SYSTEM COORDINATION COMMITTEE AGENDA
11-13-2019

System Coordination Committee meetings are open to the public. Homeless and formerly homeless Alameda County residents are encouraged to attend. Public comment will be taken at the beginning of each meeting and is limited to 2 minutes per person.

Persons who are unable to attend the meeting may submit written comments. Comments should address an item on the agenda and be submitted prior to the meeting. Comments which include “For Public Distribution” in either the title and/or body of the email or letter will be brought to the attention of the SCC Committee and included in the public meeting notes. Written comments should be submitted to:

jleadbetter@everyonehome.org
or
Julie Leadbetter, Director of System Coordination
101 Callan Ave, Ste 230,
San Leandro, CA 94577

1. Public Comment (Julie) 2:00-2:10pm
   a. Public comment
   b. Reading of written comments submitted, if any

2. Director’s Report (Julie) 2:10-2:15pm
   a. October SCC was cancelled due to emergency power outage, apologies to any members of the public who came to SCC
   b. Kerry Abbott has been hired as Director, Office of Homeless Care and Coordination, HCSA
   c. CE DV Bonus Project is launching with Building Futures, Family Violence Law Project
   d. Work done on CE Management Entity:
      i. Work group held to review CE Management Functions, Reports, and Selection Processes
      ii. Meeting held with SCC and HCSA/County to discuss the CE Management Entity Designation
      iii. HUD CoC will review SCC Recommendation on 11/19
   e. CE Refresh: Katharine Gale under contract with EveryOne Home for CE consulting engagement
   f. CE Evaluation: Client Focus Groups took place on October 23, 24, 25
   g. Housing Crisis Response System Modeling is underway, materials included in packets
   h. Committee Membership:
      i. 3 Vacant Seats
      ii. Laura G has released her seat and will attend as staff in the future, C'Mone Falls is the designated rep from HUD CoC
      iii. Kerry Abbott will now be serving in the HCSA seat
      iv. EOH is recruiting
i. An urgent item for targeting and matching to PSH was submitted by Home Stretch and added by Co-Chairs to the action items

3. Urgent Items
   a. Permanent Supportive Housing Targeting and Matching Policy submitted by Home Stretch
   b. Calendared for Action

4. Discussion Items
   i. Brief intro to CE DV Bonus Project 2:15-2:25pm
   ii. Coordinated Entry Refresh Kick-Off, Katharine Gale 2:25-2:35pm

5. Action Items for Vote
   a. Package of Policies to Improve Prioritization and Matching Using the BNL 2:35-3:15pm
      i. Presentation & Amendments
         1. Permanent Supportive Housing Targeting and Matching
         2. Amendment to the Policy 7.2.3.3, Status on the BNL
         3. Procedure for Zone Coordinators to Update a Household’s Status
      ii. Call to Vote as Package
      iii. Vote on Package

   b. Recommendation to the HUD CoC on Designating a CE Management Entity 3:15-3:45pm
      i. Presentation & Amendments
      ii. Call to Vote
      iii. Vote

   c. SCC 2019 Work Plan (Lara) 3:45-3:55pm
      i. Changes/updates
      ii. Call to Vote
      iii. Vote

6. Consent Items
   a. Package of Policies to Improve Data and CE Workflow in HMIS 3:55-4:00pm
      i. Administrative Deactivation from the BNL by the HMIS Lead/System Admin
      ii. Collect Housing Eligibility/Needs/Barriers/Preferences and Contact Information
Background
Alameda County currently lacks an adequate stock of permanent supportive housing (PSH) units to meet the need for this type of housing among homeless people with disabilities and people with disabilities generally. Given this lack of supply and high demand, PSH units should be filled as quickly as possible with individuals with the greatest barriers to getting and keeping housing on their own. Between July 1, 2018 and June 30, 2019, there were 130 PSH vacancies in Alameda County reported to the Home Stretch team. To fill these openings, 981 PSH match notifications were sent to 905 unduplicated consumers, all presumed eligible for the given opening based on their coordinated entry assessment. An average of 7.5 matches were needed per vacant PSH slot, to identify one person to move into housing. This resulted in higher vacancy rates, increased lengths of homelessness, underutilization of subsidy dollars, and stressed relationships with property managers and owners. This policy seeks to address some of the issues contributing to these trends.

