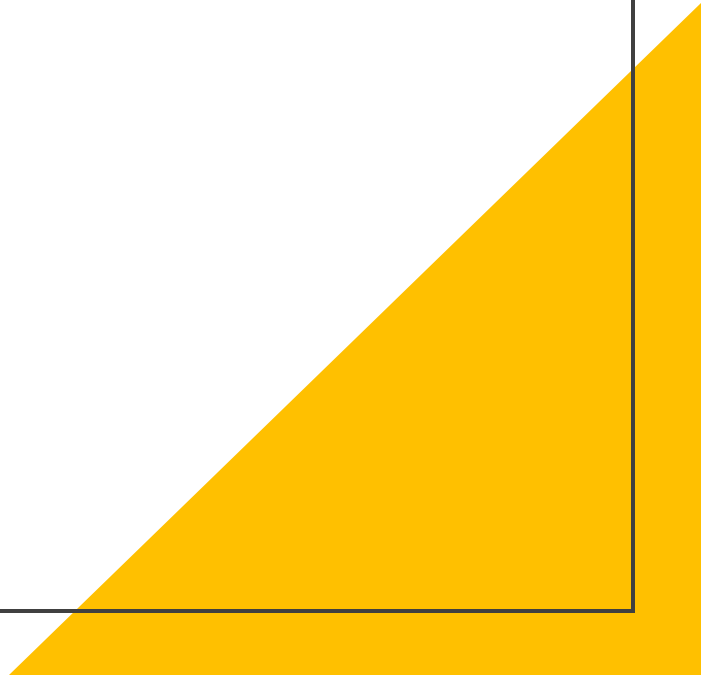




EveryOneHome

Outreach, Access and Coordination Committee

July 9th, 2025



Meeting Purpose

The July 9th meeting will focus on a targeted discussion on Staffing and Grievances as part of the CES evaluation. This conversation will help refresh the committee's understanding and future CE recommendations. County staff will share relevant findings from the Equity Analysis, and Homebase will present focus group insights gathered from Housing Resource Center staff, people currently experiencing homelessness, and housing providers.



Agenda

1. Welcome / Introduction
2. Minutes
3. Public Comment
4. Announcements/Urgent Items and/or Homeless System Updates
5. Evidence Based Solutions Committee Update
6. Ice Breaker
7. CES Targeted Conversations
8. Closing



Welcome/Introductions

- New folks say hello!
- OAC is tasked with:
 - Ensuring people experiencing homelessness receive available services tailored to their individual needs
 - Supporting providers in the system to offer welcoming and effective points of engagement
 - coordinating, monitoring, and improving the quality and effectiveness of outreach, coordinated entry and other services



Approval of Minutes

- No roll call vote is needed, corrections not already received by Homebase will be noted and minutes changed accordingly.



Public Comment

- Public Comment will be taken at the beginning of each meeting and is limited to 2 minutes per person.
- Homebase has created a public comment tracker where public comments across CoC meetings will be recorded.
- Comments will be directed to the appropriate CoC committee or County staff.
- You may also email Homebase at jose@homebaseccc.org and matthieu@homebaseccc.org, copying alameda@homebaseccc.org, if you would like to submit written comments.



Homelessness System Updates

- Acronym Glossary
 - About the Project:
 - The updated Acronym Glossary was developed over the last several months through collaboration with community partners, especially those with lived experience of homelessness. For more information about how this project was developed, you can review the [project plan here](#).
 - Finished Acronym Glossary!
 - [The interactive Acronym Glossary dashboard is available on the EveryOne Home website](#).
 - The full Acronym Glossary can also be viewed in an [Excel spreadsheet here](#).
 - Feedback on the Acronym Glossary Project:
 - If you participated in the project by providing input or feedback through a survey, focus group, or other method, we'd love to hear your feedback on the project! To provide feedback on the project, please complete this [Google Form](#) by May 16th.
- Affordable Housing Month, East Bay Housing Organization, link with events and info: <https://ebho.org/our-work/affordable-housing-month/>
- Community Meeting Feedback form: https://docs.google.com/forms/d/e/1FAIpQLSe6Q5eKK6c4bX_3HRUF5EU5bYA15KDkqZ87vQp_u-RmcAruPvg/viewform?usp=sharing



Evidence Based Solutions Committee Updates

Laurie Flores - Committee Liaison



Attend Evidence Based Solutions Committee Meetings!

Evidence Based Solutions Committee (ESC) Meetings

2nd Thursdays of each Month

11:00 am - 1:00 pm PT

ESC Zoom Information

Join Zoom Meeting: <https://homebaseccc.zoom.us/j/88193971818>

Meeting ID: 881 9397 1818

+1507-473-4847

ESC meetings are open to the public. Anyone interested is welcome to attend!



Ice Breaker (Homebase)

Icebreaker: “You’re Now the CES Superhero—What’s Your Power?”

