



OAKLAND, BERKELEY / ALAMEDA COUNTY CoC

Leadership Board

Minutes

October 16, 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](#).

Leadership Board Shared Agreements:

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

Opening Items and Announcements
1) Welcome / Introductions (C'Mone Falls, co-chair)
2) Leadership Board Public Comment (C'Mone Falls, co-chair) a) No public comment.
3) Approval of September 18th Minutes (C'Mone Falls, co-chair) a) Minutes approved.
4) Homeless Response System Updates (All) a) Morgan Bernados (Homebase): i) New FAQ on Measure W & the Home Together Fund available on the Alameda County Health, Housing and Homelessness (H+H) website. You can also Sign up here to receive email updates about the Home Together Plan and the Home Together Fund, including about procurement/ funding opportunities. ii) Registration is now open for the Fall Community Meeting on November 18th! Please register by 11/6 at this link . You can find the full agenda and more information on the EveryOne Home website . Please email alameda@homebaseccc.org if you have any questions.

iii) Current Homebase resources:

- (1) Homebase newsletter on impacts of HR1 - <https://mailchi.mp/homebaseccc/hr1>
 - (2) Homebase newsletter on potential losses of CoC funding and advocacy to take - <https://mailchi.mp/homebaseccc/protect-homelessness-funding-take-action-now>
 - (3) [subscribe to newsletter here](#)
- b) C'Mone Falls: Sharing about a film screening on Thursday, October 23rd at City Hall Chambers, the movie "Biased." There will be a panel and food. There are also two RFPs out for the City of Alameda: 1) construction company to help develop a new day center, 2) program to operate the day center.
- c) Jonathan Russell (Alameda County Health, Housing and Homelessness): A new RFP will be going out and will be widely circulate for projects expanding permanent supportive housing. The recent RFP for interim housing has closed and we are selecting projects and in contract negotiations. The result should be about 250 new units of interim housing across the county.

5) Leadership Board Updates (C'Mone Falls, co-chair)

- a) Both co-chair terms are up for renewal at the end of 2025. The EveryOne Home charter states there must be one public sector co-chair and one private sector co-chair. An application for both positions is open until November 13th. The Board will vote on the co-chair seats on the November 20th meeting, allowing for a transition meeting in December and new terms to start in January 2026. A drop-in call for Q&A about the position will take place Wednesday, November 5th from 10:00am-10:45am. [Zoom Link here](#). Applicants must be current voting members of the Leadership Board.
- b) The Board also discussed the possibility of staggering term lengths of the co-chairs so that both chairs don't end at the same time. This would require a Charter change and will be uplifted at the next meeting. There was also a request to confirm if H&H staff can apply to be co-chairs considering they are the collaborative applicant. Homebase staff will review the charter to confirm.
- c) [Application Link here](#).

Action Items

6) NOFO Committee (Moe Wright, co-chair)

- a) In anticipation of a 2025 NOFO Competition, the Nominations Committee has recruited and reviewed applications for the NOFO Committee. A list of recommended members was sent to the Leadership Board in advance of the Board meeting.

Action I.

- i. Moe Wright motioned to approve the NOFO Committee membership as recommended by the Nominations Committee and gives the NOFO Committee authority to remove any members if conflicts of interest arise.

ii. C'Mone Falls seconded.

iii. Discussion:

- a. Vivian Wan (Abode) raised that since we don't know exactly what the NOFO will look like yet, there may end up being conflicts among the group that we aren't yet aware of. Moe pointed out that the Nominations Committee recommended giving the NOFO Committee the ability to remove members if conflicts arose. There was also clarification that if Leadership Board members were on the list of proposed NOFO Members, they needed to abstain from voting.

iv. Roll Call Vote:

YES: Brenda Wadsworth, C'Mone Falls, Elsie Lee, Josh Thurman, Kate Hart, Dylan Sweeney, Liz Varela, Moe Wright, Ms. Shelley Gonzalez, Peter Radu, Sharon Cornu, Tunisia Owens, Vivian Wan

NO: None.

