EveryOne Home
Ending Homelessness
in Alameda County

Leadership Board Meeting
Thursday, October 24, 1:00pm-4:00pm
Conference Room B (Second Floor)
300 Estudillo Avenue, San Leandro
San Leandro Library

Agenda

1. Welcome and Introductions	**1:00-1:15**
2.Review and Approval of August Minutes	**1:15-1:20** *Approve*
3. **Committee and Project Updates**	**1:20-2:30**
a. System Modeling	*Update*
b. Ballot Measure	*Update*
c. EveryOne Home Plan Adoption	*Update*
4. Governance Charter Revisions	**2:30-3:15** *Adopt*
5. EveryOne Home Work Plan	**3:15-4:00** *Discussion*

August 22nd, 2019 Leadership Board Meeting

Attendance: Laura G, Nella G.,, Peter R. (rep for Kirsten L.), , Gloria, Lara T. (rep for Sara B), Jill D., Doug B., Robert R. (Re for Colleen C.), Susan S., Chris G., Peggy M., Suzanne S., Moe W. Claudia Y.,

EOH Staff: Elaine d., Laura G., Jessie S., Dorcas C.,

1) Welcome and Introductions
    a. Announcements from board members
        • Nella G. wants to learn more about HUD System Performance Measure 1a, which is being tied to youth funding NOFA
        • Lawsuit on Wellness Center in the city of Alameda dismissed by courts
        • Alameda County Mental Health Commission approved land trust over next five years to increase the availability of affordable supportive housing.
        • HACA is working on second mainstream voucher application and foster youth application for additional tenant based vouchers for people experiencing or at risk of homelessness.
        • City of Fremont is launching mobile hygiene unit after finding a class A truck driver
        • City of Albany – next Thursday (8/29) having 2nd community meeting with SAHA for affordable housing project at the community center from 6-7:30pm
2) Review and Approval of Minutes
    a. No comments, approve as submitted.
        • Three abstain.
        • Everyone else says Aye.
        • No one opposes
3) Alameda County Point-in-time Count Data – Laura Guzman gave a presentation on PIT data and thanked Leadership Board for participation.
    a. How many people are working while in school or looking for work?
        • There is a different data set that ask about employment. There is no direct question in the survey but multiple ways to read the data to get information about employment. APR/HMIS has data points about earned income.
    b. Do those experiencing homelessness understand that affordable housing is out of reach for many of them?
        • Land trust may expand way we do housing
    c. For the tally form, is there a distinction between household and individual?
        • Yes
        • We also did pre-sample of encampments/vehicles/tents before count to be able to estimate the number of people in vehicles when people weren't visible.
4) Committee and Project Updates –
    a. Jessie updated the Board on the RBA performance measures
        • We surpassed max limit for 2019 of people becoming homeless, max limit to remain on track of the Plan and we are far below target goal of housing 2,000 people. This is not good news. Currently 3 people become homeless for everyone one who gains permanent housing.

- Fair amount of permanent housing exits that are not reported in HMIS
    1. BACS has housed 420 seniors in Oakland using the Kaiser money. None of those are captured in HMIS right now.
    2. Also, Health Care funded PSH – 100-150 not in HMIS
- The new visualization will go up on RBA page next week.

b. CE Evaluation Process
- There will be a CE evaluation for provider feedback next week on September 3rd. Everyone will be invited (sub-contractors, people doing matching/accepting referrals, etc)
- There will also be focus groups for feedback
- Evaluation will be completed at the end of the calendar year
- Regarding AC3 funds, what's going to happen to CE?
    1. Agenda the implications, see what's coming out of focus groups and input session and discuss sustainability for funding/impact for next meeting
    2. Next week there will be meeting where regional leads start having this conversation

c. HMIS
- HMIS oversight committee met last week
- Getting TA from HUD to strengthen HMIS
- HMIS assessment done by HUD TA is available

d. Questions
- One member was interested in seeing the recommendations from the consultants who review our community's local rating and ranking process for HUD CoC funds. The consultants' recommendations are part of the HUD CoC May meeting materials. Those adopted by the Committee can be found in the HUD CoC June meeting materials http://everyonehome.org/about/committees/hud-coc-committee/
- Members were encouraged to look on our website. Committee materials packets for HMIS oversight and HUD CoC include the HUD TA presentation, a lot of information from HUD TA about recommendations to retool CE, HMIS, and governance in ways that help our system

5) EveryOne Home Work Plan
a. Revenue Measure **–** Elaine presents
- Steering committee**:** Dave Brown (Supervisor Chan's office), Gloria and Moe (EOH LB), Elaine and Julie (EOH Staff), Aimee Fisherman (NPH), Doug (LB and HUD CoC), Sharon Cornu (St Mary's)
    1. Important to have people impacted, we are recruiting consumers
- Hired political firm Clifford Moss
    1. Did we consider racial equity in our strategies and when we chose Clifford Moss?

          a. Came up strong because he is very dialed into the communities and knows how to explain it to different places/populations county-wide

          b. We need to keep raising this issue up in guiding this process and policy development because the firm works for the campaign committee

- Two big questions
    1. Put ballot on March or November?
    2. Which strategy? Two thirds or 50% plus 1?
- Community education important and need a good social media consultant
- Why a sales tax?
    1. This was the only revenue stream that would raise the amount of funding needed to make the impact the 2018 Strategic Plan calls for. Also it is one of the few taxes we could levy County-wide.
- Work on language so we can say it more easily
- Where would funds live?
    1. Considering different models to slice the pie, no obvious home for where the money lives
- Need community buy-in from county and cities

b. EH Plan Adoption –

- Status:
    1. Adopted: Berkeley and Alameda
    2. Albany and Fremont are next on the calendar
    3. Delayed: Oakland
    4. Hayward waiting for PIT count data
    5. Livermore and Pleasant not interested in adopting (look into have providers in that area adopt)
- We need to keep momentum going and where it is most stalled is with the county
- This feels like citizen's work but let's see where our road blocks are, do the best we can, take the most strategic steps to get the plan approve, and if that doesn't work, let's go to the people.
    1. Legal question: whether a 50% plus 1 can be used to get a dedicated revenue stream
- Important to have jurisdictions adopt plan to guide ballot measure and use of new funds. HUD has also communicated the importance of having one plan guide the entire CoC's work
    1. Folks are seeing the Plan and the ballot measure as a separate thing and not the same way we are
    2. Need to explain to people that they are related and get agreement
    3. Circle back to Wilma Chan and have a conversation about how these two things feed into each other

Work Plan Updates for Leadership Board
October 2019

Leadership Board:

At its February 2019 meeting, the Leadership Board identified two priority special projects on which to focus for 2019-20. 1) the adoption and endorsement of the 2018 Strategic Update to the Plan to End Homelessness; and 2) evaluating and pursuing options for a local revenue stream(s).

Updates on the Revenue Stream:
The Policy Committee to develop the measure will first meet on 11/7/19. It will draft the uses, allocations and oversight/administration of funds. The committee will include staff from at least 2 supervisors offices, HCSA, a person with lived experience, a developer, several providers, EveryOne Home staff, EBHO and NPH. It will work with the Mayors, providers and persons experiencing homelessness to shape the measure into one we can all confidently support.

Financial support has begun to materialize. Hellman Foundation has made a gift of $100,000 to support EveryOne Home's work on the campaign. We have third hand knowledge of commitments from Benioff, but no amount yet, and Kaiser, also no amount yet. We believe we need to raise 1.65 million for pre-campaign and actual campaign costs, and EveryOne Home hopes to raise $350k to support our work on the campaign and add staff capacity.

Updates on Plan Adoption:
Since we last met the City of Albany and the City of Fremont have adopted the Plan. The City of Oakland has released a draft of its PATH Plan and explicitly aligned it with the EveryOne Home Plan and is recommending that the two plans be adopted together by the City Council. Hayward is working on a similar approach and expects to release its local plan in November.

EveryOne Home met with Supervisor Chan in early October. She asked EveryOne Home to meet with both Supervisors Miley and Carson to confirm they will be yes votes. She recognizes that each Supervisor is very invested in this issue and has strategies that are important to them. She does not want a vote on the Plan to become a contentious debate. Elaine is meeting with Supervisor Miley on 10-18-19 and is working to schedule a meeting with Carson. Valle has already confirmed he is prepared to pass the Plan.

Housing and Urban Development Continuum of Care (HUD CoC) Committee:

The HUD CoC Committee functions as the Continuum of Care Board, required by federal homeless assistance regulations to act on behalf of the membership to ensure the CoC responsibilities are fulfilled. CoC responsibilities include designating and operating a Homeless Management Information System (HMIS) database, Continuum of Care planning and needs analysis, operating a coordinated entry system, conducting a biennial census of sheltered and unsheltered persons experiencing homelessness, monitoring project performance, and preparing an application for Continuum of Care funds (HUD NOFA).

Updates:
- **HUD CoC NOFA**: The NOFA Committee reviewed 49 renewal, new and DV Bonus projects and finalized the Project Rating and Ranking List (attached). The list was approved by non-conflicted members of the HUD CoC Committee on September 13th. Tier 1 included 37 renewing projects as well as the CoC's Coordinated Entry System and HMIS projects. These were placed automatically at the bottom of Tier 1 per the 2019 Ranking Policy. One project provided a voluntary reallocated $157,068, which enabled a high performing renewal to be fully in Tier 1. No other reallocations were made this year. Tier 2 included two renewal projects and six proposed PSH expansion projects that would add units and critically needed supportive services. Tier 2 also includes 2 new DV Bonus projects: a rapid rehousing project to house 19 survivors of domestic violence and human trafficking and a proposed expansion of the recently awarded Alameda County DV SSO for Coordinated Entry project to improve coordinated entry services to DV survivors. It is very likely that some projects in Tier 2, and the proposed DV projects, will be funded. On September 24th, the HUD CoC Committee reviewed and approved the Consolidated Application and required attachments, which were submitted to HUD on September 26th, 4 days ahead of the competition's deadline. For future discussion and action is HUD's new policy priotity of increasing employment and formal collaborations between the CoC and local employment agencies for career opportunities and training. Another priority is showing how CoCs are addressing racial disparities.
- **Homeless Count:** The four jurisdictional reports were completed and sent at the end of August.
- **HMIS:** In June the HMIS Oversight Committee received an assessment and set of recommendations for the HMIS from our technical assistance team provided by HUD. The findings starkly laid out the need for restructuring coordinated entry in our existing HMIS, building HMIS Lead capacity, and strengthening the governance of HMIS. In August, September, and October the HMIS Oversight Committee met 2-3 times each month to establish a common agenda for the HMIS and to revisit decision making processes and structures. As well, members of the committee joined HUD sponsored Communities of Practice focused on the HMIS Implementation and Data Quality. A Data Quality Plan is now in draft form and will go to the CoC Committee for review and feedback in November. During 2020 the Committee will work with the HMIS Lead to revise the MOU that governs the relationship, update policies and procedures including the Privacy Policy, Security Policy, and new agency onboarding materials.

System Coordination Committee and Coordinated Entry Updates:

Coordinated Entry Management Entity: System Coordination Committee has developed a recommendation and will be discussing and approving it at the November meeting. It will be presented to HUD CoC the same month. The recommendation focuses largely on the management functions and developing a Request for Interest to solicit interested parties.

Coordinated Entry Evaluation: EveryOne Home has been asked by System Coordination Committee to conduct a limited evaluation of Coordinated Entry. Jessie Shimmin, System Analyst has been leading the process through the RBA Committee. Three focus groups with Coordinated Entry System participants are scheduled for the week of October 21.

Dynamic System Management and CE Refresh: System Coordination Committee has engaged Coordinated Entry expert Katharine Gale, to conduct an assessment and a set of recommendations for improvement of CE. The engagement will begin in November and last through April 2020. It will align with the HUD TA on HMIS.

