



Leadership Board Meeting

Wednesday, May 5th, 1:00pm-2:30pm

Join Zoom Meeting

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Agenda

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|---|----------------------|
| 1. Welcome and Introductions | 1:00pm-1:05pm |
| 2. Public Comment | 1:05pm-1:15pm |
| 3. Review and Approval of Minutes | 1:15pm-1:20pm |
| a. Leadership Board Meeting 3.25.21 | <i>Approve</i> |
| 4. Executive Director Update | 1:20pm-1:25pm |
| 5. Strategic Planning Update (Kerry Abbott) | 1:25pm-1:30pm |
| 6. Proposed Governance Revisions | 1:30pm-2:30pm |
| a. Proposed Governance Revisions - Leadership Board & Committee Composition | <i>Approve</i> |
| b. Next Steps | |



Leadership Board Meeting Notes
Thursday, March 25th, 2:00pm-4:00pm via Zoom

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 2:03 p.m. on Thursday, March 25th, 2021 on Zoom by Moe Wright when quorum was reached with 13 board members. 2 board members joined later during Agenda Item 3. 1 Board member left during Agenda Item 5 before voting took place.

Present: Moe Wright (BBI Construction), Claudia Young (City of Livermore), Peggy McQuaid (City of Albany), Vivian Wan (Abode Services), Kerry Abbott (Colleen Chawla's representative, Alameda Health Care Services Agency), Liz Varela (Building Futures), Doug Biggs (Alameda Point Collaborative), Susan Shelton (At-large representative), Paulette Franklin (Alameda County Behavioral Health Care Services), Gloria Bruce (East Bay Housing Organization), Sara Bedford (City of Oakland), Ray Bonilla (Kaiser Permanente), Suzanne Shenfil (City of Fremont), Michelle Starratt (Alameda County Housing and Community Development), Kristen Lee (City of Berkeley)

EOH Staff: Chelsea Andrews (Executive Director), Ja'Nai Aubry (Director of CoC Strategies), Jessie Shimmin (Director of Analytics), Courtney Welch (CoC Specialist), Dorcas Chang (Operations Coordinator)

Public: Kathie Barkow (Aspire Consulting), Jeff Olivet (Racial Equity Partners), Suzanne Warner (Alameda County Health Care Services Agency)

Absent: Colleen Chawla (Alameda County Health Care Services Agency), Lori Cox (Alameda County Social Services Agency), Kelly Glossup (Alameda County Sheriff's Office), Dr. Christine Ma (UCSF's Benioff Children's Hospital Oakland), Wendy Jackson (East Oakland Community Project), Darin Lounds (Housing Consortium of the East Bay) Katie Martin (Membership representative), Nella Goncalves (One Treasure Island)

1. Welcome and Introductions

2:00-2:05

a. Public Comment – no public comment

b. Announcements

- Peggy McQuaid (City of Albany) shared that Albany has a new housing project with 21 very low-income units.
- Kerry Abbott (HCSA) shared that there are now over 450 people housed through Project Roomkey and that almost 1400 people experiencing homelessness have been vaccinated.
- Doug Biggs (APC) shared that the city of Alameda is putting together a strategic plan for homelessness.
- Gloria Bruce (EBHO) shared that EBHO is getting ready for affordable housing month.
- Liz Varela (Building Futures) shared that Building Futures has a new housing position out and someone accepted a job for a Domestic Violence (DV) position.
- Claudia Young (City of Livermore) shared that Dublin, Pleasanton, and Livermore approved a pilot program for mental health.

2. Review and Approval of Minutes

2:05-2:15

- a. Moe Wright (BBI) made a motion to approve the January Leadership Board Meeting minutes on January 28th, 2021, and the Special Leadership Board Meeting minutes on March 3rd, 2021 as is with no modification or changes. Ray Bonilla (Kaiser Permanente) seconded the motion. 13 People approved. 0 opposed, 2 abstentions. Motion passed.**

- b. Note: Michelle Starratt (HCD) and Kristen Lee (City of Berkeley) did not vote because they were not present at the time.

