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Leadership Board

January 15, 2026

Welcome/Introductions

Leadership Board Member List

Name	Affiliation	Name	Affiliation
Brenda Wadsworth	East Oakland Community Project	**Shelly Haynes**	HMIS Co-Chair; City of Livermore
Deidre Wan	Safe Haven	**Kelsey Knutson, Dylan Sweeney**	HSHP Co-chairs; BACS, HCD
Frank Rogers	Community Member	**Kate Hart, Amy Cole-Bloom**	OAC Co-Chairs; SAVE, City of Hayward
Ms. Shelley Gonzalez	OUSD	**Tunisia Owens, Lynette Ward**	ESC Co-Chairs; Family Violence Law Center, H&H
Isamar Ochoa Dominguez	ISAH Housing	**Jen Lucky, Ray Corona**	SCF Co-Chairs; H&H, Community Member
Caroline Topeé	Community Member	**Nic Ming, Josh Jacobs**	SIC Co-chairs; Social Impact Wheel, City of Berkeley
Adrienne Chambers	Alameda County Probation	**Moe Wright***	Community Member
Elsie Lee	Sistas with Voices	**Jonathan Russell**	Alameda County Health, Housing and Homelessness (H&H)
Tochi Anagonye	Youth Advisory Board	**James Williams**	Berkeley Public Housing Authority
Tiara Jones	City of Oakland	**Andrea Ford**	Alameda County Social Services
Peter Radu	City of Berkeley	**Darin Lounds**	Housing Consortium of East Bay (HCEB)
Marcell Lloyd	St. Vincent de Paul	**Michelle Starratt**	Alameda County Housing and Community Development
C'Mone Falls	City of Alameda	**Liz Varela**	Building Futures
Laurie Flores*	City of Fremont	**Kalani Smith**	LifeLong Medical
Josh Thurman	City of Livermore	**Vivian Wan**	Abode
John Janosko	Wood Street Commonts		

* co-chair

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.

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Agenda

1. Welcome
2. Public Comment
3. Approval of Minutes
4. Homeless Response System Updates
5. Leadership Board Updates
6. Point-in-Time Count Update
7. NOFO Update
8. 2026 Planning
    1. Action: Board Restructuring
    2. Leadership Board workplan
    3. Committee workplans
9. Closing

