

Evidence-Based Solutions Committee

Purpose

The primary purpose of the Evidence-Based Solutions Committee is to ensure that the Continuum of Care centers and integrates evidence-based data and practices to effectively identify, prioritize and provide solutions to serve the people and populations who are most vulnerable to and disproportionately impacted by homelessness across Alameda County.

Roles and Responsibilities

- Facilitate an understanding of the connection between historical discrimination and its impact on continued service delivery and outcomes in homelessness
- Train and support committee members in how to apply an evidence-based framework in decision making and action in their respective committees and workgroups
- Complete a review of major CoC policies and deliverables (for example: NOFO strategic direction, Governance Charter, Point-in-Time count methodology, etc.)
- Support Committees to develop and implement elements of their action plans to guide each Committee's work towards centering evidence-based solutions that address disproportionate service and policy
- Periodically review leadership representation metrics for all boards, committees, and workgroups, aligned with the most recent Point-In-Time (PIT) Count data
- Annually produce an accomplishment report that outlines actions responsive to centering evidence-based solutions, by each committee and the CoC as a whole

Committee Roster

Name	Organization
Shatae Jones	Alameda Alliance
Shelley Gonzalez	Leadership Board
Krsna Hare	Community Member
Jared DeFigh	Community Member
Freeway Blalock	Wood St. Commons / West Oakland Homeless Union
Laurie Flores	City of Fremont
Marcela Munoz	Community Member
Sunita Garrett	Community Member

Miguel Dwin	Alameda County Human Relations Commission
Sabrina Abong	Youth Advisory Board
Darlene Flynn	City of Oakland
Lynette Ward	Alameda County Health, Housing and Homelessness
Nic Ming	Social Impact Wheel
Katie Barnett	All Home
Tunisia Owens	Family Violence Law Center
Fiani Johnson	Araminta Ross Foundation
Patrick Anderson	Alameda County Community Housing and Development Agency
Darryl McDavid	Bay Area Community Services
Richard Nudelman	Community Member

In the last year, the Evidence-Based Solutions Committee has:

- Welcomed a full membership and implemented robust liaison support for all other CoC Committees
- Developed Framework and Guiding Principles; conducted trainings on these materials
- Launched monthly CoC Learning Community Space for all CoC members and members of the public
- Provided input and recommendations on several CoC and Alameda County initiatives, such as the Prevention Framework

In the next year, the Evidence-Based Solutions Committee will:

- Develop Evidence-Based performance measures to understand system progress and effectiveness for populations most vulnerable to homelessness
- Update Committee documents and frameworks to support communities in current political climate
- Develop assessment tool and metrics to evaluate the Continuum of Care governance, structure, effectiveness, accountability, and accessibility
- Develop updated trainings for the Continuum of Care
- Review PIT and HMIS data to identify demographic discrepancies

HMIS Committee

Purpose

The purpose of HMIS Committee is to support the effective operation and oversight of the CoC's Homeless Management Information System (HMIS), as required by HUD's CoC Program Interim Rule at 24 CFR 578.7 and to meet data management infrastructure needs.

Roles and Responsibilities

- Serve as a forum for identification of system-level trends/challenges, collaborative problem solving, and desired HMIS system enhancements. Uplift recommendations to the CoC Board based on forum discussions and decision making
- Conduct on-going evaluation of HMIS system by supporting the gathering of user feedback to improve the HMIS experience
- Provide feedback to the HMIS Lead and endorsement as appropriate on all policies the HMIS Lead is required to develop including Privacy, Security, and Data Quality Plans as required by federal regulation
- Develop evaluation tool and conduct annual review of the HMIS Lead in fulfillment of its duties as outlined in MOU with Leadership Board

Committee Roster

Name	Organization
Alex Baker	Alameda County Health, Housing and Homelessness
Daniel Scott	Alameda County Housing and Community Development
Greta Felma Monares	City of Oakland
Jared DeFigh	Community Member
Julia Judge	Bay Area Community Services
Josh Jacobs	City of Berkeley
Krsna Hare	Community Member
Melissa Moore	Rise
Mike Keller	East Oakland Community Project
Michelle Ogburn	Abode
Patrick Anderson	Alameda County Community Housing and Development Agency

Shatae Jones	Alameda Alliance
Shelly Haynes	City of Livermore

In the last year, the HMIS Committee has:

- Reviewed Quarterly HMIS Data Reports to track trends and data quality
- Reviewed and provided feedback on systemwide HMIS training modules
- Launched the HMIS Data Quality Workgroup to strengthen data integrity and collaboration
- Designed and adopted a clear HMIS Access Policy, which includes:
 - Definition of “Provider”: Clarifies that access is for organizations and individuals working directly with people experiencing homelessness (e.g., shelters, outreach teams, case managers)
 - Access Request Process: Created an online application for providers to request HMIS access, including organization details, intended data use, and data security plans
 - Data Misuse Protocols: Established clear consequences for misuse, including revocation of access, and steps to regain access after resolution
 - Access Criteria: Outlined eligibility criteria focused on service relevance, data security, and quality standards
 - Appeals Process: Providers denied access can appeal to the HMIS Committee, which will review and make a final decision

In the next year, the HMIS Committee will:

- Support the Data Quality Workgroup as it conducts interviews and focus groups with HMIS-using providers
- Review and adopt Data Quality Workgroup recommendations to improve system usability and data integrity
- Review, approve, and adopt the updated HMIS Policies and Procedures
- Conduct a formal evaluation of the HMIS Lead entity, as outlined in the committee’s roles and responsibilities

Housing Capacity Committee

Purpose

The purpose of the Housing Capacity Committee is to support expansion of the supply of permanent supportive and dedicated affordable housing opportunities available to people experiencing homelessness in Alameda County. To achieve these ambitious goals the group will advocate that funding should be targeted to housing dedicated to households at 10% or less of Area Median Income (AMI), coordinate funding, track units apart from and in HMIS, coordinate with housing authority resources, and plan proactively for funding and expansion.

Roles and Responsibilities

- Work to expand the range, stock, and quality of affordable housing options and target to people with the lowest incomes
- Consult with local government recipients on allocations of housing funds
- Collaborate with East Bay Housing Organization (EBHO), local housing authorities, jurisdictions and housing developers
- Serve as forum for soliciting feedback and providing updates on landlord engagement strategies (e.g., landlord incentives)
- In coordination with county and city partners, monitor creation of permanent supportive housing (PSH) and dedicated affordable housing units against targets in the Home Together plan
- Develop coordinated strategies for stakeholders/partners to provide input on the development of new affordable and supportive housing projects in an effort to combat NIMBY (“not in my backyard”) opposition

Committee Roster

Name	Organization
Caroline Topeé	Leadership Board
Colleen Budenholzer	Alameda County Health, Housing and Homelessness
Isamar Ochoa Dominguez	Community Member
Jared DeFigh	Community Member
John Lo	Alameda County Housing and Community Development
Moe Wright	City of Berkeley
Ms. Shelley Gonzalez	Leadership Board
Sharon Cornu	St. Mary's Center
Stacey Burmaster	Insight Housing
Vivian Wan	Abode

In the last year, the Housing Capacity Committee has:

- Supported Alameda County's application for funding in the Continuum of Care (CoC) Builds Notice of Funding Opportunity (NOFO) through the CoC Builds NOFO Workgroup
- Prepared and submitted a Public Comment on the Alameda County 10-Year Housing Plan
- Received a presentation from Alameda County Health, Housing and Homelessness Services on the Point in Time (PIT) Count
- Visited an affordable housing development site in the City of Berkeley

In the next year, the Housing Capacity Committee will:

- Educate the community about affordable housing development, both within and outside the Continuum of Care
- Advocate for increasing the supply of affordable housing
- Explore ways to improve the affordable housing development process



Housing Stability and Homelessness Prevention Committee

Purpose

The purpose of the Housing Stability and Homelessness Prevention Committee is to develop strategies and collaborations to prevent new homelessness, including for formerly homeless people who have moved into housing. The Committee is charged with identifying best practices, strategies to improve the effectiveness of existing homelessness prevention and housing stability initiatives, and opportunities for cross-sector collaboration to slow inflow into the homeless services system.

