



San Francisco Coordinated Entry Redesign Workgroup Recommendation Highlights

Coordinated Entry System Evaluation, Re-design, and Implementation

Process



Evaluate

Phase 1: February - July 2022

HSH contracts 3rd Party Evaluation of San Francisco's Coordinated Entry (CE) System to document current processes and recommend redesign considerations

- Gather input from stakeholders and users and non-users of the CE System to evaluate the perception of CE
- Deliver [CE report](#) to LHCB



Re-Design

Phase 2: August - December

- CE Redesign workgroup is developed and seated
- Workgroup meets regularly to develop recommendations by bringing community input to the design process
- CE Redesign workgroup are liaisons to the broader community to get input on what recommendations and policies to develop/re-design



Implement

Phase 3: Ongoing

- Present Recommendations to LHCB and HSH
- HSH Develops Implementation Plan and Timeline for Chosen Model

Upcoming Process and Meetings

Date/Time	Meeting	Purpose	Presenters
2/6, 11-1:30	LHCB	Provide CE Redesign Workgroup updates in preparation for the special session on 2/23	CE Redesign Workgroup
2/14, 1-2	LHCB CE Committee	LHCB CE Committee meeting	CE Redesign Workgroup
2/22, 1-2:30	All Access Point	All Access Point meeting	CE Redesign Workgroup
2/23, 9-11	LHCB special session	LHCB special session	CE Redesign Workgroup + HSH
3/6	LHCB	Approve recommendations for us to implement with similar community workgroup	CE Redesign Workgroup + HSH
<p>Still to be scheduled:</p> <ol style="list-style-type: none"> 1. Town Hall – between 2/23 – 3/6 			

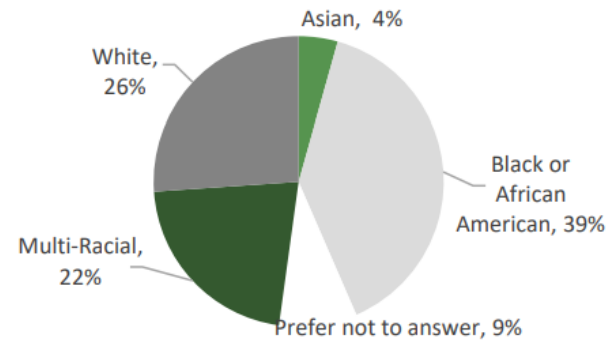
About the CE Redesign Workgroup

- 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

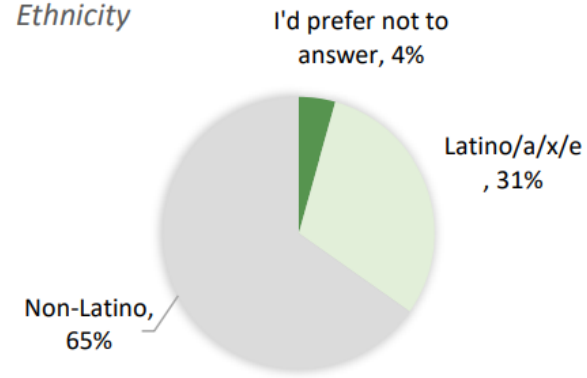
More on the CE Redesign Workgroup [here](#) and meeting materials are posted [here](#).

