



## Leadership Board Meeting

Thursday, July 22nd, 2:00pm-4:00pm

Join Zoom Meeting

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<b>1. Welcome and Introductions</b>	<b>2:00pm-2:05pm</b>
<b>2. Public Comment</b>	<b>2:05pm-2:15pm</b>
<b>3. Review and Approval of Minutes</b>	<b>2:15pm-2:20pm</b>
a. Leadership Board Meeting 7.01.21	<i>Approve</i>
<b>4. Executive Director Update</b>	<b>2:20pm-2:25pm</b>
<b>5. Emergency Housing Vouchers</b>	<b>2:25pm-2:30pm</b>
<b>6. NOFA Update</b>	<b>2:30pm-2:35pm</b>
<b>7. Proposed Governance Revisions</b>	<b>2:35pm-3:30pm</b>
a. Proposed Governance Revisions - Committee Composition	<i>Approve</i>
b. Next Steps	

### Next Meeting

- a. Thursday, September 23<sup>rd</sup> from 2pm to 4pm



## Leadership Board Meeting

Thursday, July 1st, 2:00pm-3:30pm

Meetings are public. Alameda County residents with lived experience of homelessness 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 special meeting of the Leadership Board Committee was called to order at 2:00 p.m. on Thursday, July 1st, 2021 on Zoom by Moe Wright (Chair) when quorum was reached with 13 Board members.

**Present:** Moe Wright (Chair, BBI Construction), Kerry Abbott (Alameda County Health Care Services Agency, Colleen Chawla's representative), Darin Louds (Housing Consortium of the East Bay), Mayor Jesse Arreguin (City of Berkeley), Peggy McQuaid (City of Albany), Paulette Franklin (Alameda County Behavioral Health Care Services), Susan Shelton (At-large representative), Andrea Ford (Alameda County Social Services Agency, Lori Cox's representative), Ray Bonilla (Kaiser Permanente), Vivian Wan (Abode Services), Liz Varela (Building Futures), Michelle Starratt (Alameda County Housing and Community Development), Dr. Christine Ma (UCSF's Benioff Children's Hospital Oakland), Sara Bedford (City of Oakland), Suzanne Shenfil (City of Fremont)

**EOH staff:** Chelsea Andrews (Executive Director), Ja'Nai Aubry (Director of CoC Strategies), Dorcas Chang (Operations Coordinator)

**Public:** Jacquelyn McCormick (City of Berkeley)

**Absent:** Kelly Glossup (Alameda County Sheriff's Office), Wendy Jackson (East Oakland Community Project), Nella Goncalves (One Treasure Island) Claudia Young (City of Livermore), Doug Biggs (Alameda Point Collaborative), Katie Martin (Membership Representative) and Gloria Bruce (EBHO)

- |   |                      |
|---|----------------------|
| <b>1. Welcome and Introductions</b>   | <b>2:00pm-2:05pm</b> |
| a. Committee members introduced themselves. No announcements.   |                      |
| <b>2. Public Comment</b>  | <b>2:05pm-2:15pm</b> |
| a. No Public Comment  |                      |
| <b>3. Review and Approval of Minutes</b>  | <b>2:15pm-2:20pm</b> |
| a. Leadership Board Meeting 5.26.21   | <i>Approve</i>       |
| b. <b>Mayor Jesse Arreguin (City of Berkeley) made motion to approve the minutes as is. Michelle Starratt (HCD) seconded. 12 Board members voted yes. Motion passed</b> |                      |

#### 4. Executive Director Update

2:20pm-2:25pm

- a. Ja’Nai Aubry (Director of CoC Strategies) has been an integral part of EveryOne Home and will be missed. She has accepted a position at the Non Profit Housing Association of Northern California and will be with EOH until July 16<sup>th</sup>.
- b. Dr. Tirza White will be the new Senior Director of Performance Improvement and Data Analytics starting on Monday, July 12<sup>th</sup> and there is a strong candidate for the Data Analytics role, as well as strong candidates for the Systems Planning Coordinator position.
- c. EveryOne Home (EOH) is working with County on Youth Homeless Demonstration Project (YHDP) Notice of Funding Opportunity (NOFO) with a consultant and is also working with the County and Public Housing Authorities (PHAs) related to the Emergency Housing Vouchers (EHA). Additionally, EOH is continuing its recruitment of people with lived experience for the Leadership Academy with EBHO and St Mary’s Center.
  - o Dorcas Chang will share the Leadership Academy flyer with the committee.
- d. Board members were thanked for sharing stories with the fundraising consultant for EveryOne Home’s case for support.