Coordinated Entry Funding: County departments met with Coordinated Entry operators and with System Coordination to present their plans for future funding for Coordinated Entry functions. Exisitng contracts have

been extended until December 2020 at which point HCSA and HCD will unbraid funding. HCSA will direct their future funding toward services and housing, and will work with community health clinics and the state Health Homes program to provide Navigation Services. Future contracting will be provided directly to CBOs through the vendor pool. It's not clear how HCD dollars will be used in the future for Coordinated Entry. There is a need for a sustainability conversation regarding Coordinated Entry across funders.

Results Based Accountability:

The Results Based Accountability (RBA) Committee supports the goal of ending homelessness through performance measurement that is attentive to effort, quality, and impact. The RBA Committee's activities include: reviewing system performance by tracking and reporting population indicators and performance measures, recommending initial and updated performance measures and benchmarks, recommending dashboard design to EveryOne Home's Leadership Board, ensuring the production of dashboards to keep the public informed of system performance and progress toward ending homelessness and working to integrate data from mainstream systems of care.

Update: The RBA Committee met in August, September, and October. The committee has continued to work on the Coordinated Entry Evaluation Plan. The Committee also reviewed the Racial and Ethnic Disparities analysis and a draft of the HMIS Data Quality Plan. In lieu of community meeting on November 4th the RBA Committee return to regular meetings on Monday, December 9th.

System Modeling And Pathway Design Update: As an extension of the unsheltered homelessness initiative made possible by HUD, Abt Associates will be facilitating a system modeling process in Alameda county. System modeling will answer the following questions:
- What combinations of housing and services do we need to end homelessness among adults, households with minor children, youth veterans, victims of domestic violence, and persons with severe mental illness?
- How much do we need of permanent supportive housing, rapid re-housing, homelessness prevention, housing problem solving, flex funds, long term shallow subsidies, transitional housing, emergency shelter, housing navigation, and outreach?

Foremost, system modeling is about defining the resources that are needed to end homelessness and making concrete plans for realizing those resources. Work will be divided between two groups: one focusing on adult-only households, and the other on households with minor children. Sub-populations will be addressed within each working group. The work also includes a Leadership Committee that will check in on the modeling work at key decision points and evaluate the feasibility of the model. The Leadership Committee is comprised primarily of county and jurisdictional elected officials, Continuum of Care and collective impact leaders, philanthropic funders, housing authority EDs, and regional VA leaders. Progress on the system models will be brought to Leadership Board for discussion and input in December 2019, February 2020, and April 2020. System modeling will kick off the week of October 28th.

Advocacy Committee:
The committee last met on September 25th and the committee reviewed progress on the 2019 work plan. This includes securing the adoption of EveryOne Home Plan to End Homelessness and launching the campaign to increase on-going funding for addressing homelessness. They also discussed several housing/homeless bills that passed the California Legislature and the most recently enacted State budget. The next meeting is scheduled for December.

EveryOne Home Community Meeting: The community meeting will be on November 4th where they will elect representatives to the Leadership Board and HUD CoC Committee. Applications are available now for anyone interested in applying.

Alameda County 2019 Continuum of Care NOFA Process
Project Rating and Ranking List w/Planning Grant

Rank	Project	Agency	Program Type	Amount Requested
Tier 1				
1	Impact	Abode Services	PSH	$1,330,870
2	Concord House	Resources for Community Development	PSH	$96,362
3	Channing Way Apartments	Bonita House, Inc.	PSH	$40,897
4	Supportive Housing Network	City of Berkeley	PSH	$208,051
5	Pathways Project	City of Berkeley	PSH	$202,376
6	Tenant Based Rental Assistance	City of Berkeley	PSH	$3,594,226
7	Carmen Avenue Apartments	Alameda County Allied Housing Program	PSH	$36,166
8	Regent Street	Resources for Community Development	PSH	$70,516
9	Health, Housing and Integrated Services Network	LifeLong Medical Care	PSH	$549,672
10	COACH Project Expansion	City of Berkeley	PSH	$2,332,198
11	APC Consolidated PSH	Alameda County HCD	PSH	$388,651
12	Oakland PATH Re-Housing Initiative	Abode Services	PSH	$657,935
13	Laguna Commons Rental Assistance Program (RAP)	Alameda County Behavioral Health Care Services	PSH	$184,456
14	Peter Babcock House & Redwood Hill	Satellite Affordable Housing Associates	PSH	$89,947
15	Lorenzo Creek Consolidated	Alameda County HCD	PSH	$315,501
16	Reciprocal Integrated Services for Empowerment (RISE) Project	Alameda County HCD	PSH	$160,183
17	STAY Well Housing	Abode Services	PSH	$829,063
18	Tri-City FESCO Bridgeway Apartments	Alameda County HCD	PSH	$42,973
19	Turning Point Transitional Housing for TAY	Fred Finch Youth Center	TH - TAY	$422,579
20	Alameda County Shelter Plus Care – TRA	Alameda County HCD	PSH	$7,253,459

Rank	Project	Agency	Program Type	Amount Requested
21	Alameda County Shelter Plus Care – SRO	Alameda County HCD	PSH	$670,716
22	Southern Alameda County Housing/Jobs Linkages Program	Alameda County HCD	RRH	$1,423,062
23	Oakland Homeless Youth Housing Collaborative	City of Oakland	TH - TAY	$713,095
24	Banyan House Transitional Housing	Alameda County HCD	TH	$81,320
25	Alameda County Shelter Plus Care – SRA	Alameda County HCD	PSH	$1,403,732
26	Welcome Home Combined	Alameda County HCD	PSH	$2,707,400
27	Welcome Home San Leandro	Alameda County HCD	PSH	$723,228
28	Welcome Home Expansion	Alameda County HCD	PSH	$636,432
29	APC Multi-Service Center	Alameda County HCD	PSH	$1,111,092
30	Alameda County Shelter Plus Care – PRA	Alameda County HCD	PSH	$505,432
31	Matilda Cleveland - TH/RRH	City of Oakland	Joint TH & PH-RRH	$279,813
32	Bessie Coleman Court Permanent Supportive Housing	Cornerstone Community Development	PSH	$270,586
33	Homes for Wellness	Alameda County HCD	PSH	$978,092
34	Housing Fast Support Network TH/RRH	City of Oakland	Joint TH & PH-RRH	$1,864,465
35	Families in Transition - TH/RRH	City of Oakland	Joint TH & PH-RRH	$267,167
36	Alameda County Domestic Violence SSO CES Project	Cornerstone Community Development	SSO-CES	$160,137
37	The Grand TH/RRH	City of Oakland	Joint TH/RRH	$584,000
38	Alameda County CES	Alameda County HCD	SSO-CES	$1,038,171
39	InHOUSE	Alameda County HCD	HMIS	$391,907
Tier 1 Subtotal				**$34,615,928**
Tier 2				
40	North County Family Rapid Rehousing Collaborative	City of Oakland	RRH	$861,551
41	North County Homeless Youth Rapid Rehousing	City of Oakland	RRH - TAY	$983,781
42	Welcome Home San Leandro Expansion	Alameda County HCD	New PSH Expansion	$365,560

Rank	Project	Agency	Program Type	Amount Requested
43	S+C SRA Expansion	Alameda County HCD	New PSH Expansion	$447,536
44	Rapid Rehousing for Victims	Ruby's Place	New RRH - DV	$750,000
45	S+C TRA Expansion	Alameda County HCD	New PSH Expansion	$561,644
46	S+C SRO Expansion	Alameda County HCD	New PSH Expansion	$206,380
47	S+C PRA Expansion	Alameda County HCD	New PSH Expansion	$244,460
48	DV SSO - CE Project Expansion	Cornerstone Community Development Corporation	New DV SSO-CE Expansion	$152,856
49	Bessie Coleman Court Expansion	Cornerstone Community Development Corporation	New PSH Expansion	$142,930
	Tier 2 Subtotal			**$4,717,618**
	Total Ask for Projects w/o CoC Planning			**$39,332,626**

Project Reallocation	Reallocated Amount
Southern Alameda County Housing/Jobs Linkages Program	$157,068

Total Annual Renewal Demand	$36,618,328
Total Tier 1	$34,615,928
Total Renewal Projects in Tier 2	$1,845,332
Total new or expansion Projects in Tier 2	$1,968,510
Total new DV Bonus Projects	$902,856
CoC Planning Grant	$1,098,550
Total CoC HUD Request	**$40,431,176**

To: EveryOne Home Leadership Board

From: HUD CoC Committee

Date: October 24, 2019

Re: **2019 Governance Charter Revisions**

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The HUD CoC Committee has reviewed the Governance Charter, as it does annually to recommend and incorporate any changes. The HUD CoC Committee recommends the EveryOne Home Leadership Board adopt the following revisions, with the understanding that the HUD CoC Committee will be meeting early in 2020 to discuss potential further changes at its upcoming retreat.

**The following revisions have been made:**

1. Minor changes for clarity or brevity and changes that otherwise clarify roles or current practices. These changes are not highlighted.
    - Added links to website to Board/Committee page with roles and responsibilities and rosters
    - Clarify that the membership of all committees should reflect geographic, programmatic, and racial diversity of the continuum.
    - Change Leadership Board meetings from six times per year to four times per year
    - Remove the approval of coordinated entry policies from Leadership Board's Roles and Responsibilities
    - Have one Leadership Board Chair to serve as its officer instead of co-chairs

2. Documents reflecting policies or plans adopted within the last year are now integrated. They are highlighted in yellow.
    - Recruitment priorities for members of the NOFA Committee, HMIS Oversight Committee and Appeals Panel are outlined
    - Addition of the Youth Action Board, an ad-hoc committee of HUD CoC Committee
    - Addition of the Public Participation Policy
    - Clarification that only non-conflicted members of HUD CoC Committee will approve the NOFA Committee's recommendations

Final 2019-20 Work Plan for EveryOne Home

Leadership Board	19-Jan	19-Feb	19-Mar	19-Apr	19-May	19-Jun	19-Jul	19-Aug	19-Sep	19-Oct	19-Nov	19-Dec	20-Jan	20-Feb	20-Mar	20-Apr	20-May	20-Jun	20-Jul	20-Aug	20-Sep	20-Oct	20-Nov	20-Dec
On going Activities																								
Meetings		28th		25th		27th		22nd		24th		12th												
Vote on Changes to Governance Charter										24th													x	
Nominations and Annual Work Plan												12th												x
Vote on positions recommended by Advocacy Comm		x		x		x		x		x		x		x		x		x		x		x		x
Support Resource Development such as Giving Tuesday for backbone organization											x												x	
Recruit new board and committee members									x	x	x	12th									x	x	x	
Attend biannual Community/Membership Meetings				x						x						x						x		
Review Progress on Plan Implementation and Gaps Analysis										x												x		
Support biennial Homeless Count through recruitment, securing sites, and communication strategies.																								
Monitor system progress. Work to implement strategies and resources that will improve performance and address gaps in line with the Strategic Plan	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Special Projects																								
Secure Adoption of the EveryOne Home Plan	x	x	x	x	x	x	x	x																
Support Revenue Initiative for 2020 Ballot		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

2019 Leadership Board Special Activity Proposals

Activities	Secure Adoption of EveryOne Home Plan to End Homelessness: 2018 Strategic Update by 6/30/2019		
	Time frame	Who	Notes
Request jurisdictional Adoption activities and calendar	February 2019	EOH Staff	Complete
Provide requested information	February and March	Jurisdictional staff including LB members	
Complete schedule of jurisdictional adoption activities	3/31/19	EOH, staff with support from partners	
Request adoption by CBO and community groups	March	EOH Staff	
Develop presentation materials and talking pts	March	EOH staff in consultation w/ jurisdictional staff	Basic ppt done, need talking points
Develop a communications strategy for tracking and reporting results	March	EOH staff	
Share adoption schedule with membership and invite them to support in their city or at BOS at Spring membership mtg.	March or April	EOH partners and advocacy members	Need to develop ways to register support with calls and letters as well as meeting attendance
Present to Commissions, Committees and elected bodies	March-June	LB members, EOH staff and other key stakeholders when relevant	Berkeley city council is scheduled for March 12, 2019
Present to CBO boards and community groups	April-June	LB members, EOH staff and other key stakeholders when relevant	
Execute Communications Strategy	March-June	EOH staff	

