

Leadership Board Meeting

July 1, 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. Strategic Planning Update
7. Proposed Governance Revisions

Today's Governance Decisions

1. Remaining Leadership Board Composition
2. Committee Compositions
3. EveryOne Home Org Structure

Leadership Board Composition



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Current Leadership Board Composition

1. Alameda County Community Development Agency (appointed seat)
2. Alameda County Health Care Services Agency (appointed seat)
3. Alameda County Social Services Agency (appointed seat)
4. City of Berkeley (appointed seat)
5. City of Oakland (appointed seat)
6. Veterans Affairs (appointed seat)
7. Jurisdictions within Alameda County
8. School districts
9. Law enforcement
10. Housing Authorities
11. Persons with lived experience of homelessness
12. University or other researcher
13. Provider organizations
14. Housing developers
15. Business, philanthropic and faith leaders

***Note there are currently 24 LB members and numbers 7-15 are suggestions in our Governance Charter for stakeholder groups to recruit from.**



Proposed Leadership Board Composition 5.5.21

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. Public Housing Authority (elected by membership)
18. Representative from affordable housing development (non-profit or public, elected by membership)
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 from membership)
23. Policy advocacy or affordable housing advocacy organization (elected by membership)
24. Chair or co-chair from Racial Equity Workgroup (appointed seat)
25. Chairs of the Committees, if different than those serving on the Leadership Board (appointed seat)

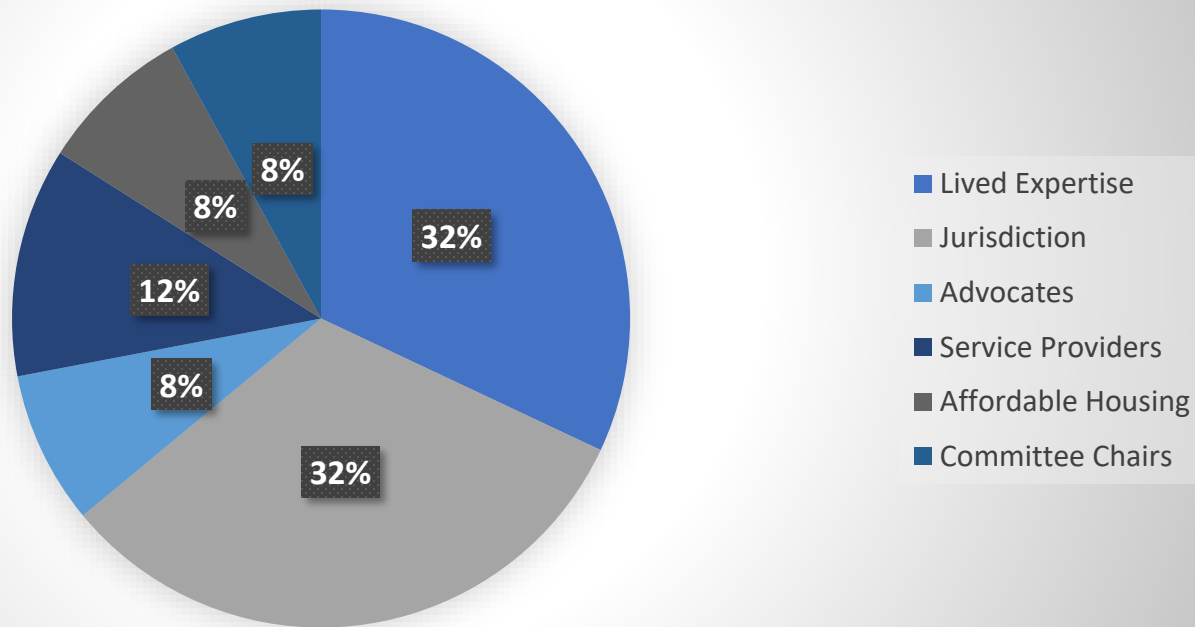
*Green= approved



Leadership Board Composition

Proposed

Stakeholder Groups



Current Leadership Board Composition vs. Proposed Composition

1. Veterans Affairs (appointed seat)
2. School districts
3. Law enforcement
4. University or other researcher
5. Business, philanthropic and faith leaders

