



# Creating a Coordinated Entry System for Consumers & Providers

*Virginia Governor's Housing Conference 2025*

*Presented by:*

*Kristen Nolen, MSW, Director of Housing Services*

*Olyvia Brown-Coles, MPA, Director of Homeless System  
Coordination*



01. Background and Context

02. Yesterday's Coordinated Entry System

03. Today's Coordinated Entry System

04. Impact on Clients and  
Providers

Agenda



01.

# Background and Context





# OUR HOMELESS RESPONSE PROGRAMS

## HOMELESS SYSTEM PROGRAM

- Homeless System Coordination
- HMIS Lead
- Coordinated Entry Lead/CHIA

## HOUSING PROGRAMS

- Community First (RRH)
- Central Virginia Supportive Housing (PSH)
- Housing First Lynchburg (PSH)
- Miriam's House Family Shelter (ES)



# CVCOC GEOGRAPHIC AREA





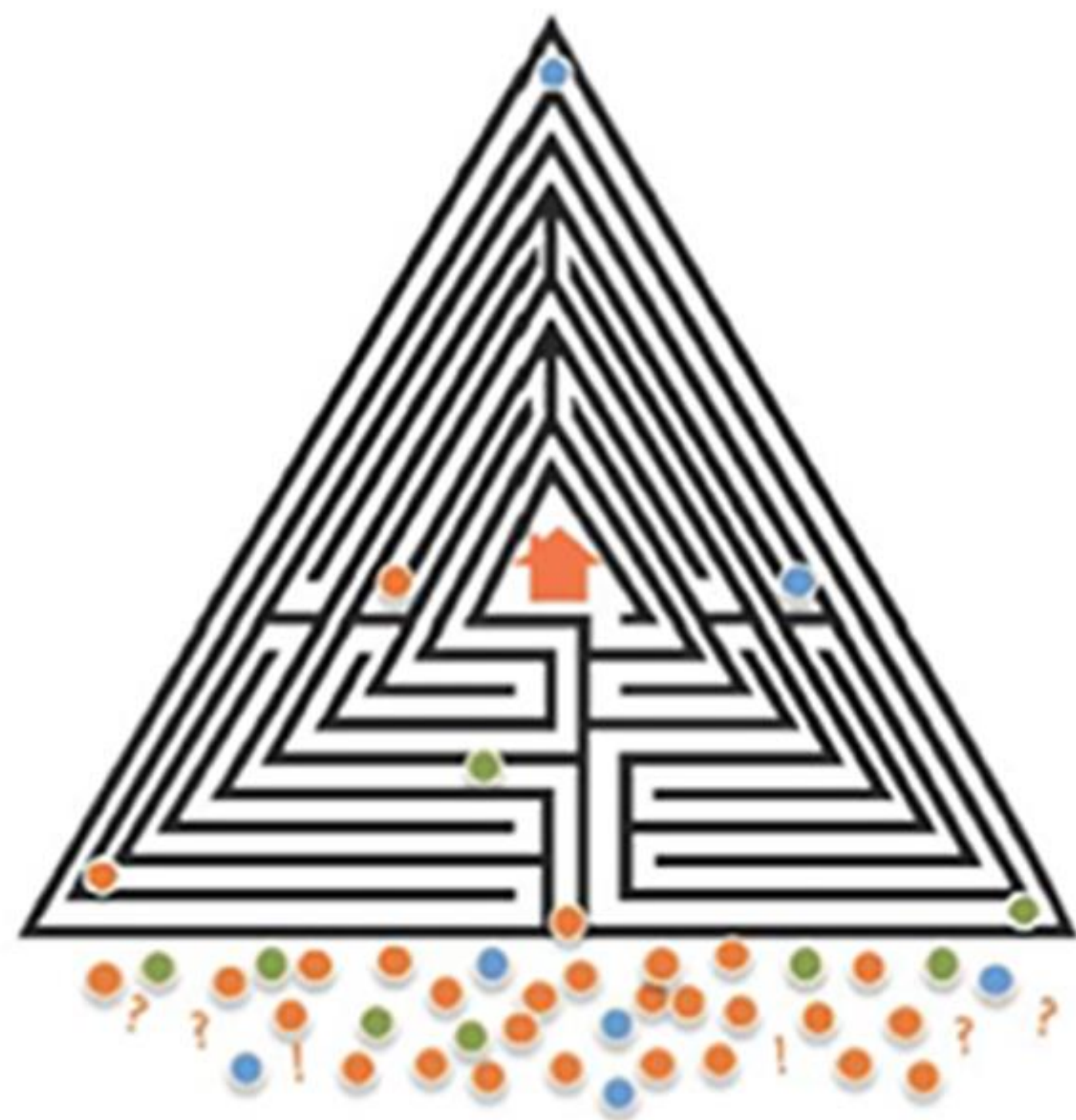
# DEFINING COORDINATED ENTRY

A systematic approach to connecting individuals and families experiencing homelessness with appropriate housing and services (HUD).