Abstain: Caroline Topeé, Frank Rogers, Isamar Ochoa Dominguez, Ray Corona, Jonathan Russell, Laurie Flores, Nic Ming

v. Motion passes with 13 Yes votes, 0 Noes, and 7 Abstains.

7) CoC Governance and Streamlining: Committees (Gillian Morshedi, Homebase)

- a) The Board will vote to confirm or oppose the proposed Committee changes outlined in the [supplemental Board packet linked here](#). In addition to the information on the slides, Housing Capacity co-chair Sharon Cornu also shared the Housing Capacity Committee minutes where the sunsetting was discussed, [linked here](#).
- b) Vivian asked about the next steps if this action were to take place in terms of documentation. Gillian outlined that after the Community Meeting vote to finalize these changes, Homebase would update the charter and website to remove all mentions of these Committees. An archival version of the Charter and any Committee projects would still be on the website. Vivian also asked if Homebase still has the capacity to support the HMIS and System Impact Committee streamlining. Gillian explained that since the Committees will be meeting on alternate months, Homebase will still be able to support.
- c) C'Mone also asked for the Youth designated seats if that would be adding a new seat or changing a seat on the existing Committees. Morgan explained it would be a designated seat of one of the lived experience seats. Most Committees aren't at the full 15 person membership and the intention is not to remove anyone from an existing seat.

Action II.

- i. C'Mone Falls motioned to sunset the Youth Committee and designate a youth seat on remaining committees and sunset the Housing Capacity Committee, to be finalized at the Community Meeting. C'Mone Falls also motioned to approve the streamlining of the HMIS and System Impact Committees as recommended by the committees.

- ii. Moe Wright seconded.
- iii. No discussion.
- iv. Roll Call Vote:

YES: Brenda Wadsworth, Caroline Topeé, C'Mone Falls, Isamar Ochoa Dominguez, Ray Corona, Josh Thurman, Kate Hart, Dylan Sweeney, Jonathan Russell, Laurie Flores, Liz Varela, Moe Wright, Ms. Shelley Gonzalez, Peter Radu, Vivian Wan

No: None.

ABSTAIN: Nic Ming, Tunisia Owens

- v. Motion passes with 16 Yes Votes, 0 Noes, and 2 Abstains.

Discussion Items

8) Home Together Refresh Update (Jennifer Lucky, Alameda County Health, Housing and Homelessness) – **Due to time, the Leadership Board skipped this item.**

9) General County Funding Update (Jonathan Russell, Alameda County Health, Housing and Homelessness)

- a) General update: There has been discussion about a [Politico article](#) that shared info supposedly from the upcoming NOFO which suggests there may be huge changes to NOFO process. Per last year's NOFO, HUD wasn't going to run a NOFO process this year but early in the year HUD indicated they would not honor that and would indeed release a 2025 NOFO. The last iteration of CoC Builds NOFO had very concerning language (which we've discussed at this meeting previously) that we thought might end up in the CoC NOFO. Even with the govt shut down, it could drop a NOFO if/when they re-open. HUD funds PSH + RRH (vast majority of our CoC funds go towards permanent housing, which is where the Politico article said biggest cuts are likely to be): 30% cap on permanent housing. What that means is there would be an immediately and enduring gap of roughly \$33M that we currently spend on permanent housing. This would affect approximately 1000 people. Significant impact. Just wrote a letter to Board of Supervisors to then go on to state elected raising this risk/urgency. Other county partners are doing similar things. Across the state, it would be 26k people at risk of losing their permanent housing. None of this is certain; not trying to fearmonger, but this is a real possibility based on credit info we have.
- b) Some things to think about and plan around:
 - i) Other sources we get across our system are one-time and time limit. HHAP, e.g., often funds more limited projects. If HUD does cap, we'd have to figure out how to hold onto that money by shifting to transitional housing etc. and shift local funds to more permanent. Right now we don't have a process in place to do a rapid reallocation strategy

