

# **HOMELESSNESS GOVERNANCE BRIEFING UPDATE**

**King County Council HHHS Briefing  
Tuesday, June 4, 2019**

# SUMMARY

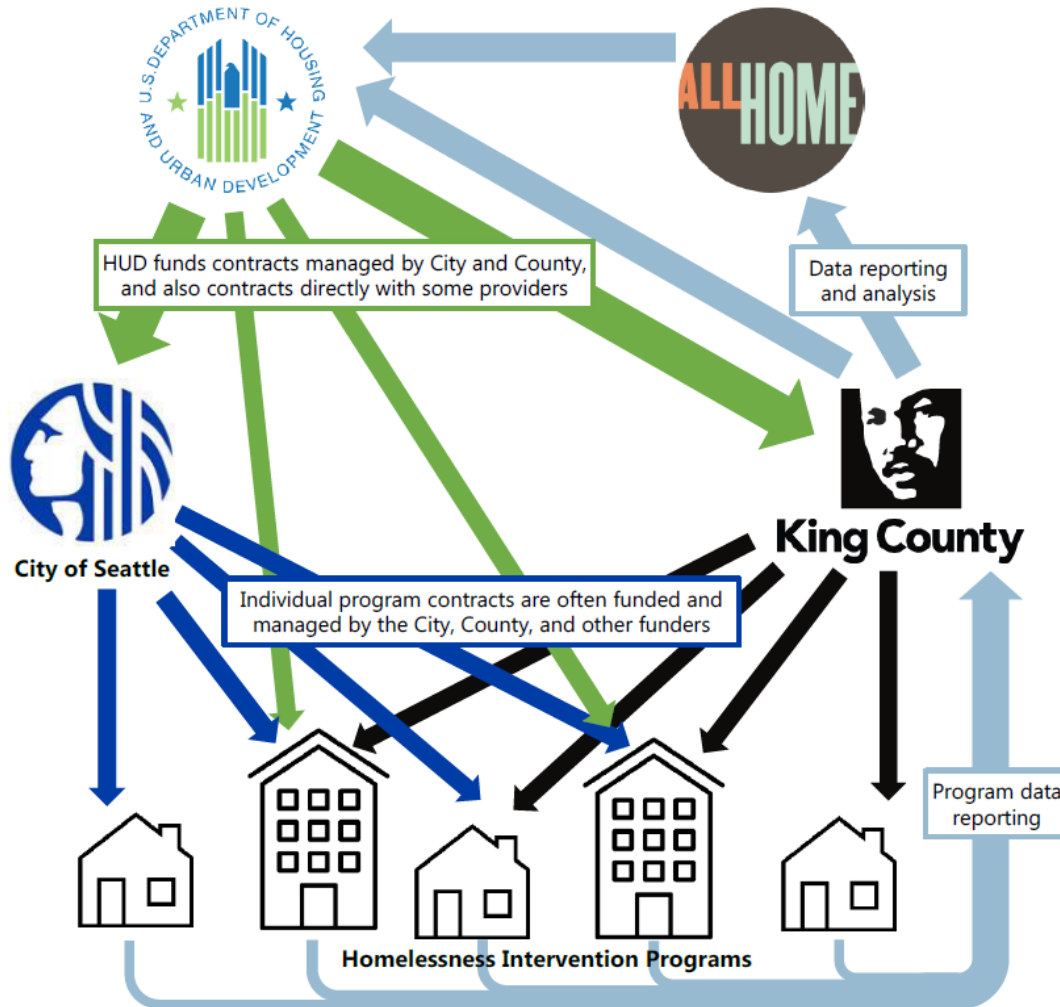
1. Timeline
2. Defining System Fragmentation
3. Example Governance Models
4. Key Policy Questions

# TIMELINE TO DATE

- May, 2018: KC Auditor releases homelessness system recommendations
- May, 2018: King County-Seattle MOA to explore unified homelessness governance
- Dec, 2018: NIS Homeless System Redesign Recommendations Released
- March 29, 2019: HHHS Briefing on the Homeless System Redesign Recommendations
- April 30, 2019: HHHS Briefing on Unified Governance Approach
- May 17, 2019: Council staff briefing
- May 23, 2019: Council staff briefing
- May 29, 2019: Council staff briefing
- May 31, 2019: Point in Time Count Update & Data Dashboards Released
- May 31, 2019: Council Staff Briefing
- **June 4, 2019: HHHS Briefing re: Point in Time Count, Data Dashboards, and Homelessness Governance**

