Leadership Board Meeting

December 9, 2021
3:00 PM – 5:00PM
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
Our Collective Work
"Our quantitative and qualitative research demonstrates that structural and systemic racism is at the root of poverty and housing insecurity, disproportionately impacting Black and Native American citizens. With this research in hand, we came together as a community to develop a groundbreaking model of how Continuums of Care can act intentionally to create a system that is equitable."

-Chelsea Andrews, Executive Director of EveryOne Home

“Centuries of systemic racism have led to people of color experiencing homelessness at a significantly higher rate than whites. Addressing homelessness must be done through a racial equity lens as the recent work completed by EveryOne Home has confirmed. Lifting up the most vulnerable members of our society will help those who are homeless today and those that could be homeless tomorrow.”

- Berkeley Mayor Jesse Arreguín

Read the Centering Racial Equity In Homeless System Design Report here https://everyonehome.org/centering-racial-equity/
“We applaud EveryOne Home, Alameda County, City of Oakland, and City of Berkeley for announcing the final report on Centering Racial Equity in Homeless System Design. Know that HUD is working alongside of you to ensure that we continue to prevent and end homelessness equitably for all. We thank you for your commitment to making homelessness rare, brief and one time.”
- Jemine Bryon, HUD’s Deputy Assistant Secretary for Special Need Assistance Programs

“As Alameda County works towards ending homelessness, let us ensure that everyone has the opportunity to live a healthy life, taking into account all of the needs. In order to make a significant change in outcomes, we must acknowledge that an overwhelming number of Black, brown and people of color are homeless. With this important lens, Alameda County is prioritizing investments to improve our systems and ultimately bend the curve on homelessness.”
- Alameda County Board Supervisor Keith Carson, District 5

Read the Centering Racial Equity in Homeless System Design Report here: https://everyonehome.org/centering-racial-equity
TO END HOMELESSNESS, WE MUST END THE SYSTEMS THAT PERPETUATE IT, AND THOSE BEGIN WITH STRUCTURAL AND SYSTEMIC RACISM. THIS REPORT PROVIDES A CLEAR PATH FORWARD TO UNDO THOSE INJUSTICES, AND MAKE AN IMMEDIATE IMPACT RIGHT NOW AND FOR THE LONG-TERM.

-OAKLAND MAYOR LIBBY SCHAAF

Read the Centering Racial Equity In Homeless System Design Report here https://everyonehome.org/centering-racial-equity/
EveryOne Home’s Community Meeting
• The **COVID-19 Vaccination Plan Info Session** on March 1\(^{st}\) featuring Dr Kathleen Clanon had over 200 registrants and over 100 people attended.

• The **Governance Info Session** on March 17\(^{th}\) had over 125 people registered and **70 people in attendance**.

• The **COVID-19 Emergency Rental Assistance Programs (ERAP) Info Session** on March 16\(^{th}\) had over 366 registrants and **over 200 people in attendance**.
Leadership Academy

➢ Program timeframe: July to November
➢ Cohort of 15 participants w/ lived expertise
➢ 6 Training Sessions
Katie Martin, Systems Planning Coordinator

Tirza White, Senior Director of Performance Improvement and Data Analytics

Chelsea Andrews, Executive Director

Katie Haverly, Director of Research and Data Analytics

Dorcas Chang, Operations Coordinator

EveryOne Home Team
Staffing & Recruitment Updates

• Successful recruitment and retention of core team

• Ongoing recruitment of Director of Policy & Homelessness Initiatives
  • Broadened role to include high-level policy and lived expertise recruitment and training
Staff Retreat
2021 NOFO Highlights

❖ Alameda County 2021 Total Submission = $43,078,608

❖ Homebase Consultants engaged and automated our application process!

❖ 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

❖ NEW: Beginner's NOFO Session

❖ Final rating and ranking located on website
Alameda County gears up for major homeless count

Canceled last year for COVID-19 safety concerns, this year’s Point-in-Time assessment “counts more” than any before it, organizers say.
Join us **Tuesday January 25th** for the PIT Count!

