



Oakland, Berkeley /  
Alameda County Continuum  
of Care

Spring Community Meeting

**May 6, 2025**



# Welcome!

PARKING: Do not park in the lot next to the building CARS WILL BE TOWED.

WIFI: “**TCEGUEST**” – no password | Upon connecting, open a browser to [www.calendow.org](http://www.calendow.org) to accept “Use Policies”

MOTHER'S ROOM: A Mother's Room is located on the 2<sup>nd</sup> floor, across from the Lake Merritt room

# Acronym and Jargon Glossary

**Link, scroll down for glossary:**

**<https://tinyurl.com/cocjargon>**



Link to Voter Guide: <https://tinyurl.com/springvotes>

Link to current Governance Charter: <https://tinyurl.com/govcharter>

QR code for Voter Guide:



Also available on your  
tables!

All registered attendees  
were also emailed this  
information with the  
subject line "**Please Read:  
Community Meeting  
Voting Guide!**"

# Agenda

8:30am-9:00am	• Check-In
9:00am-9:30am	• Welcome and Public Comment
9:30am-10:00am	• Table Conversations: Stories of Hope and Community
10:00am-11:00am	• State of the Continuum of Care and Business Meeting
11:00am-11:15am	• Break
11:15am-12:15pm	• Committee Table Fair and Networking
12:15pm-1:15pm	• Lunch
1:15pm-2:15pm	• Wendy Jackson Service Awards
2:15pm-2:30pm	• Break
2:30pm-4:00pm	• Narrative-Change Workshop
4:00pm-4:30pm	• Final Remarks and Closing



# Public Comment

**9:00am-9:30am**

# Public Comment

Public Comment is an opportunity for members of the community to communicate directly with the CoC during a public meeting.

We will call your name in the order that you registered.

**Public Comment is limited to 2 minutes per person.**

If you did not register and would like to give a Public Comment, you can submit your Public Comment in writing using the forms or by emailing

[alameda@homebaseccc.org](mailto:alameda@homebaseccc.org).



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4:00pm-4:30pm

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# Table Conversations: Stories of Hope and Community

**9:30am-10:00am**

# Introduce yourselves and discuss at your tables:

- What are some stories of hope you've been hearing in your community?
- How have you seen community support one other?
- What keeps you hopeful when working through the challenges of housing, homelessness, or care systems?
- What is WORKING and HELPING in your communities when it comes to homelessness response and systems of care?
- Share stories of resilience, community, and/or hope when it comes to ending and preventing homelessness in Alameda County.

Feel free to write your responses on sticky notes and add to the poster in the back of the room titled "Stories of Hope and Community."

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# State of the CoC and Business Meeting

**10:00am-11:00am**

# What is the Continuum of Care (CoC)?

## **A “Continuum of Care” refers to three things:**

- The planning body in a community that addresses homelessness for the geographic area.
- The HUD (Department of Housing and Urban Development) funding program for homeless housing and services.
- The system of services and housing interventions both short-term and long-term for people experiencing homelessness.

## **EveryOne Home, the Oakland, Berkeley/Alameda County Continuum of Care (CoC)**

- EveryOne Home is both a collective impact initiative and the Oakland, Berkeley/Alameda County Continuum of Care CA-502 (Alameda CoC)
- It is comprised of representatives from the county, cities, nonprofits, advocates, and community members, including community members with lived experience.

# What Does a Continuum of Care (CoC) Do?

The planning body (Leadership Board), has several major duties including:

1. Operating the Continuum of Care (including design and implementation of Coordinated Entry)
2. Monitoring project and system performance
3. Planning for the CoC's geographic area. Includes coordinating the CoC system of services and housing interventions.
4. Select and approve projects for CoC Program funding

The planning body relies on support entities to complete these duties. The HMIS Lead, Collaborative Applicant, Coordinated Entry Lead, and CoC Planning Entity all work together to coordinate the homeless housing and service system. Details on these roles and responsibilities are in the Governance Charter.

The work on the current [Governance Charter](#) aimed to build 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).



# CoC Organization Chart



image design credit: Nic Ming and Katie Haverly

# CoC Accomplishments Since the October 2024 Community Meeting

- CoC and Alameda County working on updates to the community's strategic plan, the Home Together Plan
- **Monthly Learning Community** space, anchored by [Evidence-Based Solutions Committee](#)
- Launch of new **Acronym Glossary**, heavily informed by community input and feedback
- [Outreach, Access, and Coordination Committee](#) designed and launched a **coordinated entry evaluation** in addition to the HUD required coordinated entry self-assessment
- [CoC Standards, Compliance, and Funding Committee](#) and [System Impact Committee](#) looking at **NOFO (Notice of Funding Opportunity) scoring and performance measures** to prepare providers for next application cycle and help support newer/smaller providers in the process
- [Housing Stability and Homelessness Prevention Committee](#) **Collaboration with Harvard Kennedy School's Government Performance Lab** on Prevention Program performance measures
- **NOFO 2024 Competition Results:** All renewal projects except 1 received funding with cost of living and fair market rent increases
- Recruited several **new members** from across Alameda County to all Committees
- [Leadership Board](#) all-day **Generative Work Session** (see next slide)





# Leadership Board Updates

- On April 28, 2025, members of the Leadership Board gathered for an all-day Generative Work Session
- Goals from the session included:
  - Clearly Defined Role and Directive for Leadership Board. *An answer to the questions: “How do we want to lead?”*
  - Consensus on a Big Priority/Major Action Item for 2025 + Clear Next Steps
  - List of Changes Needed, if any, to the CoC Structure and/or Processes
- Committee Feedback on CoC Structure and Priorities was also discussed and reviewed
- Further action steps will be initiated soon!

