Coordinated Entry Design Workshop - Executive Summary

To date, the coordinated entry system (CES) in the Greater Kansas City Metro Area Continuum of Care (CoC) has been limited to a by-name list and bi-weekly Placement Team Meetings that focus on updating the by-name list and matching prioritized households to available housing resources. While these efforts help to pave the way toward establishing a coordinated system, the current process includes just two components of a fully functional CES and the community is eager to expand efforts and launch an effective and streamlined CES that removes the burden from people experiencing homelessness and puts the onus on homeless system providers and organizations. Through a March 2017 CES Design Workshop attended by 24 stakeholders, the community came together around a significant system-level shift that will result in the implementation of a robust CES serving all veterans, families with children, single adults, youth and young adults and survivors of domestic violence experiencing homelessness in the Greater Kansas City metro area. This CES includes coordinated outreach, intake, assessment and referral processes, based on a quality and prioritized by-name list of people experiencing homelessness in the Greater Kansas City metro area. This is a significant shift in the local understanding of the CES, reflecting national best practices and aligning with federal funding requirements.

It is important to note that these recommendations are applicable to the initial CES launch, and that the CES will require frequent improvements and adjustments based on monthly data and learning post-launch.

High Level Recommendations:

- Collective ownership is a critical concept of the CES. It is recommended that the CES Work Group identify who will provide oversight/operational management of the CES by May 31, 2017. Primary responsibilities include oversight of the CES process and by-name list (BNL), managing the helpline, providing at least one system-level Housing Locator, and partnering with direct service providers for system-level access points, and assessments and navigation services (through MOU or a formal subcontract, if necessary). It’s common for the CoC lead entity to perform the oversight/operational management role of CES, or to subcontract with a neutral entity for general oversight.
- Develop topic-specific workgroups to establish collective ownership of the CES and the implementation process.
- Develop clear policies for the BNL and clean up the list by May 31, 2017, through the leadership of GKCCEH.
- To reduce inflow into the homeless system and provide support for those not experiencing literal homelessness, incorporate diversion into every front door of the CES, including highly trained staff with a consistent approach targeting households who have a safe and legal housing option.
• Complete the draft version and implement a prioritization policy for emergency shelter, transitional housing, rapid rehousing and permanent supportive housing projects that includes target populations, eligibility criteria, required documentation, prioritization factors, and desired outcomes.

• Engage local Public Housing Authorities in the following ways:
  o Request consideration of preferences for people experiencing homelessness as a means of building supportive housing inventory
  o Require use of CES for access to vouchers with a “homeless preference”.

• Develop CoC-level training curriculum for direct service providers and supervisors for additional support throughout the CES operational cultural shift and future system transformations. Topics include:
  o Landlord Engagement & Recruitment Workshop
  o Housing First
    ▪ Reducing Barriers
    ▪ Eviction Prevention
    ▪ Tenant Leadership
  o Rapid Re-Housing and the Progressive Engagement Approach
  o Diversion
  o Supportive Services: Best practices within ES, TH, RRH & PSH
    ▪ Critical Time Intervention
    ▪ Harm Reduction
    ▪ Motivational Interviewing
  o Moving On Initiative (aimed at public housing authorities)
  o System Performance Measures

Greater Kansas City Coordinated Entry Design Workshop
Next Steps & Recommendations

In a coordinated entry system (CES), all providers of homeless housing and services in the community work together to ensure that from the moment a household first presents a housing crisis, there is a clear and consistent path ending their homelessness. Successful CES creates system change that shifts the focus of housing and service providers within the system from a strategy that says “Should we accept this household into our program?” to one that says “What housing /service assistance is best for each household and quickly ends their housing crisis permanently?” Ultimately, the goals of a CES are to simplify access to housing and services for people experiencing homelessness, prioritize the most vulnerable households for the most expensive and intensive housing/service resources, and improve overall system efficiency. CES provides a critical opportunity to intentionally collect and analyze system level data to inform and enhance decision-making and function.
Although communities have been working for many years to coordinate access to housing and service interventions, HUD provided more impetus when they published the Interim Final Rule for the Continuum of Care (CoC) Program. The Rule states, “[E]ach Continuum is responsible for establishing and operating a centralized or coordinated assessment system that will provide a comprehensive assessment of the needs of individuals and families for housing and services.” HUD further defines this requirement to mean a “Centralized or coordinated process designed to coordinate program participant intake, assessment, and provision of referrals. A centralized or coordinated assessment system covers the geographic area, is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool.” Further, HUD published CPD-17-01, Notice Establishing Additional Requirements for a Continuum of Care Centralized or Coordinated Assessment System, on January 23, 2017, which documents additional requirements and best practices of CES and implemented a deadline for CES implementation of January 23, 2018. The CES Design Workshop in Kansas City aligned with requirements of this Notice and resulted in key decision points that with further CoC progress in aligning with CES requirements.

Even with recent guidance, HUD continues to allow for flexibility in choosing a model that works best for an individual community based on geography, population, level of need, and other local factors. HUD strongly encourages communities to use their Homeless Management Information System (HMIS) for CES data collection and reporting. HMIS is a locally implemented database used to capture characteristics and services provided to individuals and families experiencing or at-risk of homelessness. Required by HUD in order to receive homeless assistance funding, HMIS can provide critical information for community planning and service provision, and is a critical tool in reporting System Performance Measures annually. The Greater Kansas City Metro area is currently undergoing an HMIS transition from MAACLink to Caseworthy and plans the new HMIS database to be launched by July 2017. While it won’t be a fully built out HMIS system in July 2017, it will be a tool that can be further developed to meet the needs of a fully developed CES at scale.