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Public Comment

Approval of Minutes

- Approving today: December 18, 2025

Homelessness Response System Updates

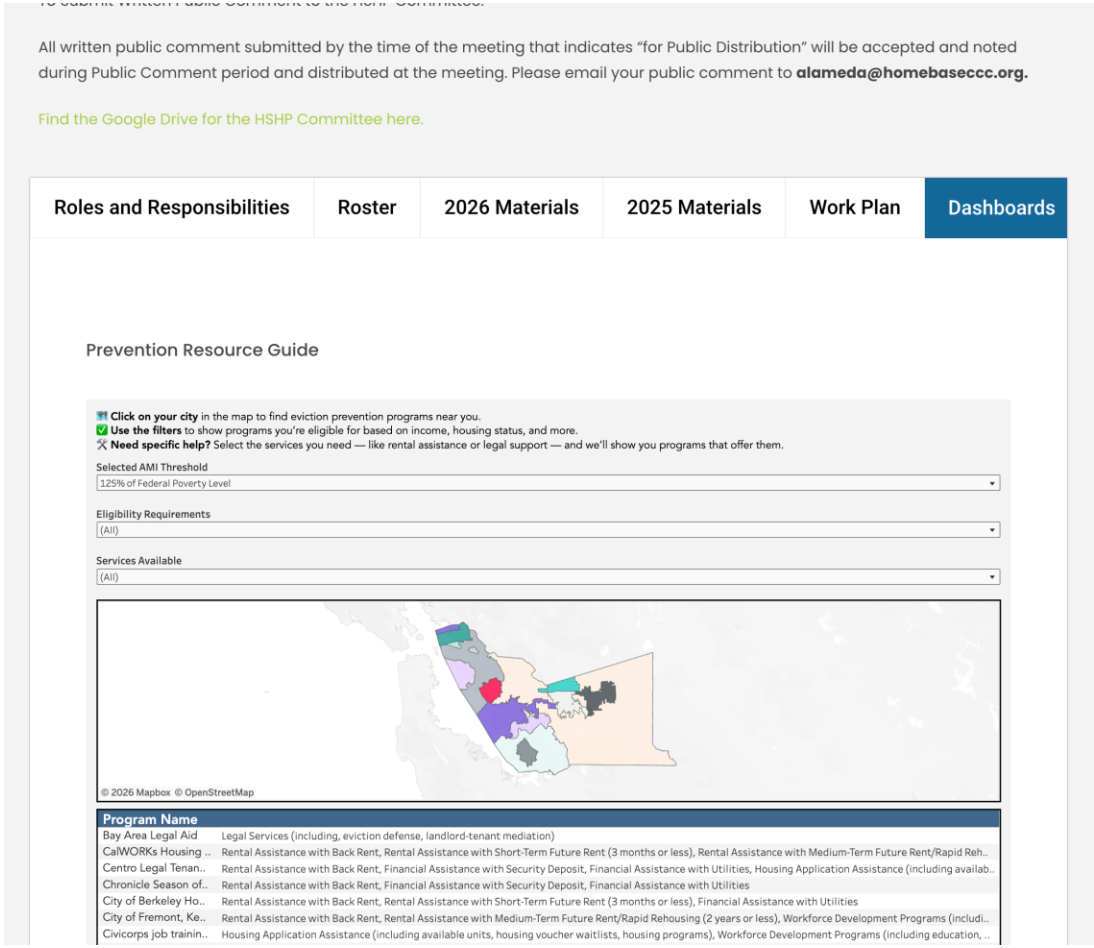
CoC-Wide Updates

- **Point-in-Time Count 2026:**
  - The 2026 PIT Count is taking place on January 22! Go to this website to sign up to volunteer.

- **Learning Community 2026:**
  - The Evidence-Based Solutions Committee is looking for feedback on their Learning Community so they can plan for 2026!
  - Feel free to give ideas for 2026 or feedback on 2025 if you participated: https://forms.gle/3dnvMfutbDwjyS779

Committee Update: Housing Stability and Homelessness Prevention Committee

- **Homelessness Prevention Program Dashboards:**
  - **Homelessness Prevention Landscape Dashboard:** A dashboard focused on the landscape of prevention programs in Alameda County, including how they are funded. System leaders and funders who will use this dashboard when making decisions about policy, funding, etc.
  - **Homelessness Prevention Resource Guide Dashboard:** A dashboard for community members and service providers who will use the program information to identify resources that will help households to prevent homelessness.
- The dashboards are available on the HSHP Committee page on the EveryOne Home website.



2 New CoC Resources

- **Homebase staffing for 2026**: As we look to the new year we wanted to give an updated staffing directory! We've had the request to make this as we know it can be hard to know who to contact for what purpose on the Homebase team.
  - It's located two different places on the website ("CoC Member Resources" here and "Get Involved" here) and located in the "Resources and Information" folder of the CoC Google Drive (linked here).

- **CoC Membership Roster**: Another new resource is this Google Spreadsheet of all of our committees, voting members, staff, and term dates! If you want contact information of a voting member, please reach out to alameda@homebaseccc.org to request that.
  - The rosters for each committee are already public on the website, but we have been asked to create this type of one-stop-shop document for our voting members.
  - You can find it in the "Resources and Information" folder of the CoC Google Drive (linked here).

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CoC Member Resources

If you'd like to contact Homebase, please view our staff directory here. Please **contact us** if you have further questions!

To view CoC Governance, Policies, and Descriptions of Committees, visit our Policies page here.

EveryOne Home Training Videos

- Continuum of Care 101: This training presents an overview of the HUD Continuum of Care (CoC) program.
- EveryOne Home 101: In this training we discuss the EveryOne Home Governance Charter, Committee Structure, Description of each Committee, and overview of materials in the EveryOne Home Google Drive and the EveryOne Home website.
- Voting Member Responsibilities: This training presents an overview of what it means to be a voting member on an EveryOne Home CoC Committee. This training discusses meeting norms, the CoC conflict of interest policy, attendance expectations, and more.
- Centering Racial Equity

Acronym Glossary

You can find the full Acronym Glossary by clicking here. You can also use the dashboard below.

