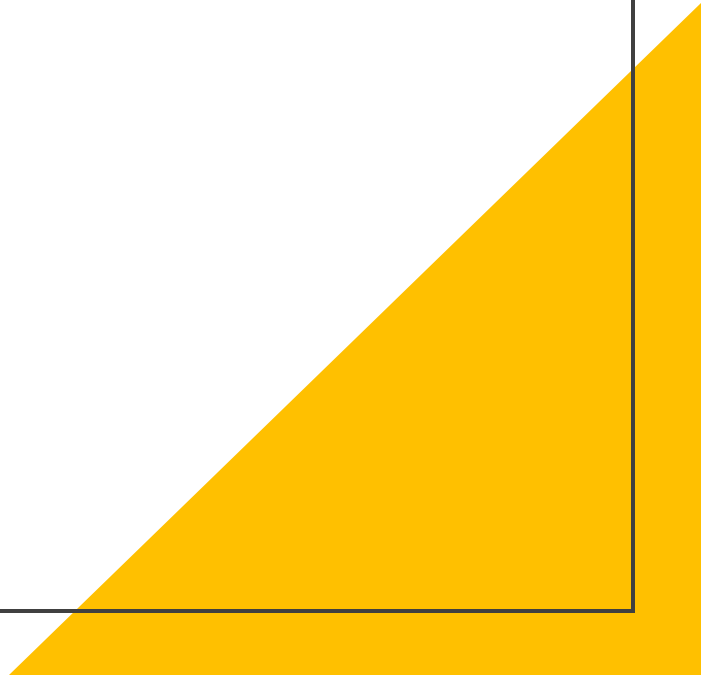




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Leadership Board

September 18, 2025



Welcome/Introductions



Shared Agreements



- Have sensitivity and respect for each other's experiences.
- Agree to show up and engage. When meeting virtually, this includes having the camera on when possible and safe, while recognizing there are many valid reasons not to have cameras on.
- When making decisions, prioritize the best interests of the homelessness response system and people experiencing homelessness above the interests of the individual board member/organization.
- Commit to racial equity and justice in decision-making. Participate in training and create space and time for this practice.
- Function as peers instead of a hierarchy of persons with lived experience and others.
- Be constructive, not obstructive; try to offer solutions along with barriers.
- One voice at a time, no interruptions.
- Give people the chance to speak once before you speak twice.
- Share and review the materials in the packet in advance of meetings.
- Prioritize action items near top of agenda to help with time management in meetings.



Agenda

1. Welcome
2. Public Comment
3. Approval of Minutes
4. Homeless Response System Updates
5. Leadership Board Updates
6. Home Together Fund Update
7. Evidence-Based Solutions Committee Report
8. Action: Nominees to Open Committee Seats
9. Action: Notice of Funding Opportunity Performance Measures
10. Discussion & Action: CoC Governance and Streamlining: Committees
11. Discussion: CoC Governance & Streamlining: The Leadership Board
12. Closing



Public Comment



Approval of Minutes

- Approving today: July 17th, 2025



Homelessness Response System Updates



Leadership Board Updates



Home Together Fund Update



Evidence-based Solutions Committee Report



Link to new ESC Guiding Framework here:
<https://docs.google.com/document/d/1gs7cRDNArH4YiB8hkvLV0daR8WSzXRGDzoMkpHctHUY/edit?usp=sharing>.

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Discussion & Action Items



Action Item: Confirm Kelsey Knutson from Bay Area Community Services to the Housing Stability and Homelessness Prevention Committee as proposed by the Nominations Committee





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Performance Measurement Recommendations for NOFO

*Standards, Compliance and Funding Committee
August 7, 2025*

HUD Requirements for Local Evaluation of CoC Renewal Projects

- The CoC must evaluate the performance of all projects requesting renewal funding. This evaluation must include:
 - Objective rating factors; may include subjective factors
 - **Performance measures aligned to HUD's system measures**
 - Consideration of participant barriers
 - How projects take steps to identify and address racial disparities and advance equity
- HUD gives each CoC flexibility to determine their own scoring factors within this general framework



