



### Leadership Board Meeting

Thursday, February 16, 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. Special Comment from Board Chair (C'Mone Falls)</b> | <b>2:20pm-2:30pm</b> |

Purpose and scope. (a) *The Continuum of Care program is authorized by subtitle C of title IV of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11381-11389).* (b) *The program is designed to: (1) Promote communitywide commitment to the goal of ending homelessness; (2) Provide funding for efforts by nonprofit providers, States, and local governments to quickly rehouse homeless individuals (including unaccompanied youth) and families, while minimizing the trauma and dislocation caused to homeless*

*individuals, families, and communities by homelessness;(3) Promote access to and effective utilization of mainstream programs by homeless individuals and families; and(4) Optimize self-sufficiency among individuals and families experiencing homelessness.*

**3. Review and Approval of Minutes** **2:30pm-2:35pm**

- a. Leadership Board Meeting 1.19.23  
*No roll call vote is needed, corrections not already received by EOH will be noted and minutes changed accordingly*

**4. Leadership Board Updates** **2:35pm-3:05pm**

- a. Homebase Introductions
- b. PIT Count Data Request  
*Update*
- c. Nominating Committee Recruitment Needs  
*Action Item*
- d. Homeless System Updates
- e. Collaborative Applicant Designation  
*Action Item*

**5. Roles and Responsibilities Workgroup Report Out (Nic Ming/Moe Wright)** **3:05pm-3:20pm**

- a. Motion that was formed for this workgroup
- b. Major recommendations and activities so far
- c. Timeline and order of priorities
- d. MOU development process and plan

**6. Governance Charter Revisions (Moe Wright/Nic Ming/Katie Haverly)** **3:20pm-3:50pm**

- a. New Policy and Strategy Entity  
*Discussion*
- b. Organizational Chart  
*Discussion*
- c. EveryOne Home designations in charter  
*Discussion*
- d. Process and Procedure Manual  
*Update*

**7. NOFO Debrief and Report out (Rachel Rios-Richardson/Kate Bristol)** **3:50pm-4:10pm**  
*Update*

**8. RBA Benchmark Measures (C'Mone Falls)** **4:10pm-4:20pm**  
*Update*

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

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

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

- RBA Benchmark Measures



**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.

**Present:** Andrea Ford (Alameda County Social Services Agency), Christine Ma (UCSF Benioff Children's Hospitals), C'Mone Falls (City of Oakland Community Homelessness Services Division), Darin Lounds (Housing Consortium of the East Bay), Doug Biggs (Alameda Point Collaborative), Dr. Lisa Warhuus (City of Berkeley), Estelle Clemons (City of Oakland), Frank Rogers (Community Member), John Jones III (Community Member), Josh Thurman (City of Livermore), Julian Leiserson (Abode), Kerry Abbott (Office of Homeless Care and Coordination), Kimberly White (Community Member), Liz Varela (Building Futures), Michelle Starratt (Alameda County HCD), Mike Keller (East Oakland Community Project), Moe Wright (EOH Leadership Board Chair), Nic Ming (HMIS Co-chair and Social Impact Wheel), Paul Berry (Community Member), Paulette Franklin (Alameda County Behavioral Health Care Services), Shauna Conner (Alameda County Probation), Susan Shelton (City of Oakland), Tracey Nails Bells (A Diamond in the Rough), Tunisia Owens (Family Violence Law Center), Vivian Wan (Abode), Michelle Starratt (Alameda County HCD)

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

**Public:** Tami Lewis (Alameda Alliance for Health), Dani Staub (Alameda Alliance for Health), Martha Elias (Alameda County Office of Homeless Care and Coordination), Keyonda Cooper (Community member), Money Starr-Deluca (Community member)

**Absent:** Brenda Wadsworth (Community Member), Deidre Wan (Berkeley Youth Affiliates), Elena Lepe (El Puente Comunitario), Kate Hart (SAVE), Laurie Flores (City of Fremont), Ms. Shelley Gonzalez (Community Member), Ray Bonilla (Meta)

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## AGENDA

### 1. Welcome and Introductions

**2:00pm-2:10pm**

- a. C'Mone Falls introduced Estelle Clemons, the Interim Director of the City of Oakland, filling the official City of Oakland seat left by Daniel Cooper on the Leadership Board.

### 2. Public Comment

**2:10pm-2:20pm**

- a. Money Starr-DeLuca voiced concern over the lack of spaces for unhoused people to legally set up tents and that in light of the Wood Street encampment recently getting closed down, they would like to see more opportunities for open spaces in Alameda County, such as parking lots made available where it is approved for people to safely set up tents.
- b. Michelle Starratt responded by noting that someone could make a motion that the Leadership Board make a recommendation that sanctioned camping be an adopted policy and a request from the Leadership Board could go to all the cities in the county to identify potential properties.
- c. Michelle brought attention to the fact that the eviction moratorium would be ending the last day of February, though there is discussion around whether or not that is legal.
- d. In response to a question about the storm's impact on encampments, Money spoke about their experience volunteering for Home Bridge Connect, attempting to place individuals in hotel rooms for the duration of the storm. They indicated that the city ended up putting breaks on that effort as well as curtailing opening emergency warming shelters. They were able to negotiate the opening of some daytime emergency warming shelters but overall, the experience made it seem to Money that the city was unprepared to respond to emergency weather situations.
- e. Kerry noted that the county activated its emergency operations center and increased cold weather efforts in a myriad of ways such as opening stand up warming shelter and distributing tents and sleeping bags and tarps.
- f. The following written comments were shared by Rachel from messages from community members shared in chat:
  - i. "Concern about residents currently living in shelters not receiving the services promised to them".
  - ii. "I am a former resident of BFWC Midway shelter that received unfair treatment while residing to the point I lost not only belongings of mine but also resource assistance due to being misinformed by staff as well as multiple other complaints. Staff gossiping about clients to other clients, staff not being truthful when dealing with client affairs, staff being untruthful about events that take place with other clients."
    - i. Nic Ming suggested that the grievance policy could be shared with that person. EOH followed up on this.

**3. Review and Approval of Minutes (Moe Wright)**

**2:20pm-2:25pm**

a. Leadership Board Meeting 12.08.23

*No roll call vote is needed, corrections not already received by EOH will be noted and minutes changed accordingly.*

No edits received so minutes were accepted.