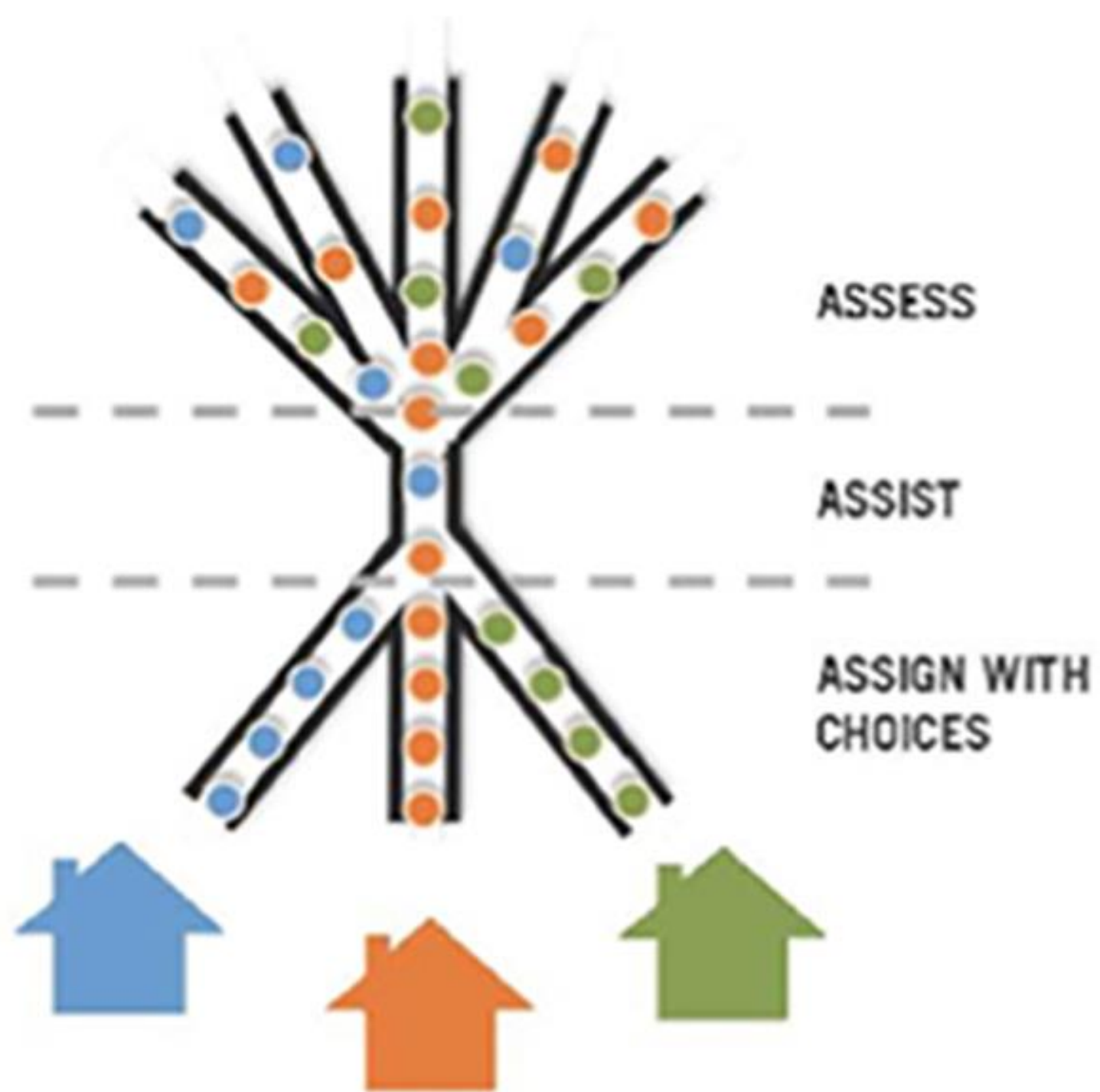




## WITHOUT CES



## WITH CES



ACCESS

ASSESSMENT

PRIORITIZATION

REFERRAL



Initial Triage

Diversion

Intake

Initial Assessment

Potential Eligibility Assessment

Comprehensive Assessment

1.

2.

3.

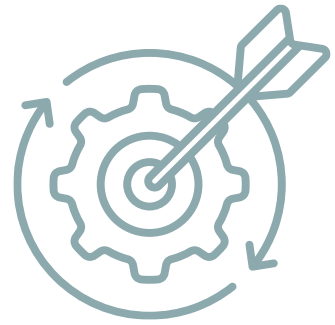
4.

5.





# GOALS OF CES



Ensure that homeless services are allocated as effectively as possible.



Make resources easily accessible to persons needing help, regardless of how they seek them



Prioritize resources for persons with the highest needs and longest periods of time homeless



Ensure fair and equal access to resources

# CHECK-IN

Which describes the coordinated entry system in your community?

1 - Consumer driven - navigating through the homeless response system depends on consumers to understand the process, follow up with programs, etc.

2 - Provider driven - the agencies that provide homeless response services do the work of navigating consumers through the system

3 - System driven - the CoC or LPG creates and implements a structure (policies, processes) by which consumers move through the homeless response system



02.

# Yesterday's Coordinated Entry System





## Before Coordinated Entry

- Housing resources were not targeted or aligned with client needs
- Highly burdensome on clients to understand all the resources and which they qualified for
- Programs were high barrier and screened out “difficult” clients
- Duplication of effort
- Personal connections may affect client enrollment







## Shifting to a Coordinated Approach

- Getting buy-in from City of Lynchburg for funding a homeless information line (CHIA)
- Provider buy-in
  - sharing eligibility requirements across programs
  - creating common assessment tools and forms
  - addressing provider fears about transparency and loss of control





## Initial Process

- Phased assessments
  - Burdensome for clients
  - Not coordinated: Based on score, client qualified for an intervention type and all programs were faxed
  - Limited transparency: without a BNL and case conferencing, unclear what happened to referrals







## Moving to a By Name List

- Started a By Name List for our community in 2018
  - High burden on frontline providers:
    - BNL reporting form was 2 pages long!
    - VI-SPDATs every 6 months
- Case conferencing focused on “challenging” cases - haphazard and did not have housing target dates
  - Prioritization for PSH



03.

# Today's Coordinated Entry System





# Integrated Coordinated Approach

- Homeless information line as primary access point
- Standard assessment tailored towards consumer vulnerabilities
- Coordinated: Based on By Name List (BNL) status, LOT, and vulnerability score
- Consumers are matched with available program openings based on subpopulation, BNL status, LOT, and vulnerability score
- Programs are designated for priority subpopulations
  - PSH: Veterans and chronically homeless households
  - RRH: Youth, families with minor children, and veterans



# ACCESS POINTS

*for households facing a housing crisis*

## Coordinated Homeless Intake and Access (CHIA)

*for households who are currently homeless or at imminent risk of becoming homeless*

## Domestic Violence Hotline

*for households in a domestic violence situation and in need of immediate shelter*

## Homeless Outreach & Mobile Engagement (HOME)

*for households in an unsheltered situation*

## Homeless Prevention & Diversion

*for households not already homeless or with other resources*

## Emergency & Domestic Violence Shelter

*for households already homeless or DV victims*

## Unsheltered

*for households unable to go to shelter*

Household retains housing or locates new housing (does not need shelter)

Low barrier households - self-resolves or exits without need for further intervention.

