System Coordination Committee
Meeting Materials, October 10th, 2018

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SYSTEM COORDINATION COMMITTEE AGENDA
10-10-2018

1. Director’s Report (Julie) 2:00-2:20pm
   a. Membership Recruitment
   b. CESH Recommendation
   c. Assessment Expansion Working Group
   d. CE Self Assessment
   e. HCRS System Manual
   f. Farewell and Thank You to Christina!

2. Urgent Items (Peter) 2:20-2:40pm
   a. Reminder to send any urgent items to Director, Chair, Co-Chair in advance
   b. Rapid Rehousing
   c. Client Feedback and Grievance Policy

3. Discussion Items (Jamie) 2:40-3:30pm
   a. Update from Assessment Expansion Working Group
   b. Understanding Access to Coordinated Entry

4. Action Items (Peter) 3:30-4:00pm
   a. Recommendation to Nominate Jazmyn Brown to SCC
      i. Presentation of Proposal
      ii. Comments from Director
      iii. Call to Vote
   b. Shelter Prioritization/Preference Policy
      i. Presentation of Proposal
      ii. Comments from Director
      iii. Call to Vote
   c. Plan of Action
      i. Work Groups
      ii. Recommendations from Discussion

5. Consent Items
   a. None
RECOMMENDATION: Community Planning and Feedback for Coordinated Entry/Housing Crisis Response System

DEVELOPED BY: EOH Staff and System Coordination Committee Working Group

PURPOSE
To establish standards for Community Planning and Feedback in Alameda County’s Coordinated Entry/Housing Crisis Response System.

PROPOSAL
EveryOne Home facilitates the ongoing planning and quality improvement of Coordinated Entry and the Housing Crisis Response System. To ensure that community feedback and stakeholder consultation is an integral component of planning, EveryOne Home staff and stakeholders must work together to:

- Regularly solicit and share feedback that addresses the quality and effectiveness of the entire Coordinated Entry experience. At minimum, feedback must be solicited and shared:
  - At the project/agency level: by making the standard Housing Crisis Response System/Coordinated Entry Feedback Form available to all organizations, staff, and households seeking service; collecting that feedback regularly; and providing that feedback to EveryOne Home for analysis and system improvement
  - At the system level: by making the standard Housing Crisis Response System/Coordinated Entry Feedback Form (or similar mechanism for data collection) available to the general public on the EveryOne Home website, collecting that feedback regularly; and providing that feedback to EveryOne Home for analysis and system improvement
  - At the system level: by conducting a comprehensive community feedback and stakeholder consultation process at least annually, collecting and analyzing the feedback, and providing that feedback to EveryOne Home for analysis and system improvement

- Solicit feedback from diverse and representative stakeholders including:
  - Individuals and families currently seeking assistance from the Housing Crisis Response System, engaged in the Coordinated Entry process, or who have been referred to housing or services through the Coordinated Entry process in the last year
  - Projects that participate in Coordinated Entry and/or the Housing Crisis Response System

- Use appropriate feedback methodologies, or a combination of methodologies, including:
  - On-going feedback collected through a mechanism on the EveryOne Home website
  - On-going feedback collected by services providers and/or funders participating in Coordinated Entry or the Housing Crisis Response System
  - Surveys designed to reach either the entire population or a representative sample of participating providers and households
  - Focus groups of five or more participants that approximate the diversity of the participating providers and households
Individual interviews with participating providers and enough participants to approximate the diversity of participating households

- Use the feedback received to make necessary updates to the Coordinated Entry process and Housing Crisis Response System:
  - Collect and analyze feedback on an on-going basis
  - Identify any emergent or urgent issues and bring to the attention of the responsible party
  - Make all feedback available to members of the System Coordination Committee upon request and provide an annual report to System Coordination Committee
  - Propose and/or adopt changes to Coordinated Entry and the Housing Crisis Response System based on feedback
  - Include changes to written policies in the System Manual

QUESTIONS:

- What is currently in place at the organization/agency level? Local level? System level?
- What tools, forms, or mechanisms are needed to collect and analyze feedback?
- Can we add this to contracts?
RECOMMENDATION: Client Grievance Policy and Procedures

DEVELOPED BY: EOH Staff and System Coordination Committee Working Group

PURPOSE
To establish standard Grievance Policy and Procedures for all participating programs/agencies in Alameda County’s Coordinated Entry/Housing Crisis Response System.

PROPOSAL
To the greatest extent possible, any problem or concern that is identified by a client regarding service provided by the Housing Crisis Response System should be resolved quickly, supportively, and professionally by the organization that is most directly involved with the client’s experience.