3. Executive Director Updates

2:15-2:30

- Chelsea Andrew (EOH) updated the Board that EOH had successful outreach events recently.
 - The COVID-19 Vaccination Plan Info Session featuring Dr Kathleen Clanon had over 200 registrants and over 100 people attended.
 - The Governance Info Session had over 125 people registered and 70 people in attendance.
 - The COVID-19 Emergency Rental Assistance Programs (ERAP) Info Session had over 366 registrants and over 200 people in attendance.
- Chelsea Andrews (EOH) gave an update on the HUD Continuum of Care (CoC) Planning Grant. EOH is scheduled to go before the Board of Supervisors (BOS) on April 27th. The current structure of the contract will be two years with the same 62 percent allotment to go to EOH. The negotiations are going well, and the hope is that the contract will go to BOS for approval in April.
- EOH is obtaining the final quotes for a joint press release on the Centering Racial Equity in the Homeless Design System with City of Oakland, City of Berkeley, and potentially Supervisor Carson and Colleen Chawla. The press release will raise awareness of the work in centering racial equity. EOH anticipates there will be opportunities to schedule town hall meetings and stakeholder engagement around the report. Chelsea asked the Board to stay tuned as EOH continues to look for opportunities to spread the word.

4. COVID-19 Emergency Rental Assistance Programs (ERAP)

2:30- 2:35

- The slides and recording of the presentation from EOH's Info Session on ERAP are posted on EOH's website on the [Community Meeting webpage](#). The Board is welcomed to share the materials with their community.

5. Proposed Governance Revisions

2:35-3:40

- a. Chelsea Andrews (EOH) provided a recap for the Board on the governance restructure with an overview of the timeline and thanked the governance drafting committee for their participation and time.
- b. Chelsea Andrews (EOH) updated the Board on stakeholder participation.
 - a. Chelsea attended the Alameda Conference of Mayors Homelessness Working Group and updated them on the governance restructure process. EOH sent them a survey and currently received preliminary feedback from 6 out of 14 cities. The deadline has been extended to obtain additional feedback. The smaller cities expressed that there should be seats on the Leadership Board for the smaller cities. Everyone expressed interest in more communication regarding fundraising as it pertains to funding decisions, more consistent feedback, and updates from EOH as a whole.
 - b. In the listening session, EOH had three breakout rooms that consisted of individuals with lived expertise, city stakeholders, and service providers. All three groups expressed support for 1/3 lived experience representation. The people with lived experience group stressed importance of providing support for people with lived experience. Service providers and city stakeholders expressed interested in increase communication from EOH.
- c. Chelsea attended the Board of Supervisor Health Committee with Kerry Abbott on Monday (3/22/21) to provide an update on the governance. Supervisor Carson and Supervisor Chan had questions concerning the scope of what EOH is aspiring to be and how the organization is referenced as a collective impact initiative. From their feedback, EOH reviewed the Committees proposed revisions on the statement of purpose that was approved at the Leadership Board Special meeting in early March. Chelsea asked Board members on their thoughts on the revised statement.
 - a. Susan Shelton (At-large rep) expressed that the feedback from both supervisors is informative and that it opens a more public conversation about the roles of EOH and the County as it relates to funding and priorities. She thought that the Board was more in lockstep with BOS.
 - b. Chelsea Andrews (EOH) added that it was clear that the Office of Homeless Care and Coordination (OHCC) would be the vessel in which this leadership board would provide recommendation to BOS. Chelsea stressed that the that the goal is for everyone to work together to come up with decisions in

alignment to make effective change and does not mind softening the language so that it does not appear as if EOH is making the final decision.

