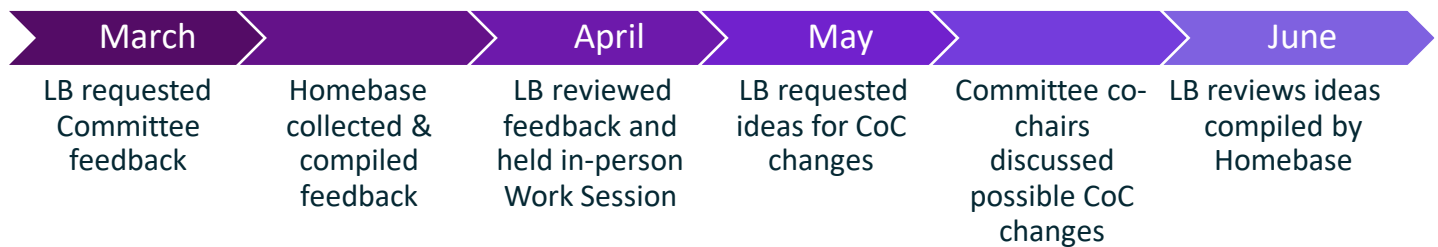


Possible Changes to EveryOne Home CoC Structure & Operations

In March 2025, the Leadership Board (LB or Board) initiated a process to obtain feedback from the CoC and strategize about potential changes to CoC structure and operations. The process¹ has been as follows:



The ideas presented below are based on ongoing Committee co-chairs and member feedback, discussions at the Leadership Board’s April 28 Generative Work Session, and Homebase’s experience and expertise. They **are intended to be considered together to accomplish the following goals, around which there appear to be general consensus by Committee and Leadership Board members:**

- **Reduce confusion** about the respective roles and responsibilities of the Leadership Board and CoC Committees
- **Ensure transparency** across committees/the CoC as a whole
- **Ensure accountability** of committees and their members
- Eliminate or at least **reduce duplication** of efforts across committees
- **Improve efficiency** across committees
- Facilitate a **more action-oriented** structure while still **maintaining space for collaboration, inclusiveness, and intentionality**
- Improve **support for Committee members with lived experience** or expertise of homelessness to ensure meaningful participation
- **Improve strategic CoC spending** (e.g., a consolidation of committees would allow Homebase to increase support for people with lived experience and to provide subject matter expertise more intentionally).

Overview of Suggested Changes

¹ See Appendix 1 for a more detailed timeline.

1. **Divide current Leadership Board responsibilities and activities among two separate entities:** A CoC Governance Board and a Strategy and Advisory Council or Entity.
2. **Simplify the committee structure** by combining committees with significantly overlapping responsibilities and activities and sunsetting those whose functions no longer need to be held by a separate entity.
3. **Revamp specific aspects of Committee operations:**
 - Develop performance metrics or other way to measure each committee's progress and outcomes.
 - Create a clear attendance and engagement policy for committees to support consistent participation and accountability.
 - Decrease the default length and/or frequency of committee meetings and avoid holding committee meetings on last week of each month.
4. **Institute additional coordination and communication strategies:**
 - Regular check ins with all committee co-chairs
 - Regular Committee Update agenda item at Leadership Board meetings
 - Regularly distributed communications packet to all committee members about committee progress/achievements, decisions, priority needs, etc.
5. Create **additional support infrastructure for people with lived experience.**

The following pages include additional details about each proposed change, including key considerations and questions for Leadership Board discussion, and specific ideas to consider implementing.

