



## **Alameda County Continuum of Care/ EveryOne Home Governance Charter**

*Approved by the EveryOne Home Leadership Board on XX  
and ratified by the EveryOne Home membership on XX*

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## Overview and Purpose

EveryOne Home is a [collective impact](#) initiative [and the Alameda County Continuum of Care comprised of representatives from the county, cities, nonprofits, advocates, community members, and individuals with lived expertise/experience](#) founded in 2007 to facilitate the implementation of Alameda County, California’s plan to end homelessness, known as the *EveryOne Home Plan*. From 2019 to 2020, EveryOne Home built upon these efforts by conducting racial equity system modeling to better understand how to center racial equity and reduce racial disparities in our homelessness response system. This work is reflected in our report on [Centering Racial Equity in Homeless System Design](#). This revised Governance Charter is an outgrowth of that work, building the structures necessary to operationalize racial equity, amplify the voice of lived experience, and create greater equity in how partners from across the county can engage in the work of the Continuum of Care (CoC).

To reach our goal of preventing and ending homelessness in Alameda County, we will need engagement and collaboration with stakeholders well beyond the homeless and housing service delivery system—city and county government, business community, faith community, non-profits, and, most importantly, those who have themselves experienced the trauma of homelessness.

Together, we are building a future in which there are sufficient resources, political leadership, and community involvement to erase homelessness as a permanent fixture in our social landscape. The vision focuses on:

1. Preventing homelessness
2. Ensuring safer and more dignified conditions for those experiencing homelessness
3. Increasing the quantity of and access to permanent homes
4. Centering racial equity in our homelessness response
5. Including people with lived experience of homelessness as decision-makers throughout our homelessness response system

This Governance Charter memorializes how stakeholders will govern the collective impact initiative to end homelessness; meet federally defined responsibilities of operating a HUD Continuum of Care as found in the [Continuum of Care Program Rule at §578 and its related HUD rules, regulations and notices](#); direct the work of the backbone organization; and promote partnership and accountability among the various leadership bodies. This Governance Charter replaces three documents previously adopted by the EveryOne Home Leadership Board:

- *“Leadership Board Governance Policies,”* adopted December 4, 2008
- *“Alameda County Continuum of Care Interim Governance Charter”* adopted on August 28, 2014

- “2019 Alameda County Continuum of Care/EveryOne Home Governance Charter” adopted in November 2019.

An organizational chart depicting the relationships amongst the various leadership bodies in the collective impact initiative can be found below under “Collective Impact.”

## Vision and Values

We envision an end to all homelessness in Alameda County, California. To achieve this goal, we will center racial equity, amplify the voices of people who have experienced homelessness, and work together to implement comprehensive strategies to prevent and end homelessness in our county. We will work in a collective impact model that draws on our collective strengths, wisdom, and compassion. Together, we will see a day when every one of our neighbors has a safe, stable, and affordable place to live.

In our collective work to prevent and end homelessness in Alameda County, we commit to the following values to ground everything we do, and we will hold ourselves, one another, and the homelessness response system accountable to living out these values.

1. Our work together is focused on collective impact, leveraging the unique strengths each of us bring to the work of ending homelessness.
2. The system is intentionally designed to center racial equity and actively eliminate racial disparities.
3. People with lived experience of homelessness are involved in decision-making roles throughout the system.
4. Our system embodies transparency in decision-making.
5. The homeless services workforce—including senior leadership and boards of directors—should reflect the racial and ethnic diversity of the people we ~~serve~~serve and include significant representation of people with lived experience of homelessness.
6. All staff and organizations working in our homelessness system are equipped through ongoing antiracism training with the skills and knowledge they need to implement equitable solutions and shape more equitable public policy.
7. Elected officials and others in positions of power will be ~~trained~~offered education on homelessness, antiracism, and the importance of centering the voice of lived experience.

8. We bring a racial equity lens to how we collect, analyze, and use data to drive equitable outcomes for Black, Indigenous, and People of Color (BIPOC).
9. We recognize the intersectional nature of homelessness, and we understand that to end it we must also address racism, sexism, homophobia, transphobia, and other forms of interpersonal and structural oppression in historical and current policy, hierarchies, and systems.
10. We set measurable targets to achieve racial equity outcomes and power sharing with people with lived experience. We regularly monitor our progress towards reaching them.
11. We seek opportunities to support agencies run by and for BIPOC individuals and communities.
12. We work relentlessly to break down silos between agencies, programs, and sectors that impact homelessness in our communities.
13. We can only end homelessness by collaborating within and across sectors to prevent homelessness and eliminate racial disparities in who becomes homeless.
14. All people experiencing homelessness in our county--particularly BIPOC--are aware of and have access to the range of housing and services needed to exit homelessness.
15. Racial equity is not a short-term initiative, but an overarching, long-term commitment that shapes everything we do as a system.

### Centering Racial Equity

Racial equity is both a value and a set of strategies to implement. To ensure that racial equity is centered in our homelessness response, we will employ three strategies:

1. **Representation metrics.** All boards, committees, and workgroups will strive to reflect the racial demographics of the people served by our homelessness response system. We know that BIPOC are overrepresented in the homelessness system compared to their proportion of the general population. As such, **the racial diversity metric for our boards, committees, and workgroups will be set by the racial demographics reflected in our annual point-in-time count.** For example, if BIPOC comprise 65% of the homeless population in our county, our boards and committees will include at least 65% BIPOC people. In addition, African Americans will be represented on our boards, workgroups, and committees at a proportion equal to or greater than their proportion of the homeless population. The Leadership Board (see below) will hold itself and each committee/workgroup chair accountable for meeting the representation metric.

2. **Racial Equity Workgroup.** As we move strongly in the direction of racial equity, we understand that a committee focused on this work will be essential to our success. At the same time, we do not want the work to be siloed or relegated to one committee. Operationalizing equity is the responsibility of the Leadership Board and all other committees and workgroups. The Racial Equity Workgroup will therefore serve as a catalyst for racial equity across all our work. It will also hold the Leadership Board and all other committees responsible for embedding racial equity in everything they do. Ideally, once racial equity is woven through our entire system, the need for the Racial Equity Workgroup may diminish. Until then, it will exist for as long as needed to plan for, implement, and ensure accountability for racial equity across our work. See *Committees* below for further detail on this work group.
3. **Racial equity work across all committees and activities.** To ensure that racial equity work is not limited to one committee (i.e., the Racial Equity Workgroup), each committee will set equity goals for each year and include in their annual workplans specific activities and outcomes to advance racial equity in their areas of focus. Committee chairs will then report racial equity activities, achievements, and challenges to the Leadership Board at least quarterly.

### **Amplifying the Voice of Lived Experience/Lived Expertise**

The voice of people with lived experience of homelessness is essential to how we design and implement an effective homelessness response system in Alameda County. These perspectives must go beyond advisory roles or token representation to shared power. Instead, people with lived experience of homelessness should be represented in significant numbers on all boards, committees, and workgroups across our system. Specifically, **we set a representation metric of at least 33% lived experience on all boards, committees, and workgroups.**

We understand that everyone serving on boards, committees, and workgroups needs support to succeed, and we recognize that people experiencing homelessness may need additional tangible and financial support to participate fully as members. To ensure inclusion of people with lived experience at 33% of all boards, committees, and workgroups, we will:

- Provide ongoing financial compensation for participation
- Provide assistance with transportation to attend meetings
- Ensure that all members have access to technology and equipment necessary to attend virtual meetings
- Establish a mentoring program for members with lived experience
- Establish an Emerging Leaders Program to provide orientation, training, and support for serving on EveryOne Home boards, committees, and workgroups
- Provide resources for targeted outreach and recruitment of individuals with lived experience

- Train board and committee members to ensure an inclusive environment at meetings and engagements, including offering training on authentic engagement of people with lived experience, trauma-informed care, and related issues

The Leadership Board will hold itself and each committee/workgroup chair accountable for achieving and maintaining the 33% metric. If a committee/workgroup is falling short of this metric, the Leadership Board will request a plan to correct this shortcoming and set a timeframe for implementation.

### Collective Impact Model

“Collective impact” describes an intentional way of working together and sharing information for the purpose of solving a complex problem. Proponents of collective impact believe that the approach is more likely to solve complex problems than if a single nonprofit were to approach the same problem(s) on its own. While collective impact seems very similar to plain old “collaboration,” there are certain characteristics that distinguish collective impact initiatives - and make them successful.

