



Leadership Board Meeting
Thursday, March 16, 2:00pm-4:30pm

Join Zoom Meeting:
<https://homebaseccc.zoom.us/j/81074562957>
ID: 81074562957
Join by phone
(US) +1 669-900-6833

Leadership Board Shared Agreements:

- 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 and Introductions | 2:00-2:10pm |
| 2. Public Comment | 2:10-2:20pm |
| 3. Homeless System Updates | 2:20-2:25pm |
| 4. Special Comment from Board Chair (C'Mone Falls) <i>Understanding the role of the Collaborative Applicant</i> | 2:25-2:30pm |
| 5. Review and Approval of Minutes (C'Mone Falls) | 2:30-2:35pm |
| a. Leadership Board Meeting 2.9.23 and 2.16.23 <i>No roll call vote is needed, corrections not already received by EOH will be noted and minutes changed accordingly</i> | |

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 6. Homebase Updates | 2:35-2:40pm |
| 7. Leadership Board Updates (C'Mone Falls) | 2:40-3:35pm |
| a. PIT Count Data Request to HCD <i>Update</i> | |
| b. Nominations Committee Recruitment Update and Adoption of new members <i>Tiara Jones (City of Oakland), Susan Shelton (Racial Equity Committee), Josh Jacobs (City of Berkeley), Jay Ingram (City of Pleasanton) and Hannah Moore (OHCC)</i> <i>Action Item</i> | |
| c. Update and report out on meeting with HUD 3.8.23 | |
| d. Review of poll results from 2/9 Leadership Board Meeting | |
| 8. Racial Equity Committee Report Out (Nic Ming) | 3:35-3:45pm |
| 9. Roles and Responsibilities Workgroup Report Out (Nic Ming) | 3:45-4:00pm |
| <i>Discussion of timeline and next steps</i> | |
| 10. Update on the Housing and Homelessness Incentive Program (HHIP) (Dani Staub & Kris Kuntz) | 4:00-4:20pm |
| 11. Results Based Accountability Committee Benchmark Measures (Katie Haverly) | 4:20-4:25pm |
| <i>Update</i> | |
| 12. Discussion on topics for next Leadership Board meeting | 4:25-4:30pm |

Next Regular Leadership Board Meeting April 20, 2023 from 2-4:30 PM

Parking Lot for Future Topics for Leadership Board Meetings:



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.
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- Commit to racial equity and justice in decision-making. Participate in training and create space and time for this practice.
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- Share and review the materials in the packet in advance of meetings.
- Prioritize action items near top of agenda to help with time management in meetings.
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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

| 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



Leadership Board Meeting

Thursday, February 16, 2:00pm-4:00pm

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Absent: Andrea Ford (Alameda County Social Services Agency), Estelle Clemons (City of Oakland), Elena Lepe (El Puente Comunitario), Darin Lounds (Housing Consortium of the East Bay), Deidre Wan (Berkeley Youth Affiliates), Doug Biggs (Alameda Point Collaborative), Kerry Abbott (Office of Homeless Care and Coordination), Kimberly White (Community Member), Laurie Flores (City of Fremont), Michelle Starratt (Alameda County HCD), Paulette Franklin (Alameda County Behavioral Health Care Services), Ray Bonilla (Meta), Shauna Conner (Alameda County Probation),

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

Public: Dani Staub (Alameda Alliance for Health), Martha Elias (Alameda County Office of Homeless Care and Coordination), Amanda Wehrman (Homebase), Kim Natarajan (Homebase), Alex Baker (HCD), Sharon Cornu (St. Mary's Center), Kate Bristol

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AGENDA

- 1. Welcome and Introductions** **2:00pm-2:10pm**
- 2. Public Comment** **2:10pm-2:20pm**
 - a. No public comment or written comment.
- 3. Special Comment from Board Chair (C'Mone Falls)** **2:20pm-2:30pm**
 - a. C'Mone raised the idea that at every Leadership Board meeting, there could be a brief educational review of a role or duty of the CoC to help deepen the Leadership Board's understanding of the CoC.
 - b. The broad purpose of the CoC was introduced as the first review.
 - c. 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.*
 - d. The group was generally in favor of a review each meeting but suggested it take place later in the meeting to prioritize action items.
- 4. Review and Approval of Minutes** **2:30pm-2:35pm**
 - a. Leadership Board Meeting 1.19.23
 - i. No roll call vote is needed, corrections not already received by EOH will be noted and minutes changed accordingly.
 - ii. There were no suggested alterations or edits to the minutes. The minutes stand as submitted.
- 5. Leadership Board Updates** **2:35pm-3:05pm**
 - a. Homebase Introductions
 - i. Katie Haverly introduced Amanda Wehrman and Kim Natarajan of Homebase.
 - b. PIT Count Data Request
 - i. Natasha Paddock stated that a meeting took place earlier this year but was not able to provide an update on the status. Natasha was only able to confirm that they have received data that ASR was previously contractually obligated to provide.

