



# Leadership Board Generative Work Session

## Report Out

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### Desired Outcomes from April 28, 2025 Work Session

- I. Clearly Defined Role and Directive for Leadership Board. *An answer to the question: "How do we want to lead?"*
- II. Consensus on a Big Priority for 2025 + Clear Next Steps
- III. List of Changes Needed, if any, to the CoC Structure and/or Processes

### Agreements and Outcomes from the Work Session<sup>1</sup>

#### I. Clarifying the Board's Role & Directive

**Consensus reached:** The group agreed on the following answers to the question, "How do we, as the Leadership Board, want to lead?"

- Focus more on strategy (and separate out or delegate the governance requirements/bureaucratic aspects)
- Engage in strategic funding planning, including identifying additional/new types of funding to pursue and creating a strategic basis for funding decisions if/when funding decreases or new funding streams become available
- Get involved/lead on public messaging/community-building/advocacy
- Let go of the past → make room for "new tricks"

Remaining Questions for Leadership Board Discussion/Decision:

- What needs to change about the way the Board interacts and communicates with CoC committees?
- How can the Board both provide top-down direction to committees and also incorporate ideas that bubble up from committees into CoC priorities?

#### II. Identifying a Big Priority for 2025 + Taking Action

**Consensus reached:** Public Education & Campaign to reach both members of the public and people who are unhoused.

Secondary priority: Creation and use of tools to support strategic funding priorities and fundraising.

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<sup>1</sup> This section includes agreements, outcomes, and highlights from each session. Additional notes and details about the discussions are later in this document, in the "Notes from Individual Sessions" section below.

## Report Out from April 28, 2025 Leadership Board Generative Work Session

A subset of attending Board members who chose to discuss next steps on the Big Priority identified in the previous session discussed goals, a timeline, milestones, and immediate next steps, and agreed to the following initial action plan:

<p><b>Goals:</b></p> <ol style="list-style-type: none"><li>1. Educate the public about why homelessness exists and persists in Alameda County and what is needed to reduce and end it. Aims: reduce stigma, get support, get funding.</li><li>2. Educate people who are unhoused or unstably housed about resources available to them and ways to work toward their housing goals.</li></ol>
<p><b>Timeline:</b> By November, public messaging has begun.</p>
<p><b>Key Actions/Milestones</b> (needed for each of the above 2 goals):</p> <ol style="list-style-type: none"><li>1. Figure out funding needed for this work. Develop a budget and secure funds.</li><li>2. Identify the specific “who” we are trying to reach with these communications. <i>Note: there will be multiple answers - for example, for Goal 1: members of the public/voters, people living in specific neighborhoods/areas who tend to oppose new programs, elected officials, etc.; for Goal 2: different subpopulations/people with different types of needs/housing barriers</i></li><li>3. For each group, figure out the “what” of the message/education. What specifically do we need to say to each group.</li><li>4. For each group/message, figure out the “how” <i>For example: flyers, traditional media, social media, community meetings, workshops/trainings, 1;1 conversations, etc.</i></li><li>5. Create teams to write/develop the messaging/education and to deliver it</li></ol>
<p><b>Barriers/Challenges:</b></p> <ul style="list-style-type: none"><li>• Use of acronyms/phrases/language within the homeless response system that people outside don’t know or understand.</li><li>• Different information, types/style of messaging and education is needed for different groups/people. This is complicated work to figure out and implement.</li><li>• Cities and other jurisdictional partners, providers, groups don’t agree on how to talk about homelessness/what we can or should say publicly.</li></ul>
<p><b>Who else needs to be involved in this effort?</b></p> <ul style="list-style-type: none"><li>• Media, companies that do this kind of messaging/education</li><li>• People with relevant skills: writing, public speaking, organizational skills</li><li>• Communications Work Group</li></ul>
<p><b>What else do we need to know or decide?</b></p> <ul style="list-style-type: none"><li>• When we want to do all the above activities/reach the above milestones by.</li></ul>

<ul style="list-style-type: none"> <li>Whether we need a 501(c)(3) to do any pieces of this work or if the Leadership Board can hold this.</li> </ul>		
<b>Immediate Action Steps (Next Two Weeks)</b>	<b>By whom?</b>	<b>Target Date</b>
1. Schedule a Communications Work Group meeting.	Moe/LB	By end of May
2. Write a summary of this goal to shop to funders.	Moe/ Comms Work Group	By end of June
<b>3.</b> Identify a 501(c)(3) that is willing to accept funds provided for this work and to distribute it to the agencies/people doing the work.	Moe/ Comms Work Group	By end of June

### III. Changes Needed to the CoC Structure and/or Processes

A subset of attending Board members who chose to discuss needed changes to the CoC’s Structure or Process talked about potential changes to CoC structure, decision-making, communication, and workflow processes and identified the following key goals and next steps.

#### Identified Goals:

- Restructure so that the current responsibilities of the Leadership Board are streamlined and that there is a clear delineation of CoC roles.
- Split current CoC responsibilities between two entities - the CoC which will carry out activities in response to HUD requirements and a non-profit organization that would act on advocacy, fundraising, and other similar activities.

#### Identified Next Steps:

- Develop a logic model to help delineate responsibilities of the CoC, Committees, and other organizations/structures that will support the CoC.
- Evaluate CoC Committee structure for opportunities to streamline and reduce number of committees/meetings.
- Explore the option of starting a Lived Experience Advisory Board (Marin mentioned as an example).

## Notes from Individual Sessions

### Clarifying the Board's Role & Directive: How do we want to lead?

Attendees broke into four randomly mixed small groups to answer the following questions individually and then reach consensus on the question, "What should the Board do differently to help to achieve the CoC's vision?"

Individual written responses from small groups:

- Why are you on this Board? What do you see as your individual role in supporting the CoC's work?
  - I am a PWLE and want to be part of the solution of homelessness. I see my role as representation of age, ability, and example of being served under the CoC.
  - I want to be an active agent in ending homelessness in Alameda County.
  - To increase awareness of the positive impacts of targeted homelessness prevention.
  - Addressing the needs of those experiencing and at-risk of experiencing homelessness is a priority for me. My role is to serve as a conduit of information about social services and to ensure those we serve have access to available services and are informed of the resources they may be eligible for/entitled to.
  - To lead. To bring sense and sensibility to the structure. Critical thinking and practical strategies. To lead changes and solutions. Individual role: To learn the existing policy and structure to improve and influence realistic approaches. To learn and teach. To say the quiet parts out loud.
  - To be the change I want to see! Role: Advocate. Challenge the status quo. Being a voice for the voiceless.
  - Why: I thought there would be funding. To learn best practices. To meet people in the field. Role: Community organizing, communications, work plans.
  - I am on this board as a thought leader in this space that understands the system and can offer insight from my perspective.
  - My role is to support unhoused survivors of gender-based violence (GBV) receive services and resources in an equitable way.
  - Dedicated to pathways outside of what the government has to offer.
  - I joined to be a part of a larger organization that is helping the unhoused in Alameda County and bring my professional experience to the group.
  - My role: 1) Business - How it all works; 2) Housing Expertise - How to get it built.
  - Lived experience - provide input/suggestions to set policy.

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- Listen and analyze provided data.
- Suggest new routes to achievement.
- I am on this board because I have lived experience and I was introduced by my Emerging Leaders program.
- To help identify strategies to prevent youth from becoming homeless.
- To help implement strategic priorities.
- I believe with my live experience that I have good knowledge and productive feedback for my CoC.
- I wanted to help to define what a respite program in a homeless shelter should look like. Offering feedback on what works and what doesn't.
- Don't forget primary targets of access to health and mental health.
- To lead the lead entity/collaborative applicant. Drive performance, compliance, and accountability across the system. Lead the operations strategy with advisement and feedback.
- To contribute to changing how the system functions/works/is structured.
- To represent families, domestic violence (DV) survivors, smaller cities, providers.
- I am on this board to end homelessness in Alameda County and my role is to lead.
- Multiple people included: to represent the Committees they chair/co-chair.
- Represent the needs of the DV/GBV survivors in the system.
- To support the history and mission of the CoC and advocate for the folks impacted by the CoC.
- To gain a better understanding of how to improve our support and resource for more housing. Role: Share the knowledge to debunk misconceptions of homeless so that our community can be engaged in the solutions.
- To help incite change from the inside out, from an unhoused perspective.
- Trying to help.
- What should the Board do differently to help to achieve the CoC's vision?
  - Clear, collective messaging about the CoC's vision and the goals of the Board.
  - Listen more to the ideas and visions of persons with lived experience.
  - Struggle to shift structure to relevance and better outcomes.
  - Less process and more action. Get a unified message into the public discourse.
  - More action less political. "Can do" not "Can't do."
  - Request the support/mentorship to other committees and communicate consistently to achieve goals of the CoC.

