



## Leadership Board Meeting

Thursday, March 25th, 2:00pm-4:00pm

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## Agenda

- |  |                   |
|--|-------------------|
| <b>1. Welcome and Introductions</b>                            | <b>2:00-2:05</b>  |
| a. <b>Public Comment</b>                                       |                   |
| <b>2. Review and Approval of Minutes</b>                       | <b>2:05-2:15</b>  |
| a. January Leadership Board Meeting 1.28.21                    | <i>Approve</i>    |
| b. Leadership Board Special Meeting 3.3.21                     | <i>Approve</i>    |
| <b>3. Executive Director Updates</b>                           | <b>2:15-2:30</b>  |
| <b>4. COVID-19 Emergency Rental Assistance Programs (ERAP)</b> | <b>2:30- 2:35</b> |
| <b>5. Proposed Governance Revisions</b>                        | <b>2:35-3:45</b>  |
| a. Proposed Governance Revisions                               | <i>Approve</i>    |
| <b>6. Strategic Planning</b>                                   | <b>3:35-4:00</b>  |



## Leadership Board Meeting Minutes

Thursday, January 28th, 2:00pm-3:30pm

Meetings are public. Homeless and formerly homeless Alameda County residents are encouraged to attend. Public Comment will be taken at the beginning of each meeting and is limited to 2 minutes per person. Click [here](#) to learn more about the public participation policy.

The regular meeting of the Leadership Board Committee was called to order at 2:05 p.m. on Thursday, January 28<sup>th</sup>, 2021 on Zoom by Moe Wright when quorum was reached with 12 board members. 4 board members joined later during Agenda Item 3.

**Present:** Moe Wright (BBI Construction), Vivian Wan (Abode Services), Doug Biggs (Alameda Point Collaborative) Paulette Franklin (Alameda County Behavioral Health Care Services), Kristen Lee (City of Berkeley), Ray Bonilla (Kaiser Permanente), Kerry Abbot (Colleen Chawla's representative for Alameda County Health Care Services Agency), Michelle Starratt (Alameda County Housing and Community Development), Susan Shelton (At-large representative), Darin Lounds (Housing Consortium of the East Bay), Liz Varela (Building Futures), Katie Martin (Membership representative), Chelsea Andrews (EveryOne Home), Jessie Shimmin (EveryOne Home), Ja'Nai Aubry (EveryOne Home) Alexis Lozano (EveryOne Home), Dorcas Chang (EveryOne Home), Courtney Welch (EveryOne Home), Suzanne Shenfil (City of Fremont), Marinella Goncalves (One Treasure Island) Peggy McQuaid (City of Albany) and Gloria Bruce (East Bay Housing Organization) Sara Bedford (City of Oakland)

**Absent** Colleen Chawla (Alameda County Health Care Services Agency) Lori Cox (Alameda County Social Services Agency), Claudia Young (City of Livermore), Kelly Glossup (Alameda County Sheriff's Office) Christine Ma (UCSF's Benioff Children's Hospital Oakland) Wendy Jackson (East Oakland Community Project)

### 1. Welcome and Introductions

2:00-2:10

a. **Public Comment** – no public comment

b. **Updates from Leadership Board members include:**

- Vivian Wan (Abode Services) announced that Abode Services has housed more than 100 households out of Project Roomkey. Kerry Abbot (HCSA) added that it would be a total of 301 households countywide that have exited into housing through Project Roomkey.
- Doug Biggs (APC) provided an update regarding that the lawsuit against Alameda Wellness Center located in the city of Alameda has been resolved and dismissed.
- Darin Lounds (HCEB) and Liz Varela (Building Futures) shared that the Housing Consortium of the East Bay, Alameda County Housing and Community Development, Building Futures, and Housing Authority are working together to provide permanent supportive housing for families in Oakland.