On March 21-22, 2017, 24 members (See Appendix I – Registration List) of the Greater Kansas City Metro Area (MO-604) Continuum of Care (CoC) came together to discuss the current homeless system, identify challenges within the process, and develop solutions through a design process that informs CES implementation, slated to launch July 1, 2017. Participants were asked to take their "program hat" off, and put on their "system hat,” emphasizing the fact that individual projects are part of the larger housing system, and it's the entire system that needs to work effectively for households experiencing homelessness. When asked why they were participating in the CES Redesign Workshop, common responses included a desire to be part of the community process, to give a voice to the people they serve, to gain a better understanding of the process, and to increase process efficiency. There were a handful of participants who were honest about being told to be present, and by the end of the workshop, they expressed excitement about the future homeless system and interest in being at the table on an ongoing basis. Participants agreed that the system must be designed for optimum efficiency for people experiencing homelessness, and that the burden to develop such a system and constantly improve that system is on housing and service providers as well as funders and planners. A significant amount work is required over the next several months and years to develop a system that works effectively for people experiencing a housing crisis.

Two days were spent focusing on the major components of a coordinated entry system, which include:
• **Access**: Entry Points to a local housing and service system, which includes physical front doors, outreach teams, hotlines, virtual access, after-hours access, etc.

• **Assessment**: Standardized triage and assessment process that is adopted across the Continuum of Care (CoC) and intended to increase consistency and fairness.

• **Assignment**: Process of referring households experiencing homelessness to housing and/or service openings, utilizing a CoC prioritization policy.

• **Accountability**: Outcomes and measurements that enable a CoC to know if stakeholders are meeting system expectations, and if the coordinated entry system is effective.

Within these discussions, critical decision points were addressed and the following recommendations were made by CES Redesign Workshop participants and supported by CSH. It is important to note that these recommendations are applicable to the CES launch phase (now-July 2017), and that the CES will require frequent improvements and adjustments based on monthly data and local learning post CES launch.

**Access**

• CES Front Doors/Access Points are places people are already going to get services. Within this CES shift, front doors/access points will incorporate consistent intake, assessment, diversion and navigation services at the system level. The following are places that appear to be functioning as hubs currently, as a majority of people experiencing homelessness are already visiting these locations. Additional discussion regarding how they will be incorporated as CES front doors/access points is necessary. Incorporation within the CES may be within the initial phase or at a later date.

<table>
<thead>
<tr>
<th>Organization</th>
<th>Geography</th>
<th>Populations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restart</td>
<td>Jackson County</td>
<td>Singles</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Families</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Youth</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Vets</td>
</tr>
<tr>
<td>Community Services</td>
<td>East Jackson County</td>
<td>Singles</td>
</tr>
<tr>
<td>Link – Noland Center</td>
<td></td>
<td>Families</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Youth</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Vets</td>
</tr>
<tr>
<td>Frank Williams Center</td>
<td>Wyandotte County – *Family connection needed through Salvation Army mobile team or Impact Wednesday*</td>
<td>Singles</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Families</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Vets</td>
</tr>
<tr>
<td>DV orgs</td>
<td>Jackson County</td>
<td>DV</td>
</tr>
<tr>
<td></td>
<td>East Jackson County</td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>Gap here for Wyandotte Co.</em></td>
<td></td>
</tr>
<tr>
<td>VA</td>
<td>Jackson County</td>
<td>All</td>
</tr>
<tr>
<td></td>
<td>East Jackson County</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Wyandotte County</td>
<td></td>
</tr>
<tr>
<td>CES Outreach</td>
<td>Wyandotte County</td>
<td>Families</td>
</tr>
<tr>
<td></td>
<td></td>
<td>DV</td>
</tr>
</tbody>
</table>
• A hotline/call-in option is also necessary due to transportation barriers throughout the CoC.

Assessment

• The CoC will use the VI-SPDAT tool for prioritization purposes, identifying who is the most vulnerable household to be prioritized first.
• Develop and integrate supplemental questions within the assessment tool to determine chronicity for intervention targeting and prioritization.
• Three versions of the VI-SPDAT need to be included in the new HMIS database and available in July 2017. The CoC will begin using VI-SPDAT for families, and VI-SPDAT for young adults, in addition to using VI-SPDAT for single adults (currently being used for all populations).
• A commitment to diversion was clear throughout the workshop, both to address/reduce inflow and provide support to households who are not experiencing literal homelessness and will unlikely receive housing assistance through the CoC. It is recommended that the CES incorporate diversion questions into the initial assessment and attempt to divert all households who have safe, alternative housing options that will prevent them from entering the shelter and/or homeless housing system.
  o Diversion has become a national strategy (though many organizations have been informally diverting people since opening their doors), targeting households who come to the front door of the homeless system and request shelter tonight. Diversion is not prevention, which occurs when a household is imminently at risk (within 14 days) of losing housing.
  o Diversion is an approach that helps households explore all other safe housing options, even temporary, with the support of trained professionals. Communities are experiencing initial diversion success rates between 30-50% for families and up to 30% for single adults. Long-term diversion data is not yet available, but assisting households in finding safe, alternative housing options and reserving limited shelter and housing resources for households who truly need it tonight is a common practice and shown to reduce inflow into the homeless system. Flexible funding and highly trained staff are critical components of successful diversion projects and should be subjects of future CoC training.
• Clean up existing by-name list (BNL) of people experiencing homelessness in the Greater Kansas City Metro Area. Participants and leaders agree that it is outdated, overwhelming, and not an accurate representation of the current reality in the CoC. Participants agreed to the following plan:
  o Ensure there is strong communication with front doors and outreach teams regarding the BNL clean-up process, access to real time information regarding who is on the list, and an opportunity for households who were removed from the list to complete an assessment and get back on the BNL once they are known to be actively homeless.
  o Conduct a one-time cleanup that includes only households who:
    ▪ Have completed an assessment within the last 12 months

AND
• Have had contact with the system (as documented in HMIS) within 90 days.
  • Ongoing BNL maintenance will include the new HMIS system. It is recommended that the
    CES Work Group develop an ongoing BNL maintenance policy and the HMIS workgroup
    should determine short term and long term plans for implementing this policy, based on
    where HMIS is within its transition process.
  • Amy Bickford will lead the project, with help from Amy Copeland, Kim Jackson, and
    Jeanine Short who will help check names against HMIS contacts.