	Launch revenue strategy and campaign in Q3 to increase on-going funding for addressing homelessness		
Activities	**Time frame**	**Who**	**Notes**
Meet with key leaders on polling strategy	February 2019	EOH Staff and Board Chair	Complete, included Chan's office, EBHO, NPH and A1 campaign manager
Secure funds for polling and hire pollster	February and March	LB members and staff	Funds requested from Hellman and BBI. Pollster identified and provided scope
Conduct poll	3/31/19	EMC Research	
Review poll results and determine viability of measure	March	Key leaders	Depending on polling results, will need to determine next steps
Establish a working group of the Leadership Board that will either 1) Support the communications and messaging of the measure or 2) Determine alternative strategy for raising funds	March-December	Staff and LB members	Hellman may fund communications piece.
Craft Ballot Measure	April and May		Need to determine: Source (Sales Tax) Use (Plan addresses) Governance of fund
Request state legislation to increase sales tax if needed	March-June	Board of Supervisors	
Raise funds for campaign	April-December	LB members, staff	
Launch Ballot Measure in conjunction with release of Homeless Count Data	June or July	Elected Champions, LB members, staff	Will involve a press event
Vote to put measure on ballot	June or July	Board of Supervisors	
Use launch and communications strategy to invite membership involvement in campaign	June or July	Advocacy Committee and EOH staff	
Secure endorsements of ballot measure	July-December	LB, staff and Advocacy to track	
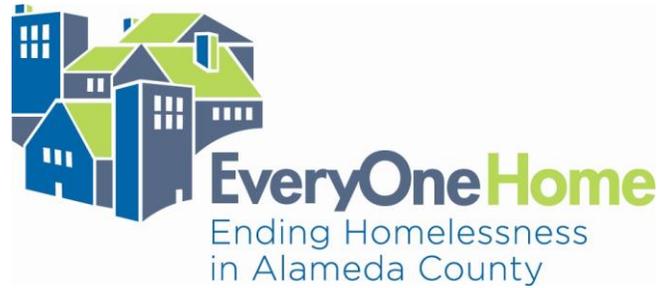
**2019 Proposed Changes
Alameda County Continuum of Care/
EveryOne Home Governance Charter**

Contents

Alameda County Continuum of Care/EveryOne Home Governance Charter, October 2019 (DRAFT)

I.   Overview and Purpose

EveryOne Home is a [collective impact](#) initiative founded in 2007 to facilitate the implementation of Alameda County, California's plan to end homelessness, known as the *EveryOne Home Plan.* In 2018, EveryOne Home updated that Plan now known as the Strategic Plan Update: Ending Homelessness in Alameda County. This Update recommends strategies and actions to reduce homelessness so that in five years no person without a permanent home would need to sleep outside. To reach our goal we will need an engagement of stakeholders well beyond the homeless and housing service delivery system.

We will not change the trajectory of homelessness in our community with the current pace and scale of our response. It will take bold, coordinated action and significantly increased investment to reduce the number of people becoming homeless each year and increase the number of people returning to a home. By greatly increasing and focusing our investments and aligning our public policies, we have the best chance of achieving our goal.

We are building a future in which there are sufficient resources, political leadership, and community involvement to erase homelessness as a permanent fixture in our social landscape. The vision focuses on

1) Preventing Homelessness;
2) Ensuring Safer and more dignified conditions for those experiencing homelessness; and
3) Increasing Permanent Homes

This Governance Charter memorializes how stakeholders will govern the collective impact initiative to end homelessness, meet the federally-defined responsibilities of operating a HUD Continuum of Care as found in the [Continuum of Care Program Rule at](#) [§578 and its related HUD rules, regulations and notices](#), direct the work of the backbone organization, and promote partnership and accountability among the various leadership bodies. This Governance Charter replaces two documents previously adopted by the EveryOne Home Leadership Board: first, the "*Leadership Board Governance Policies*" adopted December 4, 2008, and second, the "*Alameda County Continuum of Care Interim Governance Charter*" adopted on August 28, 2014. An organizational chart depicting the relationships amongst the various leadership bodies in the collective impact initiative may be found in **Appendix A**.

II.   Continuum of Care Membership/Collective Impact Initiative

Summary: Continuum of Care members are persons who have joined in the collective impact initiative to end homelessness in Alameda County. They are members of EveryOne Home and provide

input and vote as individuals, not as representatives of a particular organization, geography or constituency. Membership meetings and activities are staffed by EveryOne Home organizational staff.

A. Continuum of Care Membership Roles and Responsibilities

The Governance Charter assigns the following roles and responsibilities to the Continuum of Care Membership:

1. Hold a minimum of two meetings per year of the full membership, one of which will be the Annual Meeting.
2. Extend an open public invitation for new members to join. Ensure that an updated membership roster is maintained.
3. Adopt and follow the written process for selecting one (1) member to the EveryOne Home Leadership Board.
4. Adopt and follow the written process for selecting three (3) members of the HUD CoC Committee, who will act on behalf of the Continuum as outlined by this Governance Charter.
5. Hold annual elections to fill vacant seats on the Leadership Board and on the HUD CoC Committee.
6. Update the Leadership Board and HUD CoC Committee selection policies no less than every five years.
7. Ratify the initial Governance Charter and approve the annual updates as developed and recommended by the HUD Continuum of Care Committee and approved by the Leadership Board.
8. Utilize the Governance Charter to delegate certain responsibilities (detailed below) for operating the Continuum of Care, designating and operating an HMIS, and Continuum of Care planning to the HUD Continuum of Care Committee, its sub-committees and workgroups, the Continuum of Care Lead Agency (EveryOne Home), the HMIS Lead and the collaborative applicant.
9. Generate ideas and provide strategic input to Leadership Board, HUD Continuum of Care Committee, other committees, workgroups and staff for the annual work plan; systems change and improvements to be explored, designed or implemented; and updates needed to the Governance Charter.

B. Continuum of Care Membership

Membership will be open to any individual interested in and committed to ending homelessness in Alameda County, California. Persons will join, provide input, and vote as individuals, not as representatives of a particular organization, geography or constituency. Persons can attend meetings and provide input but must become members to vote.

To become a member an individual will complete a brief application (available on-line or on paper) with contact information and the opportunity to indicate their experience/relationship to the collective impact initiative's work (i.e. person with lived experience, advocate, non-profit or local government employee, geographic area of the county, type of organization, local government, etc.). This information will be collected by the Continuum of Care Lead to understand who is joining the Initiative/CoC.

EveryOne Home, the backbone organization, will maintain and update the roster.

C. Continuum of Care Membership Meetings

The Continuum of Care will host no less than two community meetings for the full membership. One will serve as the Annual Meeting and the second will serve to update the membership on work plan implementation, system change initiatives and system performance. Additional meetings may be convened as needed throughout the year.

During the Annual Meeting, the following actions will be taken:

1. Invite new members to join the Continuum.
2. Hold elections to fill one (1) CoC membership representative seat on the EveryOne Home Leadership Board.
3. Hold elections to fill open CoC membership representative seats on the HUD CoC Committee. Initially elections will be held for all three seats and then staggered so that one seat per year is up for election. If a representative leaves before the end their term that seat will also be filled through election at the annual meeting.
4. Vote on recommended changes to the Governance Charter.
5. Generate ideas and provide strategic input for the Leadership Board and the CoC Committee.

D. Membership Voting

Decisions will be passed by the majority present at a meeting.

E. Continuum of Care Membership Committees

Committees and workgroups can be established as needed. Membership and selection process will be determined at the time a workgroup is established.

F. Procedure for Selection of Members to the EveryOne Home Leadership Board and the HUD CoC Committee

Elections for seats on the EveryOne Home Leadership Board and the HUD CoC Committee will be held at the Annual Meeting.

Nominations will be invited through a public notice at least thirty (30) days prior to the Annual Meeting. Candidates for the elected seats (one to the Leadership Board and one of the three to the HUD CoC Committee) can be nominated by other CoC members, board members or themselves. Nominees will complete a brief application from which the EveryOne Home staff will produce a ballot of all nominees. Candidates can be nominated from the floor of the Annual Meeting and the ballot will include a space for write-in candidates. If not already a CoC member at the time of nomination, nominees must join the CoC to be elected to the Leadership Board and the HUD CoC Committee.

Open elected seats will be filled by the top vote getters and results will be tabulated at the Annual Meeting. In the case of a tie, the membership will vote again to determine the electee.

III.   Leadership Board

Summary: The body leading the EveryOne Home collective impact initiative. It is staffed by EveryOne Home organizational staff.

A. Leadership Board Roles and Responsibilities

The Governance Charter assigns the following responsibilities to the Leadership Board and/or its committees and work groups.

1. Determine desired population results; adopt and promote broad strategies to end homelessness in Alameda County.
2. Adopt population indicators and system performance measures and benchmarks.
3. Adopt a two-year work plan for implementing the Strategic Plan Update and achieving its benchmarks and track progress.
4. Collaborate to find resources and expand partnerships to achieve results.
5. Seek strategic input and ongoing involvement from the EveryOne Home membership.
6. Adopt communications strategies to inform and engage stakeholders on collective impact efforts.
7. Adopt Governance Charter changes for ratification by EveryOne Home membership.
8. Recruit and approve committee members with set membership; members proposed by ad-hoc nominating committee.

B. Leadership Board Membership

The Leadership Board will include high-level staff members (e.g. agency or department heads or organizational directors) who are also members of the larger Continuum of Care Membership. The Leadership Board will have a range of 17 to 25 members; three (3) appointed by the HUD CoC Committee, one (1) elected directly by the CoC Membership annually, and the remaining members appointed/recruited by the Leadership Board itself.

In addition to the four seats representing the Continuum of Care general membership and the HUD CoC Committee, the Leadership Board will have representation from organizations as identified in the Interim Final Rule as well as consumers. The Leadership will designate a nominating committee responsible for recruiting remaining open positions. There will be active recruitment if there are gaps needing to be filled.

The Leadership Board will invite the following entities to appoint representatives to serve:

1. Alameda County Community Development Agency (appointed seat)
2. Alameda County Health Care Services Agency (appointed seat)
3. Alameda County Social Services Agency (appointed seat)
4. City of Berkeley (appointed seat)
5. City of Oakland (appointed seat)
6. Veterans Affairs (appointed seat)

The appointed representatives can select a single alternate to attend meetings and vote in their place. Multiple delegates are not allowed.

The nominating committee will recruit members broadly from, but not limited to, the following stakeholder groups.

- Jurisdictions within Alameda County
- School districts
- Law enforcement
- Housing Authorities
- Persons with lived experience of homelessness
- University or other researcher
- Provider organizations
- Housing developers
- Business, philanthropic and faith leaders

The membership of the Leadership Board and its committees is intended to represent the geographic, programmatic, and racial diversity of the continuum. Getting the Leadership Board and Committees' membership to more closely reflect the racial make-up of those experiencing homelessness is a priority for recruitment and filling vacancies.

Collective Impact works best when leadership is broadly shared and new leaders are developed within the governance. It is anticipated that different levels of leadership from the same stakeholder groups will want to participate in the collective impact initiative. Therefore, an entity can have representatives participate on separate bodies; for example, an agency may have one person serving as a Leadership Board member while another from that same agency could serve on a committee such as the HUD CoC Committee or the Advocacy Committee. Having multiple individuals participate in the collective impact from partner agencies is preferred to a single individual on multiple committees. A current roster of Leadership Board can be found here.