Performance Measurement Factors

In 2024 (and prior years) projects were scored using a set of measures calculated from Homeless Management Information System (HMIS) data:

- 1A. Percentage of participants who remain stably housed (PSH only)
- 1B. Percentage of participants who exit to permanent housing (TH and RRH)
2. Percentage of participants who returned to homelessness
3. Percentage of adult participants who sustained or increased their income
4. Percentage of participants who sustained or secured non-cash benefits
5. Percentage of units occupied (utilization rate)
6. HMIS data quality



Performance Measurement Work Group

- Work group and its work plan were approved by SFC
- Aligned with SFC work plan and HUD requirements
- Met from April to May 2025
- Reviewed and discussed current measures.
- Updates intended to impact 2026 NOFO competition
- Unknown what will happen in 2025



Performance Measurement Work Group

Considerations for adjusting measures:

- Does it align with our local goals (Home Together Plan)?
- Does it reflect local priorities and needs?
- Does it provide relevant information about project performance?
- Does the target need updating in relation to current performance?



Project Types Included in Measures

PSH = Permanent Supportive Housing

RRH = Rapid Rehousing

TH = Transitional Housing

TH-RRH = Joint Transitional and Rapid Rehousing



Considerations for PSH Versus TH, RRH

PSH

Tenants receive ongoing housing assistance (rent subsidies)

If CoC grant is lost, tenants lose their housing if not transitioned to other permanent housing

PSH projects have low turnover, so existing projects can only serve a limited # of new tenants

TH, RRH

Participants receive time-limited housing assistance

If CoC grant is lost, participants can still receive assistance; but no new participants can be served.

TH and RRH projects have higher turnover; can serve more new participants than PSH

Summary of Proposed Changes



Housing Measures - 2024

Measures	Target	Maximum Points
1A: Housing Stability - Percent of Participants Who Remain Housed (PSH)	95%	14
1B: Percent of Participants Who Exit to Permanent Housing (TH, RRH Only)	80%	14
2: Percent of Participants who Exit to Homelessness	Less than 10%	12

Housing Measures – Proposed for 2026

Measures	Target	Maximum Points
1A: Housing Stability - Percent of Participants Who Remain Housed (PSH)	95%	TBD
1A: Housing Stability – Percentage of Participants Who Return to Homelessness after 6 months (TH/RRH)	Less than 8%	TBD
1B: Percent of Participants Who Exit to Permanent Housing (All Project Types)	80%	TBD

Income and Benefits - 2024

Measures	Target	Maximum Points
3: Percentage of Participants Who Gain or Sustain Income	50% - PSH 30% - TH/RRH	11
4: Percent of Participants Who Gain or Sustain Non-Cash Benefits	56%	11

Income and Benefits – Proposed for 2026

Measures	Target	Maximum Points
3: Percentage of Participants Who Gain or Sustain Income	70%	TBD
4: Percent of Participants Who Gain or Sustain Non-Cash Benefits	70% PSH 60% TH/RRH	TBD

Data Quality and Unit Utilization - 2024

Measures	Target	Maximum Points
5: Data Completeness and Accuracy	98%	6
6: Percentage of Funded Units Occupied on a Nightly Basis	100%	4

Data Quality and Unit Utilization – Proposed for 2025

Measures	Target	Maximum Points
5A: HMIS Data Completeness and Accuracy	98%	TBD
5B: HMIS Data Entry Timeliness	85%	TBD
6: Percentage of Funded Units Occupied on a Nightly Basis	100%	TBD

Overview

2024		Proposed 2026	
Housing Stability (PSH) or Exits to PH (TH/RRH)	14	Housing Stability (PSH) or Returns to Homelessness (TH/RRH)	TBD
Exits to Homelessness (All)	12	Exits to Permanent Housing (All)	TBD
Increase or Sustain Income (All)	11	Increase or Sustain Income (All)	TBD
Increase or Sustain Non-Cash Benefits (All)	11	Increase or Sustain Non-Cash Benefits (All)	TBD
HMIS Data – Completeness & Accuracy	6	HMIS Data – Completeness & Accuracy; & Timeliness	TBD
Unit Utilization	4	Unit Utilization	TBD
Total	58		TBD