Roles and Responsibilities

- Consult with local government recipients on allocations of prevention funding
- Determine how to integrate homelessness prevention assistance into the broader system (i.e., determine where prevention services should live)
- Analyze inflow data to determine populations at greatest risk of experiencing homelessness, along with key causes/drivers of homelessness
- Identify gaps in programming (populations, services, locations) and develop recommendation to better target prevention assistance and design more responsive, effective assistance models
- Work with mainstream system partners to identify strategies to prevent discharge into the homelessness services system
- Coordinate with the System Impact Committee to identify supportive housing providers with high rates of returns to homelessness; provide resources and support to improve performance

Committee Roster

Name	Organization
Dylan Sweeney	Alameda County Housing and Community Development
Eleni Spiru	Swords to Plowshares
Freeway	Wood Street Commons / West Oakland Homeless Union
Hamilton Hunt	BOSS
Jeannette Rodriguez	Alameda County Health, Housing and Homelessness Services
William Mendoza	Community Member
Logan McDonnell	Bay Area Community Services



Luke Barnesmoore	Home Match – Front Porch
Ms. Shelley Gonzalez	Leadership Board
Richard Nudelman	Emerging Leaders

In the last year, the Housing Stability and Homelessness Prevention Committee has:

- Received presentations from homelessness prevention programs to learn about the homelessness prevention services that currently exist in Alameda County.
- Approved the Project Plan for the Prevention Program Chart, which will identify all existing homelessness prevention programs in Alameda County. This Prevention Program Chart will be used to:
 - Identify homelessness prevention services, who is receiving prevention services, how programs are funded, and how programs are marketed to people who would benefit from the services.
 - Develop the Housing Stability and Homelessness Prevention Committee's role in the Alameda County Homelessness Prevention Framework.
 - Advocate for funding for targeted homelessness prevention services.

In the next year, the Housing Stability and Homelessness Prevention Committee will:

- Participate in the Harvard Kennedy School Government Performance Lab (GPL) Alameda County Homelessness Prevention & Housing Stabilization Project Cohort, which is focused on improving data practices and program strategies within homelessness prevention and housing stabilization initiatives. The Housing Stability and Homelessness Prevention Committee will lead the Homelessness Prevention Key Performance Indicators (KPI) Working Group to develop system-wide KPIs to regularly track, monitor, and evaluate homelessness prevention programs in Alameda County.
- Develop the Prevention Program Chart, which will include conducting surveys of homelessness prevention programs and people served by homelessness prevention programs.

Outreach, Access, and Coordination Committee

Purpose

The purpose of the Outreach, Access, and Coordination Committee is to ensure that people experiencing homelessness receive available services tailored to their individual needs, and that the system offers welcoming and effective points of engagement. The committee will coordinate, monitor, and improve the quality and effectiveness of outreach, coordinated entry and other services that connect people to the homelessness response system and mainstream or other community services.

Roles and Responsibilities

- Provide oversight and support for the CoC's Coordinated Entry implementation
- Feedback on/adoption of Coordinated entry standards and protocols
- Development of dashboards and/or other tools needed to monitor system access and system outcomes, particularly with regard to racial equity objectives/targets.
- Review of assessment tools/procedures and prioritization criteria on annual basis, recommending changes as needed
- Monitor and troubleshoot quality control and system fidelity across partnership, recommending changes as needed
- Identify barriers that prevent individuals and families from accessing shelter and other system entry points and formulate recommendations to increase access
- Develop evaluation tool/protocols and conduct annual evaluation of Coordinated Entry Management Entity in fulfillment of its duties as outlined in MOU with Leadership Board

Committee Roster

Name	Organization
Alan Gutierrez	Alameda County Health, Housing and Homelessness
Amy Cole-Bloom	City of Hayward
Shane Rogge	Alameda County Social Services Agency
Daniel Scott	Alameda County Housing and Community Development
Jenn Oakley	Rising Sun Center for Opportunity
Kara Carnahan	Abode
Kate Hart	SAVE (Safe Alternatives to Violent Environments)
Laurie Flores	City of Fremont
Marcela Munoz	Community Member
Marlisa Fisher	Community Member

Stacey Burmaster	Insight Housing
Stephanie Semien	Community Member
Tiara Jones	City of Oakland
Veronica Alder	POCC

In the last year, the Outreach, Access, and Coordination Committee has:

- Created and completed a Coordinated Entry Evaluation survey
- Designed the overall Coordinated Entry Evaluation process
- Completed a Coordinated Entry Self-Assessment
- Launched the Coordinated Entry System Evaluation, including:
 - Focus groups with 211, outreach providers, people experiencing homelessness (unsheltered and sheltered), shelter staff, housing staff, and Housing Resource Center staff
- Established the Unsheltered Workgroup and developed the CoC's definition of "unsheltered"
- Provided feedback on the encampment resolution approach drafted by Alameda County's Mayors Technical Working Group

In the next year, the Outreach, Access, and Coordination Committee will:

- Update the Coordinated Entry (CE) Policies and Procedures
- Develop and release the CE Evaluation Report and findings to develop recommendations for future system enhancements
- Merge Outreach and Unsheltered Workgroups to:
 - Develop best practices for outreach to encampments
 - Draft a CoC stance on encampment resolution
 - Draft written standards for shelter programs within the CoC
- Develop Policies and Procedures for a Gender-Based Violence (GBV) Coordinated Entry System
- Create a provider toolkit for organizations not currently serving GBV clients
- Develop an Accessibility Assessment Tool to evaluate and improve CE access for people with disabilities

CoC Standards, Compliance, and Funding Committee

Purpose

The purpose of the CoC Standards, Compliance, and Funding Committee will be to support preparation of applications for CoC funding and support the Leadership Board in fulfilling its obligations as outlined in the HUD's CoC Program Interim Rule at 24 CFR 578.8 and as detailed below.

Roles and Responsibilities

- Design, operate, and implement a collaborative process for submitting the CoC application to HUD
- Seat a non-conflicted Appeals Panel to review, decide, and act on rating and ranking appeals relative to the HUD CoC application
- Coordinate with the System Impact Committee to identify projects not meeting community benchmarks for performance and determine how to use that information in rating and ranking decisions
- Provide the Collaborative Applicant and ESG Recipients feedback on/adoption of written standards for CoC and ESG assistance
- Develop evaluation tool/protocols and conduct annual review of the Collaborative Applicant in fulfillment of its duties as outlined in MOU with Leadership Board
- Track and monitor implementation of racial equity objectives establishing by the Committee related to the work of this committee (e.g., conduct outreach and facilitate inclusion of BIPOC-led organizations in all funding opportunities)

Committee Roster

Name	Organization
Annette Sanders	Glad Tidings Community Development
Ivan Ortiz	Operation Dignity
Jennifer Lucky	Alameda County Health, Housing and Homelessness Services
Josh Jacobs	City of Berkeley
Laurie Flores	City of Fremont
Marcell Lloyd	Saint Vincent De Paul of Alameda County
Ms. Shelley Gonzalez	Leadership Board
Ray Corona	Covenant House, Youth Advisory Board

Riley Wilkerson	Alameda County Health, Housing and Homelessness Services
Stanley Wong	City of Oakland
Sunita Garrett	Community Member
Tunisia Owens	Family Violence Law Center
Varon Brown	Emerging Leaders

In the last year, the CoC SCF Committee has:

- Reviewed the Coordinated Entry System Grievance Policy
- Reviewed the HMIS Grievance Policy
- Restructured the SCF meeting format to include intentional updates from Evidence-Based Solutions Committee liaisons at each meeting
- Jointly established a Performance Measures Workgroup with System Impact Committee to review and update NOFO performance measures
- Approved the SCF Committee's 2025 work plan
- Debriefed the 2024 CoC Notice of Funding Opportunity Competition

In the next year, the CoC SCF Committee will:

Looking ahead, the CoC SCF Committee will focus on strengthening data governance, provider support, and system accountability.

- Conduct an evaluation of the Collaborative Applicant entity (Alameda County Health, Housing and Homelessness)
- Develop a toolkit to support providers navigating the CoC Program competition to strengthen their participation
- Create a model grievance policy for use across the CoC
- Engage in planning for future NOFO cycles to ensure transparency and provider readiness

System Impact Committee

Purpose

The purpose of the System Impact Committee is to monitor progress against the community's strategic plan (Home Together), including regular review of system-level and provider performance to support more rapid identification of emerging trends and needed changes to policy and programming. The committee will also be responsible for monitoring actual system performance against assumptions used in the Home Together system modeling to support updates to the plan as needed.

Roles and Responsibilities

- Point in Time Count: Provide input on Point in Time Count methodology; Serve as forum for reviewing PIT results, discussing implications, and recommending framing for reporting to Board and public
- System Performance:
 - Provide input on Home Together Performance Management Framework (measures, timeline for review, etc.); update as needed
 - Review system performance at agreed upon intervals; monitor for any emerging trends and report issues/recommendations to Leadership Board as appropriate
 - Track investments in the plan Support development of annual Home Together progress reports
- Provider Performance: Support development of provider scorecards, Review provider level performance at regular intervals (2-3x/year), Share information on provider performance with CoC Standards, Compliance, and Funding Committee to inform funding decisions, Design Quality Improvement (QI) initiative
- Monitor/make recommendations regarding provider capacity-building needs to position community to be prepared to absorb/administer new resources
- Providing input to local government recipients of federal and state funding on priorities and allocations to support alignment with the community's strategic plan

