



**Leadership Board Meeting**  
Thursday, January 19, 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.

Join Zoom Meeting  
<https://us02web.zoom.us/j/87583888189>  
Meeting ID: 875 8388 8189  
+1 669 900 6833

Leadership Board Shared Agreements that were prioritized and refined during the 11/17 meeting:

- Have sensitivity and respect for each other's experiences.
- Agree to show up and engage. When meeting virtually, this includes having the camera on when possible and safe, while recognizing there are many valid reasons not to have cameras on.
- When making decisions, prioritize the best interests of the homelessness response system and people experiencing homelessness above the interests of the individual board member/organization.
- Commit to racial equity and justice in decision-making. Participate in training and create space and time for this practice.
- Function as peers instead of a hierarchy of persons with lived experience and others.
- Be constructive, not obstructive; try to offer solutions along with barriers.
- One voice at a time, no interruptions.
- Give people the chance to speak once before you speak twice.
- Share and review the materials in the packet in advance of meetings.
- Prioritize action items near top of agenda to help with time management in meetings.
- Give people the opportunity to process, ask questions, and understand before voting.
- If we stray from these agreements, we agree to pause, breathe, and reset.

**AGENDA**

- |   |                      |
|---|----------------------|
| <b>1. Welcome and Introductions</b>   | <b>2:00pm-2:10pm</b> |
| <b>2. Public Comment</b>  | <b>2:10pm-2:20pm</b> |
| <b>3. Review and Approval of Minutes (Moe Wright)</b>   | <b>2:20pm-2:25pm</b> |
| a. Leadership Board Meeting 12.08.23<br><i>No roll call vote is needed, corrections not already received by EOH will be noted and minutes changed accordingly</i> |                      |
| <b>4. Leadership Board Updates (Moe Wright &amp; Katie Haverly)</b>   | <b>2:25pm-2:50pm</b> |
| a. Feedback on Leadership Board meeting operations  |                      |

- b. PIT Count Data Request  
*Action Item*
- c. Staff Transition and Workplan Memo  
*Action Item*

**5. Governance Charter Revisions (Katie Haverly/Moe Wright) 2:50pm-3:45pm**

Review and adoption of Governance Charter Revisions. Key discussions:  
EveryOne Home Representation in Charter  
New Entity– Policy & Strategy Entity (Recommendation from Roles & Responsibilities Workgroup)  
*Action Item*

Review of Draft CoC Policy and Procedural Manual  
*Update and discussion*

**6. HMIS Committee HMIS Monitoring Tool (Mike Keller) 3:45pm-4:00pm**

*Update*

**7. HHAP Funding Presentation (Suzanne Warner) 4:00pm-4:20pm**

*Update*

**8. Discussion on topics for next Leadership Board meeting 4:20pm-4:30pm**

**Next Regular Leadership Board Meeting February 16, 2023 from 2-4:30 PM**

**Parking Lot for Future Topics for Leadership Board Meetings:**

- February – NOFO debrief and report out



## Leadership Board Meeting

Thursday, December 8, 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.

**Present:** Paulette Franklin (Alameda County Behavioral Health Care Services), C'Mone Falls (City of Oakland), Deidre Wan (Berkeley Youth Affiliates), Mike Keller (East Oakland Community Project), Moe Wright (BBI Construction), Paul Berry (Community Member), Shauna Conner (Alameda County Probation), Kate Hart (SAVE), Brenda Wadsworth (Roots), Josh Thurman (City of Livermore), Susan Shelton (City of Oakland), Lisa Warhuus (City of Berkeley), Laurie Flores (City of Fremont), Tracey Nails Bells (A Diamond in the Rough), John Jones III (Community Member), Daniel Cooper (City of Oakland), Julian Leiserson (Abode), Christine Ma (UCSF Benioff Children's Hospitals), Michelle Starratt (Alameda County HCD), Kimberly White (Community Member), Gloria Bruce (East Bay Housing Organizations), Vivian Wan (Abode), Darin Lounds (Housing Consortium of the East Bay), Kerry Abbott (Office of Homeless Care and Coordination), Nic Ming (Social Impact Wheel), Natasha Paddock (Alameda County HCD), Liz Varela (Building Futures),

**EOH Staff:** Katie Haverly (Executive Director), Rachel Rios-Richardson (Director of Training and Evaluation), Katie Barnett (Outreach Coordinator)

**Public:**

Dani Staub (Alameda Alliance for Health), Sharon Cornu (St. Mary's Center), Erica Bush (Highland Hospital, Bridge Clinic), Jenn Oakley (Lifelong Medical), Darlene Flynn (City of Oakland), Tami Lewis (Alameda Alliance for Health), Money Starr-Deluca, Estelle Clemons (City of Oakland), Sky Mihaylo, Kerry Landry, Suzanne Warner (Office of Homeless Care and Coordination)

**Absent:**

Doug Biggs (Alameda Point Collaborative), Ms. Shelley Gonzalez, Andrea Ford (Alameda County Social Services Agency), Frank Rogers, Elena Lepe (El Puente Comunitario), Ray Bonilla (Meta), Tunisia Owens (Family Violence Law Center)

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- Share and review the materials in the packet in advance of meetings.
- Prioritize action items near top of agenda to help with time management in meetings.
- Give people the opportunity to process, ask questions, and understand before voting.
- If we stray from these agreements, we agree to pause, breathe, reset, and address the issue appropriately.
- Create opportunities for Leadership Board members to ask questions in advance, submit comments, and provide real-time feedback.

## AGENDA

**1. Welcome and Introductions** **2:00pm-2:10pm**

**2. Public Comment** **2:10pm-2:20pm**

- a. Nic Ming recognized the work of Wendy Jackson whose memorial was this past weekend. Nic introduced the idea of creating a Wendy Jackson Staff Service award.

**3. Review and Approval of Minutes (Moe Wright)** **2:20pm-2:25pm**

- a. Leadership Board Meeting 10.27.22

*Action Item*

- i. Gloria Bruce made a motion to approve the minutes. Paulette Franklin seconded.

<i>Brenda Wadsworth</i>	<i>Yes</i>	<i>Dr. Lisa Warhuus</i>	<i>Yes</i>	<i>Laurie Flores</i>	<i>Abstained</i>	<i>Paulette Franklin</i>	<i>Yes</i>
<i>Christine Ma</i>	<i>Yes</i>	<i>Gloria Bruce</i>	<i>Yes</i>	<i>Michelle Starratt</i>	<i>Abstained</i>	<i>Shauna Conner</i>	<i>Yes</i>
<i>C'Mone Falls</i>	<i>Yes</i>	<i>John Jones III</i>	<i>Yes</i>	<i>Mike Keller</i>	<i>Yes</i>	<i>Susan Shelton</i>	<i>Yes</i>
<i>Daniel Cooper</i>	<i>Yes</i>	<i>Josh Thurman</i>	<i>Yes</i>	<i>Moe Wright</i>	<i>Yes</i>		
<i>Tracey Nails Bells</i>	<i>Yes</i>	<i>Julian Leiserson</i>	<i>Yes</i>	<i>Nic Ming</i>	<i>Yes</i>		
<i>Deidre Wan</i>	<i>Yes</i>	<i>Kate Hart</i>	<i>Yes</i>	<i>Paul Berry</i>	<i>Yes</i>		

- ii. Motion passed

- b. Leadership Board Special Meeting 11.17.22

*Action Item*

- i. Kate Hart made a motion to approve the minutes. Deidre Wan seconded.

<i>Brenda Wadsworth</i>	<i>Yes</i>	<i>John Jones III</i>	<i>Abstained</i>	<i>Nic Ming</i>	<i>Abstained</i>
<i>Christine Ma</i>	<i>Abstained</i>	<i>Josh Thurman</i>	<i>Yes</i>	<i>Paul Berry</i>	<i>Yes</i>
<i>C'Mone Falls</i>	<i>Abstained</i>	<i>Julian Leiserson</i>	<i>Abstained</i>	<i>Paulette Franklin</i>	<i>Yes</i>
<i>Daniel Cooper</i>	<i>Yes</i>	<i>Kate Hart</i>	<i>Yes</i>	<i>Shauna Conner</i>	<i>Yes</i>
<i>Deidre Wan</i>	<i>Yes</i>	<i>Laurie Flores</i>	<i>Abstained</i>	<i>Susan Shelton</i>	<i>Abstained</i>
<i>Dr. Lisa Warhuus</i>	<i>Abstained</i>	<i>Mike Keller</i>	<i>Yes</i>	<i>Tracey Nails Bells</i>	<i>Abstained</i>
<i>Gloria Bruce</i>	<i>Abstained</i>	<i>Moe Wright</i>	<i>Yes</i>	<i>Vivian Wan</i>	<i>Yes</i>

- ii. Motion passed.

**4. Leadership Board Updates (Moe Wright & Katie Haverly)** **2:25pm-2:55pm**

- a. Cochair voting – nominees:

*Action Item*

- i. John Jones – 22% of vote  
 ii. Deidre Wan – 17% of vote  
 iii. C'Mone Falls – 61% of vote

b. C'Mone Falls was voted in as co-chair of the Leadership Board.

c. Adoption of Shared Agreements

*Action Item*

- i. Gloria Bruce brought up the note about the last agreement that in certain cases, more than just a pause and breath may be required to fully address a situation where an agreement has been broken.
- ii. Laurie Flores suggested expanding the definition of engagement to include submitting questions to staff before the meeting or emailing one on one to bring up concerns or ask questions.
- iii. Nic brought up the idea providing a method of gathering real time feedback after the leadership board meetings.
- iv. Michelle Starratt made a motion to approve the shared agreements, Kimberly White seconded.