Possible Additional Measures in Future

- Time from Coordinated Entry Referral to Enrollment
- Percentage of eligible CE referrals accepted





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SIC and ESC Recommendations to CoC Standards,
Compliance, and Funding Committee on the NOFO Scoring
Tool

Summary of NOFO Scoring Tool Recommendations



How did the SIC Develop its Recommendations

Considering the updates to the performance measures developed by the Performance Measures Workgroup

Reviewing NOFO scoring tools from the following Bay Area CoCs to identify new and promising practices to enhance the Alameda CoC's Scoring tool:

- San Francisco
- Napa
- Marin
- Solano

Recapping Key Takeaways from SIC's Discussion of the NOFO Scoring Tool

The current scoring tool **bundles too many concepts together**, especially equity and client voice

Utilization scoring based on 80% threshold, scoring should look at improvements over time

There's no scoring for **creative or high-impact practices**

Smaller orgs are **disadvantaged by limited TA or grant writing capacity**

Cross-sector partnerships and mentorship aren't currently recognized

The process could elevate **cross-learning** and use **participant feedback** to verify claims

Client Voice

Summary of the SIC's Discussion:

- Combining client voice with equity **dilutes the importance of both**
- Alameda should consider a **standalone participant-facing survey**, similar to San Francisco
- Participants need a safe way to share feedback—**anonymous and independently managed**

Draft recommendation:

- Separate client voice scoring from equity
- Use an anonymous participant survey
- Incorporate the survey results directly into NOFO scoring

Utilization

Summary of the SIC's Discussion:

- Most projects are hovering around **80% utilization**—but still getting full credit
- Current scoring doesn't incentivize improvement or reward high-performing programs

Draft recommendation:

- Assign more weight to utilization
- Allow Programs to earn credit for meeting targets or improving over time

Community Impact and Collaboration

Summary of the SIC's Discussion:

- Programs are partnering with schools, CalAIM, and other sectors—but get no credit for it
- You want to see points for **non-CoC-funded collaboration**—with proof

Draft recommendation:

- Score partnerships with non-HUD-funded entities (e.g., libraries, healthcare, education)
- Require documentation (e.g., MOUs, letters from partners)

Capacity Building and Equity in Competition

Summary of the SIC's Discussion:

- Smaller orgs and grassroots providers are **at a disadvantage** under the current system
- There's interest in rewarding **mentorship** and providing **equity supports** like sample responses or guides

Draft recommendation:

- Develop technical assistance tools to help all orgs navigate the equity rubric
- Consider awarding points for larger orgs that provide peer mentorship or capacity-building

Innovation

Summary of the SIC's Discussion:

- Some programs are going above and beyond—but the scoring tool **doesn't recognize that**
- A new section could reward **creative or replicable practices** that exceed contract requirements

Draft recommendation:

- Create a new "innovation" scoring category
- Highlight programs piloting new models, bridging service gaps, or achieving unusual impact

Additional Themes Raised

Summary of the SIC's Discussion:

- **Application claims should be verifiable** through client voice or partner feedback
- There's interest in using the process to **elevate best practices** and encourage community learning

Draft recommendation:

- Build in claim verification tools (e.g., partner letters, client survey validation)
- Use high-scoring apps to support peer learning

ESC Feedback

Housing Measures

- The ESC emphasized the importance of regularly measuring project progress and sharing that information publicly so that the community is aware of how funds are being used and the impact being made.
- The ESC discussed how scoring and practices must account for nuanced outcomes, such as reunification with family or friends.

Capacity Building and Equity

- Given that smaller, grassroots, and BIPOC-led organizations are often at a disadvantage in funding competitions, the ESC suggests giving extra points to these types of organizations to address the imbalance. The ESC also encouraged deeper analysis of the specific barriers that smaller organizations face.

Innovation

- The ESC proposed accounting for how smaller and emerging organizations may be nimbler and better suited to innovate, whereas larger organizations often lack the flexibility and propensity for risk.
- The ESC highlighted the value of networking and social capital over organizational scale.
- The ESC suggested incentivizing the use of artificial intelligence (AI) as part of an innovation scoring factor provided that the use of AI does not perpetuate or exacerbate racial biases and disparities.