C. Leadership Board Terms

Terms shall be three years and will be staggered such that approximately one-third of seats shall be filled each year. There are no term limits.

D. Leadership Board Officers

The Leadership Board will have a Chair to serve as its officer. They will be elected by Board members and serve for a term of one year. They are responsible for facilitating the Leadership Board meetings. The Chair will serve as Chair of the Organizational Health Committee and convener of the full membership meetings.

E. Leadership Board Meetings

Board meetings will happen no fewer than four times per year. Only board members can vote at board meetings with the exception of alternates described under Leadership Board membership. EveryOne Home staff will provide public notice of meeting times and locations.

A quorum is established when at least 50% +1 of the membership attends a Board meeting. Members must attend 75% percent of the meetings annually to be considered members in good standing, which shall be verified by EveryOne Home staff.

F. Leadership Board Voting

For voting matters at the Leadership Board meetings, decisions will be passed by a majority of the members present (50% plus 1).

G. Leadership Board Committees

Committees and workgroups to the Leadership Board will be established as needed. Each committee will develop its own set of annual activities for implementing the Strategic Plan Update and relevant regulatory requirements. Each committee will select a chair(s) to facilitate meeting and ensure progress is reported to the Leadership Board. Membership and selection process will be determined at the time a workgroup is established. Committees will determine whether they will be led by a single Chair or Co-chairs. Committee quorums will be established as follows unless otherwise specified in committee's charter: decisions will be passed by the majority present at a meeting when the membership is open otherwise vote carries at 50% + 1 at meetings with selected memberships. In addition:

- Each committee will develop its own set of annual activities for implementing the broad strategic work plan
- Each committee will select a chair to facilitate meeting
- Progress will be reported to the Leadership Board

Vacancies of selected membership committees will be filled, upon recommendation of a qualified candidate by the Committee Chair(s) and/or Executive Director, and by the affirmative vote of the majority of that committee. A Committee member elected to fill the vacancy shall be elected for the unexpired term of his/her predecessor in office.

Committees with selected memberships, meaning they are seated through election or appointment

1. Organizational Health Committee
2. HUD Continuum of Care Committee and its Sub-Committees
3. Funders Collaborative Committee
4. System Coordination Committee

Committees with open membership, meaning interested persons can join at any time.

5. Advocacy/Policy Committee
6. Results Based Accountability Committee

IV. HUD Continuum of Care Committee

Summary: The Alameda County CoC has designated the HUD Continuum of Care Committee to function as the Continuum of Care Board required by the Interim Rule at §578.7(b) to act on behalf of the membership to ensure the Continuum of Care responsibilities are fulfilled. Those responsibilities include operating a Continuum of Care (§578.7(a)), including, in coordination with recipients of ESG,

establishing and operating either a centralized or coordinated assessment system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services (§578.(a)(8), designating and operating an HMIS (§578.7(b), Continuum of Care planning (§578.7(c), including coordinating the implementation of a housing and service system within its geographic area that meets the needs of the homeless individuals (including unaccompanied youth and families (§578.7(c)(1), and preparing an application for Continuum of Care funds (§578.9). In addition, the HUD CoC Committee is responsible for making decisions about HMIS management and administration under §580, a separate rule establishing regulations for HMIS issued by HUD in the implementation of the HEARTH Act of 2009. For Coordinated Entry, the HUD CoC Committee must also follow the requirements of HUD Notice: CPD-17-01, which establishes additional requirements for a Continuum of Care Coordinated Assessment System.

A. HUD Continuum of Care Committee Roles and Responsibilities

The Governance Charter assigns the following responsibilities to the HUD Continuum of Care Committee:

1. Acts on behalf of the membership to ensure compliance with HUD CoC regulations.
2. Appoint committee/sub-committees or working groups under its purview.
3. Determine costs of complying with HUD mandates.
4. Designate and operate an HMIS system; ensures it meets system performance needs.
5. Facilitates CoC planning to meet regulatory obligations.
6. Recommend annual updates to the Governance Charter.
7. Recommend guiding principles and strategic direction to CoC NOFA Committee based on HUD NOFA guidelines.
8. Design, operate and follow a collaborative process for submitting the CoC application to HUD.
9. Monitor, evaluate, and take action to improve poor performance of CoC funded projects.
10. Evaluate outcomes of ESG and CoC projects and report to HUD.
11. Consult with local government recipients on allocations of ESG funds.
12. Adopt written standards for CoC assistance and ensure compliance.
13. Direct Homeless Count; approve methodology; submit results.
14. Direct an annual gaps analysis.
15. Ensure CoC lead provides information to jurisdictions that submit Con Plans.
16. Adopt standards of care and guiding principles.

The HUD Continuum of Care Committee will delegate a number of these responsibilities to Committees and Workgroups as specified in Section IV.D.

The HUD Continuum of Care Committee will seek and utilize input from the CoC membership to:

1. Develop and recommend annual updates to the Governance Charter when needed.

2. Generate ideas and provide strategic input for the implementation of an annual work plan.
3. Conduct an annual gaps analysis
4. Set annual Strategic Direction to the NOFA Committee for funding projects with Continuum of Care funds.

B. HUD Continuum of Care Committee Membership

This Committee meets the definition of the Board required to be established per the Interim Rule at §578.5(b); and must follow conflict of interest requirements outlined in the Interim Rule at §578.95(b). This Committee could have crossover with the Leadership Board in terms of agencies represented but may include different levels of participation from organizational staff. It is staffed by EveryOne Home and supported by the Collaborative Applicant and HMIS Lead staff as needed.

The membership of the HUD CoC Committee and its sub-committees is intended to represent the geographic, programmatic, and racial diversity of the continuum. Getting the HUD CoC Committee and committees' membership to more closely reflect the racial make-up of those experiencing homelessness is a priority for recruitment and filling vacancies.

The HUD CoC Committee will have nine (9) members including six (6) appointed/recruited positions and three (3) elected by the CoC membership.
- The Leadership Board will seat the six members who are not elected by the CoC membership.   Interested parties will be invited to submit a written statement indicating their interest in being considered for the Committee; this shall be considered by the Nominating Committee first, then approved by the Leadership Board.
- The CoC membership will seat the three remaining positions on the Committee pursuant to the written policy noted in Section II.F.
- Once the nine-member committee is established, the Committee will designate three of its members to serve on the Leadership Board for a term of 1 year.

The 9 seats will represent the following entities:

1. Two representatives from Alameda County Departments
2. Two representatives from Cities.
3. Two representatives from homeless assistance providers.
4. Two persons with lived experience.
5. One at-large representative.

A current roster of the HUD CoC Committee can be found here.

C. HUD CoC Committee Terms

Terms shall be for three (3) years. There are no term limits and terms are staggered. Members of the committee shall be selected annually by the Leadership Board per the recommendation of the nominating committee.

D. Subcommittees to the HUD CoC Committee

Sub-committees and workgroups will be established as needed. Membership and selection process will be determined at the time a workgroup is established. Committee quorums will be established as follows unless otherwise specified in committee's charter: decisions will be passed by the majority present at a meeting when the membership is open otherwise vote carries at 50% + 1 at meetings with appointed memberships.

1. The NOFA Committee

Roles and Responsibilities: Conducts the annual HUD Competition local rating and ranking process for projects seeking Continuum of Care funds. Integrates funding priorities and strategic direction from the HUD CoC. Makes final recommendations for the Priority List of Projects Rating and Ranking list included in the consolidated application submitted to HUD. Members must sign a Conflict of Interest Agreement and cannot be employed by or related to someone who is employed by a non-profit or government department who is a recipient of CoC or Emergency Solutions Grants (ESG) funds in Alameda County.

Membership: Members are selected through an application process and approved by the HUD CoC Committee. HUD CoC Committee will recruit broadly from, but not limited to, the following stakeholder groups: persons with lived experience of homelessness; operators of CoC programs and/or those familiar with CoC programs (including different project types); persons with grant management and funding experience; persons with backgrounds in data analysis, strategic planning and process improvement; persons with knowledge of health care access and services; persons working with homeless sub-populations; persons that worked with Commissions; and persons that have participated on other government funding committees/panels. A current roster of the NOFA Committee can be found here.

2. The Appeals Panel

Roles and Responsibilities: Reviews appeals made by CoC Project applicants to the local competition's rating and ranking list following the Alameda County HUD CoC Appeals Process established in 2017. Panel decisions on appeals are final.

Membership: Appeals submitted to EveryOne Home are reviewed by a non-conflicted panel consisting of members from each of the following three bodies: Leadership Board, HUD CoC Committee, and NOFA Sub-Committee. Panel members are seated by the HUD CoC Committee for each NOFA round. HUD CoC Committee will recruit broadly from, but not

3. **HMIS Oversight Sub-committee**

   Roles and Responsibilities: Acts as liaison between the HUD CoC Committee and the HMIS Lead Agency, with the following responsibilities: Reviews data quality reports and recommends a quality improvement program to the HUD COC Committee, and takes appropriate action to ensure accountability and improved performance per approved program. Ensures compliance with federal requirements. Supports and protects the rights and privacy of service users. Collaborate with the HMIS Lead on all policies the HMIS Lead is required to develop including Privacy, Security, and Data Quality Plans as required by federal regulation. Conducts an annual review of HMIS performance and functionality, using the HMIS work plan to measure progress.

   Membership: HUD CoC Committee recruits and seats the HMIS Oversight Sub-Committee and ensures the following stakeholder groups are represented: member(s) of the HUD COC Committee, Coordinated Entry Lead Operator(s), Data Quality Staff, End User/Data Entry Staff, and Alameda County Funding Lead(s). A current roster of the HMIS Oversight Sub-Committee can be found here.

4. **The Youth Action Board (YAB)**

   Roles and Responsibilities: The Youth Action Board is an ad-hoc committee of the HUD CoC Committee to expand Alameda County's capacity to serve homeless youth, pilot new models of assistance, and determine an array of interventions to best serve the needs of unaccompanied youth, pregnant and parenting youth, and transition age youth. The goal is to build an authentic youth voice that will lead the development of the County's coordinated plan to prevent and end youth homelessness. A HUD CoC Committee member is a designated liaison to the YAB.

   Membership: The Youth Action Board is comprised of youth age 24 and under with lived experience of homelessness and is supported by staff from Alameda County Social Services Agency, Alameda County ALL IN, and Everyone Home as CoC Lead.

E. Public Participation Policy

As a Committee established by federal law, the HUD CoC Committee approved on March 19, 2019, and amended on July 16th, 2019 a Public Participation Policy to provide public access to meetings to ensure transparency and public participation. The Public Participation Policy applies to the Leadership Board, the HUD CoC Committee and its related committees and subcommittees: System Coordination Committee; HMIS Oversight Subcommittee; and NOFA Committee. For the NOFA Committee, exceptions are articulated under 6) below.