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- Take on an advocacy arm to bring more financial resources from the private sector.
- Separate HUD requirements from community/collective impact
- Fund advocacy
- Workplan (not priorities - have a timeline and assignments)
- Streamline: fewer committees and restrictions
- Separate HUD CoC functions from community building/leadership and fund it
- New partnerships/collaboration. I feel like we are always just talking to each other.
- Action!
- The Board needs more engagement and funding.
- Simplify, consolidate, hone in, and reduce processes. Back to basics. Reckon with current needs and adjust.
- The board should streamline. There seems to be too many board members and the meetings don't seem to have clear goals.
- The board could direct the committees to work on certain priorities and goals (strategic planning implementation).
- Incorporate both PIT Counts and HMIS Data. Is there another source of data that is not being looked at?
- The board should bring more people into the system to combat homelessness: citizens, business, voters, civic groups.
- Communicate in a simplified way what the system is and how it works.
- Develop a Board that is functional in order to make quick, impactful decisions around funding, narrative, and best practice strategies.
- More personal contact not just from people with lived experience on committees and boards, but ones still living on the streets.
- Talk about real issues. Priorities, best practices, strategy.

### Report outs from small groups:

- Meet in person more often (quarterly?)
- Focus more on action: What should we do next?
- Get smaller (that is: reduce the size of the Leadership Board)
- Send less time on governance and more on strategy
- Separate the HUD-required functions from community building/strategic leadership, and identify funding to support the latter [*Note: the CoC structure used to have this separated function*]
- Do more education/messaging to the public, including businesses, elected officials
- Define measurable outcomes that we can brag about
- Adjust the CoC's vision
- Manage and address implicit bias

## Report Out from April 28, 2025 Leadership Board Generative Work Session

Key ideas/themes from full group discussion:

- Rethink the Board Structure, clarify the Board's role and figure out the relationship between the Board and the Committees
- Need to figure out funding landscape, especially in this political moment → How do we strategically answer this question on an ongoing basis: Where is the money coming from? Where else can it come from? What are the best sources of funding for what we want to do?
- Need to face the way we've been doing things and acknowledge it might not be best make room for "new tricks"/new ideas and way of doing things. Get out of our own way. Need to be willing to be uncomfortable.
- Lean on each other - our knowledge, experience, energy - so we're not as dependent on politics/public funds
- Look to lived experience for ideas/conclusions
- We need a group that can advocate publicly
- Current barriers/what we need to do to be able to take action:
  - Time and money
  - Let go of our past decisions and re-simplify

## Identifying a Big Priority for 2025

Attendees broke into four new randomly mixed small groups to answer the following questions individually and then reach consensus to report back to the full group.

Individual written responses from small groups:

- What is the number one thing you want the CoC to accomplish over the next year?
  - Fundraising
  - Split to have one group focus on CoC requirements and the other to focus on community leadership
  - Prevention
  - Make cities pay for each person is homeless in their jurisdiction
  - Voucher and subsidy administration
  - Organizational alliances
  - Education and communication
  - I would like to see our CoC get a specific and direct plan of action to replay to our people so we can have a clear understanding of what we're doing: A simplified version.
  - Better/clearer understanding of funding, including the reasons for fluctuations.
- What is the most important thing for the Board to do to make it happen?
  - Build a campaign to educate and get support of the public to end homelessness
  - Hep the CoC to know how to deal with the federal administration, including executive orders.
  - Messaging within and without: Define the issue and what we do for the public and ourselves.
  - Decide what priorities to keep and expand? (Measure W, cuts resulting from the federal administration's actions)

Ideas and Themes from Report Outs and Full Group Discussion:

- We need to set one goal and see it through to completion. Take it back to basics: Stability, focus/clarity, management of oversight, and keeping to our spheres of influence.
- Split the CoC into a 501(c)(3) that can do advocacy and another organization to accomplish: Fundraising, Streamlining Housing Authorities, Education
- Streamline/consolidate
- Identify streams of revenue
- More engagement of the public → more understanding of what is going on and how the system/funding works

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- Create a public education campaign (and secure funding for it)
- We need tools/information to help us prioritize resources and funding, identify additional needed funding, and respond to changes. For example: a system map of resources and use it as a decision-making tool/to prioritize, especially if funding is reduced (for example, due to impacts from federal administration) or when new funding becomes available (like Measure W)
- Knowing what the gaps in our system are will help drive advocacy/fundraising and help us make strategic funding decisions.

## Changes Needed to the CoC Structure and/or Process

The subset of attendees who chose to focus on needed changes to the CoC's Structure or Process discussed the following challenges and needs:

- Need clear spheres of influence/scope of work for the CoC:
  - HUD Requirements
  - ABCs of CoC - HMIS, CES, PIT, NOFO
  - Getting the house in order - administration, compliance
  - Outside the CoC - advocacy
  - Idea to reduce the Leadership Board to 7 to 12 people with an even smaller Executive Team to reflect more focus role of CoC and the Board.
- Frustration around current state of communication and transparency
  - Current structure is too complex for transparency
  - Multiple concerns regarding confusion around purpose of things (e.g., CoC structure) versus what is really happening.
    - Feeling that people have joined Leadership Board, Committees and are not getting out of it what they thought/hoped they would.
    - More supports and information to guide people to where they can have their desired impact.
  - Some concern that there hasn't been enough time to see if the current model is effective.
  - Need shared understanding of history of the CoC, how we got here, and the intention behind recent CoC restructuring to inform continuous quality improvement. Commit to carrying forward intent of restructure while making changes to bring structure more into alignment with goals (greater inclusivity, racial equity, authentic engagement of lived experience)
  - No desire to "go back" to old structures, all moving forward
  - Need to be able to look at and reflect on CoC Charter with an eye to streamlining, clarifying, and bringing structure into alignment with realities of CoC limitations and needs
  - Current communication structure between Leadership Board and Committees does not support efficiency or transparency
    - Idea to move to Committees meeting on a bi-monthly basis
    - More opportunities for communication and interaction between co-chairs with each other, between co-chairs and Leadership Board between Committee meetings for planning and alignment

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- Need to reduce number of Committees based on available funding. Financially impossible to maintain current structure with Homebase participation in all Committees.
  - Need clearer understanding of what Committees do - including clearing up misunderstandings around what Committees do.
  - Determine which Committees need to be standing Committees and which can be seasonal, ad hoc, or as needed
  - Leverage insights on Committees from upcoming Community Meeting and Committee Fair to support this effort.
  - Some Committees many no longer be needed, others are duplicative and can be consolidated. Specific mentions of evaluating Housing Capacity Committee for reduction; HMIS and System Impact Committee for consolidation.
  - Need to clarify Homebase's participation in Committee work on a Committee-by-Committee basis; some are leveraging Homebase as subject matter experts/facilitators and others more as note-takers/administrative support only.
- Feedback that current structure for engagement of people with lived experience does not leverage the value of lived experts as well as it could/should.
  - Concern that contributions of experts with lived experience aren't valued, outcomes of their work is unclear and not shared back, and that there are missed opportunities to do meaningful work to support the CoC
  - Commit to engaging people with lived experience in decision-making in real and intentional ways
  - Need culture shift on lived experience. "Not us AND them, it's all us"
  - Want to maintain current commitment to lived experience leadership on Committees AND more

## Topics for Future Discussion

The following topics came up during various conversations, but were not addressed during the Work Session because they were not directly related to the goals for the day:

- Data analysis/layering for inflow and outflow numbers (What else is behind the increases and decreases beyond funding? What other associations can we see?)
- Costs of responding to homelessness (and costs of not addressing homelessness) [Note: This will be important for the Public Education/Messaging work]
- Homelessness prevention
- Narrative/storytelling
- Importance of cross-system work, addressing layered needs of people who are unhoused: mental health and other factors that impact housing stability
- Addressing barriers to housing/services
- Addressing stigma
- Local vs. state vs. federal funding
- Changes to how Coordinated Entry works
- Need for a small group focused on meeting/working with affordable housing developers



# Leadership Board Generative Work Session

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## Meeting Details

April 28, 2025, 8:30am - 4:30pm | California Endowment, 2000 Franklin St, Oakland

## Desired Work Session Outcomes

1. Clearly Defined Role and Directive for Leadership Board. *An answer to the questions: "How do we want to lead?"*
2. Consensus on a Big Priority/Major Action Item for 2025 + Clear Next Steps
3. List of Changes Needed, if any, to the CoC Structure and/or Processes

## Agenda

8:30am	Networking Breakfast
9:00am	Welcome/Introductions
9:30am	Grounding Activity
9:45am	Overview of Goals and Agenda for the Day
10:00am	<b>Generative Session: Clarifying the Board's Role &amp; Directive</b>
12:00pm	Catered Lunch
1:00pm	<b>Generative Session: Identifying a Big Priority for 2025</b>
2:30pm	BREAK
2:45pm	<b>Moving Forward: Identifying Needed Action</b> <i>(each person chooses one option)</i> Option 1: <b>Taking Action on the Identified Big Priority for 2025</b> <ul style="list-style-type: none"><li>• Developing Timeline &amp; Milestones</li><li>• Naming Responsible Parties</li></ul> Option 2: <b>What Changes are Needed to the CoC Structure and/or Processes?</b>
3:45pm	Wrapping Up: Immediate Next Steps
4:00pm	Adjourn. Optional Networking time until 4:30.

