Leadership Board Meeting
Thursday, December 12, 2:30pm-4:00pm
Uptown Room (Second Floor)
2000 Franklin St, Oakland
California Endowment

Agenda

1. Welcome and Introductions	**2:30-2:45**
2.Review and Approval of August and October Minutes	**2:45-2:50**
	Approve
3. 2020 Rosters	**2:50-3:00**
	Approve
4. **Committee and Project Updates**	**3:00-3:30**
a. System Modeling	*Update*
b. Ballot Measure	*Update*
5. EveryOne Home Work Plan	**3:30-3:50**
a. Topics and Calendar	*Discussion*
6. Year End Acknowledgements	**3:50-4:00**

Leadership Board Meeting – August 22nd 2019

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
      - HACA working on second mainstream application and foster youth application
      - City of Fremont 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 G gave presentation on PIT data and thanked leadership board for participation. Questions and comments included:
   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. 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** – Jessie updated the Board on the RBA performance measures.
   a. We have already surpassed the 2018 Strategic Update's goal of limiting the # of people becoming homeless for 2019 to 3,000, and we are far below the goal of housing 2,000 people. Currently 3 people become homeless for everyone one who gains permanent housing.

- There are a 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
  b. The new visualization will go up on RBA page next week
  c. HUD CoC NOFA Process
- You can look at recommendations for improving the process in the HUD CoC June meeting packet on the website as well as those that were adopted by the CoC Committee: (http://everyonehome.org/about/committees/hud-coc-committee/)
  d. Coordinated Entry Evaluation
- There will be a CE evaluation for provider feedback next week on September 3rd.
- 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
  e. HMIS
- HMIS oversight committee met last week
- Getting TA from HUD to strengthen HMIS
- HMIS assessment done by HUD TA is available
  f. Members are encouraged to look on our website for the June committee materials packets for HMIS Oversight (http://everyonehome.org/about/committees/hmis-oversight-sub-committee/) and HUD CoC because they includes 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 Fishman (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. Raise up racial equity as a consciousness for us and in guiding this process
- Two big questions
    1. Put ballot on March or November?

2. Which strategy? Two thirds or 50% plus 1?
- Why a sales tax?
    1. We need a lot of money and at scale that we need for significant impact
- Where would funds live?
    1. Considering different models, no obvious home for where the money lives

b. EH Plan Adoption –
- Status:
    1. Adopted: Berkeley and Alameda
    2. Delayed: Oakland
    3. Hayward waiting for PIT count data
    4. Livermore and Pleasant not interested in adopting (look into have providers in that area adopt)
- We need to keep momentum going and take the most strategic steps to get plan approve
- Important to have jurisdiction adopt plan to guide ballot measure and HUD TA
    1. Folks are seeing the Plan and the ballot measure as a separate thing
        a. Circle back to Wilma Chan and have a conversation about how they are related

Leadership Board Meeting - October 24, 2019

Attendance: Peggy McQuaid, Ray Bonilla, Vivian Wan, Gloria Bruce, Suzanne Warner for Linda Gardner, Liz Varela, Claudia Young, Robert Ratner for Colleen Chawla, Doug Biggs, Sara Bedford, Kristen Lee, Georgia Rudderow, Christine Ma, Suzanne Shenfil, and Susan Shelton.

Staff: Elaine de Coligny, Laura Guzman, Jessie Shimmin, and Alexis Lozano

Announcements:
- Building Futures with Women and Children is kicking off their new DV project with Family Violence Law Center and EveryOne Home. The project with allow for survivors of domestic violence to be better able to access the coordinated entry system.
- The City of Livermore is having the soft launch of their safe parking program with expanded showers with staffing. They are also launching a biohazard and sanitation program near encampments.
- Alameda County Health Care Services Agency hired Kerry Abbott to help with countywide efforts around homelessness.
- Applications for No Place Like Home are due January 8th. Partners should let Robert know if there are additional opportunities to include in the application. In round 1, Alameda County received the most funding in the state.
- Alameda Point Collaborative received a grant from state for job training and counseling for people impacted by war on drugs.
- The City of Fremont is going forward with launching the Navigation Center. The City's mobile hygiene unit has also been very successful. In addition, the local fire department will be distributing blankets to deter warming fires.
- The Commonwealth Club is doing a presentation on tenant protections on November 4th for partners that want to understand the new state laws.
- The City of Berkeley is looking into launching RV parking and sanctioned encampments. They also just expanded inclement shelter to include air quality conditions.
- The Albany City Council adopted EveryOne Home plan and will be on building 62 units of affordable housing with SAHA.
- The City of Oakland just presented PATH Plan, a local companion to the EveryOne Home Plan, using city specific data. The plan is to have the City Council approve it in December.

