



## Leadership Board Meeting

Thursday, August 25th, 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-2:10pm

### 2. Public Comment

2:10pm-2:20pm

### 3. Review and Approval of Minutes

2:45pm-2:50pm

#### a. Leadership Board Meeting 6.23.22

*Action Item*

### 4. Notice of Funding Opportunity (NOFO) Update

2:50pm-3:00pm

- Katie Haverly
- **Timeline**
- **Website link for NOFO**
- NOFO Appeals Panel Volunteer - non conflicted LB Member

### 5. Transition Committee

3pm [1 hour]

- *Action Item*
- Transition Committee Recommendations
  - Memo for review
  - Charters for subcommittees
  - Collecting changes to governance charter – vote in September
- *Training Discussion on Recommended Dates –*

CoC Board Roles and Responsibilities – 90 minute virtual training

Between 8am-12pm on Sept 20th, Sept 23rd, Sept 27th, or Sept 30th

Racial Equity and Authentic Engagement with Persons with Lived Expertise – 2 consecutive days:  
3-4 hours (3 hours training plus breaks) daily in person

October 13 and 14 - (8-12 or 12-4)

November 1 and 2 (8-12 or 12-4)

November 3 and 4 (8-12 or 12-4)

November 7 and 8 (8-12 or 12-4)

- *Youth Committee*
  - *Hannah Moore, Office of Homeless Care Coordination*
- *HMIS Committee*
  - *Katie Haverly or Mike Keller*
- *Update on the Racial Equity Workgroup*
  - *Moe Wright*
- *Update on Nomination Committee*
  - *Moe Wright*

**6. RFQ for CoC Operations Support**

- *Possible Action Item*
- **Executive Session if needed**



**Joint Leadership Board / HUD CoC Committee  
Special Meeting Agenda  
Tuesday, August 9th, 2022  
1:00 p.m. – 2:00 p.m.**

**Leadership Board:** Moe Wright (Chair, BBI Construction), Brenda Wadsworth (Community Member), Shelley Gonzalez (Community Member), Vivian Wan (Abode Services), Kate Hart (Save Alternatives for Violent Environments), Liz Varela (Building Futures with Women and Children), Nic Ming (Social Impact Wheel), Susan Shelton (Community member), Julian Leiserson (Abode Services), Natasha Paddock (Alameda County Housing and Community Development), Daniel Cooper (City of Oakland), Peter Radu (City of Berkeley), Josh Thurman (City of Livermore), Kerry Abbot (Alameda County Health Care Services Center), Frank Rogers (Community Member), Kimberly White (Community Member), Elena Lepe (El Puente Comunitario)

**HUD CoC Committee:** C’Mone Falls (Chair, City of Oakland), Marnelle Timson (Consumer representative), Riley Wilkerson (Alameda County Housing and Community Development), Josh Jacobs (City of Berkeley), Tunisia Owens (Family Violence Law Center)

**Public:** Sharon Osterweil (Lifelong), Kate Bristol (Consultant)

**EveryOne Home Staff:** Katie Haverly (Acting Executive Director), Rachel Rios-Richardson (Data and Performance Analyst), Dorcas Chang (Operations Manager)

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- 1. Welcome (C’Mone Falls, HUD CoC Chair) 1:00-1:05pm**
  - a. Moe Wright (Chair, CoC Leadership Board) explained that the special joint Leadership Board/HUD CoC Committee was convened quickly because there was enough time to consider how to approach the supplemental Notice of Funding Opportunity (NOFO).
- 2. HUD CoC Public Comment (C’Mone Falls) 1:05-1:10pm**
  - a. **No Public Comment**
- 3. Review of Supplemental NOFO and Strategic Direction (Kate Bristol/Katie Haverly) 1:10-1:55pm**
  - a. **Discussion:**
    - i. Kate Bristol (Consultant) confirmed she is the consultant for this year’s NOFO.
    - ii. Katie Haverly (Acting Executive Director) shared that EOH has been working with Kate Bristol to put forward to the Leadership Board and CoC Committee the strategic

direction for community input so that this community can have the strongest most competitive package.

1. Three of the strategic direction items are HUD's expectations
  2. Two of the items are tailored more to local priorities
- iii. The group discussed 5b (Invite only projects that directly provide housing and/or services, no infrastructure projects)
1. Kate Bristol clarified that for 5b, the thought was to affirm if the community wants to entertain any kind of limits to what kinds of proposals would be invited.
  2. Marnelle Timson asked if HMIS (Homeless Management Information System) or Coordinated Entry (CE) planning make our package stronger and wants more funding for showers.
    - a. Standalone services projects are an option under this funding
    - b. This would be additional grants for CE, HMIS, or planning.
  3. Tunisia Owens (FVLW) asked if this funding would include a project that engaged landlords or give incentives to landlords.
    - a. That would be support services only.
    - b. Anything that is direct services, landlord engagement, etc. would fall into Support Services Only.
  4. Vivian Wan (Abode Services) commented she would like to see more technical assistance around operating CoC programs around the regulations.
  5. Peter Radu (City of Berkeley) raised the need to think about encampments as something that is qualitatively different based on federal calls to think about this as a policy matter and Dr Margo Kushel's report. He recommended adding language about addressing encampments and for 5b, it would be beneficial to bring on planning resources to think about this as a policy issue.
  6. Kerry Abbott (HCSA) shared that there is a small amount of funding from HUD for Coordinated Entry and does not cover a lot of positions. She supports the idea of not limiting the ability to apply for CE funds in this process.
  7. Frank Rogers (Community Member) shared that he has mixed emotions about giving more money to CE and wants to provide assistance to people in encampments through outreach and engagement. He supports prioritizing individuals in encampments.
  8. Shelley Gonzalez (Community Member) proposed more actual housing than in the application process.
  9. Vivian Wan (Abode Services) commented that this is the first opportunity in a decade that HUD is allowing supportive services and that we should take

advantage of that with the caveat that whatever service dollars that we apply for, it will never change.

