



Leadership Board Meeting
 Thursday, April 28th, 2:00pm-4:00pm

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

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1. Welcome and Introductions	2:00pm-2:05pm
2. Public Comment	2:05pm-2:15pm
3. Review and Approval of Minutes	2:15pm-2:25pm
a. Leadership Board Meeting 3.24.22	<i>Approve</i>
4. Executive Director Update	2:25pm-2:35pm
5. Home Together Plan	2:35pm-3:00pm
a. Kerry Abbott, Director, Homeless Care and Coordination, Alameda County Health Care Services Agency	<i>Approve</i>
6. Transition Committee Update	3:00pm-3:15pm
a. Transition Committee's recommendation	<i>Approve</i>
b. Soliciting DEI panel Members	
7. Point in Time Count Communication Roll Out	3:15pm-3:25pm
8. EveryOne Home / HCD – HUD CoC Planning Grant (Closed Session)	3:25pm-4:00pm



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

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

Attendance: Moe Wright (BBI Construction), Peggy McQuaid (City of Albany), Susan Shelton (At large representative), Paulette Franklin (Alameda County Behavioral Health Care Services), Gloria Bruce (East Bay Housing Organization), Vivian Wan (Abode Services), Ray Bonilla (Meta), Sara Bedford (City of Oakland), Doug Biggs (Alameda Point Collaborative), Suzanne Shenfil (City of Fremont), Darin Lounds (Housing Consortium of the East Bay), Christine Ma (UCSF's Benioff Children's Hospital Oakland), Liz Varela (Building Futures with Women and Children), Michelle Staratt (Alameda County Housing and Community Development), Mayor Jesse Arreguin (City of Berkeley), Kerry Abbot (Alameda County Health Care Services Agency)

Public: Suzanne Warner (Alameda County Health Care Services Agency), Jacquelyn McCormick (City of Berkeley)

EOH Staff: Chelsea Andrews (Executive Director), Katie Havelry (Director of Research and Data Analytics) Quintin Mecke (Director of Policy and Homelessness Strategies), Dorcas Chang (Operations Manager)

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|---|----------------------|
| 1. Welcome and Introductions | 2:00pm-2:05pm |
| 2. Public Comment | 2:05pm-2:15pm |
| a. No public comment | |
| 3. Review and Approval of Minutes | 2:15pm-2:25pm |
| a. Leadership Board Meeting 3.03.22 | <i>Approve</i> |
| b. Paulette Franklin (BHCS) made a motion to approve minutes. Darin Lounds (HCEB) seconded. | |
| o 13 Approved. 0 Abstained. 0 opposed. | |
| o Motion passed. | |
| 4. Funding Committee Update | 2:25pm-2:35pm |
| a. The Funding Committee Update was moved to the fourth item in the agenda. | |
| b. The Funding Committee is a subcommittee of the Transition Committee tasked with looking at the resources needed to support the new governance structure and provided a recommendation letter to the Leadership Board. | |
| c. Chelsea Andrews (Executive Director) presented the recommendation from the Funding Committee for the Leadership Board to support and become Ambassadors on behalf of EveryOne Home by engaging with the County Administration and Board of Supervisors (BOS) to provide funding for the initial staffing needs for the governance expansion. | |
| d. Discussion: | |

