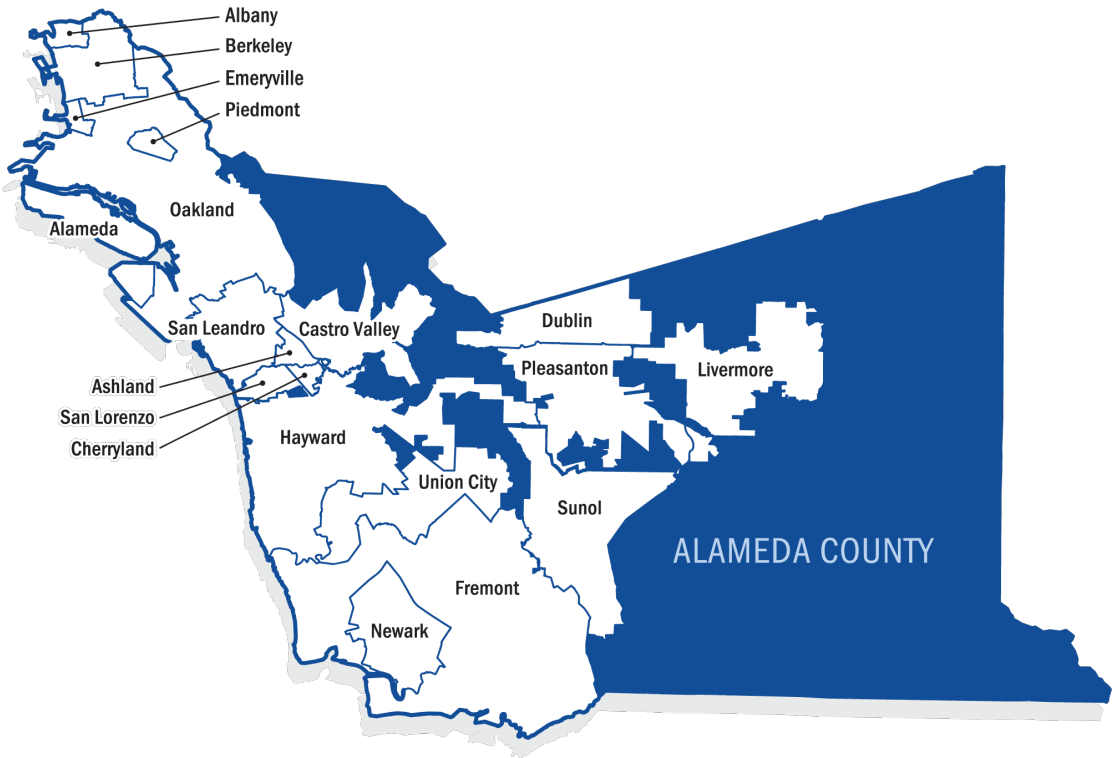
Alameda County Continuum of Care/ EveryOne Home Governance Charter



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PREFACE

OVERVIEW AND PURPOSE

EveryOne Home is both a collective impact initiative and the Oakland, Berkeley/Alameda County Continuum of Care CA-502 (Alameda CoC) comprised of representatives from the county, cities, nonprofits, advocates, and community members, including community members with lived experience, founded in 2007 to facilitate implementation of Alameda County, California's plan to end homelessness, known as the EveryOne Home Plan. From 2019 to 2020, EveryOne Home built upon these efforts by conducting racial equity system modeling to better understand how to center racial equity and reduce racial disparities in our homelessness response system. This work is reflected in our report on *Centering Racial Equity in Homeless System Design*. This revised Governance Charter is an outgrowth of that work, building the structures necessary to operationalize racial equity, amplify the voice of lived experience, and create greater equity in how partners from across the county can engage in the work of the Continuum of Care (CoC).

To reach our goal of preventing and ending homelessness in Alameda County, we will need engagement and collaboration with stakeholders well beyond the homeless and housing service delivery system—city and county government, business community, faith community, non-profits, and, most importantly, those who have themselves experienced the trauma of homelessness.

Together, we are building a future in which there are sufficient resources, political leadership, and community involvement to erase homelessness as a permanent fixture in our social landscape. The vision focuses on:

1. Preventing homelessness
2. Ensuring safer and more dignified conditions for those experiencing homelessness
3. Increasing the quantity of and access to permanent homes
4. Centering racial equity in our homelessness response
5. Including people with lived experience of homelessness as decision-makers throughout our homelessness response system
6. Strengthening our system's coordination, communication, and capacity.

This Governance Charter memorializes how stakeholders will govern the collective impact initiative to end homelessness; meet federally defined responsibilities of operating a HUD Continuum of Care as found in the Continuum of Care Program Rule at §578 and its related HUD rules, regulations and notices; direct the work of the backbone organization; and promote partnership and accountability among the various leadership bodies. This Governance Charter replaces three documents previously adopted by the EveryOne Home Leadership Board:

- "*Leadership Board Governance Policies,*" adopted December 4, 2008
- "*Alameda County Continuum of Care Interim Governance Charter*" adopted on August 28, 2014
- "2019 Alameda County Continuum of Care/EveryOne Home Governance Charter" adopted in November 2019.

An organizational chart depicting the relationships amongst the various leadership bodies in the collective impact initiative can be found below under "Collective Impact." The revisions to the governance as reflected in this revised Governance Charter shall be adopted within six (6) months of adoption by the Continuum of Care membership, with the exception of "good cause" as determined by the Leadership Board.

In addition to this charter, there is a Policy and Procedural Manual that explains in more detail specific processes and protocols that the CoC will follow.

VISION AND VALUES

We envision an end to all homelessness in Alameda County, California. To achieve this goal, we will center racial equity, amplify the voices of people who have experienced homelessness, and work together to implement comprehensive strategies to prevent and end homelessness in our county. We will work in a collective impact model that draws on our collective strengths, wisdom, and compassion. Together, we will see a day when every one of our neighbors has a safe, stable, and affordable place to live.

In our collective work to prevent and end homelessness in Alameda County, we commit to the following values to ground everything we do, and we will hold ourselves, one another, and the homelessness response system accountable to living out these values.

