Coordinated Entry System (CES) Improvement Tool
Guide and Scoring Explanation

The message is clear: building a Coordinated Entry System (or Coordinated Assessment and Housing Placement System) as the mechanism to end homelessness and sustain that end over time *is a national priority*. But what does that mean? And how do you know if you have the components of a system in place? The Coordinated Entry System (CES) Improvement Tool and the corresponding scorecards are intended to be used as a way for community leaders, charged with creating and sustaining these systems, to take a snapshot of their progress, and target specific areas for improvement. The numbers provided as an output of using the Coordinated Entry System Improvement Tool and the By-Name List Improvement Scorecard are not judgements, but rather a baseline to create action plans and measure improvement toward the highest performing Coordinated Entry System possible.

Who should complete it and how long will it take? There is no requirement or mandate about who should review the CES Improvement Tool and complete the scorecards. The CES Improvement Tool and corresponding scorecards could be completed by one person that has a good sense of your community's current state of affairs! Or, it could be done with a small group of people who work together regularly on ending homelessness, especially those who have a good sense of your community's homeless service delivery system and data management efforts. Or, it could be your Zero: 2016 lead Community Organizer and/or Data Guru. Perhaps there is a committee that exists as part of your CoC leading Coordinated Entry efforts already. Just don't overcomplicate it! **These scores will NOT be used punitively.** Using the tool is *not* required by any funder or government agency! The tool and scores will be used to help your community move forward to improve your local Coordinated Entry and BNL efforts. We anticipate, it should take 30 minutes to an hour to complete.

The CES Improvement Tool includes four improvement scorecards. Two take a snapshot of your progress in building a gold standard By-Name List (one for veterans and one for chronic) and two take a snapshot of your progress in building a fully functioning Coordinated Entry System.

Because many communities are currently operating with two different By-Name lists in place, we wanted a fair snapshot of progress on each one independently from the other. *Ultimately, though, we're hoping that every community builds ONE LIST of all folks experiencing homelessness*. **If you are already using a single list -- great! -- just answer each section the same way.**

Veteran BNL Scorecard Questions

1. Does your community's By-Name List include all known Veterans experiencing literal homelessness, including:

- ❏ Unsheltered Veterans living in a place not meant for human habitation (the street, in cars, campsites, on beach/deserts/riverbeds, etc.)
- ❏ Veterans in shelters, safe havens, seasonal/overflow beds, hotel/motel paid for by homeless provider, or HCHV (Health Care for Homeless Veterans beds)
- ❏ Veterans in transitional housing
- ❏ Veterans in VA Transitional Programs such as Grant Per Diem (GPD)
- ❏ Veterans exiting an institution (jail/prison, hospital) where they resided for 90 days or less and were literally homeless before entering the institution

- ❖ **ALL BOXES CHECKED = PODIUM WORTHY CREDIT**

Your community can be confident that its list is comprehensive when it includes all of the populations listed above. In other words, your community has done everything it can to make sure that every known homeless Veteran is accounted for so that you can use the list to navigate toward functional zero. As time goes on, additional Veterans may become homeless in your community, but it's important that you have confidence in this baseline number. .

2. Does your community have a documented By-Name List policy that defines a no-contact (inactive) threshold for Veterans?

- ❏ Yes
- ❏ No

- ❖ **YES = PODIUM WORTHY CREDIT**

Your community should know every Veteran actively experiencing homelessness *by name*. However, we have learned that there are times when Veterans cannot be found, either because they have moved outside of the CoC, have moved somewhere within the CoC but outreach efforts cannot find them, or they have passed away. When that happens, instead of removing that person from your community's By-Name List, many communities establish an "inactive" threshold, such that after a defined period of time the Veteran experiencing homelessness moves to an "inactive" list. This allows for the opportunity to move "inactive" Veterans back to the "active" part of your By-Name List if they are found again, but it does not skew the active number of Veterans experiencing homelessness at any given time or unnecessarily divert outreach and engagement activities.

2a. Briefly explain what happens when a Veteran reaches that no-contact threshold:

- ❖ **QUESTION NOT SCORED**

3. Does your community's By-Name List track the 'Homeless Status' of all Veterans and Veteran households in your coordinated entry system, including the date each status was last changed? (Fields may include unsheltered, sheltered, transitional, housed, and no-contact/missing.)

- ❏ Yes
- ❏ No

❖ **YES = PODIUM WORTHY CREDIT**

An ideal By-Name List should be able to reflect real-time status updates to client data. Your By-Name List data platform should also be able to document the date of every important moment, or status change, in a client's journey through your Coordinated Entry System. If your By-Name List can't track these important status changes and the dates they occurred, it will be very difficult to track the performance of your Coordinated Entry System. However, it is also important to balance documenting status changes thoroughly with being efficient: your By-Name List should track only the steps necessary to provide a permanent (housing) end to the "status" of being homeless, and avoid tracking extraneous data not related to housing clients.

4. How much of your Continuum of Care's geographic area is covered by a documented and coordinated outreach system?

- ❏ 100% of the CoC is covered
- ❏ 90% or more is covered
- ❏ 75%-89% is covered
- ❏ 50%-74% is covered
- ❏ 25%-49% is covered
- ❏ Less than 25% is covered

❖ **75%-89% OR ABOVE = PODIUM WORTHY CREDIT**

It is important for your community to work toward having a coordinated, documented Outreach system that covers 100% of your entire CoC's geography. However, we understand that the regularity and intensity of outreach services provided in a rural area may be very different from an urban or suburban area - the details of this service provision will be up to your community to figure out. This scorecard question is intended to help communities establish a baseline for improvement of the internal coordination of all outreach teams in your CoC. Ideally, every member of all outreach teams should be clear on where and when outreach should take place, using a shared CoC outreach map, schedule, or other documentation or internal policy.

4a. Briefly explain HOW you cover that percentage of your CoC's geographic area:

- ❖ **QUESTION NOT SCORED**

5. Using a common assessment tool, what percentage of housing providers serving Veterans in your community (shelters, transitional housing, permanent housing, VA medical center) report data into your community's BNL?

