

Leadership Board Meeting

November 15, 2021
10:30AM – 12:00PM



EveryOneHome
Ending Homelessness
in Alameda County

Today's Agenda

- I. Welcome and Introductions
- II. Public Comment
- III. Review and Approval of Minutes
- IV. Executive Director Updates
- V. Proposed Governance Revisions
- VI. Next Steps



Executive Director Updates



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2021 NOFO Updates

- Homebase Consultants Engagement
- **All Renewal Projects are in Tier 1 and will be fully-funded**
- Tier 2:
 - \$1.5m funding for HMIS
 - Rapid Rehousing for Transitional Age Youth Victims of Violence
 - Rapid Rehousing for LGBTQ+ TAY Victims of Violence
 - New DV CE project
- Final rating and ranking is released today and will be submitted by the November 16th deadline

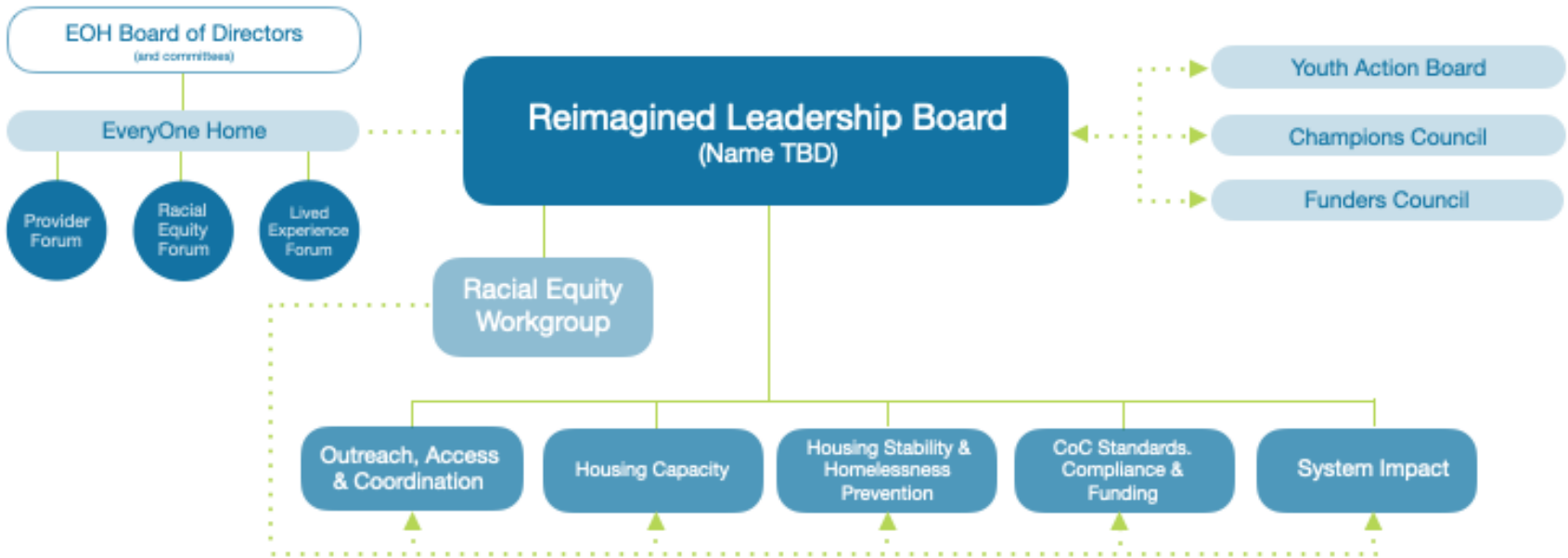
Today's Governance Decisions

1. Housekeeping Items
2. Transition Planning Working Group
3. Funding and Staffing Projections
4. Expansion Needs
5. Next Steps