10. Marnelle Timson (Consumer representative) emphasized the need for units and showers.
  11. Frank Roger (Community Member) suggested supporting people in encampments.
  12. C'Mone Falls (Chair, HUD CoC Committee) proposed projects that focus on system-wide coordination and areas with high population of people experiencing unsheltered homelessness.
  13. Liz Varela (Building Futures) emphasized the need for capacity building.
  14. Kate Bristol (Consultant) clarified that for addressing high service needs, it would be more of a qualitative response.
  15. Vivian Wan (Abode Services) clarified that for item 3, it would be to reduce barriers to operations of the grant and the application process.
  16. Rachel Rio Richardson makes the suggested edits by the committees as they review the strategic recommendations before voting.
- iv. Leadership Board Vote: Moe Wright (Chair, HUD CoC) made a motion to accept these strategic direction recommendations with the amendments made during this combined meeting. Vivian Wan (Abode Services) seconded.
1. 14 approved. 0 Abstained. 0 opposed
  2. Motion Passed
- v. HUD CoC Committee Vote C'Mone Falls (Chair, HUD CoC) made a motion to accept these strategic direction recommendations with the amendments made during this combined meeting. Marnelle Timson (Consumer representative) seconded.
1. 5 approved. 0 Abstained. 0 opposed
  2. Motion Passed
- b. Katie Haverly (Acting Executive Director) shared an update on the timeline. There are shifts with dates but the sequencing of events is the same. She also highlighted that there is not enough time for a community meeting. She shared that there is going to be flexibility and nimbleness on the exact dates as development occurs.
1. 5 approved. 0 abstained. 0 approved.

**HUD materials on Supplemental NOFO:**

[Link to full Supplemental NOFO Announcement](#)

[Link to HUD webpage dedicated to Supplemental NOFO](#)

[Link to slides from HUD's kickoff webinar for the Supplemental NOFO](#)

Reference materials to help inform planning:

[Centering Racial Equity in Homeless System Design](#) (See especially pp. 26-31 of full report)

[Home Together: Ending Homelessness in Alameda County](#)

[Youth Action, A Way Home](#) (Draft Coordinated Community Plan. See especially pp. 11-14)

[Point in Time Count from 2022](#)

**4. HUD CoC Committee Upcoming Events**

**1:55-2:00pm**

Next meeting (HUD CoC/Leadership Board) – **August 22<sup>nd</sup> 1:00pm- 3:30pm**

DRAFT



### Leadership Board Meeting

Thursday, June 23rd, 2:00pm-4:00pm

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**Attendance:** Moe Wright (Chair, BBI Construction), Ms Shelley Gonzalez (Community Member), Deidre Wan (Community Member), Kimberly White (Community Member), Vivian Wan (Abode Services), Doug Biggs (Alameda Point Collaborative), Natasha Paddock (Alameda County Housing and Community Development), Liz Varela (Building Futures with Women and Children), Kerry Abbott (Alameda County Health Care Services Agency), Shauna Conner (Alameda County Probation), Brenda Wadsworth (Community Member), Ray Bonilla (Meta), Susan Shelton (At-large representative), Dr. Lisa Warhaus (City of Berkeley), Darin Lounds (Housing Consortium of the East Bay), Tracey Nails- Bell (A Diamond in the Ruff), Nic Ming (Social Impact Wheel), CMone Falls (City of Oakland), Paul Berry (Youth Action Board), Christine Ma (UCSF's Benioff Children's Hospital Oakland), John Jones III (Community Member), Elena Lopez (El Puente Comunitario), Daniel Cooper (City of Oakland), Andrea Ford (Alameda County Social Services Agency)

**Staff:** Chelsea Andrews (Executive Director), Katie Haverly (Director of Research and Data Analytics), Dorcas Chang (Operation Manager)

**Public:** Suzanne Shenfil (City of Fremont), Jacquelyn McCormick (City of Berkeley), Josh Jacobs (City of Berkeley), Yolanda L, Josh Thurman (City of Livermore), Colleen Budenhozler (Alameda County Health Care Services Agency)

#### **1. Welcome and Introductions** **2:00pm-2:30pm**

- a. Moe Wright (Chair) recognized Suzanne Shenfil from the City of Fremont and Peggy McQuaid from City of Albany for their time on the Leadership Board.
- b. Leadership Board members introduced themselves.

