



# San Francisco Coordinated Entry Redesign Workgroup (CERW)

## Summary of Recommendations

Local Homeless Coordinating Board Special Meeting  
2/23/23

Presentation by SF Coordinated Redesign Workgroup

# Reimagining the San Francisco Coordinated Entry System

## A Process in 3 Phases



### Phase 1: Evaluate

Feb - July 2022

- HSH conducts 3rd Party Evaluation of San Francisco's CE System to document current processes
- Gather input from access points, advocates, stakeholders and users and non-users of the CE System to evaluate current processes
- Survey 200+ people with lived experience of homelessness
- Conduct equity analysis of CE data
- Deliver CE Evaluation Report to LHCB
- HSH hosts 3 Community Town Halls



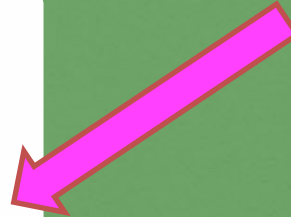
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### Phase 2: Re-Design

Sept 2022 – Feb 2023

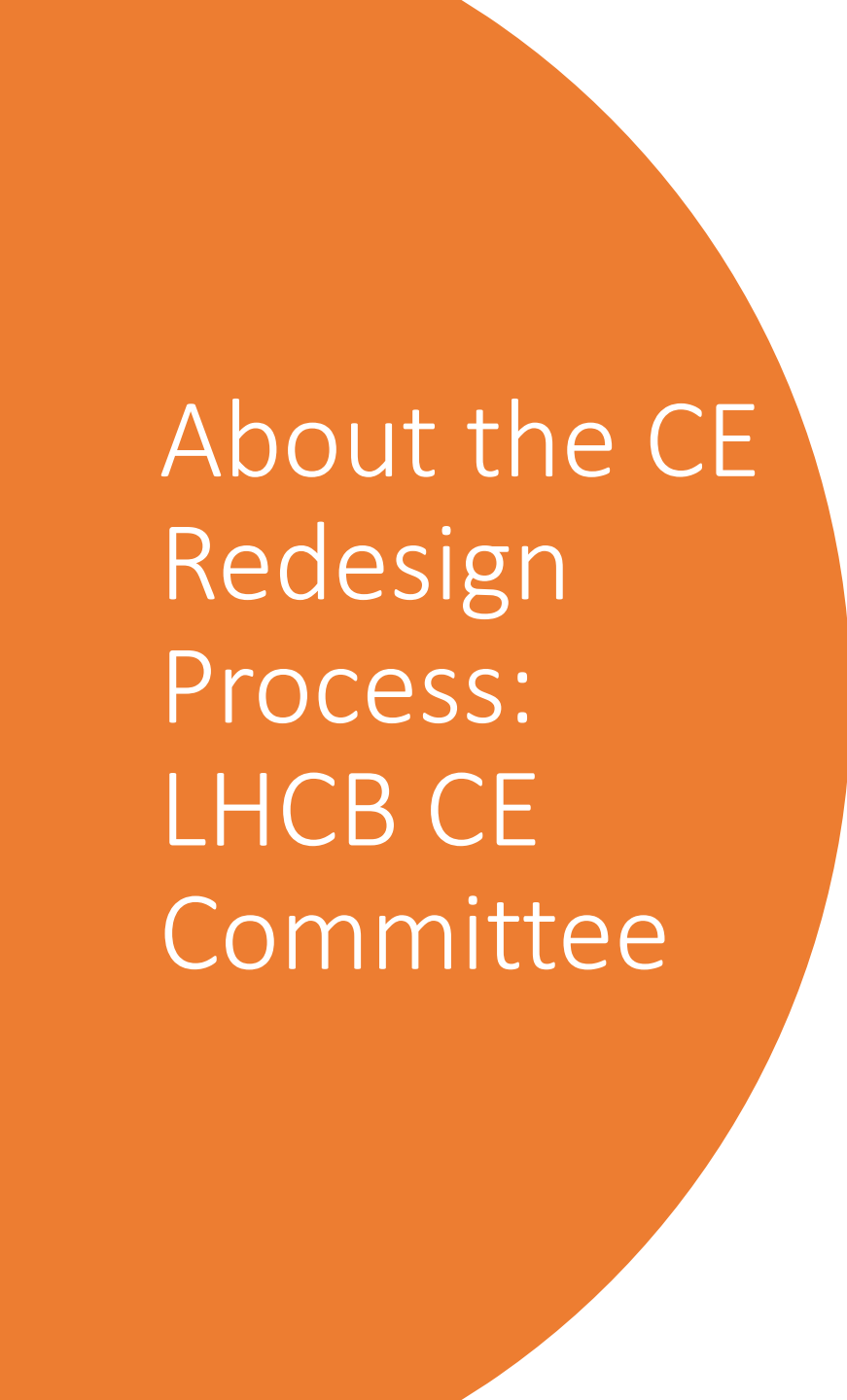
- LHCB CE Committee invite 21 members via application process to participate on a **new** city-community CE Redesign Workgroup to develop recommendations for a new CE System
- Members represent communities disparately impacted by homelessness; family, youth, DV, and Adult Access Points, and city staff (HSH, DPH, HSA)
- Members are liaisons to the broader community input
- CERW meets weekly for 3 months
- CERW presents redesign recommendations to various community groups and CE Access Point reps
- CERW presents redesign recommendations to LHCB for adoption