Challenges with the prior policy and current implementation practices include: 1) Lack of a clear target population to focus on given dynamic changes in the by name list rankings; 2) Challenges finding prioritized clients; and 3) Clients prioritized for housing did not always have the required documents for a given match and/or clients were not a good match for the available slot due to personal needs and preferences.

Policy
This policy seeks to streamline access to PSH for the most vulnerable households experiencing homelessness in Alameda County by: 1) Creating a targeted PSH matching priority population from the Coordinated Entry System By Name List (CES BNL) to improve targeted outreach and follow-up, 2) Establishing a clear set of matching factors to use with each PSH slot to enhance the rate of matching; and 3) Collecting housing preferences to improve successful matches.

RECOMMENDATION: Permanent Supportive Housing Targeting and Matching

URGENT ITEM REQUESTED BY: Home Stretch, Alameda County Healthcare Services Agency

RECOMMENDATION DRAFTED BY: Home Stretch, Alameda County Healthcare Services Agency

DATE: November 13, 2019
Recommendation 1: Establish a Target List
Home Stretch proposes implementing a PSH Target List that more closely matches the number of available PSH slots in a given year and that focuses attention on households with the greatest barriers to getting and keeping a home. The Target List will allow Home Stretch staff to focus on ensuring prioritized clients get connected to the supports necessary for them to transition from homelessness into PSH. This list will be generated from the CES BNL of homeless and disabled individuals with completed and updated coordinated entry assessments. A threshold score will be utilized and individuals with a coordinated entry assessment score equal to or higher than the threshold score will get placed on the PSH Target List. The list order will get based on date of first CES assessment rather than slight differences in scoring among households. This approach will allow more consistent follow-up with specific households until they are housed. The prior approach based on absolute scores resulted in inconsistent patterns of matching as new households got added to the by name list.

The Threshold Score:
- The threshold score will get set on an annual basis to create a Target List of clients roughly two times the anticipated PSH availability in the next 12 months AND to identify clients with scores indicating a statistically significant difference from other clients with completed assessments.
- For the first year of implementation of this policy December 1, 2019 – December 31, 2020, the Target List will focus on the top 5% of individuals on the CES BNL.
- The threshold score will get re-established before the beginning of each calendar year based on data from the prior 12 months.

The graphic below, shows the current CES assessment score distribution among active clients on the CES BNL. The red line indicates the proposed threshold line for the top 5% of clients on the BNL. Home Stretch projects approximately 250 PSH vacancies in the upcoming calendar year. Given current data from the By Name List, focusing on the top 5% results in approximately 500 people on the PSH Target List at any given time.
Recommendation 2: Matching Factors
Home Stretch will filter and match households on the PSH Target List based on the following factors, in this order:

1) Eligibility criteria for the opening.
2) Document readiness status.
3) PSH project preferences stated in MOUs and/or contracts.
4) Date of first coordinated entry assessment.
5) Household preferences.

Priority for available opportunities will go to eligible and document ready individuals from the PSH Target List. If there is not an eligible household on the PSH Target List that can get connected to the opportunity within 30 days or less, then households with the score directly below the threshold score will get screened for eligibility and document readiness. Households with the same score will get prioritized based on date of first coordinated entry assessment. This process will continue until an appropriate number of eligible households get identified for match and referral.

Special Circumstances:
- Households with medical necessity for an ADA unit will get prioritized for these units when available. Matching will follow the above prioritization criteria with this filter added.
- Matching to VASH units will require a separate process done in collaboration with the Veteran’s Administration.
RECOMMENDATION: Amendment to the *Policy 7.2.3.3, Status on the BNL* (Alameda County Housing Crisis Response System Manual, V.2019.02.15, Page 23-24)

URGENT ITEM REQUESTED BY: Nic Ming, City of Oakland and Jamie Almanza, BACS

RECOMMENDATION DRAFTED BY: EveryOne Home Staff

DATE: October 9, 2019

PURPOSE:

As of the end of September 2019, there were just over 9,000 households on the Alameda County By Name List. As of the end of September 2019 there were 9046 households “active” on the By Name List. For 51% of the households on the list, their CE Assessments have not been updated within the last six months. Many of these households have been housed, have moved out of county, or have not had contact with the system for over six months, and should be marked “inactive” in order to ensure that Coordinated Entry staff are working with a BNL that is not out of date and overpopulated.

