

# **Alameda County-Oakland Community Action Partnership**



## **Administering Board Meeting Monday, January 12, 2026**

### **LOCATION:**

**Oakland City Hall  
1 Frank H. Ogawa Plaza  
Hearing Room 3**

The meeting is held in a wheelchair accessible facility. Contact the Office of the City Clerk, 1 Frank H. Ogawa Plaza, Room 201, or call: (510) 238-3611 (VOICE) or (510) 238-6451 (TTY) to arrange for the following services: Sign interpreters or Phonic Ear hearing devices for hearing impaired; 2) Large print Braille, or cassette tape text for visually impaired. Please refrain from wearing scented products to this meeting.



## Alameda County - Oakland



### Community Action Partnership (AC-OCAP)

Visit us on the web or contact us by email at [AC-OCAP@oaklandca.gov](mailto:AC-OCAP@oaklandca.gov)

**Vision Statement:** To End Poverty within the City of Oakland and throughout Alameda County

**Core Values:** Community-Driven | Equitable | Collaborative | Impactful | Results-Driven

**Our Promise:** Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes Oakland and Alameda County a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.

#### Administering Board Meeting / Special Executive Committee Meeting

Monday, January 12, 2026, 5:30 p.m.

City Hall - 1 Frank H. Ogawa Plaza, Hearing Room 3

---

The Public May **Observe** This Meeting Remotely by:

**Webinar Registration Link:** [https://oaklandca.zoom.us/webinar/register/WN\\_vk8uow9TQc2Afcy9fINPLw](https://oaklandca.zoom.us/webinar/register/WN_vk8uow9TQc2Afcy9fINPLw)

**Webinar ID:** 845 6804 8452

*To make public comments, community members must do so in person at the published location or submit written comments via email to [AC-OCAP@oaklandca.gov](mailto:AC-OCAP@oaklandca.gov). Please note that remote participation is not available.*

---

**Board Members:** Monique Rivera (Board Chair), Sandra Johnson (Vice-Chair), Andrea Ford (Treasurer), David Walker (Secretary), Councilmember Carroll Fife (Tonya Love), Supervisor Lena Tam (Cesley Ford-Frost), Supervisor Nate Miley (Angelica Gums), Councilmember Ken Houston, Dr. Kimberly Mayfield, Mitchell Margolis, Patricia Schader, Rana Bader Matly, Michelle Edmond, and Terrence Riley.

**Pending Reappointments:** Elected Mayor (Barbara Lee), and District 5 (Councilmember Noel Gallo)

**Board Vacancies:** Low-Income Alameda County, and Low-Income Oakland District 1

**Staff:** HSD Deputy Director Lea Lakes, HSD Director Dr. Jason Lester, Maria Huynh, Thea On, Jacqueline Jacobs and Don Raulston

---

#### DEFINITION OF TERMS:

- **Action Item:** motion or recommendation requiring official vote and approval of the Alameda County-Oakland Community Action Partnership Board to take effect.
- **Informational Item:** shall mean an agenda item consisting only of an informational report that does not require or permit board action.

The meeting is held in a wheelchair-accessible facility. Contact the Office of the City Clerk, 1 Frank H. Ogawa Plaza, Room 201, or call (510) 238-3611 (VOICE) or (510) 238-6451 (TTY) to arrange for the following services: Sign interpreters or Phonic Ear hearing devices for hearing impaired; 2) Large print Braille, or cassette tape text for visually impaired. Please refrain from wearing scented products to this meeting.



## AGENDA

A	5:30 p.m.	<b>Call to Order/ Recite AC-OCAP Promise</b>
B	5:35 p.m.	<b>Roll Call/ Determination of Quorum</b>
C	5:40 p.m.	<b>Approval of the January 12, 2026, Meeting Agenda ACTION ITEM:</b>
D	5:45 p.m.	Approval of the (draft) Minutes for Alameda County-Oakland Community Action Partnership (AC-OCAP) Administering Board Meeting, December 8, 2025 – <b>Attachment D ACTION ITEM:</b>
E	5:50 p.m.	<b>Public Comment:</b> (Specific Agenda Item(s): Audience Comment Period)
F	5:55 p.m.	<b>Community Action Partnership Board (CAP) Updates:</b> <ol style="list-style-type: none"> <li>1. <b>Executive Committee</b> <ol style="list-style-type: none"> <li>a. AC-OCAP By-Laws Update</li> <li>b. National Updates</li> <li>c. Chair Updates</li> </ol> </li> <li>2. <b>Fund Development</b> <ol style="list-style-type: none"> <li>a. Updates on Funding Research</li> </ol> </li> <li>3. <b>Program Planning</b> <ol style="list-style-type: none"> <li>a. Holiday Toy Drive Event Takeaways</li> <li>b. Other Updates</li> </ol> </li> <li>4. <b>Advocacy</b> <ol style="list-style-type: none"> <li>a. Committee Update</li> <li>b. CalCAPA Advocacy Day</li> </ol> </li> </ol>
G	6:20 p.m.	<b>Retreat updates (Monique Rivera and Lea Lakes):</b> <ol style="list-style-type: none"> <li>1. Strategic Plan</li> <li>2. Board Retreat (Strategic Plan 2027-2029) January 24, 2026</li> </ol>
H	7:00 p.m.	<b>Informational Item:</b> <ol style="list-style-type: none"> <li>1. <a href="#">NCAF 2026 Washington Conference</a> (March 17<sup>th</sup> to 20<sup>th</sup>) – <b>Attachment H1</b></li> <li>2. 2026 CalCAPA Advocacy Day - Sacramento (May 14<sup>th</sup>) – <b>Attachment H2</b></li> <li>3. Debrief Sessions for Conference/Training Attendees – <b>Attachment H3</b></li> </ol>

The meeting is held in a wheelchair-accessible facility. Contact the Office of the City Clerk, 1 Frank H. Ogawa Plaza, Room 201, or call (510) 238-3611 (VOICE) or (510) 238-6451 (TTY) to arrange for the following services: Sign interpreters or Phonic Ear hearing devices for hearing impaired; 2) Large print Braille, or cassette tape text for visually impaired. Please refrain from wearing scented products to this meeting.

Community Action Partnership (AC-OCAP)

I	7:15 p.m.	<p><b>Community Action Partnership Programming Updates (Lea Lakes, Maria Huynh, and Thea On):</b></p> <ol style="list-style-type: none"> <li>1. Mayor Appointment Letter (Atiya Rashada) – <b>Attachment I1</b> <b>ACTION ITEM:</b></li> <li>2. State of HSD Leadership</li> <li>3. Board Vacancies: Low-Income Alameda County, and Low-Income Oakland District 1 - <b>Attachment I3</b></li> <li>4. AC-OCAP Draft Board Resolution 01-26 – <b>Attachment I4</b> <b>ACTION ITEM:</b></li> <li>5. Draft Resolution 1-12-26: Jointly notice the Special Executive Committee in place of the Administering Board meeting if a quorum is not met. – <b>Attachment I5</b> <b>ACTION ITEM:</b></li> <li>6. Status of 2025 Grantee Reimbursements – <b>Attachment I6</b></li> <li>7. 2025 Grantee Site Monitoring Reports – <b>Attachment I7</b></li> <li>8. CalCAPA Indian Wells Key Takeaways (Maria Huynh)</li> <li>9. VITA 2025 Tax Season Flyer - <b>Attachment I9</b></li> </ol>
J	7:20 p.m.	<b>Open Forum:</b> (General Audience Comment Period)
K	7:25 p.m.	<p><b>Announcements:</b></p> <ol style="list-style-type: none"> <li>a. United Seniors of Oakland and Alameda County</li> <li>b. Alameda County Social Services/ /Board of Supervisors</li> <li>c. City of Oakland</li> <li>d. Board Members/Others</li> </ol>
L	7:25 p.m.	<p><b>Attachments:</b></p> <p><b>D</b> Draft Minutes from December 8, 2025, Administering Board Meeting  <b>H1</b> NCAF Washington Conference (March 17<sup>th</sup> - 20<sup>th</sup>)  <b>H2</b> CalCAPA Advocacy Day - Sacramento (May 14<sup>th</sup>)  <b>H3</b> Debrief Sessions for Conference/Training Attendees  <b>I1</b> Mayor Appointment Letter (Atiya Rashada)  <b>I3</b> AC-OCAP Board Vacancies  <b>I4</b> AC-OCAP Board Resolution 01-26  <b>I5</b> Special Executive Committee Meeting Resolution 1-12-26  <b>I6</b> Status of 2025 Grantee Reimbursements  <b>I7</b> 2025 Grantee Site Monitoring Reports  <b>I9</b> VITA 2025 Tax Season Flyer</p>
M	7:30 p.m.	<p><b>Adjournment:</b></p> <ol style="list-style-type: none"> <li>a. Next In-Person Meeting: <b>February 9, 2026</b> <b>ACTION ITEM:</b></li> </ol>



# MINUTES



## Alameda County-Oakland Community Action Partnership (AC-OCAP)

### Administering Board (Special) / Executive Committee Meeting

Monday, December 8, 2025, 5:30 PM

101 Callan Ave, Suite 103, San Leandro, CA 94577

**Board Members Present:** Monique Rivera (Chair), Sandra Johnson (Vice-Chair), Andrea Ford (Treasurer), David Walker (Secretary), Supervisor Lena Tam (Cesley Ford-Frost), Councilmember Carroll Fife (Tonya Love), Alameda County Supervisor Nate Miley (Angelica Gums), Dr. Kimberly Mayfield, Patricia Schader, Rana Matly, Mitchell Margolis, Michelle Edmond, and Terrence Riley.

**Board Member Absent:** Councilmember Ken Houston

**Board Vacancies:** Low-Income District 1 and Alameda County Low-Income.

**Pending Designation Reappointments:** Elected Mayor (Barbara Lee), and Elected District 5 (Councilmember Noel Gallo)

**Staff:** Interim Director Sofia Navarro, Deputy Director Lea Lakes, Maria Huynh, and Thea On

- A. Call to Order/Recite Alameda County-Oakland Community Action Partnership (AC-OCAP) Promise**  
Chair M. Rivera called the December 8, 2025, Administering Board Meeting to order at 5:35 p.m. The AC-OCAP Promise was recited.
- B. Roll Call/Determination of Quorum**  
Staff T. On performed Roll Call; a quorum for the Administering Board Meeting was established at 5:40 p.m.
- C. Approval of Agenda**  
**MOTION:** To approve the December 8, 2025, Administering Board Agenda.  
**M/S/Carried:** K. Mayfield / S. Johnson / Motion Carried
- D. Approval of the Draft Minutes from the Alameda County-Oakland Community Action Partnership (AC-OCAP) Administering Board Meeting of November 10, 2025 (Attachment D)**  
**MOTION:** To approve the minutes from the Administering Board Meeting on November 10, 2025  
**M/S/Carried:** D. Walker / T. Riley / Motion Carried
- E. Public Comment: (Specific Agenda item(s): Audience Comment Period) – None**
- F. Celebration: [Community Action Partnership Legacy Video](#)**
- G. Community Action Partnership Board (CAP) Updates:**
  - 1. Approval of Private Sector Board Reappointment - Sandra J. Johnson (Attachment G1)**  
**Motion:** To approve Sandra J. Johnson's membership to the AC-OCAP board.  
**M/S/Carried:** P. Schader / T. Riley / Motion Carried
    - a. AC-OCAP By-Laws Update** – D. Walker suggested that when reviewing the bylaws, it would be helpful to include explicit language about board roles/responsibilities. He noted that CalCAPA already has clear guidelines on these roles and recommended adopting similar language into the

bylaws. The intent is to ensure clarity, avoid confusion, and create a clear paper trail regarding authority and decision-making. Interim Director S. Navarro will work with Chair M. Rivera on the bylaws' updates.

b. **NCAF Updates – None**

- c. **Board Retreat (Strategic Plan 2027-2029) January 24, 2026** - The retreat is scheduled for January 24, 2026. Topics to be covered include board member advocacy, legislative process training (suggested by T. Love), and a potential training session led by David Knight from CalCAPA. There has been discussion about having a facilitator; initially, David Knight was suggested, but due to availability issues, staff are considering other options. Possible locations for the retreat include Hayward or city facilities. There will also be a morning outreach session that includes 211 data and statistics, as well as planning for the board roles. The retreat will focus on strategic planning for the next five-year and two-year plans, clarifying board goals, and gathering community needs through outreach. Specific tasks assigned include confirming the venue, developing a draft agenda, collecting relevant statistics, confirming a facilitator, and updating the board as details are finalized. The board retreat is designed to be a time for building strategy, enhancing advocacy skills, and aligning long-term planning efforts. The Executive Committee will follow up on these assignments, and an ad hoc committee will finalize the details. Staff T. On will send a "save the date" notice to the board and staff.

