



**Leadership Board Meeting**  
Thursday, May 28th, 2:00pm-3:30pm

Join Zoom Meeting  
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Meeting ID: 825 4511 3864  
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+12532158782,,82545113864# US (Tacoma)

**Agenda**

- |  |                                       |
|--|---------------------------------------|
| <b>1. Welcome and Introductions</b>                                | <b>2:00-2:10</b>                      |
| <b>2. Review and Approval of January Minutes</b>                   | <b>2:10-2:15</b><br><i>Approve</i>    |
| <b>3. COVID-19 Update</b>  | <b>2:15-2:20</b>                      |
| <b>4. Racial Equity Impact Analysis and System Modeling Update</b> | <b>2:20-2:50</b><br><i>Discussion</i> |
| a. Presentation  |                                       |
| b. Q and A   |                                       |
| <b>5. Sales tax measure update</b>                                 | <b>2:50-3:05</b><br><i>Discussion</i> |
| a. Policy framework Update   |                                       |
| b. Fundraising Update  |                                       |
| c. Q and A   |                                       |
| <b>6. Leadership Board Retreat</b>                                 | <b>3:05-3:20</b><br><i>Discussion</i> |
| a. Update  |                                       |
| b. Q and A   |                                       |
| <b>7. Project Updates</b>  | <b>3:20-3:25</b>                      |
| a. Coordinated Entry Management Entity                             |                                       |
| b. NOFA updates  |                                       |
| <b>8. Staffing Updates</b>   | <b>3:25-3:30</b>                      |



## Leadership Board Meeting – January 23, 2020 (Approved 5/28/20)

**Attendance:** Claudia Young, Nella Goncalves, Kerry Abbot, Liz Varela, Doug Biggs, Vivian Wan, Suzanne Shenfil, Georgia Rudderow, Suzanne Warner, Moe Wright, Katie Martin, Kristen Lee, Sara Bedford, and Susan Shelton

**Staff:** Laura Guzman, Elaine de Coligny, Julie Leadbetter, Jessica Shimmin, Dorcas Chang

### 1. Welcome and Introductions

- Suzanne Warner is taking Linda's seat.
- Laura Guzman is leaving and starting a new position at Harm Reduction Coalition.
- The Youth Action Board received \$200,000 from Blue Shield

### 2. Review and Approval of December Minutes

- **December Minutes:** *Susan Shelton made a motion to approve the December minutes. Suzanne Shenfil seconded. The minutes were approved as submitted.*

### 3. Local Revenue Measure Presentation and Discussion

- Kerry Abbot presented on the Local Revenue Measure. The slides will not be available until after Tuesday.
- One suggestion for the administration/oversight group is to have support from outside agency for the planning and accountability committee.
- For the stakeholder meeting, board members suggested including environmental groups, business group chamber, unions, and housing service providers.
- The board decided to put on agenda in March to have more conversation on whether they still want to pursue the adoption of the EveryOne Home plan or to change courses or modify the strategy.

### 4. Governance

- With all the new developments, the board is unclear about their role and how the other committees fit together.
- The board is interested in having a retreat to discuss their role, responsibilities, and goals.
- Staff will get a retreat planning committee together. Board members can contact Elaine and Moe if they are interested in being included.
- Staff will schedule a meeting two weeks from now for anyone who wants to attend and add input for the retreat.
- The board is asking for the CoC agenda. Staff will share.

### 5. System Performance Data and Discussion

- The System Modeling leadership committee meeting is happening next week. The focus will be on the racial equity work being done as part of this effort. The board is welcome to come and staff will share the meeting information.

## 6. Other Committee and Project Updates

- **HHAP (Homeless Housing, Assistance and Prevention Program)** – Three pots (CoC, County, and Oakland) are being used in coordination with each other.
  - i. A Request For Information will go out so jurisdictions and providers can apply.
  - ii. The County pot will be inviting eligible uses at a regional level.
  - iii. The CoC wants to direct strategic investment in prevention so we can build a system that has housing problem solving at the front door, on staff development, and really focus on people that are on the streets. The CoC also wants to invest in providers developing their skill level on problem solving.
  - iv. The HUD CoC Committee passed the recommendations and selected Health Care Service Agency (HCSA) as administration entity and will work with staff of Oakland and HCSA to collaborate on budgeting.
  
- The HUD CoC Approved a data quality plan and some data quality policy for Homeless Management Information System (HMIS) and directed HMIS lead to contract with BitFocus to restructure Coordinated Entry within HMIS so we are in compliance with HUD by April 1st.

## MEMORANDUM

Date: May 21, 2020  
From: Moe Wright, Chair of the Leadership Board  
To: Leadership Board  
Re: **Summary of Governance Charter**



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At its founding in 2008, EveryOne Home (EOH) and the Continuum of Care (CoC) operated under a founding charter and governance structure that had two main bodies: The Leadership Board (LB) and the Continuum of Care Committee (CoC). The CoC was required by US Department of Housing and Urban Development (HUD) to administer HUD funds, the LB was created by the County, Cities and providers to strengthen and coordinate the work of caring for and ending the plight of homeless individuals. There were overlapping memberships of these two bodies and operational duties were developed as needed. Other subcommittees (Advocacy, NOFA committee, etc.) and task forces were developed as needs arose and changes in HUD regulations required. The LB in this configuration concentrated on HUD related issues, budget management and operations, and found little time for planning and generative activities.

In 2015, HUD regulations governing the CoC required charter changes and conformance to new regulations. The staff and leadership of EOH decided to take the opportunity to revise and formalize both the governance of the CoC as well as EOH in response to the HUD required changes. That new document was adopted on October 29, 2015. The chief outcome of the new governance charter was more independence of the CoC committee, the creation of an Organizational Health Committee to deal with budget and operations of EOH and a LB with more time to plan and implement a vision to end homelessness. This new structure also allowed for much more community involvement by creating community elected members on LB and other committees, annual meetings and engagement notification.

The EOH has been more effective in moving forward with a plan to end homelessness in Alameda County. A revised plan was issued, and funding is being sought for its implementation. The coordinated entry system has been launched and Systems Modeling is almost complete. The new structure probably helped this.

The governance charter was revised again in September 2016 and in February-April 2017 the LB engaged in a series of meeting to adapt the structure to Results Based Accountability (RBA). Those changes were adopted in April 2017 and the attached Gov. Charter Rolls and Responsibilities was part of that RBA process. Technical changes and updates have occurred in 2019 and the current charter can be found here: <https://everyonehome.org/wp-content/uploads/2019/12/Governance-Charter-2019.pdf>

With the Plan to End Homelessness 2018 Strategic Update and the greater engagement of the Alameda County citizens and government, now is a good time to refresh our view of governance to make sure that our collective efforts are effective and in alignment now and into the future.

