



EveryOneHome

# System Impact Committee

*September 3, 2025*

## Goals for Today

The purpose of the September 3, 2025 System Impact Committee meeting is to hear how the HMIS Lead Team is leveraging federal technical assistance to strengthen the CoC's data infrastructure and governance, advance the committee's 2025 work plan by reviewing updates on recommendations to the Standards, Compliance, and Funding Committee, and engage in a discussion on streamlining the CoC committee structure to improve clarity, effectiveness, and alignment with the Home Together strategic plan.

# Agenda

- 1. Welcome / Introductions
  - 1. Ground rules and norms
  - 2. Approval of Minutes
- 2. Public Comment
- 3. Announcements
- 4. Icebreaker
- 5. Presentation on Strengthening Data Capacity and HMIS Governance
- 6. 2025 SIC Workstreams
  - 1. Update on Recommendations to CoC SCF
  - 2. CoC Streamlining Discussion



# Ground Rules

1. **The first time you speak, state your name, preferred pronouns, and where you live/organization or agency affiliation.** In a public meeting, it is helpful to know who is speaking as well as where they live in the community and/or what organization or agency they represent.
2. **One person speaks at a time.** Refrain from side conversations. Pay attention to the person speaking. If you think you will forget an idea that comes to mind, write it down.
3. **This is a public discussion, not a debate.** The purpose is not to win an argument, but to hear many points of view and explore many options and solutions.
4. **Everyone is encouraged to participate. You may be asked to share what you think, or we may ask for comments from those who haven't spoken. It is always OK to "pass" when you are asked to share a comment**
5. **No one or two individuals should dominate a discussion.** If you have already voiced your ideas, let others have an opportunity. When you speak, be brief and to the point.
6. **Listen to and respect other points of view.**
7. **Do your best to understand the pros and cons of every option,** not just those you prefer. Be as objective and fair-minded as you can be.
8. **Seek first to understand, not to be understood.** Ask questions to seek clarification when you don't understand the meaning of someone's comments.

- Ahead of today's meeting, Homebase distributed the meeting minutes (meeting minutes are the written record of our monthly meetings) from the August 6th System Impact Committee meeting for committee members.
- The draft minutes have also been posted in the System Impact Committee's [google drive folder](#).
- This time is held for committee members to let us know if they believe the minutes to do not accurately capture the discussion items from the September meeting and need to be amended.
- You may also email Homebase at [jose@homebaseccc.org](mailto:jose@homebaseccc.org) and [matthieu@homebasesccc.org](mailto:matthieu@homebasesccc.org) copying [alameda@homebaseccc.org](mailto:alameda@homebaseccc.org), if you see anything in the draft minutes that are distributed following today's meeting that should be amended.
- No roll call vote is needed, corrections not already received by Homebase will be noted and minutes changed accordingly.

## Approval of Minutes



# 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](mailto:jose@homebaseccc.org) and [matthieu@homebaseccc.org](mailto:matthieu@homebaseccc.org), copying [alameda@homebaseccc.org](mailto:alameda@homebaseccc.org), if you would like to submit written comments.



# Announcements

## 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](mailto:jose@homebaseccc.org)) and Matthieu Kaman ([Mathieu@homebaseccc.org](mailto:Mathieu@homebaseccc.org)) to participate!
- Electronic survey - [Survey link](#)



# Ice Breaker (Josh Jacobs, Co-Chair)

Since we're focusing on strengthening data capacity and streamlining committee work, let's do a quick round: *What's one word you'd use to describe how you want our CoC data and committee structure to feel?*