Assignment

• Complete, approve and implement prioritization policy (See Appendix II — Proposed Community-Wide
  Prioritization Standards for Kansas City Metro Area Coordinated Entry System) for emergency shelter,
  transitional housing, rapid rehousing and permanent supportive housing projects that includes
  target populations, eligibility criteria, required documentation, and prioritization factors. This
  policy was drafted during the CES Redesign Workshop with broad participation of community
  stakeholders.

• Per previous CoC Board policy approval, 100% of PSH in the GKCCEH CoC is prioritized for
  chronically homeless households. Upon housing all chronically homeless households, in alignment
  with CPD-14-012, Notice on Prioritizing Persons Experiencing Chronic Homelessness and Other
  Vulnerable Homeless Persons in Permanent Supportive Housing, the CoC will prioritize
  households with a disability with the most severe service needs.

• Develop Domestic Violence (DV) Work Group to follow up on the following decision points:
  • Where people fleeing/attempting to flee DV fit within prioritization policy
  • How the lethality score factors into prioritization policy
  • Lethality score threshold

• Develop Transitional Housing (TH) Work Group to follow up on the following decision points:
  • Targeting and prioritization for TH
  • Right-sizing/conversion of TH

• Incorporate a single, sortable by-name list in HMIS that’s used to understand current need and
  prioritize the most appropriate, targeted household to housing openings.

• Attach eligibility criteria to every housing program in the entire housing inventory in HMIS to
  ensure accurate and efficient housing matches. This will decrease the lift of the Case Conferencing
  agendas over time.

• Beginning July 1, 2017, 100% of CoC and ESG-funded housing unit vacancies are filled from the
  CES by-name list and all "side doors" are closed.

• Align with the Housing First Philosophy as a system, starting with implementation of the
  Prioritization Policy. It will still be necessary to collect some identification and/or verification
  documents from households prior to housing/service enrollment, but those requirements should be
  as minimal as possible with the goal of housing people rapidly, and then working with them through
  the services offered to collect identification documents that will be necessary for goals including
  employment and education.
• Currently, the navigation role is not assigned to specific people within standardized procedures, and it's therefore impossible to hold the system accountable to ensure that every household on the by-name list is getting document-ready for housing. The CoC should define the navigation role, develop standard operating procedures, and utilize a tool to determine the number of navigators needed. CSH has tools and experience that can be offered to help support the implementation of a formal navigation system.
  ○ When considering how to manage a navigation structure, keep in mind that the number of people being served in navigation should be equal to or more than the system's average monthly housing turnover rate to ensure that the highest prioritized person in the community has all required documents and is prepared to enter housing when the next unit becomes available. Avoid a system that prioritizes households who have all of their documents ready, and instead create a system that truly prioritizes the most vulnerable households and provides support to collect all necessary documents prior to a housing resource becoming available.

• Complete an analysis of inflow and outflow rates on a monthly basis, and analyze CES data monthly to make capacity and need adjustments, specifically related to housing navigation services.

Accountability

• In the spirit of holding all participating organizations accountable, the following GKCCEH CES goals were established by CES Design Workshop participants and should be part of a CES dashboard that tracks outcomes on a monthly basis:
  ○ 100% of CoC & ESG-funded housing providers will participate in CES
  ○ 83% of housing providers will participate in CES (regardless of funding sources).
  ○ 93% of PSH & RRH enrollments come from CES (accounting for a few providers who may not participate in CES at launch).
  ○ 92% of CES referrals must be accepted by housing providers
  ○ The average length of time between referral to PH lease up is less than 53 days.

System Level Recommendations

Throughout the two-day workshop, system-level themes emerged and required in-depth group discussion. CSH utilized local discussions as well as national best practices to develop the following system-level recommendations.

- Workgroups

  • CES Workgroup
    ○ Participants – Housing provider leadership, housing authorities with homeless preference vouchers, CES Access Point/Front Door Leadership, and GKCCEH.
Function – Identify CES lead entity, develop CES policies and procedures (CES Business Rules), collect project eligibility criteria, finalize community prioritization tool, finalize community housing models, develop CES roles, job descriptions, new staff orientations, develop training schedule, oversee case conferencing agenda (and it’s evolution to meet needs over time), etc.

Within the assessment tool, identify questions and work flow of:

- Diversion
- Universal data elements
- VI-SPDAT for three populations (singles, families, transition age youth)
- Lethality assessment/ Domestic violence
- Chronicity

- Domestic Violence Workgroup
  - Participants – Domestic Violence providers, CoC leadership, HMIS.
  - Function – Determine role of Lethality Assessment tool in targeting people experiencing homelessness for housing resources, and how the community will prioritize households fleeing domestic violence with a Lethality Assessment score that meets a clearly defined local threshold. Determine appropriate questions to be added to CES assessment tools, and identify the access point(s) that is most appropriate for this population.

- Transitional Housing Workgroup
  - Participants – Transitional housing providers, CoC leadership, transitional housing funders.
  - Function – Identify target population, how prioritization for openings will work, develop a transitional housing model, and develop a right-sizing and/or conversion plan. This is a time limited work group who has a very specific end goal; this work group will end when specific goals are met (ideally by January 2018).

