

Leadership Board Meeting

September 17, 2021



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in Alameda County

Today's Agenda

- I. Welcome and Introductions
- II. Public Comment
- III. Review and Approval of Minutes
- IV. Executive Director Update
- V. HHAP 2 Spending Update
- VI. Home Together 2026 Strategic Plan Update
- VII. RBA Q3 Practitioner Scorecard Update
- VIII. Proposed Governance Revisions
- IX. Next Steps

Executive Director Update



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2021 NOFO Highlights

- ❖ Successful NOFO Launch, Bidder's Conference on September 13th
- ❖ Focus on Racial Equity & Lived Experience
 - Targeted questions and points (6)
 - Anonymous survey of providers
 - Recruitment of new providers
- ❖ Leveraging non-CoC resources *(New projects)*
- ❖ Partnering with Health Providers *(New projects)*
- ❖ Automating our application process!



Mark your Calendars!

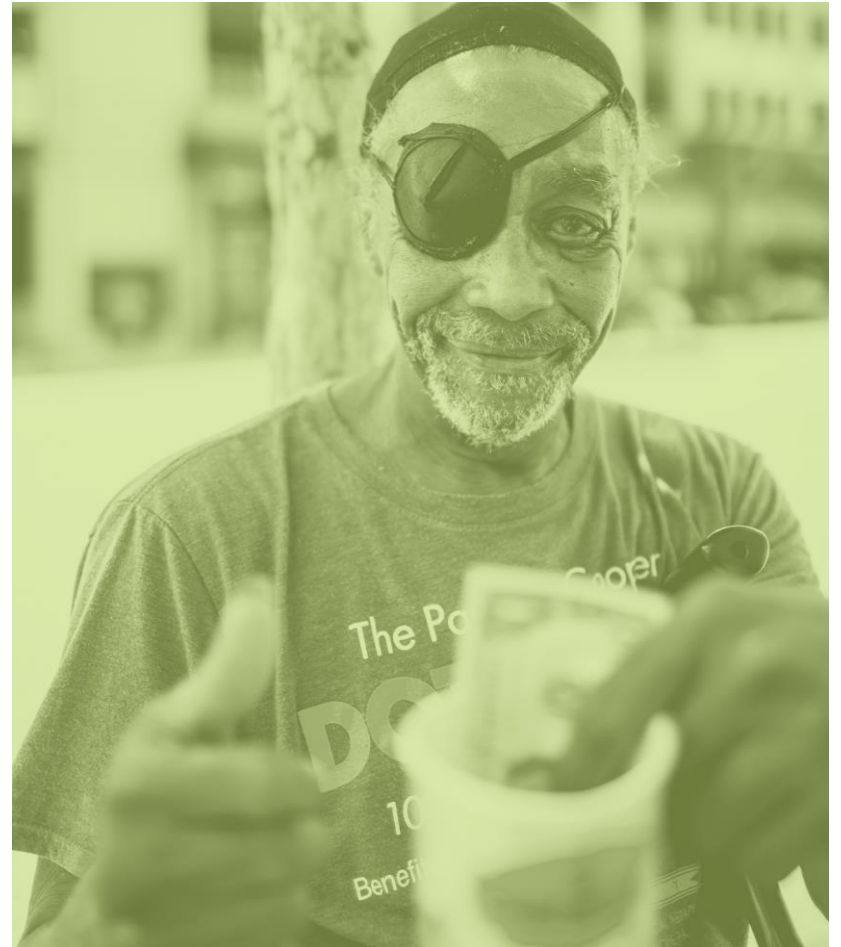
- **Beginner's NOFO Session**
 - Monday, September 20th
@ 11-12:30a.m.
- **NOFO Technical Assistance Drop-in**
 - Thursday, September 23rd
@ 3-4p.m.
- **Community Meeting**
 - Thursday, September 30th
@ 2-5 p.m.
- **Fall Fundraising Rally**
 - September 30th – October 15th



