



**Leadership Board Meeting**  
 Thursday, March 24th, 2:00pm-4:00pm

Meetings are public. Homeless and formerly homeless Alameda County residents are especially encouraged to attend. Public Comment will be taken at the beginning of each meeting and is limited to 2 minutes per person. Click [here](#) to learn more about the public participation policy.

Topic: EveryOne Home Leadership Board Meeting

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<b>1. Welcome and Introductions</b>	<b>2:00pm-2:05pm</b>
<b>2. Public Comment</b>	<b>2:05pm-2:15pm</b>
<b>3. Review and Approval of Minutes</b>	<b>2:15pm-2:25pm</b>
a. Leadership Board Meeting 3.03.22	<i>Approve</i>
<b>4. Executive Director Update</b>	<b>2:25pm-2:35pm</b>
<b>5. Transition Working Group Update</b>	<b>2:35pm-2:45pm</b>
a. Working Group's recommendation	<i>Approve</i>
<b>6. Funding Committee Update</b>	<b>2:45pm-2:55pm</b>
a. Funding Committee's recommendation	<i>Approve</i>
<b>5. EveryOne Home / HCD – HUD CoC Planning Grant</b>	<b>2:55pm-3:25pm</b>
<b>6. NOFO Update</b>	<b>3:25pm-3:35pm</b>
<b>7. Point In Time Count Update</b>	<b>3:35pm-3:45pm</b>
a. 2022 PIT Update	
b. 2023 PIT Discussion	
<b>8. Open Discussion</b>	<b>3:45pm-4:00pm</b>



**Leadership Board Meeting**  
Thursday, March 3rd, 1:00pm-3:00pm

Meetings are public. Homeless and formerly homeless Alameda County residents are especially encouraged to attend. Public Comment will be taken at the beginning of each meeting and is limited to 2 minutes per person. Click [here](#) to learn more about the public participation policy.

**Attendance:** Moe Wright (Chair), Paulette Franklin (Behavioral Health Care Services Agency), Darin Lounds (Housing Consortium of the East Bay), Susan Shelton (Community Member), Doug Biggs (Alameda Point Collaborative), Gloria Bruce (East Bay Housing Organization), Mayor Jesse Arreguin (City of Berkeley), Liz Varela (Building Futures with Women and Children), Kerry Abbott (Colleen Chawla's alternative, Alameda County Health Care Services Agency), Michelle Starratt (Housing and Community Development Department), Peggy McQuaid (City of Albany), Sara Bedford (City of Oakland) Dr. Christine Ma (UCSF Benioff Children's Hospital Oakland), Vivian Wan (Abode Services), Suzanne Shenfil (City of Fremont)

**Public:** Judy Elkan (Community Member), Peter Radu (City of Berkeley), Josh Jacobs (City of Berkeley), Natasha Paddock (Alameda County Housing and Community Development), Sahra Nawabi (Youth Action Board)

**EveryOne Home Staff:** Chelsea Andrews (Executive Director), Dorcas Chang (Operations Manager)

**Absence:** Lori Cox (Social Services Agency), Kelly Glossup (Alameda County Sheriff's Office), Nella Goncalves (One Treasure Island), Ray Bonilla (Meta), Wendy Jackson (East Oakland Community Project)

**1. Welcome and Introductions** **1:00pm-1:05pm**

**2. Public Comment** **1:05pm-1:15pm**

- a. Judy Elkan(Community Member) a community member and Emerging Leaders participant introduced herself to the Leadership Board.
- b. Michelle Starratt (HCD) shared that landlords have filed a lawsuit around the eviction moratorium. The County is in conversation with the state to receive extra funding sources. The Emergency Rental Assistance Program (ERAP) is really important and additional resources are critical.

**3. Review and Approval of Minutes** **1:15pm-1:25pm**

- a. Leadership Board Meeting 1.20.22 *Approve*
  - I. **Gloria Bruce (EBHO) made the motion to approve the minutes. Doug Biggs (APC) seconded.**
  - II. **14 people approved. 0 abstained. 0 opposed. The motion passed.**

**4. Executive Director Update** **1:25pm-1:35pm**

- a. Chelsea Andrews (Executive Director) provided an update on the Emerging Leaders Program. The first cohort started March 1<sup>st</sup> and has 11 participants.
- b. EveryOne Home (EOH) is continuing to recruit. She asked the board to continue to help with recruiting and promoting the program.
- c. Chelsea Andrews (Executive Director) shared that EOH would like to solicit additional funds to bring in more African American males for future cohorts since there needs to be more representation from this group.

