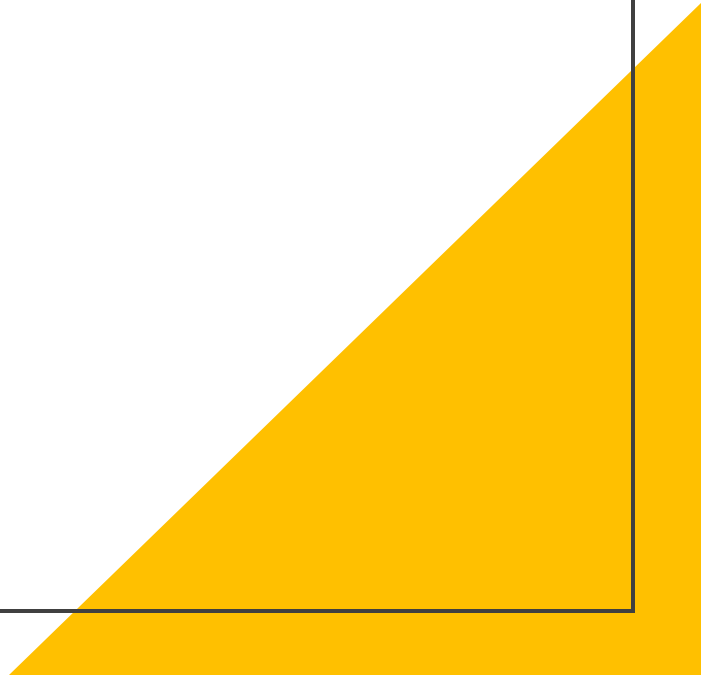




EveryOneHome

Outreach, Access and Coordination Committee

August 13th, 2025



Meeting Purpose

The August OAC meeting will include a presentation from ICF and the HMIS Lead Team on ongoing efforts to strengthen HMIS governance and data capacity in Alameda County. The Unsheltered Workgroup will present their final product, including a CoC stance on encampment resolution adapted from the UC Benioff Toolkit, for committee approval. Members will hear updates from the County and Homebase on the Coordinated Entry evaluation topic of Follow Up. This includes findings from focus groups with HRC staff, housing providers, and people with lived experience. The committee will have the opportunity to provide input across all items to guide future system decisions.



Agenda

1. Welcome / Introduction
2. Minutes
3. Public Comment
4. Announcements/Urgent Items and/or Homeless System Updates
5. Evidence Based Solutions Committee Update
6. Ice Breaker
7. HMIS Governance Update
8. Unsheltered Workgroup
9. CES Targeted Conversations
10. Closing



Welcome/Introductions

- New folks say hello!
- OAC is tasked with:
 - Ensuring people experiencing homelessness receive available services tailored to their individual needs
 - Supporting providers in the system to offer welcoming and effective points of engagement
 - coordinating, monitoring, and improving the quality and effectiveness of outreach, coordinated entry and other services



Approval of Minutes

- No roll call vote is needed, corrections not already received by Homebase will be noted and minutes changed accordingly.



Public Comment

- Public Comment will be taken at the beginning of each meeting and is limited to 2 minutes per person.
- Homebase has created a public comment tracker where public comments across CoC meetings will be recorded.
- Comments will be directed to the appropriate CoC committee or County staff.
- You may also email Homebase at jose@homebaseccc.org and matthieu@homebaseccc.org, copying alameda@homebaseccc.org, if you would like to submit written comments.



Homelessness System Updates

Homeless System Updates or Urgent Items (All)

- Community members are encouraged to share announcements or other brief informational items.

HMIS Committee Data Quality Workgroup

The HMIS Committee has formed a workgroup to better understand the barriers service providers face in maintaining high-quality data in the Homeless Management Information System (HMIS). This includes challenges related to timeliness, completeness, accuracy, and utilization.