Entity	Role and Scope	Authority to decide	Needs approval from	Proposed by/in consultation with	Representation on Committee	Frequency of mtgs	EveryOne Home Staff
Leadership Board	<ol style="list-style-type: none"> <li>Determine desired population results and adopt and promote broad strategies to end homelessness in Alameda County</li> <li>Adopt population indicators and system performance measures and benchmarks.</li> <li>Adopt standards of care and guiding principles</li> <li>Adopt an annual work plan informed by a turn the curve analysis of population results and program performance</li> <li>Collaborate to find resources and expand partnerships to achieve results</li> <li>Establish guidelines and resource recommendations for a coordinated housing crisis resolution system that meets HUD CE expectations and ensure it is contributing to desired results</li> <li>Seek strategic input and ongoing involvement from the EveryOne Home membership</li> <li>Adopt communications strategies to inform and engage stakeholders on collective impact efforts</li> <li>Adopt Governance Charter changes for ratification by EveryOne Home membership</li> <li>Recruit and approve new selected committee members</li> </ol>	<ol style="list-style-type: none"> <li>Yes</li> <li>Yes</li> <li>Yes</li> <li>Yes</li> <li>No but influence Board of Supervisors, City Councils, HUD and other funders</li> <li>Yes</li> <li>n/a</li> <li>Yes</li> <li>Yes</li> <li>Yes</li> </ol>	<ol style="list-style-type: none"> <li>n/a</li> <li>n/a</li> <li>n/a</li> <li>n/a</li> <li>n/a</li> <li>n/a</li> <li>n/a</li> <li>n/a</li> <li>CoC membership</li> <li>Policy updated every five years by membership; per HUD regs</li> </ol>	<ol style="list-style-type: none"> <li>In consultation with EveryOne Home Membership</li> <li>Proposed by RBA;</li> <li>Proposed by Funders Collab, HUD CoC and System Coordination/Integration Committee</li> <li>Proposed by staff; in consultation with committees</li> <li>With CoC membership and non-members</li> <li>Proposed by SC comm;</li> <li>EveryOne Home membership</li> <li>Data from RBA committee</li> <li>Proposed by HUD CoC</li> <li>Proposed by ad-hoc nominating committee of the LB</li> </ol>	<ul style="list-style-type: none"> <li>Housing developers,</li> <li>Partner orgs.</li> <li>Universities,</li> <li>business / faith / philanthropic leaders,</li> <li>persons with lived experience,</li> <li>Law enforcement</li> <li>Nonprofit service providers</li> <li>ALCO jurisdictions and departments</li> </ul>	6x per year	Executive Director and Ops
CoC Membership	Has not changed from governance charter					2x/year	All staff
Steering Committee	This committee has been eliminated and will be absorbed into the role of the Leadership Board						
Backbone Organization Advisory Committee	<ol style="list-style-type: none"> <li>Approve the EveryOne Home staff activities that support the collective impact work plan and ensure adequate funding and staffing to implement annual work plan established by leadership board</li> <li>Ensure organization meets contractual and financial obligations</li> <li>Monitor fiscal health and operations of the organization</li> <li>Serve as Advisory Board for Tides</li> <li>Determine resource development strategies for the organization</li> <li>Performance review of EOH Exec. Director and succession planning</li> </ol>	<ol style="list-style-type: none"> <li>Yes</li> <li>Yes</li> <li>Yes</li> <li>Yes</li> <li>Yes</li> <li>Yes</li> </ol>	<ol style="list-style-type: none"> <li>n/a</li> <li>n/a</li> <li>n/a</li> <li>n/a</li> <li>Request to local funders</li> <li>n/a</li> </ol>	<ol style="list-style-type: none"> <li>In consultation with LB</li> <li>n/a</li> <li>Tides and staff</li> <li>n/a</li> <li>n/a</li> <li>In consultation with co-chairs and key stakeholders</li> </ol>	<ul style="list-style-type: none"> <li>3-5 members, ½ of whom serve on LB</li> <li>Members should have knowledge of financial planning, legal, HR, and/or org. management.</li> <li>No funders on this committee</li> </ul>	Quarterly	Executive Director and Ops

Entity	Role and Scope	Authority to decide	Needs approval from	Proposed by/in consultation with	Representation on Committee	Frequency of mtgs	EveryOne Home Staff
HUD CoC Committee	<ol style="list-style-type: none"> <li>Acts on behalf of the membership to ensure compliance with HUD CoC regulations.</li> <li>Appoint committee / sub-committees or working groups under its purview</li> <li>Determine costs of complying with HUD mandates</li> <li>Designate and operate an HMIS system; ensures meets system performance needs</li> <li>Facilitates CoC planning to meet regulatory obligations</li> <li>Recommend annual updates to gov. charter</li> <li>Recommend guiding principles and strategic direction to CoC NOFA Committee based on HUD NOFA guidelines</li> <li>Design, operate and follow a collaborative process for submitting the CoC application to HUD</li> <li>Monitor, evaluate, and take action to improve poor performance of CoC funded projects</li> <li>Evaluate outcomes of ESG and CoC projects and report to HUD</li> <li>Consult with local government recipients on allocations of ESG funds.</li> <li>Adopt written standards for CoC assistance and ensure compliance</li> <li>Direct Homeless Count; approve methodology; submit results</li> <li>Direct an annual gaps analysis</li> <li>Ensure CoC lead provides information to jurisdictions that submit Con Plans.</li> </ol>	<ol style="list-style-type: none"> <li>n/a</li> <li>Yes</li> <li>Yes</li> <li>Delegated to HMIS oversight sub-committee</li> <li>Yes</li> <li>No</li> <li>No</li> <li>Delegated to NOFA committee</li> <li>Yes</li> <li>Yes</li> <li>Yes</li> <li>Yes</li> <li>Yes</li> <li>Yes</li> <li>Yes</li> <li>Yes</li> </ol>	<ol style="list-style-type: none"> <li>n/a</li> <li>n/a</li> <li>n/a</li> <li>n/a</li> <li>n/a</li> <li>Lb and membership</li> <li>LB</li> <li>n/a</li> </ol>	<ol style="list-style-type: none"> <li>In consultation with the EveryOne Home membership</li> <li>In consultation with membership</li> <li>Membership as needed</li> <li>In consultation with membership</li> <li>In consultation with membership and other committees</li> <li>In consultation with membership and other committees</li> <li>In consultation with membership and other committees</li> <li>In consultation with membership</li> <li>In consultation with SC and RBA</li> <li>In consultation with Funders Collab</li> <li>In consultation with ESG jurisdictional grantees</li> <li>In consultation with ESG jurisdictional grantees</li> <li>In consultation with SC, RBA and membership</li> <li>n/a</li> <li>In consultation with SC, RBA, and membership</li> </ol>	<ul style="list-style-type: none"> <li>2 reps from ALCO Departments, 2 reps from cities, 2 reps from providers, 2 persons with lived experience, 1 at large rep.</li> <li>Six seats are appointed, three are elected by the membership</li> <li>Three members will serve on the LB.</li> </ul>	Monthly	HUD Director and Project Monitor
HMIS Oversight sub-committee*	<ol style="list-style-type: none"> <li>Direct operations of HMIS, including selection of software and administrator</li> <li>Ensure compliance with fed. Requirements</li> <li>Review and adopt updates to P&amp;P</li> <li>Support and protect rights and privacy of service users</li> <li>Review data quality reports Ensure production of HMIS generated dashboards and reports</li> </ol>	<ol style="list-style-type: none"> <li>No</li> <li>Yes</li> <li>Yes</li> <li>Yes</li> <li>Yes</li> </ol>	<ol style="list-style-type: none"> <li>HUD CoC</li> <li>n/a</li> <li>n/a</li> <li>n/a</li> <li>n/a</li> <li>n/a</li> </ol>	<ol style="list-style-type: none"> <li>In consultation with HUD CoC, SC, and RBA</li> <li>n/a</li> <li>In consultation with users</li> <li>In consultation with users</li> <li>n/a</li> <li>n/a</li> </ol>	<ul style="list-style-type: none"> <li>Any interested stakeholders</li> <li>HMIS lead staff</li> <li>Jurisdictional partners</li> <li>Provider agencies</li> </ul>		HUD Director

