System Coordination Committee

Post-Meeting Materials

March 14th, 2018
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SYSTEM COORDINATION COMMITTEE MINUTES
3-14-2018
12:30pm-4:30pm

SCC Members Present (13): Noha Aboelata, Jamie Almanza, Dana Bailey, Alison De Jung, Laura Guzman, Sharon Leyden, Marta Lutsky, Peter Radu, Merlenet Riley, Silvia Soublet, Lara Tannenbaum, Vivian Wan, Riley Wilkerson

SCC Members Not Present (1): Pattie Wall

Alternates Present (1): Suzanne Warner

EveryOne Home Staff Present (3): Julie Leadbetter, Christina Chu, Jessie Shimmin

VOTING RESULTS from 3/14/18

<table>
<thead>
<tr>
<th>Nominee</th>
<th># of Votes</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dana</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Peter Radu</td>
<td>5</td>
<td>Chair</td>
</tr>
<tr>
<td>Lara Tannenbaum</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Suzanne Warner</td>
<td>1</td>
<td></td>
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</tbody>
</table>

Vote Tally for Chair Nomination

<table>
<thead>
<tr>
<th>Nominee</th>
<th># of Votes</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dana</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Peter Radu</td>
<td>2</td>
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<tr>
<td>Lara Tannenbaum</td>
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<tr>
<td>Suzanne Warner</td>
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<td></td>
</tr>
<tr>
<td>Jamie Almanza</td>
<td>8</td>
<td>Vice-Chair</td>
</tr>
</tbody>
</table>

Vote Tally for Policy Proposals

<table>
<thead>
<tr>
<th>Proposal</th>
<th>Yes</th>
<th>No</th>
<th>Abstain</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>RRH Proposal with Amendments</td>
<td>12</td>
<td>0</td>
<td>1</td>
<td>Recommendation supported. Pending approval by HCD.</td>
</tr>
<tr>
<td>Updated Assessment Proposal with</td>
<td>13</td>
<td>0</td>
<td>0</td>
<td>Recommendation to LB supported. Interim approval carried by Director of System Coordination.</td>
</tr>
<tr>
<td>Amendments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ACTION STEPS from 3/14/18:

- The Staff Analyst will organize a doodle to schedule the Grievance Policy Work Group
- The Director will meet with Peter Radu and Jamie Almanza about the role of Chair and Vice-Chair, as well as the Improvement Schedule
- Vivian Wan and Sharon Leyden will strategize to re-frame the resource allocation request
- All committee members should look through the system manual (attached) and send feedback to Julie by email.
- Next committee will address the process of setting agenda

“PARKING LOT” ITEMS from 3/14/18

- Procedure to set agenda (to be addressed at next SCC)
- Documenting refusals of services or housing opportunity and implications of refusals
- RRH as a bridge to PSH or Deep Subsidy, particularly for those on fixed income
- Tracking reasons that a client did not get matched to RRH
- Data Analysis of current RRH programs

12:30-12:40  Introductions

- Your Name
- The name of a fellow committee member and the value that they talked about last month

12:40-12:50  Director’s Report

- Working Group 3/7/2018: RRH, Updating Assessment, Grievance Policy
  - Policies addressed: RRH and Updating Assessment
  - Policies not addressed: Grievance Policy; pushed to 3/14 SCC Meeting
  - Will be further refined between the Director and Chairs
- 1-1’s with Committee Members: 6 meetings to date, Christina is scheduling
  - ACTION ITEM: Committee members will read through the draft and send the Director their thoughts or impressions about the document.
- Upcoming Dates
  - April 5 – EveryOne Home Community Meeting
  - April 11 – System Coordination Committee
  - April 26 – Leadership Board Meeting
  - June 21 – Leadership Board Meeting

12:50-1:00  Committee Meeting Agreements

- Summary of discussion and decision points
- Need meeting materials before meetings – 2 working days (Monday)
- Be present at meetings – try not to multitask on cell phone, etc.
- Built in breaks
- “Parking Lot”/Pending items for discussions for later
- Inclusion of all voices – step up or step back participation
- Letting the group give input for agenda
Desire to get to consensus, but not need to get to consensus
Alternative participation possibilities: being able to call-in, alternate or proxy
Sticking to the allotted time
Central location (San Leandro is great!)
No side conversations or cross talk, respectful listening

1:00-1:30 Committee Chair Nominations and Voting

- Recommended process
  - 1-year term, two consecutive terms max
  - Each Committee member can nominate one person for Chair by anonymous nomination. Committee members do not have to nominate anyone and submit a blank nomination.
  - Nominee names are read aloud and nominees accept or decline the nomination.
  - Members who sit on one or more other EOH Committees are encouraged to decline nomination in favor of others who may not be represented by other committees.
  - Each Committee member votes for one nominee for Chair.