New Proposed Governance Structure

COLLECTIVE IMPACT MODEL



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

*Committee names TBD



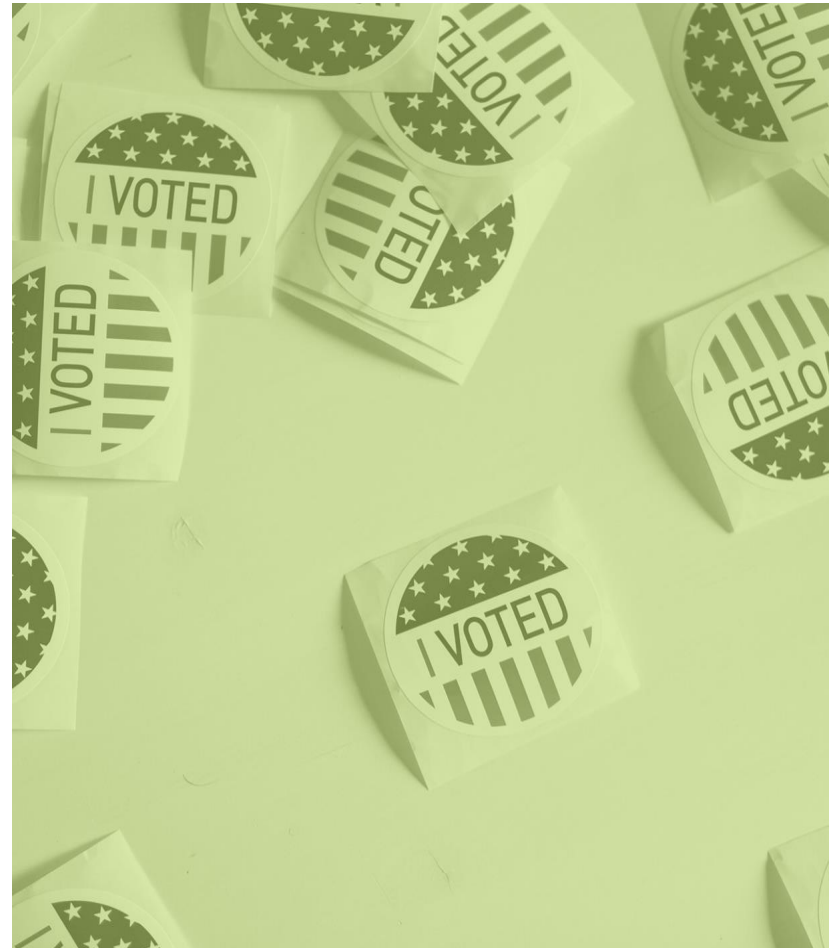
New Leadership Board Composition 7.1.21- **APPROVED**

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)