Data quality directly impacts:

- Accurate counts of people experiencing homelessness
- Tracking where people are going within the system
- Understanding the length of time individuals spend in services
- Measuring outcome data like exit destinations
- HUD reporting compliance
- CoC NOFO (Notice of Funding Opportunity) competitiveness
- Ensuring equity in our data and services

We are seeking input from:

- Coordinated Entry Providers using HMIS
- Rapid Rehousing and Permanent Supportive Housing providers
- Other HMIS-participating service providers
- City Government Partners who use HMIS or manage providers that use the HMIS and/or who work directly with the HMIS Lead Team

How You Can Participate - The workgroup is offering the following ways to share your insights:

- Virtual focus groups – reach out to Jose Lucio (jose@homebaseccc.org) and Matthieu Kaman (Matthieu@homebaseccc.org) to participate!
- Electronic survey - [Survey link](#)



Evidence Based Solutions Committee Updates

Committee Liaison



Attend Evidence Based Solutions Committee Meetings!

Evidence Based Solutions Committee (ESC) Meetings

2nd Thursdays of each Month

11:00 am - 1:00 pm PT

ESC Zoom Information

Join Zoom Meeting: <https://homebaseccc.zoom.us/j/88193971818>

Meeting ID: 881 9397 1818

+1507-473-4847

ESC meetings are open to the public. Anyone interested is welcome to attend!



Ice Breaker (Homebase)

“Community Bright Spot”

Share something positive you have seen in outreach, shelter, or housing work lately—could be a success story, a partnership, or a creative solution.



HMIS Governance Update

- Melissa Mikel, ICF
- Grant Tuioti, ICF





Strengthening Data Capacity and HMIS Governance in Alameda County

August 2025

Melissa Mikel
Senior Homeless Services Specialist

Grant Tuioti
Senior Homeless Services Specialist

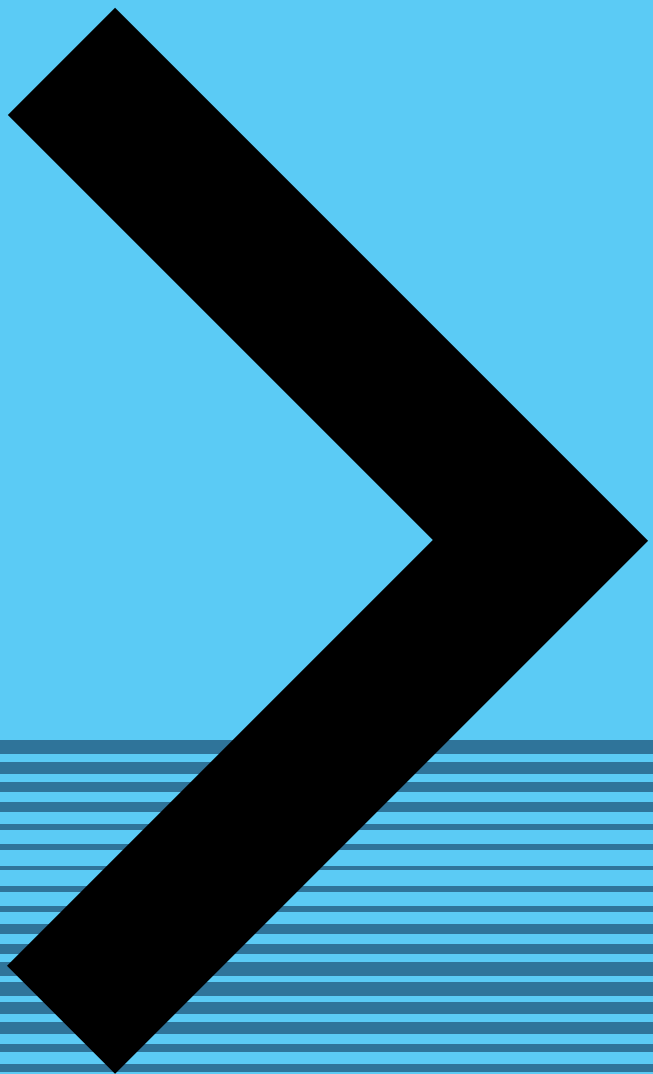


The US. Department of Housing and Urban Development (HUD) SNAPS office tasked ICF with providing intensive technical assistance (TA) to the Oakland, Berkeley/Alameda County Continuum of Care (CoC) to enhance its HMIS and data infrastructure.