- Accept or revise process
  - The Committee voted on whether to have Vice-Chair model or a Co-Chair model. The following amendment was passed:
    - **Amendment:** Role of Chair will be separated to (1) Committee Chair and (2) Committee Vice-Chair
      - Committee Chair will have all the responsibilities of the Chair, including facilitating Committee meetings and representing the Committee in other settings
      - Committee Vice-Chair will take on the responsibilities of the Chair in the event that the Chair is not available and others as determined by Chair/Vice-Chair.
  - Vote Tally:
    - Vice-Chair model: 8
    - Co-Chair model: 3
    - Abstain: 2

- Nominate and vote
  - See Vote Tally in page 1.


- Review highlights of the Procedure
• Proposal to use this procedure for 6 months, evaluate and change if necessary

• **Vote of Proposal with Amendments:**
  
  o **Yes:** 13
  
  o **No:** 0
  
  o **Abstain:** 0

**2:00-2:15 Break and Eat**

**2:15-3:15 Consideration of Proposals**

• **Guidelines for Using FY 17/18 Boomerang Rapid Rehousing Funds and a Standard Boomerang RRH Program Participation Agreement (Presenter, Lara Tannenbaum)**
  
  o Amendment: Under eligibility, income level of 30% AMI or below PRIOR to enrollment
  
  o Amendment: Home Stretch list—take out language referring to Home Stretch. Just “document refusals”
  
  o Amendment: Include monthly financial projections and case plans for clients
  
  o Amendment: Take out fiscal year. It will be enacted until otherwise decided.
  
  o Amendment: Separate out “client expectations” and “program expectations”
  
  o Vote of Proposal with Amendments:
    
    ▪ **Yes:** 12
    
    ▪ **No:** 0
    
    ▪ **Abstain:** 1

  
  o **System Change/Resource Alignment Discussion**
    
    ▪ ACTION ITEM: Sharon and Vivian will work together to re-frame the proposal.
  
  o Committee members requested more data about current RRH performance and implications for future policy.

• **Standards for Updating Assessment Information in Service Point (Presenter, Sharon Leyden)**
  
  o Amendment: The verification documents needed for assessment updates will be (as listed in the document): ((A or D) and B), OR ((A or D) and C)
  
  o Vote of Proposal with Amendment:
    
    ▪ **Yes:** 13
    
    ▪ **No:** 0
    
    ▪ **Abstain:** 0

• **Threshold Score for High Priority (Presenter, Jessie Shimmin)**
  
  o This item was heard for the purposes of informing the Committee and was not called to vote.
  
  o The Committee requested more information from the System Analyst for implications of setting threshold scores, and the reasons why it is needed.

• **Process if approved:** All three can be operationalized and implemented immediately with interim approval by Director and final approval at the next Leadership Board. This assumes that
HCD has reviewed and granted approval of RRH proposal. Threshold score should be tested and monitored by System Analyst according to Leadership Board Policy.

**3:15-4:00 Work Groups**
- The Committee did not have time to form work groups during meeting. Workgroups for Grievance Policy will be facilitated outside the Committee Meeting to bring proposals for the meeting in April.
- Grievance Policy and Client Input (Laura Guzman, Facilitator)
- Improvement Schedule and Calendaring Requests (Elected Chair and Julie Leadbetter, Facilitators)

**4:00-4:15 Report Back**
- Highlights and next steps

**4:15-4:30 Work Between Committees**
- Chair and Director will work on standing meeting agenda, work plan, and Improvement Schedule for Committee review
- Improvement Work Group – Standing or Ad hoc
- System Manual Drafting Group
RECOMMENDATION TO LEADERSHIP BOARD:

DEVELOPED BY:
EveryOne Home Staff/Governance Charter, 3/13/18

VOTE TO RECOMMEND WITH AMENDMENTS:
System Coordination Committee, 3/14/2018
13 yes, 0 no, 0 abstain
To be reviewed at 6 months, 9/2018

INTERIM APPROVAL:
Interim approval carried by Director of System Coordination until Leadership Board 4/26/2018

BACKGROUND
EveryOne Home, Alameda County’s collective impat organization for ending homelessness and HUD Continuum of Care Lead, is charged with the oversight and management of the Housing Crisis Response System, as detailed in the EveryOne Home Governance Charter. The Housing Crisis Response System Manual is intended to contain the policies and standards that guide the operation of the Housing Crisis Response System. When necessary, the Manual may contain guidelines or procedures required to operate a standardized countywide system.

PURPOSE
The purpose of this procedure is to summarize the authority and procedures by which policies, standards, guidelines or procedures are proposed, reviewed, revised and adopted for the Housing Crisis Response System and, if appropriate, included in the Housing Crisis Response System Manual.

DEFINITIONS
Policy: A formal, brief, and high-level statement or plan that embraces an organization’s general beliefs, goals, objectives, and acceptable procedures for a specified subject area. Policies always state required actions and may include pointers to standards. Policy attributes include the following:

- Require compliance (mandatory)
- Failure to comply results in disciplinary action
- Focus on desired results, not on means of implementation
- Further defined by standards and guidelines

Standard: A mandatory action or rule designed to support and conform to a policy.
- A standard should make a policy more meaningful and effective.
- A standard must include one or more accepted specifications for hardware, software, or behavior.