Key aspects of a collective impact model include:

1. Shared goals
2. Agreed upon measures and accountability
3. A backbone organization to provide coordination
4. “Mutually reinforcing activities” towards the shared goals
5. Resources to keep it going and consistent and open communication among all partners

—adapted from the National Council of Non-profits

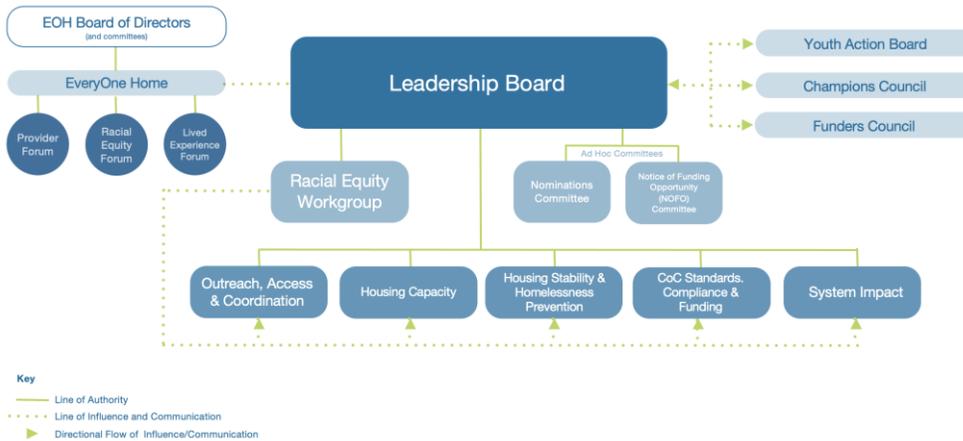
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-- adapted from the National Council of Non-profits<sup>1</sup>

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Our collective impact model is designed to ensure that we are drawing on the strengths of all our partners and creating a homelessness response system that is nimble, effective, equitable, and responsive to the needs of those we serve. The diagram below shows how the model is structured, and the narrative below outlines the purpose and roles of each board, committee, and workgroup. The Leadership Board serves as the [HUD Continuum of Care \(CoC\) Board](#), principal authority, vision-setter, and final accountability for all activities across our collective homelessness response system. EveryOne Home serves as the backbone organization, providing staffing and coordination across boards, committees, and workgroups. The five standing committees below the Leadership Board hold implementation responsibilities for specific functions of the system, including those required by HUD for Continuum of Care (CoC) and Emergency Solutions Grants (ESG) funding. The Racial Equity Workgroup reports to the Leadership Board and is charged with assuring that all aspects of the homelessness response system are striving to achieve equitable outcomes and that all boards, workgroups, and committees are addressing racial equity in their work. Finally, the advisory boards at the top right offer guidance to the Leadership Board in its decision-making, while the Leadership Board keeps these groups informed of strategic directions and critical activities to advance mutually reinforcing activities toward shared goals.

### COLLECTIVE IMPACT MODEL



<sup>1</sup> National Council of Non-profits. *Collective Impact*. Council of Non-profits. <https://www.councilofnonprofits.org/tools-resources/collective-impact>

## Continuum of Care Membership

Continuum of Care members are persons who have joined in the collective impact initiative to end homelessness in Alameda County. They are members of the Continuum of Care who provide input and vote as individuals, not as representatives of a particular organization, geography, or constituency. Membership meetings and activities are staffed by EveryOne Home organizational staff.

### A. Continuum of Care Membership Roles and Responsibilities

The Governance Charter assigns the following roles and responsibilities to the Continuum of Care Membership:

1. Hold a minimum of two meetings per year of the full membership, one of which will be the Annual Meeting.
2. Extend an open public invitation for new members to join. Ensure that an updated membership roster is maintained.
3. Adopt and follow the written process for selecting elected members to the Leadership Board (see below).
4. Hold annual elections to fill vacant seats on the Leadership Board.
5. Update the Leadership Board selection policies no less than every five years.
6. Ratify the initial Governance Charter and approve the annual updates as developed and recommended by the Leadership Board.
7. Utilize the Governance Charter to delegate certain responsibilities (detailed below) for operating the Continuum of Care, designating a Homeless Management Information System (HMIS) lead and operating an HMIS, and Continuum of Care planning to the [HUD Continuum of Care Committee Leadership Board](#), its sub-committees and workgroups, the Continuum of Care Lead Agency (EveryOne Home), the HMIS Lead and the [Collaborative Applicant](#).
8. Generate ideas and provide strategic input to Leadership Board, HUD Continuum of Care Committee, other committees, workgroups, and staff for the annual work plan; systems change and improvements to be explored, designed, or implemented; and updates needed to the Governance Charter.

### B. Continuum of Care Membership

Membership will be open to any individual interested in and committed to ending homelessness in Alameda County, California. Persons will join, provide input, and vote as individuals, not as representatives of a particular organization, geography, or constituency. Persons can attend meetings and provide input but must become members to vote.

To become a member an individual completes a brief application (available on-line or on paper) with contact information and the opportunity to indicate their experience/relationship to the collective impact initiative's work (i.e., person with lived experience, advocate, non-profit or local government employee, geographic area of the county, type of organization, local government, etc.). This information will be collected by the Continuum of Care Lead to understand who is joining the Initiative/CoC.

EveryOne Home, the backbone organization, will maintain and update the roster.

### **C. Continuum of Care Membership Meetings**

The Continuum of Care will host no fewer than two community meetings for the full membership, which can occur in person or virtually. One will serve as the Annual Meeting and the second will serve to update the membership on work plan implementation, system change initiatives and system performance. Additional meetings may be convened as needed throughout the year.

During the Annual Meeting, the following actions will be taken:

1. Invite new members to join the Continuum.
2. Hold elections to fill elected membership representative seats on the EveryOne Home Leadership Board.
3. Vote on recommended changes to the Governance Charter.
4. Generate ideas and provide strategic input for the Leadership Board and the [other committees, CoC Committee](#).

### **D. Membership Voting**

Decisions will be passed by the majority present at a meeting.

### **E. Continuum of Care Membership Committees**

Committees and workgroups can be established as needed. Membership and selection processes will be determined at the time a workgroup is established.

## **Leadership Board**

### *Purpose*

The Leadership Board provides overall leadership for our collective impact initiative and serves as the compass for the homelessness response system in Alameda County. It sets the vision, strategic direction and collective goals for the entire homelessness response system and ensures

accountability from all subcommittees and workgroups. The Leadership Board ensures that racial equity is at the center of our work to end homelessness and that people with lived experience are represented in decision-making roles throughout the system. The Leadership Board also holds the formal designation as the Continuum of Care (CoC) Board, as required by HUD.

#### Roles

The Leadership Board is responsible for:

- Setting strategic direction
- Delegating work to committees and workgroups
- Holding committees and workgroups accountable
- Assuring compliance with HUD Continuum of Care regulations and requirements
- Determine which entities represent the CoC in fulfilling its core functions, including but not limited to, the Collaborative Applicant, HMIS Lead, Management Entity, backbone organization and CoC Lead.

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Specifically, the Leadership Board will:

1. Set overall strategic direction and priorities for the homelessness response across the county.
2. Determine desired outcomes for different target subpopulations and overall homeless population (acuity), adopt system performance measures and benchmarks, and create mechanisms for ongoing monitoring/oversight consistent with funder guidelines.
- ~~2.3.~~ Adopt system performance measures and benchmarks, and create mechanisms for ongoing monitoring/oversight.
- ~~3.4.~~ Expand partnerships to address homelessness in our county with a particular focus on cross-system collaboration to prevent and end homelessness.
- ~~4.5.~~ Adopt an overarching communications strategy around addressing homelessness across the county.
- ~~5.6.~~ Revise Governance Charter as needed and ensure ratification by the full CoC membership annually.
- ~~6.7.~~ Set strategic priorities for specific funding streams targeting homelessness, [track the impact of funds spent](#), then ensure accountability from subcommittees to ensure that strategic direction is implemented effectively. This includes:
  - HUD Notice of Funding Opportunity and HUD Planning Grant
  - Homeless Housing Assistance and Prevention (HHAP) Grant ([CoC Allocation](#))
  - Measure W
  - Other federal, state, and local funding allocated by [or through the](#) CoC

~~7-8.~~ Advocate for additional funding streams for the CoC through federal, state, local and other funding sources.

~~8-9.~~ Determine overarching strategies to promote racial equity in our homelessness response and communicate those strategies across the CoC.

~~9-10.~~ Provide high-level review of workplans, assessments, and evaluations from all subcommittees to ensure compliance with strategic direction.

11. Review Homeless Management Information System (HMIS) data on homelessness and housing outcomes, disaggregated by race/ethnicity at minimum twice each year, offering guidance for programmatic changes to improve outcomes.

12. Designate entities to fulfill its core functions, including but not limited to, the Collaborative Applicant, HMIS Lead, Management Entity, backbone organization and CoC Lead.

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#### Composition

The Leadership Board will be made of a group of individuals representing a wide range of perspectives critical to ensuring our homelessness response system is efficient and effective in addition to being balanced for the racial equity and lived experience benchmarks and regional representation. Recruitment for the Leadership Board, including regional seats, will follow the "Recruitment Guidance" in Appendix B. The Board will include:

1. Person with lived expertise (1/3 of the Board, selected by the Nominations 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 (selected by the Nominations 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)

Collective Impact works best when leadership is broadly shared and new leaders are developed within the governance. It is anticipated that different levels of leadership from the same stakeholder groups will want to participate in the collective impact initiative. Therefore, an entity can have representatives participate on separate bodies; for example, an agency may have one person serving as a Leadership Board member while another from that same agency could serve on a committee. Having multiple individuals participate in the collective impact from partner agencies is preferred to a single individual on multiple committees. No two members from one organization may serve on any given Board, Committee, Subcommittee or workgroup. A current roster of the Leadership Board can be found here.

#### *Co-Chairs*

The Leadership Board will have two co-chairs to serve as its officers. The co-chairs will be elected by the Leadership Board and will serve for a term of one year. The co-chairs are responsible for facilitating the Leadership Board meetings. The co-chairs will serve as convener of the full membership meetings and Nominations Committee.

#### *Leadership Board Terms*

Terms shall be three years and will be staggered such that approximately one-third of seats shall be filled each year. There are no term limits.

#### *Leadership Board Meetings*

Board meetings will happen approximately monthly and no fewer than 6 times per year. Only Board members (or a proxy designated by the Board member) can vote at Board meetings. EveryOne Home staff will provide public notice of meeting times and locations.

A quorum is established when at least 50% +1 of the membership attends a Board meeting. Members must attend 75% percent of the meetings annually to be considered members in good standing, which shall be verified by EveryOne Home staff.

### *Leadership Board Voting*

For voting matters at the Leadership Board meetings, decisions will be passed by a majority of the members present (50% plus 1).

### *General Agreements*

For the Leadership Board and all committees, we will hold to the following agreements:

1. **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' approved by the Board Chair(s)).
3. **Alternates & Proxy Voting:** Leadership Board members may appoint one alternate who is able to vote by proxy and must submit a designation form identifying the individual and agreement to prepare the individual to vote on pending matters. 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.