Demographics of the CE Redesign Workgroup Members

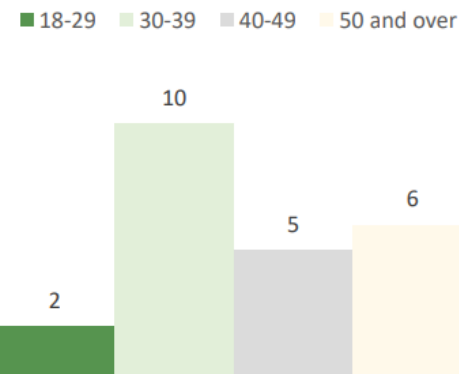
Race



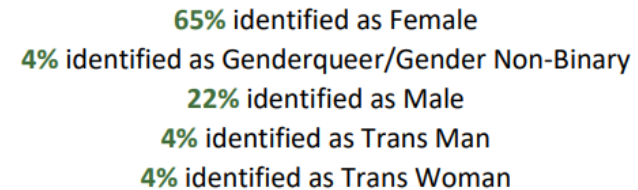
Ethnicity



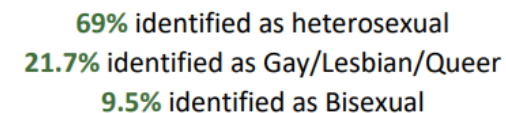
Age



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



Participating 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

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

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

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.

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



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

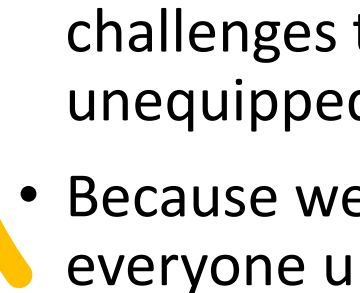
Prioritizing safety concerns
This is personal work, Trust-building is essential
Understand people's housing preferences to ensure access to resources and community



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

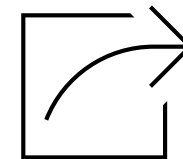
What would it look like for everyone to go through Coordinated Entry and obtain safe, stable, quality housing in communities where they can thrive? How could Coordinated Entry help people to achieve this goal?



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

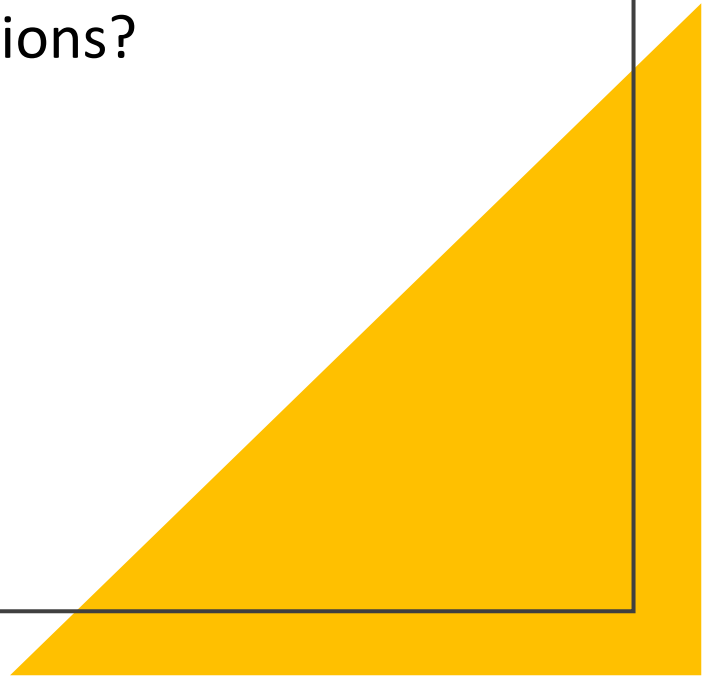
- **Priority Action Area 1 - Clearly Communicate Expectations:** Provide households with a clear explanation of what they can expect to receive and make housing inventory and client status easy to access and understand.
- **Priority Action Area 2 - Making Referrals Based on Need:** Eliminate prioritization based on housing inventory 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



Discussion

Discussion

Are there particular considerations or opportunities you'd like to voice regarding implementation of these recommendations?



Additional Ways to Provide Public Comment

- Email hshcoordinatedentryredesign@sfgov.org
 - Final recommendations can be found on the [HSH Coordinated Entry Redesign page](#)
- Attend the LHCBS special session on the CE redesign recommendations: February 23 from 9-11 am
 - Meeting information will be on the [LHCBS Monthly Meetings 2023](#) page
- Attend a townhall on the recommendations: Date/Time TBD
 - Email hshcoordinatedentryredesign@sfgov.org if you're interested in attending. (We will send the invite when timing is finalized)

Resources:



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