

# San Francisco Coordinated Entry Redesign Implementation Committee Charter

## Background and Purpose

In 2022, the Department of Homelessness and Supportive Housing (HSH) began the process of improving its Coordinated Entry (CE) System. The primary goals are to implement more equitable CE processes and increase access to housing and services for people who have been historically marginalized and most disparately impacted by homelessness in San Francisco. More information on this process can be found [here](#).

- Phase 1: Coordinated Entry Evaluation: HSH engaged in a third party evaluation that gathered broad community input and data on the current system. HSH released the findings in the July 2022 [Coordinated Entry Evaluation Report](#) and held public town halls to receive feedback on the findings and ways to redesign CE.
- Phase 2: Redesigning Coordinated Entry: In early September 2022, the Local Homeless Coordinating Board (LHCB) and HSH announced a new, voluntary, [diverse](#) multi-stakeholder workgroup to develop recommendations for redesigning key parts of CE. This workgroup, referred to as the CE Redesign Workgroup, prioritized the inclusion of people who represent groups most disparately impacted by homelessness in San Francisco. The [final recommendations](#) were approved by the LHCB on April 3, 2023.
- Phase 3: Implementation: In August 2023, the Implementation Committee was established. This Committee is a community-led body and will work in partnership with HSH and the LHCB. The committee members will serve on an ongoing basis and will be guided by the recommendations from the CE Redesign Workgroup, including:
  - Support the implementation of CE redesign recommendations, including changing how people connect to CE, how we understand people, and how we identify and match resources to meet need. The committee will work in partnership with HSH and the LHCB and be staffed by HSH but community-led
  - Develop a charter for the committee, which will include terms and sunset period, who appoints the people, and what demographics and geographic areas of representation are needed

In line with the recommendations, this document serves as the Implementation Committee’s charter. It lays out the responsibilities and governance structure, composition, and policies and procedures that will guide the work of the Committee.

## Governance and Oversight

The Implementation Committee, which has broad stakeholder representation and includes agencies participating in the Continuum of Care (CoC) and CE system, is tasked with advising and informing the CE improvement process. The Implementation Committee acts as a working group of the LHCB Coordinated Entry Committee—and as such is not covered by the requirements of [The Brown Act](#) for noticing and public attendance—and is subject to the oversight of this committee. Day-to-day operational management of the CE system is performed by the San Francisco Department of Homelessness and

Supportive Housing. (See Appendix A for the full governance structure and Appendix B for a list of HSH's roles and responsibilities.)

### Reporting Structure

The Implementation Committee shall:

- Upon initial approval of this charter, the committee will report its actions to the LHC B at the next regular meeting of the LHC B. Subsequent reports to the LHC B, as well as other oversight bodies, such as the Homelessness Oversight Commission, shall be done upon request.
- Report to the LHC B CE committee monthly at its regular public meeting.
- Report to and seek approval from the LHC B CE committee (and the LHC B as needed) on proposed changes to the CE Written Standards, the CE Redesign Implementation Committee charter, or other oversight documents.
- Provide updates to other community groups, such as the Safe Housing Working Group and lived experience of homelessness boards, at least on an annual basis.
- Provide a self-evaluation of the Implementation Committee's functions to the LHC B CE committee on an annual basis. The self-evaluation will include a narrative describing progress made on specific redesign recommendations, challenges encountered, and areas where gaps remain; a summary of the number of meetings and public engagement sessions the Committee has conducted; and clear action items to establish accountability.

Committee members may also report to HSH leadership and staff on the activities of the Committee upon request.

### Roles and Responsibilities

The Committee's main purview will be over policy development for the core elements of Coordinated Entry, as defined by the Department of Housing and Urban Development (HUD): Access, assessment, prioritization, and referral/matching. As such, the roles and responsibilities of the committee are as follows. (Any of these responsibilities can also be designated to another party of the committee's choosing.)

The Implementation Committee:

- Shall convene system-wide stakeholders for coordinated planning and improvement of the Coordinated Entry System
- Shall review the performance and operations of the Coordinated Entry System, and report its findings to the LHC B CE committee, to determine if the system is:
  - Consistent with recommended principles, policies, and standards
  - Fair and transparent
  - Meeting performance benchmarks
- Shall develop and refine policies, standards, procedures, resources, and tools in order to improve the Coordinated Entry System, both as they relate to the CE redesign recommendations and as new ideas arise. In particular, the Implementation Committee has the authority to establish and refine the assessment process and prioritization criteria and approve the Client Bill of Rights. Policies that the Committee has developed shall be reported to HSH and the LHC B CE