# 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



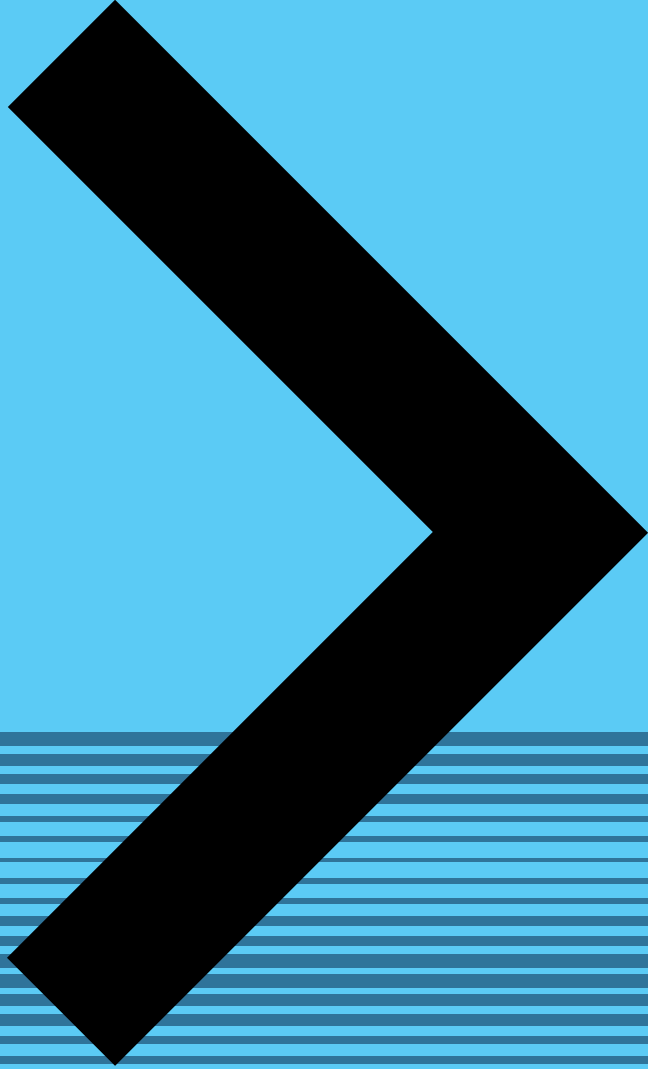
The US. Department of Housing and Urban Development (HUD) SNAPS office tasked ICF with providing intensive technical assistance (TA) to the Oakland, Berkeley/Alameda County Continuum of Care (CoC) to enhance its HMIS and data infrastructure.

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

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# 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?

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## 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

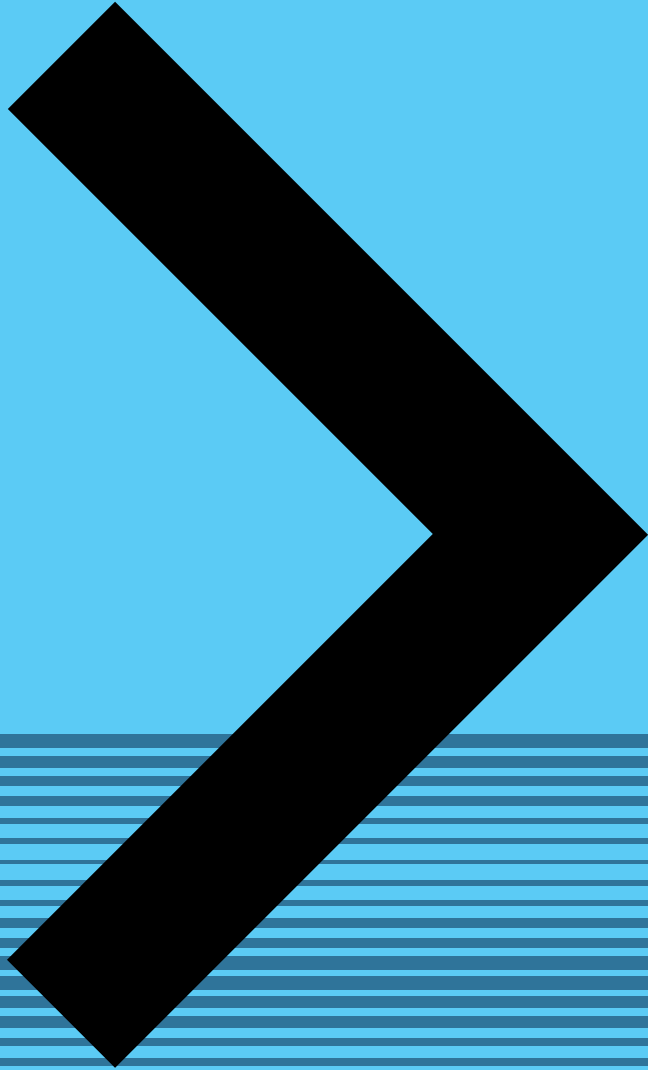
The process of extracting and submitting data from the HMIS to meet federal, state, and local reporting requirements.