#### **2. Public Comment** **2:35pm-2:45pm**

- a. **No Public Comment**

#### **3. Review and Approval of Minutes** **2:45pm-2:50pm**

- a. Leadership Board Meeting 5.26.22
  - o Dr. Christine Ma (UCSF's Benioff Children's Hospital Oakland) moved to approve the minutes as submitted. Kerry Abbott (HCSA) seconded.
  - o **19 Approved. 3 Abstained 0 Opposed.**
  - o **Motion passed.**

#### **4. Executive Director Update** **2:50pm-3:00pm**

- a. Chelsea Andrews (Executive Director) thanked the Board for her time at EveryOne Home, and encouraged the Board to watch the orientation recording. She provided an update on the new supplemental HUD's Notice of Funding Opportunity (NOFO) for encampments, highlighted success of Emerging Leaders, and shared that the final Point in Time (PIT) Count report should be released in a few weeks.

## 5. Update on Coordinated Entry

3:00pm-3:20pm

- a. Colleen Budenholzer (HCSA) presented the results of the evaluation of the Coordinated Entry Assessment Tool conducted by Focus Strategies.
- b. Questions asked by Board Members:
  - 1. Was there a breakdown of any difference between health and housing barriers in how well people are able to move into housing?
    - There was not an analysis done for this.
  - 2. What kind of voucher is it and what support does it provide?
    - For the Permanent Supportive Housing (PSH) referrals slide, PSH is the most intense resource that is targeted at people with the highest needs.
    - Emerging Housing Voucher is a big resource referred through Coordinated Entry that is a PSH resource.
  - 3. Where is Latino?
    - Colleen showed where the Hispanic/latinx info was on the graph. There were some disparities on race but no disparities based on one ethnicity.
  - 4. It seems like there's a disparity in the scoring but not in the placement? Is there a reason why that is?
    - With PSH, it could be because a threshold score is used. Once someone is in the pool, the small differences doesn't matter.
    - With EHV, specific people were prioritized including people in Project Roomkey. An analysis was done on people receiving Roomkey resources and there were no racial disparities found.
  - 5. Is data being collected to look at what the time frame to fill a unit?
    - It is challenging since they are targeting people with the highest needs but OHCC is starting to use a new database with the matching that could allow for more robust data.
  - 6. Does 211 not enter assessments into CES?
    - 211 does not do the entry assessment but they do warm handoffs to the Housing Resource Centers.
  - 7. Once a name is entered into the pool, does it turn into who was entered first, or a lottery?
    - It is based on length of time in the queue, who was in it first.
  - 8. How can Transitional Housing be more informed?
    - OHCC is open to ideas on how to help people get more access to resources.
    - System Coordination Committee is also a good place to learn more about Coordinated Entry.
    - A training on Coordinated Entry is forthcoming for board members.

## 6. Transition Committee

3:20pm-3:35pm

- a. Chelsea Andrews (Executive Director) went over the purpose, role, and composition of the Nomination Committee.



- b. Vivian Wan (Abode Services) commented that the Board decided that all the committees would represent a third of those with lived expertise. (The composition of the Nomination Committee includes 2 people with lived expertise out of 9) She wants to see this desire hold true throughout all the committees.
  - It is possible that could have been a mistake or there was a rationale to keep the ad-hoc committees smaller.
  - The governance charter could be ratified to ensure that the nomination committee has 1/3 of people with lived experience.
  - Since the racial equity member has not been selected yet, the number of the nomination committee can stay the same.
- c. Nomination Committee Selection *Approve*
  - The Board is electing two people to fill the lived expertise seat and one person to fill the nonprofit seat.
  - Kimberly White (Community Member) and Deidre Wan (Community Member) volunteered for the seats with lived expertise seats. There is no need for a vote. Both will serve on the Nomination Committee.
  - Tracey Nails Bells (Diamond in the Ruff) and Elena Lopez (El Puente Comunitario) volunteered for the nonprofit seat.
    - The Leadership Board members voted in a poll, and it landed on a tie.
    - **Michelle Starratt (HCD) made motion that the Leadership Board puts forth both Tracey and Elena for the nomination committee. Vivian Wan (Abode Services) seconded. *The charter will need to be ratified moving forward or this change.***
    - **23 Approved. 1 Abstained. 0 Opposed.**
    - **Motion passed.**

## 7. Chair Report Out

3:35pm -4:00pm

### d. Search Committee

- Moe Wright (Chair) asked if anyone with lived expertise would like to join the search committee for the Executive Director.
- Kimberly White (Community Member) volunteered.

### e. RFQ – CoC Staff Support Response

*Approve*

- Moe Wright (Chair) asked for members of the board to join a working group to respond to the RFQ put out by the County for CoC Operation Support.
- Vivian Wan (Abode Service) thought the organizational health committee was preparing the response.
- Shelley Gonzalez (Community Member) and Elena Lepe (El Puente Comunitario) volunteered to help with the response.
- Kerry Abbott (HCSA) expressed concern about the Leadership Board being involved in the response and evaluation and negotiation of the MOU.
- Based on feedback from the board, Moe Wright (Chair) will go back to the organizational health committee to write the response and potentially bring in Shelley and Elena for feedback since they are new board members who are not conflicted. No vote was needed.

### f. Executive Session if needed

- The executive session was not needed.

