

Leadership Board

Minutes

October 10, 2024

2:00pm – 4:30pm

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.

Attendance

Committee Members

Adrienne Chambers	Alameda County Probation	Present
Annie Bailey	City of Fremont, Co-Chair Youth Committee	(absent)
Anissa Basoco-Villarreal (sub for Andrea Ford)	Alameda County Social Services Agency	(absent)
C'Mone Falls	City of Oakland, Co-Chair LB	Present
Darin Lounds	Housing Consortium of the East Bay	(absent)
Frank Rogers	Community Member	Present
Jonathan Russell	Alameda County Housing and Homelessness Services	Present
Josh Thurman	City of Livermore	(absent)
Kate Hart	SAVE, Co-Chair OAC Committee	Present
Laurie Flores	City of Fremont	Present
Liz Varela	Building Futures	Present
Michelle Starratt	Alameda County HCD	Present
Moe Wright	Community Member, Co-Chair LB	(absent)
Ms. Shelley Gonzalez	Community Member	(absent)
Nic Ming	Community Member	Present
Paul Berry	Community Member, YAB member	(absent)
Peter Radu	City of Berkeley	Present
Ray Corona	Co-Chair SCF Committee	Present
Suzanne Warner	Alameda County Housing and Homelessness Services	(absent)
Tunisia Owens	Family Violence Law Center, Co-Chair Racial Equity Committee	Present
Vivian Wan	Abode	Present
Brenda Wadsworth	Community Member	(absent)
Deidre Wan	Community Member	(absent)

OAKLAND, BERKELEY / ALAMEDA COUNTY CoC

Doug Biggs	Alameda Point Collaborative	(absent)
Jason Earl	City of Dublin, Co-Chair HSHP	(absent)
Paulette Franklin	Alameda County Behavioral Health Care Services	(absent)
Sharon Cornu	St. Mary’s Center	Present
Shatae Jones	Alameda Alliance for Health	(absent)

Public

Jen Lucky	Alameda County H&H
Kate Bristol	Kate Bristol Consulting
Pauline Blackwell	

Staff

Aram Hauslaib	Homebase
Morgan Bernados	Homebase
Kim Natarajan	Homebase
Matthieu Kaman	Homebase

Agenda and Minutes

<p>1) Welcome / Introductions (C’Mone Falls)</p>
<p>2) Leadership Board Public Comment (C’Mone Falls)</p> <p>a) No public comments.</p>
<p>3) Approval of Minutes, September 26th, 2024 (C’Mone Falls)</p> <p>a) No roll call vote is needed, typo revisions were received over email and corrected. Quorum was present. Minutes approved.</p>
<p>4) Homeless System Updates (All)</p> <p>a) C’Mone Falls is now working at City of Alameda. C’Mone currently occupies a Board seat as representative from City of Oakland, she will explore options to move into the currently open Mid-County seat on Leadership Board. The Alameda County Conference of Mayors appoints representatives into that seat. In the meantime C’Mone will remain in the City of Oakland seat until they name a replacement.</p> <p>b) Kim Natarajan:</p> <p>i) The Fall Community Meeting will be Tuesday, October 29 and Wednesday, October 30 2024. The event will be held at the California Endowment, 2000 Franklin Street, Oakland, CA 94612. A virtual option will be available. The registration form and agenda can be found on the EveryOne Home website. Registration closes October 18th.</p>

- ii) Reminder of meeting norms: Homebase is reminding all committees in the CoC to create an inclusive meeting space by eliminating the use of jargon and saying the whole name of things instead of just acronyms. Homebase staff will be proactive in reminding meeting attendees of this norm and ask people to spell out acronyms and define jargon.
- iii) 'A Rising Tide' Virtual Screening will take place October 15th during the CoC Learning Community Space. The screening will be followed by a panel discussion.

5) Leadership Board Updates (C'Mone Falls)

- a) No announcements.