**2. Fund Development:**

- a. **Nonprofit and other local agency funding** – R. Matly provided an update focused on expanding the list of potential donors and shifting the emphasis toward identifying smaller, more locally focused foundations in the East Bay, Oakland, and Alameda County. The committee discussed and identified their top ten local foundation prospects, with the top three being the San Francisco Foundation, the Walter and Elise Haas Fund, and the Y & H Soda Foundation. She also mentioned that she would be collaborating with her committee to develop relationships with these foundations and develop a strong outreach pipeline. M. Edmond suggested that requests to foundations include not only funding for programs but also capacity-building and stressed the value of a consistent proposal and budget template for all grant requests. The goal is to create consistent proposals and budgets for future funding requests that align with key priorities, including economic mobility, racial equity, poverty alleviation, and community development.
- b. **Updates on Funding Research (other CAPs) and State** – refer to 2a.

**3. Program Planning:**

- a. **Holiday Toy Drive Event Updates** - A. Gums provided an update on the planning for the toy drive. Approximately 170 families are expected to participate, with around 350 toys to be distributed. The drive involves support from various partners and county donors, and volunteer coordination is a key aspect of the event. The committee plans to sort the toys by age group, label them accordingly, and create distribution stations. It was suggested to hold a "dry run" rehearsal to ensure a smooth flow on the event day. Volunteers, including board members, staff, and youth, have been assigned to specific stations such as unboxing, registration, assembling candy/gift bags, and age-labeling. Distribution is scheduled from 9 a.m. to 2 p.m. for pre-selected families, and any remaining toys will be available to other applicants from 2 p.m. to 6 p.m. The plan includes creating signage and banners to thank donors and partners and setting up a red carpet for families. A. Gums noted that some applicants had to be turned away due to high demand, and communication has been made with families regarding their pickup times. Santa will be present for the children, and families can decide whether their kids will attend. Additionally, a call for extra toys was made in case there is a shortfall in matching toys to all applicants. Volunteers and staff are encouraged to sign up for shifts, and an email will be sent out for coordination. There was also

mention of collecting and tracking toys that arrive later in the week, with the option to purchase additional toys if needed.

#### **4. Advocacy:**

- a. **Legislative Update** – T. Love emphasized the importance of intentional advocacy planning this year. She suggested involving grantee organizations in the process to gather their input on the policy and systemic changes they would like to see. T. Love proposed developing a plan to visit all grantees between now and April to collect their feedback, which would inform the board's advocacy agenda ahead of the trip to Sacramento. Additionally, she recommended providing capacity-building support to grantees to help them participate effectively in advocacy efforts. T. Love also suggested adding a training session on the legislative process to the agenda for the upcoming board retreat. This training would help board members better understand how the legislative system works, including key dates and processes relevant to their advocacy work. Overall, her suggestions aimed to make board advocacy more inclusive, strategic, and informed by the needs of grantees as well as legislative best practices.

#### **H. Informational Item:**

1. **AC-OCAP 2026 Board Meeting Schedule (Attachment H1)** – The board discussed travel and reimbursements while reviewing the 2026 meeting schedule. Staff M. Huynh explained that reimbursements require legitimate receipts: for parking, the receipt must include the check-in and check-out dates; hotel invoices must be clear; and while Uber or taxi tips are not reimbursed, only the basic fare is covered. There was expressed frustration about inconsistencies, as finance sometimes requests additional documentation, like bank statements, or changes requirements from trip to trip. The reimbursement timeline is often lengthy; for example, M. Huynh submitted a reimbursement request on November 13<sup>th</sup> and received approval over a month later, after it had passed through multiple channels. Interim Director S. Navarro noted that submitting paperwork in advance—ideally a month ahead, or at the latest, two months before travel—can help expedite payment after the trip. The goal is to process payments within two to three weeks of receiving all supporting receipts, but this is not always achieved. Board members acknowledged the burden these requirements place on volunteers from low-income communities, as they may need to cover high upfront costs or deal with delays and inconsistencies in reimbursements.
2. **Board Roster (Attachment H2)** – None

#### **I. Community Action Partnership Programming Updates (Maria Huynh and Thea On)**

1. **Board Vacancies: Low-Income Alameda County, and Low-Income Oakland District 1 (Attachment I1)** – Chair M. Rivera emphasized that board vacancies could hurt funding, as indicated in the state audit. She mentioned that she had recently communicated with the mayor's office regarding attendance expectations and the necessity for official notifications if representatives would be unable to attend meetings. M. Rivera also noted that the mayor's office is still in the process of finding a candidate to fill the mayor's seat on the board. M. Rivera discussed the challenges related to Community Development Block Grant (CDBG) maps. She pointed out that local CDBG boards in each district have been disbanded, resulting in unspent CDBG funds in various areas. She emphasized the importance of accurately identifying CDBG-eligible regions, as these districts are meant to represent low-income subareas rather than simply aligning with city council districts. She also mentioned the difficulty in obtaining an updated CDBG list or map, noting that her most recent version is over 5 years old. Additionally, staff members are working to acquire a current copy. The need for this updated information is critical for ensuring accurate board representation in low-income areas and for the effective utilization of CDBG resources.
2. **Email from David Knight on 11/10/25 regarding Audit Requirements for Grantees (Attachment I2)** – Staff M. Huynh clarified that organizations receiving less than \$1 million in federal funds are not required to undergo a single audit under current federal guidelines. Some grantees had been mistakenly informed that they needed audits due to outdated or unclear language in previous Requests



for Proposals (RFPs). It was noted that requiring audits for smaller organizations—those below the \$1 million threshold—imposed a significant financial burden, as audits could cost at least \$20,000. This is particularly challenging for grantees who typically receive only \$25,000 to \$50,000 in funding. The board emphasized the importance of equity and discussed the need to review all grantees to ensure none were adversely affected by this incorrect requirement. If any organizations were harmed, the board expressed a desire to find ways to support them. Staff M. Huynh, HSD Interim Director, S. Navarro, and the board agreed to revise the language in future RFPs to correct the audit requirements listed on page 9. They also committed to sending new, accurate communications to all providers regarding their responsibilities. It was agreed that future audit language is consistent with federal regulations and the actual flow of funds.

3. **VITA 2025 Tax Season: Volunteer Recruitment flyer (Attachment I3)** - Staff member T. On announced that the VITA (Volunteer Income Tax Assistance) program will continue in 2026, having secured a grant from UWBA (United Way Bay Area). She emphasized the ongoing need for volunteers, particularly many UC Berkeley students, and encouraged board members to share flyers and the volunteer sign-up form. The VITA program is a vital community service that provides no-cost tax assistance, especially for those eligible for the EITC (Earned Income Tax Credit), which is instrumental in helping families escape poverty. This year, eligibility may be extended to individuals with incomes up to \$70,000, increasing the number of people who can benefit from the program.

**J. Open Forum (General Audience Comment Period) – None**

**K. Announcements:**

a. **United Seniors of Oakland and Alameda County – None**

b. **Alameda County Social Services/Board of Supervisors – None**

c. **City of Oakland:**

- S. Navarro announced that Dr. Jason Lester is the new director of the Human Services Department and will be supporting AC-OCAP and other boards. She also mentioned her own transition out of the role as HSD Interim Director.

d. **Board Members/Others:**

- M. Rivera reminded everyone to get their flu shots.
- M. Margolis made a brief announcement regarding the impact of the National Guard on their organizational projections. Specifically, he noted that they were initially projected to settle 175 this year, but circumstances related to the National Guard have affected that projection. He indicated they would have to wait and see how things develop.

**L. Attachments:**

- D** Draft Minutes from November 10, 2025, Administering Board Meeting
- G1** Approval of Private Sector Board Reappointment Letter
- H1** AC-OCAP 2026 Board Meeting Schedule
- H2** Board Roster
- I1** AC-OCAP Board Vacancies
- I2** Email from David Knight regarding Audit Requirements for Grantees
- I3** VITA 2025 Volunteer Recruitment flyer

**M. Adjournment:**

- a. **The Next In-Person Meeting: January 12, 2026**

**MOTION:** To adjourn the meeting at 7:22 pm

**M/S/Carried:** S. Johnson / A. Ford / Motion Carried.

DRAFT

# Understanding the New Washington

Countdown to the **start of the Conference**



## Cancellations & Refunds

Below are the registration deadlines for this event.

Full Refund	Partial Refund	Last Day for Cancellation	Last Day to Edit Registration
Through January 31, 2026	February 1 - 14, 2026	February 28, 2026	March 18, 2026
	- 50 % refund		
	February 15 - 28, 2026		
	- 25 % refund		

## IN-PERSON ONLY

Join us for the **NCAF 2026 Washington Conference & Fly-In Day**

The initial registrant will pay \$575 for a General Admission ticket. Subsequent registrants, whether as part of a group under the General Admission Ticket or through the Additional Group Member Ticket, will be charged \$300 each.

### AGENDA AT A GLANCE

#### TUESDAY, March 17,

Arrival Day

2 PM - 4 PM ET

| Pre-Conference 1 (Benefitting CAP-PAC)

-- [Separate registration required through this link](#). Payment must be made through personal funds; no agency money may be used.

#### WEDNESDAY, March 18,

9 AM - 11 AM ET | Pre-Conference 2

12:00 PM - 1:00 PM ET | Conference Opening &

David Bradley Legislative update

1:00 PM - 1:30 PM ET | Congressional Speakers

1:30 PM - 5:00 PM ET | Hill Meetings!

5:00 PM - 6:00 PM ET | Welcome Reception

#### THURSDAY, March 19,

8:00 AM - 9:30 AM ET | Legislative breakfast and

Featured Speakers

9:30 AM - 11:30 AM ET | Hill Meetings!

11:30 AM - 1:30 PM ET | CAP-PAC Luncheon.\*

2:00 PM - 3:45 PM ET | Educational Sessions

4:15 PM - 6:00 PM ET | 2026 Hall of Fame induction

& Awards ceremony

#### FRIDAY, March 20,

8:00 AM - 9:30 AM ET | Farewell Breakfast

8:00 AM - 8:15 AM ET | NCAF Member meeting

8:15 AM - 9:30 AM ET | Hear from Network partners and share how your Hill Meetings went.

### TICKET OPTIONS

#### IN-PERSON

##### Pre-Conference 1

(Benefitting CAP-PAC)

\$100.00

##### Pre-Conference 2

\$175.00

##### General Admission

\$575.00

##### Additional Group Member

\$300

#### Hyatt Hotel Link

[Don't forget to book your hotel room through this Hyatt room block link.](#)

The Room Block rates are guaranteed through Feb 16, 2026 - after that rooms at the Hyatt Regency at Capitol Hill are subject to availability and current pricing.

#### \* CAP-PAC Luncheon

The CAP-PAC Luncheon will showcase a distinguished author relevant to the Community Action Network and will be exclusively available to members of the 2026 CAP-PAC Club 199 and Team 500.

Attendance to this event requires an RSVP, [which can be made through this link](#).

Please note that CAP-PAC membership and RSVP will be verified before the start of the Luncheon.