Recommended Next Steps

1. Leadership Board reviews and discusses these high-level proposals and the more detailed specifics/ideas below.
2. Leadership Board continues to solicit feedback from Committees on changes to CoC Structure, Process, and Operations. *See Appendix 3 for suggested questions.*
3. Committees provide recommendations and/or ideas for Leadership Board review and discussion at next or upcoming meeting.
4. Leadership Board votes on changes during July or later meeting, depending on the timing of Committees' ability to discuss and provide feedback.²

Additional Details Regarding Possible Changes

Leadership Board

At the Leadership Board's April 28 Generative Work Session, board members reached consensus on wanting to the board to focus more on strategy, including by engaging in strategic funding planning, and to lead more in the areas of public messaging and advocacy. As part of the discussion that led to that consensus, members raised the need to perform HUD-required

² Board approval of CoC changes by September would allow for a formal Governance change to happen at the October 2025 Community Meeting. The next opportunity won't be until April 2026.

governance functions and other bureaucratic responsibilities as impeding their ability to focus on more strategic priorities that could benefit the homeless response system overall. Similarly, feedback from committees in the lead up to the Generative Work Session included a desire for a unified vision and strategy across the CoC, clear strategic priorities, and a shared roadmap to support the CoC’s broader goals.

The following change could better enable the CoC to meet HUD-required governance responsibilities while also creating the necessary space and flexibility for innovative and ambitious strategic planning and action: **Divide current Leadership Board responsibilities and activities among two separate entities:**

1. **A CoC Governance Board**, to oversee the CoC as required by HUD, and to ensure all HUD/CoC Program interim rule requirements are fulfilled; and
2. **A Strategy and Advocacy Council or Entity** to lead on strategic funding, public communication, advocacy, and other needs of the overall homeless response system serving throughout Alameda County.

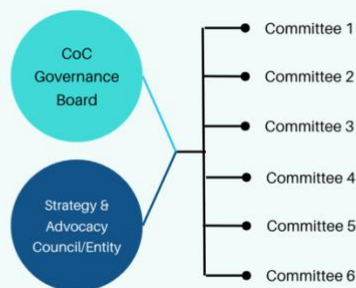
Key Implementation Questions and Considerations to Discuss

- What other restructuring would be needed as a result of this split? For example:

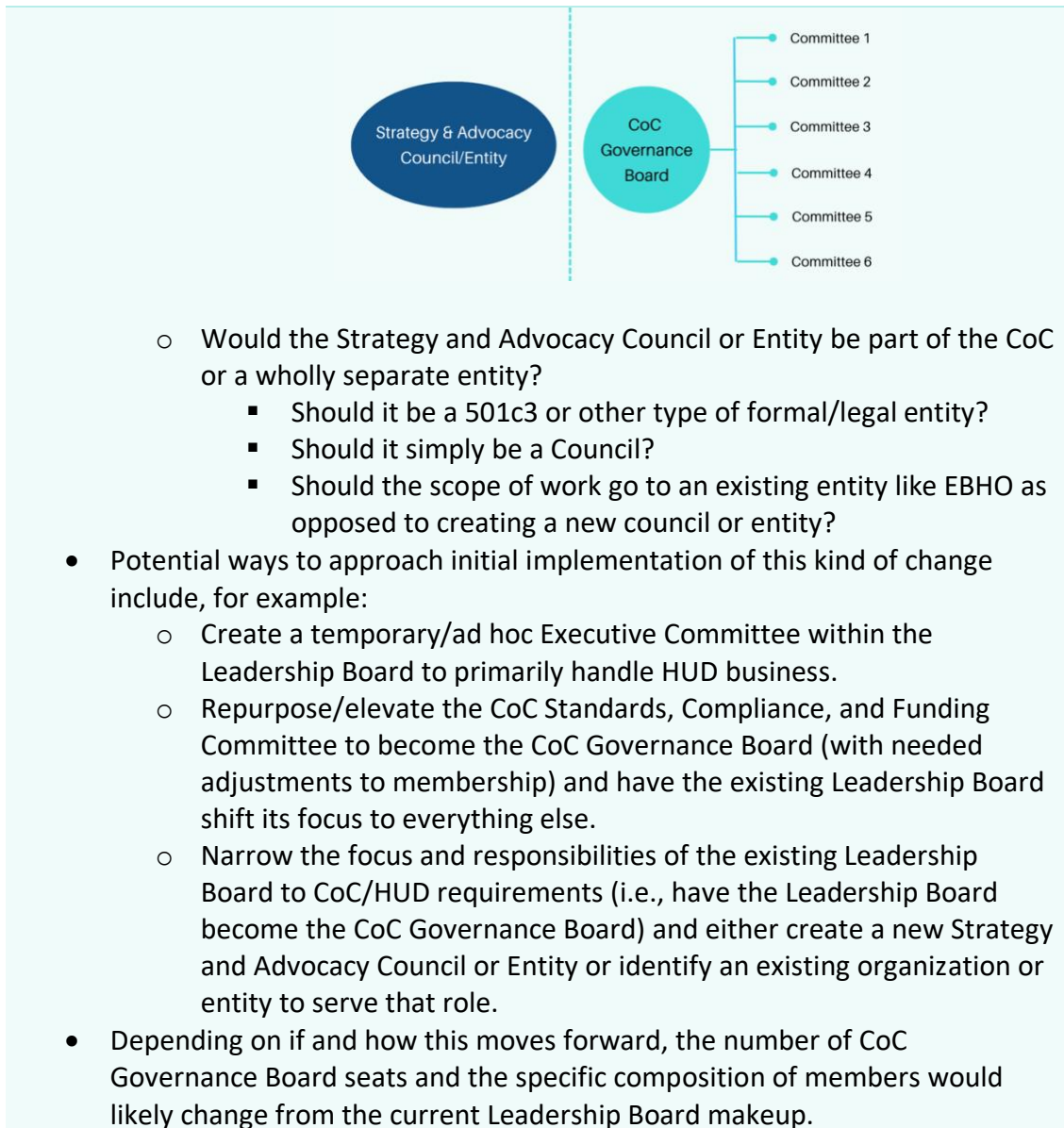
- Would the CoC Governance Board oversee some Committees and the Strategy and Advocacy Council oversee others?