6) NOFO 2024 Rank and Review Listing (Kate Bristol)

- a) Kate Bristol presented the list of projects to be awarded new and renewal funding in this year's annual round of CoC grant applications. Choices were made by the CoC's rank and review committee.
- b) Leadership Board had previously approved the NOFO strategic direction in June and delegated other tasks to the NOFO committee.

Applications Received - Renewal

- 39 Competitive Renewal Projects (100% of eligible renewals)
 - 8 were not scored; local policy is to rank at bottom of Tier 1
 - 1 HMIS, 3 Coordinated Entry, 4 "new" renewal
 - 31 were scored and ranked
 - Includes PSH, RRH, TH, and TH/RRH
- 5 Non-Competitive Renewals (not ranked, per HUD)
 - 4 Youth Homeless Demonstration Program grants (YHDP)
 - 1 Planning Grant

Applications Received - New

- CoC (Housing) Bonus
 - 7 Applications received
 - 6 passed threshold review
 - Total of \$6,733,623 requested
 - Requests exceeded available bonus by \$737,590
- Domestic Violence Survivors (DV) Bonus
 - 1 Application received
 - Total of \$2,847,859 requested which equals amount of bonus

Other highlights from the presentation:

- The NOFO committee received 2 appeals, but the results of the appeal only changed the score, not the rank.

- Tier 2 applications are not guaranteed. They go into a national competition and their funding depends on overall application package. In 2024, all of Tier 2 renewals were funded.
- The DV bonus project is not ranked in the same way as other projects so its low position on the chart doesn't mean it won't get funded or got a low score.
- Award results are anticipated to be announced in February 2025. The local competition renewal is not happening again until 2026. Final project grantees in this round will receive two-year awards.

Discussion & Questions:

- Vivian Wan was curious about an analysis of trajectory of projects over time, noting that it was concerning to see a project that went from top of list in prior year to almost the bottom of Tier 2. Vivian asked if the quality of care is changing in these programs or is the scoring changing?
 - Kate: The scores were overall high for various projects. Because of the ranking system, the NOFO committee ends up splitting hairs on performance to create an artificial hierarchy. This break year (2025) will give a chance for the whole CoC to set new standards and evaluate criteria and performance measures. An evaluation cycle may start in July 2025, recommend changing any performance measures well in advance with provider input. Can't get around putting people in Tier 2 due to the HUD system.
- Liz Varela expressed wanting to know ahead of time about evaluation processes and what the CoC can do. Wants to meet as a community to talk about how to make the community better period, not just agency by agency. Wants an opportunity to talk about performance as a community and not just for the application.

The Leadership Board must confirm the 2024 CoC Project Priority List as submitted by the NOFO Committee and direct H+H as the Collaborative Applicant to submit the list to HUD on behalf of the CoC. The two actions were split to allow recipients and sub recipients to vote for Action 2 that would have to abstain on Action 1.

Action I

- i. Michelle Starratt made a motion to confirm the 2024 CoC Project Priority List as submitted by the NOFO committee.
Seconded by: Shelly Hanes
Discussion: None.
- ii. Roll Call Vote:
AYES: Adrienne Chambers, Jen Lucky, Shelly Hanes (proxy for Josh Thurman), Laurie Flores, Michelle Starratt, Shelly Hanes (proxy for Shatae Jones).
NOES: None.
ABSTAINS: C'Mone Falls, Peter Radu, Kate Hart, Jonathan Russell, Liz Varela, Nic Ming, Sharon Cornu, Vivian Wan.
- iii. Motion passes with 6 Yes votes, 0 Noes, and 8 Abstains.