**5. Home Together 2026 Plan  
2:15pm**

**1:35pm-**

Kerry Abbott, Director, Homeless Care and Coordination, Alameda County Health Care Services Agency



*Approve*

- a. Kerry Abbott (HCSA) shared that the Home Together Plan has been posted for public comment and that comments are accepted through next week. The Leadership Board will adopt the final version.
- b. Kerry Abbott (HCSA) asked to postpone voting for the plan until the next meeting in April so that the board members can comment and see the complete plan.
  - I. **Board members did not object to waiting until April to vote on the plan. Item has been moved to April's agenda.**
- c. Board members can provide feedback by emailing Kerry Abbott, Jen Lucky, or on the comment forum on the website.
- d. Feedback:
  - I. Moe Wright (Chair) commented that there is not a fully identified source for the funds and the number of housing units isn't identified.
    - o Kerry Abbot (HCSA) responded that the Home Together Plan is the System Model. What it would take end the homeless situation in Alameda County would be \$2.5b without including the capital and acquisitional funding. The Cities and County are documenting the investment, budgeting, and projections to help us get to a more realistic picture of the cost.
  - II. Sara Bedford (City of Oakland) thanked Kerry for setting the big vision and emphasized the importance of having realistic expectations as well.
  - III. Vivian Wan (Abode Services) commented that she supports the plan but is concerned about the lack of investment.
  - IV. Mayor Jesse Arreguin (City of Berkeley) commented that he is grateful for Kerry and the partnership the county has engaged in with the Mayors and cities staff. He emphasized the city and county funding allocation framework aspect in the plan and recognized that through the plan, we are making progress in having a deeper collective process with the Cities and County.
  - V. Dr. Christine Ma (UCSF Benioff Children's Hospital Oakland) commented that she is concerned about relying on the Point In time Count Data and asked how to get better data on families who are not showing up in the more traditional routes.
    - o Kerry Abbott (HCSA) responded that they are looking at the waiting list for shelters, families waiting for emergency assistance, to get a better sense of who is not seen in the PIT Count. EOH and HCD have also invested in pulling better data from Homeless Management Information System (HMIS).
  - VI. The cities and cities county technical group have drafted a resolution that the mayors can bring to their city council for endorsement of the plan. Leadership Board members

shared that many cities are working to get the Home Together plan endorsed by their city council and working on developing their local action plan.

- VII. Kerry Abbott (HCSA) shared that they are trying to have the next version of the Home Together Plan by March 14<sup>th</sup>. This would be the version that would get adopted by the Leadership Board and Board of Supervisors(BOS) and for the Mayors to bring for endorsement.
- VIII. Kerry Abbott (HCSA) shared that she, Suzanne Warner, and Chelsea Andrews met with the state about the action plan. The state is looking at how we translate our annual funding analysis and demographics into the action plan. It did not seem like they wanted a lot of details, more of how we are going to use our funding to pursue the strategies in the Home Together Plan.
- IX. Chelsea Andrews (Executive Director) also shared that they were complimentary of the work and indicated that we are ahead of our colleagues across the state.
- X. Peter Radu (City of Berkeley) asked Kerry to let the cities know what the County needs from them so that they can work collaboratively.
- XI. Kerry Abbott (HCSA) shared that from the meeting with the state, it is clear that cities have to set all their goals for 2024 and meet all of them to draw down bonus funding.

## **6. HomeKey Update**

**2:15pm-2:30pm**

- a. Michelle Starratt (HCD) opened the discussion on HomeKey Round 2 by sharing that despite several cities in Alameda County submitting requests, none of them got funded. From the state's perspective, the applications were turned in too late. She suggested asking elected officials to request a review of this from the state.
- b. Board members from the cities expressed that the news is disheartening and surprised at the results.
- c. Many board members agree that advocacy is going to be important because there may be some opportunity for some of the funds to come again.
  - I. Mayor Jesse Arreguin (City of Berkeley) agreed that we need to contact state representatives and believe funds need to be distributed equitably based on where the greatest need is. He emphasized that it is important for everyone who submitted an application to reach out to the State. He suggested having a strategy to lobby the government to fund all the applications since there is money available. Another approach to consider is to lobby legislators and the governor to provide money in the state budget to fund all those applications.
  - II. Michelle Starratt (HCD) brought up advocating for housing development money that is used to acquire new sites and build housing should go to the local government instead of staying at the state level.
  - III. Sara Bedford (City of Oakland) commented that having talking points aligned as possible would be helpful.
  - IV. Vivian Wan (Abode Services) suggested bringing in All Home since they have strong voices at the state level.
    - o Chelsea Andrews will follow up with Tomiquia Moss and Sara Bedford will follow up with the Mayor's Office to see if Mayor Schaaf can also follow up with Tomiquia as well.
    - o Chelsea Andrews (Executive Director) also suggested convening another meeting with thought partners in regards to joint messaging if needed.
    - o Gloria Bruce (EBHO) also offered to help if needed.