<i>Brenda Wadsworth</i>	<i>Yes</i>	<i>Josh Thurman</i>	<i>Yes</i>	<i>Nic Ming</i>	<i>Yes</i>
<i>C'Mone Falls</i>	<i>Yes</i>	<i>Julian Leiserson</i>	<i>Yes</i>	<i>Paul Berry</i>	<i>Yes</i>
<i>Daniel Cooper</i>	<i>Yes</i>	<i>Kate Hart</i>	<i>Yes</i>	<i>Paulette Franklin</i>	<i>Yes</i>
<i>Darin Lounds</i>	<i>Abstained</i>	<i>Kimberly White</i>	<i>Yes</i>	<i>Shauna Conner</i>	<i>Yes</i>
<i>Deidre Wan</i>	<i>Yes</i>	<i>Laurie Flores</i>	<i>Yes</i>	<i>Susan Shelton</i>	<i>Yes</i>
<i>Dr. Lisa Warhuus</i>	<i>Yes</i>	<i>Michelle Starratt</i>	<i>Yes</i>	<i>Tracey Nails Bells</i>	<i>Yes</i>
<i>Gloria Bruce</i>	<i>Yes</i>	<i>Mike Keller</i>	<i>Yes</i>	<i>Vivian Wan</i>	<i>Yes</i>
<i>John Jones III</i>	<i>Yes</i>	<i>Moe Wright</i>	<i>Yes</i>		

v. Motion passed. [*Agreements have been updated at the top of this agenda*]

d. Proposed schedule for next year

- i. Third Thursday of the month for 2.5 hours, 2-4:30, skipping July, with an adjustment for December.
- ii. Michelle stated a preference for defining roles and responsibilities first to know what work will be held by which group.
- iii. Concerns were raised regarding increasing the meeting time, noting that continuing to increase meeting length could be prohibitive to full engagement of leadership board members.
- iv. Nic noted the large number of committees and the need for those committees to report out to the Leadership Board. They also noted that the accommodation of the extra half hour could be made, then if there was found to be no need for it, meetings could then revert to the original 2-hour schedule.
- v. Vivian noted that while meetings more than 2 hours are hard to accommodate, one of the shared agreements stated that higher priority agenda items would be discussed at the top of the meeting so that if members wouldn't be able to stay for the whole 2.5 hours, at least they would be able to participate in the most substantive conversations.
- vi. Suggestions were made to vote on meeting minute approvals via email instead of using meeting time but to decide the meeting minute approval process outside of leadership board meeting time.

e. Board Charter Revision Process

- i. Board charter revisions are in progress. The plan is to complete the revisions and have them available for review in advance of the next meeting and then vote on them in January.

**5. Racial Equity Workgroup**

**2:55pm- 3:30pm**

a. Recommended Revisions to Board Charter

*Action Item*

- i. Nic Ming and Darlene Flynn presented the Racial Equity Workgroup’s recommended revisions to the board charter and answered questions regarding committee interplay and racial equity training.
- ii. There were concerns raised regarding logistics of executing the recommended revisions, in particular the 40% minimum mark of BIPOC members for each committee and workgroup.
- iii. It was noted that the 40% mark should be seen as a starting point as this is still well below actual demographics presented in the count.
- iv. Nic made a motion to approve the revisions. Michelle seconded.
- v. Michelle suggested the amendment of voting to advance the Racial Equity Workgroup to be a committee, have the full board adopt a few key issues and address the rest of the changes to the board charter at the next meeting. Nic accepted the amendment.

<i>Brenda Wadsworth</i>	<i>Yes</i>	<i>Josh Thurman</i>	<i>Yes</i>	<i>Nic Ming</i>	<i>Yes</i>
<i>C’Mone Falls</i>	<i>Yes</i>	<i>Julian Leiserson</i>	<i>Yes</i>	<i>Paul Berry</i>	<i>Yes</i>
<i>Daniel Cooper</i>	<i>Yes</i>	<i>Kate Hart</i>	<i>Yes</i>	<i>Paulette Franklin</i>	<i>Yes</i>
<i>Darin Lounds</i>	<i>Yes</i>	<i>Laurie Flores</i>	<i>Yes</i>	<i>Shauna Conner</i>	<i>Yes</i>
<i>Deidre Wan</i>	<i>Yes</i>	<i>Kimberly White</i>	<i>-</i>	<i>Susan Shelton</i>	<i>Yes</i>
<i>Dr. Lisa Warhuus</i>	<i>Yes</i>	<i>Michelle Starratt</i>	<i>Yes</i>	<i>Tracey Nails Bells</i>	<i>Yes</i>
<i>Gloria Bruce</i>	<i>Yes</i>	<i>Mike Keller</i>	<i>Yes</i>	<i>Vivian Wan</i>	<i>Yes</i>
<i>John Jones III</i>	<i>Yes</i>	<i>Moe Wright</i>	<i>Yes</i>	<i>Kerry Abbot</i>	<i>Yes</i>

vi. Motion passed.

b. 2022 Point in Time Count Data Memo

*Discussion*

- i. Main issues with the Point in Time Count:
  - 1. The count potentially misrepresents race and ethnicity data due to imputation of data as well as potential biases amongst surveyors for the unsheltered survey.
  - 2. Another county who also used ASR and the Survey 123 app discovered significant errors were made within the geographical/jurisdictional data. There is a possibility of the same errors within Alameda County’s data.
- ii. The memo requests a meeting with ASR as soon as possible to determine the accuracy and methodology of the imputation of the race and ethnicity data, accuracy of the jurisdictional data as well as requesting the raw data as outlined in the PIT Count workplan.
- iii. The group echoed a need for transparency regarding how the data was calculated. A point was made regarding implicit bias as a potential factor in interview style surveys and noted that there was no information on whether survey providers received training on implicit bias.
- iv. Darlene Flynn from the Racial Equity Committee shared that it is important to understand the training that was offered to surveyors of the unsheltered survey to determine if bias may have occurred with the individuals the surveyor selected

- v. Michelle Starratt voiced objection to what she felt was an implication that ASR had “done a bad job”, stating that they had been the PIT count consultant for over 10 years.
- vi. A discussion around using outreach data in HMIS as a proxy for unsheltered demographics was raised and Mike Keller shared that some of this data may be skewed as individuals are not always exited from these programs in a timely manner, so it may overreport the number of individuals and may not be representative.

**5. HMIS Committee HMIS Monitoring Tool**

**3:30pm-3:50pm**

*Update*

- a. Item not addressed due to time.

**6. Discussion on topics for next Leadership Board meeting**

**3:50pm-4:00pm**

**Next Regular Leadership Board Meeting: January 19, 2022 from 2-4:30 PM**

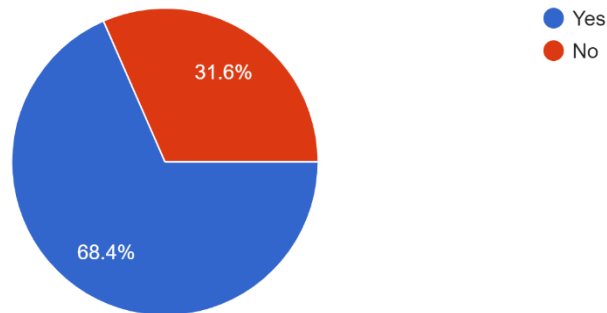
**Parking Lot for Future Topics for Leadership Board Meetings:**

- January - Review and adoption of governance charter revisions – action item
- January – HHAP funding update from OHCC – update
- February – NOFO debrief and report out

## Leadership Board Survey December 2022 – 19 Responses

Are you in favor of increasing our Leadership Board meeting length to 2.5 hours starting in January with the understanding that time can be adjusted if it is deemed to not be needed?

19 responses



To improve efficiency in our Leadership Board Meeting, which alternative to voting on meeting minutes do you favor?

18 responses



**Do you have any other suggestions on how to improve our efficiency of time during our Leadership Board meetings?**

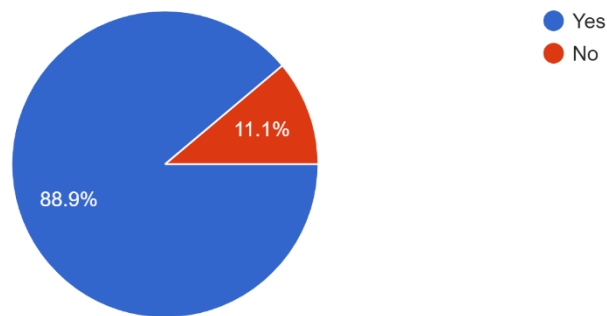
- Requesting participants try to stay on task and not stray from the matter at hand
- Unable to answer based on attendance
- I'm not necessarily opposed to adding half an hour, but feel it is premature before we see how some of the measures to improve efficiency affect the meeting time. I think we should revisit this in March 2023.



- I'd also like to add that I strongly support the meeting with ASR and that we should demand the raw data set as well as information about training that was provided to the surveyors, at minimum. Transparency in how we collect data for our PIT count so we can use the data with appropriate context is the most important need. We can be strategic and professional in our communication to them to try to avoid projecting blame or hurting someone's feelings, but those should be secondary concerns to achieving transparency.
- Regarding meeting minutes, I attend other public meetings where they instead ask if there are any opposed to or abstaining, then adopt without roll call.
- I would vote for either method above to reduce voting time
- I agree with prioritizing action items. Approval of minutes could be done by email
- develop a consent calendar of items for routine approval
- Have folks refrain from commenting on every item, being more succinct and commenting when necessary
- Consent items to be approved all at once, unless a member would like to pull an item for discussion.
- Any action items should come with a written report, push more down to the committees, and actions should be based on a committee recommendation. the LB should assign work to the committees and the management entities assigned to staff the required CoC work...
- I like the idea of having a consent calendar for any items that are considered routine.
- Electronic voting vs roll call votes
- Is there a way to make voting more efficient? could we do "yes, no" "abstain" instead of roll call  
Which takes up a chunk of time?

Are you in favor of requesting a meeting with ASR (Applied Survey Research) as soon as possible to learn more about the methodology of calculatin...t our raw data from the 2022 Point in Time Count?