**4. Leadership Board Updates (Moe Wright & Katie Haverly)**

**2:25pm-2:50pm**

a. Katie shared the feedback on the Leadership Board meeting operations survey. The main updates are meeting time length to 2.5 hours instead of 2, no longer voting during the meeting to approve meeting minutes as well as an agreement to pursue requesting a meeting with ASR around the PIT Count data. There were 19 responses from the board in the survey.

b. PIT Count Data Request

*Action Item*

- i. There are concerns regarding the accuracy of the data obtained by ASR, the consultant used for the PIT Count. The data is available from the county as well as ASR.
- ii. Moe moved that the Leadership Board officially request access to the data from the county and ASR in order to conduct a review. Susan Shelton seconded.
- iii. Kerry clarified that the county has only received summary data from ASR, not raw data and that they are also in conversation with ASR to set up a meeting to gain clarity on their methodology.
- iv. Tunisia Owens asked if the county’s meeting with ASR would be open to the public or to members of the Leadership Board. Since the meeting is not yet set there was no definitive answer though the group seemed to generally agree that at minimum there should be Leadership Board representatives present.
- v. Moe amended his motion, moving to request the raw data from the PIT Count from ASR and the county and to also requesting to have representatives either from the board or the staff at the meetings with ASR to discuss the data and ask questions. Requesting also that the data be received and meeting set within 30 days from today. Susan accepted the modification and seconded.

1. Roll call vote

<i>Christine Ma</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>C’Mone Falls</i>	<i>Yes</i>	<i>Julian Leiserson</i>	<i>Yes</i>	<i>Nic Ming</i>	<i>Yes</i>	<i>Tunisia Owens</i>	<i>Yes</i>
<i>Darin Lounds</i>	<i>Yes</i>	<i>Kerry Abbott</i>	<i>Yes</i>	<i>Paul Berry</i>	<i>Yes</i>	<i>Dr. Lisa Warhuus</i>	<i>Yes</i>
<i>Doug Biggs</i>	<i>Yes</i>	<i>Kimberly White</i>	<i>Yes</i>	<i>Paulette Franklin</i>	<i>Yes</i>		
<i>Estelle Clemons</i>	<i>Yes</i>	<i>Liz Varela</i>	<i>Yes</i>	<i>Shauna Conner</i>	<i>Yes</i>		
<i>Frank Rogers</i>	<i>Yes</i>	<i>Michelle Starratt</i>	<i>Yes</i>	<i>Susan Shelton</i>	<i>Yes</i>		

2. Motion passed

c. Staff Transition and Workplan Memo

*Action Item*

- i. EveryOne Home’s second appeal was denied, so Homebase will start working on CoC staffing. The Roles and Responsibilities workgroup is working on defining the duties of the staffing organization. The workplan memo called for an ad hoc committee to provide guidance to the collaborative applicant who will be contracting with Homebase to ensure a scope of work for the staff that is appropriate for our Leadership Board.
- ii. Darin Lounds moved that the Leadership Board establish an ad hoc work group that will draft a work plan with scopes and deliverables (in alignment with the RFP) to guide the collaborative applicant in contracting with Home Base and the Tides Center. The group

will start work in January and complete its work in the middle of February. Moe seconded the motion.

1. After a brief discussion around whether or not the existing Roles and Responsibilities workgroup should be drafting the work plan or if a new committee should be formed, C'Mone proposed a vote on the motion to form a committee to draft the work plan then designate whether that should be the Roles and Responsibilities workgroup or a new ad hoc committee afterwards.
2. Vivian voiced concern that this kind of work seems too detailed in scope for what the Leadership Board should be involved in. C'Mone responded that this scope of work would have previously been taken on by the HUD CoC committee and since the Leadership Board has taken over the role of the HUD CoC Committee, it makes sense for the Leadership Board to be taking on this type of detailed work. There was general agreement from the group.
3. Roll Call Vote

<i>Christine Ma</i>	<i>Yes</i>	<i>Frank Rogers</i>	<i>Yes</i>	<i>Michelle Starratt</i>	<i>yes</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>Abstained</i>	<i>Susan Shelton</i>	<i>Yes</i>
<i>Darin Lounds</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>Doug Biggs</i>	<i>Yes</i>	<i>Kimberly White</i>	<i>Yes</i>	<i>Nic Ming</i>	<i>Yes</i>	<i>Tunisia Owens</i>	<i>Yes</i>
<i>Dr. Lisa Warhuus</i>	<i>Yes</i>	<i>Kerry Abbott</i>	<i>Abstained</i>	<i>Paul Berry</i>	<i>Yes</i>	<i>Vivian Wan</i>	<i>Abstained</i>
<i>Estelle Clemons</i>	<i>Yes</i>	<i>Liz Varela</i>	<i>Yes</i>	<i>Paulette Franklin</i>	<i>Yes</i>		

4. Motion passed.

- iii. As to whether the work plan should be made by the existing Roles and Responsibilities workgroup or a new ad hoc committee, the board opted for the Roles and Responsibilities workgroup with the addition of more members with lived experience as 1/3 of the group is required and the work group had lost a couple of members with lived experience.
- d. Tunisia Owens shared a recommendation by the Racial Equity Committee the Leadership Board convene a special meeting which would function as a workshop and training into administrative law and the roles, responsibilities and delegation of authority of the board. The purpose would be to educate existing and new board members as to what the CoC does and what the responsibility of the Leadership Board is. There were two suggested dates for the workshop: February 2<sup>nd</sup> or February 9<sup>th</sup> from 2-4 PM. A poll was launched and the 2/9 date was selected.

## 5. Governance Charter Revisions (Katie Haverly/Moe Wright)

**2:50pm-3:45pm**

- a. Review and adoption of Governance Charter Revisions
  - i. Moe gave a brief overview of EveryOne Home's representation in the governance charter.
  - ii. Michelle spoke in favor of waiting until the Roles and Responsibilities workgroup finishes its work before finishing and voting on a revised governance charter.
  - iii. Moe clarified that the changes to the charter are minor, such as defining quorum and establishing term limits and that there would be no reason to wait for the Roles and Responsibility workgroup to finish their work to vote on these changes.
  - iv. Katie gave a brief overview of the changes that have not been voted on by the board yet, one is the creation of a fifth entity, the Policy & Strategy Entity (a recommendation from Roles & Responsibilities Workgroup) and an organizational chart illustrating the authority of the different entities. The other changes to the charter had been approved

by the Leadership Board at previous meetings, such as recommendations from the Racial Equity Committee and the Transition Committee.