In conjunction with the HMIS team, Homebase and Abt Global, ICF focused on increasing the CoC's capacity for data collection, analysis, and governance by creating:

- Alameda HMIS Roles and Responsibilities Matrix
- HMIS Data Flows Chart

→ ICF Technical Assistance



HMIS Roles and Responsibilities Matrix



- HMIS Related Documents
 - CoC Policies and Procedures
 - CoC & HMIS Memorandum of Understanding (MOU)
 - HMIS Policies and Procedures Manual
 - CoC Governance Charter
- RACI Model – a framework for defining roles and responsibilities in projects and operations:
 - Responsible (R): Does the work to completed the task
 - Accountable (A): Ensures the task is completed and owns the outcome
 - Consulted (C): Provides input, expertise, and feedback
 - Informed (I): Needs to be kept updated on progress

Why Develop a Roles and Responsibilities
→ Matrix?

Clarifies who is doing what

Prevents gaps and overlaps in responsibilities

Enhances collaboration between CoC, HMIS Lead and Admin Team, Agencies, and HMIS Vendor

Supports accountability and system performance.

→ Why Use RACI In HMIS?

CoC

- Plays a strategic role in aligning system operations with CoC-wide goals.
- Often informed or consulted on HMIS governance, project setup.

HMIS Lead

- Holds primary responsibility for developing HMIS work plans, policies and procedures, and overseeing system-wide data quality.
- Takes on the bulk of operational task, from project setup to training and support.

HMIS Committee

- Accountable for high-level decisions and consulted for key updates.
- Provides community-level input and direction to guide HMIS strategy.

Agency Liaison

- Often informed or consulted regarding updates, trainings, and changes to the system.
- Plays a key role in relaying information to providers and escalating issues.

Bitfocus

- Responsible or accountable for technical development, maintenance, and integration support.
- Consulted on user interface improvements and system performance.

→ Key Entities and Their Function

Documentation, Communications, and Support

Encompasses the essential activities that ensure all partners have the information, guidance, and technical assistance they need to effectively use the HMIS in compliance with HUD requirements.

Monitoring, Evaluation

The process of systematically reviewing how the HMIS is functioning to ensure it meets HUD requirements and supports the goals of the CoC.

Operations

The day-to-day management and technical functioning of the Homeless Management Information System (HMIS) to ensure it runs smoothly, securely, and in compliance with HUD standards

Policy Development

The process of creating and maintaining the standards, procedures, and governance frameworks that guide how HMIS data is collected, managed, shared, and used.