### 2. Review and Approval of Minutes

2:10-2:15

a. September minutes

- **Susan Shelton (At-large rep) made a motion to approve meeting minutes. Paulette Franklin (BHCA) seconded. 11 Votes approve. 1 abstention. 0 opposed.**

b. October electronic vote

- **Susan Shelton (At-large rep) made motion to approve October electronic vote. Vivian Wan (Abode Services) seconded. 11 Votes approve, 1 abstention. 0 opposed.**

- c. Note: Suzanne Shenfil (City of Fremont), Marinella Goncalves (One Treasure Island), Peggy McQuaid (City of Albany), Gloria Bruce (EBHO), and Sara Bedford (City of Oakland) did not vote on the September minutes and October electronic vote because they were not present at the time.

### 3. Strategic Planning/Governance Update and Next Steps

2:15-2:40

- a. Chelsea Andrews (EOH) provided the following updates:
- EveryOne Home (EOH) will send a survey to the Leadership Board to gather info on whether the Board wants to have a direct vote on matters or brief on matters.
  - EveryOne Home will work with Racial Equity Partners (REP) to incorporate core values that were agreed upon in the strategic planning process and will have results from the survey done in a few weeks.
  - EOH staff is looking for volunteers to join a Governance Drafting Committee to work on the governance revisions that will meet on a weekly basis.
  - After getting initial feedback, EveryOne Home is proposing to do some listening sessions in March to allow for additional input and feedback from different stakeholders. The goal of this process is to ensure there will be as much input from everyone impacted by it.
  - The proposed timeline includes scheduling a Leadership Board meeting in February to provide an update of the recommendations coming from the Governance Drafting Committee to obtain feedback. After receiving feedback, the proposed revisions to the Governance Charter will be introduced at the March Leadership Board meeting for a vote and will then be introduced at the Spring community meeting for the membership vote.
- b. Chelsea Andrews (EOH) opened the floor for discussion:
- Vivian Wan (Abode Services) expressed that the schedule has the right mix of being an ambitious schedule yet balanced.
  - Susan Shelton (At-large rep) asked to clarify if the consultants discussed are the same ones used in the strategic retreat sessions. Chelsea Andrews (EOH) confirmed that yes, we will continue to work with Racial Equity Partners because they have outstanding deliverables under their current contract and we want to utilize them for breakout sessions if their assistance is needed.
  - Chelsea Andrews (EOH) advised the Board that there is a possibility of needing to adjust the schedule if there is feedback that would cause significant delay.
- c. **Vivian Wan (Abode Services) made the motion to approve the next steps for the governance revision process. Susan Shelton (At-large rep) seconded. 16 approved. 1 Abstention. 0 opposed.**
- d. Board members who are interested in joining the committee were asked to write their name in the chat. EveryOne Home staff will reach out to those Board members about the next steps.

### 4. HUD Continuum of Care NOFA/Point In Time Count (PIT) Update

2:40-

- 2:45
- a. Ja’Nai Aubry (EOH) provided an update that the HUD Continuum of Care (CoC) Notice Of Funding Availability (NOFA) was cancelled by the Health and Economic Recovery Omnibus Emergency Solutions (HEROES) Act and grantees’ funding will be automatically renewed. There may be opportunities for new funding in the future.
- b. Ja’Nai Aubry (EOH) advised that in early January, the HUD CoC Committee approved the Point In Time (PIT) Count Advisory Committee’s request that the CoC submit a waiver for all unsheltered PIT requirements due to the surge in COVID19. The sheltered PIT and Housing Inventory Count (HIC) will still occur and the deadline for submission is on April 30<sup>th</sup>. HUD is requiring that those who do not do a full 2021 PIT unsheltered count conduct a 2022 Count.
- c. The Board discussed the potential to do an annual count in the future and whether the CoC should still do a local count.
- Jessica Shimmin (EOH) indicated that annual counts are common among most communities. Alameda County is in the 10 percent range that does not have an annual count.

- Katie Martin (Membership rep) added that in light of the eviction moratorium, there is going to be an uptake in homelessness, an instability of affordability housing, and think it is critical to take a measure of the current homelessness population and what challenges they are facing later in this year.
- One thing to note is that if Alameda County does a local count later, the CoC would still have to do the count in January 2020 for HUD. There will still be a sheltered PIT count this year.
- The Board discussed other ways to track the rate of homelessness such as monitoring supply and demand of services, doing collective outreach data on safe parking, encampment, etc.
- Staff will convey back to HUD CoC that the Leadership Board is adamant that a local count be considered and evaluated. HUD CoC will have this as an agenda item either in March or April. Staff will keep Leadership Board updated on when CoC will convene a discussion on the local count.
- A key consideration is that Alameda County is still in the purple and red zone and must consider what the safety parameters would be. Another concern is that there would not be enough volunteers.
- Michelle Starratt (HCD) wanted to include that any discussion around the count is focused on what is doable, affordable, and implementable.