- c. Kerry Abbott (HCSA) acknowledged that the Health Committee made a clear statement that they want to make sure that EOH and the Board is not overarching in terms of its authority.
 - d. Moe Wright (BBI) added that this leadership board needs to continue to hold the policies for the countywide decision making. The perception that this group makes political decision is not true since this is a voluntary group and does not have joint power authority. Moe expressed that there needs to be further conversations to make sure this leadership board is in the right relationship with BOS.
 - e. Sara Bedford (City of Oakland) added that the quality of the work this Board produces and the diligence in building relationships and building a constituent voice of people with lived expertise is going to inform the effectiveness of this Board.
 - f. Chelsea Andrews (EOH) shared with the Board that there was also discussion of eliminating collective impact initiative referenced in the purpose statement and asserted that it should be maintain in some capacity in the governance. This conversation with BOS will continue.
 - g. Ray Bonilla (Kaiser Permanente) is also concerned with removing the collective impact initiative reference. He supports the previous statement and is willing to provide more broad support.
 - h. Chelsea Andrews (EOH) thanked Ray and the Board for their support and will connect with members to join a separate discussion on how to move forward.
- d. Kathie Barkow (Aspire Consulting) and Jeff Olivet (REP) facilitated the proposed governance revisions discussion:
- a. The first proposed revisions includes: 1) racial representation metrics for the Board, the committees, and the workgroups will reflect the racial demographics in the PIT count, 2) there will be a racial equity work group that will move forward the work around ingraining racial equity, 3) racial equity work will happen across all the committees and activities, and 4) 1/3rd of the members on the Board/committees/workgroups will be people with lived expertise.
 - i. Feedback from the workgroup:
 - 1. Vivian Wan (Abode Service) wanted more clarity on the representation and if it is meant to extend to all groups and committees since that might be hard to manage. She is also onboard with the lived experience metrics but added to remember that it can be hard for people experiencing a crisis to participate consistently.
 - 2. Jeff Olivet (REP) agreed with Vivian to be ambitious with increasing lived expertise participation and added that it is important to include a system of support for them to be successful. He also suggested to think about including people with lived expertise not in this moment but recently as well.
 - 3. Doug Biggs (APC) stressed the importance in compensating people with lived expertise and to have a broader representation as a whole to include representatives from a certain range in an organization or group.
 - 4. Jeff Olivet (REP) commended the Board for the innovative and transformative work they are doing around the racial and lived experience metrics.
 - 5. Kathie Barkow (Aspire Consulting) added that it will require a development of new muscle for intentional staff support and funding support to make sure the work happens in a sincere, authentic, and supportive way.
 - 6. Vivian Wan (Abode Services) added that it will also mean that some people may have to step back to make room.
 - b. The second proposed revision is about how the committee structure under the leadership board are organized. Committee structures will support the work of the Homeless Response System, rather than the functions. Jeff Olivet (REP) gives an overview of the streamlined version of the working model for the organization chart.
 - i. Feedback from workgroup:
 - 1. Moe Wright (BBI) commented that this model would break up the silos so that decisions made in one committee do not disrupt the system. The hope is that this new structure will alleviate the criticism that decisions are made without know what it will affect.

2. Ray Bonilla (Kaiser Permanente) asked if EOH as an organization would be accountable to its own board of directors VS the leadership board.
 - a. Chelsea Andrews (EOH) answered that one potential option would be to have a certain number of seats on the Leadership Board sit on the EOH board of directors and to bring in other members to assist with fundraising.
 - b. Moe Wright (BBI) added that he proposed EOH to continue to report to the full Leadership Board and that one of the strengths of the structure is that there is an independent staff that is making decision based upon countywide issues and that the Board should have ability to choose its own executive director so that there is accountability from the staff and the way the organization is run.
- c. The third proposed revision was regarding the composition of the leadership board. Jeff Olivet (REP) explained that the working group landed on having 15-25 members, leaning towards the higher end. One clear thing is that the committee chairs needed to be on the leadership board to ensure good communication. A smaller group, Executive Committee, is also needed to make decisions in between meetings to support EOH staff in making quicker decisions so that not everything has to go to the full board for discussion. Jeff Olivet (REP) presented the working draft of what the composition will look like and provided a description of the seats.
 - i. Feedback:
 1. Moe Wright (BBI) commented that it is good that the Board is moving towards a council of experts.
 2. Kerry Abbott (HCSA) commented that not having Social Services Agency (SSA) would be a loss and would like to keep them involved, would want HCD and EBHO to have a dedicated slot. Kerry suggested keeping three county seats to the same and reduce the HSCA seats to one.
 3. Susan Shelton (At large rep) stressed the importance of having something in place to check ourselves throughout the year, not looking for perfection but a way to monitor ourselves and have agility to shift as needed.
 4. Sara Bedford (City of Oakland) commented that she is concerned that important system players are missing such as City of Oakland, HCD, and SSA because of their connection to funding and resources.
 5. Liz Varela (Building Futures) agreed with having departments on the Board. As a provider, Building Futures gets multiple messages and directions. She stressed the importance of having everything be aligned or else contracts will say opposite things.
 6. Doug Biggs (APC) commented that a lot of those groups (Cities, Housing Authorities) have their own networks. He would look at building in an expectation that they agree to disseminate information through those networks to reach a broader audience.
 7. Michelle Starratt (HCD) wanted to honor what Liz is saying. She added that providers need funders to be on the same page and that funders need to have a space to have those conversations.
 8. Chelsea Andrews (EOH) added that bringing nonprofit providers, smaller cities, and other affinity groups would be a way to resolve this issue without having to expand the Board or address how it pertains to the composition.
 - ii. Moe Wright (BBI) reminded everyone that by CoC rules, the Board looks at the governance charter very year. What is decided upon will be reviewed in a year.
 - iii. The Leadership Board discussed voting for the first revision on the lived expertise and racial equity metrics.
 1. Kerry Abbott (HCSA) suggested removing the word 'biennial.'
 2. Gloria Bruce (EBHO) asked what is the timescale for the metrics? Gloria wanted to make sure there was enough flexibility and time and the shifting compositions for people who identify in multiple ways.