Roll Call Vote 10.28.21- **APPROVED**

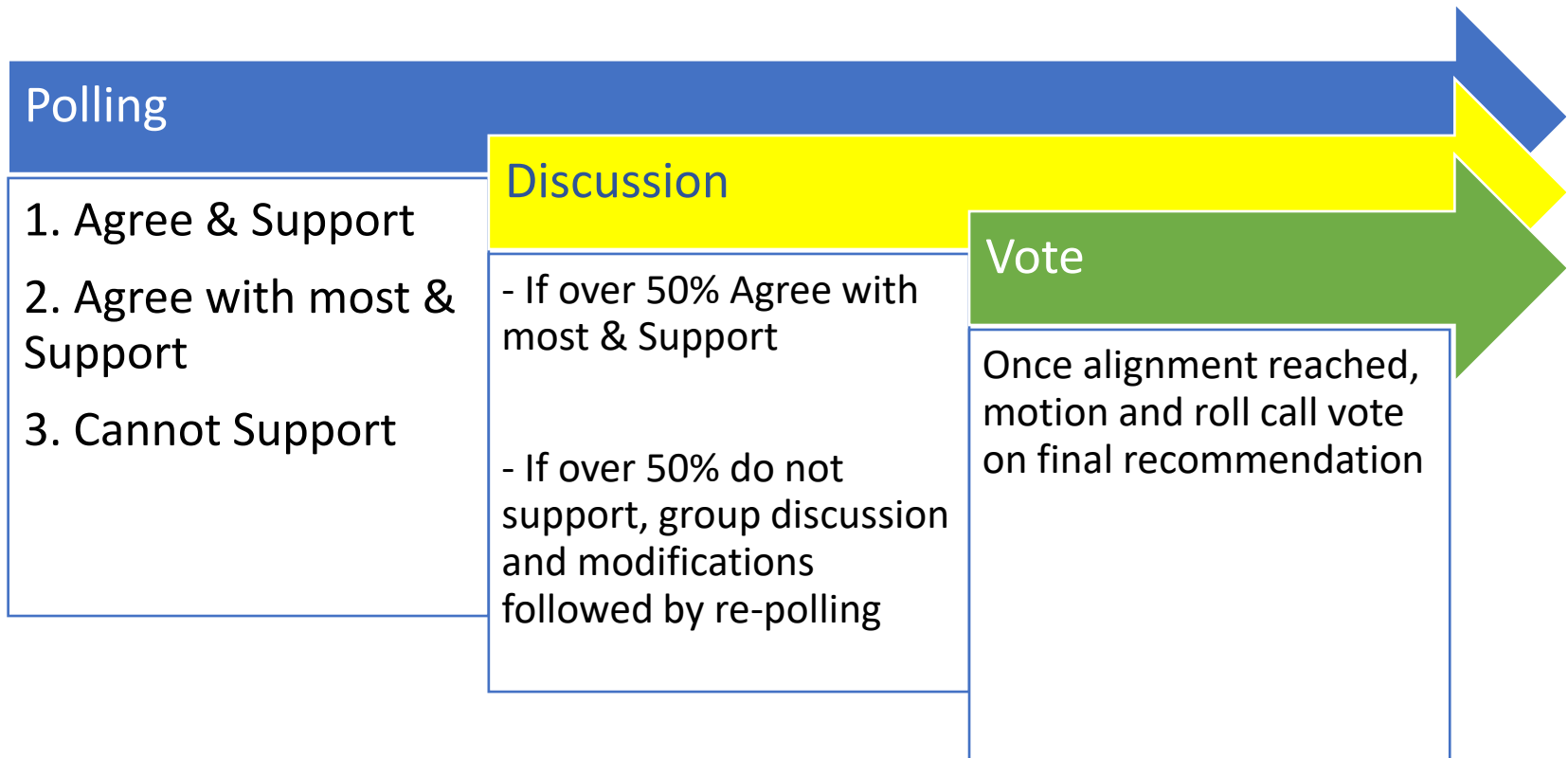
1. Leadership Board will have 2 Co-Chairs
2. Committees determine whether they will be led by a single Chair or Co-chairs
3. LB will elect and vote for Organizational Health Committee members and/or EOH Board designees
4. Adopted house keeping items 1-4 (next slide)



Housekeeping Items- Board and Committees 10.28.21 – APPROVED

- 1. Ensuring Broad Representation:** No two members from one organization or department may serve on the same Board, Committee, Subcommittee or workgroup. *Exception for LB Sub-committee appointed seats
- 2. Participation:** Members are expected to attend 75% percent of the meetings annually (except with excused 'good cause').
- 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 as promptly as possible (preference within three months) of any committee vacancy by the affirmative vote of the majority of that committee.

Buy-in and Alignment Process



Governance Housekeeping

Part 2



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Alternates & Proxy Voting

- **RECONSIDERATION: Alternates & Proxy Voting:**

- ✓ **Approved:** Leadership Board members may appoint one alternate who is able to vote by proxy. Subcommittee members are required to attend meetings and cannot send an alternate to vote.

- **Additional Considerations:**

- All Cities and County Board members

The 11/15 poll results were 55% voting that all board members should be able to designate a proxy and 45% for proposed that only County and City Board members should designate a proxy.

