Survey Responses

Top choice:

- No clear consensus
- Only item to get 2 votes was Imminently homeless
- The top theme from the responses seemed to center on policies and protocols for navigating and utilizing the BNL:
  - Addressing the imminently homeless population/Homeless Prevention in CES, Figuring out how to get more housing navigation deeper on the list and dealing with the system flaw of more people coming in and not enough housing nav slots. Couple this with more flexible funds to help individuals.
  - Standards and protocols for matching to participating projects, including rejection protocols
  - Threshholding policies for prioritization and matching
  - Rapid Rehousing -- prioritization, preferences, and use as a PSH "bridge"
- Other issues for “top vote”
  - one vote for revisiting and settling the issues on CES and HMIS access,
  - one vote for client feedback, grievances and appeals

Top overall vote getters:

- RRH issues – prioritization, matching, use of funds – 6 votes
- Imminently homeless population/HP – 5 votes
- Standards and protocols for matching to participating projects, including rejection protocols – 5 votes
- Client feedback, grievances – 3 votes
- System Access, writ large – 2 votes
  - “Continue the discussion about access and ironing out the issues with CES--adequate staffing, training, communications, more HMIS training/licenses, etc.”
  - “Have the system decide uniform resources for the hubs to not have such narrow drop in capacity. Why can't hubs be resourced to be open six days a week???”
November 14th 2018 Notes

Present: Allison De Jung, Jamie Almanza, Peter Radu, Gloria Wroten, Aisha Brown, Riley Wilkerson, Merlenet Riley, Kara Carnahan representing Vivian Wan, Marta Lutzky, Jessica Loebadan, Rashone Atkins representing Terrie Light (BFHP), Jazmyn Brown

Staff: Julie Leadbetter, Jessie Shimmin

Visiting: Carol Wilkens (HCSA), Liz Tang (HCSA)

Director’s Report

- Welcome to new member: Gloria Wroten and Jazmyn Brown!
- Dorcas Chang will be filling Christina’s support role
- Giving Tuesday is coming up! Please donate and encourage others to do so, too.

Urgent Items

a) Please submit urgent items to Director, Chair, Co-Chair in advance
b) Rapid Re-Housing Proposal:
   o 1. Expand eligible support services (required) to include qualified case manager (e.g. FSP)
   o 2. Use RRH as a bridge to PSH, this will facilitate document readiness
   o 3. Consider threshold score to expand pool of people to those not matched with a navigator/case manager
   o 4. HCRs could designate additional Boomerang funds to hire case manager (see 1st bullet)
   o Recommendation to HCD to revise Boomerang RRH guidelines to reflect parts 1, 2, and 4. Workgroup to define what is a “qualified case manager” (i.e. someone who visits clients in the home, as a starting point), procedures for determining eligibility, administration, data entry etc. Send to Working group and HCD in parallel to get process moving forward. Quick vote in December. Passed unanimously.
   o Future analysis: the end of a timeframe, look at who was served and was it successful as measured by # of enrollments, # of move in dates, scores, and exit destinations.

c) Certified Assessor Policy
   o Lots of variation in the zones approach to assessment, Julie is looking for direction from SCC on how to proceed with training assessors.
   o Julie is asking the group to calendar a conversation about the assessment policy and practical implementation
   o HUD requirement is a standard and consistent experience
   o Send out Certified Assessor information with meeting summary materials

d) PSH Vacancies
   o Open PSH units and people who are eligible and document ready, but not in PSH. Jamie would like SCC to take this on and understand the issue, resolve issues, and get people into units.
   o Lora could come to December meeting to present, diagnose problem, and offer areas where SCC can help support Home Stretch’s work.
   o HUD TA team may be making another site visit during the week of December’s SCC meeting

Discussion Items

a) Annual EOH Committee Recruitment and Participation
   o Lots of interest in this committee, so how do we accommodate observers/public comment/public meeting, etc.?
   o Space is an issue: functional AV system, enough seating; we have connections at Hayward City Hall and SSA
b) Improvement Schedule
   - Peter will summarize the results of the survey by email, in the interests of time.