- Or would all Committees report on certain activities (i.e., those required by HUD for CoC funding) to the CoC Governance Board and other activities to the Strategy and Advocacy Council?



- Would the Strategy and Advisory Council be completely separate from Committee oversight?



Committee Structure

Multiple common themes have emerged from Committee feedback relating to the CoC's current committee structure. Committee members believe the CoC has become too bureaucratic: too many committees with overlapping or unclear purposes and responsibilities, making it hard to understand who is doing what, what work is actually being done, and how progress is being tracked. Clarity and streamlining have been frequent and nearly universal requests. Moreover, the cost of Homebase staffing eight committees in addition to the Leadership Board is unsustainable, and diverts resources from more substantive and strategic work in support of the CoC's vision.

Simplifying the committee structure by combining committees with significantly overlapping responsibilities and activities and sunseting those whose functions no longer need to be held by a separate entity could help accomplish those things.

Key Implementation Considerations to Discuss

- For some Committee members with lived experience/expertise (PWLE) who receive stipends, reducing the number of committees would result in lower total payments. This could be avoided for increasing stipend payments overall and/or if additional paid opportunities for PWLE were created (see below).
- To combine committees requires decisions about committee membership: whether and how to reduce the total number of members of the new combined committee from the start, to have both committees' members remain members of the new, combined committee and assume attendance policies will eventually reduce the number, etc.
- To sunset committees requires careful attention to ensure responsibilities previously assigned to a closing committee that are still necessary are re-assigned elsewhere.

See Appendix 2 for some specific examples of possible changes to committees.

Committee Operations

According to significant committee feedback, committee meetings are long and often unfocused, impact is unclear, and projects are uncoordinated. Members feel it is often hard to tell what committees have accomplished and that more direction and clear expectations with measurable outcomes will help Committees stay effective and utilize meeting time well. In addition, committee members missing meetings often creates delays in the ability to make decisions and move work forward and although there are expectations for Committee members to remain in “good standing,” there are no consequences for failing to meet those expectations and multiple seats across committees are held by people with low attendance. Some low attendance is attributed to the length of meetings.