- ❏ 100% of providers report data into the BNL
- ❏ 90% or more of providers
- ❏ 75%-89% of providers
- ❏ 50%-74% of providers
- ❏ 25%-49% of providers
- ❏ Less than 25% of providers

❖ **75%-89% OR ABOVE = PODIUM WORTHY CREDIT**

A real-time, accurate representation of the total number of Veterans experiencing homelessness relies on appropriate access and data entry. Every agency, including the VA, should have access to the By-Name List of Veterans experiencing homelessness and have the ability to report data and status changes to the list. While some agencies may be hesitant to contribute data to your By-Name List, it's critical to partner with all homeless and housing agencies that can submit data. Even though it's ideal to have 100% of housing providers' data in your By-Name List, you have sufficient data to count the number of Veterans experiencing homelessness and project your community's progress toward functional zero if your community can estimate that at least 75% of local agencies report data into your community By-Name List.

6. Is there a lead agency or entity that is responsible for your community's Veteran By-Name List? Meaning, is there a person or agency that is officially responsible for consistently updating the Veteran By-Name List as part of their job (or agency role)?

- ❏ Yes
- ❏ No

❖ **QUESTION DOES NOT COUNT TOWARD PODIUM WORTHY THRESHOLD**

While having a lead agency or person responsible for your By-Name List is a very important step toward strengthening the long-term management of your list and sustainability of the broader Coordinated Entry System, it is not a necessary step to getting to the minimum threshold of list quality (podium worthy).

7. Does your community's Veteran BNL include an HMIS ID or other unique identifier to prevent duplication of client records and facilitate coordination between HMIS and BNL? This is especially important in instances when HMIS is not the database used to create and manage the BNL.

- ❏ Yes
- ❏ No

❖ **YES = PODIUM WORTHY CREDIT**

Because duplicate client records can result in an inaccurate accounting of the number of Veterans experiencing homelessness on your By-Name List, it's critical that you have the ability to prevent duplication of client records for an accurate accounting of Veterans experiencing homelessness.

8. Does your community's Veteran BNL track the total number of newly identified/assessed homeless Veterans every month (inflow)?

- ❏ Yes
- ❏ No

   ❖ **YES = PODIUM WORTHY CREDIT**

It's critical that your list include inflow data (i.e. the number of Veterans newly entering your Coordinated Entry System every month) in order to test whether your Coordinated Entry System has the capacity to house Veterans who become newly homeless every month. Additionally, without data on inflow, it becomes impossible to make informed projections about when your community will reach functional zero.

9. Does your community have a process for adding Veterans to the By-Name List who refuse services or are unable to undergo a full assessment?

- ❏ Yes
- ❏ No

   ❖ **YES = PODIUM WORTHY CREDIT**

In order to use your community's By-Name List as the mechanism to project functional zero, the BNL must include all known individuals experiencing veteran homelessness, regardless of whether they are currently refusing engagement, connections to bridge services/housing and/or cannot undergo a full assessment. We have learned from many communities that requiring an individual to complete a full common assessment before being added to the list can be an unnecessary barrier to a swift housing placement. Thus, many communities have created less cumbersome ways to account for individuals on the list, short of requiring the completion of the entire common assessment tool.

9a. If so, please describe this process:

   ❖ **QUESTION NOT SCORED**

10. Is your community's Veteran By-Name List the source of your Veteran monthly housing placement reporting to Zero: 2016?

- ❏ Yes
- ❏ Not yet, but it will be by the next monthly reporting deadline
- ❏ No

   ❖ **QUESTION DOES NOT COUNT TOWARD PODIUM WORTHY THRESHOLD**

A By-Name List should track both the number of Veterans experiencing homelessness and which Veterans have been placed into permanent housing all in ONE place. While we highly recommend that your community's By-Name List to be the source of your monthly housing placement reporting to Zero: 2016, this is not required.

11. Does your By-Name List include the ability to know all Veterans experiencing chronic homelessness?

❏ Yes
❏ No

❖ **YES = PODIUM WORTHY CREDIT**

Zero: 2016 recommends including this data element on your By-Name List so that your community can better target and prioritize chronic Veterans to the appropriate housing and services resources. Additionally, it's important to have the ability to pull a real-time number of Veterans experiencing chronic homelessness for purpose of tracking progress toward the federal benchmarks for ending Veteran homelessness.

12. What is the average length of time between when a Veteran first becomes homeless to when they enter your coordinated entry system?

❖ **QUESTION DOES NOT COUNT TOWARD PODIUM WORTHY THRESHOLD**

It is necessary to be able to estimate the average length of time between when a Veteran becomes homeless to when they are first assessed (or otherwise enter your Coordinated Entry System) in order to to track progress toward the federal benchmarks for ending Veteran homelessness. It is not, however, a crucial element of a podium worthy By-Name List.

13. What is the average length of time between when a Veteran enters your community's coordinated entry system, to when they become permanently housed?

❖ **QUESTION DOES NOT COUNT TOWARD PODIUM WORTHY THRESHOLD**

It is necessary to be able to estimate the average length of time between when a Veteran is first assessed (or otherwise enters your Coordinated Entry System), to when they are permanently housed in order to track progress toward the federal benchmarks for ending Veteran homelessness. It is not, however, a crucial element of a podium worthy By-Name List.

14. Does your community's Veteran BNL track Veteran individuals and households that had previously been designated as "Housed" or "Inactive" and have returned to your community's BNL active list this month?

❏ Yes
❏ No

❖ **YES = PODIUM WORTHY CREDIT**

Your community can better understand where people are coming from before they show up on your BNL active list by tracking Veterans who had previously been housed or missing. This data allows you to become more targeted and efficient in your homelessness prevention efforts, and can help you better understand housing stability, housing retention, and the functionality of those programs in general. Additionally, it can be assist in measuring the impact of your outreach efforts to re-engage/find homeless Veterans in your community.

15. Is HMIS the data platform your community uses to hold Veteran BNL data? If yes, what vendor and software do you use? This question is unscored!

