



MINUTES



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

Administering Board (Standing)

Monday, May 11, 2026, 5:30 PM

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

Board Members Present: Monique Rivera (Chair), Sandra Johnson (Vice-Chair), Andrea Ford (Treasurer), Supervisor Lena Tam (Cesley Ford-Frost), Supervisor Nate Miley (Angelica Gums), Councilmember Carroll Fife (Tonya Love), Mayor Barbara Lee (Dr. Atiya Rashada), Dr. Kimberly Mayfield, Councilmember Ken Houston (Nelida Rocha), Patricia Schader, and Terrence Riley.

Board Member Excused: David Walker (Secretary), Mitchell Margolis, and Michelle Edmond

Board Member Absent: Councilmember Noel Gallo (TBA), and Rana Matly

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

Staff: Ashlee Jemmott, Thea On, Liam Donevan, Elham Attalla (Zoom), Vi Lo (Zoom), and Maria Huynh (Zoom)

- A. Call to Order/Recite Alameda County-Oakland Community Action Partnership (AC-OCAP) Promise**
Chair M. Rivera called the May 11, 2026, 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 5:37 p.m.
- C. Approval of Agenda**
MOTION: To approve the May 11, 2026, Administering Board Agenda.
M/S/Carried: T. Love / A. Ford / Motion Carried
- D. Approval of the Draft Minutes from the Alameda County-Oakland Community Action Partnership (AC-OCAP) Administering Board Meeting of April 13, 2026 (Attachment D)**
MOTION: To approve the April 13, 2026, Administering Board Meeting Minutes.
M/S/Carried: T. Riley / P. Schader / Motion Carried
- E. Public Comment: (Specific Agenda item(s): Audience Comment Period)** – Staff Liam Donevan gave a brief introduction. They recently moved to the City of Oakland after living in the Bay Area for about two years and then in Colorado. Now, they have returned to the Bay Area. Liam previously served on the city council in a small town called Edgewater and has extensive experience working within government systems. They expressed excitement about being here and contributing to the board's work.
- F. Budget Presentation:**
- 425b - 2026 Budget Forms (Attachment F1)** – refer to F2.
 - Vi Lo (Budget & Grants Manager) and Elham Attalla (HSD Accountant) (Attachment F2)** - Elham Attalla provided a brief introduction. She is an Accountant III with the City of Oakland's Human Services Department, responsible for overseeing the Community Services Block Grant (CSBG) budget and fiscal operations. She has been managing the CSBG for about four years.

Vi Lo, the HSD Fiscal Manager, presented an overview of the CSBG 2026 Budget, which totals \$1,319,720. The budget can be divided into two main categories:

1. Program Costs: Approximately 70% of the budget
2. Administrative Costs: Approximately 22%

Visual aids, including bar and pie charts, were used to break down the budget categories. Administrative Categories include:

- Salaries and wages
- Fringe benefits.
- Operating expenses
- Other costs

The total administrative costs amount to \$296,000. It is important to note that the administrative staff's time is split between administration and program work (e.g., 50% in administration and 50% in programs), rather than being fully allocated to one category.

Program Costs: Total program costs are approximately \$1,022,000. This includes grants to community-based organizations (CBOs), other service partners, RFP grantees, and evaluation/contractor work. Comparison of 2025 vs. 2026

Salaries and Fringe Benefits: There is a slight decrease in costs from 2025 to 2026, primarily due to changes in staff timing and tenure, including A. Jemmott's mid-year hire.

Operating Expenses: These are projected to increase modestly by approximately \$4,500, partly due to the reclassification of certain expenses; for example, out-of-state travel costs have been moved to operating expenses.

Total Administrative Costs: Forecasted to be approximately \$14,000 lower than in 2025.

On the program side, total program costs are set to increase by about \$5,000 from 2025 to 2026. The primary reason for this increase is the staffing on the program side, which is now fully in place. Fringe benefits generally track directly with salaries; thus, when salaries decrease, fringe benefits typically decrease as well. The increase in operating expenses is mainly due to the reallocation of specific expenses rather than new major expenditures.

Subcontractors/Consultants: This budget category includes funding for anti-poverty service providers (grantees), as well as contracted evaluators and technical assistance. Staff A. Jemmott aims to delegate significant data analysis and evaluation work, as well as some RFP tasks, to contractors. This will allow CAP staff to concentrate on enhancing program quality and oversight.

A subsequent discussion with staff member M. Huynh linked this budget to the reduced per-grantee allocations, which have decreased from \$40,000 to approximately \$15,000–\$30,000 due to fewer salary savings available in this cycle. The 2026 budget for subcontractors will finance these grantee allocations.