Register By  
March 20, 2026 10:00 AM

Register Now  
[Already registered?](#)

Contact Us



**Wednesday, May 13th**

**10:00 AM** – Quarterly CSP Meeting with the California Department of Community Services and Development

**12:30 PM** – Lunch (Provided)

**1:30-4:00 PM** – Training Sessions

**Thursday, May 14th**

9:00 AM – Breakfast (Provided)

10:00 AM – Advocacy Day Kickoff & Speakers

12:00 PM – Lunch (Provided)

1:00 PM – Representative Meetings  
Speakers Con't  
Educational Sessions



City of Oakland

LIONEL J. WILSON BUILDING • 150 FRANK H. OGAWA PLAZA, SUITE 4340 • OAKLAND, CA. 94612  
Human Services Department PH: (510) 238-3121  
Alameda County – Oakland Community Action Partnership FAX: (510) 238-7207  
TDD: (510) 238-3254

January 12, 2026

RE: Conference Attendees (Board and Staff) Debrief and Reporting Sessions

To maximize efficiency of the Board in serving the needs of low-income populations in Oakland and Alameda County (excluding Berkeley), all Board members and staff who are attending conferences and/or trainings will need to work together to coordinate and debrief. Debrief sessions should be held at the conclusion of each conference day to share learning notes, materials, network contacts, and other resources obtained during training sessions as appropriate.

Additionally, conference and training sessions should be equitably divided and assigned among attendees. Upon completion of the conference or training, each attendee should prepare a written summary of key takeaways from the sessions they attended. These summaries will be shared during the following Administering Board meeting.

For any questions or concerns, please email me at [LLakes@oaklandca.gov](mailto:LLakes@oaklandca.gov).

In community,

Lea Lakes  
Deputy Director, Human Services Department



CITY OF OAKLAND



CITY HALL • ONE CITY HALL PLAZA • OAKLAND, CALIFORNIA 94612

Office of the Mayor

(510) 238-3141  
FAX (510) 238-4731  
TDD (510) 238-3254

**Date:** 1/6/2025

**To:** Chair M. Rivera

**Subject:** Official Designation of Mayor's Representative

Dear Chair Rivera,

On behalf of Mayor Barbara Lee, I hereby formally designate Atiya Rashada as the Mayor's official representative. This designation authorizes her to attend, participate in, and act on behalf of the Mayor in all meetings of the AC-OCAP Administering Board and its committees.

Sincerely,

**Barbara Lee**

Mayor, City of Oakland

## ALAMEDA COUNTY – OAKLAND COMMUNITY ACTION PARTNERSHIP

## ANTI-POVERTY BOARD MEMBERSHIP TERMS

OFFICER	NAME/TERM START	START	TERM END	SECTOR	NOTIFICATION STATUS
	<b>VACANT</b>	01/01/22	<b>12/31/24</b>	Low Income (Oakland District 1)	B. Cook appointed 2/14/22, B. Cook resigned 12/9/2024
	Mitchell Margolis ('20)	01/01/25	<b>12/31/27</b>	Low Income (Oakland District 2)	M. Margolis appointed 2/10/20. Membership approved 4/14/2025
SECRETARY 1/25-12/26	David Walker ('20)	01/01/23	<b>12/31/25</b>	Low Income (Oakland District 3)	Special Vacancy - D. Walker appointed 01/13/23, Board officer elected 12/9/2025
	Rana Bader Matly (25)	01/01/25	<b>12/31/27</b>	Low Income (Oakland District 4)	Membership approved December 9, 2024
CHAIR 01/25-12/26	Monique Rivera ('10)	01/01/25	<b>12/31/27</b>	Low Income (Oakland District 5)	Re-appointed 12/19, Board Officer Re-elected 12/14/20. Assumed Office of Board Chair May 5/9/22. Assumed office of Board Chair 12/9/2024
	Kimberly Mayfield '23	01/01/25	<b>12/31/27</b>	Low Income (Oakland District 6)	Kimberly Mayfield, Membership approved 6/9/2025
	Patricia Schader ('22)	01/01/25	<b>12/31/27</b>	Low Income (Oakland District 7)	Membership approved July 11, 2022. Membership Approved 2/10/2025
	<b>(Pending Appointment)</b> Oakland Mayor Barbara Lee	01/01/25	01/01/27 Mayoral term ends 12/01/29	Elected City of Oakland Mayor	Mayor Lee Elected 5/2225
	(Tonya Love '21) Carroll Fife (21) District 3, Councilmember	01/01/25	01/01/27 (Council Term Ends 12/31/29)	Elected Councilmember	T. Love appointed 3/8/21, T. Love reappointed 4/14/2025
	<b>(Pending Appointment)</b> Noel Gallo (15) District 5, Councilmember	01/01/25	01/01/27 (Council Term Ends 12/31/29)	Elected Councilmember	Josephine Guzman appointed 3/10/25. J. Guzman resigned 5/30/25
	Ken Houston (25) District 7, Councilmember	01/01/25	01/01/27 (Council Term Ends 12/31/29)	Elected Councilmember	Ken Houston appointed self, 5/12/2025
	(Cesley Ford-Frost '23) Lena Tam, District 3, County Supervisor	01/01/23	01/01/25 (Council Term Ends 12/31/29)	Elected County Supervisor	C. Ford-Frost appointed 7/10/23
	(Angelica Gums) Nate Miley ('12) District 4, County Supervisor	01/01/25	01/01/27 (Council Term Ends 12/31/29)	Elected County Supervisor	Appointed 12/20/11. A. Gums reappointed 2/10/2025
	Terrence Riley ('25)	01/01/26	<b>12/31/28</b>	Low Income (Alameda County)	T. Riley Board Membership approved on 10/13/25
	<b>SPECIAL VACANCY</b>	01/01/24	<b>12/31/26</b>	Low Income (Alameda County)	D. Maravilla Membership approved 03/05/24. D. Maravilla resigned 6/2025
TREASURER 01/25-12/26	Andrea Ford ('05)	01/01/25	<b>12/31/27</b>	Private (Social Services)	Re-Appointed 12/18 and 1/22, 12/14/20 Board Officer Re-elected 1/1/22, Board officer Re-elected 12/9/2024, Reappointed 2/24/25
VICE CHAIR 01/25 -12/26	Sandra Johnson ('02)	01/01/23	<b>12/31/25</b>	Private (United Seniors)	Appointed 12/12/16, 12/9/19, 12/14/20 Board Officer Re-elected 12/2/22, Re-elected 12/9/2024, Membership approved 12/8/25
	Michelle Edmon ('25)	01/01/25	<b>12/31/27</b>	Private Sector	Michelle Edmond Membership Approved 5/12/2025

Eighteen (18) Board Members serve a 3-year staggered term. Notification for the term end date shall occur 60 days prior. Board members are not appointed. Board Officers serve a 2-year term. Board Officer Elections are held biannually in December. 2026 Election: Chair, Monique Rivera; Vice Chair, Sandra Johnson; Secretary, David Walker; and Treasurer, Andrea Ford. Community Members are not appointed. Federal Mandate (Public Law 105-285, Oct. 27, 1998, SEC. 676B) "1/2 of the members are (low-income) persons chosen in accordance with a democratic selection procedure, 1/3 are elected public officials, and 1/6 are other major groups" **2025 Membership Terms – Revised 10/22/25.**

**ALAMEDA COUNTY-OAKLAND  
COMMUNITY ACTION PARTNERSHIP (AC-OCAP)  
RESOLUTION NO. 01-26**

**THE AC-OCAP ADMINISTERING BOARD IS AUTHORIZING THE CITY OF OAKLAND'S  
HUMAN SERVICES DIRECTOR AND/OR HUMAN SERVICES DEPUTY DIRECTOR,  
INCLUDING INTERIM/ACTING HSD DIRECTOR/DEPUTY DIRECTOR, AS THE  
AUTHORIZED SIGNING AUTHORITY.**

---

**WHEREAS,** the ALAMEDA COUNTY-OAKLAND COMMUNITY ACTION PARTNERSHIP is determined to authorize signing authority to the City of Oakland Human Services Director/Deputy Director, including any Interim/Acting HSD Director/Deputy Director.

**NOW, THEREFORE, BE IT RESOLVED,** that the ALAMEDA COUNTY-OAKLAND COMMUNITY ACTION PARTNERSHIP hereby authorizes and approves the Human Services Director/Deputy Director of the City of Oakland, including Interim/Acting HSD Director/Deputy Director, to make, execute, endorse, and deliver in the name of and on behalf of the ALAMEDA COUNTY-OAKLAND COMMUNITY ACTION PARTNERSHIP, all written instruments, agreements, documents, transfers, assignments, contracts, obligations, certificates, and other instruments of whatever nature entered into by the ALAMEDA COUNTY-OAKLAND COMMUNITY ACTION PARTNERSHIP.

---

**PASSED AND ADOPTED** on this 12<sup>th</sup> day of January, 2026.

**AC-OCAP Administering Board Chair / Presiding Officer**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

# ALAMEDA COUNTY-OAKLAND COMMUNITY ACTION PARTNERSHIP BOARD

RESOLUTION NO. 1.12.26

---

**RESOLUTION TO JOINTLY NOTICE THE ALAMEDA COUNTY-OAKLAND COMMUNITY ACTION PARTNERSHIP (AC-OCAP) ADMINISTERING BOARD MEETINGS WITH SPECIAL EXECUTIVE COMMITTEE MEETINGS FROM JANUARY 12, 2026, ONWARDS, IN THE EVENT THAT A QUORUM IS NOT ACHIEVED FOR THE ADMINISTERING BOARD, THE ADMINISTERING BOARD DELEGATES THE EXECUTIVE COMMITTEE TO ACT ON ITS BEHALF.**

**WHEREAS**, the failure to establish a quorum at each scheduled board meeting has prevented the Administering Board from discharging its duties in a timely fashion, including the review and approval of essential contractual documents required by the Organizational Standards, and the delayed appointments to fill vacancies further impact the voice of the Low-Income; now therefore be it:

**RESOLVED:** that the Alameda County-Oakland Community Action Partnership Administering Board hereby adopts a policy from January 12, 2026, onward to jointly notice the AC-OCAP Administering Board meetings with Special Executive Committee Meetings; and be it

**FURTHER RESOLVED:** In the event that a quorum is not achieved for the Administering Board, the Administering Board delegates the Executive Committee to act on its behalf.

[illegible]



# Attachment I7

## Site Audit Status Reports - 2025



Site Audit Monitoring Documents- AC-OCAP Grantees 2025	1. ADITR	2. AFCW	3. Chabot	4. CTC (W)	5. CHC	6. Eden I&R	7. FFRCC	8. HERA	9. HTH	10. LFCD	11. Light house	12. LNF	13. NDV	14. Op Dignity	15. Rubicon	16. SMC	17. Urban University
1. Intake forms (at least equal to the number of participants served) - full year 2024 and mid-year 2025	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	X	✓	✓	✓	✓	✓	✓
2. Attendance records/logs of participants (current and left/exited) - full year 2024 and mid-year 2025	✓	✓	✓	✓	✓	—	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3. Confidentiality agreements in place	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4. Conflict of interest policy	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5. Harassment and non-discrimination policy	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6. Any pending lawsuits/legal actions against the organization	—	—	—	—	—	—	—	—	1 defamation	—	—	—	1 Worker's comp. claim	2 worker's comp.	—	—	—
7. Organizational changes recently (dept. growth/shrinkage; dept. restructuring; change in strategic planning)	✓	✓	✓	✓	—	✓	✓	—	✓	✓	✓	✓	✓	✓	✓	✓	—
8. Any challenges, i.e. staffing or program issues that have affected its ability to continue the program	—	—	—	—	✓	—	—	✓	✓	✓	✓	—	—	✓	✓	✓	—
9. Any new developments to the program	✓	✓	✓	✓	—	—	✓	—	✓	✓	✓	✓	✓	✓	✓	✓	✓
10. Strengths and lessons learned from last year's program	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Site Audit Status Reports - 2025		
Site Audit Monitoring Documents- AC-OCAP Grantees 2025	CVW	
1. Intake forms (at least equal to the number of participants served) - full year 2024 and mid-year 2025		✓
2. Attendance records/logs of participants (current and left/exited) - full year 2024 and mid-year 2025		✓
3. Confidentiality agreements in place		✓
4. Conflict of interest policy		✓
5. Harassment and non-discrimination policy		✓
6. Any pending lawsuits/legal actions against the organization		—
7. Organizational changes recently (dept. growth/shrinkage; dept. restructuring; change in strategic planning)		—
8. Any challenges, i.e. staffing or program issues that have affected its ability to continue the program		—
9. Any new developments to the program		—
10. Strengths and lessons learned from last year's program		✓



## Report: Site Monitoring Visit (The Alliance for Community Wellness)

Date: 9/25/2025

Site Location (address) and Phone number	Point of Contact	2025 CSBG Grant Funding
1276 C Street, Hayward, CA 94541 510-300-3111	Jennifer Ellis, Director of Contracts/Programs Sarah Voit, Program Director	Alameda County Grant Funding = \$40,000.00

### Family and Individual National Performance Indicators (FNPIs)

**FNPI 4a:** Number of unhoused/homeless households who received transitional housing at Les Marquis & Banyan House.

21 individuals (Mid-year 2024)

30 individuals (Annual 2024)

19 individuals (Mid-year 2025)

**FNPI 4b:** Number of unhoused/homeless households who exited FESCO programs and obtained safe/affordable permanent housing.