1. Our work together is focused on collective impact, leveraging the unique strengths each of us bring to the work of ending homelessness.
2. The system is intentionally designed to center racial equity and actively eliminate racial disparities.
3. People with lived experience of homelessness are involved in decision-making roles throughout the system.
4. Our system embodies transparency in decision-making.
5. The homeless services workforce—including senior leadership and boards of directors—should reflect the racial and ethnic diversity of the people we serve and include significant representation of people with lived experience of homelessness, with career development pathways built in.
6. We will ensure that we have accurate, up-to-date comprehensive and meaningful data to inform decision making.
7. All staff and organizations working in our homelessness response system are equipped through ongoing antiracism training with the skills and knowledge they need to implement equitable solutions and shape more equitable public policy.
8. Elected officials and others in positions of power will be offered education on homelessness, antiracism, and the importance of centering the voice of lived experience.
9. We bring a racial equity lens to how we collect, analyze, and use data to drive equitable outcomes for Black, Indigenous, and People of Color (BIPOC).
10. We recognize the intersectional nature of homelessness, and we understand that to end it we must also address racism, sexism, homophobia, transphobia, and other forms of interpersonal and structural oppression in historical and current policy, hierarchies, and systems.
11. We set measurable targets to achieve racial equity outcomes and power sharing with people with lived experience. We regularly monitor our progress towards reaching them.
12. We seek opportunities to support agencies run by and for BIPOC individuals and communities.
13. We work relentlessly to break down silos between agencies, programs, and sectors that impact homelessness in our communities.

14. We can only end homelessness by collaborating within and across sectors to prevent homelessness and eliminate racial disparities in who becomes homeless.

15. All people experiencing homelessness in our county--particularly BIPOC--are aware of and have access to the range of housing and services needed to exit homelessness.

16. Racial equity is not a short-term initiative, but an overarching, long-term commitment that shapes everything we do as a system.

CENTERING RACIAL EQUITY

Racial equity is both a value and a set of strategies to implement. To ensure that racial equity is centered in our homelessness response, we will employ three strategies:

1. **Leadership Representation Metrics.** To create appropriate representation in the CoC leadership, the CoC will ensure all boards, committees, and workgroups will reflect the racial demographics of the people disproportionately represented in the homeless population. We know that Black, Indigenous/Native Hawaiian/Pacific Islander, Latinx, some Asian groups, immigrants (documented or undocumented) and refugees are overrepresented in the homelessness response system compared to their proportion of the general population. As such, the racial diversity metric for our boards, committees, and workgroups will be aligned with the racial demographics reflected in our annual Point-In-Time count. Since Black, Indigenous and other People of Color comprise the vast majority of people experiencing homelessness[1] in our county, the composition of each committee and workgroup, including co-chairs, will mirror the Point-In-Time count, as best practice, with a minimum composition of 40%. The latest composition goals will be outlined in the recruitment guidance within the EveryOne Home Policies and Procedures. In addition, Black and/or African Americans will be represented on our boards, workgroups, and committees at a proportion equal to or greater than their proportion of the homeless population. The Leadership Board (see below) will hold itself and each committee/workgroup chair accountable for meeting the representation metric.

[1] Race and ethnicity were collected separately for the Point in Time Count. In 2022, 25% of the homeless population was identified as Latinx/Hispanic and 62% as Black, Indigenous and other People of Color. Full report is available at https://everyonehome.org/main/continuum-of-care/everyone-counts/.

2. **Evidence-Based Solutions Committee.** We understand that a committee focused on advancing racial justice will be essential to our success. Operationalizing equity collaboratively is the responsibility of the Leadership Board and all other committees and workgroups. The Evidence-Based Solutions Committee will therefore serve as a catalyst and a support for racial equity across all our work. It will also hold the Leadership Board and all other committees responsible for embedding racial equity in everything they do.

3. **Racial equity work across all committees and activities**. To ensure that racial equity work is embedded and not limited to one committee (i.e., the Evidence-Based Solutions Committee), each committee will set equity goals for each year and include in their annual workplans with specific actions and outcomes to advance racial equity in their areas of focus. Committee chairs will then report racial equity activities, achievements, and challenges to the Leadership Board at least quarterly. All committees will apply a racial equity framework in order to advance fairness and justice in all we do.

AMPLIFYING THE VOICE OF LIVED EXPERIENCE/LIVED EXPERTISE

The voice of people with lived experience of homelessness is essential to how we design and implement an effective homelessness response system in Alameda County. These perspectives must go beyond advisory roles or token representation to shared power. Instead, people with lived experience of homelessness should be represented in significant numbers on all boards, committees, and workgroups across our system. Specifically, **we set a representation metric of at least 33% lived experience on all boards, committees, and workgroups, including co-chairs.**

We understand that everyone serving on boards, committees, and workgroups needs support to succeed, and we recognize that people experiencing homelessness may need additional tangible and financial support to participate fully as members. To ensure inclusion of people with lived experience at 33% of all boards, committees, and workgroups, we will:

- Provide ongoing financial compensation for participation
- Provide assistance with transportation to attend meetings
- Ensure that all members have access to technology and equipment necessary to attend virtual meetings
- Establish a mentoring program for members with lived experience

- Establish an Emerging Leaders Program to provide orientation, training, and support for serving on the CoC Board, committees, and workgroups
- Provide resources for targeted outreach and recruitment of individuals with lived experience
- Train board and committee members to ensure an inclusive environment at meetings and engagements, including offering training on authentic engagement of people with lived experience, trauma-informed care, and related issues

The Leadership Board will hold itself and each committee/workgroup chair accountable for achieving and maintaining the 33% metric. If a committee/workgroup is falling short of this metric, the Leadership Board will request a plan to correct this shortcoming and set a timeframe for implementation.