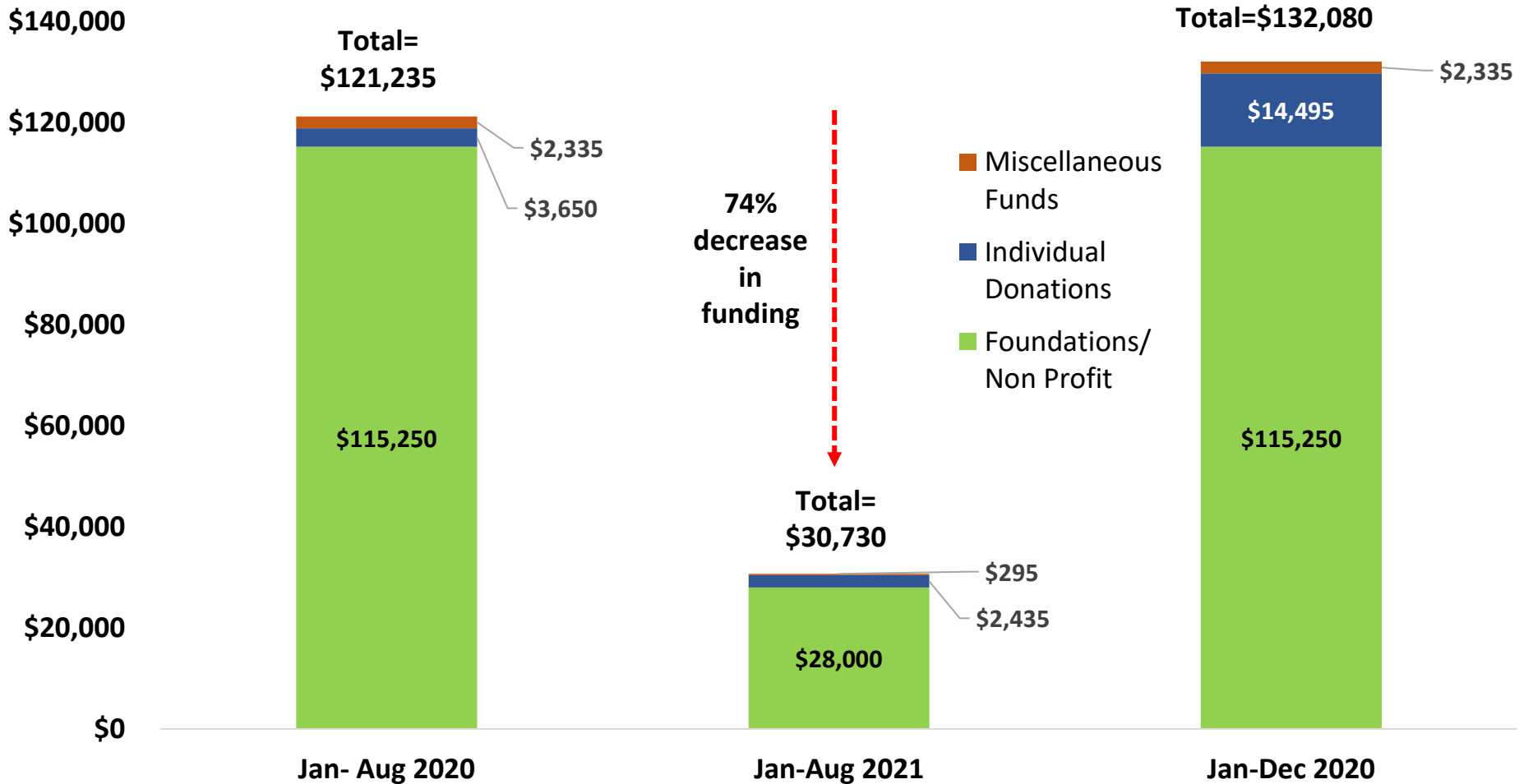
Save the Date: EveryOne Counts!

Join us on
Tuesday, January 25th

- Volunteer
- Donate
- Spread the Word!



