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# Leadership Board

December 18, 2025

# Welcome/Introductions



# 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.

# Agenda

- 1. Welcome
- 2. Public Comment
- 3. Approval of Minutes
- 4. Homeless Response System Updates
- 5. Leadership Board Updates
- 6. 2026 Point-in-Time Count Update
- 7. Action: Leadership Board co-chair Election
- 8. Action: NOFO Update
- 9. Action: Approve Encampment Resolution Guide
- 10. Action: Leadership Board Structure
- 11. 2026 Preview
- 12. Closing



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# Public Comment



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# Approval of Minutes

- Approving today: November 20, 2025



# Homelessness Response System Updates



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# Leadership Board Updates



# Honoring our outgoing Board members!

- Annie Bailey – Youth Committee Co-Chair
- Tammy Nguyen – Youth Committee Co-Chair
- John Lo – Housing Capacity Committee Co-Chair
- Sharon Cornu – Housing Capacity Committee Co-Chair

## Honoring C'Mone!

C'Mone is remaining on the Leadership Board but is stepping down from her co-chair position.

# Welcoming new Board member - Tochi!

- The Youth Advisory Board has an appointed seat on the Leadership Board that has been vacant for most of the year.
- Tochi has volunteered to fill the role!

# 2026 Point-in-Time Count Update





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# Action Items

## *Action Item: Leadership Board Co-chairs Election*



# Leadership Board Co-chair Elections: Context

- **Moe and C'Mone's terms as co-chairs are coming to an end this year**
- **Per Charter:**
  - Leadership Board shall have two co-chairs: one public sector + one community member/private sector
  - Co-chairs are elected by Leadership Board for terms of 2 years, with a two-term limit (4 consecutive years; no lifetime limit)
- **Process:**
  - Since both co-chairs' terms are ending, both the public sector and community member/private sector co-chair positions are up for election. Next co-chair terms will begin January 2026 and go through December 2027.
  - Interested Leadership Board members submitted applications to be considered
  - Anyone running for co-chair positions may vote for themselves.

# Leadership Board Co-chair Nominees

- **Public Sector co-chair nominee**
  - Laurie Flores
- *Reminder: Moe was re-elected at the November 20<sup>th</sup> Leadership Board meeting. No vote was held on public sector co-chair position during that meeting, as no one had applied by then.*

*Action: Elect Leadership Board Public Sector Co-chair  
for January 2026-December 2027*



*Action Items:  
NOFO Update & Potential Action*



# Potential Action – Update the Policies & Procedures Document as follows:

## **Add this paragraph to introduction:**

It is the policy of this CoC to be an active partner with all organizations: federal, state, local and private that are part of or adjacent to the homelessness response system in Alameda County. The CoC recognizes that sub groups of homeless people such as children and youth, veterans and victims of domestic violence need to be acknowledged in program planning to ensure maximum coordination and collaboration.

## **Add this statement to VIII. Public Comment:**

- B. The Board encourages statements and opinions from knowledgeable individuals and organizations.

## *Action Item: Leadership Board Structure*



# Context

- Early in the year, 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 rather than split the Board into two separate entities. Two different purposes/needs 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.

# Discussion at October 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 last 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.

# Recommendations/Proposed Motions Shared in Advance

***Please note:***

- ***Below are summaries of the 3 proposals shared in advance. For details about each, see memo 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:

- 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 C'Mone Falls:

- Reduce size of LB and refine LB's scope to what is outlined in the HUD CoC Interim Rule: Federal & CoC funding + regulatory compliance
- Direct a small (~5 members) ad hoc group to determine the criteria for membership in a smaller LB & bring recommendations to January 2026 LB meeting

From Moe Wright:

- 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

## Applying ESC Framework

### 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?

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



# ESC Framework Core Guiding Questions that have been discussed organically at prior Leadership Board meetings

- **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

## For Discussion:

- Do any of these Core Guiding Questions need to be discussed further for any of the proposals?
- Do we feel ready to consider a proposal for a Leadership Structure change?
- Do we want to consider creating an ad hoc group to develop specific recommended Charter changes regarding the Leadership Board structure and/or responsibilities?

## *Action: Change Leadership Board Structure*



# 2026 Preview



## 2026 at a Glance

- **Point-in-Time Count 2026 Report:** Anticipated in April
- **Collaborative Applicant & HMIS Evaluations**
  - Committees have begun prep
    - Collaborative Applicant Eval – Board review in March/April
    - HMIS Eval – Timeline still being developed
- **TBD: NOFO Awards & 2026 Competition**
- **Community Meetings:** April, October
  - Governance Charter Edits in advance of Community Meetings
- **CoC Program Monitoring**
- **Improving lived experience engagement**
- **PIT Count 2027 Methodology Review & Planning**

# Closing

- Next Leadership Board Meeting to be held Thursday, January 15, 2025.