18 responses



## MEMORANDUM



To: Leadership Board

From Moe Wright, Leadership Board Co Chair

Date: 1/12/23

Re: Staff Transition and Work Plan

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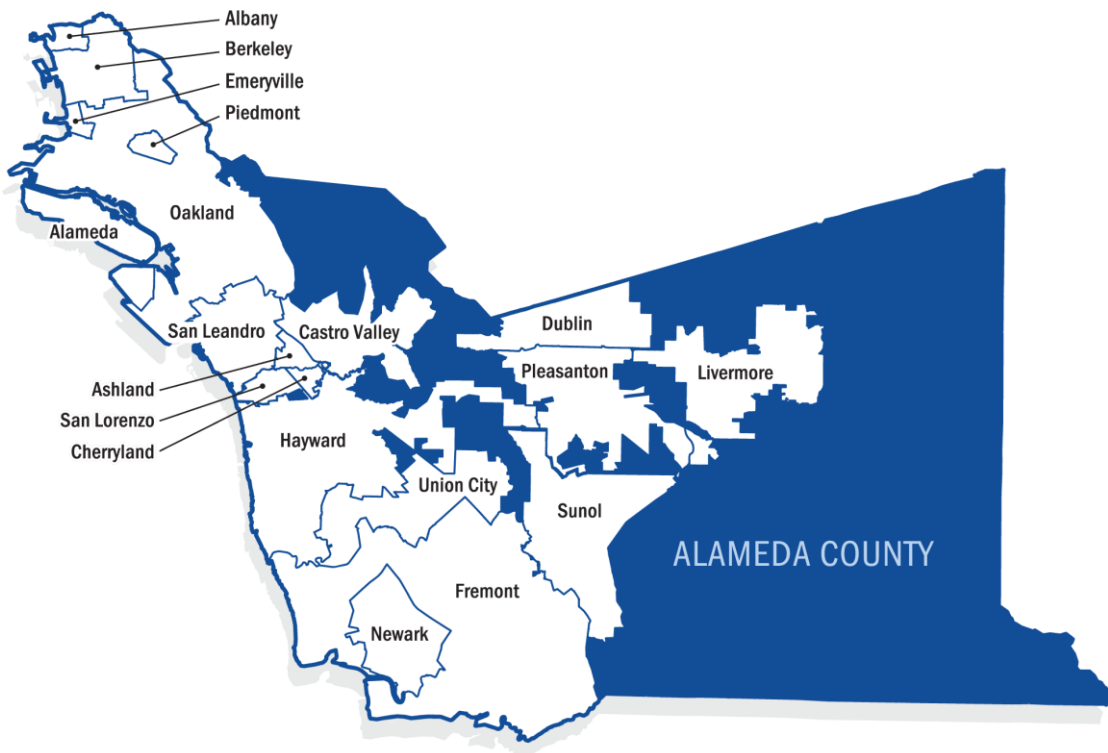
As you know, over the last six months the County of Alameda, acting as our collaborative applicant, implemented a procurement process to select staff to work with our Leadership Board. This process has been discussed and opposed by the board. We attempted to alter this decision through dialog, but our efforts were rebuffed. As a result of this process, Homebase was selected for this work and two appeals were filed unsuccessfully. Soon our current staff will be replaced with employees of Home Base. The current staff contract ends January 31, 2023.

Since much of the funding for this work comes from the federal planning grant, it is the obligation of the CoC Lead (The Leadership Board) to decide how to organize the work of the staff working on its behalf. We can delegate this to an entity, or we can appoint a committee to create scopes, benchmarks and deliverables so the new staff will have a plan to adhere to while working for the board and committees.

In the past our staff has been funded from multiple sources including the planning grant, city contributions, grants, donors and philanthropy. It was part of the scope of the staff to pursue and secure these funds. It is unclear whether Homebase intends to follow this model. The planning grant alone is not enough funding to fulfill the staffing requirements of our revised charter.

I recommend that the Leadership Board appoint a committee to consider a workplan for the backbone entity for 2023, interview and negotiate with Homebase, and work with the Collaborative Applicant to come up with a funding plan. I propose that this committee be called the Workplan Drafting Committee and that it begins its work as soon as possible and conclude by the end of February.

# Alameda County Continuum of Care/ EveryOne Home Governance Charter



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## PREFACE

### OVERVIEW AND PURPOSE

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

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

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

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

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

- “*Leadership Board Governance Policies*,” adopted December 4, 2008
- “*Alameda County Continuum of Care Interim Governance Charter*” adopted on August 28, 2014
- “2019 Alameda County Continuum of Care/**EveryOne Home** Governance Charter” adopted in November 2019.

An organizational chart depicting the relationships amongst the various leadership bodies in the collective impact initiative can be found below under “Collective Impact.” The revisions to the governance as reflected in this revised Governance Charter shall be adopted within six (6) months of adoption by the Continuum of Care membership, with the exception of “good cause” as determined by the Leadership Board.

In addition to this charter, there is a Policy and Procedural Manual that explains in more detail specific processes and protocols that the CoC will follow.

## VISION AND VALUES

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

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

1. Our work together is focused on collective impact, leveraging the unique strengths each of us bring to the work of ending homelessness.

2. The system is intentionally designed to center racial equity and actively eliminate racial disparities.
3. People with lived experience of homelessness are involved in decision-making roles throughout the system.
4. Our system embodies transparency in decision-making.
5. The homeless services workforce—including senior leadership and boards of directors—should reflect the racial and ethnic diversity of the people we serve and include significant representation of people with lived experience of homelessness, with career development pathways built in.
6. We will ensure that we have accurate, up-to-date comprehensive and meaningful data to inform decision making.
7. All staff and organizations working in our homelessness response system are equipped through ongoing antiracism training with the skills and knowledge they need to implement equitable solutions and shape more equitable public policy.
8. Elected officials and others in positions of power will be offered education on homelessness, antiracism, and the importance of centering the voice of lived experience.
9. We bring a racial equity lens to how we collect, analyze, and use data to drive equitable outcomes for Black, Indigenous, and People of Color (BIPOC).
10. We recognize the intersectional nature of homelessness, and we understand that to end it we must also address racism, sexism, homophobia, transphobia, and other forms of interpersonal and structural oppression in historical and current policy, hierarchies, and systems.
11. We set measurable targets to achieve racial equity outcomes and power sharing with people with lived experience. We regularly monitor our progress towards reaching them.
12. We seek opportunities to support agencies run by and for BIPOC individuals and communities.
13. We work relentlessly to break down silos between agencies, programs, and sectors that impact homelessness in our communities.
14. We can only end homelessness by collaborating within and across sectors to prevent homelessness and eliminate racial disparities in who becomes homeless.



15. All people experiencing homelessness in our county--particularly BIPOC--are aware of and have access to the range of housing and services needed to exit homelessness.
16. Racial equity is not a short-term initiative, but an overarching, long-term commitment that shapes everything we do as a system.

## CENTERING RACIAL EQUITY

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

1. **Leadership Representation Metrics.** To create appropriate representation in the CoC leadership, the CoC will ensure all boards, committees, and workgroups will reflect the racial demographics of the people disproportionately represented in the homeless population. We know that Black, Indigenous/Native Hawaiian/Pacific Islander, Latinx, some Asian groups, immigrants (documented or undocumented) and refugees are overrepresented in the homelessness response system compared to their proportion of the general population. As such, the racial diversity metric for our boards, committees, and workgroups will be aligned with the racial demographics reflected in our annual Point-In-Time count. Since Black, Indigenous and other People of Color comprise the vast majority of people experiencing homelessness (62%<sup>1</sup>) in our county, the composition will be at least 40% for each committee and workgroup. In addition, Black and/or African Americans will be represented on our boards, workgroups, and committees at a proportion equal to or greater than their proportion of the homeless population. The Leadership Board (see below) will hold itself and each committee/workgroup chair accountable for meeting the representation metric.
2. **Racial Equity Committee.** We understand that a committee focused on advancing racial justice will be essential to our success. Operationalizing equity collaboratively is the responsibility of the Leadership Board and all other committees and workgroups. The Racial Equity Committee will therefore serve as a catalyst and a support for racial equity across all our work. It will also hold the Leadership Board and all other committees responsible for embedding racial equity in everything they do.

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<sup>1</sup> Race and ethnicity were collected separately for the Point in Time Count. In 2022, 25% of the homeless population was identified as Latinx/Hispanic and 62% as Black, Indigenous and other People of Color. Full report is available at <https://everyonehome.org/main/continuum-of-care/everyone-counts/>.

3. **Racial equity work across all committees and activities.** To ensure that racial equity work is embedded and not limited to one committee (i.e., the Racial Equity Committee), each committee will set equity goals for each year and include in their annual workplans with specific actions and outcomes to advance racial equity in their areas of focus. Committee chairs will then report racial equity activities, achievements, and challenges to the Leadership Board at least quarterly. All committees will apply a racial equity framework in order to advance fairness and justice in all we do.

## AMPLIFYING THE VOICE OF LIVED EXPERIENCE/LIVED EXPERTISE

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

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

- Provide ongoing financial compensation for participation
- Provide assistance with transportation to attend meetings
- Ensure that all members have access to technology and equipment necessary to attend virtual meetings
- Establish a mentoring program for members with lived experience
- Establish an Emerging Leaders Program to provide orientation, training, and support for serving on the CoC Board, committees, and workgroups
- Provide resources for targeted outreach and recruitment of individuals with lived experience
- Train board and committee members to ensure an inclusive environment at meetings and engagements, including offering training on authentic engagement of people with lived experience, trauma-informed care, and related issues

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

## COLLECTIVE IMPACT MODEL

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

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

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

Our collective impact model is designed to ensure that we are drawing on the strengths of all our partners and creating a homelessness response system that is nimble, effective, equitable, and responsive to the needs of those we serve. The diagram below shows how the model is structured, and the bylaws in Section 2 outline policy and protocols for how the Board will function. The Leadership Board serves as the HUD Continuum of Care (CoC) Board, principal authority, vision-setter, and final accountability for all activities across our collective homelessness response system. A backbone organization will provide staffing and coordination across the board, committees, and workgroups. The eight standing committees below the Leadership Board hold implementation responsibilities for specific functions of the system, including those required by HUD for Continuum of Care (CoC) and Emergency Solutions Grants (ESG) funding. The Racial Equity Committee reports to the Leadership Board and is charged with assuring that all aspects of the homelessness response system are striving to achieve equitable outcomes and that all boards, workgroups, and committees are addressing racial equity in their work. Finally, advisory boards will offer guidance to the

Leadership Board and/or committees in its decision-making, while the CoC (via the Board, committee, or staff) will keep these groups informed of strategic directions and critical activities to advance mutually reinforcing activities toward shared goals.