Public Participation Policy

1) Members of the public will be invited to participate in committee meetings via the EOH Website.
    a. The Committee's annual calendar of meetings, with dates, times and locations will be posted on the EOH Website.
    b. Any meeting outside the calendar schedule will be considered a "special meeting" and will require 24-hour notice prior to the meeting.
    c. Meetings shall provide the public an opportunity to address the body at the opening of each meeting, prior to acting on any items.
2) Every Agenda will be published and posted on the EOH website at least 72 hours in advance and will incorporate language noting that Committee meetings are open to the public.
    a. Agendas will include the date, time and location of meeting and clearly identify whether each item is a proposed action or a discussion item.
    b. No action shall be taken on any item not appearing on the Agenda.
    c. Materials that are finalized will be posted on the EOH website along with the Agenda and will be available to the public at the meeting and posted on EOH website within 5 days of the meeting.
3) Public Comment will be set aside at the beginning of each Agenda. A total of 10 minutes will be set aside as an Agenda Item for general public comment – with a time limit of 2 minutes per person. If the number of commenters exceed the available time it is at the discretion of the Chair to either: 1) extend the time for public comment; 2) choose a random number of speakers; and/or; 3) limit the amount of time for each speaker.
    a. All written public comment submitted by the time of the Meeting that indicates "for Public Distribution" will be accepted and noted during Public Comment period and distributed at the meeting. Instructions on how to submit written public comment will be noted on EOH website.
4) Draft action minutes from the session, including names of members attending and roll call vote on each action item will be posted on the EOH website within 5 days of the meeting. The action minutes will also include a list of those who spoke from the public if they identified themselves and a brief summary of the public comments.
5) Teleconference meetings will be guided by the Brown Act.

a. A quorum of the committee must participate from a teleconference location within the county's jurisdiction.

b. EveryOne Home Conference Room will be designated as the teleconference accessible site. The address will be clearly identified in the Agenda, along with any other teleconferencing information, which will be posted on EveryOne Home website.

c. If it is a regularly scheduled meeting, Agenda must be posted 72 hours prior to the meeting. If it is a "special meeting," Agenda will be posted <u>within 24 hours of the meeting.</u>

d. All votes must be by roll call.

6) Closed sessions will be guided by the Brown Act. The majority of examples in the Act do not seem to apply to the HUD CoC Committee's role and oversight. However, the NOFA Committee, which conducts the annual HUD competition's local rating and ranking process for projects seeking Continuum of Care funds, reviews applications submitted, and prepares ranked recommendations for funding will hold <u>closed sessions</u> on any agenda items and/or meetings that include any review, rating and/or ranking of projects, discussions of projects' performance, and the Rating and Ranking session.

V. Organizational Health Committee

<u>Summary</u>: EveryOne Home is a project of Tides, which serves as EveryOne Home's fiscal agent. Per Tides' requirements, EveryOne Home is required to have an Advisory Board that interfaces with Tides on behalf of the organization.

A. Organizational Health Committee Roles and Responsibilities

1. Approve the EveryOne Home staff activities that support the collective impact work plan including ensuring adequate funding and staffing to implement annual work plan established by the Leadership Board.
2. Ensure EveryOne Home the organization meets its contractual and financial obligations.
3. Monitor the fiscal health and operations of EveryOne Home the organization.
4. Serve as Advisory Board for Tides Center.
5. Determine resource development strategies for EveryOne Home the organization.
6. Conduct performance reviews of the Executive Director and succession planning.

B. Organizational Health Committee Membership

Summary: The committee is small in size (3-5 members); at least 50% of the members would serve on the Leadership Board to encourage cross-representation from this body to the Leadership Board, but all members of this committee do not necessarily need to serve on the Leadership Board. Individuals who bring some experience and interest in organizational management, financial planning, legal, human resources, etc. would be encouraged to participate. The Leadership Board Chair will serve on

the Organizational Health Committee. [A current roster of Organizational Health Committee can be found here.](#)

C. Organizational Health Committee Terms

Members of the committee shall be elected annually by the Leadership Board per the recommendation of the nominating committee. Terms shall be for one (1) year and there are no term limits.

VI.   System Coordination Committee

Summary: Reviews the performance and operations of the Alameda County Housing Crisis Response System and adopts and recommends improvements.

A. System Coordination Committee Roles and Responsibilities

System Coordination Committee is delegated certain responsibilities of the HUD COC Committee that require the coordination and implementation of a housing and service system within its geographic area, including the responsibility to:

1. Convene system-wide stakeholders for coordinated planning and improvement of the Housing Crisis Response System
2. Review the performance and operations of the Housing Crisis Response System to determine if they are:
   - Consistent with approved principles, policies, and standards
   - Fair and transparent
   - Compliant with funding regulations
   - Working well and meeting performance benchmarks
3. Adopt and recommend changes to policies, standards, procedures, resources, and tools in order to improve the Housing Crisis Response System
4. Fulfill designated responsibilities of the HUD CoC Committee, including the annual submission of the Housing Crisis Response System Manual and the HUD CE Compliance Review to the HUD CoC Committee for approval
5. Establish and convene subcommittees and working groups to facilitate coordination, effective operations, and on-going improvement

B. System Coordination Committee Membership and Selection

Membership will include up to 17 seats with appropriate representation from users of the coordinated entry system, Continuum of Care Committee, County and City departments, non-profit service providers, community-wide partners of the coordinated system, people with lived experience, and experts in housing crisis systems or related expertise. A current roster of the System Coordination Committee can be found here.

C. System Coordination Committee Terms

Members of the committee shall be selected annually by the Leadership Board per the recommendation of the nominating committee. Terms shall be for three (3) years. There are no term limits. In order to establish this system in calendar year 2018, one-third of the committee members will serve a twelve-month term (January-December 2018), one-third will serve a twenty-four month term (January 2018-December 2019), and the remaining third will serve a full three-year term (January 2018-December 2020).

D. Subcommittees to the System Coordination Committee

Sub-committees, ILCs, and Working Groups will be established as needed. Membership and selection process will be determined at the time a group is established. Active groups include: Home Stretch, Operation Vets Home, and ILC-Ops.

VII.   Results Based Accountability Committee

A. Results Based Accountability Committee Roles and Responsibilities

1. Recommend performance measures and benchmarks.
2. Track, analyze, and report population indicators and system performance measures
3. Recommend dashboard design to Leadership Board.
4. Publish dashboard and other published performance reports, use these tools to engage EveryOne Home membership and committees in turn-the-curve conversations and action planning.
5. Work to integrate data from mainstream systems of care.

B. Results Based Accountability Committee Membership

This committee has an open membership. Interested stakeholders can join at any time. An invitation to join the committee will be issued a minimum of once per year at the annual meeting.

C. Results Based Accountability Committee Terms

The committee does not have terms or term limits.

VIII.   Advocacy Committee

Summary: This committee is open to any interested stakeholders. It develops, comments on and advocates for public policies at state federal and local levels that enhance the initiative's ability to end homelessness, particularly by adding funding resources to the effort.

A. Advocacy Committee Roles and Responsibilities

1. Develop an annual advocacy work plan for the Leadership to adopt, including policy development and public education at the local, state and federal levels.
2. Review requests to EveryOne Home to endorse or oppose policies and legislation. Ensure the endorsement policy is followed with regard to items that can be resolved at the Committee level and those requiring a Leadership Board decision.
3. Craft and implement advocacy campaign strategies including outreach to EveryOne Home Stakeholders

B. Advocacy Committee Membership

This committee has an open membership. Interested stakeholders can join at any time. An invitation to join the committee will be issued a minimum of once per year at the annual meeting.

C. Advocacy Committee Terms

The committee does not have terms or term limits.

IX.   Funders Collaborative

A. Funders Collaborative Roles and Responsibilities

1. Recommend ways to align local RFPs and contracts with adopted systems standards of care, performance measures and benchmarks
2. Recommend ways to braid funding for common activities in joint or coordinated RFPs
3. Implement joint monitoring protocols
4. Implement joint training/TA for providers
5. Recommend ways to expand available resources to implement strategies

B.   Funders Collaborative Membership

This committee has representation from each county department that funds housing and homelessness services. Also, all direct ESG grantees and other cities that fund homeless services.

C. Funders Collaborative Terms

There are no terms for this committee.

X. Standards for Providing Continuum of Care Assistance with the Alameda County Housing Crisis Response System

The Housing Crisis Response System is Alameda County's overall system of housing services and programs that are coordinated to prevent and end homelessness, including but not limited to:

▪ Information & Referral ▪ Coordinated Entry ▪ Homelessness Prevention Services ▪ Street Outreach ▪ Drop-In Centers ▪ Housing Resource Centers ▪ Housing Problem Solving Services ▪ Housing Navigation Services ▪ Warming and Seasonal Shelters ▪ Year-Round Shelters ▪ Navigation Centers ▪ Transitional Housing	▪ One-Time Financial Assistance ▪ Time-Limited Rental Assistance ▪ Tenant Support Services ▪ Permanent Subsidized Housing ▪ Permanent Supportive Housing ▪ Landlord Liaison Services and Incentive Programs ▪ Flexible Housing Subsidies ▪ Housing-Focused Health, Human, Social, and Legal Services ▪ Homeless Management Information System

The standards of care for the overall Housing Crisis Response System are outlined in the Alameda County Housing Crisis Response System Manual. The purpose of the System Manual is to provide a general overview and description of Alameda County's system for responding to homelessness and to outline the governance, principles, performance measures, and policies that guide the system. The System Manual is consistent with the EveryOne Home Governance Charter and establishes standards within which funders, participating programs, and other stakeholders conduct planning and oversight, operate services, and evaluate and improve the system. The System Manual also ensures that the Housing Crisis Response System operates in accordance with all Local, State and Federal requirements, including all HUD requirements for Continuums of Care.

The principles guiding the Housing Crisis Response System are:

- Housing First and Low Barrier
- Accessible, Consistent, Transparent, Standardized and Equitable
- Safety, Confidentiality, Resiliency and Choice
- Prioritize the Most Vulnerable

- Commitment to Housing Problem Solving to Prevent and End Homelessness
- Data and Stakeholder Experience to Drive Continuous Improvement

In accordance with Local, State, and Federal requirements and documented in the System Manual, are the standards that the Housing Crisis Response System uses for its Coordinated Entry process. As the front door to Housing Crisis Response System, Coordinated Entry serves the geographic entirety of Alameda County through a network of 2-1-1, Housing Resource Centers, and Outreach Teams to provide an accessible, fair, and transparent way for people experiencing a housing crisis to be connected to housing support. Since there is not enough housing or services for everyone in need, the Coordinated Entry process uses screening, housing problem solving, assessment, and prioritization to match people to any available resources for which they are eligible, and to ensure that the people with the highest needs are prioritized.

 Anyone experiencing homelessness or at-risk of homelessness in Alameda County must be able to access Coordinated Entry, be screened, and referred in a timely manner. Coordinated Entry uses the HUD definitions of literal homelessness and at-risk of homelessness to appropriately screen, prioritize, and refer people to services. This includes specific policies for provision of services for adults without children, families, unaccompanied and transition-aged youth, households fleeing domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions (including human trafficking), Veterans, and households at-risk of homelessness seeking prevention services.

 The System Manual includes required policies for determining eligibility and prioritizing which households receive services, as well as, outlines which housing programs and services are accessed through Coordinated Entry prioritization and which are available on an emergency basis. The System Manual also documents established standards for housing services and programs in the Housing Crisis Response System such as outreach, housing navigation, shelter, transitional housing, rapid rehousing, and permanent supportive housing.

 All programs must adhere to all non-discrimination and fair housing laws intended to ensure universal and equitable access to Coordinated Entry and the Housing Crisis Response System for all people experiencing homelessness in the County, regardless of race, color, national origin, religion, sex, age, familial status, disability, actual or perceived sexual identity, or gender identity.

Other Standards for Providing Assistance

- Families seeking emergency shelter, transitional housing, and permanent housing from the Continuum will not be denied admission to services or required to separate any from other members based on age, sex or gender when entering shelter or housing.
- All school aged children residing in Continuum programs will be required to register for school within 5 business days during the school year.
- All individuals, families, and youth exiting from Continuum programs to permanent housing, with or without ongoing services, will be encouraged by the current provider to contact them and/or the regional Rapid Rehousing provider should the household's housing become at risk in order to avoid future episodes of homelessness.
- Continuum of providers will screen service users for all mainstream benefits to which they may be entitled and assist them in applying for and securing such benefits, including but not limited to health care, income supports and food assistance.
- Per the 2017 Alameda County CoC LGBT Housing Access Anti-Discrimination Policy, all HUD-funded Homeless Assistance Programs, including but not limited to rental assistance to prevent homelessness, street outreach, emergency, transitional, rapid rehousing and permanent supportive housing, shall not discriminate based upon actual or perceived sexual orientation, actual or perceived gender identity, or marital status. Programs must determine eligibility for housing regardless of an individual sexual orientation or gender identity, grant equal access to programs or facilities consistent with a person's gender identity, and not require anatomical, documentary, physical, or medical evidence of gender identity. In addition, all HUD-funded Homeless Assistance Programs must take non-discriminatory steps to address privacy concerns based on actual or perceived LGBT status.