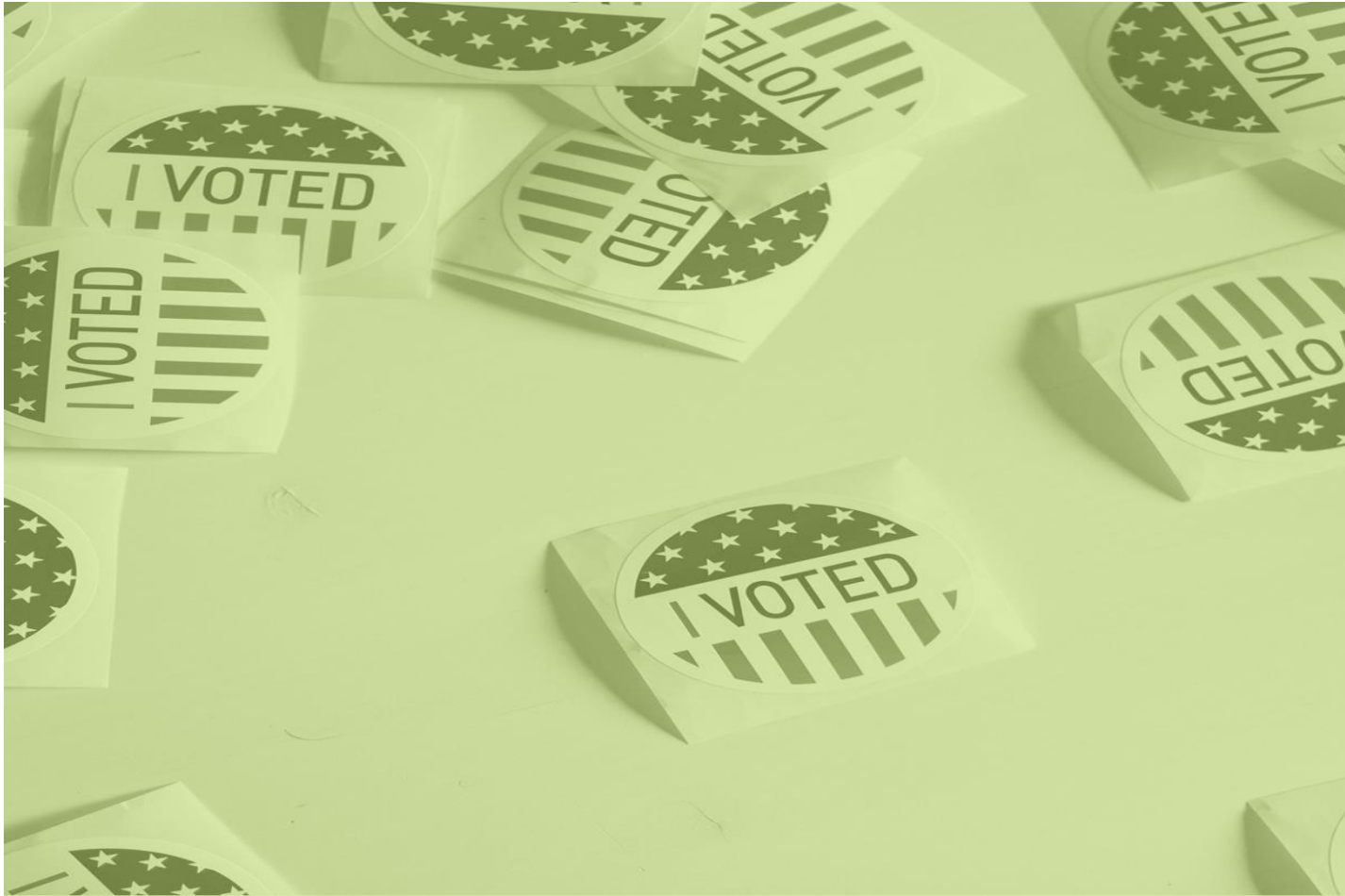
- **LB Meeting frequency:**

- **Proposed:** No less than 10 times a year
- **Previously:** No less than 6 times a year

- The 11/15 poll results were 50% for 10 times a year; 50% for 6 times a year.



Roll Call Vote



Policy Recommendations



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Code of Conduct

Current:

Members of the Leadership Board and seated committees are expected to abide by the following code of conduct:

1. Commit to the collective impact mission and the successful implementation EveryOne Home Plan, the 2018 Strategic Plan Update, and EveryOne Home projects and initiatives by working to ensure the collaboration/engagement of your own agency or constituency. This can include marshaling resources and changing policies and practices.
Proposed: Commit to the collective impact initiative mission to end and prevent homelessness and support the recommendations in the Centering Racial Equity in Homeless System Design Report and EveryOne Home projects and initiatives by working to ensure the collaboration/engagement of your own agency or constituency. This can include marshaling resources and changing policies and practices. Communicate the needs, requirements and hopes of the agency/constituency you represent while building toward consensus and activities that strengthen the entire collective impact effort
2. Express concerns and offer amendments during the discussion and/or public comment period of a proposal/analysis/policy.
3. Appreciate the efforts of partners and staff, and remain open-minded about differing views.
4. Prepare for meetings by reviewing materials in advance.
5. Respond to emails and other requests from staff and colleagues in a timely manner
6. Be an ambassador in the community on behalf of the collective impact effort to end homelessness in Alameda County.