1. **Review and Approval of Minutes**—The Leadership Board requested that staff return with revised minutes at the next meeting. Some of the language needs to be reworked, particularly around the Plan Adoption and Ballot Measure, to be more representative of the conversation and less detailed.
2. **Committee and Project Updates**
    a. System Modeling—The System Modeling work is an expansion of the HUD TA our community has been receiving. The goal is to take the assumptions and logic of

the EveryOne Home Plan and build on them to determine what responses are needed in short and long term in our homeless system. This means determining the combinations of resources and services to adequately serve all populations. A lot Board members have been invited to participate but if anyone has not received an invitation and wants to come, please let staff know.

b.　　Ballot Measure—Supervisor Chan announced at last Board of Supervisors retreat that all the Supervisors are committed to supporting a ballot measure to address homelessness in November. Staff, in coordination with other partners, is working on the draft governance and plan to have focus groups early next year. EveryOne Home has received some funding from Hellman to do this work. Staff will distribute talking points to the Leadership Board with messaging focused on the Plan and need for additional capacity. Talking points can include how other measures on the ballot are complementary but not the same since the might reference "homeless".

c.　　Plan Adoption—Staff recently met with Supervisor Chan and Supervisor Miley and they are both supportive of bringing the Plan to the Board of Supervisors for adoption.

3. **Governance Charter Revisions**—The proposed changes were approved by the HUD CoC Committee until June because there is a need for a more robust conversation on some major pieces of the governance. Staff and HUD CoC will be working with the HUD TA on these questions over the next few months. Most of the proposed changes are memorializing policies and practices that are already in place and the next iteration would be more extensive. The Leadership Board suggested that the Governance Charter did not need to be so detailed that way it is easier to navigate and adopt changes. There was a motion to adopt the changes proposed with the exception of 1)having the Leadership Board meet four times 2) removing the Leadership Board's role of approving coordinated entry policies and 3)deleting "CE Lead Operator" on the HMIS oversight membership. It was seconded and the motion passed with three abstentions.

4. **EveryOne Home Work Plan**—Staff asked if the Leadership Board wanted to consider potential revisions to the Work Plan, since we will review again in December. Leadership Board asked about addressing the end of care connect, integrating the DV and HMIS work, and reviewing employment and racial disparity outcomes.   There was also a request for a retreat for the Leadership Board with a historical overview of the CoC.

To: EveryOne Home Leadership Board

From: Organizational Health Committee (Nominating Committee)

Date: December 12, 2019

Re: **Approving the 2020 Leadership Board and Committee Rosters**

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RECOMMENDATION

The EveryOne Home Organizational Health Committee (serving as the Nominating Committee) is requesting the Leadership Board take the following actions:

1. **Approve the 2020 Leadership Board Roster**. The Nominating Committee recommends approving the 2020 roster that includes existing members continuing their terms, members that transitioned from elected to a nominated seat (Nella Goncalves), the member elected by the membership (Katie Martin),and members appointed by HUD CoC Committee. This leaves one open seat; to be filled by an appointment from the Department of Veterans Affairs.

2. **Approve the 2020 HUD CoC Committee Roster.** The Nominating Committee recommends approving the 2020 HUD CoC Committee roster that includes two members that re-applied to serve (Wendy Jackson and Paulette Franklin) and member elected by the membership (Riley Wilkerson)

3. **Approve the 2020 Organizational Health Committee.** The Nominating Committee recommends approving the 2020 roster that includes members that re-applied (Moe Wright, Dan Sawislak, and Monica Davis, Darin Lounds and Suzanne Shenfil).