# CoC Funding Update

The 2024 CoC funding is in place and contracts have begun. All grants but 1 were renewed, and Alameda County is committed to filling the funding gap.

The current administration has proposed a budget that could consolidate and reduce CoC and other housing-related funding for the future. The budget still has to be reviewed and approved by Congress.

The Leadership Board and County will continue to explore options to ensure funding for housing and homeless programs remains.



# CoC Business Meeting

**May 6th, 2025**

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# Items to be Voted on Today

Revised Governance Charter: May 2025 Version

Leadership Board New Members: Two seats



# Charter Update

- **Revision #:** Charter 1
- **Page #:** 24-25
- **Proposed Revision:** Change of Committee name, purpose, and roles

During the March 13th Leadership Board Closed Session, the Leadership Board approved the name change of the Evidence-Based Solutions Committee, hereafter referred to as ESC. On April 17th, the Leadership Board also approved the proposed language to replace the existing Committee name, purpose, and roles on pages 24-25 of the EveryOne Home Governance Charter.

# Charter Update

Voting **YES** would formalize the proposed change to the Evidence-Based Solutions Committee and their role within the CoC in the EveryOne Home Governance Charter

Voting **NO** would mean the proposed Committee name would not change

# Leadership Board New Members

**For Public Voting Today**

Seat	Candidate Name	Candidate Affiliation
A representative of a public housing authority	James Williams	Berkeley Public Housing Authority
A representative from nonprofit affordable housing development	Darin Lounds	Housing Consortium of the East Bay (HCEB)



# Public Housing Authority Representative: James Williams

James E. Williams, originally from Chicago's West Side, developed a passion for serving low-income communities early in life. After graduating from Morehouse College, he joined the U.S. Peace Corps and served in Togo, West Africa. Upon returning, he worked in various management roles at the Chicago Housing Authority and accumulated over a decade of leadership experience in the real estate and housing sectors. His career includes executive and advisory positions across multiple housing programs such as Affordable Housing, Fair Housing, and Section 8, among others. Currently, James serves as the Executive Director of the Berkeley Housing Authority.



**James Williams**

Executive Director of Berkeley  
Public Housing Authority

# Public Housing Authority Representative: James Williams

Voting **YES** would put James Williams on the Leadership Board for a three-year term, starting the date of the Community Meeting.

Voting **NO** would leave the seat open for another present candidate. If no other candidate is submitted, the seat will remain open until the next Community Meeting.

# Representative from Nonprofit Affordable Housing Development: Darin Lounds

For nearly 20 years, Darin has been a champion for those facing housing challenges. His expertise spans developing and sustaining safe havens for adults with developmental disabilities, homeless individuals with mental illness or addiction, families in crisis, and formerly incarcerated individuals. By prioritizing Housing First principles, Darin empowers these communities to find stability, rebuild their lives, and thrive in secure environments.

**Darin already serves on the Leadership Board and is being nominated to move into a different seat on the Board.**



**Darin Lounds**

Executive Director of Housing  
Consortium of the East Bay

# Representative from Nonprofit Affordable Housing Development: Darin Lounds

Voting **YES** would move Darin Lounds from a "Advocacy/Citizen" seat to the "Nonprofit Affordable Development" seat.

Voting **NO** would mean Darin Lounds remains in the "Advocacy/Citizen" seat on the Leadership Board. The "Nonprofit Affordable Development" seat would be filled by another candidate at the Community Meeting. If no other candidate is presented, the seat will remain open until the next Community Meeting.



# Voting

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# Committee Table Fair and Networking

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*Uptown Room*

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**Berkeley-Oakland-Alameda County  
EVERYONE HOME CONTINUUM OF CARE**

**CoC WENDY JACKSON  
SERVICE & LEADERSHIP  
RECOGNITION AWARDS**

**1:15pm-2:15pm**

*Sponsored by Social Impact Wheel*

# About

- Wendy Jackson served as executive director of the East Oakland Community (EOCP) project for over 25 years.
- During her tenure, Wendy successfully led a capital campaign for the construction of a “green” building that houses its emergency shelter. Crossroads is a 125-bed state-of-the-art, 24-hour multi-service emergency housing facility, in the heart of East Oakland.
- Wendy was also a community champion who mentored many emerging leaders through the Continuum of Care and EOCP while always remaining connected to the clients.
- This awards ceremony is to recognize the work, service and leadership of individuals and organizations that support people experiencing a housing crisis through our Everyone Home Homelessness Response System and Continuum of Care.
- The awards name “CoC Wendy Jackson Recognition Awards” posthumously acknowledges and honors Wendy Jackson’s work, service and leadership to our CoC mission to end homelessness in Alameda County.

