



**Leadership Board Meeting**  
Thursday, January 20th, 2:00pm-4:00pm

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 regular meeting of the Leadership Board Committee was called to order at 2:00 p.m. on Thursday, January 20th, 2022 on Zoom by Moe Wright, Chair, when quorum was reached with 17 board members

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

**Public:** Suzanne Warner (Alameda County Health Care Services Agency), Natasha Paddock (Alameda County Housing and Community Development)

**EveryOne Home Staff:** Chelsea Andrews (Executive Director), Tirza White (Senior Director of Performance Improvement and Data Analytics), Katie Barnett (Systems Planning Coordinator), Dorcas Chang (Operations Coordinator)

**1. Welcome and Introductions**

**2:00pm-2:05pm**

a. Board members shared announcements:

- a. Vivian Wan (Abode Services) shared that Abode is one person away from reaching 100% occupancy for City Center Apartments in Fremont.
- b. Kerry Abbott (HCSA) shared that HCSA tripled the number of rooms available for isolating and served a record of 400 people in one day.
- c. Ray Bonilla (Meta) shared that he now works at Meta.
- d. Michelle Starratt (HCD) shared HCD funded four Homekey projects and that the No Place Like Home (NPLH) applications were due and the County authorized 18 projects to move forward.
- e. Doug Biggs (APC) shared that they are pulling permits for construction for the respite center in Alameda.

**2. Public Comment**

**2:05pm-2:15pm**

- a. Darin Lounds (Housing Consortium of the East Bay) shared that one of HCEB's projects in Livermore is entering construction in February. He thanked the City of Livermore, Dublin, Pleasanton, and Alameda County for the support. He also added that HCEB is launching two Pallet shelter sites with City of Oakland. He thanked HST team, Councilmember Fife and Bas for their support.

### 3. Review and Approval of Minutes

2:15pm-2:25pm

- a. Leadership Board Meeting 12.09.21
  - a. Gloria Bruce (EBHO) made a motion to approve minutes as submitted. Darin Lounds (HCEB) seconded.
  - b. **15 members approved. 0 members abstained. 0 members opposed. Motion passed.**

### 4. Executive Director Update

2:25pm-2:35pm

- a. Chelsea Andrews (Executive Director) shared recent governance engagements that included the governance comment period, roles and responsibilities working group, and governance zoom drop-in session. She also shared upcoming events for Community Meeting, transition working group, and the Emerging Leaders Program.
- b. Kerry Abbott (HCSA) suggested Coordinated Entry and Access Point Updates as an agenda item for the community meeting.
- c. Chelsea Andrews (Executive Director) asked board members to nominate a person to be spotlighted at the community meeting for their great work in our community.

### 5. PIT Count Update

2:35pm-2:40pm

- a. Katie Haverly (Director of Research and Data Analytics) announced that the Point In Time Count has been rescheduled to Wednesday, February 23<sup>rd</sup> 2022.
- b. Katie Haverly (Director of Research and Data Analytics) asked board members to volunteer to be ambassadors on the day of the Count to be paired with elected officials.
  - a. Darin Lounds, Gloria Bruce, and Moe Wright volunteered.
- c. Suzanne Shenfil (City of Fremont) asked when the training for the volunteers?
  - a. Katie Haverly (Director of Research and Data Analytics) responded that the training would be released one to two weeks before the Count as an online video.

### 6. Home Together

2:40pm-3:25pm

- a. Kerry Abbott (Alameda County Health Care Services Agency) gave a [presentation](#) on the Home Together Plan.
  - a. Kerry Abbott (Alameda County Health Care Services Agency) provided a background on the Home Together 2026, how it connects to other plans, reviewed the Community Implementation Plan Goals, and went over racial disparities and unsheltered homelessness of the homeless population.
  - b. Kerry Abbott (Alameda County Health Care Services Agency) shared System Modeling Updates.
    - i. She shared graphs that showed homelessness continues to grow without a substantial increase in prevention and investment and the impacts of increased investment on optimal homeless system design. She also shared charts of the 5 year investment for all homeless households, the 5 year housing inventory needs, a 5 year shelter inventory needs, and a 5 year inventory costs.