## **5. Homeless Housing, Assistance and Prevention (HHAP) Round II Application Update**

**2:45-2:55**

- Kerry Abbott (HSCA) gave a presentation on HHAP Round II. She provided an update on HHAP Round I funds and provided the HHAP II fund priorities and proposed budget. She advised that the application was submitted to the State and we can modify and propose activities to correspond more fully to the systems modeling at a later time.
- Questions/Input:
  - Michelle Starratt (HCD) expressed that this is a huge amount of work and thanked Kerry for getting the work done and noted that it would be great if the Board had an opportunity to discuss it beforehand.
    - Kerry Abbott (HSCA) advised that since the Leadership Board was not scheduled to meet during this application process, there was concern about not having broader input. We will need to continue tackling these issues in the governance conversation.
  - Michelle Starratt (HCD) also added that while the county has a legal defense program that helps keep people housed, it does not have access to housing problem solving money. It would have been great to connect existing resources to resources they needed. Kristen Lee (City of Berkeley) seconded that and expressed concern of how much allocation is going into housing problem solving and not more into housing itself and would like to understand more on the breakdown of staffing and financial assistance.
  - Members requested slides and Kerry Abbott (HSCA) will send them to Dorcas Chang (EOH) to distribute.
  - Covenant House is using Homeless Emergency Aid Program (HEAP) funding for a Transitional Aged Youth (TAY) site in Hayward for tiny homes. Michelle Starratt (HCD) shared photos from the site.
  - Susan Shelton (At-large rep) raised questions about the efforts around race and equity in the application.
    - Kerry Abbott (HSCA) advised there is funding to do systems modeling implementation work and the racial equity findings are what informed all the allocation. The CoC allocation includes anti-racist training.
    - Members agreed that there needs to be more diversity on where the decisions are happening around the implementation.

## **6. System Performance Measure Update**

**2:55-3:00**

- Jessie Shimmin (EOH) provided the following updates on the system performance measures:
  - The materials in the packet show what our system performance looks like as it is currently performing.
  - The pandemic has upended and transformed how we work and how the system operates. 2020 and 2021 data will not be compatible with previous years.
  - There is a lot of “noise” in the data. This is due to a great deal of variation and inconsistency which makes it difficult to understand the performance.
    - One place where there is an impact is the measure of first-time homelessness.

- The Roomkey hotels are not being included in the system performance.
  - The Homeless Management Information System (HMIS) team and the analytics team at HCSA are working together to resolve these issues and tone down as much of the noise as possible from the impact of the first six months of COVID.
- Despite these challenges, some performances are showing up more clearly than others.
  - African Americans/Native Americans are returning to homelessness at higher rates.
  - It does look like the length of time people are experiencing homelessness is increasing.
  - Jessie Shimmin (EOH) pointed out that the self-reporting length of homelessness is quite long.
- These are some challenges, and we are working together to figure the issues out and to get us to a more comfortable place in telling something meaningful.

## 7. Centering Racial Equity Report Update

3:00-3:05

- Jessie Shimmin (EOH) announced that the Centering Racial Equity Design in Homeless System Design final report is done and will go out tonight or tomorrow and provided more information on the report.
  - This final report is breaking new ground as the research is naming racism as a driver of homelessness which shows up in the population, inflow, returns to homelessness, etc. This report will be essential to homelessness system and planning. Shifting the perspective to what do Black/Native Americans/Multi-racial people need to tend their homelessness will lead the community to imagine new models.
  - This version has more of the data analysis that form the rationale of the models, more qualitative information and includes recommendations.
- Chelsea Andrews (EOH) encouraged the Board to pause and appreciate how this report was the result of the entire county coming together and acknowledged the great work that came out of it.
- EveryOne Home is working on bringing attention to the report and getting this message out in a meaningful way.
- If Board members have access to communication and marketing resources, they were asked to let Chelsea Andrews (EOH) know.
- The next steps will be a Q and A session for the Leadership Board with Jessie Shimmin (EOH). EOH staff will send out zoom times.