❖ **QUESTION DOES NOT COUNT TOWARD PODIUM WORTHY THRESHOLD**

Chronic BNL Scorecard Questions

1. Does your community's By-Name List include all known individuals and households experiencing chronic homelessness (according to the most recent HUD definition of Chronic Homelessness included in the Final Rule), including:

There are limited circumstances where chronically homeless individuals in Transitional Housing can retain their chronic status for HUD CoC funding eligibility purposes. Review questions #23 and #24 the following HUD FAQ document for more information:
https://www.hudexchange.info/resources/documents/FAQs-Notice-CPD-14-012.pdf

- ❏ Unsheltered individuals living in a place not meant for human habitation (the street, in cars, campsites, on beach/deserts/riverbeds, etc.)
- ❏ Individuals in shelters (including seasonal/overflow beds, hotel/motel paid for by homeless provider), safe havens,
- ❏ Individuals in transitional housing that were chronically homeless prior to entering the transitional housing program. Please note that in general, chronically homeless persons that enter transitional housing do not maintain their chronically homeless status for the purposes of eligibility for CoC program-funded PSH, however, the community should continue to include them on the BNL until they are permanently housed.
- ❏ Individuals exiting an institution (jail/prison, hospital) where they resided for 90 days or less and met all of the criteria of the definition of chronically homeless prior to entering the institution (or if they were sleeping in a place not meant for human habitation, in a safe haven, or an emergency shelter immediately prior to entering the institution and with the time in the institution now meet the definition of chronically homeless).

- ❖ **ALL BOXES CHECKED = PODIUM WORTHY CREDIT**

Your community can be confident that its list is comprehensive when it includes all individuals experiencing chronic homelessness, both on the streets (cars, campsites, etc.) and who are accessing ALL temporary shelter/housing programs operating in your community. In other words, your community has done everything it can to make sure that every known individual experiencing chronic homelessness, regardless of their eligibility for a particular permanent housing resource, is accounted for so that you can use the list to navigate toward functional zero. As time goes on, additional individuals experiencing chronic homelessness may be added to your list, but it's important that you have confidence in this baseline number.

2. Does your community have a documented By-Name List policy that defines a no-contact (inactive) threshold for individuals and households experiencing Chronic homelessness?
- ❏ Yes
- ❏ No

- ❖ **YES = PODIUM WORTHY CREDIT**

Your community should know every individual actively experiencing chronic homelessness *by name*. However, we have learned that there are times when individuals experiencing chronic homelessness cannot be found or refuse to engage in the outreach or housing navigation process. When that happens, instead of removing that person from your community's By-Name List, many communities establish an "inactive" threshold, such that after a defined period of time. Individuals experiencing chronic homelessness who cannot be found are moved to a no-contact "inactive" portion of your

By-Name List or database. This allows for the opportunity to move "inactive" individuals back to the "active" part of your By-Name List if they are found again, but it does not skew the active number of individuals experiencing chronic homelessness at any given time or unnecessarily divert outreach and engagement activities.

2a. Briefly explain what happens when an individual or household experiencing Chronic homelessness reaches that no-contact threshold:
- ❖ **QUESTION NOT SCORED**

3. Does your community's By-Name List track the 'Homeless Status' of all individuals and households experiencing Chronic homelessness in your coordinated entry system, including the date each status was last changed? (Fields may include unsheltered, sheltered, transitional, housed, and no-contact/missing.)
- ❏ Yes
- ❏ No

- ❖ **YES = PODIUM WORTHY CREDIT**

An ideal By-Name List should be able to reflect real-time status updates to client data. Your By-Name List data platform should also be able to document the date of every important moment, or status change, in a client's journey through your Coordinated Entry System. If your By-Name List can't track these important status changes and the dates they occurred, it will be very difficult to track the performance of your Coordinated Entry System. However, it is also important to balance documenting status changes thoroughly with being efficient: your By-Name List should track only the steps necessary to provide a permanent (housing) end to the "status" of being homeless, and avoid tracking extraneous data not related to housing clients.

4. How much of your Continuum of Care's geographic area is covered by a documented and coordinated outreach system?
- ❏ 100% of the CoC is covered
- ❏ 90% or more is covered
- ❏ 75%-89% is covered
- ❏ 50%-74% is covered
- ❏ 25%-49% is covered
- ❏ Less than 25% is covered

- ❖ **75%-89% OR ABOVE = PODIUM WORTHY CREDIT**

It is important for your community to work toward having a coordinated, documented Outreach system that covers 100% of your entire CoC's geography. However, we understand that the regularity and intensity of outreach services provided in a rural area may be very different from an urban or suburban area - the details of this service provision will be up to your community to figure out. This scorecard question is intended to help communities establish a baseline for improvement of the internal coordination of all outreach teams in your CoC. Ideally, every member of all outreach teams should be clear on where and when outreach should take place, using a shared CoC outreach map, schedule, or other documentation or internal policy.

4a. Briefly explain HOW you cover that percentage of your CoC's geographic area:
- ❖ **QUESTION NOT SCORED**

5. Using a common assessment tool, what percentage of housing providers serving people experiencing chronic homelessness in your community (shelters, transitional housing, permanent housing) report data into your community's BNL?
- ❑ 100% of providers report data into the BNL
- ❑ 90% or more of providers
- ❑ 75%-89% of providers
- ❑ 50%-74% of providers
- ❑ 25%-49% of providers
- ❑ Less than 25% of providers

- ❖ **75%-89% OR ABOVE = PODIUM WORTHY CREDIT**

A real-time, accurate representation of the total number of individuals experiencing chronic homelessness relies on appropriate access and data entry. Every agency providing housing and services to chronically homeless populations should have access to the By-Name List and have the ability to report data and status changes to the list. While some agencies may be hesitant to contribute data to your By-Name List, it's critical to partner with all homeless and housing agencies that can submit data. Even though it's ideal to have 100% of housing providers' data in your By-Name List, you have sufficient data to count the number of individuals experiencing chronic homelessness and project your community's progress toward functional zero if you can estimate that at least 75% of local agencies report data into your community By-Name List.

6. Is there a lead agency or entity that is responsible for your community's Chronic By-Name List? Meaning, is there a person or agency that is officially responsible for consistently updating the Chronic By-Name List as part of their job (or agency role)?
- ❑ Yes
- ❑ No

- ❖ **QUESTION DOES NOT COUNT TOWARD PODIUM WORTHY THRESHOLD**

While having a lead agency or person responsible for your By-Name List is a very important step toward strengthening the long-term sustainability of your list, it is not a necessary step to getting to the minimum threshold of list quality (podium worthy).