COLLECTIVE IMPACT MODEL

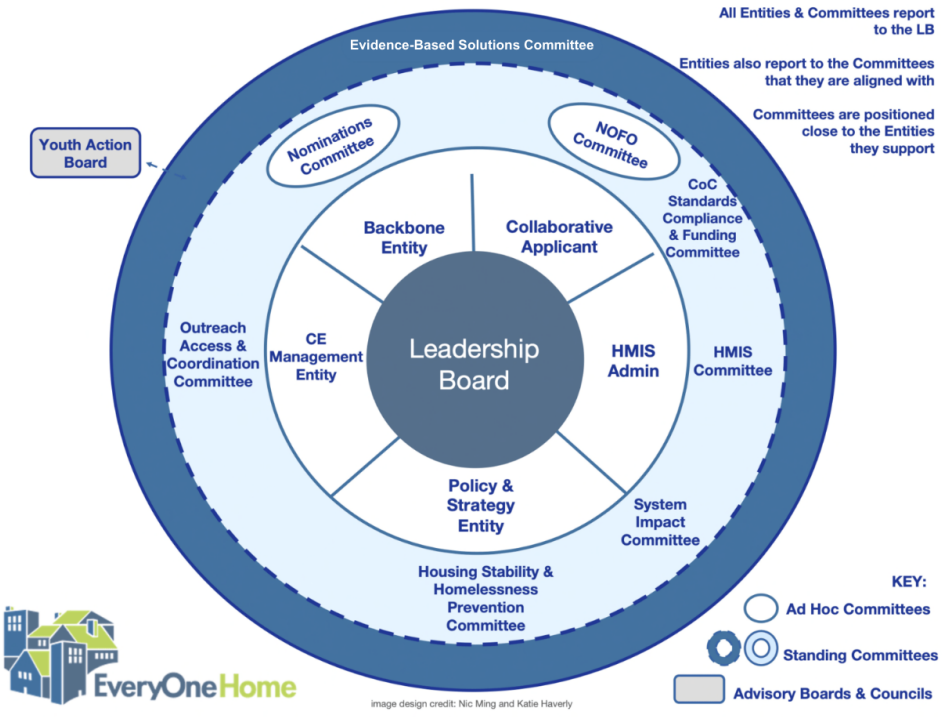
"Collective impact" describes an intentional way of working together and sharing information for the purpose of solving a complex problem. Proponents of collective impact believe that the approach is more likely to solve complex problems than if a single nonprofit were to approach the same problem(s) on its own. While collective impact seems very similar to plain old "collaboration," there are certain characteristics that distinguish collective impact initiatives - and make them successful. Key aspects of a collective impact model include

1. Shared goals
2. Agreed upon measures and accountability
3. A backbone organization to provide coordination
4. "Mutually reinforcing activities" towards the shared goals
5. Resources to keep it going and consistent and open communication among all partners

-- adapted from the National Council of Non-profits[1]

Our collective impact model is designed to ensure that we are drawing on the strengths of all our partners and creating a homelessness response system that is nimble, effective, equitable, and responsive to the needs of those we serve. The diagram below shows how the model is structured, and the bylaws in Section 2 outline policy and protocols for how the Board will function. The

Leadership Board serves as the HUD Continuum of Care (CoC) Board, principal authority, vision-setter, and final accountability for all activities across our collective homelessness response system. A backbone organization will provide staffing and coordination across the board, committees, and workgroups. The eight standing committees below the Leadership Board hold implementation responsibilities for specific functions of the system, including those required by HUD for Continuum of Care (CoC) and Emergency Solutions Grants (ESG) funding. The Evidence-Based Solutions Committee reports to the Leadership Board and is charged with assuring that all aspects of the homelessness response system are striving to achieve equitable outcomes and that all boards, workgroups, and committees are addressing racial equity in their work. Finally, advisory boards will offer guidance to the Leadership Board and/or committees in its decision-making, while the CoC (via the Board, committee, or staff) will keep these groups informed of strategic directions and critical activities to advance mutually reinforcing activities toward shared goals.



CONTINUUM OF CARE BYLAWS

SECTION 1. CONTINUUM OF CARE FULL MEMBERSHIP

Continuum of Care members are persons who have joined in the collective impact initiative to end homelessness in Alameda County. They are members of the Continuum of Care who provide input and vote as individuals, not as representatives of a particular organization, geography, or constituency. Membership meetings and activities are staffed by the CoC's backbone entity.

A. MEMBERSHIP ROLES AND RESPONSIBILITIES

The Governance Charter assigns the following roles and responsibilities to the Continuum of Care Membership:

1. Hold a minimum of two meetings per year of the full membership.
2. Extend an open public invitation for new members to join. Ensure that an updated membership roster is maintained.
3. Adopt and follow the written process for selecting elected members to the Leadership Board (see Section 2 below).
4. Hold elections to fill vacant seats on the Leadership Board.
5. Update the Leadership Board selection policies no less than every five years.
6. Review and approve updates to the CoC's Governance Charter, as developed and recommended by the Leadership Board.
7. Generate ideas and provide strategic input to the Leadership Board, committees, and workgroups regarding annual priorities; systems change and improvements to be explored, designed, or implemented; and updates needed to the Governance Charter.

B. BECOMING A MEMBER

Membership will be open to any individual interested in and committed to ending homelessness in Alameda County, California. Persons will join, provide input, and vote as individuals, not as representatives of a particular organization, geography, or constituency. Persons can attend meetings and provide input but must become members to vote.

C. MEMBERSHIP MEETINGS

The Continuum of Care will host no fewer than two community meetings for the full membership, which can occur in person or virtually. Additional meetings may be convened as needed throughout the year.

During the membership meetings, the following actions will be taken:

1. Invite new members to join the Continuum.
2. Hold elections to fill elected membership representative seats on the EveryOne Home Leadership Board.
3. Vote on recommended changes to the Governance Charter.
4. Generate ideas and provide strategic input for the Leadership Board and the other committees.

D. MEMBERSHIP VOTING

Decisions will be passed by the majority of members present and voting at a meeting where a

quorum (50% +1 voting members) is actively present.

E. CONFLICT OF INTEREST POLICY

All CoC stakeholders will abide by §578.95 (Conflicts of Interest) in the HUD CoC Rule and the CoC's Conflict of Interest Policy. All Leadership Board and Committee members will be required annually to sign the CoC Conflict of Interest form. Please see the CoC's Policy and Procedures Manual for more information.

SECTION 2: LEADERSHIP BOARD

A. PURPOSE

The Leadership Board provides overall leadership for our collective impact initiative and serves as the compass for the homelessness response system in Alameda County. It sets the vision, strategic direction and collective goals for the entire homelessness response system and ensures accountability from all subcommittees and workgroups. The Leadership Board ensures that racial equity is at the center of our work to end homelessness and that people with lived experience are represented in decision-making roles throughout the system. The Leadership Board also holds the formal designation as the Continuum of Care (CoC) Board, as required by HUD.