3. Moe Wright (BBI) confirmed that they are not really prescriptive and that they are targets.
- iv. **Peggy McQuaid (City of Albany) made motion to adopt the metrics with the change that the composition will be based not on a biennial PIT count but on a recent/last count. Vivian Wan seconded (Abode Services). 14 people approved. 0 opposed. 0 abstentions. Motion passed.**
 1. Note: Paulette Franklin (BHCS) was no longer present at meeting to vote.
- v. **Doug Biggs (APC) made motion to adopt the leadership structure that the governance drafting committee recommended. This includes having a racial equity committee and having racial equity eventually be integrated wholly into all the committees. Susan Shelton seconded. 4 approved. 7 opposed. 3 abstentions, Motion did not pass.**
- vi. Chelsea Andrews (EOH) asked the members what they felt they needed to see in the structure.
 1. Sara Bedford (City of Oakland) stated that we need to be driving the housing resources we have to be serving the deeply affordable units. It is about linking housing development, not just housing stability, and prevention is really important.
 2. Michelle Starratt (HCD) commented that it is not just a housing pipeline, but it is also the inventory, knowing where all the housing units are, tracking it in Housing Managing Information System (HMIS), and making sure the CoC applications has an accurate listing.
 3. Jeff Olivet (REP) asked if a housing committee would help if it took on those functions?
 4. Michelle Starratt (HCD) said that having a housing committee is not a bad thing and that it is highly needed and not happening at countywide level consistently or methodologically.
 5. Doug Biggs (APC) added that from a system perspective, it makes sense to have a housing pipeline/housing development/housing sustaining committee.
 6. Peggy McQuaid (City of Albany) asked from what is being described for the housing development committee, how is it going to function?
 7. Gloria Bruce (EBHO) added that it was concerning to not have permanent housing in the description and that maybe it is having a housing development committee. She also added that she welcomes having a EBHO seat but wants people to know that EBHO is not synonymous with a nonprofit developer seat.
 8. Vivian Wan (Abode Services) liked the wording of housing capacity better because it involves the subsidies side along with other resources. With that committee, there could be a stronger representation of developers, housing providers, and others that is missing from the bigger leadership board.
- vii. **Michelle Starratt (HCD) made motion to approve the latest version with the new revisions shown on the screen, including an added Housing Capacity committee. Kerry Abbott seconded (HCSA). 13 Approved. 0 opposed 1 Abstention. Motion passed.**
 1. Note: Paulette Franklin (BHCS) was no longer present at meeting to vote.
- viii. Feedback for composition recommendation of the leadership board:
 1. Chelsea Andrews (EOH) stated that the feedback earlier in the meeting was that there was a suggestion to add seats for HCD, SSA, and Oakland and that for people with lived expertise to come from different parts of the county.
 2. Vivian Wan (Abode Services) expressed that the composition feels very jurisdictional heavy.
 3. Susan Shenfil (City of Fremont) expressed that it does not feel well balanced regionally.
 4. Doug Biggs (APC) added that it is important to include rotations, making it equity across all positions and balancing it out among the jurisdiction a little more.
 5. Board members expressed they are not prepared to vote at the moment.
- ix. Chelsea Andrews (EOH) thanked Jeff Olivet and Kathie Barkow for doing a fantastic job and for their support during the governance process. They have committed to coming back when a presentation is made to the community.