*The times listed are estimated. Exact start times for specific sessions throughout the day may change as needed.*

## Discussion Questions to Think About in Advance

### **Clarifying the Board's Role & Directive: How do we want to lead?**

- Why are you on this Board? What do you see as your individual role in supporting the CoC's work?
- What should the Board do differently to help to achieve the CoC's vision?
- How can/should the Board set the overall direction for the CoC?
- What needs to change about the way the Board interacts and communicates with CoC committees?
- How can the Board both provide top-down direction to committees and also incorporate ideas that bubble up from committees into CoC priorities?

### **Identifying a Big Priority for 2025**

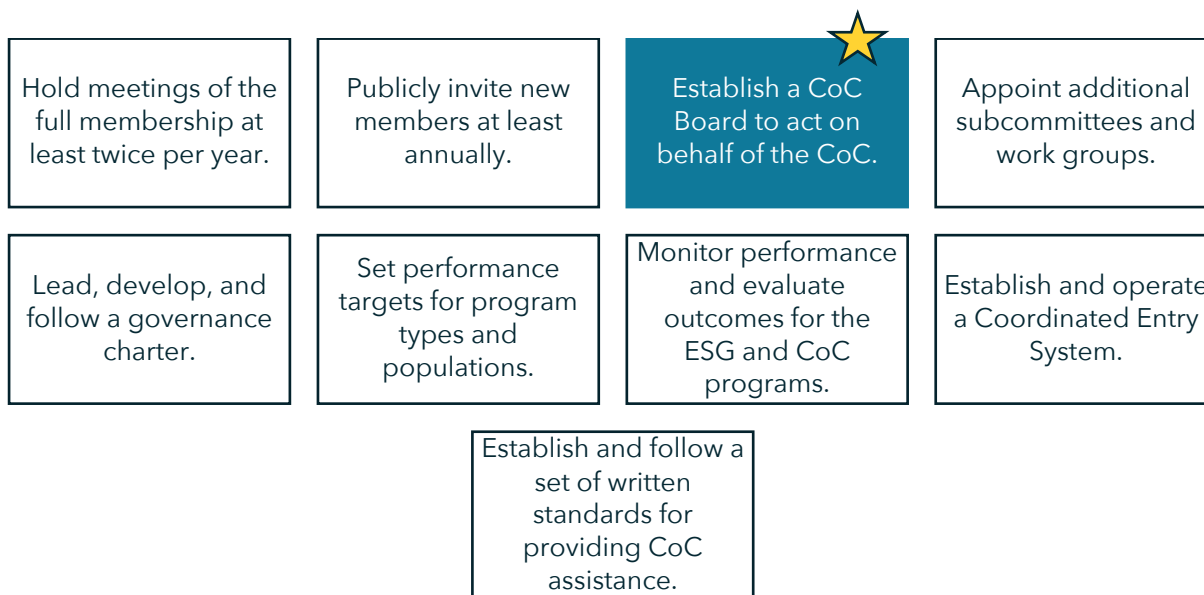
- What is the number one thing you want the CoC to accomplish over the next year?
- What is the most important thing for the Board to do to make that happen?

### **Discussion:**

# Continuum of Care (CoC) Governance Structure

## High Level Overview of CoC Governance

A Continuum of Care (CoC) is a planning body of representative organizations that addresses homelessness within a geographic area. It is responsible for carrying out the following responsibilities and activities required by HUD to operate the CoC:



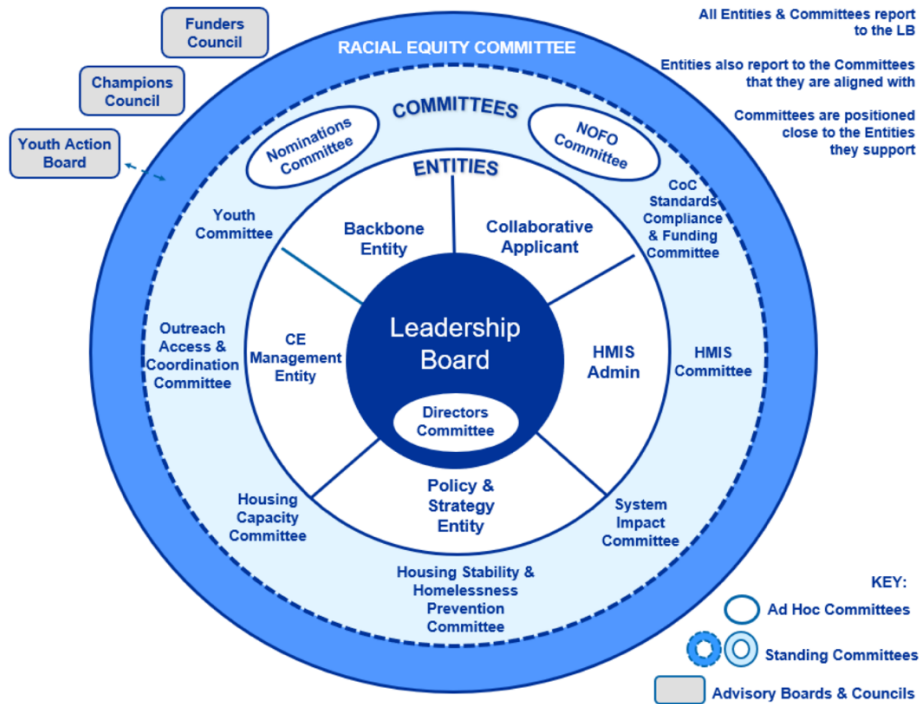
Each CoC must create a structure to fulfill these and the other duties. CoCs can also choose to adopt other responsibilities to more effectively operate the CoC.

## Roles & Responsibilities of a CoC Board

The **CoC Board** provides leadership to the CoC and engages in other activities designated to them by the CoC. Many CoCs choose to assign some or all of the operating responsibilities of the CoC to their CoC Board. Board terms, responsibilities, and any other expectations are up to the individual CoC and outlined in each CoC’s Governance Charter.

## EveryOne Home Governance Structure for Alameda County

The **Leadership Board (LB)** holds the formal designation as the **CoC Board** in Alameda County. It is a representative cross section of partners responsible for setting policy and determining strategic direction, overseeing the work of CoC committees, and ensuring continued cross sector collaboration. The LB is at the center of Alameda County’s collective impact model in response to homelessness.



**LB Purpose:** Set vision, strategy, and ensure system accountability.

**LB Role:** Oversee system performance, strategic planning, and funding decisions.

**LB Responsibilities:**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Set overall strategic direction and priorities for local homeless response.</li> </ul>                              | <ul style="list-style-type: none"> <li>• Adopt a countywide homeless response communication strategy.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Determine desired outcomes for different target subpopulations and overall homeless population. *</li> </ul>        | <ul style="list-style-type: none"> <li>• Review committee deliverables for compliance with CoC requirements and local strategic objectives.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Adopt system performance measures and benchmarks; create mechanisms for ongoing monitoring/ oversight. *</li> </ul> | <ul style="list-style-type: none"> <li>• Set strategic priorities for specific homeless response funding streams; track impact of priorities and funds spent.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Review system performance data to inform CoC priorities and strategies. *</li> </ul>                                | <ul style="list-style-type: none"> <li>• Advocate for additional federal, state, local and other funding streams.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Expand partnerships to address homelessness.</li> </ul>   | <ul style="list-style-type: none"> <li>• Review CoC operations annually; revise CoC Governance Charter as needed. *</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Determine overarching strategies to promote racial equity; communicate those strategies across the CoC.</li> </ul>  | <ul style="list-style-type: none"> <li>• Designate entities to fulfill key CoC staffing needs, including Collaborative Applicant, HMIS Lead, CE Management Entity, CoC Backbone Entity, and Policy and Planning Entity.</li> </ul> |

\* Activity required by HUD for operation of the CoC

# Continuum of Care (CoC) Committees

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## High Level Overview of CoC Committee Structure

HUD allows CoCs to appoint committees, subcommittees, and work groups as needed to carry out its work. Each CoC is responsible for determining the most effective committee structure for its community.