#### 5. Emergency Housing Vouchers

2:25pm-2:30pm

- a. Chelsea Andrews (Executive Director) updated the committee that the CoC is negotiating the MOU with the PHAs to ensure that the funds will go to support families in Project Roomkey and Domestic Violence survivors and Transition Aged Youth (TAY). Moe Wright and C’Mone Falls will sign the MOU on behalf of the CoC.

#### 6. Strategic Planning Update

2:30pm-2:35pm

- a. Kerry Abbott (HCSA) presented on the strategic planning process for the Home Together 2026 Community Plan on implementing racial equity in the homeless system design.
  - I. Kerry is soliciting volunteers for an ad-hoc strategic planning committee and hoping that people with lived experience, service providers, and people who represent the geographic and ethnic diversity of Alameda County would participate.
  - II. The ad hoc group would be meeting 8 to 10 times between July and September. Some things the group would work on include revisiting systems modeling update and analysis, providing input and direction on communication, review strategic planning process, draft reports and more. The group will be staffed by Office of Homeless Care and Coordination and EOH.
  - III. In response to Moe Wright’s (Chair) question about the other strategic plans in the county, Kerry Abbott (HCSA) clarified that this plan is to create a community wide plan that looks at the implementation steps needed for the whole CoC. This plan will provide a template on how to connect jurisdictional strategic planning to a community wide implementation plan.
  - IV. Chelsea Andrews (Executive Director) encouraged Board members to volunteer.

#### 7. Proposed Governance Revisions

2:35pm-3:30pm

- a. Proposed Governance Revisions - Leadership Board & Committee Composition *Approve*
  - I. Remaining Leadership Board Composition
    - i. Chelsea Andrews (Executive Director) shared the governance working group’s recommendations to include a law enforcement seat, broaden scope of affordable housing development housing partners to include public

representatives, ensuring enough service providers are represented and reflect wide diversity of providers as well as a nomination committee to look at the proposed providers . There was consensus for adopting the recommendations provided for the advocacy representatives and committee chairs seats.

- ii. Chelsea Andrews (Executive Director) asked if there are important stakeholders that are missing?
  1. Dr. Christine Ma (UCSF's Benioff Children's Hospital Oakland) wanted to include representatives for families. She suggested including language that there would be a few seats to ensure families are represented.
  2. Chelsea Andrews (Executive Director) suggested that the nomination committee recommended by the governance group can look at the diversity of the board and how to ensure full racial diversity and other considerations.
  3. Board members provided positive feedback to having probation represent law enforcement on the Board.
- iii. **Board members voted on having four county seats on the Leadership Board which includes HCSA, HCD, SSA, and Law Enforcement represented by probation. 11 Board members voted Yes. 1 Board member abstained. 2 Board members did not vote. Motion passed.**
- iv. Board members discussed the pros and cons of including public representatives for the affordable housing developer seat.
  1. Many members do not think there should be a private or public representative and would like it to be a nonprofit developer.
- v. **Board members voted on removing the terms "public and private" for the affordable housing representative developer seat so that the seat is represented by nonprofit developers. 11 board members voted to remove public and private. 1 board member is fine with leaving both. 1 board member voted to abstain on removing public and yes on removing private. 1 board member did not vote. Motion passed.**
- vi. Board members discussed the representations of service providers
  1. Sara Bedford (City of Oakland) suggested not having too narrow categories for the service providers.
  2. Board members expressed concern that there are not enough representatives for service providers. However, Suzanne Shenfil (City of Fremont) and Kerry Abbott (HCSA) did note that jurisdictions, HCSA, SSA do have direct service providers.
  3. Board members discussed how providers would be nominated since there is not a peer group of providers and do not want to convene another group. Moe Wright (BBI) suggested that for this round to have a nomination committee with representation criteria to review and revised the nomination.
  4. Kerry Abbott (HCSA) proposed increasing the service providers seats to 4.
- vii. **Board members voted to have four nonprofit homeless service providers and nomination committee with set of criteria that helps to recommend those seats with an application process. 10 board members voted Yes. 1 Board member voted No. 1 Board member did not vote. Motion passed.**
- viii. Board members discussed the advocates/chairs composition.