## Committees

There will be 5 standing committees, and other workgroups will be established on an ad hoc basis as needed for specific, time-limited activities. Each committee will develop its own set of annual activities for implementing the Strategic Plan Update and relevant regulatory requirements. Each Committee will elect a chair and/or co-chair for each committee to facilitate meetings and ensure progress is reported to the Leadership Board. Either the chair and/or co-chair will also come from or be seated on the Leadership Board. Each workgroup's membership and selection process will be determined at the time a workgroup is established by the Board or Committee needing its creation and will be approved by the Leadership Board. Committees and workgroups will include 11-13 members, and no organization will have more than one seat on any committee.

Committees will determine if they will be led by one chair or co-chairs. Committee quorums will be established as follows: decisions will be passed by the majority present at a meeting when the membership is open, otherwise vote carries at 50% + 1 at meetings with selected memberships. In addition:

- Each committee will develop its own set of annual activities for implementing the broad strategic work plan that will be presented to and approved by the Leadership Board.

- The chair and/or co-chair will plan for and facilitate meetings, one of whom will sit on the Leadership Board.
- Progress will be reported to the Leadership Board

The committees will make a good faith effort to fill any committee vacancies within three months, if possible, with recommendations of a qualified candidate being provided by the Committee Chairs, Nominations Committee and/or Executive Director [of EveryOne Home](#), and by the affirmative vote of the majority of that committee. A Committee member elected to fill the vacancy shall be elected for the unexpired term of their predecessor in office.

Standing committees will be organized around major systems functions to ensure that the entire homelessness response system is effective in achieving our overall goal of preventing and ending homelessness.

Recruitment for all standing committees and ad hoc committees will follow the “Recruitment Guidance” in Appendix B.

Membership and selection processes will be determined at the time a committee or workgroup is established and may be modified as needed annually.

Note: Activities required by HUD Continuum of Care regulations will be shared across committees. Each committee description below specifies with an asterisk (\*) HUD-required activities each committee will hold. Appendix A includes a table of which Board or Committee conducts each CoC responsibility.

Standing Committees include:

### **1. 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 and mainstream or other community services.

#### *Roles*

- Provide oversight for the Coordinated Entry System\*
- Provide oversight for Coordinated Entry related to prioritization with Coordinated Entry Management Entity\*
- Adopt standards of care and guiding principles\*
- Report 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 racial equity targets
- Facilitate inclusion of BIPOC-led organizations in all funding opportunities

\* = required by HUD Continuum of Care regulations

This committee will be staffed by EveryOne Home and the Alameda County Health Care Services Agency (HCSA), Office of Homeless Care and Coordination (OHCC). These agencies will not have seats on this committee.

## 2. 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 advocate that funding should be targeted to housing dedicated to households at 10% or less of Area Median Income, 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 Organization (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

This committee will be co-staffed by EveryOne Home and Alameda County Housing and Community Development (HCD). These agencies will not have seats on this committee.

## 3. Housing Stability and Homelessness Prevention

### *Purpose*

The purpose of the Housing Stability and Homelessness Prevention Committee is to develop strategies and collaborations to prevent new homelessness including for formerly homeless people who have moved into housing. To achieve these ambitious goals, the group will collaborate, coordinate, and improve the effectiveness of existing

homelessness prevention and housing stability initiatives, implement best practices, and foster cross-sector collaboration.

*Roles*

- Consult with local government recipients on allocations of 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
- Ensure all activities are grounded in racial equity
- Track and monitor racial equity targets
- Facilitate inclusion of BIPOC-led organizations in all funding opportunities

**4. CoC Standards, Compliance, and Funding**

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*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 of the CoC application to HUD\*
- Facilitate inclusion of BIPOC-led organizations in all funding opportunities
- Implement a 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

As part of its work, the CoC Standards, Compliance, and Funding Committee will establish a non-conflicted **Appeals Board** to review appeals made by CoC Project applicants to the local competition's rating and ranking list following the Alameda County HUD CoC Appeals Process established in 2017. Panel decisions on appeals are final. The CoC Standards, Compliance, and Funding Committee 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.

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## 5. System Impact

### *Purpose*

The purpose of the System Impact Committee is to measure how our the homeless response system help people exit homelessness and become rehoused quickly. The committee's work is to implement system-level effectiveness activities, identify system needs and gaps, promote efficient flow to housing, and conduct system modeling. The group is also responsible for monitoring and reporting system performance and timeliness outcomes; identifying system gaps and needs; and recommending action for poor performance.

### *Roles*

- Consult with local government recipients on allocations of ESG funds\*
- Ensure the effective operation of a HMIS system in collaboration with HMIS Lead; monitor the HMIS system to ensure it meets HUD requirements and overall system performance needs\*
- Provide policy oversight for Coordinated Entry related to prioritization with Coordinated Entry Management Entity\*
- Recommend Homeless Count methodology; submit results\*
- Conduct 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, with all data disaggregated by race and ethnicity\*
- 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

This committee will be co-staffed by EveryOne Home and the HMIS Lead. These agencies will not have seats on this committee.

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## Ad Hoc Committees

The Leadership Board will establish ad hoc committees as needed. Recurring ad hoc committees include the Nominations Committee and the HUD Notice of Funding Opportunity (NOFO) Committee, described below.

### Nominations Committee

#### *Purpose*

The Nominations Committee is responsible for recruiting for positions on the Leadership Board, committees, and workgroups.

#### *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

#### *Composition*

- 9 members from the Leadership Board (final vote made by Leadership Board)
- Appointed seats:
  - Leadership Board Co-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

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## HUD Notice of Funding Opportunity (NOFO) Committee

### *Purpose*

The HUD Notice of Funding Opportunity (NOFO) Committee conducts the annual HUD Competition's local rating and ranking process for projects seeking Continuum of Care funds, reviews applications submitted, and prepares ranked recommendations for funding. Specifically, the NOFO Committee:

### *Role*

- Integrates funding priorities and strategic direction from the [Leadership Board](#) ~~HUD~~ [CoC Committee](#) and [CoC Compliance and Funding Committees](#)
- Develops local applications for existing and new projects
- Develops scoring criteria in compliance with the requirements of the annual NOFO
- Reviews and scores proposals
- Conducts the Rating and Ranking process and makes final recommendations of the Priority List of Projects (Rating and Ranking List) which are ~~NOFO~~ approved by non-conflicted members of the Leadership Board to be included in the CoC Consolidated application package.

### *Composition*

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
- Persons who have participated on other government funding committees/panels

## ~~Organizational Health~~ [EveryOne Home Directors](#) Committee

### *Purpose*

EveryOne Home is [the backbone agency, and is currently](#) a project ~~of the~~ [Tides Center](#), which serves as EveryOne Home's fiscal agent. Per Tides' requirements, EveryOne Home is

required to have an Advisory Board that interfaces with Tides on behalf of the organization. This Committee will serve as the Advisory Board for EveryOne Home.

*Role*

- Approve the EveryOne Home staff activities that support the collective impact work plan including ensuring adequate funding and staffing to implement annual work plan established by the Leadership Board.
- Ensure EveryOne Home the organization meets its contractual and financial obligations.
- Monitor the fiscal health and operations of EveryOne Home the organization.
- Serve as Advisory Board for Tides Center.
- Determine resource development strategies for EveryOne Home the organization.
- Conduct performance reviews of the Executive Director and succession planning.

*Composition:*

The committee is small in size (3-5 members); at least 50% of the members would serve on the Leadership Board to encourage cross-representation from this body to the Leadership Board, but all members of this committee do not necessarily need to serve on the Leadership Board. Individuals who bring some experience and interest in organizational management, financial planning, legal, human resources, etc. would be encouraged to participate. At least one of the Leadership Board Co-Chairs will serve on the Organizational Health Committee.

*Terms:*

Members of the committee shall be elected annually by the Leadership Board per the recommendation of the nominating committee. Terms shall be for one (1) year and there are no term limits.

## Workgroups

### Racial Equity Workgroup

In addition to these standing committees, the Leadership Board will establish a **Racial Equity Workgroup** to ensure that racial equity is centered in all aspects of the homelessness response system.

*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 addressed and eliminated. The committee will advise and hold accountable all other boards, committees, and workgroups, including the Leadership Board on racial equity goals, metrics, and outcomes. The overarching goal

is that the work of racial equity is woven throughout all boards, committees, workgroups, and system activities, and that there comes a time when this committee is unnecessary. Until then, this committee will exist for as long as needed to ensure that the homelessness response system in Alameda County is racially equitable.

The Leadership Board and each of the standing committees will nominate one committee member to serve on the Racial Equity Workgroup annually. In addition to these representatives, the Racial Equity Workgroup may recruit other members as needed.

#### *Roles*

- Develop a racial equity action plan to guide the entire homeless system's work on racial inequity
- Lead implementation of the plan
- Facilitate an understanding of the connection between structural racism and racial disparities in homelessness
- 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 Point-In-Time (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

#### **Advisory Councils**

In addition to standing committees and ad hoc workgroups, advisory councils with specific areas of expertise are important to shape the work of the Leadership Board and other aspects of the collective impact model, especially to align strategic direction and strategy and to implement mutually reinforcing activities to reduce and end homelessness. The emphasis of these advisory councils are to amplify mutually reinforcing and effective activities to reduce and end homelessness. The advisory councils are as follows:

##### **1. Youth Action Board**

The Youth Action Board is a group designed to expand Alameda County’s capacity to serve homeless youth, pilot new models of assistance, and determine an array of interventions to best serve the needs of unaccompanied youth, pregnant and parenting youth, and transition age youth. The Youth Action Board is comprised of youth aged 24 and under with lived experience of homelessness and is currently supported by staff from Alameda County Social Services Agency, Alameda County ALL IN, with collaboration from Alameda County Social Services Agency, HCSA and EveryOne Home ~~as CoC Lead~~. The goal is to build an authentic youth voice that will lead the development of the County’s coordinated plan to prevent and end youth homelessness.