# Categories

Emergency Shelter, Oakland

Community Member with Lived Experience for Service in Oakland

Street Outreach and Mobile Teams

Community Member with Lived Experience for Service Countywide

Direct Services, Countywide

Program/System Leadership

# All Nominees

Ramon  
Bailey

Freeway  
Blalock

Tony  
Carroll

Amanda  
Cruz

Shawn  
Danino

Ms. Shelley  
Gonzalez

Lynette  
Ward

Jenn  
Oakley

Moe  
Wright

Vivian  
Montano

Logan  
McDonnell

Anita  
Maowusi

Nominations  
Received





# Ramon Bailey

**Emergency Shelter, Oakland**

Organization: Operation Dignity



Ramon is a Site manager at a Low Barrier Emergency Shelter. He day in and day out cultivates a safe, encouraging environment that allows the participants and staff to feel seen, supported and cared for. He goes over and beyond daily, from putting out fires (literally, Actual Flames), to addressing clients in crisis, and helping foster an environment that inspires the participants to want to change their circumstance while also supporting his co-workers (ie housing navigators and site support, and community cabins director). He keeps the site clean, safe and energized. He plays a significant roll in the success of the team.

One example is while doing his normal routine he smelled smoke, he went to investigate and observed a brush fire brewing on the adjacent lot near the cabin community threatening to spread to our highly flammable cabins. Ramon sprung into action, he instructed his co-worker to call 911 and get the fire department out here. He grabbed the largest source of water available to him and went to the lot and attempted to put out the flames. His quick thinking and protector nature allowed him to not only protect the safety of the participants, but also his co-workers, community, and company vehicles which were all threatened by the growing inferno. Ramon works tirelessly to make sure he models what it looks like to overcome your circumstance but also how to work in your purpose.

# Freeway

**Community Member with Lived Experience  
for Service in Oakland**

Organization: Oakland Homeless Union /  
Wood Street Commons



Freeway is an engaged advocate as a person with lived experience themselves. They routinely join meetings while also being actively involved in fighting against sweeps and resourcing people who are being displaced. Freeway uses their voice and power to resource people and advocate for change and better conditions in encampments and affordable housing projects.

“I start by listening. I don't have clients or colleagues; I have friends, families, and community members. I don't show up to do outreach, I show up to make sure that the folks that are getting paid to do outreach are actually doing their job! Most importantly, I show my community I'm supportive in my actions- organizing WITH them, standing in solidarity, showing my friends that they too have a voice and IT MATTERS.”

# Tony Carroll

## **Street Outreach and Mobile Teams**

Organization: Alameda County Healthcare  
for the Homeless

Tony Carroll is an outstanding community health social worker who advocates for people experiencing homelessness in Alameda County. He went above and beyond to collaborate with Berkeley Fire Department to help serve high utilizers in our community who have difficulty navigating the health system due to complex medical, mental health and social needs. He understands the complexity of resources and barriers to help the homeless.

Tony is professional, responsive, compassionate, empathetic and an excellent peer team member. He treats clients with dignity and respect while supporting their autonomy.

# Amanda Cruz

**Housing Program/Community Member  
with Lived Experience for Service,  
Countywide**

Organization: Eden I&R, AHIP Program



Amanda has worked as a housing navigator in Alameda County serving people with HIV/AIDS since March 2023. This year, Amanda has housed 17 household in permanent affordable housing since the start of July 1, 2024, and has secured thousands of dollars in move-in money and furniture. Originally addicted from age 12 to 35 and drifting from friend's couch to couch and living outside for five or six years, she found a way out without the services offered today. She encourages and supports her clients to reach for a better life. She knows what it's like to be homeless and therefore she is inspired to do the best for her clients.

“From the moment I became a client with AHIP my housing coordinator made it clear that I wasn’t alone in this fight. She guided me through every step of the process, making sure I had all the documentation I needed. Once I turned in all my documents, I was able to be referred. I am happy to say I finally have a place to call home.

The feeling of having my own space again was overwhelming in the best way. It wasn’t just about having a roof over my head; it was about reclaiming my life and being able to create a space I felt safe in. I am beyond grateful to my case worker who referred me to AHIP and all the other agencies that sprang into action to help cover the move in costs. Thank you so much for your kindness, efficiency, and dedication. They didn’t just help me find housing, they reminded me that there are people who truly care, who want to see me succeed.” – One of Amanda’s transitional age youth clients

# Logan McDonnell

**Direct Services, Countywide**

Organization: Bay Area Community  
Services, Keep People Housed



Logan McDonnell formerly served as the Executive Director of Keep People Housed, a groundbreaking initiative by BACS that has prevented thousands of Oakland residents from falling into homelessness —specifically targeting those statistically most at risk. He now serves as Vice President of Operations at BACS, where he leads a portfolio that includes street outreach, employment services, Housing Community Supports, Enhanced Care Management, and homelessness prevention programs. Logan also Co-Chairs the Continuum of Care’s Housing Stability and Homelessness Prevention Committee.

Logan is a dedicated mentor and advisor within his community, committed to cultivating the next generation of leaders. He actively advocates for increased investments to support individuals who are precariously housed and ensures his colleagues are empowered to drive systemic change.



# Jenn Oakley

**Community Member with Lived Experience  
for Service, Countywide**

Organization: Rising Sun Center for  
Opportunity



Jenn always goes the extra mile to help folks in need. She is the most involved and passionate committee member I have seen. She went to the extra yard to make sure folks with lived experience could fill out the Coordinated Entry survey by going in the field with gift cards and sending submissions through her phone. She is always engaged and reviews materials and makes positive contributions to committee and workgroup meetings.

Jenn always is empathetic with who she engages with. She is inquisitive and understanding. Jenn is not afraid to ask "the why" so that everyone can better understand the problems or issues discussed. She is always lifting up the PWLE (People with Lived Experience) voice in discussions to make sure they are represented. When designing recommendations, she always makes sure to say we should make sure to involve PWLE. An example of her being supportive is that in her free time she finds RVs for folks to live in when they are unsheltered. She is amazing!