Entity	Role and Scope	Authority to decide	Needs approval from	Proposed by/in consultation with	Representation on Committee	Frequency of mtgs	EveryOne Home Staff
NOFA Committee*	<ol style="list-style-type: none"> <li>1. Conduct local rating and ranking process.</li> <li>2. Integrate funding priorities and strategic direction from HUD CoC</li> <li>3. Approve projects for submission to NOFA.</li> </ol>	<ol style="list-style-type: none"> <li>1. Yes</li> <li>2. Yes</li> <li>Yes</li> </ol>	<ol style="list-style-type: none"> <li>1. n/a</li> <li>2. n/a</li> <li>n/a</li> </ol>	<ol style="list-style-type: none"> <li>1. n/a</li> <li>2. In consultation with grantees and stakeholders</li> <li>n/a</li> </ol>	<ul style="list-style-type: none"> <li>• All members must be non-conflicted by the definition in the Governance Charter. Members selected by HUD CoC Committee</li> </ul>		HUD Director and Project Monitor
Funders Collab.	<ol style="list-style-type: none"> <li>1. Recommend ways to align local RFPs and contracts with adopted systems standards of care, performance measures and benchmarks</li> <li>2. Recommend ways to braid funding for common activities in joint or coordinated RFPs</li> <li>3. Implement joint monitoring protocols</li> <li>4. Implement joint training/TA for providers</li> <li>5. Recommend ways to expand available resources to implement strategies</li> </ol>	<ol style="list-style-type: none"> <li>1. No</li> <li>2. No</li> <li>3. No</li> <li>4. Yes</li> <li>5. No</li> </ol>	<ol style="list-style-type: none"> <li>1. BOS and city councils</li> <li>2. BOS and city councils</li> <li>3. May need BOS, city councils, legal</li> <li>4. n/a unless requires funding</li> <li>5. BOS and city councils</li> </ol>	<ol style="list-style-type: none"> <li>1. In consultation with LB, SC, and RBA</li> <li>2. n/a</li> <li>3. In consultation with RBA and SC</li> <li>4. In consultation with providers</li> <li>5. In consultation with LB maybe advocacy</li> </ol>	<ul style="list-style-type: none"> <li>• Representation from each county department that funds housing and homelessness services</li> <li>• All direct ESG grantees,</li> <li>• Other cities that fund homeless services</li> </ul>	TBD	Executive Director and Systems Integration Director
System Coordination/Integration Committee	<ol style="list-style-type: none"> <li>1. Review housing crisis resolution system performance to determine if operations are <ul style="list-style-type: none"> <li>o consistent with approved design and standards of care,</li> <li>o fair and transparent</li> <li>o compliant with funding regulations</li> <li>o working well and meeting performance benchmarks</li> </ul> </li> <li>2. Develop and recommend operating policies, procedures and tools for operating the coordinated system</li> <li>3. Develop and recommend standards of care</li> <li>4. Establish Implementation and Learning Communities (ILC) for launch and operation of CE</li> </ol>	<ol style="list-style-type: none"> <li>1. Yes</li> <li>2. Yes</li> <li>3. No</li> <li>4. Yes</li> </ol>	<ol style="list-style-type: none"> <li>1. n/a</li> <li>2. n/a</li> <li>3. LB</li> <li>4. n/a</li> </ol>	<ol style="list-style-type: none"> <li>1. In consultation with ILC. Funders, HUD CoC, RBA</li> <li>2. In consultation with ILC. Funders, HUD CoC, RBA</li> <li>3. In consultation with ILC. Funders, HUD CoC, RBA</li> <li>4. n/a</li> </ol>	<ul style="list-style-type: none"> <li>• 8-12 members</li> </ul>	Monthly?	Systems Integration Director
RBA Committee	<ol style="list-style-type: none"> <li>1. Review system performance by tracking and reporting of population indicators and performance measures</li> </ol>	<ol style="list-style-type: none"> <li>1. Yes</li> <li>2. No</li> <li>3. No</li> </ol>	<ol style="list-style-type: none"> <li>1. n/a</li> <li>2. LB</li> <li>3. LB</li> </ol>	<ol style="list-style-type: none"> <li>1. n/a</li> </ol>	Open to anyone. 8-10 regularly attending	Monthly	Systems Analyst

Entity	Role and Scope	Authority to decide	Needs approval from	Proposed by/in consultation with	Representation on Committee	Frequency of mtgs	EveryOne Home Staff
	2. Recommend initial and updated performance measures and benchmarks 3. Recommend dashboard design to Leadership Board 4. Ensure publication of dashboard and other published performance reports 5. Work to integrate data from mainstream systems of care	4. Yes 5. No	4. n/a 5. Data sharing agreements from other systems	2. Proposed by or in consultation with other committees 3. Proposed by or in consultation with other committees 4. n/a 5. Other data systems	members desirable		
Advocacy Committee	1. Review requests to EOH to endorse or oppose policies and legislation. 2. Track housing and homelessness legislation at the local, state and federal level 3. Recommend staff involvement in shaping policy 4. Craft and implement campaign strategies	1. y/n depends on nature of request 2. n/a 3. No 4. Yes	1. LB in accordance to policy 2. n/a 3. Org Health 4. n/a	1. Proposed by members and external stakeholders 2. n/a 3. n/a 4. In consultation with members and LB	Open membership to anyone interested in policy issues as they relate to the work of EveryOne home.	quarterly	Executive Director and Ops
EveryOne Home the organization	1. Functions as the backbone organization for the collective impact effort <ol style="list-style-type: none"> <li>Schedule, prepare materials, logistics and minute-taking for LB and committee meetings.</li> <li>Support chair(s) in agenda development and facilitation</li> <li>Generate data and provide performance and gaps analysis</li> <li>Facilitate ongoing development of policies, procedures and tools</li> <li>Implement communications strategy to stakeholders</li> <li>Track and post decisions and outcomes</li> <li>Provide expertise on federal regulations and best practices</li> <li>Develop and recommend shared activities for “turning the curve”</li> <li>TA and training</li> </ol> 2. Function as CoC Lead <ol style="list-style-type: none"> <li>Coordinate CoC operations and planning functions</li> <li>Manage HUD CoC NOFA application process</li> <li>Manage Homeless Count process</li> </ol>						

\*= Sub-committee of HUD CoC

In addition:

- Each committee will develop its own set of annual activities for implementing the broad strategic work plan
- Each committee will select a chair to facilitate meeting and ensure progress is reported to LB



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**REQUEST FOR INTEREST**  
Coordinated Entry Management Entity

**RELEASED BY**  
HUD Continuum of Care Committee

**MARCH 26, 2020**

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**PURPOSE**

EveryOne Home, as the lead agency for the CA-502 Oakland, Berkeley/Alameda County Continuum of Care (CoC), is requesting expressions of interest from potential partners to serve as the Coordinated Entry Management Entity on behalf of the CoC and covering its entire geographic area. The intent of this Request for Interest (RFI) is to:

- Identify parties interested in being designated by the HUD CoC Committee to act as the Coordinated Entry Management Entity;
- Outline specific activities, implementation timelines, reporting and communication structures, and funding sources that may be used by interested parties to fulfill the responsibilities of a Coordinated Entry Management Entity;
- Inform the development of a Memorandum of Understanding between the HUD CoC Committee and any potential Coordinated Entry Management Entity.