# DEFINING THE PROBLEM

# CONTRACTS HELD AND MONITORED BY A VARIETY OF ENTITIES



# CONTINUUM OF CARE (COC)

- **Federally mandated body to coordinate federal funding and ensure compliance with federal law.**
- **Receives CoC funds from HUD**
- **Required to:**
  1. Ensure collection of homeless system performance data (a “Homeless Management Information System” or HMIS)
  2. Establish and operating a coordinated needs assessment and referral process (“coordinated entry”)
  3. Perform analysis to identify gaps in regional homeless services needs.
- **In King County, All Home is the CoC.**
- **All Home delegates collection and management of performance data to DCHS. DCHS is also in charge of operating Coordinated Entry assessment and referral process.**

Source: King County Auditor. 2018.

# WHAT IS A CONTINUUM OF CARE?

**“The Continuum of Care (CoC) Program is designed to promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness.”**

<https://www.hudexchange.info/programs/coc/>

# REGIONAL HOMELESSNESS FUNDERS

- **Federal:** COC Funds, with contracts managed by King County or Seattle
- **Housing Authorities:** federal housing vouchers
- **King County (DCHS):** local levies, document recording fees and pass through of federal dollars
- **Seattle and other cities':** general funds, housing dollars
- **Private Dollars:** Philanthropy (United Way, Raikes Foundation, Gates Foundation, etc.), Businesses, Private Donors, Faith Community

*“In the Seattle/King County region, local funders have made progress on setting consistent standards for provider performance across funder contracts. However, local funders have placed less emphasis on how relationships between programs affect system performance.”*

*Source: KC Auditor. 2018.*



# FRAGMENTATION IS A STRUCTURAL BARRIER TO SCALE & SYSTEMIZATION

*“...[D]iffuse authority still hinders regional homeless response. Separate funding and contracting processes burden homeless housing providers, and funder autonomy slows programmatic changes that would respond to community needs. ... All Home lacks the authority to unify local funders into an efficient and nimble crisis response system.”*

-King County Auditor, May 2018

*“...meaningful progress on homelessness will require two things: Unified decision-making and accountability, as well as an ambitious plan to address this crisis.”*

*“...our path forward must integrate decision making and accountability under one roof and unite us around a bold plan to solve this crisis.”*

-Marilyn Strickland, Greater Seattle Chamber of Commerce & Tricia Raikes, The Raikes Foundation, Dec. 2018

*“Further consolidating Seattle and King County homeless services is a smart move.... This should streamline and improve services for people without a home or at risk of losing one. It should also reduce duplication of effort and misalignment between two entities spending nearly \$200 million a year.”*

-The Seattle Times Editorial Board, Dec. 21, 2018

*“...All Home does not have the authority to make and implement decisions. Its governance is designed to solicit input, identify problems, and discuss solutions. It can convene but cannot make critical decisions, so leading significant changes may not be possible as currently structured.”*

-Seattle/King County: Homeless System Performance Assessment. Sept. 2016. Focus Strategies.

*“All stakeholders view the current approach to meeting the crisis needs of homeless families as fragmented and siloed.”*

-Barbara Poppe and associates. Aug 15, 2016.

# EXAMPLE JURISDICTIONS

# PORTLAND



## Executive Committee

(Multnomah County, Portland, Gresham, Home Forward, Meyer Memorial Trust, Portland Leadership Foundation, Portland Business Alliance, Coordinating Board Co-Chairs)

## Coordinating Board

(People with lived experience, system providers, culturally specific organizations, housing, faith, business, public safety, education, DHS, healthcare, legal, advocates)

**Community  
Advisory  
Forum**

(Consumers, providers)

**Resource Adv.  
Committee**

(CB members)

**Data & Eval.**

(CB members & staff)

**System Adv.  
Groups**

(HYOC, HFSC, DV)

