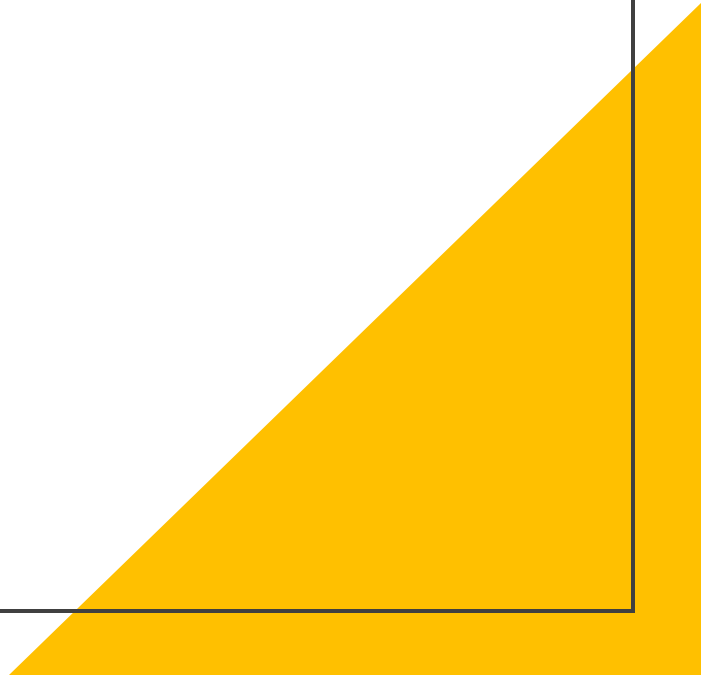




EveryOneHome

# Leadership Board

September 18, 2025



# Agenda

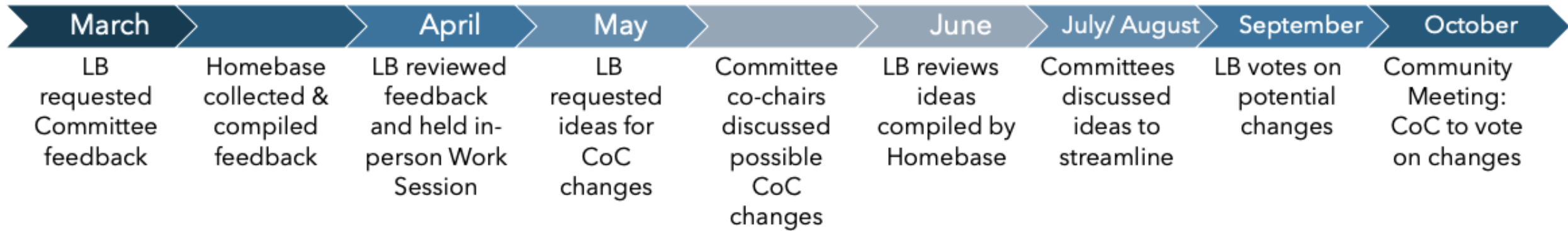
1. Welcome
2. Public Comment
3. Approval of Minutes
4. Homeless Response System Updates
5. Leadership Board Updates
6. Home Together Fund Update
7. Evidence-Based Solutions Committee Report
8. Action: Nominees to Open Committee Seats
9. Action: Notice of Funding Opportunity Performance Measures
10. Discussion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



*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 combining to become a single with Data Committee with a dual focus
  - Youth Committee discussed sunseting
  - Housing Capacity Committee (HCC) co-chairs discussed sunseting, though it has not been discussed at a full committee meeting
- The directly impacted committees (in the case of HCC, the co-chairs and county) are in support of the committee-specific recommended changes the Leadership Board is considering today.
- HMIS, SIC, 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) sunsetting those whose functions no longer need to be held by a separate entity.
  - CoC Committees have discussed & provided input
  - **Two committees identified for sunsetting: Youth Committee and Housing Capacity Committee**
  - **Two committees identified for merging: 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 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 Data 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 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 Committee

The dual purpose of the Data 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 Committee will be a combination of the roles currently listed in the Charter for the System Impact Committee and HMIS Committee.*

# 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 supports recommendation, working with YAB to develop support and training materials
- All remaining Committees must designate a Youth seat
  - 1 remaining Committees already has a youth with lived experience on the Committee
  - 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
- Homebase will consider how to expedite seating PWLE on remaining Committees when there are openings to account for loss of stipends.

## 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:**

- No longer a County mandate for Committee
- Participation is low
- Would not be negatively impactful to sunset given workplan & past deliverables

### **Implementation Plan:**

- To be determined. The Committee and Homebase will consider how to expedite seating PWLE on remaining Committees when there are openings to account for loss of stipends.

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

# 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*



*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 from an ad hoc to a standing committee.
2. Identity Board Members to participate in the Directors Committee.
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**

- Each or every other monthly LB meeting could begin with 30-45 minutes of the Directors Committee before all other Leadership Board Members join so the remainder could focus on strategy discussions.
- DC could also call ad hoc meetings as needed to deal with urgent matters that can't wait for next monthly LB meeting.
- Language describing the Directors Committee's purpose and Roles would need to be added to the Governance Charter.
- The Committee's name could be changed if the LB feels there's a better fit for its functions.

# Discussion Questions

- How can the Board best utilize the Directors Committee that's contemplated in the current Charter to accomplish the goals it's been discussing? For example:
  - Should it 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?
- 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?