## **7. Point In Time Count Update**

**2:30pm-2:35pm**

- a. Chelsea Andrews (Executive Director) provided an update on the Point In Time (PIT) Count. She shared that the Count was a success with over 500 volunteers covering 378 Census Tracts, and 540 devices logged into the new Survey123 app, and nearly 99% of all teams and volunteers that signed up for the Count completed the Count. The PIT stops for the PIT Counts went well. Many elected officials were engaged.
- b. Chelsea Andrews (Executive Director) shared that there was great media coverage and we anticipate a New York Times article.
- c. Chelsea Andrews (Executive Director) thanked the City Coordinators for the PIT Count who worked beyond the call of duty. She encouraged the board members to thank them. She also thanked the Leadership Board for their support and participation.
- d. The next step is collecting data through the shelter survey in the next two weeks and there will be debriefing and a survey for feedback. There will be a coordinated effort for a press conference when the data is released mid summer.
- e. Natasha Paddock (HCD) wanted to highlight the Housing Resource Centers and school districts and the McKinney Vento Liaison that provided help for collecting data for the unsheltered family count.
- f. Chelsea Andrews (Executive Director) shared that there is a group of PIOs working with EveryOne Home to ensure that there is alignment around communication when the report is released.

## **8. Continuum of Care (CoC) Consulting Update**

**2:35pm-2:45pm**

- a. Chelsea Andrews (Executive Director) shared that the HUD CoC Committee wanted to know what the CoC Contracts are and weighed in on the terms and timing. She shared a chart of all the contracts and the proposed 2022 CoC Contracting Activity Timeline.
- b. HUD CoC Board had questions about the potential conflicts the County could have when entering contracts with the consultants. The HUD CoC Board asked EOH and the County to convene a meeting and make recommendations. EOH and the County recommended that the County would retain the contractual relationships with the CoC Consultant and ensure that the contracts were timely, and forming a panel that included a representative from the County, HUD CoC Committee until it transitions into the new Leadership Board, and the current Leadership Board for each area that needs a procurement or requires negotiations.
- c. Chelsea Andrews (Executive Director) asked the Leadership Board members for a representative to join the NOFO Contract/Procurement Committee.
- d. Michelle Starratt (HCD) commented that the amount for the PIT Contract was larger and that the contracts the county enter will be approved by BOS.
- e. Chelsea Andrews (Executive Director) responded that the amounts in the chart were reflected of what was provided upon request to HCD and the recommendation to weigh in on the consultant was to ensure that the scope was reflective of what we need to do to stay in compliance and of the desire of the CoC.
- f. Kerry Abbott (HCSA) asked for clarification if the committees for procurement are ad-hoc according to the specific contracts.
  - l. Chelsea Andrews (Executive Director) confirmed that they would be ad-hoc committee.
- g. Chelsea Andrews (Executive Director) clarified that anyone could serve on the NOFO Contract/Procurement Committee and that there wouldn't be any conflicts.
- h. Chelsea Andrews (Executive Director) emphasized that our CoC needs to be empowered to make decisions related to the CoC work.

- i. Michelle Starratt (HCD) commented that it is important that the scope of work is shaped by the people who want to make sure the work is done well and meets our needs. She also added that the County has to follow its own contracting process. She acknowledged that there is not a lot of money compared to past years and that the County is supportive of the CoC work.
- j. Chelsea Andrews (Executive Director) wanted to note the difference between funding for the CoC versus operational funding for EveryOne Home.
- k. Doug Biggs (APC) commented that it is on the Leadership Board to educate the BOS on what responsibilities they are holding regarding the CoC Board and how that relates to HUD. BOS is open to understanding that there is a structure in place that will ensure CoC is laying out policies, creating a scope of work, and partnering with the County to ensure compliance.

#### **9. Roles and Responsibilities Working Group Update**

**2:45pm-2:55pm**

- a. Chelsea Andrews (Executive Director) shared that the Roles and Responsibilities working group met twice and reach general alignment. They are in the process of finalizing edits to a recommendation memo that will come to the Leadership Board and the HUD CoC Board.
  - I. Once the recommendation is received, there will be an opportunity for deliberation and then adoption.
  - II. The governance charter would need to be modified. When presenting to the CoC membership, EOH noted that there could be non-substantive changes that could happen for clarification or additional information. This clarification could also be added on our website.

