



Leadership Board Meeting

Thursday, July 30th, 2:00pm-3:30pm

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Agenda

- | | |
|--|------------------------------------|
| 1. Welcome and Introductions | 2:00-2:10 |
| 2. Review and Approval of May Minutes | 2:10-2:15 <i>Approve</i> |
| 3. Leadership Board Retreat Update | 2:15-2:35 |
| 4. EveryOne Home Planning Grant Contract Update | 2:35-2:50 |
| 5. Sales Tax Measure Update | 2:50-3:00 |
| 6. COVID Response Update | 3:00-3:15 |
| 7. Filling Leadership Board Vacancy | 3:15-3:25 <i>Approve</i> |
| 8. HUD CoC Committee Vacancy Update | 3:25-3:30 |



Leadership Board – May 28th, 2020

Attendance: Moe Wright, Vivian Wan, Doug Biggs, Gloria Bruce, Suzanne Warner, Liz Varela, Claudia Young, Peggy McQuaid, Paulette Franklin, Suzanne Shenfil, Ray Bonilla, Kerry Abbott, Christine Ma, Kristen Lee, Georgia Rudderow

Staff: Jessie Shimmin, Julie Leadbetter, Alexis Lozano, Dorcas Chang

Guest: Sarah Ting

1. Welcome and Introductions

- Leadership Board introduces themselves and gives announcements.

2. Review and Approval of January Minutes

- August Minutes:
 - *Doug made a motion to approve the January Minutes. Vivian seconded. The minutes were approved with three abstentions (Claudia, Christine, Peggy,)*

3. COVID-19 Updates

- Kerry gave an update on Operation Comfort and Operation Safer Grounds
- The County is working on an acquisition strategy for purchasing options in Project Roomkey and other sites
- They are experiencing a lot of demand and working on new RFP. Priority is to locate sites in Tri-Valley, North County and Mid County

4. Sales Tax Measure Update

- Policy Framework Update
 - i. Kerry provided an update on the policy framework
 - ii. There were stakeholder outreach meetings held throughout county to get input on how to frame the policy and bring it to the ballot
 - iii. We need to think about how we want to frame certain things like housing subsidies to make sure people understand housing assistance in response to the market
- Fundraising Update
 - i. Switching to general sale tax
 - ii. Ran another poll in April and the measure still polled very strongly
 - iii. Having any kind of tax measure in a recession is going to be a heavy lift
 - iv. There will be some opposition to it, mostly from tax groups, which is why we are going to lower the threshold

- v. We think that by the next Leadership Board meeting, we will have an ongoing campaign that is funded and going to the public for extra dollars
- vi. What's the strategy with electeds and getting their endorsement?
 - 1. There is a campaign steering committee and they will be working with the electeds and strategizing what is the appropriate way to approach them
 - 2. May need to strategize with other members of the LB if we need to get contacts or figure out approaches
- vii. Right now, we think it is going to generate 120 million a year, may stay that way for a year until the economy picks up. Not a complete collapse but it is significantly lower

5. Racial Equity Impact Analysis and System Modeling Update

- Sarah and Jessie presented on the Racial Equity Impact Analysis
- The work started in October 2019 and clear that it needed an equality framework
- This work was a very collaborative process and could not have happened without Susan Shelton, Sarah Ting, senior policy advisor to Supervisor Chan, public health department, City of Oakland Office of Race and Equity
- The work challenged the team to think about the racial makeup of organizations and the tables we sit at. It's really important to set our tables to have more access and open it up so people can contribute
- Q and A
 - i. Is there going to be a larger community meeting to present this at?
 - 1. There is a desire but right now we are working closely with public health department to get it down on paper
 - 2. Finding ways to get this work out is going to be critical for building support for intervention
- Jessie presented on the final system modeling recommendations
 - i. Equity work found that system didn't have interventions to permanently housed people
 - ii. Reducing racial disparities requires new interventions, programs, etc
 - iii. Increasingly clear we are talking about working people who are increasingly part of people experiencing homelessness in Alameda County
 - iv. Discussion
 - 1. The system modeling and racial equity work is amazing and compelling work but folks are drawing their own conclusion from this based on their lens. Important for us to draw on a few bullet points effectively.
 - 2. Really important for people to understand it's a system and that the system works together to get these outcomes

6. Leadership Board Retreat

- Update

- i. There was a planning committee (Moe Wright, Susan Shelton, Paulette Franklin, Kerry Abbott, Vivian Wan, Elaine de Coligny) that started planning and then the Shelter In Place happened. At that time, we were all not used to Zoom
- ii. Since this is now the new normal, we want to go ahead
- iii. The plan was to have a shorter retreat to get people up to speed on where the Leadership Board is, what the issues are, and have a longer meeting that would focus on the coming configuration
- iv. EveryOne Home and the leadership need to readjust to the new environment, but we are going to come up with a plan and agenda for the two-stage retreat and then we will send communication to find appropriate time
- v. No objection from the LB

7. Project Updates

- Coordinated Entry Management Entity
 - i. HUD CoC Committee and System Coordination Committee have been building out this role in the county call the Coordinated Entry Management Entity.
 - ii. Last month, HUD CoC put out a Request For Interest to solicit agencies that would be the Management Entity
 - iii. Health Care Services Agency was the sole respondent and SCC formed a subcommittee to review their response and presented recommendation to SCC saying that everyone is excited and looking forward to HCSA stepping into the role
 - iv. Questions the subcommittee had:
 1. How they are going to expand on their expertise to really embrace all populations and various approaches to end homelessness?
 2. How transition will take place?
 3. What's going to be the relationship between Management Entity, EOH, CoC Committee?
 - v. SCC recommended that HUD CoC move forward and start asking HCSA some of these questions
 - vi. Katharine Gale going to help draft the MOU
 - vii. SCC chair, HUD chair, and EveryOne Home executive director asked to do negotiations with HCSA
 - viii. In response to concerns, Kerry says that HCSA is prepared to look at entire community of people experiencing homelessness and broaden the way it looks at homelessness and thanks EveryOne Home leadership around the implementation of Coordinated Entry
- NOFA Updates
 - i. Youth Demonstration Homeless Program – HUD planning to do another one this time with a two year cycle. It should be coming out in the next couples of months. Alameda County will be applying for it.

- ii. CoC NOFA – the timing for the CoC NOFA is rally uncertain but HUD looking for ways to simplify it. There may be something in NOFA round about supporting agencies that have addressed COVID-19 issues in programs
- iii. HEROES act does have language about canceling the 2020 NOFA competition but doesn't seem likely that will happen
- iv. Unsheltered NOFA is on hold
- v. EveryOne Home is thinking about how we can make the NOFA process simple and straightforward as possible. Let Jessie know if you have any thoughts

8. Staffing Updates

- We want to acknowledgement Julie Leadbetter on all her work at EveryOne Home especially on the governance charter and Coordinated Entry
- EveryOne Home received a wonderful response of applicants for the two new position: Director of CoC Strategies and CoC Specialist. These two positions will support the CoC Boar and SCC
- Offer has been made to top candidate for the Director position and expect an announcement to go out next week if all goes well
- EveryOne Home is doing second rounds of interview for the CoC specialist
- As we make this transition, Kathie Barkow will be starting the work of SCC. Katharine Gale supports writing MOU and the CE refresh design to carry some of these things. Jane is also helping the staff as we issue RFI for consultant to support CoC NOFA.

