MINUTES

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

Executive Committee Meeting (Standing)
Thursday, March 26, 2026, 5:30 PM
Oakland City Hall - 1 Frank H. Ogawa, Hearing Room 3

Committee Members Present: Monique Rivera (Chair), Sandra Johnson, David Walker (Secretary), and Supervisor Lena Tam (Cesley Ford-Frost)

Committee Members Excused: Andrea Ford (Treasurer)

Staff: HSD Deputy Director Lea Lakes

A. Roll Call/Determination of Quorum/Approval of Agenda
L. Lakes performed roll call, and a quorum was established at 5:30 p.m.
MOTION: To approve the March 26, 2026, Executive Committee Meeting Agenda.
M/S/Carried: Motion carried by unanimous consent.

B. Approval of the draft Minutes from the Executive Committee Meeting on February 3, 2026 (Attachment B)
MOTION: To approve the February 3, 2026, meeting minutes.
M/S/Carried: S. Johnson / C. Frost / Motion carried by consensus.

C. Public Comment – None

D. DISCUSSION:

1. Executive Committee

a. **New AC-OCAP Manager (Ashlee Jemmott) – Start date March 30, 2026 (Attachment D1a)** - Ashlee Jemmott will start on Monday, March 30th. She is a public service leader with over a decade of experience in community-centered strategy, including strategic partnerships and cross-sector collaboration across government and nonprofit sectors. Ashlee also possesses a strong background in program management and public policy. Chair M. Rivera mentioned that as Ashlee joins the team, she will likely be involved in budget planning and collaborating with the board on upcoming financial and strategic matters. Overall, Ashlee was introduced positively as an experienced and strategic public service leader who will play a key role in both program management and budgeting moving forward.

b. **Bylaws** – Chair M. Rivera noted that she has not yet reached out to DCA Sophia Navarro regarding the bylaws since the last meeting. HSD Deputy Director L. Lakes reported that she contacted S. Navarro yesterday, but there were no new updates. The lawyers are still working on the bylaws. Consequently, the committee is in a waiting phase, with no substantial changes or draft updates to report at this meeting.

c. **Strategic Planning Updates** - The board is updating the strategic plan from five pillars to three.

Committees will be organized around each pillar to facilitate more work within the committees rather than solely during full-board meetings. A strategic plan workshop is scheduled for Friday, March 27th, at noon to advance this work and include additional board members. The board survey was resent, but response rates remain low. Chair M. Rivera emphasized the importance of all board members responding, even if it's just to the sections they care about most. It was noted during the discussion that funding often prioritizes seniors and youth, while the "middle group" tends to be overlooked, and this needs to be better reflected in the plan. The expectation is not a complete rewrite, but rather an update of the content, consolidation of pillars, and adjustments to wording and data. There is concern about the tight timeline; the strategic plan must be finalized before the RFP process begins. The RFP must clearly reference the board's strategic priorities (e.g., housing, youth programs) so that applicants understand what the board is seeking.

d. **Finance - Budget (Attachment D1d)** - HSD Deputy Director L. Lakes is currently working with the state to finalize last year's budget. The budget was submitted at the beginning of the year, and the funds have already been spent. L. Lakes and the fiscal team are matching receipts and invoices to the correct budget categories and correcting items that were initially placed in the wrong ones. The state now requires more detailed, itemized reporting. For example, instead of having a single line item for office supplies, there needs to be a breakdown of each type of supply. This new requirement is slowing down the process. Once the reconciliation with the state is complete, L. Lakes will present a line-by-line comparison of what was budgeted versus what was actually spent, providing justifications for any discrepancies. They plan to use last year's actual expenditures to inform next year's budget, detailing how much was spent on items such as food and gift cards. The current budget documents only include summary totals; a more detailed, traditional format listing salaries, fringe benefits, partner contributions, etc., will be provided later. D. Walker inquired about how the board's work connects to regular CSBG funding and discretionary funds. L. Lakes confirmed that both funding streams are relevant to this board, though she needs to return with a more specific explanation of the requirements and allowed uses for each source. D. Walker also asked whether the "contractual budget" shown is the same as the budget used for the RFP and public contracts. L. Lakes believes it is but will verify this information. Chair M. Rivera raised concerns about reconciling the total contract amount with the number and size of grants—for instance, 18 contracts at $40,000 each versus the total amount displayed. There is a need to finalize the 2025 numbers before determining the grant levels for 2026 and allocating funds to each grantee. L. Lakes aims to complete the budget reconciliation and submissions by mid-April or early May, depending on the state's deadline. A more detailed financial discussion has been postponed until this work is complete. The committee recognizes they are not yet ready for an in-depth analysis, but the process is ongoing, and more thorough numbers will be provided soon.

Action Item(s):

- Share the new manager's contact information once Ashley Jemmott's new email address is available and send it to the relevant contacts so she can be included in communications.
  Assignee: C. Frost

- Continue working with the state to correct any misclassified expenditures so all receipts and invoices are in the proper budget buckets before submitting the annual package.
  Assignee: L. Lakes

- Present a line-by-line reconciliation of last year's actual spending vs. the approved budget (with explanations for variances).
- Prepare and present a draft 2026 budget informed by last year's actuals.
  Assignee: L. Lakes

- Double-check that the contractual budget in the board materials matches the budget attached to the

RFP and adjust if needed.
Assignee: L. Lakes

- Provide a written explanation of how each funding source (e.g., regular CSBG, discretionary funds) connects to the board and what each can be used for.
  Assignee: L. Lakes

- Move the Life & Enrichment reporting appearance to the next cycle, as there are no invoices due in April.
  Assignee: L. Lakes

- Hold the strategic plan workshop tomorrow at noon for board members to: Finalize the three-pillar strategic plan and agree on a clear implementation timeline.
  Assignee: M. Rivera

- Follow up with the interested county representative about joining the AC-OCAP board and report back on progress.
  Assignee: M. Rivera

- Develop and share a timeline to complete the strategic plan and issue the program RFP, ensuring the RFP explicitly references the strategic priorities (e.g., housing, youth programs).
  Assignee: M. Rivera

- Add an item to the April executive committee agenda to discuss supervisors writing and sending their own advocacy letters to Congress and Senators.
  Assignee: M. Rivera

- Send the drafted advocacy letters to California's U.S. senators requesting increased funding, following the DC trip.
  Assignee: M. Rivera

- For the next DC trip, explore opportunities to meet with at least one red-state congressional office to advocate for anti-poverty funding in a bipartisan context.
  Assignee: M. Rivera

E. Open Forum: (General Audience Comment Period) – None

F. Adjournment of Meeting

MOTION: To adjourn the meeting at 6:30 pm
MIS/Carried: S. Johnson / D. Walker / Motion Carried

The next Executive Committee Meeting is scheduled for April 23, 2026