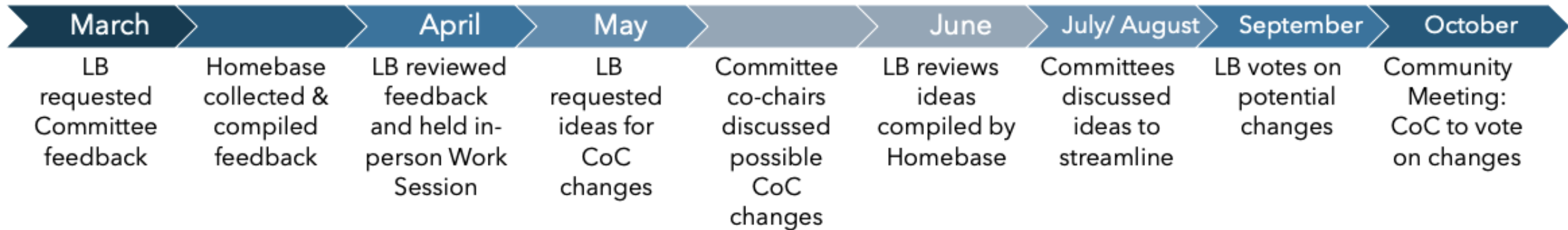
Action Items: Notice of Funding Opportunity Performance Measures



*Discussion & Action Item: CoC Governance and
Streamlining – Committees*



CoC Governance Review Updates & Recommended Changes



Reminder: Goals of the Governance Review

Changes to CoC Governance **are intended to be considered together to accomplish the following goals:**

Reduce confusion about Leadership Board and CoC Committees' roles & responsibilities

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 (with **space for collaboration & inclusiveness**)

Improve **support for PWLE** to ensure more meaningful participation

Improve strategic CoC spending

Overview of Previously Suggested Changes

Divide current Leadership Board responsibilities and activities among two separate entities.

- CoC Governance Board
- Strategy and Advisory Council or Entity

Simplify the committee structure.

- Combine committees with significantly overlapping responsibilities and activities.
- Sunset committees whose functions no longer need to be held by a separate entity.

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 meetings and avoid holding committee meetings on last week of each month.

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

Create additional support infrastructure for people with lived experience.

Additional Feedback Sought from Committees

- Co-chairs received a list of questions to discuss at their July or August meetings. **At a minimum, each committee was asked to answer the following questions for the Leadership Board's consideration:**
 1. Is this committee a good candidate for combining with another? If so, which one(s)?
 - What are the key things the Board should consider in making a decision about whether to combine this committee with another committee?
 2. Is this committee a good candidate for sunseting?
 - If the committee is sunset, what governance activities need to be moved elsewhere? What strategy activities need to be moved elsewhere?
 - What other activities need to be moved elsewhere?
 - What representation/Whose voices would be lost?

Summary of Feedback Received Since June

- The following committees have discussed the potential sunseting of their committee or combining with another:
 - HMIS and System Impact Committee (SIC) discussed **either** combining to become a single with Data & Performance Committee with a dual focus **or** reducing meeting cadence and aligning workplans
 - Youth Committee discussed sunseting
 - Housing Capacity Committee (HCC) discussed sunseting
- The Youth Committee and HCC are in support of the committee-specific recommended changes the Leadership Board is considering today. HMIS and SIC are in support of consolidating their work as the Board sees fit given two options.
- HMIS, SIC, HCC, and Youth Committee have input on how to best accomplish their respective transitions, assuming the Leadership Board approves the changes.

Recommended Changes

CoC Committees: Context

- Overall idea: Simplify the committee structure by: 1) combining committees with significantly overlapping responsibilities and activities; and 2) sunseting those whose functions no longer need to be held by a separate entity.
 - CoC Committees have discussed & provided input
 - **Two committees identified for sunseting: Youth Committee and Housing Capacity Committee**
 - **Two committees identified for merging or streamlining: System Impact Committee (SIC) and HMIS Committee**
 - No changes suggested for remaining 4 committees: Evidence-Based Solutions Committee; CoC Standards, Compliance, and Funding; Housing Stability and Homeless Prevention; and Outreach, Access, and Coordination

Committee Recommendation 1*

Combine SIC and HMIS Committee into a Data & Performance Committee

Rationale:

- 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.
- There is already overlap in the Committee membership.