# Lynette Ward

**System Leadership, Oakland**

Organization: Alameda County, Health  
Care for the Homeless

Lynette Ward is the embodiment of lived expertise meeting transformative leadership. A Black woman rooted in community and resilience, she has fundamentally shifted how culturally responsive care shows up in our homelessness and housing crisis response systems. Through her grounded, relational approach, she doesn't just "serve clients"—she sees them, hears them, and walks with them in ways that most systems have long failed to do.

Her contributions aren't theoretical—they are deeply practical and personal. She has led efforts to incorporate cultural humility and trauma-informed care into frontline practices, training providers with a depth of insight that only someone with both lived and learned experience can offer. I've witnessed her reframe service provision in spaces where Black and Brown unhoused community members often feel unseen. Her presence changes the atmosphere—people soften, open up, and begin to trust the system again, even if just a little. That's no small thing. That's healing in action.

# Moe Wright

## System Leadership

Organization: Retired – BBI  
Construction



Moe has dedicated decades of his life to supporting homelessness advocacy and community work to end homelessness in Alameda County, including years on the CoC committees, serving as one of the first and key funders of the Measure W community campaign that resulted in its passage in 2020, and now as the Leadership Board chair of the CoC for several years.

As an advocate and volunteer, Moe has consistently helped the CoC move toward a more equitable and peer centered approach. He helped draft and approach the most recent charter that centers lived experience participation more than ever before and has consistently worked to support community members joining and feeling welcomed and included for the power and insights they bring.



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# Presentation and Workshop: Narrative-Change & Storytelling

**2:30pm-4:00pm**

*Presented by All Home*

# NARRATIVE CHANGE FOR HOUSING SOLUTIONS

**MAY 6, 2025**

**Alameda County  
CoC Training**

**EDIE IRONS**  
**CORY FISCHER** **ALL HOME**  
**NON-PROFIT HOUSING ASSOCIATION**  
**OF NORTHERN CALIFORNIA**

**begins  
with  
home**

# TODAY'S AGENDA



- 01** Narrative 101
- 02** Narrative Shift
- 03** Your Turn!
- 04** Ethical  
Storytelling
- 05** Tools
- 06** Q & A

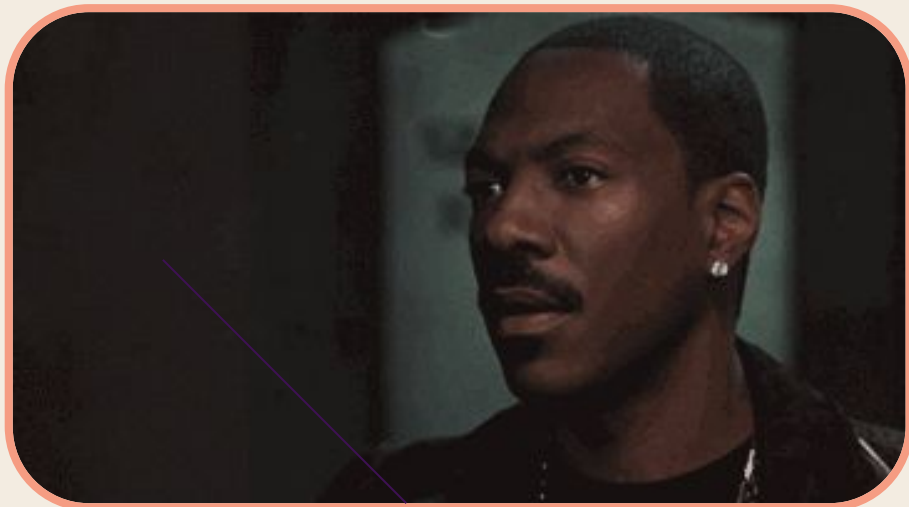


ALL  
HOME

# AGREEMENTS



- R-E-S-P-E-C-T
- Listen deeply
- Make space, take space
- Be open and curious
- Hold others' confidence
- Be aware of time and agenda
- Be mindful of power dynamics





# WARM-UP



- What's a story about homelessness that's missing from media coverage?



# **NARRATIVE 101**

# WAIT, WHAT'S NARRATIVE AGAIN?



# STORIES CREATE NARRATIVES



**CNN** US

Crime + Justice

Watch

**California has spent billions to fight homelessness. The problem has gotten worse**



**San Francisco Chronicle**

Account

BAY AREA // SAN FRANCISCO

**Cities are struggling. San Francisco could be in for the biggest 'doom loop' of all**

NEWS > HOUSING • News

**'There's never enough.' Surge in need for shelter, housing overwhelms Bay Area providers**

# STORIES CREATE NARRATIVES



≡ CNN US Crime + Justice

⦿ Watch

**California's investments have kept homelessness from exploding. What would it take to do more?**

≡

San Francisco Chronicle

👤 Account

BAY AREA // SAN FRANCISCO

**San Francisco is getting creative to bring people and businesses back downtown.**

NEWS > HOUSING • News

**'We need to scale this up.' Homelessness service providers are striving to keep up with surging demand as rents continue to rise**



# People make decisions by how they **feel**, not by **data**.



“Indeed, many psychological scientists now assume that **emotions are, for better or worse, the dominant driver** of most meaningful decisions in life.”



# **NARRATIVE SHIFT**

# OUR NARRATIVE SOLUTION



Show hundreds of thousands of people in the Bay Area that when it comes to building a future of housing justice, hope is possible and they have the power to make change happen by working together.