Action II

- i. Michelle Starratt made a motion to direct H+H (As the Collaborative Applicant) to submit the 2024 Consolidated Application for CoC Funds to HUD on behalf of the Oakland, Berkeley/Alameda County CoC.
Seconded by: Shelly Hanes

Discussion: None.

ii. Roll Call Vote:

AYES: Adrienne Chambers, C'Mone Falls, Peter Radu, Shelly Hanes (proxy for Josh Thurman), Kate Hart, Laurie Flores, Liz Varela, Pauline Blackwell, Nic Ming, Sharon Cornu, Shelly Hanes (proxy for Shatae Jones), Vivian Wan.

NOES: None.

ABSTAINS: Jen Lucky, Jonathan Russell.

iii. Motion passes with 12 Yes votes, 0 Noes, and 2 Abstains.

Next steps: The consolidated application and project list will be posted to the EveryOne Home website and H+H submits application.

7) Governance Charter and Policies and Procedures Revisions Recommendations (Kim Natarajan)

i. Homepage has compiled a list of recommended changes to the CoC governing documents. Changes to the Policies and Procedures may be confirmed by the Leadership Board today. Changes to the Governance Charter would need to also be presented for confirmation at the next Community Meeting October 29th-30th. The presented memo as well as a copy of each document with tracked changes are included in the meeting materials.

ii. Discussion:

i) Clarified that approval of charter changes can only happen at Community Meetings and that Leadership Board can create changes to Policies and Procedures at any time, including temporary policies.

ii) Questions arose about the composition of Leadership Board and the definition of seats.

(1) Nic Ming expressed that housing developers are not included in the Leadership Board seating. He also mentioned a PWLE committee had been previously discussed and should be discussed further in the future.

(2) Jonathan Russell wants to see other seats added such as managed care plan.

(3) Kim Natarajan suggested moving the Leadership Board seat language out of the charter and into the Policies & Procedures if the Leadership Board wants to make more frequent changes.

(4) Peter Radu shared he felt like the Leadership Board seat composition needs to stay in the charter, but wonders if there can be contingency language added to the charter about emergency seat type changes or seat expansions when Leadership Board thinks necessary.

(5) Vivian Wan expressed that charters aren't supposed to change every 6 months, so some of the language does need to be absolute.

(6) The conversation about making changes to Leadership Board seats was tabled.

iii) Discussion about the Policies & Procedures revisions:

(1) Kim and Nic clarified that removing language about the Public Participation Policy is not intended to eliminate the origins of the Leadership Board but instead remove unnecessary policy

implications. The origins of the Leadership Board are stated elsewhere in the Charter with greater accuracy.

- (2) Discussion also clarified that Robert's Rules of Orders are suggested to be listed as a backup procedure if the existing CoC policies and procedures don't address a certain situation.

Action III

i. C'Mone made a motion to approve Policy and Procedures revisions as outlined in the memo, and to recommend the listed Governance Charter recommendations for final approval at the Community Meeting, and to agendize this topic for a future leadership board meeting.

Seconded by: Vivian Wan

Discussion: None.

ii. Roll Call Vote:

AYES: Adrienne Chambers, C'Mone Falls, Peter Radu, Frank Rogers, Shelly Hanes (proxy for Josh Thurman), Kate Hart, Jonathan Russell, Laurie Flores, Liz Varela, Pauline Blackwell, Nic Ming, Shelly Hanes (proxy for Shatae Jones), Sharon Cornu, Vivian Wan

NOES: None

ABSTAINS: Ray Corona

- iii. Motion passes with 14 Yes votes, 0 Noes, and 1 Abstain.

Discussion arose about Shelly Hanes having two votes as a proxy for two different Leadership Board voting members. The governance documents do not explicitly say a proxy cannot vote more than one for any of their seats in the same meeting.

Action IV

i. C'Mone edited the prior motion to include "changes as discussed at 10/10/24 Leadership Board Meeting." The new language to be added to the governance documents is as follows: "No one person can have more than one vote on an action item, regardless of their function in the meeting proxy or otherwise. The final motion from C'Mone Falls read: "Motion to approve Policy and Procedures revisions as outlined in the memo, **and to recommend the listed Governance Charter recommendations (with additions as discussed at 10-10-24 LB meeting)** for final approval at the Community Meeting, and to agendize this topic for a future leadership board meeting.