Households with children, youth, & veterans

Chronically homeless households



## Community Based Housing

*(Private rental housing, living with family, subsidized housing, etc.)*



## Rapid Re-Housing

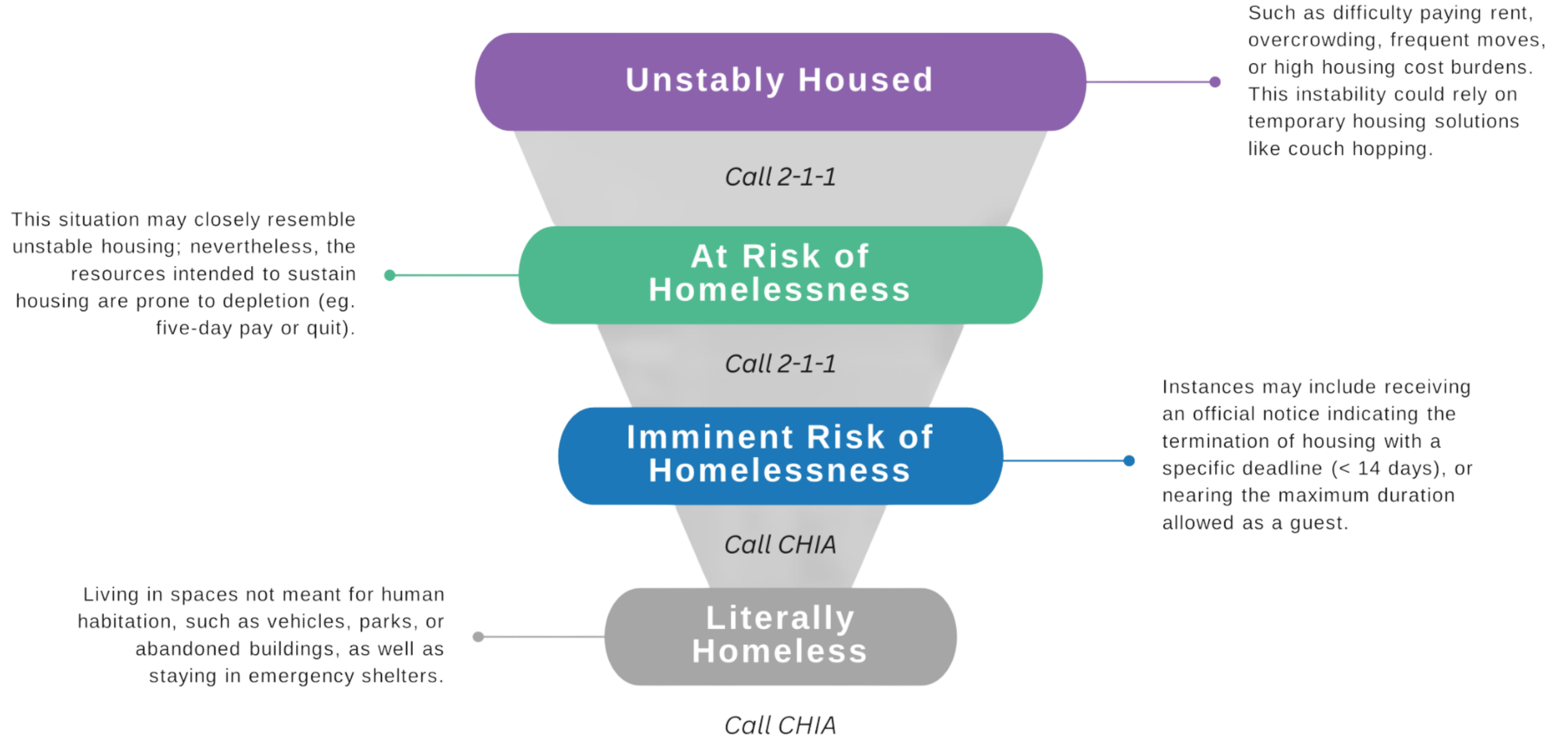
*(Short-term rental assistance and case management)*