Membership will be determined by ~~the~~ ALL IN and the Youth Action Board. One Youth Action Board member will be appointed to terms on the Leadership Board in the roles of people with lived experience.

## 2. Champions Council

The Champions Council will be composed of each city’s mayor or their appointee, county supervisors or their appointee, and philanthropy and private sector representatives with demonstrated and significant investment in homelessness solutions. The group will meet at least twice each year to stay informed of and provide their input to the Leadership Board [on homelessness policy, strategic direction, and funding investments for the system as a whole. Additional ad hoc meetings may be needed for emergent opportunities, significant new funding, or other time sensitive circumstances.

## 3. Funders Council

This open group of public and private funders will meet quarterly to stay apprised of the strategic direction, operational efforts, and accomplishments of the system and to align their funding efforts. The Funders Council’s membership will include Alameda County departments, city departmental representatives, foundations, philanthropy, intermediaries, faith-based organizations, private sector and other organizations who actively fund or are interested in funding affordable housing and homelessness work, racial equity efforts, and other related initiatives.

## EveryOne Home as the Backbone Organization

### *Purpose*

EveryOne Home will serve as the backbone organization for the collective impact model, the CoC work, and provide staffing for boards and committees. It will convene forums focused on lived experience, racial equity, and support for non-profits, cities, and other stakeholders.

### *Roles*

- Provide staffing for all boards, committees, and workgroups

- Work with chairs and co-chairs to develop annual work plans and set meeting agendas
- Provide notes and follow up guidance after meetings
- Implement activities between board/committee/workgroup meetings to advance the work of these bodies between their formal meetings
- Develop reports and other products related to gaps, impact, and other aspects of the collective impact model
- Convene stakeholder forums: Provider Forum, Racial Equity Forum, and Lived Experience Forum, to meet at least quarterly
- Serve as a hub of communication for all boards, committees, and workgroups, and for the broader membership

#### *Independent Oversight of Everyone Home*

EveryOne Home ~~will be~~ a separate entity from the collective impact model ~~and the Continuum of Care~~ and will report to an ~~Organizational Health Committee~~ EOH Directors Committee and transition to having its own Board of Directors. Once established, the EveryOne Home Board of Directors will develop and oversee its own committee structure, separate from the collective impact Leadership Board and committee structure, in order to assure the long-term financial stability and impact of EveryOne Home.

To ensure strong coordination, the EveryOne Home Board will include, at minimum, two seats reserved for people who are also on the collective impact Leadership Board. While the staff of EveryOne Home will be accountable to the Leadership Board on its performance related to collective impact activities and its role as the backbone organization, the Leadership Board will not have legal or fiduciary authority over EveryOne Home as an entity.

### **Public Participation Policy**

As a committee established by federal law, the previous HUD CoC Committee approved on March 19, 2019, and amended on July 16, 2019, a Public Participation Policy to provide public access to meetings to ensure transparency and public participation. The Public Participation Policy applies to the Leadership Board and all committees and workgroups, with the exception of some closed meetings of the CoC Standards, Compliance, and Funding Committee to make funding decisions about NOFO funding (see section 6 below).

1. Members of the public will be invited to participate in committee meetings via the EOH Website (<https://everyonehome.org>).
  - a. The annual calendar of meetings, with dates, times and locations or remote conference meeting links will be posted on the EOH Website.
  - b. Any meeting outside the calendar schedule will be considered a “special meeting” and will require 24-hour notice prior to the meeting.
  - c. Meetings shall provide the public an opportunity to address the body at the opening of each meeting, prior to acting on any items.

2. Every Agenda will be published and posted on the EOH website at least 72 hours in advance and will incorporate language noting that Committee meetings are open to the public.
  - a. Agendas will include the date, time and location or remote conference meeting links of the meeting and clearly identify whether each item is a proposed action or a discussion item.
  - b. No action shall be taken on any item not appearing on the Agenda.
  - c. Materials that are finalized will be posted on the EOH website along with the Agenda and will be available to the public at the meeting and posted on EOH website within 5 business days of the meeting.
3. Public Comment will be set aside at the beginning of each Agenda. A total of 10 minutes will be set aside as an Agenda Item for general public comment – with a time limit of 2 minutes per person. If the number of commenters exceed the available time, it is at the discretion of the Chair or Co-Chair to either: 1) extend the time for public comment; 2) choose the number of speakers; and/or; 3) limit the amount of time for each speaker.
  - a. All written public comments submitted by the time of the Meeting that indicates “for Public Distribution” will be accepted and noted during Public Comment period and distributed at the meeting. Instructions on how to submit written public comments will be noted on EOH website.

Draft action minutes from the session, including names of members attending and roll call vote on each action item will be posted on the EOH website within 5 business days of the meeting. The action minutes will also include a list of those who spoke from the public if they identified themselves and a brief summary of the public comments.

4. Teleconference and/or Virtual meetings will be guided by the Brown Act.
  - a. A quorum of the committee must participate for action items to be voted upon.
  - b. EveryOne Home will designate a teleconference and/or virtual accessible site. The conference meeting information will be clearly identified in the Agenda, along with any other teleconferencing information, which will be posted on EveryOne Home website.
  - c. If it is a regularly scheduled meeting, Agenda must be posted 72 hours prior to the meeting. If it is a “special meeting,” Agenda will be posted within 24 hours of the meeting.
  - d. All votes must be by roll call.
5. Closed sessions will be guided by the Brown Act. The majority of examples in the Act do not seem to apply to the Leadership Board’s role and oversight. However, the NOFO Committee, which conducts the annual HUD competition’s local rating and ranking process for projects seeking Continuum of Care funds, reviews applications submitted, and prepares ranked recommendations for funding will hold closed sessions on any agenda items and/or meetings

that include any review, rating and/or ranking of projects, discussions of projects' performance, and the Rating and Ranking session.

### Standards for Providing Continuum of Care Assistance with the Alameda County Housing Crisis Response System

The Housing Crisis Response System is Alameda County's overall system of housing services and programs that are coordinated to prevent and end homelessness, including but not limited to:

<ul style="list-style-type: none"> <li>▪ Information &amp; Referral</li> <li>▪ Coordinated Entry</li> <li>▪ Homelessness Prevention Services</li> <li>▪ Street Outreach</li> <li>▪ Drop-In Centers</li> <li>▪ Housing Resource Centers</li> <li>▪ Housing Problem Solving Services</li> <li>▪ Housing Navigation Services</li> <li>▪ Warming and Seasonal Shelters</li> <li>▪ Year-Round Shelters</li> <li>▪ Navigation Centers</li> <li>▪ Transitional Housing</li> </ul>	<ul style="list-style-type: none"> <li>▪ One-Time Financial Assistance</li> <li>▪ Time-Limited Rental Assistance</li> <li>▪ Tenant Support Services</li> <li>▪ Permanent Subsidized Housing</li> <li>▪ Permanent Supportive Housing</li> <li>▪ Landlord Liaison Services and Incentive Programs</li> <li>▪ Flexible Housing Subsidies</li> <li>▪ Housing-Focused Health, Human, Social, and Legal Services</li> <li>▪ Homeless Management Information System</li> </ul>
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The standards of care for the overall Housing Crisis Response System are outlined in the [Alameda County Housing Crisis Response System Manual](#). The purpose of the System Manual is to provide a general overview and description of Alameda County's system for responding to homelessness and to outline the governance, principles, performance measures, and policies that guide the system. The System Manual is consistent with the EveryOne Home Governance Charter and establishes standards within which funders, participating programs, and other stakeholders conduct planning and oversight, operate services, and evaluate and improve the system. The System Manual also ensures that the Housing Crisis Response System operates in accordance with all Local, State and Federal requirements, including all HUD requirements for Continuums of Care.

The principles guiding the Housing Crisis Response System are: that the Housing Crisis Response System operates in accordance with all Local, State and Federal requirements, including all HUD requirements for Continuums of Care.

- Housing First and Low-Barrier
- Accessible, Consistent, Transparent, Standardized and Equitable

- Safety, Confidentiality, Resiliency and Choice
- Prioritize the Most Vulnerable
- Commitment to Housing Problem Solving to Prevent and End Homelessness
- Data and Stakeholder Experience to Drive Continuous Improvement

In accordance with Local, State, and Federal requirements and documented in the System Manual, are the standards that the Housing Crisis Response System uses for its Coordinated Entry process. As the front door to the Housing Crisis Response System, Coordinated Entry serves the geographic entirety of Alameda County through a network of 2-1-1, Housing Resource Centers, and Outreach Teams to provide an accessible, fair, and transparent way for people experiencing a housing crisis to be connected to housing support. Since there is not enough housing or services for everyone in need, the Coordinated Entry process uses screening, housing problem solving, assessment, and prioritization to match people to any available resources for which they are eligible, and to ensure that the people with the highest needs are prioritized.

Anyone experiencing homelessness or at-risk of homelessness in Alameda County must be able to access Coordinated Entry, be screened, and referred in a timely manner. Coordinated Entry uses the HUD definitions of literal homelessness and at-risk of homelessness to appropriately screen, prioritize, and refer people to services. This includes specific policies for provision of services for adults without children, families, unaccompanied and transition-aged youth, households fleeing domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions (including human trafficking), veterans, and households at-risk of homelessness seeking prevention services.

The System Manual includes required policies for determining eligibility and prioritizing which households receive services and outlines which housing programs and services are accessed through Coordinated Entry prioritization and which are available on an emergency basis. The System Manual also documents established standards for housing services and programs in the Housing Crisis Response System such as outreach, housing navigation, shelter, transitional housing, rapid rehousing, and permanent supportive housing.