## EveryOne Home CoC Committee Structure for Alameda County

In Alameda County, eight standing **CoC Committees** support and inform the Leadership Board. These committees hold implementation responsibilities for specific functions of the system, including those required by HUD.

Committee	Purpose	Current Role & Responsibilities
<b>Outreach, Access, and Coordination Committee</b>	Ensure that services are tailored to the individual needs of people experiencing homelessness and that points of engagement are welcoming and effective.	<ul style="list-style-type: none"> <li>• Provide oversight and support for Coordinated Entry (CE) implementation.</li> <li>• Identify barriers to accessing shelter and other system entry points; offer recommendations to increase access</li> <li>• Support annual evaluation of CE Management Entity.</li> </ul>
<b>Housing Capacity Committee</b>	Support expansion of the supply of permanent supportive and dedicated affordable housing opportunities.	<ul style="list-style-type: none"> <li>• Consult with local government recipients on housing fund allocations.</li> <li>• Collaborate with East Bay Housing Organization (EBHO), local housing authorities, developers and other partners on housing development.</li> <li>• Provide a forum for feedback/updates on landlord engagement strategies.</li> <li>• Monitor creation of permanent supportive housing and affordable housing units towards Home Together targets.</li> </ul>
<b>HMIS Committee</b>	Support effective operation and oversight of the CoC's Homeless Management Information System (HMIS).	<ul style="list-style-type: none"> <li>• Provide a forum for identification of system-level trends/challenges, collaborative problem solving, and HMIS system enhancements.</li> <li>• Conduct on-going evaluation of HMIS system.</li> <li>• Provide feedback to the HMIS Lead on all HMIS policies.</li> <li>• Develop evaluation tool and conduct annual review of the HMIS Lead.</li> </ul>
<b>Housing Stability and Homelessness</b>	Develop strategies and collaborations to prevent new homelessness, including for	<ul style="list-style-type: none"> <li>• Identify cross-system strategies to address service gaps and improve the effectiveness of existing homelessness prevention initiatives.</li> <li>• Collaborate with other sectors to slow inflow into homeless services system.</li> </ul>

<b>Committee</b>	<b>Purpose</b>	<b>Current Role &amp; Responsibilities</b>
<b>Prevention Committee</b>	formerly homeless people who have moved into housing.	<ul style="list-style-type: none"> <li>Analyze inflow data to determine populations at greatest risk of experiencing homelessness.</li> </ul>
<b>CoC Standards, Compliance, and Funding Committee</b>	Support preparation of applications for CoC funding and support Leadership Board in fulfilling its obligations as outlined in the HUD CoC Program Interim Rule.	<ul style="list-style-type: none"> <li>Design and implement a collaborative process for submitting the CoC application. Seat a nonconflicted Appeals Panel during the NOFO process.</li> <li>Coordinate with the System Impact Committee to identify projects not meeting community benchmarks.</li> <li>Develop evaluation tool and conduct annual review of the Collaborative Applicant (CA).</li> <li>Provide feedback on written standards to ESG recipients and CA.</li> </ul>
<b>System Impact Committee</b>	Monitor progress against the community's strategic plan (Home Together).	<ul style="list-style-type: none"> <li>Provide input on PIT Count methodology and review results.</li> <li>Review system performance and monitoring emerging trends.</li> <li>Monitor and make recommendations re: provider capacity-building needs.</li> <li>Providing input on funding priorities and allocations to support alignment with the community's strategic plan.</li> </ul>
<b>Youth Committee</b>	Align goals and develop strategies that work across systems, agencies, programming and funding streams to prevent and end youth homelessness.	<ul style="list-style-type: none"> <li>Develop collaborative processes across youth-serving systems.</li> <li>Develop recommendations for TAY specific funding.</li> <li>Shape policy and provide oversight for TAY specific coordinated entry access points and protocols.</li> <li>Monitor system and provider-level performance for the youth homeless response system.</li> </ul>
<b>Evidence-Based Solutions Committee</b>	Ensure the CoC centers and integrates evidence-based data and practices to serve the people and populations most vulnerable to and disproportionately impacted by homelessness.	<ul style="list-style-type: none"> <li>Provide recommendations and guidance to the Leadership Board regarding CoC implementation of an Evidence-Based Framework.</li> <li>Train and support committee members on applying an evidence-based framework in decision-making and action.</li> <li>Advise and hold accountable all other boards, committees, and workgroups to centering evidence-based solutions in goals, metrics, actions, and outcomes.</li> </ul>

# Committee Feedback: Clarifying the Leadership Board's Role & Directive

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## Primary Needs Identified through Feedback across Committees

- Unified vision and strategy across Committees and Leadership Board
- Clarity in roles, responsibilities, and decision-making between Committees, co-chairs, Leadership Board, County, and Homebase
- A shared roadmap or framework to help committees better align, reduce silos, and more effectively support the CoC's broader goals

## Highlights from Specific Feedback

- It's not always clear how the Leadership Board views the scope of each Committee's work, where responsibilities overlap, and where they intentionally diverge. This can lead to duplication, missed connections, or gaps in ownership.
- Need clarity around the Leadership Board's directives and expectations for each Committee (including relating to reporting, deliverables, performance metrics/outcomes).
- Need clarity around the process for the Leadership Board reviewing and approving Committee work.
- Consider tiered decision making:
  - Tier 1: Things a Committee can decide independently
  - Tier 2: Things a Committee recommends and the LB must approve
  - Tier 3: Things LB must always decide, with Committee input

## Notes:

## Questions from Committees for the Board

Questions shared by multiple Committees:

- What powers/influences does the Leadership Board have?
- How does the Leadership Board define success for each Committee?

Additional Questions by Committees:

- How does the Leadership Board ensure it has representation from across the County (for example: reps from each city)
- What are the Leadership Board's strategic priorities over the next 3-5 years?
- What are some of the Leadership Board's achievements or highlights of the Board's efforts?
- How is the Leadership Board prioritizing the needs of specific subpopulations such as youth?
- What threats/opportunities does the Leadership Board anticipate that individual Committees should be aware of?

**Notes:**

# Committee Feedback: Identifying a Big Priority for 2025

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## Ideas Shared by Committees for CoC Priorities

- Identify more pathways to permanent and affordable housing
- Expand range of supported solutions (for example, tiny home villages, indefinite shelter sites)
- Develop stronger relationships with businesses and agencies outside of supportive services and homelessness response providers
- In-person engagement with the community
- Focus on education and being a trusted source of information
- Invest in mental health and substance use supportive services
- Strengthen youth coordinated entry system, youth housing bonds
- Move grievance policies to a third party instead of within the programs themselves
- Emphasize targeted prevention and prioritization policy review
- Strategize and improve efficiency of voucher and subsidy administration

## Notes:



# Committee Feedback: Needed Changes to CoC

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## Primary Needs Identified through Feedback across Committees

- Improved communication & transparency between the Leadership Board (LB) and Committees
- Clarity of Committee roles and potentially streamlining/simplification
- Authentic Collaboration and Trust-Building, Cross-Committee efforts

## Highlights from Specific Feedback from Committees and Individual Members

### Committee Structure/Operations

- System-level progress depends on open, collaborative structures—where decision-making is visible and input is meaningfully integrated. That’s when people feel ownership and momentum builds.
- CoC has become too bureaucratic; there’s room to simplify and clarify.
  - Too many committees; impossible to keep track of who is doing what.
  - Committee structure makes accountability difficult; seems like very little concrete action comes from Committees.
  - “If someone who is not familiar with the CoC asked me why we need the CoC Committees and what they concretely do for the community, I would not have an answer.”
- Committee meetings are long and unfocused, impact is unclear, and projects are uncoordinated.
  - Too little clarity on priorities, agendas, and tasks. Lots of ideas but need stronger guidance from consultant leaders to make better use of time.
  - Current system of responsive/passive agenda-setting and project-management is intended to be guided by the CoC membership but wastes Committee members’ time and discourages broader involvement.

