Coordinated Entry Redesign Workshop - Executive Summary

To date, the coordinated entry system (CES) in Fort Worth, Arlington, Tarrant and Parker Counties (TX-601) Continuum of Care (CoC) has been limited to the Documentation of Priority Status (DOPS) process. While DOPS includes critical steps that are required when moving households experiencing homelessness into permanent housing, especially ensuring required documents are collected accurately, the DOPS process is merely one component of a robust coordinated entry system. Through a July 2016 CES Redesign Workshop hosted by Tarrant County Homeless Coalition (TCHC) and attended by 46 stakeholders, the community came together around a significant system-level shift that will result in the implementation of a robust CES serving all families with children, single adults, youth and young adults and survivors of domestic violence experiencing homelessness in Tarrant and Parker Counties. This redesigned CES includes coordinated intake, assessment and referral processes, based on a quality and prioritized by-name list of people experiencing homelessness in Tarrant and Parker Counties. 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 CES re-launch phase, 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 TCHC oversee the CES process, manage the helpline, and provide at least one system-level Housing Locator, and subcontract with direct service providers for system-level access points, assessments and navigation services.
- Develop five topic-specific workgroups to establish collective ownership of the CES.
- Shift from the current DOPS process (document verification and a priority status assignment) to a clear and formalized navigation system and prioritization policy that is adopted on a CoC-level, requiring compliance of all housing providers receiving ESG and/or CoC funds.
- Incorporate diversion into every front door of the CES, including highly trained staff and flexible funding. The long term savings associated with diversion are beginning to be documented in other communities, making a strong case for diversion within the CES.
- 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, and prioritization factors.
- Utilize the VI-SPDAT tools for prioritization purposes, not to determine program eligibility.
- Develop CoC-level training curriculum for direct service providers and supervisors for additional support throughout the CES cultural shift and future system transformations.
Coordinated Entry Redesign Workshop
Notes & 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 collect and analyze system level data to inform and enhance decision-making.

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, “Each 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.”

HUD has not yet provided further guidance that CoCs are required to incorporate, leaving much interpretation up to CoCs to plan and/or refine their CES. The definition allows 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.

On July 14-15, 46 members (See Appendix I – Registration List) of the Fort Worth, Arlington, Tarrant and Parker Counties (TX-601) Continuum of Care (CoC) came together to discuss the current coordinated entry system (formerly called the coordinated access system), identify challenges within the process, and develop solutions through a redesign process. Participants were asked to take their "program hat" off, and put their "system hat" on, 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. 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.
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.
- **Assess**: Standardized triage and assessment process that is adopted across the Continuum of Care (CoC) and intended to increase consistency and fairness.
- **Assign**: 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. It is important to note that these recommendations are applicable to the CES re-launch phase, and that the CES will require frequent improvements and adjustments based on monthly data and local learning post CES launch.

**Access**

- Within this community shift, collective ownership is a critical concept. It is recommended that TCHC oversee the CES process and manage the helpline, and subcontract with direct service providers for system-level access points, assessments and navigation services.
- CES Assessment Hubs and front doors include:
  - CES Dedicated Outreach Teams
    - SOS
    - JPS
    - Path
    - Hands of Hope
  - CES Hub Locations are places people are already going to get services. Within this CES shift, hubs 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 that require additional discussion regarding how they can/will be incorporated.
    - Incorporation within the CES may be within the initial phase or at a later date.
    - DRC/True Worth
    - TSA Fort Worth
    - TSA Arlington
    - UGM
    - ACH
    - Arlington Life
    - CTL
    - PNS
  - TCHC Helpline
The TCHC Helpline will function as the primary access point for rural areas with few/no physical access points, and as an alternative for households who prefer a phone system over a requirement to physically visit an access point location for more information. A policy to outline the specific functioning of this call-in option will be critical to ensure its efficacy as a CES assessment option.

Family Justice Center

The CoC needs to further define the CES for survivors of domestic violence and sexual assault, and a current front door that should be leveraged by the CES is the Family Justice Center. CSH recommends that the CoC engage in peer learning calls with domestic violence advocates from Portland, OR who launched their CES for survivors of domestic violence and sexual assault over one year ago and are willing to share what they have learned.

In addition, to maximize efficiency when establishing population-specific processes, it would be beneficial to engage in a peer learning call with people from Chicago, IL to learn about the veteran CES they’ve launched and what they’ve learned in recent years. CSH is available to set up these peer learning calls.