c) Coordinated Entry Client Rights and Grievance Policy
   - Revise: add City of Berkeley and City of Oakland to HCSA as points of grievance
   - There is widespread desire and commitment to take up grievance in a responsive way, and no one really has the resource capacity to take grievance on as proactively as desired. This may be something the SCC needs to take up and address.
   - Revise: providers will share aggregate data on complaint subject matter and resolution status (resolved, escalated to funder)
   - Revise: Providers will acknowledge and initiate response to the complaint according to the organization’s established grievance policy
   - Revise: Funder will provide a written response within 30 days of receipt.
   - Add: Proposal to request funding source to create a single, centralized Grievance Officer
   - Proposal to adopt with above revisions with the direction to send to county and city counsels for review, until counsel agrees, the grievance process will end with the agencies. Proposed by Peter, seconded by Merlenet
   - 9 members present for vote
     - Abstention: 3
     - No: 1
     - Favor: 5
POLICY: Coordinated Entry Client Rights & Expectations

ADOPTED BY: System Coordination Committee Working Group 10/16/2018

Coordinated Entry Client Rights & Expectations

Any organization participating in the administration or service delivery of Alameda County’s Coordinated Entry process must inform clients of their Client Rights & Expectations. Client Rights & Expectation must be easily accessed, posted, and available upon request.

Anyone seeking assistance through Coordinated Entry, has the right to a process that:

1. Is accessible, fair, and standard.
2. Does not discriminate, and does not screen people out based on income, history of substance use or domestic violence, evictions, poor credit, poor housing history, and criminal records.
3. Is accessible to individuals with disabilities and people who are least likely to access homeless assistance.
4. Allows clients to choose and refuse housing and service options.
5. Allows clients to consent to or refuse the collection, protection, and sharing of their private information.
6. Makes reasonable efforts to provide the process in the client’s language.
7. Offers reasonable accommodations for variations to any part of the standard process.
8. Allows clients to update their information as needed.
9. Allows clients to file a grievance, non-discrimination complaint, or to appeal Coordinated Entry decisions.

In order for Coordinated Entry to provide the best service possible, anyone seeking assistance through Coordinated Entry, is asked to:

1. Provide sufficient information for Coordinated Entry staff to be able to screen, assess, prioritize and refer appropriately.
2. Update contact information regularly.
3. Update assessment information when significant changes occur in their housing status, health condition, or family composition.
4. Stay in touch with Coordinated Entry staff.
5. Respond immediately to any offer of service or housing.
6. Ask for support through the Coordinated Entry process if needed.
6.2.4  **COORDINATED ENTRY ASSESSMENT**

The Coordinated Entry Assessment is the standard and comprehensive assessment tool used to assess and prioritize literally homeless households for homeless services and housing programs in Alameda County. For households unable to keep or find housing through Housing Problem Solving and who are literally homeless, the standard Coordinated Entry Assessment must be conducted.

6.2.4.1  **Certified Assessors**

Any person who administers Alameda County’s Coordinated Entry Assessment must receive approval, certification, and annual training from EveryOne Home or a designated training entity. The purpose of certification and training is to provide all staff administering assessments with access to information, materials, and standard tools by which assessments are to be conducted with fidelity to the Alameda County Coordinated Entry process.

Certified Assessors should be staff or subcontractors of Housing Resource Centers, Housing Workshops, and specifically identified Outreach teams. When necessary to facilitate access or improve quality of information gathered through assessment or to remove population-specific barriers to accessing the Coordinated Entry Process and to account for the different needs, vulnerabilities, and risk factors of identified subpopulations, other designated staff or organizations may be certified to conduct assessments. Resource Zone Coordinators are responsible for coordinating Certified Assessors and assessment activities and for ensuring activities are in accordance with Coordinated Entry standards, policies, and procedures.

All CE Assessments must be conducted by Certified Assessors and they must use the standard process, tools and forms included in the Coordinated Entry Access Packet or HMIS.
Guidelines for Using FY 17/18 Boomerang RR Funds

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 or Qualified Case Manager, the client is provided supportive services that help make the transition back to independent living within a short time frame. The client may also transition to a longer-term subsidy should they be eligible for one through prioritization or other non-prioritized housing opportunities. Once this happens, someone transitions off the rapid re-housing subsidy, the rapid re-housing "slot" turns over, and another client can be served until all resources are depleted.

Prioritization

- Literally homeless individuals or families who have completed the Coordinated Entry Assessment and have an assigned HRC Housing Navigator or a non-HRC Qualified Case Manager can be matched to Boomerang RRH slots.

Eligibility

- Literally homeless individuals or families who have completed the County Assessment tool and are prioritized for an intervention. Anyone with a score of XXX or above is eligible.
- Income level of 30% AMI or below at entry into the program.
- Clients with no income are still eligible for RRH provided the housing stability plan shows a path to obtain income or a method to pay for housing long-term quickly.
- No other source of RRH available for the client’s specific population (e.g., 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.