### Communication & Coordination

- Need more opportunities for communication between LB and Committees, such as: sharing Committee minutes in the LB materials each month; LB members attending Committee meetings to introduce themselves and share updates on actions the LB has taken related to the Committee’s work; 1:1 calls with interested Committee members.
- Monthly “same page” meetings to allow Committees to talk with one another.
- Need more in-person engagement and relationship building.

## Questions from Committees for the Board

### **Questions shared by multiple Committees:**

- Where does the LB see overlap or divergence in each Committee's role?
- What level of authority does/should each Committee have? (including to adjust their own scope)

### **Additional Questions by Committee:**

- What is the anticipated timeline for rolling out any structural changes, and when will the LB revisit and assess their effectiveness?
- How does the Board envision the Committees supporting the LB's strategic priorities?
- How should Committees handle things when something they want to work on or are working on overlaps with another Committee's role or responsibilities? (e.g., when the Standards, Compliance, and Funding Committee wants to work on outreach or HMIS standards or when multiple Committees are looking at the same or related data)
- What kinds of diverse skill sets or experiences does the Board hope to have in the CoC, LB, and individual Committees?

### **Notes:**



# Clarifying the Board's Role & Directive

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## Breakout Group Instructions

**FIRST.** Each person in your small group:

- Answer on one Post-It Note: Why are you on this Board? What do you see as your individual role in supporting the CoC's work?
- Answer on another Post-It Note: What should the Board do differently to help to achieve the CoC's vision?
- Put your Post-Its up on your group's poster.

**SECOND.** Each small group reviews & discusses each other's answers.

- Attempt to agree on 1-2 answers to the question, "What should the Board do differently to help to achieve the CoC's vision?"
- Make clear on your group's poster which 1-2 ideas you agreed on. (Circle them, add a sticker, re-write it on the poster, etc. - as long as it will be clear to other people when they look at your poster)
- Write everyone's name from your small group on the poster so if people have questions during the next part, they know who to ask.

## "Show and Tell" Instructions

- Walk around if you're able and read the notes by all the other small groups. *Pay close attention to the 1-2 answers the group agreed on.*
- Note anything you strongly agree with (write +1, add a sticker, etc.)
- Once everyone is finished, we'll ask people to share out loud 1 thing they read by someone else that was a surprise or that they agreed strongly with.

## Full Group Discussion Questions

- Which ideas feel most important?
- What did this exercise tell us about how we as a Board should operate differently going forward? Think about:
  - Deciding on the overall direction for the CoC
  - Navigating dynamics/relationships with committees
  - How can the Leadership Board provide top-down direction to committees and incorporate ideas/needs/etc. shared by committees into CoC priorities?



# Conversation #1: Taking Action on the Identified Big Priority

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*Members self-select if they would like to participate in Conversation #1 or Conversation #2.*

## **Purpose of this Conversation Session**

This conversation will focus on defining actions to help achieve the Big Priority established earlier in the day. This includes coming up with a concrete timeline, milestones, and responsible parties to make consistent progress on the Big Priority.

## **Discussion Guide & Questions**

### **Developing Timeline & Milestones**

- What is our final goal for this Big Priority?
- What is an ambitious but achievable timeline to achieve that goal?
- What milestones can we follow along the way?
- What needs to be done in the next 1 month? 3 months? 6 months?

### **Naming Responsible Parties**

- Who needs to be involved (to be responsible for reaching each milestone, for additional planning, getting the work done, etc.)?
- Determine roles of Leadership Board, Committees, and others:
  - What actions can/should we take ourselves/as the Leadership Board? (i.e.: What are we Responsible for)
    - For the things we are Responsible for, how will we work with partners who will be Accountable, Consulted, and Informed on these areas?
  - What actions should Committees or other partners take on?
    - For those things, how do we as the Leadership Board work with them to be Accountable, Consulted, or Informed?

**Notes:**



# Conversation #2: Identifying Needed Changes to the CoC Structure or Processes

---

*Members self-select if they would like to participate in Conversation #1 or Conversation #2.*

## **Purpose of this Conversation Session**

This conversation will focus on thinking about potential changes to the CoC structure to improve CoC operations and processes. This includes potential changes to CoC structure, decision-making, communication, and workflow processes.

## **Discussion Guide & Questions**

Given the feedback from Committees and our conversations today:

- Does anything need to change about the CoC's structure (including the roles and responsibilities of the Leadership Board and Committees)?
- Does anything need to change about the CoC's processes, including:
  - Decision-making
  - Communication (formal and informal)
  - Workflows/Operations
- What changes are most urgent?
- What do we want more feedback on?

What changes can we implement ourselves? What requires approval or participation by others?

**Notes:**



# Identifying a Big Priority for 2025

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## Breakout Group Instructions

**FIRST.** Each person in your small group:

- Answer on a Post-It Note: What is the number one thing you want the CoC to accomplish over the next year?
- Put your Post-It up on your group's poster.

**SECOND.** Each small group reviews & discusses each other's answers.

- Agree on 1-2 Big Ideas.
- Make clear on your group's poster which 1-2 ideas you agreed on. (Circle them, add a sticker, re-write it on the poster, etc. – as long as it will be clear to other people when they look at your poster)

**THIRD.** For each of the 1-2 Big Ideas you agreed on:

- Each person should share their answer to the question: What is the most important thing for the Board to do to make that happen? You can use Post-Its again, or someone can take notes on the poster.
- Discuss everyone's responses as a group and agree on the most important thing for the Board to do to make the Big Idea happen. Make clear on your group's poster which one thing you agreed on for the Board to do.
- Write everyone's name from your small group on the poster so if people have questions during the next part, they know who to ask.
- Decide who from your small group will report back to the whole room.

## Report Back & Full Group Discussion

- Each group will report out their Big Idea and the most important thing for the Board to do to make it happen.
- We will identify any common themes or overlapping ideas.
- Discussion/Consensus Building Exercise: Which of these feels most critical for us to take on this year?



# Big Priority Action Planning Template

**Goal:**

**Deadline:**

**Milestones**

**Month \_\_\_ :**

**Month \_\_\_ :**

**Month \_\_\_ :**

**Month \_\_\_ :**

**Month \_\_\_ :**

**Who needs to be involved in this effort?**

**What else do we need to know?**

<b>Immediate Action Steps (Next Two Weeks)</b>	<b>By whom?</b>	<b>Target Date</b>
<b>1.</b>		
<b>2.</b>		
<b>3.</b>		
<b>4.</b>		
<b>5.</b>		



# Leadership Board Generative Work Session

April 28, 2025



# Welcome & Introductions

*What hobby would you like  
to get into if money were  
no barrier?*

# Grounding Activities



Telephone



Amazon Jungle

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Telephone





# Amazon Jungle

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- Break into groups
- Each group will be given a task
- 2 minutes to plan then all talking must stop
- Limited time to complete the task
- If task isn't completed, 60 more seconds to discuss and plan some more
- Another limited time change to complete the task



# Goals for Today

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- Clarify the Leadership Role of the Board: How Do We Want to Lead?
- Identify a Big Priority/Major Action Item to focus on for 2025 (and beyond if needed) and begin to plan out the timeline, milestones, and next steps
- Determine whether any changes are needed to the CoC structure (including roles of the Board and Committees) and/or processes (including decision-making, communications, workflows/operations/ protocols, etc.)

# Agenda

## Two Generative Sessions:

- Clarifying the Board's Role: How do we want to lead?
- Identifying a Big Priority/Major Action Item for 2025

## Two Action-focused Sessions:

- Taking Action on the Identified Big Priority: Developing a Timeline and Milestones
- Needed Changes to CoC Structure and/or Process

Wrap Up: Confirm Immediate Action Steps and Needed Follow Up



# Clarifying the Board's Role & Directive





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## Let's Start Simple

- In 5 words or less: How would you describe what the Leadership Board currently does?



# Reflection

Acknowledge  
what the CoC has  
accomplished.

Consider what  
still needs to be  
done.

---

# Despite Housing More People Than in Any Previous Year, Housing Opportunities Are Still Needed to Bend the Curve on Homelessness



In Year 2 of the Home Together Plan implementation, 4084 people served by the homelessness response system gained housing.



Although the number of people who gained housing increased by about 1100 since Year 1, outflow was still less than the 4443 people who became newly homeless or re-entered the system (inflow) in Year 2.



This achievement is a result of increased investments in previous fiscal years and demonstrates the impact of these investments.