## CONTINUUM OF CARE BYLAWS

### SECTION 1. CONTINUUM OF CARE FULL MEMBERSHIP

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

#### A. MEMBERSHIP ROLES AND RESPONSIBILITIES

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

1. Hold a minimum of two meetings per year of the full membership.
2. Extend an open public invitation for new members to join. Ensure that an updated membership roster is maintained.
3. Adopt and follow the written process for selecting elected members to the Leadership Board (see Section 2 below).
4. Hold elections to fill vacant seats on the Leadership Board.
5. Update the Leadership Board selection policies no less than every five years.
6. Review and approve updates to the CoC's Governance Charter, as developed and recommended by the Leadership Board.
7. Generate ideas and provide strategic input to the Leadership Board, committees, and workgroups regarding annual priorities; systems change and improvements to be explored, designed, or implemented; and updates needed to the Governance Charter.

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## B. BECOMING A MEMBER

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

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## C. MEMBERSHIP MEETINGS

The Continuum of Care will host no fewer than two community meetings for the full membership, which can occur in person or virtually. Additional meetings may be convened as needed throughout the year.

During the membership meetings, the following actions will be taken:

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

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#### D. MEMBERSHIP VOTING

Decisions will be passed by the majority of members present and voting at a meeting.

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#### E. CONFLICT OF INTEREST POLICY

All CoC stakeholders will abide by [§578.95](#) (Conflicts of Interest) in the HUD CoC Rule and the CoC's Conflict of Interest Policy. All Leadership Board and Committee members will be required annually to sign the CoC Conflict of Interest form. Please see the CoC's Policy and Procedures Manual for more information.

### SECTION 2: LEADERSHIP BOARD

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#### A. PURPOSE

The Leadership Board provides overall leadership for our collective impact initiative and serves as the compass for the homelessness response system in Alameda County. It sets the vision, strategic direction and collective goals for the entire homelessness response system and ensures accountability from all subcommittees and workgroups. The Leadership Board ensures that racial equity is at the center of our work to end homelessness and that people with lived experience are represented in decision-making roles throughout the system. The Leadership Board also holds the formal designation as the Continuum of Care (CoC) Board, as required by HUD.

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#### B. ROLES

The Leadership Board is responsible for:

- Monitoring system performance and setting strategic direction
- Delegating work to committees and workgroups, and receiving recommendations and deliverables from committees and workgroups for approval/adoptions or otherwise to inform Board deliberations and decision-making
- Holding committees and workgroups accountable
- Assuring compliance with HUD Continuum of Care regulations and requirements at 24 CFR Part 578
- Designating which entities represent the CoC in fulfilling its core functions, including but not limited to, the Collaborative Applicant, HMIS Lead, Coordinated Entry Management Entity, and CoC Backbone Entity

Specifically, the Leadership Board will:

1. Set overall strategic direction and priorities for the homelessness response across the county.
2. Determine desired outcomes for different target subpopulations and overall homeless population (acuity)
3. Adopt system performance measures and benchmarks and create mechanisms for ongoing monitoring/oversight
4. Expand partnerships to address homelessness in our county with a particular focus on cross-system collaboration to prevent and end homelessness
5. Adopt an overarching communications strategy around addressing homelessness across the county
6. Review CoC operations annually and revise, as needed, the CoC Governance Charter, to be submitted to for ratification by the full CoC membership
7. Set strategic priorities for specific funding streams targeting homelessness, track the impact of funds spent, then ensure accountability from subcommittees to ensure that strategic direction is implemented effectively. This includes:
  - HUD Notice of Funding Opportunity and HUD Planning Grant
  - Homeless Housing Assistance and Prevention (HHAP) Grant (CoC Allocation)
  - Other federal, state, and local funding allocated by or through the CoC
8. Advocate for additional funding streams for the CoC through federal, state, local and other funding sources
9. Determine overarching strategies to promote racial equity in our homelessness response and communicate those strategies across the CoC
10. Provide review of workplans, evaluation reports, recommendations, and other deliverables from committees to ensure compliance with CoC requirements and achievement of strategic objectives
11. Review system performance data and findings/recommendations from the System Impact Committee to inform funding priorities, policy changes, programmatic needs, and other changes to improve system outcomes
12. Designate entities to fulfill core staffing functions, including the Collaborative Applicant, HMIS Lead, Coordinated Entry Management Entity, and CoC Backbone Entity. Execute Memorandums of Understanding with the designated entities and conduct annual evaluations to ensure accountability and support continuous improvement efforts. Address performance concerns, as needed.

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## C. LEADERSHIP BOARD COMPOSITION

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

1. Person with lived expertise (1/3 of the Board, selected by the Nominations Committee)
2. Person with lived expertise
3. Person with lived expertise
4. Person with lived expertise
5. Person with lived expertise
6. Person with lived expertise
7. Person with lived expertise
8. Person with lived expertise (Youth Action Board Seat)
9. City of Oakland (appointed seat)
10. City of Berkeley (represents Albany and Emeryville, appointed seat)
11. City from the mid-county region (elected from Alameda County Conference of Mayors)
12. City from the south-county region (elected from Alameda County Conference of Mayors)
13. City from the east-county region (elected from Alameda County Conferences of Mayors)
14. Alameda County Health Care Services Agency, Office of Homeless Care and Coordination Director (appointed seat)
15. Alameda County Social Services Agency (appointed seat)
16. Alameda County Housing and Community Development (represents unincorporated areas, appointed seat)
17. Alameda County Probation (appointed Seat)
18. Public Housing Authority (elected by membership)
19. Representative from nonprofit affordable housing development (elected by membership)
20. Non-profit homeless service providers (selected by the Nominations Committee)
21. Non-profit homeless service providers
22. Non-profit homeless service providers
23. Non-profit homeless service providers
24. Advocacy and/or citizen (elected from membership)
25. Policy advocacy or affordable housing advocacy organization (elected by membership)
26. Chair or co-chair from Racial Equity Committee (appointed seat)
27. Chairs of the Committees, if different than those serving on the Leadership Board (appointed seat)



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

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#### D. LEADERSHIP BOARD CO-CHAIRS

The Leadership Board will have two co-chairs to serve as its officers, one public sector chair and one community member/private sector chair. The co-chairs will be elected by the Leadership Board and will serve for a term of two years, with a two-term limit (four consecutive years). There shall be no lifetime limit for individuals having served in the past or wishing to serve again in the future.

The co-chairs are responsible for facilitating the Leadership Board meetings. The co-chairs will also serve as convener of the full membership meetings and Nominations Committee.

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#### E. LEADERSHIP BOARD TERMS

Terms shall be three years and will be staggered such that approximately one-third of seats shall be filled each year. There are no term limits. The initial appointments of Board members will reflect staggering which will include terms less than three years to ensure continuous quorum and subsequent terms for those seats shall be three years.

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#### F. VACANCIES SELECTION OF COMMUNITY MEMBERS BY NOMINATIONS COMMITTEE

Because the CoC needs to ensure appropriate representation on the Leadership Board of different agencies, subpopulations, and issues areas, seats will not transfer with individuals if they leave their organizations. Instead, turnover of seats shall be handled in the following manner:

- Government appointees: If a government representative in an appointed seat leaves their position, the seat shall be filled immediately upon the individual's departure by the appointing organization

- Elected members: If an individual in an elected seat leaves their position, the seat shall remain vacant until the electing body next convenes and is able to elect a new representative.
- Community members selected by Nominating Committee: If a community member appointee leaves their organization during their term as a Leadership Board member, the seat shall remain vacant until the Board initiates its next call for interest. Typically, this will be done on an annual basis, though the Board reserves the right to issue a call for interest at any time if needed to better support the work of a committee (e.g., to fill gaps in expertise, ensure a committee can meet quorum, etc.)

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#### G. LEADERSHIP BOARD MEETINGS

Board meetings will happen approximately monthly. Only Board members (or a proxy designated by the Board member) can vote at Board meetings. CoC Backbone staff will provide public notice of meeting times and locations.

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

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#### H. LEADERSHIP BOARD VOTING

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

##### *General Agreements*

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

1. **Broad Representation:** Although multiple staff members from the same agency may participate in meetings for purposes of presentations, updates, or discussions, no two members from one organization or department may serve in a voting seat on the same board, committee, subcommittee or workgroup (i.e., one vote per agency).
2. **Participation:** Members are expected to attend 75% percent of the meetings annually (except with excused 'good cause' approved by the Board Chair(s)).
3. **Alternates & Proxy Voting:** Leadership Board members may appoint one alternate who is able to vote by proxy and must submit a designation form identifying the individual and agreement

to prepare the individual to vote on pending matters. Leadership Board subcommittee members are required to attend meetings and cannot send an alternate to vote.

### SECTION 3. COMMITTEES, SUBCOMMITTEES, WORKGROUPS, AND ADVISORY COUNCILS

#### A. DEFINITIONS & FORMATION

The following definitions will guide the formation of committees, subcommittees, workgroups, and advisory councils to support the Board in fulfilling its duties and accomplishing its objectives.

