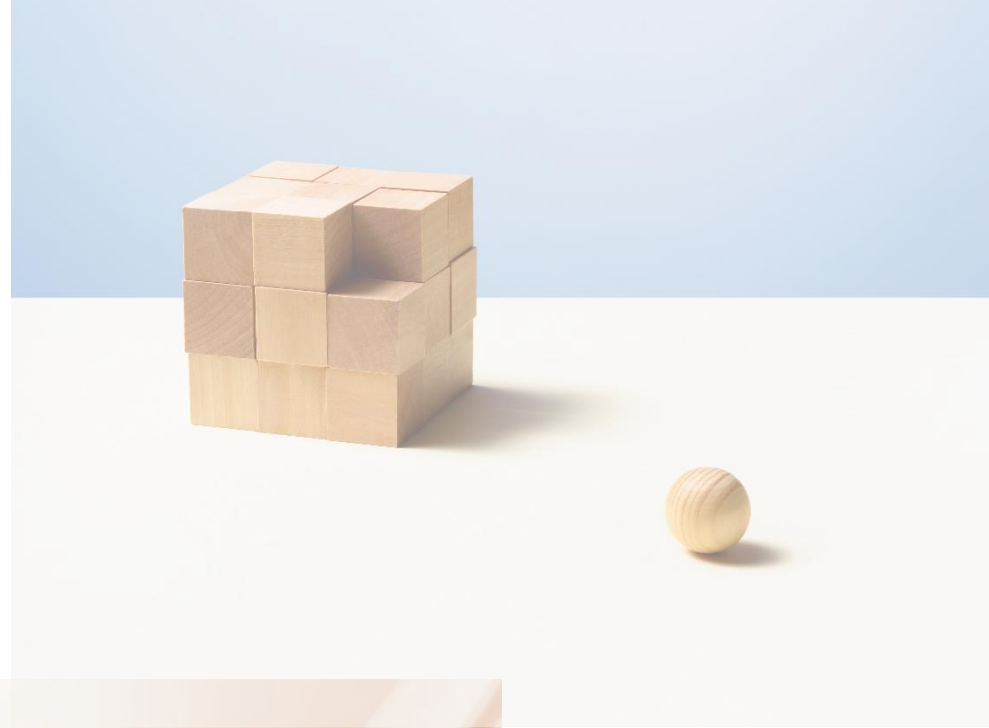


Coordinated Entry Redesign **Implementation** Committee

October 26, 2023

1:00pm - 3:00pm



Land Acknowledgement

We acknowledge that we are on the unceded ancestral homeland of the Ramaytush Ohlone who are the original inhabitants of the San Francisco Peninsula.

As the indigenous stewards of this land and in accordance with their traditions, the Ramaytush (rah-my-toosh) Ohlone (oh-low-nee) have never ceded, lost nor forgotten their responsibilities as the caretakers of this place, as well as for all peoples who reside in their traditional territory. As Guests, we recognize that we benefit from living and working on their traditional homeland.

We wish to pay our respects by acknowledging the Ancestors and Relatives of the Ramaytush community and by affirming their sovereign rights as First Peoples.

Source: <https://www.ramaytush.org/land-acknowledgement.html>



Ohlone Village. Courtesy of Jonathan Cordero.

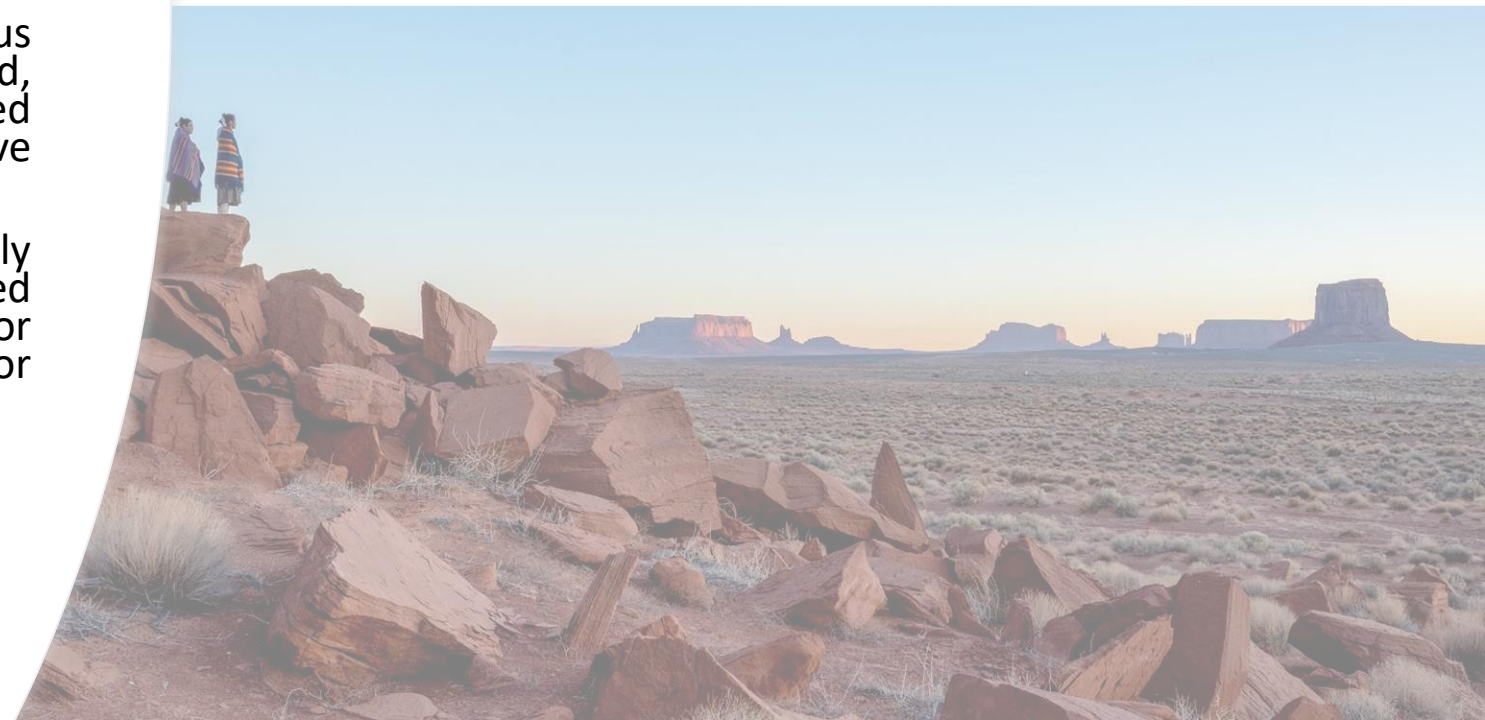
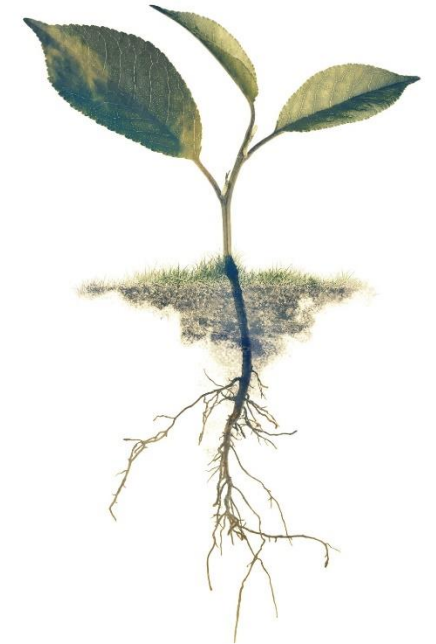
Labor Acknowledgement