If you think a term is missing or would like to give feedback on the Glossary, please email alameda@homebaseccc.org. To learn more about how and why this project was developed, you can view the project plan here.

How to use the dashboard:

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Get Involved

Be a part of the movement to end homelessness today! The collective work to reduce and end homelessness in Alameda County takes place in EveryOne Home's Leadership Board and committees. Get involved in the work to bring everyone home by joining the Continuum of Care Membership and/or a committee.

All committee meetings are open to the public. **You can view the upcoming meetings here: https://everyonehome.org/calendar/**

You may also sign up for our mailing list to receive regular updates about CoC events and activities.

If you are a person with **lived experience of homelessness**, please see the Lived Experience page for more information on how we can support you with getting involved.

If you'd like to contact Homebase, please view our staff directory here. Please **contact us** if you have further questions!

Shared with me › Alameda County CoC › Committees-Public › Resources and Informati...

Type | People | Modified | Source

Name	Owner	Date modified
CoC Governance	me	9:56 AM me
Recommended newsletters to subscribe to!	me	10:24 AM me
NEW: Acronyms, Jargon, and Glossary	Kim Natarajan	Apr 29, 2025 me
Home-Together-2026_Year-3-Progress Update Report.pdf	me	9:55 AM me
Centering Racial Equity .pdf	me	Feb 24, 2025 me
2026 Voting Member Roster.xlsx	me	9:50 AM me
2026 Homebase Staffing Chart .pdf	me	9:48 AM me

Agenda Item 4

Leadership Board Updates

2026 Point-in-Time Count Update

Kim Natarajan

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Action Items

Notice of Funding Opportunity Update

Kate Bristol, Jonathan Russell, Riley Wilkerson

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Agenda Item 7

Potential Action: The Leadership Board may take action regarding the status of the FY2025 CoC NOFO Competition and how to proceed.

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2026 Planning

i. **Action: Board restructuring**
ii. Discussion: Leadership Board workplan
iii. Discussion: Committee workplans

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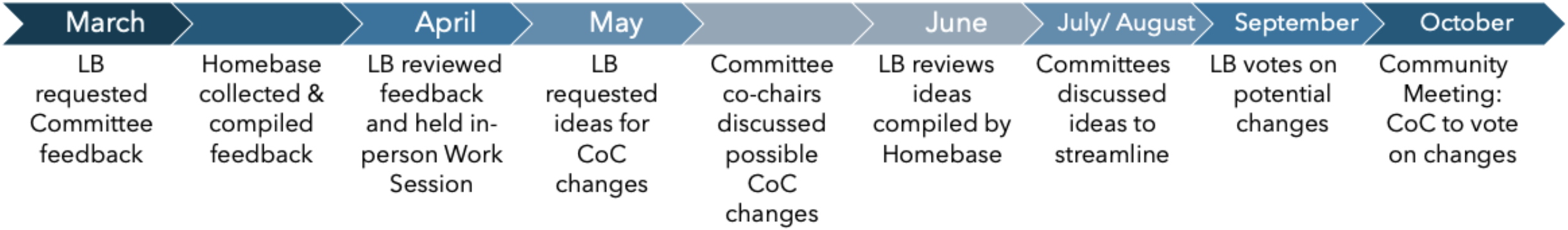
Board Restrucring Context

- Early in 2025, LB identified a desire to focus more on strategy, including by engaging in strategic funding planning, and to lead more in the areas of public messaging and advocacy
  - LB also needs to perform HUD-required governance functions and other bureaucratic responsibilities, which often impede LB's ability to focus on more strategic priorities
- In June, LB discussed creating a subgroup to handle specific purposes/needs that have come up in prior LB meetings:
  1. To handle the HUD/CoC Interim Rule requirements.
  2. To be able to act with the authority of the Board between meetings if urgent items arise that can't wait for the next Board meeting.