# PROBLEMS SOLUTIONS



44,000  
19,855

*All Home RAP, CAL ICH*



81% of people  
find this  
believable

44,000

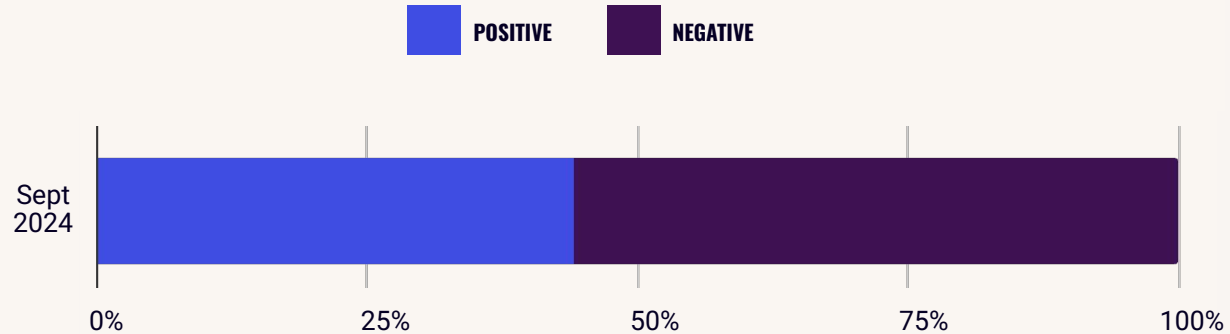
19,855

Only 55% of  
people find this  
believable

# OUR INFORMATION ENVIRONMENT



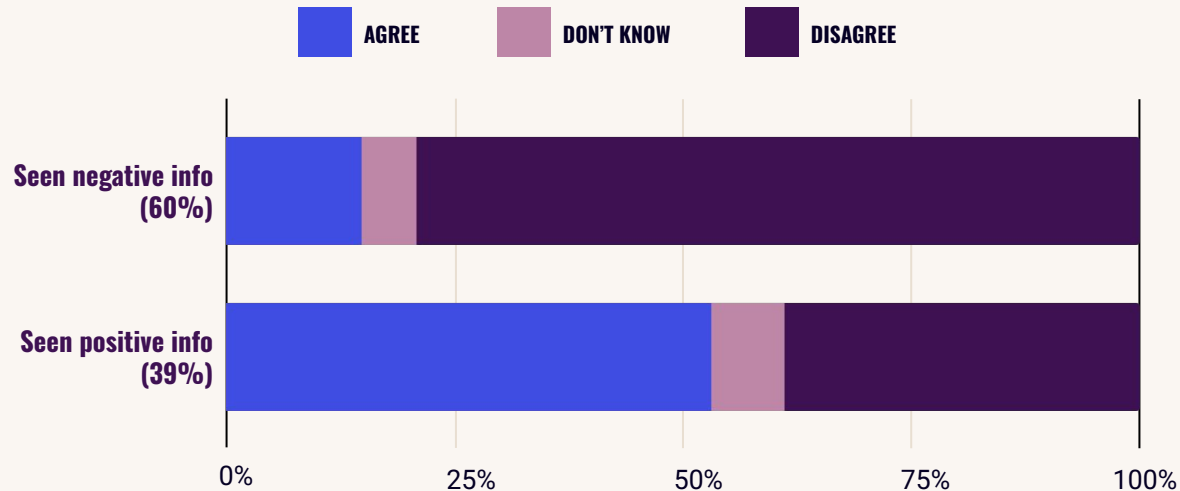
Would you say what you've recently seen about housing is...