### Phase 3: Implement



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# About the CE Redesign Process: LHCB CE Committee

- **LHCB CE Committee** oversees development of CE Redesign Workgroup
  - Co-chairs and LHCB Board Members: Reverend Megan Rohrer and Andrea Evans
  - Staffed by HSH Planning and Strategy Division and Technical Assistance Team
  - Developed application process, reviewed applications, identified members
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- A decorative graphic in the bottom right corner consisting of several short, thick yellow dashes arranged in a curved, upward-sloping pattern.

# About the CE Redesign Process: Technical Assistance Team

- TA team of national experts in Coordinated Entry System Design, Race Equity and Homelessness design workgroup process. Materials, and facilitate workgroup members through a redesign process
- [Regina Cannon](#), Chief Impact Officer, C4 Innovations
- Created, leads, and facilitates “Redesigning Racially Equitable Coordinated Entry Systems” for 20+ communities



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**Regina Cannon**  
CHIEF EQUITY AND IMPACT OFFICER  
VICE PRESIDENT, HOUSING SOLUTIONS

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Regina Cannon serves as the Chief Equity and Impact Officer and Vice President of Housing Solutions at C4 Innovations and as the Director of the national initiative, REDI Initiative (Racial Equity Design and Implementation). She has dedicated her career to being a vocal, active leader fighting for equitable policies, systems, and institutions and addressing marginalization of people of color.

Regina has more than 19 years of experience leading anti-poverty initiatives addressing homelessness, supportive housing, criminal justice reform, community capacity building, and youth leadership development. She leads teams at C4 Innovations and for the U.S. Department of Housing and Urban Development (HUD) to embed racial equity principles in funding guidelines, housing policies, practices, and services. Regina and her teams also work one on one with organizations and community coalitions across the country to develop strategic goals centered in equity and accountability policies to ensure those goals are met. She delivers keynotes and racial equity workshops and is the host of the podcast series, [Morning Cup of Equity](#).

# About the CE Redesign Process: Technical Assistance Team

- TA team of national experts in Coordinated Entry System Design, Race Equity and Homelessness design workgroup process. Materials, and facilitate workgroup members through a redesign process
- Hannah Roberts, CSH
  - City of Baltimore's CE System
  - Works with dozens of communities on homeless system design
- Mia Bryant, CSH
  - State of CT's CE System
  - Led Works with dozens of communities on homeless system design



# About the CE Redesign Process: CE Workgroup Members

- 20 participating members
- Subject matter experts in administering CE, operating CE Access points, city department services, lived experience of homelessness, homeless services, communities who are over-represented and under-served
- Over 50 hours of participation over 14 weeks
- People with lived experience are paid an hourly rate and onboarded by HSH planning team
- Staffing and Logistics: HSH

Thank  
you 



# About the CE Redesign Workgroup

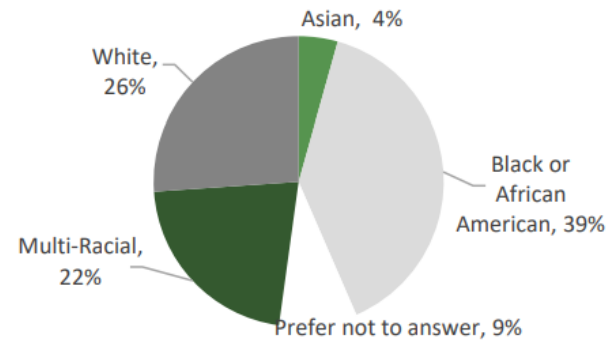
- Collaborative, Multi-stakeholder workgroup to develop recommendations for redesigning key parts of Coordinated Entry (CE).
- Prioritized the inclusion of people who represent groups most disparately impacted by homelessness in San Francisco
- Met weekly beginning in October 2022 and finished their recommendations in January 2023

More on the CE Redesign Workgroup [here](#) and meeting materials are posted [here](#).