5 households (Mid-year 2024)

8 households (Annual 2024)

7 individuals (Mid-year 2025)

**FNPI 4a:** Number of unhoused/homeless households who exited FESCO programs and obtained safe temporary shelter.

5 households (Mid-year 2024)

8 households (Annual 2024)

1 household (Mid-year 2025)

**FNPI 2h:** Number of adults who will exit Les Marquis and Banyan Houses with earned income.

8 individuals (Mid-year 2024)

12 individuals (Annual 2024)

1 individual (Mid-year 2025)

### Notes

Both Banyan House and Le Marquis are at full capacity with unhoused individuals and children. The maximum period the residents can stay is one-year. Some stay for more than a year until they find a stable and permanent housing.

There is a separate home next to the Banyan House called "Greg Smith Home" for counselling use and for the kids' group where they can play board games and socialize with each other.

A therapist comes every week to speak with adult residents, and if kids need a therapist, it will be referred to someone who specializes with minor children.

The residents for AFCW are usually referred to from the intake application forms from Bay Area Community Services (BACS) and Building Futures in San Leandro.

AFCW keeps the residents' records for up to two years, then taken to the main office for scanning/digitizing.

Strategic Plan remains the same with focus on housing, helping residents with documents procurement (driver's license, social security cards, etc.) to get jobs and eventually stable housing, assisting the residents' kids enroll in nearby schools and arranging transportation to and from school and after-school activities.

House rules are enforced, such as, no drugs, adults do household chores every day, kids go to group sessions on Tuesdays and Wednesdays, weekly meetings for adults to share their goals achieved (job and housing search), and parenting skills meeting every Wednesday.

\* Strengths: staff and case management resources for families staying in both shelter homes.

\* Challenges: finding more funding to keep the program running.

### Corrective Action/s:

No finding/s were discovered during this on-site visit review.



## Report: Site Monitoring Visit (A Diamond in the Ruff)

Date: 8/18/2025

Site Location (address) and Phone number	Point of Contact	2025 CSBG Grant Funding
5940 Hayes St., Oakland 94621 510-541-2191	Tracey Nails-Bell, Executive Director Sophie Chamberlin, Grant Writer	Oakland Grant Funding = \$25,000.00

### Family and Individual National Performance Indicators (FNPIs)

**FNPI 4a:** Number of unhoused/homeless households who received transitional housing.

14 individuals (Mid-year 2024)

21 individuals (Annual 2024)

19 individuals (Mid-year 2025)

**FNPI 4b:** Number of unhoused/homeless households who obtained independent/permanent housing.

10 individuals (Mid-year 2024)

18 individuals (Annual 2024)

7 individuals (Mid-year 2025)

**FNPI 4bx:** Number of unhoused/homeless households (women & children) who maintained independent/permanent housing for at least six months.

4 individuals/household (Mid-year 2024)

7 individuals (Annual 2024)

1 individual/household (Mid-year 2025)

**FNPI 1h:** Number of unhoused/homeless single women who obtained or maintained employment.

11 individuals/household (Mid-year 2024)

20 individuals (Annual 2024)

15 individual/household (Mid-year 2025)

### Notes

It has 2 homes, Harvest House and Arleen Ann Home. Harvest House is transitional housing from 6 to 9 months (maximum). There are 3 bedrooms that can be used for 3 families of single moms and up to a total of 8 children. Currently, there is a single mom and her child occupying one bedroom.

There are two pending housing referrals to get into Harvest House.

Residents at Harvest House buy and cook their own foods. Every month, it has a communal dinner meal for residents, staff, and the Executive Director.

It has partnered with Urban University for its new Arleen Ann Home. It offers a two-year transitional housing. It is a separate home, also located in Oakland, that can accommodate up to 16 individuals. Currently, there are 9 single women and 1 single mom and her child. There is a vacancy for 5 individuals (it could be 2 single moms with 1 or 2 children).

The Executive Director's new focus for residents at Arleen Ann home is to get employed/working single women and working moms with children. Their program includes education on how to achieve permanent housing, getting their driver's license, birth certificate, and social security card; and workshops on life skills, empowerment, and building self-esteem. Many of the women who are successful in the program get hired to work at Urban University's furniture store.

Strengths: women are improving their confidence, self-esteem, and empowerment to find a more permanent housing for their children.

Challenges: needs more funding through other grants and from charitable foundations.

### Corrective Action/s:

No finding/s were discovered during this on-site visit review.

## Attachment I7



### Report: Site Monitoring Visit (Chabot Las Positas Community College District)

Date: 10/9/2025

Site Location (address) and Phone number	Point of Contact	2025 CSBG Grant Funding
5860 Owens Dr. 3rd. Floor, Pleasanton, CA 94588 925-416-5108	Alcian Lindo, Program Manager Julia Dozier, Sernior Administrator - Contracts	Alameda County Grant Funding = \$40,000.00

#### Family and Individual National Performance Indicators (FNPIs)

**FNPI 2h:** Number of low-income & unemployed adults who obtained a recognized credential, certificate, or degree related to the achievement of educational/vocational skills.

**9 individuals (Mid-year 2024)** **19 individuals (Annual 2024)**  
**9 individuals (Mid-year 2025)**

**FNPI 1e:** Number of low-income/unemployed adults who obtained employment earning a living wage or higher.

**8 individuals (Mid-year 2024)** **10 individuals (Annual 2024)**  
**10 individuals (Mid-year 2025)**

**FNPI 1b:** Number of low-income/unemployed adults who obtained employment earning up to a living wage.

**1 individual (Mid-year 2024)** **8 individuals (Annual 2024)**  
**0 individual (Mid-year 2025)**

**SRV 3o:** Number of low-income and unemployed adults who received VITA tax preparation services.

**19 individuals (Mid-year 2024)** **19 individuals (Annual 2024)**  
**19 individuals (Mid-year 2025)**

#### Notes

Chabot has a Workforce Innovation & Opportunity Act (WIOA) Application Instructions in place. It identifies who qualify for AC-OCAP grant funding based on income within the Federal Poverty Levels of up to 200%, i.e.. Adults who got laid-off, or been unemployed for 6 months or longer. Some enrollees prefer to undergo training first by enrolling at Chabot Las Positas College, or at different vocational schools, i.e. truck driving.

Chabot has a "boot camp" for enrollees to learn soft skills, namely, time management, Microsoft/PowerPoint/Excel training, resume' writing, computer training, and strategies for job interviews.

There is a new Certified Nursing Assistant (CNA) program for its students in the field of home care and assisted living facilities in the Bay area.

One employer offers a paid internship for State certification, and an hourly rate of \$20/hour prior to achieving a State license; and \$23/hour with a State license. On the third month of employment, the pay rate increases to \$26-\$30 per hour and depending on the employee's performance.

Chabot offers a Mental Wellness Workshop for six weeks, Enrollees learn how to manage life issues from a psychologist, namely, coping strategies for anxiety, depression, and traumatic experiences. This will enable the students to find jobs, and maintain employment.

It now offers a Reentry Program for persons who were formerly incarcerated. Chabot hired two new staff focused on their re-entry clients, a Reentry Coordinator and a Specialist.

\* Strengths: amazing staff who really cared about their work and connected well with clients; a variety of programs being offered and with a diverse range of options.

\* Challenges: finding more funding to offer new programs; clients who need more than a job, i.e. housing in order to get and maintain a job; childcare and transportation challenges; mental health support; medication and healthcare support challenges; and some clients "ghost" Chabot by not keeping in touch, after they have finished training and landed jobs.

#### Corrective Action/s:

No finding/s were discovered during this on-site visit review.

## Attachment I7



### Report: Site Monitoring Visit (Change to Come)

Date: 8/18/2025

Site Location (address) and Phone number
685 32nd Street, Oakland, CA 94609 415-203-8493

Point of Contact
Tracy Creer, CEO/Founder

2025 CSBG Grant Funding
Oakland Grant Funding = \$25,000.00

#### Family and Individual National Performance Indicators (FNPIs)

**FNPI 4a:** Number of unhoused households (single women & single moms) who obtained a safe and temporary shelter with its low-income bridge housing program.

<b>7 households (Mid-year 2024)</b>	<b>7 households (Annual 2024)</b>
<b>5 households (Mid-year 2025)</b>	

**FNPI 4ax:** Number of unhoused individuals (single women & single moms with children) who obtained a safe and temporary shelter with its low-income bridge housing program.

<b>17 individuals (Mid-year 2024)</b>	<b>21 individuals (Annual 2024)</b>
<b>14 individuals (Mid-year 2025)</b>	

**SRV 4p:** Number of women who completed three housing applications.

<b>6 individuals (Mid-year 2024)</b>	<b>5 individuals (Annual 2024)</b>
<b>5 individuals (Mid-year 2025)</b>	

**SRV 7a:** Number of women who received 5 days/week for 3-6 months of mental health/healing and empowerment program for women.

<b>9 individuals (Mid-year 2024)</b>	<b>10 individuals (Annual 2024)</b>
<b>15 individuals (Mid-year 2025)</b>	

**SRV 1f:** Number of women who completed skill assessment for job training and connections to employment opportunities.

<b>3 individuals (Mid-year 2024)</b>	<b>2 individuals (Annual 2024)</b>
<b>5 individuals (Mid-year 2025)</b>	

#### Notes

\* New staff members were added as CTC has recently been certified as an alcohol & drug treatment center. The new hires are 4 full-time shift managers, an Administrator/HIMS, a Housing Navigator, a Teaching Facilitator who teaches life skills on weekdays from 9 to 11 am, and Case Management social worker who works 6 hours per week.

\* Life skills learning includes how to teach Empowerment from Traumatic Experiences, guiding mental health healing, securing permanent housing, and enhancing job application skills.

\* Strengths: There are lots of strengths as women thrive to improve their skills in navigating housing, education, and employment search. CTC has a strong and well-attended "Empowerment Program" classes on-site from Mondays to Fridays. From January to June 2025, fifty-one women have signed up to attend these classes. Of this total, fifteen have dropped out.

\* Challenges: the need for the live-in women to work together in keeping the home clean and tidy, staying sober, attendance to workshops, and the owner's ability to allocate a portion of the grant funding for unforeseen expenses.

#### Corrective Action/s:

No finding/s were discovered during this on-site visit review.





## Report: Site Monitoring Visit (Community Works West)

Date: 10/9/2025

### Site Location (address) and Phone number

110 Broadway, Oakland, CA 94612  
510-268-8116

### Point of Contact

Adrienne Hogg, Co-Executive Director

### 2025 CSBG Grant Funding

Oakland Grant Funding = **CWW discontinued**

### Family and Individual National Performance Indicators (FNPIs)

**FNPI 1b:** Number of unemployed adults who obtained a job up to the living wage.

0 individuals (Mid-year 2024)	4 individuals (Annual 2024)
0 individuals (Mid-year 2023)	6 individuals (Annual 2023)

**FNPI 1f:** Number of individuals who obtained employment with a living wage or higher and maintained it for at least 90 days.