Process that Led Here: CoC Governance Review – Timeline and Goals



Reduce confusion about Leadership Board and CoC Committees' roles & responsibilities

Ensure transparency across committees/the CoC as a whole

Ensure accountability of committees and their members

Eliminate or at least **reduce duplication** of efforts across committees

Improve efficiency across committees

Facilitate a **more action-oriented** structure (with **space for collaboration & inclusiveness)**

Improve **support for PWLE** to ensure more meaningful participation

Improve strategic CoC spending

Discussion at October 2025 LB Meeting

Key Themes:

- Tension between inclusivity and efficiency
- Clarifying LB's actual authority and perceived influence
- Nimbleness vs. size and complexity
- Maintaining meaningful leadership roles for people with lived experience of homelessness
- Desire to avoid bureaucracy or symbolic authority/actions

Ideas shared by LB members during that meeting:

- Keep LB structure and membership as is but narrow focus to CoC governance, funding, and regulatory compliance
- Reduce size of LB and focus on subject matter experts empowered to discuss strategy and governance + Increase access elsewhere for people to engage in the CoC (e.g., via more frequent community/CoC-wide meetings)
- Create an Executive Committee (potentially via the Directors Committee referenced in Charter) to be comprised of members of LB (including members with lived experience) to help set agendas, move urgent matters forward when needed, etc.

Since October Discussion, Multiple Proposals Have Been Shared in Writing by Board Members

Below are summaries of 3 proposals shared in advance.* For details about each, see materials included with Board packet. Although a motion can be made to approve one of these, the Board is not limited to deciding among these ideas.

From City of Berkeley (initially shared in advance of December Board meeting)

- Revise the role and scope of LB and CoC Committees to make them leaner, more nimble, and focused exclusively on matters within CoC purview and oversight function: Federal & CoC funding + regulatory compliance
- Clarify and affirm that the Alameda County CoC Collaborative Applicant serves as the lead administrative entity for the CoC's HUD / CoC Program funding application and related system-planning functions
- Homebase + ad hoc committee (reps from County, a City, a nonprofit agency, and PWLE) to draft Charter revisions and return to the LB for vote on recommended revisions at the January 2026 LB meeting

From Moe Wright (initially shared in advance of December Board meeting)

- Create a Directors Committee to deal with housekeeping aspects of LB work and present solutions to LB on a consent motion
- Empower the Standards, Compliance and Funding (SCF) Committee to make all decisions about CoC regulation
- Have LB focus on the two main drivers that will end homelessness in our county: (1) public awareness and opinion and (2) securing the funds to support the homelessness response system

From Laurie Flores and Moe Wright (Shared in advance of the January meeting):

- Create a small Working Group committed to expedited response
- Working Group will review recent surveys, purpose, vision, and scope of CoC as well as other Leadership Board structures, and return to Leadership Board in February with recommendations on Board priorities, and restructure options – Board will vote on what to keep, change. Working Group will return in March with propose changes to Board structure for more agile and effective engagement.
- The Board will review and refine proposed changes and turn them back to the Working Group and Homebase staff to create changes to the language of the Governance Charter and Policy and Procedures Manual for ratification by the Board and CoC Membership.

*C'Mone Falls shared a proposal in December but has since withdrawn it.

Discussion

- Thoughts on any of the proposals?
- Additional proposals for the LB to consider and discuss today?

For taking action... [POLL]

- Option 1: Do we feel ready to vote on a proposal for a Leadership Structure or Scope change?
  - Note: If yes, the Board should discuss applying the ESC Framework (see following slides)
- Option 2: Do we want to vote on a working group and/or process to develop specific recommended changes regarding the Leadership Board structure and/or scope? *(Moe and Laurie's proposal)*

Applying ESC Framework

If the Board plans to take action today to change the Board's Structure or Scope (Option 1)

Core Guiding Questions for actionable practice and decision-making:

- What is proposed?
- What's the desired outcome from what is proposed?
- Who decides?
- How do they decide?
- Who benefits?
- Who is harmed?
- What action is needed for the well-being of the community and most housing impacted individuals and households?