We recognize and acknowledge the labor upon which our country, state, and institution are built. We remember that our country was built on the labor of enslaved people who were kidnapped and brought to the US from the African continent and recognize the continued contribution of their survivors.

We also acknowledge all immigrant and indigenous labor, including voluntary, involuntary, trafficked, forced, and undocumented peoples who contributed to the building of the country and continue to serve within our labor force.

We recognize that our country is continuously defined, supported, and built upon by oppressed communities and peoples. We acknowledge labor inequities and the shared responsibility for combatting oppressive systems in our daily work.

Source: CSU



Group Agreements

WHAT EXPERIENCE DO WE WANT TO HAVE WITH EACH OTHER?

1

Lasting inside and outside of the workgroup

2

Positive and Productive

- Building off of each other
- Uplifting
- Effective
- Forward thinking
- Focus on solutions
- Make this work a reality
- Assume that everyone is doing their best
- Powerful

3

Humility and empathy, compassionate, caring

4

Accountability to each other and those we serve

- Question assumptions and biases
- Be vulnerable and honest
- Own our mistakes and repair any "oops's"
- Come ready to work and be honest about your capacity
- Model the behavior you want to see
- Do no harm

5

Community and relationship building

6

Learn from one another

- Respect each other's identities - let those closest to an issue speak first
- Each one teach one
- Collaborative
- A real live experience that is taking data from frontline workers and clients
- Learning from various experiences
- Educational

7

Fun

8

Diversity of thought

- Respect difference in opinions
- Compassion and open to everyone's thoughts and ideas
- Curiosity when someone says something that is different than our experience - it's ok to share diverse experiences that do not match
- Safe so everyone can speak their truth
- Be mindful of your voice and the intentions behind your messaging



Core Concepts

- Equity vs. Equality
- Anti-Racist Organizing Principles
- Authentic Collaboration
- Shared Decision-Making
- Transparency
- Liberated Gatekeeping
- Co-Creating as a Learning Process
- Understanding what Influences what we Value
- Balancing Urgency and Transformational Change
- Targeted Universalism



Agenda

1:00pm – 1:15pm	Opening and Committee Check-In
1:15pm – 1:45pm	Continuation from the 10/11 Meeting – Breakout Session Report Out Operationalizing Recommendations: Building out the Shared Workplan Deeper Dive into Subgroup Key Topics: <ol style="list-style-type: none">1) Access2) Assessment3) Prioritization4) Referral
1:45pm – 2:45pm	Presenting the new CE Governance Charter <ul style="list-style-type: none">- Decision-making scenarios- Review and Approval Process- Presenting to the Local Homeless Coordinating Board (LHCB)
2:45 – 2:55	Next Steps <ul style="list-style-type: none">- Finalizing the new CE Governance Charter- HSH "behind the scenes" work- Breaking out into smaller workgroups
2:55 – 3:00	Post-Meeting Survey Results

Continuation: Break into Small Groups: What topics go in which areas of activity?