- v. Michelle emphasized that the EveryOne Home plan ended in 2018 and that the community has now adopted the Home Together plan.
- vi. Kerry stated that she felt that the assignment of a Directors Committee in the charter would be premature as the Roles and Responsibilities workgroup are doing work on the same topic currently.
- vii. Moe shared that the Leadership Board should not leave it to the collaborative applicant to oversee all the activities of the backbone organization.
- viii. Kerry responded that the collaborative applicant may oversee the day-to-day functions of the backbone organization, and a committee may be formed to look at higher level items, but this has not been determined. HCD as the collaborative applicant has the planning grant, and HCD is currently using the planning grant and the scope of the RFP to negotiate with Homebase.
- ix. Frank stated that he felt that the CoC board is tasked with most of the responsibility but that the county maintains all the legal authority. They handle the money and process contracts through the Board of Supervisor. In reviewing the governance charter and guidance from HUD, he sees that the Leadership Board has a lot of responsibility. Whatever power or authority the County has, they have it as a result of the Leadership Board naming them as the collaborative applicant. It should be a situation where we work together, and not separately. He stated that he took issue with the county putting out the request for a new staffing entity as the Leadership Board never requested that. The appeals process (regarding the RFQ) made no sense (i.e., appealing to the same entity that chose to make the first decision that the Board did not ask for). He also took issue with the talk of the committee formation discussed earlier in this meeting doing work and making decisions that in his eyes should have been left to the Leadership Board. He emphasized that the Continuum of Care seemed to be slowly being stripped of power and its ability to conduct business is being dwindled.
- x. Rachel clarified that, historically, the collaborative applicant has not overseen the backbone entity. This would be large a shift for the collaborative applicant to oversee the daily operations of Homebase.
- xi. Tunisia spoke in agreement with what Frank had stated and noted that the special meeting/workshop suggested by the Racial Equity Committee would be addressing many of the concerns Frank voiced, such as the county overstepping the authority given to them by the Leadership Board.
- xii. Moe addressed a comment Frank brought up about the purpose of a smaller committee for establishing the work plan versus the whole board. He noted that for timing and efficiency, a smaller group would be more readily able to take on a workplan.
- xiii. Moe moved to approve the governance charter changes as submitted and submit those to the membership for final ratification. Frank seconded.
- xiv. Vivian stated that she felt uncomfortable voting on the governance charter changes without more time to send comments but would feel more comfortable if the Roles and Responsibilities workgroup had a chance to review it first and provide feedback.
- xv. C'Mone suggested that the changes be reviewed by the Roles and Responsibilities Committee Feb 1<sup>st</sup> then back to the February Leadership Board meeting with a membership meeting after.
- xvi. Moe noted the charter revisions have been postponed 3 times already.
- xvii. Roll Call Vote for motion called in section 5.a.xi.

<i>Christine Ma</i>	<i>Abstained</i>	<i>Josh Thurman</i>	<i>Abstained</i>	<i>Paul Berry</i>	<i>Abstained</i>
<i>C'Mone Falls</i>	<i>No</i>	<i>Kimberly White</i>	<i>Abstained</i>	<i>Paulette Franklin</i>	<i>Yes</i>
<i>Darin Lounds</i>	<i>Yes</i>	<i>Kerry Abbott</i>	<i>No</i>	<i>Shauna Conner</i>	<i>Abstained</i>
<i>Dr. Lisa Warhuus</i>	<i>No</i>	<i>Liz Varela</i>	<i>Yes</i>	<i>Susan Shelton</i>	<i>No</i>
<i>Estelle Clemons</i>	<i>Abstained</i>	<i>Mike Keller</i>	<i>Abstained</i>	<i>Tracey Nails Bells</i>	<i>Yes</i>
<i>Frank Rogers</i>	<i>Yes</i>	<i>Moe Wright</i>	<i>Yes</i>	<i>Tunisia Owens</i>	<i>Abstained</i>
<i>John Jones III</i>	<i>Yes</i>	<i>Nic Ming</i>	<i>No</i>	<i>Vivian Wan</i>	<i>No</i>

xviii. Motion did not pass.

xix. Nic made a motion to approve the governance charter changes previously presented by the Transition Committee and approved by the Leadership Board. The remaining items would be sent to the Roles and Responsibilities workgroup for review. Vivian seconded.

xx. Due to time, the board had to move on.

b. Review of Draft CoC Policy and Procedural Manual

i. Agenda Item not addressed due to time.

**6. HMIS Committee HMIS Monitoring Tool (Mike Keller)**

**3:45pm-4:00pm**

*Update*

a. The HMIS Monitoring Tool was completed and shared with the board for review in the meeting materials from December and January.

**7. HHAP Funding Presentation (Suzanne Warner)**

**4:00pm-4:20pm**

*Update*

a. Suzanne presented a brief update on HHAP funding.

**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**  
**Special Working Meeting on Leadership Board Authority**  
Thursday, February 9, 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:** Brenda Wadsworth (Community Member), C'Mone Falls (City of Oakland Community Homelessness Services Division), Darin Lounds (Housing Consortium of the East Bay), Deidre Wan (Berkeley Youth Affiliates), Estelle Clemons (City of Oakland), John Jones III (Community Member), Josh Thurman (City of Livermore), Julian Leiserson (Abode), Kerry Abbott (Office of Homeless Care and Coordination), Kimberly White (Community Member), Kate Hart (SAVE), Liz Varela (Building Futures), Michelle Starratt (Alameda County HCD), Mike Keller (East Oakland Community Project), Moe Wright (EOH Leadership Board Chair), Nic Ming (HMIS Co-chair and Social Impact Wheel), Paul Berry (Community Member), Ms. Shelley Gonzalez (Community Member), Shauna Conner (Alameda County Probation), Susan Shelton (Community Member) Tracey Nails Bells (A Diamond in the Rough), Tunisia Owens (Family Violence Law Center), Vivian Wan (Abode)

**Absent:** Andrea Ford (Alameda County Social Services Agency), Christine Ma (UCSF Benioff Children's Hospitals), Elena Lepe (El Puente Comunitario), Doug Biggs (Alameda Point Collaborative), Dr. Lisa Warhuus (City of Berkeley), Frank Rogers (Community Member), Laurie Flores (City of Fremont), Ray Bonilla (Meta), Paulette Franklin (Alameda County Behavioral Health Care Services)

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

**Public:** Dani Staub (Alameda Alliance for Health), Martha Elias (Alameda County Office of Homeless Care and Coordination), Jonathan Russell (BACS), Natasha Paddock (Alameda County HCD), Randy McCoy (Abt Associates), Kristy Greenwalt (Abt Associates), Darlene Flynn (City of Oakland)

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## AGENDA

**1. Welcome** **2:00pm-2:05pm**

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

No public comment or written public comment.

**3. Presentation and Facilitated Discussion on Leadership Board Authority** **2:15pm-3:50pm**  
(Racial Equity Committee)

- a. A zoom poll was conducted regarding the reference slides that were sent out prior to the meeting.