Leadership Board Roster

The Leadership Board will have a range of 17-25 members; three appointed by HUD CoC Committee, 1 elected directly by the CoC Membership annually and the remaining members appointed/recruited.

Update: At the EveryOne Home membership meeting Katie Martin was elected as the membership representative, replacing Nella Goncalves. Nella Goncalves was appointed by the Nominating Committee to fill the vacant seat of Jill Dunner. Renewing term were given to Suzanne Shenfil, Moe Wright, and Susan Shelton

Name	Title	Organization	Stakeholder Group	Term ending
Appointed members				
Sara Bedford	Director	City of Oakland	Jurisdiction	End of 2021
Kristen Lee	Acting Director	City of Berkeley	Jurisdiction	End of 2021
Linda Gardner	Director	Alameda County HCD	CDA	End of 2021
Colleen Chawla	Director	Alameda County HCSA	HCSA	End of 2021
Lori Cox	Director	Alameda County SSA	SSA	End of 2021
		Dept of Veterans Affairs	VA	End of 2021
Katie Martin	n/a	n/a	Membership Rep.	End of 2020
Selected by nominating committee				
Suzanne Shenfil	Director	City of Fremont	Jurisdiction	End of 2022
Nella Goncalves	Director	Beyond Emancipation	Provider	End of 2022
Moe Wright	Principal	BBI Construction	Business; also faith comm.	End of 2022
Susan Shelton	n/a	n/a	At-large representative	End of 2022
Peggy McQuaid	Mayor	City of Albany	Jurisdiction/elected	End of 2020
Claudia Young	Human Services Program Manager	City of Livermore	Jurisdiction	End of 2020
Vivian Wan	Associate Director	Abode Services	Provider	End of 2020
Gloria Bruce	Executive Director	East Bay Housing Organizations	Advocacy	End of 2020

Kelly Glossup	Youth and Services Manager	Alameda County Sheriff's Dept.	Law Enforcement	End of 2020
Chris Gouig	Director	Housing Authority	Housing Authority	End of 2020
Liz Varela	Executive Director	Building Futures with Women and Children	Provider	End of 2020
Dr. Christine Ma	Medical Director	UCSF's Benioff Children's Hospital Oakland	Provider/Researcher	End of 2020
Darin Lounds	Executive Director	Housing Consortium of East Bay	Housing Developer	End of 2021
Ray Bonilla Jr.	Senior Director	Kaiser Permanente	Health Care/Private	End of 2021
Georgia Rudderow	Realtor	Red Oak Realty	Private	End of 2021
Appointed by HUD CoC Committee				
Doug Biggs	Executive Director	Alameda Point Collaborative	Provider	End of 2020
Wendy Jackson	Executive Director	East Oakland Community Project	Provider	End of 2022
Paulette Franklin	Executive Director	Alameda County BHCS	HCSA	End of 2022

HUD CoC Committee Roster

The HUD CoC Committee will have nine members including six appointed/recruited positions and three elected by the CoC membership. The nine seats will represent the following entities: two representatives from Alameda County Departments, two representatives from cities, two representative from homeless assistance providers, two persons with lived experience, one at-large representative.

Update: At the EveryOne Home membership meeting Riley Wilkerson was re-elected as the membership representative. Renewing terms were given to Wendy Jackson and Paulette Franklin.

Name	Title	Organization	Stakeholder Group	Term ending
Appointed by the Membership				
Riley Wilkerson	Manager	Alameda County HCD	County Department	End of 2022
Doug Biggs	Executive Director	Alameda Point Collaborative	Provider	End of 2020
Andrew Wicker	Community Services Specialist	City of Berkeley	Jurisdiction	End of 2021
Selected by Nominating Committee				
Wendy Jackson	Executive Director	East Oakland Community Project	Provider	End of 2022
Paulette Franklin	Mental Health Specialist	Alameda County BHCS	Consumer/County Department	End of 2022
Lara Tannenbaum	Planner	City of Oakland	Jurisdiction	End of 2020
Marnelle Timson	Consumer	n/a	Consumer	End of 2021
C'Mone Falls	n/a	Alameda County SSA	County Department/Youth Rep.	End of 2021
Ja'Nai Aubry	Housing Attorney	Family Violence Law Center	Provider	End of 2020

Organizational Health Committee Roster

Organizational Health Committee members have one year terms. The committee in small in size (3-5 members); at least 50% of the members would serve on the Leadership Board and currently 3/5 are on the Leadership Board.