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

- Shall participate in ongoing planning and annual evaluation of the Coordinated Entry system and report on this engagement to the LHCB CE committee
- Shall act as liaisons to their agencies and communities to provide updates on Coordinated Entry redesign
- May establish and convene or designate subcommittees and working groups to facilitate coordination, effective operations, and on-going improvement
- May provide recommendations on funding priorities as they relate to Coordinated Entry

### Membership Composition and Selection

The Committee will include a total of 10-25 community members. Members of the CE Redesign Implementation Committee will serve for a term of at least 2 years and up to 4 years, with extensions as decided by the group. Current and future membership will intentionally focus on including the following:

- Diversity of all kinds (race, gender identity, sexual orientation, geographic, etc.), with explicit consideration of including people from groups that are disproportionately impacted by homelessness in San Francisco
- People with current or past experience of homelessness and/or who have personally utilized the San Francisco Coordinated Entry system. Experience includes being successfully connected and placed into housing as a result of Coordinated Entry and experiencing challenges with Coordinated Entry and not being placed into housing
- Service providers that deliver Coordinated Entry and/or other homelessness response services in San Francisco to target populations, including representatives servicing adults, families, youth, and veterans
- People participating in the Safe Housing Working Group and/or survivors of domestic violence or people who have experience providing services for survivors of violence in San Francisco
- People with current or past experience with the criminal legal system and/or the provision of services for people with involvement with the criminal legal system in San Francisco

In addition, seats will be made available for one representative from the Human Services Agency (HSA) and one representative from the Department of Public Health (DPH). Leadership from HSA and DPH will appoint representatives for these seats. HSH leadership will also identify HSH staff to serve as subject matter experts and staff the committee. Those from HSH staffing the committee are not members of the Committee. Additional subject matter experts, including other system partners and people with lived experience, may be invited to Committee meetings by topic.

### Compensation

People with lived expertise of homelessness who are not paid by their employer for time spent on the committee during their paid work time will be compensated by HSH for participation in committee activities. Support will be available to understand the payments and how it may impact any taxes and public benefits.

### Onboarding

New members shall attend an LHCB CE committee meeting to receive an overview of San Francisco's Coordinated Entry System and shall become familiar with the CE redesign recommendations,

committee/communal agreements, and any other relevant previous materials. Those receiving payment from HSH for participating on the committee will also receive a payment orientation from HSH staff. New members will be introduced to the Committee at their first meeting and will be paired with a committee “buddy” (who may share similar characteristics to the new member(s) such as having lived experience of homelessness, having shared demographics, and/or working at a similar agency) who will help answer questions and provide support. Additional onboarding may also be provided by the co-chairs or HSH staff upon request or on an as-needed basis.

### Member Expectations

All Committee members, as well as staff and guests where relevant, must abide by the following expectations:

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

### Dismissal Procedures and Vacancies

Members who wish to resign from the Committee must inform the co-chairs, preferably in writing, at least 30 days before resigning. Members shall continue to fulfill their committee responsibilities until their resignation date. Members who leave their agency do not have to resign from the Committee and can continue for the rest of their term.

Members who violate the member expectations may be dismissed from the Committee on a case-by-case basis. Those who have missed three consecutive meetings without previous communication will be asked to meet with the co-chairs to discuss their ongoing participation. If members see that another member has failed to abide by the other member expectations (e.g., discrimination, unwelcome conduct), they shall alert the co-chairs, HSH staff, or the LHCB CE committee chair. The co-chairs, or the LHCB CE committee chair if necessary, will then make an inquiry into the reported behavior. The LHCB CE committee chair or the Implementation Committee co-chairs will then decide whether to dismiss the member. Co-chairs may also decide on other consequences for violating member expectations, such as restrictions on voting.

Exit processes for those that have resigned and or been dismissed from the committee will be determined by the co-chairs on an individual basis but could include a formal thank you letter, an exit interview, prohibition from meetings, and an end to compensation for Committee participation.

Once a vacancy, or multiple vacancies, arise, whether because a member resigned or was dismissed, the Committee co-chairs will decide whether the vacancy should be filled or will bring the topic to the full Committee to decide. If it is decided that the vacancy should be filled, HSH will circulate an application and conduct broad public outreach to the community. HSH will share the applicants with the Implementation Committee who will decide on who will fill the vacancies, in accordance with the decision-making process outlined in this charter (see below). Once the new member(s) has been selected, the Committee will present their recommendation to the LHCB CE committee for approval. Current members who will be vacant from the Committee for more than three months can send someone in their place, pending approval from the Committee and the LHCB CE committee.