Implementation Plan:

- Alternate meeting topic each month to align with planning cycles and prioritize timely, high-impact topics:
 - HMIS Administration
 - Data Analysis & System Outcomes
- Launch quarterly HMIS “Office Hours” as open forum for questions and discussion

Committee Recommendation 1 - Continued

Combine SIC and HMIS Committee into a Data Committee

Implementation Plan:

- Currently 23 unique voting members total in SIC and HMIS, 3 co-chairs.
 - 5 members not in good standing (3 SIC members have not attended in 2025 at all)
 - In practice, 15-18 active Committee members which is consistent with all other Committee sizes (15 members on other Committees)
- Existing members in good standing from SIC and HMIS Committee would remain on the newly combined Committee. As members' terms end, positions would not be filled under the total active membership goes below 15.
- 3 co-chairs will continue to serve as planning team, one co-chair term ending 9/30/25 but eligible for another term.

Suggested Motion: Combine the System Impact Committee and HMIS Committee into one "Data & Performance Committee." The Committee will be allowed to retain all existing actively attending Committee voting members and 3 co-chairs from the System Impact Committee and HMIS Committee. As the terms end for each co-chair and voting member, the Nominations Committee will not work to fill any open seats until the Committee is below 15 members.

The Charter will read as follows:

Data & Performance Committee

The dual purpose of the Data & Performance Committee is to: 1) support the effective operation and oversight of the CoC's Homeless Management Information System (HMIS), as required by HUD's CoC Program Interim Rule at 24 CFR 578.7 and to meet data management infrastructure needs; and 2) to monitor progress against the community's strategic plan (Home Together), including regular review of system-level and provider performance to support more rapid identification of emerging trends and needed changes to policy and programming. The committee will also be responsible for monitoring actual system performance against assumptions used in the Home Together system modeling to support updates to the plan as needed.

The Roles listed in the Charter for the Data & Performance Committee will be a combination of the roles currently listed in the Charter for the System Impact Committee and HMIS Committee.

***Interim Step:** Further feedback from the co-chairs offered the solution of taking an interim step of alternating SIC and HMIS meeting months and closely streamlining workplans to identify overlapping items and opportunities for collaboration.

Changing the meeting cadence and streamlining workplans would not require a charter change.

The goal would be to implement this interim step to maintain the distinct membership and wide spectrum of goals of each Committee but reduce staff and administrative time.

For 6 months: Each Committee will evaluate how the new cadence functions and see if it is meeting the goals of creating more cohesion and less administrative burden. The matter of merging into one "Data and Performance Committee" can be taken up again in 6 months if the interim step is not meeting its goals.

Committee Recommendation 2

Sunset Youth Committee

Rationale:

- The Youth Committee's work is duplicative of that being done by the Youth Advisory Board (YAB)
- Majority of youth members on the Committee are also YAB members
- 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 provider engagement. The County has mechanisms in place for YAB to collaborate with adult providers.
- Youth voice is siloed in one space
- There are no other Committees for specific sub-populations

Committee Recommendation 2 - Continued

Sunset Youth Committee

Implementation Plan:

- Committee agrees with recommendation, working with YAB and Homebase to develop support and training materials to support youth engagement
- All remaining Committees must designate a Youth seat
 - Leadership Board already has a seat designated for YAB that is vacant
 - For remaining Committees: add an additional youth member
- Homebase will support adult members in the Committee finding other ways to engage in the CoC as non-voting members or other engagement in Alameda County

CURRENT CHARTER READS (footnote on page 23):

1-2 youth committee members will be assigned to attend meetings of relevant committees to ensure appropriate cross-fertilization, communication, and alignment. Specifically, youth representatives will participate in the Outreach, Access and Coordination Committee, the Housing Stability and Homelessness Prevention Committee, and the System Impact Committee.