**BACKGROUND**

CoC's are required by the Department of Housing and Urban Development to establish and operate a "centralized or coordinated assessment system" (referred to as "coordinated entry" or "coordinated entry process") with the goal of increasing the efficiency of local crisis response systems and improving fairness and ease of access to resources. The documents below provide information about federal requirements and guidelines, as well as, system design, governance, policies and procedures, and evaluations of coordinated entry in Alameda County:

[CoC Program Interim Rule](#)

[Coordinated Entry Notice](#)

[Coordinated Entry Policy Brief](#)

[ESG Program interim rule](#)

[Coordinated Entry Core Elements](#)

[2014 Prioritization Notice](#)

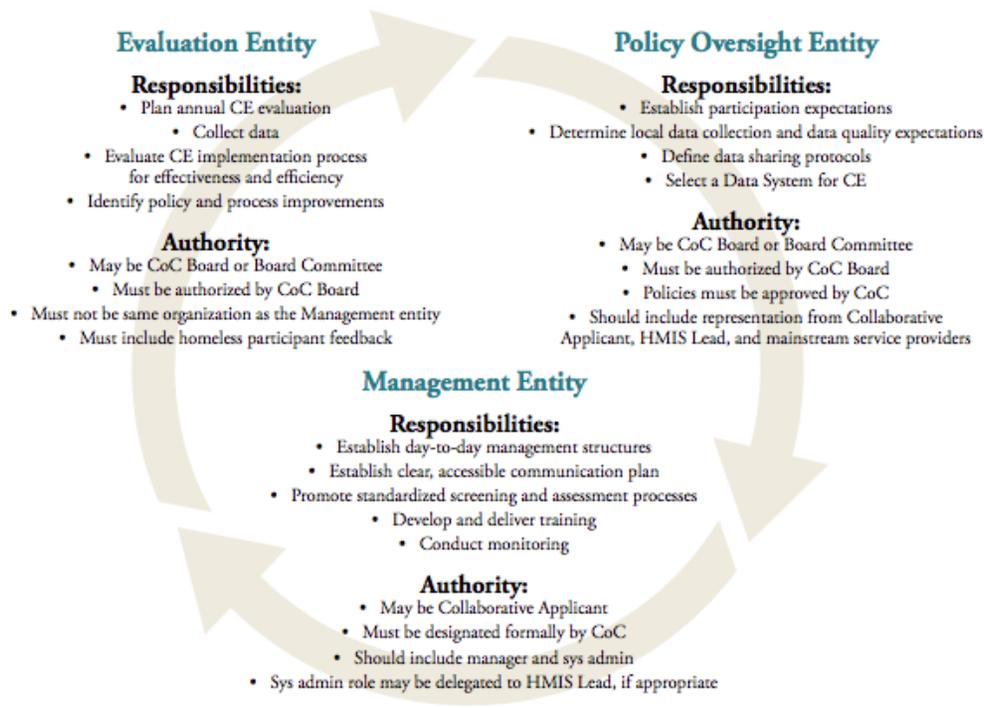
[2016 Prioritization Notice](#)



- [HUD CE Management and Data Guide](#)
- [EveryOne Home Governance Charter](#)
- [Alameda County Housing Crisis Response System Manual](#)
- [2020 Coordinated Entry Evaluation](#)
- [Coordinated Entry Assessment and CE 2.0 Action Plan](#)
- [CE Management Entity Functions and Sample Monitoring Reports](#)

The Alameda County coordinated entry process was launched in November 2017. EveryOne Home’s HUD CoC Committee is responsible for establishing and operating coordinated entry in Alameda County and for ensuring that the appropriate formal structures are in place to complete the work, including:

### Coordinated Entry Implementation Entities and Responsibilities



- An **evaluation entity** to assess the performance of the system and create a feedback loop to the policy oversight entity. System Coordination Committee authorized EveryOne Home, to act as the evaluation entity inn 2019-2020. During that time period EveryOne Home conducted the Coordinated Entry Compliance Review, [2020 Coordinated Entry Evaluation](#), and the [Coordinated Entry Assessment and CE 2.0 Action Plan](#). All monitoring and evaluation reports are reviewed by the HUD CoC Committee.



- A **policy oversight entity** to establish and review coordinated entry policies and procedures. The HUD CoC Committee authorized the System Coordination Committee to act as the policy oversight entity. Policies and procedures adopted by System Coordination Committee are documented in the [Alameda County Housing Crisis Response System Manual](#). The manual is reviewed and approved annually by HUD CoC Committee.
- A **management entity** to implement the day-to-day operations of the process. Through this RFI, the HUD CoC Committee is seeking information from potential partners interested in acting in this capacity.

The System Coordination Committee and HUD CoC have identified the following responsibilities to be fulfilled by the Coordinated Entry Management Entity.

- a. Ensure that the Coordinated Entry process is conducted in an accessible, standard, fair, and consistent manner and connects households to the appropriate service or resource in a timely manner according to requirements and recommendations outlined by HUD, and addresses the required [Core Operational Functions for CE Management Entities](#) identified by System Coordination Committee as necessary for a functioning system in Alameda County
- b. Provide appropriate staffing levels to fulfill management entity tasks
- c. Communicate clearly and accessibly to the public on how to access and use Coordinated Entry, as well as how to grieve any part of the process
- d. Authority to make operational decisions and to ensure participation in CE
- e. Provide system wide training to CE staff/ host learning communities or other practices to ensure standard practices
- f. Manage an updated inventory of CE resources and ensure fair and efficient matching to resources
- g. Provide regular CE Management Reports to System Coordination Committee/ HUD CoC similar to the [Sample Coordinated Entry Monitoring Reports](#) developed by System Coordination Committee
- h. Carry out the improvement recommendations as outlined in the [Coordinated Entry Assessment and CE 2.0 Action Plan](#)

### **REQUESTED INFORMATION**

Any partner interested in acting as the Coordinated Entry Management Entity, should provide the following information to the HUD CoC Committee:

1. Official Name of Potential Partner



2. Street Address, City, State, Zip Code
3. Primary Contact Name
4. Primary Contact Email Address
5. Primary Contact Phone Number
6. Describe the partner's interest in serving as the Coordinated Entry Management Entity.
7. Based on the responsibilities detailed (a-h) above, describe the capacity the partner has, or plans to have, and what activities the partner will undertake as the Coordinated Entry Management Entity to meet the expectations and requirements of the CoC? Be sure to address staffing, technology, and communications capacity as well as authority to ensure participation and compliance with CE policies and procedures in the response.
8. If additional capacity is necessary to meet expectations and requirements, please provide information on how the partner would develop and sustain that capacity.
9. Provide a preliminary budget, potential staffing structure, and implementation timeline for Coordinated Entry Management Entity functions.
10. Identify existing funding sources or potential sources for covering the costs of the Coordinated Entry Management Entity.

### **RESPONSE FORMAT**

**All submissions must be received through the online form (link provided below) by 5pm on May 1, 2020.**

Link to online form: [Response to Coordinated Entry Management Entity RFI](#)

### **CONTACT INFORMATION**

For questions related to this RFI, please contact [jleadbetter@everyonehome.org](mailto:jleadbetter@everyonehome.org).