- x. Chelsea Andrews (EOH) will come back to the Board with additional next steps and proposed modifications from the consultants.

6. Strategic Planning

3:35-4:00

- The Leadership Board was not able to get to this agenda item.

Adjournment Meeting was adjourned at 4:10 p.m. by Moe Wright. The next meeting will be on Thursday, May 27th from 2 p.m.-4:00 p.m. Notes submitted by: Dorcas Chang Reviewed by: Chelsea Andrews

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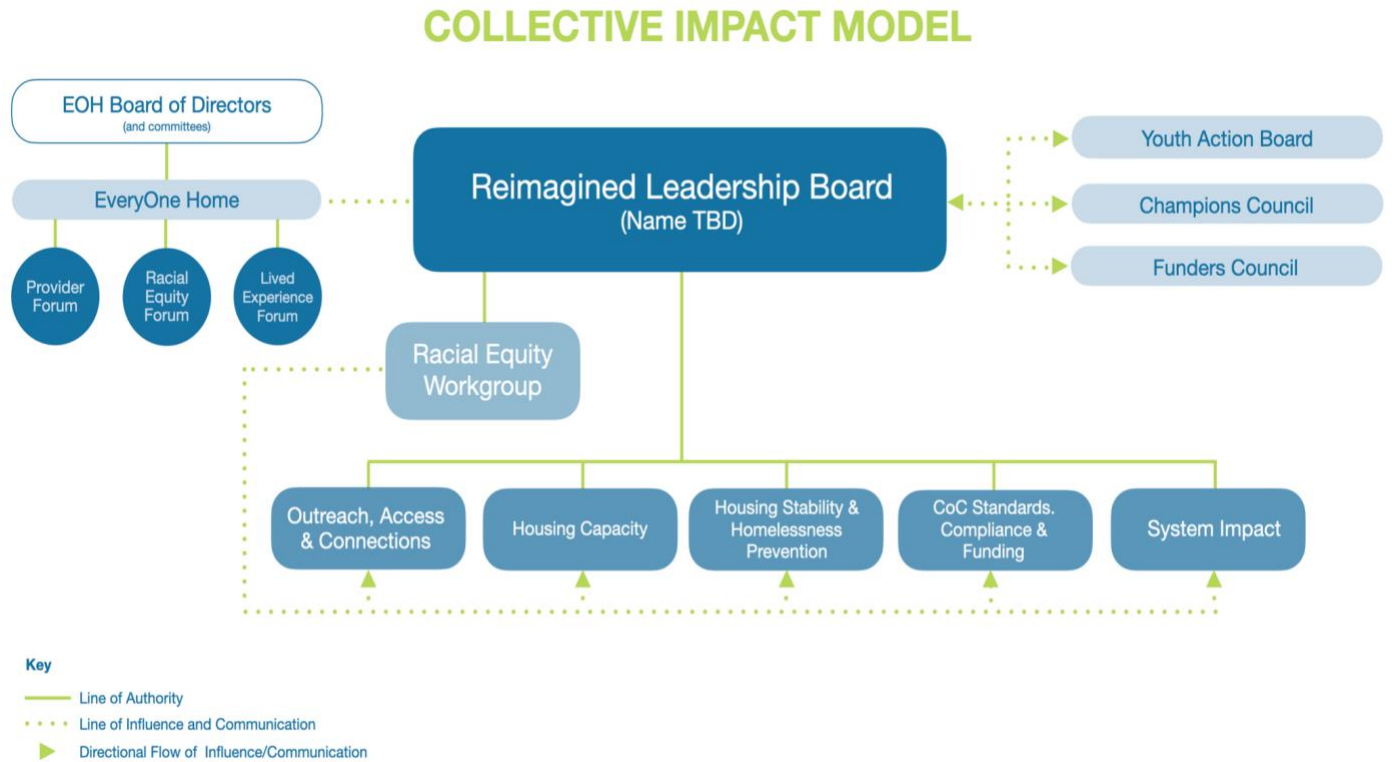
Revised Governance Charter: Key Sections