Poll #1			
Total Votes: 17			
Question	Answers	Votes	%
Did you review the reference slides?	Yes	10	59%
	Some of the Slides	7	41%
	No	0	0%
Question	Answers	Votes	%
2.How useful were the slides?	5-Very useful	7	41%
	4	8	47%
	3	1	6%
	2	1	6%
	1 – Not at all useful	0	0%

- b. Authority and responsibilities of the Leadership Board **2:15pm-2:25pm**
- Kristy Greenwalt noted that while the regulations are clear, often the implementation of regulations are not as simple and straightforward.
  - Kristy went on to give a brief summary of the authority of the Leadership Board.
    - The board gets its authority from HUD and federal regulations. The Leadership Board members are selected to act on behalf of the CoC general membership per agreements outlined in the governance charter.
  - Kristy continued to summarize the key responsibilities of the CoC and entities (Collaborative Applicant, HMIS Lead, Coordinated Entry Management Entity, CoC Operations Support and Staffing aka Backbone Organization) designated by the Leadership Board.
    - Kristy noted that the Roles and Responsibilities of each entity should be laid out in the governance charter, however, difficulties have arisen with our

governance charter due to a lack of explicit delineation between the roles and responsibilities of the four entities.

- Kristy also noted the recent recommendation of the designation by the Roles and Responsibilities workgroup of a fifth entity, the Policy and Strategy Entity. This entity has not yet been approved by the Leadership Board.
- It was emphasized that even if the CoC designates responsibilities to an entity does not mean that entity retains sole decision-making power over that responsibility.
- A zoom poll was conducted to gauge the understanding of the responsibilities of the Leadership Board.

**Poll #2**

<b>Total Votes: 20</b>				
Question	Answers	Votes	%	
How clear are you about the responsibilities of the Leadership Board in leading the CoC?	5-Very clear	5	25%	
	4	7	35%	
	3	7	35%	
	2	0	0%	
	1 – Not at all clear	0	0%	

c. Authority as an equity issue

**2:25pm-2:35pm**

- Darlene Flynn noted the importance of the Leadership Board’s responsibilities from an equity standpoint because of the historical inequities that are built into government as a system.
- Darlene went on to outline key guiding principles of what equity work should be:
  - Systems focused, outcome and data-driven
  - Shift participation from gatekeepers to change agents
  - Identify and address institutional elements of racism
  - Stay grounded in history and root causes of racial inequality
  - Be accountable to those most impacted by racial disparities
- The Leadership Board is meant to represent people experiencing homelessness, the majority of whom in Alameda County are Black and other People of Color. The Board is meant to represent the community, not an individual County, City or any one organization.
- The people most impacted by shortcomings and successes of the CoC are Black, Indigenous and other People of Color experiencing homelessness. It is vital that we increase our accountability to groups most impacted by disparities.
- A zoom poll was conducted to gauge the understanding of the equity implications of the Leadership Board’s authority.

**Poll #3**

<b>Total Votes: 20</b>				
Question	Answers	Votes	%	
How clear of a sense do you have of the equity implications related to the Leadership Board's authority?	5-Very clear	10	50%	
	4	6	30%	
	3	4	20%	
	2	0	0%	
	1 – Not at all clear	0	0%	

d. Delegating authority discussion

2:35pm-3:15pm

o Conflicts of interest

- Tunisia Owens gave a brief summary of conflict-of-interest guidance in the code of federal regulations, noting that we tend to only focus on conflicts of interest as they relate to the NOFO process.
- Tunisia noted that conflict of interest awareness and regular checks should be done on a regular basis in all realms of the CoC, not just the NOFO process.
- Tunisia clarified that a conflict of interest is not the same as having a bias, it concerns the ability to make decisions around situations where an individual or their organization could benefit from their choice in a decision, essentially using your vote in a way that is not equitable.
- A zoom poll was conducted to gauge the concerns and experiences around conflicts of interest as a Leadership Board member.

**Poll #4**

<b>Total Votes: 21</b>				
Question	Answers	Votes	%	
Have you ever experienced a conflict of interest as a Leadership Board member?	Yes	9	43%	
	No	7	33%	
	Unsure	5	24%	
Question	Answers	Votes	%	
Do you have concerns that your organization's funding could be jeopardized based on how you participate in the CoC?	Yes	4	19%	
	No	14	67%	
	Not Applicable	3	14%	

o Delegation

- Tunisia explained that the Leadership Board can delegate authority and decision-making power to other committees and core entities.
- Green flags when delegating authority:
  - Clear written agreements and scopes of work
  - Clear processes for renewing and/or ending agreements
  - Transparent communication
  - Designated entity follows direction and guidance from the Board.
  - Designated entity does not make decisions beyond its scope of authority
  - Clear reporting structure
  - Regular evaluation of activities.
- Red flags when delegating authority:
  - Lack of written agreements and scopes of work
  - No clear process for renewing and/or ending agreements
  - Decisions made secretly or inconsistent communication
  - Designated entity makes decisions beyond the scope of decisions delegated by the Board

- Lack of clear reporting structure
  - Infrequent or absent evaluation of activities
  - *Discussion*
    - Moe noted the conflict between the Leadership Board and the Collaborative Applicant (HCD), alluding to the impasse in which HCD acting as the Collaborative Applicant felt they had unilateral authority to make decisions about the backbone entity, while members of the Leadership Board felt that it was a decision the board should have been included in.
    - Tunisia noted the complexity of the conversation needed around the conflict around the Backbone Entity.
- e. Options for strengthening Leadership Board authority **3:15pm-3:50pm**
- Susan Shelton outlined strategies to strengthen the authority of the Leadership Board.
    - Clear, documented agreements
      - Memorandum of Understanding with each of the core entities
      - Clear process for selecting evaluating and replacing core entities in the governance charter
    - Communicate the authority of the Leadership Board
      - Regular reporting from core entities to the Leadership Board
      - Transparent communication
      - Letter/memos if a committee or entity oversteps authority
      - Attending meetings with core entities
    - Direct HUD engagement
      - The Board could engage HUD directly for guidance around the collaborative applicant conflict.
    - Explore legal options
      - Could seek legal counsel in Alameda county to legally challenge the decision about staffing
    - Consider selecting new core entities
    - Choose to delegate authority to select staffing entity to the Collaborative Applicant
  - A zoom poll was conducted to gauge what options the Leadership Board should pursue.

**Poll #5**

<b>Total Votes: 21</b>			
Question	Answers	Votes	%
Which of these options do you think the Leadership Board should pursue? (Select all that apply)	Clear, documented agreements with the entities	18	86%
	Communicate the authority of the Leadership Board	15	71%
	Direct HUD engagement	15	71%
	Contact the Board of Supervisors	9	43%
	Explore legal options	9	43%
	Consider selecting new core entities	5	24%
	Undecided	4	19%

- In discussion, the group clarified that the Collaborative Applicant currently is HCD and that they did select a staffing agency but that the Leadership Board did

not make the decision and did not have a vote to delegate that authority. The Leadership Board voted in opposition to what occurred in the September Leadership Board meeting.