In addition, HUD recommends that if a CoC’s Coordinated Entry cannot offer a housing resource to every prioritized household experiencing homelessness within a determined timeframe, then the CoC should adjust prioritization standards in order to more precisely differentiate and identify resources for those households with the most needs and highest vulnerabilities.

PROPOSED POLICY AMENDMENT

The By-Name List is updated according to standard protocols in order to fairly and effectively offer services and housing programs to households in a timely manner. Status on the By Name List is determined by the following:

Active
- Households are included on the By Name List if they are literally homeless in Alameda County and have completed a CE Assessment
- Have documented contact in HMIS including enrollments, services, and/or assessments within the prior six months

Inactive
• No documented contact in HMIS including enrollments, services, and/or assessments within the prior six months or five unsuccessful attempts to outreach them for service enrollment and/or a resource referral.
• Moved out of county
• Entered an institutional setting where they will be residing for more than 90 days
• Deceased
• Households can become “active” again on the By Name List by updating their CE Assessment

Housed
• Exited to permanent housing
RECOMMENDATION: Suggested Procedure for Zone Coordinators to Update a Household’s Status on the BNL

URGENT ITEM REQUESTED BY: Nic Ming, City of Oakland and Jamie Almanza, BACS

RECOMMENDATION DRAFTED BY: EveryOne Home Staff

DATE: October 9, 2019

System Coordination Committee suggests the following procedure for Zone Coordinators to update household status for all households in each zone.

1. For all clients currently “active” on the By Name List, review the CE Assessment and ensure the CE Assessment information is up-to-date.
2. For any client who is housed, moved out of county, entered an institutional setting where they will be residing for more than 90 days, is deceased, has no documented contact in HMIS including enrollments, services, and/or assessments within the prior six months, or for whom five unsuccessful attempts to outreach them for service enrollment and/or a resource referral have been made:
   a. They should be marked inactive.
3. For the remaining active clients:
   a. For any client with a CE Assessment older than six months:
      i. Mark them “inactive”, or
      ii. Conduct a new CE Assessment
         1. The information from the previous assessment will populate in the new assessment. Make sure the date of the assessment is the current date and update any additional information
         2. If someone is living in emergency shelter, transitional housing, or rapid rehousing, their homeless living situation should be retained as “homeless”, but their length of time homeless should be updated.
RECOMMENDATION: Recommendation to HUD CoC on Designating a Coordinated Entry Management Entity

REQUESTED BY: HUD CoC

RECOMMENDATION DRAFTED BY: EveryOne Home Staff

DATE: October 9, 2019

BACKGROUND
The HUD CoC is responsible for defining the management functions of, undertaking a process to select, and formally designating a Coordinated Entry Management Entity on behalf of the Alameda County CoC. In June of 2019, the HUD CoC requested that System Coordination Committee develop a recommendation for designating this entity. HUD CoC provided guidance that SCC should accomplish this using the following development process:

- System Coordination Committee (SCC) is responsible for developing a recommendation to the HUD CoC Committee that includes:
  - A limited process evaluation of Coordinated Entry in Alameda County to provide context for HUD CoC
  - Defining and prioritizing a set of centralized management functions including day-to-day management, establishing a communications plan, promoting standardized screening and assessment processes, developing and delivering training, identifying a process to handle grievances, and conducting monitoring, that would ensure effective operations of Alameda County’s Coordinated Entry.
  - Identifying reporting expectations of the CE Management Entity to the HUD CoC Committee and System Coordination Committee. Reporting may include regular CE monitoring reports, policy gaps or adjustments, and funding or resource needs.
  - Developing a timeline and selection process for the CE Management Entity
- SCC will establish a work group made up of SCC members and other appropriate community stakeholders to develop the recommendation.
- Abt Associates with provide technical assistance to SCC and HUD CoC to support the development process. Technical assistance is sponsored by the Department of Housing and Urban Development.
System Coordination Committee conducted this process between June 2019 and October 2019 by conducting the following activities:

June 2019:
- Discussed proposal with SCC and HUD CoC

June-July 2019:
- Refined process with SCC

July 10, 2019:
- SCC Working Session: Present best practices of Dynamic System Management and basic management functions to the SCC, discuss possible selection process for CE Management Entity

August 2019:
- HUD CoC Chair and SCC Chair Check-in to review process, roles, and responsibilities of SCC and HUD CoC
- SCC: Establish working group meeting times to develop recommendations to HUD CoC

September/October 2019
- SCC hosted a feedback session with CE providers as part of a limited process evaluation. Client feedback meetings are scheduled for October 23, 24, 25 of 2019.
- SCC was informed by County funders of funding shifts expected by December 2020 that would impact Coordinated Entry funding, management, and processes.
- Based on the communication of funding shifts, SCC determined that an expert assessment of Alameda County’s Coordinated Entry system and set of recommendations for improvement/redesign is necessary for the CoC to clearly define what it intends for the CE system to include and, therefore, what roles and responsibilities would be expected of a Coordinated Entry Management Entity.
- SCC hosted a meeting with County government partners to discuss the County’s understanding of the CE Management Entity role and potential interest in fulfilling this CoC responsibility on behalf of the CoC. County representatives stated that for them to consider the role there would need to be an RFQ or RFP process that they could respond to.

October 2019:
- SCC Co-Chairs held a meeting with expert, Katharine Gale, and received a proposal for a scope of work to assess the system and recommend changes.
- Draft recommendation presented to SCC
Simultaneous to this development process, the CoC is also conducting a redesign of the structure of Coordinated Entry in the HMIS System. This will present opportunities to improve CE data collection and management using the HMIS, ensure that HMIS supports an effective CE work flow, and meets HUD requirements for implementation of CE data elements by April 2020.

RECOMMENDATION:

The System Coordination Committee recommends that HUD CoC consider the following to define and designate a Coordinated Entry Management Entity on behalf of the Alameda County CoC:

Timeline:
- **October 2019**: SCC presents recommendation to HUD CoC, including draft/sample CE management functions and reporting.
- **November 2019**: Coordinated Entry Evaluation is completed by EOH Systems Analyst. This includes a compliance review, a limited process evaluation, and a prioritization analysis.
- **November 2019-January 2020**: Assessment of Alameda County’s Coordinated Entry system is conducted by Katharine Gale and a set of recommendations for improvement is submitted to SCC.
- **February 2020**: Results of the CE evaluation, assessment and recommendations are reviewed and used to develop a document that clearly defines or redefines the design, functions, and necessary improvements, of the Coordinated Entry system in Alameda County. This includes refining the management functions and reports to support an effective CE system.
- **November 2019-April 2020**: Coordinated Entry restructure is taking place in HMIS. SCC provides input and monitors for potential CE policy implications. This includes defining and building the CE management reports in HMIS.
- **March 2020**: Define the specific steps of an RFQ/RFP process. Write and release an RFQ/RFP.
- **April-May 2020**: Review RFQ responses and hold meetings with respondents.
- **June 2020**: Designate CE Management Entity and negotiate contract or MOU.

Selection Process:
- SCC recommends that HUD CoC use an RFQ/RFP process to clearly define the HUD CoC’s expectations of a CE management entity, outline possible CoC resources or funding available for the role, and to solicit interested partners.
- SCC recommends that the HUD CoC determines clearly who will review responses to the RFQ/RFP, determine specific criteria for selection, vote on the designee, and negotiate with any management entity on behalf of the CoC.
RECOMMENDATION: Administrative Deactivation of Status on the BNL by the HMIS Lead/System Administrator

URGENT ITEM REQUESTED BY: Nic Ming, City of Oakland and Jamie Almanza, BACS

RECOMMENDATION DRAFTED BY: EveryOne Home Staff

DATE: October 9, 2019

System Coordination Committee recommends that the HMIS Lead/System Administrator review, evaluate, and propose a policy for on-going administrative deactivation from the BNL by the HMIS Lead/System Administrator.

Any proposed administrative deactivation policy should be in alignment with the System Manual and should also take into consideration the CE restructure taking place in the Clarity HMIS.