Committee Roster

Name	Organization
Alex Baker	Alameda County Health, Housing & Homelessness Services
Annie Bailey	City of Fremont
David Amaral	All Home
Dominica Henderson	Housing Authority of the City of Oakland
Fiani Johnson	The Araminta Ross Foundation
Jared DeFigh	Community Member

Jason Espinoza	Insight Housing
Jonathan Medrano	Covenant House
Josh Jacobs	City of Berkeley
Miguel Dwin	Alameda County Human Relations Commission
Nic Ming	Social Impact Wheel
Resheemah White	Emerging Leaders/BACS/Homeless Strategy Team
Sabrina Abong	Youth Advisory Board

In the last year, the System Impact Committee has:

- Provided recommendations on NOFO Performance Measures to CoC Standards, Compliance, and Funding Committee
- Reviewed Home Together Year 2 update and submitted memo to Housing Stability and Homelessness Prevention Committee. The recommendations provided are being incorporated into the Alameda County Prevention Framework.
- Established a Performance Measures Workgroup in partnership with the CoC Standards, Compliance, and Funding Committee to review and update HUD NOFO Performance Measures for Alameda County
- Reviewed the 2024 Point-In-Time Count Results

In the next year, the System Impact Committee will:

- Provide recommendations on the Point in Time (PIT) count
- Understand and analyze system and provider performance data
- Develop a non-HMIS provider-level report card to ensure broader visibility into program performance
- Review and update performance measures for the HUD CoC Program Competition
- Monitor HUD System Performance Measures (SPMs), including length of time homeless, returns to homelessness, income growth, and successful housing placements
- Crosswalk HUD SPMs with CoC committees to clarify which committees should be engaged on specific performance issues

Youth Committee

Purpose

The purpose of the Youth Committee is to align goals and develop shared strategies and collaborative practices across systems, agencies, programming and funding streams that work to prevent and end youth homelessness. The Youth Committee acts as a collaborative table bringing together transitional age youth with lived experience of homelessness, youth service providers, county and city government representatives, and other stakeholders to build a coordinated response to youth homelessness.

Roles and Responsibilities

- Design, implement, and operate collaborative processes for parallel systems working with transitional age youth experiencing homelessness (Homeless response system, Child welfare system, Juvenile Justice System, Education System, etc.)
- In consultation with the Youth Advisory Board (YAB), develop recommendations for Transition Age Youth (TAY) specific funding
- Shape policy and provide oversight for TAY specific coordinated entry access points and protocols.
- Monitor system and provider-level performance for the youth homeless response system; provide progress updates and recommendations to the Leadership Board.
- Facilitate inclusion of TAY service providers into funding opportunities.
- Design specific strategies and programming to respond to the unique needs of different TAY subpopulations:
 - Pregnant and parenting youth
 - Undocumented migrant youth
 - Juvenile Justice Impacted youth
 - Foster, child welfare impacted youth
 - BIPOC youth
 - LGBTQ+ identified youth
 - Minors (18 and under)

Committee Roster

Name	Organization
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Annie Bailey	City of Fremont
Delilah Aviles	Youth Spirit Artworks
Denah Nunes	Abode Services
Marisol Rodriguez-Sanchez	Alameda County Health, Housing and Homelessness
Ray Corona	Youth Advisory Board
Sabrina Abong	Youth Advisory Board
Sahra Nawabi	Youth Advisory Board
Tammy Nguyen	Youth Advisory Board
Tanya Carvajal	Missey, Inc.

In the last year, the Youth Committee has:

- Provided input to the Notice of Funding Opportunity (NOFO) Workgroup on how the NOFO local competition could be more equitable for new and renewal projects that serve Transition Age Youth (TAY)
- Conducted outreach with youth-serving organizations to create a chart of TAY Engagement Opportunities, which provides an overview of how youth provide meaningful input and feedback into the systems that serve them

In the next year, the Youth Committee will:

- Preparing and implementing a communications strategy to share the full Transition Age Youth (TAY) Engagement Chart with EveryOne Home, the Youth Advisory Board (YAB), TAY, youth-serving organizations, and the community
- Create a Resource Guide to help TAY connect with resources that will help them to become and remain stably housed
- Create additional materials using the information identified in the TAY Engagement Chart, including an infographic of engagement opportunities for TAY