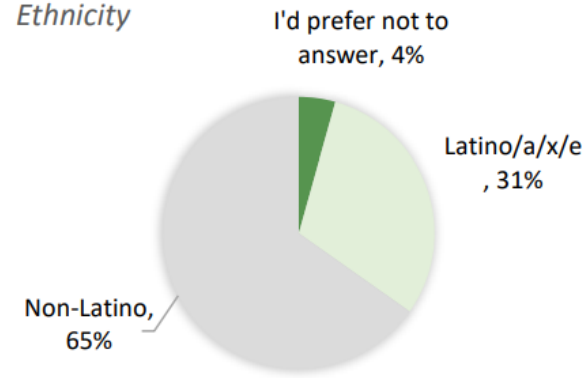
# Demographics of the CE Redesign Workgroup Members

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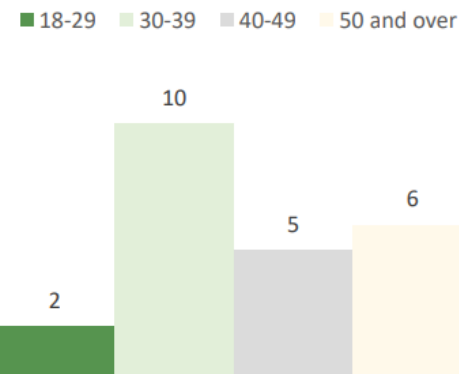
*Race*



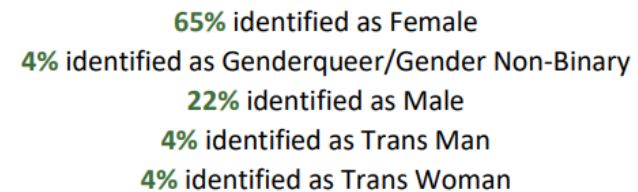
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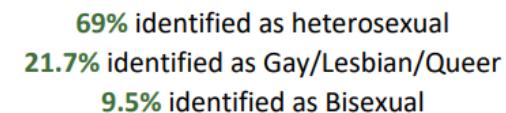
*Age*



*Gender*



*Sexual Orientation*





## OVERALL COMPOSITION OF THE CE REDESIGN WORKGROUP INCLUDING LHCB CO-CHAIRS

Data includes the LHCB-CE Cochairs, appointed San Francisco City/County staff and community members:

- **26%** Representing experiencing with/or accessing Family Coordinated Entry
- **17%** Representing experiencing with/or Coordinated Entry for Youth
- **39%** Representing experience with/or Adult Coordinated Entry
- **35%** Representing experience with/or domestic violence or the Safe Housing Working Group

*\*Counts are duplicated*



**57%** of the CE Redesign Working Group bring lived expertise



Chosen agencies include Larkin Street Youth Services, Catholic Charities, Society of St. Vincent de Paul, Coalition on Homelessness, St. James Infirmary, HomeRise, Bayview Hunter's Point/Five Keys, Homeless Prenatal Program, United Council of Human Services, Community Forward, and Abode Services

# Workgroup Responsibilities

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Make recommendations about program design highlighted in the 2022 Coordinated Entry Evaluation Report, key performance indicators, and service models for San Francisco Coordinated Entry in the future

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Participate in meetings, review and contribute to written materials, and offer edits and suggestions on written materials in a timely manner

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Participate consistently in approximately 2 hours per week of working group meetings as well as review materials, prep, and reading totally approximately 2 hours per week—4 hours per week of total time.

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Share updates, host discussions, and get feedback with Coordinated Entry Access Points, Homelessness Response System providers and other groups, with support from HSH staff and the technical assistance team.

# About the Process

- The workgroup has held 14 working sessions from October to January.
- Topics covered:
  - Established a general scope of work and approach to sessions and created group agreements
  - Introduced grounding concepts: equity, authentic collaboration, transparency, and liberated gatekeeping
  - Generated ideas:
    - What the workgroup hopes to accomplish
    - Values that should guide CE
    - Vision for a CE system that works for everyone
    - Vision for CE access, assessment, and prioritization/referral in an "ideal" system

# About the Process

## Recommendation development

- Governance and decision-making
- Comparing current and ideal system
- Working through the current CE system and issues/questions related
- Recommendations for redesign





## Reflections from Workgroup Members



Building a  
Foundation for CE  
Redesign

# Current CE Guiding Principles

Housing-  
focused

People-  
focused

Stakeholder-  
informed

Respectful

Data-driven

Accountable

Targeted

Innovative

Equitable

Urgent

[San Francisco Coordinated Entry Standards](#)

# Coordinated Entry Values

## Accessibility and Equity

- Accessibility for people with disabilities, non/limited-English speakers
- Anti-racist, gender inclusive, and equitable for all marginalized populations

## Accountability and Transparency

- Oversight by diverse stakeholders
- Shared responsibility

## Authentic Collaboration

- Act as one tribe
- Transparency, honesty, trust, safe spaces

## Continuous Learning, Evaluation, & Improvement

- Be a learning system and use data to learn
- Develop ongoing competency and have humility