MEMORANDUM



To: Leadership Board

From: Retreat Planning Committee

Date: July 24, 2020

Re: Draft Process Outline for Leadership Board Retreat

Purpose:

The retreat(s) will be focused on the past, current, and future role of EveryOne Home as a backbone organization in the movement to end homelessness in Alameda County and the role of the Leadership Board as part of EveryOne Home. The end result will be a revision of the EveryOne Home Governance Charter that clarifies the short- and long-term direction and goals for EveryOne Home, the Leadership Board, the Continuum of Care Board as well as the roles and decision-making processes between EveryOne Home's Boards, Committees and the newly formed Alameda County office of Homeless Care and Coordination. The process will focus on upholding the shared values of transparency, racial equity, community participation, and democratic process in the work to end homelessness.

Consultant/Facilitator:

A consultant is a necessary part of the process and the retreat planning group will select one. Leadership Board members should send recommendations to Jessie.

Who should attend:

All current Leadership Board members, CoC Committee members and Organizational Health members. EveryOne Home staff will attend most of the time, but there will likely be executive sessions. We will probably not get full attendance, but let's try to structure to get key participants there.

Sessions:

(This retreat will be online)

Session 1 -Late August

Length: 3 hours

(What is so) History, purpose, achievements, governmental mandate, situation analysis, partners.

Session 2 -Early September

Length: 3 hours or more

Scenarios and frameworks for the future. Possible different models that have advocates. Funding mechanisms, mission. Come out with a direction.

Session 3- Late September

Length: 3 hours

Review proposed changes in written form. Drafts provide prior to meeting. Vote on plan and direction and steps for implementation.

**COUNTY OF ALAMEDA
HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT
AMENDMENT NO. 2 TO CONTRACT NO. 18266
BY AND BETWEEN
TIDES CENTER AND
THE COUNTY OF ALAMEDA**

THIS AMENDMENT NO. 2, entered into on the 28th day of July, 2020, modifies the Procurement Contract (No. 18266), dated the 1st day of May, 2019 and amended January 7th, 2020, by and between the COUNTY OF ALAMEDA, a body corporate and politic of the State of California, hereinafter referred to as "COUNTY" and The Tides Center, a California non-profit corporation, hereinafter referred to as "CONTRACTOR", to provide Services to implement countywide plans to prevent and reduce homelessness, and carry out Continuum of Care support activities.

RECITALS

- A. The parties wish to increase the contract amount to allow Contractor to continue providing the services included in the scope of work.
- B. The parties wish to extend the contract term to ~~ensure the allow~~ Contractor ~~can~~ continue providing services as described and assigned in the ~~through the end of the~~ current HUD Continuum of Care Planning grant, which ends term ~~(April 30, 2021)~~.
- C. The County recently received expected city revenues, enabling County to add the complete funding for this scope of work.
- D. City funding for this scope of work recently became available when the cities of Alameda, Berkeley, Fremont, Hayward, Livermore, Oakland, Pleasanton, San Leandro, and Union City committed funds to be used for Contractor's services.

AGREEMENT

For valuable consideration, the receipt and sufficiency of which are hereby acknowledged, COUNTY and CONTRACTOR agree as follows with respect to Procurement Contract No. 18266 (the "Agreement"):

1. Page 1 is amended as follows:

Delete "The compensation payable to CONTRACTOR hereunder shall not exceed *One-million, seventy-five thousand, two-hundred-ninety-seven dollars (\$1,075,297)* for the term of this Agreement." and replace it with, "The compensation payable to CONTRACTOR hereunder shall not exceed *One-million, ~~seventy-eight-hundred-seventy-seventy-twelve-~~ thousand, ~~five-hundred-eighty-nine~~ dollars (\$1,~~777,589~~812,089)*, for the term of this Agreement."

2. Page 10, Paragraph 20, is amended as follows:

Delete "\$1,075,297" and replace it with "\$1,812,089".

3. Exhibit A-1 Definition of Services Amendment #1 is deleted and replaced with the attached Exhibit A-2 Definition of Services Amendment #2.
4. Exhibit B – Payment Terms Amendment #1 is deleted and replaced with the attached Exhibit B-2 Payment Terms Amendment #2.
5. Except for the above changes, the original Agreement remains in full force and effect.

[SIGNATURES FOLLOW ON THE NEXT PAGE]

IN WITNESS WHEREOF, the parties hereto have executed this Amendment No. 2 on the day first mentioned above.

COUNTY OF ALAMEDA

TIDES CENTER

By: _____
President
Board of Supervisors

By: Judith Hill

Chief Financial Officer

P.O. Box 29907
Address

San Francisco, CA 94129-0907
City, State & Zip Code

Approved as to form by:
Donna R. Ziegler, County Counsel

94 - 3213100
Tax Identification Number

By _____

Heather M. Littlejohn
Deputy County Counsel

By signing above, signatory warrants and represents that he/she executed this Amendment No. 2 to the Agreement in his/her authorized capacity and that by his/her signature on this Amendment No. 2 to the Agreement, he/she or the entity upon behalf of which he/she acted, executed this Amendment No. 2 to the Agreement.

EXHIBIT A-2
DEFINITION OF SERVICES – Amendment #2
Tides Center / EveryOne Home Contract
Scope of Work
July 1, 2020 - April 30, 2021

CONTRACTOR shall implement the Federal Housing and Urban Development (HUD) Continuum of Care (CoC) and Emergency Solutions Grant (ESG) Program requirements set forth per Interim Rule (24 CFR 578.7) and support an effective and compliant housing crisis response system that includes COUNTY and city employees, community-based organizations, people with lived experience of homelessness, and other stakeholders committed to preventing and ending homelessness in Alameda County, utilization of Federal Housing and Urban Development (HUD) Continuum of Care (CoC) and Emergency Solutions Grant (ESG) Program funding in accordance with requirements set forth per Interim Rule (24 CFR 578.7). CONTRACTOR shall convene the Alameda County Continuum of Care (CoC) in partnership with the COUNTY, city staff, community-based organizations, and other stakeholders committed to preventing and ending homelessness in Alameda County. A Continuum of Care (CoC) is a regional or local planning body that coordinates housing and services funding for homeless families and individuals. CoCs were created by HUD to streamline the HUD funding application process, encourage local coordination of housing and service providers, and to facilitate a more structural and strategic approach to housing and services for people experiencing homelessness. This includes the refinement and implementation of countywide plans to prevent and end homelessness.

CONTRACTOR shall provide staff support to the CoC Board (a seated body of stakeholders representing city and County funders, community-based organizations providing direct services, consumers, and representatives from other systems of care, which collectively serve as the CoC Board for the Oakland-Berkeley-Alameda County Continuum of Care) and other related sub-committees included in the EveryOne Home governance structure. In addition, CONTRACTOR has been designated by the CoC Board, as reflected in the CoC’s governance charter and the HUD planning grant as the CoC Lead agency for fulfilling the requirements of 24 CFR 576.7.

All services provided pursuant to this Agreement shall be implemented by the end of the contract term, April 30, 2021.

I. CONTRACTOR shall carry out the activities and produce the deliverables described below:

A. Coordinate the CoC Governing Board and associated boards, committees and workgroups as included in the HUD CoC Planning Grant.

Activity A1: Coordinate the CoC Board and related sub-committees to ensure compliance with Federal requirements, including the CoC Board’s roles, responsibilities, and oversight under HUD’s Interim Rule. Assist in the preparation and implementation of CoC Board materials.

Deliverables A1:

1. Convene the CoC Board monthly, with a minimum of 10 meetings per year. Develop an annual work plan and track progress. Review and adjust work plan as necessary.

Commented [WSC1]: FYI- This reference is incorrect- it doesn't point to actual regulation.

Commented [JS2]: We talked on Monday about returning some of the language from Amendment 1.

Commented [WSC3R2]: Actually, per our County Counsel, all of this language will stay intact from the last contract and only numbered activities reflecting services for the amendment term will be added below.