- ii. Moe noted that the Leadership Board is unaware of what is included in ASR’s contract. Natasha offered to send a copy of the contract and stated that the contract is public.
- iii. Katie confirmed that she had not been included in the meetings with ASR thus far but was part of the PIT Count planning team.
- iv. Katie provided the context that last meeting there was a Leadership Board vote requesting the raw data from ASR and requesting to be a part of the meetings with ASR. ASR had also previously stated during the PIT count planning meetings that they would provide the raw data though this was not included in the contract with the county which was written before the PIT count planning meetings began.
- v. Frank noted that though the contract was between the county and ASR, the service was paid for with HUD funds so the Leadership Board should have access to the data.
- vi. Katie confirmed that ASR agreed to provide the raw data in the work plan and that it is captured on record in meeting minutes.
- vii. It was also noted that Contra Costa County shared their experience with ASR and that there were many errors and inconsistencies found within their data. Katie also added that most counties that contract with ASR receive the raw data and that most received it in September.
- viii. Tunisia suggested County Council take it up as a legal issue.
- ix. The motion from the last meeting was shared for context. The motion was to request the raw data from the PIT Count from ASR and the county and to also request to have representatives either from the board or the staff at the meetings with ASR to discuss the data and ask questions.
- x. Susan noted that since HCD’s contract with ASR is complete that it might be better to have the board request that Katie reach out to ASR directly.
- xi. Moe made a motion to have Katie Haverly, as Executive Director of EveryOne Home, reach out to ASR directly on behalf of the board to request the raw data from the PIT Count from ASR. C’Mone seconded.

1. Roll call vote

| | | | | | |
|-------------------------|------------|-------------------------|------------|--------------------------|------------|
| <i>Brenda Wadsworth</i> | <i>Yes</i> | <i>Julian Leiserson</i> | <i>Yes</i> | <i>Tracy Nails Bells</i> | <i>Yes</i> |
| <i>Christine Ma</i> | <i>Yes</i> | <i>Kate Hart</i> | <i>Yes</i> | <i>Tunisia Owens</i> | <i>Yes</i> |
| <i>C’Mone Falls</i> | <i>Yes</i> | <i>Liz Varela</i> | <i>Yes</i> | <i>Natasha Paddock</i> | <i>Yes</i> |
| <i>Dr. Lisa Warhuus</i> | <i>Yes</i> | <i>Mike Keller</i> | <i>Yes</i> | | |
| <i>Frank Rogers</i> | <i>Yes</i> | <i>Moe Wright</i> | <i>Yes</i> | | |
| <i>John Jones III</i> | <i>-</i> | <i>Paul Berry</i> | <i>Yes</i> | | |
| <i>Josh Thurman</i> | <i>Yes</i> | <i>Susan Shelton</i> | <i>Yes</i> | | |

2. Motion passes with 16 yes votes

- c. Nominating Committee Recruitment Needs
 - i. The group reviewed the current vacant seats for the Nominating Committee.
 - ii. Dr. Lisa Warhuus and Tracey Nails-Bell withdrew their names from the nominating committee.

- iii. Katie will reach out to all workgroups and committees in the CoC as a next step, then will work directly with city committee seats for next recruitment efforts.
- d. Homeless System Updates
 - i. C’Mone provided the update that the Wood Street navigation center is open and the 66th Ave RV safe parking site will be opening soon starting with 75 spaces, later expanding to 100.
- e. Collaborative Applicant Designation
 - i. Alameda County HCD is currently the Collaborative Applicant, but this was never formally named, also the CoC work that HCD is currently holding will ultimately be transferred to the Office of Homeless Care and Coordination.
 - ii. Moe summarized a memo sent by C’Mone and himself as Leadership Board cochairs recommending that the Board designate Alameda County OHCC or 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.
 - iii. Moe made a motion and Vivian seconded.
 - iv. Roll call vote