# → Matrix Responsibilities

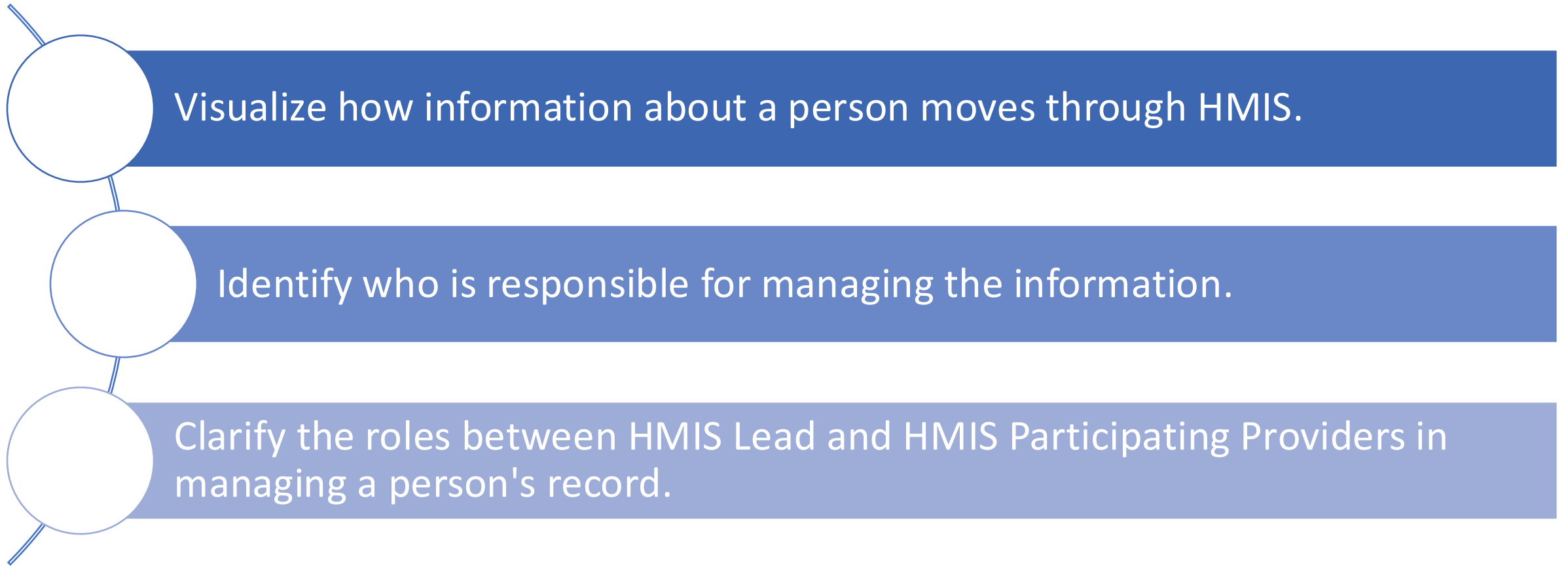


DOCUMENTATION/COMMUNICATION/SUPPORT	CoC	HMIS Lead	HMIS Committee	Agency Liaison	Bitfocus (vendor)
Conduct HMIS support and help desk activities within the scope of established HMIS policies, procedures, and protocols	I	A/R	C	I	R
Coordinate Agency HMIS onboarding	I	A/R	I	R	
Create and maintain documentation 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.