- HMIS Workgroup
  - Participants – GKCCEH, HMIS lead (unclear who that is, exactly), housing provider leadership.
  - Function – Ensure smooth transition from MacLink to Caseworthy, explore full CES capacity of Caseworthy, ensure system performance measurement standards are implemented effectively, update HMIS forms (Release of Information, Memorandum of Understanding, etc.), improve ability to generate reports, establish housing inventory functionality and an eligibility criteria search engine, ensure critical data elements can be tracked (and local outcomes measured), embed VI-SPDAT assessment tools for families, transition age youth, and single adults (Version 2). In addition, monitor and ensure HMIS utilization and data quality broadly, beyond just CES.

- PSH Workgroup
  - Participants – PSH housing provider program managers or directors of programs, housing authorities who establish (or are considering) homeless preference vouchers
-RRH Workgroup
  - Participants – PSH housing provider program managers or directors of programs, housing authorities who establish (or are considering) homeless preference vouchers
  - Function – Standardize eligibility criteria, standardized enrollment processes, standardize documentation requirements, standardize service delivery package, and standardize the referral process from CES.

- Landlord Marketing Workgroup
  - Participants – Housing Authority Landlord Relationship Manager, Apartment Association, Marketing and Development staff from the provider community, CoC communication and media staff/representatives
  - Function - Develop strategies to effectively engage and recruit landlords and property owners to participate in homeless response system housing programs. Host informational sessions, award landlords for participation, etc.

-Pipeline Committee
  - Participants – Public and private funders (not just the traditional homeless system funders, for example: Housing and Community Development Department), public housing authorities
  - Function – Complete financial model and understand the number/type of units the CoC needs to meet overarching goals, and develop a concrete strategy to right-size housing inventory.
  - Explore opportunities that arose during the CES Workshop, including $600,000 for Medicaid high utilizers that’s underutilized (per Amy Copeland) and United Health care and managed care opportunities.

-Staffing Model/Hiring

Collective ownership of the CES is critical. It is recommended that CES Work Group work with CSH to prioritize discussion of the staffing model for CES, including a determination regarding who will oversee the CES, and further, the staffing structure/roles that will be necessary to support it. Here’s an example of a staffing structure that other communities have adopted:

- CES Manager
  - Team member responsible for implementing workgroup recommendations and overseeing daily operations. (See Appendix III - Sample Job Description – CES Manager)

- CES Assessors
  - CES Assessors located at the designated CES access point/front door locations and on the helpline/phone system. CES Assessors can be repurposed intake staff from the access
point locations. CES Assessors complete CES assessments and add individuals to the CES by-name list in HMIS. Volume will determine the number of assessors needed at each access point and whether or not these are dedicated positions, and this may change over time.

- **CES Navigators**
  - CES Navigators are specifically assigned to people on the top of the by-name list that are preparing for the next housing vacancy. They will assist people in collecting the required documents for housing program enrollments as well as assist people in locating a unit and navigating the lease up process. All staff providing navigation services should be responsible for the accuracy of documentation that is uploaded into HMIS and should receive ongoing training on federal and local rules. The housing provider who receives the referral completes the final document check for accuracy and completeness, requiring ongoing training on federal and local rules. The CES Manager will facilitate a navigation team meeting weekly or bi-weekly to ensure system-level cohesiveness of the navigation process, and to continuously adjust structure and level of assistance based on local data and learning. *(See Appendix IV - Sample Job Description - Navigator)*
  - Assess the role of other staff throughout the existing system see if there are roles that can easily be repurposed to the role of CES Navigator.

- **CES Outreach Assessors/Navigators**
  - Outreach teams/outreach staff are repurposed to function on behalf of the CES. In this role, outreach staff complete the functions of both CES Assessors and CES Navigators. There will be folks in the community that are either unable or unwilling to access services and be assessed in the designated CES hubs. Outreach staff will need to assess these people to ensure they are included in the by-name list. Additionally, these individuals often need the most support in collecting documentation to enter housing and outreach staff are generally best positioned to navigate these people through the document collection and lease up processes. *(See Appendix IVa - Sample Job Description - Assessor)*

- **Housing Locator**
  - The Housing Locator provides landlord engagement, recruitment and sustainment for the system, and all housing providers participating in the CES have access to landlords secured through this position. The Housing Locator conducts outreach to realtors, landlords, housing developers and other housing providers to identify new and existing permanent housing opportunities. *(See Appendix V - Sample Job Description – Housing Locator)*

- **CES Staff: General Comments**
  - We did not get to this discussion during the CES Workshop and it is recommended this be a priority topic for coaching discussions with CSH. CES must have staff who are flexible, adaptable and expect their role to change as the system adjusts. Roles must change to meet current needs, requiring staff who embrace change and have the ability to quickly adjust. For example, while these team members may begin as CES Assessors, the community may
learn that additional Housing Locators are needed to increase the rate that households are permanently housed and decrease the average length of time people experience homelessness. With these flexible positions, an Assessor can be (and expects to be) shifted into the Housing Locator role.

- Change Management

- Based on feedback from local stakeholders, the CES Design Workshop was successful in promoting a shift in the level of community engagement around CES planning. The CES Design Workshop was fairly well-attended and participants fully engaged in the process, taking on the challenge to think at a system level and set ambitious goals that lead to an effective system for people experiencing homelessness in the Greater Kansas City Metro Area. The implementation work that results from this workshop will likely go a long way in improving community buy-in, and contribute to a larger system-level transformation. Opportunities for broad community participation are strongly encouraged in the future, whether it's focused on high level CoC Strategic Planning or more in the weeds, looking at system level data as decisions are considered. The community seems to be in a healthier and more optimistic place, ready to be a part of a larger shift for the benefit of people experiencing homelessness.