## Personal Commitments

- Self-empowerment, believe in your ability to make change
- Be thoughtful and have empathy



# A System That Works for Everyone

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## Collaboration Within and Outside of SF

Collaborate regionally  
Direct Referrals and Warm Handoffs  
Engage diverse partners, including funders and other systems



## Communication

Ensure community understands CE and how to connect to resources  
Improved methods of communication with clients



## Capacity Building

Assessment Training  
Consistency in Practice Across the System  
Increase Providers who have lived expertise of homelessness



## Give People What They Need, When They Need it

Open Access Points  
Client Choice  
Enough resources and efficient ways to connect people to them  
Tailored Approach



## Understanding People's Story and Situations

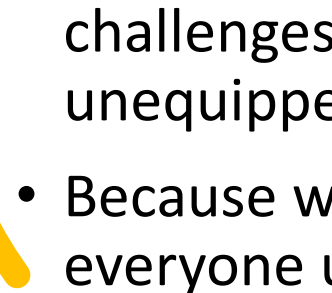
Prioritizing safety concerns  
This is personal work, Trust-building is essential  
Understand people's housing preferences to ensure access to resources and community



# CE Governance Recommendations



# Why Does Governance Matter?


- Because we aim to do transformational work. Sharing power requires changing the decision-making process and shifting the power within the community.
  - Because solutions to homelessness are only effective when those most impacted are leading - This means we need to not only invite people to the table, but also redistribute decision-making power.
  - Because a strong governance structure help you address the system level challenges that individual organizations, coalitions, and agencies are otherwise unequipped to address on their own.
  - Because we can work more effectively when we work with transparency and everyone understands their role in the decision-making process.
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# CE Governance Recommendations

- Establish a new CE committee with clear responsibilities to help implement CE Redesign recommendations.
  - Will partner with Homelessness and Supportive Housing (HSH) and the Local Homeless Coordinating Board (LHCB)
  - Develop CE committee charter to include dates for starting and phasing out the group, who appoints the people and demographic characteristics to ensure equity.
    - Should include people with lived experience; housing and supportive service providers; HSH staff; and other key partners.
    - Ensure people with lived experience are compensated.
  - Staffed by HSH but community-led
  - Will need to factor in San Francisco's Homeless Management Information System (ONE System) in implementation, compliance, data management and other mandated requirements.

# CE Governance Recommendations

1. Establish a lived experience committee that can be a partner to the CE Redesign and other efforts.
2. Establish a clear process on how we make decisions that empowers us to work collaboratively on Coordinated Entry
  - CE committee authority: changing assessment questions and prioritization criteria, approving the Client Bill of Rights
  - LHCB authority: approve Coordinated Entry Written Standards
  - HSH authority: approve Coordinated Entry communications plan
3. Establish a bill of rights monitoring committee to hear grievances.



CE  
Recommendations

What would it look like for everyone to go through Coordinated Entry and obtain safe, stable, quality housing in communities where they can thrive? How could Coordinated Entry help people to achieve this goal?

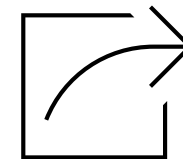
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Connecting to  
Coordinated Entry



Understanding People



Identifying and  
Providing Resources to  
Match People's Needs

# Connecting to CE

- **Priority Action Area 1 - CE Access Staff Hiring, Training, Culture Change, and Capacity Building:** Enhance investments in staff through increased compensation, training, wellness resources, and other support.
- **Priority Action Area 2 - Diverse Access Points:** Create diverse staff and access point options that promote cultural and geographic diversity and include people representative of population served, trusted agencies, and remote options.
- **Priority Action Area 3 - CE Messaging:** Establish clear and unified vision, mission, values, and explanations so that everyone understands what CE is and how to use it as the entry point to housing resources. All actions should be completed collaboratively with people with lived experience of homelessness.
- **Priority Action Area 4 - Quality Experience:** Create connection points that are welcoming, ensure privacy, and provide person-centered and whole person care.
- **Additional Priorities:** Accessibility, expanded access, increased locations, evaluation and improvement, and accountability



# Understanding People

- **Priority Action Area 1 - Better Understanding People:** A trauma-informed, client-tailored conversation to understand vulnerability, housing barriers and history and prioritizes what people say they need. Utilize cross-system data in culturally-sensitive and protective ways - allowing people to opt in/out and ensuring protection against misuse and retaliation - and enhance data-sharing across providers to increase warm handoffs.
- **Priority Action Area 2 - Remove Barriers:** Help people better engage in the assessment process by increasing communication methods, allowing them to bring belongings, family and friends for support, and enhancing care around sensitive questions.
- Additional priority areas: Diversity, expansion, standardization, and data-driven