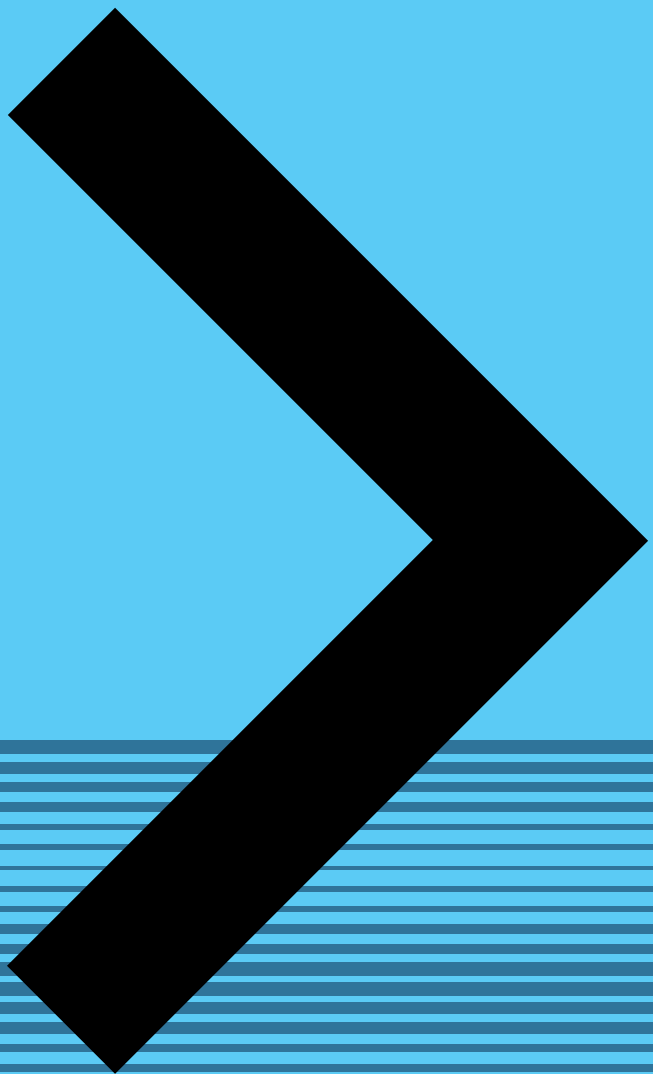
Reporting

The process of extracting and submitting data from the HMIS to meet federal, state, and local reporting requirements.