7. Does your community's Chronic BNL include an HMIS ID or other unique identifier to prevent duplication of client records and facilitate coordination between HMIS and BNL? This is especially important in instances when HMIS is not the database used to create and manage the BNL.
- ❑ Yes
- ❑ No

- ❖ **YES = PODIUM WORTHY CREDIT**

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Because duplicate client records can result in an inaccurate accounting of the number of individuals experiencing chronic homelessness on your By-Name List, it's critical that you have the ability to prevent duplication of client records for an accurate accounting of individuals experiencing chronic homelessness.

8. Does your community's Chronic BNL track the total number of newly identified/assessed individuals and households experiencing Chronic homelessness every month (inflow)?
- ❏ Yes
- ❏ No

- ❖ **YES = PODIUM WORTHY CREDIT**

It's critical that your list include inflow data (i.e. the number of individuals experiencing chronic homelessness newly entering your Coordinated Entry System every month) in order to test whether your Coordinated Entry System has the capacity to house individuals experiencing chronic homelessness who become newly chronically homeless every month. This would include inflow for homeless individuals who were previously on the BNL, but who become "chronic" while on the list, either because of the number of homeless episodes, cumulative length of time homeless, or an identification/documentation of a disability. Without data on inflow, it becomes impossible to make informed projections about when your community will reach functional zero.

9. Does your community have a process for adding individuals and households experiencing Chronic homelessness to the By-Name List who refuse services or are unable to undergo the full assessment?
- ❏ Yes
- ❏ No

- ❖ **YES = PODIUM WORTHY CREDIT**

In order to use your community's By-Name List as the mechanism to project functional zero, the BNL must include all known individuals experiencing chronic homelessness, regardless of whether they are currently refusing engagement, connections to bridge services/housing and/or cannot undergo a full assessment. We have learned from many communities that requiring an individual to complete a full common assessment before being added to the list can be an unnecessary barrier to a swift housing placement. Thus, many communities have created less cumbersome ways to account for individuals on the list, short of requiring the completion of the entire common assessment tool.

9a. If so, please describe this process:
- ❖ **QUESTION NOT SCORED**

10. Is your community's Chronic By-Name List the source of your Chronic monthly housing placement reporting to Zero: 2016?
- ❏ Yes
- ❏ Not yet, but it will be by the next monthly reporting deadline
- ❏ No

- ❖ **QUESTION DOES NOT COUNT TOWARD PODIUM WORTHY THRESHOLD**

A By-Name List should track both the number of individuals experiencing chronic homelessness and which folks have been placed into permanent housing all in ONE place. While we highly recommend that your community's By-Name List to be the source of your monthly housing placement reporting to Zero: 2016, this is not required.

11. What is the average length of time between when a chronically homeless individual first becomes homeless, to when they enter your coordinated entry system?

❖ **QUESTION DOES NOT COUNT TOWARD PODIUM WORTHY THRESHOLD**

While it is important to be able to estimate the average length of time between when an individual experiencing chronic homelessness becomes chronically homeless to when they are first assessed (or otherwise enter your Coordinated Entry System), it is not a crucial element of a podium worthy By-Name List.

12. What is the average length of time between when chronically homeless individual enters your community's coordinated entry system, to when they become permanently housed?

❖ **QUESTION DOES NOT COUNT TOWARD PODIUM WORTHY THRESHOLD**

While it is important to be able to estimate the average length of time between when an individual experiencing chronic homelessness is first assessed (or otherwise enter your Coordinated Entry System), to when they are permanently housed, it is not a crucial element of a podium worthy By-Name List.

13. Does your community's chronic By-Name List database show when clients BOTH "time into" and "time out" of chronicity, if they meet the criteria via multiple episodes?
- ❑ Yes
- ❑ No

❖ **YES = PODIUM WORTHY CREDIT**

As per the newest definition of chronic homelessness outlined by HUD, "timing into" chronic homelessness can occur when a non-chronic person experiencing homelessness has a disability and either meets the chronic episode threshold (4 episodes of homelessness within 3 years), or meets the cumulative chronic threshold (they have been homeless for 12 months cumulatively, within a 3 year window).

"Timing out" of chronic homelessness could happen when an assessed client with 4 episodes of homelessness in 3 years loses 'credit' for any number of episodes because they have 'timed out' of the 3 year chronic window. For example, a chronic individual could lose their chronic status as time goes on if their first episode falls out of the scope of the total three year window, and they end up with only 3 episodes in three years, or 2 episodes within three years. which would make them non-CH. Being able to track when clients will fall in and out of chronicity based on their start/end dates of homelessness and disability status is crucial.

14. Does your community's Chronic BNL track Chronic individuals and households that had previously been designated as "Housed" or "Inactive" and have returned to your community's BNL active list this month?

- ❏ Yes
- ❏ No

- ❖ **YES = PODIUM WORTHY CREDIT**

Your community can better understand where people are coming from before they show up on your BNL active list by tracking individuals experiencing chronic homelessness who had previously been housed or missing. This data allows you to become more targeted and efficient in your chronic homelessness prevention efforts, and can help you better understand housing stability, housing retention, and the functionality of those programs in general. Additionally, it can assist in measuring the impact of your outreach efforts to re-engage/find individuals experiencing chronic homelessness in your community.

15. Is HMIS the data platform your community uses to hold Chronic BNL data? If yes, what vendor and software you use? This question is unscored!

- ❖ **QUESTION NOT SCORED**

<u>Veteran CES Scorecard Questions</u>

1. Does your outreach system actively work in all outreach "hot spots" with high concentrations of individuals experiencing homelessness?

- ❏ Yes
- ❏ In progress
- ❏ No

❖ **YES = POINT CREDIT**

This scorecard question is intended to help communities establish a baseline for improvement of the internal coordination of all outreach team coverage of ""hot spots" in your CoC. Ideally, every member of all outreach teams should be clear on where outreach "hot spots" are and when outreach should take place, using a shared CoC outreach map, schedule, or other documentation or internal policy.

1a. Please explain the outreach activities involved in working "hot spots:"____

- ❖ **QUESTION NOT SCORED**

2. Does your community have a documented staffing schedule/protocol in place for your outreach system that ensures regular, consistent coverage in all areas of your CoC?