- The question arose if the CoC has directly reached out to HUD for guidance and as of yet they have not.
- Michelle Starratt stated that it was HUD guidance that directed HCD to perform a competitive procurement of the staffing agency. She also asserted that she tried multiple times to get a discussion agenda for the Leadership Board.
- A zoom poll was conducted to gauge support for potential Leadership Board options.

**Poll #6**

**Total Votes: 20**

Question	Answers	Votes	%
Which of the following options do you support the Leadership Board pursuing? Select all that apply	Consult legal counsel	8	40%
	Pursue legal action to stop the County's decision on staffing	6	30%
	Undecided	2	10%
	None of the above	5	25%

**4. Wrap Up**

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

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

## MEMORANDUM



To: Leadership Board

From Moe Wright and C'Mone Falls, Leadership Board Co Chairs

Date: 2/15/2023

Re: Memorandum about CoC designation of Collaborative Applicant

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The Leadership Board is in the process of revising its charter and clarifying the roles and responsibilities of the various entities that carry out the policies and directives of the board. This process will be completed in March and ratified by the Board in April 2023. When implemented, the new provisions of the charter will enable the Board to evaluate and select entities and to execute a memo of understanding (MOU) with each selected entity.

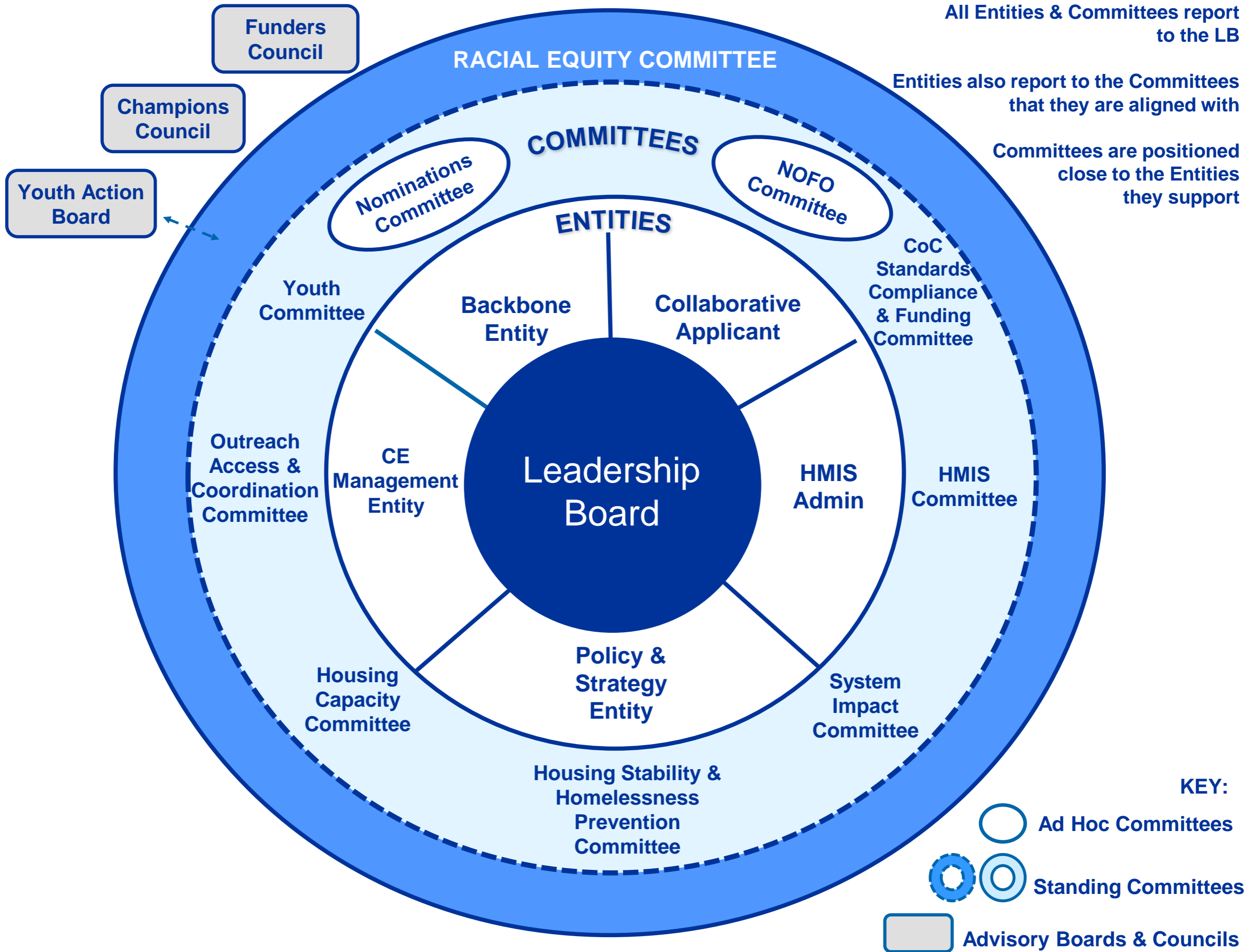
Concurrent with this process is the transition of county directed activities serving and alleviating homelessness from Alameda County Housing and Community Development (HCD) to the Alameda County Office of Homeless Care and Coordination (OHCC). It is expected that this process will be complete by June of 2023.

Housing and Urban Development (HUD) requires the identification of the collaborative applicant by March 1<sup>st</sup>, 2023 in order to conduct business with the CoC. The current designation is Alameda County HCD, even though we have stated on our application that it is just Alameda County.

The Board should take a position on this, and we recommend that the Board designate Alameda County OHCC or in the alternative just Alameda County as the current collaborative applicant. This designation will be in place until the Board adopts new chart provisions that will guide the evaluation and selection of a collaborative applicant.

Motion to be considered:

*The Oakland, Berkeley Alameda County Continuum of Care appoints the Alameda County Office of Homeless Care and Coordination as the Collaborative Applicant for the CoC.*







**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]



## MEMORANDUM

To: Alameda County CoC Leadership Board

From: EveryOne Home Staff

Kate Bristol, NOFO Consultant

Date: January 30, 2023

**Re: Community Feedback on 2022 NOFO Process and Suggestions for 2023**

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Following the conclusion of the “regular” and unsheltered 2022 NOFO processes, EveryOne Home (EOH) staff reached out to the community for feedback to help inform improvements to the 2023 NOFO. EOH and the NOFO Consultant conducted two input meetings – one with NOFO Committee members on October 26, 2022, and one with community members, including applicants for funding, on November 14, 2022. EOH also distributed electronic surveys to NOFO Committee members and the broader community of stakeholders to elicit additional feedback. The surveys were sent to applicants, NOFO Committee members, and Leadership Board members by email, and were also distributed more broadly via email and posted on the EOH website. EveryOne Home received 12 surveys in response to this outreach, including four responses from NOFO Committee members and eight from community members or applicants.