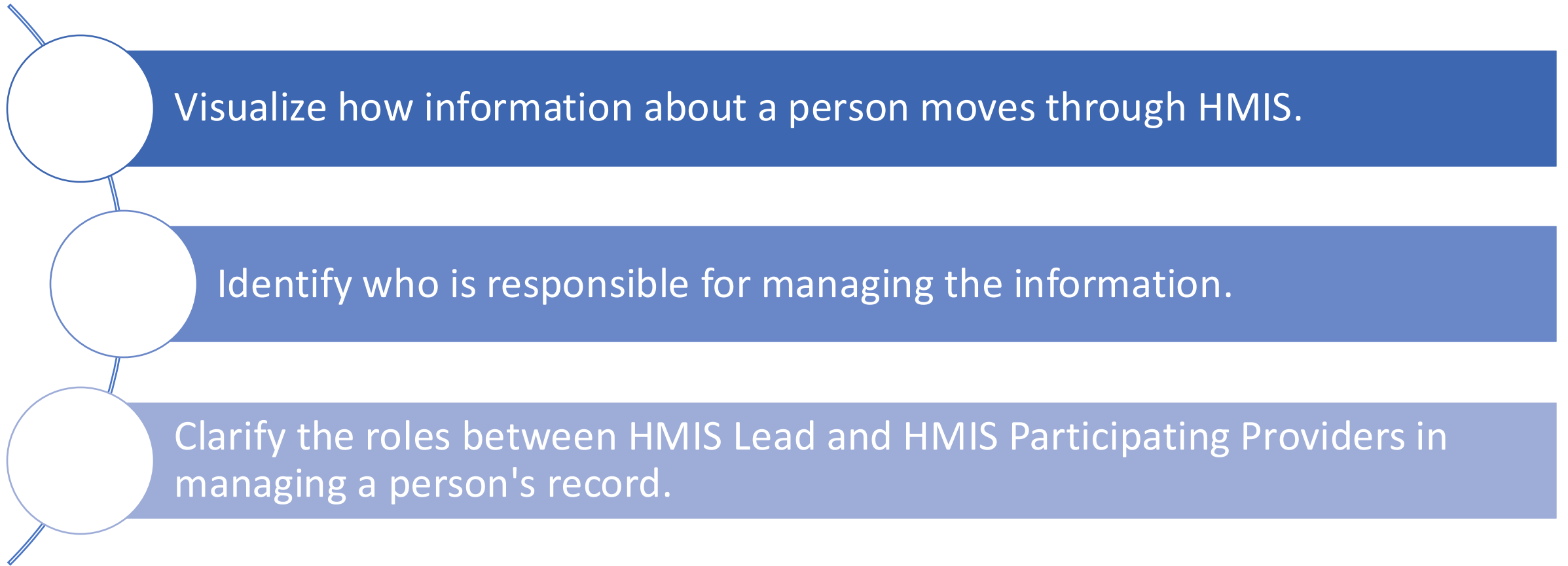
→ Matrix Responsibilities

	CoC	HMIS Lead	HMIS Committee	Agency Liaison	Bitfocus (vendor)
DOCUMENTATION/COMMUNICATION/SUPPORT					
Conduct HMIS support and help desk activities within the scope of established HMIS policies, procedures, and protocols	I	A/R	C	I	R
Coordinate Agency HMIS onboarding	I	A/R	I	R	
Create and maintain documentation of custom reports	I	A/R	C	I	
Ensures that staff are scheduled for, and complete, software training, initial privacy and security training, and annual privacy and security training.	I	A	I	R	
Help agency complete the HMIS onboarding process and provide one on one support as needed	I	A	I	R	
Maintain Calendar of Events (report due dates, training dates, monitoring dates, HMIS Committee meeting dates, annual recertification due dates, etc.)	I	A/R	C	I	
Maintains documented procurement procedures and maintains oversight of all contractors or vendors in accordance with 2CFR§200	I	R/A	I	I	

→ Sample Responsibilities Matrix



HMIS Data Flows Chart



→ Purpose of the Flowchart



HMIS Policy and Procedures

Privacy Policy

HMIS Data Quality Policies and Procedures

HMIS Training Guides

New User Information

User & Liaisons Training Materials

Upcoming Events

→ **HMIS Data Flows Policy References**



Person with lived experience

This is the individuals whose records are stored in HMIS.

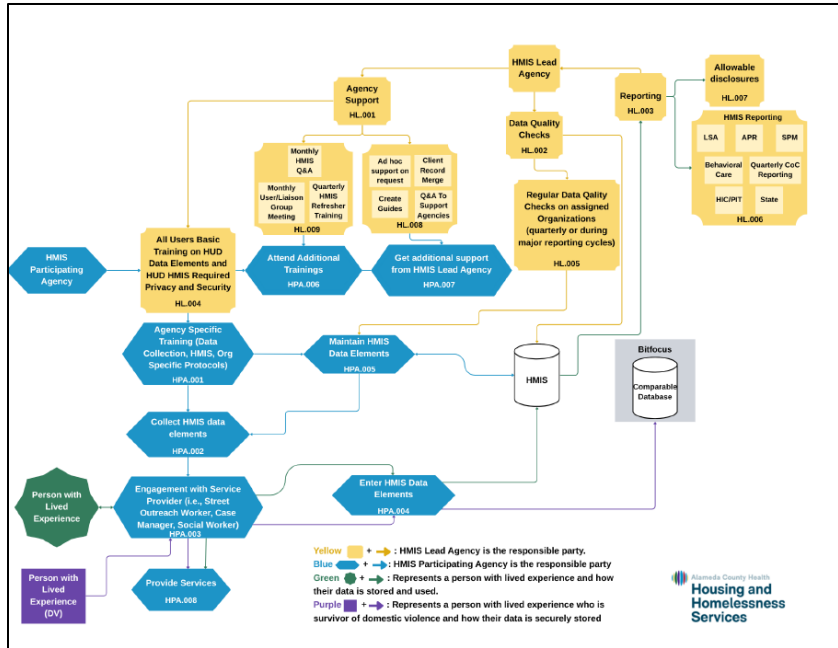
HMIS Participating Agency

These are the direct service providers with access to HMIS. They are responsible for the collection and management of individual records.

HMIS Lead Agency

This agency oversees the administration of the database and reporting. They are responsible for overseeing the administration of HMIS, especially reporting, and not maintaining any individual record.