- Split into 4 small groups and click on the link to use the virtual “[jamboard](#)”
- **ACCESS** -How people experiencing homelessness can access housing resources
- **ASSESSMENT** - Gathers information about the household’s needs, barriers, strengths, to regaining housing
- **PRIORITIZATION** - Process of identifying and selecting households based on level of vulnerability and need; prioritization policies reflect the needs of the community
- **REFERRAL** - Referring prioritized households to housing services and programs

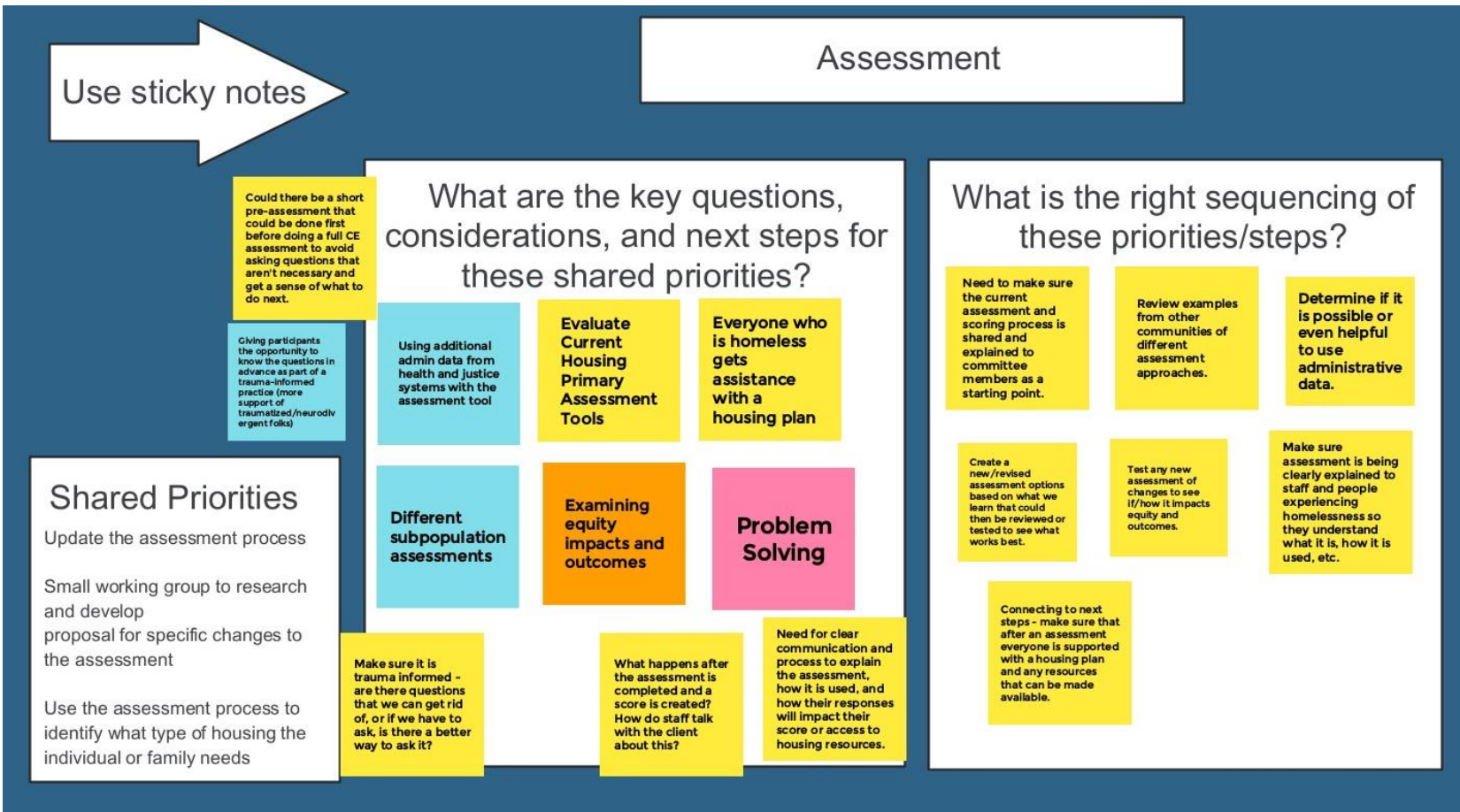
- [Jamboard](#)



Themes:

- Serving all households (cross training between populations)
- Training, pay/salary for access point staff
- **Standardization,**
- More access at Access Points for more populations
- Role of Problem Solving

[Complete jamboard results here](#)



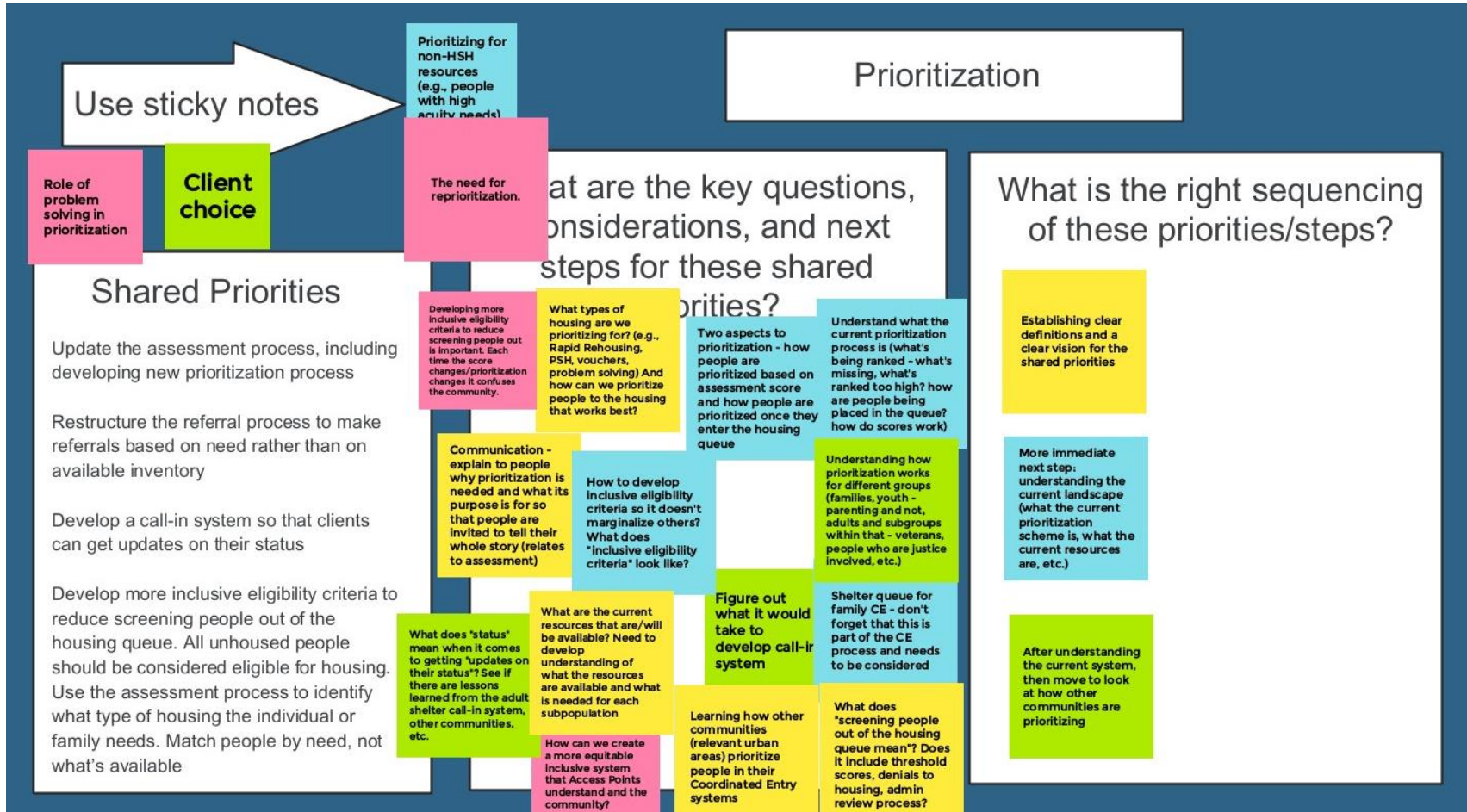
Themes:

- Trauma-informed
- Know the questions in advance
- Problem Solving
- Different subpopulation assessments

Next Steps:

- Knowing the **current** assessment process
- Create a new/revised assessment
- After the assessment, make sure everyone is supported with a housing plan

[Complete jamboard results here](#)



Themes/Next steps:

- Role of Problem Solving
- Understanding what the **current** prioritization process is
- What the **current** resources are
- Inclusive eligibility criteria

[Complete jamboard results here](#)

Use sticky notes

Referral

What are the key questions, considerations, and next steps for these shared priorities?

Understanding current referral barriers

Understanding current workflows/referral pathways

Who(what groups) would answer the phones to check housing status ?

Need a clear list of what housing might be available (and their eligibility criteria) - both within and outside of CE so that folks now what referral options exist in the community.

What is the right sequencing of these priorities/steps?

Inclusive screening process

More transparency: define terms (ie. "need," "vulnerable"), what inventory is available

Shared Priorities

Restructure the referral process to make referrals based on need rather than on available inventory

Develop a call-in system so that clients can get updates on their status

Develop more inclusive eligibility criteria to reduce screening people out of the housing queue. All unhoused people should be considered eligible for housing. Use the assessment process to identify what type of housing the individual or family needs. Match people by need, not what's available

Themes:

- Understanding **current** referral barriers and pathways
- Status checks
- What type of housing is available (within/outside of CE)
- Inclusive & transparent
- Learning from other communities

[Complete jamboard results here](#)

Post-Meeting Survey Results

50%
Participation

Meetings are productive and a valuable use of my time:

- Not well at all – 7%
- Not very well – 14.3%
- Somewhat well – 35.7%
- Very well – 21.4%
- Extremely well – 21.4%

Frequency & Duration

- Too short – 7%
- Too long – 21%
- Just right – 71%

- Too often – 23%
- Too seldom – 0%
- Just right – 77%

Post-Meeting Survey Results

Areas of improvement

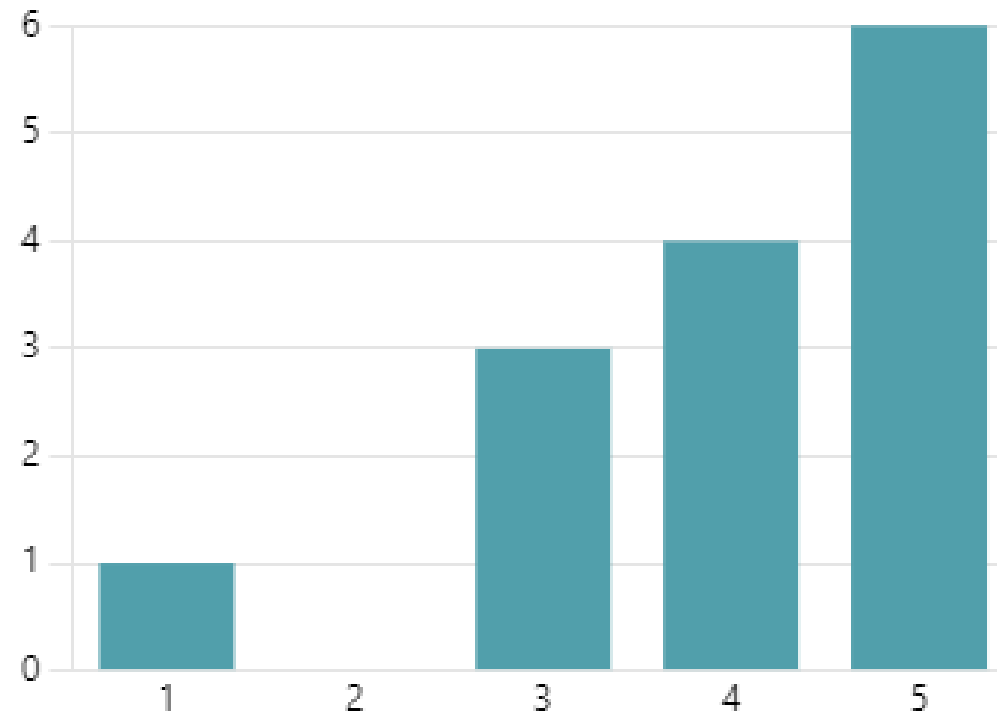
- Prefer in-person check-ins especially since CE is a big issue
- Time management
- More focused

Positives

- Breakout groups – more engaging
- Getting to know each other
- Meaningful dialogue

Post-Meeting Survey Results

Overall, how satisfied are you with the
Implementation Committee Meetings?