Seconded by: Jonathan Russell

ii. Roll Call Vote

AYES: Adrienne Chambers, C'Mone Falls, Peter Radu, Frank Rogers, Jen Lucky, Shelly Hanes (proxy for Josh Thurman), Kate Hart, Laurie Flores, Liz Varela, Pauline Blackwell, Nic Ming, Sharon Cornu, Vivian Wan.

NOES: None.

ABSTAINS: None.

PRESENT NOT VOTING: Jonathan Russell, Shelly Hanes (proxy for Shatae Jones)

- iii. Motion passes with 13 Yes votes, 0 Noes, 0 Abstains, and 2 Present Not Voting.

8) OAC Update on Encampment Policy and Further Clarification of Strategic Direction
(Kim Natarajan/Kate Hart)

- a) Outreach Access and Coordination Committee gave a status report on their discussion of how the CoC engages with encampment work. Because OAC took action at their 10/9/24 meeting, no direct action is being requested from LB at this time. OAC is moving forward to collaborate with the Technical Working Group (TWG) on the encampment prioritization matrix.

Discussion:

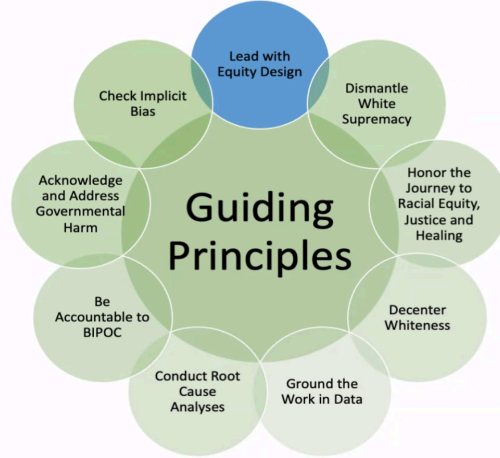
- Nic Ming asked what the next steps will be after the workgroup provides feedback and insights on the Mayors' matrix developed in the TWG. If the TWG doesn't adopt the suggestion, Nic asked if the CoC would continue forward with their own feedback. Kim noted the CoC could continue drafting an independent document separate from the TWG.
- Peter Radu, as a member of the TWG, shared that the TWG has expressed that they are open to an iterative process with the CoC. Thinking of it as similar to a bill process, where two chambers pass a document back and forth and iterate. If the CoC produces an independent document, no guarantee that cities would adopt readily.
- Jonathan Russell proposed having two separate documents (TWG and CoC) because the matrix won't have all the services and resources on the document. May be slow to reach consensus to create one document.
- Peter Radu: Think we just have to see what the unsheltered workgroup comes up with. If the language is very specific about outreach and timelines, that would be difficult to get cities to adopt universally. If it's couched as a framework for best practices, recognizing that case by case decisions may require deviance from the framework, that could be more easily adopted by cities.
- C'Mone Falls and Peter Radu think it's important for Leadership Board to decide what the CoC is going to present, if the goal is to produce a prescriptive outline of how to address encampments or just a general statement. The unsheltered working group will move forward and will share an update in December and Leadership Board may take a vote on the direction from there, depending on progress.

9) Racial Equity Committee Report Out (Nic Ming)

- a) Nic Ming shared about the Learning Community and uplifted the "A Rising Tide" screening.

b) Reshared the Racial Equity framework as reminder for committee spaces.