1. Kerry Abbott (HCSA) asked if it was possible for Leadership Board to staff the committee chairs.
  2. Chelsea Andrews (Executive Director) suggested that we encourage the board to consider staffing the committee chairs but if there is no volunteers, then the committees would have to elect their chair.
- ix. Board members voted to approve the advocacy/chairs composition. 7 Board Members voted Yes. 1 member voted no to having committee chairs. 3 board members did not vote. Motion passed.**
- II. EveryOne Home Org Structure – did not get to this item.**
- b. Next Steps – Continue governance discussion at next Leadership Board meeting and schedule a Community meeting.

**Next Meeting**

- a. Thursday, July 22<sup>nd</sup> from 2pm to 4pm

Adjournment Meeting was adjourned at 4:00 p.m. by Chelsea Andrews. The next meeting will be on July 22<sup>nd</sup>, 2021. Notes submitted by: Dorcas Chang Reviewed by: Chelsea Andrews

# Leadership Board Meeting

July 22, 2021



**EveryOneHome**  
Ending Homelessness  
in Alameda County

# Agenda

1. Welcome and Introductions
2. Public Comment
3. Review and Approval of Minutes
4. Executive Director Update
5. Emergency Housing Vouchers
6. NOFA Update
7. Proposed Governance Revisions

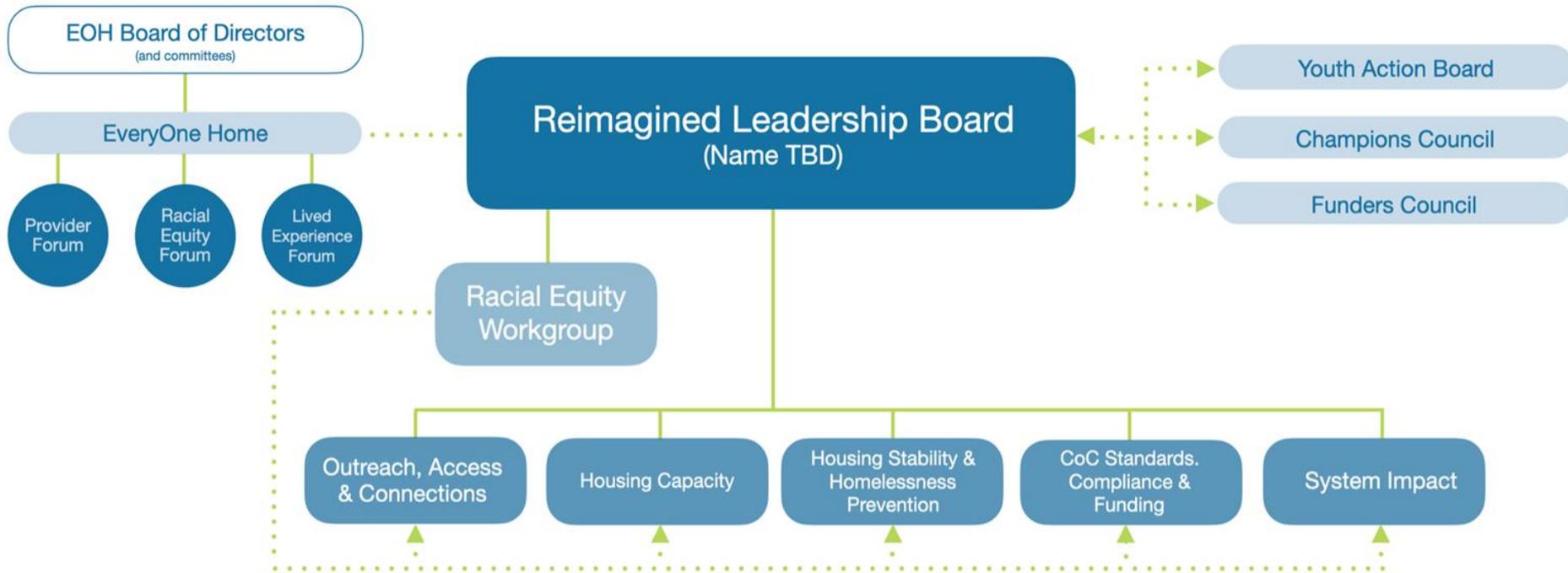
# Today's Governance Decisions

1. Committee Compositions
2. EveryOne Home Org Structure
3. Housekeeping Items



# NEW PROPOSED GOVERNANCE STRUCTURE\*

## COLLECTIVE IMPACT MODEL



### Key

- Line of Authority
- ⋯ Line of Influence and Communication
- ▶ Directional Flow of Influence/Communication