4.00 Average – Satisfied

Committee Interests Survey

Which part of the CE redesign recommendations are you most interested in working on?

[More Details](#)

● Governance and Oversight	8
● How People Connect to CE	13
● How We Understand People an...	16
● Other	7



Next Steps

Governance Charter

- HSH review
- Presented at LHCB-CE meeting, tentatively **November 14th**

Next IC Meetings

- Facilitate another breakout sessions in **mid-November (in-person)**





Coordinated Entry Redesign Implementation Committee

Charter Workgroup
Charter Presentation

Presenters: Michael Henry and Zia Martinis

Charter Workgroup Members: Michael, Zia, Scarlet, Shelby, Hermela, Kescha,
Denise, Dr. Rohrer



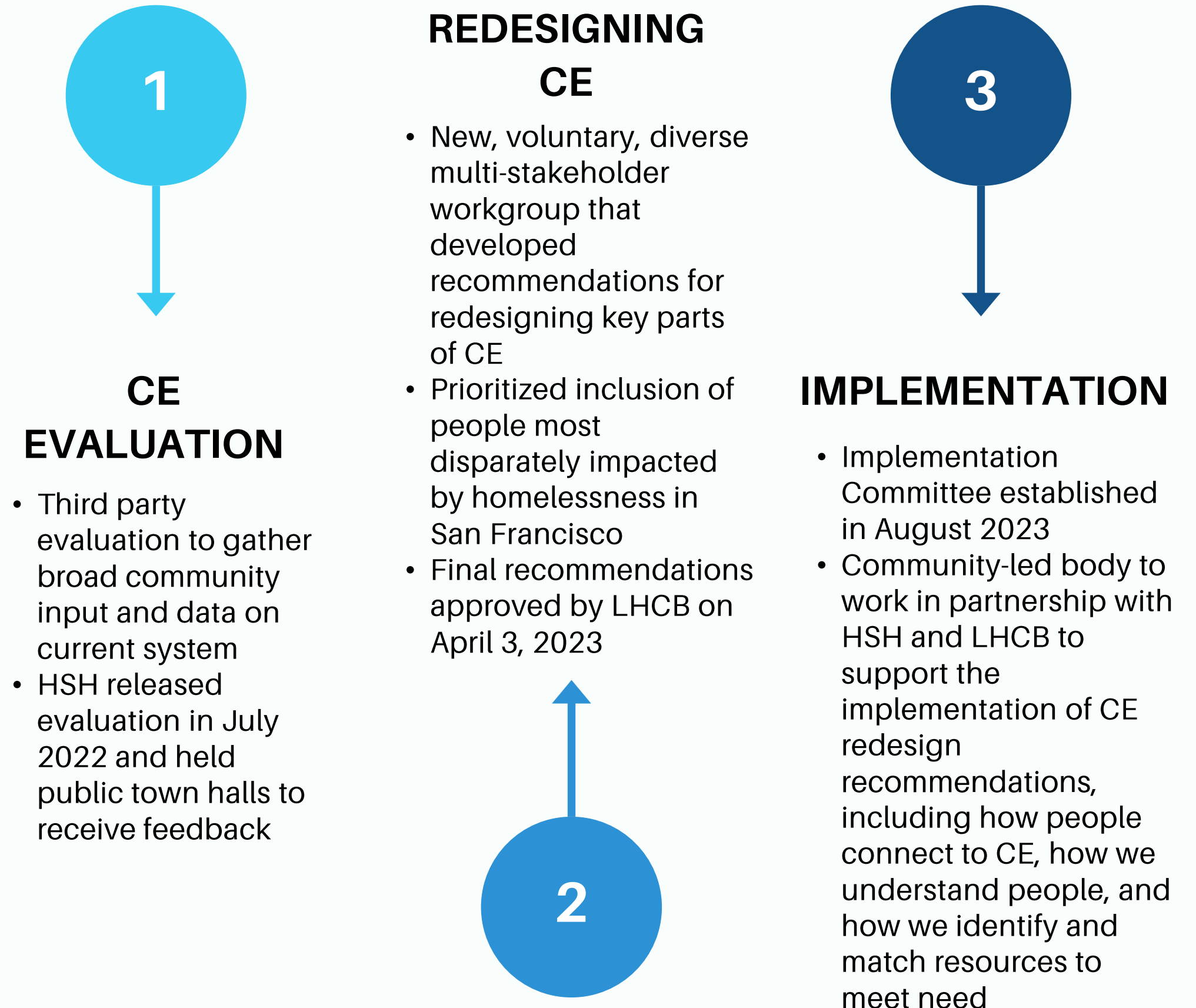
CHARTER OUTLINE



Background and Purpose

- In 2022, HSH began the process of improving its Coordinated Entry (CE) system
 - Goal is to implement more equitable processes and increase access to housing and services for people who have been historically marginalized
- In line with the CE redesign recommendations, this charter lays out:
 - Responsibilities and governance structure
 - Member composition, appointment process, and terms
 - Policies and procedures to guide the Committee's work