B. ROLES

The Leadership Board is responsible for:

- Monitoring system performance and setting strategic direction

- Delegating work to committees and workgroups, and receiving recommendations and deliverables from committees and workgroups for approval/adoptions or otherwise to inform Board deliberations and decision-making
- Holding committees and workgroups accountable
- Assuring compliance with HUD Continuum of Care regulations and requirements at 24 CFR Part 578
- Designating which entities represent the CoC in fulfilling its core functions, including but not limited to, the Collaborative Applicant, HMIS Lead, Coordinated Entry Management Entity, and CoC Backbone Entity

Specifically, the Leadership Board will:

1. Set overall strategic direction and priorities for the homelessness response across the county.
2. Determine desired outcomes for different target subpopulations and overall homeless population (acuity)
3. Adopt system performance measures and benchmarks and create mechanisms for ongoing monitoring/oversight
4. Expand partnerships to address homelessness in our county with a particular focus on cross-system collaboration to prevent and end homelessness
5. Adopt an overarching communications strategy around addressing homelessness across the county
6. Review CoC operations annually and revise, as needed, the CoC Governance Charter, to be submitted to for ratification by the full CoC membership
7. Set strategic priorities for specific funding streams targeting homelessness, track the impact of funds spent, then ensure accountability from subcommittees to ensure that strategic direction is implemented effectively. This includes:
    - HUD Notice of Funding Opportunity and HUD Planning Grant
    - Homeless Housing Assistance and Prevention (HHAP) Grant (CoC Allocation)
    - Other federal, state, and local funding allocated by or through the CoC
8. Advocate for additional funding streams for the CoC through federal, state, local and other funding sources
9. Determine overarching strategies to promote racial equity in our homelessness response and communicate those strategies across the CoC

10. Provide review of workplans, evaluation reports, recommendations, and other deliverables from committees to ensure compliance with CoC requirements and achievement of strategic objectives
11. Review system performance data and findings/recommendations from the System Impact Committee to inform funding priorities, policy changes, programmatic needs, and other changes to improve system outcomes
12. Designate entities to fulfill core staffing functions, including but not limited to: the Collaborative Applicant, HMIS Lead, Coordinated Entry Management Entity, CoC Backbone Entity, and Policy and Planning Entity. Execute Memorandums of Understanding with the designated entities and conduct evaluations to ensure accountability and support continuous improvement efforts. Address performance concerns, as needed.

C. LEADERSHIP BOARD COMPOSITION

The Leadership Board will be made of a group of individuals representing a wide range of perspectives critical to ensuring our homelessness response system is efficient and effective in addition to being balanced for the racial equity and lived experience benchmarks and regional representation. Recruitment for the Leadership Board, including regional seats, will follow the "Recruitment Guidance" in the EveryOne Home Policies and Procedures. The Board will include:

1. Person with lived expertise (1/3 of the Board, selected by the Nominations Committee)
2. Person with lived expertise
3. Person with lived expertise
4. Person with lived expertise
5. Person with lived expertise
6. Person with lived expertise
7. Person with lived expertise
8. Person with lived expertise (Youth Action Board Seat)
9. City of Oakland (appointed seat)
10. City of Berkeley (represents Albany and Emeryville, appointed seat)
11. City from the mid-county region (elected from Alameda County Conference of Mayors)
12. City from the south-county region (elected from Alameda County Conference of Mayors)
13. City from the east-county region (elected from Alameda County Conferences of Mayors)
14. Alameda County Health Care Services Agency, Alameda County Housing and Homelessness Services – H&H (appointed seat)
15. Alameda County Social Services Agency (appointed seat)

16. Alameda County Housing and Community Development (represents unincorporated areas, appointed seat)
17. Alameda County Probation (appointed Seat)
18. Public Housing Authority (elected by membership)
19. Representative from nonprofit affordable housing development (elected by membership)
20. Non-profit homeless service providers (selected by the Nominations Committee)
21. Non-profit homeless service providers
22. Non-profit homeless service providers
23. Non-profit homeless service providers
24. Advocacy and/or citizen (elected from membership)
25. Policy advocacy or affordable housing advocacy organization (elected by membership)
26. Chair or co-chair from Evidence-Based Solutions Committee (appointed seat)
27. Chairs of the Committees, if different than those serving on the Leadership Board (appointed seat)

Collective Impact works best when leadership is broadly shared and new leaders are developed within the governance. It is anticipated that different levels of leadership from the same stakeholder groups will want to participate in the collective impact initiative. Therefore, an entity can have representatives participate on separate bodies; for example, an agency may have one person serving as a Leadership Board member while another from that same agency could serve on a committee. Having multiple individuals participate in the collective impact from partner agencies is preferred to a single individual on multiple committees. No two members from one organization may serve in a voting seat on any given Board, committee, subcommittee or workgroup. A current roster of the Leadership Board can be found here.

D. LEADERSHIP BOARD CO-CHAIRS

The Leadership Board will have two co-chairs to serve as its officers, one public sector chair and one-community member/private sector chair. The co-chairs will be elected by the Leadership Board and will serve for a term of two years, with a two-term limit (four consecutive years). There shall be no lifetime limit for individuals having served in the past or wishing to serve again in the future. Those running for the chair position may vote for themselves in an election.

The co-chairs are responsible for facilitating the Leadership Board meetings. The co-chairs will also serve as convener of the full membership meetings and Nominations Committee.

E. LEADERSHIP BOARD TERMS

Terms shall be three years and will be staggered such that approximately one-third of seats shall be filled each year. There are no term limits. The initial appointments of Board members will reflect staggering which will include terms less than three years to ensure continuous quorum and subsequent terms for those seats shall be three years.

F. VACANCIES SELECTION OF COMMUNITY MEMBERS BY NOMINATIONS COMMITTEE

Because the CoC needs to ensure appropriate representation on the Leadership Board of different agencies, subpopulations, and issues areas, seats will not transfer with individuals if they leave their organizations. Instead, turnover of seats shall be handled in the following manner:

- Government appointees: If a government representative in an appointed seat leaves their position, the seat shall be filled immediately upon the individual's departure by the appointing organization
- Elected members: If an individual in an elected seat leaves their position, the seat shall remain vacant until the electing body next convenes and is able to elect a new representative.
- Community members selected by Nominating Committee: If a community member appointee leaves their organization during their term as a Leadership Board member, the seat shall remain vacant until the Board initiates its next call for interest. Typically, this will be done on an annual basis, though the Board reserves the right to issue a call for interest at any time if needed to better support the work of a committee (e.g., to fill gaps in expertise, ensure a committee can meet quorum, etc.)