\*Committee names TBD

# Our New Leadership Board- Recap



# New Leadership Board Composition 7.1.21 - approved

1. Person with lived expertise (8 of 25 people, nomination Committee)
2. Person with lived expertise
3. Person with lived expertise
4. Person with lived expertise
5. Person with lived expertise
6. Person with lived expertise
7. Person with lived expertise
8. Person with lived expertise (Youth Action Board seat)
9. City of Oakland (appointed seat)
10. City of Berkeley (represents Albany and Emeryville, appointed seat)
11. City from the mid-county region (elected from Alameda County Conference of Mayors)
12. City from the south-county region (elected from Alameda County Conference of Mayors)
13. City from the east-county region (elected from Alameda County Conference of Mayors)
14. Alameda County Health Care Services Agency, Office of Homeless Care and Coordination Director (appointed seat)
15. Alameda County Social Services Agency (appointed seat)
16. Alameda County Housing and Community Development (represents unincorporated areas, appointed seat)
17. Alameda County Probation (appointed Seat)
18. Public Housing Authority (elected by membership)
19. Representative from nonprofit affordable housing development (elected by membership)
20. Non-profit CE provider (elected from among peers)
21. Non-profit homeless service providers (having nomination committee with set of criteria with application process)
22. Non-profit homeless service providers (having nomination committee with set of criteria with application process)
23. Non-profit homeless service providers (having nomination committee with set of criteria with application process)
24. Non-profit homeless service providers (having nomination committee with set of criteria with application process)
25. Advocacy and/or citizen (elected from membership)
26. Policy advocacy or affordable housing advocacy organization (elected by membership)
27. Chair or co-chair from Racial Equity Workgroup (appointed seat)
28. Chairs of the Committees, if different than those serving on the Leadership Board (appointed seat)