XI.   Homeless Management Information System (HMIS)

A.   Roles and Responsibilities of the Continuum of Care with regards to HMIS

As indicated under Section IV, the CoC must designate a single information system as the official HMIS software for the geographic area, and an HMIS Lead, an entity designated to operate the HMIS. In addition, the CoC is responsible for making decisions about HMIS management and administration as required under §580, a separate rule establishing regulations for HMIS issued by HUD as part of the implementation of the HEARTH Act of 2009. The CoC is responsible for ensuring that the HMIS is operated in accordance with the provisions of these regulations and other applicable laws. While the CoC must review, revise and approve all policies and plans the HMIS Lead is required to develop, the HMIS Lead must develop written policies and procedures for all Covered Homeless Organizations (CHOs), serve as the applicant to HUD for any HMIS grants, and monitor compliance by all CHOs of

the CoC. The HUD CoC Committee, acting as the CoC Board, must ensure that the HMIS for the Continuum is operated in accordance with these provisions.

B.   Designated HMIS

The Alameda County Continuum of Care establishes and maintains a database system that collects and reports on the universal data elements as required by HUD. The CoC relies upon data collected in the HMIS to understand the extent of homelessness, how well the system is working to address it, and to report CoC performance to HUD. The HMIS also supports the operation of the housing and service system, including the CoC's coordinated entry. HMIS is designed and intended to benefit multiple stakeholders, including persons using homeless and/or at-risk of homelessness-targeted services, provider agencies, jurisdictions, other systems of care, funders and the community. Improved knowledge gained from HMIS about various communities with special needs and their service usage aides with providing a more effective and efficient service delivery system. By community partner agreement, the HMIS database operates as a shared system: permission granted by an individual-served allows for all HMIS-entering Covered Homeless Organizations (CHOs) to have viewership of client level data.

C.   Designated HMIS Lead

The HUD CoC Committee has designated the Alameda County Department of Housing and Community Development as the HMIS Lead to operate the HMIS as required under §580.7, assuring the CoC is compliant with all applicable HUD rules and regulations. Because managing the HMIS is a shared responsibility between the CoC and the HMIS Lead, expectations around each entity's role must be agreed and clearly documented, along with any role envisioned for the CoC Board and CoC Lead agency in its relationship to the HMIS. In June of 2018, the HUD CoC Committee and the Alameda County Department of Housing and Community Development have signed a Memorandum of Understanding (Appendix E) that articulates in detail the roles, responsibilities, and accountability that guide this collaboration consistent with this Governance Charter and §578 and §580).

D.   HMIS Lead Roles and Responsibilities

Under the executed Memorandum of Understanding, some of the HMIS Lead agency roles and responsibilities include developing written HMIS policies and procedures for all Covered Homeless Organizations (CHOs); submitting a security plan, a data quality plan, and a privacy policy for CoC approval; provide staffing for HMIS and provide standard and customized reports and technical support to participating agencies in accordance with the mutually adopted customization policies.

The solicitation of user feedback is also a responsibility of the HMIS Lead as it is used to provide recommendations on use of software and software enhancements, trouble-shoot frequent data quality errors, recommend modifications to HMIS staff created reports, and improve CES workflow.

Feedback collection is performed using a variety of mechanisms such as online response forms and user groups like the *HMIS User Group*.

In addition, the HMIS Lead and the HUD CoC Committee share several joint responsibilities, including collaborating to design and modify the configuration of HMIS projects to meet program reporting and system analysis needs; analyze system and programmatic data trends; work collaborative to analyze annual reports from HMIS, and establish the HMIS Oversight Sub-Committee, that makes recommendations to the HUD CoC Committee and acts as a liaison between the HUD CoC Committee and the HMIS Lead.

For a more detailed elaboration of the roles and responsibilities of the HMIS Lead, the roles and responsibilities of the HUD Continuum of Care Committee with respect to HMIS, and their Joint Responsibilities, please refer to Appendix E.

XII.   Process for responding to the Continuum of Care Notice of Funding Availability

A. The HUD CoC Committee

This Committee, as described under Section IV, functions as the Continuum of Care Board required by the Interim Rule to act on behalf of the membership to ensure the CoC responsibilities are fulfilled, including preparing an application for Continuum of Care funds (Interim Rule §578.7 and §578.9). Under these Roles and Responsibilities, this Committee will:

1. Recommend guiding principles and strategic direction to CoC NOFA Committee based on HUD NOFA guidelines.
2. Design, operate and follow a collaborative process for submitting the CoC application to HUD.
3. Non-Conflicted members of the HUD CoC Committee approve the NOFA Committee's final recommendations for the Priority List of Projects Rating and Ranking List.

The HUD Continuum of Care Committee will delegate some of these responsibilities to Committees and Workgroups as specified in Section IV.

B. The NOFA Committee

The NOFA Committee oversees the local rating and ranking process and makes final recommendations for the Priority List of Projects Rating and Ranking List included in the consolidated application submitted for funding. The Committee will:

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1. Integrate funding priorities and strategic direction from the HUD CoC Committee.
2. Develop the local applications and scoring criteria for existing and new projects in compliance with HUD requirements.
3. Review and score proposals and participate in the Rating and Ranking process.
4. <mark>Make final recommendations for the Priority List of Projects Rating and Ranking List.</mark>

C. The Continuum of Care Lead Agency

According to the HUD-funded Continuum of Care Planning Grant Agreement FY 2018/2019 signed by the Alameda County Board of Supervisors, under Exhibit A, EveryOne Home serves as the Continuum of Care Lead Agency and will:

1. Provide analysis of HUD NOFA, scoring feedback, and other guidance on HUD's funding priorities.
2. Support development of the CoC Committee's strategic direction to the NOFA committee, include requesting and compiling stakeholder input.
3. Support the recruitment, seating and convening of the NOFA Committee and Appeals Panel
4. Develop and refine the local application and scoring criteria, hold bidders' conferences, and manage FAQ's from applicants
5. Score objective elements of the application and support the NOFA Committee and appeals process as needed.
6. Issue Local Rating and Ranking list and manage the writing and submission of the Consolidated Application.
7. Approve all requests for amendments and/or changes to CoC projects that occur outside of the annual review process.

D. The Collaborative Applicant

The Continuum of Care designates Alameda County Department of Housing and Community Development (HCD) as the Collaborative Applicant for Continuum of Care funding. The Collaborative Applicant will:

1. Review, verify and submit the Grants Inventory Worksheet.
2. Register the Continuum of Care following HUD's Registration process
3. Review the budgets and narratives of all Project Applications and facilitate the submission of all Project Applications after they have been rated, ranked and approved by the NOFA Committee.
4. Work with EveryOne Home to complete the Continuum of Care's Consolidated Application.

5. Approve and assist projects with making amendments to their project budgets and other assistance they may need in working with the local HUD field office.
6. Consult the Continuum of Care Lead Agency regarding negotiations with HUD on behalf of projects.

E. The Appeals Panel

The Appeals Panel reviews appeals made by CoC Project applicants to the local competition's rating and ranking list, following Alameda County HUD CoC Appeals Process established in 2017 and updated in the 2019 Review and Ranking Process. Panel members are seated for each NOFA round, and the Panel decisions on appeals are final.

XIII. Conflict of Interest Requirements

All Continuum, Leadership Board, and Committee members will abide by §578.95 (Conflicts of Interest) in the Interim Rule. Members of the Organizational Health Committee, Leadership Board and all Selected membership committees will be required annually to sign the Tides Conflict of Interest form. General Continuum Membership, Leadership Board, and all Committee members (both selected and open membership) will disclose potential conflicts when the topics of funding awards or other financial benefits that could be gained or lost by an organization which they represent as an employee, agent, consultant or board member or their spouse represents are under consideration by the group in which they are participating. If a conflict of interest exists, the member(s) will recuse themselves from the discussion and any related votes that take place.

The Continuum desires that it, and those entities to which it has delegated authority, make informed as well as non-conflicted decisions. The annual gaps analysis, eligibility criteria for who gets served by what resources in the Continuum, prioritization of who gets served, performance targets, etc. are best developed and refined with broad stakeholder input. Funded projects and jurisdictions will not be deemed conflicted in discussions on these topics nor in providing input on local priorities for Continuum of Care Funding and refinements the scoring criteria for projects or the application process. The NOFA Committee will evaluate the merits of the input and will make the final determination on the scoring criteria and application process.
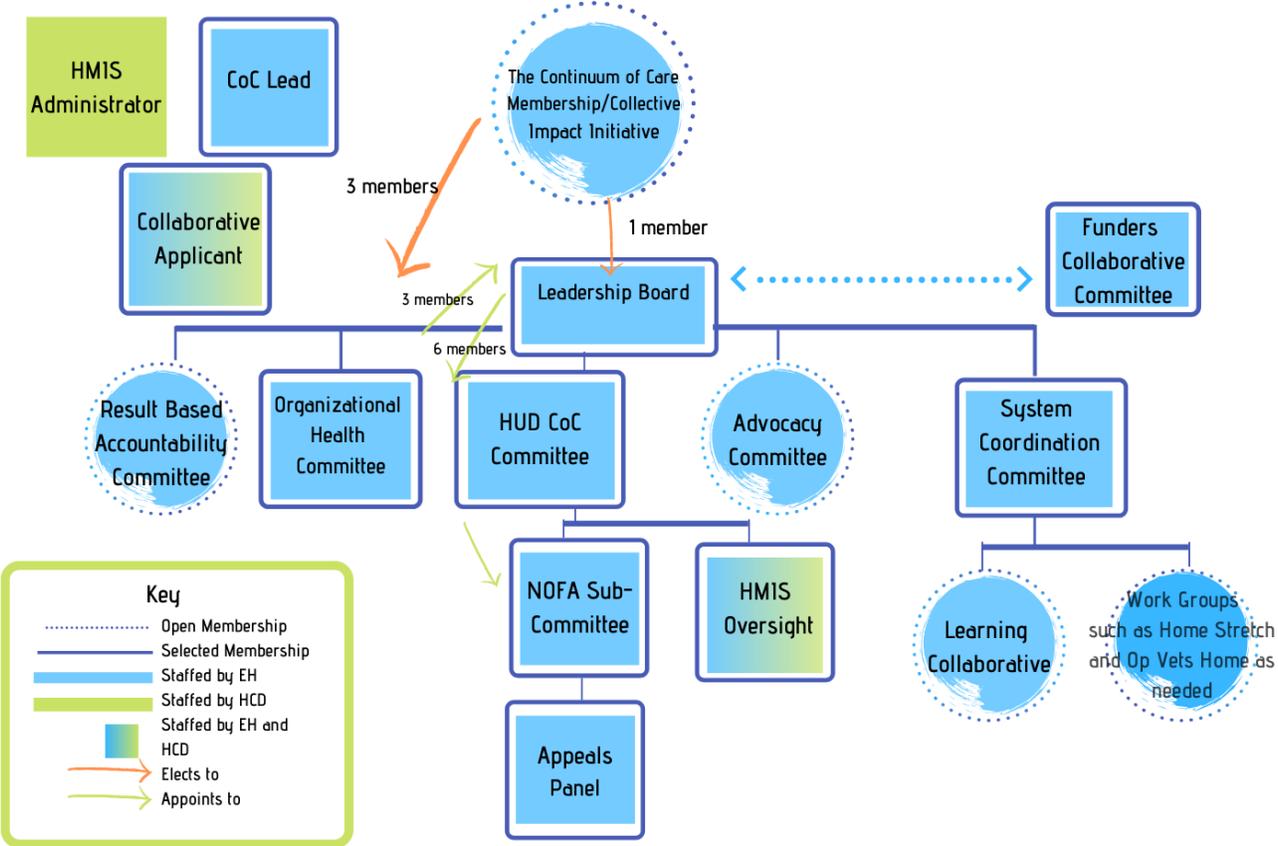
As noted above members of the NOFA Committee cannot be an employee, agent and consultant or board member of or married to someone who is, any non-profit or government department that is a recipient or sub-recipient of Continuum of Care Funding in Alameda County. The same restriction applies to any involvement in the CoC.