G. LEADERSHIP BOARD MEETINGS

Board meetings will happen approximately monthly. Only Board members (or a proxy designated by the Board member) can vote at Board meetings. No one person can have more than one vote on an action item, regardless of their function in the meeting proxy or otherwise. CoC Backbone staff will provide public notice of meeting times and locations.

A quorum is established when at least 50% +1 of the membership attends a Board meeting. Members must attend 75% percent of the meetings annually to be considered members in good standing, which shall be verified by CoC Backbone staff.

H. LEADERSHIP BOARD VOTING

For voting matters at the Leadership Board meetings, decisions will be passed by a majority of the members present and voting (50% plus 1).

General Agreements

For the Leadership Board and all committees, we will hold to the following agreements:

1. **Broad Representation:** Although multiple staff members from the same agency may participate in meetings for purposes of presentations, updates, or discussions, no two members from one organization or department may serve in a voting seat on the same board, committee, subcommittee or workgroup (i.e., one vote per agency).

2. **Participation:** Members are expected to attend 75% percent of the meetings annually (except with excused 'good cause' approved by the Board Chair(s)).

3. **Alternates & Proxy Voting:** Leadership Board members may appoint one alternate who is able to vote by proxy and must submit a designation form identifying the individual and agreement to prepare the individual to vote on pending matters. Leadership Board subcommittee members are required to attend meetings and cannot send an alternate to vote.

SECTION 3. COMMITTEES, SUBCOMMITTEES, WORKGROUPS, AND ADVISORY COUNCILS

A. DEFINITIONS & FORMATION

The following definitions will guide the formation of committees, subcommittees, workgroups, and advisory councils to support the Board in fulfilling its duties and accomplishing its objectives.

- Standing Committee: A permanent committee with an established set of responsibilities that meets regularly[2] and continues from one year to the next, unless the Board determines the body is no longer needed and votes to disband the body. Committees report directly to the Board. Committee membership shall be determined by the Leadership Board's Nominations Subcommittee.

[2] "Regularly" is defined as meeting on a regular schedule, which could be weekly over a three-month period each year, quarterly each year, monthly each year, or on some other schedule as determined by subcommittee members is necessary to fulfill its duties.

- Standing Subcommittee: A standing body established by a majority vote of committee members[3] to help the committee fulfill a specific role or set of roles that is anticipated to be ongoing in nature. Subcommittees will report up directly to the originating committee, who shall then be responsible for bringing issues to the Leadership Board. Any exceptions to this structure (e.g., in the instance that a subcommittee is asked to support another committee on a project or deliverable) shall be documented in committee charters.

  Subcommittee membership shall be determined by the Nominations Subcommittee with support from the originating committee. Because a subcommittee may require specific expertise or knowledge to effectively fulfill its duties, membership is not expected to be comprised solely of committee members, though at least two individuals on a subcommittee should be from the originating committee to ensure ongoing alignment of activities and appropriate reporting up through the Committee to the Leadership Board.

- Ad Hoc Workgroup: A time-limited body established by a majority vote of committee members[4] to help the committee fulfill a specific responsibility, produce a specific deliverable, develop recommendations on a specific topic, etc. Workgroups will report directly to the originating committee, who shall then be responsible for bringing issues or recommendations to the Leadership Board. Workgroup membership shall be less formal and focused on the skills and experienced needed to accomplish the group's narrow scope of work.

- Advisory Councils: Standing bodies with specific areas of expertise that are important to inform the direction of the CoC's work. Advisory Councils may be created by the Leadership Board or a Standing Committee. They have no decision-making role in the CoC governance structure.

B. STANDING COMMITTEES

There are six standing committees, as outlined below. Each committee will develop an annual workplan implementing the Strategic Plan Update and relevant regulatory requirements. Each

[3] A subcommittee could also be established be the Leadership Board, in cases where the Board has a direct responsibility it needs assistance fulfilling (e.g., Nominations Subcommittee).

[4] An ad hoc workgroup could also be established be the Leadership Board, in cases where the Board has a direct responsibility it needs assistance fulfilling (e.g., Evidence-Based Solutions Committee).

committee's membership and selection process will be determined at the time a workgroup is established by the Board or Committee needing its creation and will be approved by the Leadership Board.

Committees will include 9-15 members, and no organization will have more than one voting seat on any committee. Recommendations for membership are included in the CoC Policy and Procedure Manual to guide selection by the Nominations Subcommittee and ensure committees have the range of expertise needed to advance the work of the committee.

1. OUTREACH, ACCESS, AND COORDINATION COMMITTEE

The purpose of the Outreach, Access, and Coordination Committee is to ensure that people experiencing homelessness receive available services tailored to their individual needs, and that the system offers welcoming and effective points of engagement. The committee will coordinate, monitor, and improve the quality and effectiveness of outreach, coordinated entry and other services that connect people to the homelessness response system and mainstream or other community services.

Roles

- Provide oversight and support for the CoC's Coordinated Entry implementation, including:
  - Feedback on/adoption of Coordinated entry standards and protocols
  - Development of dashboards and/or other tools needed to monitor system access and system outcomes, particularly with regard to racial equity objectives/targets
  - Review of assessment tools/procedures and prioritization criteria on an annual basis, recommending changes as needed
  - Monitoring and troubleshooting of quality control and system fidelity across partnership, recommending changes as needed
- Identify barriers that prevent individuals and families from accessing shelter and other system entry points and formulate recommendations to increase access
- Support the annual evaluation of Coordinated Entry Management Entity in fulfillment of its duties as outlined in MOU as directed by the Leadership Board
- Track and monitor implementation of any racial equity objectives established by the committee relative to the domain of the committee

2. HOUSING STABILITY AND HOMELESSNESS PREVENTION COMMITTEE

The purpose of the Housing Stability and Homelessness Prevention Committee is to develop strategies and collaborations to prevent new homelessness, including for formerly homeless people who have moved into housing. The committee will be charged with identifying best practices, strategies to improve the effectiveness of existing homelessness prevention and housing stability initiatives, and opportunities for cross-sector collaboration to slow inflow into the homeless services system.