Non-profit & Foundation Fundraising Projections 2020 vs. 2021





Leadership Board Fundraising Support

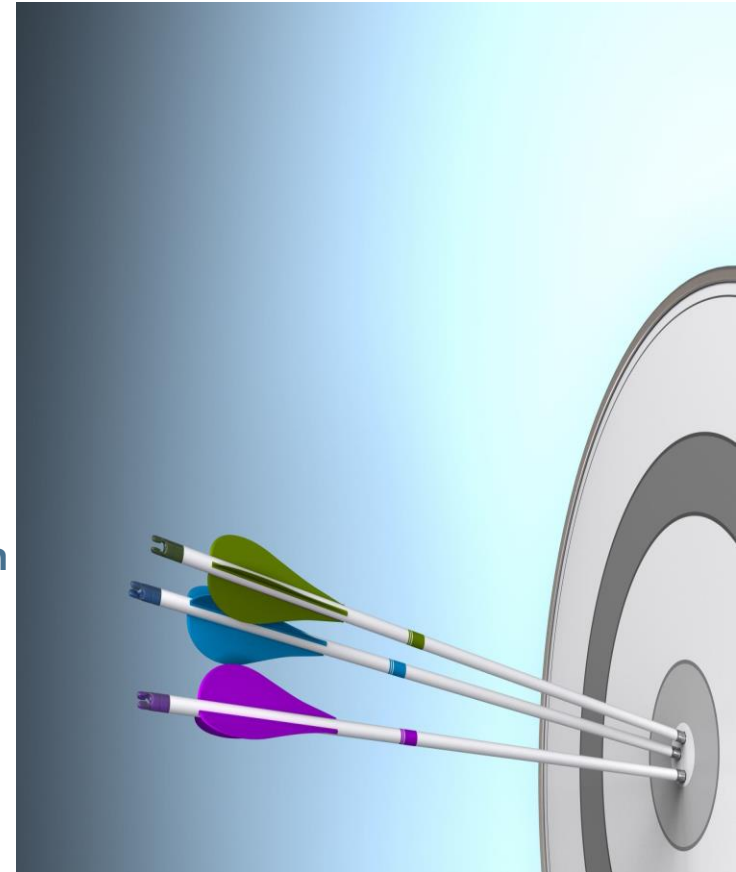
- ✓ **Full Leadership Board Participation**
- ✓ **Donate**
- ✓ **Pledge** for end of year donation
- ✓ Together **raise \$10,000**
- ✓ **Volunteer** to join our Fundraising Committee
- ✓ Be an **Ambassador**

Fall Fundraising Rally

HELP US REACH OUR TARGET!

- ✓ Follow-us on social media and share our posts
- ✓ Spread the word
- ✓ Donate!
- ✓ Seek matching opportunities
- ✓ Launching September 30th
- ✓ **Goal = \$20,000 by Friday, October 15th**