**Official Name of Potential Partner:** Alameda County Health Care Services Agency  
**Street Address, City, State, Zip Code:** 1000 San Leandro Blvd #300, San Leandro, CA 94577  
**Primary Contact Name:** Kerry Abbott  
**Primary Contact Email Address:** Kerry.abbott@acgov.org  
**Primary Contact Phone Number:** (510) 914-1832

**Description of Interest in Serving as the Coordinated Entry Management Entity:**

Alameda County Health Care Services Agency (HCSA) is the administrative and oversight body for our health jurisdiction which includes the County Departments of Behavioral Health Care, Environmental Health, and Public Health. The ultimate mission of HCSA is to achieve health equity by working in partnership to provide high quality services, foster safe and healthy communities, and promote fair and inclusive opportunities for all residents.

Safe, quality and affordable housing is one of the most basic social determinants of health. When our residents do not have a stable healthy place to live, it affects both individual health as well as the health of our county as a whole. Ensuring a highly effective Coordinated Entry System -guaranteeing that the highest need, most vulnerable households in the community are prioritized for services and that the housing and supportive services in the system are used as efficiently and effectively as possible - is core to HCSA's mission to achieve health equity and paramount to supporting our community's health and well-being.

To this end, HCSA has acted as a leader in Coordinated Entry administration in Alameda County since 2017, contracting for Housing Resource Centers, outreach, navigation, and landlord liaison services, in addition to providing the tools for prioritization and referral to shelter and housing assistance.

HCSA established the Office of Homeless Care and Coordination (OHCC) in 2019 to improve efficiency and collaboration within the agency and with external partners, and to serve as a point of contact across the county. With the goal of building a robust, integrated, and coordinated system of homelessness and housing services, the new office works across two key objectives:

1. **Planning and Coordination, which includes:**
  - Participating in Systems Modeling with a goal of integrating the work into existing strategic plans;
  - Facilitating increased partnership with cities;
  - Representing the County in the Continuum of Care and Coordinated Entry;
  - Supporting countywide collaboration in areas of governance – including facilitation of the Department Head Round Table and Operations Committee, policy development, and data sharing;
  - Working on sustainability and integration of services.
  
2. **Implementation of Proposed Service Expansions to include:**
  - The expansion of coordinated countywide street engagement, building on existing efforts to provide low-barrier access to physical and behavioral health services, and linkages to housing and services through Coordinated Entry;
  - Improving client experience and flow with increased interim housing options; and
  - Improving encampment health response, to be aligned and coordinated with existing county/city outreach and sanitation services.

**Agency Capacity**

### Ensure an accessible, standard, fair, and consistent Coordinated Entry process

HCSA is prepared to provide accessible coordinated entry processes and to make sure that practices across all regions/zones are standard, fair and consistent through monitoring, training, regular communication, convening, and ongoing contract oversight. To this end, HCSA is aware of and will ensure that all core Coordinated Entry (CE) management functions are fulfilled, including all the detailed functions listed within the seven categories of: System Management; Access; Assessment; Prioritization; Referral, Matching, and Placement; Data Management; and Monitoring and Evaluation. Uniquely poised to achieve this task, HCSA's capacity to serve as CE management entity is exemplified by:

1. Long-standing partnerships- HCSA has a proven history of successful collaboration with local government housing, planning, education, and community development agencies, community-based organizations, public health departments, philanthropic organizations, healthcare providers, and other stakeholders working collectively to address homelessness in the county.
2. Innovative Funding Practices - HCSA has demonstrated a strong history of leveraging resources to improve the health of its jurisdiction. As an example, we pioneered the strategy of acquiring a designation of a 230H Federally Qualified Health Center for our Health Care for the Homeless Program, which provides over \$10 million annually in health and supportive services to our county's homeless population, and has been looked to as a national model of homeless health service provision.
3. Established Fiscal Management, Procurement and Reporting Infrastructure- HCSA manages an annual budget of close to \$1 Billion of which approximately \$45 million is dedicated to homeless programming, and brings a sound track record of conformance to all external fiscal and programmatic requirements and extensive experience providing contract oversight, requisite documentation, and funds management.
4. Ongoing and future collaboration with the CoC to improve the CES including:
  - a) Improving CE data collection in HMIS by engaging with the Housing and Community Development Department and Bitfocus to restructure the CE workflow in HMIS and implement HMIS changes to meet the HUD CE data standards;
  - b) Undertaking a CE 2.0 redesign and implementation process with EveryOne Home, focusing on simplifying the CE structure for improved efficiency and access, funding and implementing an enhanced housing problem solving (diversion) practice, streamlining and phasing the assessment process, and clearly identifying the inventory of housing resources available through Coordinated Entry; and
  - c) With support from HUD Technical Assistance team from Abt Associates and Corporation for Supportive Housing, HCSA is working with the CoC and many stakeholders on a countywide system modeling effort to design and implement an optimal Housing Crisis Response system that will both address the crisis needs of people experiencing homelessness as well as their permanent housing needs. This work, with a foundational race equity analysis has already informed funding and services decisions within the system of care.
5. Investment in Outcomes - HCSA is committed to ongoing evaluation and improvement of homeless services, spearheading the implementation of Results Based Accountability efforts to assess efficacy of services across the entire homeless system of care on an on-going basis. In addition, HCSA was instrumental in assessment and analysis of existing capacity and budgeted for the implementation phase of the CE 2.0 Action Plan, acting as a key participant in designing the new action plan and evaluating the prior plan.

### Provide Appropriate Staffing Levels to Fulfill Management Entity Tasks

HCSA's proposed staffing of the CES management team is as follows:

1. OHCC Director (0.25) - to oversee overall implementation and integration of CES into the county homeless system of care.
2. CES Coordinator (1.0 FTE)- to oversee daily implementation of CES management activities including data management, staffing, contract oversight, training, staff supervision, and other activities as indicated.
3. CES Program Specialist (3.0 FTE) to lead Housing Resource Center, Outreach, and Problem Solving CES planning, communication and implementation across the three identified areas.
4. Senior Data Analyst (1.0)- Responsible for monitoring, analyzing, and reporting of HMIS data, providing training, designing security procedures and developing reports.
5. Home Stretch Staff (4.0 FTE)- to ensure implementation of matching and prioritization protocols for permanent supportive housing across regions and providers.
6. Administration Assistant (1.0 FTE) - to provide administrative support to OHCC Director and CES Coordinator.
7. CE Grievance Program Specialist (1.0) - Responsible for implementation and handling of all CE grievances and training/support to all county homeless service providers around handling of grievances.

In addition, Homeless Zone Coordinators employed by Health care for the Homeless (4 FTE) will support system implementation by participating in regional case conference meetings and Housing Resource Center (HRC) operations meetings; maintaining regular communication with cities, providers, and other stakeholders from the 5 regions; and incorporating street health outreach teams with the Coordinated Entry System.

### Communicate on How to Access and Use the Coordinated Entry Process

HCSA has and continues to implement numerous strategies to ensure effective communication regarding the use of the CES, including but not limited to:

1. Facilitating the collection of information from HRC providers to inform the creation of informational materials to help the public access Coordinated Entry;
2. Providing regular communication with Eden I&R/211 which acts as the information and referral line with multiple language and TDD capacity as an initial referral portal;
3. Presenting on the Coordinated Entry System to providers across the safety net system (housing providers, health care, mental health, substance use etc.) and creating tools and information in a resource database (Elemeno);
4. Posting information for the public on the Health Care for the Homeless website, COVID-related on the Public Health website; and
5. Implementation of the county's CES grievance system.