- Standing Committee: A permanent committee with an established set of responsibilities that meets regularly<sup>2</sup> and continues from one year to the next, unless the Board determines the body is no longer needed and votes to disband the body. Committees report directly to the Board. Committee membership shall be determined by the Leadership Board’s Nominations Subcommittee.
- Standing Subcommittee: A standing body established by a majority vote of committee members<sup>3</sup> to help the committee fulfill a specific role or set of roles that is anticipated to be ongoing in nature. Subcommittees will report up directly to the originating committee, who shall then be responsible for bringing issues to the Leadership Board. Any exceptions to this structure (e.g., in the instance that a subcommittee is asked to support another committee on a project or deliverable) shall be documented in committee charters.

Subcommittee membership shall be determined by the Nominations Subcommittee with support from the originating committee. Because a subcommittee may require specific expertise or knowledge to effectively fulfill its duties, membership is not expected to be comprised solely of committee members, though at least two individuals on a subcommittee should be from the originating committee to ensure ongoing alignment of activities and appropriate reporting up through the Committee to the Leadership Board.

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<sup>2</sup> “Regularly” is defined as meeting on a regular schedule, which could be weekly over a three-month period each year, quarterly each year, monthly each year, or on some other schedule as determined by subcommittee members is necessary to fulfill its duties.

<sup>3</sup> A subcommittee could also be established by the Leadership Board, in cases where the Board has a direct responsibility it needs assistance fulfilling (e.g., Nominations Subcommittee).

- Ad Hoc Workgroup: A time-limited body established by a majority vote of committee members<sup>4</sup> to help the committee fulfill a specific responsibility, produce a specific deliverable, develop recommendations on a specific topic, etc. Workgroups will report directly to the originating committee, who shall then be responsible for bringing issues or recommendations to the Leadership Board. Workgroup membership shall be less formal and focused on the skills and experienced needed to accomplish the group’s narrow scope of work.
- Advisory Councils: Standing bodies with specific areas of expertise that are important to inform the direction of the CoC’s work. Advisory Councils may be created by the Leadership Board or a Standing Committee. They have no decision-making role in the CoC governance structure.

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## B. STANDING COMMITTEES

There are eight standing committees, as outlined below. Each committee will develop an annual workplan implementing the Strategic Plan Update and relevant regulatory requirements. Each committee’s membership and selection process will be determined at the time a workgroup is established by the Board or Committee needing its creation and will be approved by the Leadership Board.

Committees will include 9-15 members, and no organization will have more than one voting seat on any committee. Recommendations for membership are included in the CoC Policy and Procedure Manual to guide selection by the Nominations Subcommittee and ensure committees have the range of expertise needed to advance the work of the committee.

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### 1. OUTREACH, ACCESS, AND COORDINATION COMMITTEE

The purpose of the Outreach, Access, and Coordination Committee is to ensure that people experiencing homelessness receive available services tailored to their individual needs, and that the system offers welcoming and effective points of engagement. The committee will coordinate, monitor, and improve the quality and effectiveness of outreach, coordinated entry and other

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<sup>4</sup> An ad hoc workgroup could also be established by the Leadership Board, in cases where the Board has a direct responsibility it needs assistance fulfilling (e.g., Racial Equity Committee).

services that connect people to the homelessness response system and mainstream or other community services.

### Roles

- Provide oversight and support for the CoC’s Coordinated Entry implementation, including:
  - Feedback on/adoption of Coordinated entry standards and protocols
  - Development of dashboards and/or other tools needed to monitor system access and system outcomes, particularly with regard to racial equity objectives/targets
  - Review of assessment tools/procedures and prioritization criteria on an annual basis, recommending changes as needed
  - Monitoring and troubleshooting of quality control and system fidelity across partnership, recommending changes as needed
- Identify barriers that prevent individuals and families from accessing shelter and other system entry points and formulate recommendations to increase access
- Support the annual evaluation of Coordinated Entry Management Entity in fulfillment of its duties as outlined in MOU as directed by the Leadership Board
- Track and monitor implementation of any racial equity objectives established by the committee relative to the domain of the committee

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## 2. HOUSING CAPACITY COMMITTEE

The purpose of the Housing Capacity Committee is to support expansion of the supply of permanent supportive and dedicated affordable housing opportunities available to people experiencing homelessness in Alameda County. To achieve these ambitious goals the group will advocate that funding should be targeted to housing dedicated to households at 10% or less of Area Median Income (AMI), coordinate funding, track units apart from and in HMIS, coordinate with housing authority resources, and plan proactively for funding and expansion.

### Roles

- Work to expand the range, stock, and quality of affordable housing options and target to people with the lowest incomes
- Consult with local government recipients on allocations of housing funds
- Collaborate with East Bay Housing Organization (EBHO), local housing authorities, jurisdictions and housing developers

- Serve as forum for soliciting feedback and providing updates on landlord engagement strategies (e.g., landlord incentives)
- In coordination with county and city partners, monitor creation of Permanent Supportive Housing (PSH) and dedicated affordable housing units against targets in the Home Together Plan.
- Develop coordinated strategies for stakeholders/partners to provide input on the development of new affordable and supportive housing projects in an effort to combat NIMBY opposition.
- Track and monitor implementation of any racial equity objectives established by the committee relative to the domain of the committee.

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### 3. HOUSING STABILITY AND HOMELESSNESS PREVENTION COMMITTEE

The purpose of the Housing Stability and Homelessness Prevention Committee is to develop strategies and collaborations to prevent new homelessness, including for formerly homeless people who have moved into housing. The committee will be charged with identifying best practices, strategies to improve the effectiveness of existing homelessness prevention and housing stability initiatives, and opportunities for cross-sector collaboration to slow inflow into the homeless services system.

#### Roles

- Consult with local government recipients on allocations of prevention funding
- Determine how to integrate homelessness prevention assistance into the broader system (i.e., determine where prevention services should live)
- Monitor inflow data to determine populations at greatest risk of experiencing homelessness, along with key causes/drivers of homelessness
- Identify gaps in programing (populations, services, locations) and develop recommendations to better target prevention assistance and design more responsive, effective assistance models
- Work with mainstream system partners to identify strategies to prevent discharge into the homelessness services system
- Coordinate with the System Impact Committee to identify supportive housing providers with high rates of returns to homelessness; provide resources and support to improve performance
- Track and monitor implementation of any racial equity objectives

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#### 4. COC STANDARDS, COMPLIANCE, AND FUNDING COMMITTEE

The purpose of the CoC Standards, Compliance, and Funding Committee will be to support preparation of applications for CoC funding and support the Leadership Board in fulfilling its obligations as outlined in the HUD's CoC Program Interim Rule at 24 CFR 578.8 and as detailed below.

##### Roles

- Design and implement a collaborative process for preparing and submitting the CoC application (and other special purpose NOFOs) to HUD, including establishing funding priorities aligned with the community's strategic plan, establishing a framework for rating and ranking projects to be used by the NOFO Subcommittee, and helping prepare content for and providing feedback on Exhibit One.
- Seat a non-conflicted Appeals Panel<sup>5</sup> to review, decide, and act on rating and ranking appeals relative to the HUD CoC application
- Coordinate with the System Impact Committee to identify poor performers and determine how to use that information in rating and ranking decisions
- Provide the Collaborative Applicant and ESG Recipients feedback on/adoption of written standards for CoC and ESG assistance
- Support the annual evaluation of the Collaborative Applicant in fulfillment of its duties as outlined in MOU as directed by the Leadership Board
- Track and monitor implementation of racial equity objectives established by the Committee relative to the domain of the committee (e.g., conduct outreach and facilitate inclusion of BIPOC-led organizations in all funding opportunities)

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#### 5. SYSTEM IMPACT COMMITTEE

The purpose of the System Impact Committee is to monitor progress against the community's strategic plan (Home Together), including regular review of system-level and provider performance to support more rapid identification of emerging trends and needed changes to policy and programming. The committee will also be responsible for monitoring actual system

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<sup>5</sup> As part of its work, the CoC Standards, Compliance, and Funding Committee will establish a non-conflicted Appeals Panel to review appeals made by CoC Project applicants to the local competition's rating and ranking list following the Alameda County HUD CoC Appeals Process established in 2017. Panel decisions on appeals are final.

performance against assumptions used in the Home Together system modeling to support updates to the plan as needed.

### Roles

- Point in Time (PIT) Count
  - Provide input on PIT Count methodology
  - Serve as forum for reviewing PIT results, discussing implications, and recommending key messaging for reporting to Board and public
- System Performance
  - Provide input on Home Together Performance Management Framework (measures, timeline for review, etc.); updated as needed
  - Review system performance at agreed upon intervals; monitor for any emerging trends and report issues/recommendations to Leadership Board as appropriate
  - Track and monitor racial equity targets
  - Track investments in the plan
  - Support development of annual Home Together progress report
- Provider Performance:
  - Support the development of the format and template of provider scorecards
  - Review provider level performance at regular intervals (2-3x/year)
  - Share information on provider performance with CoC Standards, Compliance, and Funding Committee to inform funding decisions
  - Design Quality Improvement (QI) initiative to support poor performing programs
- Monitor/make recommendations regarding provider capacity building needs to position community to be prepared to absorb/administer new resources
- Providing input to local government recipients of federal and state funding on priorities and allocations to support alignment with the community's strategic plan.
- Track and monitor implementation of racial equity objectives established by the Committee relative to the domain of the committee.

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## 6. HMIS COMMITTEE

The purpose of the 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.



### Roles

- 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 Administrator and endorsement as appropriate on all policies the HMIS Administrator is required to develop including Privacy, Security, and Data Quality Plans as required by federal regulation
- Support the annual evaluation of the HMIS Administrator in fulfillment of its duties as outlined in MOU as directed by the Leadership Board

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## 7. YOUTH COMMITTEE<sup>6</sup>

The Purpose of the Youth 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.