#### **10. Transition Working Group Update**

**2:55pm-3:00pm**

- a. Chelsea Andrews (Executive Director) shared that the transition working group met for the first time. At that meeting, Moe Wright, the chair of the Leadership Board, Kate Hart, the Systems Coordination Committee co-chair, and Natasha Paddock agreed to be the co-chairs for that committee. During the meeting, the group decided what task they wanted to engage in and what tasks they wanted EveryOne Home Staff to bring recommendations for.
- b. Chelsea Andrews (Executive Director) went over the proposed transitions sequence with the Board.

#### **12. General Announcements**

- a. Sara Bedford (City of Oakland) shared that state release encampment management grant. Berkeley and Oakland both received a grant.
- b. Saha Nawabi (Youth Action Board) shared that there are two Youth Homeless Demonstration Project system modeling sessions on March 8th and March 10<sup>th</sup> from 9am to 12pm at Ashland Reach Center in San Leandro. The purpose of the session is to think of what is coming up in the homeless youth system and come up with solutions for improvement.

Meeting adjourned at 3:00pm. Next meeting will be on Thursday, March 24<sup>th</sup>, 2022.

Notes submitted by: Dorcas Chang

Reviewed by: Chelsea Andrews



**To:** **EveryOne Home Leadership Board,  
Transition Working Group**

**From:** **Funding Ad Hoc Committee**  
Moe Wright, Chair, EveryOne Home  
Chelsea Andrews, Executive Director, EveryOne Home  
Ray Bonilla, Meta  
Gloria Bruce, EBHO  
Doug Biggs, Alameda Point Collaborative

**Date:** **March 22, 2022**

**Re:** **EveryOne Home Funding Expansion Recommendations**

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Per request from the Leadership Board and Transition Committee, the Funding Ad Hoc Committee convened to evaluate options and make recommendations related to funding the operational support needed for the impending expansion of the Continuum of Care governance voted upon in February 2022.

### **Background**

EveryOne Home staff comprised of six (6) staff members, including an Executive Director, Senior Director of System Performance and Data Analytics; Director of Research and Data Analytics; Director of Policy and Homelessness Initiatives; System Planning Coordinator and an Operations Manager who all serve to provide support for the EveryOne Home Collective Impact Initiative which includes a Leadership Board and multiple Committees, as well as multiple other ongoing projects such as Data Analysis and Reports, Notice of Funding Opportunity process, Point in Time Count, System Monitoring, Compliance Analysis, and Community Membership engagement, etc.

On February 2, 2022, the Leadership Board and Community members voted and adopted a new Governance Structure which includes 2 new additional committees (Homelessness Prevention and Housing Capacity), a Racial Equity workgroup, and multiple stakeholder engagement convenings (Youth Action Board, Champions Council, Funders Council, etc.). The launch of the new structure pursuant to the updated Charter is to launch in the summer '22 and includes recruiting over 35 people with lived experience to sit on the Board and committees, 1/3 seats on the Board and committees. To avoid 'anti-tokenism' and meaningfully amplify the voices of those with lived expertise, there will need to be targeted recruitment, training, and cultivation of new members such as the EOH Emerging Leaders Program, stipends for participation and preparation for meetings, 'pre-meeting' huddles to address any questions or concerns, childcare expense reimbursement during meetings, and technology support, etc. Moreover, this new structure requires additional expertise and resources to support new committees and data analysis needed to support each committee. With the expansion of the governance there are other additional needs such as

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**EveryOne Home Sponsoring Agencies:** Alameda County Community Development Agency, Alameda County Health Care Services Agency and Alameda County Social Services Agency; City of Oakland Department of Human Services; City of Berkeley Health, Housing & Community Services Department; and the Alameda Countywide Homeless Continuum of Care Council

additional administrative support, communications/IT, development staff, stakeholder engagement, and staff to support lived expertise recruitment and retention.

**Budget Considerations:** EveryOne Home's current operating budget reflects over 92% of its funding derived from the HUD Planning Grant and City Contributions, 8% private fundraising with a total operating budget of approximately \$1 million dollars. EveryOne Home is currently under contract with HCD, as the backbone organization providing staffing to the Alameda County Continuum of Care/Collective Impact Initiative to prevent and end homelessness in Alameda County. The contract expires on April 30, 2022, and currently, is a 'pass-through' contract of the HUD Planning grant funds, with EveryOne Home receiving a total of \$681,101, 62% of the planning grant and 38% allocated to HCD for HMIS Lead staffing.