*Listed in governance charter but some are not currently represented on the LB

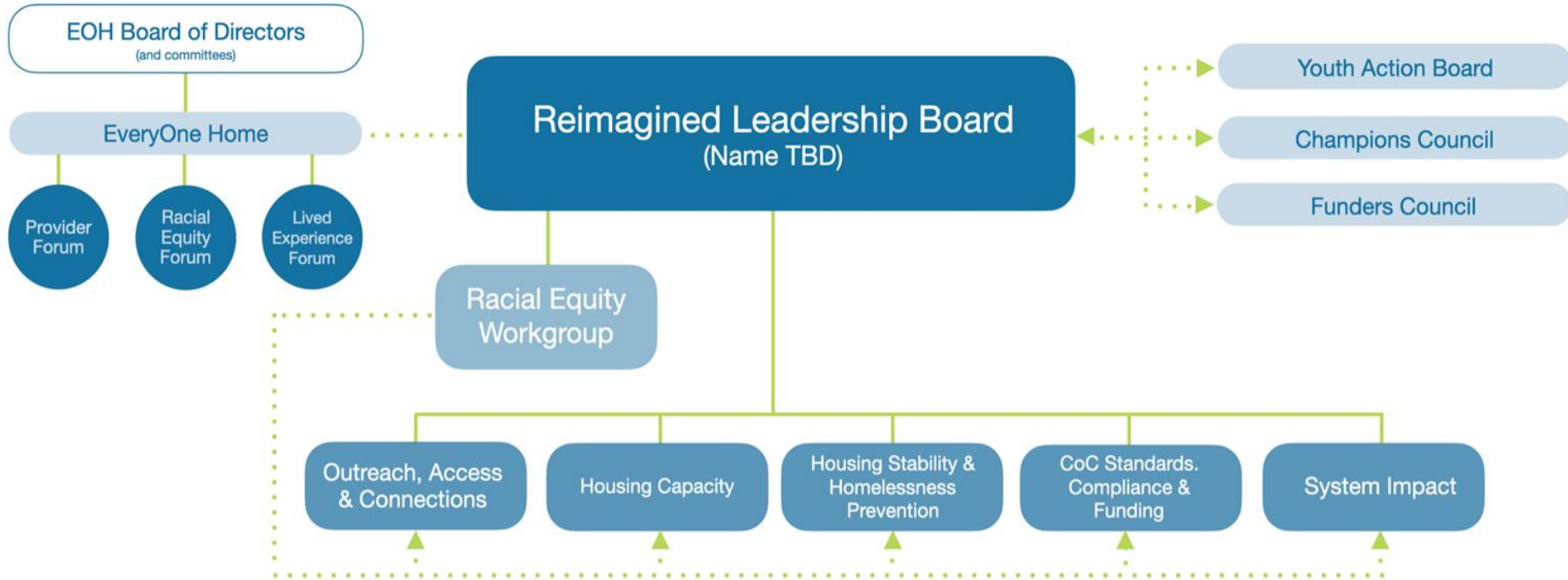
Governance Working Group Feedback



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NEW PROPOSED GOVERNANCE STRUCTURE*

COLLECTIVE IMPACT MODEL



Key

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

*Committee names TBD

Discussion Questions

1. Are there important stakeholders that are missing from the proposed composition?
 - a. If so, are they essential for the LB?

*See recommendations

2. Should there be designated seats or a list of stakeholders to recruit from?
 - a. Pros/Cons of designated seats
 - b. Have we had success with flexibility with recruitment in the past?

Leadership Board Composition- Proposed

County

- Alameda County Health Care Services Agency, Office of Homeless Care and Coordination Director (appointed seat)
- Alameda County Social Services Agency (appointed seat)
- Alameda County Housing and Community Development -represents housing development and unincorporated areas (appointed seat)
- Law Enforcement Seat (Sheriff, Probation, City or Alternative)*Fremont

Affordable Housing

- Public Housing Authority (elected by membership)
- Representative from Affordable Housing development (non-profit , private or public) (elected by membership)

Service Providers * Representation Criteria

- Non-profit **C.E. provider** (elected from among peers)
- Non-profit **outreach or temp shelter** provider (elected from among peers)
- Non-profit **permanent housing** provider (elected from among peers)