Suggested Motion: Sunset Youth Committee, remove references to it from the Governance Charter, and designate a youth with lived experience seat on all remaining Committees. Delete footnote on page 23 from the Governance Charter and add the following language to Section 3.D. (Committees, subcommittees, Workgroups, and Advisory Councils – Committee and subcommittee Member Selection, Terms, and Vacancies):

All committees are suggested to have between 8-16 members, at least one of whom should be a youth (aged 18-28) with lived experience of homelessness, from the Youth Advisory Board or elsewhere.

Committee Recommendation 3

Sunset Housing Capacity Committee

Rationale:

- Other agencies and organization can continue the work as the CoC has not been the most effective home for the HCC chartered purpose
- Committee has been focused on training and education which can also be referred elsewhere

Implementation Plan:

- Identifying where tasks such as Housing Provider education and Housing Production best fit—inside or outside the Continuum of Care.
- Collaborating with partners like East Bay Housing Organizations, the newly formed Alliance (Nonprofit Alliance of Homelessness and Housing Providers), or other organizations engaged in housing development.

Suggested Motion: Sunset the Housing Capacity Committee and remove references to the Committee from the Governance Charter.

Action that HCC took: The recommendation is to sunset the Committee. Ensure that committee members are welcomed into other committees and have an opportunity to continue participating. We lift up the value of the educational, collaborative, communication, and connection work, and we call attention to the housing provider survey project.

Operational Changes that Require No Charter Update/No Vote

- Develop performance metrics or other way to measure each committee's progress.
- 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.
- Institute regular check ins with all co-chairs so committees can better coordinate.
- Integrate a standing (or at least regular/rotating) agenda item for Leadership Board meetings for Committee updates/reports.
- Regularly distribute a communications packet to all committee members about committee work, progress/achievements, decisions, priority needs, etc.
- Provide additional support before and after Committee meetings for people with lived experience.

Action Item: Combine SIC and HMIS Committee & Sunset Youth and Housing Capacity Committees



*Action Item: Sunset Youth and Housing Capacity
Committees*



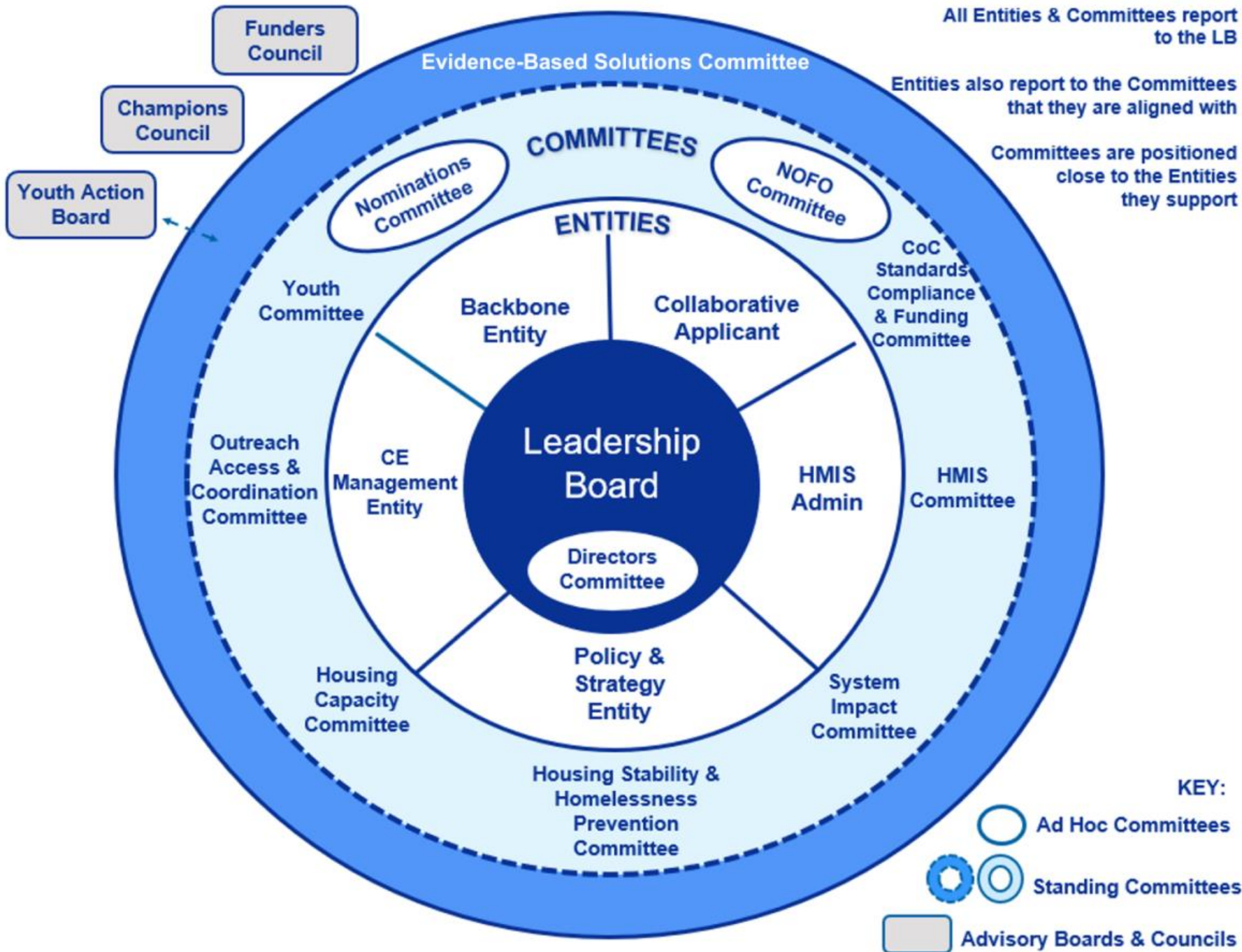
*Discussion Item: CoC Governance and Streamlining –
The Leadership Board*