**Guideline:** General statements, recommendations, or administrative instructions designed to achieve the policy’s objectives by providing a framework within which to implement procedures.
- A guideline can change frequently based on the environment and should be reviewed more frequently than standards and policies.
- A guideline is not mandatory, rather a suggestion of a best practice. Hence “guidelines” and “best practices” are interchangeable

**Procedures:** Procedures describe the process: who does what, when they do it, and under what criteria. They can be text based or outlined in a process map. Represent implementation of Policy.
- A series of steps taken to accomplish an end goal.
- Procedures define “how” to protect resources and are the mechanisms to enforce policy.
- Procedures provide a quick reference in times of crisis.
- Procedures help eliminate the problem of a single point of failure.
- Also known as a SOP (Standard Operating Procedure)

**Work Instructions:** Describe how to accomplish a specific job. Visual aid, various forms of job aids, or specific assembly instructions are examples of work instructions. Work instructions are specific.

**Forms and Other Documents:** Forms are documentation that is used to create records, checklists, surveys, or other documentation used in the creation of a product or service. Records are a critical output of any procedure or work instructions and form the basis of process communication, audit material, and process improvement initiatives.

**AUTHORITY AND PURVIEW**
The following EveryOne Home Committees and entities have the authority to request, develop, propose and adopt policies, standards, guidelines and procedures for the Housing Crisis Response System Manual and operations:

1. The EveryOne Home Leadership Board has the authority to review, revise, and adopt policies, standards, guidelines, and procedures for the Housing Crisis Response System. The Leadership Board is primarily focused on creating policies and guidelines.
2. The EveryOne Home System Coordination Committee has the authority to review, develop, and recommend policies, standards, guidelines, and procedures to the EveryOne Home Leadership Board for adoption. The System Coordination Committee is primarily focused on developing and recommending standards and guidelines to Leadership Board.
3. The EveryOne Home HUD CoC Committee has the authority to review, develop, and recommend policies, standards, guidelines and procedures governing HUD CoC projects to the EveryOne Home Leadership Board for adoption and to request joint action by the System Coordination Committee which holds the same authority.
4. Contracting agencies have the authority to set policies on funding and eligible activities of that funding.
5. Government contracting agencies, programs participating in the operation of the Housing Crisis Response System, and Implementation and Learning Communities have the authority to review, develop, and adopt procedures for performing the functions and operations of the system. These entities also have the authority to request the development, revision, or clarification of policies or standards by the System Coordination Committee, HUD CoC Committee, and the Leadership Board.

6. Any individual, organization, agency or entity in Alameda County has the authority to request the review or development of any policy, standard, procedure, guideline included in the System Manual or practiced by the Housing Crisis Response System.

7. The EveryOne Home System Analyst has the authority to recommend changes to the standard Assessment.

8. The Director of System Coordination has the authority to make minor changes and corrections to the manual, forms, and guidance documents for clarification purposes or to ensure that procedures reflect actual practice. The Director also has the authority to approve emergency or interim changes if the System is out of compliance or if a time-sensitive development requires an immediate policy, standard, guideline or procedure. Any interim policies, standards, guidelines or procedures must be discussed and approved at the next regular or extraordinary meeting of System Coordination Committee and/or Leadership Board.

PROCEDURE

1. Adoption of revisions, additions, and deletions to System Manual by Leadership Board:
   a. At a minimum of one time per year, System Coordination Committee and the HUD CoC Committee jointly submit the System Manual to Leadership Board for review with recommendations for adoption of any revisions, additions, or deletions to policies and standards.
   b. Using the voting procedure outlined in the Governance Charter, the Leadership Board votes whether or not to adopt the recommendations.
   c. Recommendations that are approved by vote are adopted and included in the Manual.
   d. For recommendations not approved, the Leadership Board then votes whether to send the recommendation back to System Coordination Committee for reconsideration.
   e. If Leadership Board votes not to send the item back to Committee, the Committee cannot take further action on the item unless granted approval by the Leadership Board.