- c. Kerry Abbott (Alamedas County Health Care Services Agency) shared about the need for prevention planning and prevention resources. She went over additional resources and the Home Together 2026 proposed process and timeline.
- d. Discussion:
  - i. Suzanne Shenfil (City of Fremont) asked if “older adults” can be reincluded in the targeted populations? She pointed out that the homeless population is getting older and shallow subsidies would be an important resource for that population.
    - 1. Kerry Abbott (Alameda County Health Care Services Agency) responded that there is Permanent Housing for seniors and shallow subsidies for those with fixed income are called out in the system modeling. She can bring it back to see if they can do a better job of highlighting that population.
  - ii. Vivian Wan (Abode Services) commented that she is proud of our community for thinking beyond HUD funding now. The funding from HUD is only a small part of what it takes to end homelessness.
  - iii. Moe Wright (Chair) asked if the sources for the funding for the costs have been identified?
    - 1. Kerry Abbott (Alameda County Health Care Services Agency) responded that a lot of it isn’t funded yet and that there is still a need for operating subsidies.
  - iv. Chelsea Andrews (Executive Director) asked the Board if there is general support for the Home Together Plan at this time and if there were additional areas the Board would like more details on?
    - 1. Kerry Abbott (Alameda County Health Care Services Agency) added that there will be an executive summary, narrative, and charts provided by the end of the month so that the Board can provide input. There will be a public comment period. Feedback from people experiencing homelessness and front-line workers is especially wanted for input. EOH will send the information to the Board once they receive it.
    - 2. The Home Together Plan will be brought back to the Leadership Board for approval before the end of March.
    - 3. Moe Wright (Chair) commented that he thinks it is a robust plan and believes it is what we need to do. It is just a matter of getting the resources to make it happen.

**7. System Performance Measures – FFY 2021 Review**

**3:25pm-3:40pm**

- a. Katie Haverly (Director of Research and Data Analytics) gave a [presentation](#) on the FY 21 System Performance Measures.
- b. Katie Haverly (Director of Research and Data Analytics) reviewed the HUD System Performance Measures and went over the 6 System Performance Measures: Numbers of Persons Homeless, First Time Homelessness, Length of Time Homelessness, Exits to Permanent Housing, Returns to Homelessness, and Employment and Income Growth.
  - a. For each system performance measure, Katie Haverly (Director of Research and Data Analytics) shared what does it measure, how does it measure, and what do we want to see. She presented the findings and provided graphs for each measure for the Board to see how the data has changed over time and a summary of the findings.

- b. Moving forward RBA will also track and incorporate race equity measures.
- c. Discussion:
  - a. Dr. Christine Ma (UCSF's Benioff Children's Hospital Oakland) asked: For the 17-18% that returned to homelessness, was there information gathered on what may have prevented the return, or what led to the return to homelessness?
    - i. Katie Haverly (Director of Research and Data Analytics) responded that the 2022 Point In Time Count survey includes questions that are focused on returns to homelessness.
  - b. Moe Wright (Chair) commented 2020 and 2021 had a mass reduction in hourly wage jobs so that influenced the income of a lot of people.
  - c. Chelsea Andrews (Executive Director) shared with the Board that EOH will be hosting "Lunch and Learns" where attendees can receive updates on data and ask questions. RBA Committee is another great place for people to hear updates and information. RBA Committee meets monthly on second Mondays and is open to the public. The quarterly reports on performance are published on our website [here](#).

## 8. Proposed New Governance Charter

3:40pm-4:00pm

*Approve*

- a. Chelsea Andrews (Executive Director) shared that the feedback for the overall governance model is very supportive.
- b. Chelsea Andrews (Executive Director) proposed a new buy-in and alignment process where Board Members can choose in the poll whether they can support or not support the recommendation and if they want to discuss the recommendation now or at another time.
- c. Chelsea Andrews (Executive Director) shared the redlined version of the New Proposed Governance Charter Draft includes the non-substantive recommendations.
- d. Chelsea Andres (Executive Director) shared the recommendations on feedback from Alameda County.
  - a. Poll showed a desire to have a dialogue on the name reference, vision change, and removing references to Measure W, and removing funders council.
  - b. Changing reference from EveryOne Home to Continuum of Care
    - i. Chelsea Andrews (Executive Director) supported keeping terminology in place so that individuals feel more connected to the cause and give a sense of meaning and connection to the mission with the name EveryOne Home. She would be more inclined to change the backbone organization name to avoid confusion.
    - ii. Kerry Abbott (Alameda County Health Care Services Agency) commented that Alameda County's feedback is to have clear distinctions between the Continuum of Care and the collective impact organization since it is unclear in the governance charter which one is being referred to.
    - iii. Chelsea Andrews (Executive Director) noted that the redlined version includes a response to the general sentiment when the Leadership Board is acting as the Continuum of Care and that there is extra verbiage that mentioned the term EveryOne Home refers to everyone who wants to come together and end homelessness in our community.
    - iv. Josh Jacobs (City of Berkeley) added that it is useful to have Continuum of Care language for people to understand quickly what we are referring to since it is a universal language for people who understand federal funding.