Roles

- Consult with local government recipients on allocations of prevention funding
- Determine how to integrate homelessness prevention assistance into the broader system (i.e., determine where prevention services should live)
- Monitor inflow data to determine populations at greatest risk of experiencing homelessness, along with key causes/drivers of homelessness
- Identify gaps in programing (populations, services, locations) and develop recommendations to better target prevention assistance and design more responsive, effective assistance models
- Work with mainstream system partners to identify strategies to prevent discharge into the homelessness services system
- Coordinate with the System Impact Committee to identify supportive housing providers with high rates of returns to homelessness; provide resources and support to improve performance
- Track and monitor implementation of any racial equity objectives

3. COC STANDARDS, COMPLIANCE, AND FUNDING COMMITTEE

The purpose of the CoC Standards, Compliance, and Funding Committee will be to support preparation of applications for CoC funding and support the Leadership Board in fulfilling its obligations as outlined in the HUD's CoC Program Interim Rule at 24 CFR 578.8 and as detailed below.

Roles

- Design and implement a collaborative process for preparing and submitting the CoC application (and other special purpose NOFOs) to HUD, including establishing funding priorities aligned with the community's strategic plan, establishing a framework for rating and

ranking projects to be used by the NOFO Subcommittee, and helping prepare content for and providing feedback on Exhibit One.

- Seat a non-conflicted Appeals Panel[5] to review, decide, and act on rating and ranking appeals relative to the HUD CoC application
- Coordinate with the System Impact Committee to identify poor performers and determine how to use that information in rating and ranking decisions
- Provide the Collaborative Applicant and ESG Recipients feedback on/adoption of written standards for CoC and ESG assistance
- Support the annual evaluation of the Collaborative Applicant in fulfillment of its duties as outlined in MOU as directed by the Leadership Board
- Track and monitor implementation of racial equity objectives established by the Committee relative to the domain of the committee (e.g., conduct outreach and facilitate inclusion of BIPOC-led organizations in all funding opportunities)

4. SYSTEM IMPACT COMMITTEE

The purpose of the System Impact Committee is 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.

Roles

- Point in Time (PIT) Count
    - Provide input on PIT Count methodology
    - Serve as forum for reviewing PIT results, discussing implications, and recommending key messaging for reporting to Board and public
- System Performance

[5] As part of its work, the CoC Standards, Compliance, and Funding Committee will establish a non-conflicted Appeals Panel to review appeals made by CoC Project applicants to the local competition's rating and ranking list following the Alameda County HUD CoC Appeals Process established in 2017. Panel decisions on appeals are final.

    - Provide input on Home Together Performance Management Framework (measures, timeline for review, etc.); updated as needed
    - Review system performance at agreed upon intervals; monitor for any emerging trends and report issues/recommendations to Leadership Board as appropriate
    - Track and monitor racial equity targets
    - Track investments in the plan
    - Support development of annual Home Together progress report
- Provider Performance:
    - Support the development of the format and template of provider scorecards
    - Review provider level performance at regular intervals (2-3x/year)
    - Share information on provider performance with CoC Standards, Compliance, and Funding Committee to inform funding decisions
    - Design Quality Improvement (QI) initiative to support poor performing programs
- Monitor/make recommendations regarding provider capacity building needs to position community to be prepared to absorb/administer new resources
- Providing input to local government recipients of federal and state funding on priorities and allocations to support alignment with the community's strategic plan.
- Track and monitor implementation of racial equity objectives established by the Committee relative to the domain of the committee.

5. HMIS COMMITTEE

The purpose of the HMIS Committee is to 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.

Roles

- Serve as a forum for identification of system-level trends/challenges, collaborative problem solving, and desired HMIS system enhancements; uplifting recommendations to the CoC Board based on forum discussions and decision making.
- Conducting on-going evaluation of HMIS system by supporting the gathering of user feedback to improve the HMIS experience
- Provide feedback to the HMIS Administrator and endorsement as appropriate on all policies the HMIS Administrator is required to develop including Privacy, Security, and

Data Quality Plans as required by federal regulation

- Support the annual evaluation of the HMIS Administrator in fulfillment of its duties as outlined in MOU as directed by the Leadership Board

6. EVIDENCE-BASED SOLUTIONS COMMITTEE

The primary purpose of the Evidence-Based Solutions Committee is to ensure that the Continuum of Care (CoC) centers and integrates evidence-based data and practices to effectively identify, prioritize and provide solutions to serve the people and populations who are most vulnerable to and disproportionately impacted by homelessness across Alameda County. The Evidence-Based Solutions Committee plays a key role within the CoC's collective impact model. It fosters collaboration and ensures accountability for all CoC committees and workgroups, including the Leadership Board. The Committee provides oversight to implement and integrate measures, goals, metrics, outcomes, policies, and practices aimed at addressing the systemic and structural root causes of housing disparities. This work focuses on reducing disproportionalities in homelessness response systems that affect the communities most at risk.

Roles

- Regularly provide recommendations and guidance to the Leadership Board regarding implementation of an Evidence-Based Framework for the Continuum of Care (CoC)
- Train and support committee members in how to apply an evidence-based framework in decision making and action in their respective committees and workgroups
- Provide additional technical assistance and analysis, such as by joining other committee meetings and/or reviewing documents to apply an evidence-based framework to decision-making, as needed to support work in the committees, that centers evidence-based solutions
- Complete a review of major CoC policies and deliverables (for example: NOFO strategic direction, Governance Charter, Point-in-Time count methodology, etc.)
- Support Committees to develop and implement elements of their action plans to guide each Committee's work towards centering evidence-based solutions that address disproportionate service and policy
- Facilitate an understanding of the connection between historical discrimination and its impact on continued service delivery and outcomes in homelessness
- Assist other committees in setting evidence-based metrics and monitoring progress
- Periodically review leadership representation metrics for all boards, committees, and workgroups, aligned with the most recent Point-In-Time (PIT) Count data
- Annually produce an accomplishment report that outlines actions responsive to centering evidence-based solutions, by each committee and the CoC as a whole

C. STANDING SUBCOMMITTEES

The Leadership Board will establish subcommittees as needed. Recurring subcommittees include the Nominations Committee and the HUD Notice of Funding Opportunity (NOFO) Committee, described below.