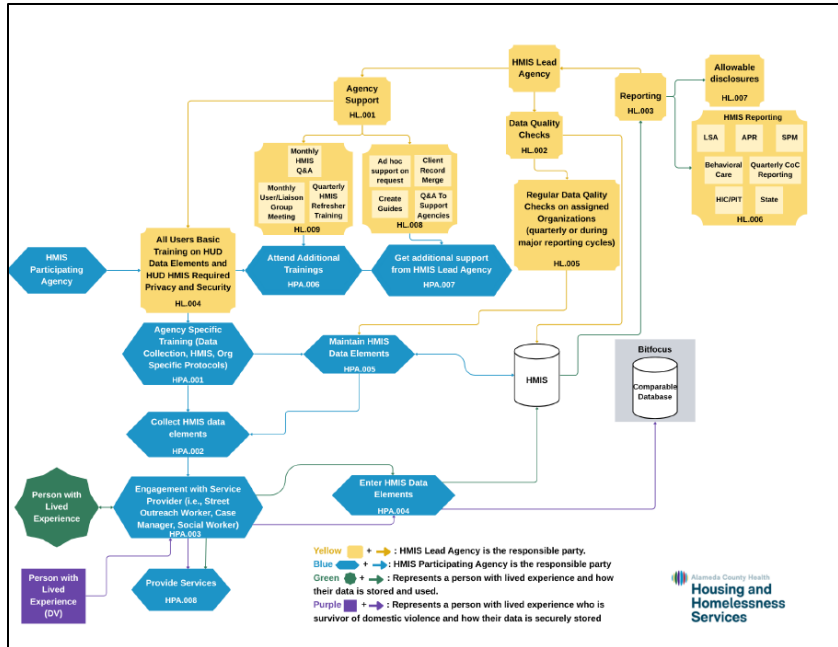
## HMIS Participating Agency

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.