Apply RE Framework Principles to RE Priorities



- c) Chloé Green and Tunisia Owens are giving a Racial Equity 101 training in HMIS Committee. HMIS is one of the oldest standing committees, so it is well poised to do equity work and build a model to replicate for other committees.
- d) Opportunity open in HSHP about the Prevention Framework and getting engagement from the REC.
- e) Opportunity opening up in OAC about incorporating racial equity into the coordinated entry evaluation
- f) Opportunity in SCF: Ongoing engagement around the NOFO
- g) Opportunity in SIC to integrate racial equity framework in Home Together 2030 plan and in the PIT count.
- h) The Youth Committee will present to REC about how its incorporating racial equity in its workplan.
- i) The REC is working to build up support and resources for racial equity liaisons.

10) Home Together Plan Refresh (Alameda County Health, Housing and Homelessness Services)

- a) Jonathan Russell presented about The Home Together Refresh Plan for 2030. The current Home Together Plan is a guiding strategy document for CoC, County, Cities, and many others working within Alameda County. The current document had guidance through the end of 2025, and it is time to begin planning steps to create the next version.

Home Together Refresh Process Objectives

- Center equity and justice - race, gender, ethnicity, disability – across the process.
- Provide multiple pathways for input to ensure all stakeholders have an opportunity to shape the refreshed Plan.
- Design a process that is collaborative, inclusive, efficient, and strengthens and further clarifies partnerships/relationships.
- Ensure the refreshed Plan is centered on people with lived experience, is data-driven, action-oriented, built to work and evolve over time, and nimble to respond to changing dynamics.
- Establish metrics to measure progress over time, and a process for program and system improvement.

Tentative Timeline

- **October/November 2024:** Confirm agreements with any third-party partners (e.g., All Home, REA expert)
- **November 2024 – April 2025:** Inventory Modeling and Racial Equity Analysis
 - Leverage existing committees for input/support of these workstreams
 - Present to Board on interim findings from these workstreams
- **April-June 2025:** Strategy Identification
 - Identification and prioritization of strategies, informed by modeling and racial equity work
 - Again, leverage existing committees for input
- **June-August 2025:** H&H compiles plan narrative
- **Goal would be to have a final plan by the Fall of 2025**

CoC Key Roles:

- Existing roles: H&H as Project manager (designated Policy & Planning entity)
- Leadership Board
- CoC Committees

Proposed Home Together 2030 Refresh work group with CoC Participation:

- HT 2030 Task Force
 - 12-15 members, meeting monthly, at least 4-8 hr/month
- System Modeling Technical Work Group
 - 6-8 members, meets weekly or bi-weekly, 8-10 hr/month
- Racial Equity Analysis Technical Work group
 - Scope of this work group will be determined at a future date

Next steps:

- Those interested in volunteering to serve on a HT 2030 refresh work group should complete an interest form no later than 5:00PM PT on 10/24
- Work group descriptions are available on the CoC website
- A slate of members for each of the groups will be presented at the 11/21 LB meeting

Discussion:

- Feedback from Sharon Cornu:
 - Integrate into overall Leadership Board workplan to minimize last-minute and surprise agenda items like Community Meeting
 - Special listening sessions with for example Seniors in West Oakland - but identify more than standard "community engagement" outreach strategies - including outreach strategies that support continuing engagement not one-offs
 - Working not just thru the committee structure but seizing opportunity to do deeper engagement with PWLE
 - Robust and vibrant strategic communications strategy when it is done
 - Challenge of last cycle - revisions at the last minute – transparency, especially when it comes to community engagement
- Nic Ming shared feedback that for the composition of the groups, Jonathan stated they wanted 50% of the Racial Equity Technical Work Group to come from the REC, but Nic isn't sure that makes sense for the bandwidth and capacity of REC members. Nic suggested that people should come from multiple committees instead, 50% across committees that are directly connected to the Home Together objectives and REC can provide periodic support.

11) Point in Time Count 2024 Report (Alameda County Health, Housing and Homelessness Services)

- a) The 2024 PIT Count full report is not available yet. No further discussion due to time constraints.

12) Closing (Kim Natarajan)

- a) Discussion of upcoming agenda items for next meeting.
- b) Next meeting will be held **November 21st, 2024**