Steps for being matched to RRH

- Boomerang-funded Rapid Rehousing can be offered to literally homeless clients who have received a Coordinated Entry Assessment and who have an assigned HRC Housing Navigator or a non-HRC Qualified Case Manager.
- If they do not have an HRC Housing Navigator, a non-HRC Qualified Case Manager must be identified by the HRC.
- Prior to being approved for a RRH slot, the client and Housing Navigator or Qualified Case Manager must talk about realistic housing options given the client’s ability to pay for housing long-term. This assessment includes the client’s prior work history and is not based on current behaviors.
- The Housing Navigator or Qualified Case Manager and client must 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) or ability to pay for housing long-term, 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 they will be able to take on in the future.
- The Housing Navigator or Qualified Case Manager must submit the housing stability plan for approval to the HRC manager. The HRC manager must 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.

Qualified Case Managers

- Qualified Case Managers must be approved by the HRC Manager.
A Qualified Case Manager is defined as staff of a case management program that provides housing-related case management and that can provide specific RRH case management services including:

- Case Managers must actively work on the required housing plan
- Case Managers must be able to provide services to clients in their homes and community settings
- Case Managers must be able to provide regular support services at a frequency appropriate to the client
- Case Managers and/or the case management program must agree to collaborate and share information with HRC staff for on-going care coordination and funding requirements
- Case Managers may provide, but are not required to provide, housing search services.

Examples of programs that may be Qualified Case Managers are Full Service Partnerships, Health Homes/CBCMEs, or MSSP – Multipurpose Senior Services Program

Administration by HRCs

- HRCs must conduct subsidy administration including completion of the housing paperwork and ensuring habitability.
- HRCs must assign an HRC Housing Navigator or identify and coordinate with a non-HRC Qualified Case Manager
- HRCs may elect to add an RRH Case Manager using Boomerang funds dedicated to RRH, if funding permits, mutually agreed upon by funder and operator, and if codified in writing allowing it contractually.
- HRCs are responsible for HMIS data entry, including any data that needs to be gathered from Qualified Case Managers
- If the Qualified Case Manager does not offer housing search assistance, HRCs may provide housing search services.

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

- HRCs must ensure the habitability of any unit subsidized through Boomerang funded RRH.
- 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

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
- Depending on a client’s situation they 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 or Qualified Case Manager and a clear plan for getting back to the payment schedule as quickly as possible must be documented. This written exception request must be approved in advance by the HRC Manager.
Client Expectations

- Meet with Housing Navigator or Qualified Case Manager a minimum of 2 times per month (once housed, 1 of those meetings must be in unit) - required
- Sign and follow the participant agreement – required
- Contribute to the rent on the agreed schedule - required (note: variations to this schedule can be approved by HRC manager)
- Work on increasing income or enhancing ability to pay for housing long-term
- Willing to consider shared housing or moving to more affordable community

Reassessments

- Clients will be approved for RRH in 3 month intervals.
- Housing Navigators or Qualified Case Managers 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.

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.
POLICY: Interim Coordinated Entry Grievance Policy & Procedure

ADOPTED: 11/14/2018 by System Coordination Committee

DEVELOPED BY: System Coordination Committee Working Group 10/16/2018

IMPLEMENTATION: This policy and procedure has been submitted for review and approval by the funding agencies. Until funding agencies internally approve the policy and procedure and provide specific contact information to be included on the Coordinated Entry Grievance Form, the interim grievance procedure stops at the level of the organization (Step 2), and that organization’s decision is final.

Coordinated Entry Grievance Policy
Alameda County’s Coordinated Entry process is funded and administered by multiple government entities and conducted through a network of designated organizations and locations across the County. Any organization participating in the administration or service delivery of Alameda County’s Coordinated Entry process must follow the system-wide Coordinated Entry Grievance Policy. Organizational grievance policies must incorporate the Coordinated Entry Grievance Policy, and procedures and forms must be easily accessed, posted, and available upon request.

The Coordinated Entry Grievance Policy covers all services provided as part of the Coordinated Entry process including:

- Safety Screening
- Housing Crisis Screening
- Housing Problem Solving
- CE Assessment
- Referral
- Matching

The Alameda County Housing Crisis Response System Manual (www.everyonehome.org) outlines the standards to be used for all services included in the standard Coordinated Entry process.