System Coordination Committee requests that the HMIS Lead/System Administrator reports back to the System Coordination Committee in December with a proposal.
RECOMMENDATION: Collect Housing Eligibility/Needs/Barriers/Preferences and Contact Information in HMIS

URGENT ITEM REQUESTED BY: Home Stretch, Alameda County Healthcare Services Agency

RECOMMENDATION DRAFTED BY: Home Stretch, Alameda County Healthcare Services Agency

DATE: November 13, 2019

Background: Information about each household’s housing eligibility, needs, barriers, and preferences plus their key contact information is crucial to making effective matches. When this data was collected and electronically stored in the past, Home Stretch had higher response rates and was able to refer people more quickly to available PSH opportunities. Household eligibility, needs, barriers, and preferences and key contact information should be collected by way of the coordinated entry assessment then stored and kept updated in the Homeless Management Information System (HMIS). A version of the by-name-list (BNL) report that includes this information is necessary for streamlining matching to PSH.

Adding the questions and information below to the coordinated entry assessment and BNL report will help streamline PSH and supportive services matching.

- In what part of the Bay Area do you spend most of your time? Or, what city do you identify as "Home"?
- Where are you willing to live (check all that apply)? This would need to be a list of Alameda County cities.
- Are you willing to live in shared housing?
- Are you only willing to accept housing that allows pets?
- Do you have any impairments that require unit accommodations?
  o If Yes: Drop down with mobility, hearing and vision.
- Type and amount of income + calculated AMI
- Health insurance and type of insurance
- Have you or any adult in your household left housing due to a legal eviction or foreclosure notice in the last five years?
• Have you or any adult in your household ever been convicted of arson, a sexual offense that requires you to register with law enforcement, or methamphetamine production?
• Are you a domestic violence victim or survivor?
  o If Yes: Date of last occurrence? Currently fleeing?

Recommendation:
System Coordination Committee recommends that the HMIS Lead/System Administrator include the above set of questions in the HMIS CE Restructure and HUD required implementation of new CES assessment tool and process in HMIS.

System Coordination Committee requests that the HMIS Lead/System Administrator reports back to the System Coordination Committee prior to implementation to present on the CE structure and to verify the exact questions to be included.
GOAL:
Develop inventory and performance recommendations for various household types and geographies to create a strategic framework for allocating existing and new funding to meet crisis and housing needs to end homelessness in Oakland-Berkeley-Alameda County. Household types will include households with adults and children including parenting young adults (18-24) and those fleeing domestic violence, and households with adults only including young adults (18-24), Veterans, chronically homeless and seniors. Geographies will include Alameda County and jurisdictions.

PROPOSED TIMELINE:

SITE VISIT #1 – Week of October 28th
- Kick-off Meetings
  - System Modeling Leadership Committee
    ▪ Overview of system modeling goals, purpose, process, timeline and their roles.
  - Family and Singles Work Groups joint meeting
    ▪ Define values, goals and purpose of system modeling
    ▪ Detailed explanation of modeling process, schedule, expectations and roles
- Work Group Meeting #1 – program model development

RELATED MEETING – November 4th
- CoC Membership meeting
  - Introduction of System Modeling Leadership Committee and Family and Singles Work Group members
  - Review of input opportunities

SITE VISIT #2 – Week of November 11th or 18th
- Work Group Meetings
  - Meeting #2 – initial pathway development
  - Meeting #3 – finalize pathway development and presentation of annual household numbers

INPUT OPPORTUNITIES – Between November and December meetings
- Focus group(s) with people with lived expertise
- Focus group(s) with electeds and their staff (Mayors’ Meeting and/or Home Consortium)

SITE VISIT #3 – Week of December 9th
- Work Group Meeting
  - Meeting #4 – present draft inventory recommendations by main household type
  - Meeting #5 – develop pathways for subpopulations (may require additional remote meetings particularly for Singles Work Group)

SITE VISIT #4 – Mid-January
- Meeting #6 – Review of initial recommendations with Work Groups
- Presentation of Initial Inventory Recommendations
  - Joint meeting of Work Groups
  - Leadership Committee

SITE VISIT #5 – February
- Presentation of Final Report
  - Leadership Committee – accept recommendations, announce plan and initial funding commitments, thank Work Group members
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