Leadership Board: Context

- LB identified a desire to focus more on strategy, including by engaging in strategic funding planning, and to lead more in the areas of public messaging and advocacy
 - LB also needs to perform HUD-required governance functions and other bureaucratic responsibilities
 - HUD-required functions and bureaucratic responsibilities often impede their ability to focus on more strategic priorities
- In June, LB discussed creating a subgroup rather than split the Board into two separate entities
- Two different purposes/needs have come up in previous LB meetings:
 1. To handle the HUD/CoC Interim Rule requirements.
 2. To be able to act with the authority of the Board between meetings if urgent items arise that can't wait for the next Board meeting.

Current Charter Structure



LB Potential Change: Utilize the Existing Directors Committee

1. Change the Directors Committee (DC) from an ad hoc to a standing committee.
2. Identify Board Members to participate in the DC
3. Confirm the Committee's two primary functions:
 - i. Oversee the CoC as required by HUD and ensure all HUD/CoC Program interim rule requirements are fulfilled; and
 - ii. Act on behalf of the Board in the case of urgent matters.

Implementation Considerations

- If we agree on utilizing the DC, need to specify and confirm the roles and responsibilities for the full Leadership Board (LB).
- Utilizing the DC as a subgroup of the full LB would not streamline the size or reduce # of meetings.
 - To avoid adding new meetings or time commitments, DC could use the first 30-45 minutes of currently scheduled LB meetings, with remaining LB members joining afterwards.
 - DC could also call ad hoc meetings as needed to deal with urgent matters
- Language describing the DC's purpose and Roles would need to be added to Charter. A different name other than Directors Committee could be chosen.

Discussion Questions

- Would using the Directors Committee in this way accomplish the goals we've been discussing?
- If we decide to utilize the Directors Committee in this way, what do we envision the specific role and activities of the full LB would be?
- Is there a different option other than using the Directors Committee that we should discuss?
- What else do we need to know or consider before bring this back as an action item in October? For example:
 - Should the DC remain an ad hoc committee or become a standing committee?
 - How should membership be structured?
 - What should its role(s) be?
 - What should its authority be?
 - Should it be called something different?

Closing

- Next Meeting to be held Thursday, October 16, 2025