## Supportive Housing

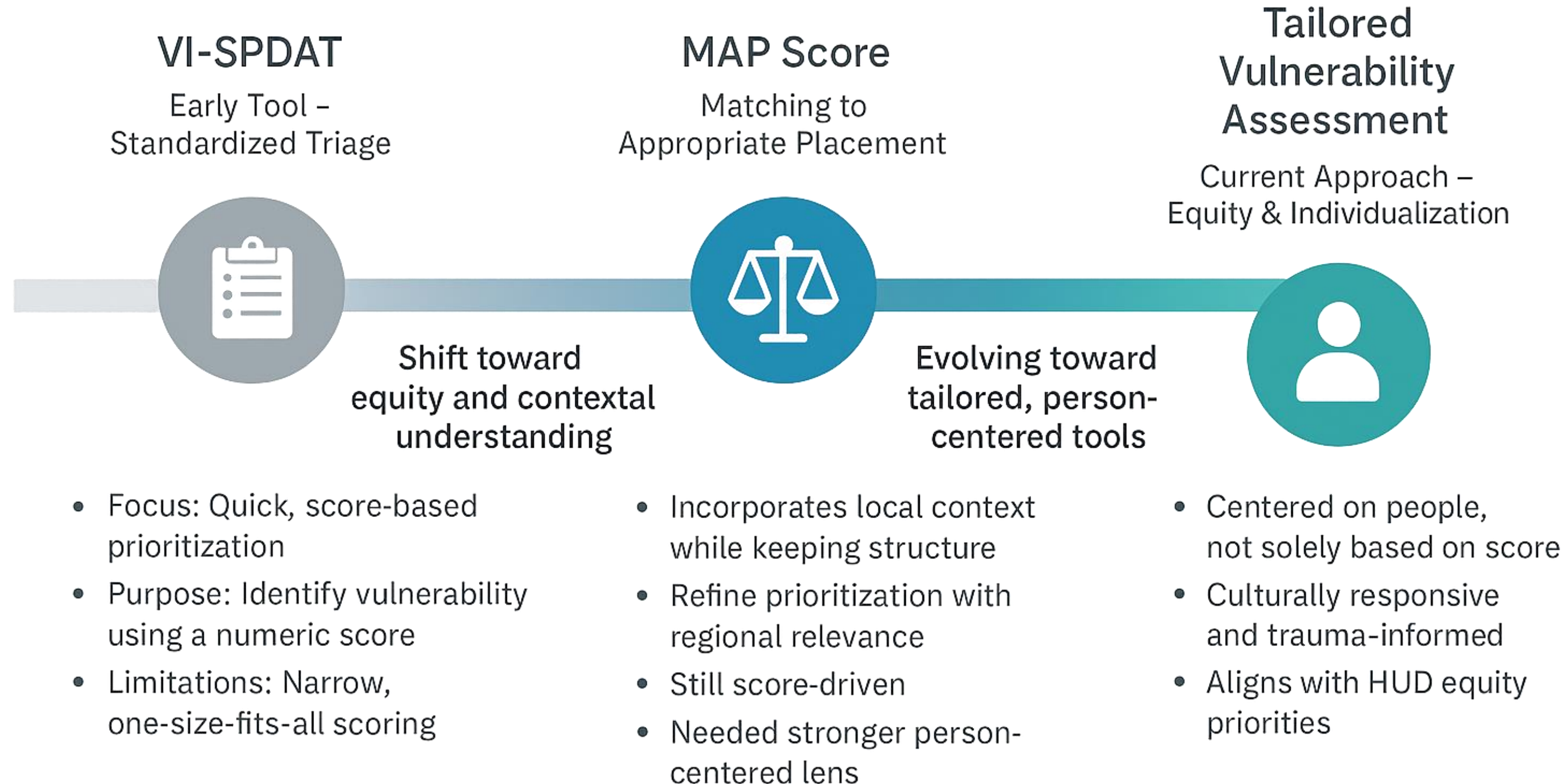
*(Long-term rental assistance and case management)*

# Community-Wide Housing Stabilization Approach





# Evolution of Vulnerability Assessment Tools



## CVCoC Vulnerability and Prioritization Assessment

To be completed by a case manager with input provided by client

### Vulnerability Assessment Addendum

Only complete the section below that applies to the household being assessed. Please read the italicized question to the client and record their response. For the household type (Adult Only, Families, or Youth Only), please check all that apply within that household. Each check mark counts as 1 point. Total scores can range from 0-4. Please record the client's answer and the total score at the bottom of the page.

#### Adult Only Households (*i.e. no children in the household, not an unaccompanied youth*)

1. Emergency Services Utilization: *In the past week, have you used an emergency hotline or crisis service? Such as: emergency rooms, psychiatric center/hospital, sexual assault crisis services, mental health crisis/hotline, domestic violence hotline, and/or suicide prevention hotlines?* \_\_\_\_\_ If yes, check the box ☐
2. Current homeless situation: *Are you currently sleeping in an unsheltered environment or in an emergency shelter?* \_\_\_\_\_ If unsheltered, check the box ☐
3. Rental History: *In the past year, have you received a judgement in court for a lease violation or unpaid rent?* \_\_\_\_\_ If yes, check the box ☐
4. Justice involved/criminal history: *Do you currently have pending charges or have you been convicted of a crime in the last year?* \_\_\_\_\_ If yes, check the box ☐

#### Families (*i.e. households with children under the age of 18 in the household*)

1. Emergency Services Utilization: *In the past week, have you used an emergency hotline or crisis service? Such as: CPS, emergency rooms, psychiatric center/hospital, sexual assault crisis, mental health crisis/hotline, domestic violence hotline, and/or suicide prevention hotlines?* \_\_\_\_\_ If yes, check the box ☐
2. Disability Impact on Housing Stability: *Does an adult (over age 18) in the household have a disability of long term such as a mental health diagnosis, substance use disorder, physical disability, and/or intellectual/developmental disability that has impacted housing stability for the household?* \_\_\_\_\_ If yes, check the box ☐
3. Children's homeless status: *Are the children in the household currently staying in a homeless shelter, domestic violence shelter or sleeping in an unsheltered environment (outside, car, abandoned building) \_\_\_\_\_* If yes, check the box ☐
4. Children's age: *Is there a child in the household who is under the age of 5?* \_\_\_\_\_ If yes, check the box ☐

#### Youth Only Households (*i.e. a single youth or multiple youth in the household without children under 18 and without an adult over age 24*)

1. Emergency Services Utilization: *In the past week, have you used an emergency hotline or crisis service? Such as: emergency rooms, psychiatric center/hospital, sexual assault crisis services, mental health crisis/hotline, domestic violence hotline, and/or suicide prevention hotlines?* \_\_\_\_\_ If yes, check the box ☐
2. Past Involvement with Child Welfare/Foster Care System: *Have you ever been a ward of a child welfare or foster care agency, or had any involvement with the foster care or juvenile justice system during your childhood or adolescence when you were separated from your family of origin?* \_\_\_\_\_ If yes, check the box ☐
3. Access to temporary, safe housing: *Do you regularly have access to a safe place to stay either with a family member or with a friend?* \_\_\_\_\_ If no, check the box ☐
4. Risky Behavior: *Do you ever do things that may be considered risky like exchanging sex for money, food, drugs, or a place to stay?* \_\_\_\_\_ If yes, check the box ☐

Total Vulnerability Score (0-4) \_\_\_\_\_



## By Name List & Community Case Review

- Living, breathing document of all persons experiencing homelessness in our community:
  - Families with minor children
  - Unaccompanied Youth
  - Veterans
  - Chronically homeless
- Three separate and distinct CCR meetings for our four priority subpopulations
- Intentional follow-up with detailed notes to focus on housing attainment and assign responsibility