# Identifying and Matching Resources


- **Priority Action Area 1 - Clearly Communicate Expectations:** Provide households with a clear explanation of what they can expect to receive and make housing inventory and client status easy to access and understand.
- **Priority Action Area 2 - Making Referrals Based on Need:** Eliminate prioritization based on housing inventory (e.g., threshold score) and refer all unhoused people to the housing queue for the resource that they need.
- **Priority Action Area 3 - Promote Client Choice:** Allow households to define family and create options that promote safety, provide accommodations, and allow households to choose housing options and locations that meet their needs.
- **Additional Priorities:** Equitable access, shelter availability, evaluation, accountability



# Phase 3: Implementation

Cynthia Nagendra, HSH, Deputy Director  
Planning, Performance, and Strategy

# Implementation: Planning, Performance and Strategy Team, CE Team

- Cynthia Nagendra
    - Strategic Planning for the Homeless Response System and HSH
    - Worked in direct services, advocacy, policy, capacity building, technical assistance
    - System design and capacity building , TA in over 20 CoCs and CE systems
  - Ashley Qiang
    - Policy, data analysis, program evaluation
    - Criminal Justice, housing, and homelessness
  - Coordinated Entry Team
    - Elisabet Avalos, Leslie Bilbro, Michelle Charles, Nikon Guffey (CERW), Megan Owens, Robbie Jane Matheson, Helen Mergelian, Lindsey Slama
    - Adults, families, youth, survivors
  - Other HSH Teams
    - Housing Team
    - Housing Placement Team
    - Problem Solving and Prevention Team
    - Shelter and Outreach Team
    - ONE Team
    - Data and Performance Team
    - Executive Team
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# Reimagining the San Francisco Coordinated Entry System

## A Process in 3 Phases



### Phase 1: Evaluate

Feb - July 2022

- HSH conducts [3rd Party Evaluation](#) of San Francisco's CE System to document current processes
- Gather input from access points, advocates, stakeholders and users and non-users of the CE System to evaluate current processes
- [Survey 200+ people](#) with lived experience of homelessness
- Conduct [equity analysis of CE data](#)
- Deliver CE Evaluation Report to LHCB
- HSH hosts 3 Community Town Halls



### Phase 2: Re-Design

Sept 2022 – Feb 2023

- LHCB CE Committee invite 21 members via application process to participate on a **new** city-community [CE Redesign Workgroup](#) to develop recommendations for a new CE System
- Members represent communities disparately impacted by homelessness; family, youth, DV, and Adult Access Points, and city staff (HSH, DPH, HSA)
- Members are liaisons to the broader community input
- CERW meets weekly for 3 months
- CERW presents redesign recommendations to various community groups and CE Access Point reps
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### Phase 3: Implement

Mar 2023 – Ongoing

- LHCB CE Committee or designated workgroup guides HSH on implementation of recommendations
- HSH creates implementation action plan to operationalize the recommendations in phases
- CE Access Points and city staff subject matter experts are included in developing an implementation action plan

# Today's Discussion: Implementation

- Implementation Action Plan Development
- Governance Roles and Responsibilities for Implementing CE Redesign Recommendations
- HSH's Immediate Commitments
- Next Steps
- Discussion and Questions

# Implementation Action Plan Development

- Support the process of recommendation development
- Hold and enact the values of the workgroup and take guidance to assure HSH and city partners are aligned with the recommendations and the culture of the homelessness response system that the CERW is recommending and modeling
- Include and compensate people with lived expertise in multiple spaces to guide implementation of CE Redesign Workgroup Recommendations and other system design work
- Review the recommendations: **How can we operationalize?**
- Work with the LHCB CE Committee and the designated workgroup to work together to create a blueprint for the new system design and operationalize the recommendations
- Work transparently with community partners to achieve the vision of the recommendations