Commented [WSC4]: Item G in the amendment template

2. Convene additional committees and work groups as needed to complete activities in work plan.
3. Issue communications and provide updates and materials to the CoC Board, and schedule presentations as needed for the CoC Board to receive information and make informed policy decisions.
4. Provide a written summary to the COUNTY on a quarterly basis outlining how the CoC Board and CONTRACTOR staff helped meet HUD CoC obligations during the reporting period.

Commented [JS5]: Section II Contract Reporting and Exhibit B seems to say the same thing. Curious if there is an additional work to more specifically call out here?

Activity A2: Convene, facilitate and prepare materials for CoC membership meetings, open to all interested stakeholders in Alameda County, to promote the work of the CoC, to present policy issues needing advocacy, and to collect feedback on the priorities and activities of the CoC for the CoC Board. Provide staff support for scheduling and agenda setting.

Deliverable A2: Convene two (2) CoC membership meetings annually, open to all members of the public, as evidenced by meeting agendas and notes. Send out meeting notifications and marketing materials at least two (2) weeks in advance of each meeting.

Activity A3: Promote transparency, accountability, and stakeholder engagement in all CoC-related activities, to facilitate the sharing of information with and input from the community.

Deliverables A3:

1. Make available all dates, meeting locations, and drafts of meeting materials and agendas for all committee/subcommittee meetings by posting them on the EveryOne Home website and distributing to committee members, per the requirements stated in the Public Participation Policy adopted by the CoC Board in 2019 and included in the Governance Charter and posted on the EveryOne Home website.
2. All policies regarding public participation shall ensure accessibility for people currently experiencing homelessness.
3. All policy decisions and other items voted on in committees shall be documented and clearly posted on the EveryOne Home website, in addition to documentation of such actions in committee meeting minutes, and inclusion in the Housing Crisis Response System Manual.

Activity A4: Facilitate the HUD-required annual review, revision, and approval of the Continuum of Care Governance Charter by the end of 2020. This will include convening stakeholders including the EveryOne Home Leadership Board, Continuum of Care Board, and Organizational Health Committees as well as County Partners to undertake a robust community decision-making process aimed at clarifying the ongoing and future roles and distinctions between EveryOne Home, its boards and committees, and the COUNTY Office of Homeless Care and Coordination.

The community process will focus on upholding the shared values of transparency, racial equity, community participation, and democratic process in the work to end homelessness. Any proposed changes to the governance charter shall be reviewed and agreed upon by the cities of Oakland and Berkeley, and County funders, in addition to the Leadership Board.

Commented [JS6]: This is the language I mentioned about including a community process to clarify governance. I added the shared values that we've been talking about: transparency, etc.

Commented [WSC7R6]: LANGUAGE INSERTED INTO AMDMT 2, BUT WITH MODIFICATION

Deliverable A4: EveryOne Home staff, or a third-party subcontractor, will shall document the community process and decisions, develop Governance Charter drafts for review by stakeholders, and present the revised Governance Charter to the CoC Board for adoption, the Leadership Board for approval and ratification by the CoC membership annually.

- B. **Facilitate planning and provide staff support to CoC Board policy-setting activities for Alameda County's Coordinated Entry System (CES) that complies with all requirements established by HUD, as well as with State and local funding requirements. Coordinated Entry is a process developed to ensure that all people experiencing a housing crisis have fair and equal access and are quickly identified, assessed for, referred, and connected to housing and assistance based on their strengths and needs. See HUD Interim Rule and Notice CPD-17-01.**

Commented [WSC8]: Item H in amendment template

Activity B1: Convene system-wide stakeholders for coordinated planning and policy-setting activities for Alameda County's Coordinated Entry System in partnership with the CoC designated CES Management Entity. Ensure consultation and coordination on behalf of the CoC Board and a diverse racial and/or ethnic background, age, professional field, and housing status set of stakeholders in the development of systemwide policies. Facilitate planning and coordination support for cross-sector collaboration to increase alignment across homeless assistance programs and mainstream systems that deliver services to people experiencing homelessness.

Commented [WSC9]: LANGUAGE ADDED TO AMENDMENT

Deliverables B1:

1. Convene the System Coordination Committee monthly, with a minimum of 10 meetings per year, with appropriate representation from users of the CES, CoC Committee, County and City departments, non-profit service providers, community-wide partners, people with lived experience, and experts in housing crisis systems or related expertise.
2. Develop an annual work plan and track progress. Review and adjust work plan as necessary.
3. Convene additional committees and work groups as needed to complete activities in work plan.
4. Issue communications and provide updates and materials as needed for the committee to make informed policy decisions.

Activity B2: Provide staff support--including data and policy analysis--to the CoC Board in its monitoring and evaluation of policies, operations, and performance of the CES to determine if it's consistent with approved principles, policies, and standards; fair and transparent; racially and ethnically equitable; compliant with funding regulations; and meeting performance benchmarks.

Commented [WSC10]: LANGUAGE ADDED TO AMENDMENT

Deliverables B2:

1. Provide staff support to the System Coordination Committee to conduct an annual CES evaluation, as required by HUD.
2. Provide staff support to the System Coordination Committee to regularly review CES policies and CES monitoring reports submitted by the CES Management Entity.
3. Publish all policies, monitoring reports, and evaluations for public use via the EveryOne Home website.

Commented [JS11]: I'm not sure I understand what this means. Is it saying that EOH would perform the annual evaluation?

Commented [WSC12R11]: The CES Evaluation is the responsibility of the CoC- they would decide the evaluation entity, correct?

Commented [JS13]: Happy to do this. And, how is this different from the Activity and Deliverables associated with A3?

Commented [WSC14R13]: In past contracts, CoC Committee activities and SCC activities were kept separate (SCC work has historically been discussed in a separate CES section, which is how it's laid out here). Your proposed changes to A then create some redundancy if A is no longer solely focused on CoC Board.

C. **Facilitate the CoC Board's Role in Designating and Operating a Homeless Management Information System (HMIS).**

Commented [WSC15]: ITEM I IN AMENDMENT TEMPLATE

Activity C1: Provide staff support to the CoC Board and its HMIS Oversight Sub-Committee to fulfill their HUD regulatory responsibilities. The CoC Board is responsible for designating and evaluating the HMIS Lead and making decisions about HMIS management and administration including but not limited to ensuring participation of provider agencies, evaluating HMIS performance for compliance and functionality, analyzing existing HMIS policies and procedures and any changes recommended by the HMIS Lead, building capacity of the system to evaluate performance, collecting client and system level data, implementing and maintaining effective information systems, and using data for strategic decision-making.

Deliverables C1:

1. Provide staff support to the CoC Board to ensure compliant HMIS policies including data quality, security, participation and customization, as well as all other requirements articulated in HUD regulations and formal guidance related to local HMIS management and performance.
2. Work collaboratively and support implementing the recommendations for updating and improving HMIS management and performance based on the HUD HMIS Technical Assistance report prepared by ICF ('*Alameda County Housing and Community Development Homeless Management Information System Assessment*').
3. In partnership with the designated HMIS Lead, collaborate and support the design and modification of HMIS configuration to meet program reporting and system analysis needs.

Commented [JS16]: I changed the formatting because this looks like C1.1, is that right?

Commented [WSC17R16]: Don't worry about formatting- it all gets 'scrubbed' after it finishes multiple levels of review

4. In partnership with the HMIS Lead, convene and provide staff support to the HMIS Oversight Subcommittee including facilitating review of data quality reports, ensuring compliance with Federal requirements, and providing staff support to the CoC Board so that it may conduct an annual review of the HMIS's performance and functionality.