## 8. EveryOne Home Org Health/FY21 Budget Update

3:05-3:15

- Chelsea Andrews (EOH) provided an update on the FY '21 Budget.
  - The EveryOne Home budget was approved by the organizational health committee at the beginning of January.
  - There is a slight surplus. With the exclusion of the county funds, the budget is based on federal funds, private grants, and reflects current maintenance of effort. The key consideration is that the approach was maintaining everything as is (working virtually, the same number of staff, etc.).
  - EveryOne Home did benefit from an accumulative reserve that was not incorporated into the next year's budget.
  - This budget includes the cost of living adjustment for staff, and there might be an opportunity to add the County contract later. EveryOne Home continues to look for opportunities for additional private support.

## 9. Measure W Next Steps

3:15-3:20

- Moe Wright (BBI Construction) provided an update on the status of Measure W.
  - Even though Measure W passed. there is a lawsuit pending. There is a court date set in late March.
- There was discussion about the potential of the Leadership Board becoming the group responsible for setting and recommending the policy decisions for the Measure W funds.
- Gloria Bruce (EBHO) asked if there is a committee/coalition that is committed to following the implementation of Measure W.
  - Kerry Abbott (HCSA) suggested that we figure out how to utilize the Leadership Board since the group consists of cities, providers, and people with lived experience. We will explore this further as we revise the governance charter.

- Katie Martin (At-large rep) recommended that EveryOne Home expand its staff and create a specific position dedicated to communications.
- Chelsea Andrews (EOH) acknowledged that EveryOne Home needs a communication specialist/development director/consultant and/or employee to reach out to stakeholders and is currently exploring how to generate additional revenue streams. EveryOne Home is looking into innovative ways, such as using Catchfire (although they are very short term). Chelsea is meeting with organizations such as All Home, Destination Home, etc. to learn about their strategies. She welcomed Board member assistance and engagement with this effort.
- Katie Martin (At-large rep) suggested creating volunteer positions. Chelsea Andrews (EOH) was receptive to this suggestion.
- Board members are encouraged to continue supporting the organization to increase revenue by facilitating connections.
  - Gloria Bruce (EBHO) offered to help connect EveryOne Home to the Chan-Zuckerberg Initiative
  - Ray Bonilla (Kaiser Permanente) also offered to help with connection to Kaiser Permanente.

#### **10. Project Updates**

**3:20-3:25**

- Chelsea Andrews (EOH) asked Board if they have any questions regarding project updates.
- No comments were received from the Board.

#### **11. Open discussion**

**3:25-3:30**

- None

Adjournment Meeting was adjourned at 3:50 p.m. by Moe Wright. The next meeting will be on Thursday, March 5<sup>th</sup> from 2 p.m.-4:00 p.m.

Notes submitted by: Dorcas Chang Reviewed by: Chelsea Andrews



## Leadership Board Special Meeting

### DRAFT MINUTES

Minutes Wednesday, March 3rd, 2021

9:30 a.m. - 11:00 a.m.

**EOH Staff:** Chelsea Andrews, Ja’Nai Aubry, Dorcas Chang, Alexis Lozano, Jessica Shimmin, Courtney Welch

**Leadership Board:** Kerry Abbott (Alameda County), Sara Bedford (City of Oakland), Doug Biggs (Alameda Point Collective), Ray Bonilla (Kaiser), Gloria Bruce (EBHO), Josh Jacobs (City of Berkeley), Christine Ma (Children’s Hospital), Peggy McQuaid (City of Albany), Susan Shelton (At-Large), Susan Shenfil (City of Fremont), Liz Varela (BOSS), Claudia Young (City of Livermore), Vivian Wan (Abode Services), Moe Wright (BBI Construction)