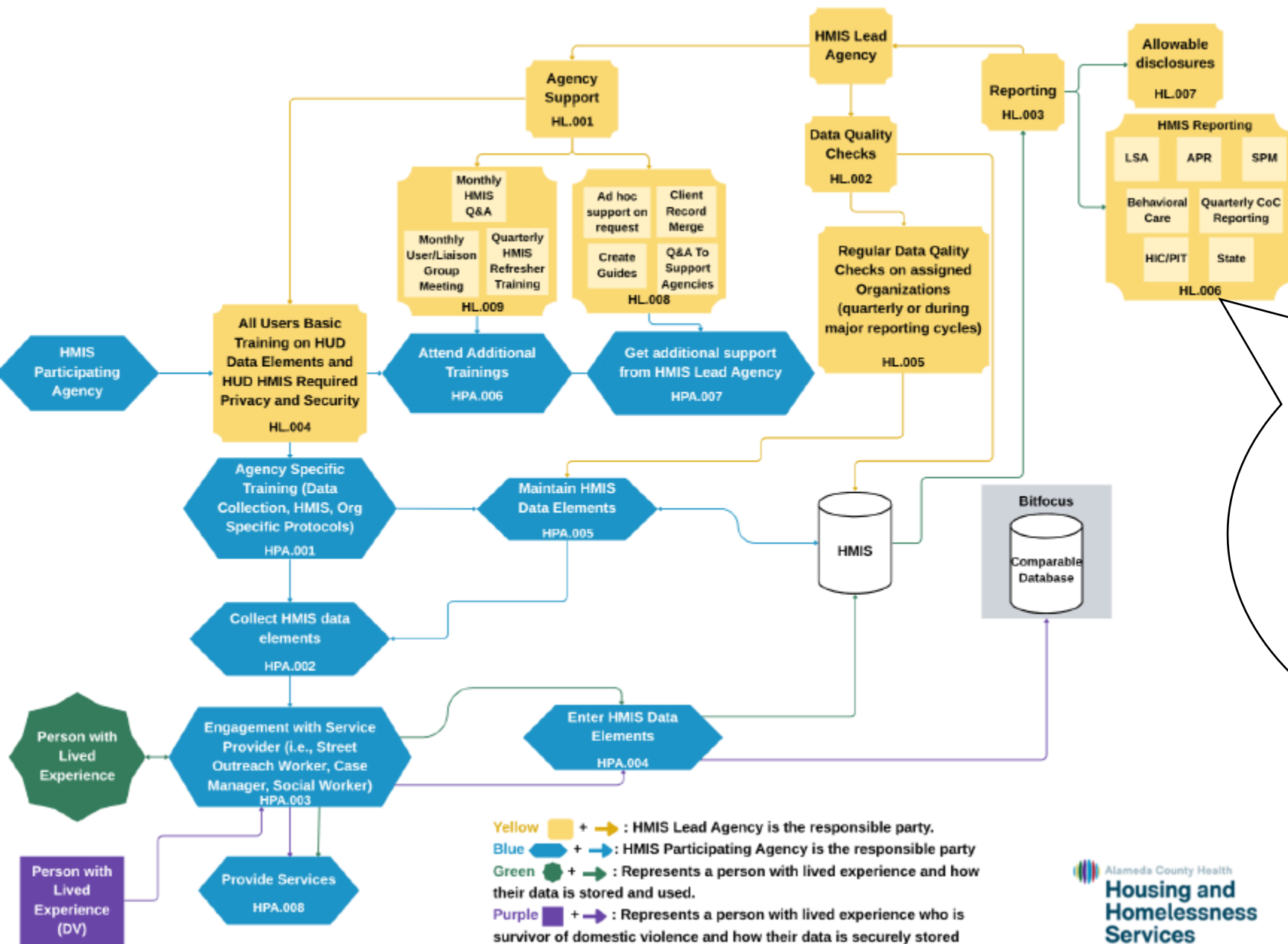
# → HMIS Data Flows Perspectives



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"> <li><a href="#">HMIS Policy and Procedures</a>: 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)</li> </ul>
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"> <li><a href="#">HMIS Policy and Procedures</a>: 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)</li> </ul>
HPA.005	Maintain HMIS Data Elements	<ul style="list-style-type: none"> <li><a href="#">HMIS Data Quality Policies and Procedures</a>: 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.</li> </ul>
HPA.006	Attend Additional Trainings	<ul style="list-style-type: none"> <li><a href="#">Upcoming Events</a>: See Events calendars for days and times of training.</li> <li><a href="#">HMIS Policy and Procedures</a>: "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).</li> </ul>
HPA.007	Get additional support from HMIS LEAD Agency	Refer to agency protocol and HPA.006

## → Example Supporting Table





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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.

# Update: ESC Feedback on Recommendations to CoC SCF



# How did the SIC Develop its Recommendations

Considering the updates to the performance measures developed by the Performance Measures Workgroup

Reviewing NOFO scoring tools from the following Bay Area CoCs to identify new and promising practices to enhance the Alameda CoC's Scoring tool:

- San Francisco
- Napa
- Marin
- Solano

# Recapping Key Takeaways from SIC's Discussion of the NOFO Scoring Tool

The current scoring tool **bundles too many concepts together**, especially equity and client voice

**Utilization scoring based on 80% threshold**, scoring should look at improvements over time

There's no scoring for **creative or high-impact practices**

Smaller orgs are **disadvantaged by limited TA or grant writing capacity**

**Cross-sector partnerships** and mentorship aren't currently recognized

The process could elevate **cross-learning** and use **participant feedback** to verify claims

# ESC Feedback

## Housing Measures

- The ESC emphasized the importance of regularly measuring project progress and sharing that information publicly so that the community is aware of how funds are being used and the impact being made.
- The ESC discussed how scoring and practices must account for nuanced outcomes, such as reunification with family or friends.

## Capacity Building and Equity

- Given that smaller, grassroots, and BIPOC-led organizations are often at a disadvantage in funding competitions, the ESC suggests giving extra points to these types of organizations to address the imbalance. The ESC also encouraged deeper analysis of the specific barriers that smaller organizations face.

## Innovation

- The ESC proposed accounting for how smaller and emerging organizations may be nimbler and better suited to innovate, whereas larger organizations often lack the flexibility and propensity for risk.
- The ESC highlighted the value of networking and social capital over organizational scale.
- The ESC suggested incentivizing the use of artificial intelligence (AI) as part of an innovation scoring factor provided that the use of AI does not perpetuate or exacerbate racial biases and disparities.

# Discussion: Streamlining CoC Committees



# CoC Restructure Discussion

- Matt Kaman and Jose, Homebase
- Alex Baker, HMIS Lead Team



# Framing the Conversation



The Leadership Board has asked all committees to assess whether consolidation is possible.



One idea currently being explored is merging the **HMIS Committee** and the **System Impact Committee** into a single “data committee” with two working groups.



HMIS Committee leadership were initially hesitant about merging, because of concerns about losing dedicated space to address HMIS Administrative issues and work.



However, our HMIS Lead Team has developed a proposal for consolidating the two data committees, while maintaining dedicated space for HMIS Administration.



# Proposed Committee Adjustments

## Goal: Strengthen focus and maximize the value of meeting time



**Switch to bi-monthly meetings** to align with planning cycles and and prioritize timely, high-impact topics.

HMIS and SIC would meet on alternating months.



**Launch quarterly HMIS “Office Hours”** as an open forum for questions and discussion:

Provides space for in-depth Q&A outside formal meetings.

At least one HMIS Lead Team member available to address administration-specific questions.