DRAFT

**BRIEFING MEMORANDUM**

**TO:** Oakland-Berkeley-Alameda County Continuum of Care (CoC) Leadership Board Members  
**FROM:** Katie Haverly, Acting Executive Director, EveryOne Home  
**DATE:** August 18, 2022  
**SUBJECT:** Governance Transition Update and Creation of Two New Committees

The purpose of this memo is to provide members of the Leadership Board with an update on the governance transition process and to share a recommendation from the Transition Committee regarding the creation of two additional committees. This recommendation will be on the agenda as an action item at the August 25 Leadership Board meeting.

**Governance Transition Update**

In May, the Leadership Board approved a proposal by the Transition Committee to seat the five new committees outlined in the [CoC's Board Charter](#) in a staggered fashion over a ten month period, beginning in August and allowing roughly two months for recruitment and selection for each subsequent committee.

Action	Target Dates
Leadership Board Seated	June 23
Nominations Committee Formed & Racial Equity Work Group launched via consultant support	July 28
CoC Standards, Compliance, and Funding Committee Seated, including HMIS Subcommittee	Aug 25
Leadership Board begins functioning as CoC	Sept 22
System Impact Committee Seated	Nov 24
Outreach, Access and Coordination Committee Seated	Jan 26
Housing Stabilization & Prevention Committee Seated	March 23
Housing Capacity Committee Seated	May 25

After the timeline was approved, the Transition Committee began reviewing the status of work plans of the existing committees to consider how to most effectively transition work, and it simultaneously began work on draft charters for the new committees to clarify roles and duties, and further to provide the Nominations Committee with guidelines for recruiting. As part of this process, the need for two additional committees not currently named in the Board Charter - an HMIS Oversight Committee and a Youth Committee - was identified.

While the Leadership Board was seated in June as scheduled, a number of variables have impacted the governance transition timeline, including the release of the Unsheltered Special

Purpose NOFO from HUD, and the release of the annual CoC NOFO from HUD on an accelerated timeline. Staff bandwidth issues and the need to ensure continuity and stability during this open HUD application period have forced the need to rethink process, timeline, and priorities. See Table 2 below.

The Nominations Committee has been formed and has met once. As reflected in the table below, the Nominations Committee plans on issuing a Single Call for Interest (and application) to advertise and recruit for all open seats across committees. Committees will still be seated one-by-one, but the single Call for Interest is expected to accelerate recruiting, such that a committee can be seated every month (vs every other month). EveryOne Home staff also believe this will help ensure we are getting the right people appointed to the right committees since stakeholders will have a chance to see the full list of committees and their roles/duties when filling out an application.

Because of the timing of the NOFOs, and the inability of our HUD technical assistance providers to do any training for new Board members on the NOFO during an open competition (which HUD prohibits), the existing CoC Committee and Leadership Board will make joint decisions on this year's NOFO, and the new CoC Standards, Compliance, and Funding committee will be seated in October.

<b>Table 2: Governance Transition Timeline (Updated)</b>	
<b>Action</b>	<b>Target Dates</b>
Leadership Board Seated	June 23
Nominations Committee Formed & Racial Equity Work Group launched via consultant support	August 25
**Recommendations re: additional committees to Leadership Board for approval**	August 25
Nominations Committee Issues Single Call for Interest to begin recruiting for all committees	August 31
Updated Board Charter Submitted to Leadership Board for consideration	Sept 25
<i>CoC Program NOFO Application Due</i>	<i>Sept 30</i>
<i>Unsheltered Homelessness Special Purpose NOFO Application Due</i>	<i>Oct 20</i>
Updated Board Charter submitted to CoC membership for adoption at fall meeting (pending Leadership Board approval of changes)	Late Oct or early Nov
CoC Standards, Compliance, and Funding Committee Seated; Leadership Board begins functioning as CoC	Oct 27
System Impact Committee Seated; HMIS Committee Seated ( <i>pending Leadership Board approval of committee continuation</i> )	Nov 24
Outreach, Access and Coordination Committee Seated	Jan 26
Youth Committee Seated ( <i>pending Leadership Board approval of committee creation</i> )	February 24
Housing Stabilization & Prevention Committee Seated	March 23
Housing Capacity Committee Seated	April 28

## **Creation of New Committees**

As discussed, the Transition Committee is recommending the creation of two new committees to ensure the CoC has the ability to remain in compliance with federal regulations, move key work streams forward, and ensure we have partners with the right expertise working on issues. As articulated in the section above, approval of these committees at the August meeting will enable the Nominations Committee to move forward with a Single Call for Interest.

### Youth Committee

The group of stakeholders working on the community's HUD Youth Demonstration Program (YHDP) grant, which includes creation of a Coordinated Community Plan (CCP) to address homelessness among unaccompanied youth, have raised the question of how/where youth system governance and decision-making fits into the new governance model. Transition Committee members and youth stakeholders discussed whether youth system decisions should be split across committees, but the concern was twofold: 1) that the people making decisions on youth-system issues would end up being largely stakeholders without expertise in youth issues; and 2) the mandates of committees were already sufficiently large, making it unclear whether committees could move youth-focused work forward in a timely manner. Accordingly, the decision was made to recommend a separate committee.