Motion: To accept/approve the 2026 CSBG budget as presented.

M/S/Carried: A. Gums / T. Riley / Motion Carried.

G. Community Action Partnership Board (CAP) Updates:

1. Executive Committee:

- a. **AC-OCAP By-Laws Updates** – Chair M. Rivera noted that there is a draft from the city's legal team. The bylaws subcommittee has not yet been able to meet due to multiple weekly meetings. The priority right now is to give staff time to advance the strategic plan so the RFP work can move forward. Bylaws will be brought back at a future meeting once the subcommittee can meet and staff have had more time to focus beyond the strategic plan and RFP.

- b. **National Updates** – None

- c. **Strategic Planning** - The Strategic Planning Committee is updating the AC-OCAP Strategic Plan for 2026–2031. This updated plan will guide requests for proposals (RFPs), funding priorities, and the committee's work over the next five years. The following four Strategic Focus Areas (Draft) have been presented by Staff A. Jemmott and discussed with the board:

Living Wages, Employment, and Entrepreneurship

This area includes pre-apprenticeships, workforce development, financial literacy, entrepreneurship training and financing, and wraparound support.

(T. Riley noted that this section has become more concise and specific, particularly regarding entrepreneurship and pre-apprenticeships.)

Low-Income Housing

This area focuses on housing stability, homelessness prevention, and navigation. The approach has been considered more straightforward and similar to the prior plan.

Advocacy and Engagement

This area focuses on building a movement and serving as a catalyst for policy and advocacy.

(M. Rivera stated that this was a sector where the board did not fully meet prior goals and emphasized the need for clearer, more realistic tactics.)

Community Development

This area includes initiatives such as financial coaching, credit repair, debt reduction, and increasing financial security. (A. Jemmott flagged these as stretch goals but feasible; they will require partner organizations and ideas from the board.)

Operational Plan

A. Jemmott envisions that each focus area will feature:

Clear goals

Specific tasks with assigned names, due dates, and designated committees

Each committee (Program Planning, Fund Development, Advocacy, etc.) will “own” at least one focus area

A central tracking sheet per committee for tasks and deadlines

Data & CNA Link

The plan is grounded in data from the Community Needs Assessment (CNA), which includes the 2019 CNA and current survey results. Feedback from the board's retreat still needs to be more fully integrated into the mission, vision, and core values sections. M. Rivera emphasized the need to increase CNA response rates and ensure that the plan's priorities align with the community's identified needs.

Action Item(s):

Board to review Strategic Plan Draft

- Task: Read the current draft, paying special attention to the four strategic focus areas, goals, and implementation sections.
- Deliverable: Provide feedback (including additions, changes, or new focus areas) through the upcoming survey or directly via email.
- Timeline: Before the next board meeting.

Complete Strategic Plan Feedback Survey

- Task: Respond to a survey that staff will send out to capture your comments on each focus area. Share ideas for concrete activities, especially for Advocacy & Engagement and Community Development.
- Timeline: Within the next month, before the next meeting.

Contribute Ideas/Contacts for Community Development

- Task: Suggest organizations that provide financial coaching, credit repair, debt reduction, or other financial security services. Identify practical ways the board can assist in reaching these goals (e.g., partnerships, workshops, and new RFP criteria).

Staff Responsibilities (A. Jemmott and Team)

- Task: Create and Send Strategic Plan Feedback Survey
- Gather structured input on support or concerns for each focus area, along with additional suggestions for focus areas or goals. Use responses to refine the 2026–2031 plan.

Develop Committee Task Sheets:

- Design task sheets for "how we will get there," aligned with each focus area, clearly stating assigned tasks, committee members, and timelines for use as a live-tracking tool during meetings.

Integrate Retreat Feedback and CNA Data:

- Update the core values, mission, and vision sections with outcomes from the retreat. Revise data sections as new CNA results become available.

2. Program Planning:

- Financial Literacy & Wellbeing Workshop** - A. Gums reported that AC-OCAP has made progress on the concept of a Financial Literacy/Financial Wellbeing workshop. They are currently exploring a partnership with SparkPoint to deliver these services. Gums had already emailed SparkPoint about the potential collaboration but had not received a response at the time of the meeting. She plans to follow up soon. This workshop directly supports the Strategic Plan Focus Areas, particularly in Living Wages, Employment & Entrepreneurship (financial literacy as part of workforce and entrepreneurship support) and Community Development (financial coaching, credit repair, and increased financial security). No specific dates or detailed workshop formats have been finalized yet; the discussion mainly focused on securing the partnership with SparkPoint and aligning the effort with the strategic plan.
- Toy Drive** - The Program Planning Committee plans to collaborate with existing community toy drives rather than organize a separate, competing event. A. Gums mentioned other organizations for potential partnership, including AC-Transit and Lend-A-Hand.