**Ways YOU Can Get Involved:**

- **Volunteer to Help Count on Jan 25**
- **Attend community planning meetings**
- **Donate thank you gifts to support volunteers**
- **Recruit Guides and Volunteers**
- **Provide a Location & Staff to collect & hand out surveys, gifts & stipends to surveyors**
- **Provide a Location for volunteers to gather the day of the count**
PIT Count Engagement

- **225 Volunteers** have signed up for the day of the count so far
- **125 individuals** attended the first Kick Off Meeting for the PIT Count on 10/25
- **9 Cities** have proposed staff to serve as City/Regional coordinators
- Full community meeting schedule has been published and disseminated
## EveryOne Home General Support Contributions
### Local Shares of Cost

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>20/21 EveryOne Home General Support</th>
<th>21/22 EveryOne Home General Support (15% increase)</th>
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<tbody>
<tr>
<td>City of Alameda</td>
<td>$6,022.00</td>
<td>$6,925.30</td>
</tr>
<tr>
<td>City of Berkeley</td>
<td>$23,836.88</td>
<td>$27,412.41</td>
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<tr>
<td>City of Fremont</td>
<td>$11,178.13</td>
<td>$12,854.85</td>
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<tr>
<td>City of Hayward</td>
<td>$8,693.05</td>
<td>$9,997.00</td>
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<tr>
<td>City of Livermore</td>
<td>$3,657.74</td>
<td>$4,206.40</td>
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<td>City of Oakland</td>
<td>$30,825.43</td>
<td>$35,449.24</td>
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<tr>
<td>City of Pleasanton</td>
<td>$2,980.20</td>
<td>$3,427.23</td>
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<tr>
<td>City of San Leandro</td>
<td>$4,644.42</td>
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<tr>
<td>City of Union City</td>
<td>$3,965.71</td>
<td>$4,560.56</td>
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<tr>
<td>County of Alameda</td>
<td>$36,055.00</td>
<td>$41,463.24</td>
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<tr>
<td>Alameda County Urban County (Cities of Albany, Dublin, Emeryville, Newark, and Piedmont, and County)</td>
<td>$11,991.88</td>
<td>$13,790.66</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$143,850.42</strong></td>
<td><strong>$165,427.98</strong></td>
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Every two years, during the last 10 days of January, communities across the country conduct comprehensive counts of people experiencing homelessness in order to measure the prevalence of homelessness in each local community. The 2022 Alameda County EveryOne Home Point-In-Time Count was a community-wide effort conducted on January 25th, 2021. Results presented below are for those individuals that were observed as being unsheltered or enrolled in sheltered services in X City on that day.

80 Individuals
Were observed in X City
Were observed as being unsheltered in X City.

8000 Individuals
Were observed as being unsheltered in Alameda County.

1% of unsheltered Individuals in Alameda County Live in X City.

Count of Unsheltered/Sheltered Individuals Over Time

Unsheltered Population by Location

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<tr>
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<tbody>
<tr>
<td>Tent</td>
<td>11</td>
<td>60</td>
<td>1</td>
<td>60</td>
<td>29</td>
<td>44</td>
<td>33</td>
</tr>
<tr>
<td>Car/Van</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>29</td>
<td>44</td>
<td>33</td>
</tr>
<tr>
<td>RV</td>
<td>60</td>
<td>50</td>
<td>6</td>
<td>60</td>
<td>23</td>
<td>33</td>
<td>33</td>
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<table>
<thead>
<tr>
<th>Location</th>
<th>Tent</th>
<th>Car/Van</th>
<th>RV</th>
<th>Street/Outside</th>
<th>Abandoned Building</th>
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<tr>
<td>X City</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
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</tr>
<tr>
<td>Alameda County</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
</tr>
</tbody>
</table>

Questions? Please contact data@everyonehome.org
September 30th – October 15th

HELP US REACH OUR TARGET!
✓ Donate!
✓ Seek matching opportunities
✓ Follow-us on social media and share our posts
✓ Spread the word

$50,000 to goal!
Support us here:
https://everyonemome.org/connect/

Leadership Board Goal achieved!

100% Org Health Committee Donations
Development & Communications Update

Development Updates
✓ Targeted Foundations/Individual Donors database
✓ Ongoing Top donor’s engagement
✓ Tides grant potential
✓ Successful completion of Leadership Academy
✓ Upcoming: EOH Emerging Leaders Program

Communications Updates
✓ Over **225** new followers on Twitter, LinkedIn, and Facebook
✓ New EOH Connect website
✓ New video/marketing collateral
✓ Upcoming: Website refresh
Home Together Strategic Planning Committee

- Co-facilitating with Office of Homeless Care Coordination to receive feedback on the Home Together Implementation Plan