	C	D	J	L	P	U	AI	AJ	AK	AO
1	CVCoc By Name List									
2	Status ▾↑	Date of Identification ▾	Sub Population ▾	Current Living Situation ▾	Referral Program ▾	Date House ▾	# in H ▾	HoH Gender ▾	Age ▾	# of Days homeless in Current Episode ▾↓
3	Active	3/9/2023	Family	Sadler House			2	Female	35	5
4	Active	4/27/2022	Chronic	Unsheltered			1	Male	28	1432
5	Active	2/24/2021	Chronic	Unsheltered			1	Female	53	1040
6	Active	1/1/2023	Chronic	Shelter at RESET			1	Female	37	347
7	Active	1/1/2023	Chronic	Unsheltered			1	Male	50	246
8	Active	3/3/2021	Chronic	Unsheltered			1	Male	58	125
9	Active	12/6/2022	Veteran	Salvation Army			1	Female	71	98
10	Active	2/1/2023	Chronic	Unsheltered			1	Female	66	41
11	Active	2/15/2023	Chronic	Shelter at RESET			1	Male	48	27
12	Active	2/22/2023	Veteran	TAP Hotel			2	Male	66	20
13	Active	3/1/2023	Veteran, Family	Salvation Army			3	Male	47	13
14	Assigned	12/9/2022	Family, Veteran	Bedford DV	SSVF		3	Female	32	95
15	Assigned	11/30/2022	Family	Hotel/Unsheltered	MH CF		3	Female	44	104
16	Assigned	1/31/2023	Youth	Sadler House	MH CF		1	Female	24	42
17	Assigned	2/14/2023	Youth	Sadler House	MH CF		1	Female	19	28
18	Assigned	2/9/2023	Family	Sadler House	MH CF		3	Female	25	33
19	Assigned	2/27/2023	Family	Salvation Army	MH CF		2	Female	37	15
20	Assigned	7/21/2022	Chronic	Short-Term ES	Horizon PSH		1	Male	75	1218
21	Assigned	1/12/2023	Chronic	Unsheltered			1	Male	66	802
22	Assigned	1/6/2023	Chronic	Incarcerated	HFL		1	Male	55	529
23	Assigned	1/3/2023	Chronic	Shelter at RESET	HFL		1	Male	64	194
24	Assigned	1/1/2023	Chronic	Unsheltered	CVSH		1	Male	52	189

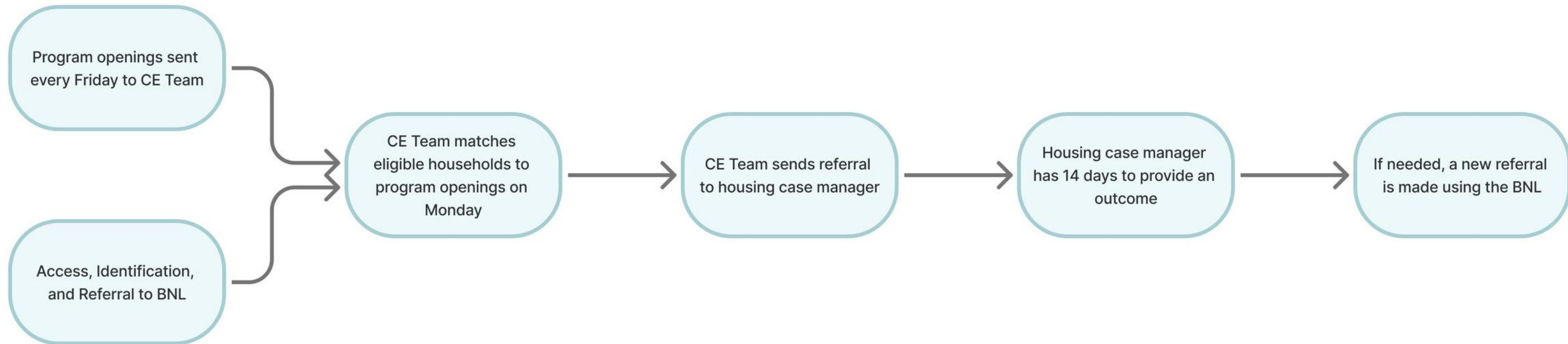
# Objective

## Process

- Standard assessments at access points and program intake
- Standard Operating Procedures and board-approved prioritization processes to guide the Coordinated Entry Team (CET)
- Weekly submission of program openings (every Friday)
- Weekly coordination meetings to match consumers with available program openings (every Monday)
- For special housing programs, CET meets with housing authority staff to discuss status of eligible households' applications, specifically vouchers.



# Coordinated Entry Flow Process







## Strengths

- Robust, dynamic system paired with structure and objective standards
- Seamless integration of new programs
  - Emergency Housing Vouchers
  - Mainstream Vouchers
  - Permanent Supportive Housing set-aside units
- Quickly train new staff
  - Combats high turnover
- Transparency
  - Providers know each step in the process to housing for every consumer
- Highly collaborative and relationship-based
- Consumers are housed quickly by reducing bureaucratic red tape



04.

# Impact on Clients and Providers





## Benefits to Consumers

- Diversion and housing problem solving is more accessible
- Trauma-informed interactions / assessments
- Matched to the right resource for their needs
- Transparency about process and timelines
- Pathways reflect vulnerability, not “system navigation skills”
- Increased access to housing options
- Reduced length of time experiencing homelessness
  - 44 days in 2018 vs. 28 days in 2025
- Increased housing stability over time





# Benefits to Providers and Programs

- Appropriate referrals
  - Those who cannot be diverted
  - Accurate matches
- Reduced duplication of effort
- Better workflows
- Increased collaboration and problem-solving to meet holistic needs
- Better able to “forecast” needs with an accurate BNL
- Continuous quality improvement
  - Targeting bottlenecks
  - Equity auditing