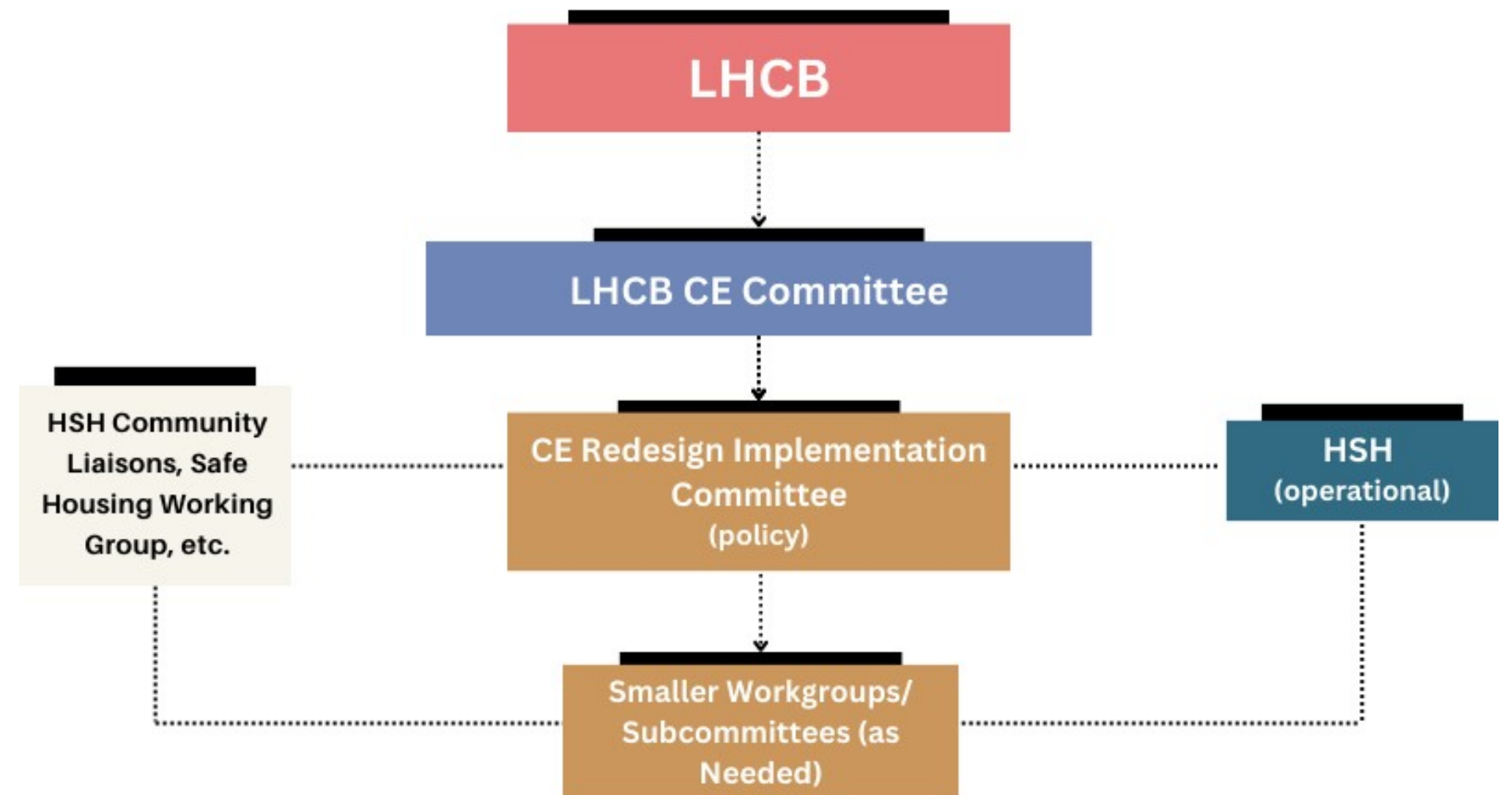
CE Redesign Phases



Governance and Oversight

- Implementation Committee tasked with advising and informing the CE improvement process
- Committee acts as a working group of the LHCBC CE Committee and is subject to the oversight to the LHCBC CE committee
 - Committee not covered by Brown Act requirements for noticing and public attendance
- HSH responsible for day-to-day operational management of CE system

CE Governance Structure



GOVERNANCE AND OVERSIGHT

Reporting Structure

The Implementation Committee shall:



Report its actions to the LHCB at the next regular LHCB meeting once the Implementation Committee approves the charter

Subsequent reports to the LHCB and other oversight bodies, and maybe HSH leadership and staff, shall be done upon request



Report to the LHCB CE committee monthly at its regular public meeting



Provide updates to other community groups (e.g., Safe Housing Working Group, lived experience of homelessness boards) at least annually



Report to & seek approval from the LHCB CE committee (and LHCB as needed) on proposed changes to: CE written standards, the Committee charter, and other oversight documents



Provide a self-evaluation of the Implementation Committee to the LHCB CE committee annually

- Self-evaluation will include:
- Narrative describing progress made, challenges encountered, etc.
 - Summary of the number of meetings/public engagement sessions the Committee has conducted
 - Clear action items to establish accountability

ROLES AND RESPONSIBILITIES

The Committee’s main purview will be over policy development for the core elements of Coordinated Entry, as defined by the Department of Housing and Urban Development (HUD): **Access, assessment, prioritization, and referral/matching**



Shall convene system-wide stakeholders for coordinated planning and improvement of the Coordinated Entry System



Shall review the performance and operations of the Coordinated Entry System, and report its findings to the LHCB CE committee, to determine if the system is:

- Consistent with recommended principles, policies, and standards
- Fair and transparent
- Meeting performance benchmarks



Shall develop and refine policies, standards, procedures, resources, and tools in order to improve the Coordinated Entry System, both as they relate to the CE redesign recommendations and as new ideas arise. In particular, the Committee has the authority to establish and refine the assessment process and prioritization criteria and approve the Client Bill of Rights.