Assess

- Develop and implement a homelessness assessment to determine chronicity for intervention targeting and prioritization
- While diversion was not thoroughly discussed during the CES Redesign Workshop, it is recommended that the CES incorporate diversion questions into 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.
  - 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. 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. Flexible funding and highly trained staff are critical components of successful diversion projects.
  - Upgrade to VI-SPDAT version 2 for single adults around October 2016
  - Begin using VI-SPDAT for families, and VI-SPDAT for young adults
  - Use VI-SDPAT for prioritization purposes, identifying who is the most vulnerable household to be prioritized first.
Assign

- Implement prioritization policy (See Appendix II – Housing Model with Prioritization Policy) 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. Update the draft policy based on Notice CPD-16-11, released July 2016 and superseding Notice CPD-14-012 (see notice information here), which expands the length of time a project has to document chronic homelessness status following project entry.

- Eliminate the priority status assignment that occurs within the DOPS process. The current DOPS process is overly complex for the CoC’s current needs, and may be revisited over time as a robust CES is implemented, has time to be adjusted based on local learning, and becomes more sophisticated. It may then be appropriate to adopt a more advanced referral structure.

- Eliminate "base camp list" and incorporate a single, sortable by-name list in HMIS.

- Attach eligibility criteria to every housing program in the entire housing inventory in HMIS to ensure accurate and efficient housing matches

- 100% of 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 implement a system-wide navigation structure that replaces sole responsibility of TCHC staff within the DOPS process to approve required documentation and assign a priority status, and incorporate both TCHC oversight and housing provider direct service to create the CES on a community level.

  - 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 to determine initial navigation needs on a monthly basis, and analyze CES data monthly to make capacity and need adjustments.
Accountability

- In the spirit of holding all participating organizations accountable, the following CoC CES goals were established by CES Redesign Workshop participants:
  - 100% of CoC & ESG-funded housing providers will participate in CES
  - 100% of PSH & RRH enrollments come from CES
  - 90% of CES referrals must be accepted by housing providers
  - The average length of time between referral to PH lease up is less than 60 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 Hub Leadership, and TCHC.
    - Function – Develop CES policies and procedures (CES Business Rules), finalize community prioritization tool, finalize community housing models, develop CES roles, job descriptions, new staff orientations, etc.

  - HMIS Workgroup
    - Participants – TCHC, Housing provider leadership
    - Function – Explore full CES capacity of ETO, ensure system performance measurement standards are implemented effectively, 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).

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

  - RRH Workgroup
    - Participants – PSH housing provider program managers or directors of programs, housing authorities with 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, TCHC communication and media staff
  - 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.

- Staffing Model/Hiring

Collective ownership of the CES is critical. It is recommended that TCHC oversee the CES process and manage the helpline, and partner with subcontractors who provide direct service including access points, assessments and navigation. Recommended positions include (but are not limited to):

- **Systems Integration Director**
  - TCHC is currently hiring a position that will be responsible for the implementation of the CES Redesign plan and maintaining community-wide participation in and compliance with the CES, among other system level responsibilities.

- **CES Manager**
  - Team member at TCHC who works under the Systems Integration Director to implement workgroup recommendations and oversee daily operations. This position should shift from a current role within the DOPS process to a true CES Manager role. *(See Appendix III - Sample Job Description – CES Manager)*

- **CES Assessors**
  - CES Assessors located at the designated CES hub locations and on the TCHC helpline. CES Assessors can be repurposed intake staff from the hub 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 hub location and whether or not these are dedicated positions, and this may change over time.

- **CES Navigators**
  - Implement a system-wide navigation structure that removes responsibility from TCHC staff within the DOPS to approve required documentation and specifically identifies who is responsible for assisting each individual person or household in accessing housing. Within this new structure, CES Navigators are specifically assigned people on the top of the CES by-name list that are preparing for the next housing vacancy. They will assist people in collecting the required documents for housing program enrollments and the lease up process as well as assisting 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. TCHC 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)

- DRC Community Navigator shifts from providing agency-level navigation services to system-level navigation services.
- 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 CES 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)

○ General CES Staff
  - TCHC subcontracts with direct service providers who hire CES 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.
  - All staff working directly with households experiencing homelessness should be formally trained in diversion and attempt to divert households at every opportunity.
  - As recommended above, complete an analysis of inflow and outflow rates to determine initial navigation needs on a monthly basis, and analyze CES data monthly to make capacity and need adjustments. If there is a gap within current staff that can be repurposed, and a demand for navigation, utilize flexible CES staff roles for navigation.