- a. Moe Wright (Chair) commented that to private funders, it strengthens EOH's position to have fundings support from cities, the county, and the federal grant. Before embarking on this multi-facet approach to get funding for the new governance, it is important to get a sense of the Board to ensure that we are not going in the wrong direction.
- b. Gloria Bruce (EBHO) and Doug Biggs (APC) who are on the Funding Committee shared their support for the recommendation memo and emphasized the need to get more resources to support the new governance structure.
- c. Susan Shelton (At large rep) shared that she agrees with the memo and trusts the Funding Committee already discussed the details in depth.
- d. Sara Bedford (City of Oakland) commented on the importance of giving continued thought to sustainable funding and emphasized the importance of making the investment to get data that is racially disaggregated and having people with lived expertise.
 - i. Chelsea Andrews (Executive Director) shared that HUD TA has been asked that one of their top priorities be supporting the ability to do race analysis across the Continuum of Care (CoC).
 - ii. Natasha Paddock (HCD) shared that BitFocus is having internal discussion on how to approach and identify solutions to get this data. BitFocus is aware of the issue and understands how important it is to our CoC. Natasha suggested working with other CoCs to advocate for HUD to require technical providers to provide this service. As these conversations progress, it is likely that additional support will be needed from the Leadership Board.
- e. Moe Wright (Chair) clarified that the staffing structure was recommended by EOH staff to the funding committee. The funding committee also asked the staff to prioritize positions until additional funding would come. He also clarified that the recommendation is to get a sense from the Board to see whether the fundraising recommendations from the funding committee is the appropriate direction to go.
- f. Chelsea Andrews (Executive Director) explained that current staffing does not have the capacity to stand up two committees, support the Racial Equity Workgroup, along with recruiting and retaining individuals with lived expertise, which is why there is a need for development engagement to increase funding.
- g. Vivian Wan (Abode Services) emphasized the importance of having people with lived expertise in the new structure and supporting that aspect of the governance.
- h. Moe Wright (Chair) clarified that we need the county endorsement of this movement to go forward with the process of asking for funding from private donors.
- i. Chelsea Andrews (Executive Director) clarified that this recommendation does not involve the CoC Planning Grant and solely focuses on how we support the vision for the governance expansion.
- j. Doug Biggs (APC) made a motion to approve the Funding Committee's recommendation. Ray Bonilla (Meta) seconded.**
 - i. 12 Approved. 2 Abstained. 0 Opposed.**

5. Transition Working Group Update

2:35pm-2:45:pm

- a. Chelsea Andrews (Executive Director) provided an update on the Transition Working Group and the Co-Chairs meetings.
- b. Chelsea Andrews (Executive Director) presented the hold over scenario outcomes for the Leadership Board seats. The Transition Working Group recommends that the Board approve the

“Hold Over” scenario, have a minimum term extension of 1-year terms, and invite current Committee Co-chairs to the Leadership Board through the transition period.

- There was some discussion about how taxing it is for current co-chairs to serve in multiple spaces, but the sentiment is to still ask if co-chairs would be willing to serve.

c. Discussion:

- Chelsea Andrews (Executive Director) clarified that it is the current chairs of the committees that are being asked to serve on sitting on the Leadership Board. When the new committees form, the current co-chairs would change to the new co-chairs.
- Natasha Paddock (HCD) suggested consideration for an alternate for the chairs since some of them are concerned about their capacity to serve on the Leadership Board.
- Chelsea Andrews (Executive Director) noted that currently there are more co-chairs for the committee chairs slots on the Board and if individuals can't provide support, then Chelsea will be the one to report out to the committees.
- Leadership Board members expressed the need to prioritize having people with lived experience join the Board and suggested bringing in people who are already serving on the current committees.
- EveryOne Home is proactively preparing to have people with lived experience serve in the new structure through the Emerging Leaders Program and will bring on people when there is additional funding available.

d. **Gloria Bruce (EBHO) made a motion to support recommendations by the Transition Working Group. Sara Bedford (City of Oakland) seconded.**

- **13 Approved. 1 Abstained. 1 Opposed.**

6. Executive Director Updates

2:45pm-2:55pm

- Chelsea Andrews (Executive Director) provided an update on the first cohort of the Emerging Leaders Program and the Youth Homeless Demonstration Program (YHDP).
- The Board was invited to attend the HUD CoC Committee on March 28th where the Coordinated Community Plan (CCP) for the YHDP will be presented and the HUD CoC Committee/LB Joint meeting where the CCP plan will be approved on the week of April 4th.
- Sara Bedford (City of Oakland) shared that there is an Oakland council meeting on Transition Aged Youth (TAY) on April 25th.

7. EveryOne Home / HCD – HUD CoC Planning Grant

2:55pm-3:25pm

- Chelsea Andrews (Executive Director) provided an update on HUD CoC Planning Grant and key contract terms. EOH is currently in negotiations with HCD and asked the County to consider providing additional resources to EOH's operations.
- Michelle Starratt (HCD) commented that the County is funding all the things that we have to do such as Point in Time Count, HUD CoC Notice of Funding Opportunity (NOFO), Coordinated Entry, Homelessness Management Information System (HMIS). This proposal would cut into funding that the county needs to support HMIS.
- Chelsea Andrews (Executive Director) shared that this proposal is to support all the current committees, not additional committees proposed with the expansion. EOH's staff is at capacity with supporting our current functions. The additional resource request is to cover the current personnel budget.
- Susan Shelton (At large Rep) commented that we need more resources and need to get aligned on where it comes from. We need to find common ground on where we are going to self-generate support for the expansion of EveryOne Home.