Coordinated Entry Grievance Procedure
To the greatest extent possible, any problem or concern that is identified by a client regarding service provided during any part of the Coordinated Entry process should be resolved quickly, supportively, and professionally by the organization that is most directly involved with the client’s experience.

If a client is dissatisfied with a service, decision, action or situation involving any part of Alameda County’s Coordinated Entry process, as outlined above and detailed in the Housing Crisis Response
System Manual, or if the person wishes to file a complaint against perceived unfair treatment, the following procedure should be followed:

1. The client can make a complaint by first following the complaint or grievance procedure of the organization or agency directly providing the service.

2. Providers must acknowledge and initiate a response to the complaint according to the organization’s established procedure.

[To be implemented upon internal approval of funding agencies:

3. Providers must inform clients of their right to a formal grievance if they are not satisfied with the resolution of the complaint.

4. If the client does not feel comfortable making the complaint to the organization or is not satisfied with the resolution, they may file a formal grievance with the government agency that is the primary funder of the Coordinated Entry services of that organization.

5. The client may file the formal grievance by completing the Coordinated Entry Grievance Form and submitting it to the designated funding agency.

6. Providers must provide clients with the Coordinated Entry Grievance Form and the appropriate contact information for one of the following funding agencies who will receive the formal grievance:

   a. Alameda County Health Care Services Agency
   b. City of Berkeley
   c. City of Oakland

7. The Coordinated Entry Grievance Form can also be found at www.everyonehome.org

8. The funding agency that receives the grievance must review the formal complaint, determine best course of action, and provide a written response within 30 days of receipt. Grievances will be reviewed closely on a case by case basis. The funding agency may require the individual issuing the grievance to meet with staff to discuss the grievance and resolution.

9. The decision will be issued in a written letter documenting the original grievance, all measures taken to resolve it, and the final decision. The decision letter will be issued to the person who filed the grievance and will be sent to the client address provided on the Coordinated Entry Grievance Form. All decisions made by the funding agency will be final.]

10. Providers, funding agencies, and EveryOne Home must collect and share aggregate data on the subject matter and resolution status of all Coordinated Entry grievances for the purpose of evaluation and quality improvement.
<table>
<thead>
<tr>
<th>Improvement</th>
<th>Details</th>
<th>Status</th>
<th>Sponsor/Team</th>
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<tbody>
<tr>
<td>Coordinated Entry funding</td>
<td>To ensure that non-priority households are served, improve integration of clinical and non-clinical teams.</td>
<td>In Progress</td>
<td>Guzman</td>
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<td>Standard tools and forms for CE and HCRS</td>
<td>To create standardized forms and protocols for case conferencing.</td>
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<td>Riley, Leyden, Wall</td>
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<td>Urgent item for December?</td>
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<td>Countywide HCRS training and capacity building</td>
<td>To enhance the capacity of local housing and community resource systems.</td>
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<tr>
<td>Standards and protocols for transfers between HRCs</td>
<td>To ensure smooth transfers between housing resource centers.</td>
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<td>Role of public housing in maximization of HUD CoC funding</td>
<td>To develop strategies for maximizing HUD CoC funding.</td>
<td>Permanent Source</td>
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<tr>
<td>Preferences for Shelter</td>
<td>To determine the preferences for shelter based on the needs and desires of the community.</td>
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<tr>
<td>HMIS</td>
<td>To improve access to information for better decision-making.</td>
<td>Not started</td>
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<tr>
<td>Increase street outreach capacity</td>
<td>To enhance street outreach efforts for better engagement with the community.</td>
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<td>HMIS for EOH</td>
<td>To enhance access to information for better decision-making.</td>
<td>Completed</td>
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**Note:** The table includes improvements that are currently being addressed by various teams and may require further discussion and action as highlighted in the Sponsor/Team column.
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<th>Item</th>
<th>Date of Work</th>
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<td>7/17/2018</td>
<td>Client Contact Information Form for Clarity / Standard Tools</td>
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<td>CESH/CE Capacity Building Discussion</td>
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<td>1. Problems with access to Coordinated Entry that have been identified through the Coordinated Entry Self Assessment and feedback solicited on the EveryOne Home website 2. HCSA's proposal for expanding assessment capacity</td>
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<td>Imminent homelessness, prevention; dividing up System Manual</td>
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<td>Protocols for matching and rejection, at the client and the provider level; Thresholding for certain resources like RRH, PSH, shelter</td>
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<td>Prioritization and preferences working group</td>
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