1. **Welcome/Introductions** (Chelsea Andrews, EOH Executive Director)
  - a. Chelsea greeted the Leadership Board and provided them with a brief overview of the goals for the meeting.
2. **Public Comment**
  - a. No public comment
3. **Review Governance Timeline** (Ja’Nai Aubry, EOH Director of CoC Strategies)
  - a. Ja’Nai provided a review of the governance timeline and provided details on the progress.
    - i. Governance Dra[ing] Committee is comprised of 17 members.
      1. Including but not limited to: 5 city representatives, 3 representatives living with disabilities
    - ii. Planned Listening Session for March 5th with city stakeholders, lived experience experts, and non-profit service providers.
4. **Workgroup Progress, Leadership Board (LB) Purpose and New Expanded Functions** (Action Item)
  - a. New expansion includes having LB setting the stage setting strategic direction for the entire homeless system for the County, including strategic direction for federal state and local funding allocated to the COC.
    - i. Centering racial equity in entire homeless system.
    - ii. Responsibilities would expand the current role of the leadership board.
  - b. Leadership Board Purpose
    - i. Purpose: Leadership Board provides overall leadership for our collective impact initiative and serves as the compass for the homelessness response system.
      1. LB would set the vision, strategic direction and collective goals for the entire homelessness response system.
      2. Ensures accountability from all subcommittees and workgroups, and racial equity is at the center of the CoC’s work.
  - c. Leadership Board Functions
    - i. A draft list of the new potential function includes:
      1. Set overall strategic direction and priorities for the homelessness response system.
      2. Set strategic priorities for specific funding streams targeting

homelessness, then ensure accountability from subcommittees to ensure that strategic direction is implemented effectively. This includes:

- a. HUD CoC NOFA and HUD Planning Grant\*
  - b. HHAP\*
  - c. Measure W
  - d. Other federal, state, and local funding allocated by CoC
3. Determine overarching strategies to promote racial equity in our homelessness response and communicate those strategies across the CoC.
  4. Provide review of workplans, assessments, and evaluations from all subcommittees to ensure compliance with strategic direction.
  5. Review HMIS data on homelessness and housing outcomes, disaggregated by race/ethnicity at minimum twice each year, offering guidance for programmatic changes to improve outcomes.\*
    - a. Functions with asterisks are currently performed by HUD CoC Committee.
- d. Composition Proposal/Briefing
    - i. Size: 15-25 members
    - ii. Metric for racial diversity: 50-66%
    - iii. Metric for lived experience: 25%
      1. Composition will be discussed at the March 11th Governance Drafting Meeting
  - e. Vote
    - i. LB voted on and unanimously approved proposed LB purpose and the new expanded functions.
      - 1.
  - f. EOH staff will return to present proposed revised Governance Charter on March 25th.
    - 2.
- 5. Next Steps**
- a. Upcoming Listening Session on Friday March 5th
    - i. Groups participating: lived experience experts, city stakeholders, service providers.
  - b. Governance Drafting Meetings are every Thursday, ending on March 18th

# HUD Continuum of Care Committee Survey Results

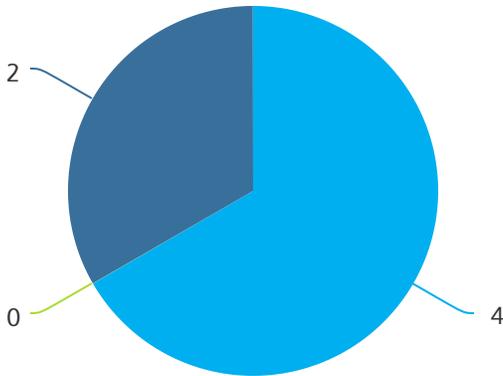


6 out of 8 Committee Members Participated in the Survey



Number of Respondents That Serve On the HUD CoC and Another Committee; All three serve on HMIS

## Roles, Responsibilities & Relationships



Yes No Somewhat

4 respondents feel they understand the role and responsibilities of the HUD CoC Committee. Two respondents expressed needing clarity on responsibilities, specifically on what responsibilities fall under the Leadership Board and which fall under the HUD CoC.



All 6 respondents answered "yes" or expressed having a high level understanding of the relationship between the HUD CoC and the other committees.