All programs must adhere to all non-discrimination and fair housing laws intended to ensure universal and equitable access to Coordinated Entry and the Housing Crisis Response System for all people experiencing homelessness in the County, regardless of race, color, national origin, religion, sex, age, familial status, disability, actual or perceived sexual identity, or gender identity.

### **Other Standards for Providing Assistance**

- Families seeking emergency shelter, transitional housing, and permanent housing from the Continuum will not be denied admission to services or required to separate from other members based on age, sex or gender when entering shelter or housing.
- All school aged children residing in Continuum programs will be required to register for school within 5 business days during the school year.
- All individuals, families, and youth exiting from Continuum programs to permanent housing, with or without ongoing services, will be encouraged by the current provider to contact them and/or the regional Rapid Rehousing provider should the household's housing become at risk in order to avoid future episodes of homelessness.
- Continuum of providers will screen service users for all mainstream benefits to which they may be entitled and assist them in applying for and securing such benefits, including but not limited to health care, income supports and food assistance.
- Per the 2017 Alameda County CoC LGBT Housing Access Anti-Discrimination Policy, all HUD-funded Homeless Assistance Programs, including but not limited to rental assistance to prevent homelessness, street outreach, emergency, transitional, rapid rehousing and permanent supportive housing, shall not discriminate based upon actual or perceived sexual orientation, actual or perceived gender identity, or marital status. Programs must determine eligibility for housing regardless of an individual sexual orientation or gender identity, grant equal access to programs or facilities consistent with a person's gender identity, and not require anatomical, documentary, physical, or medical evidence of gender identity. In addition, all HUD-funded Homeless Assistance Programs must take non-discriminatory steps to address privacy concerns based on actual or perceived LGBT status.

## Homeless Management Information System (HMIS)

### A. Roles and Responsibilities of the Continuum of Care with Regards to HMIS

As indicated under Section XI, the CoC must designate a single information system as the official HMIS software for the geographic area, and an HMIS Lead, an entity designated to operate the HMIS. In addition, the CoC is responsible for making decisions about HMIS management and administration as required under 24 CFR [§580](#), a separate rule establishing regulations for HMIS issued by HUD as part of the implementation of the [HEARTH Act of 2009](#). The CoC is responsible for ensuring that the HMIS is operated in accordance with the provisions of these regulations and other applicable laws. While the CoC must review, revise, and approve all policies and plans the HMIS Lead is required to develop, the HMIS Lead must develop written policies and procedures for all Covered Homeless Organizations (CHOs), serve as the applicant to HUD for any HMIS grants, and monitor compliance by all CHOs of the CoC. The [Leadership Board/ HUD-CoC Committee](#), acting as the CoC Board, must ensure that the HMIS for the Continuum is operated in accordance with these provisions.

## B. Designated HMIS

The Alameda County Continuum of Care establishes and maintains a database system that collects and reports on the universal data elements as required by HUD. The CoC relies upon data collected in the HMIS to understand the extent of homelessness, how well the system is working to address it, and to report CoC performance to HUD. The HMIS also supports the operation of the housing and service system, including the CoC's Coordinated Entry. HMIS is designed and intended to benefit multiple stakeholders, including persons using homeless and/or at-risk of homelessness-targeted services, provider agencies, jurisdictions, other systems of care, funders, and the community. Improved knowledge gained from HMIS about various communities with special needs and their service usage aides with providing a more effective and efficient service delivery system. By community partner agreement, the HMIS database operates as a shared system: permission granted by an individual-served allows for all HMIS-entering Covered Homeless Organizations (CHOs) to have viewership of client level data.

## C. Designated HMIS Lead

The ~~HUD CoC Committee has~~ Leadership Board in its capacity as the HUD Continuum of Care Board designated HMIS Lead is the Alameda County Department of Housing and Community Development and is responsible for ~~as the HMIS Lead to~~ operating the HMIS as required under §580.7, assuring the CoC is compliant with all applicable HUD rules and regulations. Because managing the HMIS is a shared responsibility between the CoC and the HMIS Lead, expectations around each entity's role must be agreed and clearly documented, along with any role envisioned for the CoC Board and CoC Lead agency in its relationship to the HMIS. In June of 2018, the HUD CoC ~~Board~~ Committee and the ~~HMIS Lead Alameda County Department of Housing and Community Development~~ signed a Memorandum of Understanding (Appendix E) that articulates in detail the roles, responsibilities, and accountability that guide this collaboration consistent with this Governance Charter and 24 CFR §578 and 24 CFR §580.

## D. HMIS Lead Roles and Responsibilities

Under the executed Memorandum of Understanding, some of the HMIS Lead agency roles and responsibilities include 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.

The solicitation of user feedback is also a responsibility of the HMIS Lead as it is used to provide recommendations on use of software and software enhancements, trouble-shoot frequent data

quality errors, recommend modifications to HMIS staff created reports, and improve CES workflow. Feedback collection is performed using a variety of mechanisms such as online response forms and user groups like the *HMIS User Group*.

In addition, the HMIS Lead ~~and the HUD CoC Leadership Board~~ as the HUD CoC Board 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 collaboratively to analyze annual reports from HMIS, and establish ~~the HMIS Oversight Sub-Committee~~ System Impact Committee, that makes recommendations to the ~~HUD CoC Leadership Board~~ Committee and acts as a liaison between the ~~HUD CoC Leadership Board~~ Committee and the HMIS Lead.

For a more detailed elaboration of the roles and responsibilities of the HMIS Lead, the roles and responsibilities of the ~~HUD Continuum of Care Committee~~ Leadership Board in its capacity as the HUD CoC Board with respect to HMIS, and their joint responsibilities, please refer to Appendix E.

## Coordinated Entry Management Entity

The Coordinated Entry management entity is designated by the ~~CoC Leadership Board~~ in its capacity as the HUD CoC Board to implement and oversee the day-to-day ~~workflow operations for~~ the Coordinated Entry ~~process~~ System. Management Entity responsibilities include establishing day-to-day management structures, a clear and accessible communication plan, promoting standardized screening and assessment processes, and developing and delivering training and conducting monitoring.

## Process for Responding to Continuum of Care Notice of Funding Opportunity

### A. Leadership Board

The Leadership Board functions as the Continuum of Care Board required by the HUD Interim Rule to act on behalf of the membership to ensure the CoC responsibilities are fulfilled, including preparing an application for Continuum of Care funds (Interim Rule 24 CFR §578.7 and 24 CFR §578.9). The Leadership Board performs these functions either directly or through the sub-committee structure outlined above. Under these Roles and Responsibilities, ~~this Committee~~ the Leadership Board will:

1. Recommend guiding principles, funding priorities and strategic direction to CoC NOFO Committee based on HUD NOFO guidelines.
2. Design, operate and follow a collaborative process for submitting the CoC application to HUD.

~~3. Integrate funding priorities and strategic direction from HUD CoC Committee.~~

~~4.3.~~ Develop local applications for existing and new projects and scoring criteria in compliance with HUD requirements.

~~5.4.~~ Read and score proposals.

~~6.5.~~ Approve the final priority list of projects to be included in the CoC application package.

The Leadership Board may delegate some of these responsibilities to other committees and Workgroups.

### **B. The Continuum of Care Lead Agency**

According to the HUD-funded Continuum of Care Planning Grant Agreement FY 202018/202119 signed by the Alameda County Board of Supervisors, under Exhibit A, EveryOne Home serves as the Continuum of Care Lead Agency and will:

1. Provide analysis of the HUD NOFO application, scoring feedback, and other guidance on HUD's funding priorities.
2. Support development of the CoC Committee's strategic direction to the NOFO committee, include requesting and compiling stakeholder input.
3. Support the recruitment, seating and convening of the NOFO Committee and Appeals Panel
4. Develop and refine the local application and scoring criteria, hold bidders' conferences, and manage Frequently Asked Questions (FAQs) from applicants
5. Score objective elements of the application and support the NOFO Committee and appeals process as needed.
6. Issue Local Rating and Ranking list and manage the writing and submission of the Consolidated Application.
7. Approve all requests for amendments and/or changes to CoC projects that occur outside of the annual review process.

### **C. 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 NOFO 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.

#### **D. The Appeals Panel**

The Appeals Panel reviews appeals made by Continuum of Care Project applicants to the local competition's rating and ranking list, following Alameda County HUD CoC Appeals Process established in 2017. Panel members are seated for each NOFO round, and the Panel decisions on appeals are final.

#### **Conflict of Interest Requirements**

All Continuum, Leadership Board, and Committee members will abide by [§578.95](#) (Conflicts of Interest) in the Interim Rule. Members of the Organizational Health Committee, Leadership Board and all Selected membership committees will be required annually to sign the Tides Conflict of Interest form. General Continuum Membership, Leadership Board, and all Committee members (both selected and open membership) will disclose potential conflicts when the topics of funding awards or other financial benefits that could be gained or lost by an organization which they represent as an employee, agent, consultant or board member or their spouse represents are under consideration by the group in which they are participating. If a conflict of interest exists, the member(s) will recuse themselves from the discussion and any related votes that take place.

The Continuum desires that it, and those entities to which it has delegated authority, make informed as well as non-conflicted decisions. The annual gaps analysis, eligibility criteria for who gets served by what resources in the Continuum, prioritization of who gets served, and performance targets are best developed and refined with broad stakeholder input. Funded projects and jurisdictions will not be deemed conflicted in discussions on these topics nor in providing input on local priorities for Continuum of Care Funding. The NOFO Committee will evaluate the merits of the input and will make the final determination on the scoring criteria and application process.

As noted above, members of the NOFO Committee cannot be an employee, agent and consultant or board member of or married to someone who is, any non-profit or government department that is a recipient or sub-recipient of Continuum of Care Funding. The same restriction applies to any involvement in the CoC.