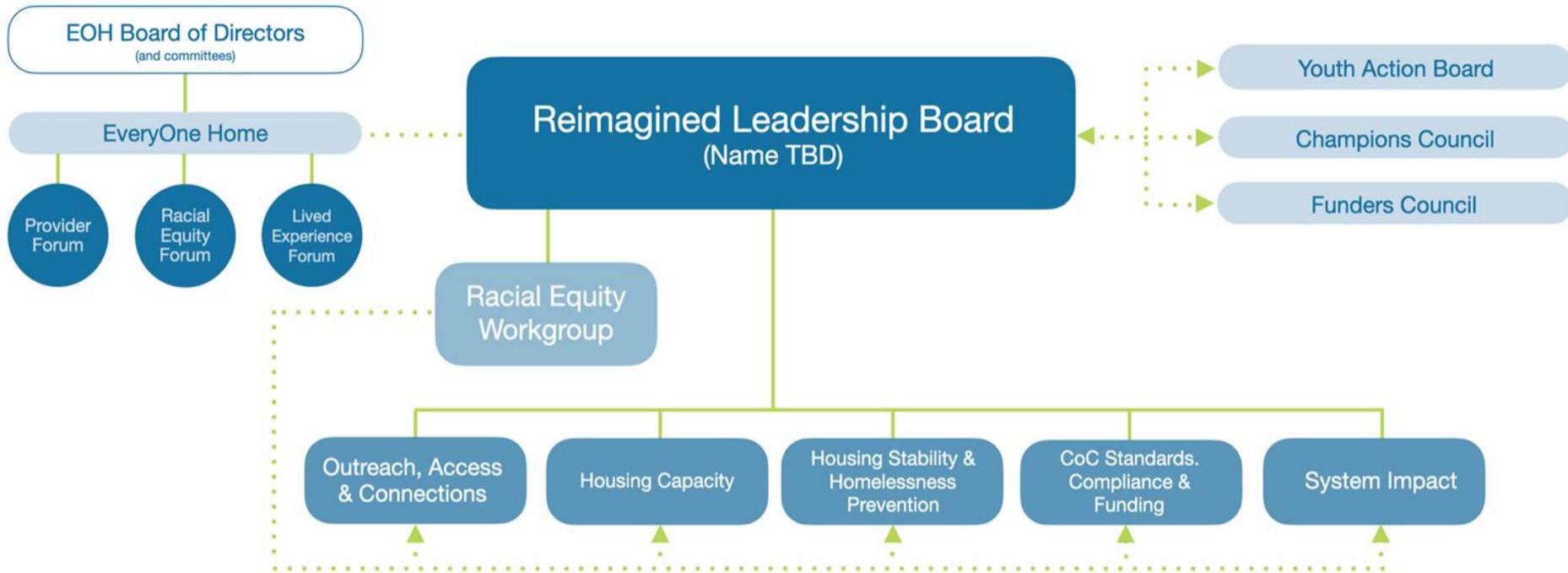
# Committee Compositions



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# NEW PROPOSED GOVERNANCE STRUCTURE\*

## COLLECTIVE IMPACT MODEL



### Key

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\*Committee names TBD

# Current Committee Compositions

## HUD CoC Committee- 10 designated seats

- 6 appointed by the Leadership Board
- 3 elected by the full CoC Membership

## System Coordination Committee- 12 members

- Up to 17 members
- Selected by Leadership Board
- List of suggested stakeholders

## HMIS Oversight Committee- 8 members

- No minimum or maximum
- Selected by HUD CoC
- List of suggested stakeholders

## Results Based Accountability Committee- Open membership

- No minimum or maximum
- Anyone interested may join



# System Coordination Committee & HUD CoC Feedback



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# Committee Recommendations

## System Coordination Committee

- Range of **12-15 seats** for each
- Emphasis on **exceeding** lived experience benchmark
- Ensure diversity of lived experience (Vets, TAY, DV, etc.)
- Regional Representation\*

## HUD CoC Committee

- Ensure 1/3 have lived experience
- Emphasis on the BIPOC benchmark
- Include representation from cities and Alameda County HCD\*

# Governance Committee Recommendations

1. How many seats should each subcommittee have?

**11-13**

2. Should we designate seats or draft a list of suggested stakeholders?

**Mix; 2-3 appointed seats and suggestions for remainder; See recommended additions highlighted**

3. What should be the nomination and selection process?

- a. Leadership Board?
- b. Membership vote?
- c. Sub-committee vote?

**Nomination committee- mix of LB and SC, comm elect chairs**

# Outreach, Access and Coordination

## 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.

## Roles

- **Provide oversight for the Coordinated Entry System\***
- **Provide oversight for CE related to prioritization with CE Management Entity\***
- Adopt standards of care and guiding principles\*
- Report [relevant] 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 [relevant] racial equity targets**
- **Facilitate inclusion of BIPOC-led organizations in all funding opportunities**

\* = required by HUD Continuum of Care regulations



# Outreach, Access and Coordination

## Recommended partners:

- HCSA, OHCC = Co-staff
- 211
- Regional Leads
- BACS, Abode, BFWC, EOCP, etc.
- All In
- Culturally specific orgs
- DV providers

**Designated seats:** Proposed Regional leads; open for discussion

# 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

# CoC Standards, Compliance and Funding

## Recommended partners:

- HCD = standing reports vs. Co-staff
- Seek non-conflicted members of the CoC representing a wide range of stakeholders throughout the CoC
- Representatives from Alameda County Departments
- Representatives from Cities
- Representatives from homeless assistance providers

**Designated seats:** Open for discussion



# 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, 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\***
- **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
- 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



# System Impact

## Recommended partners:

- HMIS Lead /HCD = co-staff
- Open membership
- Member(s) of the HUD COC Committee
- Coordinated Entry Lead Operator(s)
- Data Quality Staff
- End User/Data Entry Staff

**Designated seats:** Open for discussion

# Housing Stability and Homelessness Prevention

## Purpose

The purpose of the Housing Stability and Homelessness Prevention Committee is to ensure that people experiencing housing crises including those formerly homeless can obtain and stably maintain housing. The committee will also work to develop strategies and collaborations to prevent new homelessness. To achieve these ambitious goals, the group will collaborate, coordinate, and improve the effectiveness of existing homelessness prevention initiatives; implement best practices; and plan proactively for funding and expansion.