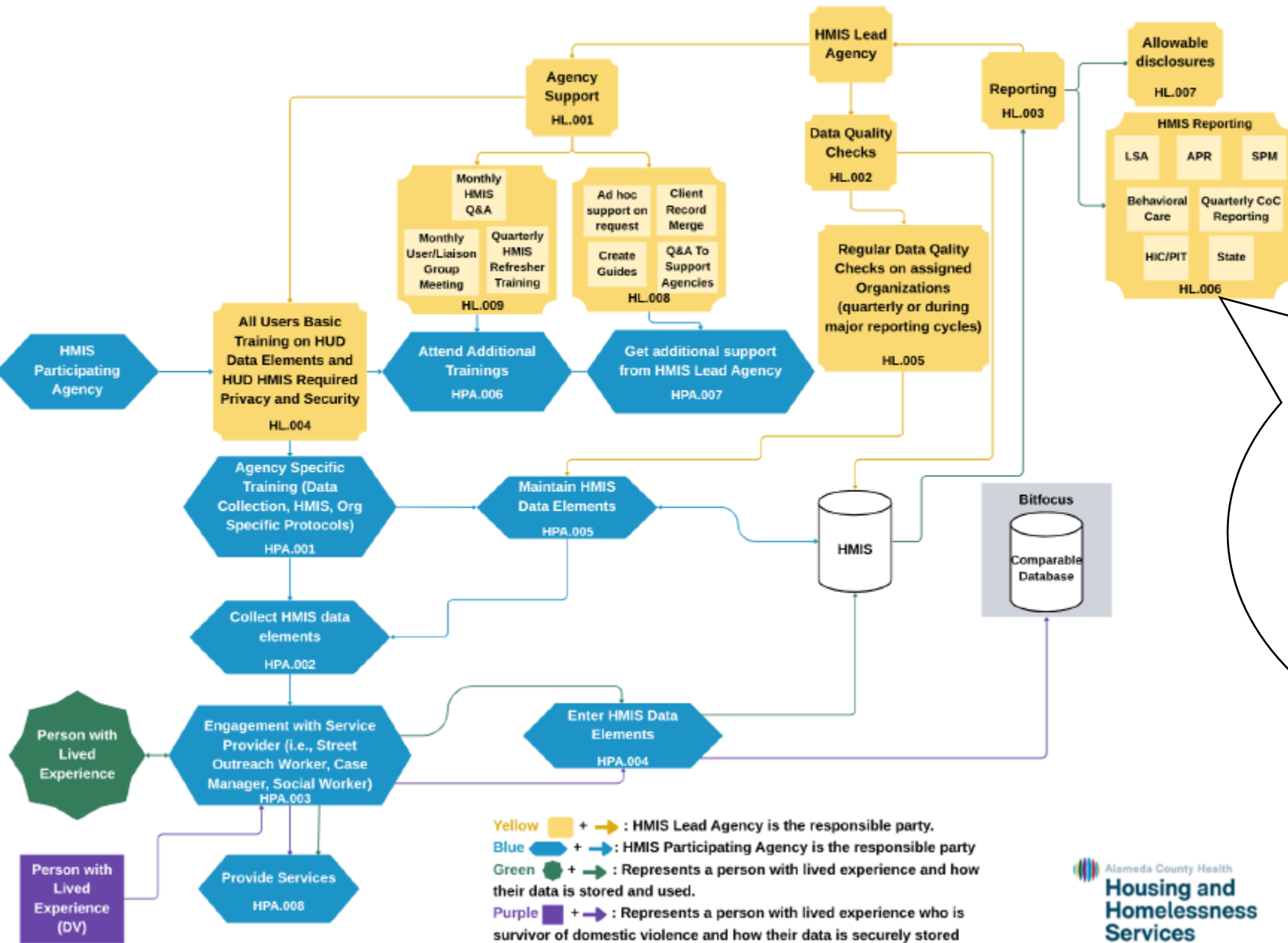
→ HMIS Data Flows Perspectives



Each node (or text box) in the flow chart represents a part of the “HMIS Data Flows” and the color designates which perspective has the primary responsibility to move the information forward at the junction.

- Yellow** + : HMIS Lead Agency is the responsible party.
- Blue** + : HMIS Participating Agency is the responsible party
- Green** + : Represents a person with lived experience and how their data is stored and used.
- Purple** + : Represents a person with lived experience who is survivor of domestic violence and how their data is securely stored

→ HMIS Data Flows



Each node has a "Flowchart ID". This ID is used in two sets of supporting tables that includes a citation and link to the policy document that is relevant for that node.