It is important to note that the Board Charter does reference a Youth Action Board (YAB) as an Advisory Council. The YAB is a group of Transition Age Youth with lived experience that has been advising youth-system stakeholders as they have been developing their CCP, discussing design of new YHDP-funded programs, and other related tasks. The YAB will still exist, but will continue advising the Youth Committee, such that the Youth Committee is the only entity reporting up to the Leadership Board. This proposed edit will be included in the updated Board Charter submitted in September.

### HMIS Committee

Although there is currently an HMIS Oversight Committee, the new Board Charter envisions that the committee will sunset and that HMIS compliance and operational issues will be subsumed into the duties of the new committees. However, this is an area where the group perceived overlap in duties between the CoC Compliance, Standards, and Funding Committee and the System Impact Committee.

As the Transition Committee and existing HMIS Oversight Committee members continued discussing how to best transition the committee's workload, the drawbacks of eliminating this committee became clear. The work is very technical in nature and large in scope, and so committee members with the appropriate expertise must be recruited. However, if the work is subsumed by a committee with a larger mandate, it's more likely that stakeholders without the needed expertise will be responsible for the work. Likewise, given the broader set of duties of other committees, it's possible that the body of work will not get the time and attention it needs. Accordingly, the Transition Committee is recommending keeping the HMIS Committee as a standalone committee.

**Next Steps**

If the Leadership Board approves creation of the Youth and HMIS Committees, the Nominations Committee will include these committees in its Call for Interest, which in anticipates circulating in late August/early September. Additionally, a revised Board Charter with a broader set of updates will be submitted to the Leadership Board at the September meeting. Finally, training dates will be confirmed with our HUD technical assistance providers.

**Attachment: Youth Committee Charter & HMIS Committee Charter [placeholder]**



## **Youth Committee**

### **Youth Action, a Way Home Committee**

#### Purpose/Mission

The Purpose of the Youth Action, a Way Home Committee will be to align goals and develop shared strategies and collaborative practices across systems, agencies, programming and funding streams that work to prevent and end youth homelessness. The committee will act as a collaborative table bringing together transitional age youth with lived experience of homelessness, youth service providers, county and city government representatives, and other stakeholders to build a coordinated response to youth homelessness.

#### Standing Subcommittees

*To be determined by committee if/when additional support is needed*

#### Membership (13-15 Members)

- (1) Representative of Alameda County Office of Homeless Care and Coordination
- (2) Representatives of other county youth-serving agencies (Office of Education, Child and Family Services, Social Services Agency, etc.)
- (2) Representatives of cities within Alameda County
- (1) Representative from the unincorporated areas within the county
- (5) Youth with lived experience (representing different subpopulations)
- (4) Representatives of youth service provider organizations (sub populations should include undocumented youth, pregnant and parenting youth)
  - Housing programs
  - CBO's
  - Career Pathway Programs
- (6) Representatives from the local Community College System (Peralta/Chabot)

Note: 1-2 youth committee members will be assigned to attend meetings of relevant committees to ensure appropriate cross-fertilization, communication, and alignment. Specifically, youth representatives will participate in the Outreach, Access and Coordination Committee, the Housing Stability and Homelessness Prevention Committee, and the System Impact Committee.

#### Desired Subject Matter Expertise

Appointees to this committee would ideally have expertise in one or more of the following areas:

- Youth development
- Education policy and resources
- Youth workforce programming
- Social mapping, mentoring, and other support-building strategies
- Trauma informed care, positive youth development, and other evidence-based or evidence-informed practices



- Foster care and child welfare
- Juvenile justice
- Racial Equity
- LGBTQ+ Inclusivity
- HUD, HHS, and ED youth homelessness programs and initiatives (YHDP, RHY, McKinney-Vento)

#### Roles and Responsibilities

- Design, implement, and operate collaborative processes for parallel systems working with transitional age youth experiencing homelessness (Homeless response system, Child welfare system, Juvenile Justice System, Education System, etc.)
- Consult with Transitional Age Youth and the Youth Advisory Board on allocations for TAY specific funding
- Shape policy and provide oversight for TAY specific coordinated entry access points and protocols
- Monitor system and provider-level performance for the youth homeless response system; provide progress updates and recommendations to the Leadership Board
- Facilitate inclusion of TAY service providers into funding opportunities
- Design specific strategies and programming to respond to the unique needs of different TAY subpopulations:
  - Pregnant and parenting youth
  - Undocumented migrant youth
  - Juvenile Justice Impacted youth
  - Foster, child welfare impacted youth
  - BIPOC youth
  - LGBTQ+ identified youth
  - Minors (18 and under)



# Youth Action a Way Home CoC Standing Committee

YHDP Executive Team  
August 25th, 2022



Youth Systems Modeling March 2022

# Context: Youth Homelessness Demonstration Program



## Requirements:

Coordinated Community  
Plan to Prevent and End  
Youth Homelessness (CCP)

Plan: *Youth Action a Way  
Home*

Governance Structure

CoC Engagement/alignment

## Youth Homeless Response System Governance Structure

- Youth Action Board
- YHDP Executive Team
- OHCC Youth Unit
- CoC Youth Committee
- CQI Working Group