XIV.   Code of Conduct

Members of the Leadership Board and seated committees are expected to abide by the following code of conduct:

1.   Commit to the collective impact mission and the successful implementation of the EveryOne Home Plan, the 2018 Strategic Plan Update, and EveryOne projects and initiatives by working to ensure the collaboration/engagement of your own agency or constituency. This can include marshaling resources and changing policies and practices.

2.   Communicate the needs, requirements and hopes of the agency/constituency you represent while building toward consensus and activities that strengthen the entire collective impact effort

3.   Express concerns and offer amendments during the discussion and/or public comment period of a proposal/analysis/policy.

4.   Appreciate the efforts of partners and staff and remain open-minded about differing views.

5.   Prepare for meetings by reviewing materials in advance.

6.   Respond to emails and other requests from staff and colleagues in a timely manner

7.   Be an ambassador in the community on behalf of the collective impact effort to end homelessness in Alameda County.

APPENDIX A – Organizational Chart

Key
- ········· Open Membership
- —— Selected Membership
- Staffed by EH
- Staffed by HCD
- Staffed by EH and HCD
- → Elects to
- → Appoints to

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APPENDIX B --Definition of Terms

NOTE: Some of the terms used in this Governance Charter are from The Homeless Emergency Assistance and Rapid Transition to Housing Continuum of Care Program Interim Final Rule at 24 CFR Part 578 (the "Interim Rule"). Those terms are denoted with an asterisk (*). Definitions in the Interim Rule can be found at §578.3. *Subpart B-Establishing and Operating a Continuum of* Care of the Interim Rule**. The full Interim Rule may be found at HUD CoC Interim Rule.

Additional terms used in this Charter are also noted below.

As used in this Governance Charter:

Backbone Organization means the separate organization and staff that manages the collective impact 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. EveryOne Home, the organization, is the backbone organization for Alameda County's initiative to end homelessness. It is also the *Continuum of Care Lead* (defined below).

Centralized or coordinated assessment system means a centralized and/or coordinated process designed to coordinate program participant intake assessment and provision of referrals. A centralized and/or coordinated assessment system covers the geographic area, is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool.

Collaborative applicant means the eligible applicant that has been designated by the Continuum of Care to apply for a grant for Continuum of Care planning funds on behalf of the Continuum.

Collective impact means the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem. 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. EveryOne Home is the name of the collective impact initiative to end homelessness in Alameda County. Click here to read more on collective impact.

Continuum of Care and Continuum (CoC) means the group organized to carry out the responsibilities required under Interim Rule. In Alameda County the CoC is part of a collective impact effort to end homelessness. It is composed of representatives of organizations including nonprofit homeless providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals,

universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons to the extent these groups are represented within the geographic area and are available to participate. The CoC can delegate its responsibilities to a board/council, and organizations including the CoC Lead, the Collaborative Applicant, and the HMIS Lead to act on its behalf in fulfilling these responsibilities. (*text partially from §578.3.)

Continuum of Care Lead (CoC Lead) is the entity designated by the CoC to coordinate its operations and planning functions, including the submission of the CoC funding application. EveryOne Home, the organization, is both the CoC Lead and the backbone organization (as defined above).

Continuum of Care Members are persons who have joined in the collective impact initiative to end homelessness in Alameda County. They are members of EveryOne Home.

Eligible applicant means a private nonprofit organization, State, local government, or instrumentality of State and local government.

Geographic Area identifies the region(s) within a Continuum of Care. Alameda County's CoC encompasses all 14 cities and the unincorporated County.

Homeless Management Information System (HMIS) means the information system designated by the Continuum of Care to comply with the HMIS requirements prescribed by HUD.

HMIS Lead means the entity designated by the Continuum of Care in accordance with the Interim Rule to operate the Continuum's HMIS on its behalf.

HUD Continuum of Care Committee (HUD CoC Committee)/CoC Board is the name given to the board which the Interim Rule requires the CoC establish to act on its behalf. The Continuum of Care Committee of EveryOne Home is a part of the collective impact effort to end homelessness in Alameda County.

Interim Rule means the Continuum of Care Program Rule *§578*, published July 31, 2012, which details the requirements for establishing and operating a Continuum of Care. Where needed, this Governance Charter provides citations from the Interim Rule.

Leadership Board means the body leading the EveryOne Home collective impact initiative.

Program participant means an individual (including an unaccompanied youth) or family who is assisted with Continuum of Care program funds.

Project refers to the activities on the ground that provide services or housing for homeless people. These activities are supported by programmatic funding streams such as Continuum of Care Program and are divided into components or project types that include, but are not limited to Permanent Housing, Transitional Housing, and Homelessness Prevention.

Recipient means an applicant that signs a grant agreement with HUD.

Subrecipient means a private nonprofit organization, State, local government, or instrumentality of State or local government that receives a subgrant from the recipient to carry out a project.

APPENDIX C--Applications for Membership to Continuum; Leadership Board; HUD CoC Committee

Application for Leadership Board/Selected Membership Committees

Name _____

Phone 1 _____ Phone 2 _____

Address _____

Email _____

Committee(s) you are interested in joining (includes Leadership Board, HUD CoC Committee, Organizational Health Committee, and HUD NOFA Committee) _____

_____

Relevant Experience and/or Employment (may attach a resume) _____

_____

Why are you interested in EveryOne Home? _____

_____

_____

Area of expertise/contribution you feel you can make? _____

_____

_____

Other volunteer commitments _____

_____

Can be completed and returned by email to Elaine de Coligny at info@everyonehome.org.
APPENDIX D—Tides Project Conflict of Interest Policy

TIDES CENTER

P.O. Box 29907 San Francisco, CA 94129-0907

Project Conflict of Interest Policy

For Tides Center project directors, project senior staff, and project advisory board members

The 2001 Enron scandal brought about a decline of public trust in accounting and reporting practices. In response, the federal government passed the Sarbanes-Oxley Act to curb corporate abuses; several of the Act's stipulations also pertain to nonprofits. Following the passage of Sarbanes-Oxley, California enacted the Nonprofit Integrity Act, which, among many requirements, mandates signed conflict of interest statements from key employees and board members. Versions of California's act are being considered by a majority of states across the country.

In 2005, Tides Center's auditors' report to management recommended that each of Tides Center's project directors, key management staff, and advisory board members fill out and sign conflict of interest forms annually. Tides Center adheres to this policy to continue our history of transparency and compliance with government regulations, and to help ensure the protection of all projects.

Conflicts of interest arise whenever the personal or professional interests of a project director or an advisory board member are potentially at odds with the best interests of a nonprofit. These conflicts are common, for example, when a board member performs paid, professional services for an organization, or proposes that a relative or friend be considered for a staff position. Such situations are generally acceptable if the transactions benefit the organization and if the advisory board approves the decisions in an objective and informed manner. Even if they do not meet these standards, such transactions are usually not illegal. They are, however, vulnerable to legal challenges, and to public misunderstanding. Loss of public confidence and a damaged reputation are the most likely results of a poorly managed conflict of interest. Advisory boards should take steps to avoid even the appearance of impropriety.

More difficult conflicts can arise when an advisory board member sits on the board or works for a competing or similarly-focused organization. The advisory board member's organization may apply for funding from the same sources as the project. The "duty of loyalty" for board service requires project advisory board members to place loyalty to the project above other conflicting loyalties. If a project advisory board member works for an organization that is a competitor in some way with the project, this member may not use information gained through that project advisory board role to aid his/her employer. Conflict of interest situations can be difficult to manage, so it is recommended that projects keep this in mind when selecting advisory board members.

Potential conflicts can occur when advisory board members have a direct personal financial interest in a business or economic transaction with a project. Examples include situations where advisory board members:
- buy or sell goods and services to or from the project
- lease property and equipment to or from the project
- receive a gift, grant or other financial benefit from the project
- purchase or sell real estate, securities, or other property to or from the project
- borrow money from the project or receive advances of money

- are board members or employees of a competing or affinity organization of the project
- are primary donors or others supporting the project

Conflicts can also occur when the board member has an indirect relationship to an economic or business transaction, as outlined above. The same transactions as are outlined above fall within this policy if the transaction involves the friends, family members or employees of the advisory board member, or if the advisory board member has a material financial interest in an entity which is involved in the transaction.

Tides Center requires each of our project advisory board members and project directors to agree to the following Conflict of Interest Policy:

- Each project director and advisory board member will complete annually a Conflict of Interest Disclosure Statement annually, and provide updated information whenever a conflict arises, and agree to fully disclose potential conflicts to the Advisory Board and to the Tides Project Advisor when they occur so that advisory board members who are voting on an issue are aware that another member's interests may be affected.
- Advisory board members will be required to withdraw—meaning they should not be part of the discussion nor vote— on decisions that present a potential conflict for him or her.
- The advisory board will establish procedures, such as competitive bids, comparability surveys, or similar due diligence to ensure that the project and Tides Center are receiving fair value in a transaction.
- The advisory board in consultation with Tides Governance Advisor and Project Advisor will determine whether a conflict exists and is material, and in the presence of an existing material conflict, determine whether the contemplated transaction may be authorized as just, fair, and reasonable to the project.
- The advisory board will record in their meeting minutes the potential conflict of interest, and will document that in making a decision they have used the procedures and criteria provided in this policy, and they will forward a copy of the minutes to Tides Center.

Project Name: _____

Tides Center Project Conflict of Interest Disclosure Statement

Please check one box:

☐ Advisory Board Member _____
☐ Project Staff _____

Please check only one box (and please add the Project name):

☐ I have no Conflicts of Interest as defined in the Project Conflict of Interest Policy to report regarding

_____
Project Name
(Check the box, sign and date this statement.)

APPENDIX E—HMIS MOU

MEMORANDUM OF UNDERSTANDING

BETWEEN

ALAMEDA COUNTY HUD CONTINUUM OF CARE

COMMITTEE, (ACTING AS THE CONTINUUM OF CARE

BOARD) AND

ALAMEDA COUNTY DEPARTMENT OF HOUSING AND
COMMUNITY DEVELOPMENT, (ACTING AS THE
HOMELESS MANAGEMENT INFORMATION SYSTEM
(HMIS) LEAD

I. Introduction and Purpose

The Alameda County Continuum of Care (the "CoC") is the governing body organized to carry out the responsibilities required under HUD's *Homeless Emergency Assistance and Rapid Transition to Housing Continuum of Care Program* Interim Final Rule at 24 CFR Part 578.7(b) (the "Interim Rule"), including designating a Homeless Management Information System (HMIS) lead to operate HMIS. In addition, the CoC is responsible for making decisions about HMIS management and administration as required under 24 CFR Part 580, a separate rule establishing regulations for HMIS issued by HUD as part of the implementation of the HEARTH Act of 2009. The CoC is responsible for ensuring that the HMIS is operated in accordance with the provisions of the new regulations and other applicable laws (24 CFR Part 580.5).