Recruitment Guidance for Nomination Committee for Leadership Board

- ✓ 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 and/or forums/informed discussions (to ensure that everyone is up to speed or at the same level of expectation)**
- ✓ 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

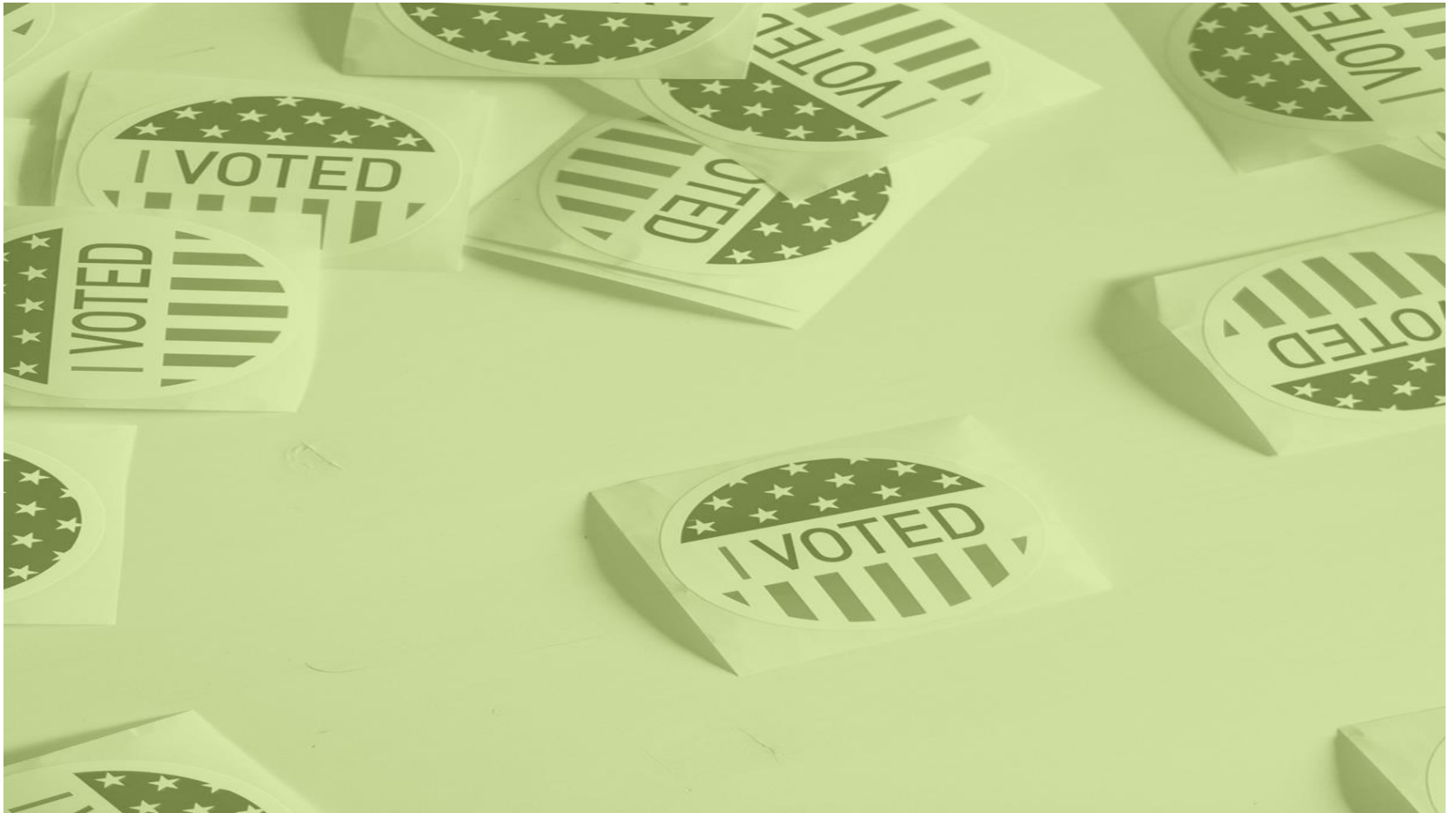


NOFO Committee- Proposed Language

The Nominations Committee will recruit broadly from, but not limited to, the following stakeholder groups:

- Persons with **lived expertise/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, housing**;
- Persons working with **homeless sub-populations**;
- Persons who have participated on other **government funding committees/panels**; and
- **Non-conflicted** community members.
- . The 11/15 poll results were that 62% chose "agree and support" and 38% chose "agree with most and support."