- e. Natasha Paddock (HCD) commented that the proposal would take funding from the HMIS staff.
- f. Chelsea Andrews (Executive Director) shared that she is making sure the baseline EOH staff has a solid resource to support the ongoing work and looking forward to understanding how the HMIS staffing structure is built out.
- g. Kerry Abbott (HCSA) recommended that the conversation on budget and staffing should not take place during the Board meeting.
- h. Chelsea Andrews (Executive Director) indicated that this discussion was being presented to the Leadership Board for full transparency, as it has been in the past, and will also be presented to the HUD CoC Committee for review and approval of the terms at the upcoming HUD CoC Committee meeting.

8. NOFO Update

3:25pm-3:35pm

- a. Chelsea Andrews (Executive Director) provided highlights on the NOFO Awards announcement.
- b. Dr. Christine Ma (UCSF's Benioff Children's Hospital Oakland) asked why the two new projects weren't funded.
 - a. Chelsea Andrews (Executive Director) responded that we are still waiting for our application details from HUD and will provide a follow-up. The two projects were submitted in Tier 2 and had to compete nationally for funding.
- c. Chelsea Andrews (Executive Director) shared the NOFO Consultant Contract/Procurement working group will meet in a few weeks. The members are Chelsea Andrews, Lara Tannenbaum from HUD CoC Committee, Doug Biggs from Leadership Board, Kerry Abbot from HCSA, and Natasha Paddock from HCD.

9. Point In Time Count Update

3:35pm-3:45pm

- a. 2022 PIT Update
 - a. Katie Haverly (Director of Research and Data Analytics) gave an update on upcoming key dates for the PIT 2022.
 - b. Dr. Christine Ma (UCSF's Benioff Children's Hospital Oakland) suggested asking CoCs in Southern California to have a discussion if there are any similar findings.
 - c. Katie Haverly (Director of Research and Data Analytics) asked the Board what they believe could have led to the anticipated trends for 2022.
 - i. Doug Biggs (APC) shared that we are seeing the population getting older and rent explosion which forces people out on the streets.
 - ii. Liz Varela (BFWC) asked if there is an increase anecdotally during the Homeless Count.
 - 1. Katie Haverly (Director of Research and Data Analytics) shared that during the PIT stops, people were saying they saw more people in vehicles and RVs than in previous Counts.
 - 2. Natasha Paddock (HCD) also suggested that the results may be mixed and to be cautious since what we may have known before is not necessarily known this round.
 - 3. Liz Varela (BFWC) also wanted to note the increase of people that were placed in hotels and housing.
 - iii. Vivian Wan (Abode Services) shared that during COVID, there were more areas to park because businesses were close, and enforcement was more lenient.
 - iv. Suzanne Shenfil (City of Fremont) shared that half of the homelessness in Fremont was in vehicles before this Count and it has probably increased. During COVID, a lot of people lost jobs and their homes. They scraped together and

bought an RV. She also mentioned that the Count occurred on the coldest night and thinks a lot of people checked into a motel.

b. 2023 PIT Discussion

- a. Katie Haverly (Director of Research and Data Analytics) shared the value and considerations of conducting the unsheltered count every year.
- b. Mayor Jesse Arreguin (City of Berkeley) commented that even though it is resource-intensive, it is increasingly becoming a metric that both federal and state are using to determine how funding is allocated. He believes that it is a good idea. He suggested asking the State to support the Count on an annual basis.
- c. Michelle Starratt (HCD) shared that this Count was costly this year. If we can find the resources, an annual PIT Count would be a great thing.
- d. Kerry Abbot (HCSA) thinks it would be nice to have but is not sure how we could pull additional funding. She added that usually, the state would tie it to the last PIT that every jurisdiction has completed.
- e. Chelsea Andrews (Executive Director) will circle back with HCD and HCSA and have further discussion with the PIT Committee if this is something we should pursue and get feedback from the Leadership Board.

10. Open Discussion

3:45pm-4:00pm

- a. There was no time for open discussion.

Next meeting will be April 28th from 2pm to 4pm.