### Roles

- Design, implement, and operate collaborative processes for parallel systems working with transitional age youth (TAY) experiencing homelessness (Homeless response system, Child welfare system, Juvenile Justice System, Education System, etc.)
- In consultation with the Youth Advisory Board, develop recommendations for TAY specific funding
- Shape policy and provide oversight for TAY specific coordinated entry access points and protocols

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<sup>6</sup> 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.

- 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)

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## 8. RACIAL EQUITY COMMITTEE

The purpose of the Racial Equity Committee is to ensure that racial equity is centered across the homelessness response system and that racially disparate outcomes around homelessness and housing are addressed and eliminated. The committee will advise and hold accountable all other boards, committees, and workgroups, including the Leadership Board on racial equity goals, metrics, and outcomes. The overarching commitment is that the work of racial equity is woven throughout all boards, committees, workgroups, and system activities of the CoC. The Leadership Board and each of the standing committees will nominate one to three committee members to serve on the Racial Equity Committee annually. These representatives will also act as Racial Equity Liaisons to their respective committees. In addition to these representatives, the Racial Equity Committee may recruit other members as needed.

### Roles

- Regularly provide recommendations and guidance to the Leadership Board regarding implementation of a racial equity framework for the CoC.
- Train and support committee members in how to apply a racial equity framework in decision-making and action in their respective committees and workgroups
- Provide additional technical assistance and analysis, such as by joining other committee meetings and/or reviewing documents to apply a racial equity framework to decision-making, as needed to support equity work in the committees
- Complete an equity review of major CoC policies and deliverables (for example: NOFO strategic direction, governance charter, Point-in-Time count methodology, etc.)

- Support committees to develop and implement racial equity elements of their action plans to guide each committee’s work
- Facilitate an understanding of the connection between structural racism and racial disparities in homelessness
- Assist other committees in setting racial equity metrics and monitoring progress
- Periodically review racial diversity leadership representation metrics for all boards, committees, and workgroups, aligned with the most recent Point-In-Time (PIT) Count data
- Annually produce a racial equity accomplishment report that outlines actions by each committee and the CoC as a whole

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### C. STANDING SUBCOMMITTEES

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

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#### 1. NOMINATIONS SUBCOMMITTEE

The Nominations Subcommittee is responsible for recruiting positions on the Leadership Board, committees, subcommittees, and workgroups. The group shall convene annually to fill vacant seats on the Board and Committees/Subcommittees for the following positions:

- Leadership Board Non-Appointed Members, including:
  - Lived Expertise (8 seats)
  - Non-profit homeless service providers (4 seats)
- NOFO Committee Members
- Non-appointed/designated Standing Committee members

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#### 2. HUD NOTICE OF FUNDING OPPORTUNITY (NOFO) SUBCOMMITTEE

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

Specifically, the NOFO Subcommittee:

- Integrates funding priorities and strategic direction from the Leadership Board and CoC Compliance and Funding Committees
- Develops scoring criteria in compliance with the requirements of the annual NOFO
- Reviews and scores proposals

- Conducts the Rating and Ranking process and makes final recommendations of the Priority List of Projects (Rating and Ranking List) which are approved by non-conflicted members of the Leadership Board to be included in the CoC Consolidated application package.

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### 3. DIRECTORS COMMITTEE

Our current model allows the board to choose an Executive Director and employees to staff the Board and committees and carry out the directives of the Board. Since the CoC/EveryOne Home Board is not a legal entity, we have contracted with the Tides Center to act as the employer, accounting entity and risk manager on behalf of the Board. Per Tides' requirements, EveryOne Home is required to have an Advisory Board that interfaces with Tides on behalf of the organization. This Committee will serve as the Advisory Board for EveryOne Home. Specifically, the Committee will:

- Approve the EveryOne Home staff activities that support the collective impact work plan including ensuring adequate funding and staffing to implement annual work plan established by the Leadership Board.
- Ensure that the backbone organization serving EveryOne Home meets its contractual and financial obligations.
- Monitor the fiscal health and operations of EveryOne Home and the entities that serve it
- Serve as Advisory Board for Tides Center.

#### *Composition:*

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

#### *Terms:*

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

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## D. COMMITTEE AND SUBCOMMITTEE MEMBER SELECTION, TERMS, AND VACANCIES

Terms will be three years and will be staggered such that approximately one-third of seats shall be filled each year. There are no term limits. Membership will be determined by the Leadership Board's Nominations Subcommittee.

Committees and subcommittees will make a good faith effort to fill any vacancies within three months, if possible, with recommendations of a qualified candidate being provided by the Committee Chairs, Nominations Committee and/or Executive Director of the CoC Backbone entity, and by the affirmative vote of the majority of that committee or subcommittee. An individual elected to fill the vacancy shall be elected for the unexpired term of their predecessor in office.

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#### E. CO-CHAIR ROLES, SELECTION, AND TERMS

Each standing committee and subcommittee will elect co-chairs, one public sector chair and one-community member/private sector chair, who shall be responsible for working with Backbone staff to plan and facilitate meetings, supporting the committee in fulfilling its duties, and bringing issues and updates forward to the Leadership Board.

One co-chair, at the discretion of the elected co-chairs, will represent the committee on the Leadership Board, keeping in mind the policy noted at Section 1.E.1 (one vote/agency). If both individuals are interested in serving on the Leadership Board and cannot come to a decision, the members of the committee or subcommittee will make the decision.

Co-Chair terms will be two years, with a two-term limit (i.e., four consecutive years). There will be no lifetime limit for individuals having served as a co-chair in the past or wishing to serve again in the future.

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#### F. COMMITTEE AND SUBCOMMITTEE DECISION-MAKING

A quorum is established when at least 50% +1 of the membership attends a committee or subcommittee meeting. Members are required to attend meetings and cannot send alternates to vote. Decisions will be passed by a majority present and voting at a meeting.

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#### G. AD HOC WORKGROUPS

As outlined under Section 3A, ad hoc workgroups are time-limited bodies established by a majority vote of the Leadership Board or a committee to help the Board or committee fulfill a specific responsibility, produce a specific deliverable, develop recommendations on a specific topic, etc.

Workgroups will report directly to the originating committee, who shall then be responsible for bringing issues or recommendations to the Leadership Board.

Workgroups shall not have designated membership but shall be open to those with applicable expertise. Membership is not expected to be comprised solely of Board or committee members, though at least two individuals on a workgroup should be from the originating committee to ensure ongoing alignment of activities. Workgroups will have a chair or co-chairs, as elected by workgroup participants, who will work with Backbone staff to help advance the work of the group.

Decisions for the purpose of advancing work and submitting recommendations or deliverables up to the originating body (committee or Leadership Board) will be passed by a majority of participants present and voting, though workgroups do not have final decision-making authority. Final approval will rest with the originating committee or Leadership Board.

Workgroups can be formed at any time by a majority vote among of Committee or Leadership Board members.

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## H. ADVISORY COUNCILS

In addition to standing committees, standing subcommittees, and ad hoc workgroups, advisory councils with specific areas of expertise are important to shape the work of the Leadership Board and other aspects of the collective impact model, especially to align strategic direction and strategy and to implement mutually reinforcing activities to reduce and end homelessness. As described under Section 3.A., Advisory Councils may be created by the Leadership Board or a Standing Committee. They are strictly advisory in nature; they have no decision-making role in the CoC governance structure.

Current advisory councils are as follows:

### 1. YOUTH ACTION BOARD

The Youth Action Board is a group designed to inform Alameda County's approach to serving youth experiencing homelessness, supporting development of new models of assistance and identification of best practices. The Youth Action Board is comprised of youth aged 24 and under with lived experience of homelessness. The goal is to build an authentic youth voice that will lead the development of the County's coordinated plan to prevent and end youth homelessness.

Membership will be determined by ALL IN and the Youth Action Board. One Youth Action Board member will be appointed to terms on the Leadership Board as a community member with lived experience.

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## 2. CHAMPIONS COUNCIL

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

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## 3. FUNDERS COUNCIL

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

# SECTION 4. DESIGNATED STAFFING ROLES

The Leadership Board is responsible for ensuring compliance with the responsibilities outlined in the CoC Program Interim rule at [24 CFR §578.7](#). To support the Board in carrying out these duties, the Board will designate entities to assist with CoC staffing, as described in the section below. Key roles are described below, though the Board shall execute MOUs with each entity to further define roles, expectations, deliverables, and timelines.

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### A. COC BACKBONE ENTITY

An entity will be selected to serve as the Backbone for the collective impact model, staffing the Board and its committees/subcommittees/workgroups, supporting coordination and alignment across partners, and facilitating decision making and forward movement on priorities by establishing meeting agendas, preparing meeting materials, and documenting decisions and outcomes. It will

convene forums focused on lived experience, racial equity, and support for non-profits, cities, and other stakeholders.

### Key Roles

- Support recruiting for vacant seats on the Board and committees/subcommittees
- Provide onboarding and training for Board members
- Provide staffing for all boards, committees, and workgroups
- Work with chairs and co-chairs to develop annual workplans 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
- Support planning and facilitation of biannual Membership meetings, including issuing calls for new members
- Develop reports and other products related to gaps, system impact, and other aspects of the collective impact model
- Facilitate the participation of community members with lived experience (through meeting support, stipends, etc.)
- Convene stakeholder forums (e.g., Provider Forum, Racial Equity Forum, and Lived Experience Forum)
- Serve as a hub of communication for all boards, committees, and workgroups, and for the broader membership

*There is no current entity that the board has selected to act in the backbone role. We have selected our own staff and contracted with the Tides Center to act as an employer of our staff and provide accounting and risk management services.*

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### B. HOMELESS MANAGEMENT INFORMATION SYSTEM (HMIS) ADMINISTRATOR

The Leadership Board, in its capacity as the HUD Continuum of Care Board, must designate an entity to operate the CoC's HMIS as required under [§580.7](#), assuring the CoC is compliant with all applicable HUD rules and regulations.