**Appendix A—CoC Responsibilities per Continuum of Care Program Rule at §578**

Responsibility of the Continuum of Care per Rule 578.7	Entity/Entities Responsible
Hold meetings of the full membership, with published agendas, at least semi-annually	Leadership Board <a href="#">and EOH staff</a>
Make an invitation for new members to join the CoC publicly available within the geographic at least annually	Leadership Board or designated to EOH staff
Adopt and follow a written process to select a board to act on behalf of the Continuum of Care. The process must be reviewed, updated, and approved by the Continuum at least once every 5 years	CoC Membership and Leadership Board
Appoint additional committees, subcommittees, or workgroups	CoC Membership annually via Governance Charter. Committees and Leadership Board for additional ad hoc time-limited subcommittees and work groups
In consultation with the collaborative applicant and the HMIS Lead, develop, follow, and update annually a governance charter, which will include all procedures and policies needed to comply with 24 CFR §578 subpart B and with HMIS requirements as prescribed by HUD; and a code of conduct and recusal process for the Board, its chair(s), and any person acting on behalf of the Board;	Collaborative applicant, HMIS lead and Leadership Board
Consult with recipients and subrecipients to establish performance targets appropriate for population and program type, (monitor recipient and subrecipient performance, evaluate outcome, <i>[see below]</i> ) and take action against poor performers	System Impact Committee with approval by the Leadership Board
Monitor recipient and subrecipient performance and evaluate outcomes	CoC Standards, Compliance, and Funding Committee
Evaluate outcomes of projects funded under the Emergency Solutions Grants program and the Continuum of Care program and report to HUD	CoC Standards, Compliance, and Funding Committee
In consultation with recipients of Emergency Solutions Grants program funds within the geographic area, establish, and operate either a centralized or coordinated assessment system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services. The Continuum must develop a specific policy to guide the operation of the centralized or coordinated assessment system on how its system will address the	Outreach, Access, and Coordination Committee <a href="#">with Management Entity</a>

<p>needs of individuals and families who are fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, or stalking, but who are seeking shelter or services from nonvictim service providers. This system must comply with any requirements established by HUD by Notice.</p>	<p>In collaboration with System Impact Committee as it pertains to prioritization.</p>
<p>In consultation with recipients of Emergency Solutions Grants program funds within the geographic area, establish and consistently follow written standards for providing Continuum of Care assistance. At a minimum, these written standards must include:</p> <p>(i) Policies and procedures for evaluating individuals' and families' eligibility for assistance under this part;</p> <p>(ii) Policies and procedures for determining and prioritizing which eligible individuals and families will receive transitional housing assistance (these policies must include the emergency transfer priority required under § 578.99(j)(8));</p> <p>(iii) Policies and procedures for determining and prioritizing which eligible individuals and families will receive rapid rehousing assistance (these policies must include the emergency transfer priority required under § 578.99(j)(8));</p> <p>(iv) Standards for determining what percentage or amount of rent each program participant must pay while receiving rapid rehousing assistance;</p> <p>(v) Policies and procedures for determining and prioritizing which eligible individuals and families will receive permanent supportive housing assistance (these policies must include the emergency transfer priority required under 24 CFR § 578.99(j)(8)); and</p> <p>(vi) Where the Continuum is designated a high-performing community, as described in subpart G of this part, policies and procedures set forth in 24 CFR 576.400(e)(3)(vi), (e)(3)(vii), (e)(3)(viii), and (e)(3)(ix).</p>	<p>System Impact Committee <a href="#">with Management Entity</a></p>
<p>The Continuum of Care must:</p> <p>(1) Designate a single Homeless Management Information System (HMIS) for the geographic area;</p> <p>(2) Designate an eligible applicant to manage the Continuum's HMIS, which will be known as the HMIS Lead;</p> <p>(3) Review, revise, and approve a privacy plan, security plan, and data quality plan for the HMIS.</p>	<p>(1-2) Leadership Board</p> <p>(3 -5) HMIS Lead</p>

<p>(4) Ensure consistent participation of recipients and subrecipients in the HMIS; and</p> <p>(5) Ensure the HMIS is administered in compliance with requirements prescribed by HUD.</p>	
<p>The Continuum must develop a plan that includes:</p> <p>(1) Coordinating the implementation of a housing and service system within its geographic area that meets the needs of the homeless individuals (including unaccompanied youth) and families. At a minimum, such system encompasses the following:</p> <ul style="list-style-type: none"> <li>(i) Outreach, engagement, and assessment;</li> <li>(ii) Shelter, housing, and supportive services;</li> <li>(iii) Prevention strategies.</li> </ul> <p>(2) Planning for and conducting, at least biennially, a point-in-time count of homeless persons within the geographic area that meets the following requirements:</p> <ul style="list-style-type: none"> <li>(i) Homeless persons who are living in a place not designed or ordinarily used as a regular sleeping accommodation for humans must be counted as unsheltered homeless persons.</li> <li>(ii) Persons living in emergency shelters and transitional housing projects must be counted as sheltered homeless persons.</li> <li>(iii) Other requirements established by HUD by Notice.</li> </ul> <p>(3) Conducting an annual gaps analysis of the homeless needs and services available within the geographic area;</p> <p>(4) Providing information required to complete the Consolidated Plan(s) within the Continuum's geographic area;</p> <p>(5) Consulting with State and local government Emergency Solutions Grants program recipients within the Continuum's geographic area on the plan for allocating Emergency Solutions Grants program funds and reporting on and evaluating the performance of Emergency Solutions Grants program recipients and subrecipients.</p>	<p>(1) Leadership Board including through designation to Committees</p> <p>(2-5) System Impact Committee</p>
<p><i>Violence Against Women Act (VAWA) emergency transfer plan.</i> The Continuum of Care must develop the emergency transfer plan for the Continuum of Care that meets the requirements under 24 CFR § 578.99(j)(8)</p>	<p>Standards, Compliance, and Funding Committee and System Impact Committee</p>

## APPENDIX B—Recruitment Guidance

This appendix provides guidance around recruitment for boards, committees, and workgroups. The Leadership Board and Nominations Committee will make good faith efforts to implement the guidance outlined here.

### Leadership Board

The Nominations Committee will ensure geographical and size diversification for service providers and will work with the Racial Equity Workgroup to ensure racial diversity across the Board. The committee will seek candidates with:

- ✓ 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.
- ✓ For regional seats, commitment to reporting back to regional partners.

### Standing Committees

#### Outreach, Access, and Coordination

Recommended members include:

- Alameda County Health Care Services Agency, Office of Homeless Care and Coordination = Co-staff (no voting)
- Eden I&R/211
- Diverse geographic representation in the county
- Culturally specific organizations
- Domestic Violence (DV) providers
- Probation
- Diverse selection of Coordinated Entry, outreach, and street health organizations

#### Housing Stability and Homelessness Prevention

Recommended members include:

- Parallel systems (foster care, DV, education, etc.)
- All Home
- Legal Aid Organizations
- Homelessness prevention providers
- Probation
- Social Services Agency
- Workforce development organizations
- Alameda County Housing and Community Development
- LGBTQ+ advocacy groups
- Immigration advocacy groups
- Senior services partners
- Housing providers (developers, owners, property managers)

#### Housing Capacity

Recommended members include:

- Landlords, Public Housing Authorities, housing providers
- Alameda County Housing and Community Development
- Affordable Housing policy organizations
- City departments (development, zoning, etc.)
- Advocacy/policy organizations
- Real estate
- Partners that bring innovation
- Corporate sector partners

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#### CoC Standards, Compliance, and Funding

Recommended members include:

- Collaborative Applicant ~~Alameda County Housing and Community Development~~ = co-staff/collaborative application (no voting)
- 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
- Majority should be non-conflicted

#### System Impact

Recommended members include:

- HMIS Lead /~~Alameda County Housing and Community Development~~ = co-staff (no voting)
- Open membership
- Member(s) of the [CoC Standards, Compliance and Funding HUD COC Committee](#)
- Coordinated Entry Lead Operator(s) Data Quality Staff
- End User/Data Entry Staff including housing navigators, case managers, outreach workers, etc.
- Subject matter experts

#### *Ad Hoc Committees and Workgroups*

#### **Nominations Committee**

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
- Non-conflicted community members.

#### **HUD NOFO Committee**

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
- Non-conflicted community members

**Racial Equity Workgroup**

Recommended members include:

- 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

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## APPENDIX C—Definition of Terms

NOTE: Some of the terms used in this Governance Charter are from The Homeless Emergency Assistance and Rapid Transition to Housing Continuum of Care Program Interim Final Rule at [24 CFR Part 578](#) (the “Interim Rule”). Those terms are denoted with an asterisk (\*). Definitions in the Interim Rule can be found at [§578.3. Subpart B-Establishing and Operating a Continuum of Care](#) of the Interim Rule. The full Interim Rule may be found at [HUD CoC Interim Rule](#).

Additional terms used in this Charter are also noted below.

As used in this Governance 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).

*Centralized or coordinated assessment system* means a centralized and/or coordinated process designed to coordinate program participant intake assessment and provision of referrals. A centralized and/or coordinated assessment system covers the geographic area, is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool.

*Collaborative applicant* means the eligible applicant that has been designated by the Continuum of Care to apply for a grant for Continuum of Care planning funds on behalf of the Continuum.

*Collective impact* means the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem. Unlike most collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants. EveryOne Home is the name of the collective impact initiative to end homelessness in Alameda County. [Click here to read more on collective impact.](#)

*Continuum of Care and Continuum (CoC)* means the group organized to carry out the responsibilities required under Interim Rule. In Alameda County the CoC is part of a collective impact effort to end homelessness. It is composed of representatives of organizations including nonprofit homeless providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals,

universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons to the extent these groups are represented within the geographic area and are available to participate. The CoC can delegate its responsibilities to a board/council, and organizations including the CoC Lead, the Collaborative Applicant, and the HMIS Lead to act on its behalf in fulfilling these responsibilities. (\*text partially from [§578.3](#).)