2. Review, development, and recommendation of policies, standards, guidelines, procedures or practices by the System Coordination Committee:
   a. To initiate the review or development of a policy, standard, guideline, or procedure included in the System Manual or practiced by the Housing Crisis Response System, a formal request is submitted by completing the EveryOne Home Improvement Request. Any individual, organization or agency can submit a request.
   b. At each meeting of the System Coordination Committee:
      i. Director and/or Chair presents the current Improvement Schedule and any new Improvement Requests that were submitted.
ii. Director and/or Chair makes a recommendation to the Committee on if and when to consider new Improvement Requests and either provides a recommended, revised Improvement Schedule or works with the Committee to calendar Improvement Requests individually.

iii. Committee votes whether or not to accept the revised Improvement Schedule or to calendar the Improvements individually.

iv. If individually, the Committee votes on the calendaring of each item separately.

c. If calendared on the Improvement Schedule, the Committee empowers the Director of System Coordination to initiate and coordinate a process to research, develop, and propose an improvement:

i. At the time of calendaring, Committee Members provide guidance to the Director of System Coordination on any specific process, timeline, or stakeholders to involve. Committee Members indicate if they are interested in participating in the process for the specific issue and what role they are interested in taking.

ii. Director of System Coordination coordinates a process by which the policy, standard, guideline or procedure is reviewed and a proposal for improvement is developed.

iii. The development process may include: review or audit of current or proposed policy and best practices, working groups with members of System Coordination Committee and other stakeholders, discussion with Implementation and Learning Communities, focus groups with consumers, and consultation with contracting agencies, responsible organizations, and funders.

i. Director of System Coordination and stakeholders involved in the process designate Proposal Representatives to present the proposal to the System Coordination Committee.

d. If the development process results in a proposal to the System Coordination Committee, the Committee uses the voting process outlined in the Governance Charter and the following procedure to consider the proposal and vote to recommend it to Leadership Board for adoption:

i. Director of System Coordination or Proposal Representative present the proposal to the System Coordination Committee.

ii. Director of System Coordination offers analysis or recommendations on the proposal to the Committee.

iii. Committee asks clarifying questions.

iv. Committee decides to vote on proposal as is, or to offer amendments.

v. If the Committee decides to vote on the proposal as written, then the Committee takes a vote. If vote passes, the proposal is presented as a recommendation to the Leadership Board at the next scheduled meeting.

vi. If the Committee decides to offer amendments, amendments are offered to the Director or Proposal Representative. If the Director or Proposal Representative accept the amendments, then the Committee takes a vote. If vote passes, the
proposal with amendments is presented as recommendation to the Leadership Board at the next scheduled meeting.

vii. If vote does not pass, the Committee votes whether or not to re-calendar the item. If the Committee re-calendars the item, they instruct the Director to take the proposal back into development and provide specific suggestions for how to improve the proposal.

viii. The same item can only come before the System Coordination Committee twice.

3. Joint Action by System Coordination Committee and HUD CoC:
   a. Joint action for the review or development of policies, standards, procedures or guidelines can be initiated by submitting the EveryOne Home Request for Improvement form and indicating the preference for joint action.
   b. The request will be reviewed by the Director of System Coordination and, if appropriate, forwarded to the System Coordination Committee for consideration at the time of calendaring. If Joint Action is granted then the Director of System Coordination will be instructed to include the HUD CoC in the process for development and recommendation of the policies.
RECOMMENDATION:
Guidelines for Using Boomerang Rapid Rehousing Funds and a Standard Boomerang RRH Program
Participation Agreement

DEVELOPED BY: Working Group of System Coordination Committee, 3/7/18

AMENDED BY: System Coordination Committee, 3/14/18.

VOTE TO RECOMMEND WITH AMENDMENTS:
System Coordination Committee, 3/14/18
13 Yes, 0 No, 0 Abstain

BACKGROUND
Rapid re-housing (RRH) is an interim housing program for homeless people to get quickly re-housed and stay housed. By design, rental assistance is a short and shallow subsidy. Aided by a housing navigator the client is provided supportive services that help make the transition back to independent living within a short time frame. Once this happens, the rapid re-housing “slot” turns over, and another client can be served until all resources are depleted.

PURPOSE
The purpose is to establish guidelines for rapid rehousing programs funded FY 17/18 with Boomerang funds within the Coordinated System contracts.

PROPOSAL
Steps for being matched to RRH
- Rapid Rehousing will be allocated by using the prioritized list.
- Prior to being approved for a RRH slot, the client and Housing Navigator must talk about realistic housing options given the client’s current income and potential future income. This assessment includes the client’s prior work history and is not based on current behaviors.
- The Housing Navigator and client will create a written housing stability plan that outlines a reasonable path towards the client taking over his/her own rent in 9 months. Plans must include measurable goals and objectives and include realistic housing options such as increasing income (including for people on SSI), utilizing shared housing, and moving to a community where rents are more affordable.
- Plans must include the maximum amount of rent that the client feels he/she will be able to take on in the future.
- The Housing Navigator will submit the housing stability plan for approval to the HRC manager. The HRC manager will review the plan to ensure that it includes detailed, realistic steps for moving towards independent housing and that the maximum rent amount is realistic given the clients current and potential future income.
• Once the HRC Manager approves the housing stability plan, the client is officially matched to the RRH intervention and can begin a housing search.