## Roles

- **Consult with local government recipients on allocations of ESG funds prevention funding\***
- Support annual gaps analysis\*
- Adopt standards of care and guiding principles\*
- Report [relevant] HMIS data at least twice annually to Leadership Board\*
- Determine costs of complying with HUD mandates
- **Develop partnerships and strategies to prevent new homelessness**
- Work to expand the range, stock, and quality of affordable housing options
- Ensure all activities are grounded in racial equity
- Track and monitor racial equity targets
- Facilitate inclusion of BIPOC-led organizations in all funding opportunities

# Housing Stability and Homelessness Prevention

## Recommended Partners:

- Parallel systems (foster care, DV, probation, education, etc.)
  - All Home
  - Legal Aid Orgs / Keep Oakland Housed
  - Probation
  - SSA
  - Workforce development organizations
  - HCD
- 
- **Designated seats:** Open for discussion

# 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 Organizations (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



# Housing Capacity

## Recommended Partners:

- Landlords, PHA's, housing providers
- HCD
- EBHO, Affordable Housing policy orgs
- City departments (development, zoning, etc.)

# EveryOne Home Organizational Structure



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# EveryOne Home

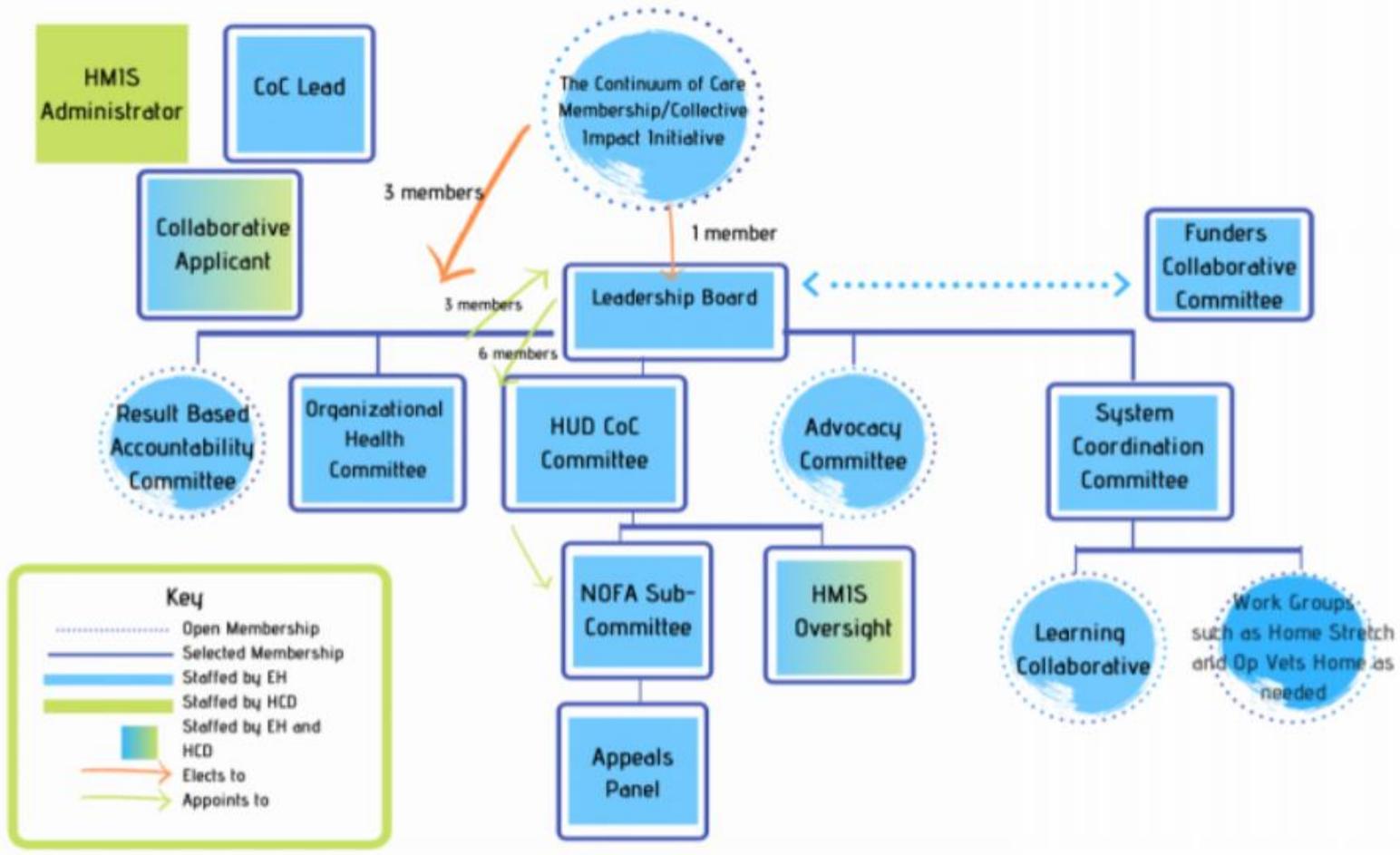
## Roles

- “**Backbone Organization** means the separate organization and staff that manages the collective impact initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly. EveryOne Home, the organization, is the backbone organization for Alameda County’s initiative to end homelessness.”
- “**Continuum of Care Lead** (CoC Lead) is the entity designated by the CoC to coordinate its operations and planning functions, including the submission of the CoC funding application. EveryOne Home, the organization, is both the CoC Lead and the backbone organization”