**Use Office Hours to connect members to existing resources and tools,** particularly for recurring topics already covered in trainings or documentation.

# Potential Merge with HMIS



**Background:** Leadership Board request – all committees to explore opportunities for consolidation.



**Concept:** Combine HMIS Committee and System Impact Committee into a single *Data Committee* with two working groups:

**HMIS Administration** – governance, policies, data quality, and other HMIS operational priorities.

**Data Analysis & System Outcomes** – system-level analysis, performance measurement, and outcome tracking currently led by SIC.

# Discussion Questions



Would these adjustments help strengthen the committee's role and impact?



How can Office Hours best support your work and questions?



If merged, what's most important to preserve from the current HMIS Committee structure and focus?

# Why are We Talking about This?

**Background:** The Leadership Board is exploring ways to streamline the CoC Committee structure to strengthen impact, reduce inefficiencies, and ensure committees are focused on meaningful, high-priority work.

- Concerns include:
  - Some committees may have overlapping scopes or duplicative responsibilities.
  - The current structure can make it difficult to focus on strategic deliverables and long-term goals.
  - Opportunities may exist to consolidate or shift work to better support systemwide progress.

**Goal:** The SIC Committee is being asked to reflect on its role and structure as part of a broader conversation:

- Is the committee producing essential, impactful work?
- Is the cadence sustainable and effective?
- Could this work be better aligned, integrated, or streamlined?

# Current CoC structure



# What do Our Committees Currently do?

## HMIS Committee

- The HMIS committee **helps oversee and improve the Homeless Management Information System (HMIS) to meet HUD requirements and support strong data infrastructure for the CoC.** It serves as a space to identify system challenges, recommend improvements, and uplift user feedback. The committee reviews HMIS policies, evaluates the HMIS Lead annually, and applies a racial equity lens in all of its work.

## SIC Committee

- The System Impact Committee **monitors progress toward the CoC's strategic plan (Home Together) by reviewing system and provider performance, identifying trends, and recommending policy or program changes.** It helps shape Point in Time Count methods, tracks racial equity goals, supports provider performance review and quality improvement, and advises on funding alignment. The committee uses a racial equity lens throughout its work.

## ESC Committee

- The Evidence-Based Solutions Committee **ensures the CoC uses data and proven practices to address the root causes of homelessness and reduce disparities across Alameda County.** It promotes accountability across all CoC committees, supports the use of evidence-based frameworks, reviews key policies and deliverables, and helps track progress on performance goals. The committee also trains members, provides technical support, and produces an annual accomplishments report.

# What do Our Committees Currently do?

## HCC Committee

- **The Housing Capacity Committee works to expand permanent supportive and deeply affordable housing for people experiencing homelessness in Alameda County.** It promotes housing targeted to households below 10% AMI, coordinates funding and planning efforts, and partners with local agencies and developers. The committee also tracks housing production and supports landlord engagement.

## HSHP Committee

- **The Housing Stability and Homelessness Prevention Committee focuses on preventing new entries into homelessness and supporting housing retention, especially for formerly homeless individuals.** It identifies best practices, analyzes inflow trends, targets gaps in prevention services, and fosters cross-sector collaboration. The committee also advises on prevention funding and works to prevent institutional discharges into homelessness.

## OAC Committee

- **The Outreach, Access, and Coordination Committee works to ensure people experiencing homelessness can easily and equitably access services that meet their needs.** It oversees and strengthens Coordinated Entry, monitors system access and outcomes, reviews assessment tools, and identifies barriers to engagement. The committee supports continuous improvement to the Coordinated Entry System.

# What do Our Committees Currently do?

## Youth Committee

- **The Youth Committee brings together youth with lived experience, providers, and public systems to build a coordinated response to youth homelessness.** It aligns goals across sectors, shapes policies for youth-specific Coordinated Entry and funding, monitors system performance, and ensures TAY providers are included in funding opportunities. The committee develops strategies tailored to the diverse needs of TAY subpopulations.

## CoC SCF Committee

- **The Standards, Compliance, and Funding Committee oversees the collaborative process for applying for CoC funding and supports HUD compliance and performance evaluation.** It manages project rating and ranking, coordinates with other committees on performance standards, and ensures alignment with HUD and ESG requirements. The committee applies a racial equity lens and works to include BIPOC-led organizations in funding opportunities.