| | | | | | |
|-------------------------|------------|-------------------------|------------------|-----------------------------|------------------|
| <i>Brenda Wadsworth</i> | <i>Yes</i> | <i>Julian Leiserson</i> | <i>Yes</i> | <i>Tracy Nails Bells</i> | <i>Yes</i> |
| <i>Christine Ma</i> | <i>Yes</i> | <i>Kate Hart</i> | <i>Yes</i> | <i>Ms. Shelley Gonzalez</i> | <i>Abstained</i> |
| <i>C’Mone Falls</i> | <i>Yes</i> | <i>Liz Varela</i> | <i>Abstained</i> | <i>Natasha Paddock</i> | <i>Abstained</i> |
| <i>Dr. Lisa Warhuus</i> | <i>Yes</i> | <i>Nic Ming</i> | <i>Yes</i> | | |
| <i>Frank Rogers</i> | <i>Yes</i> | <i>Moe Wright</i> | <i>Yes</i> | | |
| <i>John Jones III</i> | <i>Yes</i> | <i>Paul Berry</i> | <i>Yes</i> | | |
| <i>Josh Thurman</i> | <i>Yes</i> | <i>Susan Shelton</i> | <i>Abstained</i> | | |

- v. Motion passes with 4 abstentions and 13 yeses.

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

- a. Nic gave a brief overview of the Roles and Responsibilities Workgroup’s formation and work so far.
- b. There was a motion made in October of 2022 to establish this workgroup to define the roles and responsibilities of all CoC designated entities, execute MOUs and evaluate the current Designated Entities and explore solutions to managing CoC duties where needed.
- c. So far, they have created a list of major “buckets” of responsibilities that need to be held by each entity for the CoC, identified which entity is lead and support for each bucket, relevant standing CoC Committees that are affiliated with each entity, and outlined all lead and support tasks, deliverables and responsibilities for the Backbone Entity and sharing with HCD for contract negotiations with Homebase.
- d. They are currently developing draft MOUs between the board and each entity for review by the board, as well as developing a process and protocol for evaluating each CoC entity.
- e. Definitions of all deliverables and responsibilities are slated to be completed in Early March. Draft MOU’s for each entity are scheduled to be completed in late March. In

April, they will present the draft MOU's and revised charter for board vote and approval. In April, they will work to develop evaluation protocol for each CoC entity. In Late April, they will hold a community meeting where the new governance charted could be adopted by the CoC.

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

- a. New Policy and Strategy Entity
 - i. Moe gave an overview of the recommendation of the addition of a new entity: the Policy and Planning Entity.
 - ii. OHCC has currently been holding the work of some of the gaps that this entity could fill.
- b. EveryOne Home designations in charter
 - i. The name is used in the Charter to identify current backbone staffing and to identify the Alameda County Collective Impact movement to end homelessness.
 - ii. The name could be removed from the charter, or could stay in the charter to represent the movement to end homelessness in Alameda County or replace the name with another name to represent the movement.
- c. Process and Procedure Manual
 - i. Ideally this manual will allow the Governance Charter to be more concise and need to be edited less often, help organize policies and procedures for ease of understanding.

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

- a. Kate gave a recap of the supplemental NOFO, that HUD awarded \$15M to our CoC over 3 years out of \$310M awarded across the country. It was highly competitive, only two CoC's in California were awarded.
- b. Five projects were funded.
 - i. Housing Projects funded
 - 1. Enhanced Care Vouchers- 100 new permanent supporting housing units, providing enhanced care for people with chronic medical and mental health conditions.
 - 2. Navigate to Housing- rapid rehousing project focusing on people living in encampments
 - ii. Supportive Services Projects
 - 1. Housing Advocacy for Unsheltered Homeless Seniors-offers trauma-informed advocacy and legal services for unsheltered seniors
 - 2. Neighbor to Neighbor Street Outreach-trains specialized peer Outreach Ambassadors to serve seniors living in encampments
 - 3. Mobile Access Points- will create new mobile access points into the CE system
- c. "Regular" CoC NOFO- still awaiting results from HUD