Name	Title	Organization
Selected by nominating committee		
Darin Lounds	Executive Director	Housing Consortium of East Bay
Dan Sawislak	Executive Director	Resources for Community Development
Monica Davis	Community Services Manager	City of Hayward
Moe Wright	Principal	BBI Construction
Suzanne Shenfil	Director	City of Fremont

Work Plan Updates for Leadership Board
December 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 Home Together Revenue Measure:
The Alameda County Board of Supervisors is working toward placing a sales tax measure dedicated to housing and homelessness on the November 2020 ballot. BOS authorized county elected staff and county agency staff to start the policy development. Simultaneously, BOS authorized the creation of a new division of HCSA and hired Kerry Abbott to lead the new Office of Homeless Care and Coordination. Kerry's office is taking the lead on the policy development and formed the Home Together Policy Committee. The policy committee has met 4 times and will meet another 4 times to cover the following topics:

- Overview, planning goals, principles
- Tax elements and examples
- Geographic and jurisdictional considerations
- Framework and use of funds
- Administration and oversight
- Framework review and stakeholder input plan

An ad hoc campaign committee is meeting bi-weekly to discuss fundraising and campaign development.

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. It is working its way through City Council Committees. Hayward is working on a similar approach and expects to release its local plan in January.

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 met with Supervisor Miley on 10-18-19. He confirmed he is willing to vote for the Plan and wants his questions about renter protections addressed in the staff report. Elaine and Julie met with Supervisor Carson on 11-25-19. He expressed strong support for adopting the Plan and pressed the need to respond to the issue with an appropriate scale and urgency. We are now working with staff to get the Plan on the Board of Supervisors agenda and address issues raised in the staff report. 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 as 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 Committee:** The Committee met on October 15th and November 19 for their regular monthly meetings. The Committee begun planning their 2020 Retreat to be scheduled for mid-February to deepen their knowledge on CoC Board Roles and Responsibilities, review the CoC's racial disparities analysis vis a vis CoC plans to address it, the equity and inclusion in planning, decision-making and oversight by people with lived experience, and a beginning conversation on governance models. Riley Wilkerson has been reappointed to his seat by membership vote at the Annual Membership Community Meeting in November.
- **HMIS:** In November the HMIS Oversight Committee met twice to work toward a stronger coordinated entry configuration in HMIS and to strengthen processes. Members of the committee also participated in 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 adoption in January. 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.
- **BOS recognizes the Youth Action Board and Youth Collaborative:** The Youth Action Board and Youth Collaborative, represented by ALL IN, EveryOne Home, SSA and Covenant House's residents and staff, did a formal presentation to the ALL IN Steering Committee on youth homelessness. On November 26th, the Board of Supervisors proclaimed November 2019 as National Runaway and Homeless Youth Prevention Month. The proclamation was presented by Supervisor WIlma Chan to the YAB and Collaborative in recognition of our work to expand services to youth experiencing homelessness and prevent youth from experiencing homelessness.
- **Employment collaborations:** Laura Guzmán, CoC Director, was invited for a presentation to the County's Workforce Development Board (WDB) Policy Committee on the Strategic Plan, the 2019 homeless count, promising practices and employment gaps The WDB is seeking to align strategies to enhance the training and employment opportunities for individuals, families and youth with lived experience of homelessness through policy development and funding, and is interested in drafting a formal MOU with the HUD CoC Committee. Mandela Partners in West Oakland, and the Immigrant Resource Center in Oakland have approached EOH to potentially partner with CoC projects for referrals of people with lived experience for their respective applications for state workforce accelerator funding.

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 December 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 took place in October. A draft of the final evaluation report will be completed in December.

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.

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 November by participating in the EveryOne Home Community Meeting. The committee has continued to work on the Coordinated Entry Evaluation, the Racial and Ethnic Disparities analysis, and a draft of the HMIS Data Quality Plan. The Committee will resume meetings in January with a presentation of the Homeless Crisis System Modeling work and an opportunity for providers to provide input on the models.