D. **Facilitate System Planning and Continuous Quality Improvement.**

Commented [WSC18]: ITEM J IN AMENDMENT TEMPLATE

Activity D1: Coordinate the work of the Results Based Accountability Committee in monitoring and reporting system performance, including racial equity.

Commented [WSC19]: LANGUAGE ADDED TO AMENDMENT

Deliverables D1:

1. Convene and provide staff support to the Results Based Accountability Committee and related working groups, with a minimum of quarterly meetings as evidenced by meeting agenda and notes posted on the website.
2. Provide administrative and technical support to the Results Based Accountability Committee in developing its annual work plan.

Activity D2: Through the Results Based Accountability Committee and other committees/work groups as needed, recommend broad adoption of performance targets for CoC and ESG funded projects throughout the Housing Crisis Response System. Advance racial equity by disaggregating data by race and identifying disparities. Promote continuous quality improvement of the Housing Crisis Response System.

Commented [WSC20]: LANG. ADDED TO AMENDMENT

Deliverables D2:

1. Establish, evaluate and update performance targets for CoC and ESG funded projects.
2. Using the System Performance Measures approved by the Leadership Board in December 2017, publish system performance data ("Practitioner's Scorecard") on the EveryOne Home website. Update the Practitioner's Scorecard quarterly, within 90 days of each quarter.
2. Develop other summaries and presentations to report key metrics that are tied to the Results Based Accountability Framework, Racial Equity Impact Analysis, and HUD-mandated system performance measures.
3. Through the RBA Committee, develop and update a public facing dashboard on the EveryOne Home website to track progress on efforts to end homelessness. Update the dashboard quarterly, within 90 days of each quarter.
- 3.4. Present this information to local government leaders (including leaders of government agencies and elected officials) as requested, and to community stakeholders that may be convened by

Commented [WSC21]: LANGUAGE ADDED TO AMENDMENT

CONTRACTOR or by other local governments or community organizations, as requested.

Commented [WSC22]: LANGUAGE ADDED TO AMENDMENT

Activity D3: CONTRACTOR shall provide staff support to the planning efforts for the 2021 EveryOne Counts! Point in Time (PIT) Count required by HUD, coordinating with COUNTY through a CoC Board convened workgroup that jointly oversees the following third-party entities that will be selected by the CoC Board and COUNTY, and retained by COUNTY: 1) project management consultant and 2) research firm conducting the data analysis and evaluation of PIT Count results.

Commented [WSC23]: INSERTIONS ACCEPTED INTO AMENDMENT

The 2020 PIT Count activities and final report will retain the EveryOne Counts! Branding and will be released by the Continuum of Care Board.

CONTRACTOR shall manage all volunteer recruitment services and volunteer location assignments.

Deliverable D3:

- a) Completion of the 2021 PIT Count with a sufficient number of volunteers and clear volunteer location assignments.
- b) Third-party entity conducting data analysis and evaluation certifies that it has what is needed to produce a complete and comprehensive final PIT Count report, titled EveryOne Counts!,-
- c) Support the Continuum of Care Board in reviewing, formally approving, and publicly releasing the EveryOne Counts! Point In Time Count results in the form of a summary infographic and final report.

Commented [WSC24]: This deliverable would likely fall outside of the contract term which is why it wasn't originally included...

Activity D4: Conduct analytical and planning activities to evaluate the performance of the Housing Crisis Response System in meeting the needs of homeless individuals and families. ~~Include strategies to reduce and end homelessness in Alameda County by using System Models to assess existing programs and provide a gaps analysis in housing and homeless services, including for HUD priority populations (chronically homeless; veterans; transitional age youth; and domestic violence survivors).~~

Deliverable D4:

- ~~1.~~ Develop systems models that reflect a racial equity impact analysis, and which become the basis for an annual gap analysis. The report documenting the system models and racial equity impact analysis shall be published no later than July-August 31, 2020 and shall include at a minimum the elements described below.

Commented [WSC25]: CHANGE ACCEPTED

- 1. The report shall use data available from both HMIS, the Point-In-Time (PIT) Count of individuals and families experiencing homelessness, and the Housing Inventory Chart (HIC) of housing programs to describe the numbers, demographic characteristics, and the needs of persons who are served by the Housing Crisis Response System and in programs that provide housing assistance to people experiencing homelessness. The

racial equity impact analysis will identify disparities in the homeless population and outcomes; will include first-hand qualitative data from people in affected groups that are currently or formerly experiencing homelessness; and the findings that shaped the system modeling recommendations. This report will summarize the current capacity and gaps (e.g. housing units, beds, program capacity) in the system for priority populations.

2. CONTACTOR shall provide annual progress reports to the CoC Board, Leadership Board, and other relevant committees on the system modeling design implementation.

Commented [JS26]: Activity of D4 in the 1st Amendment seems to fit here.

Activity D5: Project Monitoring – Under HUD’s Interim Rule [24 CFR 578.7(a)(7)] CoCs must perform certain monitoring and evaluation functions of recipients and subrecipients of CoC and ESG funds. This responsibility is broadly defined but includes “monitor recipient and subrecipient performance, evaluate outcomes, and take action against poor performers²².” For programs that receive funding from local government agencies in addition to funding under the ESG and/or CoC grant programs, joint project monitoring activities will be coordinated with local government agencies.

Deliverable D5: CONTRACTOR shall coordinate with COUNTY and ESG subrecipients to establish develop and implement a collaborative monitoring and implementation plan for projects that receive CoC or ESG funding. Monitoring will focus on program performance and client satisfaction. The CoC Board, COUNTY, and the cities of Oakland and Berkeley will shall give final approval that the monitoring and implementation plan meets community needs and complies with HUD requirements. The COUNTY shall retain any third-party subcontracts to support carrying out this joint process. Should the CoC Board decide to use a third-party contractor to develop or implement the monitoring plan, this party will be retained by the COUNTY using funds redirected from the CONTRACTOR’s Monitoring Activity budget.

Commented [WSC27]: We agreed to a joint monitoring process (not to be completed solely by EOH), so while EOH might be involved in some of the staff functions (e.g. client satisfaction & RBA/perf. monitoring), the funders agreed that additional capacity/resources to conduct the monitoring was needed. We propose splitting the amount since it’s also unlikely that 60% of an EOH staff position is required for its portion.

- E. **Prepare ~~portions of~~ the Application for CoC Program Funds for submission to HUD and ensure the submission of the CoC application meets all HUD requirements:**

Commented [WSC28]: ITEM K IN AMENDMENT TEMPLATE

Activity E1: CONTRACTOR shall provide staff support to the planning efforts for the 2020 HUD CoC Program Competition, coordinating with COUNTY through a CoC Board convened workgroup that jointly oversees a third-party entity that is selected by the CoC Board and COUNTY, and retained by COUNTY to provide project management.

Commented [WSC29]: LANGUAGE ACCEPTED

Deliverable E1: In coordination with COUNTY, ensure timely submission of the 2020 Consolidated Application with the local rating and ranking list.

Activity E2: Upon HUD’s release of the Notice of Funding Availability (NOFA) for the CoC Program Competition, provide analysis of the NOFA, scoring feedback, and other guidance on HUD's funding priorities.

Commented [WSC30]: LANGUAGE ACCEPTED

Through the work of a third-party entity selected by the Continuum of Care Board and COUNTY, and retained by COUNTY: support the recruitment, seating and convening of the NOFA subcommittee and appeals panel, non-conflicted groups whose membership will meet the criteria delineated in the Governance Charter; support the development and refinement of the local application and scoring criteria, hold bidders conference(s), and manage FAQs from applicants. Score objective elements of the application and support the NOFA subcommittee and appeals process as needed; issue the local rating and ranking list and collaborate with Alameda County HCD to manage the submission of the Consolidated Application.