**Year-end Goal = \$50,000
in individual donations**



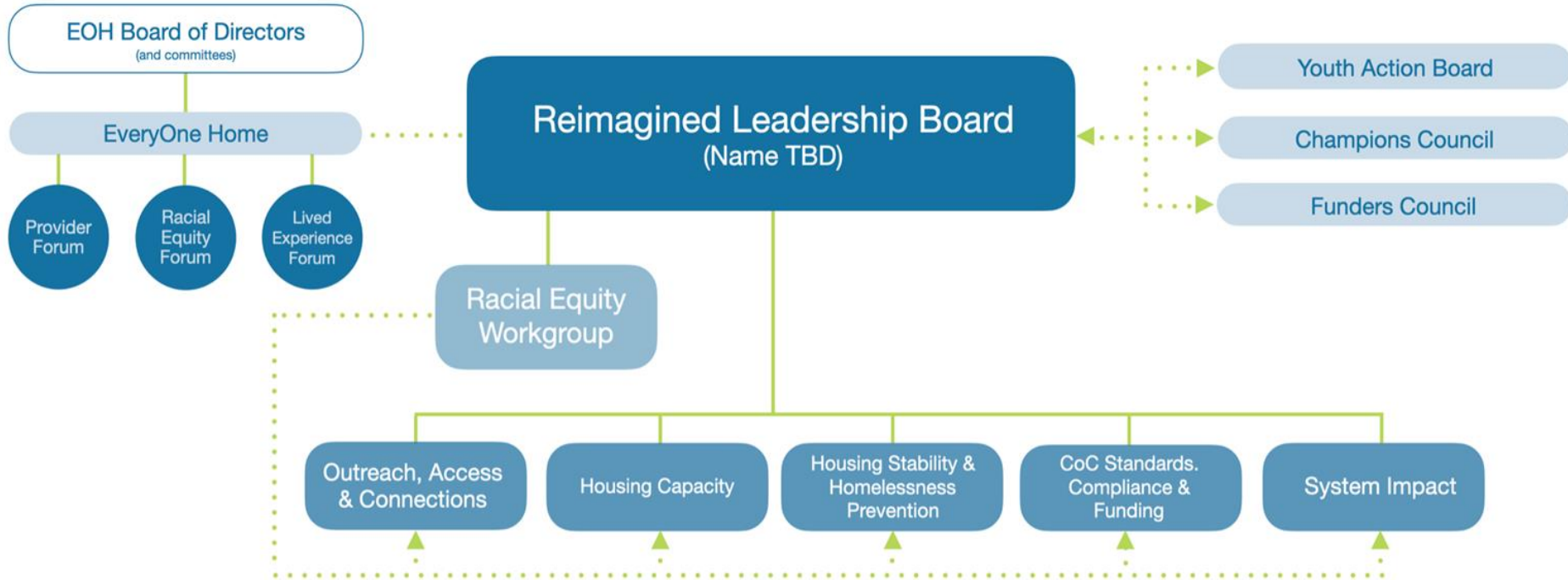
Today's Governance Decisions

1. Committee Compositions
2. Nomination Committee Composition
3. Racial Equity Workgroup
4. Housekeeping Items
5. EveryOne Home Org Structure



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 Conferences 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 homeless service providers (4 of 28 people, nomination committee)
21. Non-profit homeless service providers
22. Non-profit homeless service providers
23. Non-profit homeless service providers
24. Advocacy and/or citizen (elected from membership)
25. Policy advocacy or affordable housing advocacy organization (elected by membership)
26. Chair or co-chair from Racial Equity Workgroup (appointed seat)
27. Chairs of the Committees, if different than those serving on the Leadership Board (appointed seat)



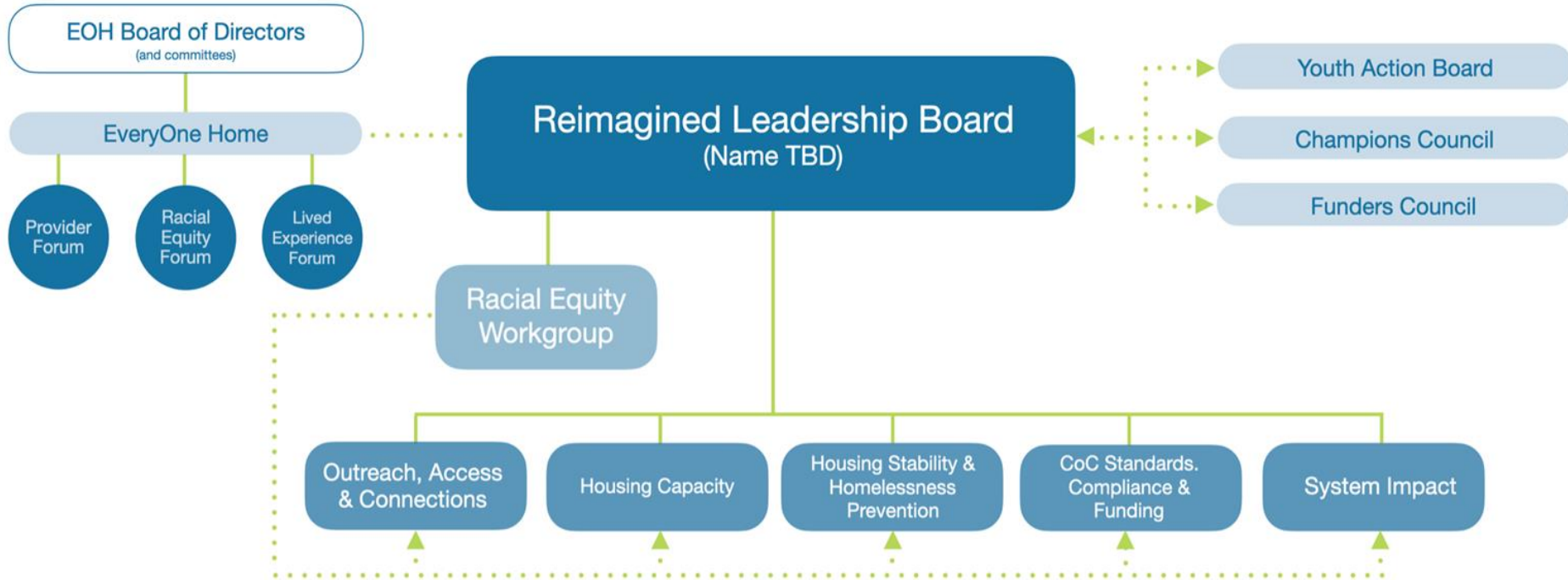
Committee Compositions



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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