### Meeting Structure

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

### Decision-Making

The Committee shall act only on the affirmative vote of a majority of the members at a meeting or by consensus. Any decisions made within subcommittees will be brought to the full committee upon subcommittee consensus, defined as all seated members in attendance being able to live with the decision. If consensus cannot be reached within a subcommittee, it will be subject to a subcommittee vote. If the decision is approved by a majority of seated subcommittee members in attendance, it will be presented to the full committee for discussion and approval.

Subcommittee decisions brought to the full committee will first be discussed with the full committee. After discussion, the co-chairs will present the decision for approval. If consensus cannot be established among the present committee members, the co-chairs may ask the subcommittee to go back and address any concerns that were raised. If the subcommittee feels that concerns have been sufficiently addressed and consensus among the full Committee has still not yet been reached, the co-chairs shall call for a vote. Decisions will be passed with majority approval of seated Committee members in attendance. Members must be present at the meeting to vote and to break consensus. For meetings for which virtual attendance is permitted, virtual voting will be permitted.

Additional decisions that require the full Committee's approval and were not discussed among subcommittees will be subject to a similar decision-making structure: the co-chairs will seek to establish consensus and if consensus cannot be reached, a decision will pass if the majority of seated Committee members in attendance approve.

Votes can only take place if more than 50 percent of the subcommittee or full committee members are present. All seated Committee members and HSH as a whole will receive one vote.

## Leadership Structure

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

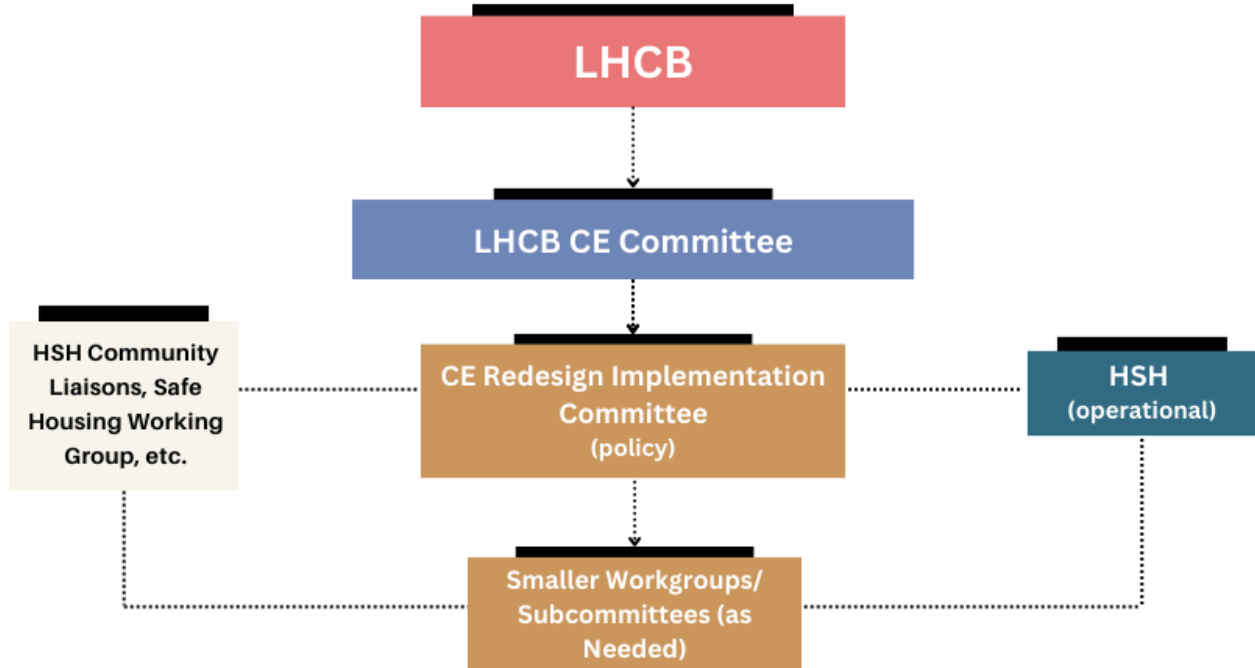
Responsibilities for the two committee co-chairs, with support from HSH staff if needed, may include:

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

## Amendments to this Charter

The Implementation Committee will formally review this charter every year and propose amendments as needed. Additional amendments can be proposed to the charter if at least three seated members request a change be made. If a request is made, the Governance Subcommittee (or the Committee co-chairs if the Governance Subcommittee is vacant) will review the relevant sections of the charter and may propose amendments to the larger Committee. Changes to the charter shall aim to be approved by consensus. If consensus cannot be reached, changes will be approved if at least 2/3 of seated committee members in attendance vote to approve. Any changes to the charter will be reported to the LHCB CE committee (and the LHCB as needed).