0 individual (Mid-year 2024)	4 individuals (Annual 2024)
0 individuals (Mid-year 2023)	2 individuals (Annual 2023)

**FNPI 4bx:** Secured housing in a safe and permanent housing, and stayed for 90 days or more.

1 individual (Mid-year 2024)	5 individuals (Annual 2024)
0 individuals (Mid-year 2023)	11 individuals (Annual 2023)

**FNPI 3h:** Number of individuals who reported improved financial well-being.

0 individual (Mid-year 2024)	8 individuals (Annual 2024)
0 individual (Mid-year 2023)	10 individuals (Annual 2023)

### Notes

\* For grant years 2023 and 2024 only. This grantee did not pursue the 2025 grant funding.

\* CWW takes intake from prospective participants in order to identify their needs, i.e., housing, jobs, or both. Participants were formerly incarcerated individuals. In years 2023 and 2024, there were 2 women and 24 men who joined CWW's program.

\* CWW works with the Center of Employment Opportunity (CEO), Center for Reentry Excellence (CORE) for housing, Lao Family Community Development, and Rubicon Programs. They also conduct regular check-ins once per week by phone or in-person.

\* Gift cards are distributed to participants, and assistance is provided with procurement of documents, like driver's license. School supplies, backpack, clothing, and personal basic bath needs are provided to program participants' children.

\* All forms for program participants are filled out online, i.e., ROI, confidentiality, general intake forms, and consent forms.

\* Strengths: building relationship with people they work with and forging partnerships. CWW's staff has lived experiences and trauma informed. So, there is empathy and cultural compatibility with multi-racial staff working as restoration justice workers.

\* Challenges: lack of affordable housing or re-entry housing. It takes time to get permanent housing that rent to families.

### Corrective Action/s:

No finding/s were discovered during this on-site visit review.



## Report: Site Monitoring Visit (Covenant House California)

Date: 10/6/2025

### Site Location (address) and Phone number

200 Harrison Street, Oakland, CA 94607  
510-379-1000

### Point of Contact

Andrew Ramaglia, Grant Management/Compliance  
Delmar Algee III, Sr. VP NorCal Programs

### 2025 CSBG Grant Funding

Oakland Grant Funding = \$40,000.00

## Family and Individual National Performance Indicators (FNPIs)

**FNPI 4ax:** Number of unhoused youth (18-24 years old) obtained a safe and temporary housing at Covenant House California.

**82 individuals (Mid-year 2024)**

**115 individuals (Annual 2024)**

**54 individuals (Mid-year 2025)**

**Note: inadvertently included participants funded by other grants in 2024.**

**FNPI 2g:** Number of youth receiving case management, and exiting to stable housing.

**11 individuals (Mid-year 2024)**

**20 individuals (Annual 2024)**

**12 individuals (Mid-year 2025)**

**FNPI 1a:** Number of youth who obtained employment skills, job readiness, and/or attended workshops for job placements.

**28 individual (Mid-year 2024)**

**53 individuals (Annual 2024)**

**28 individuals (Mid-year 2025)**

**SRV 7a:** Number of youth receiving case management services.

**32 individuals (Mid-year 2024)**

**41 individuals (Annual 2024)**

**33 individuals (Mid-year 2025)**

## Notes

CHC's Rite of Passage includes "Safe Haven" to transitional housing, and Rapid Rehousing. It includes the following:

- Safe Haven has 18 shelter beds for young adults with housing stability plans.
- Transitional housing has 22 beds where participants can stay for two years.
- Rapid rehousing includes case management from traumas experienced as unhoused, mental health, gaining employment, and legal services (i.e. immigration and emancipation from parents).
- Success plans are weekly meetings with Case Managers.

Construction is on-going with 20 additional beds in early 2026. Nonetheless, a Health clinic is onsite for mental health services with a Clinical Director.

Files of Intake forms and attendance lists are stored in a locked cabinet. Files are kept for 7 years, then shredded.

Youth, between 18 to 24 years old, who have met with Coordinated Entry and exited CHC can return within 24 hours. Older individuals (25 years and older) are referred to other resources for emergency housing.

\* Strengths: . CHC's motto where "holding the continuum by not turning away anyone who comes to the door"; . internal supports in kind and partnerships with other agencies; a Mental Health director assisting the transition age youth participants; Case Management team members are bilingual who work at CHC for more than 20 years; and working with Youth Action Board (YAB) which is a subcommittee of Alameda County, involves with decisions at CHC.

\* Challenges: Fast turnover rate for Staff at the front desk (youth engagement specialists); and safety concerns due to racial tension between Blacks and Hispanics. Staff members are trained to de-escalate tensions.

## Corrective Action/s:

No finding/s were discovered during this on-site visit review.

## Attachment I7



### Report: Site Monitoring Visit (Eden I&R - Information and Referrals)

Date: 10/6/2025

#### Site Location (address) and Phone number

570 B. Street, Hayward, CA 94541  
510-537-2710 x513

#### Point of Contact

Jazmyn Brown, Executive Director  
Johanna Martinez, Accountant

#### 2025 CSBG Grant Funding

Alameda County Grant Funding = \$20,000

#### Total Unduplicated Callers in Alameda County who Received Information and Referrals

**Annual 2024 (Alameda County) = 11,779 unduplicated individuals who received financial or banking information & referrals.**

**SRV 3o: Mid-year 2025 (Alameda County) = Number of unduplicated clients who received EITC information = 296**

**Mid-year 2024 (Alameda County) = Number of unduplicated clients who received EITC information = 379**

**SRV 3m Mid-year 2025 (Alameda County) = Number of unduplicated clients who received Bank on Oakland (BOO) information = 322**

**Mid-year 2024 (Alameda County) = Number of unduplicated clients who received EITC information = 379**

#### Notes

\* Eden I&R's 2-1-1 phone service is a 24-hour phone service. There is always staffing coverage and an on-call Manager for all work shifts, including the overnight schedule from 12 midnight to 6 a.m.

\* Eden's phone service offers more than 300 languages with its global translation line in a three-way phone call. Staff members also speak fluently in Spanish, Mandarin, and Cantonese.

\* Due to a reduction in grants, Eden I&R had a reduction in force in February 2025 by having nine fewer staff in the transportation and disaster preparedness departments. Eden is not hiring currently, and there was no lay-off of employees in the call center department.

\* Eden's EITC calls pick up from February to June about income tax filings and extensions.

\* Strengths: more callers from word-of-mouth; if the caller is on hold, there is a recorded message for the waiting caller to ask the operator about filing taxes on time; people can reach Eden I&R's 2-1-1 call service 24 hours a day; and the average call wait time is only at 1 minute and 15 seconds.

\* Challenges: Potential customers feel nervous about filing tax returns due to immigration concerns.

#### Corrective Action/s:

No finding/s were discovered during this on-site visit review.



## Report: Site Monitoring Visit (Fremont Family Resource Center Corporation)

Date: 9/15/2025

### Site Location (address) and Phone number

39155 Liberty St., #A110, Fremont, CA 94537  
510-574-2004

### Point of Contact

Alina Kwak, Administrator

### 2025 CSBG Grant Funding

Alameda County Grant Funding = \$40,000.00

## Family and Individual National Performance Indicators (FNPIs)

**FNPI 4ax:** Number of unhoused individuals who obtained a safe and temporary shelter with its Winter Relief Hotel Voucher (WRHV) program.

**125 individuals (Mid-year 2024)**

**125 individuals (Annual 2024)**

**48 individuals (Mid-year 2025)**

**FNPI 4bx:** Number of unhoused households who transitioned from the WRHV program to a safe, stable, and affordable housing or long-term interim housing.

**26 households (Mid-year 2024)**

**29 households (Annual 2024)**

**12 households (Mid-year 2025)**

## Notes

\* Approximately 60% of unhoused participants in the Winter Relief Program from November to April returned to the streets. This was mostly due to the barriers in rental eligibility requirements, and the lack of affordable permanent housing. **Last season, FFRCC received an additional one-time funding of \$1.7 million** which helped increase the number of participants provided with transitional housing during the winter season.

\* FFRCC has hired additional staff to work the pm shifts in delivering chef-prepared dinner and snacks to ensure nutritious/healthy foods and following the dietary restrictions of participants. It plans to hire more staff during the Holiday season. These are delivered to the two motels that FFRCC has standard service agreements with the provision of motel rooms to its participants.

\* Templates for these forms are readily available at the FFRCC location (i.e., confidentiality agreements, privacy practices, rules and responsibilities) for participants in its Winter Relief Program. Staff also regularly meets with participants to encourage them to apply for permanent housing, and to observe housekeeping rules when they stayed at these motels.

\* Strengths: Housing assistance provided to unhoused individuals and families during the winter and rainy season. Linking them to resources for a more stable and affordable housing; and connecting to immediate family and relatives for a long-term housing arrangements.

\* Challenges:

### Funding Constraints:

\* Addressing the desire for more varied meal options due to the high cost of restaurant-prepared meals. and limited funding.

\* If funding remains limited, the program may struggle to enhance its services and address participant needs. There are always more people on the waitlist for entry than can be accommodated.

\* Related to the limited number of motels willing to partner with FFRCC at the desired nightly room cost – limits on funding keep a ceiling on the number of motels that they can partner with. If they lose their budget-level motel partners, it would be hard to run their program.

### Barriers to Housing Placement:

\* The ongoing challenges in housing placement for participants suggest systemic issues that need to be addressed, such as a lack of affordable housing options or barriers related to credit history, debt, or documentation.

### Staff Burnout:

Dealing with the complexities of homelessness, and the challenges faced by program participants can be emotionally taxing for staff. If staff members feel overwhelmed or unsupported, it could lead to burnout and decreased program effectiveness. The new CITI training is a positive step, but ongoing support and resources will be prioritized.

## Corrective Action/s:

No finding/s were discovered during this on-site visit review.



## Report: Site Monitoring Visit (Hack the Hood)

Date: 9/22/2025

### Site Location (address) and Phone number

2323 Broadway, Oakland, CA 94612  
415-424-9356

### Point of Contact

Samia Zuber, Executive Director

### 2025 CSBG Grant Funding

Oakland Grant Funding = \$40,000.00

## Family and Individual National Performance Indicators (FNPIs)

**FNPI 1a:** Unemployed youth/young adults (age up to 24 years old) obtain employment to gain skills or income.

N/A (Mid-year 2024)

0 individuals (Annual 2024)

N/A (Mid-year 2025)

**FNPI 2f:** Obtain advanced technical training for the young adults that supports economic opportunity and mobility.

48 individuals (Mid-year 2024)

78 individuals (Annual 2024)

77 individuals (Mid-year 2025)

**FNPI 2h:** Youth/young adults have plans for careers, certification, bootcamps, or higher education in technology.

48 individuals (Mid-year 2024)

78 individuals (Annual 2024)

N/A (Mid-year 2025)

**SRV 1e:** Youth/young adults increase and develop new education and career navigation knowledge and skills.

48 individuals (Mid-year 2024)

78 individuals (Annual 2024)

N/A (Mid-year 2025)

**SRV 1f:** Youth/young adults achieve at least one skill, career, or economic goal.

48 individuals (Mid-year 2024)

78 individuals (Annual 2024)

N/A (Mid-year 2025)

## Notes

\* HTH serves youth up to 25 years old. It does not turn away any student even if he/she is older than 25 years old. They offer make-up classes for excused absences to stay up-to-date with the classes. About half of the students (50%) land a paid internship program.

\* Currently, this grantee is offering a Summer 2025 cohort from June 9<sup>th</sup> to August 29<sup>th</sup>. It is a 12-week online classes offered in three parts:

- Mondays and Thursdays from 10 am to 12:30 pm online lecture
- Learning Labs on Mondays from 10:30 am to 1:30 pm (virtual)
- Tiger Teams (smaller group activities composed between 5-7 students) meet Tuesdays and Wednesdays for a two-hour period.
- In-person for the following activities: Orientation (3 hours); Graduation (3 hours); and visiting tech companies (i.e., Google, Celigo, Genentech, and Workday).