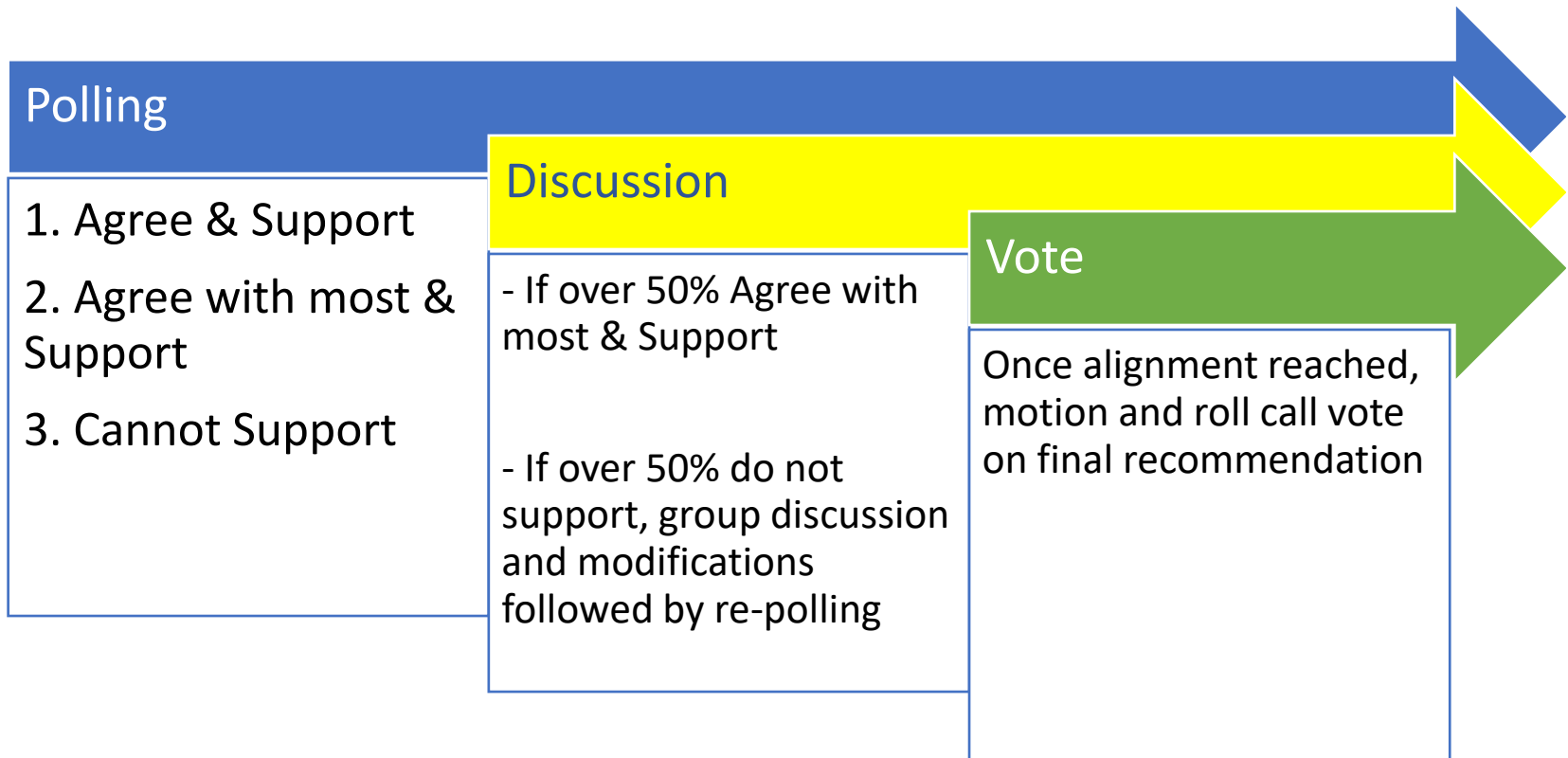
System Coordination Committee

- 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*

Buy-in and Alignment Process



Committee Structure Recommendations

Recommendations from Governance Workgroup & LB Members (non-quorum)