Documentation may include: an outreach coverage wall map, written outreach schedule, or other clear proof of a coordinated outreach structure. Communities may want to consider having a lead organization or individual be responsible for engaging any person newly found or newly entering the system.

- ❏ Yes
- ❏ No

❖ **YES = POINT CREDIT**

It is important for your community to work toward having a coordinated, documented Outreach system that covers 100% of your entire CoC's geography. This scorecard question is intended to help communities establish a baseline for improvement of the internal coordination of all outreach teams in your CoC. Ideally, every member of all outreach teams should be clear on where outreach "hot spots" are, when outreach should take place, using a shared CoC outreach map, schedule, or other documentation or internal policy.

3. Do all individuals and households experiencing homelessness have fair and equal access to your CES, regardless of the access point they use or how they present for services?

A strong coordinated entry system has enough access points (including physical locations and/or a toll free or 211 phone line) so that individuals and households can be entered the system, and be assessed, in a timely fashion.

- ❏ Yes
- ❏ No

❖ **YES = POINT CREDIT**

Ideally, all individuals who are experiencing homelessness (or are at risk of becoming homeless) never get turned away from any homeless services access point in your CoC. To ensure that this does not occur, your community should have the correct amount of accessible universal access points to serve

your entire homeless population. No individual should be turned away from services, assessments, or housing resources due to eligibility limitations or program restrictions.

4. Does your community have policies that allow for people to access emergency services independent of the operating hours of the systems intake and assessment processes?
- ❏ Yes
- ❏ In progress
- ❏ No

❖ **YES = POINT CREDIT**

Ensuring that individuals who are experiencing homelessness (or are at risk of becoming homeless) have 24/7 access to emergency/crisis services is a crucial part of the safety net that a high functioning Coordinated Entry System provides to vulnerable individuals and households.

5. Is there a lead agency or entity that is accountable to leading the coordination of all local activities associated with your CES toward ending homelessness, starting with veterans?
- ❏ Yes
- ❏ No

❖ **YES = POINT CREDIT**

Having a lead agency or entity that is responsible for leading the coordination of all CES activities is a very important step toward strengthening the long-term sustainability of your system.

5a. Please name the agency or entity leading coordination activities toward ending homelessness:_____
- ❖ **QUESTION NOT SCORED**

6. Does your community utilize Veteran data collected by the CES to identify service needs and gaps to inform system level planning and advocacy?
- ❏ Yes
- ❏ No

❖ **YES = POINT CREDIT**

Well-managed data collected on your CES' By-Name List is enormously helpful to tracking progress and planning for the future. Veteran data collected can not only enhance your CES' performance, but also inform real-time targets for reaching functional zero.

7. What is the nature of your VA's ability to access your community's By-Name List? *VA Guidance on HMIS Access:*

https://www.hudexchange.info/news/va-releases-guidance-on-hmis-read-only-and-direct-entry-access-policy-q-a/
- ❏ Real-time, full shared access
- ❏ View-only or limited access
- ❏ No Access

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❖ **REAL-TIME, FULL SHARED ACCESS = POINT CREDIT**

Making efforts to include your local VA in every aspect of your community's By-Name List is a crucial step to ending homelessness for Veterans. VA staff should ideally be able to view and edit the community-wide list of homeless Veterans, actively case conference with other community organizations serving Veterans, engage in efforts to avoid duplication, confirm Veteran eligibility status, and efficiently connect homeless Veterans to VA housing and service resources.

8. If your VA does not have access to your community's By-Name List, is there a process for regular reconciliation of By-Name List data with your local VA's data?
- ❏ Yes
- ❏ No

❖ **YES = POINT CREDIT**

In communities where it is not possible for the VA to edit or gain direct access to the CoC's By-Name List, there should be a process for the regular reconciliation of By-Name LIst data with local VA's data on homeless Veterans.

9. Is your community consistently implementing a written prioritization policy that may include a VI-SPDAT score or other data-driven method to objectively prioritize the most vulnerable veterans for housing?
- ❏ Yes
- ❏ No

❖ **YES = POINT CREDIT**

In regular case conferencing meetings, every individual experiencing homelessness should be continuously guided and assisted towards the most appropriate permanent housing intervention and any housing-based additional services. Using a common assessment tool such as the VI-SPDAT can help communities objectively prioritize the most acutely vulnerable Veterans for appropriate and timely housing and services. Many communities utilize a process for dealing with the "Top XX" most vulnerable clients or craft alternate processes for Veterans who are taking longer to house than usual.

10. Do you have an HMIS system or other database that is open or partially open to allow for data sharing and system level data analysis?
- ❏ Yes
- ❏ No

❖ **YES = POINT CREDIT**

Having an HMIS platform or other By-Name List database that allows all stakeholders making decisions around assessing, outreaching, or housing homeless Veterans is crucial to establishing a centralized, common understanding of who needs to be served and when. Community organizations often operate

in data silos, making it difficult to assess the needs and appropriately prioritize the housing placements of all homeless Veterans in a CoC.

11. Do all agencies routinely use Releases of Information (ROIs) to allow for data sharing or case-by-case information sharing for prioritization, referrals, and effective case conferencing?

- ❏ Yes
- ❏ No

❖ **YES = POINT CREDIT**

Having a community-wide Release of Information (ROI) that covers as many agencies as possible is a crucial building block of a strong Coordinate Entry System. A common, shared ROI allows all parties serving homeless individuals to engage in effective assessment, case conferencing and housing placement practices.

12. Are all relevant Veteran stakeholders/providers present at weekly or bi-weekly case conferencing meetings such that these meetings produce concrete prioritization and referral decisions?

- ❏ Yes
- ❏ No

❖ **YES = POINT CREDIT**

In order for a homeless Veteran to be swiftly referred to permanent housing, all providers working with that Veteran should be present at community case conferencing meetings. Depending on the size of your community, case conferencing is a weekly (or bi-weekly) meeting wherein people experiencing homelessness are referred to available housing resources, staff problem-solve barriers and remove roadblocks for individual housing placements, and housing navigators (or case managers or outreach workers) are assigned to prioritized clients and a housing plan is coordinated.

12a. How frequently do case conferencing meetings occur specific to your goal to end veteran homelessness?