- ii) Other things that could be as or more detrimental are things that were in most recent CoC Builds app [which is currently subject to injunction] (e.g., litmus test for things like sanctuary city, Harm Reduction). That would mean not just a gap but some “litmus/loyalty” tests that would essentially preclude California communities from getting any CoC funds at all.
- iii) One thing that’s very clear is that HUD has been having strategic meeting with community meetings to drive up the opportunity for “solo applicants for CoC funding” - so people can apply directly to HUD to access funds (outside CoC process). We have an ARD - Annual Renewal Demand. There is a process that has been in place, usually for FBOs, for orgs/people to apply for funds directly. HUD had a meeting in Sept at Pepperdine where they met with faith-based providers about expanding this solo applicant opportunity.
- iv) Pressing for us: Thinking about damage control and strategic thinking/advocacy. How do we maintain funding, faithfulness to serving our community and what we know works, stay crafty? Thinking about local funding as backstop for some of these possibilities should they come to fruition. Our current investment plan over next 8 years is \$32M expansion per year for new permanent housing. So if that 30% cap happens, it would basically be dollar for dollar - meaning no expansion as planned. We’re also working/talking with city partners.
- v) One thing we might need to consider is a reallocation policy that does not mire us in 30-page process, in case that 30% cap happens. Pasadena has created a protocol we could consider.

Discussion and Questions:

- Laurie Flores (City of Fremont): Appreciate this. A lot of what we need to discuss in this group. Can you share the letter you send to Board of Supervisors PAL committee? Perhaps we can do a parallel practice from the city. Do you have a sense of the distribution of the potential loss of housing from the various jurisdictions? We talk a lot about prevention. And finally, I’m in support of reallocation policy. Is there anything in Alameda County emergency declaration that could be utilized to respond? Anything other jurisdictions could adopt?
 - Jonathan: I’ll confirm if I can share a draft of that letter. Each HMIS project has a geo code that shows where it’s located. That’s an imperfect mechanism but could give a sense of geo distribution. For tenant-based projects, we don’t track where people are. Re: declaration of state of emergency re: homelessness, I think that primary looks at county administrative processes. Politically it might be helpful if it were re-declared, but not sure it would unlock anything for this. Really it’s this body - the Leadership Board. Our core role is directing Collaborative Applicant/strategy for NOFO application. We have to create a way

to work more rapidly and to empower this board and public entities to do allocation strategies to try to cover all bases and move funds around.

- Moe: We've been rated as a whole CoC + individual programs. Our overall rating may drop in new NOFO. Re; reallocation strategy, maybe we could task SCF to come up with a reallocation process within the next 30 days.
 - JR: I do think we need something like that. Caveat is that it should be in draft form. I'd like the County/Collab App to be very closely involved with SCF on this because H&H will need flexibility to start treating this like a funding source if we have the worst case scenario happen.
- Kate Bristol (Consultant): Just on a call with a different CoC trying to strategize. There are so many ways this NOFO could upend things, it verges on the impossible to prepare. There might not be scoring, reallocation, local competition, we might not be able to apply for any funding. To Jonathan's point, we could be in a scenario where we're not doing R&R and we're more in a triage: what can we save.
- Vivian: I think resource allocation is very different from compliance and standards. I don't think it's SCF. We're talking about the only source of funding that we have authority over potentially going away. My recommendation is for Collaborative Applicant - the only entity that has access to other resources is to come back with scenario planning. SCF doesn't have access to the resources that H+H does; and I don't want to task committees with work that might end up being futile. So: delegate H+H to draft the plan
 - Sharon agrees that having County staff develop and we can have a robust discussion in this Leadership Board. Jonathan agrees with Vivian. The tricky thing is: a plan for a funding source that might not be a funding source is all SCF can do. County is well positioned to have this kind of discussion and we'd need to still balance the uncertainties.
- Frank Rogers (Community Member): Last time we did NOFO included lots about engaging PWLE. My question is: Do we go to a generic type of process? Because all indications from admin is there should be nothing about DEIB.
- Laurie: As we consider how to prepare, don't want to forget public education. The term CoC/Continuum of Care is not well known out in the community. I'd love for this group to put together some potential messaging to be shared very broadly so we can impact who will show up to Council meetings, elections, etc.
 - Peter Radu (City of Berkeley) in chat: When talking to the public don't even mention CoC funding. Just "all federal funding for homelessness in Alameda County, on the order of ~\$60M"