CoC Roles and Responsibilities



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Current Roles and Responsibilities

- ❖ **CoC Lead:** EveryOne Home
- ❖ **CoC Backbone:** EveryOne Home
- ❖ **Collaborative Applicant:** HCD
- ❖ **HMIS Lead:** HCD
- ❖ **Coordinated Entry Management Entity*:** HSCA, OHCC

NOTE: Any changes must be approved by the HUD CoC Committee.

*not entered into MOU yet



Definition of CoC Lead & Backbone Org, Current Charter

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. It is also the Continuum of Care Lead (defined below)

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 (as defined above)



Roles & Responsibilities: CoC Lead Agency

The Continuum of Care Lead Agency

According to the HUD-funded Continuum of Care Planning Grant Agreement FY 2020/21 signed by the Alameda County Board of Supervisors, as well as the EveryOne Home Charter, EveryOne Home serves as the Continuum of Care Lead Agency and will:

1. Coordinate the CoC Governing Board and associated boards, committees and workgroups.
2. Facilitate planning and provide staff support to the CoC's Policy Oversight Entity, as designated by the CoC Board, for Alameda County's Coordinated Entry System (CES) that complies with all requirements established by HUD, as well as with State and local funding requirements.
3. Facilitate the CoC Board's Role in Designating and Operating a Homeless Management Information System (HMIS).
4. Facilitate System Planning and Continuous Quality Improvement.
5. Prepare the Application for CoC Program Funds for submission to HUD and ensure the submission of the CoC application meets all HUD requirements.
6. Collaborate regularly with the Leadership Board, COUNTY and local government funders to coordinate and strategize efforts, ensure ongoing communication, conduct joint problem solving and participate in system building.



Roles & Responsibilities: Collaborative Applicant

The Collaborative Applicant

The Continuum of Care designates Alameda County Department of Housing and Community Development (HCD) as the Collaborative Applicant for Continuum of Care funding. The Collaborative Applicant will:

1. Review, verify and submit the Grants Inventory Worksheet.
2. Register the Continuum of Care following HUD's Registration process
3. Review the budgets and narratives of all Project Applications and facilitate the submission of all Project Applications after they have been rated, ranked and approved by the NOFA Committee.
4. Work with EveryOne Home to complete the Continuum of Care's Consolidated Application.
5. Approve and assist projects with making amendments to their project budgets and other assistance they may need in working with the local HUD field office.
6. Consult the Continuum of Care Lead Agency regarding negotiations with HUD on behalf of projects.



Roles & Responsibilities: HMIS Lead Role

HMIS Lead Roles and Responsibilities

- Developing written HMIS policies and procedures for all Covered Homeless Organizations (CHOs); submitting a security plan, a data quality plan, and a privacy policy for CoC approval;
- Provide staffing for HMIS and provide standard and customized reports and technical support to participating agencies in accordance with the mutually adopted customization policies.
- Solicit user feedback
- HMIS Lead and the HUD CoC Committee share several joint responsibilities, including collaborating to design and modify the configuration of HMIS projects to meet program reporting and system analysis needs; analyze system and programmatic data trends; work collaborative to analyze annual reports from HMIS, and establish the HMIS Oversight Sub-Committee, that makes recommendations to the HUD CoC Committee and acts as a liaison between the HUD CoC Committee and the HMIS Lead.



Roles & Responsibilities: CE Management Entity

Management Entity: Entity designated by the CoC Board to implement day-to-day workflow of the Coordinated Entry process. Management Entity responsibilities include establishing day-to-day management structures, a clear and accessible communication plan, promoting standardized screening and assessment processes, developing and delivering training and conducting monitoring.