Eligibility
• Literally homeless individuals or families who have completed the County Assessment tool and are prioritized for an intervention
• Income level of 30% AMI or below at program entry
• No other source of RRH available for the client’s specific population (ex: Housing Navigators will assist their clients to access RRH targeted towards youth, families, people on probation, and veterans before using this source of funds).
• Has a housing stability plan, approved by the HRC Manager, that shows a realistic path towards taking over rental payments within 9 months (see above)
• Willing to work with a housing navigator on the housing stability plan

Length of assistance
Assistance will be provided for up to 9 months. Any extensions to be approved by HRC Manager.

Allowable Rent
Will use a rent reasonableness standard but more importantly will use a client reasonableness standard.

Habitability
HQS inspection prior to move in is the best practice standard for this funding source. However, a Housing Navigator may use a habitability standard in cases where HQS is not reasonable (ex: some shared housing situations). The HRC Manager must approve use of habitability standard instead of HQS and the reason must be documented in the client case file.

Eligible costs
Rental deposits (up to 2 times the rent), Utility deposits, Rent
Late fees are not an eligible expense

Financial Projections
Each agency administering Boomerang RRH funds must maintain an up to date financial projection spreadsheet. This documentation should include currently enrolled households and potential future enrolled households. The documentation should show projections of each household’s rental assistance over time in the program and should show that the projected costs can be covered by the rental assistance budget available. Financial projections should be updated whenever there is a change in the rental assistance plan for a client or at least once a month.

Rental Assistance amounts
Clients must agree (by signing the participant agreement) to contribute to their rent on the following schedule:

<table>
<thead>
<tr>
<th>Months</th>
<th>Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3</td>
<td>25% of rent</td>
</tr>
<tr>
<td>4-6</td>
<td>50% of rent*</td>
</tr>
<tr>
<td>7-9</td>
<td>75% of rent*</td>
</tr>
</tbody>
</table>
*if approved for ongoing rental assistance at reassessments

Depending on a client’s situation he/she may be able to move towards 100% of the rent on a faster schedule. Any exceptions to the payment schedule which result in less rent being paid must be discussed with the Housing Navigator and the client and Housing Navigator must document a clear plan for getting back to the payment schedule as quickly as possible. This written exception request must be approved in advance by the HRC Manager. Clients with no income are still eligible for RRH provided the housing stability plan shows a path to obtain income quickly.

Program Expectations
- Household and Housing Navigator meet a minimum of 2 times per month (once housed, 1 of those meetings must be in unit)
- Household signs and follows the participant agreement
- Household contributes to the rent on the agreed schedule
- Household works on increasing income, is willing to consider shared housing, or is willing to consider moving to a more affordable community

Reassessments
Clients will be approved for RRH in 3 month intervals. Housing Navigators will conduct formal assessments every three months (in month 3 and month 6) to ensure that clients are on track to take over full payment of their rent. The HRC Manager will review all reassessments and approve services for another 3 months.

Services after rental assistance ends
After rental assistance ends client may receive up to 3 months of on-going Housing Navigation. This timeframe may be extended depending on a client’s needs (with a limit of 6 months for AC3 funded Housing Navigation).

Client’s refusal of services
Clients retain the right to opt out of services at any time. While participating in the RRH program if a client is offered a permanent supportive housing (PSH) voucher or site based unit and they refuse the offer for whatever reason, the refusal will be documented in writing both to the client and in their file.
RECOMMENDATION:
Standards for Updating Assessment Information in Service Point

DEVELOPED BY: Working Group of System Coordination Committee, 3/7/18

AMENDED BY: System Coordination Committee, 3/14/18.

VOTE TO RECOMMEND WITH AMENDMENTS:
System Coordination Committee, 3/14/18
13 Yes, 0 No, 0 Abstain

BACKGROUND
Coordinated Entry policies require that the Assessment process must be standard for any person or household who accesses Coordinated Entry including a standard way of updating information that may impact a household’s prioritization or eligibility for services or housing programs. Until the Coordinated Entry processes are transitioned into the Clarity HMIS system, assessments are conducted on paper and entered into Service Point by a designated Data Entry team.

PURPOSE
To establish a standard practice and procedure by which Assessment information is updated using the paper Assessment and entered into Service Point HMIS.

PROPOSAL
1. Assessments should be updated if:
   a. The household has a significant or life changing event with the potential to impact the household’s prioritization
   b. New and relevant information is reported by household or verified by 3rd party
2. Assessment information must be collected/updated by a Certified Assessor.
3. New assessment information should be verified by:
   a. Case notes by HRC staff or an external form on agency letterhead accompanied with an ROI from an agency with permissions to share private information and either b or c as listed below:
   b. A revised or new paper assessment, or
   c. An internal form completed by HRC staff
4. New assessment information must be entered into Service Point by designated Data Entry staff.
5. These standards will sunset when the Assessment process transitions to Clarity HMIS and new standards will be established.
APPENDIX A:

Tracked Changes

of

Amended Recommendations

for

RECOMMENDATION TO LEADERSHIP BOARD:

DEVELOPED BY:
EveryOne Home Staff/Governance Charter, 3/13/18

VOTE TO RECOMMEND WITH AMENDMENTS:
System Coordination Committee, 3/14/2018
131 yes, 0 no, 0 abstain

PROPOSAL:
Procedure for Request, Review, Development, and Adoption of Policies, Standards, Guidelines, and Procedures for Alameda County: To be reviewed at 6 months, 9/2018

INTERIM APPROVAL:
Interim approval carried by Director of System Coordination until Leadership Board 4/26/2018

DEVELOPED BY:
EveryOne Home Staff/Governance Charter, 3/13/18

BACKGROUND
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Focus on desired results, not on means of implementation
Further defined by standards and guidelines

Standard: A mandatory action or rule designed to support and conform to a policy.
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Guideline: General statements, recommendations, or administrative instructions designed to achieve the policy’s objectives by providing a framework within which to implement procedures.
- A guideline can change frequently based on the environment and should be reviewed more frequently than standards and policies.
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Procedures: Procedures describe the process: who does what, when they do it, and under what criteria. They can be text based or outlined in a process map. Represent implementation of Policy.
- A series of steps taken to accomplish an end goal.
- Procedures define “how” to protect resources and are the mechanisms to enforce policy.
- Procedures provide a quick reference in times of crisis.
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AUTHORITY AND PURVIEW
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2. The EveryOne Home System Coordination Committee has the authority to review, develop, and recommend policies, standards, guidelines, and procedures to the EveryOne Home Leadership
Board for adoption. The System Coordination Committee is primarily focused on developing and recommending standards and guidelines to Leadership Board.

3. The EveryOne Home HUD CoC Committee has the authority to review, develop, and recommend policies, standards, guidelines and procedures governing HUD CoC projects to the EveryOne Home Leadership Board for adoption and to request joint action by the System Coordination Committee which holds the same authority.

4. **Contracting agencies have the authority to set policies on funding and eligible activities of that funding.**

4.5. Government contracting agencies, programs participating in the operation of the Housing Crisis Response System, and Implementation and Learning Communities have the authority to review, develop, and adopt procedures for performing the functions and operations of the system. These entities also have the authority to request the development, revision, or clarification of policies or standards by the System Coordination Committee, HUD CoC Committee, and the Leadership Board.

5-6. Any individual, organization, agency or entity in Alameda County has the authority to request the review or development of any policy, standard, procedure, guideline included in the System Manual or practiced by the Housing Crisis Response System.

6.7. The EveryOne Home System Analyst has the authority to recommend changes to the standard Assessment.

7.8. The Director of System Coordination has the authority to make minor changes and corrections to the manual, forms, and guidance documents for clarification purposes or to ensure that procedures reflect actual practice. The Director also has the authority to approve emergency or interim changes if the System is out of compliance or if a time-sensitive development requires an immediate policy, standard, guideline or procedure. Any interim policies, standards, guidelines or procedures must be discussed and approved at the next regular or extraordinary meeting of System Coordination Committee and/or Leadership Board.

**PROCEDURE**

1. **Adoption of revisions, additions, and deletions to System Manual by Leadership Board:**
   
   a. At a minimum of one time per year, System Coordination Committee and the HUD CoC Committee jointly submit the System Manual to Leadership Board for review with recommendations for adoption of any revisions, additions, or deletions to policies and standards.
   
   b. Using the voting procedure outlined in the Governance Charter, the Leadership Board votes whether or not to adopt the recommendations.
   
   c. Recommendations that are approved by vote are adopted and included in the Manual.
   
   d. For recommendations not approved, the Leadership Board then votes whether to send the recommendation back to System Coordination Committee for reconsideration.
   
   e. If Leadership Board votes not to send the item back to Committee, the Committee cannot take further action on the item unless granted approval by the Leadership Board.

2. **Review, development, and recommendation of policies, standards, guidelines, procedures or practices by the System Coordination Committee:**
a. To initiate the review or development of a policy, standard, guideline, or procedure included in the System Manual or practiced by the Housing Crisis Response System, a formal request is submitted by completing the EveryOne Home Improvement Request. Any individual, organization or agency can submit a request.

b. At each meeting of the System Coordination Committee:
   i. Director and/or Chair presents the current Improvement Schedule and any new Improvement Requests that were submitted.
   ii. Director and/or Chair makes a recommendation to the Committee on if and when to consider new Improvement Requests and either provides a recommended, revised Improvement Schedule or works with the Committee to calendar Improvement Requests individually.
   iii. Committee votes whether or not to accept the revised Improvement Schedule or to calendar the Improvements individually.
   iv. If individually, the Committee votes on the calendaring of each item separately.

