>	- <i>All</i>
4:50	<ul style="list-style-type: none"> <li><b>Announcements</b></li> </ul>	- <i>All</i>

### Welcome and Introductions

Committee Members in Attendance: Jo Bruno, Juno Hedrick, Margaret Schiltz, Pat Mims, Tony Ucciferri, Wayne Earl

Staff and Consultants: Christy Saxton (H3), Jamie Schecter (H3), Dana Ewing (H3), Kimberly Thai (H3), Shelby Ferguson (H3), Hana Gossett (Focus Strategies), Tracy Bennett (Focus Strategies), Matt Mitchell (Focus Strategies), Diego De La Peza (Focus Strategies) Nate French (Community Solutions), Michele Byrnes (Homebase)

### Review and Approval of Minutes

Seeking approval of the minutes from March 17<sup>th</sup>, 2022, April 29<sup>th</sup>, 2022, and May 19, 2022 .

Jo Bruno made a motion to approve the minutes for March 17<sup>th</sup>, 2022.

Tony Ucciferri seconded that motion.



## PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATION COMMITTEE MEETING

Jill Ray advised that all prior meeting minutes could be approved in one motion if there were no objections.

Jo Bruno amended her motion to approve the meeting minutes for March 17<sup>th</sup>, 2022, April 29<sup>th</sup>, 2022 and May 19, 2022.

Tony Ucciferri seconded that motion.

There was no discussion regarding prior meeting minutes.

A vote was held and the motion passed with all committee members in favor of approving the prior meeting's minutes.

### **Public Comment**

There were no public comments.

### **Prioritizing Work through December 2022**

In the May Committee meeting, a motion was brought forth to vote on the priorities for the committee from July 2022 to December 2022. A vote was not held due to a discussion about the definition and targeted population of rapid exit.

H3 wanted to prepare for a vote by delineating what the current proposal is, with the understanding that the decisions made today have the flexibility to change in the future if priorities change. The proposed timeline is to develop a work plan by July, have a mid-point review in September, and assess committee progress in December.

### Proposed Bodies of Work

Jamie Schechter reviewed the proposed priorities from the May meeting and presented the proposed framework moving forward. Jamie noted the importance of thinking about what is within the scope of the PATH Innovations committee. She mentioned that the committee has big goals, which require big solutions, so it is important to think about the scale of the projects brought forth and what those mean to the group.

Jamie reminded the committee that the priorities previously discussed were to focus on Prevention and Rapid Exits. The proposal is that both bodies of work focus on understanding the "why," researching and incorporating evidence that works, and focus on communication and training around these interventions. There is an added need to focus on diversion and getting people access to housing as soon as they come in for services.

Jamie clarified a question from the May committee meeting and defined rapid exit as targeting people who are literally homeless and have a housing solution. Rapid exit primarily, although not exclusively, focuses on people who are early in experiencing homelessness.



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Tony Ucciferri asked whether the priorities mentioned in the proposed work were in line with HUD's priorities. Jamie Schecter responded that they were in line with HUD's priorities of serving people who are within their first two weeks of experiencing homelessness.

Jamie continued her presentation and reiterated the focus of understanding why homelessness happens, incorporating evidence that works, and targeting communication and training around Prevention and Rapid Exit.

Jamie mentioned that these priorities are projects the committee can take on, but it is important to think about how this work is going to make a change and lead to impactful work from the committee. Jamie asked if there were any questions or points of discussion the group wanted to bring forth before voting in priorities.

### Vote on Priorities

Matt asked whether any Committee member would like to make a motion about proposed priorities.

Wayne Earl wanted to ensure that committee members who had questions regarding rapid exit in the May meeting had a clear understanding of rapid exit.

Jo Bruno mentioned that the conversation around clarifying rapid exit had included committee members who were not present in today's meeting and wondered if we could trust that their concerns had been clarified.

Jamie Schecter acknowledged that not all committee members were present, but that the committee had a quorum to vote today and wondered whether people felt comfortable moving forward with the vote.

Matt stated that the priorities are a starting point to get the committee moving in the right direction and that a check in is scheduled for September to ensure that the priorities still align with the work of the committee.

Margaret Schiltz said she was okay with voting.

Matt asked again if any member would like to make a motion about the proposed priorities.

Tony Ucciferri made a motion to approve to committee priorities and scope of work.

Margaret Schiltz seconded that motion.

A vote was taken and the motion passed unanimously with all committee members voting in favor of the motion.



## PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATION COMMITTEE MEETING

### Developing Workplans

Matt Mitchell discussed the next steps toward developing the workplans. Since committee members all come with diverse backgrounds and understanding of prevention and rapid exit, H3 suggested the committee work begins with an initial learning phase so everyone has a firm grounding on the subjects. From there, the committee will conduct a gap analysis to identify opportunities for improvement. Once those opportunities are identified the committee can develop concrete action steps or tests of change.

Jo Bruno stated that she liked the idea of having one-pagers or video links that could be shared with their networks, primarily with many people communicating via zoom. She wondered if there was a method to track where views of training materials are coming from and see whose network is accessing the training videos.

Dana Ewing commented that she liked Jo's idea as a process measurement and that her team will brainstorm on ways to do that. She also mentioned that many people experiencing homelessness' first point of contact is with the county's access points such as 211 and CORE, so she wondered if focusing the education piece on access point services would be beneficial.

Matt Mitchell mentioned that the proposed gap analysis would help focus the committee's efforts when deciding the interventions.