Action Item(s):

- Identify which partners to collaborate with and support, rather than launching an additional stand-alone drive.
- Aim to coordinate efforts earlier and more strategically so that initiatives are complementary rather than competitive.

3. Advocacy:

- Draft Legislative Platform - Discussion and Approval** – T. Love presented a state-level legislative platform for AC-OCAP to utilize during the Sacramento advocacy day with CalCAPA. The focus is on bills and budget requests that benefit low-income residents, aligning with CalCAPA's priority list and the food bank advocacy priorities. Several Alameda County positions were highlighted, particularly regarding bills that are still active. T. Love discussed approximately 10 bills and budget items, primarily focused on a large statewide affordable housing bond measure aimed at raising \$10 billion for low-income housing development. Another significant proposal is to establish a state-level office dedicated to coordinating legislation and policy affecting nonprofits, with the aim of supporting organizations such as AC-OCAP's grantees. Additionally, several bills and requests supported by food banks were mentioned, including tax credits for individuals and companies that donate to food banks, as well as budget requests to sustain and expand CalFresh and food access programs. Legislation

aimed at keeping Medi-Cal and health supports accessible to low-income individuals was also discussed, particularly regarding eligibility redeterminations. A bill was proposed to place the 211 Information & Referral system under the Public Utilities Commission and to establish a dedicated statewide funding mechanism for 211. There are also proposals related to energy and utility assistance for low-income households, similar to LIHEAP-type supports. Furthermore, there is a bill intended to ensure access to legal counsel for certain immigrant residents, referencing Assemblymember Bonta's bill. Also mentioned was legislation aimed on more accurately identifying college students who qualify for CalFresh and ensuring that on-campus jobs (such as library work) count toward eligibility. Regarding the expansion of the Young Child Tax Credit, the goal is to ensure that all children over a specific age (mentioned as age 5) are covered, while also clarifying the interaction with the Earned Income Tax Credit. It was noted that bills with fiscal impacts are often held until after the May Revise, which is due on May 14th. Some bills that may seem inactive could still progress once budget numbers are clarified. T. Love checked the status again as the meeting approached and observed that several bills had been assigned new hearing dates that coincided with the Sacramento visit.

Action Item(s):

Staff M. Huynh to email grantee success stories.

- Send a soft copy of the success stories from the outcomes report to T. Love
- Purpose: Use them as real-life examples during legislative visits.

4. Fund Development

a. **Updates on Funding Research** - A. Jemmott provided a brief overview on behalf of the Fund Development Committee. She mentioned that the committee recently held an internal planning meeting to clarify the goals for fund development at AC-OCAP. They discussed the types of funding to pursue, focusing on local and regional sources as well as foundations. The committee emphasized the importance of establishing relationships with local organizations and funders as a first step, and they plan to phase their efforts into short-term and long-term strategies. The committee expressed an interest in approaching the Irvine Foundation as a potential larger partner once their message and strategy are more clearly defined. They requested that A. Jemmott and the staff develop a one-page flyer or case statement that explains who AC-OCAP is and what it does.

Action Item(s):

A. Jemmott & Fund Development Committee

- Task: Convene internal strategy session
- Define: Priority funding targets (local businesses, community foundations, and major foundations such as Irvine).
- Types of support sought (e.g., capacity-building, evaluation, special initiatives).
- Guardrails to protect grantees from competition for funding.

A. Jemmott and Team

- Task: Develop a Fund Development one-pager
- Create a concise document that describes AC-OCAP's mission, role, and outcomes.
- Articulates why AC-OCAP is a strong investment.
- Is suitable for cold outreach and follow-up conversations.

Board Members on Fund Development

- When suggesting funders or opportunities:
- Prioritize sources that do not primarily fund your grantees' core services.
- Flag opportunities that focus on: Systems change, Backbone/coordination roles, or Multi-partner/consortium funding where AC-OCAP and grantees can both benefit.

b. Updates on Funding Material – refer to G4a.

H. Informational Item:

1. **2026 CalCAPA Advocacy Day Sacramento - May 13th - 14th (Attachment H1)** - The purpose of this trip is to meet with legislators and advocate for AC-OCAP's legislative platform, which includes housing, food security, Medi-Cal, 2-1-1 services, nonprofit office support, student CalFresh, and child tax credits. Confirmed attendees include S. Johnson, A. Rashada, T. Love, A. Jemmott, and T. Riley. S. Johnson will act as the lead spokesperson and Vice Chair, providing an overview of AC-OCAP and the Community Action Partnership during the meetings. Legislative meetings are planned with or requested from Senator Wahab, Senator Wiener, Assemblymember Ortega, and Assemblymember Bonta. If some offices do not confirm, the team will still drop off materials and platform packets.