\* New developments in HTH's program:

- Laptops are kept by its students even after program completion. There is a 77% completion rate.
- HTH has developed a three-pillar Strategic Plan which landed in March 2025. Its focus is to connect with its alumni and other partners/agencies.
- Hired additional TAs who attended HTH courses before (alumni) as peer mentors for technical support and assistance to the current cohort. The TAs provide additional tutoring and office hours to students.

\* There was one full-time staff who was laid off recently who worked remotely from North Carolina. HTH is looking for an on-site programmer.

\* Strengths:

HTH's staff ability to debrief and gather feedback to improve the program and technical curriculum; higher percentage of completion (77%) among students; and a **\$2 million grant received from Mackenzie Scott in 2024.**

\* Challenges:

A \$500k-\$700k shortfall from a grant with the City of Oakland when rescinded by President Trump; not able to promote and focus on DEI; there is immigration concerns among students (HTH does not ask for immigration status); and to hold more in-person classes to provide 1:1 attention to students in the form of office hours.

## Corrective Action/s:

No finding/s were discovered during this on-site visit review.

# Attachment I7



## Report: Site Monitoring Visit (Housing and Economic Rights Advocates)

Date: 9/29/2025

Site Location (address) and Phone number	Point of Contact	2025 CSBG Grant Funding
610 16th Street, #420, Oakland, CA 94612 510-271-8443	Maeve Brown, Executive Director	Alameda County Grant Funding = \$15,000.00 Oakland Grant Funding = \$15,000.00

### Family and Individual National Performance Indicators (FNPIs)

**SRV 3c:** Residents whom HERA assisted in-dept who have a debt problem will experience a reduction in the amount of debt claimed; and/or achieve an affordable repayment agreement.

ALAMEDA COUNTY:

7 individuals (Mid-year 2024) 28 individuals (Annual 2024)  
24 individuals (Mid-year 2025)

OAKLAND:

12 individuals (Mid-year 2024) 24 24 individuals (Annual 2024)  
9 individuals (Mid-year 2025)

**FNPI 7a:** Host one workshop on credit and fair housing rights for low-income residents, and advise them of their rights.

ALAMEDA COUNTY:

0 individuals (Mid-year 2024) 1 individual (Annual 2024)  
5 individuals (Mid-year 2025)

OAKLAND:

1 individual (Mid-year 2024) 24 in 3 individuals (Annual 2024)  
7 individuals (Mid-year 2025)

### Notes

\* This is an attorney's office.

\* HERA's attorneys make sure they do not represent clients who have a case against each other. It has a "brief service agreement" representing the code of conduct and client's conflict of interest agreement. If client decides to take the next steps (3 hours or more attorney hours), they will sign an "extended service agreement".

\* HERA laid off one employee, a law fellow, refers to an individual who graduated but has not passed the bar exam.

\* Strengths:

Workshops, trainings, outreach programs to educate community residents about evictions and debt-relief strategies. HERA had outreach presentations at Laney College, Sparkpoint, Adult Protective Services, and nonprofit housing providers.

\* Challenges:

Huge amount of credit card debt among its clients; many victims of scams, i.e. foreclosure rescue scams; low-income homeowners cannot afford paying utilities; and solar panels scam that put many low-income families in debt.

### Corrective Action/s:

No finding/s were discovered during this on-site visit review.





## Report: Site Monitoring Visit (Lao Family Community Development)

Date: 10/2/2025

Site Location (address) and Phone number	Point of Contact	2025 CSBG Grant Funding
8480 Edes Avenue, Oakland, CA 94612 510-329-9527 or 510-533-8850	Meemee Khine, Program Manager	Oakland Grant Funding = \$40,000.00

### Family and Individual National Performance Indicators (FNPIs)

**FNPI 4ax:** Number of individuals experiencing homelessness who obtained safe, temporary, and transitional shelter.

**14 individuals (Mid-year 2024)**                      **34 individuals (Annual 2024)**  
**14 individuals (Mid-year 2025)**

**FNPI 4bx:** Number of individuals experiencing homelessness who obtained safe and affordable permanent housing.

**12 individuals (Mid-year 2024)**                      **20 individuals (Annual 2024)**  
**13 individuals (Mid-year 2025)**

**FNPI 5f:** Number of seniors, age 55 years and older, that maintained an independent living situation.

**2 individuals (Mid-year 2024)**                      **5 individuals (Annual 2024)**  
**3 individuals (Mid-year 2025)**

### Notes

- \* LFCD is in a former Motel 6 property and offers 150 single-occupancy rooms for unhoused seniors 55 years and older for its Strong Housing Options (SHO) program.
- \* LFCD has three offices in Alameda County and one Care campus, and housing supports in Alameda, Contra Costa, and Sacramento counties.
- \* It offers CalAIM for its residents' regular medical check-up visits, instead of heading to the Emergency Room.
- \* Residents are provided three meals a day. LFCD offers workshops and resource fairs to its residents, i.e., AA sessions, job trainings, job fair, and medical screening.
- \* In addition to housing and employment assistance, LFCD partners with Board of State and Community Corrections (BSCC) program. When Lao's residents move-out, they are provided with housing necessities (desk, kitchenware, a bed/dresser, and a couch). For employment, Lao provides them shoes and reimbursements of their uniforms. Lao also encourages its residents to stay on the job by providing them with stipends and free housing at Lao Care Campus property. Staying on their jobs for nine months will be receiving a total of \$500 to stabilize employment and housing.
- \* Many of its residents succeed in the program, while others return to the Care Campus. They are provided with resources for medical and dental needs.

#### \* Strengths:

1. Exceeding outcome targets as it surpasses its performance goals.
2. Strong partnerships and collaborations with other community agencies.
3. Staff is certified in Cognitive Behavioral Therapy (CBT) to help clients regulate emotions and establish healthy behaviors.
4. Holistic client support is provided, beyond housing and accessibility to nutritious foods, Lao provides workshops and classes in financial education, GED opportunities, and workforce training.
5. Client success stories who achieved remarkable milestones from securing jobs as firefighters, to rebuilding family relationships, and moving to permanent housing.

#### \* Challenges:

1. Mental health and substance use are major barriers to several participants. Lack of mental health support network for expanded partnerships and on-site workshops (e.g. anger management and relapse prevention) remains a challenge to integrate them earlier in case management services.
2. Engagement challenges from participants highlight the need for more motivational strategies, peer-led models, and flexible service delivery. This will increase participation in Lao's supportive services and case management.
3. Sustainability to achieve housing stability among clients remains a challenge as they require continued financial and emotional support. Although partnerships with resources offering rental assistance proved crucial, it underscores the importance of long-term housing stability support after the initial placement.
4. Demand for transitional housing has exceeded expectations, thereby creating pressure on staff and resources. Balancing caseloads and providing quality services require ongoing adjustments and additional resource development.
5. Staff commitment to serve clients and achieve program successes can lead to **staff burnout**. There is a need for ongoing professional development, wellness support, and staff recognition to boost team morale and performance.

### Corrective Action/s:

No finding/s were discovered during this on-site visit review.



## Report: Site Monitoring Visit (Lighthouse Community Charter Public School)

Date: 9/25/2025

### Site Location (address) and Phone number

433 Hegenberger Rd, Suite 201, Oakland, CA 94621  
510-410-9516

### Point of Contact

Joshua Weintraub, Director of College & Career Success

### 2025 CSBG Grant Funding

Oakland Grant Funding = \$40,000.00

### Family and Individual National Performance Indicators (FNPIs)

**FNPI 2(d)3:** Students actively participating in the program and achieving grade level skills and success.

26 individuals (Mid-year 2024)

24 individuals (Annual 2024)

24 individuals (Mid-year 2025)

**FNPI 2g:** Students are on-track to earn a high-school diploma in four years.

26 individuals (Mid-year 2024)

24 individuals (Annual 2024)

24 individuals (Mid-year 2025)

**FNPI 3h:** Students reporting improved financial well-being.

5 individuals (Mid-year 2024)

Individuals not surveyed (Annual 2024)

4 individuals (Mid-year 2025)

**SRV 2e:** Students earning at least a 2.5 GPA in school.

10 individuals (Mid-year 2024)

5 individuals (Annual 2024)

7 individuals (Mid-year 2025)

### Notes

- \* The retention rate of regular students receiving tutoring and guidance is 80%. Students receive math tutoring from 4 pm to 6 pm, both onsite and online from Tuesday to Thursday. A few students drop-in at the center for tutoring help through information received at school or their friends.
- \* The Intake forms and attendance records in 2024 were given back to students at the end of the school year in June 2025. Lighthouse did not keep the files. Moving forward, Lighthouse will be keeping copies of these forms and records.
- \* Lighthouse offers paid internships opportunities in construction management, i.e. "Blue Print" which involves renovations for schools where two to three students work as interns in architecture, finance, project management; and internships opportunities at BART in human resources, planning, systems management, and data analytics. One current BART employee is providing math tutoring at Lighthouse Community Public School.
- \* There are two cases in the mediation/arbitration process. It is currently under preliminary gathering of documents phase.
- \* There is a staff reduction from 250 in 2023, to 230 employees in 2025. Some of these employees moved to other jobs.
- \* New part of the Strategic Plan for 2025 is the health pathway where students will learn Anatomy, Physiology, Public Health, patient care, CPR certification, blood-borne pathogens, etc. This will prepare students to a higher education opportunity as a Nurse or a Physician/Medical Assistant.
- \* Strengths:  
The strengths include constantly learning things how to improve its program to better help its students achieve higher math scores, and venture to a paid internship or a higher education opportunity. Tutoring helps boost math scores as a fundamental building block to success. The staff learns from students ways to accelerate math proficiency.
- \* Challenges: Lesson learned was working with families is incredibly important to align with the students' needs.

### Corrective Action/s:

No finding/s were discovered during this on-site visit review.



## Report: Site Monitoring Visit (Love Never Fails)

Date: 8/21/2025

### Site Location (address) and Phone number

22580 Grand Street, Hayward, CA 94541  
209-740-5504

### Point of Contact

Felicia Medrano, Finance Manager

### 2025 CSBG Grant Funding

Alameda County Grant Funding = \$25,000.00

### Family and Individual National Performance Indicators (FNPIs)

**FNPI 2h:** Students completed Itbiz training program for IT General Education plus intermediate pathway in Sales, customer service, tech/engineer, project management or entrepreneurship.

25 individuals (Mid-year 2024)

42 individuals (Annual 2024)

14 individuals (Mid-year 2025)

**SRV 1d:** Students receive family-sustaining paid internship/apprenticeship. Graduates will be able to demonstrate their tech training know-how and work in IT field.

5 individuals (Mid-year 2024)

20 individuals (Annual 2024)

2 individuals (Mid-year 2025)

**FNPI 1b:** Students who received family-sustaining paid placement will obtain employment and earn up to a living wage.

3 individuals (Mid-year 2024)

8 Individuals (Annual 2024)

0 individuals (Mid-year 2025)

**FNPI 1e:** Students who received family-sustaining paid placement will obtain employment and earn at or above the living wage.

1 individuals (Mid-year 2024)

3 Individuals (Annual 2024)

0 individuals (Mid-year 2025)

### Notes

\* There are three cohorts: Spring (February-April); Summer (June-August), and Fall (September-November) for Itbiz Tech Academy.

- January – month for transition, outreach, recruiting, curriculum development and updates.

- December – Graduation ceremony is held; December 11 is the virtual graduation, and Dec. 13<sup>th</sup> is in-person graduation.

\* The AC-OCAP grant money (\$25,000) is used for students' stipend (transportation and hotspots = \$80 per student).

\* LNF has received two new certifications: Bureau for Post and Private Education (BPPE); and renewed certification for the Department of Rehabilitation (DOR) to serve students with disabilities in employment search, resume' building, job and internship placements, and provide transportation.

\* There is a new 3-year Strategic Plan completed for Love Never Fails.

\* Strengths: it has an incredible team with a larger staff group of nine employees (2 PT and 7 FT).

\* Challenges:

It is looking for more incentives for the students. Currently, there is a delay in securing \$500,000 from the State. The good news is that LNF is in the contracting process for a new grant with the EDD for \$1.8 million over two years.