*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).

*Continuum of Care Members* are persons who have joined in the collective impact initiative to end homelessness in Alameda County. They are members of EveryOne Home.

*Eligible applicant* means a private nonprofit organization, State, local government, or instrumentality of State and local government.

*Geographic Area* identifies the region(s) within a Continuum of Care. Alameda County's CoC encompasses all 14 cities and the unincorporated County.

*Homeless Management Information System (HMIS)* means the information system designated by the Continuum of Care to comply with the HMIS requirements prescribed by HUD.

*HMIS Lead* means the entity designated by the Continuum of Care in accordance with the Interim Rule to operate the Continuum's HMIS on its behalf.

~~*HUD Continuum of Care Committee*~~*Leadership Board (HUD CoC Committee)**Continuum of Care Board* is the name given to the board which the Interim Rule requires the CoC establish to act on its behalf. The Continuum of Care Committee of EveryOne Home is a part of the collective impact effort to end homelessness in Alameda County.

*Interim Rule* means the Continuum of Care Program Rule 24 CFR [§578](#), published July 31, 2012, which details the requirements for establishing and operating a Continuum of Care. Where needed, this Governance Charter provides citations from the Interim Rule.

*Leadership Board* means the body leading the EveryOne Home collective impact initiative [identified as EveryOne Home and the HUD designated Continuum of Care \(CoC\) Board](#).

*Program participant* means an individual (including an unaccompanied youth) or family who is assisted with Continuum of Care program funds.

*Project* means a group of eligible activities, such as HMIS costs, identified as a project in an application to HUD for Continuum of Care funds and includes a structure (or structures) that is (are) acquired, rehabilitated, constructed, or leased with assistance provided under [the Interim Rule] or with respect to which HUD provides rental assistance or annual payments for operating costs, or supportive services under [the Interim Rule].

*Recipient* means an applicant that signs a grant agreement with HUD.

*Subrecipient* means a private nonprofit organization, State, local government, or instrumentality of State or local government that receives a subgrant from the recipient to carry out a project.

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P.O. Box 29907 San Francisco, CA 94129-0907

## Project Conflict of Interest Policy

For Tides Center project directors, project senior staff, and project advisory board members

The 2001 Enron scandal brought about a decline of public trust in accounting and reporting practices. In response, the federal government passed the Sarbanes-Oxley Act to curb corporate abuses; several of the Act's stipulations also pertain to nonprofits. Following the passage of Sarbanes-Oxley, California enacted the Nonprofit Integrity Act, which, among many requirements, mandates signed conflict of interest statements from key employees and board members. Versions of California's act are being considered by a majority of states across the country.

In 2005, Tides Center's auditors' report to management recommended that each of Tides Center's project directors, key management staff, and advisory board members fill out and sign conflict of interest forms annually. Tides Center adheres to this policy to continue our history of transparency and compliance with government regulations, and to help ensure the protection of all projects.

Conflicts of interest arise whenever the personal or professional interests of a project director or an advisory board member are potentially at odds with the best interests of a nonprofit. These conflicts are common, for example, when a board member performs paid, professional services for an organization, or proposes that a relative or friend be considered for a staff position. Such situations are generally acceptable if the transactions benefit the organization and if the advisory board approves the decisions in an objective and informed manner. Even if they do not meet these standards, such transactions are usually not illegal. They are, however, vulnerable to legal challenges, and to public misunderstanding. Loss of public confidence and a damaged reputation are the most likely results of a poorly managed conflict of interest. Advisory boards should take steps to avoid even the appearance of impropriety.

More difficult conflicts can arise when an advisory board member sits on the board or works for a competing or similarly-focused organization. The advisory board member's organization may apply for funding from the same sources as the project. The "duty of loyalty" for board service requires project advisory board members to place loyalty to the project above other conflicting loyalties. If a project advisory board member works for an organization that is a competitor in some way with the project, this member may not use information gained through that project advisory board role to aid his/her employer. Conflict of interest situations can be difficult to manage, so it is recommended that projects keep this in mind when selecting advisory board members.

Potential conflicts can occur when advisory board members have a direct personal financial interest in a business or economic transaction with a project. Examples include situations where advisory board members:

- buy or sell goods and services to or from the project
- lease property and equipment to or from the project
- receive a gift, grant or other financial benefit from the project
- purchase or sell real estate, securities, or other property to or from the project
- borrow money from the project or receive advances of money

- are board members or employees of a competing or affinity organization of the project
- are primary donors or others supporting the project

Conflicts can also occur when the board member has an indirect relationship to an economic or business transaction, as outlined above. The same transactions as are outlined above fall within this policy if the transaction involves the friends, family members or employees of the advisory board member, or if the advisory board member has a material financial interest in an entity which is involved in the transaction.

Tides Center requires each of our project advisory board members and project directors to agree to the following Conflict of Interest Policy:

- Each project director and advisory board member will complete annually a Conflict of Interest Disclosure Statement annually, and provide updated information whenever a conflict arises, and agree to fully disclose potential conflicts to the Advisory Board and to the Tides Project Advisor when they occur so that advisory board members who are voting on an issue are aware that another member's interests may be affected.
- Advisory board members will be required to withdraw—meaning they should not be part of the discussion nor vote—on decisions that present a potential conflict for him or her.
- The advisory board will establish procedures, such as competitive bids, comparability surveys, or similar due diligence to ensure that the project and Tides Center are receiving fair value in a transaction.
- The advisory board in consultation with Tides Governance Advisor and Project Advisor will determine whether a conflict exists and is material, and in the presence of an existing material conflict, determine whether the contemplated transaction may be authorized as just, fair, and reasonable to the project.
- The advisory board will record in their meeting minutes the potential conflict of interest, and will document that in making a decision they have used the procedures and criteria provided in this policy, and they will forward a copy of the minutes to Tides Center.

Project Name:

**Tides Center Project Conflict of Interest Disclosure Statement**

Please check one box:

- Advisory Board Member
- Project Staff

Please check only one box (and please add the Project name):

<input type="checkbox"/>	I have no Conflicts of Interest as defined in the Project Conflict of Interest Policy to report regarding
Project Name (Check the box, sign and date this statement.)	

## APPENDIX E—HMIS MOU

MEMORANDUM OF UNDERSTANDING  
BETWEEN  
ALAMEDA COUNTY HUD CONTINUUM OF CARE  
COMMITTEE, (ACTING AS THE CONTINUUM OF CARE  
BOARD) AND  
ALAMEDA COUNTY DEPARTMENT OF HOUSING AND  
COMMUNITY DEVELOPMENT, (ACTING AS THE  
HOMELESS MANAGEMENT INFORMATION SYSTEM  
(HMIS) LEAD

### I. Introduction and Purpose

The Alameda County Continuum of Care (the "CoC") is the governing body organized to carry out the responsibilities required under HUD's *Homeless Emergency Assistance and Rapid Transition to Housing Continuum of Care Program Interim Final Rule* at 24 CFR Part 578.7(b) (the "Interim Rule"), including designating a Homeless Management Information System (HMIS) lead to operate HMIS. In addition, the CoC is responsible for making decisions about HMIS management and administration as required under 24 CFR Part 580, a separate rule establishing regulations for HMIS issued by HUD as part of the implementation of the HEARTH Act of 2009. The CoC is responsible for ensuring that the HMIS is operated in accordance with the provisions of the new regulations and other applicable laws (24 CFR Part 580.5).

The Alameda CoC is part of EveryOne Home, a collective impact effort to end homelessness. It is composed of representatives of organizations including nonprofit homeless providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons. The HUD Continuum of Care Committee (the "CoC Board") functions as the Alameda County CoC Board, required by the Interim Rule to act on behalf of the membership to ensure the CoC responsibilities are fulfilled.

The CoC relies upon data collected in the HMIS to understand the extent and nature of homelessness, and how well the system is working to address it, and to report system and project performance to HUD. If implemented well, the HMIS should also support the operation of the housing and service system, including the CoC's coordinated entry. Under HUD mandates, the CoC must designate a single information system as the official HMIS software for the geographic area, and an HMIS Lead, an entity designated to operate the HMIS (24 CFR Part 580.7). While the CoC must review, revise and approve all policies and plans the HMIS Lead is required to develop, the HMIS Lead must develop written policies and procedures for all Covered Homeless Organizations (CHOs), serve as the applicant to HUD for any HMIS grants, and monitor compliance by all CHOs of the CoC (24 CFR Part 580.9)

Because managing the HMIS is a shared responsibility between the CoC and the HMIS Lead, expectations around each entity's role must be agreed to and clearly documented, along with any role envisioned for the CoC Board and CoC Lead agency in its relationship to the HMIS.

This MOU describes in detail the roles, responsibilities, and accountability that guide the collaboration for the Alameda County Homeless Management Information System (HMIS) among

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the Parties described below, consistent with the Alameda County Continuum of Care/EveryOne Home Governance Charter approved in October of 2017 and 24 CFR Parts 578 and 580.

**II. Parties to this Memorandum of Understanding:**

**1. The Continuum of Care Board ("CoC Board"): HUD Continuum of Care Committee**

The Alameda County CoC has designated the HUD Continuum of Care Committee (HUD CoC) to function as the CoC Board. The CoC Board is required by the Interim Rule, and acts on behalf of the membership to ensure the CoC responsibilities are fulfilled. The CoC is responsible for "ensuring that the HMIS for the Continuum of Care is operated in accordance with the provisions of the new regulations and other applicable laws. (24 CFR Part 580.5).