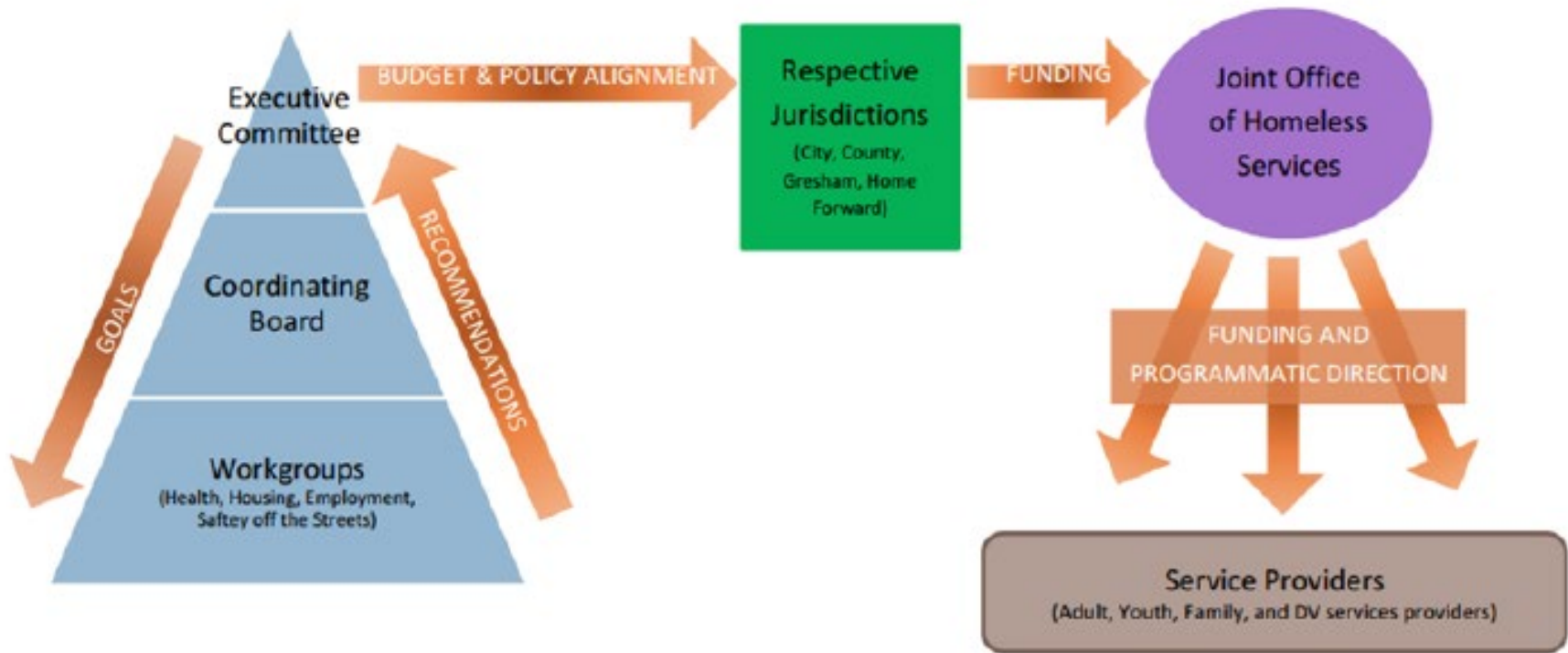
**Policy Committees**



(CB and open to all community members)

# PORTLAND (CONT.)

Figure 1. A Home for Everyone Operational Flow



Note. Orange arrows indicate the active, transactional spaces in between entities.

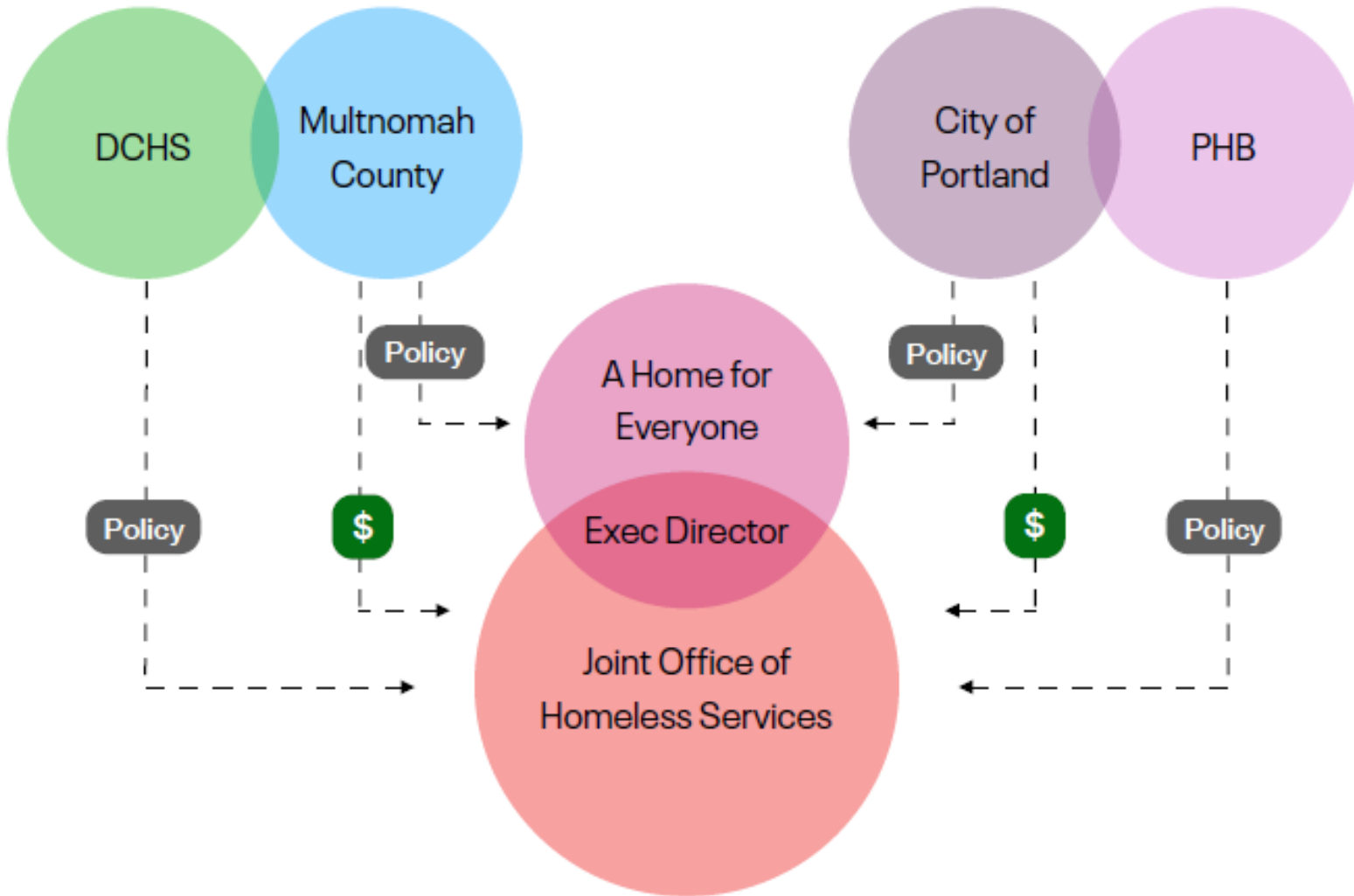
# PORTLAND (CONT.)

**In 2015, the City of Portland and Multnomah County established a Joint Office of Homeless Services to streamline services and housing opportunities, which is housed with the county.**

**The Joint Office administers service contracts, conducts the point-in-time count, manages data systems, oversees data reporting and evaluation, monitors federal funding streams, and proposals for federal funding streams.**

**The Joint Office funds a nonprofit organization, A Home for Everyone, which coordinates policy-making and planning across governments and private-sector partners but does not lead implementation or manage services.**

# PORTLAND (CONT.)



# HOUSTON

## The Continuum of Care Steering Committee \* (Primary Decision Making Body)

### PLANNING AND IMPLEMENTATION BODIES

#### SYSTEM

Standing Committees  
HMIS Support  
CoC Grant Performance  
Coordinated Access  
Provider Input  
Consumer Input

#### CHRONICS

Oversight  
Mayor's Leadership Team  
  
Work Groups  
Pipeline  
Integrated care  
PSH

#### VETERANS

Oversight  
Housing  
Houston's Heroes  
  
Work Groups  
Outreach  
Data  
SSVF  
Retention

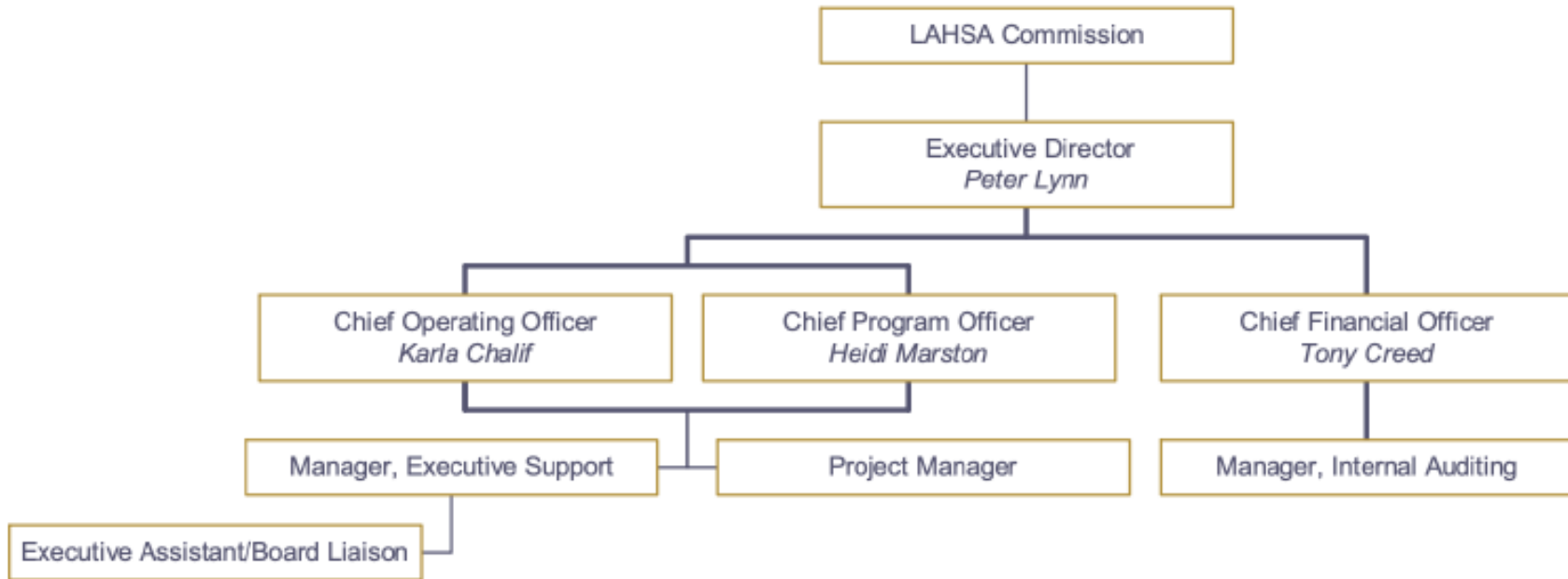
#### FAMILIES

Oversight  
RHH  
Funders  
  
Work Groups  
RHH Providers  
SSVF  
Domestic Violence

#### YOUTH

Oversight  
Homeless Youth Network  
  
Work Groups  
One Voice  
Housing Policy  
LGBTQ

# LOS ANGELES



**LAHSA is governed by a politically appointed, 10-member Commission. Five members are selected by the County Board of Supervisors, and five are chosen by the Mayor and City Council. The Commission has the authority to make budgetary, funding, planning, and program policies.**



# NEXT STEPS

June 7	<b>Council Staff Briefing</b>
June 12	<b>RPC Briefing</b>
June 12	<b><i>Homelessness Governance Advisory Team (HG)</i></b>
June 14	Council Staff Briefing
June 21	Council Staff Briefing
TBD	<b><i>HG Advisory Team mtg.</i></b>
June 28	Council Staff Briefing
July 2	<b>HHHS Briefing</b>
July 5	Council Staff Briefing
TBD	<b><i>HG Advisory Team mtg.</i></b>
July 10	<b>RPC Briefing</b>
July 12	Council Staff Briefing
July 19	Council Staff Briefing
TBD	<b><i>HG Advisory Team mtg.</i></b>
July 26	Council Staff Briefing
July 30	<b>HHHS Briefing</b>
<b>August</b>	<b>Anticipated Transmittal of ILA, Charter</b>

# SCA/SUB-REGIONAL ENGAGEMENT UPDATE

- SCA staff is participating in monthly Steering Committee meetings (with Erin Arya from KCC)
- SCA PIC continues to hold monthly briefings/discussions
- SCA Identified Lead Electeds and Staff for Engagement:
  - Mayor Nancy Backus, Auburn
  - Mayor John Chelminiak, Bellevue
  - Council President Prince, Renton
  - Merina Hanson, Kent
  - Colleen Kelly, Shoreline
- DCHS is scheduling briefings/workshops with sub-regional collaborations including:
  - Eastside Homelessness Advisory Committee (EHAC), June 6
  - South King County Homelessness Advisory Committee (HAC), June 19
  - North Urban Human Services Alliance (NUHSA)

# KEY QUESTIONS FOR ENGAGEMENT

- **Governing Board Make-Up**
  - **Governing Board Role**
  - **Community and City Engagement**
- 
- Legal Form of a new, unified governance structure
  - Scope of services/powers of the new entity
  - Budget authority/appropriation process for the new entity
  - Role of, and process for, creating an Implementation Plan/Regional Action Plan
  - Role of and process for sub-regional/community tailoring
  - Creation of a Funders Collaborative/External Partners Group