



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)

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

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

Total Votes: 20				
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

Total Votes: 20				
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

Total Votes: 21				
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

Total Votes: 21

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%
	Choose to delegate authority to Collaborative Applicant to select staffing	4	19%
	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