Leadership Board Composition

The Leadership Board will be made of 20-25 individuals representing a wide range of perspectives critical to ensuring our homelessness response system is efficient and effective in addition to being balanced for the racial equity and lived experience benchmarks and regional representation. It will include:

1. Person with lived expertise (8 of 25 people)
2. Person with lived expertise (8 of 25 people)
3. Person with lived expertise (8 of 25 people)
4. Person with lived expertise (8 of 25 people)
5. Person with lived expertise (8 of 25 people)
6. Person with lived expertise (8 of 25 people)
7. Person with lived expertise (8 of 25 people): Youth Action Board seat
8. Person with lived expertise (8 of 25 people): Youth Action Board seat
9. Alameda County Health Care Services Agency, Office of Homeless Care and Coordination Director (appointed seat)
10. Alameda County Social Services Agency (appointed seat)
11. Alameda County Housing and Community Development (appointed seat, for both housing development and as representative for the Unincorporated County jurisdiction)
12. City of Oakland (appointed seat)
13. City of Berkeley (appointed seat)
14. City from the mid-county region (elected from among 12 city peers excluding Oakland and Berkeley)
15. City from the south-county region (elected from among 12 city peers excluding Oakland and Berkeley)
16. City from the east-county region (elected from among 12 city peers excluding Oakland and Berkeley)
17. Public Housing Authority (elected seat)
18. Representative from the affordable housing developer (non-profit or public, elected seat)
19. Non-profit CE provider (elected from among peers)
20. Non-profit outreach or temp shelter provider (elected from among peers)
21. Non-profit permanent housing provider (elected from among peers)
22. Advocacy and/or citizen (elected seat)
23. Policy advocacy or affordable housing advocacy organization
24. Chair or co-chair from Racial Equity Workgroup (appointed seat)
25. Representative from EveryOne Home staff [*EoH recommends removing this seat]
26. Chairs of the Committees, if different than those serving on the Leadership Board

Approved Committee Org Chart



Committee Descriptions

Standing Committees include:

1. Outreach, Access, and Connections

Purpose

The purpose of the Outreach, Access, and Coordination Committee is to ensure that people experiencing homelessness receive available services tailored to their individual needs, and that the system offers welcoming and effective points of engagement. The committee will coordinate, monitor, and improve the quality and effectiveness of outreach, Coordinated Entry and other services that connect people to the homelessness response system and mainstream or other community services.

Roles

- Provide oversight for the Coordinated Entry System*
- Adopt standards of care and guiding principles*

- Report HMIS data at least twice annually to Leadership Board*
- Determine costs of complying with HUD mandates
- Ensure all activities are grounded in racial equity
- Track and monitor racial equity targets
- Facilitate inclusion of BIPOC-led organizations in all funding opportunities

* = required by HUD Continuum of Care regulations

2. Housing Capacity

Purpose

The purpose of the Housing Capacity Committee is to manage and increase the supply of deeply affordable housing targeted to people experiencing housing crises. To achieve these ambitious goals, the group will acquire funding for affordable housing, advocate to target funding to housing dedicated to households at 10% or less of AMI, coordinate funding, track units apart from and in HMIS, coordinate with housing authority resources, and plan proactively for funding and expansion.

