

Leadership Board Minutes

June 18, 2025

2:00pm – 4:30pm

Join Zoom Meeting

<https://homebaseccc.zoom.us/j/81761154580>

Meeting ID: 817 6115 4580

Meetings are public. Alameda County residents with lived experience of homelessness are encouraged to attend. Public Comment will be taken at the beginning of each meeting and is limited to 2 minutes per person. Public Comment is also accepted in advance via email to: alameda@homebaseccc.org.

Helpful links:

- **Google Drive folder** for the Leadership Board:
<https://drive.google.com/drive/folders/1tnbDx2jDcGMtVhXtqdHXgJcu8dfnrLOg?usp=sharing>
- **Website page** (on EveryOne Home website) for the Leadership Board:
<https://everyonehome.org/about/leadership-board/>
- **Acronym Glossary**: <https://everyonehome.org/main/continuum-of-care/coc-member-resources/>

Committee 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. Learn more about the purpose of the Leadership Board [here](#).

Minutes

Item

<p>1) Welcome / Introductions (Moe Wright, co-chair)</p>
<p>2) Leadership Board Public Comment (Moe Wright, co-chair)</p> <p>a) No public comment.</p>
<p>3) Approval of May 15th Minutes (Moe Wright, co-chair)</p> <p>a) Minutes approved.</p>
<p>4) Homeless Response System Updates (All)</p> <p>a) Prevention Program Participant Survey: The Housing Stability and Homelessness Prevention (HSHP) Committee is inviting people who have received homelessness prevention services to share their experiences in a survey. The HSHP Committee is developing a chart/guide of Homelessness Prevention Programs in Alameda County. The Prevention Program Chart will be used to inform the community about current homelessness prevention initiatives and advocate for funding for targeted homelessness prevention services. To help the Committee complete the Prevention Program Chart, we are asking people with homelessness prevention experiences to complete this Prevention Program Participant Google Form.</p> <p>b) Onboarding Materials Project: EveryOne Home is currently updating the Committee member onboarding materials and training! Committee members, people with lived experience of homelessness, and community partners are invited to provide input and feedback to ensure that the final onboarding training and materials are complete and user-friendly. Everyone is invited to give feedback through the Onboarding Materials Feedback Form. EveryOne Home will also be holding a virtual Onboarding Materials Focus Group on Tuesday, July 1st from 10am to 11am via Zoom.</p> <p>c) Transition Age Youth (TAY) Engagement Guide: The Youth Committee is excited to share the Transition Age Youth (TAY) Engagement Guide. The Youth Committee has worked with the Youth Advisory Board (YAB) and Alameda County Health, Housing and Homelessness Services to collect information on resources for TAY in Alameda County. By visiting this guide, you can see information on housing, education, employment and professional development, disability justice, LGBTQIA+ resources, behavioral health, re-entry and more. All youth and service providers serving youth can utilize this resource! If you have any questions or think any information is missing, please email alameda@homebaseccc.org.</p>
<p>5) Leadership Board Updates (Moe Wright, co-chair)</p> <p>a) Moe shared that the Nominations Committee will be convening to confirm applicants to the Communications Workgroup. The workgroup will begin meeting in July. Please reference the May 15th minutes for the charge to the workgroup.</p> <p>b) C'Mone Falls (co-chair, City of Alameda) and Riley Wilkerson (Alameda County Health, Housing and Homelessness) shared that the Homebase Memorandum of Understanding (MOU) with Alameda County Health no longer includes the Point-in-Time (PIT) Count as Simtech will be holding most of the Point-in-Time 2026 Count work. During the July 17th Leadership Board meeting, the Board will</p>

hold time for a more in-depth conversation about the PIT Count and begin the planning process as well as reflecting on lessons learned in last year's count.

- i) C'Mone will be signing the new MOU as the co-chair of the Leadership Board. There were some questions about when and how the co-chairs can sign certain documents without bringing it to the full Leadership Board; Homebase and the Leadership Board co-chairs will consult the governance to confirm.

6) Home Together Refresh Update (Jen Lucky, Alameda County Health, Housing and Homelessness)

- a) Jen Lucky and members from the Home Together Refresh Workgroups shared an update with the Leadership Board. The slides can be found in the Meeting Materials on the EveryOne Home website [here](#).