**EveryOne Home Proposal:** EveryOne Home proposed an expansion operating budget of approximately \$750,000 to provide the support needed to expand its current staffing capacity by 7 FTEs and support continuous recruitment and meaningful engagement and retention of individuals with lived expertise on the Board and Committees.

**Funding Ad Hoc Committee Recommendation:**

It is the strong recommendation of the Ad Hoc Funding Committee that the Leadership Board support and become Ambassadors on behalf of EveryOne Home by engaging with the County Administration and Board of Supervisors to provide funding for the initial staffing needs to establish the fundamental components of the new governance and to engage philanthropic partners to address the programmatic components of the expansion, specifically engagement and recruitment of individuals with lived expertise. The backbone organization is pivotal to implementing the desires of the community and this board related to our governance expansion and amplifying the voices of those with lived expertise, as well as ensuring racial equity in our homelessness system. The value added by our collective impact initiative not only benefits the community but provides support for the county's ongoing efforts to end and prevent homelessness. To present a compelling case to potential donors, it will be important to demonstrate that the county is vested philosophically and financially in the work that EOH is related to these efforts. EveryOne Home's Executive Director has had extensive engagement with Alameda County department leaders at HCD and HSCA related to the funding gaps related to the governance expansion, including negotiations and providing staffing scenarios. Alameda County department leaders identified a lack of identified funding sources as the major impediment.

EOH's Executive Director presented the Ad Hoc Funding Committee with a 'best case' staffing plan for the governance expansion, which included 7 new FTEs, and a DEI Consultant. In reviewing the staffing of other similarly situated organizations that amplify the voices of those with lived experience, such as East Bay Housing Organizations (EBHO), (who currently has 2.5 FTEs dedicated to individuals with lived expertise), it was determined that additional staffing to support the increase of approximately 35 individuals with lived experience is warranted. The Committee requested that the Executive Director put forth recommendations for an initial launch identifying key staff needed to begin the work needed for the new structure. The Executive Director provided an updated recommendation with 3.5 FTEs and a DEI Consultant. After consideration, the Committee supports the initial staffing of 3 new Full-Time Employees, 1 Part-Time Employee and a DEI Consultant, with an estimated budget of \$450,000, as outlined below,



with staffing needs listed in order of priority. The Committee recognizes that this initial staffing is needed to support the launch of the new governance; however, an ongoing evaluation will be required to determine when and how best to support the funding needed to expand operational support. Additionally, Committee members have volunteered to provide support to EveryOne Home in its engagement with philanthropic/corporate partners and in developing a fundraising strategy to support the new vision of our collective impact and encourage other Leadership Board members to lend support as well. The Ad Hoc Fundraising Committee feels optimistic about foundation fundraising prospects and has a number of philanthropic connections, but county support will make philanthropic fundraising easier.

### ***Policy Manager/Specialist/Analyst***

*Responsibilities: Serve as lead on the Homeless Prevention Committee and Housing Capacity Committees and working groups; Recruit new stakeholders to the Committees and CoC related to each committee by partnering with other cross-sector organizations, agencies, and subject matter experts, as well as individuals with lived expertise; Participate in various policy and advocacy organizations related to prevention and affordable housing development as a representative of our CoC; Lead strategic planning and implementation for each committee; Assist with the development of the affordable housing pipeline tool that will be used to track the status of new affordable housing across the county to allow for planning and supportive advocacy where needed; Lead extensive stakeholder engagement.*

### ***Communications/Development Consultant/Staff***

*Responsibilities: Develop communication strategy, materials, development outreach initiatives, and grant writing to support ongoing fundraising and development outreach to individuals, philanthropic partners, and corporate partners.*

### ***DEI Consultant***

*Responsibilities: Provides expert consultation to the Racial Equity Working Group, Leadership Board and Committees related to diversity data metrics, benchmarks and policies to ensure diversity and broad representation on the Board and Committees, in alignment with the policy adopted by the Board, and to create data metrics that the Board can monitor across the CoC related to address racial disparities.*

### ***System Data Analyst***

*Responsibilities: Analyze system data from HMIS, other county databases, support ongoing annual system performance reports and the creation of dashboards for the Leadership Board and Committees, perform needs assessments, and evaluate the impact of our system change efforts. Provide support at monthly 'pre-meeting' huddles for Board members and Committee members with lived expertise to ensure that they are equipped for upcoming meetings and understand the data components of various aspects of our homeless system. Provide support, as needed, to CoC members with system analysis and reports.*

***Administrative Assistant (PT)***

*Responsibilities: Assists with external correspondence, calendaring, filing/organizing, social media/constant contact. Support committees with taking minutes, creating agendas, and ad hoc tasks as well as supporting Board and Committee individuals with lived expertise on as needed.*