# Implementation: Working in Community towards a Shared Vision

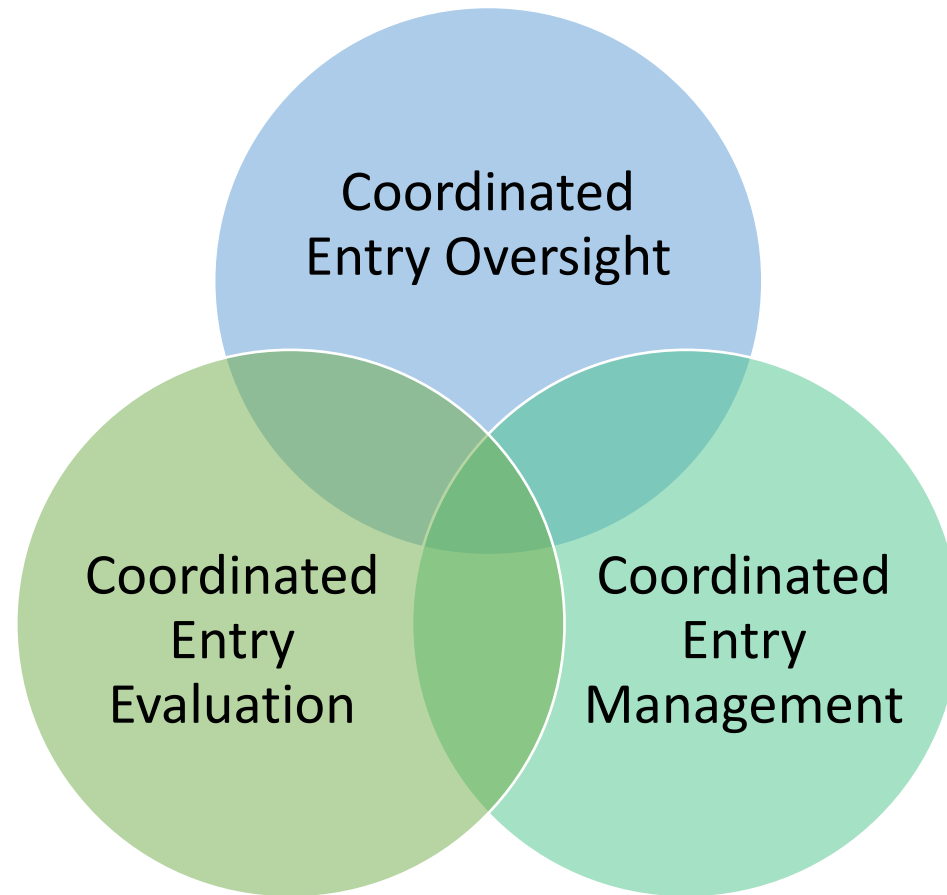
- Support the process of recommendation development and next iteration of workgroup oversight
- Committed to:
  - Build, rebuild, and strengthen trust with community
  - Transformation and Culture Change at HSH and with community partners
  - Enact authentic partnership and sharing of power and decision-making
  - Continue to evaluate and transform all systems and processes for people experiencing homelessness through the lens of equity
- Hold and enact the values of the workgroup and take guidance to assure HSH and city partners are aligned with the recommendations and the culture of the homelessness response system that the CERW is recommending and modeling
- Include and compensate people with lived expertise in multiple spaces to guide implementation of CE Redesign Workgroup Recommendations and other system design work
- Work with the LHCB CE Committee and the designated workgroup to work together to create a blueprint for the new system design and operationalize the recommendations
- Work to communicate with transparency to community partners to achieve the vision of the recommendations



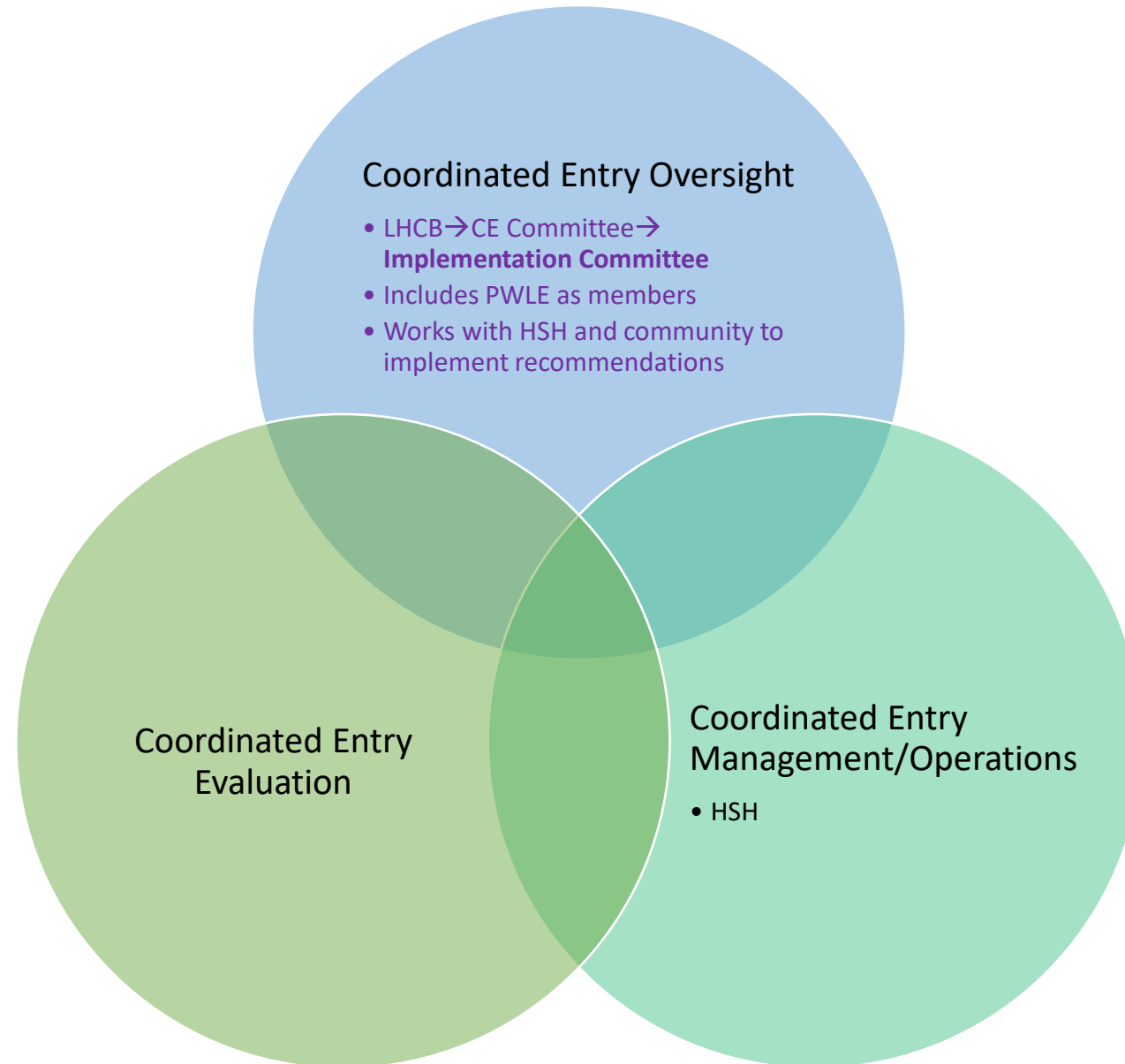
# Implementation: Developing an Implementation Action Plan