# POSITIVE INFO IS KEY = HOPEFULNESS



## Seeing positive information and feeling hopeful about the future of housing affordability in the Bay Area





# PEOPLE WHO HAVE SEEN POSITIVE INFO ARE ALSO MORE LIKELY TO...



agree that it's  
possible to address  
homelessness and  
housing affordability



more closely  
estimate public  
support for housing  
solutions



believe true  
statements about  
housing successes



agree there are things  
they can do to  
support housing  
justice



say they've taken  
action to support  
housing affordability

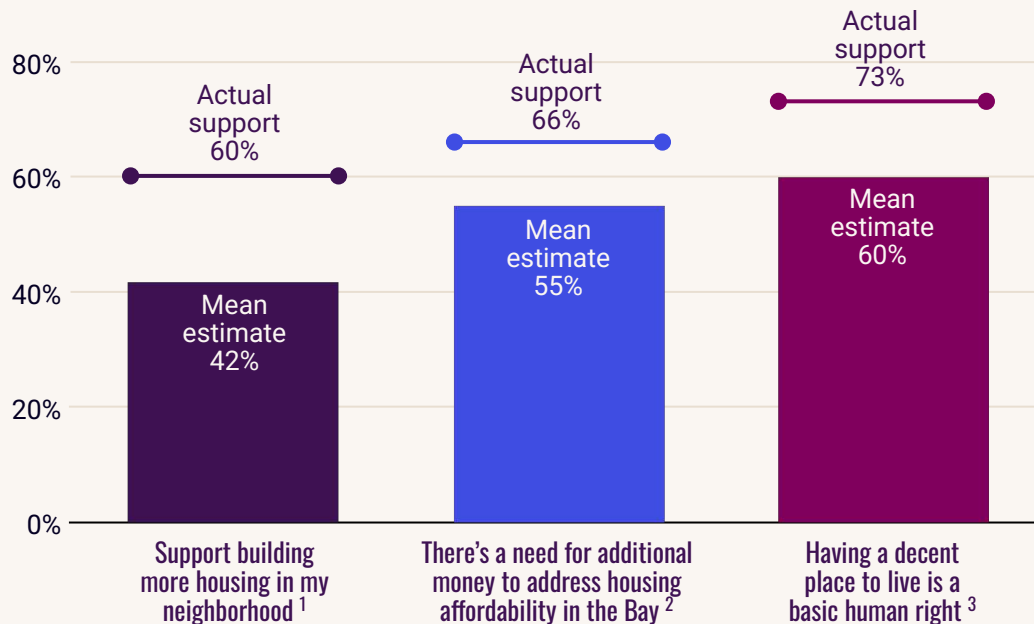


support affordable  
housing solutions

# SOCIAL REALITY



## BAY AREA VOTERS UNDERESTIMATE PUBLIC SUPPORT FOR HOUSING



Shift the Narrative Annual Tracking Survey (November 2024)

1 & 2 MTC Regional Bond Polling (June 2024), 3. SHAC July 2024 Statewide Poll Bay Area only (July 2024)



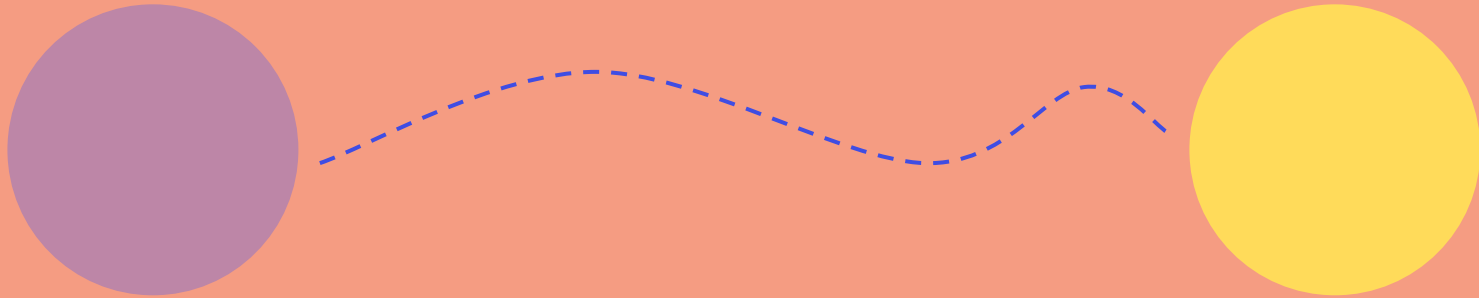
# WHAT WE'VE LEARNED ABOUT STORYTELLING







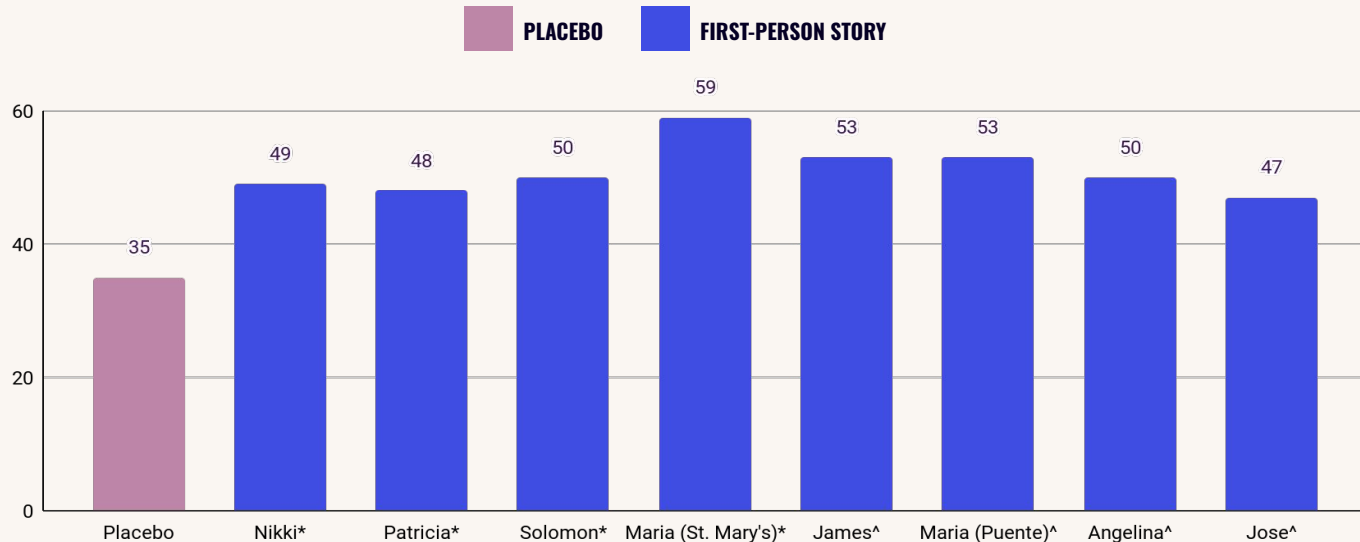
# We **feel** stories.