1. How many seats should each subcommittee have?

- Recommendation: 11-13 (Lived Experience members: 3 – 4)

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

- Recommendation: 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?
- Recommendation: Nomination Committee; Each Committee should elect their 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 (no voting)
- 211
- Diverse geographic representation in the county
- ALL IN
- Culturally specific orgs
- DV providers
- Probation
- Diverse selection of CE and Outreach/Street Health orgs

No Designated seats: Open to discuss

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***
- 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 =Co- staff/Collab applicant
- 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
- Goal to have a majority of people who are non-conflicted

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***
- **Approve methodology for Homeless Count; 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 including housing navigators, case managers, outreach workers, etc.
- Members that are subject matter expert

Designated seats: Community Representatives;
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, education, etc.)
 - All Home
 - Legal Aid Orgs / Keep Oakland Housed
 - Probation
 - SSA
 - Workforce development organizations
 - HCD
 - LGBTQ+ advocacy groups
 - Immigration advocacy groups
 - Senior services partners
 - Regional Center of East Bay
 - Housing Providers (developers/ owners/ property managers)
-
- **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.)
 - Advocacy/policy organizations
 - ACBH or Home Stretch
 - Real Estate
 - Partners that bring innovation (YIMBY)
 - Corporate
-
- **Designated seats:** Open for discussion

Nomination Committee Composition



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Nomination Committee Role

- Solicit candidates, review applications, interview candidates and make recommendations for the following positions:
 - Leadership Board
 - Lived Expertise (8 seats)
 - Non-profit homeless service providers (4 seats)
 - NOFO Committee Members
 - Non-appointed/designated Committee members



Nomination Committee Composition

9 members from the Leadership Board (final vote made by LB)

Appointed seats:

- Leadership Board Chair
- Jurisdiction:
 - Oakland
 - Berkeley
 - One city excluding Oakland and Berkeley
- County OHCC Director or designee
- Racial Equity Workgroup Chair

Elected by Leadership Board:

- Nonprofit provider
- 2 Lived experience members

Racial Equity Workgroup



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Racial Equity Workgroup

Purpose

The purpose of the Racial Equity Workgroup is to ensure that racial equity is centered across the homelessness response system and that racially disparate outcomes around homelessness and housing are eliminated.

Racial Equity Workgroup Role

- **Develop a racial equity action plan** to guide the entire system's work on equity
- **Lead implementation** of the plan
- **Assist other committees in setting racial equity metrics** and monitoring progress
- **Annually set a racial diversity representation metric for all boards, committees, and workgroups**, based on the annual PIT count and approved by the Leadership Board; the metric will be, at minimum, reflective of the racial demographics documented in the PIT count, with specific metrics for the groups that are most over-represented in the homeless population compared to their proportion of the general population
- **Monitor** whether the Leadership Board and all other committees and workgroups are **achieving and maintaining the racial diversity metric set each year**; if one or more bodies are not achieving or maintaining the metrics, work with the group to develop a plan to achieve it within a specific timeframe and report to Leadership Board
- **Regularly report progress** towards achieving goals outlined in the racial equity action plan to the Leadership Board and the wider CoC membership



Racial Equity Workgroup

Recommended Partners:

- Member from Leadership Board
- Member from each Committee
- Reps from City/County Race and Equity or similar
- REAL members (Racial Equity Action Lab)
- Youth Action Board member
- Subject matter experts and thought leaders
- Race Equity Policy Think Tanks

- **Designated seats:** Open for discussion

Governance Housekeeping



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Housekeeping Items

Leadership Board

- **Co-Chairs**

- Two Co-Chairs
- Rotation amongst stakeholders
- Nominated/ Selected by full Board

Sub-Committees

- **Co-chairs**

- 1 juris +1 non-juris
- Rotation amongst stakeholder groups
- Nominated/ Selected by full 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 NOFO Committee
 - b. Desired qualifications (next slide)



NOFO 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)



Governance Next Steps



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Next Steps

Community Meeting – Overview of decisions to date (Sept. 30th)

Community engagement: Video + Q&A Session (1 month)

Community Meeting to vote (TBD; Nov/December)

Transition Plan: Staffing, Budget, Elections, etc.