- **Reviewing the recommendations: How can we operationalize?**
  - Timeline
  - Resources
  - Infrastructure changes (e.g., ONE System, contracts, workflows, etc)
  - Trainings
  - Capacity Building for staff and CE access point providers and related service providers
  - Engagement of people with lived expertise
- Communication and transparency

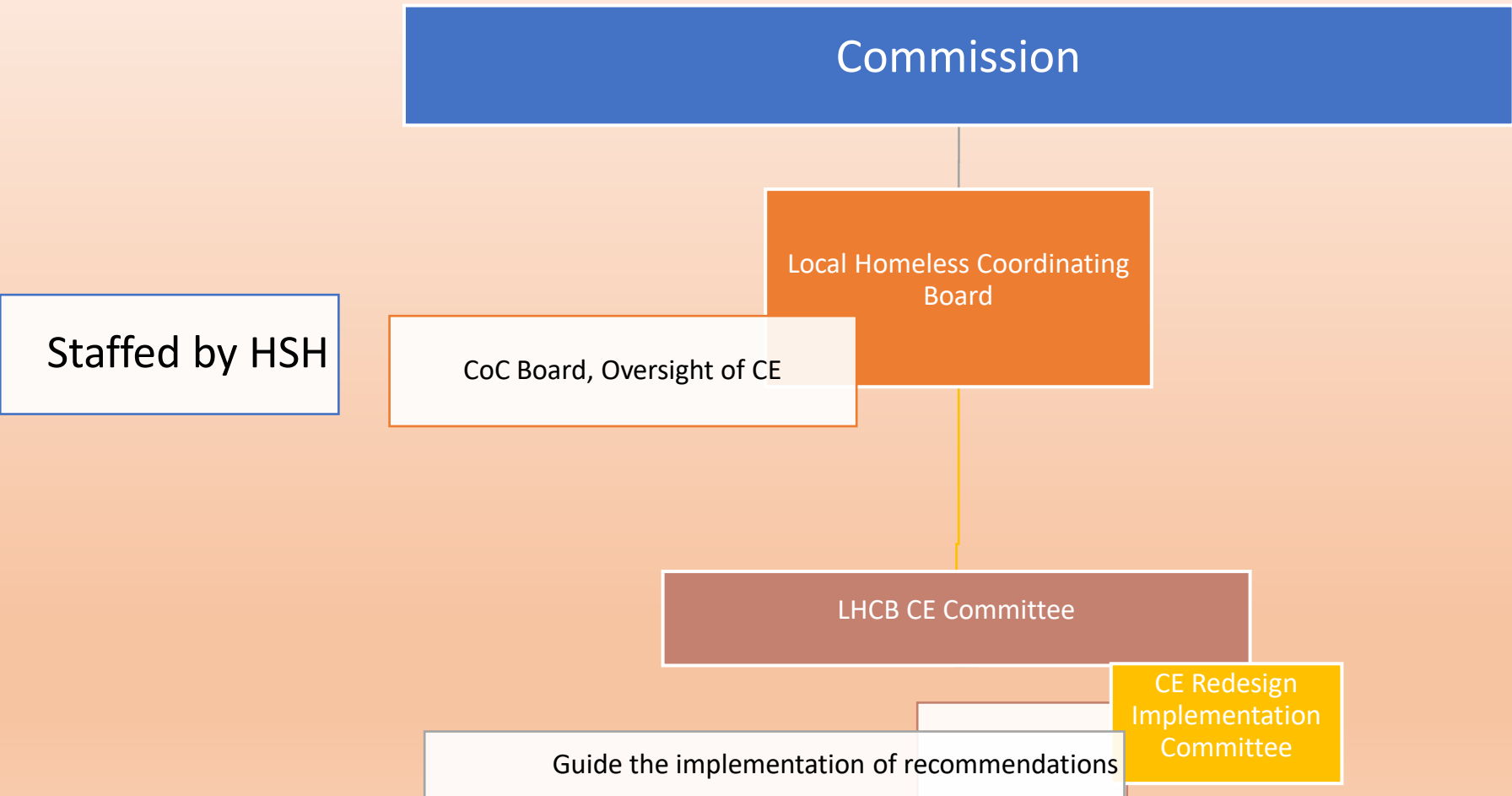
# Governance Roles Required by Coordinated Entry Regulations