Action Items

7) Nominees to Open Committee Seats (Moe Wright, co-chair)

- a) The Board voted on the [following nominations](#) to open Committee seats: Elsie Lee and Michael Esparza for the Housing Stability and Homelessness Prevention Committee, Carmel Ewing for the Youth Committee, and Erik Martinez for the CoC Standards, Compliance, and Funding Committee.
- b) **Action:** Moe Wright motioned to confirm the nominations put forth by the Nominations Committee for vacancies on EveryOne Home Committees.
- c) Elsie Lee seconded. No discussion.
- d) Roll Call votes:
 - i) YES: Pamela Powell, Annie Bailey, Brenda Wadsworth, C'Mone Falls, Darin Lounds, Elsie Lee, Josh Thurman, Kalani Smith, Kate Hart, Jonathan Russell, Liz Varela, Marcell Lloyd, Michelle Starratt, Moe Wright, Ms. Shelley Gonzalez, Nic Ming, Sharon Cornu, Vivian Wan, Paul Berry
 - ii) NO: None
 - iii) Abstains: Corinne Lee
 - iv) Left early/present not voting/arrived late: Caroline Topeé, Jen Lucky, Laurie Flores, Peter Radu,
- e) **Motion passes with 19 Yes votes, 0 Noes, and 1 Abstain.**

Discussion Items

8) Listening Session: Grievance Policies in the Continuum of Care (Moe Wright, co-chair, Nic Ming, Social Impact Wheel)

- a) The Board held a listening session to hear from members and the community where people see gaps and opportunities in how grievance policies currently work in Alameda County's homeless response system. Members from the Evidence-Based Solutions Committee will also share their recent Committee conversations on this topic. All attendees were welcome to share their experiences and insights.
- b) **Discussion Summary:** Participants discussed the need for a more effective, trauma-informed grievance process within the homelessness services system.

Concerns were raised about the current lack of accessible, coordinated, and responsive mechanisms, especially given the complexity of multiple service providers and funders. Ideas included the creation of an ombudsman role, multi-tiered grievance models, and integrating lessons from behavioral health systems. Key challenges noted were lack of oversight, clarity on roles and responsibilities, and insufficient resources to manage grievances consistently. There was also discussion about whether issues like landlord misconduct could fall under such a process.

c) Other highlights:

- i) Nic Ming: From a trauma-informed standpoint, want to make space for what we can do to create a set of guidelines/policies/operational strategies that are trauma-informed. Related to a specific experience at Community Meeting with a person with lived experience who had a grievance with a provider that was honored with a service award, trauma from a grievance process and the long-term experience of it.
- ii) Patrick Anderson: A lot of people with lived experience in the Continuum of Care talk to each other and support each other in dealing with our grievances, regardless of whether they are formally addressed. Has worked on some examples and documentation of how this process could be improved and still in line with the HUD interim rule.
- iii) Ms. Shelley Gonzalez: This is a multi-tiered process. From informal resolution, formal grievance, ombudsman review, Oversight body, pattern review and systemic response. Managing this requires lots of agreements and input to develop, but would be pretty awesome to see reach fruition. The ethical and consent piece: who measures and chooses method of submission? Anonymous/online/in person?
- iv) Michelle Starratt: If there is a funder to a service and there is a grievance and that is delivered to our office, [Alameda County Housing and Community Development] is obligated to investigate and monitor. When there are multiple funders, they get together to investigate. The issue is there aren't enough resources to give out in the first place and not enough resources to help staff handle grievances and trauma.
- v) Vivian Wan: In the behavioral healthcare system there is a very clear grievance policy and group of people that work in a respectful/trauma-informed way. Seems to be working there. We also often hear grievances who maybe have been assessed but they haven't gotten into the system or haven't gotten a resource yet. Jonathan Russell highlighted a key difference in the behavioral health system is there is one single door, one funder, and one central structure despite multiple agencies. Homelessness doesn't have the same legal enforcement mechanism.