This memo provides a summary of the input received from the surveys and debrief meetings. Due to the small number of surveys, this data is integrated in with reflections from the input meetings. Unless otherwise noted, feedback relates to both NOFOs.

### A. General Feedback

Stakeholders generally reported that the NOFO processes were well organized, particularly given the short timeline. Staff and consultants were responsive and well-informed, and the quality of the technical assistance provided was very good. Communications from EveryOne Home to applicants and other stakeholders was improved compared to prior years. One survey respondent noted there was “better preparation, information, and communication.” A participant at the community debrief session felt that the NOFO was better advertised than in the past.

Applicants and community members who responded to the survey rated their overall experience with the “regular” NOFO. Of six people who responded, one rated the experience as “excellent,” two as “very good,” one as “good,” one as “fair,” and one as “poor.” Only three people replied about their overall experience with the Supplemental NOFO: one rated it as “very good,” one as “good” and one as “fair.” The small sample makes it difficult to draw conclusions, but the variability in responses suggests there are opportunities to keep improving the experience of the NOFO process in the future.



Stakeholders reported that the information provided for new applicants unfamiliar with CoC funding was improved in 2022 (including the “CoC 101” and e-snaps orientation sessions), though there were suggestions to provide even more information next time (e.g., flow charts of the process steps, more introductory information about the CoC funding source). Several new applicants applied to the Supplemental NOFO, and others submitted letters of interest for some remaining funding during the “regular” NOFO process. Two organizations that are not current CoC grantees were included on the list of projects submitted under the Supplemental NOFO. Nevertheless, many stakeholders expressed that it is still difficult for new organizations to apply for this source of funding, and smaller organizations need more support and technical assistance. There is a need for introductory information and support to be shared earlier in the process. NOFO Committee members noted that there were some organizations with promising projects that serve key populations, such as youth, who may have been more successful if they had assistance preparing their proposal.

NOFO Committee members reflected on working together and reported that the group was dedicated to the process and worked well together. They appreciated that they had an opportunity to spend a lot of time together and learn from each other, as well as from EOH staff and the NOFO consultant. They felt they tackled some difficult topics, including how to rigorously assess project performance and how to better hold CoC funding recipients accountable for performance. They noted the seriousness of the endeavor, and that they felt they made good decisions together. Of the four survey respondents, three rated their overall experience as NOFO Committee members as “excellent” and one as “very good.”

#### B. Pre-NOFO Activities

The NOFO Committee, project applicants and other stakeholders all provided feedback that it would be helpful next year to start some of the NOFO activities much sooner, ideally well before HUD releases the NOFO. One of the main suggestions for improvement from the survey was more lead time, although some survey respondents recognized the unusually short timeframe from HUD for the 2022 NOFO. Specific suggestions for the future included:

- Seat and orient the NOFO Committee before the NOFO drops, with a particular focus on orienting new members to this funding source and the local competition process steps. One suggested area for training is the implications for the service system when site-based programs lose funding or are not renewed.
- Provide a “CoC 101” orientation for potential new applicants to help them understand how this funding source can be used and give them an opportunity to start thinking about projects they might propose. This could also be an opportunity for smaller organizations to connect with organizations with more experience with HUD funding.
- Send out some Frequently Asked Questions (FAQs) to all potential applicants before the NOFO is released, so they can begin preparing for the competition. This could include guidelines about “dos” and “don’ts” during this process to help applicants avoid common missteps. Include reminders regarding HMIS data clean up and that the process will require updated information regarding Housing First policies and financial documents, such as audits or financial statements.
- Communicate with domestic violence service providers ahead of time to ensure that they can prepare data in their HMIS-comparable database and prepare financial records. This may include offering additional support to DV agencies who are newly receiving HUD CoC funding.

- One survey respondent suggested looking to Contra Costa County for ideas, because this applicant also participates in the NOFO process in that county. They highlighted that Contra Costa County has built a dashboard and other quality assurance tools that “we work on throughout the year to give us as many chances as possible to make sure everything we do aligns with the CoC’s goals and helps us to be competitive.”
- Begin work on data clean up and pulling Annual Progress Report (APR) data well in advance of the NOFO release. Specifically:
  - CoC staff/consultants and HMIS staff should develop a cross walk of the CoC grants and corresponding APR reports and circulate this to the grantees to make sure the correct reports are being pulled. This is particularly critical for grants that integrate multiple different HMIS projects.
  - CoC staff/consultants should update their contact list for direct grant recipients and subrecipients for purposes of communications regarding data and performance before the NOFO comes out. One survey respondent noted that it was a mistake to assume HMIS Liaisons are responsible for the NOFO applications. Ensure communications are sent to both the direct recipient and the subrecipients. Create customized communications for victim services providers who do not participate in HMIS to ensure they have clear information about what reports will be needed.
  - As noted above, provide renewal applicants with advance notice that they should begin cleaning up their data prior to the NOFO release.

C. Bidder’s Conferences

There were separate Bidder’s Conferences for the “regular” and Supplemental NOFOs. Of five survey respondents who attended the regular NOFO Bidder’s Conference, four felt “somewhat prepared” and one felt “very prepared” to apply after attending the session. Of two people who attended the Supplemental NOFO Bidder’s Conference, one felt “somewhat prepared” and one felt “very prepared” to apply. Due to the accelerated timeline, the Bidder’s Conferences were not mandatory this year. The CoC may want to consider mandatory conferences in the future or ask for letters of intent from new projects to help applicants better prepare and to be apprised of the interest in the funding.

D. Project Applications

There were few comments specifically about the applications for the two NOFOs, which were made available as Excel files this year, instead of a Word or PDF application from past years, or the online portal that was used in 2021. There were two comments about some sections being locked to editing, and a suggestion to make it easier to copy and paste content into the application form. There were two comments about the benefits of the application, including one person who noted, “I appreciated the simplicity of the application.”

There was also feedback that it was not intuitive about how to respond to some application questions for HMIS projects. For next year, the application should include some modified questions and scoring specific to HMIS projects.

## E. Project Rating and Ranking

In previous years, the HUD CoC Committee provided strategic direction about priorities for the NOFO funding. Moving forward, the Leadership Board will provide this direction. The NOFO Committee, with the support of staff and consultants, follows this direction to develop scoring criteria that are used to rate new and renewal projects. Then the NOFO Committee comes together to use the scores or ratings to rank the projects in order of priority for funding. The rating criteria include both objective criteria such as performance metrics based on Annual Progress Report data about outcomes and occupancy, and subjective criteria based on the NOFO Committee's review of narrative questions on topics such as advancing race equity and engaging people with lived experience of homelessness in decision-making.