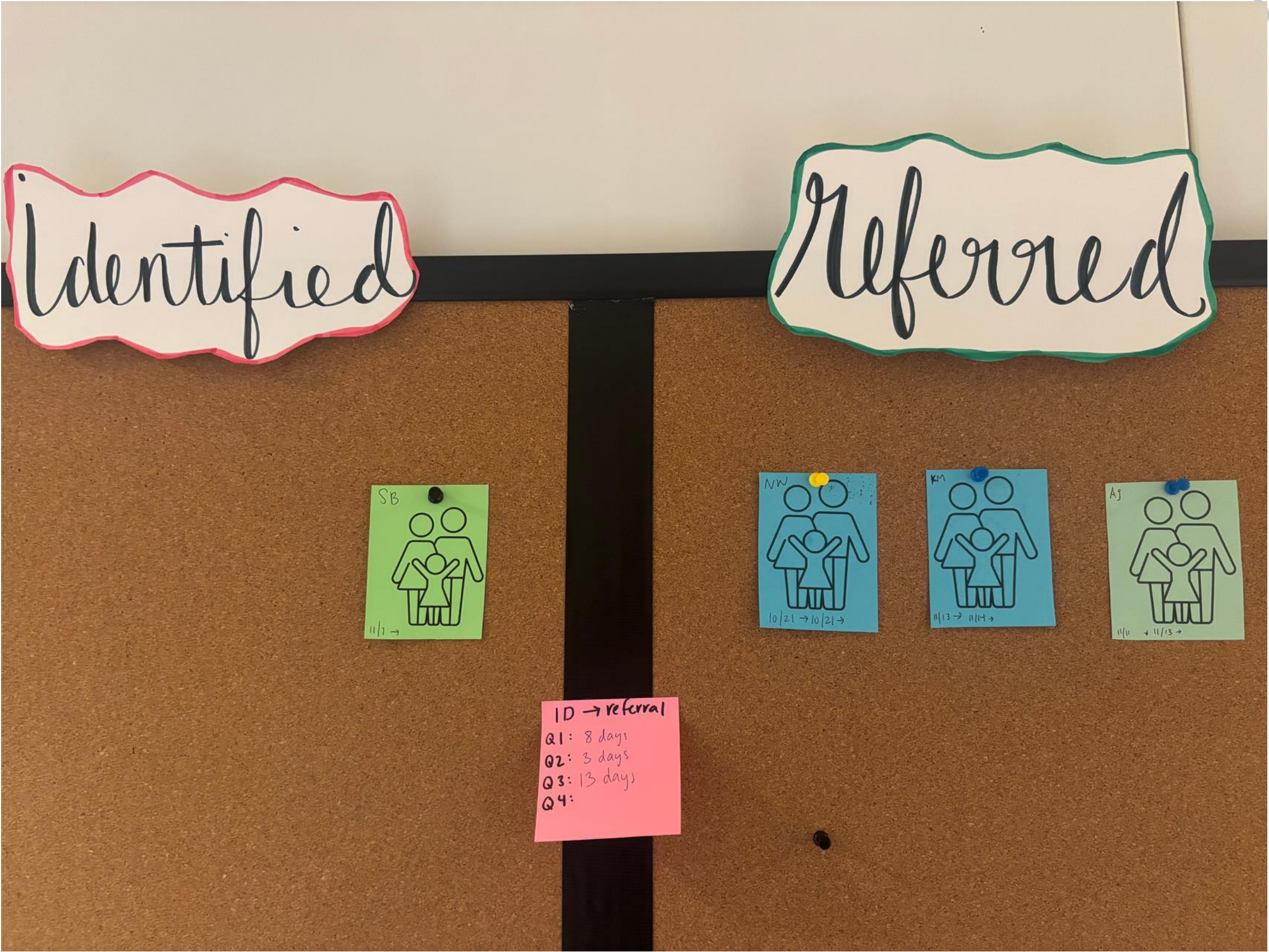




PART I - Application: Provide copies of the following required documents. Photocopies are allowed, but copies must be **readable** and **show the full document**.