Summer 2022 LAUNCH!!

EveryOne Home Organizational Structure



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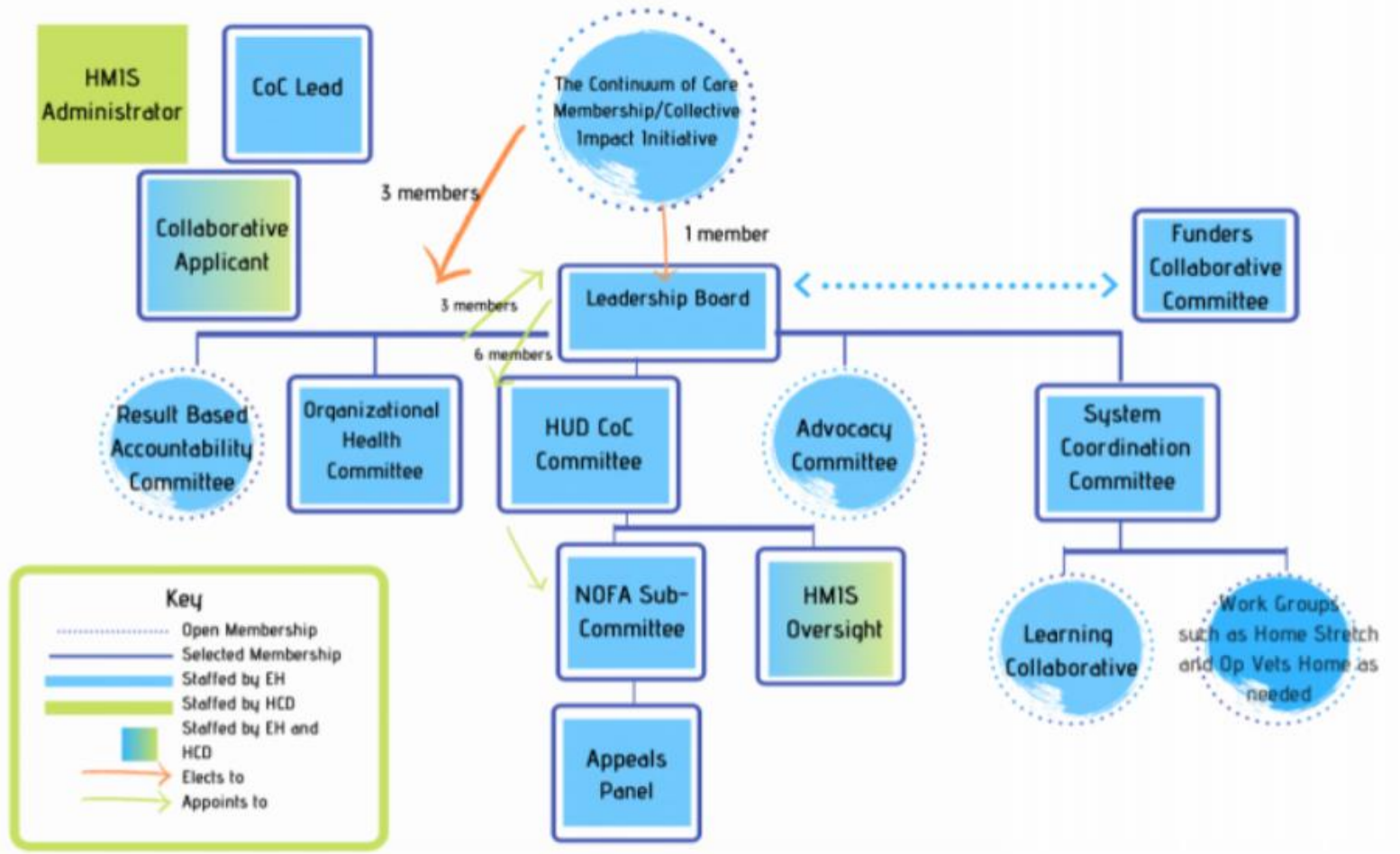
EveryOne Home