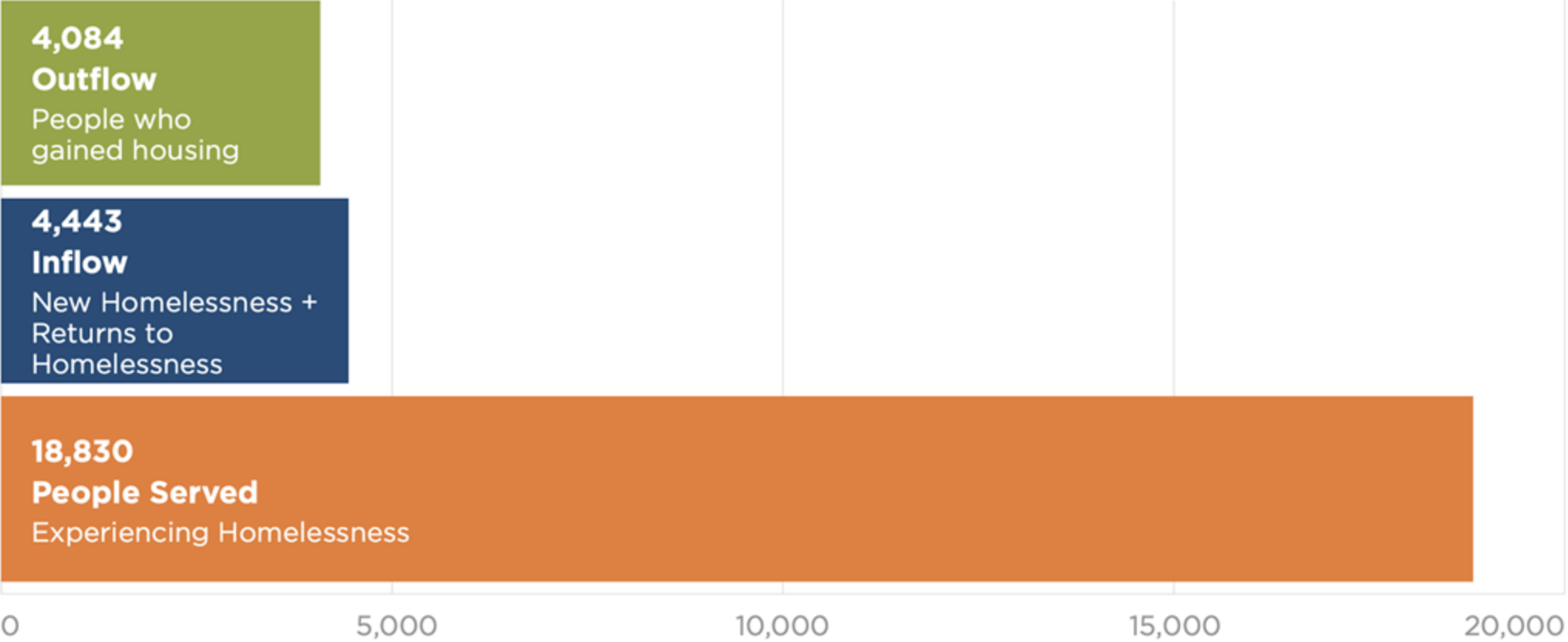


Year 2, 18,830 people received some kind of homeless assistance service.

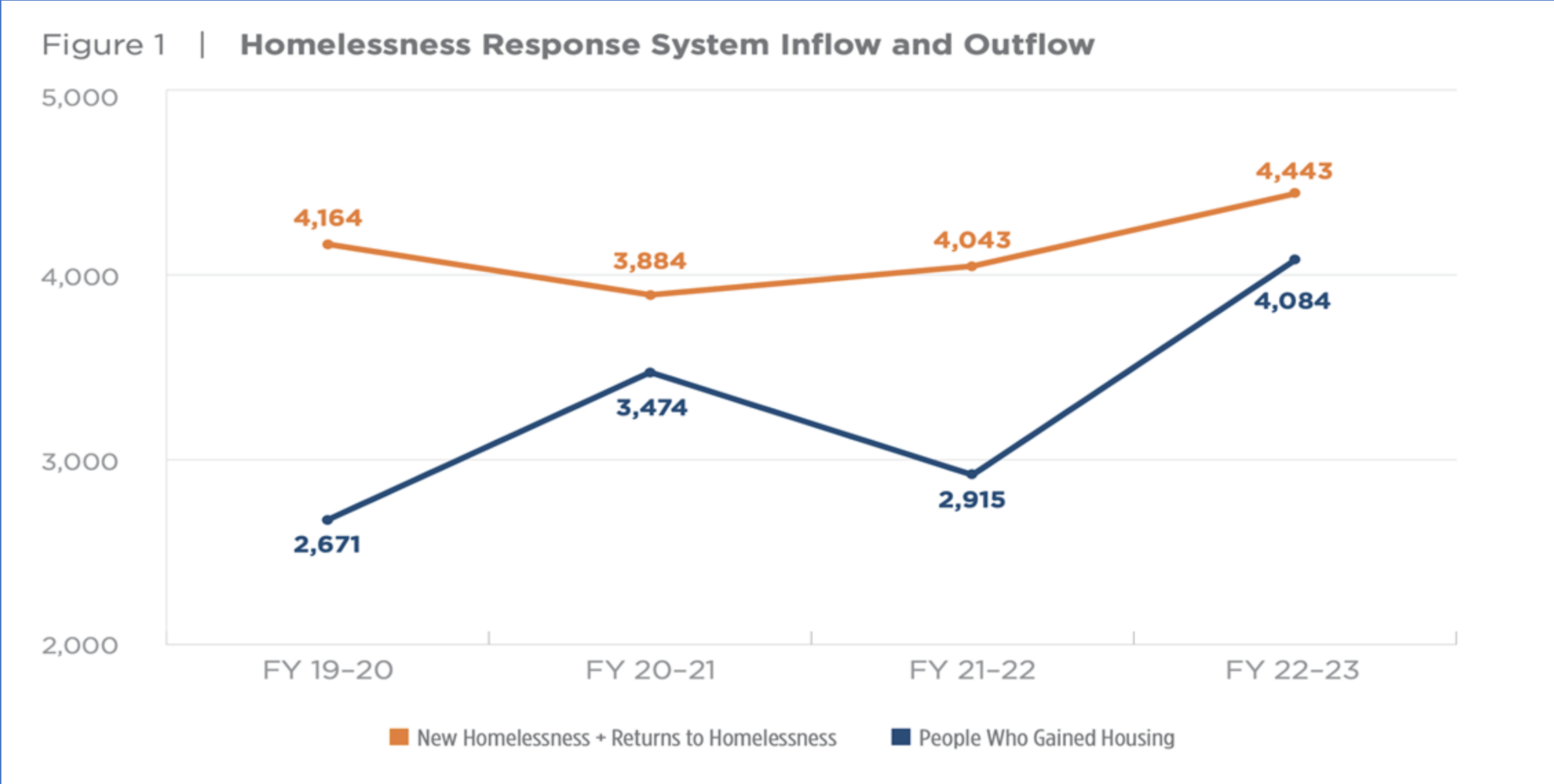
Current data shows that our system more resources dedicated to prevention and permanent housing placements is needed to achieve the reduction in homelessness modeled in the Home Together Plan

# Despite Housing More People Than in Any Previous Year, Housing Opportunities Are Still Needed to Bend the Curve on Homelessness

Figure 3 | Homelessness Response System Inflow, Outflow and People Served (Experiencing Homelessness), Year 2



# Despite Housing More People Than in Any Previous Year, Housing Opportunities Are Still Needed to Bend the Curve on Homelessness



# Looking Forward

- Funding infusions and impact lags
- Federal unknowns – CoC funding after 2024
- Systemwide outcomes at a tipping point
- Local landscape
- CoC infrastructure
- Prop 1 and Prop 36



# Committee Feedback

- In advance of this Board Work Session, Committees were asked to respond to the following two questions:
  1. What suggestions do you have to improve or streamline your committee process, including relationship to the Leadership Board and staffing?
  2. What should the major emphasis be for your Committee and the Continuum of Care for the next few years?

# Primary Needs Identified through Feedback Across Committees



Unified vision and strategy across Committees and Leadership Board



Clarity in roles, responsibilities, and decision-making between Committees, co-chairs, Leadership Board, County, and Homebase



A shared roadmap or framework to help committees better align, reduce silos, and more effectively support the CoC's broader goals

# Highlights from Specific Feedback

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- Need clarity on:
  - how the Leadership Board views the scope of each Committee's work, where responsibilities overlap, and where they intentionally diverge. Lack of clarity here can lead to duplication, missed connections, or gaps in ownership.
  - the Leadership Board's directives and expectations for each Committee (including relating to reporting, deliverables, performance metrics/outcomes).
  - the process for the Leadership Board reviewing and approving Committee work.
- Consider tiered decision making:
  - Tier 1: Things a Committee can decide independently
  - Tier 2: Things a Committee recommends and the LB must approve
  - Tier 3: Things LB must always decide, with Committee input



# Show and Tell!

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After the break out groups...