- To promote forward, effective movement, it is recommended that the CoC engage with CSH through frequent (weekly or biweekly) coaching to dig into the following topics:
  - CES Staffing Model
  - Navigation
  - Case Conferencing
  - Finalization of Prioritization Policy
  - Transitional Housing Model / Conversion
  - Pipeline Goals and Strategy
  - Change Management Process (supporting the local cultural shift that accompanies this level of system transformation)
  - Local Project Management

- Barriers to identifying market rate and affordable housing landlords were a common theme of the CES Design Workshop. A local Landlord Engagement & Recruitment Workshop is recommended (including two webinars and one onsite workshop) to provide foundational best practice information and an interactive event focused on building and refining skills necessary to effectively engage, recruit and sustain landlords who are willing to house people with housing barriers. When provided by CSH, all content is tailored to the program and housing landscape of the community as well as the strategies of local interest.
To effectively manage the culture shift that is required by the CES redesign and implementation of a low-barrier housing system that prioritizes the most vulnerable households, we recommend development of a CoC-level cross-systems training curriculum, or Provider Training Series, for direct service and supervisor level staff (advocates, case managers, program managers). Shifting to a system that truly prioritizes the most vulnerable households will put more demand on service providers, making training and support critical in the following areas:

- Housing First
- Rapid Re-Housing and the Progressive Engagement Approach
- Diversion
- Supportive Services: Best practices within ES, TH, RRH & PSH
- Moving On Initiative (aimed at public housing authorities)
- Fair Housing
- Eviction Prevention
- Others as identified

Funding sources likely need to be identified and are often a combination of community resources; SSVF is suggested as a project with flexible funding for such training. CSH can assist in identifying low cost/free online trainings if funding sources are not available for specific topics. Due to staff turnover, this training cycle must be ongoing and/or available online through recorded trainings.

It is recommended that GKCCEH host an up-to-date community training calendar on their website. The calendar should be well known by service and housing providers, and a tool that people can add to when trainings become available and need to be advertised broadly. A simple example from Alameda County’s HMIS office can be found at https://www.acgov.org/cda/hcd/hmis/training-calendar.htm.

- Process Map

- CES Redesign Workshop participants engaged in a process of mapping the community’s current process for accessing housing to identify the strengths and challenges of the process. Through this process we were also able to establish baseline data to measure improvement over time. (See Appendix VI – Greater Kansas City Process Map). Themes of the process mapping exercise included:
  - It was determined by the group that there is a gap in understanding regarding the current timeline from entry into the homeless response system and administering and documenting the CES assessment
  - It was determined that we need to standardize the process of when people are assessed at CES identified locations
  - It was determined that we need a standardized documentation collection processes for those identified as “assisting/navigating” people into housing
- It was determined that we need a coordinated landlord engagement plan to improve unit availability and decrease the “unit search” step in the housing process.

- A placement team meeting/conversation already exists, but needs to be restructured to become singularly focused on matching people to open housing slots/units and busting thorough barriers to housing, expediting the housing and lease up process.

- It was determined that we need to ensure that all populations have access to CES quickly and easily. It was also made clear that we need to ensure accurate and consistent messaging and adherence to the CES process across all CES locations to ensure the efficacy of the CES. We need to identify CES locations with dedicated CES staff in as few locations as possible while covering the most people.
# APPENDIX I: REGISTRATION LIST

<table>
<thead>
<tr>
<th>First Name</th>
<th>Last Name</th>
<th>Organization</th>
<th>Position/Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kelly</td>
<td>Welch</td>
<td>Sheffield Place</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Alex</td>
<td>Kuestersteffen</td>
<td>reStart</td>
<td></td>
</tr>
<tr>
<td>Time</td>
<td>Moore</td>
<td>Salvation Army</td>
<td>SSVF Program</td>
</tr>
<tr>
<td>Florence</td>
<td>Kinard</td>
<td>City of KCMO</td>
<td></td>
</tr>
<tr>
<td>Stuart</td>
<td>Bullington</td>
<td>City of KCMO</td>
<td>Deputy Director of Housing</td>
</tr>
<tr>
<td>Cynthia</td>
<td>Hoffman</td>
<td>Synergy Services</td>
<td>Youth Campus</td>
</tr>
<tr>
<td>Andrea</td>
<td>Ryan</td>
<td>Synergy Services</td>
<td>DV Center</td>
</tr>
<tr>
<td>Precious</td>
<td>Stagell Cushman</td>
<td>Community LINC</td>
<td></td>
</tr>
<tr>
<td>LuAnn</td>
<td>Ross</td>
<td>Hillcrest Transitional Housing</td>
<td></td>
</tr>
<tr>
<td>Starla</td>
<td>Brennan</td>
<td>Metro Lutheran</td>
<td></td>
</tr>
<tr>
<td>Beau</td>
<td>Heyen</td>
<td>KC Community Kitchen</td>
<td></td>
</tr>
<tr>
<td>Sondra</td>
<td>Robinson</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dani</td>
<td>DeLeon</td>
<td>Catholic Charities</td>
<td></td>
</tr>
<tr>
<td>Erin</td>
<td>Pullen</td>
<td>Kim Wilson</td>
<td></td>
</tr>
<tr>
<td>Amy</td>
<td>Copeland</td>
<td>DMH</td>
<td></td>
</tr>
<tr>
<td>Kim</td>
<td>Jackson</td>
<td>Truman Medical Center</td>
<td></td>
</tr>
<tr>
<td>Julie</td>
<td>Wilber-Parkinson</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dustin</td>
<td>Hardison</td>
<td>Catholic Charities</td>
<td>Shelter Program</td>
</tr>
<tr>
<td>Joseph</td>
<td>Danto</td>
<td>Catholic Charities</td>
<td></td>
</tr>
<tr>
<td>Gina</td>
<td>English</td>
<td>KCPD</td>
<td></td>
</tr>
<tr>
<td>Tracy</td>
<td>Francis</td>
<td>Hope House</td>
<td></td>
</tr>
<tr>
<td>Amy</td>
<td>Bickford</td>
<td>GKCCEH</td>
<td></td>
</tr>
<tr>
<td>Vickie</td>
<td>Riddle</td>
<td>GKCCEH</td>
<td></td>
</tr>
<tr>
<td>Cord</td>
<td>Cochran</td>
<td>City Union Mission</td>
<td></td>
</tr>
<tr>
<td>Julie</td>
<td>McFarland</td>
<td>CSH</td>
<td></td>
</tr>
<tr>
<td>Kim</td>
<td>Keaton</td>
<td>CSH</td>
<td></td>
</tr>
<tr>
<td>Heather</td>
<td>Muller</td>
<td>CSH</td>
<td></td>
</tr>
</tbody>
</table>
Proposed Community-Wide Prioritization Standards for Kansas City Metro Area Coordinated Entry System