Wayne Earl stated that coordinated entry is also the entry points for health, so it is important to have enough case workers and resources for training to be effectively implemented.

### Working Together

Jamie Schecter shared she loved the group's energy and how the committee was responding to the examples provided. Jamie wanted to take a step back and focus on the work plan. She asked if the committee members felt that the plan to start with a learning phase, then move on to a gap analysis, and then develop action steps worked for the committee.

Jo Bruno mentioned she was unclear about what that looked like.

Matt Mitchell delineated what the future meetings could look like, consisting of a learning session, breakout rooms, and debriefing of plans as a full group.

Jill Ray stated that she believed that breakout rooms during a committee meeting were not compliant with the Brown Act.

Matt Mitchell suggested that if breakout rooms were not possible, the committee could implement a workgroup format and asked the committee for input. Jo Bruno, Margaret Schlitz, and Juno Hedrick gave thumbs up in the Zoom platform.

Matt asked how the committee felt about an in-person retreat in the future to bring the committee together. Wayne Earl and Margaret Schlitz agreed with the idea. Jo Bruno also agreed but wondered what the content of the retreat would be. Matt Mitchell explained that the retreat was an idea to bring together the committee and include other people with lived experiences or frontline workers to help





## PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATION COMMITTEE MEETING

drive some of the work. Jo Bruno agreed with that idea but mentioned there should be a back up plan in the case the in-person meeting cannot happen. Matt commented that the committee had a good starting point to move forward and asked if there were any other discussion points before moving on with the agenda. Jo Bruno suggested that there should be a consideration that any trainings provided to the committee be resources given that committee members could view on their own time.

### Understanding the Why: Causes of Homelessness

Dana Ewing presented on why people become homeless. The purpose of her presentation was to look at the big picture by exploring what the research says about experiencing homelessness and adding some county data to provide context. She hoped the presentation would be helpful and ignite conversation.

Dana's presentation focused on highlighting what data shows to be the top reasons why people become homeless: (1) housing shortage – the lack of affordable housing, (2) low income – income remaining very low as housing cost increases, (3) health conditions – people experiencing homelessness are more likely to have mental, chronic, or physical health conditions, and (4) history of trauma – people experiencing homelessness are more likely to have experienced more adverse childhood experiences than the general population.

Dana discussed the limitations of how data is collected in the field, which leads to a lot of missing data. She also discussed the discrepancies between the conditions that lead to an experience of homelessness and what the data shows. Dana mentioned that open ended questions tend to get more at the narrative and societal context for why someone might be experiencing homelessness.

Dana asked the committee members what their experiences were on the causes of homelessness as professionals in the field.

Wayne Earl began the discussion by noting that asking questions from the VI-SPDAT are difficult without building rapport, and that in his experience when people answer the questions, he sees discrepancies in their responses and their actual experiences. He mentioned he sees a lot of pain and difficulty in the people he serves.

Margaret Schiltz mentioned that from her experience running an agency focused on people experiencing severe mental health problems, she sees that a lot of the causes match the ACEs (Adverse Childhood Experiences). Jo Bruno expressed that she was very glad that the presentation included the ACEs, as it helps clarify the work that she is trying to implement in outreach. She mentioned the presentation was helpful in changes she is working on implementing.

Pat Mims shared he also liked the inclusion of ACEs in the presentation and questions how comfortable people feel when they are asked difficult and traumatic questions. From his experience, people completing assessments do not always feel comfortable responding honestly until they feel safe.

Wayne shared that his experience running a faith-based organization is different that how the CoC operates and the differences between a faith-based model and housing first. He commented that it is not until relationships are built that data can reflect what is happening with people experiencing homelessness.



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Jo Bruno suggested brainstorming ways to provide this information to providers to help guide them as the first point of contact with someone who is unhoused.

Dana summarized that she kept hearing two points: (1) the need for empathy in services which is sometimes missing and (2) people in crisis tend to distrust the system.

Juno questioned how the committee was planning to address this and commented that based on personal experience as a trans person in a shelter, the system was lacking a lot of support for certain groups.

Jamie Schecter mentioned actions taken to move the needle in the right direction, such as trauma informed care and critical time interventions, but acknowledged that these interventions are not happening fast enough.

Matt Mitchell commented that there are opportunities within the committee to think about the networks and resources that are present in the community and do work that will make an impact on unsheltered homelessness.

Wayne Earl mentioned that a big challenge is the lack of housing resources and inability to build more housing which is fundamental to getting people housed and wonders how the committee can meet the goal of reducing unsheltered homelessness with limited physical resources.

Margaret Schiltz responded that focusing on prevention may be a good way to make an impact.

### Next Steps

Matt Mitchell reviewed the proposed roadmap for future committee meetings.

### Announcements

Jo Bruno announced her success presenting at a state conference on how to use and implement a peer model and how she was one of very few people discussing issues of homelessness.

Jamie Schecter announced that there is an open position with H3 and shared the link to the job description.

### Upcoming Meetings

- July 21, 2022 from 3-5 PM
- August 18, 2022 from 3-5 PM
- September 15, 2022 from 3-5 PM



## PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATION COMMITTEE MEETING

### **Additional Attendees**

In addition to the facilitators, H3 staff, and Committee members listed, the following people attended the Zoom session:

- Dale Harrington (ACOA and CAB)
- Jill Ray (Office of the Supervisor)