Survey respondents were asked to rate their level of agreement to the statement: "I felt the scoring and ranking process was fair for new and regular applicants in the regular NOFO." Among NOFO Committee members, three people agreed and one person was neutral. Among community members and applicants, one strongly agreed, three agreed, two were neutral, and one disagreed. There was one comment about the shorter timeframe for 2022. Another survey respondent commented on scoring for smaller projects (i.e., projects with a small number of housing units): "smaller buildings are scored in the same way [as] bigger projects. If there is one vacancy in a smaller building it drops the score significantly." This issue for smaller projects was a topic of discussion in the community debrief session as well. For the Supplemental NOFO, two NOFO Committee members strongly agreed that the scoring and ranking was fair, one agreed, and one was neutral. Among four community members/applicants, one agreed, two were neutral, and one disagreed.

The NOFO Committee had suggestions to improve the rating and ranking process next year, in particular, ways to improve the process of holding grantees accountable for their performance and ensuring the CoC is being a good steward of public funding. Committee members generally felt that the application questions and scoring system did not focus enough on accountability for applicants. Their reflections and suggestions included:

- While the performance data provides some insight into how well projects are serving participants, many NOFO Committee members felt that more information is needed. Specifically, they felt that there was insufficient context provided to understand poor performance, and also felt that the direct recipients seemed to rely on the subrecipients to provide information rather than taking responsibility for overall project performance. Committee members suggested that the direct recipient should be required to gather and analyze information from all their subcontracts and hold them accountable for results. NOFO Committee members suggested adding a narrative question asking direct recipients to describe how they work with subcontractors, what monitoring is conducted outside the CoC funding cycle, and how they ensure that subrecipients are meeting expectations. NOFO Committee members were particularly interested in the efforts of direct recipients in terms of advancing race equity and engaging people with lived experience of homelessness in decision-making.
- To better understand project performance, the committee also suggested conducting site visits as part of the NOFO process, or possibly in advance of the local competition. This was a recurrent theme among recommendations from NOFO Committee members who believe it is important to be able to directly observe the operations from the program. The NOFO Committee members would also like to be able to hear feedback from program participants.

They would like to see a more evaluative process that leads to improved experience and outcomes for people experiencing homelessness.

- The local application should include a question about how projects are staffed and what are the applicant's standards regarding staff expertise and training.
- The Committee requested to be provided with the underlying data for the performance measures, not just the final score as calculated by staff. For example, for a measure relating to exits to homelessness, it would be informative to see the numerator and denominator for the calculation (i.e., number of people served, number of exits), not just the percentage rate of exits.

Other feedback from the NOFO Committee included that they appreciated having fewer renewals to review (each reviewer read about 10 of the approximately 40 renewal projects). Some NOFO Committee members found the process of entering their scores into the Excel applications challenging and appreciated having an alternative method for providing their scores (e.g., by phone or in a Word document).

NOFO Committee members also shared that the appeals process should be clearer for both applicants and panelists, and that it would be important to give panelists a more thorough orientation prior to holding the appeals panel meeting. One suggestion is to automatically set up time for any appellants to speak with the appeal panel, rather than having this option available upon request.

Finally, a suggestion came up during a joint Leadership Board and HUD CoC Committee meeting for the Leadership Board to consider providing strategic direction next year for the NOFO Committee to rank all renewal projects above new projects, in order to preserve existing housing projects. The Leadership Board could take this under consideration for the 2023 NOFO.

#### F. Performance Measurement:

Several project applicants provided feedback on the process for calculating performance measures using Annual Progress Report (APR) data:

- As noted above, there was a request to begin this process earlier (prior to the NOFO release), ensure that the correct reports are pulled for each grant, and include both direct recipients and subrecipients in communications regarding data.
- Applicants requested that, in 2023, CoC staff/consultants run a combined APR for each grant, so that recipients can verify data for the whole project rather than on a piecemeal basis.
- One applicant noted that communication between the CoC staff/consultants and the County/HMIS staff could be improved. It sometimes feels like duplicate information is being requested.
- For the regular NOFO, renewal applicants received preliminary scores on objective criteria based on staff review of APR data and scoring using established formulas. Project applicants then had a short window to review and flag any potential errors due to the accelerated timeframe for the 2022 NOFO. One survey respondent expressed frustration with this process, noting: "If providing work for agencies, make sure the work is correct. APRs, scoring, etc. Otherwise, you're delaying agencies from doing the work and then making them scramble at the last minute to fix mistakes."

- One applicant noted that the performance measure for housing retention/exits to permanent housing does not factor in how long participants have been in the project and suggested changing the measure to only look at data for the one-year period under review.
- Applicants suggested finding ways to make performance measure scoring more forgiving, such as by offering more than 2 points for projects with lower performance scores based on providing an adequate narrative explanation. This is a topic for consideration when setting the strategic direction and developing the scoring metric for 2023.

#### G. Advancing Equity:

The NOFO Committee and stakeholders provided several suggestions on how to use the CoC NOFO process to advance equity, including racial equity, in the homelessness response system:

- The most common suggestion was to provide technical assistance and capacity building for smaller organizations so that they are better positioned to apply for federal funding. This will ensure organizations that work in underserved communities have a better chance of receiving funds and that the system is not just funding the same organizations over and over. A participant at the community debriefing reflected that, “If we keep funding the same organizations, we never get new approaches.” There was also a suggestion to provide mentoring to staff within agencies that would like to participate in the CoC process. One survey respondent suggested opportunities for collaborations with intersecting agencies in the future.
- Stakeholders suggested using the CoC funding process (and other funding processes) to hold grantees accountable, and particularly to ensure grantees are monitoring their subrecipients and subcontractors and working with them to improve performance.
- Several stakeholders noted that it is important for providers to gather follow-up information to understand what is happening to clients after they exit from programs. There is a lack of information about whether our interventions are “sticking” and whether people are returning to homelessness. There may be racial disparities in who is struggling to sustain housing after exiting a program, but we are not capturing it through the NOFO evaluation process. Previous analyses have confirmed that Black and African American individuals and families experience disproportionately higher rates of returns to homelessness ([Centering Racial Equity in Homeless System Design](#), p. 12). This is a critical issue to track and improve.
- At the community debrief session, there was a discussion about the potential for a scoring factor related to racial equity that is based on outcome data disaggregated by race (currently this is scored based on a narrative, so is only assessed as a qualitative factor). This could be rolled out as a “soft start” at first. Data could be gathered and analyzed for each program, but not scored in the first year. It would be important to first ensure that there is capacity to accurately disaggregate outcome data, and anticipate issues related to small sample sizes of some groups of participants.