If we follow Federal Priorities:
1. Veterans
2. Chronic Households
3. Families/Youth
4. Singles

AND
If we say PSH is for:
- Chronic Households
- VI-SPDAT Score of 10+ and a household member with a disability

AND
If we say RRH is for:
- Non-Chronic Households and VI-SPDAT Score of 5-9
- Veterans with a VI-SPDAT Score of 0-9

THEN…
We prioritize as follows:

<table>
<thead>
<tr>
<th>Housing Intervention</th>
<th>Ranking</th>
<th>Prioritization</th>
<th>Subpopulation</th>
<th>Secondary Prioritization</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSH</td>
<td>1</td>
<td>Chronic Households</td>
<td>1. Veteran</td>
<td>1. Prioritization Score</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2. Youth and Families</td>
<td>2. Length of Homelessness</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3. Single Adult</td>
<td>3. Date of Assessment</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Non-Chronic Households with VI-SPDAT Score of 10+ and a</td>
<td>1. Veteran</td>
<td>1. Prioritization Score</td>
</tr>
<tr>
<td></td>
<td></td>
<td>household member with a disability</td>
<td>2. Youth and Families</td>
<td>2. Length of Homelessness</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3. Single Adult</td>
<td>3. Date of Assessment</td>
</tr>
<tr>
<td>RRH</td>
<td>1</td>
<td>Non-Chronic Households and VI-SPDAT Score of 5-9</td>
<td>1. Veteran (VI-SPDAT 0-9)</td>
<td>1. Prioritization Score</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2. Youth and Families</td>
<td>2. Length of Homelessness</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3. Single Adult</td>
<td>3. Date of Assessment</td>
</tr>
<tr>
<td>TH</td>
<td></td>
<td>To Be Completed Locally</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ES</td>
<td></td>
<td>First come first served</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Targeting
Kansas City Metro Area Coordinated Entry System

<table>
<thead>
<tr>
<th>Housing Intervention</th>
<th>Target Populations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PSH</strong></td>
<td>- Chronically Homeless</td>
</tr>
<tr>
<td></td>
<td>- VI-SPDAT Score of 10+</td>
</tr>
<tr>
<td></td>
<td>- Household member experiencing a disability</td>
</tr>
<tr>
<td><strong>RRH</strong></td>
<td>- VI-SPDAT Score of 5-9</td>
</tr>
<tr>
<td></td>
<td>- Category 1 of HUD Homelessness Definition: Literal homelessness</td>
</tr>
<tr>
<td></td>
<td>- Category 4 of HUD Homelessness Definition: Fleeing/attempting to flee domestic violence</td>
</tr>
<tr>
<td></td>
<td>- Ability to increase income and take over rent (to be further defined)</td>
</tr>
<tr>
<td><strong>TH</strong></td>
<td>- Non-chronic youth/young adults ages 16-24</td>
</tr>
<tr>
<td></td>
<td>- Fleeing/Attempting to Flee Domestic Violence</td>
</tr>
<tr>
<td></td>
<td>- Based on lethality score, as determined by DV Work Group</td>
</tr>
<tr>
<td><strong>ES</strong></td>
<td>- Category 1 of HUD Homelessness Definition: Literal homelessness</td>
</tr>
<tr>
<td></td>
<td>- Category 4 of HUD Homelessness Definition: Fleeing/attempting to flee domestic violence</td>
</tr>
</tbody>
</table>
Appendix III – Sample Job Description – CES Manager

SUMMARY:

The Department of Community and Human Services (DCHS) provides equitable opportunities for people to be healthy, happy, self-reliant and connected to community.

On any given night over 9,000 people are homeless in King County. Both hidden and in plain sight, many families and individuals struggle to survive every day. The Department of Community and Human Services is leading the County’s homeless work and the Coordinated Entry for All Program Manager is a critical leader in our effort to reduce homelessness in the region.

The manager will work closely with the Housing Service and Stability Manager, All Home, local funders, and community partners to develop and implement Coordinated Entry for All. Coordinated Entry for All (CES) links people experiencing homelessness to housing programs across King County. CES is a key innovation in reducing homelessness and the importance of this strategy has been underscored by the federal Department of Housing and Urban Development (HUD) and the State of Washington setting requirements for communities to establish a coordinated engagement system.

The Coordinated Entry for All Program Manager is responsible for implementing a countywide initiative to address and end homelessness in King County, and provides leadership to a team of staff that consists of a contract monitor and referral specialists. This challenging position directly impacts the lives of thousands of people in need in King County and will reward effort and dedication with tangible results. To be successful, the Coordinated Entry for All Program Manager is a critical thinker, a change agent, and an implementer.