### Key Roles:

- Develop written HMIS policies and procedures for all Covered Homeless Organizations (CHOs)
- Develop and submit for CoC approval a security plan, a data quality plan, and a privacy policy



- Provide staffing for the HMIS and provide standard and customized reports and technical support to participating agencies in accordance with the mutually adopted customization policies
- Solicit user feedback and collaborate with CoC stakeholders to establish recommendations for the Leadership Board regarding software or system changes or enhancements
- Monitor users and share data coverage and data quality metrics with the CoC Standards, Compliance, and Funding Committee
- Solicit user feedback to troubleshoot frequent data quality errors, make modifications to HMIS staff created reports, and improve CES workflow
- Accept and review applications of entities/organizations requesting access to the HMIS system and onboard new agencies as needed
- Coordinate with the Policy and Planning Entity to regularly generate system-level performance data, provider-level performance data, data needed to support Home Together plan updates, and other planning and performance evaluation needs.

*The entity currently designated by the Board to serve as HMIS Administrator is the Alameda County Department of Housing and Community Development.*

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#### C. COORDINATED ENTRY MANAGEMENT ENTITY

The Coordinated Entry (CE) management entity is designated by the Leadership Board in its capacity as the HUD CoC Board to implement and oversee the day-to-day operations of the CoC's CE System.

Key Roles:

- Establish (and update, as needed) management structures and operational protocols for the system.
- Promote standardized and equitable screening and assessment processes.
- Develop/maintain a clear and accessible communication plan.
- Develop and deliver training for users/partners and conduct monitoring to ensure adherence to established protocols
- Solicit user feedback to troubleshoot issues or problems
- Regularly review CE data to monitor for racial inequities in the match and lease-up process

*The entity currently designated by the Board to serve as the Coordinated Entry Management Entity is the Alameda County Office of Homeless Care and Coordination.*

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#### D. COLLABORATIVE APPLICANT

The Leadership Board, in its capacity as the HUD Continuum of Care Board, must designate an entity to serve as the CoC's Collaborative Applicant, as required under 24 CFR [§580.7](#).

##### Key Roles:

- Work with CoC partners/stakeholders to identify annual funding and policy priorities
- Lead a collaborative process for preparation and submission of the annual CoC application (and other special purpose NOFOs, as applicable)
- Monitor grantee compliance and project-level performance, sharing information with the NOFO committee to support rating and ranking decisions

*The entity currently designated by the Board to serve as the Collaborative Applicant is the Alameda County Department of Housing and Community Development.*

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#### E. POLICY AND STRATEGY ENTITY

The Policy and Strategy entity will support CoC operations through activities that enable the CoC to

##### Key Roles:

- In consultation with local ESG recipients, develop and submit to the Board for approval written standards and policy for the delivery of CoC assistance (eligibility determination, prioritization, rent calculations, service standards, etc.)
- Support community strategic planning and gaps analysis efforts, including annual completion of the Point in Time count and Housing Inventory Count.
- Coordinate with the HMIS Entity to determine data needed to support system and provider level performance monitoring and continuous improvement efforts.
- Oversee the development and monitoring of progress of the countywide plan to end homelessness, currently designated as the [Home Together 2026 Plan](#).

*The entity currently designated by the Board to serve as the Policy and Strategy Entity is the Alameda County Office of Homeless Care and Coordination.*

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#### F. EVALUATION OF DESIGNATED STAFFING ENTITIES

The Leadership Board will carry out regular evaluations of entities in these roles in accordance with the CoC's Policy and Procedures Manual and the terms of their respective MOUs. The Board will use

its committee structure, as indicated below, to support this work, with final reports and recommendations for improvement being delivered up to the Board for review.

Staffing Entity	Supporting Committee
Backbone	Ad Hoc Workgroup of Leadership Board
HMIS Administrator	HMIS Committee
CE Management Entity	Outreach, Access, and Coordination Committee
Collaborative Applicant	CoC Standards, Compliance, and Funding Committee

The purpose of this process is to support accountability and continuous improvement. For serious and persistent performance problems, the Board has the right to designate new entities in these roles. In such an instance, the Board shall use a competitive process to identify and select a new designee.

## APPENDIX A—DEFINITION OF TERMS

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

*Backbone Entity* means the separate organization and staff that manages the [collective impact](#) initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly.

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

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

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

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

universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and individuals with lived experience of homelessness. The CoC can delegate its responsibilities to a board/council, and organizations including the CoC Lead, the Collaborative Applicant, and the HMIS Administrator to act on its behalf in fulfilling these responsibilities. (\*text partially from [§578.3.](#))

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

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

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

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

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

*Leadership Board (HUD Continuum of Care Board)* is the name given to the board which the Interim Rule requires the CoC establish to act on its behalf.

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

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

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

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

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



**Oakland, Berkeley, Alameda County Continuum of Care  
Governance Charter**

**DRAFT Polices and Procedures Manual**

*Last Updated: January 2023*

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## PURPOSE

The Oakland, Berkeley, Alameda County Continuum of Care (CoC) envisions an end to all homelessness in Alameda County, California. To achieve this goal, we will center racial equity, amplify the voices of people who have experienced homelessness, and work together to implement comprehensive strategies to prevent and end homelessness in our county. We will work in a collective impact model that draws on our collective strengths, wisdom, and compassion.

This manual is intended to be a partner document to the The Oakland, Berkeley, Alameda County Continuum of Care (CoC) Governance Charter. Within are a set of guiding policies and procedures to support the functioning of the CoC that can be revised as needed as the Leadership Board sees fit to support the optimization of the CoC's functionality.

## BECOMING A MEMBER OF THE CONTINUUM OF CARE

To become a member, an individual must complete a brief application (available on-line or in paper format), which may be obtained currently by visiting the EveryOne Home website at <https://everyonehome.org/connect/>. This information will be collected by the Continuum of Care Lead to understand who is joining the Initiative/CoC. The backbone entity will maintain and update the roster.

## PUBLIC PARTICIPATION POLICY

As a Board established by federal law, a Public Participation Policy was adopted in 2019 to provide public access to CoC meetings to ensure transparency and public participation. The Public Participation Policy applies to the Leadership Board and all committees and workgroups, with the exception of some closed meetings of the CoC Standards, Compliance, and Funding Committee to make funding decisions about NOFO funding.

1. Currently, members of the public will be invited to participate in committee meetings via the EOH Website (<https://everyonehome.org>).
  - a. The annual calendar of meetings, with dates, times and locations or remote conference meeting links will be posted on the EOH Website.
  - b. Any meeting outside the calendar schedule will be considered a “special meeting” and will require 24-hour notice prior to the meeting.

- c. Meetings shall provide the public an opportunity to address the body at the opening of each meeting, prior to acting on any items.
2. Every Agenda will be published and posted on the EOH website at least 72 hours in advance and will incorporate language noting that Committee meetings are open to the public.
  - a. Agendas will include the date, time and location and/or remote conference meeting links of the meeting and clearly identify whether each item is a proposed action or a discussion item.
  - b. No action shall be taken on any item not appearing on the Agenda.
  - c. Materials that are finalized will be posted on the EOH website along with the Agenda and will be available to the public at the meeting and posted on the EOH website within 5 business days of the meeting.
3. Public Comment will be set aside at the beginning of each Agenda. A total of 10 minutes will be set aside as an Agenda Item for general public comment – with a time limit of 2 minutes per person. If the number of commenters exceed the available time, it is at the discretion of the Chair or Co-Chair to either: 1) extend the time for public comment; 2) choose the number of speakers; and/or; 3) limit the amount of time for each speaker.
  - a. All written public comments submitted by the time of the Meeting that indicates “for Public Distribution” will be accepted and noted during Public Comment period and distributed at the meeting. Instructions on how to submit written public comments will be noted on the EOH website.
4. Draft action minutes from the session, including names of members attending and roll call vote on each action item will be posted on the EOH website within 5 business days of the meeting. The action minutes will also include a list of those who spoke from the public if they identified themselves and a brief summary of the public comments.
5. Teleconference and/or Virtual meetings will be guided by the Brown Act.
  - a. A quorum of the body must participate for action items to be voted upon.
  - b. The Backbone entity will designate a teleconference and/or virtual accessible site. The conference meeting information will be clearly identified in the

Agenda, along with any other teleconferencing information, which will be posted on the EOH website.

- c. If it is a regularly scheduled meeting, Agenda must be posted 72 hours prior to the meeting. If it is a “special meeting,” Agenda will be posted within 24 hours of the meeting.
  - d. All votes must be by roll call.
6. Closed sessions will be guided by the Brown Act. The majority of examples in the Act do not seem to apply to the Leadership Board’s role and oversight. However, the NOFO Committee, which conducts the annual HUD competition’s local rating and ranking process for projects seeking Continuum of Care funds, reviews applications submitted, and prepares ranked recommendations for funding will hold closed sessions on any agenda items and/or meetings that include any review, rating and/or ranking of projects, discussions of projects’ performance, and the Rating and Ranking session.

## CODE OF CONDUCT POLICY

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

1. Commit to the collective impact initiative mission to end and prevent homelessness and support the recommendations in the [Centering Racial Equity in Homeless System Design Report](#) and CoC projects and initiatives by working to ensure the collaboration/engagement of your own agency or constituency. This can include marshaling resources and changing policies and practices.
2. Communicate the needs, requirements and hopes of the agency/constituency you represent while building toward consensus and activities that strengthen the collective impact effort and needs of the entire system.
3. Express concerns and offer solutions or amendments during the discussion and/or public comment period of a proposal/analysis/policy.
4. Do not dominate discussions; make space for and remain open-minded about differing views.
5. Prepare for meetings by reviewing materials in advance.
6. Respond to emails and other requests from staff and colleagues in a timely manner.

7. Abide by the CoC's Conflict of Interest policy, recusing yourself from decisions as appropriate.
8. Be an ambassador in the community on behalf of the collective impact effort to end homelessness in Alameda County.

## CONFLICT OF INTEREST POLICY

General Continuum Membership, Leadership Board, and all Committee members (both selected and open membership) must disclose potential conflicts when the topics of funding awards or other financial benefits that could be gained or lost by an organization which they represent as an employee, agent, consultant or board member or their spouse represents are under consideration by the group in which they are participating. If a conflict of interest exists, the member(s) will recuse themselves from the discussion and any related votes that take place. The Continuum desires that it, and those entities to which it has delegated authority, make informed as well as non-conflicted decisions.

[content under development/forthcoming]

## RECRUITMENT GUIDANCE – STANDING COMMITTEES

This section provides guidance around recruitment for boards, committees, and workgroups. The Leadership Board and Nominations Committee will make good faith efforts to implement the guidance outlined here. Committees will include 9-15 members, and no organization will have more than one voting seat on any committee. Recommendations for membership are included in this charter to guide selection by the Nominations Subcommittee and ensure committees have the range of expertise needed to advance the work of the committee. However, these are guidelines – not requirements. Further, it is acknowledged that one person could represent two different categories (e.g., a service provider could represent an unincorporated area). While the Nominations Subcommittee should strive to fill all seats, the range of seats is intended to ensure committees can achieve quorum and keep work moving forward should the Nominations Subcommittee have difficulty recruiting individuals from different categories and/or if turnover occurs throughout the year.

### Leadership Board

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

- Proven commitment to ending homelessness.
- Commitment to racial equity and centering individuals with lived experience of homelessness.
- Willingness to attend racial equity and cultural competency trainings and/or forums/informed discussions (to ensure that everyone is up to speed or at the same level of expectation)
- Willingness to attend trainings on homelessness and relevant policies.
- Ability to attend 75% of meetings annually and remain responsive in between monthly meetings.
- Ability to serve 3-year terms (\*will consider elected officials' term lengths)
- Willing to work towards consensus and remain open minded.
- Willing to serve as an ambassador of the collective impact effort to end homelessness.
- For regional seats, commitment to reporting back to regional partners.

## Outreach, Access, and Coordination Committee

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

- Coordinated entry policy, procedures, and best practices
- Street outreach and daytime-drop in programs
- Emergency shelter services
- Parallel systems (e.g., probation, domestic violence, hospitals, behavioral health)
- Supportive housing case management and housing navigation services

### Recommended Membership<sup>1</sup> (9-15 Members)

- (1) Representative of CE Management Entity (Alameda County OHCC)
- (1) Representative of County Social Services Agency or other county agency representing access points
- (3) Representatives of cities within Alameda County
- (1) Representative from the unincorporated areas within the county
- (5) Community members with lived experience (representing different subpopulations)
- (4) Service provider representatives operating programming in the CoC (representing different target populations and different types of programming, such as shelter and

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<sup>1</sup> For all committees, this section is a recommended list but is not prescriptive. These are guidelines to support the Nominations Committee, but it is entirely possible excellent candidates for any committee may not specifically fall into one of the recommended representatives.

outreach) and/or representing other mainstream systems that have difficulty accessing CE (hospitals, domestic violence providers, probation, etc.).

### Housing Stability and Homelessness Prevention Committee

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

- Parallel systems (e.g., returning citizens, behavioral health, domestic violence)
- Homelessness prevention and shelter diversion services
- Eviction law and protocols
- Legal services
- Landlord-tenant mediation
- Supportive housing case management
- Health and behavioral health services (access, connectivity, quality)

#### Recommended Membership (9-15 members)

- (1) Representative of County Agency overseeing eviction prevention (Housing and Community Development)
- (1) Representatives of other county or city agencies of offices responsible for serving populations with high rates of inflow into homelessness (e.g., probation, domestic violence) and/or providing needed services to help individuals stabilize in housing (e.g., health, behavioral health, eviction prevention, legal services)
- (3) Representatives of cities within Alameda County
- (1) Representative from the unincorporated areas within the county
- (5) Community members with lived experience (representing different subpopulations)
- (4) Service provider representatives operating programming in the CoC (e.g., homelessness prevention) or related community supports (e.g., housing legal services, landlord/tenant mediation)

### Housing Capacity Committee

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

- Housing Finance
- Housing Development

- Voucher Lease-Up Processes
- Fair Housing
- Landlord-Tenant Law
- Master-leasing strategies
- Zoning laws
- Supportive Housing Case Management

#### Recommended Membership (9-15 Members)

- (1) Representative of Alameda County Housing and Community Development
- (1) Representative of Alameda County Office of Homeless Care and Coordination
- (3) Representatives of cities within Alameda County
- (1) Representative from the unincorporated areas within the county
- (5) Community members with lived experience (representing different subpopulations)
- (1-2) Permanent Supportive Housing Provider Representatives
- (1-2) Developer or Landlord Representatives
- (1-2) Public Housing Authority Representatives
- (1-2) Representatives of Housing Advocacy Organizations

#### CoC Standards, Compliance, and Funding Committee

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

- HUD Continuum of Care and Emergency Solutions Grants Regulations and Requirements
- Federal contracts/grants administration
- Compliance Monitoring Methods and Protocols
- Homeless services and supportive housing best practices

#### Recommended Membership (9-15 Members)

- (1) Representative of Home Together Lead Agency (Alameda County OHCC)
- (1) Representative of the CoC's Collaborative Applicant (Alameda County HCD)
- (3) Representatives of cities within Alameda County
- (1) Representative from the unincorporated areas within the county
- (5) Community members with lived experience (representing different subpopulations)
- (4) Service provider representatives operating programming in the CoC (representing different target populations and different types of programming)

## System Impact Committee

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

- Homeless services and supportive housing best practices
- Strategic planning
- Systems change/change management
- Data analytics and reporting
- Quality Improvement approaches
- Point in Time methodology or other sampling and survey methodologies
- Nonprofit capacity building

### Recommended Membership (9-15 Members)

- (1) Representative of Home Together Lead Agency (Alameda County OHCC)
- (1) Representative of the CoC's HMIS Lead Entity (Alameda County HCD)
- (3) Representatives of cities within Alameda County
- (1) Representative from the unincorporated areas within the county
- (5) Community members with lived experience (representing different subpopulations)
- (3) Service provider representatives operating programming in the CoC (representing different target populations and different types of programming)
- (1) Private sector representative (e.g., business, philanthropy, university, research/think tank)

## HMIS Committee

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) or other IT System Design and Administration
- Data Quality, Privacy, and Security Protocols
- Data analytics and reporting
- Quality Improvement approaches

### Recommended Membership (9-15 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

## Youth Committee

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

### Recommended Membership (9-15 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)

## Racial Equity Committee

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

- Systemic racism and its intersection with homelessness
- Diversity, equity and inclusion

Recommended members of this committee would include:

- Member from Leadership Board
- 1-3 Members from each committee
- Representatives from City/County Race and Equity or similar
- REAL members (Racial Equity Action Lab)
- Youth Action Board member
- Subject matter experts and thought leaders
- Race Equity Policy Think Tanks

## RECRUITMENT GUIDANCE – AD HOC COMMITTEES, SUBCOMMITTEES & WORKGROUPS

### Nominations Committee

The Nominations Committee will recruit broadly from, but not limited to, the following stakeholder groups:

- Persons with lived expertise/experience of homelessness
- Operators of CoC programs and/or those familiar with CoC programs (including different project types)
- Persons with grant management and funding experience
- Persons with backgrounds in data analysis, strategic planning, and process improvement
- Persons with knowledge of health care access and services
- Persons working with homeless sub-populations
- Persons who have participated on other government funding committees/panels
- Non-conflicted community members.

### *Recommended Membership (9-15 Members)*

- 3-5 members from the Leadership Board (final vote made by Leadership Board)
- Appointed seats:
  - Leadership Board Co-Chair
  - Jurisdiction:
    - Oakland
    - Berkeley
    - One city excluding Oakland and Berkeley
  - County OHCC Director or designee
  - Racial Equity Workgroup Chair

- Elected by Leadership Board:
  - Nonprofit provider
  - 2 Lived experience members

## HUD NOFO Committee

Members of the NOFO Subcommittee must be nonconflicted, per the CoC’s Conflict of Interest policy. The Leadership Board will recruit broadly from, but not limited to, the following stakeholder groups:

- Persons with lived experience of homelessness
- Operators of CoC programs and/or those familiar with CoC programs (including different project types)
- Persons with grant management and funding experience
- Persons with backgrounds in data analysis, strategic planning and process improvement
- Persons with knowledge of health care access and services
- Persons working with homeless sub-populations
- Persons who have participated on other government funding committees/panels
- Non-conflicted community members

## PROCESS FOR RESPONDING TO CONTINUUM OF CARE NOTICE OF FUNDING OPPORTUNITY

### Leadership Board

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

1. Recommend guiding principles, funding priorities and strategic direction to CoC NOFO Committee based on HUD NOFO guidelines
2. Design, operate and follow a collaborative process for submitting the CoC application to HUD
3. Develop local applications for existing and new projects and scoring criteria in compliance with HUD requirements
4. Read and score proposals

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

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

## The Backbone Entity

The Backbone Entity will:

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

## The Collaborative Applicant

The Collaborative Applicant will:

2. Review, verify and submit the Grants Inventory Worksheet.
3. Register the Continuum of Care following HUD's Registration process
4. Review the budgets and narratives of all Project Applications and facilitate the submission of all Project Applications after they have been rated, ranked and approved by the NOFO Committee.
5. Work with the Backbone Agency to complete the Continuum of Care's Consolidated Application.
6. Approve and assist projects with making amendments to their project budgets and other assistance they may need in working with the local HUD field office.
7. Consult the Backbone Agency regarding negotiations with HUD on behalf of projects.

## The Appeals Panel

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

### PROCESS FOR EVALUATING COC ENTITIES

[content under development/forthcoming]