Ending Youth Homelessness  
Collaborative

# Proposal:

## CoC Youth Action a Way Home Youth Committee



Align goals

Shared strategies

Cross systems

Coordinated response



# Membership (13-15)

**Office of Homeless Care  
and Coordination**

**Youth-serving agencies**

**Cities within Alameda**

**Courts**

**Unincorporated areas**

**Youth with lived experience**

**Youth service provider  
organizations**

**Local Community College  
System**



# Desired Subject Matter Expertise



**Youth development**

**Support-building strategies**

**Trauma informed care**

**Racial Equity**

**LGBTQ+ Inclusivity**

**HUD, HHS, and ED youth homelessness programs and initiatives (YHDP, RHY, McKinney-Vento)**



# Roles and Responsibilities



**Collaborative processes for parallel systems**

**Consult with Transitional Age Youth**

**Shape policy and provide oversight for TAY specific coordinated entry**

**System and provider-level performance for the youth homeless response system**

**Inclusion of TAY service providers into funding opportunities**



# Considerations



Staffing - how will the Youth Committee be staffed (funding?) Creative solutions

Compensation for youth and young adult members - how will the YYA members be compensated (funding?)



## HMIS Committee Charter – Draft – 8/17/22

### Purpose/Mission

The purpose of HMIS Committee is to support the effective operation and oversight of the CoC's Homeless Management Information System (HMIS), as required by HUD's CoC Program Interim Rule at [24 CFR 578.7](#) and to meet data management infrastructure needs.

### Recommended Membership (12-13 Members)

It is recommended that persons with experience of the HMIS system (eg: as a Provider utilizing HMIS or a client/consumer receiving services through a program utilizing HMIS) be the participants in this committee.

- (1) Representative of the CoC's HMIS Lead Entity
- (1) Representative of the Coordinated Entry Services Management Entity
- (3) Representatives of cities within Alameda County
- (1) Representative from the unincorporated areas within the county
- (3-4) Community members including persons lived experience (representing different subpopulations)
- (3-4) Service provider representatives operating programming in the CoC

### Desired Subject Matter Expertise

Appointees to this committee would ideally have expertise in one or more of the following areas:

- HUD Continuum of Care Regulations and Requirements
- Compliance Monitoring Methods and Protocols
- Homeless Management Information System (HMIS), especially on the Clarity Human Services platform, or other IT System Design and Administration
- Data Quality, Privacy, and Security Protocols
- Data analytics and reporting
- Quality Improvement approaches
- Expertise in developing/delivering trainings for end users on HMIS or other IT systems

### Roles & Responsibilities

- Serve as a forum for identification of system-level trends/challenges, collaborative problem solving, and desired HMIS system enhancements. Uplifting recommendations to the CoC Board based on forum discussions and decision making.
- Conducting on-going evaluation of HMIS system by supporting the gathering of user feedback to improve the HMIS experience.
- Provide feedback to the HMIS Lead and endorsement as appropriate on all policies the HMIS Lead is required to develop including Privacy, Security, and Data Quality Plans as required by federal regulation.\*
- Develop evaluation tool and conduct annual review of the HMIS Lead in fulfillment of its duties as outlined in MOU with Leadership Board.\*

\* = required by HUD Continuum of Care regulations



### Timeline for 2022 NOFO Processes: Updates 8.09.2022

Date	Regular NOFO	Special NOFO
June 22		NOFO Released
August 1	NOFO Released	
August 3	Send brief email to stakeholders announcing opening of CoC process	Send brief email to stakeholders announcing unsheltered NOFO
August 5	Special LB/CoC Committee Meeting. <i>Action items:</i> NOFO timeline, strategic direction	Special LB/CoC Committee Meeting. <i>Action items:</i> NOFO timeline, role and composition of NOFO committee, establishing work group of people with lived experience.
August 9		Special LB/CoC Committee Meeting. <i>Action items:</i> Strategic Direction
August 8th	EOH and consultants draft proposed rating and ranking policy and process, including rating factors	EOH and consultants draft proposed rating and ranking policy and process, including rating factors
August 10	CoC Committee NOFO Orientation Meeting. <i>Action item:</i> approves rating and ranking policy, process, rating factors	
August 12	Beginner's NOFO orientation	Beginner's NOFO orientation
<b>August 16</b>	<b>Bidder's conference, open local application process</b>	
August 17-19		CoC NOFO Committee Meeting. <i>Action item:</i> approves rating and ranking policy, process, rating factors
August 18		First meeting of work group of people with lived experience to begin developing Plan; discuss draft priorities.
August 22	LB/HUD CoC Regular Meeting. NOFO Action items TBD.	LB/HUD CoC Regular Meeting. NOFO Action items TBD.
August 23		<b>Bidder's conference, open local application process</b>
August 30	<b>Deadline for applications to be submitted to EOH (HUD mandated deadline)</b>	
September 8		Second meeting of work group for people with lived experience; review and discuss draft plan sections



Date	Regular NOFO	Special NOFO
September 14	NOFO Committee rating and ranking session	
September 15	<b>Applicants receive results of rating and ranking (HUD mandated deadline); appeals period opens</b>	
Sept 16 to 22	Appeals panel session and NOFO committee meeting if needed	
September 20		<b>Deadline for applications to be submitted to EOH (HUD mandated deadline)</b>
September 22	Appeals period ends	
September 26	LB/CoC meets to approve Project Priority List	
September 30	<b>HUD Deadline for Submission</b>	
October 4		NOFO Committee rating and ranking session
October 5		<b>Applicants receive results of rating and ranking (HUD mandated deadline), appeals period opens</b>
October 6 to 12		Appeals panel session and NOFO committee meeting if needed
October 12		Appeals period ends
October 13		Third and final meeting of work group; review and approve final Plan and support letter.
October 17		LB/CoC meets to approve Project Priority List
October 20		<b>HUD deadline for Submission</b>