○ 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)
-Change Management

- CSH has facilitated two events locally within the last six months and noticed a significant shift in the level of community engagement between the first and second events. The second event, the CES Redesign Workshop, was 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 Tarrant and Parker Counties. 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.

-CoC-level staff training curriculum

- 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 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
  - Quality Supportive Housing
  - Motivational Interviewing
  - Trauma Informed Care
  - Harm Reduction
  - Progressive Engagement
  - Critical Time Intervention
  - Culturally-responsive services and housing
  - Fair Housing
  - Eviction Prevention
  - Others as identified

The funding source will likely be a combination of community resources, and 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 TCHC 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 mapping exercise to identify process strengths and challenges, and establish baseline data to measure improvement over time. (See Appendix VI and Appendix VII; additionally, see Appendix IX - Future Vision).
<table>
<thead>
<tr>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tarrant County Community Development</td>
</tr>
<tr>
<td>Arlington Housing Authority</td>
</tr>
<tr>
<td>Goodwill Industries of Fort Worth, Inc.</td>
</tr>
<tr>
<td>PNS</td>
</tr>
<tr>
<td>City of Fort Worth</td>
</tr>
<tr>
<td>Center for Transforming Lives</td>
</tr>
<tr>
<td>Salvation Army Arlington</td>
</tr>
<tr>
<td>Salvation Army Fort Worth</td>
</tr>
<tr>
<td>SOS</td>
</tr>
<tr>
<td>True Worth</td>
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<tr>
<td>RRC</td>
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<tr>
<td>UGM</td>
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<tr>
<td>Sam House</td>
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<td>CEC</td>
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<tr>
<td>JPS</td>
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<tr>
<td>FWHS</td>
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<tr>
<td>MHMR</td>
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<td>Tarrant County Homeless Coalition</td>
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</tbody>
</table>
## APPENDIX II – Housing Models with Prioritization Policy

### Fort Worth, Tarrant and Parker Counties Continuum of Care

<table>
<thead>
<tr>
<th>Program Type &amp; Target</th>
<th>Eligibility Criteria</th>
<th>Documentation Requirements</th>
<th>Prioritization</th>
</tr>
</thead>
</table>
| **Permanent Supportive Housing** | - Chronic homelessness  
- Disability of at least one adult in household | - Identification (various documents ok; develop list)  
- Homelessness Verification  
- Disability Verification  
- CES Referral | **Prioritization:**  
First, by CPD-14-012, Notice on Prioritizing Persons Experiencing Chronic Homelessness*:
1. Longest history of homelessness + most severe service needs  
2. Longest history of homelessness  
3. Most severe service needs  
4. All other CH households  

Second, by date of assessment. |
| **Rapid Re-Housing** | - Categories 1 & 4 of HUD definition of homelessness  
- Income Potential (income not required at intake) | - Identification (or DD-214 for SSVF)  
- Homelessness Verification  
- CES Referral | **Prioritization:**  
First, By Population:
1. Veterans (SSVF, and RRH for non-VA eligible veterans)  
2. Youth  
3. Families  
4. Single Adults  

Second, by VI-SPDAT Score  

Third, by length of time homeless  

Fourth, by date of assessment |

*Transfer from RRH is eligible for PSH when....

**Updated 7/15/2016**

Highlighted sections require further local discussion and decision-making.
## APPENDIX II – Housing Models with Prioritization Policy

### FORT WORTH, TARRANT AND PARKER COUNTIES CONTINUUM OF CARE

#### HOMELESS HOUSING PROGRAM GUIDELINES

<table>
<thead>
<tr>
<th>PROGRAM TYPE &amp; TARGET</th>
<th>ELIGIBILITY CRITERIA</th>
<th>DOCUMENTATION REQUIREMENTS</th>
<th>PRIORITIZATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transitional Housing</strong></td>
<td>Categories 1 &amp; 4 of HUD definition of homelessness</td>
<td>ID (or DD-214 for GPD)</td>
<td>CoC Complete at a Later Date</td>
</tr>
<tr>
<td><strong>Target Populations:</strong></td>
<td></td>
<td>Homelessness verification</td>
<td><strong>Prioritization:</strong> First, By</td>
</tr>
<tr>
<td>● Young Adults ages 18-24 (and emancipated 16+)</td>
<td></td>
<td>CES Referral</td>
<td></td>
</tr>
<tr>
<td>● Survivors of Domestic Violence / Sexual Assault</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>● In recovery of substance use (GPD only)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Emergency Shelter</strong></td>
<td>Self-report homeless</td>
<td>Self-report homeless</td>
<td>Prioritization: 1. First come first served</td>
</tr>
<tr>
<td>Emergency shelter is a crisis response for people who need shelter tonight. It is not a housing program, and is a short-term crisis response focused on rapid access to PH. (30 day goal).</td>
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</tbody>
</table>