Advocates / Chairs

- Advocacy and/or citizen (elected from membership)
- Policy advocacy or affordable housing advocacy organization (elected by membership)
- Chair or co-chair from Racial Equity Workgroup (appointed seat)
- Chairs of the Committees, if different than those serving on the Leadership Board (appointed seat)



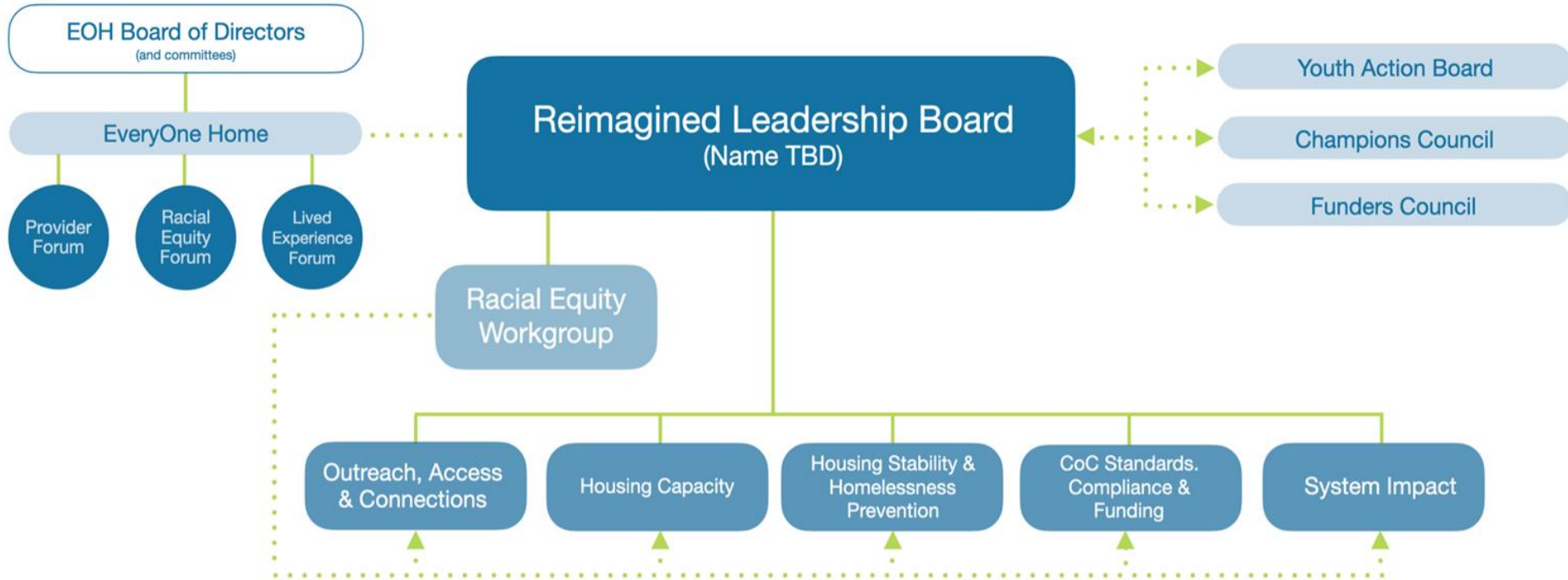
Committee Compositions



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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.



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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**

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

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



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 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