JOB DUTIES:

- Hire, train, and supervise the CES team which consists of a contracts monitor and referral specialists.
- Manage a complex inter-jurisdictional and inter-agency project implementing the new CES system and manage CES operations upon implementation.
- Resolve outstanding issues related to the CES system planning currently in process and develop infrastructure for the system, including operations, governance, budget and staffing.
- Manage competitive funding award processes, including working with the CES Contract Monitor on the development of Requests for Qualifications (RFQ) and Requests for Proposals (RFP).
- Develop and manage contracts and/or partnering agreements with and between various entities, including funding partners, and other non-profit agencies.
- Refine and develop CES assessment tools and ensure ongoing training and quality assurance for CES assessments.
- Create outreach and access plan to inform people experiencing homelessness and at risk of homelessness, homeless service providers, potential referral sources, and the general public about the new system.
- Direct the section in conducting public forums and processes with a variety of stakeholders to inform them about programmatic and policy matters and to gather meaningful input from them concerning programmatic and policy direction.
- Represent DCHS and serve as liaison to public and private funders with relation to implementation of CES.
- Work with the Housing Services and Stability Manager, the DCHS Evaluation team, and All Home regarding project and program evaluation for continuous improvement, and in making project/program policy recommendations.
- Coordinate with All Home and public and private funders to utilize CES to inform a comprehensive system approach to preventing and ending homelessness and on funding priorities, restrictions, contracts and outcomes so as to align with CES.
- Lead efforts to integrate resources cross systems resources with CES, in particular behavior health, employment, and others.
- Perform other duties as assigned.

EXPERIENCE, QUALIFICATIONS, KNOWLEDGE, SKILLS:

1. Bachelor's degree in a relevant field and five years of experience in planning and/or implementing affordable housing, social services, and/or homelessness programs; or equivalent combination of education and experience.
2. Experience leading inclusive planning processes that bring together constituencies representing diverse interests, and successfully result in concrete products.
3. Experience with managing RFP/RFQ processes.
4. Experience with contract development and management.
5. Skill in gathering, manipulating and using data utilizing a computer and other tools.
6. Strong communication skills.
7. Demonstrated ability to work as a team leader and as a liaison between systems both internally and externally with other jurisdictions and service providers.
8. Ability to work under deadlines, work on a number of tasks simultaneously, and organize and prioritize work quickly in response to changing needs.
10. Valid Washington State Driver's License or the ability to travel throughout the County in a timely manner.

PREFERRED QUALIFICATIONS: Demonstrated knowledge of and experience in working with people experiencing homelessness or homeless services. Ability to successfully manage challenging politically sensitive situations. Experience with Coordinated Entry and Homeless Management Information System (HMIS). Proven ability to support partner agencies undergoing organizational change.
Appendix IV – Sample Job Description – Navigator

**Job Title:** Coordinated Entry System (CES) Housing Navigator  
**FLSA Classification:** Exempt  
**Reports To:** CES Director

**Summary:** Serves a key role in the system-wide assessment of people experiencing homelessness to match them to the appropriate housing intervention. The Housing Navigator will accompany clients from the housing referral to the lease-up process. The Housing Navigator will also collaborate with system partners. This position will work independently at times and as part of a team at other times.

**Essential Duties and Responsibilities:**

- Assists individuals that are homeless in gathering all documents necessary for housing enrollment.
- Uses CES data to determine the number of households who receive navigation services monthly, based on system’s housing turnover rate.
- Accompaniies clients to all housing appointments and serves as clients’ primary advocate.
- Completes in-depth assessments with clients to ensure proper supportive services are provided.
- Ensures all data is entered accurately into HMIS.
- Attends all Housing Navigator and HMIS trainings in order to fully utilize the CES accurately.
- Provides regular feedback to management level staff of collaborating agencies regarding the CES process.
- Provides feedback to CES Workgroup regarding Policies and Procedures of the CES.
- Participates in case conferences as needed.
- Performs other duties as needed.

**Competency:** To perform the job successfully, an individual should demonstrate the following competencies:

- Oral Communication - Speaks clearly and persuasively in positive or negative situations, listens and gets clarification, responds well to questions, participates in meetings.
- Written Communication - Writes clearly, persuasively and informatively, edits work for spelling and grammar, and reads and interprets written information.
- Dependability - Follows instructions, responds to management direction, takes responsibility for own actions, keeps commitments, commits to long and/or non-traditional hours of work when necessary to reach goals, completes tasks on time or notifies appropriate person with an alternate plan.
- Judgment - Displays willingness to make decisions, responds compassionately to persons being served while maintaining appropriate and professional boundaries, exhibits sound and accurate judgment, supports and explains reasoning for decisions, includes appropriate people in decision-making process.
- Planning/Organizing - Prioritizes and plans work activities, uses time efficiently, plans for additional resource needs, sets goals and objectives, develops realistic action plans.
- Innovation - Displays original thinking and creativity, meets challenges with resourcefulness, generates suggestions for improving work, and develops innovative approaches and ideas.
• Tenacity and thoroughness, with the ability to solve practical problems and deal with a variety of situations.
• Deadline and solutions oriented with the ability to handle multiple competing priorities and wide variety of responsibilities.
• Team player who can roll up their sleeves and get involved in everything from big projects to mundane, simple tasks.
• Not easily frazzled and strong time management skills during busy and slower periods throughout the day.

Education/Experience:
• Bachelor's degree
• 3+ years related experience.
• Proficiency in Microsoft Office Suite.
• Clear and effective written and oral communication skills.
APPENDIX IVa – Housing Assessor Job Description

Job Title: Coordinated Access Housing Assessor
FLSA Classification: Exempt
Reports To:

Summary: Serves a key role in the system-wide assessment of homeless persons to match them to the appropriate housing intervention. The Housing Assessor will screen clients using an assessment workflow through the Homeless Management Information System (HMIS). The assessor will also collaborate with system partners. This position will work independently at times and as part of a team at other times.