System Modeling And Pathway Design Update: As an extension of the unsheltered homelessness initiative made possible by HUD, Abt Associates has been 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 inventory resources that are needed to end homelessness and making concrete plans for realizing those resources. Work has been divided between two groups: one focusing on adult-only households, and the other on households with minor children. Sub-populations, such as veterans, transition aged youth, and victims of domestic violence 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. The invitation to local leaders from HUD is included in the packet for your reference. Progress on the system models will be brought to Leadership Board for discussion and input in December 2019 and January 2020. Staff has included a write up of the underlying data calculations that will drive the proposals about how much is needed by whom.

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.

EveryOne Home Community Meeting: The community meeting was on November 4th. At the meeting community members elected representatives to the Leadership Board and HUD CoC Committee. They also adopted changes to the Governance Charter per the Leadership Board's and HUD CoC's work. Guest speakers included Margot Kushel, Tomiqua Moss (All Home), Karen Erickson (Catholic Charities), Quimi Calders (City of Fremont), and Sophia DeWitt (East Bay Housing Organizations).

OFFICE OF COMMUNITY PLANNING
AND DEVELOPMENT

Hello:

I am writing to update you about the Department of Housing and Urban Development's (HUD) sponsored technical assistance activities that are underway in Alameda County and to encourage you or your designee to participate in a system planning process that will launch at the end of October 2019.

Last year the Oakland/Alameda County Continuum of Care was one of several communities selected by HUD's Office of Special Needs Assistance Programs (SNAPS) to receive technical assistance to help address the high number of people experiencing unsheltered homelessness. Over the past 12 months, technical assistance staff from Abt Associates, the Corporation for Supportive Housing (CSH), and ICF have worked with public and private stakeholders to improve coordinated entry and the Homeless Management Information System (HMIS) which collects data from projects serving people experiencing homelessness.

We are starting a new phase of the technical assistance to facilitate a community process for homeless crisis response system modeling. This process, which has been used effectively in Washington D.C., Los Angeles, and Indianapolis, will lead to a model of the optimal homeless crisis response system with specific crisis and housing inventory recommendations. Staff from Abt Associates will facilitate a series of Work Group meetings between October 2019 and February 2020 to develop this model.

In supporting system modeling, HUD expects that the cities, county, and other stakeholders are coordinating closely to design and implement an optimal system that will both address the crisis needs of people experiencing homelessness as well as their permanent housing needs. We expect that the community's stakeholders will use the optimal model developed through the system planning process to guide strategic funding decisions for existing and new federal, state, and local resources.

HUD worked closely with EveryOne Home, Alameda County, the City of Oakland, the City of Berkeley, and other stakeholders to identify key partners for this process. You or your designee were invited to participate in this process as a member of the System Modeling Leadership Committee. Members of this Committee should be high level decision-makers in your organization. They should also be collaborative leaders that will champion the process, and the crisis and housing model that is produced through the process, as a guide for strategic investments in homeless crisis response and permanent housing solutions for all Alameda County residents. The Leadership Committee will first meet during the last week of October 2019 to learn about the system modeling process and provide high level guidance to the Work Groups. The Leadership Committee will meet again in the new year to review the recommendations of the Work Groups and discuss the ways the modeling can be used to leverage existing and new resources. At a final meeting the Leadership Committee will be asked to endorse the collaborative plan.

Thank you for your commitment to preventing and ending homelessness.

Sincerely,

Norm Suchar
Director
Office of Special Needs Assistance Programs
U.S. Department of Housing and Urban Development

Annual Population and Geographic Distribution Estimates

Calculating the number of units and beds needed in an ideal system begins with the annual number of households experiencing homelessness. The Oakland/Berkeley/Alameda County model will also need annual counts of different subpopulations and geographies. Unfortunately, our HMIS is not currently up to the task of establishing annual counts and geographic distribution because some project types and parts of the county are less covered than others. Instead, we recommend using the Point in Time Count data to estimate the number of people experiencing homelessness in a year, their geographic distribution throughout the county, and the average size of households. This is the strongest approach in the short term, and going forward, we should advocate for HMIS coverage and configuration that can more readily meet these needs.