1. NOMINATIONS SUBCOMMITTEE

The Nominations Subcommittee is responsible for recruiting positions on the Leadership Board, committees, subcommittees, and workgroups. The group shall convene annually to fill vacant seats on the Board and Committees/Subcommittees for the following positions:

- Leadership Board Non-Appointed Members, including:
  - Lived Expertise (8 seats)
  - Non-profit homeless service providers (4 seats)
- NOFO Committee Members
- Non-appointed/designated Standing Committee members

2. HUD NOTICE OF FUNDING OPPORTUNITY (NOFO) SUBCOMMITTEE

The HUD Notice of Funding Opportunity (NOFO) Subcommittee conducts the annual HUD Competition's local rating and ranking process for projects seeking Continuum of Care funds, reviews applications submitted and prepares ranked recommendations for funding. Specifically, the NOFO Subcommittee:

- Integrates funding priorities and strategic direction from the Leadership Board and CoC Compliance and Funding Committees
- Develops scoring criteria in compliance with the requirements of the annual NOFO
- Reviews and scores proposals
- Conducts the Rating and Ranking process and makes final recommendations of the Priority List of Projects (Rating and Ranking List) which are approved by non-conflicted members of the Leadership Board to be included in the CoC Consolidated application package.

D. COMMITTEE AND SUBCOMMITTEE MEMBER SELECTION, TERMS, AND VACANCIES

Terms will be three years and will be staggered such that approximately one-third of seats shall be filled each year. There are no term limits. Membership will be determined by the Leadership Board's Nominations Subcommittee.

Committees and subcommittees will make a good faith effort to fill any vacancies within three months, if possible, with recommendations of a qualified candidate being provided by the Committee Chairs, Nominations Committee and/or Executive Director of the CoC Backbone entity, and by the affirmative vote of the majority of that committee or subcommittee. An individual elected to fill the vacancy shall be elected for the unexpired term of their predecessor in office.

All committees are suggested to have between 8-15 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.

E. CO-CHAIR ROLES, SELECTION, AND TERMS

Each standing committee and subcommittee will elect two co-chairs, one public sector chair and one-community member/private sector chair, who shall be responsible for working with Backbone staff to plan and facilitate meetings, supporting the committee in fulfilling its duties, and bringing issues and updates forward to the Leadership Board.

One co-chair, at the discretion of the elected co-chairs, will represent the committee on the Leadership Board, keeping in mind the policy noted at Section 1.E.1 (one vote/agency). If both individuals are interested in serving on the Leadership Board and cannot come to a decision, the members of the committee or subcommittee will make the decision.

Co-Chair terms will be two years, with a two-term limit (i.e., four consecutive years). There will be no lifetime limit for individuals having served as a co-chair in the past or wishing to serve again in the future. Those running for the chair position may vote for themselves in an election.

F. COMMITTEE AND SUBCOMMITTEE DECISION-MAKING

A quorum is established when at least 50% +1 of the membership attends a committee or subcommittee meeting. Members are required to attend meetings and cannot send alternates to vote. Decisions will be passed by a majority present and voting at a meeting.

G. AD HOC WORKGROUPS

As outlined under Section 3A, ad hoc workgroups are time-limited bodies established by a majority vote of the Leadership Board or a committee to help the Board or committee fulfill a specific responsibility, produce a specific deliverable, develop recommendations on a specific topic, etc.

Workgroups will report directly to the originating committee, who shall then be responsible for bringing issues or recommendations to the Leadership Board.

Workgroups shall not have designated membership but shall be open to those with applicable expertise. Membership is not expected to be comprised solely of Board or committee members, though at least two individuals on a workgroup should be from the originating committee to ensure ongoing alignment of activities. Workgroups will have a chair or co-chairs, as elected by workgroup participants, who will work with Backbone staff to help advance the work of the group.

Decisions for the purpose of advancing work and submitting recommendations or deliverables up to the originating body (committee or Leadership Board) will be passed by a majority of participants present and voting, though workgroups do not have final decision-making authority. Final approval will rest with the originating committee or Leadership Board.

Workgroups can be formed at any time by a majority vote among of Committee or Leadership Board members.

H. ADVISORY COUNCILS

In addition to standing committees, standing subcommittees, and ad hoc workgroups, advisory councils with specific areas of expertise are important to shape the work of the Leadership Board and other aspects of the collective impact model, especially to align strategic direction and strategy and to implement mutually reinforcing activities to reduce and end homelessness. As described under Section 3.A., Advisory Councils may be created by the Leadership Board or a Standing Committee. They are strictly advisory in nature; they have no decision-making role in the CoC governance structure.

Current advisory councils are as follows:

1. YOUTH ACTION BOARD

The Youth Action Board is a group designed to inform Alameda County's approach to serving youth experiencing homelessness, supporting development of new models of assistance and identification of best practices. The Youth Action Board is comprised of youth aged 24 and under with lived experience of homelessness. The goal is to build an authentic youth voice that will lead the development of the County's coordinated plan to prevent and end youth homelessness.

Membership will be determined by ALL IN and the Youth Action Board. One Youth Action Board member will be appointed to terms on the Leadership Board as a community member with lived experience.

2. CHAMPIONS COUNCIL

The Champions Council will be composed of each city's mayor or their appointee, county supervisors or their appointee, and philanthropy and private sector representatives with demonstrated and significant investment in homelessness solutions. The group will meet at least twice each year to stay informed of and provide their input to the Leadership Board on homelessness policy, strategic direction, and funding investments for the system as a whole. Additional meetings may be needed for emergent opportunities, significant new funding, or other time sensitive circumstances.

3. FUNDERS COUNCIL

This open group of public and private funders will meet quarterly to stay apprised of the strategic direction, operational efforts, and accomplishments of the system and to align their funding efforts. The Funders Council's membership will include Alameda County departments, city departmental representatives, foundations, philanthropy, intermediaries, faith-based organizations, private sector, and other organizations who actively fund or are interested in funding affordable housing and homelessness work, racial equity efforts, and other related initiatives.