- ❏ Weekly
- ❏ Bi-Weekly
- ❏ Monthly
- ❏ Other:_____

❖ **QUESTION NOT SCORED**

13. Does everyone have a clear role within Veteran case conferencing meetings and believe their time is being used as effectively as possible?

- ❏ Yes
- ❏ No

❖ **YES = POINT CREDIT**

Developing clear roles and expectations for all Housing Navigators, Outreach workers, social workers case managers, and others who regularly attend case conferencing meeting can help prevent meeting 'fatigue' and serve clients effectively. Balancing the need for flexibility and consistency of roles, it may make sense from time to time to change Housing Navigator assignments as needed and celebrate and appreciate stand-out Housing Navigator achievements.

14. Does the CES take into account veteran choice, through assessment questions, case conferencing discussions and policies that honor client preference?

- ❏ Yes
- ❏ No

❖ **YES = POINT CREDIT**

Institutionalizing person-centered, housing-based practices is crucial to building a Coordinated Entry System that values making homelessness brief, rare and non-recurring. This can be done by paying attention to the type of questions and engagement strategies used to serve homeless individuals, and making respectful, non-coercive efforts to permanently house individuals on a community's By-Name List, during case conferencing meetings and otherwise..

15. Does your community assign a lead point of contact for Veterans (navigator or case manager) who is responsible for maintaining contact and assuring successful navigation from homeless to housed?

- ❏ Yes
- ❏ In progress
- ❏ No

❖ **YES = POINT CREDIT**

It is essential to establish a lead point of contact who is responsible for guiding a homeless Veteran through the steps of a Coordinated Entry System. If a Veteran gets bounced around to different agencies/staff members, there is a greater likelihood that steps will be missed or handoffs will not happen. Streamlining this aspect of the CES process to benefit the person experiencing homelessness will likely lead to a faster, more appropriate housing placement.

16. Has your community developed written case conferencing policies that will assure a plan for the effective long-term sustainability of your community's veteran case conferencing process?

- ❏ Yes
- ❏ No

❖ **YES = POINT CREDIT**

Planning for the long-term sustainability of effective Case Conferencing structures will ensure the meetings continue regardless of the persons attending or content discussed. Communities should decide who will lead the Case Conferencing meetings, whether there should be separate case

conferencing meetings for each subpopulation, if new staff will be needed to complete comprehensive Case Conferencing meetings, if existing positions will be dedicated to this in the long-term, etc.

17. When discussing successful housing placements based on your By-Name List, are you documenting all status changes among veterans in your By-Name List and including a date?

- ❏ Yes
- ❏ No

❖ **YES = POINT CREDIT**

A crucial part of your community's regular case conferencing meetings should be to document the date of successful housing placements using your By-Name List, and the housing resource that was used. If a housed client becomes unhoused, that status change should also be documented.

18. During Case Conferencing, using your By-Name List data, do you discuss the specific housing resource each veteran was referred to, the status of each step in the process (referred, in process but not yet housed, attempting to contact), and the outcome (refused, denied, accepted, moved-in)?

- ❏ Yes
- ❏ No

❖ **YES = POINT CREDIT**

An important facet of your community's regular case conferencing meetings should be able to document the date of every important moment, or status change, in a client's journey through your Coordinated Entry System. If your By-Name List can't track these important status changes and the dates they occurred, it will be very difficult to track the performance of your Coordinated Entry System. However, it is also important to balance documenting status changes thoroughly with being efficient: your community should track only the steps necessary to provide a permanent (housing) end to the "status" of being homeless, and avoid tracking extraneous data not related to housing clients.

19. What percentage of your community's PH resources targeted to ending homelessness are being referred to clients on your Veteran BNL, per your communities prioritization policies?

- ❏ 90% or more of PH resources are referred to Veterans on our BNL
- ❏ 75%-89% of PH resources are referred to Veterans on our BNL
- ❏ 50%-74% of PH resources are referred to Veterans on our BNL
- ❏ 25%-49% of PH resources are referred to Veterans on our BNL
- ❏ Less than 25% of PH resources are referred to Veterans on our BNL

❖ **90% or more of PH resources are referred to Veterans on our BNL = POINT CREDIT**

Using your community's By-Name List as a place to track data and your case conferencing meetings to discuss process, it's important to understand what percentage of your community's PH resources are targeted toward Veterans experiencing homelessness.

20. Does your community have a process for diverting or preventing Veteran individuals or households from becoming homeless and entering the system (being a part of the Veteran BNL)?

- ❏ Yes
- ❏ In progress
- ❏ No

❖ **YES = POINT CREDIT**

Having a formal diversion process at the front door(s) of your coordinated entry system is a critical component. As communities are prioritizing the most vulnerable households for limited housing resources, it's also critical that households who are less vulnerable but still in need of assistance have access to trained diversion specialists who can help facilitate safe housing options outside of the homeless system. It's sometimes possible to divert highly vulnerable households from the homeless system as well, and formal training is key to understanding how this is possible and sustainable.

Chronic CES Scorecard Questions

1. Does your outreach system actively work in all outreach "hot spots" with high concentrations of individuals experiencing homelessness?

- ❏ Yes
- ❏ In progress
- ❏ No

❖ **YES = POINT CREDIT**

This scorecard question is intended to help communities establish a baseline for improvement of the internal coordination of all outreach team coverage of ""hot spots" in your CoC. Ideally, every member of all outreach teams should be clear on where outreach "hot spots" are and when outreach should take place, using a shared CoC outreach map, schedule, or other documentation or internal policy.

1a. Please explain the outreach activities involved in working "hot spots:"_____

- ❖ **QUESTION NOT SCORED**

2. Does your community have a documented staffing schedule/protocol in place for your outreach system that ensures regular, consistent coverage in all areas of your CoC?

Documentation may include: an outreach coverage wall map, written outreach schedule, or other clear proof of a coordinated outreach structure. Communities may want to consider having a lead organization or individual be responsible for engaging any person newly found or newly entering the system.

- ❏ Yes
- ❏ No

❖ **YES = POINT CREDIT**

It is important for your community to work toward having a coordinated, documented Outreach system that covers 100% of your entire CoC's geography. This scorecard question is intended to help communities establish a baseline for improvement of the internal coordination of all outreach teams in

your CoC. Ideally, every member of all outreach teams should be clear on where outreach "hot spots" are, when outreach should take place, using a shared CoC outreach map, schedule, or other documentation or internal policy.