- d) Next steps: **Follow up presentations and projects from Alameda County Health, Housing and Homelessness and the Standards, Compliance, and Funding Committee will take place soon.**

9) Discussion and Update on Committee Feedback and CoC Governance Review Process (Gillian Morshedi, Homebase)

- a) Following the direction from the May 15th Leadership Board meeting, Homebase shared Committee and staff feedback they have gathered so far and invite discussion and reactions, as well as a direction for next steps. Materials can be found on the [EveryOne Home website here](#).

Discussion Summary grouped by topic:

b) Governance Structure and Streamlining:

- i) Vivian advocated for simplifying governance by reducing the number of committees and creating a small executive group (10 or fewer members) to do actual governance work, noting the inefficiency of a 45-member Leadership Board. Michelle and Moe agreed with the need to separate day-to-day business from broader advocacy and strategy work.
- ii) Jonathan, Michelle, Annie, Brenda, and others agreed the board is too large and processes are duplicative, calling for a more streamlined structure. Moe also noted that by incorporating so many issue areas and things into the CoC umbrella, it might all be getting watered down. May have to let go of some things.
- iii) C'Mone supported forming an executive committee now, with broader restructuring delayed until the CoC's future is clearer.
- iv) Moe and Gillian discussed the timeline, noting a potential vote on the executive group in July and broader changes in September. Homebase could help draft proposals. All governance changes have to be voted in on at Community Meetings, and the next meeting would be sometime in October. If the Board wants to make any formal changes in this calendar year, it would need to be voted on in that October Community Meeting.
- v) Regarding the proposal to split the Leadership Board into pure governance and strategy/advocacy, Moe asked if any other CoCs follow this model. Gillian and Homebase team will look into it further with other communities they work in to see if there is an example to pull from. Vivian is not in favor of splitting the Leadership Board into two entities.

c) Lived Experience Advisory Board (LEAB) and PWLE involvement

- i) Ms. Shelley strongly advocated for creating a dedicated, empowered LEAB, emphasizing that PWLE need their own space—not just an advisory role—backed by staff and logistics support.
- ii) Vivian noted that successful LEABs (like the one at Abode) require full staffing and support to be effective.
- iii) Concerns were raised about ensuring PWLE understand how their expertise fits into the CoC activities and how to avoid creating ineffective or symbolic roles.

d) Role of Homebase and System Capacity

- i) Several people (**Vivian, Jonathan, Nic**) expressed appreciation for Homebase's time and effort on this presentation and compiling feedback. Folks also questioned whether Homebase is being used to its

full potential—currently majority note-taking and staffing committees, rather than being fully leveraged as technical assistance and strategic thought partners.

- ii) Jonathan and Moe raised concerns about resource limitations and the need to align activities with essential functions, especially in light of federal uncertainty.

e) **Other highlights:**

- i) Ms. Shelley suggested a Summer Strategy Session to prepare for funding diversification, realign metrics, and assess governance.
- ii) Jonathan noted the shift toward a county-led CoC and proposed that even if HUD funding for the CoC ended, continued alignment with the County could be strategically beneficial as more money will flow from the County instead. Need to refashion ourselves to the essential functions and simplification of our complexity. Moe asked if the County would still engage the community if there were no obligation through the CoC program? Jonathan reassured that Alameda County Health, Housing and Homelessness would still engage with the community. Outside the CoC, the County engages with lots of community alliances and partners for its work. Having the CoC community further embedded in the County's other collaborations would also be beneficial for streamlining efforts.
- iii) Nic and others stressed the importance of improving cross-committee communication and making governance more agile and responsive. Want to make sure there is consistency on cross-sectional communication, making sure all committees are starting on same page, more guidance and strategy from the Board. Appreciated the way Homebase was making real time adjustments on how they were bringing up this conversation in committee and co-chair spaces in May and June based on feedback and responses to the framing/rollout.
- iv) Sharon emphasized the need to move away from a traditional, volunteer-based committee structure and move towards a more professional and staffed structure.

Next Steps:

- a) **Consensus among vocal members in attendance around creating an Executive Committee of 10 people or less to handle the business of the CoC**, even as the Committees are still discussing questions/feedback and the Board decides the Committee structure moving forward. People were also in favor of this idea given that the future of the CoC Funding at the federal level is unclear.
 - i) There was a lack of clarity if the Board can vote to create an Executive Committee as an ad-hoc Committee during their July meeting or if the creation would need to wait until the next Community Meeting. Homebase and the Leadership Board co-chairs will look at the Charter and Policies and Procedures to confirm.