Current Roles and Responsibilities

❖ **CoC Lead:** EveryOne Home

❖ **CoC Backbone:** EveryOne Home

❖ **Collaborative Applicant:** HCD

❖ **HMIS Lead:** HCD

❖ **Coordinated Entry Management Entity*:** HSCA, OHCC

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Governance Next Steps



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Next Steps

Leadership Board Review and Approval of Revised Charter

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

Community Meeting to vote
(TBD; Jan/Feb)

Transition Plan: Staffing, Budget, Elections, etc.

Summer 2022 LAUNCH!!

Transition Working Group

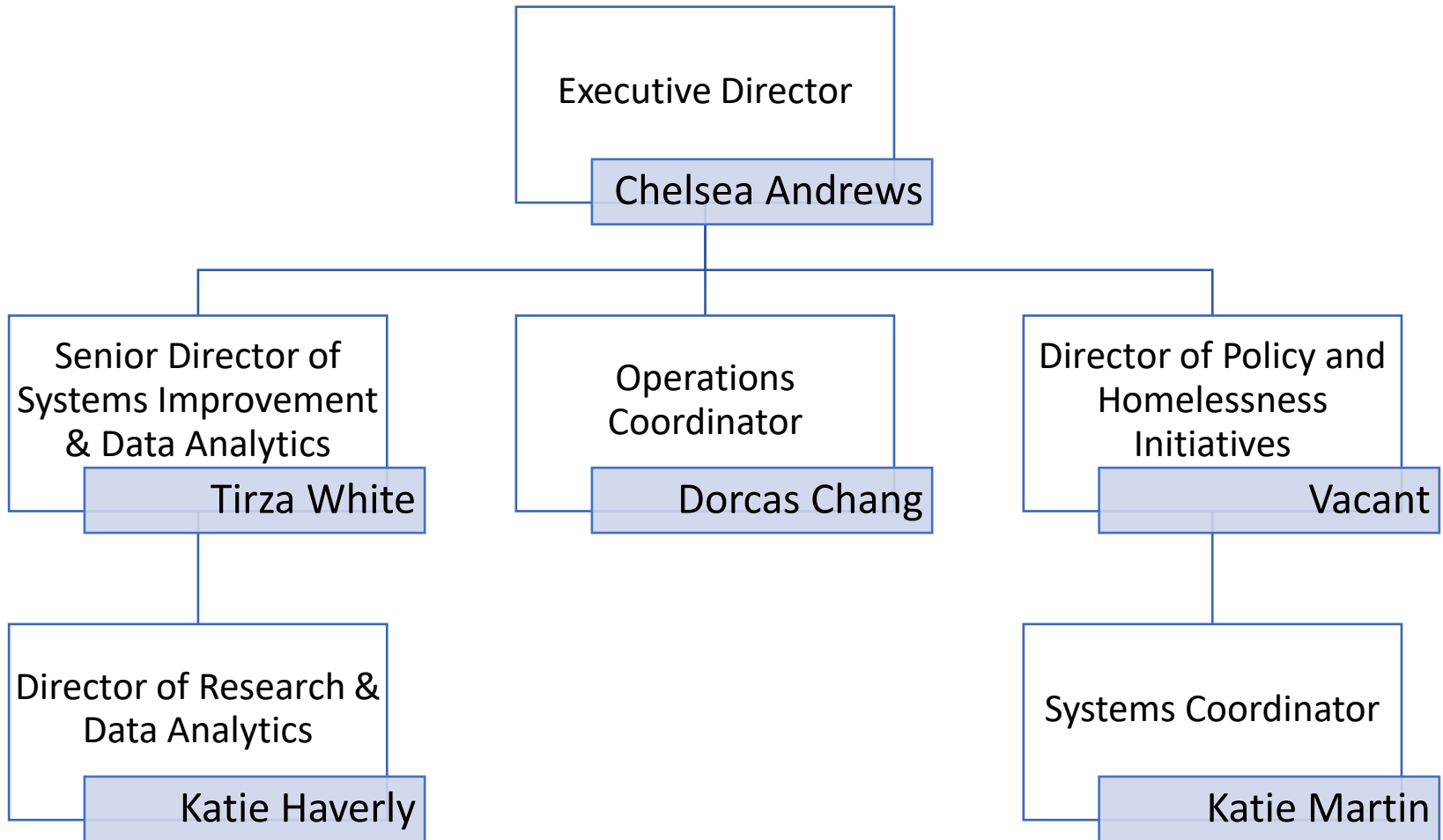
- Beginning in January 2022
- 10 Volunteer Working Group Members (Representatives: Leadership Board Members and Committee Chairs)
- Weekly/Bi-weekly 1-hour meetings, as needed
- Tasks:
 - Create Governance Transition Plan:
 - Elections process
 - Staffing
 - Budget/Funding, and
 - Workplan transitions, and more