- Brought together over 30 stakeholders that included representation from cities, county departments, Board of Supervisors, providers, people with lived experience, and advocacy groups

- Committee met 8 times from August to November
Great News!
The Continuum of Care (CoC) received over $6.5 million from the HUD for the Youth Homeless Demonstration Program (YHDP)
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

EOH Board of Directors
(and committees)

EveryOne Home

Leaderhip Board

Racial Equity Workgroup

Nominations Committee

Notice of Funding Opportunity (NOFO) Committee

Ad Hoc Committees

Youth Action Board

Champions Council

Funders Council

Key
- Line of Authority
- Line of Influence and Communication
- Directional Flow of Influence/Communication

Outreach, Access & Coordination

Housing Capacity

Housing Stability & Homelessness Prevention

CoC Standards, Compliance & Funding

System Impact
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)
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 housekeeping items 1-4 (next slide)
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

Polling
1. Agree & Support
2. Agree with most & Support
3. Cannot Support

Discussion
- If over 50% Agree with most & Support
- If over 50% do not support, group discussion and modifications followed by re-polling

Vote
Once alignment reached, motion and roll call vote on final recommendation
Governance Housekeeping
Alternates & Proxy Voting

**RECONSIDERATION:** Alternates & Proxy Voting:

✓ **Approved:** 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.

  - **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.
Alternate and Proxy Voting: All 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.

Frequency of meeting: By laws reflect LB meet No less than 6 times a year
Policy Recommendations
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.

2. 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.

3. Express concerns and offer amendments during the discussion and/or public comment period of a proposal/analysis/policy.

4. Appreciate the efforts of partners and staff, and remain open-minded about differing views.

5. Prepare for meetings by reviewing materials in advance.

6. Respond to emails and other requests from staff and colleagues in a timely manner.

7. 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

✓ 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
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**
- 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."
Governance Next Steps
Engagement Timeline

Leadership Board Timeline

- Leadership Board receives DRAFT Governance Charter 12/9/2021
- Leadership Board Comment period 12/9/2021 to 1/13/2022
- Leadership Board Meeting – Vote on Governance Charter 1/20/22*

Community Feedback Timeline

- Community receives DRAFT Governance Charter 1/3/2022
- Community Communication Outreach 1/3/2022
- Community Comment Period - 1/3/2022 to 1/26/2022
- Q & A Drop-In Session - 1/19/2022
- Community Meeting for Final Vote - 2/2/2022

* Potential LB meeting 1/26 – 2/2/22
Roll Call:
Postpone Community Meeting
Next Steps

Leadership Board Review and Approval of Revised Charter

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

Community Meeting to vote (Feb)

Transition Plan: Staffing, Budget, Elections, etc.

Summer 2022 LAUNCH!!
Transition/Funding 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
Current Structure

Executive Director
Chelsea Andrews

Senior Director of Systems Improvement & Data Analytics
Tirza White

Director of Research & Data Analytics
Katie Haverly

Operations Coordinator
Dorcas Chang

Director of Policy and Homelessness Initiatives
Vacant

Systems Coordinator
Katie Martin
New Proposed Governance Structure

COLLECTIVE IMPACT MODEL

EOH Board of Directors (and committees)
EveryOne Home
Provider Forum
Racial Equity Forum
Lived Experience Forum
Reimagined Leadership Board (Name TBD)
Racial Equity Workgroup
Outreach, Access & Coordination
Housing Capacity
Housing Stability & Homelessness Prevention
CoC Standards, Compliance & Funding
System Impact
Youth Action Board
Champions Council
Funders Council

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): $5,000
## Preliminary Funding & Staffing Projections

<table>
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<tr>
<th>Resource Needed</th>
<th>Expense</th>
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<tbody>
<tr>
<td>Staffing</td>
<td>$567,500</td>
</tr>
<tr>
<td>Lived Expertise Recruitment, Retention &amp; Support</td>
<td>$142,500</td>
</tr>
<tr>
<td>Technology / Resources</td>
<td>$5,000</td>
</tr>
<tr>
<td><strong>Total New Funding Needed</strong></td>
<td><strong>$715,000</strong></td>
</tr>
<tr>
<td>FY’22 Operating Budget</td>
<td>$1,046,740</td>
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<tr>
<td><strong>Projected Total Operating Budget</strong></td>
<td><strong>$1,761,740</strong></td>
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CoC Roles and Responsibilities
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*
**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).
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.
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.
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

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

*not entered in MOU yet*
Thank You!