3. Do all individuals and households experiencing homelessness have fair and equal access to your CES, regardless of the access point they use or how they present for services?

A strong coordinated entry system has enough access points (including physical locations and/or a toll free or 211 phone line) so that individuals and households can be entered the system, and be assessed, in a timely fashion.

❑ Yes
❑ No

❖ **YES = POINT CREDIT**

Ideally, all individuals who are experiencing homelessness (or are at risk of becoming homeless) never get turned away from any homeless services access point in your CoC. To ensure that this does not occur, your community should have the correct amount of accessible universal access points to serve your entire homeless population. No individual should be turned away from services, assessments, or housing resources due to eligibility limitations or program restrictions.

4. Does your community have policies that allow for people to access emergency services independent of the operating hours of the systems intake and assessment processes?

❑ Yes
❑ In progress
❑ No

❖ **YES = POINT CREDIT**

Ensuring that individuals who are experiencing homelessness (or are at risk of becoming homeless) have 24/7 access to emergency/crisis services is a crucial part of the safety net that a high functioning Coordinated Entry System provides to vulnerable individuals and households.

5. Is there a lead agency or entity that is accountable to leading the coordination of all local activities associated with your CES toward ending chronic homelessness?

❑ Yes
❑ No

❖ **YES = POINT CREDIT**

Having a lead agency or entity that is responsible for leading the coordination of all CES activities is a very important step toward strengthening the long-term sustainability of your system.

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5a. Please name the agency or entity leading coordination activities toward ending homelessness:_____

- ❖ **QUESTION NOT SCORED**

6. Does your community utilize Chronic data collected by the CES to identify service needs and gaps to inform system level planning and advocacy?

- ❑ Yes
- ❑ No
- ❖ **YES = POINT CREDIT**

Well-managed data collected on your CES' By-Name List is enormously helpful to tracking progress and planning for the future. Data collected on individuals and households experiencing chronic homelessness can not only enhance your CES' performance, but also inform real-time targets for reaching functional zero.

7. Is your community consistently implementing a written prioritization policy that may include a VI-SPDAT score or other data-driven method to objectively prioritize the most vulnerable people experiencing chronic homelessness for housing?

- ❑ Yes
- ❑ No

- ❖ **YES = POINT CREDIT**

In regular case conferencing meetings, every individual experiencing homelessness should be continuously guided and assisted towards the most appropriate permanent housing intervention and any housing-based additional services. Using a common assessment tool such as the VI-SPDAT can help communities objectively prioritize the most acutely vulnerable individuals experiencing chronic homelessness for appropriate and timely housing and services. Many communities utilize a process for dealing with the "Top XX" most vulnerable clients or craft alternate processes for individuals who are taking longer to house than usual.

8. Do you have an HMIS system or other database that is open or partially open to allow for data sharing and system level data analysis?

- ❑ Yes
- ❑ No

- ❖ **YES = POINT CREDIT**

Having an HMIS system or other By-Name List database that allows all stakeholders making decisions around assessing, outreaching, or housing individuals experiencing chronic homelessness is crucial to establishing a centralized, common understanding of who needs to be served and when. Community organizations often operate in data silos, making it difficult to assess the needs and appropriately prioritize the housing placements of all homeless individuals in a CoC.

9. Do all agencies routinely use Releases of Information (ROIs) to allow for data sharing or case-by-case information sharing for prioritization, referrals, and effective case conferencing?

❏ Yes
❏ No

❖ **YES = POINT CREDIT**

Having a community-wide Release of Information (ROI) that covers as many agencies as possible is a crucial building block of a strong Coordinate Entry System. A common, shared ROI allows communities to engage in effective assessment, case conferencing and housing placement practices.

10. Are all relevant chronic homelessness stakeholders/providers present at weekly or bi-weekly case conferencing meetings such that these meetings produce concrete prioritization and referral decisions?

❏ Yes
❏ No

❖ **YES = POINT CREDIT**

In order for an individual experiencing chronic homelessness to be swiftly referred to permanent housing, all providers working with that individual should be present at community case conferencing meetings. Depending on the size of your community, case conferencing is a weekly (or bi-weekly) meeting wherein people experiencing homelessness are referred to available housing resources, staff problem-solve barriers and remove roadblocks for individual housing placements, and housing navigators (or case managers or outreach workers) are assigned to prioritized clients and a housing plan is coordinated.

10a. How frequently do case conferencing meetings occur specific to your goal to end chronic homelessness?

❏ Weekly
❏ Bi-weekly
❏ Monthly
❏ Other:_____

❖ **QUESTION NOT SCORED**

11. Does everyone have a clear role within chronic homelessness case conferencing meetings and believe their time is being used as effectively as possible?

❏ Yes
❏ No

❖ **YES = POINT CREDIT**

Having a community-wide Release of Information (ROI) that covers as many agencies as possible is a crucial building block of a strong Coordinate Entry System. A common, shared ROI allows all parties serving homeless individuals to engage in effective assessment, case conferencing and housing placement practices.

12. Does the CES take into account client choice, through assessment questions, case conferencing discussions and policies that honor client preference?

- ❏ Yes
- ❏ No

❖ **YES = POINT CREDIT**

Institutionalizing person-centered, housing-based practices is crucial to building a Coordinated Entry System that values making homelessness brief, rare and non-recurring. This can be done by paying attention to the type of questions and engagement strategies used to serve homeless individuals, and making respectful, non-coercive efforts to permanently house individuals on a community's By-Name List, during case conferencing meetings and otherwise.

13. Does your community assign a lead point of contact for people experiencing chronic homelessness (navigator or case manager) who is responsible for maintaining contact and assuring successful navigation from homeless to housed?

- ❏ Yes
- ❏ In progress
- ❏ No
- ❏ Other:_____

It is essential to establish a lead point of contact who is responsible for guiding a individual experiencing chronic homeless through the steps of a Coordinated Entry System. If an individual gets bounced around to different agencies/staff members, there is a greater likelihood that steps will be missed or handoffs will not happen. Streamlining this aspect of the CES process to benefit the person experiencing homelessness will likely lead to a faster, more appropriate housing placement.