- d. NOFO feedback was generally positive. Suggestions for improvement included preparing earlier, sending out general FAQ's and coordinating with domestic violence providers for their reports from comparable databases.
 - i. Feedback from Applicants noted challenges presented for smaller projects and desire for more opportunities to earn back points. Additional suggestions included running APR (Annual Performance Reports) reports from HMIS earlier, looking at calculations for housing retention/exits to permanent housing and length of time as a factor, and including direct subrecipients in communication.
 - ii. Rachel noted that this year's NOFO Committee included 5 people out of 11 with lived experience of homelessness. Feedback from the NOFO Committee included sharing more details with the committee on performance measures and offering more training for the appeal panel. There was also a request for site visits, review of feedback from participants and adding an application question about the oversight of subrecipients by direct recipient.
 - iii. Suggested improvements for advancing equity included providing technical assistance and capacity building for smaller organizations, using the process to help hold grantees accountable in terms of outcomes, gathering more info on what happens after clients exit and consider returns to homelessness and consider how to add an objective scoring criteria such as race equity.
 - 1. The group echoed the difficulty of managing HUD funds and the steep challenges smaller organizations face. Additional suggestions included larger organizations sponsoring smaller organizations as subcontractors.
 - iv. Feedback for Applicants included answering questions directly, including more info about direct recipients and subrecipients, and improve responses about engaging people with lived experience and advancing race equity, specifically including data and identifying specific action steps.
 - v. Key considerations for 2023 included preparing early, enhancing supports for new applicants, revisiting strategic direction about prioritizing new and renewal projects, bolster instructions and responses about race equity and engaging people with lived experience, engage the Racial Equity Committee and consider the possibility of site visits and reviewing feedback from participants.

9. RBA Benchmark Measures (C'Mone Falls)

4:10pm-4:20pm

- a. C'Mone noted that there used to be a regular Results Based Accountability meeting where benchmarks were set for expectations for different programs. C'Mone proposed reconvening that meeting.

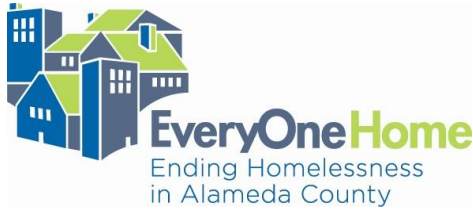
10. Discussion on topics for next Leadership Board meeting

4:20pm-4:30pm

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

11. Parking Lot for Future Topics for Leadership Board Meetings:

- a. RBA Benchmark Measures



3/1/23

Michelle Starratt
Housing Director
Alameda County Housing and Community Development Department
224 W Winton Avenue
Room 108
Hayward, CA 94544

Dear Ms. Starratt,

We are writing you to follow up on two actions taken by the Leadership Board related to the 2022 PIT Count. As you know, the LB is concerned about the data because of issues with Contra Costa County and observations about our own data. The board passed this resolution on 1/19/23: *To request the raw data from the PIT Count from ASR and the county and to also request 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.*

We have made that request of both the County and ASR without results. At our board meeting last week we asked that staff contact ASR to follow up. This occurred and Peter Connery of ASR said that he had released all the raw data to HCD.

We request that HCD provide access to the raw PIT count data provided by ASR to the Leadership Board through our Executive Director Katie Haverly in the next five days.

Thank you,

Moe Wright and C'Mone Falls, Co Chairs of the Alameda County CoC, Leadership Board

1271 Washington Avenue, #619 San Leandro, CA 94577

EveryOne Home Sponsoring Agencies: Alameda County Community Development Agency, Alameda County Health Care Services Agency and Alameda County Social Services Agency; City of Oakland Department of Human Services; City of Berkeley Health, Housing & Community Services Department; and the Alameda Countywide Homeless Continuum of Care Council

BRIEFING MEMORANDUM

TO: Leadership Board Members
FROM: Katie Haverly, Executive Director of EveryOne Home
DATE: March 10, 2023
SUBJECT: 2022 Point in Time (PIT) Count Data Update

Purpose

The purpose of this memo is to provide members of the Oakland-Berkeley-Alameda County Continuum of Care (CoC) Leadership Board updated information about concerns related to the data collected for the 2022 Point in Time (PIT) Count, especially data related to race and ethnicity and jurisdictional data. Please refer to the previous Leadership Board memo that outlined these concerns in detail on page 16 in the Board Packet [here](#).

Summary of Recent Actions and Developments

The Leadership Board made a motion that was passed in 1/19/23 related to this matter:

To request the raw data from the PIT Count from ASR and the county and to also request 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. (Motion passed with 21 yes's and no no's.)

On 3/1/23 a letter was sent to Michelle Starratt and Natasha Paddock (Alameda County Housing and Community Development) by the Leadership Board chairs Moe Wright and C'Mone Falls to request the data and the meeting be scheduled since it had been 40 days since the motion passed with no contact from HCD regarding the two requests. On March 9, HCD replied to the request with two datasets. One was a PIT Count high level dataset by city that EveryOne Home had been given previously. The other data set was the unsheltered observation dataset for all observations the morning of the PIT count. Included in this dataset for geographic information was only the census tract and city for each observation. It did not include the specific geo-pins for each observation that are the datapoint of concern for this dataset. Other data and methodology that still have not been received are:

- The dataset for the unsheltered survey (997 responses)
- The methodology about how race and ethnicity were imputed by ASR from the unsheltered survey and other data sources

HCD also indicated that they had not received an update from OHCC on the data quality review from the [CAPE](#) team of the data that was received by ASR.