- Wander around and read what the other groups wrote.
- Pay close attention to the 1-2 answers the group agreed on.
- Note anything you strongly agree with.
- Once everyone is finished, we'll ask folks to share 1 thing they read that surprised them or that they agreed strongly with.





# Let's Discuss!

- Which ideas feel most important?
- What did this exercise tell us about how the Leadership Board should operate differently going forward? Think about:
  - Deciding on the overall direction for the CoC
  - Navigating dynamics/relationships with committees
  - How the Leadership Board can provide top-down direction to committees and incorporate ideas/needs/etc. shared by committees into CoC priorities?

# LUNCH!

We'll start again at 1:00 p.m.

---

# Identifying a Big Priority



# Ideas from Committee Feedback about CoC Priorities

Identify more pathways to  
permanent and affordable  
housing

Expand range of supported  
solutions – tiny home  
villages, indefinite shelter  
sites

Develop stronger  
relationships with  
businesses and agencies  
outside supportive services  
and homelessness response

In-person engagement with  
the community

Focus on education and  
being a trusted source of  
information

# More Ideas from Committee Feedback about CoC Priorities

Invest in mental health and substance use supportive services

Strengthen youth coordinated entry system, youth housing bonds

Moving grievance policies to a third party instead of the programs themselves

Emphasis on targeted prevention and prioritization policy review

Strategize and improve efficiency of voucher and subsidy administration

# Instructions for this Small Group Session



**FIRST.** Each person in your small group answers this question on a Post-It and put it on your group's poster: What is the number one thing you want the CoC to accomplish over the next year?

**SECOND.** Each small group reviews & discusses each other's answers. Agree on 1-2 Big Ideas and make those ideas clear on your group's poster.

**THIRD.** For each of the 1-2 Big Ideas you agreed on:

- Each person should share their answer to the question: What is the most important thing for the Board to do to make that happen? You can use Post-Its again, or someone can take notes on the poster.
- Discuss everyone's responses as a group and agree on the most important thing for the Board to do to make the Big Idea happen. Make clear on your group's poster which one thing you agreed on for the Board to do.
- Write everyone's name from your small group on the poster.
- Decide who from your small group will report back to the whole room.

# Report Back & Full Group Discussion

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Each group reports out their Big Idea and the most important thing for the Board to do to make it happen.

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Identify common themes or overlapping ideas.

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Discussion/Consensus Building  
Exercise: Which of these feels most critical for us to take on this year?

# Break!

We'll start again at 2:45 p.m.

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**Taking  
Action!**





# You have 2 Options for this session

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## Option 1: Taking Action on the Identified Big Priority

- Continuing from the last session, this conversation will focus on defining actions to help achieve the Big Priority you all agreed on before the break.
- Including: coming up with a concrete timeline, milestones, and responsible parties to make progress on the Big Priority.

## Option 2: Identifying Needed Changes to the CoC Structure or Processes

- This conversation will focus on potential changes to the CoC structure and/or processes to improve CoC operations.
- Including: roles and responsibilities of the Leadership Board and Committees; CoC decision-making processes, communications, and workflows/ operations.

# Option 1: Taking Action on the Identified Big Priority

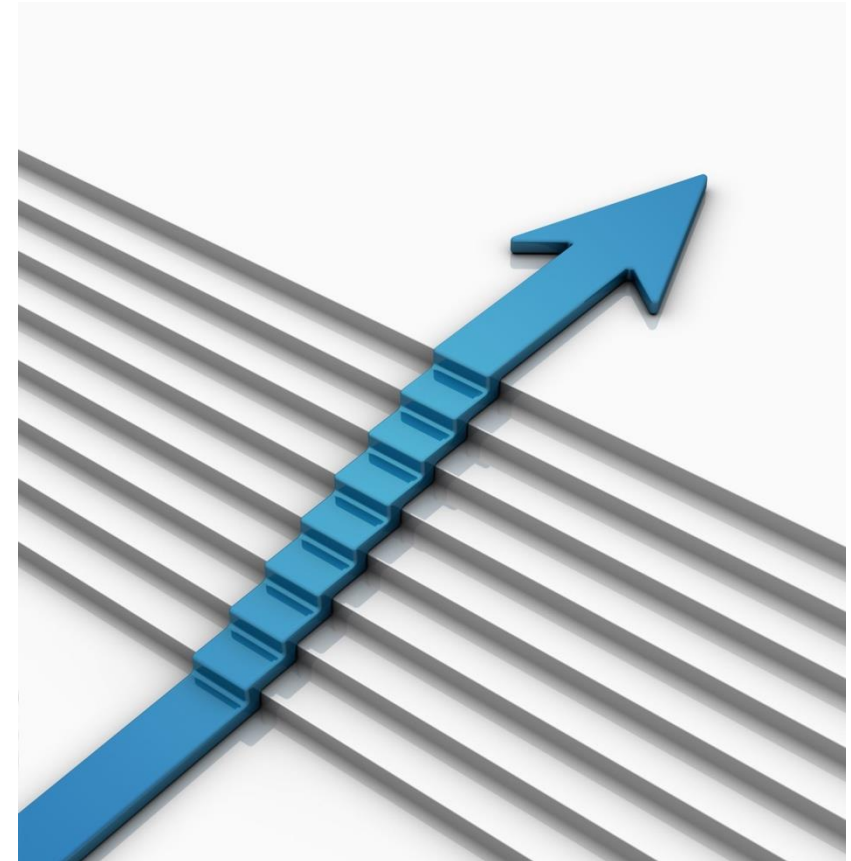
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- **Developing Timeline & Milestones**

- What is our final goal for this Big Priority?
- What is an ambitious but achievable timeline to achieve that goal?
- What milestones can we follow along the way? When does each need to happen?

- **Naming Responsible Parties**

- Who needs to be involved (to be responsible for reaching each milestone, for additional planning, getting the work done, etc.)?
- What actions can/should the Leadership Board take?
- What actions should Committees or other partners take on? For those things, how should the Board work with them?



# Option 2: Identifying Needed Changes to the CoC Structure or Processes

Given the feedback from Committees and our conversations today:

- Does anything need to change about the CoC's structure (including the roles and responsibilities of the Leadership Board and Committees)?
- Does anything need to change about the CoC's processes, including:
  - Decision-making
  - Communication (formal and informal)
  - Workflows/Operations
- What changes are most urgent?
- What do we want more feedback on?
- What changes can we implement ourselves? What requires approval or participation by others?



# Report Back



Each group reports out:

- key decisions
- action items
- next steps



# Wrapping Up

- What needs to happen immediately after today?
  - Who will do what and by when?
  - What needs to be communicated and to whom?
- Do you need follow up, half-day work sessions this year, or can you accomplish the needed follow up via regular Leadership Board meetings?
- Any questions?



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# Feedback from Committees

*Leadership Board Retreat*

*April 2025*



# Committee Feedback

- In advance of the Board retreat, Committees were asked to respond to the following two questions:

**What suggestions do you have to improve or streamline your committee process, including relationship to the Leadership Board and staffing?**

**What should the major emphasis be for your Committee and the Continuum of Care for the next few years?**

- Several Committees also had questions for the Board.

Committee members were also offered the opportunity to provide individual feedback via a Google Form.

# Summary of Committee Discussions



# Suggestions to improve Committee process, relationship to Board, and staffing

## MAIN THEMES ACROSS COMMITTEES

**Improved communication & transparency between the Leadership Board and Committees**

**Clarity in roles, responsibilities, and decision-making between Committees, co-chairs, Board, County, and Homebase**

**Unified vision and strategy across Committees and Board**

**Authentic Collaboration and Trust-Building, Cross-Committee efforts**

# Suggestions to improve Committee process, relationship to Board, and staffing

## MAIN THEMES ACROSS COMMITTEES

A shared roadmap or framework could help committees better align, reduce silos, and more effectively support the CoC's broader goals.