# PERSUASIVE POWER OF STORIES



**Would you support raising the taxes that homeowners pay in order to build more housing that's affordable for low- and middle-income Californians?**



*Video Message Tests in Grow Progress, conducted September 13, 2024 (\*) and November 1, 2024 (^). The Placebo score in the November test was slightly higher at 36% – persuasion scores for the November, 1 2024 test have been revised down 1% to match the September 13 baseline.*

# STORYTELLING FOR HOPE



✦ Celebrate wins,  
large and small

✦ Evoke collective  
action

✦ Show examples  
of success









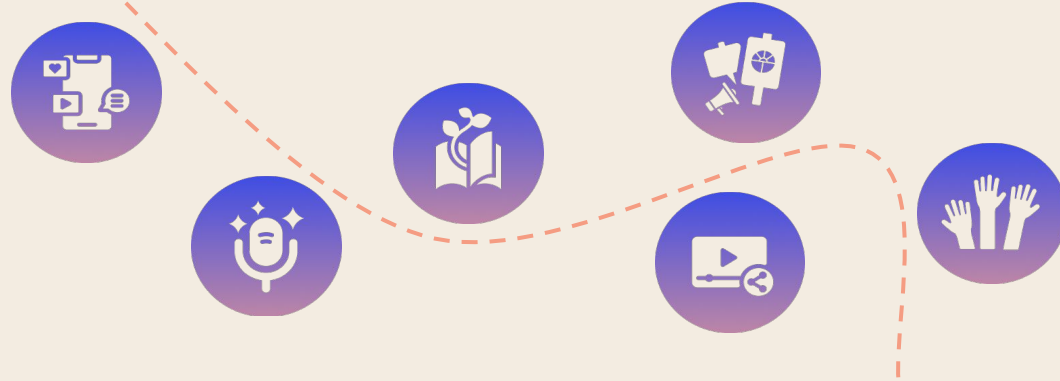
**YOUR TURN**

# EXAMPLE: OPPOSITION TO HOMEKEY IN MILLBRAE



NEWS > HOUSING • News

**‘There’s never enough.’ Surge in need for shelter, housing overwhelms Bay Area providers**



NEWS > HOUSING • News

**‘We need to scale this up.’ Homelessness service providers are striving to keep up with surging demand as rents continue to rise**



# YOUR TURN: BRAINSTORM



**1.**

**What's the  
prevailing,  
problematic  
narrative?**

**2.**

**What do we  
want the  
narrative to be?**

**3.**

**What stories would move  
our audience from the  
prevailing narrative to  
our target narrative?**



# **ETHICAL STORYTELLING**

# ETHICAL STORYTELLING: KEY PRINCIPLES



- Process matters as much as product
- Get informed consent, every time
- Be real about potential risks
- Provide compensation