c. If calendared on the Improvement Schedule, the Committee empowers the Director of System Coordination to initiate and coordinate a development process to research, develop, and propose an improvement:
   i. At the time of calendaring, Committee Members provide guidance to the Director of System Coordination on any specific process, timeline, or stakeholders to involve. Committee Members indicate if they are interested in participating in the process for the specific issue and what role they are interested in taking.
   ii. Director of System Coordination coordinates a process by which the policy, standard, guideline or procedure is reviewed and a proposal for improvement is developed.
   iii. The development process may include: review or audit of current or proposed policy and best practices, working groups with members of System Coordination Committee and other stakeholders, discussion with Implementation and Learning Communities, focus groups with consumers, and consultation with contracting agencies, responsible organizations, and funders.
   iv. Director of System Coordination and stakeholders involved in the process designate Proposal Representatives to present the proposal to the System Coordination Committee.

d. If the development process results in a proposal to the System Coordination Committee, the Committee uses the voting process outlined in the Governance Charter and the following procedure to consider the proposal and vote to recommend it to Leadership Board for adoption:
   i. Director of System Coordination or Proposal Representative present the proposal to the System Coordination Committee.
   ii. Director of System Coordination offers analysis or recommendations on the proposal to the Committee.
   iii. Committee asks clarifying questions.
iv. Committee decides to vote on proposal as is, or to offer amendments.

v. If the Committee decides to vote on the proposal as written, then the Committee takes a vote. If vote passes, the proposal is presented as a recommendation to the Leadership Board at the next scheduled meeting.

vi. If the Committee decides to offer amendments, amendments are offered to the Director or Proposal and Representative. If the Director or Proposal and Representative accept the amendments, then the Committee takes a vote. If vote passes, the proposal with amendments is presented as recommendation to the Leadership Board at the next scheduled meeting.

vii. If vote does not pass, the Committee votes whether or not to re-calendar the item. If the Committee re-calendars the item, they instruct the Director to take the proposal back into development and provide specific suggestions for how to improve the proposal.

viii. The same item can only come before the System Coordination Committee twice.

3. Joint Action by System Coordination Committee and HUD CoC:
   a. Joint action for the review or development of policies, standards, procedures or guidelines can be initiated by submitting the EveryOne Home Request for Improvement form and indicating the preference for joint action.
   
b. The request will be reviewed by the Director of System Coordination and, if appropriate, forwarded to the System Coordination Committee for consideration at the time of calendaring. If Joint Action is granted then the Director of System Coordination will be instructed to include the HUD CoC in the process for development and recommendation of the policies.
APPENDIX B:

Tracked Changes of Amended Recommendations for Guidelines for Using Boomerang RRH Funds and a Standard Boomerang RRH Program Participation Agreement
**PROPOSAL RECOMMENDATION:**
Guidelines for Using FY17/18 Boomerang Rapid Rehousing Funds and a Standard Boomerang RRH Program Participation Agreement

**DEVELOPED BY:** Working Group of System Coordination Committee, 3/7/18

**AMENDED BY:** System Coordination Committee, 3/14/18. *Amended portions of the document are underlined and in green.*

**VOTE TO RECOMMEND WITH AMENDMENTS:**
System Coordination Committee, 3/14/18
13 Yes, 0 No, 0 Abstain

**BACKGROUND**

Rapid re-housing (RRH) is an interim housing program for homeless people to get quickly re-housed and stay housed. By design, rental assistance is a short and shallow subsidy. Aided by a housing navigator the client is provided supportive services that help make the transition back to independent living within a short time frame. Once this happens, the rapid re-housing “slot” turns over, and another client can be served until all resources are depleted.

**PURPOSE**

The purpose is to establish guidelines for rapid rehousing programs funded FY 17/18 with Boomerang funds within the Coordinated System contracts.

**PROPOSAL**

Steps for being matched to RRH

- Rapid Rehousing will be allocated by using the prioritized list.
- Prior to being approved for a RRH slot, the client and Housing Navigator must talk about realistic housing options given the client’s current income and potential future income. This assessment includes the client’s prior work history and is not based on current behaviors.
- The Housing Navigator and client will create a written housing stability plan that outlines a reasonable path towards the client taking over his/her own rent in 9 months. Plans must include measurable goals and objectives and include realistic housing options such as increasing income (including for people on SSI), utilizing shared housing, and moving to a community where rents are more affordable.
- Plans must include the maximum amount of rent that the client feels he/she will be able to take on in the future.
- The Housing Navigator will submit the housing stability plan for approval to the HRC manager. The HRC manager will review the plan to ensure that it includes detailed, realistic steps for
moving towards independent housing and that the maximum rent amount is realistic given the
clients current and potential future income.

- Once the HRC Manager approves the housing stability plan, the client is officially matched to the
RRH intervention and can begin a housing search.

Eligibility
- Literally homeless individuals or families who have completed the County Assessment tool and
are prioritized for an intervention
- Income level of 30% AMI or below at program entry
- No other source of RRH available for the client’s specific population (ex: Housing Navigators will
assist their clients to access RRH targeted towards youth, families, people on probation, and
veterans before using this source of funds).
- Has a housing stability plan, approved by the HRC Manager, that shows a realistic path towards
taking over rental payments within 9 months (see above)
- Willing to work with a housing navigator on the housing stability plan

Length of assistance
Assistance will be provided for up to 9 months. Any extensions to be approved by HRC Manager.