Roles

- Work to expand the range, stock, and quality of affordable housing options and target to people with the lowest incomes
- Consult with local government recipients on allocations of housing funds
- Collaborate with East Bay Housing Organization (EBHO), local housing authorities, jurisdictions and housing developers
- Support annual gaps analysis and reporting about supply*
- Ensure all activities are grounded in racial equity
- Track and monitor racial equity targets
- Facilitate inclusion of BIPOC-led organizations in all funding opportunities

3. Housing Stability and Homelessness Prevention

Purpose

The purpose of the Housing Stability and Homelessness Prevention Committee is to develop strategies and collaborations to prevent new homelessness including for formerly homeless people who have moved into housing. To achieve these ambitious goals, the group will collaborate, coordinate, and improve the

effectiveness of existing homelessness prevention and housing stability initiatives; implement best practices; and foster cross-sector collaboration.

Roles

- Report HMIS data at least twice annually to Leadership Board*
- Create an overarching strategy to reduce inflow of people into homelessness
- Develop partnerships and strategies to prevent new homelessness
- Provide recommendations to Leadership Board on how to prioritize use of prevention resources
- Ensure all activities are grounded in racial equity
- Track and monitor racial equity targets
- Facilitate inclusion of BIPOC-led organizations in all funding opportunities

4. CoC Standards, Compliance, and Funding

Purpose

The purpose of the CoC Standards, Compliance, and Funding Committee will be to secure HUD and CoC-specific funding, monitor programmatic compliance with HUD and CoC-specific requirements, and implement corrective actions as directed by the CoC Board (i.e., the Leadership Board). The committee will coordinate, monitor, and implement quality improvement of HUD CoC/ESG-funded programs and HMIS; apply for annual HUD funding; implement or assure compliance with HUD requirements except those under the purview of the System Impact Committee.

Roles

- Design, operate, and implement a collaborative process for submitting the CoC application to HUD*
- Seat a non-conflicted Appeals Panel to review, decide, and act on appeals to the rating and ranking*
- Facilitate inclusion of BIPOC-led organizations in all funding opportunities
- Implement Project Monitoring evaluation process*
- Monitor and evaluate to improve poor performance of CoC funded projects*
- Notify System Impact Committee and Leadership Board about poor performers*
- Evaluate outcomes of ESG and CoC projects and report to HUD*

- Adopt written standards for CoC assistance and ensure compliance*
- Determine costs of complying with HUD mandates
- Ensure all CoC activities are grounded in racial equity
- Track and monitor racial equity targets

As part of its work, the CoC Standards, Compliance, and Funding Committee will establish a non-conflicted **Appeals Board** to review appeals made by CoC Project applicants to the local competition's rating and ranking list following the Alameda County HUD CoC Appeals Process established in 2017. Panel decisions on appeals are final. The CoC Standards, Compliance, and Funding Committee will recruit broadly from, but not limited to, the following stakeholder groups: persons with lived experience of homelessness; operators of CoC programs and/or those familiar with CoC programs (including different project types); persons with grant management and funding experience; persons with backgrounds in data analysis, strategic planning and process improvement; persons with knowledge of health care access and services; persons working with homeless sub-populations; persons that worked with Commissions; and persons who have participated on other government funding committees/panels.

5. System Impact

Purpose

The purpose of the System Impact Committee is to make sure the system helps people exit homelessness and become rehoused quickly. The committee's work is to implement system-level effectiveness activities, identify system needs and gaps, promote efficient flow to housing, and conduct system modeling. The group is also responsible for monitoring and reporting system performance and timeliness outcomes; developing and overseeing prioritization; identifying system gaps and needs; and recommending action for poor performance.

Roles

- Consult with local government recipients on allocations of ESG funds*
- Operate an HMIS system in collaboration with HMIS Lead; ensures it meets system performance needs*
- Provide oversight for CE related to prioritization with CE Management Entity*
- Direct Homeless Count; approve methodology; submit results*
- Direct an annual gaps analysis*
- Adopt standards of care and guiding principles*
- Monitor system performance outcomes*

- Recommend to Leadership Board how to improve poor performing CoC projects*
- Report HMIS data at least twice annually to Leadership Board, with all data disaggregated by race and ethnicity*
- Provide information to jurisdictions that submit Consolidated Plans
- Ensure all activities are grounded in racial equity
- Track and monitor racial equity targets
- Facilitate inclusion of BIPOC-led organizations in all funding opportunities

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