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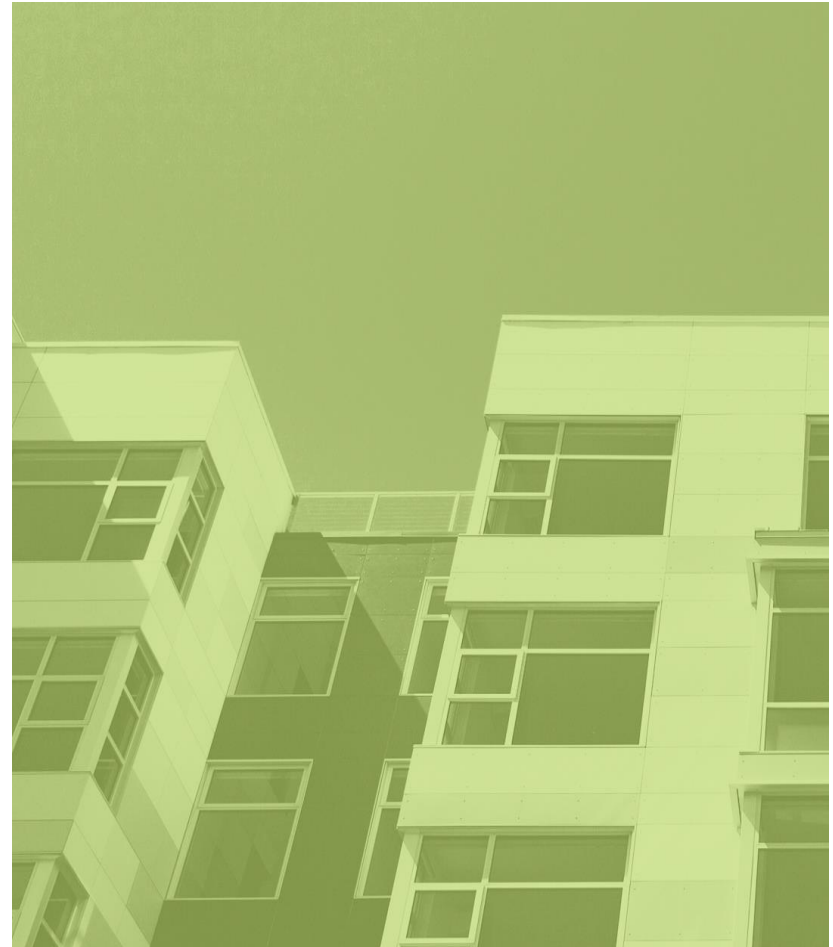
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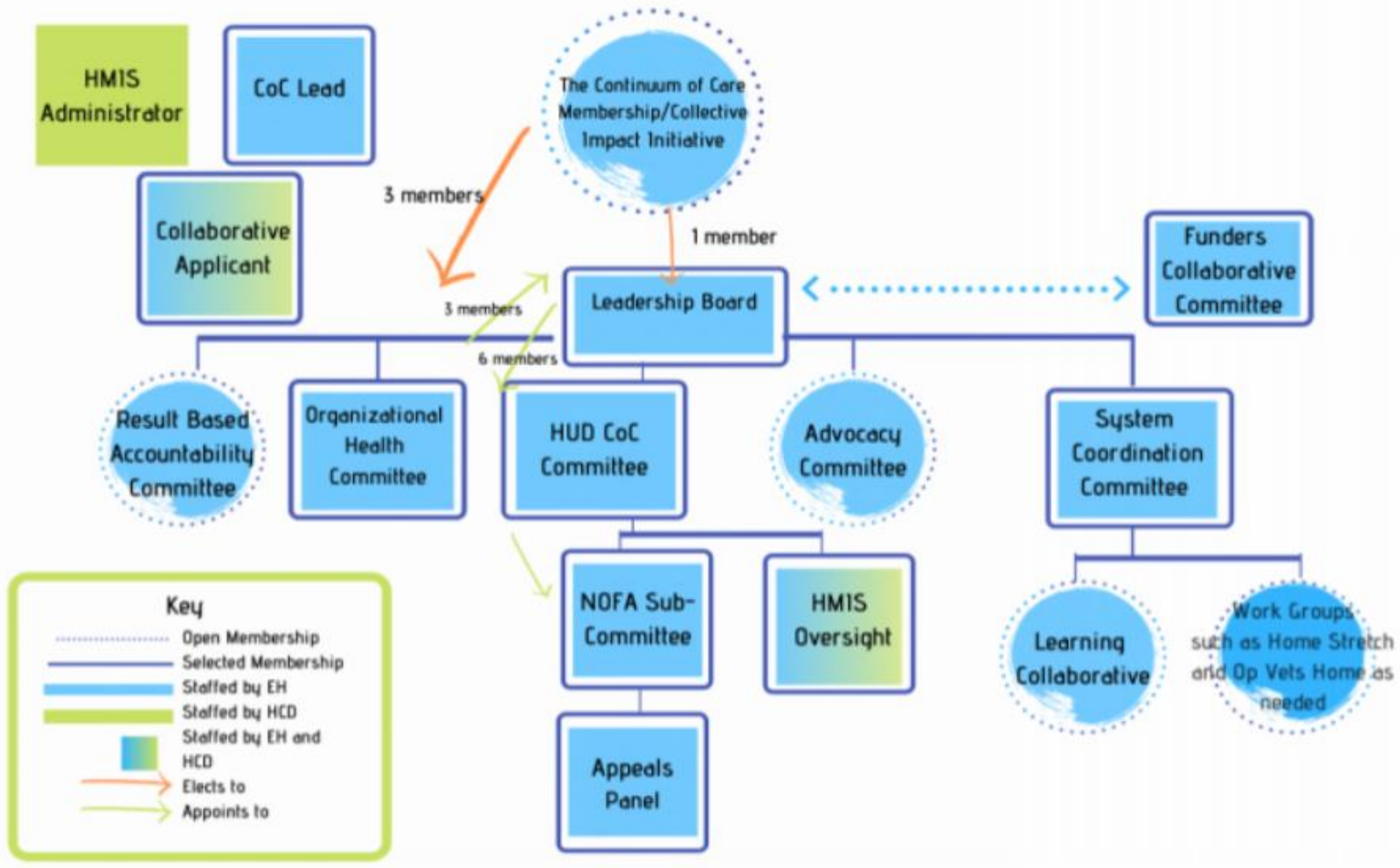
Roles