The Alameda CoC is part of EveryOne Home, a collective impact effort to end homelessness. It is composed of representatives of organizations including nonprofit homeless providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons. The HUD Continuum of Care Committee (the "CoC Board") functions as the Alameda County CoC Board, required by the Interim Rule to act on behalf of the membership to ensure the CoC responsibilities are fulfilled.

The CoC relies upon data collected in the HMIS to understand the extent and nature of homelessness, and how well the system is working to address it, and to report system and project performance to HUD. If implemented well, the HMIS should also support the operation of the housing and service system, including the CoC's coordinated entry. Under HUD mandates, the CoC must designate a single information system as the official HMIS software for the geographic area, and an HMIS Lead, an entity designated to operate the HMIS (24 CFR Part 580.7). While the CoC must review, revise and approve all policies and plans the HMIS Lead is required to develop, the HMIS Lead must develop written policies and procedures for all Covered Homeless Organizations (CHOs), serve as the applicant to HUD for any HMIS grants, and monitor compliance by all CHOs of the CoC (24 CFR Part 580.9)

Because managing the HMIS is a shared responsibility between the CoC and the HMIS Lead, expectations around each entity's role must be agreed to and clearly documented, along with any role envisioned for the CoC Board and CoC Lead agency in its relationship to the HMIS.

This MOU describes in detail the roles, responsibilities, and accountability that guide the collaboration for the Alameda County Homeless Management Information System (HMIS) among

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the Parties described below, consistent with the Alameda County Continuum of Care/EveryOne Home Governance Charter approved in October of 2017 and 24 CFR Parts 578 and 580.

II. **Parties to this Memorandum of Understanding:**

1. **The Continuum of Care Board ("CoC Board"):** HUD Continuum of Care Committee

   The Alameda County CoC has designated the HUD Continuum of Care Committee (HUD CoC) to function as the CoC Board. The CoC Board is required by the Interim Rule, and acts on behalf of the membership to ensure the CoC responsibilities are fulfilled. The CoC is responsible for "ensuring that the HMIS for the Continuum of Care is operated in accordance with the provisions of the new regulations and other applicable laws. (24 CFR Part 580.5).

   The CoC Committee, acting as the CoC Board, may designate an organization to act on its behalf and/or provide staff support. That entity, identified as the CoC Lead, may undertake the activities of the CoC specified in this MOU.

2. **The Homeless Management Information System Lead ("HMIS Lead"):** Alameda County Department of Housing and Community Development (HCD)

   The Alameda County CoC has designated the Alameda County Department of Housing and Community Development Department as the HMIS Lead to operate the HMIS as required under 24 CFR Part 580.7, for assuring the CoC is compliant with all applicable HUD rules and regulations. HCD administers the HMIS funds provided by the CoC funding as well as the local match.

III. **Roles and Responsibilities of Parties**

A. **Roles and responsibilities of the HUD Continuum of Care Committee (CoC Board) with respect to HMIS:**

   1. Act on behalf of the membership to ensure HMIS is administered in compliance with HUD CoC regulations.

   2. Designate a single Homeless Management Information System (HMIS) for the geographical area (24 CFR Part 578.7(b)(1) and 24 CFR Part 580.5

   3. "Designate an eligible applicant to manage the Continuum's HMIS, which will be known as the HMIS Lead." (24 CFR Part 578.7(b)(2).

   4. "Review, revise and approve the policies and plans required by this part and by any notices issued from time to time (24 CFR Part 580.7)," including but not limited to a privacy plan, security plan, and data quality plan for the HMIS (24 CFR Part 578.7(b)(3).

   5. "Ensure consistent participation of recipients and subrecipients in the HMIS." (24 CFR Part 578.7(b)(4).

   6. Analyze and approve the annual review of the HMIS system's performance and functionality, using HMIS work-plan to measure progress.

B. **Roles and Responsibilities of Alameda County Housing and Community Development as HMIS Lead Agency (HMIS Lead):**

   1. As per 24 CFR 580.9(a), the HMIS lead must ensure the operation of and consistent participation by recipients of funds from the Emergency Solutions Grants Program and from the other programs authorized by Title IV of the McKinney-Vento Act. Duties include

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establishing the HMIS; conducting oversight of the HMIS; and taking corrective action, if needed, to ensure that the HMIS is compliant with the requirements of this part.

2. Develop written HMIS policies and procedures in accordance with § 580.31 for all Covered Homeless Organizations (CHOs) (24 CFR Part 580.9).

3. Execute a written HMIS Participation Agreement with each CHO, which includes the obligations and authority of the HMIS Lead and CHO (24 CFR Part 580.9), the requirements of the security plan with which the CHO must abide (24 CFR Parts 580.31), the requirements of the privacy policy with which the CHO must abide, the sanctions for violating the HMIS Participation Agreement (e.g., imposing a financial penalty, requiring completion of standardized or specialized training, suspending or revoking user licenses, suspending or revoking system privileges, or pursuing criminal prosecution), and an agreement that the HMIS Lead and the CHO will process Protected Identifying Information consistent with the agreement. The HMIS Participation Agreement may address other activities to meet local needs. (24 CFR Part 580.9).

4. Serve as the applicant to HUD for grant funds to be used for HMIS activities for the Continuum of Care's geographic area (24 CFR Part 580.9), as directed by the Continuum, and, if selected for an award by HUD, enter into a grant agreement with HUD to carry out the HUD-approved activities.

5. Monitor and enforce compliance by all CHOs with the requirements of this part and report on compliance to the Continuum of Care and HUD.

6. The HMIS Lead must submit a security plan (see § 580.35), a data quality plan (see § 580.37), and a privacy policy (see § 580.31(g)) to the Continuum of Care for approval within [the date that is 6 months after the effective date of the final rule to be inserted at final rule stage] and within 6 months after the date that any change is made to the local HMIS. The HMIS Lead must review and update the plans and policy at least annually. During this process, the HMIS Lead must seek and incorporate feedback from the Continuum of Care and CHO. The HMIS Lead must implement the plans and policy within 6 months of the date of approval by the Continuum of Care.

7. Provide staffing for HMIS.

8. Provide standard and customized reports, and technical support, as applicable and requested by participating agencies in accordance with the mutually adopted customization policy.

9. Develop and implement HMIS-related training for end users, including regular Privacy and Security training and software training. Develop written procedures and job aides for users.

10. Review data quality monthly and take necessary actions per mutually adopted data quality assurance policy to maintain input of high-quality data from all HMIS-utilizing agencies. Report to the COC Committee on data quality and quality assurance activities on a quarterly basis.

11. Solicit HMIS user feedback through using a variety of mechanisms, such as on-line forums, surveys and user groups, such as the HMIS User Group. The User Group will work with the HMIS Lead to: 1) Provide recommendations on use of software and software enhancements; 2) Trouble-shoot frequent data quality errors; 3) Recommend modifications to HMIS staff created reports; and 4) improve coordinated entry workflow.

12. To the extent possible, ensure that CoC projects using an alternate data collection system (such as Domestic Violence providers) are compliant with maintaining a "comparable database" and collecting the necessary HMIS data elements.

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13. Generate reports on HMIS data and additional data available to present results to HUD CoC Committee for gap analysis. Configure and maintain the HMIS to be an effective performance management system that is capable of measuring progress in meeting the system and project performance measures established through the EveryOne Home's Results Based Accountability (RBA) Committee.

14. Develop an effective communication plan to reach all HMIS participants to communicate changes to policy and procedures.

15. Develop an annual work plan for the HMIS System for review and final approval by HUD CoC. The annual work plan will be presented along with the HMIS budget proposal to the Board of Supervisors, including costs and funding sources.

C. **Joint Responsibilities of the HUD CoC Committee (CoC Board) and Alameda County Housing and Community Development (HMIS Lead)**

1. Participate in the HUD Continuum of Care Committee, and its HMIS-related sub-committees, including the HMIS Oversight Subcommittee.

2. Support the implementation of, and compliance with local HMIS policies such as, data quality and security, participation, and customization.

3. Collaborate to design and modify the configuration of HMIS projects, such that it meets program reporting and system analysis needs.

4. Participate in the EveryOne Home Results Based Accountability (RBA) Committee in using the HMIS to develop system performance measures, data dashboards, and other analytical tools that follow HUD HMIS standards and meet community needs.

5. Analyze system and programmatic data for trends, costs, performance, compliance, and progress on the Alameda CoC Plan to End Homelessness.

6. Work collaboratively with other committees in analyzing annual reports from HMIS, including the Longitudinal Analysis report (formerly AHAR), System Performance Measures, PIT Count, and HIC chart.

7. Establish the HMIS Oversight Subcommittee, that will act as a liaison between the HUD CoC Committee and the HMIS Lead Agency, with the following responsibilities:

   a. Review data quality reports and recommend a quality improvement program to the HUD CoC.

   b. Ensure compliance with federal requirements.

   c. Support and protect the rights and privacy of service users.

   d. Recommend to the HUD CoC a policy and set of procedures that will guide decisions about customization including establishing: A) a process through which a Contributing HMIS Organization (CHO) may request that project configuration, custom data collection fields, and/or assessments be built into the HMIS; B) the criteria upon which those requests are evaluated; and C) guidance for CHOs to appropriately manage requests for custom data collection fields and assessments.

   e. Collaborate with the HMIS lead on all HMIS policies the HMIS Lead is required to develop, including Privacy, Security, and Data Quality Plans as required by federal

regulation.

8. Review data quality reports and take appropriate action to ensure accountability and improved performance of CHOs and system per approved policies.

9. Conduct an annual review of the HMIS system's performance and functionality, using HMIS work-plan to measure progress. Criteria will be discussed with HMIS Lead.

10. Revisit license users' policies and collaborate when additional funding is needed to expand programs and users.

IV. DURATION AND RENEWAL

1. Except as provided in the TERMINATION section, the duration of the MOU shall be for an initial five- year term from June 6, 2018, through June 6, 2023.

2. This agreement may be renewed by written agreement of both parties.

V. AMENDMENTS/NOTICES

The MOU may be amended in writing by the parties and is in effect upon signature of all parties. Notices shall be mailed, emailed or delivered to:

1. Chair of the HUD CoC Committee
2. Director of Alameda County Department of Housing and Community Development

VI. TERMINATION

Any party may terminate this MOU at a date prior to the renewal date specified in the MOU by giving 120 days written notice to the other party. The termination shall be effective on the date specified in the notice of termination.

In addition, if any of the Parties to this Memorandum of Understanding shall fail to fulfill in a timely and proper manner its obligations under this agreement, or if the Parties shall violate any of the covenants, agreements, or stipulations of this agreement, any of the Parties shall thereupon have the right to terminate this agreement by giving written notice of such termination and specifying the effective date thereof, which shall be at least 120 days before the effective date of such termination.

Signatures:

_____
Chair, HUD CoC Committee, on behalf of the
Alameda County Continuum of Care (CoC Board

_____
Director, Alameda County of Housing and
Community Development (HMIS Lead)

6/7/18
_____
Date

6/14/18
_____
Date

Alameda County Continuum of Care/EveryOne Home Governance Charter, October 2019 (DRAFT)

APPENDIX F—Systems Manual: Coordinated Entry Chapter of Alameda County's Housing Crisis Response System Manual

The Coordinated Entry Housing Crisis Response Manual is posted on EveryOne Home's website: http://everyonehome.org/wp-content/uploads/2019/02/V.2019.02.15-AC-System-Manual.pdf. As new policies are written, the Manual is continuously updated on the website.

APPENDIX G—Links to relevant Federal Regulations and Notices

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT 24 CFR Part 578 Homeless Emergency Assistance and Rapid Transition to Housing: Continuum of Care Program

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT 24 CFR Parts 91, 576, 580, and 583 Homeless Management Information Systems Requirements

U.S. Department of Housing and Urban Development Office of Community Planning and Development Notice: CPD-17-01