Another challenge is with the students' IT boot camp for 12 weeks (Mondays and Wednesdays from 6 pm-9 pm). The students prefer classes Monday-Friday from 10am-4pm and to get it all completed. After graduation, students go to a job placement service called "Journey Ahead" with a 68% placement rate.

Another challenge is wiring desktops to the ethernet. It's a work-in-progress.

### Corrective Action/s:

No finding/s were discovered during this on-site visit review.

## Attachment I7



### Report: Site Monitoring Visit (New Door Ventures)

Date: 9/18/2025

#### Site Location (address) and Phone number

1629 Telegraph Ave. Suite 200, Oakland 94612  
415-336-7123

#### Point of Contact

Kevin Hickey, Chief Program Officer  
Imani Baylor, East Bay Program Director

#### 2025 CSBG Grant Funding

Oakland Grant Funding = \$40,000.00

#### Family and Individual National Performance Indicators (FNPIs)

**FNPI 3b:** Number of unemployed youth (14-24 years) who enroll in paid pre-employment training to gain skills/income.

27 individuals (Mid-year 2024)

36 individuals (Annual 2024)

37 individuals (Mid-year 2025)

**FNPI 1a:** Number of unemployed youth (14-24 years) who obtained employment to gain skills/income.

27 individuals (Mid-year 2024)

36 individuals (Annual 2024)

37 individuals (Mid-year 2025)

**FNPI 1a:** Number of unemployed youth (14-24 years) placed in employment who achieved Job Readiness Assessment.

Data not yet available (Mid-year 2024)

11 individuals (Annual 2024)

Data not yet available (Mid-year 2025)

#### Notes

In 2024, there were three cohorts. For the first half of 2025, there is one cohort.

Workshops for job training and placements in internships, or jobs are available to young adults up to 24 years old. These workshops are laid out in two phases.

Phase 1 is a two-months job skills training which takes place from 1 pm to 4 pm every Tuesday and Wednesday.

Phase 2 is a four-months skills training which takes place from 1 pm to 3 pm every Thursday. Phase 2 is a four-months skills training which takes place from 1 pm to 3 pm every Thursday.

Templates are in place for confidentiality agreements, conflict of interest, harassment and anti-discrimination policies.

A new strategic planning for NDV is to target graduating high school students with skills training in new industries, i.e. manufacturing, pharmacy, and healthcare.

NDV has submitted a records request from the worker's compensation appeals board. A worker's comp. claim was appealed by a former employee on 7/3/25.

Strengths from the program is NDV's ability to leverage its social network platforms and collaborate with other agencies. NDV's facilitators are taking career development training training to support occupational career interest surveys that they received.

Challenges faced by NDV include the "pause" of workforce advocates who support its workshop students. This is due to budget limitations. Another challenge faced is the departure of the new co-director due to limited budget who understands the system of outreach and partnerships.

#### Corrective Action/s:

No finding/s were discovered during this on-site visit review.

#### State Auditors' Visit on October 21, 2025

New Door Ventures is an early-intervention employment and education program for Bay Area youth age 17-24 who are disconnected from - or weakly connected to - work and school. Since 1981, New Door has been serving Bay Area communities facing systemic racism, structural inequities, and other barriers to economic opportunity. Their services are focused on the critical transition period between adolescence and adulthood, when skill development and work readiness become key to lifelong employability and financial independence. New Door believes in a world where every young person has the chance to become a financially stable, independent adult. Their programs put transition-age youth on the path to economic opportunity by providing the work experiences, skills, and support they need to obtain permanent employment and high school equivalency.

## Attachment I7



### Report: Site Monitoring Visit (Operation Dignity)

Date: 9/22/2025

#### Site Location (address) and Phone number

318 Harrison St., Suite 302, Oakland, CA 94607  
510-287-8465 x109

#### Point of Contact

Laura Ross, Director of Development

#### 2025 CSBG Grant Funding

Oakland Grant Funding = \$40,000.00

#### Family and Individual National Performance Indicators (FNPIs)

**FNPI 4a:** Number of households experiencing homelessness who obtained safe/temporary shelter or transitional housing.

15 households (Mid-year 2024)

19 households (Annual 2024)

15 households (Mid-year 2025)

**SRV 7a:** Number of CSBG-eligible veterans who will complete an Independent Services Plan (ISP) with their case managers, and establish goals for housing & income.

15 individuals (Mid-year 2024)

19 individuals (Annual 2024)

15 individuals (Mid-year 2025)

**FNPI 4b:** Number of households experiencing homelessness who obtained safe and affordable permanent housing.

2 households (Mid-year 2024)

13 householdss (Annual 2024)

2 households (Mid-year 2025)

**FNPI 3h:** CSBG-eligible veterans will maintain or increase their income by time of their program exit.

1 individual (Mid-year 2024)

1 Individual (Annual 2024)

4 individuals (Mid-year 2025)

#### Notes

\* There is a new Executive Director, a new Strategic Planning is being finalized from January 2026 to the next seven years (2026-2032); no layoffs; and the hiring of a new HR Director in 2026.

\* There were worker's comp. cases (2) that were settled.

\* There is a security booth station where the residents at the House of Dignity sign in and out. Its curfew is at 11 pm. Residents are allowed up to three times breaking the curfew.

\* Residents get three meals daily and snacks. The rooms are one-occupant setting with a twin bed, a dresser, and a desk.

\* Strengths in the House of Dignity include the building of a mural, and updating the facility with a serenity garden, a new smoker barbeque grill, and a sunshade to shield the patio from intense heat. Home Depot had donated supplies and labor to the House of Dignity.

\* Challenges faced are funding and uncertainties with the current government.

#### Corrective Action/s:

No finding/s were discovered during this on-site visit review.



## Report: Site Monitoring Visit (Rubion Programs)

Date: 9/29/2025

### Site Location (address) and Phone number

24100 Amador St., 3rd floor, Hayward, CA 94544  
510-265-8376 or 510-372-0703

### Point of Contact

Vi Ngo, Director of Workforce Services  
Nina Scott, Eden Area AJCC, Site Manager

### 2025 CSBG Grant Funding

Alameda County Grant Funding = \$40,000.00

### Family and Individual National Performance Indicators (FNPIs)

**FNPI 2h:** Number of low-income clients enrolled in programming.

12 individuals (Mid-year 2024) 24 individuals (Annual 2024)

12 individuals (Mid-year 2025)

**FNPI 2h:** Number of enrolled participants who receive in-demand sector training.

10 individuals (Mid-year 2024) 24 individuals (Annual 2024)

10 individuals (Mid-year 2025)

**FNPI 1h:** Number of individuals who completed training, and secured employment paying below a living wage.

0 individuals (Mid-year 2024) 0 individuals (Annual 2024)

0 individuals (Mid-year 2025)

**FNPI 1e:** Number of individuals who completed training, and secured employment paying a living wage or higher.

6 individuals (Mid-year 2024) 9 Individuals (Annual 2024)

3 individuals (Mid-year 2025)

### Notes

\* There is a number of retirements among staff.

\* WIOA (Workforce Innovative Opportunity Act) is an additional federal grant funding Rubicon has received \$695,000 per year. This funds Rubicon's maritime training program (mechanics, painter) and its healthcare pathways program (Certified Nursing Assistant, Case Management). Rubicon has partnered with San Leandro Adult School. The grant is also used as a DAI grant for "disability access and equity integration", and has partnered with the Department of Rehabilitation for individuals with disabilities (learning disabilities, physical and mental challenges) to search for jobs and resume' writing.

\* With the sensitive climate on immigration, Rubicon is required to ask program participants for their right-to-work paperwork.

\* Strengths: Rubicon's staff to establish partnerships, in-the-field engagement, coordinating events and workshops, the agency's ability to leverage additional funding streams and ability to adapt to the changing landscape, i.e. Covid-19 and new government.

\* Challenges: : finding additional financial grants to support Rubicon's programs.

### Corrective Action/s:

No finding/s were discovered during this on-site visit review.



## Report: Site Monitoring Visit (St. Mary's Center)

Date: 10/1/2025

### Site Location (address) and Phone number

925 Brockhurst Street, Oakland, CA 94608  
510-923-9600 x223

### Point of Contact

Sharon Cornu, Executive Director

### 2025 CSBG Grant Funding

Oakland Grant Funding = \$40,000.00

### Family and Individual National Performance Indicators (FNPIs)

**FNPI 4ax:** Number of individuals experiencing homelessness who obtained safe temporary shelter or transitional housing.

15 individuals (Mid-year 2024)

20 individuals (Annual 2024)

6 individuals (Mid-year 2025)

**FNPI 4bx:** Number of individuals experiencing homelessness who obtained safe and affordable permanent housing.

4 individuals (Mid-year 2024)

35 individuals (Annual 2024)

7 individuals (Mid-year 2025)

**SRV 7a:** Number of seniors age 55+ that received housing navigation case management.

120 individuals (Mid-year 2024)

161 individuals (Annual 2024)

52 individuals (Mid-year 2025)

**SRV 7a:** Number of individuals that received group therapy at St. Mary's transitional homes.

9 individuals (Mid-year 2024)

17 Individuals (Annual 2024)

9 individuals (Mid-year 2025)

### Notes

\* Construction in progress downstairs for additional senior activity rooms, i.e. Bingo room and computer tech room, and upgrades to administration offices. Construction work leads to program expansion for seniors, i.e., line dancing, and move-and-groove activities.

\* There are three transitional homes for seniors 55 years and older, with a total of 24 rooms. The new housing is located at 1100 28th Street in Oakland with 8 rooms and shared bathrooms. The existing two homes have 7 and 9 rooms.

\* Senior residents can do the ADLs, attend case management services for housing navigation, and apply for subsidized income and verify SSI.

\* Senior participants are enrolled in HMIS (Homeless Management Information System).

\* Some seniors visit and stay for the day to enjoy social connections with other seniors, food refreshments, and participate in case management sessions to address their needs.

\* SMC's new Strategic plan focuses on "Aging with Dignity" that offers fifteen innovative and comprehensive approach uniting housing and community well-being initiative to support seniors across the housing spectrum— to become housed and remain housed in a community of hope, healing, and justice.

\* Strengths:

1. it maintains a highly qualified staff and case managers.

2. the success of its housing clinic and housing placements for many seniors (reconnection with family/relatives; placements in apartments for seniors).

3. helping seniors to apply for subsidized income and SSI.

\* Challenges: :

1. uncertainty with federal funding.

2. when a senior moves out, St. Mary's loses a month of subsidy due to the reinspection process.

### Corrective Action/s:

No finding/s were discovered during this on-site visit review.



## Report: Site Monitoring Visit (Urban University)

Date: 8/21/2025

### Site Location (address) and Phone number

3237 Grand Avenue, Oakland, CA 94610  
510-253-5012

### Point of Contact

Tracey Williams, Executive Director

### 2025 CSBG Grant Funding

Oakland Grant Funding = \$40,000.00

### Family and Individual National Performance Indicators (FNPIs)

**FNPI 1b:** Number of unemployed adults who obtained a job up to the living wage.

4 individuals (Mid-year 2024)

5 individuals (Annual 2024)

9 individuals (Mid-year 2025)

**FNPI 1f:** Number of employed individuals and increased income within 3 months at or above the living wage.

0 individual (Mid-year 2024)

3 individuals (Annual 2024)

1 individual (Mid-year 2025)

**SRV 1g:** Remediate one employability barrier.

0 individual (Mid-year 2024)

4 individuals (Annual 2024)

9 individuals (Mid-year 2025)

**FNPI 1f:** Number of individuals who obtained post-program employment at a living wage or higher, and maintained employment for 6 months.

0 individual (Mid-year 2024)

1 individual (Annual 2024)

1 individual (Mid-year 2025)

### Notes

\* Urban University operates two side-by-side offices. The first one is a "My Story" office studio where single-mom participants attend empowerment and healing classes. Next door is a consignment boutique store front, Urban University. It sells clothes, shoes, jewelry, accessories, and home décor at low prices.

\* Strengths: There are many strengths, with the biggest achievement is that Moms who participate in the program get employed at the boutique store, and at other employment placements.