- “**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

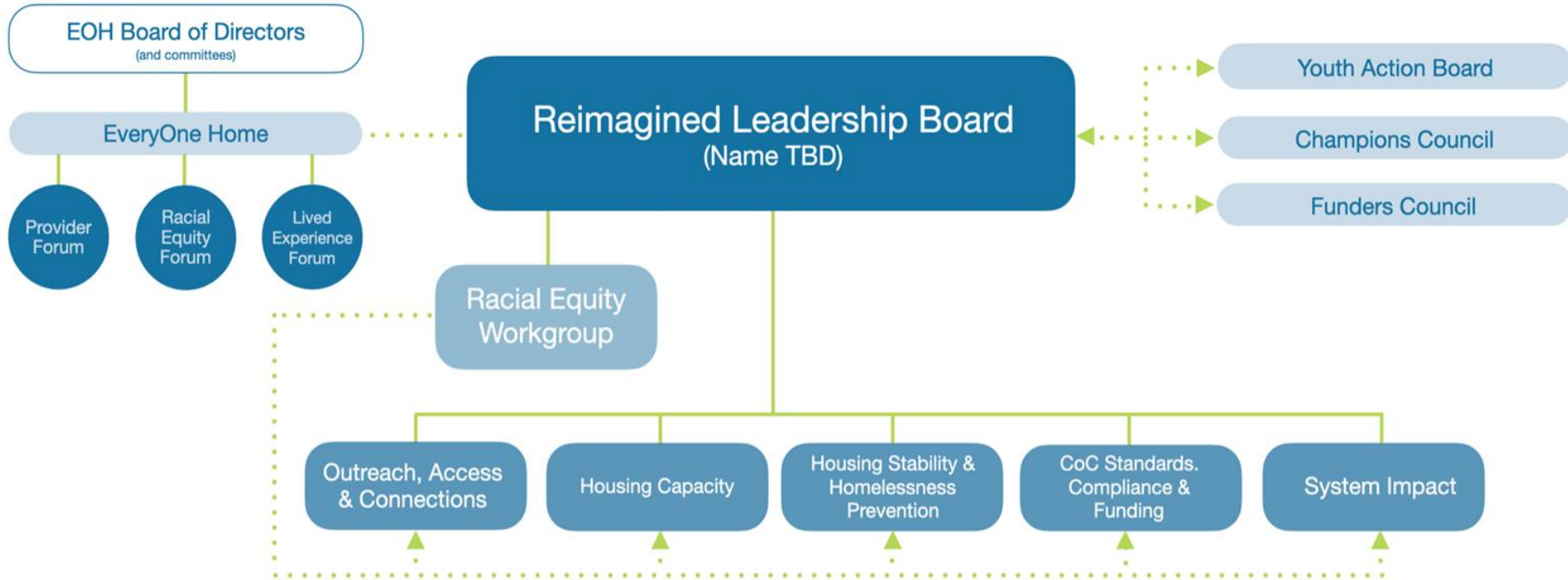


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Next Steps

Discussion Topics

- Housekeeping items

Upcoming Dates

- Community Meeting TBD



Thank you!



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