Policies that the Committee has developed shall be reported to HSH and the LHCB CE committee and shall be reported to the LHCB if they involve a change to the CE Written Standards. The Committee may also advise HSH on operational improvements to the CE system



May establish and convene or designate subcommittees and working groups to facilitate coordination, effective operations, and on-going improvement

May provide recommendations on funding priorities as they relate to Coordinated Entry

Shall act as liaisons to their agencies and communities to provide updates on Coordinated Entry redesign

Shall participate in ongoing planning and annual evaluation of the Coordinated Entry system and report on this engagement to the LHCB CE committee

Membership Composition and Selection

10-25

Number of community members on committee

2-4

Years members will serve, with extensions decided by the group

Current and future membership will intentionally focus on including:

Diversity of all kinds, with explicit consideration of including groups disproportionately impacted by homelessness in San Francisco

People with lived experience of homelessness and/or who have personally utilized CE in San Francisco

Service providers that deliver CE and/or other homelessness response services in SF to target populations (including adults, youth, families, veterans, etc.)

Safe Housing Working Group members, survivors of domestic violence, or people with experience providing services to survivors in SF

People with lived experience of the criminal legal system and/or provision of services for this population in SF

1 seat for Human Services Agency and 1 seat for Department of Public Health

HSH staff will serve as subject matter experts and staff the committee. Additional subject matter experts, including other system partners and people with lived experience, may be invited to Committee meetings by topic

Membership Composition and Selection



- HSH will compensate and provide support to people with lived expertise of homelessness who are not paid by their employer for time spent on the committee
- New members shall attend an LHCB CE committee meeting and become familiar with the redesign recommendations and relevant Committee materials
 - Those receiving payment from HSH will receive a payment orientation from HSH
 - New members will be introduced to the Committee at their first meeting and will be paired with a committee “buddy” to help provide support
 - Additional onboarding may be provided by the co-chairs or HSH staff upon request or as needed

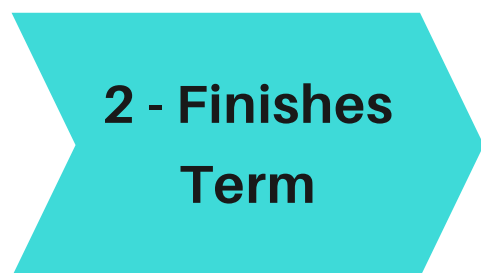
Member Expectations

- **Abide by the group’s [community agreements](#)** and act with integrity
- **Make a good faith attempt to attend each meeting**, in person or via telephone or videoconference. Members who are not able to attend the meeting must let the co-chairs and HSH staff who are staffing the meetings know at least 5 days beforehand (with exceptions made for emergencies). HSH staff will ensure that members have support to be able to attend any meetings
- **Not discriminate in any regard** to race, creed, color, gender, sexual orientation, marital status, religion, national origin, ancestry, pregnancy, parenthood, custody of a minor child, or physical or mental disability
- **Not engage in any unwelcome conduct**, including harassment, bullying, intimidating and offensive behavior, or disruption of meetings
- **Avoid conflicts of interest**; members must disclose relevant personal, professional, and business relationships and shall abstain from any vote or discussion that involves financial gain for them in a direct or indirect way

Resignation



Member sends a co-chair a notice, preferably in writing, 30 days before resigning



Member fulfills committee responsibilities until resignation date



Will be determined by the co-chairs on an individual basis but could include: a formal thank you letter, an exit interview, prohibition from meetings, and end to compensation for Committee participation

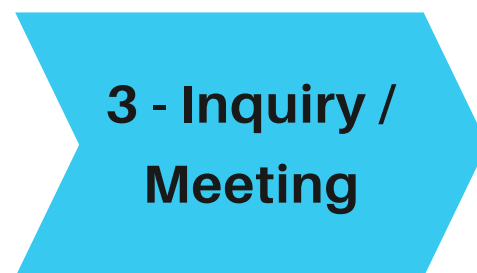
Violations of Member Expectations



Member violates one of the member expectations

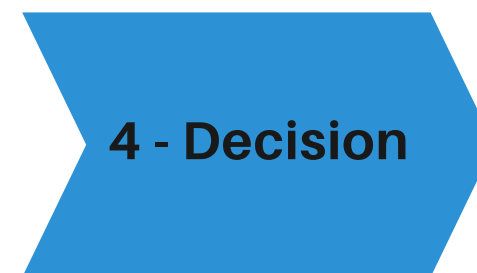


Another member reports violation to Committee co-chairs, HSH staff, or LHCB CE chair

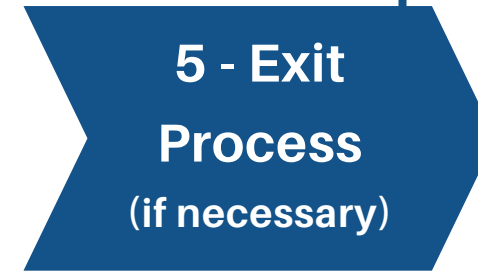


Those who have missed 3 consecutive meetings without previous communication shall meet with the co-chairs to discuss their participation

For other violations, co-chairs/LHCB CE chair will inquire about the reported behavior



Co-chairs (or LHCB CE chair) will decide whether to dismiss the member or decide on other consequences (e.g., voting restrictions)