10) Discussion and Action: CoC Governance and Streamlining: The Leadership Board
(Gillian Morshedi, Homepage)

- A) The Board will continue discussions on how to make the Leadership Board more efficient.
- B) Key Themes of Discussion: Tension between inclusivity and efficiency, clarifying the Board's actual authority vs. Perceived influence, nimbleness vs. Size and complexity, maintaining meaningful leadership roles for people with lived experience of homelessness, desire to avoid becoming bureaucratic or symbolic.
- C) Summary:
 - a. Multiple Board members brought up challenges and priorities that impact the Board's ability to act in its current form and shares some ideas for suggested changes.
 - i. The large size of the board is a result of a desire to be inclusive but make it difficult to act quickly and nimbly. Most Boards have an Executive Committee to help things move more quickly.
 - ii. The CoC Board's desire to be more involved in community-wide homelessness strategy is not necessarily in line with the Board's actual authority/spheres of influence. Our funders don't empower this group to be a strategic authority on the entire system, the CoC doesn't have that kind of influence amongst elected officials in the County.
 - iii. Strategy conversations already happening elsewhere. There are existing tables that are well suited to focus on community-wide homeless strategy and funding decisions and which electeds are currently aware of/listen to - Home Together Refresh workgroups, Mayor's Technical Working Group, etc.
 - iv. Some people have joined the Board (and other committees), hoping to be able to be able to participate in and influence broader community priorities and action relating to homeless and have been disappointed or frustrated by the reality of what the Board and other communities do. That has resulted in multiple people leaving.
 - v. The Leadership Board does play a critical HUD-mandated role in CoC funding and compliance and that alone is a serious enough body of work for the current Board to focus on.
 - b. A few ideas were shared by various Board members:
 - i. Keep the Leadership Board structure and membership as is but narrow its focus to CoC governance, funding, and regularly compliance. Acknowledge that larger strategy and funding discussions are happening elsewhere.
 - ii. There was concern noted about this idea still not allowing for efficient action. (see below re: Directors or Executive Committee)
 - iii. Reduce the size of the Leadership Board and focus on subject matter experts who are empowered to discuss strategy and

governance. At the same time, increase access elsewhere for people to engage in the CoC (e.g., via more frequent community/CoC-wide meetings)

- iv. There was concern noted about marginalizing/excluding people with lived experience from the Board. Many voiced the hope to still uphold the Charter requirements of PWLE membership even if the Leadership Board is smaller.
- v. Create an Executive Committee (potentially via the Directors Committee) to be comprised of members of the Leadership Board (including Board members with lived experience) to help set agendas, move urgent matters forward when needed, etc.

D) No motion was made. Next Steps: Co-Chairs, with support of Homepage, will use upcoming meetings with County and ESC to put together clearer outlined options to vote on next month.

11) Closing (C’Mone Falls, co-chair)

- a) 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, November 20th.

Leadership Board Attendance

Adrienne Chambers	absent
Andrea Ford	absent
Annie Bailey/Tammy Nguyen	absent
Brenda Wadsworth	present
Caroline Topeé	present

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C'Mone Falls	present
Darin Lounds	absent
Deidre Wan	absent
James Williams	absent
Elsie Lee	present
Frank Rogers	present
Isamar Ochoa Dominguez	present
Ray Corona/Jennifer Lucky	present
Josh Thurman	present
Kalani Smith	absent
Kate Hart/Amy Cole-Bloom	present
Dylan Sweeney/Logan McDonnell	present
John Janosko	absent
Jonathan Russell	present
Laurie Flores	present
Liz Varela	present
Marcell Lloyd	absent
Michelle Starratt	sub present
Moe Wright	present
Ms. Shelley Gonzalez	present
Nic Ming/Josh Jacobs	present
Peter Radu	present
Sharon Cornu/John Lo	present
Shelly Haynes	absent
Tunisia Owens/Lynette Ward	present
Vivian Wan	present