Regardless of whether the Committee structure changes outlined above are instituted, we recommend the following adjustments to operations:

- **Develop performance metrics** or other way to measure each committee’s progress, including specific outputs and outcomes where possible
- **Create a clear attendance and engagement policy** for committees to support consistent participation and accountability.³
- **Decrease the default length and/or frequency of committee meetings.** The specifics of this can be worked out on a committee by committee basis.
- **Avoid having committees meet on last week of each month** to avoid delays in stipend processing and payment for those meetings.

Key Implementation Questions and Considerations to Discuss

- Who should work out the details of these changes? For example:
 - Should Committees come up with proposals to share back with Leadership Board or should the Leadership Board propose specific changes to Committees?
 - Should Homebase develop recommendations for the Board or Committees to consider?
- As with the potential reduction of the number of committees, decreasing the length or frequency of committee meetings would result in lower total stipend payments for some Committee members with lived experience/expertise unless stipend amounts were increased or additional opportunities were created.

Communication and Coordination

Committee members have expressed the need for more opportunities for communication, both among the committees and with the Leadership Board, to facilitate better connections, improve understanding of each committees’ purpose and work, and to enable ongoing coordination and alignment.

³ PWLE Office Hours, with support from Homebase, are working on a draft proposal for this policy.

The following coordination and communication strategies could address this feedback:

- Institute regular check ins with all co-chairs so committees can be aware of what each other are doing on an ongoing basis, better coordinate, and avoid duplication of efforts
- Integrate a standing (or at least regular/rotating) agenda item for Leadership Board meetings for Committee updates/reports.
- Regularly distribute (e.g., monthly, quarterly) a communications packet to all committee members about committee work, progress/achievements, decisions, priority needs, etc.

Key Implementation Considerations to Discuss

- Some or all of these would require staffing (by Homebase or otherwise) or at least some level of logistical support.
- Depending on what changes are made to the structure of the current Leadership Board, the details of which committees should report to which governing/leadership entity(ies) may vary.
- Clarity around committees' responsibilities and authority is still needed, including when committees need to report to/get approval from the Leadership Board or the ESC and when they are empowered to act on their own. How can/should this clarity occur? Discussions in committees that then come back to the Leadership Board? Recommendations from Homebase? Something else?

Additional Support Infrastructure for People with Lived Experience

Multiple Committee members with lived experience and expertise of homelessness have expressed concerns and challenges relating to their participation on committees. Some feel tokenized or disempowered within the other Committees on which they serve and may have expressed a desire for additional spaces to connect, as well for more support to better position them to engage more meaningfully in all Committees.

Some options to consider for more meaningfully including PWLE and better supporting committee members with lived experience of homelessness include:

- **Offer additional support before and after Committee meetings** (in addition to existing PWLE Office Hours and The Only Space). For example: focused prep meetings for Committee members with lived experience to provide foundational information and answer questions about the topics on an upcoming meeting agenda; debrief sessions following Committee meetings to process, ask questions, and discuss the topics that were addressed in greater detail, learn about resources related to the topics; professional development opportunities in the form of leadership opportunities, public speaking experiences, and other experiences within the CoC to build their transferable skills, etc.; additional or different options for PWLE to connect with each other and receive other requested support (for example, financial or technical support to be able to meet in person once a month without Homebase facilitators).
- **Ensure meaningful power sharing with PWLE.** Although PWLE make up 33% of all committees, PWLE voices and input are not always considered or are overshadowed. Changes are needed to ensure PWLE are relied on for their expertise, including in the creation of agendas and meeting materials and having direct input on CoC-related matters.
- **Create a Lived Experience Advisory Board.** Although the current structure was set up intentionally to avoid separating out PWLE, a request for a specific PWLE space like a LEAB has been raised by multiple PWLE. A LEAB would make it easier to seek PWLE input on specific projects when needed, but should be in addition to – not instead of – the current thresholds for PWLE participating on Committees so that PWLE remain integrated throughout the CoC.