- Governance Charter 2019, pages 30 - 31

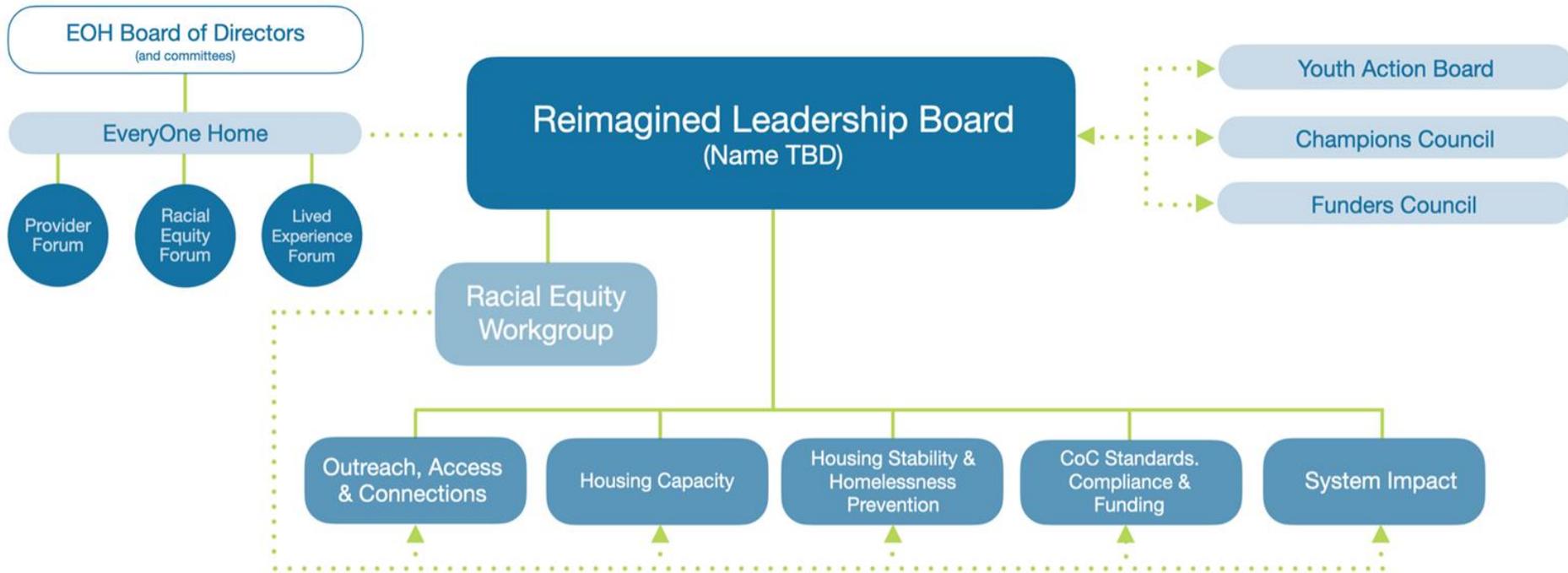


## CURRENT GOVERNANCE STRUCTURE



# NEW PROPOSED GOVERNANCE STRUCTURE\*

## COLLECTIVE IMPACT MODEL



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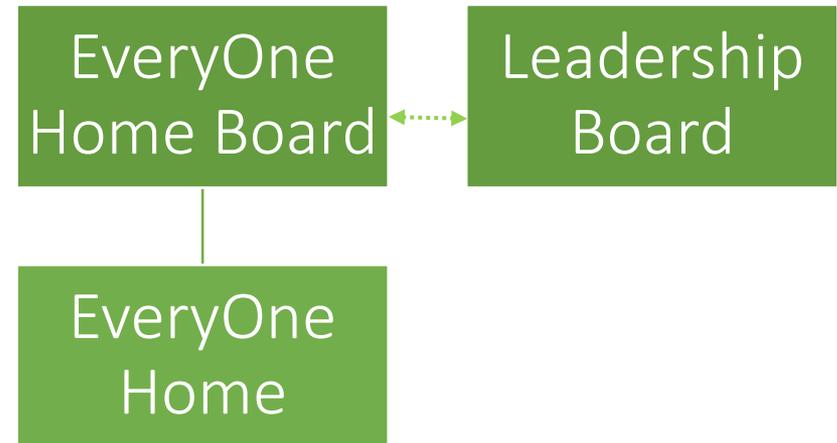
\*Committee names TBD

# Organizational Structure Options

## Maintain Current Structure



## Alternate Structure



# Governance Housekeeping



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# Housekeeping Items

## Leadership Board

- **Chair**
  - Two Co-Chairs
  - Rotation amongst stakeholders
  - Nominated/ Selected by full Board
- **Nomination Committee**
  - Finalize Selection Criteria/ Guidance
  - Membership seat- clarify which seats are selected by the membership
    - Ex) Advocate seat

## Sub-Committees

- **Co-chairs**
  - 1 juris +1 non-juris
  - Rotation amongst stakeholder groups
  - Nominated/ Selected by full committee
- **Nomination-** nomination and selection process for full sub-committee?

# Recruitment Guidance for Regional Seats - Approved

- ✓ Proven **commitment to ending homelessness**
- ✓ Commitment to **racial equity and centering individuals with lived experience** of homelessness.
- ✓ Willingness to attend **racial equity and cultural competency trainings**.
- ✓ Willingness to attend **trainings on homelessness and relevant policies**.
- ✓ Ability to **attend 75% of meetings** annually and remain responsive in between monthly meetings.
- ✓ Ability to serve **3-year terms** (\*will consider elected officials' term lengths)
- ✓ Willing to work towards **consensus and remain open minded**.
- ✓ Willing to serve as an **Ambassador** of the collective impact effort to end homelessness.
- ✓ Commitment to **reporting back** to regional partners.



# Recruitment Guidance for Nomination Committee for Leadership Board- **Proposed**

- ✓ Proven **commitment to ending homelessness**