Estimating the unduplicated number of people experiencing homelessness in a year

There is no universally accepted method for estimating the unduplicated number of households or people experiencing homelessness annually. While it is impossible to know the actual number of people who experience homelessness in a year, methods of estimating offer a likely range.

- Low End: 12,014 unduplicated people. This number derives from the monthly rate of inflow into homelessness (4.456%) from the point in time count survey.
- High End: 19,000 unduplicated people. This number draws from the Housing Inventory Chart and the HMIS to understand utilization rates and the total beds available in the system.
- Middle Option: 15,786 unduplicated people. This number was reached using the weekly rate of inflow from the 2019 PIT; this is the method used in the EveryOne Home *2018 Strategic Plan Update*.
    - The weekly rate of inflow from the 2019 PIT survey (1.89%) multiplied by the total point in time count (8,022) suggests 151.82 people become homeless each week. Multiplied by the remaining weeks in a year (51.14) produces 7,764 as the number of additional people experiencing homelessness each year. Adding in the original point in time count produces 15,786 as the number of unique people experiencing homelessness each year.

We recommend using 15,786 as the number of people experiencing homelessness in a year for the system modeling.

Geographic distribution of people experiencing homelessness

- HMIS is not configured to provide regional or jurisdictional data, and because some areas of the county have better HMIS coverage than others, we cannot use HMIS to estimate the regional distribution of people experiencing homelessness.
- By Name List data relies on the assessment, which has not been implemented in a consistent way throughout the county to ensure representative geographic distribution.
- The survey component of the Point in Time Count has small samples in some parts of the county, which could offer a partial and misleading understanding of the regional distribution of homelessness.
- The census portion of the 2019 Point in Time Count addressed each census tract and shelter in the county in a systematic way, although some have concerns that the biennial PIT is an undercount.

Although the PIT data has some limitations, particularly related to counting households with minor children, it is the strongest data source currently available for understanding the geographic distribution of homelessness in Alameda County. For this reason, we recommend using the point in time count to estimate the proportion of people experiencing homelessness in North County, Oakland, Mid-County, East County, and South County.

Point In Time Count Geographical Distribution	% of PIT	Population Estimate (persons)
East County (Livermore, Pleasanton, Dublin)	4.3%	679
Mid County (Hayward, San Leandro, Alameda)	18.5%	2,920
North County (Berkeley, Albany, and Emeryville)	16.5%	2,605
Oakland	50.7%	8,004
South County (Fremont, Union City, Newark)	10.0%	1,579
Total	**100%**	**15,786**

Household Size

Average household size for families and households with adults only` can be derived from various sources. However, because we are using Point in Time Count data for the first two measures, we recommend using PIT household sizes to remain consistent. For this purpose, the PIT count is more accurate because the family numbers are actual people not estimates: shelters and street counters reported on the people enrolled or observed rather than estimating.

Persons per household	2019 PIT
Adult Only Household	1.001
Households with Minor Children	3.082
Households with Only Children	1.000

These household sizes and the geographic estimates of people experiencing homelessness each year will generate a more precise multiplier for converting the total number of people into the total number of households. And, while these figures provide reasonable estimates to use for planning purposes, the available data probably under-estimate the number of adult only households that include two (or more) adults, or child only children that include two (or more) children who wish to stay together as a household as they are experiencing homelessness and/or moving into stable housing.

Household Configuration

We are confident that the PIT methodology—specifically the way it estimated households in vehicles—lead to an undercount of the total number of households with minor children. For this reason, we recommend using the ratio of adult only households to household with minor children from the HMIS, adjusted to account for unique households who are only served by domestic violence shelters or non-HMIS service providers: 91.4% of households are adult only, 7.5% of households have minor children, and 1.1% in households with only children.