Expansion: Staffing & Resources



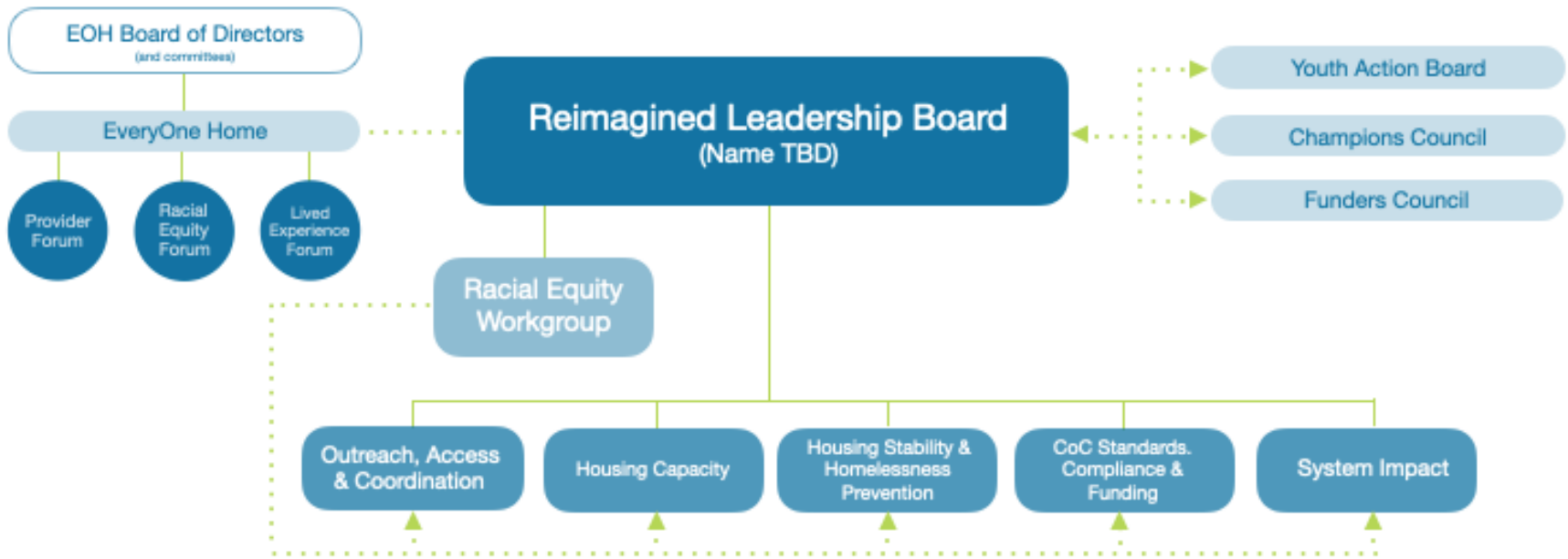
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Current Structure



New Proposed Governance Structure

COLLECTIVE IMPACT MODEL



Key

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

*Committee names TBD

Staffing and Resource Expansion needed

Housing Capacity Committee

- New FTE

Housing Stability and Homeless Prevention

- New FTE

*Technology needed

Racial Equity Workgroup

- Consultant
- Staff (Chelsea & Tirza)

Communications/Stakeholder Engagement

- NEW FTE

Lived Expertise Recruitment & Retention

- New FTE + Systems Coordinator (Katie M.)
- Additional resources (stipends, technology, marketing): \$142,500

Data Integration

- 2 NEW FTES
- Additional resources (data system software): \$1,500

Preliminary Funding & Staffing Projections

Resource Needed	Expense
Staffing	\$540,000
Lived Expertise Recruitment, Retention & Support	\$142,500
Technology / Resources	\$1,500
Total New Funding Needed	\$714,000
Current Operating Budget	\$1,004,000
Projected Total Operating Budget	\$1,718,000





Thank You!



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