ESC Framework Core Guiding Questions that have been discussed organically at prior Leadership Board meetings re: potential LB structure changes

- **What is proposed?**
  - Various proposals up for discussion
  - Common themes: reduce size and/or scope of Leadership Board; create an Executive or Directors Committee within the Leadership Board to support administrative functions and allow urgent action between meetings when needed.
- **What's the desired outcome from what is proposed?**
  - Increased efficiency/ability to act quickly; reduced bureaucracy
  - Clarity around LB's authority and influence
  - Reduced frustration among Leadership Board (and Committee) members
- **Who decides?** Leadership Board
- **How do they decide?** Via majority vote of at least a quorum
- **Who benefits?**
  - Remaining Leadership Board members
  - Committee members
- **Who is harmed?**
  - Potentially, some people who might be removed from the Leadership Board if the size is reduced
- **What action is needed for the well-being of the community and most housing impacted individuals and households?**
  - Ensuring that any updated structure maintains meaningful leadership roles for people with lived experience of homelessness

Action: Vote on a process to move forward with restructuring and setting priorities for the Leadership Board.

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Action: Motion to adopt the proposed process put forward by the Leadership Board co-chairs and appoint the following people 5-7 people to be part of the ad-hoc working group: _____

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2026 Planning

i. Action: Board restructuring

ii. Leadership Board workplan

iii. Committee workplans

Workplan Development

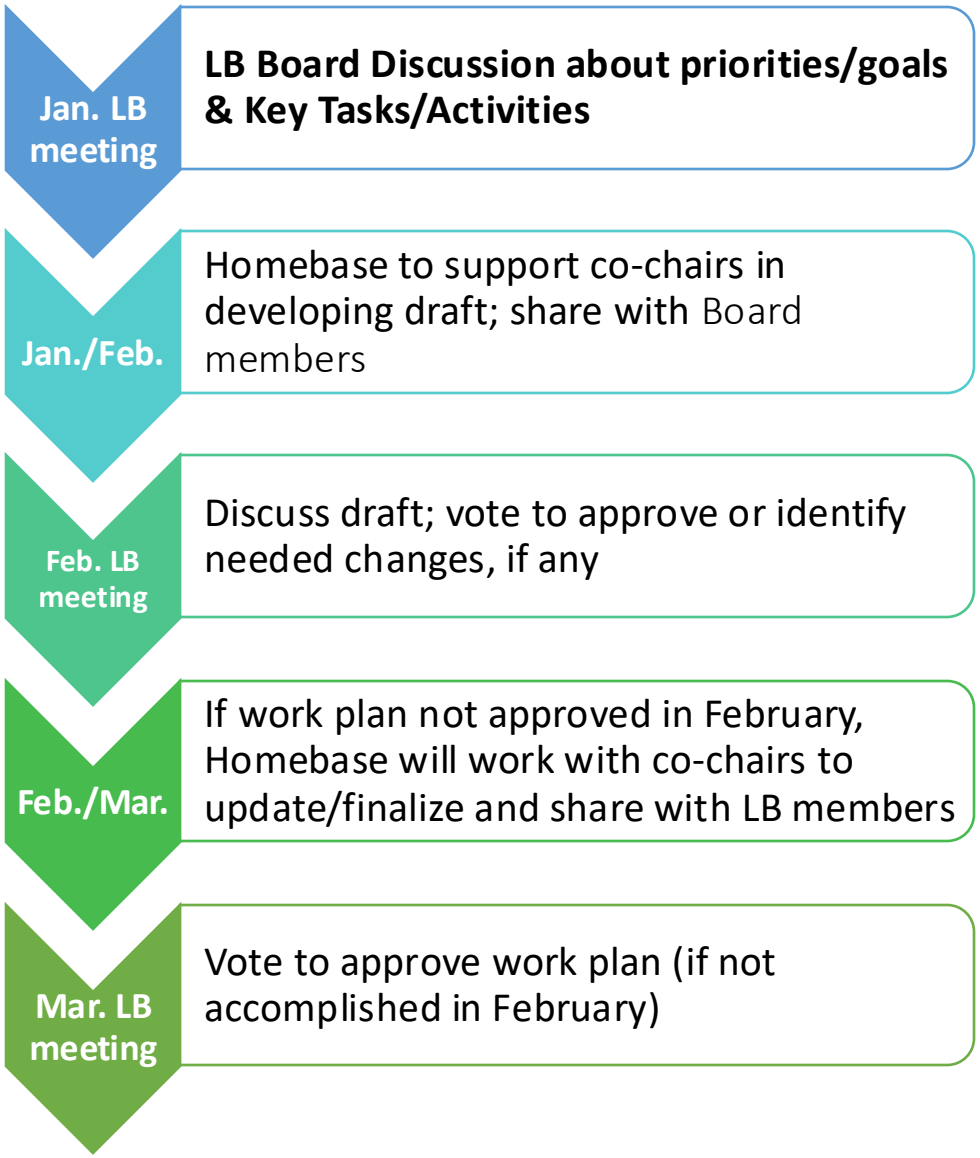
Neither HUD nor the CoC's Governance Policies & Procedures (P&Ps) require the Leadership Board to have a work plan, but it can help with setting and sticking with priorities and goals and ensuring required responsibilities are met.