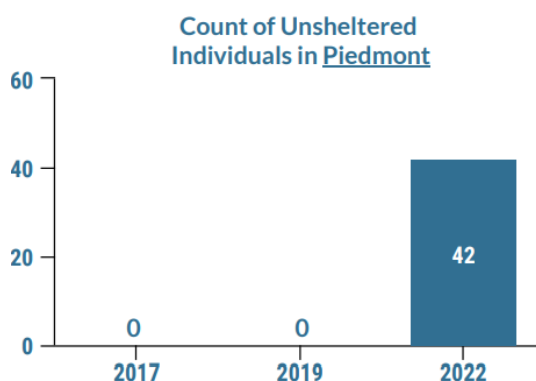
At the Leadership Board meeting on 2/16/23, another motion was made and approved related to this matter:

To have Katie Haverly, as Executive Director of EveryOne Home, reach out to ASR directly on behalf of the board to request the raw data from the PIT Count from ASR.

Motion passed with 16 yes votes and no no's.

On 2/23 I spoke on the phone with Peter Connery from ASR at length. Peter was the main contact from ASR that participated in the PIT Count planning meetings. Here were the main takeaways:

- He stated that he did give HCD data for all of the observational data and unsheltered survey dataset. He remembered the agreement we made that he would share the full raw dataset with EveryOne Home (EOH) after the count in our workplan, but said he was not willing or comfortable sharing that data now with the Board or the CoC because HCD is the fiscal sponsor of the project. Our agreed upon workplan outlined that ASR share the full raw PIT count dataset with EOH April of 2022.
- I asked if HCD explained when they requested the data that the Board and the CoC were doing so because they wanted a data quality review due to the situation that happened with Contra Costa's data errors working with ASR. He said he would not comment on that.
- I explained the Board's concerns about data quality, especially related to jurisdictional data and race data, after learning in detail what happened with Contra Costa County. He shared that he did not agree with Contra Costa's assessment of the data and/or the claims that they made about the inaccuracies.
- I shared some specific examples of jurisdictional and race data from Alameda County that pointed towards potential error, and why we felt it important to have a data quality review to ensure it was accurate. When I shared some examples including Piedmont - 42 individuals identified as experiencing unsheltered homelessness when every previous year there were zero individuals found to be experiencing unsheltered homelessness in the whole of Piedmont - he admitted that perhaps there could have been an issue or error there.



- His overall response was that he stands by the data, and we should move on as a community and utilize the wealth of data we have already. I explained we cannot do important analyses for our CoC including data disaggregated by race, age group or city because our CoC does not have this data. He said our data is not different from previous years and we should trust it, and we have plenty of good information. I reiterated that was not our agreement from our workplan.
- I asked if he would be willing to come to a Leadership Board meeting to answer questions and share what he shared with me and he said no.

Equity Considerations

As shared in the previous memo regarding this issue, there are important equity issues to consider related to our inability to understand how race/ethnicity data was imputed by ASR. An example - because of the wide discrepancy in those that identify as Black in our HMIS system (approximately 53%-55%) compared to those imputed as Black by ASR in our unsheltered count (39%), it is important to identify if our Count was significantly underrepresenting People of Color experiencing homelessness due to a methodology or other issue. If we cannot confidently claim our race/ethnicity data is correct in our PIT Count, that is out of alignment with the central mission of the CoC to center race equity in our work. We cannot confirm the accuracy without knowing the steps ASR took to prevent implicit bias in the unsheltered survey used to calculate the race data, as well as the calculation/equation itself. Lessons learned from this Count to inform the next are absolutely important, and the work being done now to have more transparency about procedures/protocols and methodology will help with that. Equally important is to ensure we are not overlooking, undercounting and/or minimizing the impact of systemic racism on those that are forced into homelessness due to structural injustices. It is an urgent task to identify issues with the current data so that we can accurately represent our confidence levels in this data. Many partners and stakeholders use the PIT Count data to guide decisions around funding, program implementation, and to track progress toward equity goals. Stakeholders need to be informed about any limitations to this data. Addressing these issues in a timely manner is critical to honor the central tenets and values of this CoC and to be accountable to those most impacted by racial injustice.