## BRIEFING MEMORANDUM

**TO:** Oakland-Berkeley-Alameda County Continuum of Care (CoC) Leadership Board Members and CoC Committee Members

**FROM:** Moe Wright, Chair of the Leadership Board

**DATE:** August 18, 2022

**SUBJECT:** Procurement Process for Staffing the Berkeley, Oakland Alameda County Continuum of Care (CoC)

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### Background

This memo is written to frame the issues that will be discussed by both the Leadership Board and the CoC Committee.

On June 16, 2022, at the direction of the Alameda County Board of Supervisors (BOS), the Community Development Agency Housing and Community Development Department (HCD) issued [a Request for Qualifications and Proposals \(RFQ\) for CoC Operations Support](#). The due date for applications was July 14, 2022.

Three applications were scored by HCD. One each from Focus Strategies, Homebase and EveryOne Home, a project of the Tides Center. Homebase scored highest, EveryOne Home second, and Focus Strategies third. The Organizational Health Committee and EveryOne Home Staff was informed of this decision on Monday August 8<sup>th</sup>. They filed an appeal to the Notice of Award on August 12, 2022. No result of the appeal has been announced as of the writing of this memo.

Since 2008, EveryOne Home has staffed the activities of the CoC and other boards and committees that come under the umbrella of the EveryOne Home Governance Charter that was recently amended and adopted in February of 2022. Much of the budget for this staffing comes from a Planning Grant, \$1,142,763, that is part of the annual HUD Continuum of Care Program Competition (HUD Grant). It is a portion of the Planning Grant that could be awarded to Homebase, if this process is upheld. This will result in a switch in the staffing of CoC activities starting November 2022.

Alameda County is designated by our local CoC as the Collaborative Applicant for the HUD Grant and it has certain rights and responsibilities in administering the grant funds. HCD, as the county department that is currently functioning as the Collaborative Applicant, has stated that they have full authority to apply a procurement process in this circumstance to the issuing of a contract for the CoC Support services. EveryOne Home asserts the [HUD Interim Rule 24CFR 578 Subpart B](#) says that the authority of the Collaborative Applicant must be designated in the Governance Charter. The Berkeley, Oakland Alameda County Continuum of Care's Governance Charter does not delegate the authority to select the entity for staffing the CoC to the Collaborative Applicant. Rather, it designates EveryOne for that role and has reinforced that intention by approving a CoC Planning Grant for the last seven grant cycles that identifies EveryOne Home as the sub-recipient who will provide those services. EveryOne Home sought legal advice on this authority and received a memo (attached)

## Discussion:

The Leadership Board and the CoC should discuss a way to explore and if necessary exert their authority to select recipients of the Planning Grant. The decision as to how to staff the CoC is important because all parties rely on an independent staff that is under the control of the CoC and will fairly represent the diversity of thought of all stakeholders. The Leadership Board and the CoC could decide to accept or reject the results of the county procurement process. They could develop another procurement process or they could affirm the decision that is stated in the [governance charter](#) which appoints EveryOne Home as the “backbone” staffing for the CoC (pages 24 and 25 of the Governance Charter denoted below).

## 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 is a separate entity from the collective impact model and the Continuum of Care and will report to a EveryOne Home 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, the backbone organization.

To ensure strong coordination, the EveryOne Home Board of Directors 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.

## Memorandum

To: Morris Wright, Board Chair, EveryOne Home  
From: Hannah Holden  
CC: Megan Glasheen  
Date: April 18, 2022  
Re: Memorandum regarding the authority of the Alameda County Housing and Community Development Department (“HCD”) as Collaborative Applicant of the Alameda County CoC (the “CoC”)

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### I. Introduction

You, as the Board Chair of EveryOne Home, have asked us whether, based on our review of the statute and regulations governing the federal Continuum of Care program (the “CoC Program”), HCD has the authority to require EveryOne Home to go through a procurement process to retain its role as the “backbone” organization of the CoC and for its fiscal agent to enter into a pass-through agreement with HCD for grant funds awarded to HCD (as Collaborative Applicant) by the Secretary of the United States Department of Housing and Urban Development (“HUD”).

In researching this question, we reviewed the following:

1. the Alameda County Continuum of Care / Everyone Home Governance Charter (the “Charter”);
2. the Continuum of Care Program (CDFA# 14.267) Grant Agreement between HUD and HCD dated April 6, 2021 (the “Grant Agreement”), awarding \$1,058,132 in funds (the “Grant Funds”) for the performance period beginning May 1, 2022, and ending April 30, 2023 (the “Performance Period”);
3. the County of Alameda Standard Services Agreement (Contract No. 18266), as amended (the “Pass-Through Contract”);
4. the McKinney-Vento Homeless Assistance Act 42 U.S.C. 11301 (the “Act”) which authorized the CoC Program; and
5. 24 CFR Part 578 (the “Regulations”).