# Roles in SF CE Redesign: Implementation Phase



# Proposed Governance of Coordinated Entry



# Implementation Committee's Roles and Responsibilities

- Establish a Charter with the Implementation Committee
- Common Decision-Making Roles for CE
  - *The exact roles and decision-making authority of the CoC Board, CE committee, and lead agency vary by CoC, but major decisions should be made collaboratively with clear roles and authority that sits within the CoC*
- CoC Board: LHCB
  - Final approval of CE written standards and major CE policy decisions based on committee recommendations
- CE Oversight Committee/Workgroup
  - Engage People with Lived Experience as members and liaisons to their communities
  - Recommend changes to CE policies and written standards
  - Approve CE assessment tool
  - Recommend changes to CE prioritization process and approve final prioritization
  - Approve framework for CE performance standards and evaluation
- CE Lead Agency: HSH
  - Staff support to CE committee/workgroup
  - Day-to-day operations of CE
  - Implement policy and practice changes as recommended by CoC Committee or Board
  - Technical assistance and oversight of service providers implementing CE

# Immediate Commitments and Next Steps: Feb 2023 →

## Staff and support LHCB CE Redesign Implementation Committee

- Work with LHCB CE Committee Co-chairs to recruit and seat the Implementation Committee by May 2023 according to the recommendations
- Create resource plan to compensate people with lived expertise on the workgroup

## Draft CE participant “Bill of Rights” with Community Liaisons planning group of people with lived expertise serving as consultants to the planning group to share with the workgroup for input

- People with lived expertise will lead the process for developing the client bill of rights and present them to the CE Committee by May 1

## Work with LHCB CE Committee Co-chairs and Implementation Committee to:

- Engage consultant/researchers at UCSF to begin analysis of the assessment tool
- Engage consultant to begin drafting a “blueprint” to create an operational plan for the recommendations, including timeline, feasibility, costs

# Upcoming Process and Meetings

Date/Time	Meeting	Purpose	
2/6, 11-1:30	LHCB	Provide CE Redesign Workgroup updates in preparation for the special session on 2/23	
2/14, 1-2	LHCB CE Committee	Post recommendations on HSH website for public input  Present Recommendations LHCB CE Committee meeting	
2/22, 1-2:30	All Access Point	Present Recommendations at All CE Access Point meeting to inform CE Access Points	
2/23, 9-11	LHCB special session	Present Recommendations at LHCB CE Redesign special session	
3/6	LHCB	Inform and approve recommendations for CE Redesign and CE Governance to begin implementation with implementation committee	

2/27: Homeless Response System “All Community” Meeting to present recommendations to wider audience

# Discussion

Are there particular considerations, questions, or opportunities you would like to voice regarding the redesign process, recommendations, implementation, governance, and next steps?





# Additional Ways to Provide Public Comment

- Email [hshcoordinatedentryredesign@sfgov.org](mailto:hshcoordinatedentryredesign@sfgov.org)
  - Final recommendations can be found on the [HSH Coordinated Entry Redesign page](#)
- Attend a HRS “All Community Meeting” on the recommendations: Tentatively Monday, February 27, Time TBD
  - Email [hshcoordinatedentryredesign@sfgov.org](mailto:hshcoordinatedentryredesign@sfgov.org) if you’re interested in attending. (We will send the invite when timing is finalized)

# Resources:

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For more information about the San Francisco Coordinated Entry Redesign Workgroup, please visit [Coordinated Entry Redesign \(sfgov.org\)](https://www.sfgov.org/Coordinated-Entry-Redesign)



For questions, please contact [hshcoordinatedentryredesign@sfgov.org](mailto:hshcoordinatedentryredesign@sfgov.org)