- ii) Nic also requested more clarity around the purpose and scope of this Executive Committee.
 - b) **Committees are asked to continue or start discussing governance and process changes** using the questions in Appendix 3 of the handout, which will be distributed to all Committee members. These conversations will happen in July and August. **The Leadership Board was also asked to reflect on what performance metrics and deliverables it expects from Committees as Committees have requested more clarity and direction from the Board.**
 - c) There was also **consensus to begin drafting a revised governance charter, 5-10 pages or less, to be voted on in September’s Leadership Board meeting and taken to the October Community Meeting for ratification.** Jonathan, Nic, Moe, and Vivian all expressed interest in working on this draft. Gillian also suggested Homebase could support with an initial draft for members of the Board to work from.
 - d) **Homebase will work with the Leadership Board co-chairs to clarify next steps and communicate action steps to the Board via email.**
- 10) Closing** (Moe Wright, co-chair)
- a) Discussion of upcoming agenda items for next meeting. Requests for future agenda items are also welcome at this time or via email to: alameda@homebaseccc.org
 - b) The next Leadership Board meeting will take place on Thursday, July 17th.
 - c) The Leadership Board will not meet in August per the decision of the co-chairs.

Attendance

Adrienne Chambers	Alameda County Probation	Sub-present
Annie Bailey	City of Fremont, Co-Chair Youth Committee	Present
Andrea Ford	Alameda County Social Services Agency	Sub-present
Caroline Topeé	Community Member	Present
C’Mone Falls	City of Oakland, Co-Chair LB	Present
Darin Lounds	Housing Consortium of the East Bay	Present
Elsie Lee	Sistas with Voices	Present
Frank Rogers	Community Member	Absent
Isamar Ochoa Dominguez	All Home	Present
Jennifer Lucky	Alameda County Health, Housing and Homelessness Services, Co-Chair SCF Committee	Present
John Janosko	Wood Street Commons	Absent
Jonathan Russell	Alameda County Health, Housing and Homelessness Services	Present
Josh Thurman	City of Livermore	Present
Kalani Smith	LifeLong Medical	Present

OAKLAND, BERKELEY / ALAMEDA COUNTY CoC

Kate Hart	SAVE, Co-Chair OAC Committee	Present
Laurie Flores	City of Fremont	Present
Liz Varela	Building Futures	Present
Marcell Lloyd	St. Vincent De Paul of Alameda County	Present
Michelle Starratt	Alameda County Housing and Community Development	Present

Moe Wright	Community Member, Co-Chair LB	Present
Ms. Shelley Gonzalez	Community Member	Present
Nic Ming	Community Member, Co-Chair System Impact Committee	Present
Peter Radu	City of Berkeley	Present
Paul Berry	Youth Advisory Board	Present
Ray Corona	Co-Chair SCF Committee	Present
Tammy Nguyen	Youth Advisory Board, Youth Committee Co-Chair	Present
Tunisia Owens	Family Violence Law Center, Co-Chair Racial Equity Committee	Absent
Vivian Wan	Abode	Present
Brenda Wadsworth	Community Member	Present
Deidre Wan	Community Member	Absent
James Williams	Berkeley Public Housing Authority	Absent
Logan McDonnell	BACS, Co-Chair HSHP	Absent
Sharon Cornu	St. Mary's Center	Present
Shelly Haynes	City of Livermore	Absent

Public Attendance

- Morgan Bernados, Homebase
- Matthieu Kaman, Homebase
- Kris Maun, Homebase
- Gillian Morshedi, Homebase
- Christoverre Kohler, Community Member
- Riley Wilkerson, Alameda County Health, Housing and Homelessness
- Alan Guttirez, Alameda County Health, Housing and Homelessness
- Patrick Anderson, Alameda County Community Development Agency
- Pauline Blackwell, Alameda County Housing and Community Development
- Emma, Community Member



OAKLAND, BERKELEY / ALAMEDA COUNTY CoC

- Pamela Powell, Alameda County Social Services
- Corinne Lee, Alameda County Probation