Household Composition	Household Breakdown: HMIS Actual + DV Estimate	% of Households
Adult Only Households	9017	91.4%
Adult Only Households (DV/non-HMIS)	50	
Households with Minor Children	621	7.5%
Households with Minor Children (DV/Non-HMIS)	125	
Households with Only Children	106	1.1%
Household Composition	**9919**	**100%**

91.4% of households are adult only households with 1.001 members on average, 7.5% of households have minor children and an average of 3.082 members, and 1.1% of households have only children with 1 member per household. Together, the number of household members should total 15,786 people. Using these ratios and the average household size we can convert the estimated total number of persons experiencing homelessness into the estimated total number of households experiencing homelessness using the following formula:

$$15,786 = .914(1.001x) + .075(3.082x) + .011(1x)$$

Household configurations are divided regionally as follows:

Geographical Regions	Estimated Number of People Experiencing Homelessness	Total Households	Adult Only Households	Households with Minor Children	Households with Only Children
East County	679	587	536	44	6
Mid-County	2,920	2,524	2,307	189	28
North County (Berkeley, Albany, Emeryville)	2,605	2,251	2,058	169	25
Oakland	8,004	6,917	6,322	519	76
South County	1,579	1,364	1,247	102	15
Total	**15,786**	**13,643**	**12,470**	**1,023**	**150**

Notes Toward Greater Specificity in Data Collection and Reporting

This exercise highlights several areas where the system could develop its data collection to better support this kind of analysis.

- Enhance HMIS capacity to report at the regional and jurisdictional levels
- Improve the HMIS coverage rate, consider ways to make HMIS participation less burdensome for providers such as through the attendance module
- Tighten up data collection on household size and relationships on the coordinated entry assessment and/or housing assessment. This will enable the system to better understand the housing needs (1 bedroom or 2) of adult only households.
- Explore how the Point in Time Count can achieve a more accurate count of households with minor children, particularly those in vehicles.
- Add a question to the Point in Time Count to better understand how many households experience more than one period of homelessness in a year.

EveryOne Home Leadership Board 2020 Workplan and Schedule

Date	2020 Work Plan Topics

January 23rd
Thursday
2pm -4pm
Location: TBD
	1.) Local Revenue Policy
	    a. Policy Committee shares draft proposals for uses, governance and geographic allocations
	    b. Fundraising?
	    c. Board's feedback
	2.) Governance
	    a. How collect impact is changing and implications for Leadership Board
	    b. Establish governance work group
	3.) System Performance Data and Discussion
	    a. System Modeling
	    b. Draft projected overall and subpopulations needs
	4.) Update on State Money
	5.) Plan Adoption and Other Updates

March 26th
Thursday
2pm-4pm
Location: TBD
	1) Local Revenue Policy
	    a. Updates on fundraising and community feedback
	2) Governance
	    a. Introducing new homeless department in County
	    b. Brief from CoC Chair about HUD CoC Committee retreat
	3) System Performance Data and Discussion
	    a. Inflow/prevention data
	    b. Discuss Coordinated Entry Refresh, prevention pilot and problem solving
	4) Plan Adoption and Other Updates

May 28th
Thursday
2pm-4pm
Location: TBD
	1) Local Revenue Policy
	    a. Reviewing draft measure
	    b. Polling results
	2) Governance
	    a. Draft recommendations from governance workgroup
	3) System Performance
	    a. Income and employment data and strategies
	4) Advocacy
	    a. Discussion of State Budget and May Revision
	    b. Other homeless and housing legislations
	5) Plan Adoption and Other Updates

July 30TH
Thursday
2pm-4pm
Location: TBD
	1) Ballot Measure
	    a. Present final measure
	    b. Discuss strategies to win and volunteer recruitment
	2) Governance
	    a. Adopt governance recommendations from workgroup
	    b. Discuss implementation tasks and timeline
	3) System Performance
	    a. Returns to homelessness
	    b. Racial Equity
	4) Other Updates

Date	2020 Work Plan Topics

September 24th
Thursday
2pm-4pm
Location: TBD
	1) Ballot Measure
	    a. Updates
	2) Governance
	    a. Recruiting new board members
	    b. Implementing new governance structure
	3) System performance
	    a. Length of time homeless data and strategies
	    b. Exits to PSH data and strategies
	4) Homeless Count 2020
	5) Other Updates

December 10th
Thursday
2pm-4pm
Location: TBD
	1) Celebrating Ballot Measure Passage (fingers crossed)
	2) Governance
	    a. Election and appointments of new board members
	3) System Performance
	    a. Looking back on implementation of 2018 Strategic Update and System Modelling strategies
	    b. Success and Challenges
	4) Other Updates