Essential Duties and Responsibilities:

- Screens homeless persons for housing eligibility using the Coordinated Access assessment tool.
- Provides client referral to the correct housing intervention.
- Ensures all data is entered accurately into HMIS.
- Be available to conduct assessments at different Assessment Hubs located throughout the Continuum of Care.
- Attends all Housing Assessor and HMIS trainings in order to fully utilize the Coordinated Access system accurately.
- Provides high quality services to those accessing the homeless services system.
- Provides regular feed-back to management level staff of collaborating agencies regarding the front-line Coordinated Access process.
- Provides feed-back to Coordinated Access Workgroup regarding Policies and Procedures of the Coordinated Access system.
- Participates in case conferences as needed.
- Participates in Coordinated Access Transition Team meetings as needed.
- Performs other duties as assigned.

Competency: To perform the job successfully, an individual should demonstrate the following competencies:

- Oral Communication - Speaks clearly and persuasively in positive or negative situations, listens and gets clarification, responds well to questions, participates in meetings.
- Written Communication - Writes clearly, persuasively and informatively, edits work for spelling and grammar, and reads and interprets written information.
- Dependability - Follows instructions, responds to management direction, takes responsibility for own actions, keeps commitments, commits to long and/or non-traditional hours of work when necessary to reach goals, completes tasks on time or notifies appropriate person with an alternate plan.
- Judgment - Displays willingness to make decisions, responds compassionately to persons being served while maintaining appropriate and professional boundaries, exhibits sound and accurate judgment, supports and explains reasoning for decisions, includes appropriate people in decision-making process.
- Planning/Organizing - Prioritizes and plans work activities, uses time efficiently, plans for
additional resource needs, sets goals and objectives, develops realistic action plans.

- **Innovation** - Displays original thinking and creativity, meets challenges with resourcefulness, generates suggestions for improving work, and develops innovative approaches and ideas.
- **Tenacity and thoroughness**, with the ability to solve practical problems and deal with a variety of situations.
- **Deadline and solutions oriented**, with the ability to handle multiple competing priorities and wide variety of responsibilities.
- **Team player** who can roll up their sleeves and get involved in everything from big projects to mundane, simple tasks.
- **Not easily frazzled and strong time management skills** during busy and slower periods throughout the day.

**Education/Experience:**

- High school diploma, Bachelor’s degree preferred.
- 5+ years related experience.
- Proficiency in Microsoft Office Suite.
- Clear and effective written and oral communication skills.
Appendix V – Sample Job Description - Housing Locator

Summary:
The Housing Locator assists homeless individuals and families in identifying and transitioning into a full range of permanent housing opportunities, including subsidized housing such as Housing Choice Voucher, Shelter Plus Care, VASH and all other Fresno Madera Continuum of Care (FMCoC) Permanent Supportive Housing and Rapid Rehousing Programs. The Housing Locator will work with the navigators to support the housing needs of participants in the Coordinated Assessment and Housing Match System (CAHM).

Responsibilities

Program Development
- Assess individualized housing needs for all referred clients and coordinate with clients to develop individualized housing plans and address barriers.
- Monitor and evaluate each client’s progression through their housing search plan, and develop corrective action revisions to the plan as needed.
- Create and maintain lists of available housing options for clients.
- Assist clients with housing applications, complete supportive and subsidized housing paperwork, survey rental market for affordable housing, and advocate for clients with prospective landlords.

Contract Management
- Keep abreast of the rules and regulations of the federal housing programs who participate in the FMCoC’s CAHM System.
- Maintain client related data tracking systems, including case notes and complete HMIS entries.
- Prepare case-related reports, outcomes, successes, challenges and other reports as necessary and required.
- In accordance with federal, state, county and FMCoC guidelines, maintain complete and accurate documentation of all service objectives and their outcomes.

Outreach and Relationship Management
- Outreach to realtors, landlords, housing developers and other housing providers to identify new and existing housing opportunities.
- Network with other agencies, coalitions, and local community meetings
- Actively participate in staff meetings and trainings
- Work collaboratively with the FMCoC’s Community Coordinator/Matcher to effectively navigate and house individuals and individuals with families.
Greater Kansas City Metro Area CoC
Access to Permanent Supportive Housing
Process - 3/21/17

- reStart Shelter
- Forest Ave
- Catholic Charities Shelter
- 6-7 DV Shelters
- Salvation Army - Fam
- Hotline for the Homeless
- Grand Ave
- VA Hospital
- City Union Mission Shelters
- Synergy Youth Shelter
- KC Rescue Mission
- JoCo Interfaith

- Youth Resiliency Center
- FWO Day Shelter
- CC Emergency Asst Center
- Hopefaith Day Shelter
- Don Bosco
- FWO Day Shelter
- Morning Glory Ministries
- Love Outreach
- VA Outreach Team
- KCPD Outreach
- reStart Outreach
- Community Link Outreach
- CMH Outreach

- Entry Points
- VI-SPDAT’s are completed
- Steps in the process

- Complete VI-SPDAT
  1 day-45 days (?)

- Program/Housing eligibility/application
  packet
  1 day-14 days

- Program orientation
  (SPC + VA)
  1 day-14 days

- Enrollment in PSH, assign
  housing locator
  (only a few orgs)
  1 day-10 days

- Unit search
  1 day-60 days

- Background Check
  1-21 days

- Asset Verification
  5-10 days

- Child Support Verification
  1-60 days

- Housing inspection
  1 day-60 days

- Background Check
  1-21 days

- Rent check requests
  and landlord packets
  1-30 days

- Utility check requests
  1-30 days

- Program orientation
  (SPC + VA)
  1 day-14 days

- Background Check
  1-21 days

- Asset Verification
  5-10 days

- Child Support Verification
  1-60 days

- Lease Up

- Placement Team Meeting
  Unit match/assignment
  1 day-14 days

- Referral to vacant unit
  1 day-180 days

- Document Collection:
  ID
  SS Card
  Birth Certificate
  DD-214
  Income
  Homeless Documentation
  Disability Certification
  Drug Screen

  (completed by case managers while
  waiting on referral in the same 1 day-
  180 days in the previous step)

- Total Time
  12 days-429 days