### Authority to Make Operational Decisions

As the designated point of contact for homeless response efforts in the county, HCSA OHCC has the authority and infrastructure to make operational decisions to ensure participation in CE. A key operational component to achieve this is the implementation of contracting mechanisms. For example, HCSA together with the Housing and Community Development Department implemented CE in Alameda County by funding leads in each of the 5 regions to create brick-and-mortar access points, and infrastructure (monthly meetings and subcontracts) to bring providers together, provide outreach and assessments, and to match people in need to available resources. As part of this initiative, Eden I&R was also contracted to provide housing problem solving over the phone and a single access point to connect individuals with the Housing Resource Centers. In addition, HCSA contracts with street outreach and Social Services Contracts with shelter providers include language requiring participation in CE

### Provide system wide training

HCSA has extensive experience providing system wide training to implement varied county-wide initiatives. Some specific training activities relevant to CE include:

1. Alameda County Care Connect (AC3), the county's Whole Person Care pilot, provides ongoing learning collaboratives and a monthly training calendar for homeless providers. They have also hosted two 6-month-long Care Communities intensives to bring together homeless service providers, health care, and behavioral health providers serving the Care Connect eligible population and provide these organizations with extensive training and coaching for quality improvement.
2. HCSA assisted EOH and City of Oakland with trainings across the five regions including Housing Navigation and Housing Problem Solving,
3. HCSA staff has conducted provider trainings on a menu of topics including documenting chronic homelessness, housing assistance funds, outreach best practices, using HMIS, and shelter operator best practices.
4. HCSA co-hosted the first HRC Implementation Learning Community from 2017- 2018 with weekly and then biweekly meetings as Coordinated Entry was just beginning.
5. HCSA is currently hosting a Permanent Supportive Housing provider learning community to improve quality.

### Manage an updated inventory of CE resources

HCSA is well placed to manage and update inventory for CE resources. Existing agency efforts include:

1. Management of the Permanent Supportive Housing resource and matching system
2. Matching of Housing Navigation and Tenancy Sustaining Services managed through Housing Resource Centers.
3. Management of state and local COVID-19 emergency non-congregate shelter programming for homeless individuals
4. Working in coordination with the county Department of Housing and Community Development to make HMIS and existing resource inventory responsive to HUD standards.
5. Use of the Social Health Information Exchange, an electronic record application that summarizes curated information from different organizations involved in the care of homeless individuals, to take health conditions into account and help with prioritization, connecting to other data systems, a larger community of providers and a menu of resources.

### Provide regular CE Management Reports to System Coordination Committee/HUD CoC

Capacity to provide reports is incorporated into the proposed addition of a Data Management Analyst on the CES management team who will take the lead on the following activities:

1. Coordinate CES monitoring and evaluation activities;
2. Coordinate and provide training for data analysis to service providers;
3. Provide quality control/assurance;
4. Manage analysis of point of service data;
5. Ensure regular, accurate monitoring reports from providers on all required indicators; and
6. Facilitate annual workplans and additional trainings as necessary

### Carry out 2.0 Action Plan improvement

As detailed above, HCSA has been integral in the development of the 2.0 Action Plan, is committed to realizing the improvements identified in the Coordinated Entry assessment, and has existing mechanism (training, contracting, communication, etc.) to carry out the improvements identified above.

### Need for Additional Capacity

HCSA has already secured funding to support core staff to implement essential CES management functions. Moving forward, additional staff will be necessary to carry out CE improvement and expansion. Further, over the next 18 to 24 months HCSA will build up capacity to implement data, training, evaluation, and communications activities necessary to meet expectations and requirements across the CES seven management functions outlined by HUD.

### Preliminary Budget, Potential Staffing Structure, and Implementation Timeline

#### Proposed CES Management Annual Budget

Personnel	FTE	Annual Salary	Total
OHCC Director	0.25		
CES Coordinator	1		
CES Program Specialists: HRC, Matching, Problem solving, Grievance	4		
Data Management Analyst	1		
Home Stretch program Specialists: Matching and Prioritizations	4		
Administrative Assistant	1		
<b>Total</b>			<b>1,207,250</b>
		<b>Benefits @50%</b>	<b>603,625</b>
<b>Other Costs</b>			<b>Total</b>
Training Materials - venue costs, workshop supplies, food			10,000
Operations - equipment, software fees, postage, telephone, utilities, supplies, etc.			98,000
<b>Total</b>			<b>108,000</b>
<b>Contract</b>			<b>Total</b>
IT Data Integration - combining data across systems to improve tracking and provision of services			25,000
Evaluation and Planning -			50,000
Communications - Implementation of multi-system, multi-lingual digital and grass roots communication strategies to improve of CES			50,000
CES Consulting - to implement planning efforts including systems modeling and the CES 2.0 Acton Plan			122,000
<b>Total</b>			<b>247,000</b>

<b>TOTAL BUDGET</b>	<b>2,165,875</b>
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### CES Management Implementation Timeline

<b>Activity</b>	<b>Date</b>
Onboard staff	7/1/2020
Develop and disseminate updated CES service communication materials	9/1/2020
Design and deliver provider trainings	10/1/2020
Facilitate and Convene Meetings	Ongoing
Implement Case Conference review	8/1/2020
Quality Control	Ongoing
Communication and Marketing	Ongoing
Policies and procedure	10/1/2020
Evaluation	Annual

### Existing and Potential Funding Sources

Existing and Potential funding sources include the Alameda County General Fund, U.S. Department of Housing and Urban Development CoC funding, the California Homeless Housing, Assistance, and Prevention Program (HHAP) grant program, Alameda County's 1115 Waiver Whole Person Care program (AC3) funds, California Local Mental Health Services Act funds, and County-Based Medi-Cal Administrative Activities (CMAA) funds.

## EveryOne Home/HUD CoC Committee - CE Management Entity Request for Interest

### Coordinated Entry Management Entity Subcommittee Scoring Sheet

#### General comments/discussion from the Subcommittee:

With only one respondent, the scoring sheet was not used for scoring since it is not a competitive process. Subcommittee agreed that the HCSA RFI response met the requirement for submission and comments on the response will be documented for the purposes of procurement accountability and for guidance to Katharine Gale in developing the MOU with the HUD CoC Committee and HCSA.

Subcommittee agreed:

- Appreciation and thanks go to HCSA for stepping up to this necessary role and for bringing the agency's experience and capabilities to manage and improve Coordinated Entry. The agency is a good fit for this countywide role and having HCSA as the CE Management Entity has great promise for an improved CE and housing crisis response system.
- Response did a great job detailing general experience and capacity of HCSA but did not spell out what they are planning to do and how they might do it very clearly. Subcommittee sees the process of developing the MOU as an opportunity to learn more about what HCSA is considering and to plan together.
- Subcommittee recommends to SCC that HUD CoC Committee moves forward with the development of an CE Management Entity MOU with HCSA. And that it considers a conversation framed as:
  - Here are things we think HCSA has thought about and we'd like to know more.
  - Here are things we think we need to negotiate.
- One significant question that the subcommittee had was: How will HCSA ensure that all homeless and at-risk populations are served by CE? The direction coming out of system modeling for the future includes a lot of interventions for extremely low-income people who are not necessarily in poor health. Racial equity analysis has also shown that there are communities that don't want to or need to engage in healthcare as the access to the housing system. How will HCSA manage a holistic, integrated set of CE activities and housing interventions, expanding or changing from their prior focus of PSH and health vulnerability? How will they operationalize to provide truly equitable and accessible services?
- The second significant question that the subcommittee had was: How can the MOU define and structure both the operational role of the management entity and the monitoring, oversight, and evaluation role of the SCC/HUD CoC so that both roles support and enhance the responsiveness and quality of CE and the housing crisis response system? What should reporting and communication look like between HCSA and SCC/HUD CoC? What accountabilities/responsibilities do the two parties have to each other?
- Other areas of attention that the subcommittee highlighted were: operational and staffing structure, training resources, collaboration and communication across CE participants, and public communications.