- v. Susan Shelton (at large representative) commented that she is not in favor of removing the EveryOne Home name because we are not just a Continuum of Care, but we are broader than that. R
- vi. Dr. Christine Ma (UCSF's Benioff Children's Hospital Oakland) agrees with Susan's comments and asked if it is possible to create another name without creating confusion.
  - 1. Moe Wright (Chair) responded that the concept is being discussed in roles and responsibilities working group and they are going to come up with a recommendation.
- vii. Doug Bigg (APC) suggested adding language that when you join EveryOne Home, you join the Continuum of Care at the top of page 10. He also suggested adding that there will be times when we convened as a Continuum of Care and include that the Leadership board will be acting as the CoC Board and the collective impact is sitting as the CoC.
- viii. Kerry Abbott (Alameda County Health Care Services Agency) explained that the County added the career development piece because it seems like it was missing since it is something that is brought up a lot.
- ix. Kerry Abbott (Alameda County Health Care Services Agency) explained that the suggestion to move Measure W is because it is a general revenue measure and not a special tax for homelessness.
- x. Moe Wright (Chair) agreed with Kerry that Measure W shouldn't be mentioned, and it should be that the Leadership Board is involved in strategic planning for Home Together Plan.
- xi. Moe Wright (chair) commented that we should keep the funders council since it can be a place where donors can become involved. Susan Shelton (At Large representative) also agrees that we need to have a place to have these kinds of discussions where people can be encouraged to talk about things we should jointly support across the County.
- e. Chelsea Andres (Executive Director) shared additional feedback considerations from the staff and public.
  - i. Board members suggested having a neutral or N/A option for future polls.
  - ii. Poll showed general support for adding data reference to value.
  - iii. Regarding adding "LGBTQ+, immigration status, and other equity outcomes" Chelsea Andrews shared that our DEI consultants believe that broadening scope can ultimately dilute the focus on race equity, not to say we cannot include these topics for reporting.
    - 1. Vivian Wan (Abode Services) added that broadening the support will require additional support and potentially impact how we collect data especially for providers.
    - 2. Moe Wright (Chair) also added that individuals may not want to be on a by name list if they have to provide their immigration status.
  - iv. Regarding adding "geography," Chelsea asked for feedback.
    - 1. Moe Wright (Chair) commented that we do provide a lot of geographic information.
    - 2. Natasha Paddock (HCD) added that there is a lot of diversity in the sense of geography and most folks take it well into account.
  - v. From the poll, there is a consensus to include Continuum of Care membership in the organization chart, adding Home Together verbiage to Leadership Board

responsibilities, and adding provisions regarding time frame to adopt new governance. The majority do not support removing Oakland and Berkeley seats.

- b. **Moe Wright (Chair) made a motion to defer the feedback of changing references from EveryOne Home to Continuum of Care to the Roles and Responsibilities Working Group. Sara Bedford (City of Oakland) seconded. 16 Approved. 0 Abstained. 0 Opposed.**
- c. **Moe Wright (Chair) made a motion to 1) remove Measure W from the verbiage of governance document and reference Home Together Plan, 2) Keep Funders Council, 3) add proposed language to vision. Doug Biggs (APC) seconded. 15 Approved. 0 Abstained. 0 Opposed.**
- d. **Vivian Wan (Abode Services) made a motion to add value of ensuring that we have accurate, up to date comprehensive and meaningful data to inform decision making. Moe Wright (Chair) seconded. 12 Approved. 0 Abstained. 0 Opposed.**
- e. **Doug Biggs (APC) made move to include CoC membership to Org Chart, add “accomplishment of the Home Together 2026 and other strategic plans to end homelessness”, and add a provision regarding the timeframe to adopt new governance. Kerry Abbott (Alameda County Health Care Services Agency) seconded. 12 Approved. 0 Abstained. 0 Opposed.**
- f. Chelsea Andrews (Executive Director) shared additional public feedback considerations and shared a poll to see if board members wanted to address any of the feedback.
  - i. Poll showed general support for DV providers to have a designated seat. However, Vivian Wan (Abode Services) does not agree with having very specific seats though she agrees that we want broad representation.
  - ii. Poll shows that majority is leaning towards not supporting the recommendation about modifying access, care, and coordination responsibilities.
  - iii. Public Policy question is not a charter issue and does not have to be voted on at this time.
  - iv. Since no motion was made for these additional feedback considerations, these considerations do not need to be addressed and can wait until a further time.

Meeting adjourned at 4:25pm.

Next meeting will be in February. Date is TBD because it is being reschedule due to the Homeless Count.

Notes submitted by: Dorcas Chang  
Reviewed by: Chelsea Andrews