Deliverables E2:

- a) Solicit feedback from applicants/grantees through a 2020 NOFA Satisfaction Survey and provide survey results to the HUD CoC Committee and COUNTY.
- b) Support any third-party consultants retained by COUNTY (by providing requested data, documents, and other information) to assess the 2020 NOFA process and recommend improvements. Provide support to third-party consultant by helping organize and promote a community meeting to debrief the 2020 NOFA process and accept feedback from applicants / grantees and other stakeholders.
- c) Within 60 days after Alameda County receives information from HUD regarding the CoC Program Competition score, CONTRACTOR shall provide analysis and written recommendations to the CoC Board and stakeholders regarding strategies for improving the overall score.

F. Collaborate regularly with COUNTY and local government funders to coordinate and strategize efforts, ensure ongoing communication, conduct joint problem solving and participate in system building.

Commented [WSC31]: ITEM L IN AMENDMENT TEMPLATE

Activity F1: CONTRACTOR shall participate in ongoing budget and services planning with COUNTY for the CoC’s Homeless Housing, Assistance and Prevention (HHAP) funding allocation, and any other federal, state, or local funding that requires CoC collaboration.

Deliverables F1: In coordination with COUNTY, ensure that the CoC’s HHAP funds are fully allocated and adhering to State guidelines, and that funding allocations are aligned with System Modeling recommendations, Racial Equity Impact Analysis findings, COUNTY funding plans, and CES capacity-building needs.

Commented [WSC32]: LANGUAGE ADDED TO AMENDMENT

II. Contract Reporting, including CoC Committee Reporting.

- a) Provide a quarterly progress report documenting contract activities and describing progress made on implementation of the 2020/2021 scope of work.

- b) Reports shall be in a form approved by the COUNTY. Deadlines for reports or items in Scope of Work may be extended or changed with approval by the COUNTY Housing Director or designee.
- c) Provide required reporting on the HUD CoC Planning Grant for the Annual Performance Report (APR) submission to HUD within 75 days of the grant close.
- d) For all committees supported by CONTRACTOR, post annual work plans and a point of contact for each committee on the EveryOne Home website on an ongoing basis.
- e) For all committees, timely summaries of decisions, recommendations, or actions taken shall be posted on the EveryOne Home website within five (5) business days after a meeting. These may be in the form of draft minutes, subject to review and ratification at the next regularly scheduled meeting of the committee.

II. CONTRACTOR PROJECT TEAM will consist of the following Key Personnel, as applicable during the contract term:

Elaine de Coligny Executive Director, EveryOne Home

- a) CONTRACTOR agrees that it shall not transfer or reassign the individuals identified above as Key Personnel or substitute subcontractors without the express written agreement of COUNTY, which agreement shall not be unreasonably withheld. Should such individual or individuals in the employ of CONTRACTOR no longer be employed by CONTRACTOR during the term of this Agreement, CONTRACTOR shall make a good faith effort to present to COUNTY an individual with greater or equal qualifications as a replacement subject to COUNTY'S approval, which approval shall not be unreasonably withheld.
- b) The approval of COUNTY to a requested change shall not release CONTRACTOR from its obligations under this Agreement.

EXHIBIT B
PAYMENT TERMS – Amendment #2
(July 1st, 2020 – April 30th, 2021)

1. CONTRACTOR shall submit invoices in a format approved by COUNTY not less than quarterly and not more frequently than monthly.
2. COUNTY shall pay CONTRACTOR not more frequently than monthly, within forty-five (45) days upon receipt of complete and accurate invoice, reports, and any other backup documentation as requested.
3. The budget, and invoices against the budget shall be approved by the COUNTY Housing Director, or her designee. Any budget amendments shall be made not later than 60 days before the end of the contract period, requires approval in advance of expenditures, and may require HUD approval depending on the requested change.
4. CONTRACTOR shall invoice COUNTY a one-time payment of \$93,013 for work performed to date under deliverable D4.
5. CONTRACTOR shall pay staff for mileage reimbursement of local travel at the IRS rate current as of the time of travel, within the limits of the approved budget. CONTRACTOR shall pay staff for food reimbursement according to COUNTY per diem policies.
6. Invoices including requested reimbursement for HUD CoC FY18 Planning Grant funds must be received no later than 45 days after the end of the grant period (June 15th, 2021).
7. The COUNTY liaison for all matters concerning this contract, including approval of budget, invoices, and reports shall be the COUNTY Housing Director (Director of Housing and Community Development, Community Development Agency) or her designee.
8. New funds added under this Contract Amendment shall not exceed ~~\$7032,292736,792~~. Total payment under the terms of this Agreement will not exceed the total amount of *one-million, ~~seventy-eight-hundred-seventy-seven~~twelve-thousand, ~~five-hundred-eighty-nine~~ dollars* (\$1,~~777807,589~~812,089). This cost includes all taxes and all other charges.
9. Housing and Urban Development (HUD) Continuum of Care grant funding included in this contract requires 25% matching funds. COUNTY general funds used to fund other third-party contracts related to activities identified in Exhibit A will serve as the 25% match requirement.
10. The final invoice shall be for an amount not to exceed the remaining balance of the contract. **The final invoice and accompanying reports must be received no later than June 15, 2021.**

| | | | - Available Contract Funds: \$7602,292 | - HUD CoC FY18 Planning Grant \$517,676 | County Contributions \$1591,603 | City Revenue Collected \$93,013 |
|---|--|-------------------|--|---|---------------------------------|---------------------------------|
| Coordination Activities (#A1-A3; B1-B2; C1; F1) | CoC Governing Board | Staffing Expenses | \$ _____ | - | - | - |
| | Coordination, HMIS Oversight; HHAP | Operations | \$ _____ | - | - | - |
| | Collaboration | TOTAL | \$ 360,400 | \$ 360,400 | - | - |
| Evaluation (#D1, D2, D4, D5) | System Planning & CQI (incl. System Modeling) | Staffing Expenses | \$ _____ | - | - | - |
| | | Operations | \$ _____ | - | - | - |
| | | TOTAL | \$ 128,585 | \$ 35,572 | - | \$ 93,013 |
| Monitoring (#D5) | CQI, Performance Monitoring, Client Satisfaction | Staffing Expenses | \$ _____ | \$ _____ | \$ _____ | |
| | | Operations | \$ _____ | \$ _____ | \$ _____ | |
| | | TOTAL | \$ 60,000 | \$ _____ | \$ 60,000 | |
| CoC Application Activities (#E1, E2) | NOFA Application | Staffing Expenses | \$ _____ | - | - | - |
| | | Operations | \$ _____ | - | - | - |
| | | TOTAL | \$ 61,704 | \$ 61,704 | - | - |
| HUD Compliance (#D3) | PIT Count | Staffing Expenses | \$ _____ | - | - | - |
| | | Operations | \$ _____ | - | - | - |
| | | TOTAL | \$ 60,000 | \$ 60,000 | \$ _____ | - |
| Direct Cost Total | - | - | \$ 66110,689 | \$ 517,676 | \$ 51,000 | \$ 93,013 |
| Admin Fees (15%) | | Tides Fees | \$ 91,603 | \$ 100,603 | \$ 91,603 | \$ 100,603 |
| Contract Total | - | - | \$ 762,292 | \$ 517,676 | \$ 91,603 | \$ 151,603 |

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Commented [JS33]: This \$60k was removed from the county's contribution for anticipated subcontracting. However, the Planning Grant assigns this work to EveryOne Home, the monitoring report provided by Katharine Gale opened up non-"compliance" areas of monitoring that may be appropriate for EOH to complete, namely performance monitoring and a client satisfaction survey. Lastly, monitoring decisions, per HUD guidelines, are to be made by the CoC Board.

Commented [WSC34R33]: REVISED BUDGET TEMPLATE SENT AS SEPARATE ATTACHMENT

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Home Together Plan:

Local Solutions for Homelessness



acgov

Alameda County's plan to guide support a robust and efficient strategic response to homelessness across the county.

Home Together Plan: Local Solutions for Homelessness

Contents

| | |
|--------------------------|----|
| Cover Letter | 3 |
| The Challenge | 5 |
| Building the Plan | 7 |
| How the Plan Works | 8 |
| Next Steps | 10 |



For more information or to offer feedback:

homelessness.**acgov.org**

Contact: **hometogether@acgov.org**

July 2020

Re: The Alameda County “Home Together Plan”

Dear Neighbors:

It’s time for us to come together and make sure everyone in Alameda County has a safe and healthy home. The solutions are within our reach.

For well over a year now, homeless service providers, the County of Alameda and scores of interested residents have been working collaboratively to better understand our homelessness crisis, engage the community around ways to solve the crisis and build a plan to deliver a comprehensive set of solutions.

In July, the County Board of Supervisors will review and consider approving this plan, the “Home Together” plan that sets forth a set of evidence-based strategies that offer solutions to homelessness in Alameda County. The “Plan” will be funded by new revenues that become available in the coming years.

The Process

The year-long effort to develop the Home Together Plan has included a diverse set of stakeholders, including Alameda County’s Office of Homeless Care and Coordination, EveryOne Home, regional organizations, city staff and elected officials, housing and service providers, and additional agencies from across the county. Input was collected from hundreds of residents and stakeholders gathered at public meetings with Alameda County Supervisors, at meetings with homeless service providers, and in discussion with elected officials throughout the county.

The Plan

To effectively address Alameda County’s homelessness crisis, the following strategies are endorsed in the Home Together plan:

- ▶ Increase housing outcomes by offering housing placement assistance, gap funding for affordable housing rents, permanent supportive housing operations and services, ongoing housing support and connected services that help people such as seniors and people with disabilities on fixed incomes to stabilize and retain their housing.
- ▶ Invest in targeted prevention including necessary mental health resources, substance use treatment, and rental assistance for our lowest income and most vulnerable residents to keep people from losing their housing.
- ▶ Expand shelter and street-based assistance, including access to mobile health services for homeless families and other populations experiencing homelessness.
- ▶ Build capacity among service providers to deliver high quality, responsive services including care coordination, navigation services and housing location for people seeking shelter and housing; additional beds and services in shelters and navigation centers, and increased street-based and mobile services for people in encampments and living in vehicles—including hygiene, sanitation and health checks.
- ▶ Support a streamlined system with shared goals and measures, and that enhances data capacity and ensures coordination and accountability.

- ▶ Improve vocational options by supporting the development and expansion of job training programs, employment services and upward mobility programs through community colleges and community-based organizations to provide opportunities for people with lived experience of homelessness. Provide counseling, advocacy, and caregiving skills; and convene a consortium of service providers and consumers to track training opportunities as well as performance improvement of training programs.

Who will this plan help?

These local solutions to homelessness will serve a broad range of Alameda County residents at risk of and currently experiencing homelessness, including:

- ▶ Families and individuals with jobs who have housing but need help to keep it
- ▶ People living on the street (in tents or vehicles) and in shelters who need assistance getting back into housing
- ▶ Transition-aged youth
- ▶ Veterans
- ▶ Seniors and people with disabilities on fixed incomes
- ▶ Those most at risk of becoming homeless

Why now?

Solving homelessness is a racial and social justice issue. Research shows that homelessness disproportionately impacts people of color. In Alameda County African Americans and Native Americans experience homelessness at a rate 4 times higher than in Alameda County's general population.

Each night over 8,000 people experience homelessness in Alameda County. This is double the number of individuals experiencing homelessness in Alameda County in 2015. Data from the 2019 Point in Time Count shows that, for every person exiting homelessness in Alameda County, three more become homeless. Multiple factors impact an individual's ability to get and keep housing. Data from the 2019 Annual Homeless Assessment Report analyzing the primary event or condition that led current homelessness among those surveyed showed that 31% cited economic factors such as job loss (13%), eviction or foreclosure (9%), and rent increase (9%). Over one-fifth (22%) cited behavioral health issues such as mental health (12%) and substance use (10%).

We are in a crisis and we must act now. Please read on to learn more about the Home Together Plan and the steps we are taking to eradicate homelessness in Alameda County.

Home Together Plan Community Committee Members

- ▶ **Jaime Almanza**, *Bay Area Community Services*
- ▶ **Gloria Bruce**, *EBHO*
- ▶ **Sharon Cornu**, *St. Mary's Center*
- ▶ **Elaine de Coligny**, *EveryOne Home*
- ▶ **Margot Kushel**, *MD*
- ▶ **Tomiquia Moss**, *All Home*
- ▶ **Liz Varela**, *Building Futures for Women and Children*
- ▶ **Vivian Wan**, *ABODE*
- ▶ **Carol Wilkins**, *Policy Consultant*
- ▶ **Morris Moe Wright**, *BBI Construction*

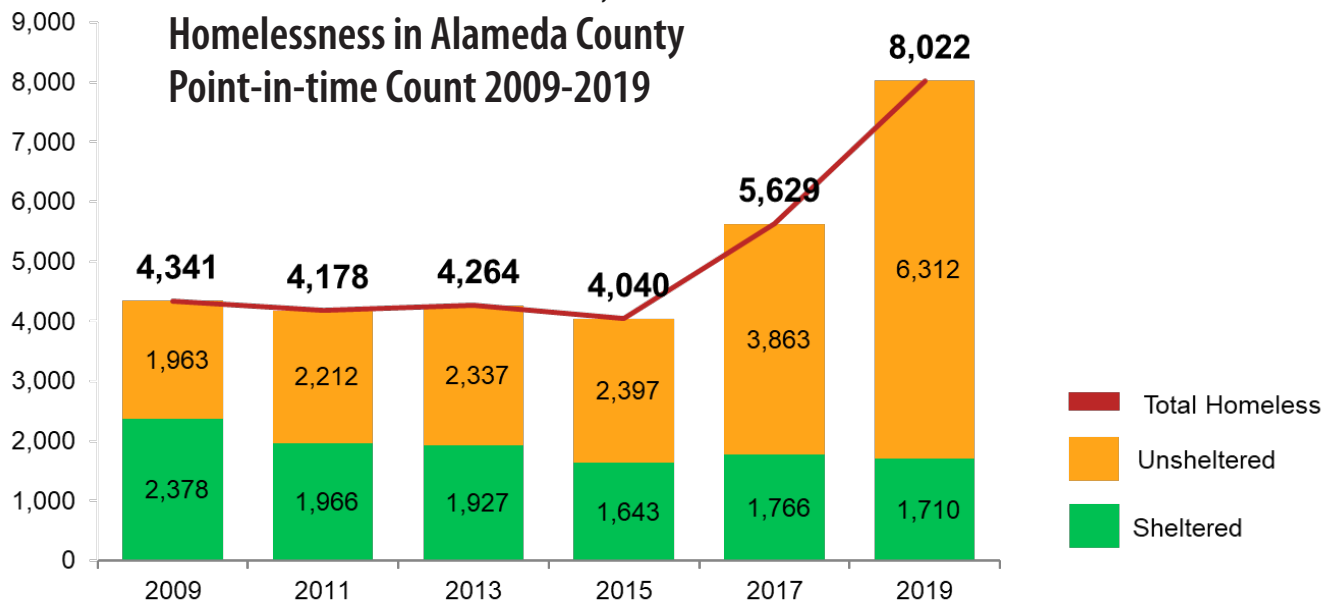
Sincerely,

Kerry Abbott
Alameda County HCSA

The Challenge

Homelessness has increased dramatically over the past few years in Alameda County.

The following two charts demonstrate the alarming reality of this increase. We have to act now to create pathways out of homeless and to help prevent homelessness among people at risk of losing their housing.

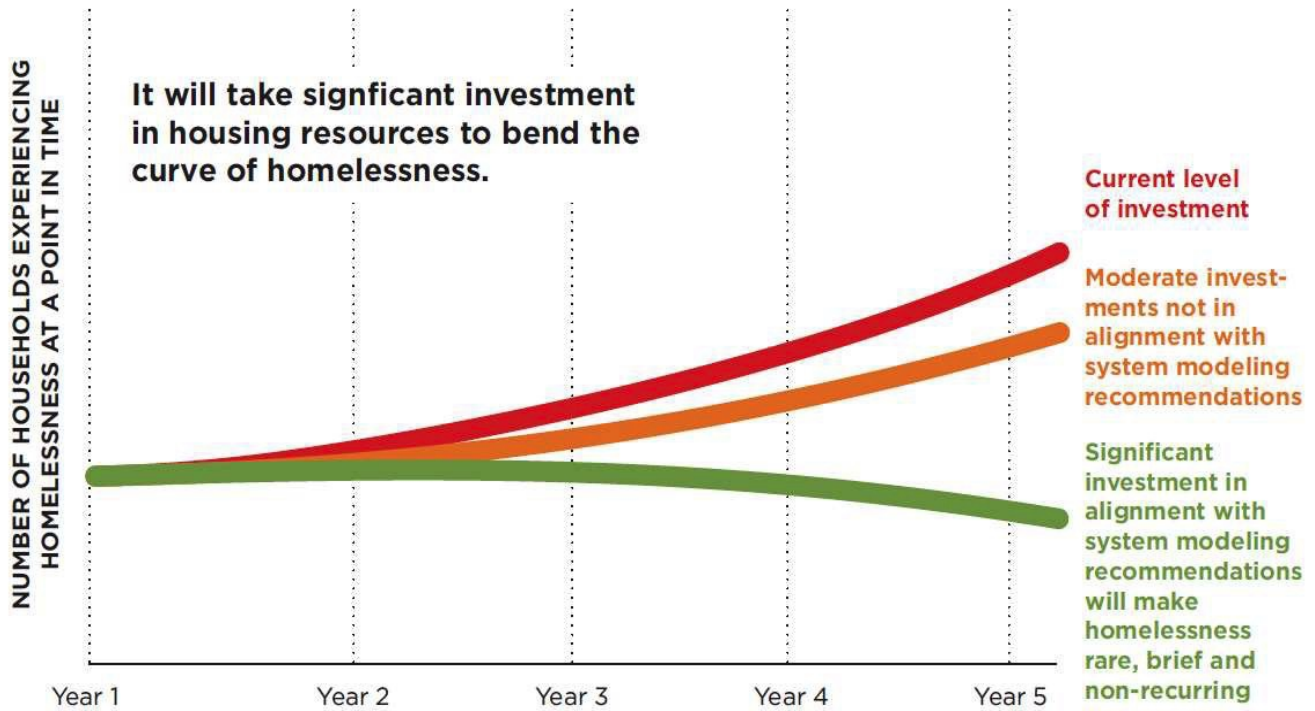


Alameda County's homeless population is growing at a rate that far outpaces the number of people exiting homelessness and returning to housing. If this trend is not interrupted, rates of homelessness will continue to grow.



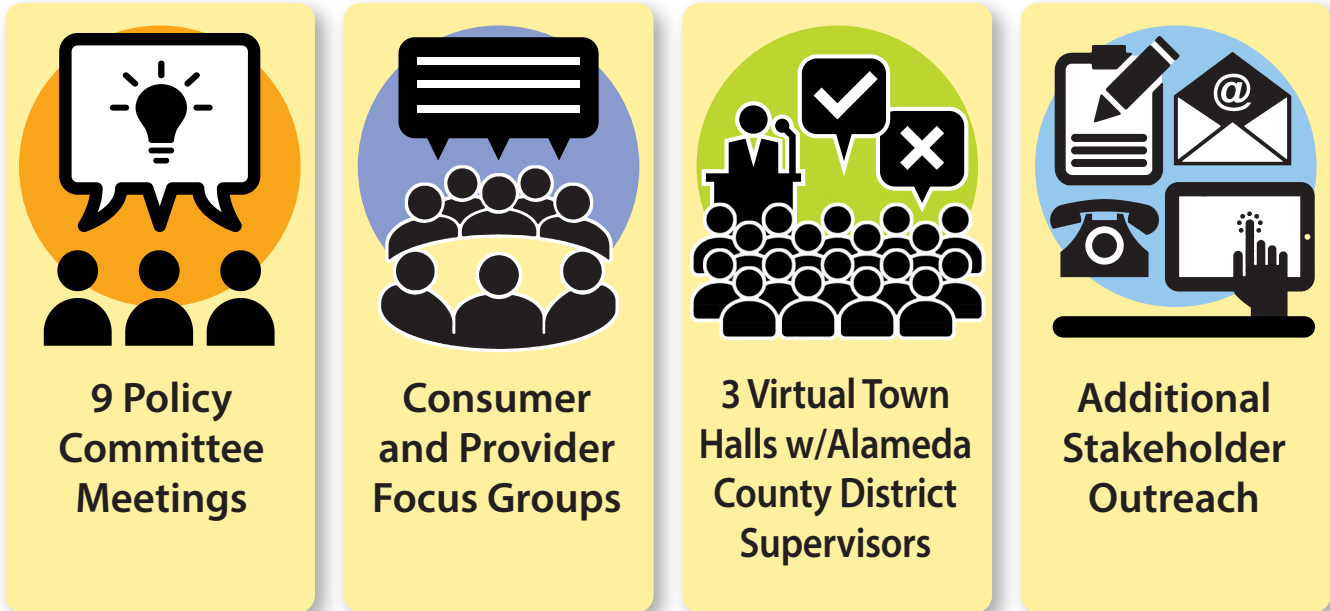
Sources: HUD System Performance Measures, 2017; Point-in-time Count 2017; HMIS Annual Performance Report Data, 2017. Values have been rounded to the nearest hundred.

A recent in-depth analysis of homeless systems and resources shows that current funding, existing programs and systems to address homelessness are inadequate to meet the growing need for services, shelter and coordinated efforts to keep families and individuals from becoming homeless in Alameda County.



Building the Plan

Stakeholder Outreach and Community Outreach



Thousands of comments, survey responses, town hall questions and other pieces of feedback were weighed in creating this plan.

A Collaborative Approach

- ▶ A comprehensive policy committee met nine times to build the Home Together Plan.
- ▶ County Supervisors helped lead “town halls” for residents across the county to provide information about the plan, take questions and get input.
- ▶ An online survey secured hundreds of other pieces of feedback to help build the plan.

The result? A community-built, comprehensive plan to help end homelessness in our county.

How the Plan Works

Why is this needed?

Finding solutions to homelessness is a top priority for Alameda County residents. In our county over 8,000 people experience homelessness every night, and current resources are not enough to end homelessness. Alameda County is in need of more affordable housing to keep families and individuals from becoming homeless.



Revenue dedicated to support local solutions to homelessness included in the Home Together Plan should be spent in alignment with the following principals:

- ▶ Prioritize housing and interventions that end homelessness.
- ▶ Promote racial equity, informed by lived experience.
- ▶ Encourage regional/countywide approaches.
- ▶ Use data and evaluation to ensure accountability and efficacy.
- ▶ Build on existing infrastructure and planning efforts.

Strategies included in the Home Together Plan will be informed by recommendations from the recently completed robust assessment of the county's systems for addressing homelessness. The findings and recommendations from this assessment provide a path to address the severe homelessness problems that our county faces, and offers guidance on critical investments to allow the system to operate effectively.

It is important to recognize that there are multiple ways to support people to move out of homelessness, and it is critical that our resources are matched to the needs of individuals and families within Alameda County.

How will it help?

This plan will help people who are at risk of homelessness stay in their homes, and it will help people who are currently experiencing homelessness return to stable housing through several strategies:

- ▶ **Increase housing**, including rent subsidies and connected services that help people such as seniors and people with disabilities on fixed incomes to stabilize and retain their housing.
- ▶ **Invest in prevention** including necessary mental health resources for veterans and other residents that will help keep people from losing their housing.
- ▶ **Expand shelter and street-based assistance**, including access to healthcare services for homeless children and families and other populations experiencing homelessness.
- ▶ **Build capacity among service providers.**
- ▶ **Support a streamlined system** with shared goals and measures.



Who will it serve?

This plan will serve families and individuals with jobs who have housing but need help to keep it, people living in shelters and those living on the street (in tents or vehicles) who need assistance getting back into housing. This includes serving:

- ▶ Veterans
- ▶ Transition-aged youth
- ▶ Those most at risk of becoming homeless
- ▶ Seniors and people with disabilities on fixed incomes

More than 80% of people experiencing homelessness in Alameda County lived here before becoming homeless, and the ongoing housing affordability crisis has fueled the challenge of staying housed.

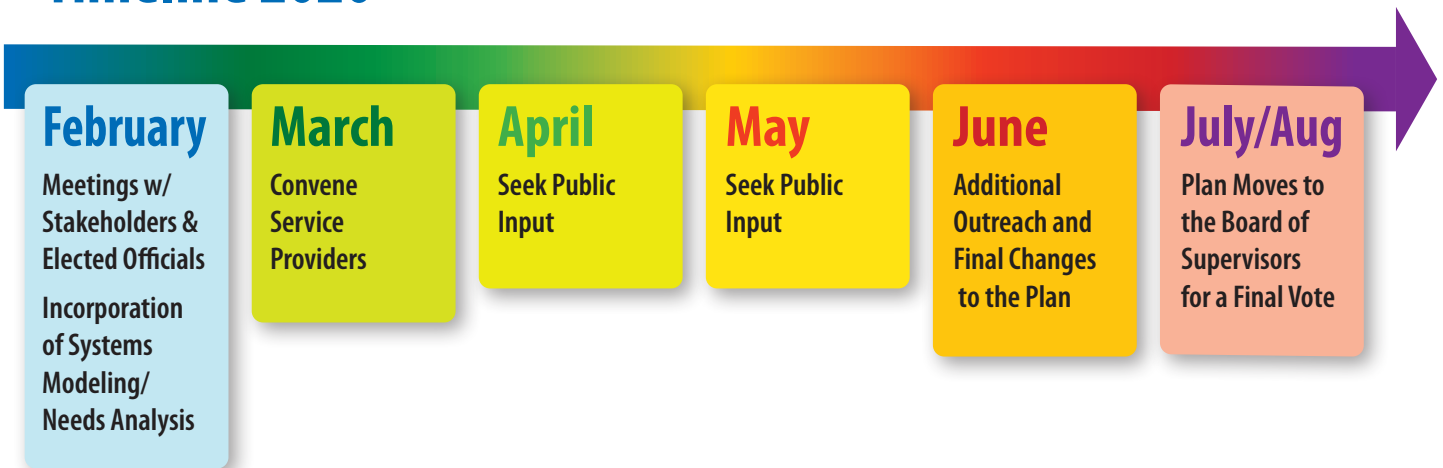
Accountability

A Planning and Advisory Committee (PAC) will provide oversight and strategic recommendations to the County's Office of Homeless Care and Coordination. The PAC will include members with lived experience and policy expertise, and diverse representatives from Supervisorial districts, Cities, County departments, the Continuum of Care, non-profit providers, health care partners, and affordable housing developers or local businesses.

Next Steps

No final decisions have been made on the Home Together Plan. In July the Alameda County Board of Supervisors will review the plan and decide whether to approve it. The timeline below shows the arc of work on this project in 2020.

Timeline 2020



Questions?

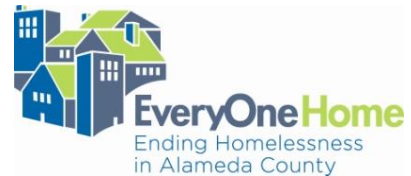


For more information or to offer feedback:

homelessness.[acgov.org](https://homelessness.acgov.org)

Contact: hometogether@acgov.org

MEMORANDUM



To: Leadership Board

From: Ja'Nai Aubry, Director of CoC Strategies on behalf of the HUD CoC Committee

Date: July 24, 2020

Re: HUD CoC and HMIS Applicant Selection Process

On June 16, 2020, the HUD CoC committee nominated Doug Biggs (HUD CoC Chair) and Andrew Wicker (HMIS co-Chair) to act as the committee's nominating workgroup to review applications and recommend an applicant for the vacant HUD CoC and HMIS committee seats. The committee unanimously voted to **prioritize applicants with lived experience of homelessness and/or that identified as Black, Indigenous or a person of color**. In addition, the committee decided that an applicant with interest in serving on both the HUD CoC and HMIS committee would be an ideal candidate but that this would not be a requirement or bar to selection.

Due to the high volume of applications, Doug Biggs and Andrew Wicker returned to the HUD CoC committee to request additional time and guidance on selection criteria. On July 21, 2020, the HUD CoC committee provided additional guidance including **prioritizing applicants that do not currently serve on an EveryOne Home committee and whose organizations do not currently participate in coordinated entry (i.e. organizations from parallel systems such as domestic violence, veterans, etc.)**. In addition, the HUD CoC committee agreed to open the nominating workgroup to additional members from the HUD CoC committee and Leadership Board. The nominating committee will be tasked with reviewing applications and recommending an applicant(s) for the HUD CoC and HMIS committee vacancies. The HUD CoC committee will vote and select a candidate(s) during its next meeting on Tuesday, August 18th.

2020 HUD COC and HMIS Applicants

| Applicant Name | Organization or Affiliation | Lived Experience | Black, Indigenous or POC | Conflicted | Applied for HUD CoC | Applied for HMIS | Applied for Both Committees | |
|--|-----------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--|
| Jessica Redditt | Bay Area Legal Aid | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <i>*Jessica is open to serving on either HUD CoC or HMIS but not both.</i> |
| Vivian Flaherty | Unknown | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <i>*It's unknown if Vivian is conflicted. Emailed Vivian regarding organization/ affiliation and interest in serving on HUD CoC.</i> |
| Connie Green | BOSS | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| Katie Martin | Leadership Board | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Deepti Warriar | SAVE (Fremont) | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Joyce Sherrod | Swords to Plowshares | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Tunisia M. Owens | Family Violence Law Center | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Susan Shelton | Leadership Board | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Margaret Alfaro | Abode | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Matthew Gregg | Swords to Plowshares | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| Steven Weiss | Bay Area Legal Aid | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| <p><i>*Highlighted candidates are high on the CoC's interest list given their lived experience of homelessness and/or identification as Black, Indigenous or a person of color.</i></p> | | | | | | | | |