Questions	Comments/ clarifications needed for the MOU
<p>Describe the partner’s interest in serving as the Coordinated Entry Management Entity.</p>	<p>It’s a good fit and we see it as a positive move to enhance the relationship between County and CoC and support an effective system.</p> <p>Health focused, more housing emphasis needed</p>
<p>Ensure that the Coordinated Entry process is conducted in an accessible, standard, fair, and consistent manner and connects households to the appropriate service or resource in a timely manner according to requirements and recommendations outlined by HUD, and addresses the required Core Operational Functions for CE Management Entities identified by System Coordination Committee as necessary for a functioning system in Alameda County. Authority to make operational decisions and to ensure participation in CE.</p>	<p>Minimum expectations for operational infrastructure to support participation in CE—will there be operations meetings, learning collaboratives, case conferences?</p> <p>Clarify reporting expectations to SCC and roles of monitoring and evaluation, HUD requires that evaluation is conducted by a separate entity from Management Entity</p> <p>Address existing need for training</p> <p>Address authority/resources of HCSA to improve HMIS and its utilization or CE</p> <p>Need more emphasis on all populations being served. There are a lot of populations that aren’t high-risk health groups but still need services. More spelled out on partnering with non-traditional providers of services to improve access.</p> <p>Access is important and it is a issue of client experience.</p> <p>Transparency/accountability, how will people feel that the system is fair?</p> <p>Would have been a good place to talk about language access, materials translated, etc.</p> <p>More specific plans to include and engage with other stakeholders/funders such as cities/jurisdictions/non-profits</p> <p>Some clarity/intention around operational decision-making vs. oversight vs. evaluation</p>
<p>Provide appropriate staffing levels to fulfill management entity tasks. If additional capacity is necessary to meet expectations and requirements, please provide information on how the partner would develop and sustain that capacity.</p>	<p>4 staff for matching to limited PSH resources seems high, clarify staff role in matching to other resources or supporting other CE activities</p> <p>Address staffing resources for existing training needs. Who will be responsible for training?</p> <p>Is one data analyst sufficient? How does this overlay with HMIS/EOH data analyst/Home Stretch data analyst. What are plans for matrix staffing with HCD roles/HMIS</p>

	<p>Seems heavy on specialist and Home Stretch staff, could have 2-3 home stretch and the same for specialist. Missing a role like a program manager above the program specialist. For grievance specialist, is that the correct classification and reporting would need to be at higher level to give it authority.</p> <p>Like to see an org chart and some depth to the bench. Who reports to whom and what is the job scope of each role? Needs to be a program manager or some role higher to operationalize.</p> <p>As identified in the CE 2.0 Action Plan Home Stretch likely needs to be dissolved into a more integrated CE set of matching or zone activities. Can they talk about staff in terms of functions rather than current program names?</p>
<p>Communicate clearly and accessibly to the public on how to access and use Coordinated Entry, as well as how to grieve any part of the process</p>	<p>Needs to be some discussion about what communities need to be reached for CE and how to improve outreach marketing</p> <p>How will public information be disseminated? How will communication happen between CE participating entities and agencies?</p> <p>Would like to hear more about how HCSA will bring their communication capabilities in a responsive way</p>
<p>Provide system wide training to CE staff/ host learning communities or other practices to ensure standard practices</p>	<p>Lacks clear training plan or resources to meet existing need</p> <p>Clarify responsibility of Management Entity to develop, maintain, and publicize the policies and procedures manual, in accordance with policy development by SCC</p> <p>Training is important and there are current gaps. Would like to know more about the impact of training, what changes have been achieved or are intended through training?</p> <p>More detail needed about how they will implement training going forward and how that will help improve the system.</p> <p>More virtual training, less reliant on in-person training, countywide training needed</p>
<p>Manage an updated inventory of CE resources and ensure fair and efficient matching to resources</p>	<p>Lacks clear plan for establishing centralized inventory of all CE resources or funding for HMIS vendor or enhancements</p> <p>More discussion about how CE Management Entity would address problems that have been identified like vacancies and process difficulties, inventory and matching, through Home Stretch</p>

	<p>Resources in inventory should not be defined as PSH, but move to a full inventory of resources (shallow subsidy, realignment, rrh)</p> <p>How will HCSA support the on-going development of HMIS and technical capacity to keep inventory in HMIS</p> <p>We're interested in how HCSA will approach getting an inventory and the effort to maintain it</p>
<p>Provide regular CE Management Reports to System Coordination Committee/HUD CoC similar to the Sample Coordinated Entry Monitoring Reports developed by System Coordination Committee</p>	<p>Clarify oversight and evaluation roles and responsibilities of Management Entity vs HUD CoC/SCC, HUD requires a separate entity from the Management Entity to conduct monitoring and evaluation</p> <p>Evaluation must be independent</p> <p>What's the frequency of reporting to SCC? Monthly? Quarterly? MOU should establish communication expectation so that SCC has the authority to call in the management entity when there is a concern, can call to report to committee and discuss problems as needed, and also has the responsibility to provide useful oversight, monitoring and planning to support the management entities efforts</p> <p>SCC is a body like a planning council, HCSA is operational, HCSA is keeper of the manual</p> <p>Need definitions document for the reports</p> <p>When creating some sort of dashboard or data, SCC should also take into consideration what the county is doing, some alignment with County dashboard, alignment with County reporting</p> <p>Minimally, SCC needs to track and monitor CE data and system performance for HUD reporting</p> <p>A significant question remains in defining the SCC/HCSA relationship</p>
<p>Carry out the improvement recommendations as outlined in the Coordinated Entry Assessment and CE 2.0 Action Plan</p>	<p>HCSA demonstrates commitment to Action Plan</p>
<p>Provide a preliminary budget, potential staffing structure, and implementation timeline for Coordinated Entry Management Entity functions.</p>	<p>Timeline needs review – encourage urgency, but understand that timelines change</p> <p>Address training and HMIS improvements-have more clarity on data management capacity and roles functions.</p> <p>Salary average and benefits seems like a lot of money for those number of positions. Raises equity questions related to non-profit providers.</p>



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**RECOMMENDATION:** Recommendation to HUD CoC on Designating a Coordinated Entry Management Entity

**REQUESTED BY:** HUD CoC

**DEVELOPED BY:** SCC Work Group

**DATE:** November 13, 2019

**AMENDED AND APPROVED:** December 11, 2019

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## **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 will 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 RFI/RFQ/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.