Through our review of the above, we have concluded that HCD, in its role as Collaborative Applicant, does not have this authority for the following reasons:

1. The CoC Leadership Board and CoC membership designated EveryOne Home as the backbone organization of the CoC and HCD as the Collaborative Applicant in the Charter;

2. The CoC Program and Grant Agreement are governed by the Act and the Regulations; and
3. EveryOne Home provides support and staffing to the CoC Leadership Board, and if HCD were to procure a new backbone organization before the start of the Performance Period, the CoC would be unable to perform its responsibilities mandated by the Regulations.

## **II. Reasoning**

### **1. The CoC Leadership Board and CoC Membership designated EveryOne Home as the Backbone Organization and HCD as the Collaborative Applicant in the Charter.**

Per § 578.7 of the Regulations, the CoC is required to, “in consultation with the collaborative applicant...develop, follow, and update annually a governance charter...” The CoC shares a governance charter with EveryOne Home. In the Charter, which was approved by the CoC Leadership Board on January 20, 2022, and ratified by the CoC membership on February 2, 2022, the CoC designated EveryOne Home as the backbone organization of the CoC. HCD, as a member of the CoC Leadership Board, consulted with EveryOne Home during the lengthy process of updating the Charter that began in December 2020, and approved the Charter and the designation of EveryOne Home as the backbone organization. HCD could have voiced concerns regarding EveryOne Home as the backbone organization during this process. Instead, HCD approved the Charter.

As the Regulations require annual updates to the Charter and the current version was approved in 2022, EveryOne Home should serve as the backbone organization during the Performance Period of the Grant Funds. Additionally, EveryOne Home was serving as the backbone organization of the CoC when HCD entered into the Grant Agreement with HUD in 2021, and was designated as such in the previous version of the Charter approved in late 2019.

A Collaborative Applicant, as defined in § 578.3 of the Regulations, is “the eligible applicant that has been designated by the Continuum of Care to apply for a grant for Continuum of Care planning funds under this part on behalf of the Continuum.” Per § 578.15 of the Regulations, “[e]ligible applicant(s) must have been designated by the Continuum of Care to submit an application for grant funds under this part.” HCD was designated as the Collaborative Applicant in the Charter. However, as stated in § 578.9 of the Regulations, “[t]he Continuum retains all of its responsibilities, even if it designates one or more eligible applicants other than itself to apply for funds on behalf of the Continuum. This includes approving the Continuum of Care application.” Therefore, HCD’s role as the Collaborative Applicant is to apply for grant funds, while the CoC retains the responsibilities listed at § 578.7 of the Regulations.

Additional guidance regarding Collaborative Applicants on the HUD Exchange website states that “[t]he CoC may assign additional responsibilities to the Collaborative Applicant so long as these responsibilities are documented in the CoC's governance charter.”<sup>1</sup> HCD’s authority is

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<sup>1</sup> <https://www.hudexchange.info/faqs/reporting-systems/e-snaps-homeless-assistance-application-and-grants-management-system/coc-application/accessing-coc-consolidated-application/what-is-a-collaborative-applicant/>



limited by the Charter, and the CoC has not assigned to HCD the responsibility of selecting the backbone organization of the CoC.

Furthermore, it is important to not set the precedent that one member of the CoC Leadership Board has the authority to alter the terms of the Charter without first obtaining the approval of the full CoC Leadership Board and the CoC Membership. HCD is only one component of the CoC and does not have the authority to act on behalf of the entirety of the CoC.

## **2. The CoC Program and Grant Agreement are governed by the Act and the Regulations.**

The Grant Funds are subject to the Grant Agreement, which is governed by the Act and the Regulations. Neither the Act nor the Regulations require a procurement process for the backbone organization, and instead defer to the CoC's Charter to include all procedures and policies needed to comply with CoC Program requirements.

Additionally, per Sec. 421 of the Act, the purpose of the CoC Program is “to provide funding for efforts by nonprofit providers and State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to individuals, families, and communities by homelessness...” As EveryOne Home provides direct staffing and support to the CoC, requiring EveryOne Home to jump through hurdles to retain the role as backbone organization when it has already been designated as such in the Charter would consequently cause delays in rehousing homeless individuals and families and negate the purpose of the Act.

## **3. EveryOne Home exists to provide staffing and support to the CoC Leadership Board.**

EveryOne Home exists to provide staffing and direct support to the CoC Leadership Board, and per the Charter, the CoC Leadership Board is responsible for “assuring compliance with HUD Continuum of Care regulations and requirements.” If HCD were to procure a new backbone organization before the start of the Performance Period, it is likely that the CoC would be unable to perform its federally mandated responsibilities as EveryOne Home would not be providing staffing and support to the CoC Leadership Board. Consequently, HCD would also be unable to remain in compliance under the Grant Agreement. This domino effect would greatly hinder the purpose of the CoC Program and the CoC's mission to end homelessness in Alameda County.

As HCD stated in its memorandum to the Board of Supervisors requesting the approval of Amendment No. 2 to the Pass-Through Contract dated July 21, 2020, “[t]he work of EveryOne Home is necessary to support the Continuum of Care in fulfilling its role as required by HUD.”

Accordingly, based on our review of the Act, the Regulations, and the Charter, we do not believe that the County has the discretion to withhold grant funds and to procure a new backbone provider during the Performance Period.