

Date: January 5, 2026
To: HomeBase Center for Common Concerns
 Outreach, Access, and Coordination Committee
From: Anna Fellers, Coordinated Entry Manager, H&H
 Alan Guttirez, Director of System Access and Equity, H&H
 Lucy Kasdin, Deputy Director, H&H
Subject: FY2425 Alameda County Coordinated Entry Evaluation Response

Summary

Alameda County Housing and Homeless Services (H&H) respects the efforts of HomeBase to conduct this evaluation of the Coordinated Entry System for the local Continuum of Care. This evaluation, particularly the efforts made to lift up the voices of those we serve, is foundational to continued improvements in the ways that CE works in our community.

H&H is committed to developing a Coordinated Entry work plan informed by this evaluation process and to use both the evaluation and the work plan as meaningful tools to increase community awareness of the coordinated entry system in Alameda County as we collectively work toward improvements.

While the Coordinated Entry work plan will only include items within the scope of CE, there was some valuable feedback that surfaced through this evaluation about other parts of the homelessness response system. The Outreach, Access, and Coordination (OAC) Committee is encouraged to consider ways of sharing that feedback with appropriate system partners.

H&H also recognizes that HomeBase may have not had all relevant data or system updates to inform this evaluation. In places where it is relevant to the proposed recommendations and development of a work plan, H&H is noting inaccuracies in some of the findings.

As the Management Entity for the Alameda County Continuum of Care, H&H has provided responses to the proposed recommendations in this evaluation with the goal of using this document to begin developing the OAC’s development of an effective work plan to address key findings.

Management Entity Responses to FY2425 CE Evaluation Recommendations

| Home Base Recommendations | Management Entity Response |
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| Review Current Access Model | The Management Entity agrees and has begun to review the current access model to support households who may face barriers under the current structure. <ul style="list-style-type: none"> ✓ Flexible, Phone-based, Mobile-Intakes, Extended Hours ✓ Collaboration with the Berkeley/Oakland/Alameda County CoC The ME is not directly responsible for establishing new resources dedicated to specific populations (single fathers) in Alameda County’s Homelessness Response System (HRS). |

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| <p>Provide 211 Callers with Clearer Access to Information</p> | <p>The Management Entity agrees and some of the work as part of this recommendation is complete.</p> <ul style="list-style-type: none"> ✓ CE Grievance Policy and Process User Guide is available and on the H&H website ✓ The ME will create additional Frequently Asked Questions (FAQs) or tools and is interested in feedback from the OAC, Housing Resource Center providers, and people with lived experience about what would be most helpful. |
| <p>Close Gaps in Communication About CES</p> | <p>The Management Entity agrees with this recommendation.</p> <ul style="list-style-type: none"> ✓ HRC and Access Point staff leadership may invite any and all staff from their teams to participate in ME-led ILC meetings and training opportunities. |
| <p>Give 211 Operators Access to the Status of a Household in CES</p> | <p>The Management Entity agrees with this recommendation:</p> <ul style="list-style-type: none"> ✓ Work has begin designing a new HRC model with more robust staffing to reduce follow up time and an outcome of that work will be a reduction in the number of clients who repeatedly call 211 staff for updates on their CE status and next steps. |
| <p>Flexible, Timely Resources for Problem Solving</p> | <p>The Management Entity disagrees that centralizing Housing Problem Solving flexible funds will resolve urgent needs more quickly and equitably and empower staff to problem-solve in real time. Currently each Housing Resource Center and Access Point has HPS flexible funds so that they can resolve urgent needs in the moment without delays that would arise if there was a separate centralized entity administering flexible funds.</p> |
| <p>Inconsistent Follow-Up After Initial CES Contact</p> | <p>The Management Entity agrees with this recommendation and work has occurred to address, suggesting no need for further action:</p> <ul style="list-style-type: none"> ✓ The Management Entity implemented a follow up form for households so they have a summary of what services that they received, what will happen next, and who to contact and when in follow up to their engagement at Access Points and HRCs; and ✓ The ME will continue to reinforce the requirement to use the follow up framework. <p>The ME is interested in hearing feedback from Access Point and HRC providers about the recommendation for agency-specific communication plans as well as follow up when staff changes occur. Some work may already be happening and there may be an opportunity to standardize but more information is needed from the providers.</p> |
| <p>Confusion about HPS</p> | <p>The Management Entity agrees with this area of work:</p> <ul style="list-style-type: none"> ✓ ME will create one-pagers and implement them through Access Points and Housing Resource Centers. |