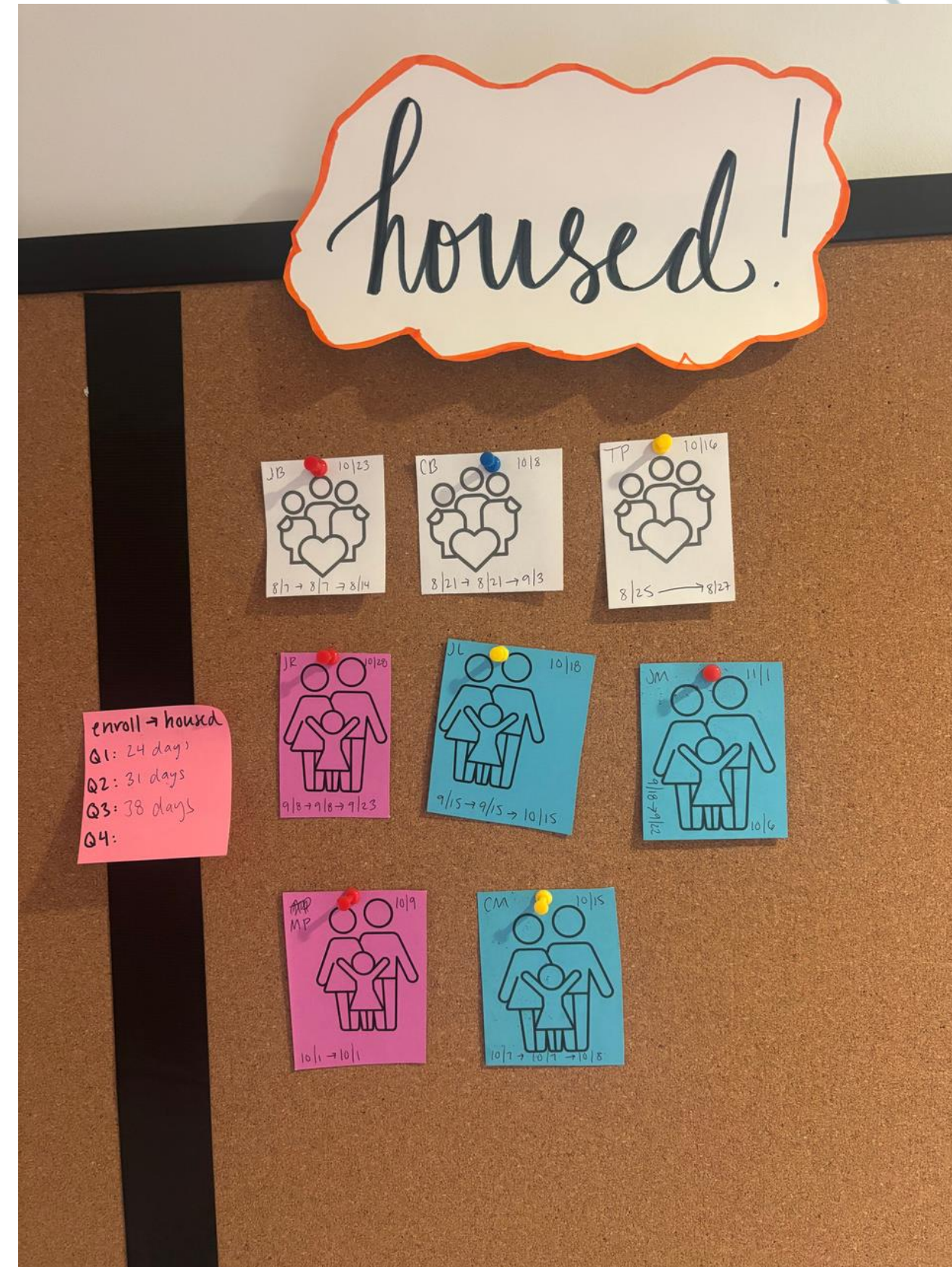
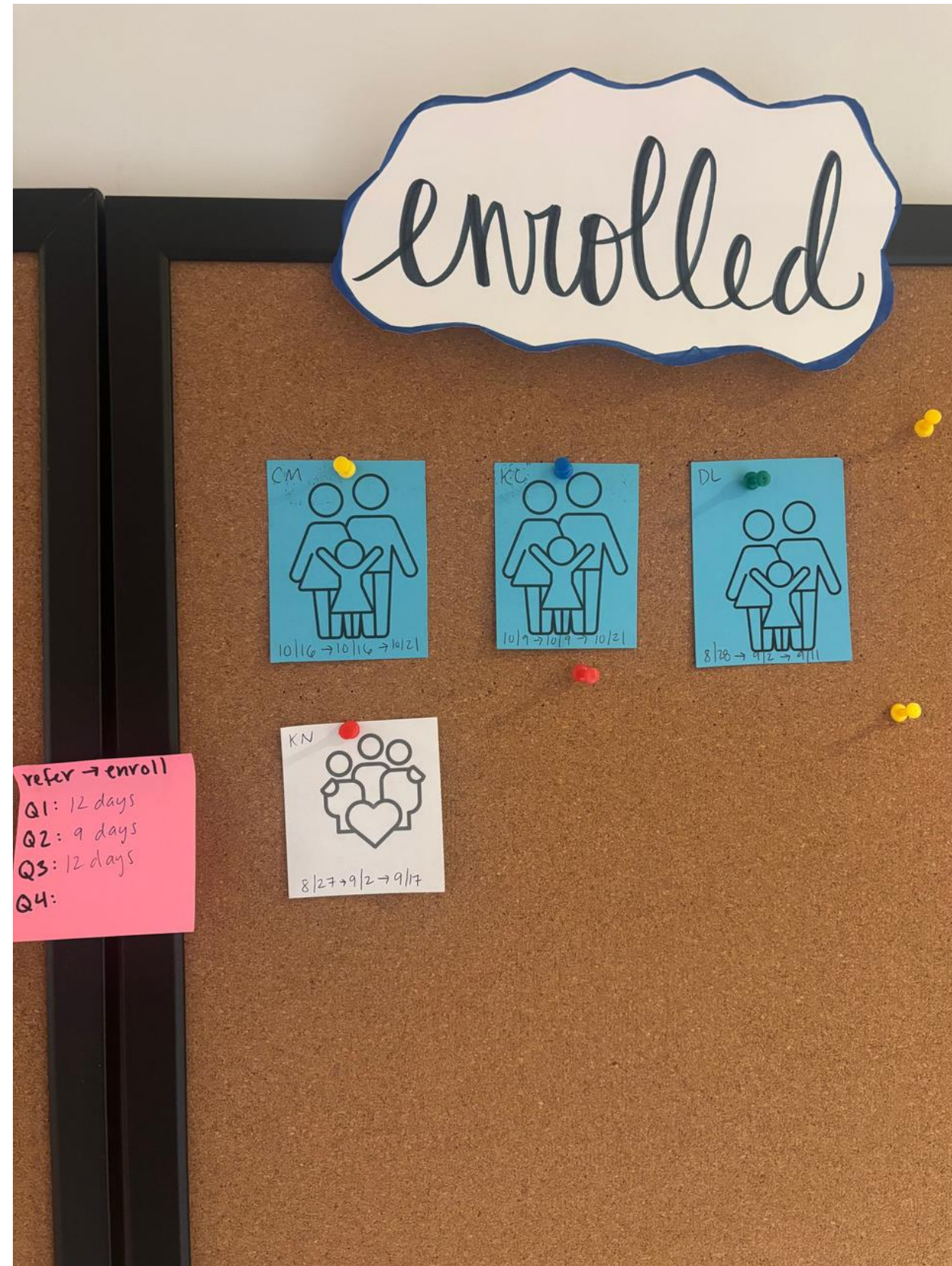
- ☐ **New Admission Application:** Complete pages 1-7. All adults in the household must sign and date page 7.
- ☐ **Authorization for the Release of Information/Privacy Act Notice (Form HUD-9886-A):** All adults in the household must sign and date page 2. The head of household must also write their full Social Security Number in the space provided.
- ☐ **Debts Owed to Public Housing Agencies and Terminations (Form HUD-52675):** Each adult in the household must complete a separate form, including printing their name in the space provided, signing, and dating the form.
- ☐ **Declaration of Section 214 Status:** Complete a separate form for each household member. Each adult must complete, sign and date their own form. Be sure to indicate the appropriate citizenship status. For each minor, a parent/guardian must complete, sign, and date the form.
- ☐ **Supplement to Application for Federally Assisted Housing (Form HUD-92006):** If you choose not to provide this information, you must check the box at the bottom of the page to indicate your family's intent not to include any alternate contacts, sign, and date the form.
- ☐ **Consent to Perform Credit/Criminal Background Check:** Each adult in the household must complete a separate form, including signing and dating the form.
- ☐ **Photo identification:** Required for each adult.
- ☐ **Social Security card/proof of Social Security number:** Required for each household member.
- ☐ **Birth certificate/proof of date of birth:** Required for each household member.
- ☐ **Non-Elderly Disabled Household Referral Form:** This form is not included in the packet and will be completed by the CoC CFS team.