# Suggestions to improve committee process, relationship to Board, and staffing

## HMIS and System Impact Committees\*

- Clarity **around the roles, intersections, and distinctions between committees that are focused on CoC data**—particularly HMIS, System Impact, and now Evidence-Based Solutions Committee
- Not always clear how the Leadership Board views the scope of each committee’s work, where responsibilities overlap, and where they intentionally diverge. This can lead to duplication, missed connections, or gaps in ownership—especially when it comes to how data is used to inform system change, track progress, or evaluate impact.
- Clarify:
  - What kind of data work *belongs* in each committee
  - How we coordinate cross-committee efforts when multiple groups are looking at the same or related data
  - What questions or decisions the Leadership Board expects each committee to answer or elevate

*\*these two Committees shared similar responses*

# Suggestions to improve committee process, relationship to Board, and staffing

## Housing Stability and Homelessness Prevention Committee

- Communicating if the Leadership Board has a clear focus or directive for a Committee
- Understanding whether the Committee can adjust it's own scope and what the process would look like
  - The Committee will be seeking to review how the Governance Charter frames “prevention” to get a better understanding of the full scope of the Committee's role

# Suggestions to improve committee process, relationship to Board, and staffing

## Youth Committee

- More opportunities for communication between the Leadership Board and Committees, such as:
  - Board members attend Committee meetings and introduce themselves
  - Board reports to Committees about the actions they've taken related to the Committee's work
  - One-on-one connecting calls with interested Committee members
- More clarity and understanding on when things need to be decided by the Leadership Board and how Committees can be looped in to support Board decisions or actions
- Consider tiered decision-making:
  - Tier 1: Committee can decide independently
  - Tier 2: Committee recommends, Board must approve
  - Tier 3: Board must always decide with Committee input

# Suggestions to improve committee process, relationship to Board, and staffing

## Evidence-Based Solutions Committee

- ESC (formerly REC) is underutilized, make it more clear what other Committees are bringing for review and input
  - Liaison model might not be the most suitable.
- More statistics and data given to Committees to evaluate
- Monthly “same page” meetings where each Committee joins and talks with one another
- More in-person engagement and relationship building

# Suggestions to improve committee process, relationship to Board, and staffing

## Housing Capacity Committee

- Need a unified workplan or vision from the Board
- Continue to leverage opportunities to connect with other Committees and ensure work isn't being duplicated in other spaces
- Suggestion to share all Committee minutes in the Leadership Board materials each month so there is more visibility on each Committee's work and conversations

# Suggestions to improve committee process, relationship to Board, and staffing

## Outreach, Access, and Coordination Committee

- Strengthening trust and leaning into more authentic collaboration
- Creating space for the kind of conversations that aren't always easy, but are necessary
- System-level progress really depends on open, collaborative structures—where decision-making is visible and input is meaningfully integrated. That's when people feel ownership and momentum builds.

# A few responses: Ideas for Priorities for the CoC

Identify more pathways to permanent and affordable housing

Expand range of supported solutions – tiny home villages, indefinite shelter sites

Develop stronger relationships with businesses and agencies outside supportive services and homelessness response

In-person engagement with the community

Focus on education and being a trusted source of information

# A few responses: Ideas for Priorities for the CoC

Invest in mental health and substance use supportive services

Strengthen youth coordinated entry system, youth housing bonds

Moving grievance policies to a third party instead of the programs themselves

Emphasis on targeted prevention and prioritization policy review

Strategize and improve efficiency of voucher and subsidy administration

# Questions from Committees to the Leadership Board



# Common Questions from Committees

How can we improve our processes to make them more expedient?

Where does the Board see overlap or divergence in each Committee's role?

What powers/influences does the Leadership Board have?

What level of authority should each Committee have?

How does the Board define success for each Committee?

# Questions from Committees

## CoC Standards, Compliance, and Funding Committee

- What authority does the SCF Committee have to initiate the development of new standards?
  - Can we begin drafting independently, or does this require prior approval from the Leadership Board?
- How does the Board envision the process for adopting standards developed by SCF?  
Once we've done the drafting, what are the steps—and expectations—for formal endorsement and implementation?
- What enforcement or accountability mechanisms exist once a standard is adopted?
  - Without clear implementation responsibilities, how can we ensure the standards are more than just guidance?
- When a standard touches multiple parts of the system (e.g., outreach, shelter, HMIS), how should SCF coordinate with other committees? Should SCF be the driver, a convener, or a validator in these cases?
- What kind of deliverables does the Board expect from SCF? Do you want to receive draft language, full policies, implementation frameworks, or recommendations for system changes?

# Questions from Committees

## HMIS and System Impact Committees

- What is the Board's vision for how the HMIS and System Impact Committees should interact? Are there shared goals, processes, or decision points we should be coordinating on more directly?
- Where does the Board see overlap or divergence in each committee's role?
- How does the Board envision HMIS and System Impact interacting with the new Evidence-Based Solutions Committee?
- How can HMIS and System Impact best support the Leadership Board? Are there specific questions, deliverables, or types of analysis that would be most useful?

# Questions from Committees

## Outreach, Access, and Coordination Committee

- Which specific authorities will be formally delegated to each committee, and which will remain with the Leadership Board?
- How will each committee's scope of work and charter be defined or revised to eliminate overlap and ensure clarity of purpose?
- What reporting format and cadence does the Board expect from committees, and how will performance against goals be evaluated?
- Through what channels and protocols should committees provide updates, escalate issues, or request input from the Board?
- What is the anticipated timeline for rolling out any structural changes, and when will the Board revisit and assess their effectiveness?

# Questions from Committees

## Evidence-Based Solutions Committee

- How can we improve our processes to make them more expedient?
- What kinds of diverse skill sets or experiences are you hoping to have in this Committee / CoC / Board?

# Questions from Committees

## Youth Committee (slide 1 of 2)

- Questions about the Leadership Board:
  - What powers/influences does the Leadership Board have?
  - How do you ensure that there is representation from across the County? (for example, reps from each city)
  - What level of authority should each Committee have?
  - Can you share some achievements or highlights of the Board's efforts
  - What are the Leadership Board's strategic priorities over the next 3-5 years?
  - How do you see the Committees supporting the Board's strategic priorities?
  - How does the Board define success for each Committee?

# Questions from Committees

## Youth Committee (slide 2 of 2)

- Questions about the Leadership Board/Youth Committee relationship:
  - Do you have identifiers for what is considered a “youth issue”?
  - Do you think the CoC Board process is relatable to youth leaders?
  - Are there any specific metrics or outcomes you’d like to see from the Youth Committee?
  - How are you prioritizing youth needs?
  - What threats/opportunities do you anticipate that you think the Youth Committee should be aware of?

## Highlights from Individual Survey

Number of Respondents to Individual Survey	15
Number of Respondents to Individual Survey who are NOT voting members but have engaged with the CoC	2

*Full spreadsheet of results can be shared upon request.*

# Suggestions to improve committee process, relationship to Board, and staffing

## INDIVIDUAL SURVEY

- Room to simplify and clarify
- Too many Committees, impossible to keep track of who is doing what
- Feels like very little concrete action comes from Committees
- Too much housekeeping or reinvention of things
- CoC has become too bureaucratic
- The committee structure makes accountability difficult and creates a lot of work for folks who want to try to stay in the loop on everything, especially when decision-making results in the creation of additional working groups. It also makes it hard to understand roles and responsibilities.
- We are too diffuse and members say that they don't feel like they are accomplishing anything, directives and themes from the Board for the Committees would help
- Feels unorganized

# Suggestions to improve committee process, relationship to Board, and staffing

## INDIVIDUAL SURVEY

- The staffing funded through the contract should provide assertive guidance on priorities, process, deadlines, and intended impact of anything a Committee or Leadership Board takes on.
- The current system of responsive/passive agenda-setting and project-management intends to be guided by the CoC membership itself but unfortunately winds up wasting Committee members' time and discouraging broader involvement. Meetings are long and unfocused, impact is unclear, projects are uncoordinated.
- Too little clarity on priorities, agendas and tasks - proliferation of ideas without the strong guidance from consultant leaders to make best use of committee members' time.

# Suggestions to improve committee process, relationship to Board, and staffing

## INDIVIDUAL SURVEY

- It can be hard to understand our scope of work and role as co-chairs related to what Homebase, Leadership Board, and County are responsible for
- Decision-making can be challenging
- Too many committees so decision-making is spread out too broadly and there can be a lack of clarity regarding what we're responsible for covering
- Committee structure makes accountability difficult and creates a lot of work for folks who want to try to stay in the loop on everything, especially when decision-making results in the creation of additional working groups

# Suggestions to improve committee process, relationship to Board, and staffing

## INDIVIDUAL SURVEY

- “If someone who is not familiar with the CoC asked me why we need the CoC Committees and what they concretely do for the community, I would not have an answer.”