MEMORANDUM



To: EveryOne Home Leadership Board

From: Moe Wright, Board Chair

Date: April 21st, 2022

Re: Planning Grant/County Contract Renewal 2022

This memo provides background for the discussion and requested action to be taken on item number 8 on the agenda for the Leadership Board meeting on April 28. I have conferred with Kerry Abbott about this item and some of her input is included in this memo

County Request:

In its capacity as the Collaborative Applicant for the Federal HUD grant for the Alameda County/Oakland/Berkeley Continuum of Care, Alameda County has asked that the Leadership Board to conduct a scope development and subsequent procurement process to plan appropriate staffing services to support the activities required in the federal grant and other functions. These services would include staffing boards and committees, preparing informational reports for committees, reviewing APR performance for CoC activities, data analysis for committees, systems performance measure analysis, participation in strategic planning, facilitating involvement and compensation of people with lived expertise in CoC committees, PIT Count volunteer recruitment and planning participation, NOFO committee support, and other consistent activities. The current contract term ends on April 30th. The county proposed that it will extend the contract May 1st until October 31 to allow time for the Leadership Board to further clarify roles and scopes, and conduct a procurement process. The Leadership Board (LB) and the Continuum of Care Committee (CoC) are asked to form a subcommittee to create a proposed scope, develop an RFP and evaluate proposals.

Background:

The concept of an organization to coordinate the countywide activities to alleviate homelessness was developed in 2007 by a joint group lead by Alameda County Housing and Community Development (HCD). A steering committee with members from the County, Oakland and Berkeley, the two cities most impacted by homelessness at the time, was formed. Linda Gardner, former HCD Housing Director, led the committee and they initiated a search for an executive director to lead the new organization, EveryOne Home. Elaine deColigny was selected and initially was brought on as a consultant to Alameda County. Support for the organization came from funds from Alameda County and the 14 cities of the county.

The steering committee agreed that the organization would benefit from an independent structure to impartially staff the HUD Continuum of Care Program. They decided that at the early stage of development a fiscal sponsorship of the staff and consulting contracts was the appropriate vehicle for EveryOne Home. After review, they selected the Tides Foundation as the fiscal sponsor to provide accounting, H.R., risk management, insurance and "back office" support for the collective impact

organization. Selection of staff, policy, management of workflows, stakeholder engagement and mission were retained by the Leadership Board and eventually delegated operational oversight to the Organizational Health Committee with day-to-day management to be executed through its Executive Director. This arrangement is still in place today although it was reviewed in 2014 and as recently as last month, another fiscal sponsor was interviewed as a possible replacement for Tides.

In 2017, a planning grant was added to the annual HUD CoC application package to support CoC operational staff. EveryOne Home has been listed as the current backbone organization providing staff services, and HCD as the Collaborative Applicant and HMIS lead in each of the planning grant applications. The planning grant proposal is submitted by the collaborative applicant, per agreement with the CoC. In this last cycle, the planning grant totaled \$1,098,550, and it was used to support HMIS services (38%) and the CoC work of the backbone staffing agency, EveryOne Home (62%). The percentage of contribution between EveryOne Home (EOH) and HCD historically has been negotiated between EOH and HCD. The portion of the grant that is used for staff support of the Leadership Board and related committees is paid to the Tides Foundation under contract with Alameda County, the collaborative applicant. This contract is approximately \$680,000 annually. Tides takes a service fee of 15% as the fiscal sponsor.

Discussion:

The LB and CoC need an independent, qualified staff to administer the actions taken by them. The federal grant pays for a portion of this work. There is a question related to whether the County as Collaborative Applicant can require the CoC to conduct a procurement process for pass-thru contract of federal funds that are directed by the CoC. Nonetheless, the question that has been raised is how best to provide the staff and support for our Continuum of Care. The current arrangement has drawbacks but it has worked reasonably well for 13 years. EveryOne Home and Alameda County are recognized as a successful way to administer a CoC. Tides is an out of county provider and it has policies and procedures that at times have constrained what the organization can do. It charges a fee that covers services that might be purchased a lower rate. Using Tides provides a substantial benefit package that has attracted a good staff and has been a safety net for EOH when there have been cash flow issues resulting from delays with the county's reimbursement. The arrangement allows the LB to directly choose its Executive Director and to reorganize staff as needs change.

A few questions are raised by this request for a procurement process , including what the county hopes to achieve through a procurement process. Should EveryOne home become its own 501c3 organization and directly hire staff? If so, would a procurement process be necessary? What other procurements or negotiations would be needed for CoC roles? Is the RFP for a fiscal agent, staffing agency or an whole service agency? Does the CoC and Leadership Board want to retain the right to select a direct its own Executive Director?

Requested Action:

The County has requested that the LB and the CoC form a committee to recommend and develop a procurement process or alternative for approval by the May 2022 meeting.