The CoC Committee, acting as the CoC Board, may designate an organization to act on its behalf and/or provide staff support. That entity, identified as the CoC Lead, may undertake the activities of the CoC specified in this MOU.

**2. The Homeless Management Information System Lead ("HMIS Lead"): Alameda County Department of Housing and Community Development (HCD)**

The Alameda County CoC has designated the Alameda County Department of Housing and Community Development Department as the HMIS Lead to operate the HMIS as required under 24 CFR Part 580.7, for assuring the CoC is compliant with all applicable HUD rules and regulations. HCD administers the HMIS funds provided by the CoC funding as well as the local match.

**III. Roles and Responsibilities of Parties**

**A. Roles and responsibilities of the HUD Continuum of Care Committee (CoC Board) with respect to HMIS:**

1. Act on behalf of the membership to ensure HMIS is administered in compliance with HUD CoC regulations.
2. Designate a single Homeless Management Information System (HMIS) for the geographical area (24 CFR Part 578.7(b)(1) and 24 CFR Part 580.5
3. "Designate an eligible applicant to manage the Continuum's HMIS, which will be known as the HMIS Lead." (24 CFR Part 578.7(b)(2).
4. "Review, revise and approve the policies and plans required by this part and by any notices issued from time to time (24 CFR Part 580.7)," including but not limited to a privacy plan, security plan, and data quality plan for the HMIS (24 CFR Part 578.7(b)(3).
5. "Ensure consistent participation of recipients and subrecipients in the HMIS." (24 CFR Part 578.7(b)(4).
6. Analyze and approve the annual review of the HMIS system's performance and functionality, using HMIS work-plan to measure progress.

**B. Roles and Responsibilities of Alameda County Housing and Community Development as HMIS Lead Agency (HMIS Lead):**

1. As per 24 CFR 580.9(a), the HMIS lead must ensure the operation of and consistent participation by recipients of funds from the Emergency Solutions Grants Program and from the other programs authorized by Title IV of the McKinney-Vento Act. Duties include

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establishing the HMIS; conducting oversight of the HMIS; and taking corrective action, if needed, to ensure that the HMIS is compliant with the requirements of this part.

2. Develop written HMIS policies and procedures in accordance with § 580.31 for all Covered Homeless Organizations (CHOs) (24 CFR Part 580.9).
3. Execute a written HMIS Participation Agreement with each CHO, which includes the obligations and authority of the HMIS Lead and CHO (24 CFR Part 580.9), the requirements of the security plan with which the CHO must abide (24 CFR Parts 580.31), the requirements of the privacy policy with which the CHO must abide, the sanctions for violating the HMIS Participation Agreement (e.g., imposing a financial penalty, requiring completion of standardized or specialized training, suspending or revoking user licenses, suspending or revoking system privileges, or pursuing criminal prosecution), and an agreement that the HMIS Lead and the CHO will process Protected Identifying Information consistent with the agreement. The HMIS Participation Agreement may address other activities to meet local needs. (24 CFR Part 580.9).
4. Serve as the applicant to HUD for grant funds to be used for HMIS activities for the Continuum of Care's geographic area (24 CFR Part 580.9), as directed by the Continuum, and, if selected for an award by HUD, enter into a grant agreement with HUD to carry out the HUD-approved activities.
5. Monitor and enforce compliance by all CHOs with the requirements of this part and report on compliance to the Continuum of Care and HUD.
6. The HMIS Lead must submit a security plan (see § 580.35), a data quality plan (see § 580.37), and a privacy policy (see § 580.31(g)) to the Continuum of Care for approval within [the date that is 6 months after the effective date of the final rule to be inserted at final rule stage] and within 6 months after the date that any change is made to the local HMIS. The HMIS Lead must review and update the plans and policy at least annually. During this process, the HMIS Lead must seek and incorporate feedback from the Continuum of Care and CHO. The HMIS Lead must implement the plans and policy within 6 months of the date of approval by the Continuum of Care.
7. Provide staffing for HMIS.
8. Provide standard and customized reports, and technical support, as applicable and requested by participating agencies in accordance with the mutually adopted customization policy.
9. Develop and implement HMIS-related training for end users, including regular Privacy and Security training and software training. Develop written procedures and job aides for users.
10. Review data quality monthly and take necessary actions per mutually adopted data quality assurance policy to maintain input of high-quality data from all HMIS-utilizing agencies. Report to the COC Committee on data quality and quality assurance activities on a quarterly basis.
11. Solicit HMIS user feedback through using a variety of mechanisms, such as on-line forums, surveys and user groups, such as the HMIS User Group. The User Group will work with the HMIS Lead to: 1) Provide recommendations on use of software and software enhancements; 2) Trouble-shoot frequent data quality errors; 3) Recommend modifications to HMIS staff created reports; and 4) improve coordinated entry workflow.
12. To the extent possible, ensure that CoC projects using an alternate data collection system (such as Domestic Violence providers) are compliant with maintaining a "comparable database" and collecting the necessary HMIS data elements.

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13. Generate reports on HMIS data and additional data available to present results to HUD CoC Committee for gap analysis. Configure and maintain the HMIS to be an effective performance management system that is capable of measuring progress in meeting the system and project performance measures established through the EveryOne Home's Results Based Accountability (RBA) Committee.
14. Develop an effective communication plan to reach all HMIS participants to communicate changes to policy and procedures.
15. Develop an annual work plan for the HMIS System for review and final approval by HUD CoC. The annual work plan will be presented along with the HMIS budget proposal to the Board of Supervisors, including costs and funding sources.

**C. Joint Responsibilities of the HUD CoC Committee (CoC Board) and Alameda County Housing and Community Development (HMIS Lead)**

1. Participate in the HUD Continuum of Care Committee, and its HMIS-related sub-committees, including the HMIS Oversight Subcommittee.
2. Support the implementation of, and compliance with local HMIS policies such as, data quality and security, participation, and customization.
3. Collaborate to design and modify the configuration of HMIS projects, such that it meets program reporting and system analysis needs.
4. Participate in the EveryOne Home Results Based Accountability (RBA) Committee in using the HMIS to develop system performance measures, data dashboards, and other analytical tools that follow HUD HMIS standards and meet community needs.
5. Analyze system and programmatic data for trends, costs, performance, compliance, and progress on the Alameda CoC Plan to End Homelessness.
6. Work collaboratively with other committees in analyzing annual reports from HMIS, including the Longitudinal Analysis report (formerly AHAR), System Performance Measures, PIT Count, and HIC chart.
7. Establish the HMIS Oversight Subcommittee, that will act as a liaison between the HUD CoC Committee and the HMIS Lead Agency, with the following responsibilities:
  - a. Review data quality reports and recommend a quality improvement program to the HUD CoC.
  - b. Ensure compliance with federal requirements.
  - c. Support and protect the rights and privacy of service users.
  - d. Recommend to the HUD CoC a policy and set of procedures that will guide decisions about customization including establishing: A) a process through which a Contributing HMIS Organization (CHO) may request that project configuration, custom data collection fields, and/or assessments be built into the HMIS; B) the criteria upon which those requests are evaluated; and C) guidance for CHOs to appropriately manage requests for custom data collection fields and assessments.
  - e. Collaborate with the HMIS lead on all HMIS policies the HMIS Lead is required to develop, including Privacy, Security, and Data Quality Plans as required by federal

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regulation.

8. Review data quality reports and take appropriate action to ensure accountability and improved performance of CHOs and system per approved policies.
9. Conduct an annual review of the HMIS system's performance and functionality, using HMIS work-plan to measure progress. Criteria will be discussed with HMIS Lead.
10. Revisit license users' policies and collaborate when additional funding is needed to expand programs and users.

**IV. DURATION AND RENEWAL**

1. Except as provided in the TERMINATION section, the duration of the MOU shall be for an initial five- year term from June 6, 2018, through June 6, 2023.
2. This agreement may be renewed by written agreement of both parties.

**V. AMENDMENTS/NOTICES**

The MOU may be amended in writing by the parties and is in effect upon signature of all parties. Notices shall be mailed, emailed or delivered to:

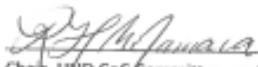
1. Chair of the HUD CoC Committee
2. Director of Alameda County Department of Housing and Community Development

**VI. TERMINATION**

Any party may terminate this MOU at a date prior to the renewal date specified in the MOU by giving 120 days written notice to the other party. The termination shall be effective on the date specified in the notice of termination.

In addition, if any of the Parties to this Memorandum of Understanding shall fail to fulfill in a timely and proper manner its obligations under this agreement, or if the Parties shall violate any of the covenants, agreements, or stipulations of this agreement, any of the Parties shall thereupon have the right to terminate this agreement by giving written notice of such termination and specifying the effective date thereof, which shall be at least 120 days before the effective date of such termination.

Signatures:

  
\_\_\_\_\_  
Chair, HUD CoC Committee, on behalf of the  
Alameda County Continuum of Care (CoC Board)

  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Director, Alameda County of Housing and  
Community Development (HMIS Lead)

  
\_\_\_\_\_  
Date

**APPENDIX F—Systems Manual: Coordinated Entry Chapter of Alameda County’s  
Housing Crisis Response System Manual**

*Manual is being updated by staff and new version to be included in final Charter.*

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## APPENDIX G—Links to relevant Federal Regulations and Notices

[DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT 24 CFR Part 578 Homeless Emergency Assistance and Rapid Transition to Housing: Continuum of Care Program](#)

[DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT 24 CFR Parts 91, 576, 580, and 583 Homeless Management Information Systems Requirements](#)

[U.S. Department of Housing and Urban Development Office of Community Planning and Development Notice: CPD-17-01](#)

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## APPENDIX H—Code of Conduct Policy

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

1. 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.