- SCC in October was cancelled due to emergency power outage, items postponed until November SCC meeting
- Work group of SCC members to review and revise the first draft Recommendation to Designate Coordinated Entry Management Entity

November 2019:

- Recommendation presented to SCC
- SCC votes to send recommendation to HUD CoC

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:**

- **November 2019:**
  - Coordinated Entry Evaluation is completed by EOH Systems Analyst. This includes a compliance review, a limited process evaluation, and a prioritization analysis.
  - SCC presents recommendation to HUD CoC
- **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.
- **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.
- **January- February 2020:**
  - Review results of the CE evaluation and the CE assessment and improvement recommendations
  - Develop a document that outlines the design, functions, and necessary improvements, of the Coordinated Entry system in Alameda County. This may include defining/refining the management functions and reports to support an effective CE system, depending on the progress of the development of CE structure in HMIS. Document will be the basis of an RFI and eventually an MOU.



- Write and release an Request for Interest in serving as the Coordinated Entry Management Entity.
- **March- April 2020:** Review RFI responses and determine next steps.
- **May-June 2020:** Conduct specified next steps. Designate CE Management Entity and negotiate contract or MOU.

#### **Recommended Selection Process:**

- SCC develops and drafts a Request for Interest (RFI) that outlines the HUD CoC's expectations of a CE design and structure, expectations of a CE management entity, and current/possible funding sources for both the CE system and the CE management entity functions
- HUD CoC issues the Request for Interest (RFI)
- SCC identifies a Subcommittee to serve in the capacity similar to HUD NOFA Subcommittee. The Subcommittee would:
  - Be comprised of a diverse subgroup of SCC members. No person shall serve on the Subcommittee that belongs to agency that responds to the RFI.
  - Create criteria and/or rating and ranking system to evaluate responses
  - Review and score RFI responses using system
  - Based on responses, prepare a recommendation for HUD CoC on how to move forward. Recommendation could include: provide clarifying information to respondents, conduct meetings with respondents, recommend the designation of a management entity and development of an MOU.
  - Subcommittee reports back to SCC to present scoring/rating/ranking of responses and recommendation on how to move forward. SCC votes to send recommendation to HUD CoC.  
HUD CoC reviews and makes a decision on course of action.
- HUD CoC reviews recommendation and determines course of action to designate the entity, enter into negotiations, and develop an MOU.
- HUD CoC designates the CoC Chair, SCC Chair and EveryOne Home ED, as parties responsible for negotiating the MOU.

#### **Recommended to be included in the RFI:**

- Vision of Coordinated Entry in Alameda County
- Description of Coordinated Entry and/or the Assessment and Improvement Recommendations completed by Katharine Gale
- Links to HUD Requirements and Guidance
- Outline of current and potential funding sources
- Sample CE Management Functions and CE Reports
- Questions:
  - Describe the entity's interest in serving as the CE Management Entity for the Alameda County Continuum of Care.



- What is the entity's capacity to fulfill the outlined expectations and requirements of a CE Management Entity?
  - Ability to ensure that the Coordinated Entry process is conducted in a standard, fair, and consistent manner and connects households to the appropriate service or resource in a timely manner
  - Provide appropriate staffing levels to fulfill management entity tasks
  - Authority to make operational decisions and to ensure participation in CE
  - Provide system wide training to CE staff/ host learning communities or other practices to ensure standard practices
  - Ensure active collaboration and buy-in from all partners
  - Establish and manage agreements with all participating projects in CE
  - Manage an updated inventory of CE resources
  - Provide regular CE Management Reports to System Coordination Committee/HUD CoC
- Provide a preliminary budget, implementation timeline, potential staffing structure
- Identify existing funding sources or potential sources for covering the costs



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**RECOMMENDATION:** Recommendation to HUD CoC Committee to Develop and Negotiate a Coordinated Entry Management Entity MOU between HUD CoC Committee and Alameda County Healthcare Services Agency

**DEVELOPED BY:** SCC Work Group

**DATE:** May 12, 2020

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**BACKGROUND**

On March 26, 2020, the HUD CoC Committee released the Request for Interest for Coordinated Entry Management Entity. One response was received from the Alameda County Healthcare Services Agency and reviewed by a subcommittee of the System Coordination Committee. The subcommittee reviewed the submission, scored the submission to ensure it met minimum expectations of a respondent, and provided comments for consideration by the HUD CoC Committee in the formulation of an MOU.

**RECOMMENDATION TO HUD COC COMMITTEE**

Develop and execute an MOU between HUD CoC Committee and the Alameda County Healthcare Services Agency which designates HCSA as the Coordinated Entry Management Entity and outlines the expectations and responsibilities of the Coordinated Entry Management Entity. The MOU should be in alignment with the EveryOne Home Governance Charter and may also outline expectations and responsibilities of the HUD CoC Committee (and related committees) in the planning, oversight, and evaluation of Coordinated Entry. Authorize consultant Katherine Gale to develop the MOU in consultation with both parties, and authorize the CoC Chair, SCC Chair and EveryOne Home ED to negotiate the MOU on behalf of the HUD CoC Committee.



To: EveryOne Home Leadership Board  
From: Jessica Shimmin, Acting Executive Director  
Date: May 20, 2020  
Re: Staffing Changes at EveryOne Home

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### *Staff Transitions*

It is now my bittersweet responsibility to report that Julie Leadbetter has resigned as the Director of System Coordination at EveryOne Home. In her tenure, Julie has been integral to launching coordinated entry including writing and maintaining the system manual, seating the System Coordination Committee (SCC), and shepherding system advancements through the governance structure. Most recently, she galvanized countywide funding commitments and policy setting in Diversion and Housing Problem Solving and the Coordinated Entry Refresh process.

In perhaps her most significant contribution, Julie was the first to recognize our need for a Coordinated Entry (CE) Management Entity that would administer the day to day operation of Coordinated Entry in support of an efficient and effective coordinated housing crisis response system. She built community investment in the CE Management Entity concept beginning in February 2019 by arranging for Abt Associates to present the concept at a joint meeting of the HUD CoC Board and the SCC. This was followed later that spring by the now famous presentation on *dynamic prioritization* from Matt White. Step by step, Julie helped the SCC and the HUD CoC Board to define the responsibilities of the CE Management Entity, craft and issue a Request For Information, and evaluate the response. Last week Julie brought the Coordinated Entry Management Entity project home; with both SCC and HUD CoC voting affirmatively to develop a MOU with HCSA, which would designate HCSA as the CE Management Entity and outline relationships between HCSA and the CoC in the oversight and operation of CE.

With the closing of this chapter of Coordinated Entry in Alameda County, Julie is moving on to new challenges. She will join Episcopal Community Services in San Francisco as the Chief Program Officer. In this role, she will oversee a small continuum of programs under one organizational roof including: housing services, interim housing, behavioral health, healthy aging, and workforce programs. We're sending Julie off with great thanks and well wishes. Her last day will be Thursday May 28<sup>th</sup>.

### *New Staff and Ensuring Continuity*

EveryOne Home has posted and begun hiring for a new Director of CoC Strategies and CoC Specialist. These positions will support the HUD CoC Board and System Coordination Committees. EveryOne Home received resumes from a diverse and highly qualified set of applicants. We have made an offer to a top candidate for the Director of CoC Strategies position and expect a response before May 22nd. Should this person accept, we hope that they will participate in final interviews with three talented finalists for the CoC Specialist position.

As we hire and onboard staff, Kathie Barkow will be supporting the work of the System Coordination Committee. This work will include ensuring continuity during June and July and supporting the SCC to identify its reporting needs from the CE Management Entity. As well, Katharine Gale will be supporting the SCC in developing an MOU between the CE Management Entity and the CoC Board. Jane Micallef is helping the EveryOne Home staff in issuing an RFI for a consultant to support the HUD Continuum of Care NOFA.