# CE GOVERNANCE STRUCTURE



## Appendix B: HSH's Roles and Responsibilities

As outlined in this charter, HSH staff will also have their own set of roles and responsibilities as it relates to CE redesign implementation. These include:

- Shall continue the day-to-day management of San Francisco's Coordinated Entry System and have authority over the Coordinated Entry operational decisions. (A separate document will further detail HSH's responsibilities versus the Committee's responsibilities as it relates to CE operations versus policy.)
- Shall staff the CE Redesign Implementation Committee. This includes working with the co-chairs to:
  - Facilitate meetings
  - Prepare agendas and materials and send these materials to Committee members
  - Schedule meetings
  - Arrange accommodations so members can participate in meetings
  - Participate in new member onboarding
  - Support members who are reporting out to the full Committee or to other bodies on Committee updates. This may include hosting practice sessions or preparing presentation materials
  - Assist with organizing co-chair elections
- Shall arrange payment for members receiving compensation from HSH and provide new members with a payment orientation
- Shall serve as subject matter experts on the Committee, both when the full Committee meets and on subcommittees/working groups
- Shall prepare the Committee application and conduct outreach when the Committee would like to fill a vacancy and send the Committee the list of applicants
- Shall report to HSH leadership and internal staff on the Implementation Committee's work on a regular basis
- Shall provide updates and prepare information needed for the Committee to conduct their roles and responsibilities. This may include providing metrics on how the Coordinated Entry System is performing, updates on how the Committee's recommendations are being implemented, and overviews of the Coordinated Entry system
- Shall bring to the Committee any decisions within the Committee's purview, including potential changes to the assessment process and prioritization criteria
- Shall carry out the recommendations of the Committee. In cases where HSH is not able to fully carry out the Committee's decision, HSH shall provide the Committee with a rationale as to why they were unable to do so and discuss with the Committee the best way to move forward



## Appendix C: Community Agreements

Because community agreements are constantly evolving, this document may not represent the most updated version. Members shall ensure that they abide by the most current version of the community agreements. As of October 17, 2023, the community agreements are as follows:

1. What experience do we want to have with each other?
  - a. Lasting inside and outside of the workgroup
  - b. Positive and productive
    - i. Building off of each other
    - ii. Uplifting
    - iii. Effective
    - iv. Forward thinking
    - v. Focus on solutions
    - vi. Make this work a reality
    - vii. Assume that everyone is doing their best
    - viii. Powerful
  - c. Humility and empathy, compassionate, caring
  - d. Accountability to each other and those we serve
    - i. Question assumptions and biases
    - ii. Be vulnerable and honest
    - iii. Own our mistakes and repair any “oops’s”
    - iv. Come ready to work and be honest about your capacity
    - v. Model the behavior you want to see
    - vi. Do no harm
  - e. Community and relationship building
  - f. Learn from one another
    - i. Respect each other’s identities – let those closest to an issue speak first
    - ii. Each one teach one
    - iii. Collaborative
    - iv. A real live experience that is taking data from frontline workers and clients
    - v. Learning from various experiences
    - vi. Educational
  - g. Fun
  - h. Diversity of thought
    - i. Respect difference in opinions
    - ii. Compassion and open to everyone’s thoughts and ideas
    - iii. Curiosity when someone says something that is different than our experience – it’s okay to share diverse experiences that do not match
    - iv. Safe so everyone can speak their truth
    - v. Be mindful of your voice and the intentions behind your messaging
2. What will it take for us to create that experience together?
  - a. Openness and respect
    - i. Patience, listening
    - ii. Believing good intent

- iii. Reading the room and giving space to each other
- iv. Good intentions, being open to the process, being honest, being respectful, being a good listener
- v. Being open to each other's ideas/thoughts
- vi. Working from curiosity
- vii. Giving others the benefit of the doubt
- viii. Zero judgments
- ix. Understanding
  - x. It's okay to be wrong
  - xi. Step back, step up when needed
  - xii. Speaking with kindness
  - xiii. Thoughtful communication
  - xiv. Respect honesty
  - xv. Humility
- b. Compassion, trust, and support
  - i. Compassion and empathy
  - ii. Community
  - iii. Working together with love and doing with love
  - iv. Compassionate with those with lived experiences
  - v. Check in with each other and invite sharing from those at the center of embodied knowing
  - vi. Supporting each other
  - vii. Meeting each other where we are at
  - viii. Safe, vulnerable
  - ix. Our collective thoughts and group feedback
- c. Readiness to do the work
- d. Accountability and transparency
- e. Courage
- f. Patience