Suggested Recommendations to Pursue

- 1) Request an update from OHCC and their CAPE team on what steps have been taken in the data review process and whether or not they reached out to ASR to request the missing data noted above.
- 2) Confirm with HCD what data they received from ASR. Peter indicated all data was shared with HCD including the unsheltered survey dataset, but there are significant datasets and variables missing from what was shared with our Board chairs on 3.9.23. If all data was not received from ASR, request that HCD make another request of ASR to provide all data from the PIT Count per the agreement made in the workplan developed and adopted by the PIT Count Planning Team.



Alameda County CoC Meeting with HUD

Wednesday, March 8, 10:00-11:00 AM

Present: Brett Esders (HUD/SNAPS), Kim Y Evans (HUD/SNAPS), C'Mone Falls (City of Oakland Community Homelessness Services Division), Kerry Abbott (Office of Homeless Care and Coordination), Moe Wright (EOH Leadership Board Chair), Nic Ming (HMIS Co-chair and Social Impact Wheel), Josh Jacobs (City of Berkeley), Michelle Starratt (Alameda County HCD), Estelle Clemons (City of Oakland), Suzanne Warner (Alameda County), Joyce Probst MacAlpine (Abt Associates), Katie Haverly (EveryOne Home), Amanda Wehrman (Homebase), Esther Wilch (Homebase)

1. Welcome and Introductions

2. CoC 101 Information

- Brett Esders (HUD) gave a brief overview of the CoC with a PowerPoint presentation.
 - Within the CoC, there are 3 required entities: HMIS Lead, Board and Collaborative applicant. Committees and subcommittees are optional.
 - Details are to be decided and stated in the governance charter.

2. CoC questions to discuss with HUD

- Can the Leadership Board of the CoC decide how planning grant funds are used?
 - Brett explained that it is normal for the Board to make big picture decisions around how the planning grant funds are used but CoC's usually do not dictate the exact dollar amount that will be spent.
 - Brett shared that if contracted entities are not fulfilling their obligations HUD's expectation is that the CoC would hold them accountable and do what your contracts say will happen when an entity does not meet their contractual obligations. This is a conversation that should happen on the front end so all parties are aware of what will happen in this instance. This should also happen with the CoC and CA on the front end so there can be agreements about what elements related to accountability should be included in contract language for work related to the CoC.
 - Brett shared it is very helpful for the CoC to have conversations about what qualities, skills and experience are important for CoC related contracted parties.
 - Michelle shared that having a nonprofit as the collaborative applicant seems to be the best idea moving forward.
 - Brett shared that both government entities and nonprofits have pros and cons in being in the CA role.
 - Moe shared that the Leadership Board and CoC considered EOH as their staff and were surprised that the county independently sought out a new staffing with their RFQ without their partnership. He also shared there was interest in evaluating the collaborative applicant, hopefully including that in the governance charter in the next couple of months.

- Brett shared another CoC she knows of is working on developing a process to evaluate their collaborative applicant because they weren't sure the current entity was the right one for the job.
- Would HUD hold the Collaborative Applicant responsible if one of the (other) designated entities does not fulfill its obligations? (e.g., Is the CA responsible for monitoring the other designated entities if planning grant funds are going to those entities?)
 - HUD will hold the collaborative applicant responsible for submitting the application and applying for the planning grant, for other commitments HUD would monitor the CoC.
 - If the collaborative applicant has a designated sub, HUD expects the collaborative applicant to monitor the sub.
 - If there are other responsibilities of the collaborative applicant not covered by the planning grant and HUD regs, HUD would still monitor the CoC for those activities.
 - Brett also noted that the CoC could be monitoring the collaborative applicant with an outside entity or with the formation of a subcommittee.
 - If the collaborative applicant was out of compliance, there are a number of actions HUD could take such as stopping draws or recapturing funds. In extreme cases there is a section in the interim rule called Remedial Action in which HUD could step in and replace the collaborative applicant unilaterally.
- Can the CoC change their Collaborative Applicant outside the registration period?
 - Yes, at any time. It's updated annually but if it's changed between registration and the competition, HUD needs to know.
- If the Board designates an entity other than the Collaborative Applicant to fulfill a subset of duties outlined in the CoC regs, but the CA is an arm of local government and required to follow local procurement rules that require a competitive process to allocate funds -- does local procurement law supersede HUD regulations?
 - The collaborative applicant needs to follow the procurement rules of their organization.
- How are roles/responsibilities delegated between HUD HQ (SNAPs staff) and HUD Field Office? What issues and questions should be directed to each entity?
 - Generally, any grant or regulation related questions should go to your CPD (Community Planning and Development) representative in the San Francisco field office. If they have questions, they will contact HQ.
- C'Mone asked the question: when the CoC updates the governance charter, what is the requirement for government (county and cities) to then comply with the governance.
 - Brett noted that they only can take sanctions against HUD/CoC/ESG money and that the CoC's biggest tool is rating and ranking in terms of penalizing when a project or individual refuses to comply. MOU's and RFP's are additional tools.