Action Item(s)

- T. Love will email attendees with the day's agenda, meeting times, and assignment details (specifying who will speak on each topic).
- Printed packets will include the legislative platform, talking points, and supporting information, featuring grantee success stories from staff member M. Huynh.

I. Community Action Partnership Programming Updates:

1. **Board Membership Terms (Attachment H1)** – None
2. **Board Vacancies: Low-Income Alameda County and Low-Income Oakland District 1 (Attachment H1)** - Chair M. Rivera noted that there is still a vacant seat for Oakland District 1. She requested that staff contact Councilmember Unger's office to confirm an appointment. There had previously been discussions about a potential appointee for District 1, but it was unclear whether that individual had declined the position or if no appointment had been finalized. There are open seats on the County side as well. Staff reported they are still looking for candidates.
3. **2026 Grantees Contracting Status Update - Maria Huynh (Attachment I3)** - Staff member M. Huynh presented a status table regarding the one-year contract extensions for grantees in 2026. The table uses the following color codes:

Dark Blue– Completed items.

Light Blue– Items in progress

White – Items pending documents from grantees.

Most contracts are moving forward, with only a few still awaiting required paperwork, such as updated insurance. In Column 2 of M. Huynh's table, the proposed 2026 grant amounts for each agency range from \$15,000 to \$30,000. These amounts align with the CSBG budget for subcontractors that has already been approved (see Attachment F2). This represents a reduction from the previous year's grant amounts of \$40,000 per grantee. In past years, some additional funding was contributed by salary savings from vacant positions. However, in 2026, those positions are filled, leaving little to no salary savings to add to the grant pool. To maintain financial stability, AC-OCAP is reducing individual grant amounts while staying within the approved budget.

Special Note on Eden I&R (211)

Eden I&R has an allocation of \$100,000 noted in the table. This funding comes from General Purpose Funds (GPF), not from CSBG, and requires approval from City Administration. M. Huynh does not manage this approval process; it is handled through the biennial city budget cycle for fiscal years 2025–2027.

Insurance and Compliance Issues

M. Huynh highlighted some agencies with insurance expiration dates marked in red (e.g., Love Never Fails). This indicates that their commercial general liability, umbrella, sexual abuse, auto, and/or workers' compensation coverage has expired. Grantees are required to submit updated certificates, which Maria will then route to Risk Management for approval. Contracts with these grantees cannot be fully executed until the updated insurance is received and approved.

Communication with Grantees

M. Huynh confirmed that grantees were informed during a meeting on March 2nd that 2026 allocations would be reduced. They are aware of the new grant range of \$15,000 to \$30,000, which differs from the previous allocation of \$40,000.

Action Item(s):

M. Huynh

- Continue collecting outstanding documents (including updated insurance) from grantees.
- Work with Risk Management to secure approvals.
- Finalize and route 2026 contracts for full execution.

A. Jemmott & Fiscal Team

- Prepare and share a comparison of 2024–2025 grant amounts vs. 2026 amounts so the board can clearly see changes in allocations by agency.
- How does this tie to the approved subcontractor line in the CSBG budget?

Board Members

- Review the 2026 allocation list (by agency and amount) before the next meeting, with an eye on Equity across agencies.
- Alignment with strategic focus areas and community needs.

4. **2025 Grantees' Annual Outcomes - Maria Huynh (Attachment 14)** - Staff member M. Huynh presented a bar graph comparing outcomes for 2024 and 2025. Most grantees exhibited modest increases or decreases in outcomes. The total number of outcomes (people achieving at least one measurable outcome) was as follows:

2024: 853

2025: 725 (excluding Eden I&R)

Notably, St. Mary's Center experienced a significant drop in outcomes, from 160 in 2024 to just 54 in 2025. This decline can be attributed to increased on-site engagement in 2024, as more seniors utilized case management for housing navigation and participated in meal programs (breakfast and lunch). Consequently, there were more documented outcomes in 2024 compared to 2025.

The Client Characteristics Report (CCR) indicated that the total number of individuals served in 2025 was 839 (unduplicated), with 725 outcomes recorded. The reasons for the difference include rolling enrollment, where some participants' outcomes are counted in the following year's reporting period.