Key Implementation Considerations to Discuss

- Participation in additional groups and meetings could increase stipend payments for some people, which could help offset reductions in payments that result from fewer committees/fewer committee meetings.
- Additional discussions with PWLE, especially those currently on Committees, should inform any changes to the current structure.

Possible Changes to CoC Structure & Operations

- Creating additional support infrastructure could be an initial step to try out for a few months or more before deciding whether to create a LEAB. If after a few months PWLE still feel like they are experiencing microaggressions within the CoC, their input is not respected or implemented, or their expertise is not centered within the CoC, creating a LEAB would be a step to formalize PWLE engagement and feedback.
- If a LEAB is determined to be necessary, there needs to be a pathway created for PWLE to meet with other California CoC LEABs to gather feedback on best practices for PWLE when trying to implement a LEAB.

Appendix 1: Timeline for Soliciting CoC Structure Feedback

- ◆ March: The Leadership Board, to help prepare for their all-day, in-person meeting, requested feedback from committees on how to improve Committee structure and efficiency.
- ◆ March and April: Homebase worked with committee co-chairs to collect feedback during Committee meetings and the PWLE Only Space, as well as through a Google Form.
- ◆ April: The Leadership Board reviewed highlights from the feedback at their monthly meeting and received the full feedback summary to review further in preparation for their in-person meeting. At an in-person Leadership Board Generative Work Session, board members discussed needed changes to the CoC's structure or processes and consensus was reached to explore the following: restructuring and streamlining the responsibilities of the Leadership Board, clearly delineating CoC roles, evaluating CoC Committee structure for opportunities to streamline and reduce the number of committees and meetings, and creating a Lived Experience Advisory Board. [Work Session Report Out](#).
- ◆ May: Leadership Board discussed the Generative Work Session outcomes and declined to create a working group to review the current CoC structure and Committee feedback to provide recommendations. Instead, the Board tasked Homebase with compiling ideas and recommendations regarding possible revisions to the CoC structure and operations to bring back to the Leadership Board's June meeting, along with information about each committees' current activities. Homebase was asked to engage with Committee co-chairs as part of this work to compile ideas. [Draft minutes](#).
- ◆ May and June: Homebase developed a list of possible changes based upon previously provided feedback and notes from the board's generative sessions, and HB staff's experience staffing Committees and otherwise supporting the CoC.
- ◆ June 18: Leadership Board meeting to include a review and discussion of possible changes. No action/vote. Leadership Board may have additional questions or feedback requests for Committees to inform further Board discussion and possible vote at future Board meeting(s).
- ◆ July 17: Leadership Board meeting to include additional discussion and potential vote on proposed changes following additional time for Committees to discuss possibilities.

Appendix 2: Examples of Potential Specific Changes to Committee Structure

The following examples are not recommendations, but are meant to be illustrative to help support discussion. Opinions of committees, individual members, and others may differ on these ideas.

1. Sunset the Youth Committee
2. Combine HMIS and System Impact Committees (SIC)
3. Combine Housing Capacity and Outreach, Access, and Coordination (OAC) Committees
4. Sunset or narrow the charge of the CoC Standards, Compliance, and Funding (SCF) Committee if a CoC Governance Board is created.