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| <p>Improve Transparency in the Assessment Process</p> | <p>ME notes an inaccuracy:</p> <ul style="list-style-type: none"> ✓ There is not an expectation from the ME that providers are using a script to complete assessments; and ✓ Sample language is provided for reference and providers are encouraged to use plain-language in conversations with clients. <p>ME supports exploring opportunities to provide more guidance/context in the HMIS platform depending on how particular assessment questions are answered.</p> |
| <p>Address Delays and Barriers to Completing Assessments</p> | <p>The Management Entity agrees with this area of work:</p> <ul style="list-style-type: none"> ✓ ME has expanded the pool of providers authorized to conduct Housing Needs Assessments (HNA) and will continue to evaluate this on an ongoing basis, balancing bringing on new providers who may implement the CE workflow with the capacity to monitor additional providers' work; ✓ ME to working to expand evening and weekend availability for walk-in/drop-in services at APs and HRCs is essential; ✓ ME is currently working on updating documents on hours of operation; and ✓ ME is actively evaluating the impact of Limited Access Points to determine any next steps or expansions to this work. |
| <p>Strengthen Trauma-Informed Assessment Practices</p> | <p>The Management Entity agrees with this area of work:</p> <ul style="list-style-type: none"> ✓ ME recently reviewed the HNA questions with the Gender-Based Violence Coordinated Entry partners and made modifications to the HNA questions that the ME intends to implement to the mainstream HNA; ✓ ME has communicated this to the Access Point and HRC providers; and ✓ OAC and people with lived experience (PWLE) were involved in the creation of HNA questions, and the ME is committed to this ongoing framework for feedback on the HNA questions. |
| <p>Support Clients Without Phones or Stable Contact Information</p> | <p>The Management Entity agrees with this recommendation and work has occurred to address, suggesting no need for further action:</p> <ul style="list-style-type: none"> ✓ Basic Contact Support workflow is already happening, and the ME regularly reminds Access Point and HRC staff about this and the ME's position is that there is no further action needed here; and ✓ The H&H HMIS team has been working to implement a client-facing portal that is integrated with HMIS which will enable clients to update their contact information in HMIS on their own and on demand. <p>The ME understands that access to ongoing communication via telephone and email is a systemic issue. However, if the ME adds purchasing of cell phones to HPS eligible costs, this may be a significant cost that will meet immediate communication needs but will reduce the overall available funds for HPS flexible funds.</p> |

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| <p>Strengthen Referral Tracking and Transparency</p> | <p>The Management Entity partially agrees with this recommendation and work has occurred to address:</p> <ul style="list-style-type: none"> ✓ The ME is actively exploring ways to increase real-time visibility into the PSH referral process for PSH developers to view information that is stored in the ME administered instance of Salesforce that is used to match, manage, and track referrals to permanent housing through HMIS; ✓ ME agrees to proposing a solution to increase visibility for PSH developers; and ✓ The H&H HMIS team has been working to implement a client-facing portal that is integrated with HMIS which will enable clients to update their contact information in HMIS on their own and on demand. <p>Since 2023, the Management Entity and H&H have invested significant staffing and funding resources into developing a responsive, nimble, and sophisticated parallel database that feeds data through an API into a Salesforce instance that is used to track and manage referrals via CE. If the ME is asked to focus on pivoting away from this current framework and toward building out a Unit Level Inventory in HMIS that will cost a significant amount of funding, require dedicated staff, capacity from PSH developers, and will require a multi-year implementation plan.</p> |
| <p>Examine Case Loads and Staffing</p> | <p>The Management Entity agrees with this recommendation.</p> <ul style="list-style-type: none"> ✓ The ME plans to examine case loads and make changes beginning in FY2627. |
| <p>Update Trainings to Improve Relevancy for Different CES Roles</p> | <p>The Management Entity partially agrees with this recommendation and work has occurred to address:</p> <ul style="list-style-type: none"> ✓ ME has scenario-based trainings available that include role-play examples that model clients interacting with AP and HRC staff throughout the components of the CE workflow; and ✓ ME is planning to update the training modules and streamline the end user experience for staff at APs and HRCs. |
| <p>Address Communication Breakdowns Between Staff and Programs</p> | <p>The Management Entity agrees with this recommendation and plans to take the following action:</p> <ul style="list-style-type: none"> ✓ ME plans to support improved communication structures among outreach and shelter providers with Housing Resource Centers. |
| <p>Support Clients and Staff on How to File a Grievance</p> | <p>The Management Entity agrees with this recommendation and shall take the following actions:</p> <ul style="list-style-type: none"> ✓ ME has created a user guide for the Coordinated Entry Grievance Policy that is available on the Housing and Homelessness (H&H) website; and ✓ ME will continue reiterate information about the Coordinated Entry Grievance Policy and the Implementation Learning Community (ILC) meetings that are hosted by the ME every month. ✓ ME will develop a FAQ to support clients with understanding the Coordinated Entry Grievance Policy and Process. |

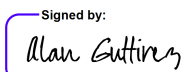
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| <p>Address Fears of Retaliation or Being Ignored</p> | <p>The Management Entity agrees with this recommendation and work has begun to address:</p> <ul style="list-style-type: none"> ✓ ME confirms that all CE grievances that are submitted are responded to in a timely manner; and ✓ ME will continue to reinforce at ILC meetings and other trainings hosted by the ME that households who submit grievances shall not experience retaliation as a result of submitting a grievance. <p>Furthermore, the ME will:</p> <ul style="list-style-type: none"> ✓ Update the AP and HRC requirement to submit bi-annual grievance logs so that the ME can provide bi-annual reports to the OAC with de-identified information; and ✓ ME will further develop the required bi-annual grievance report to include all outcomes of grievances that are addressed without escalation to the ME, and require that AP and HRCs submit back up documentation as part of their report from the household who is grieving the services that they received. |
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In closing, H&H is grateful for HomeBase, all those our participated in the Coordinated Entry evaluation process, and the wisdom the OAC. We are committed to make ongoing program evaluation a central part of our work, including ongoing focus groups, and other means to engage and invite feedback from those we serve.

Sincerely,

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