Furthermore, certain participants did not complete programs due to barriers such as childcare issues, transportation challenges, and immigration-related difficulties.

The CCR tables (pages 2–3) summarize demographics (gender, age, race/ethnicity, etc.) for all participants across grantees. Detailed outcome tables (pages 4–19) are organized by grantee and outcome category, such as housing, job training, employment, entrepreneurship, and supportive services. The last column displays the 2024 outcome numbers in burgundy (in parentheses) and the 2025 outcome numbers in black, allowing for quick year-to-year comparisons for each agency.

Housing & Stability: Moving into safe, affordable transitional or permanent housing. **Employment & Training:** Receiving job training or workforce development services and obtaining jobs at or above the Oakland minimum wage (\$16.89/hr) or living wage (\$17.79/hr with health benefits, \$20.43/hr without). **Education & STEM:** Enrolling in IT/STEM certification programs and participating in paid internships (e.g., BART, Google, Cisco).

M. Huynh provided, at the end of the packet, a compiled narrative of success stories from grantees to highlight the real-life impact behind the numbers. She offered to answer any follow-up questions via email after members have had time to review the stories. T. Love requested a digital copy of the success stories for advocacy in Sacramento.

5. **Head Start Children Fairyland Takeaways (Maria Huynh) – Oakland April 17th (Attachment 15)** - M. Huynh attended and tabled at the event, representing AC-OCAP and CSBG programs to families. The fair focused on promoting children's literacy through various activities and workshops designed for both parents and children. M. Huynh engaged with a significant number of families and collected 57 Community Needs Assessment surveys in English, Spanish, and Mandarin. The event was deemed a successful outreach effort for AC-OCAP, enhancing visibility among Head Start families

and contributing valuable data for strategic planning. Chair M. Rivera expressed gratitude to Maria for covering the event on behalf of AC-OCAP.

6. **VITA Celebration April 29th (Ashlee Jemmott)** - Chair M. Rivera provided a brief overview of the Volunteer Income Tax Assistance (VITA) program and its end-of-season celebration. T. Riley noted that VITA has been led by Jaqueline Jacobs for about 25 years, primarily with the help of Cal Berkeley student volunteers. This season, the VITA team completed over 400 tax returns for community members, generating more than \$400,000 in federal refunds for low-income households. All tax preparers are volunteers, many of whom return year after year, creating a strong sense of community. The celebration recognized and appreciated these volunteers and highlighted their long-term commitment. T. Riley described it as a beautiful event, emphasizing the significant impact on residents. S. Johnson also noted the program's importance, as most participants receive refunds, providing a substantial financial boost. She expressed appreciation for the opportunity to attend and honor the volunteers.

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

K. Announcements:

1. **United Seniors of Oakland and Alameda County** – S. Johnson announced, May 29 (Cherryland Community Center) - Open to United Seniors members for free. Will feature speakers, candidates, a continental breakfast, lunch, and door prizes. AC-OCAP members are encouraged to attend and participate.
2. **Alameda County Social Services/Board of Supervisors** – C. Frost noted that board members should already receive Supervisor Tam's newsletters.
3. **City of Oakland** – Staff T. On announced the ReCAST Mental Health & Trauma Webinars, a virtual series hosted by the City of Oakland. This series will cover topics related to trauma, mental health, and literacy, with sessions running from April through at least August, and likely extending into September. T. On encouraged members to share the email and registration information within their community networks to increase participation.
4. **Board Members/Others:**
 - M. Rivera mentioned an upcoming Water Day event related to Human Services. She will check with Ashley to determine if AC-OCAP should have a table or just attend, and what support roles board members might play.
 - N. Rocha announced the "Back to Basics" Civic Event for Students. Approximately 350 students from TK to 5th grade will visit City Hall to gain exposure to City Council leadership and participate in civics education activities.

L. Attachments:

- D** Draft Minutes from April 13, 2026, Administering Board Meeting
- F1** 425b - 2026 Budget Forms
- F2** Budget Presentation (Vi Lo & Elham Attalla)
- G1c** Strategic Planning
- G3a** Legislative Platform Discussion and Approval
- H1** 2026 CalCAPA Advocacy Day Sacramento (May 13th - 14th)
- I1** Board Membership Terms
- I2** Board Vacancies Notices
- I3** 2026 Grantees Contracting Status Update
- I4** 2025 Grantees' Annual Outcomes
- I5** Head Start Children Fairyland Oakland Takeaways (M. Huynh)

M. Adjournment:

Next In-Person Meeting: June 8, 2026

MOTION: To adjourn the meeting at 7:15 pm

M/S/Carried: T. Love / P. Schader / Motion Carried.