## H. Feedback for Applicants

NOFO Committee members had several suggestions for how applicants might improve their submissions next year:

- Some renewal applicants may assume getting renewed funding is guaranteed. Some submitted incomplete applications and/or non-responsive answers. The Committee recommended providing more specific instructions to applicants to carefully read questions, provide complete answers, and not just cut and paste “cookie cutter” responses. They recommended raising expectations about the quality of grant writing, and the need to be responsive to questions.
- The NOFO Committee would like to receive more information about the structure of the programs, including the relationship between direct recipients and any subrecipients.
- The NOFO Committee overall felt that narrative responses to the question on how people with lived experience are involved in organizational or program-level decision-making were not very strong. Most of the responses did not make it clear that the experience of people who are or have been unhoused was valued. Many of the responses were very vague and/or took credit for making very minimal efforts to gather client input, such as by conducting surveys or holding house meetings. The NOFO Committee would like to see organizations make efforts to more meaningfully involve people with lived expertise, including by hiring them as staff and having them sit on boards and committees. One Committee member noted that people with lived experience need “more training, more hours, good pay and more say.”
- The Committee likewise felt that responses to the questions on racial equity were generally weak. The word “equity” was used a lot, but the answers lacked specificity about what steps the applicant was taking to identify racial disparities and address them. While having bilingual staffing capacity is one important consideration for organizations to ensure they are equipped to work with a diverse group of participants, language capacity alone is not sufficient. The Committee noted that many of the responses focused extensively on language capacity but did not describe any other ways the organization was working to advance racial equity. The Committee felt that responses should include specific metrics and action steps to address racial disparities.

## I. Conclusions

Overall, stakeholders described both successes with the 2022 NOFOs and areas for improvement in 2023. It was a major success to complete this complex process and submit applications for both NOFOs during the accelerated timeline. Another success was the increased involvement of people with lived experience of homelessness in the NOFO process. The newly seated Leadership Board, who contributed to the strategic direction and ultimately approved the NOFOs, includes one third of members with lived experience. In addition, the NOFO Committee included five people with lived experience out of eleven members, and two of three appeal panelists had lived experience. Also, for the Supplemental NOFO, a workgroup of people with lived experience were convened to provide input into the application for funding. A summary of their recommendations can be found on the EveryOne Home website at this [link](#).

There are also opportunities to improve the NOFO process for 2023, as well as the overall competitiveness of the Oakland/Berkeley/Alameda County Continuum of Care consolidated application. Once the results of the two NOFOs are received from HUD, it is recommended to further debrief on the

NOFO process, with a particular focus on improving application sections that lost points and strategizing about how to improve performance metrics as a community. Key ways to improve the local competition for 2023 include:

- Preparing for the NOFO well in advance of HUD releasing the 2023 NOFO. This includes seating and training the NOFO Committee, updating contact lists for renewal applicants, sending reminders to applicants about APR data and running reports, collaborating with domestic violence service providers, and offering training and technical assistance to potential new partners.
- Enhancing the supports provided to new applicants, and creating additional opportunities for collaboration, mentorship, and technical assistance.
- Revisiting strategic direction around the prioritization of renewal and new projects.
- Bolstering instructions and expectations about applicants' responses to narrative questions, especially related to race equity and engaging people with lived experience. The CoC could engage the new Racial Equity Committee and alumni of Emerging Leaders on this topic.
- Exploring ways to increase the accountability of direct recipients and subrecipients in terms of participant outcomes and experiences. Possible strategies could include site visits from NOFO Committee members, additional application questions about outcomes, and/or providing direct feedback from participants to the NOFO Committee as part of the application.
- Ensuring continuity in the midst of staffing transitions, and applying lessons learned to the future NOFO cycles.

# **HMIS Lead Monitoring**

Update from the HMIS OS Committee  
to the Leadership Board

December 8, 2022



# Background on HMIS Lead Monitoring

HUD requires annually **monitoring** of the HMIS Lead.



Continuums of Care must specifically:

- Oversee and approve the development and implementation of HMIS Policies and Procedures, a Data Quality Plan, and a Security and Privacy Plan
- Ensure compliance to those documents through monitoring.

Source: [HMIS Lead Standards](#)

# 2022 Process

**September:** HMIS OS Committee voted to use the same monitoring tool as 2021 (limited scope).

**October:** HMIS Lead team used the monitoring tool to self-assess progress.

**November:** HMIS OS Committee completed and approved the monitoring tool at 11/09 committee meeting.

# Plans for 2023 Monitoring

- 2022 tool focused on data quality and policies and procedures
- Working with ICF Technical Assistance to develop a **more expansive** monitoring tool
- **Potential areas to assess** with new tool: strategic planning, project management, monitoring of organizations that use HMIS, training & support, and reporting



# Types of Required Plans & Policies

## **Data Quality Plan:**

Document that facilitates the ability of the CoC to achieve statistically valid and reliable data.

## **Data Security Plan:**

Document that addresses how the HMIS information is kept secure, regardless of the privacy model used.

## **Data Privacy Policy:**

Document that describes the ways the HMIS uses, discloses, and manages a client data.

# Status of Plans and Policies

Plan/Procedure	Status
CoC <u>Data Quality Plan</u>	Approved by HUD CoC in June 2022
HMIS Data Quality Action Plan (implementing Data Quality Plan above)	In progress
<u>HMIS Policies and Procedures Manual</u>	Posted to AC HMIS website
Data <u>Privacy Policy</u>	Updated in October 2022
Data Security Plan	Embedded in Section 7 of HMIS Policies and Procedures (needs CoC approval)

# Strengths Identified

- HMIS OS Committee and the HMIS Lead collaborated extensively on the CoC Data Quality Plan in 2022
- HMIS Lead has posted their Policies and Procedures manual on their new website
- HMIS Lead updated their Privacy Policy in October 2022, and is rolling out training

# Areas in Progress

Item	Expected Timeline to Complete
HMIS Lead working on a HMIS Data Quality Action Plan with action steps to implement CoC Data Quality Plan	Dec 2022
CoC needs to review and approve the Data Security Plan (within the HMIS Policies and Procedures)	Jan/Feb 2023
HMIS users will complete training on the Privacy Policy	Jan 2023

# Improvements for the future

- Make sure we name policies and plans consistently to help with clear communication
- Develop a schedule for annual review of the policies/plans, including a 30-day public comment period
- Continue implementation of the CoC Data Quality Plan
- Expand the HMIS Lead Monitoring tool for 2023



Questions?