❖ **YES = POINT CREDIT**

14. Has your community developed written case conferencing policies that will assure a plan for the effective long-term sustainability of your community's chronic homelessness case conferencing process?

- ❏ Yes
- ❏ No

❖ **YES = POINT CREDIT**

15. When discussing successful housing placements based on your By-Name List, are you documenting all status changes among people experiencing chronic homelessness in your By-Name List and including a date?

- ❏ Yes
- ❏ No

❖ **YES = POINT CREDIT**

16. During Case Conferencing, using your By-Name List data, do you discuss the specific housing resource each person was referred to, the status of each step in the process (referred, in process but not yet housed, attempting to contact), and the outcome (refused, denied, accepted, moved-in)?

- ❏ Yes
- ❏ In progress
- ❏ No

❖ **YES = POINT CREDIT**

An important facet of your community's regular case conferencing meetings should be able to document the date of every important moment, or status change, in a client's journey through your Coordinated Entry System. If your By-Name List can't track these important status changes and the dates they occurred, it will be very difficult to track the performance of your Coordinated Entry System. However, it is also important to balance documenting status changes thoroughly with being efficient: your community should track only the steps necessary to provide a permanent (housing) end to the "status" of being homeless, and avoid tracking extraneous data not related to housing clients.

17. What percentage of your PH resources targeted to ending homelessness are being referred to clients on your Chronic BNL, per your communities prioritization policies?

- ❏ 90% or more of PH resources
- ❏ 75%-89% of PH resources
- ❏ 50%-74% of PH resources
- ❏ 25%-49% of PH resources
- ❏ Less than 25% of PH resources

❖ **90% or more of PH resources = POINT CREDIT**

Using your community's By-Name List as a place to track data and your case conferencing meetings to discuss process, it's important to understand what percentage of your community's PH resources are targeted toward individuals experiencing chronic homelessness.

18. Does your community have a process for diverting or preventing Chronic individuals or households from becoming homeless and entering the system (being a part of the Chronic BNL)?

- ❏ Yes
- ❏ In progress
- ❏ No

❖ **YES = POINT CREDIT**

Having a formal diversion process at the front door(s) of your coordinated entry system is a critical component. As communities are prioritizing the most vulnerable households for limited housing resources, it's also critical that households who are less vulnerable but still in need of assistance have access to trained diversion specialists who can help facilitate safe housing options outside of the homeless system. It's sometimes possible to divert highly vulnerable households from the homeless system as well, and formal training is key to understanding how this is possible and sustainable.

Frequently Asked Questions about the
By-Name List and Coordinated Entry System Scorecards

Congratulations on taking the Veteran and Chronic By-Name List and Coordinated Entry System Scorecards! We've put together some FAQs and next steps to help explain how

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you can use these tools to improve your By-Name List (BNL) and Coordinated Entry System (CES).

Still have questions? Reach out to your Zero: 2016 coach -- they're ready to help!

1. What the heck are you talking about?
[You can find out here](#)!

2. I've taken a BNL and/or CES scorecard. Where can I find my scores?
You can find your community's score (and a thorough explanation of your community's strengths and areas for improvement) in your Performance Management Tracker. If you need access to this, contact your Zero coach.

For a quick glance at your score, pick your community from the drop down menu in [this shortcut tool](#).

3. Now that I've taken the scorecard and know my score, what happens next?
After your community takes the scorecard assessments, you and your Zero coach will now explore areas for improvement as indicated through the scorecard. With your coach, you will determine key areas for improvement, set clear goals and targets for those improvement areas, and develop change ideas to reach these goals. After you have implemented any change ideas, we would encourage you to take the scorecards again to measure progress toward your improvement goal.

4. What do you mean by "gold standard" and what do you mean by "podium worthy"?
Gold standard refers to perfection -- it's an acknowledgment that you've crossed ALL your "t's" and dotted your "i's" by providing perfect answers to every single question. Yet it's important to recognize the daylight between something that's "perfect" and something that's "good enough" to get the job done. A podium worthy list still has room for improvement BUT has demonstrated that it meets a minimum quality threshold and can be used to track progress toward zero in an accurate and meaningful way.

[Click here](#) to review a detailed explanation of the podium worthy By-Name List Scorecard scoring methodology.

5. What should I do if my score is deemed podium worthy (10 points or more on specific questions)?
Fantastic! Your community is a shining example to others and we'd love to learn from you.

Right off the bat you should start using your Performance Management Tracker to help analyze your By-Name List data and project when your community will reach functional zero. Strategize with your coach on how best to meet your monthly placement target going forward -- do you need to keep steady, or focus on acceleration to get to zero by

the end of the year? And don't forget to keep tweaking away at your system! Continue working on the things that will propel your By-Name List from podium worthy to gold standard -- your coach will have some ideas!

6. Help! My community didn't get a podium worthy score (less than 10 points on specific questions). What should we do?
Don't worry -- many communities are in this boat. It's all about data for improvement! You and your Zero coach now have the opportunity to explore areas for improvement based on how you responded to questions on the scorecard. This will help you prioritize where to direct your efforts for greatest impact and brainstorm possible solutions. After you've implemented these solutions, we would encourage you to take the scorecards again to measure any progress you've made toward improvement.

7. Wait...I scored 11 but you're saying it's not yet podium worthy?
That's right. There are 14 scored questions on the veteran scorecard and 14 scored questions on the chronic scorecard. Of those 14, there are *10 specific questions* that determine podium-worthiness ([you can find those questions here](#)). The remaining 4 are important, but not required to meet that minimum quality threshold. So if you score 9/10 on the podium worthy questions and 2/4 on the non-required questions, you'd end up with a score of 11 but still have some room for improvement!

8. Will my non-podium worthy score have an impact on my community's Performance Management Dashboards (previously called the Housing Placement Tracker)?
All communities have access to the Reporting Form and the vast majority of the Performance Management Tracker, however, communities without a podium worthy BNL won't be able to use the Countdown Dashboard to project when they will reach functional zero. Once your community can show evidence of a high quality list, i.e. a podium worthy list, we'll work with you to help make those projections in an accurate and meaningful way.