- *Per the P&Ps, Standing Committees are expected to have annual work plans that are consistent with the Leadership Board's direction*
- *Committee co-chairs work with the Backbone Entity (Homebase) to develop the work plans and ensure they're carried out.*

Common Workplan Components

- Strategic priorities for the year
- Specific tasks/activities/projects with:
  - Milestones/goals
  - Timelines
  - Responsible parties

Potential Timeline



Discussion about Priorities & Key Activities

- What do we need to accomplish to meet HUD and Charter requirements?
- What else is most important for us in 2026?
  - Improving inclusion and engagement of PWLE (including addressing past harms and concerns raised in various Committees/spaces)
  - Leadership Board Restructure
  - Anything else?
- What are our timelines?

Annual HUD/Charter requirements:

- 2025 Point in Time (PIT) Count Report; 2026 PIT Count*
- 2026 NOFO Competition: Set funding priorities and strategic direction, review Planning Grant budget, approve CoC application*
- Evaluations:* CES Evaluation; Designated Entities (HMIS and Collaborative Applicant in 2026); Recipient/subrecipient monitoring oversight
- System Gaps Analysis
- Review/Update Governance Charter, Policies & Procedures
- 2 Community Meetings
- Oversee Committees

2026 Planning

i. Action: Board restructuring
ii. Leadership Board workplan
iii. **Committee workplans**

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Current CoC Committees

CoC Standards, Compliance and Funding

Evidence-Based Solutions

HMIS (meeting every other month)

System Impact (meeting every other month)

Housing Stability and Homelessness Prevention

Outreach, Access, and Coordination

Other spaces: Learning Community, Communications Workgroup, People with Lived Experience Only Space (has restarted after a pause), Nominations Committee, NOFO Committee

Status of Committee Work Planning

CoC Standards, Compliance, and Funding Committee (SCF)	Evidence-Based Solutions Committee (ESC)	HMIS Committee	System Impact Committee (SIC)	Housing Stability and Homelessness Prevention Committee (HSHP)	Outreach, Access, and Coordination Committee (OAC)
• 2 Project plans in place • Evaluations Definitions Projects • Collaborative Applicant Evaluation	• Draft workplan approved in January • Major projects include ESC Framework training, a CoC-Wide Survey, reviewing system data for equity strengths and opportunities • Plan to continue Learning Community	• Workplan will be reviewed in February • Data quality project: Analyze results from HMIS provider focus groups and interview to develop recommendations for HMIS Lead • Continue analyzing quarterly HMIS reports for data quality improvements	• Workplan will be reviewed in February (rescheduled from January) • Later in 2026: provider scorecards • Reviewing local data to inform recommendations for CoC system improvements • Feedback on 2026 PIT Results and Methodology	• Just finished dashboard/landscape project • Waiting on next project and 2026 workplan pending status of Alameda County Prevention Framework	• Just reviewed most recent Coordinated Entry Evaluation • Workplan will be developed in February and March based on the findings of the eval • Also on deck: Looking at shelter standards and launching outreach workgroup

Feeback for Committees

- What feedback do we have for committees that have ideas already?
- What input do we have for each committee on what we want them to accomplish this year? (in addition to what's outlined in the Charter and P&Ps as their responsibilities)
- What requests do we have for them?
  - When do we want to see their workplans for input/approval?
  - Is there anything else we need to know from them?
  - Is there anything else we want them to do?

Closing

- Next Leadership Board Meeting to be held Thursday, February 19, 2026.