HPA: HMIS Participating Agency
HL: HMIS Lead



HMIS Participating Agency Responsibility		
Flowchart ID	Name	Resources/Citation
HPA.001	Agency Specific Training (Data Collection, HMIS, Org Specific Protocols)	Refer to your agency protocol
HPA.002	Collect HMIS data elements	<ul style="list-style-type: none">• HMIS Policy and Procedures: HMIS User Agreements are agreements between the HMIS Lead Agency and individual CHO's employees, contractors, or volunteers who are authorized to collect or use data in the HMIS. (pg 8)
HPA.003	Engagement with Service Provider (i.e., Street Outreach Worker, Case Manager, Social Worker)	Refer to your agency on how to engage
HPA.004	Enter HMIS Data Elements	<ul style="list-style-type: none">• HMIS Policy and Procedures: An employee, volunteer, affiliate, associate, and any other individual acting on behalf of a CHO, who uses or enters data into HMIS. They must provide data entry in a manner that follows the CoC approved Data Quality Action Plan. (pg 4)
HPA.005	Maintain HMIS Data Elements	<ul style="list-style-type: none">• HMIS Data Quality Policies and Procedures: Agencies complete missing information where possible and make appropriate corrections to the clients' enrollments in HMIS according to the DQ errors highlighted in the Data Quality Correction Report.
HPA.006	Attend Additional Trainings	<ul style="list-style-type: none">• Upcoming Events: See Events calendars for days and times of training.• HMIS Policy and Procedures: "HMIS Users, must complete trainings as required" pg.4. " HMIS Liaison ensure staff complete required training and adhere to the governing principles, policies, and procedures of the HMIS system" (pg 5).
HPA.007	Get additional support from HMIS LEAD Agency	Refer to agency protocol and HPA.006

→ Example Supporting Table



Get in touch with us:

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About ICF

ICF (NASDAQ:ICFI) is a global consulting and digital services company with over 7,000 full- and part-time employees, but we are not your typical consultants. At ICF, business analysts and policy specialists work together with digital strategists, data scientists and creatives. We combine unmatched industry expertise with cutting-edge engagement capabilities to help organizations solve their most complex challenges. Since 1969, public and private sector clients have worked with ICF to navigate change and shape the future.

Unsheltered Workgroup Update



Unsheltered Workgroup Overview

- The group was convened at the request of the Leadership Board toward the end of 2023. Beginning in early 2024, it met on a biweekly basis to bring together key stakeholders from across the community.
- Participants included individuals with lived experience, outreach providers, housing providers, government staff, advocates, and members of multiple CoC committees — including the Outreach, Access, and Coordination Committee, the Housing Capacity Committee, the System Impact Committee, and the Evidence-Based Solutions Committee.
- The group’s diverse representation ensured that discussions reflected a wide range of expertise, roles, and lived experiences, fostering thoughtful, informed, and actionable recommendations.



Where are we now?

1) Encampment Resolution

- CoC Definition of Encampment – Approved!
- CoC Stance on Encampment Resolution – Inspired by UC Benioff Encampment Resolution Guide - pending approval

2) Lowering Barriers to Access and Expanding Client-Centered Services

- Shelter Standards – Alameda County Shelter Written Standards last updated in 2022
- Outreach Best Practices for Working with Encampment



Encampment Resolution

1) Encampment Definition

“A place where one or more people stay with the presence of physical structures (tents, vehicles, etc.) and/or a constant or recurring collection of belongings. Both the person and the physical structure or collection of belongings have been present in the same location more than one night.”

- OAC approved on 5/14



Recommendations Summary

Area	Key Improvements
Equity	Embed PWLE throughout
Planning	Emphasize options beyond housing
Safety	Remove enforcement role
Trust	Ensure clear, early communication
Closure	Delay resolution until everyone is assisted
Long-term	Re-engage, don't displace

“The government needs to HOUSE their homeless, not HIDE their homeless.”

Next Steps

The Leadership Board had tasked the Unsheltered Workgroup to provide a CoC definition of Encampments and to develop a CoC Encampment Resolution Guide.