Rationale	Implementation Considerations
The Youth Committee’s work is duplicative of that being done by the Youth Advisory Board (YAB) and the majority of Youth Committee members are also YAB members. ⁴	Adding youth seats to other Committees could ensure that youth voice is integrated throughout the CoC rather than siloed
Both the HMIS Committee and SIC intersect with HUD performance measures, System Performance Measures, and CoC-level reporting; HMIS is the system that houses and reports on the performance metrics and systemic outcomes that SIC focuses on.	To avoid overwhelming a combined HMIS/SIC, non-overlapping functions and activities could be kept separate using sub-committees. For example, during Committee meetings, half of the agenda could be held with all members, and then breakout groups could be used to accomplish items assigned to sub-committees.
OAC covers Coordinated Entry and inflow into the system and the Housing Capacity Committee wants to look at inflow, not just how to expand housing inventory.	A combined Housing Capacity/OAC Committee could examine inflow, access for all types of housing interventions, and discuss strategies for increasing the supply most needed to fill gaps.
The responsibilities of a CoC Governance Board would overlap with the purpose of the SCF Committee, which is to “Support preparation of applications for CoC funding and support Leadership Board in fulfilling its obligations as outlined in the HUD CoC Program Interim Rule.”	Some of SCF’s current work overlaps with what many CoC Boards often does, but it also digs deeper into things like updating ranking tools or refining performance measures in a way that might not make sense for a CoC Governance Board to handle. On the

⁴ The Youth Committee was initially intended to include service providers as well and charged with being a collaborative table to discuss issues impacting youth. However, the Committee has not been able to retain service providers.

other hand, things like writing and approving CoC-wide written standards might sit better with a CoC Governance Board.

If the SCF continues to exist and a CoC Governance Board is separated out, clear delineation of their roles would be needed, and the SCF's role should likely be narrowed. If the SCF sunsets because of a CoC Governance Board being separated out, that Board may need or want to have a sub-committee or working group to handle certain things that the SCF has been doing.

Appendix 3: Possible Questions for Committee Discussion

Co-chairs should bring a standard set of questions to the Committees to discuss and answer. The goal is for all committees to discuss the questions and provide input to inform the Board's continued conversations and possible vote on CoC changes. Homebase can compile responses, ideas, and recommendations from Committees to share with the Leadership Board to inform further discussion and a vote on changes.

At a minimum, each committee should answer the following questions for the Leadership Board's consideration:

1. Does this committee think the Leadership Board's responsibilities should be split between a CoC Governance Board and a Strategy and Advocacy Council or Entity?
2. Is this committee a good candidate for combining with another committee? If so, which one(s)?
 - a. What are the key things the Board should consider in making a decision about whether to combine this committee with another committee?
3. Is this committee a good candidate for sunseting?
 - a. If the committee is sunset, what governance activities need to be moved elsewhere?
 - b. What strategy activities need to be moved elsewhere?
 - c. What other activities need to be moved elsewhere?
 - d. What representation/Whose voices would be lost?

Discussion questions to help committees provide answers to the above:⁵

1. What are the pros and cons of splitting the current Leadership Board into two separate entities - one focused on HUD compliance and the other on broader advocacy and strategy? What risks would need to be managed in this transition?
2. If this Committee had to be combined with another, which one or ones might make sense?
3. If this Committee were to be combined with [insert relevant committee(s)], what benefits and challenges would you anticipate? What voices or functions might be at risk?
4. Do you think this Committee could be sunset?
5. If this Committee were sunset, what important work would risk being lost? Could those responsibilities be absorbed elsewhere, and if so, how?
6. If this Committee were sunset, what important representation would be lost? How could it be preserved elsewhere or in another way?
7. If this Committee continues to exist as a separate Committee, what does it most need from the Leadership Board to be able to positively impact the CoC?
8. If fewer meetings are held, how might that impact members who rely on stipends - especially PWLE - as a recognition of their time and expertise? How can we avoid

⁵ Some of the committees, or at least co-chairs, began discussing some of these questions in May and June.

Possible Changes to CoC Structure & Operations

unintentionally reducing financial support or participation opportunities for those most impacted?

9. If streamlining committees leads to cost savings (e.g., fewer meetings, fewer stipends), do you support reallocating those funds to increase the dollar amount of stipends per meeting for PWLE members?
10. What changes could be made within existing committees to reduce feelings of tokenization and improve the experience of members with lived experience, alongside or instead of creating a new group?
11. Would this Committee benefit from having performance metrics or another way to measure each its progress and outcomes? Who should develop those metrics or progress measures?