SECTION 4. DESIGNATED ENTITY ROLES

The Leadership Board is responsible for ensuring compliance with the responsibilities outlined in the CoC Program Interim rule at 24 CFR §578.7. To support the Board in carrying out these duties, the Board will designate entities to assist with CoC staffing, as described in the section below.

Entity responsibilities shall be described in further detail within the Memorandums of Understanding to be executed between each designated entity and the Leadership Board, to include: roles, expectations, deliverables, and timelines. Entities responsibilities are also further outlined within the Policy and Procedures Manual.

The Leadership Board also has the authority to vote to designate or change an entity as necessitated by system-wide issues including, but not limited to, system growth, and organizational effectiveness. Any such change would require collaboration with the holder of the

funding of the MOU, and regard for fair consideration of HUD and other procurement standards during a reasonable transition period.

A. COC BACKBONE ENTITY

An entity will be selected to serve as the Backbone for the collective impact model, staffing the Board and its committees/subcommittees/workgroups, supporting coordination and alignment across partners, and facilitating decision making and forward movement on priorities by establishing meeting agendas, preparing meeting materials, and documenting decisions and outcomes. It will convene forums focused on lived experience, racial equity, and support for non-profits, cities, and other stakeholders.

B. HOMELESS MANAGEMENT INFORMATION SYSTEM (HMIS) ADMINISTRATOR

The Leadership Board, in its capacity as the HUD Continuum of Care Board, must designate an entity to operate the CoC's HMIS as required under §580.7, assuring the CoC is compliant with all applicable HUD rules and regulations.

C. COORDINATED ENTRY MANAGEMENT ENTITY

The Coordinated Entry (CE) management entity is designated by the Leadership Board in its capacity as the HUD CoC Board to implement and oversee the day-to-day operations of the CoC's CE System.

D. COLLABORATIVE APPLICANT

The Leadership Board, in its capacity as the HUD Continuum of Care Board, must designate an entity to serve as the CoC's Collaborative Applicant, as required under 24 CFR §580.7.

E. POLICY AND PLANNING ENTITY

The Policy and Strategy entity will support CoC operations through activities that enable the CoC to develop written policies for delivery of CoC assistance and support the development of community strategic planning efforts.

F. EVALUATION OF DESIGNATED STAFFING ENTITIES

The Leadership Board will carry out regular evaluations of entities in these roles in accordance with the CoC's Policy and Procedures Manual and the terms of their respective MOUs. The Board will use

its committee structure, as indicated below, to support this work, with final reports and recommendations for improvement being delivered up to the Board for review.

Staffing Entity	Supporting Committee
Backbone	Ad Hoc Workgroup of Leadership Board
HMIS Administrator	HMIS Committee
CE Management Entity	Outreach, Access, and Coordination Committee
Collaborative Applicant	CoC Standards, Compliance, and Funding Committee
Policy and Planning Entity	Multiple Committees (Outreach, Access and Coordination, System Impact Committee, CoC Standards, Compliance and Funding Committee)

The purpose of this process is to support accountability and continuous improvement. For serious and persistent performance problems, the Board has the right to designate new entities in these roles. In such an instance, the Board shall use a competitive process to identify and select a new designee.

APPENDIX A—DEFINITION OF TERMS

NOTE: Some of the terms used in this Governance Charter are from The Homeless Emergency Assistance and Rapid Transition to Housing Continuum of Care Program Interim Final Rule at 24 CFR Part 578 (the "Interim Rule"). Definitions in the Interim Rule can be found at §578.3. *Subpart B-Establishing and Operating a Continuum of* Care of the Interim Rule**.** The full Interim Rule may be found at HUD CoC Interim Rule. Additional terms used in this Charter are also noted below.

Backbone Entity means the separate organization and staff that manages the collective impact initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly.

Centralized or coordinated entry system means a centralized and/or coordinated process designed to coordinate program participant intake assessment and provision of referrals. A centralized and/or coordinated assessment system covers the geographic area, is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool.

Collaborative Applicant means the eligible applicant that has been designated by the Continuum of Care to apply for a grant for Continuum of Care planning funds on behalf of the Continuum.

Collective impact means the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem. Unlike most collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants. Click here to read more on collective impact.

Continuum of Care and Continuum (CoC) means the group organized to carry out the responsibilities required under Interim Rule. In Alameda County the CoC is part of a collective impact effort to end homelessness. It is composed of representatives of organizations including nonprofit homeless providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and individuals with lived experience of homelessness. The CoC can delegate its responsibilities to a board/council, and organizations including the CoC Lead, the

Collaborative Applicant, and the HMIS Administrator to act on its behalf in fulfilling these responsibilities. (*text partially from §578.3.)

Continuum of Care Members are persons who have joined in the collective impact initiative to end homelessness in Alameda County.

Eligible applicant means a private nonprofit organization, State, local government, or instrumentality of State and local government.

Geographic Area identifies the region(s) within a Continuum of Care. Alameda County's CoC encompasses all 14 cities and the Unincorporated County.

Homeless Management Information System (HMIS) means the information system designated by the Continuum of Care to comply with the HMIS requirements prescribed by HUD.

HMIS Administrator means the entity designated by the Continuum of Care in accordance with the Interim Rule to operate the Continuum's HMIS on its behalf.

Leadership Board (HUD Continuum of Care Board) is the name given to the board which the Interim Rule requires the CoC establish to act on its behalf.

Interim Rule means the Continuum of Care Program Rule 24 CFR *§578*, published July 31, 2012, which details the requirements for establishing and operating a Continuum of Care. Where needed, this Governance Charter provides citations from the Interim Rule.

Program participant means an individual (including an unaccompanied youth) or family who is assisted with Continuum of Care program funds.

Project means a group of eligible activities, such as HMIS costs, identified as a project in an application to HUD for Continuum of Care funds and includes a structure (or structures) that is (are) acquired, rehabilitated, constructed, or leased with assistance provided under [the Interim Rule] or with respect to which HUD provides rental assistance or annual payments for operating costs, or supportive services under [the Interim Rule].

Recipient means an applicant that signs a grant agreement with HUD.

Subrecipient means a private nonprofit organization, State, local government, or instrumentality of State or local government that receives a subgrant from the recipient to carry out a project.