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

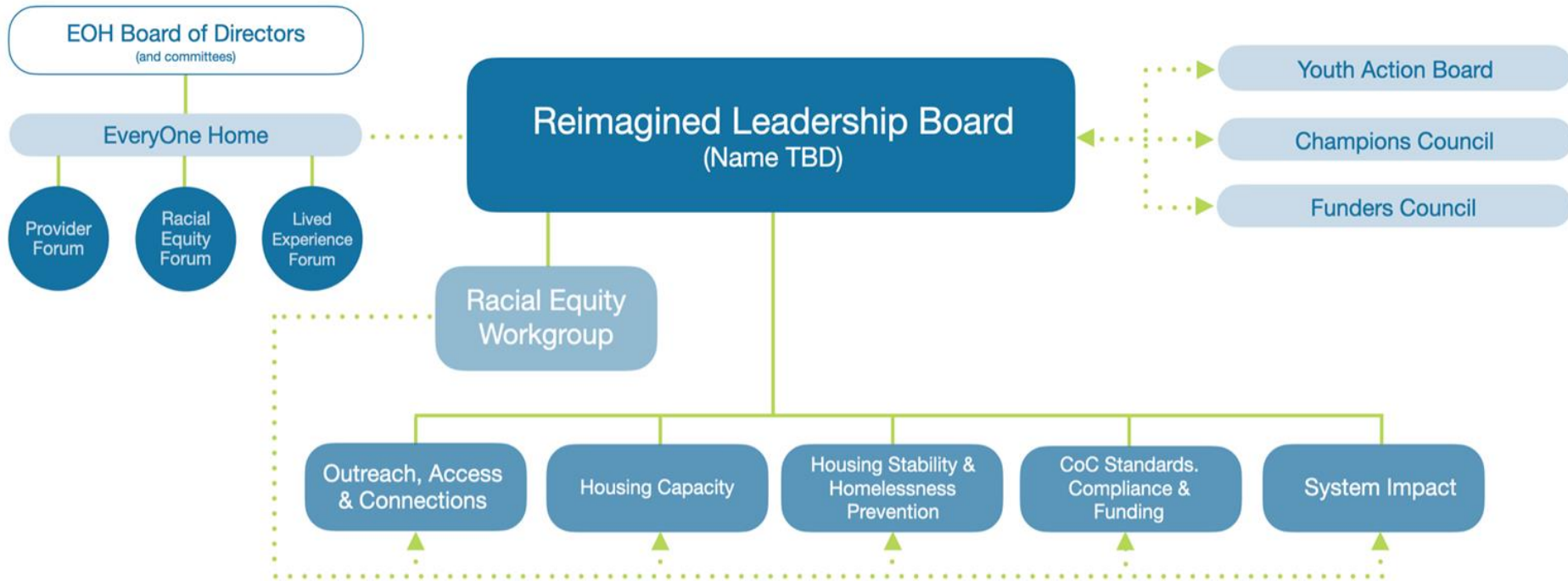


CURRENT GOVERNANCE STRUCTURE



New Proposed Governance Structure

COLLECTIVE IMPACT MODEL



Key

- Line of Authority
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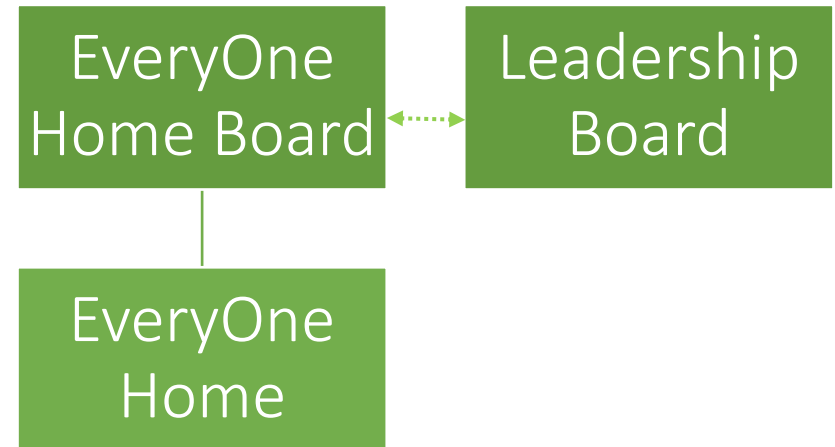
*Committee names TBD

Organizational Structure Options

Maintain Current Structure



Alternate Structure





Thank You!



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