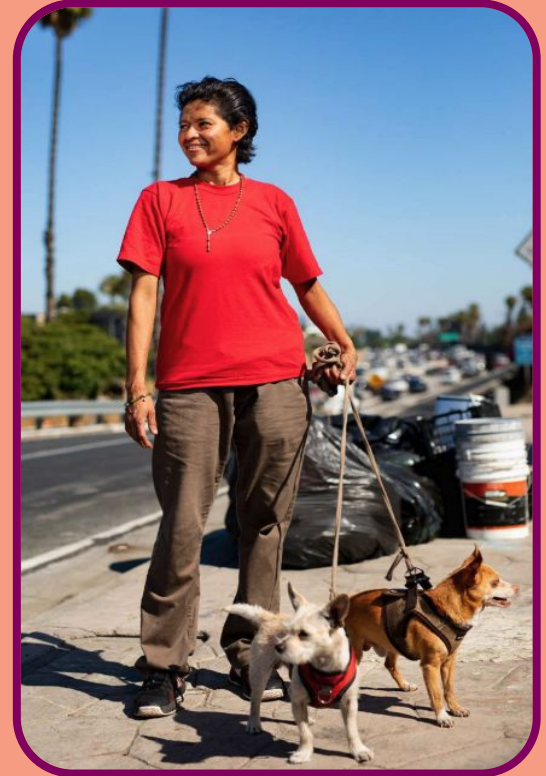


Photo credit: Sam Comen, UCSF CASPEH report

# ETHICAL STORYTELLING: KEY PRINCIPLES

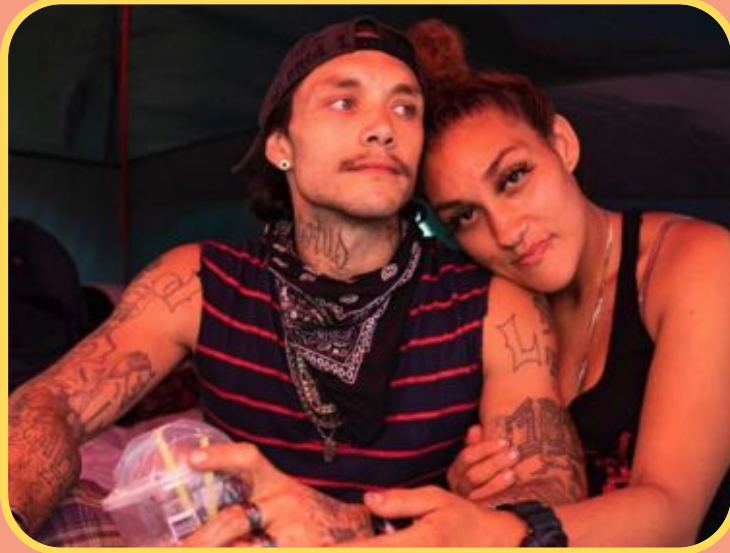
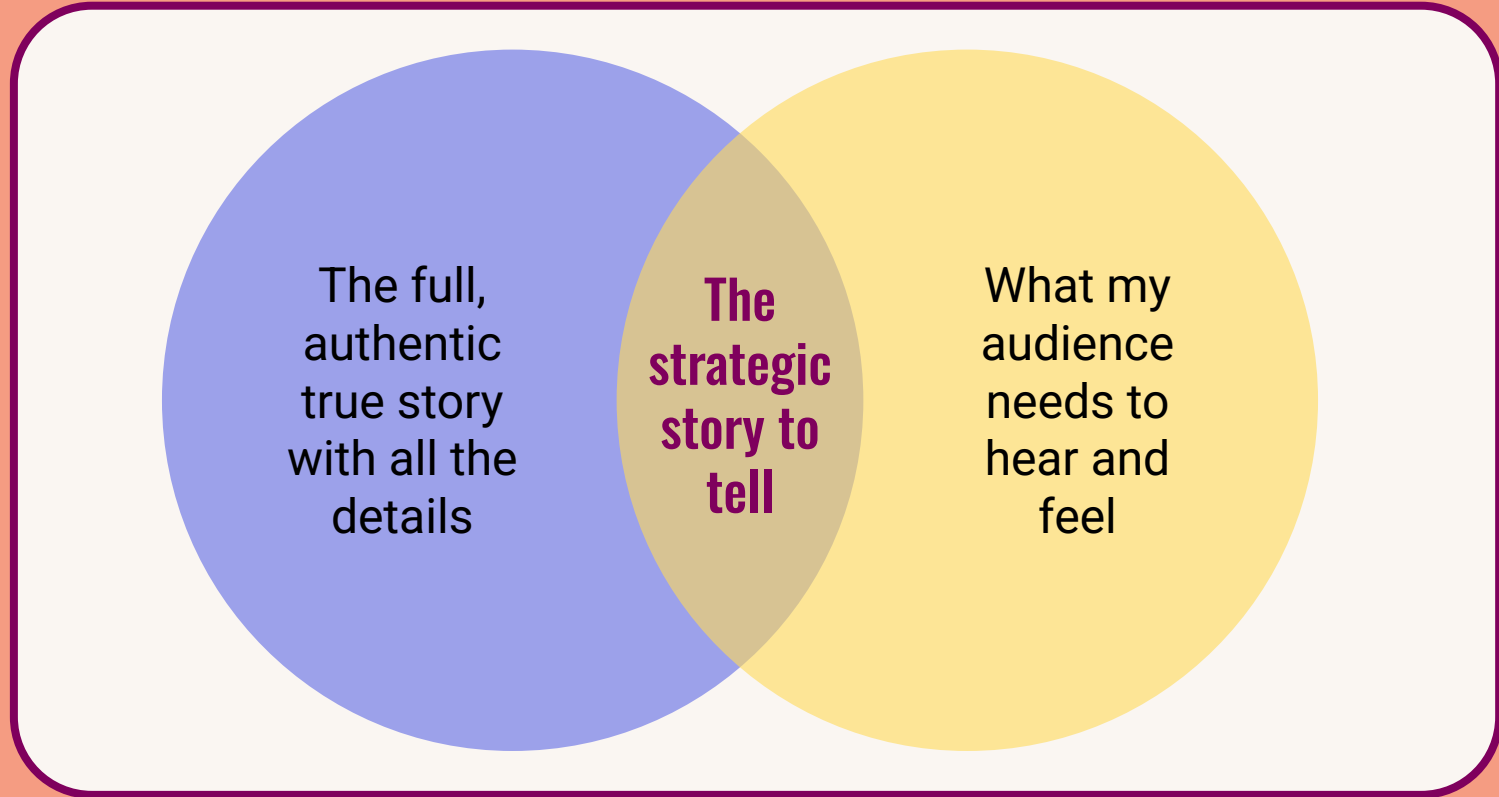


Photo credit: Sam Comen, UCSF CASPEH report

- Training, practice, support
- Use asset-framing, not deficit framing
- Consider power dynamics
- Make it a habit, lift up diverse voices

# ETHICAL STORYTELLING: CURATE VS CENSOR



# ETHICAL STORYTELLING: WHAT DO STORYTELLERS SAY?



Photo credit: Sam Comen, UCSF CASPEH report

- **What worked?**
  - Training and practice
  - Sensitivity to retraumatization
  - Agency to shape their own story
- **What didn't?**
  - Lack of prep and context
  - Rehashing trauma
  - Tokenism & transactionalism



# TOOLS YOU CAN USE

# ESSENTIALS CHECKLIST



**01.** Call everyone in with our shared values

**02.** Emphasize people over policies

**03.** Explain the root causes of the housing shortage

**04.** Sell the benefits of solutions

**05.** Be optimistic and hopeful about the future (cut the doom and gloom)

**06.** Focus on activating allies (on your terms)





# STEAL THESE STRATEGIES!

★ Begins with Home Narrative Playbook

★ Homelessness messaging guide

★ Stories of Home Digital Toolkit





**ASK US ANYTHING  
(ABOUT NARRATIVE)**

# THANK YOU

*BeginswithHome.org*

## Get in touch!

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→ [eirons@allhomeca.org](mailto:eirons@allhomeca.org)

**begins  
with  
home**



# Final Remarks and Closing

**4:00pm-4:30pm**



Thank you for joining us today!

If you have questions or comments, please email  
[alameda@homebaseccc.org](mailto:alameda@homebaseccc.org).