All 6 respondents said they review meeting materials prior to the meeting.

## Committee Engagement



Respondents expressed desiring more information on how their decisions are making an impact.



The average rating given by respondents when asked "On a scale of one to ten, how helpful are the pre-meeting materials".



When asked what is going well, respondents stated:  
Great variety of voices on the committee, EOH staff presentations are informative.



When asked what could be improved, respondents stated:  
More representation from Lived Experience Experts, more opportunities to connect with the fellow committee members, clarity on HCD's role in CoC, Adding context to agenda items, especially if it is a new topic.

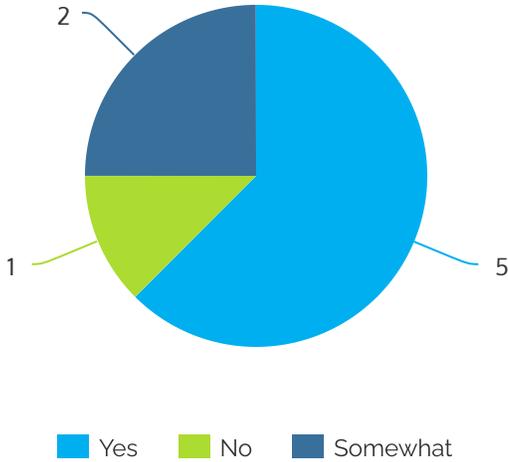


8 out of 9 Committee Members  
Participated in the Survey



Number of Respondents That Serve On  
the HMIS and Another Committee

## Roles, Responsibilities & Relationships



50% of respondents answered "no" or when asked if they understood the relationship between the HMIS Oversight Committee and the other committees.

5 respondents feel they understand the role and responsibilities of the HMIS Oversight Committee. Two respondents expressed needing clarity on the roles and responsibilities between HMIS, the HMIS Lead, and the HUD CoC.



All 8 respondents said they review meeting materials prior to the meeting.

## Committee Engagement



Respondents expressed wanting to intentionally separate procedural/update items from more discussion-oriented, problem-solving, decision-making items/time to create more distinction, efficacy, and focus.



When asked what could be improved, respondents stated:  
Appoint a committee staff person to assist with monitoring, increased lived experience.



The average rating given by respondents when asked "On a scale of one to ten, how helpful are the pre-meeting materials".



When asked what is going well, respondents stated:  
A diverse group of both stakeholders and experts, great support from EOH staff.

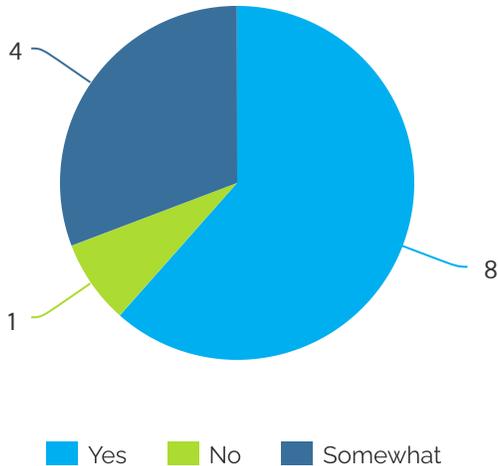


13 out of 13 Committee Members  
Participated in the Survey



Number of Respondents That Serve On  
the SCC and Another Committee

## Roles, Responsibilities & Relationships



8 respondents feel they understand the role and responsibilities of the SCC. Some respondents expressed needing clarity on oversight.



8 out of the 13 respondents answered "no" or expressed being unsure when asked if they understood the relationship between the SCC and the other committees.



All 13 respondents said they review meeting materials prior to the meeting.

## Committee Engagement



Respondents expressed enjoying the ice breakers and desiring break out rooms to discuss agenda items for more impactful conversations.



When asked what could be improved, respondents stated:  
More representation from Lived Experience Experts, more comprehensive orientation, SCC should have more direct communication with the Leadership Board.



The average rating given by respondents when asked "On a scale of one to ten, how helpful are the pre-meeting materials"



When asked what is going well, respondents stated:  
Very well organized, feel the work is very important, EOH staff is great