- We agreed on a definition which was approved by the OAC committee!
- We edited the Benioff Encampment Resolution Guide to reflect our community system and values

Additional resources were identified as necessary to complement the guide such as shelter written standards and a set of Outreach Best Practices

- The Unsheltered Workgroup has determined it is ready to sunset and transition the work over to the Outreach Workgroup



Outreach Workgroup

Purpose:

- Define current outreach strategies, capacity, and capability. Understand the landscape of key players, engage with those directly in the field. Define goals for outcomes and impacts. Develop strategies to enhance efforts and increase both output, outcomes, and impact.

Opportunities:

- Getting to know existing Outreach teams operating in Alameda County
- Gaps analysis of outreach capacity
- Strategic brainstorm



Outreach Workgroup

- Reach out to Matthieu Kaman and Jose Lucio at matthieu@homebaseccc.org and jose@homebaseccc.org if you are interested in participating in the workgroup
- We are seeking both key outreach stakeholders and individuals with lived experience to help strengthen and improve services across the county.



CES Targeted Conversations: Follow Up

Homebase and H&H



High Level Takeaways

Staff Want to Follow Up, But Capacity Is a Barrier:

Many staff are eager to maintain client contact but are constrained by limited time, competing priorities, and unclear protocols.

Communication Breakdowns Undermine Trust:

Missed follow-up or lack of updates after assessments or referrals leads clients to feel forgotten or deprioritized in the system.

Technology Gaps Make Follow-Up Harder:

Clients without phones or email access are easily disconnected. Staff lack streamlined tools for maintaining contact or tracking progress.

Follow-Up Builds Trust When It Happens:

Clients shared that timely check-ins from staff—even brief ones—helped them stay engaged and hopeful about next steps.

Some Programs Are Modeling Strong Follow-Up:

Programs that assign navigators, maintain warm handoffs, or use creative contact methods (like encampment visits or prepaid phones) see better engagement.

Staff Suggest Creative Solutions:

Ideas like shared follow-up protocols, phone banks, or tech-enabled reminders were raised as ways to improve consistency and reduce drop-off.

Successes!

Staff Build Trust Through Follow-Up

- Clients felt more hopeful and engaged when staff followed up after assessments or referrals.
- Even brief check-ins helped sustain relationships and show that staff cared.
- Follow-up increased client understanding of next steps and reduced drop-off.

Peer and Outreach Staff Lead Effective Engagement

- Peer specialists and mobile staff were praised for maintaining contact through creative approaches like in-person check-ins and encampment visits.
- These roles were seen as more flexible and persistent in staying connected.
- Their lived experience also helped build credibility and reduce stigma.

Some Programs Model Strong Practices

- A few programs stood out for assigning clear follow-up responsibility to staff.
- Warm handoffs and multi-touchpoint communication kept clients in the loop.
- Staff from these programs described fewer clients falling through the cracks.

Opportunities for Future Enhancements

Clarify Who Is Responsible for Follow-Up

- Clients and staff were unclear on who should follow up after assessments or referrals.
- Without a designated point of contact, clients often disengaged from CES.
- Clear assignments, especially for shelter, outreach, and HRC roles, could ensure better continuity of care.

Standardize and Support Follow-Up Practices

- Follow-up protocols vary across providers, resulting in inconsistent client experiences.
- Some programs had warm handoffs and proactive contact, while others left clients without updates.
- A systemwide approach could include timelines, check-in expectations, and preferred contact methods.

Build in Flexibility for Hard-to-Reach Clients

- Clients without phones or stable locations were least likely to receive follow-up.
- Strategies like in-person outreach, peer connections, and alternative contact options could help maintain engagement.
- Investing in more mobile teams and flexible staffing models would expand reach and equity.

Closing

- Next Meeting to be held September 10th, 2025

Upcoming Meeting Agenda Items:

- Draft Report on CES Evaluation
- Discussion of upcoming agenda items for next meeting. Requests for agenda items are also welcome at this time or via email: alameda@homebaseccc.org