Allowable Rent
Will use a rent reasonableness standard but more importantly will use a client reasonableness standard.

Habitability
HQS inspection prior to move in is the best practice standard for this funding source. However, a
Housing Navigator may use a habitability standard in cases where HQS is not reasonable (ex: some
shared housing situations). The HRC Manager must approve use of habitability standard instead of HQS
and the reason must be documented in the client case file.

Eligible costs
Rental deposits (up to 2 times the rent), Utility deposits, Rent
Late fees are not an eligible expense

Financial Projections
Each agency administering Boomerang RRH funds must maintain an up to date financial projection
spreadsheet. This documentation should include currently enrolled households and potential future
enrolled households. The documentation should show projections of each household’s rental assistance
over time in the program and should show that the projected costs can be covered by the rental
assistance budget available. Financial projections should be updated whenever there is a change in the
rental assistance plan for a client or at least once a month.

Rental Assistance amounts
Clients must agree (by signing the participant agreement) to contribute to their rent on the following
schedule:
Months 1-3 25% of rent
Months 4-6  50% of rent*
Months 7-9  75% of rent*
*if approved for ongoing rental assistance at reassessments

Depending on a client’s situation he/she may be able to move towards 100% of the rent on a faster schedule. Any exceptions to the payment schedule which result in less rent being paid must be discussed with the Housing Navigator and the client and Housing Navigator must document a clear plan for getting back to the payment schedule as quickly as possible. This written exception request must be approved in advance by the HRC Manager. Clients with no income are still eligible for RRH provided the housing stability plan shows a path to obtain income quickly.

**Client Program Expectations**

- **Household and Housing Navigator** meet a minimum of 2 times per month (once housed, 1 of those meetings must be in unit) **required**
- **Household signs and follows** the participant agreement **required**
- **Household contributes** to the rent on the agreed schedule **required**
- **Household works on increasing income, is willing to consider shared housing, or is willing to consider moving to a more affordable community**

**Reassessments**

Clients will be approved for RRH in 3 month intervals. Housing Navigators will conduct formal assessments every three months (in month 3 and month 6) to ensure that clients are on track to take over full payment of their rent. The HRC Manager will review all reassessments and approve services for another 3 months.

**Services after rental assistance ends**

After rental assistance ends client may receive up to 3 months of on-going Housing Navigation. This timeframe may be extended depending on a client’s needs **(with a limit of 6 months for AC3 funded Housing Navigation)**.

**Client’s refusal of services**

Clients retain the right to opt out of services at any time. While participating in the RRH program if a client is offered a permanent supportive housing (PSH) voucher or site based unit and they refuse the offer for whatever reason, the refusal will be documented in writing both to the client and in their file. A client will be offered a maximum of three PSH opportunities and if all three are refused then they are made inactive on the Homestretch list. All attempts to involve professionals working with the client will be made.
APPENDIX C:

Tracked Changes of Amended Recommendations for Standards for Updating Assessment Information in ServicePoint
**PROPOSAL RECOMMENDATION:**
Standards for Updating Assessment Information in Service Point

**DEVELOPED BY:** Working Group of System Coordination Committee, 3/7/18

**AMENDED BY:** System Coordination Committee, 3/14/18. Amended portions of the document are underlined and in green.

**VOTE TO RECOMMEND WITH AMENDMENTS:**
System Coordination Committee, 3/14/18
13 Yes, 0 No, 0 Abstain

**BACKGROUND**
Coordinated Entry policies require that the Assessment process must be standard for any person or household who accesses Coordinated Entry including a standard way of updating information that may impact a household’s prioritization or eligibility for services or housing programs. Until the Coordinated Entry processes are transitioned into the Clarity HMIS system, assessments are conducted on paper and entered into Service Point by a designated Data Entry team.

**PURPOSE**
To establish a standard practice and procedure by which Assessment information is updated using the paper Assessment and entered into Service Point HMIS.

**PROPOSAL**
1. Assessments should be updated if:
   a. The household has a significant or life changing event with the potential to impact the household’s prioritization
   b. New and relevant information is reported by household or verified by 3rd party
2. Assessment information must be collected/updated by a Certified Assessor.
3. New assessment information should be verified by:
   a. Case notes by HRC staff or an external form on agency letterhead accompanied with an ROI from an agency with permissions to share private information and either b or c as listed below:
   b. A revised or new paper assessment, or
   c. An internal form completed by HRC staff
   d. An external form on agency letterhead from an agency with permissions to share private information
4. New assessment information must be entered into Service Point by designated Data Entry staff.
5. These standards will sunset when the Assessment process transitions to Clarity HMIS and new standards will be established.