\* Challenges: A challenge that it always faces is the retention of participants. A number of Moms drop out because of mental health and other traumas.

### Corrective Action/s:

No finding/s were discovered during this on-site visit review.



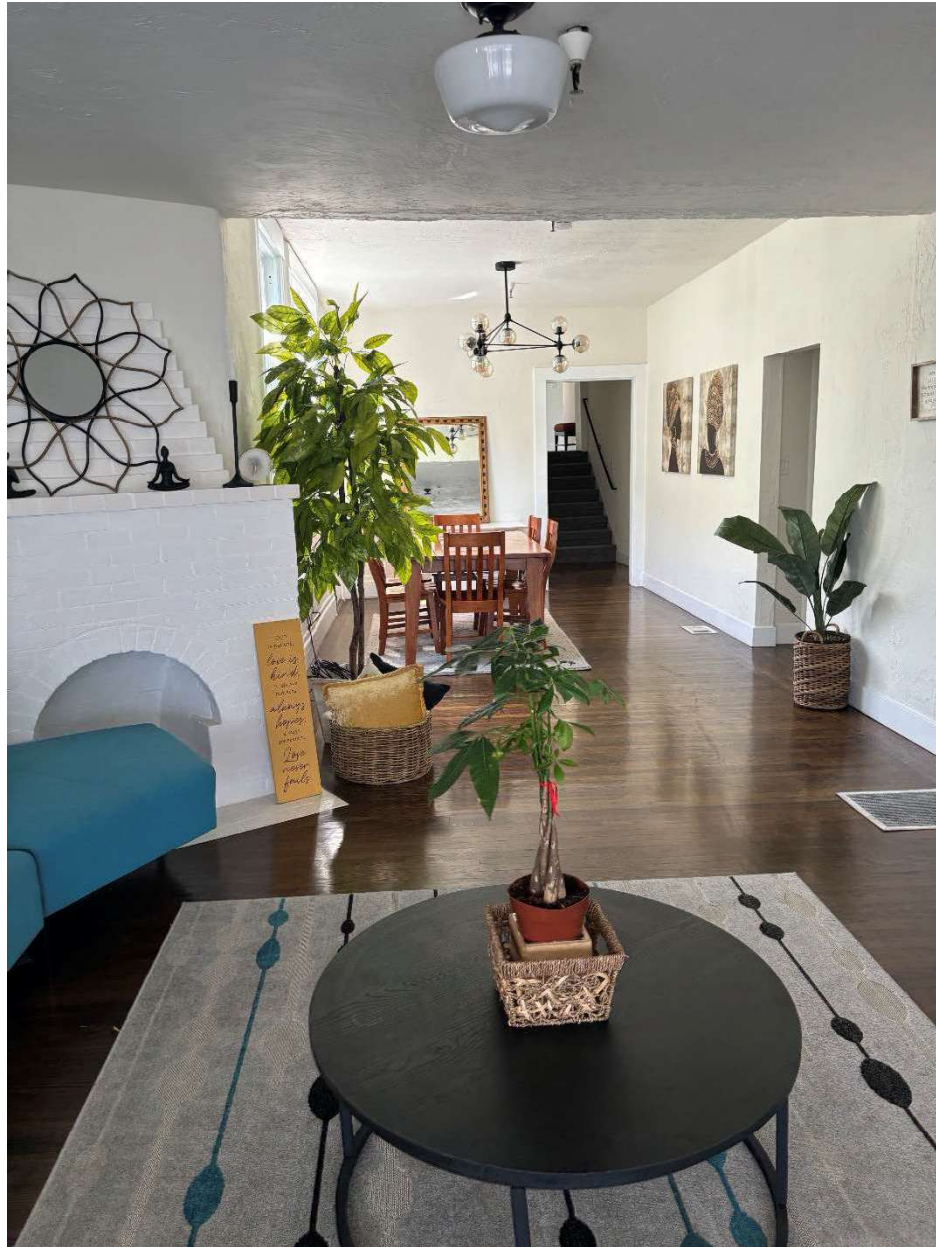
# The Alliance for Community Wellness in Hayward, CA

Serving 115 unhoused individuals and households with housing



# A Diamond in the Ruff, Inc. in Oakland, CA

Serving 21 households headed by single women  
in its low-income housing









## Chabot Las Positas CCD in Dublin, CA

Serving 22 low-income residents with free job training, employment placement, tax preparation and group mental health counseling.



## Change to Come in Oakland, CA

15 participants in its low-income bridge housing









## Community Works West in Oakland, CA

Served 12 low-income, formerly incarcerated Oaklanders with reentry navigation support, including connection to employment and support to secure housing.



## Covenant House CA in Oakland, CA

Serving 100 unduplicated youth with emergency housing;  
80% of these youth will exit to stable housing destinations.





# Fremont Family Resource Center Corporation in Fremont, CA

Serving 48 individuals and households in its Family  
Support Services for the Winter Relief Program





# TRI-CITIES ONE-STOP CAREER CENTER

EASTBAY Works  
connecting people with opportunity for improvement

EASTBAY Works  
connecting people with opportunity for improvement

## Who May Be Eligible for Government Benefits?



You!  
Someone you know!



Visit...  
[www.GovBenefits.gov](http://www.GovBenefits.gov)

GovBenefits.gov

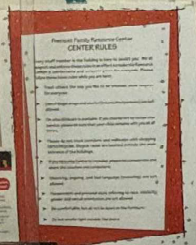
## Lost Your Job?

Due to foreign imports, or a shift in  
production to Canada or Mexico?

We Can Help!



Contact your  
nearest Job Service  
office for more  
information.  
Or call:  
1-800-300-5616  
for Job Service  
locations.

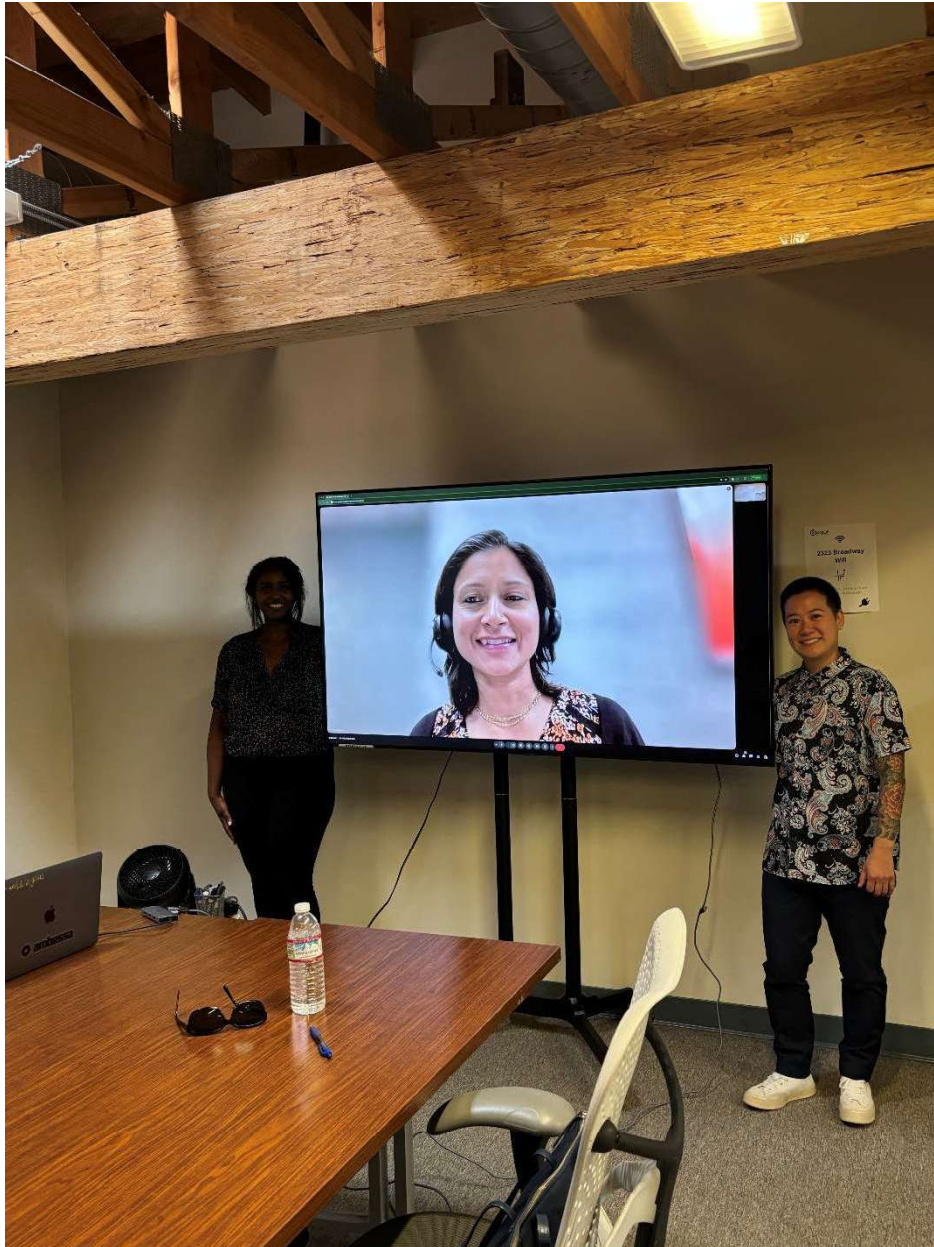


Where are we? We are right behind you; on the  
door. So turn around and walk-in, unless we  
normally open M-F 9:00AM to 4:45 PM.



## Hack the Hood Inc. in Oakland, CA

Serving 40 low-income young adults (BLIPOC) for job training  
and placement to jobs/paid internships



# Housing and Economic Rights Advocates in Oakland, CA

Serving 36 Oakland and 46 Alameda County low-income residents in its housing advocacy, debt-relief, and credit improvement programs





## Lao Family Community Dev't in Oakland, CA

Provides housing support to 20 participants, prioritizing low-income residents of Alameda County who are experiencing or at risk of homelessness.



## Lighthouse Community Public School in Oakland, CA

Serving 23 low-income students with tutoring, job training, paid internships, and job placements





## Love Never Fails in Hayward, CA

Serving 25 participants in its Job Training & Employment Placement in IT Technology









New Door Ventures in Oakland, CA  
Serving 20 low-income transition age youth (TAY)  
(up to 24 years old) to provide paid pre-  
employment training to gain skills/income.



## Operation Dignity, Inc. in Oakland, CA

Serving 19 unhoused Veterans for low-income housing





# Rubicon Programs, Inc. in Hayward, CA

Serving 48 low-income individuals with job training  
and employment placement





## St. Mary's Center in Oakland, CA

Serving housing navigation and case management support to 50 older adults, with a special focus on those who HUD deems as literally homelessness.





## Urban University in Oakland, CA

Serving 8 unhoused single mothers into well-being and upward mobility through six months of transitional employment









HEAR YE!!!

HEAR YE!!!

HEAR YE!!!

## 2025 Tax Season is here!



The City of Oakland is providing **No cost tax preparation** for low-moderate income residents from February 3 thru April 15, 2026. Gather your documents AND make your personal appointment for 2025 tax preparation!



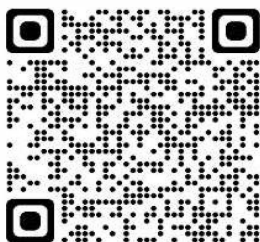
Tues&Thurs 10am - 4:00pm  
Wednesday 10am - 6:30pm  
Saturdays in March and April: (3/7 & 14; 4/4 & 11)

at the [West Oakland Public Library](#)  
1801 Adeline Street, Oakland 94607

**Take advantage of this much needed Community Service**

Use the City of Oakland URL below to schedule an appointment or call 510-238-4911  
or email [CityofOaklandEITC@oaklandca.gov](mailto:CityofOaklandEITC@oaklandca.gov)

**Documents to Bring: (no digital documents please)**



1. Social Security card(s)
2. Valid picture ID
3. W2s, 1099(s), interest statements, childcare info, mortgage/property tax, banking routing & account numbers
4. education expenses

### Sponsors:

