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# Highlights of PSH Placement Analysis

# Goal of Placement Analysis

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Explore opportunities to improve coordination and potentially shorten timelines for filling units referred through Coordinated Entry through:

- Analyzing and addressing placement challenges in the CE system
- Reflecting the experience of developers and developer partners
- Providing observations and recommendations for future collaborative work between CE partners

# Approach to Placement Analysis

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The PSH Placement Analysis involved:

- Interviews with 13 different organizations and 43 stakeholders
  - Meetings with H&H County staff
  - Review of County documents, including CE policies and procedures
  - Exploration of changes in other communities, and
  - Review of data provided by H&H
- Analysis was completed in December 2024.

# Organizations Interviewed



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Abode Housing and Abode Property Management
Alameda County Housing and Homelessness Services (H&H)
Corporation for Supportive Housing
EBALDC
Eden Housing
Housing Consortium of the East Bay
John Stewart Company
Los Angeles Homeless Services Authority
Non-Profit Housing Association of Northern CA (NPH)
Oakland Housing Authority
Resources for Community Development
Santa Clara County Office of Supportive Housing
Satellite Affordable Housing Associates (SAHA)

# Primary Finding

The process to re-fill a vacated unit was taking an average of 133 days.

Factors that affected the total time include:

1. how difficult it is to find a match for the unit's eligibility criteria,
2. how complex the documentation requirements and application process are,
3. whether the site needs additional information beyond what is sent with a referral,
4. whether the potential tenant is required to attend multiple appointments,
5. how quickly review occurs by the property (and/or others) once a referral is received,
6. how quickly potential tenants and service providers respond when more information is needed, and
7. how well all the parties communicate during the process.

# Concerns and Considerations Raised In Interviews

## Specific to CE:

1. Communication and Role Clarity
2. Guidance and Agreements
3. Documentation Requirements
4. Definitions of "Document Ready"
5. Referral Approach
6. Timing of Notifications
7. Reporting and Transparency
8. Concerns about Support for High Needs Individuals

## Other Challenges

1. Turnover in Staff
2. Age and Desirability of Buildings
3. Rent Levels and Income Requirements
4. Complex Levels of Subsidy Layering or Eligibility Criteria

# Recommendations

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## 1. Near Term Actions

- a. Improve types and frequency of communication, develop guidance tools, and increase cross-training.
- b. Address high documentation requirements and standardize expectations where possible.
- c. Develop jointly agreed standards and timeframes and report regularly on key metrics.
- d. Begin discussions of new projects early to identify where challenges may arise.

## 2. Areas for Consultation and Consideration

- a. Explore with partners developing a universal housing application.
- b. Consider options for changes to referral ratios to increase speed.
- c. Explore process changes with Public Housing Authorities.

# Recommendations

## 3. Improvements Requiring Significant New Resources

- a. Provide dedicated support for document readiness and application preparation to all applicants by Home Stretch.
- b. Use resources to expand support for navigators/service providers that work with referred participants.
- c. Fund and support Home Stretch to act as a single point of contact for the process.

## 4. Changes Outside Coordinated Entry that Could Impact Placement Speed

- a. Develop or dedicate interim housing for people prioritized through Coordinated Entry.
- b. Repurpose buildings that are most difficult to fill.
- c. Work to reduce complex subsidy layering and units with high rents.
- d. Increase funding for services within PSH to better serve higher need tenants.



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# Questions and Discussion