*Updated 7/15/2016*

Highlighted sections require further local discussion and decision-making.
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 – Housing Navigator Job Description

Job Title: Coordinated Access Housing Navigator
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 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:

- Pulls housing referral from HMIS and begins the next step process to enrollment.
- Assists individuals that are homeless in gathering all documents necessary in order to complete a housing program enrollment.
- Accompanies 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 Coordinated Access system accurately.
- Provides regular feed-back to management level staff of collaborating agencies regarding the 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 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, Master’s degree preferred.
• 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.
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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.
**FT. Worth Access to Housing Process - 7/14/16**

**Homeless Individual/Family**

- TCHC Hotline
- SOS Outreach
- JPS Outreach
- PATH Outreach
- Hands of Hope Outreach
- DRC/True Worth
- 2 DV Shelter
- TSA Ft. Worth
- TSA Arlington
- ACH
- DNS
- UGM
- Arlington Life
- CTL
- MHMR Homeless Clinic
- VA
- Other Non-Homeless Service Providers

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**Get a Scan Card**
- 1 day - 2 days

**Get a CM (and a TB test)**
- 3 days - 14 days

**Develop a Service Plan**
- 7 days - 14 days

**Complete CES Assessments**
- 7 days - 30 days

**Collect Documents**:
- ID
- Birth Certificate
- Social Security Card
- Disability Verification
- DD 214
- Income Verification
- Sobriety Verification
- Drug Screen
- TB Tests
- CBC’s
- 1 day - 90 days

**Upload Docs to ETO for CES Submission**
- 1 day

**DOPS Processing**
- 1 day - 14 days

**Denied**
- Refer to Other Services

**Need Additional Docs**
- Refer back to DOPS Referring Agency to Collect Correct Documents

**Assigned a P#**
- Add client to Base Camp and Notify DOPS Referring Agency

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**DOPS Referring Agency Contacts Housing Programs for Vacancy**
- 1 day - 180 days

**Client completes housing program eligibility screening**
- 1 day

**Scattered Site Unit Search Begins**
- 1 day - 120 days

**Unit Application and CBC**
- 1 day - 7 days

**Unit Inspection**
- 1 day - 60 days

**Check Request for Sec. Dep. And Rental Assistance**
- 1 day - 14 days

**Complete Repairs**
- 1 day - 14 days

**LEASE UP / MOVE IN**

**Total Time**
- 27 days - 561 days

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*Time should be included for those accessing housing through MHMR or the VA*
Coordinated Entry System - The Vision
FT. Worth, Arlington, Tarrant, and Parker Counties

1. Access
2. Assess
3. Assign
4. Navigate
5. Refer
6. Lease

**CES Access Points**
1. TCHC Hotline
2. DV Shelters
3. UGM
4. PNS
5. ACH
6. TSA Ft. Worth
7. TSA Arlington
8. Arlington Life
9. SOS Outreach
10. HoH Outreach
11. JPS Outreach
12. TrueWorth
13. CTL

**CES Assessment**
1. Homeless (Chronic) Assessment
2a. VI-SPDAT V2
2b. Family VI-SPDAT
2c. Young Adult VI-SPDAT
Assessments will be completed by repurposed intake staff at the locations identified as CES assessment hubs and in HMIS

**CES Housing Match**
1a. PSH=Chronic
1b. RRH=Non-Chronic
2. Prioritization
3. Eligibility
Prioritization is determined by VI SPDAT scores and matching would happen in HMIS. After a housing type is determined people are added to the by-name waitlist

**CES Documentation Navigation**
Navigation will be completed by system dedicated staff. Navigators assist the top of the CES by-name list to collect the necessary documents to enter housing in preparation for a housing referral and unit search.

**CES Housing Referral**
Referrals will be sent through HMIS and directly to housing providers. Housing providers will only enroll individuals and families into their programs that are referred by CES.