4. Trust Impact Discussion

- C'Mone voiced growing concerns regarding the CoC's ability to trust and collaborate with the county after the county moved forward with several unilateral decisions including moving forward with a new backbone agency and moving forward with the PIT count while there was a change in leadership at EveryOne Home.
- C'Mone noted that there are new members on the Leadership Board that may have difficulty knowing how to move forward on the board when there are these pre-existing conflicts.

- C'Mone shared that as a CoC chair she felt excluded from these decision-making conversations and had to ask to be included. She noted that trust was already an issue but has become more of an issue with these processes that have not been transparent or collaborative.
- C'Mone voiced a hope that trust could be restored as collaboration is necessary to develop the most effective system to address homelessness.
- Kerry noted that the reason the procurement process was not transparent was because there had to be a closed Leadership Board session because the members of EveryOne Home were impacted but the discussion involved the Leadership Board.

5. Next Steps

- Schedule a planning meeting for presenting a trust discussion to the Leadership Board that the county would organize and host.
- Continue to work towards including more specified policies in the governance charter to prevent issues in the future
- Potentially having a consultant come in and put more policies in place or offer monitoring support
- Report out to the Leadership Board on this meeting



Responsibilities of the CoC



Overview

- Continuum of Care (CoC) Defined
- CoC Structure
- CoC Responsibilities
 - Operating the CoC
 - HMIS
 - CoC Planning
- Preparing an Application for Funds



Continuum of Care: Defined

At its simplest, a Continuum of care is established by **representatives of relevant organizations** within a **geographic area to carry out the responsibilities** set forth in the CoC Program interim rule



Continuum of Care: Relevant Organizations

| Organizations Required to be Represented in the CoC | |
|-----------------------------------------------------|----------------------------------------|
| Nonprofit Homeless Assistance Providers | Victim Service Providers |
| Faith-based Organizations | Governments |
| Businesses | Advocates |
| Public Housing Agencies | School Districts |
| Social Services Providers | Mental Health Agencies |
| Hospitals | Universities |
| Affordable Housing Developers | Law Enforcement |
| Organizations that Serve Veterans | Homeless/Formerly Homeless Individuals |

* Organizations are required on membership only to the extent that they exist within the geographic boundaries the CoC represents



Continuum of Care: Structure

Continuum of Care

**HMIS
Lead**

Board

**Collaborative
Applicant**

Committees

Subcommittees



Continuum of Care: CoC Board

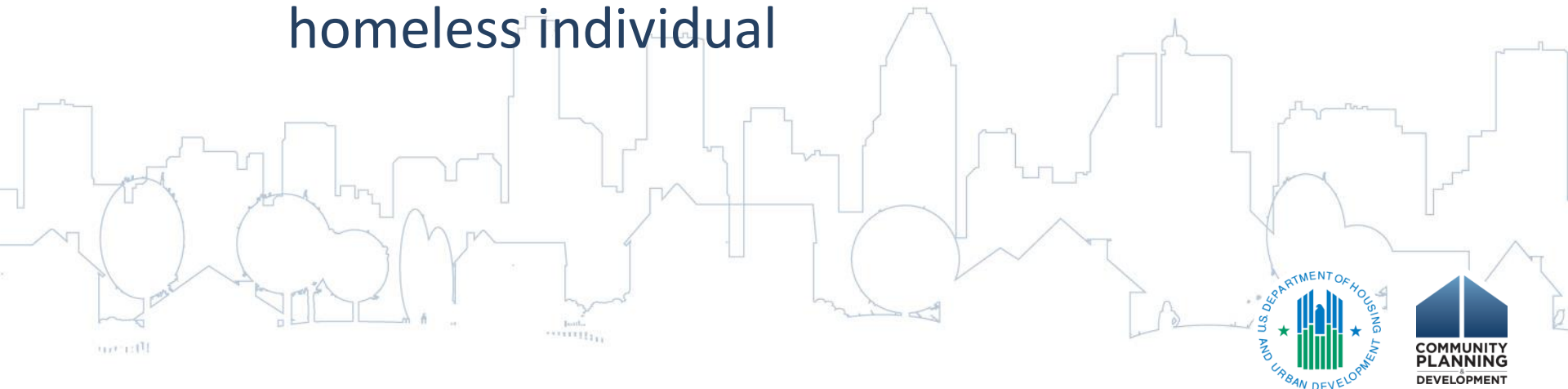
- The Board must be selected using a process established by the CoC
- The Board must comply with the following conflict of interest requirement:

No member may participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefit to the organization that the member represents.



Continuum of Care: CoC Board

- The CoC composition of the board must:
 - Be representative of the relevant organizations and of projects serving homeless subpopulations
 - Include at least one homeless or formerly homeless individual



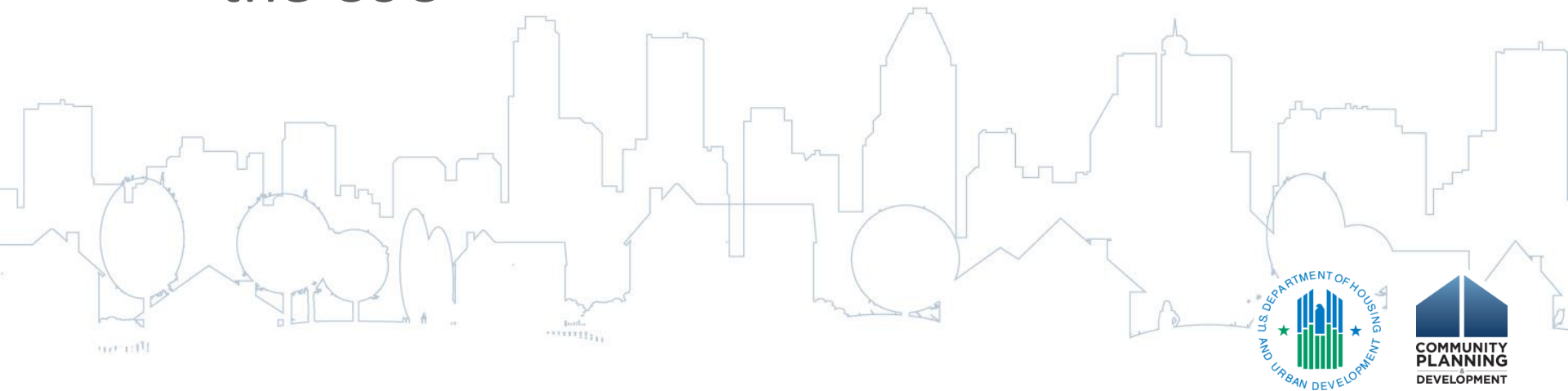
Continuum of Care: Responsibilities of CoC Board

- The CoC Program regulation does not assign any responsibilities to the CoC Board
- The CoC must assign responsibilities to the CoC Board and document the assigned responsibilities in the governance charter
- Responsibilities should reflect local needs and structure of the CoC



Continuum of Care: HMIS Lead

- The CoC must designate an eligible applicant to be the CoC's HMIS Lead
- The HMIS Lead is responsible for managing the CoC's HMIS on behalf of the CoC



Continuum of Care: Collaborative Applicant

- The CoC must designate an eligible applicant to be the CoC's Collaborative Applicant
- The collaborative applicant is responsible for:
 - Collecting and combining all required application information from all projects within the geographic area the CoC has claimed*
 - Apply for CoC planning activities

*The CoC retains all of its responsibilities, even if it designates one or more eligible applicants other than itself to apply for funds on behalf of the Continuum. *This includes approving the CoC application.*



Assigning Remaining Responsibilities of the CoC

- The CoC is responsible for:
 - Operating the CoC
 - HMIS
 - CoC Planning
- The CoC must determine how it will carry out these responsibilities and document these decisions and assignments in their governance charter



In Detail: CoC Governance Charter

- Develop, follow, and update *at least annually* a **governance charter**, which must:
 - Be developed in consultation with the collaborative applicant and the HMIS Lead
 - Include all procedures and policies needed to comply with Subpart B of the CoC Program interim rule
 - Include all policies and procedures to comply with HMIS requirements
 - Include a Code of Conduct and recusal process for the Board, its chair(s), and anyone acting on behalf of the Board



Questions