- ✓ Commitment to **racial equity and centering individuals with lived experience** of homelessness.
- ✓ Willingness to attend **racial equity and cultural competency trainings**.
- ✓ Willingness to attend **trainings on homelessness and relevant policies**.
- ✓ Ability to **attend 75% of meetings** annually and remain responsive in between monthly meetings.
- ✓ Ability to serve **3-year terms** (\*will consider elected officials' term lengths)
- ✓ Willing to work towards **consensus and remain open minded**.
- ✓ Willing to serve as an **Ambassador** of the collective impact effort to end homelessness.
- ✓ Ensure **geographical and size diversification** for **service providers**
- ✓ Work with the Racial Equity Workgroup to ensure racial diversity across the Board

# Housekeeping Items- Board and Committees

1. **Ensuring Broad Representation:** No two members from one organization may serve on any given Board, Committee, Subcommittee or workgroup. \*Exception for LB Sub-committee appointed seats
2. **Participation:** Members must attend 75% percent of the meetings annually (tracked by EOH staff)
3. **Alternates & Proxy Voting:** Leadership Board members may appoint one alternate who is able to vote by proxy. Sub-committee members are required to attend meetings and cannot send an alternate to vote.
4. **Committee Vacancies:** Must be filled within three months of any committee vacancy by the affirmative vote of the majority of that committee.
5. **Conflict of Interest:** Consider if important stakeholders should co-staff or report to relevant committees rather than serve as voting members.
6. **NOFA Committee**
  - a. Leadership Board seats NOFA Committee
  - b. Desired qualifications (next slide)



# NOFA Committee- Proposed Language

The Leadership Board 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.

-(taken from proposed language re Appeals Panel)





Thank You!



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