Prompt:

If you were a CES superhero, what’s your unique power—and how would it help staff or clients?

Examples:

- “Captain Follow-Up” – always knows when and how to reach clients.
- “The De-escalator” – instantly diffuses all grievances with empathy and snacks.
- “Time-Stretcher” – gives frontline staff an extra hour every day.



CES Targeted Conversations: Staffing and Grievances

Homebase and H&H



High Level Takeaways

Staff Are Dedicated, But Overwhelmed:

Workers are deeply committed, but with some reporting caseloads of 200–300 people limit their ability to follow up and build trust.

Training Is Inconsistent and Incomplete:

Many staff rely on peer guides or learn on the job, leading to gaps in CES knowledge and uneven service delivery.

Communication Across Providers Is Weak:

Information is siloed, with most coordination happening through voicemails or ad hoc updates between programs.

Peer and Mobile Roles Improve Access:

Peer specialists and mobile assessors help reach high-barrier clients and increase comfort and equity.

Shelter and Outreach Staff Feel Left Out:

Frontline workers report confusion about CES roles and lack access to real-time updates or feedback after referrals.

Shared Tools and Clarity Are Needed:

Staff want more structured communication channels, shared training, and clarity about who does what within CES.

Successes!

Trusted Staff Build Relationships and Engagement

- Clients shared that trusted case managers, peer advocates, and consistent staff were key to accessing help.
- These relationships made clients more likely to stay engaged, even when frustrated with the system.
- Staff who were seen as honest and nonjudgmental helped bridge communication gaps and build trust.

Mobile and Peer Roles Expand Access

- Peer and mobile staff helped reach people in encampments and others who couldn't travel to access services.
- These roles were praised for being more trauma-informed, flexible, and equitable.
- Mobile teams increased visibility of CES in the community and allowed for on-the-spot assessments.

211 Staff Offer Strong Initial Support

- Participants noted that 211 staff were often the first to listen with care and provide helpful guidance.
- Even without full system access, these staff were seen as crucial to helping clients navigate crisis situations.
- Their role in explaining next steps and making connections set a positive tone for CES engagement.

Opportunities for Future Enhancements

Clarify Roles and Reduce Duplication

- Staff reported overlapping responsibilities, especially between shelter, outreach, and HRC roles.
- Confusion about who should follow up or complete tasks created delays or dropped clients.
- Defining roles more clearly—especially for navigation, case management, and assessment—could improve coordination.

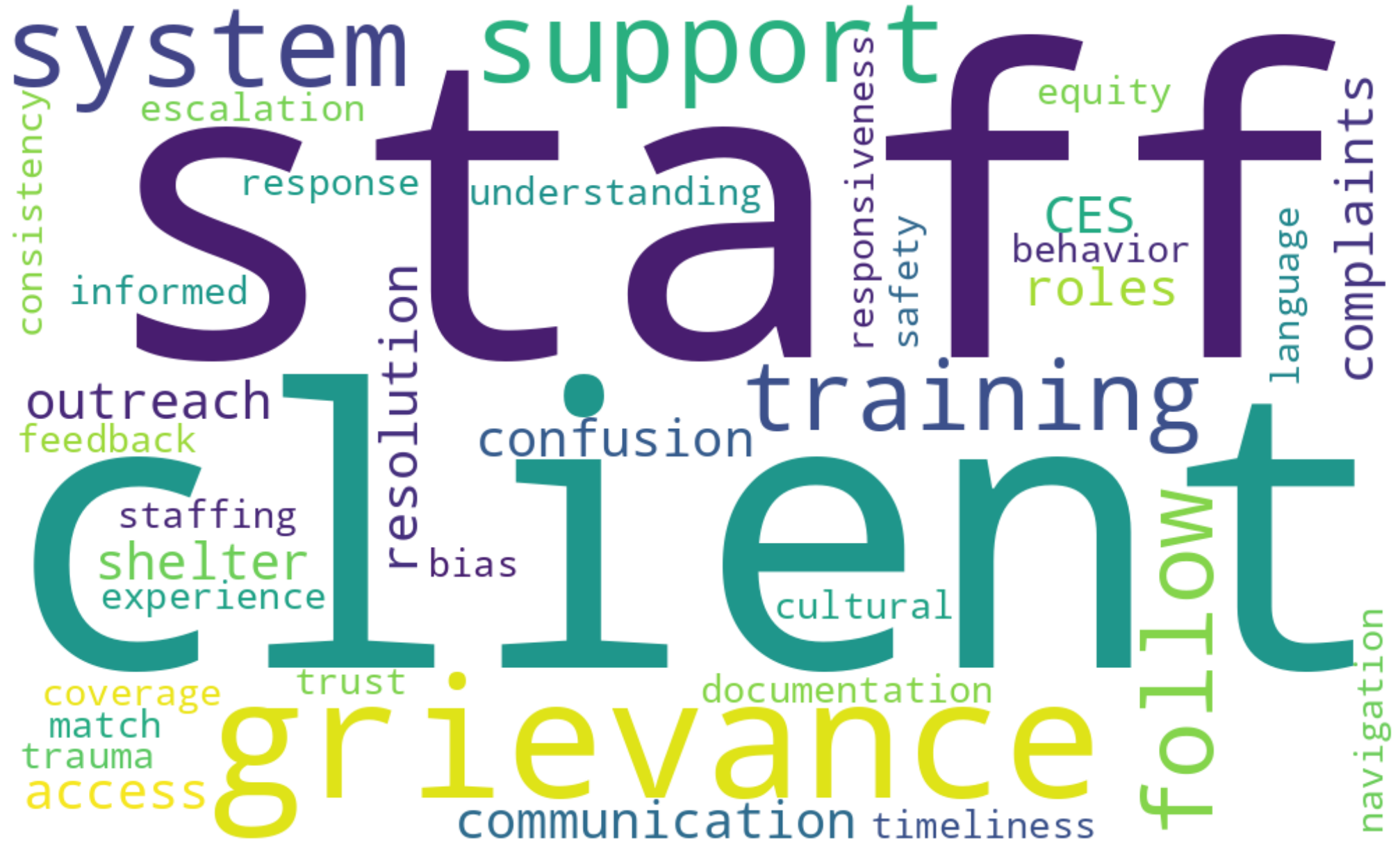
Improve Staffing Ratios and Caseload Balance