# "Buckets"



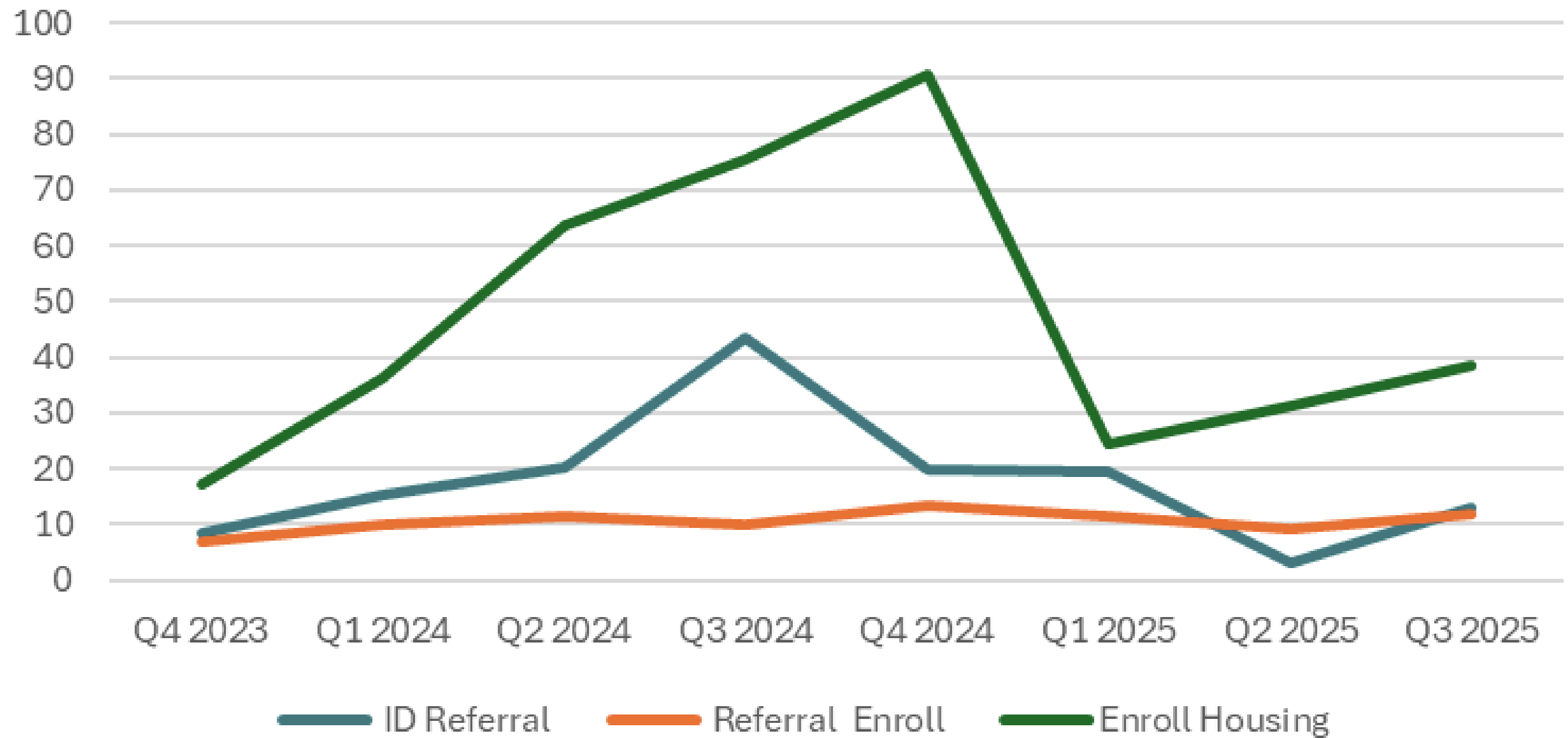


# "Buckets"





## Length of Time Families Spend in Each "Bucket"





	ID Referral	Referral Enroll	Enroll Housing
Averages			
Q4 2023	8	7	1
Q1 2024	15	10	3
Q2 2024	20	12	6
Q3 2024	44	10	7
Q4 2024	20	13	9
Q1 2025	20	12	2
Q2 2025	3	9	3
Q3 2025	2	12	4
Q4 2025			

# CES Program Openings

The Coordinated Entry System Program Openings form is a tool designed to streamline and optimize the process of identifying program openings within the CES for individuals experiencing homelessness.

Please specify the current number of available openings in each program in the questions provided below.

Central VA Supportive Housing \*

Your answer

Central VA Supportive Housing Case Manager(s)

Your answer

Community First \*

Your answer

Community First Case Manager(s)

Your answer

# “BUCKETS”

## ACCESS

The step where a household is identified in your system

## ASSESSMENT

The step where a household's needs/barriers/strengths are understood

## PRIORITIZATION

The step where transparent and objective standards are used to match a household to the right resource

## REFERRAL

The step where a housing program receives household information and enrolls household

## WRAP UP

What strategies might you employ to move your community further along this spectrum?

1 - Consumer driven - navigating through the homeless response system depends on consumers to understand the process, follow up with programs, etc.

2 - Provider driven - the agencies that provide homeless response services do the work of navigating consumers through the system

3 - System driven - the CoC or LPG creates and implements a structure (policies, processes) by which consumers move through the homeless response system