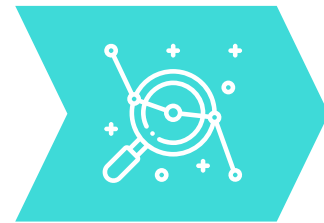


MEMBER COMPOSITION AND SELECTION

Dismissal Procedures

MEMBER COMPOSITION AND SELECTION

Vacancies



1 - Identify Need



Committee co-chairs decide whether the vacancy should be filled (or will bring the topic to the full Committee to decide)



2 - Circulate Application



If vacancy should be filled, HSH circulates application, conducts broad public outreach, and shares applicants with Committee



3 - Decide



Committee decides on who will fill the vacancy (using the Committee's decision-making process)



4 - Present



Committee presents recommendation to LHCB CE committee for approval

Current members who will be vacant from the Committee for more than three months can send someone in their place, pending approval from the Committee and the LHCB CE committee

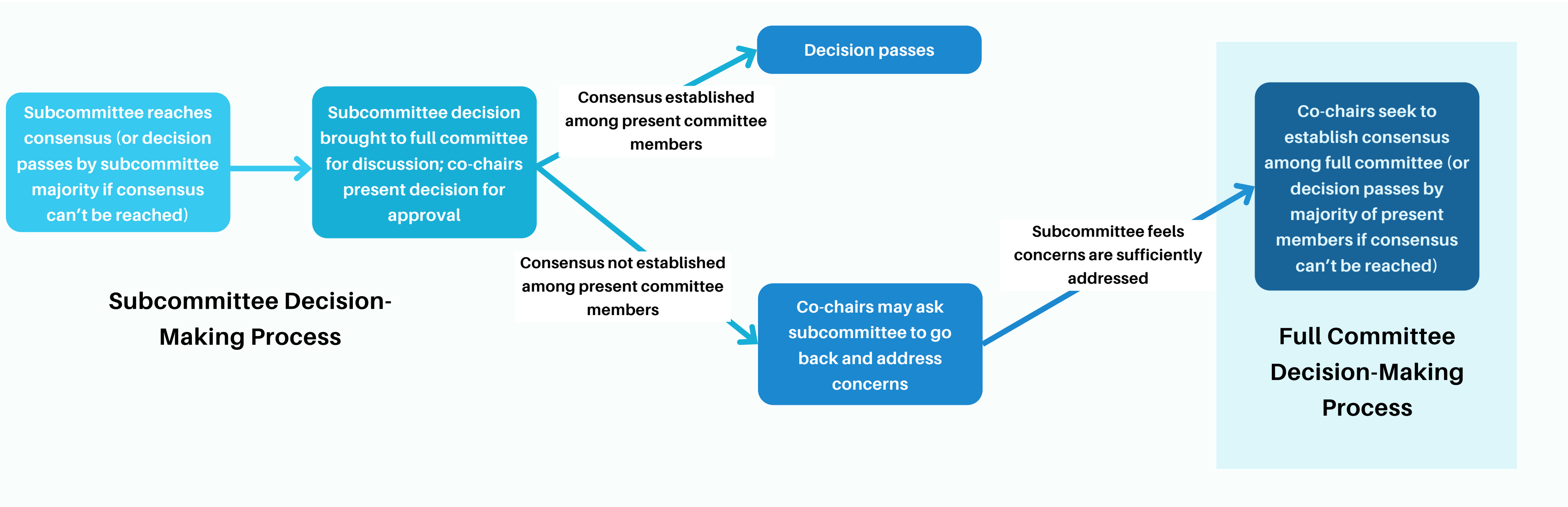
Meeting Structure

- Committee will meet a minimum of once every two months, with the expectation that additional meetings may be required
- Meetings will be scheduled at least two weeks in advance
- Agendas will be prepared for every meeting and provided to the committee members in advance of the scheduled meeting, along with the appropriate materials needed to make informed decisions
- Committee volunteers will record the minutes for each meeting



DECISION-MAKING

The Committee shall act only on the affirmative vote of a majority of the members at a meeting/in attendance or by consensus (defined as all seated members in attendance being able to live with the decision)



Votes can only take place if more than 50% of members are present

All seated Committee members will receive one vote

HSH staff are considered non-voting members

Leadership Structure

- Committee will be led by two co-chairs
- Co-chairs will be chosen using the Committee's decision-making structure
- When a co-chair vacancy arises, members may either nominate themselves or nominate another Committee member, with that member's consent
- Subcommittees may also nominate subcommittee leaders and can decide the frequency upon which these leaders change
 - Subcommittee leaders are responsible for making sure that someone from the subcommittee reports back to the larger committee
 - Before reporting back, subcommittee leaders shall also report to the co-chairs, ideally in writing, with any updates

Co-Chair Responsibilities (with support from HSH)

- Calling for Committee approval/consensus and counting votes if necessary
- Tracking attendance
- Co-facilitating meetings and assisting with agenda-setting, or delegating someone from the Committee to do so
- Handling Committee disagreements and member dismissals and vacancies
- Participating in onboarding for new members
- Reporting on Committee updates to the LHCB CE Committee and other bodies, or delegating someone from the Committee to do so



Amendments to the Charter



Implementation Committee will formally review this charter every year and propose amendments as needed

For additional amendments:

1

At least three seated members should request a change be made

2

The Governance Subcommittee (or the Committee co-chairs if the Governance Subcommittee is vacant) will review the relevant sections of the charter and may propose amendments to the larger Committee

3

Changes to the charter shall aim to be approved by consensus; if consensus cannot be reached, changes will be approved if at least 2/3 of seated committee members in attendance vote to approve

4

Any changes to the charter will be reported to the LHCB CE committee (and the LHCB as needed)