All agencies involved in Alameda County’s Coordinated Entry/Housing Crisis Response System must have clear Grievance Procedure and Forms, that are easily accessed and available upon request. The Grievance Procedure and Forms must state that all households seeking assistance have the right to standard and fair treatment as outlined in the Alameda County System Manual (provide information on where to find the System Manual online) and include the following process:

1. **Program/Agency Level:** Clients should contact the organization that provided the service and follow that agency’s grievance procedure.
   a. If the client and agency come to a resolution, the process ends, and the resolution will be implemented.
   b. If the client and agency do not come to a resolution, the issue is elevated to the Housing Resource Center/Resource Zone level.

2. **Housing Resource Center (HRC)/Resource Zone Level:** The Housing Resource Center will receive the elevated grievances that cannot be resolved at a program/agency level. All Housing Resource Centers should have a clear grievance procedure.
   a. If the client and HRC come to a resolution, the process ends, and the resolution will be implemented.
   b. If the client and HRC do not come to a resolution, the issue is elevated to the CoC level.

3. **CoC Level:** The [entity – System Coordination Committee? EveryOne Home?] will receive all elevated grievances that cannot be resolved at the HRC level.
   a. Grievances will be handled in a timely and fair manner. Grievances can be submitted to ???

QUESTIONS:
- What procedures/forms currently exist at project/agency/system level?
- What tools/forms need to be developed?
- Are there any specific processes required for Fair Housing? Non-Discrimination? Others?
- Is there capacity at all levels to properly handle grievances? If not, what is needed?
POLICY: Preference Policy for Matching to Emergency Shelter through Coordinated Entry

DEVELOPED BY: Prioritization and Preferences Work Group including Funders Collaborative participants, 8/6/18

PURPOSE
To establish standards for determining and setting preferences for matching to Emergency Shelter through Alameda County’s Coordinated Entry.

DEFINITIONS

1. **Eligibility**: Eligibility refers to the *criteria that clients must meet* to receive services. These criteria are set by funding source or policy makers and should be documented clearly as part of the funding, contracts, and policies. Eligibility criteria cannot violate laws such as Fair Housing or the Americans with Disabilities Act.

2. **Preferences**: Preferences refer to *criteria that, if met*, would result in clients receiving preference to receive the resource over clients who do not meet that criteria. Funders, policy makers and service providers may set preferences. Preferences may not prevent a unit of service from being filled if there is no one who fulfills the preference criteria. In cases where there are no eligible clients who also fit the preference criteria, the unit will be filled by an eligible client who does not fit the preference criteria.

3. **Prioritization**: Prioritization refers to the *criteria used to rank* clients on the By Name List. In Alameda County’s Coordinated Entry process, a client’s prioritization score is the main determinant of their place in the overall By Name List. Ranking is determined based on the score of the client’s Coordinated Entry Assessment relative to other clients’ scores. Prioritization is dynamic, and the ranking of clients changes as either their circumstances change, as new clients are assessed and added to the By Name List, or as others become inactive on the list. In the current matching process, once eligibility and preferences filters are considered, the person with the highest prioritization will be selected to receive the service being matched.

4. **Housing Navigator**: Someone who works closely with a client to help them obtain permanent housing. Housing navigators may provide assistance including but not limited to outreach and engagement with client, connecting clients with other resources as needed, preparation of
housing portfolio, counseling relating to housing barriers, and support in transitioning into permanent housing.

5. **Threshold Score**: Threshold score is a cut-off point at which the Resource Zone will search for eligible clients in the next highest preference criteria, rather than go farther down the list for clients with lower scores whom fit the initial preference criteria.

**RECOMMENDATION**

To be matched to an emergency shelter through Coordinated Entry, clients must be (1) Literally Homeless and (2) have completed a Coordinated Entry Assessment. In addition, Resource Zones will use the following preferences when matching:

<table>
<thead>
<tr>
<th>Preference #1 (highest priority)</th>
<th>Preference #2</th>
<th>Preference #3 (lowest priority)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Literally Homeless</td>
<td>Literally Homeless</td>
<td>Literally Homeless</td>
</tr>
<tr>
<td>Completed Coordinated Entry Assessment</td>
<td>Completed Coordinated Entry Assessment</td>
<td>Completed Coordinated Entry Assessment</td>
</tr>
<tr>
<td>Geographic preference within region of Resource Zone</td>
<td>Geographic preference within region of Resource Zone</td>
<td></td>
</tr>
<tr>
<td>Have a Housing Navigator</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Resource Zones may set threshold scores for matching to emergency shelters, though it is not required. To maintain the principle of serving those with the highest needs, Resource Zones may still focus efforts on those with the highest prioritization scores among clients who fit preferences, though it is not required at this time. The Systems Coordination Committee will commit to revisiting the issue of shelter prioritization at a future time.

The rationale behind prioritizing clients with Housing Navigators is to (1) provide a more stable living environment for clients to work with navigators on their housing search and (2) enable shelter beds to serve more clients over the year, due to its pairing with housing navigation.