- High caseloads and staffing shortages limit follow-up and client engagement.
- Some clients receive minimal support because staff are overwhelmed or stretched across programs.
- Right-sizing caseloads and increasing staffing—especially for high-acuity households—would improve service quality.

Reduce Turnover and Invest in Retention

- Frequent staff turnover disrupts relationships and leads to inconsistent experiences for clients.
- Participants noted that clients often had to re-explain their story or lost trust due to reassigned workers.
- Supporting staff wellness, supervision, and growth could increase retention and stability.

Grievances: What Did We Hear?



High Level Takeaways

Many Clients Don't Know How to File Grievances:

Clients are often unaware that grievance processes exist or how to initiate one, especially if they aren't connected to a case manager.

Concerns Go Unreported Without Trusted Staff:

Clients are more likely to raise concerns when supported by a trusted advocate. Without that relationship, issues often go unspoken.

Grievance Channels Feel Intimidating or Ineffective:

Some clients view grievance processes as inaccessible, intimidating, or unlikely to result in meaningful action.

Staff Don't Always Know the Protocols Either:

Many frontline staff reported not receiving formal training or reminders about how to support clients in filing grievances.

Follow-Up on Complaints Is Inconsistent:

Even when complaints are made, clients rarely hear back on resolution, leaving them feeling ignored or unsure if anything changed.

Desire for More Options and Transparency:

Clients want multiple ways to share feedback—including anonymously—and clearer information on what to expect after they do.

Successes!

Clients Feel Safer Reporting When Trusted Staff Are Involved

- Clients shared that they were more willing to raise concerns when supported by someone they trusted, such as a case manager or peer advocate.
- Trusted intermediaries helped clients understand the grievance process and feel that their voice mattered.
- This dynamic helped surface issues that otherwise may have gone unreported.

Some Programs Have Clear and Accessible Grievance Channels

- A few programs were praised for having visible, straightforward grievance options like forms, phone lines, or designated staff.
- These approaches made it easier for clients to know how to raise issues without needing a referral or appointment.
- Clients described positive experiences when the process felt simple and non-punitive.

Staff Want More Tools and Training to Support Client Advocacy

- Many staff expressed a strong desire to help clients navigate grievance processes more effectively.
- There is openness among providers to standardize training and receive resources to better guide clients.
- Staff acknowledged the importance of client feedback in improving services and outcomes.

Opportunities for Future Enhancements

Normalize and Standardize the Grievance Process

- Many clients don't know how or when to file a grievance—or fear negative consequences.
- Staff reported inconsistent understanding of procedures across programs and roles.
- A standardized, transparent process with visible signage and shared materials could increase trust and usage.

Train and Empower Staff to Support Client Advocacy

- Staff often want to help clients raise concerns but feel underprepared.
- Programs vary in how they handle complaints, creating confusion and missed opportunities.
- Equipping staff with training and a clear support role could improve responsiveness and outcomes.

Ensure Responses and Resolution Are Timely and Meaningful

- Clients rarely hear back after submitting grievances, leaving them feeling ignored.
- Some described the process as “a black hole” where nothing changes.
- Building in expectations for timely follow-up and visible resolution pathways can rebuild credibility.

Closing

- Next Meeting to be held August 13, 2025

Upcoming Meeting Agenda Items:

- Draft Report on CES Evaluation
- Discussion of upcoming agenda items for next meeting. Requests for agenda items are also welcome at this time or via email:
alameda@homebaseccc.org

