

# **UNIFYING OUR HOMELESSNESS CRISIS RESPONSE**

Matching the scale & sophistication of our response to the scale & complexity of the challenge

**BRIEFING TO THE REGIONAL POLICY COMMITTEE**

**JUNE 12, 2019**

# AGENDA

- **Fragmentation: A Consistently Identified Problem**
- **Effects of Fragmentation**
- **Our Regional Response**
- **Regional Authority: Key Issues**
- **How we are engaging**
- Next Steps
- Supplemental Materials

# A CONSISTENTLY IDENTIFIED PROBLEM: **FRAGMENTED GOVERNANCE**

*“...All Home does not have the authority to make and implement decisions, does not manage any funding streams, and does not manage system infrastructure ... . It can convene but cannot make critical decisions, so leading significant changes may not be possible as currently structured.”*

<http://www.seattle.gov/documents/departments/pathwayshome/FS.pdf> at 51.



**Focus Strategies  
Report**  
Sep 2016

# A CONSISTENTLY IDENTIFIED PROBLEM: **FRAGMENTED GOVERNANCE**

- “The crisis response system includes three separate government entities with many overlapped or redundant responsibilities [:]*
- All Home has influence but not authority and is therefore not fully empowered or accountable to drive change*
  - With decision making spread across multiple bodies, the system lacks agility to quickly implement change*
  - Critical tasks (e.g., CEA) require coordination between bodies hosted in different agencies[,] increasing complexity ”*

<https://www.bizjournals.com/seattle/news/2018/05/17/mckinsey-study-king-county-homelessness-crisis.html#g/434959/16> at slide 16.



Focus Strategies  
Report  
Sep 2016

McKinsey Report  
Dec 2017

# A CONSISTENTLY IDENTIFIED PROBLEM: **FRAGMENTED GOVERNANCE**

*“...[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.”*

<https://www.kingcounty.gov/~media/depts/auditor/new-web-docs/2018/homeless-2018/2018-homeless-rpt.ashx?la=en>



Focus Strategies  
Report  
Sep 2016

McKinsey Report  
Dec 2017

King County Auditor's  
Report May 2018

# A CONSISTENTLY IDENTIFIED PROBLEM: **FRAGMENTED GOVERNANCE**

*“Fragmentation across programs and systems is a critical weakness of the homeless service systems in Seattle and King County. ... Customers’ accounts of their experiences of homelessness reflected this fragmentation: stories of geographically—and administratively—disconnected services, duplicative data collection, and unnavigable systems produce dead ends rather than meaningful assistance.”*

<https://hrs.kc.nis.us/actions/2/>



Focus Strategies  
Report  
Sep 2016

McKinsey Report  
Dec 2017

King County Auditor’s  
Report May 2018

**Future Labs  
Recommendations**  
Dec 2018

# A CONSISTENTLY IDENTIFIED PROBLEM: **FRAGMENTED GOVERNANCE**

*“...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

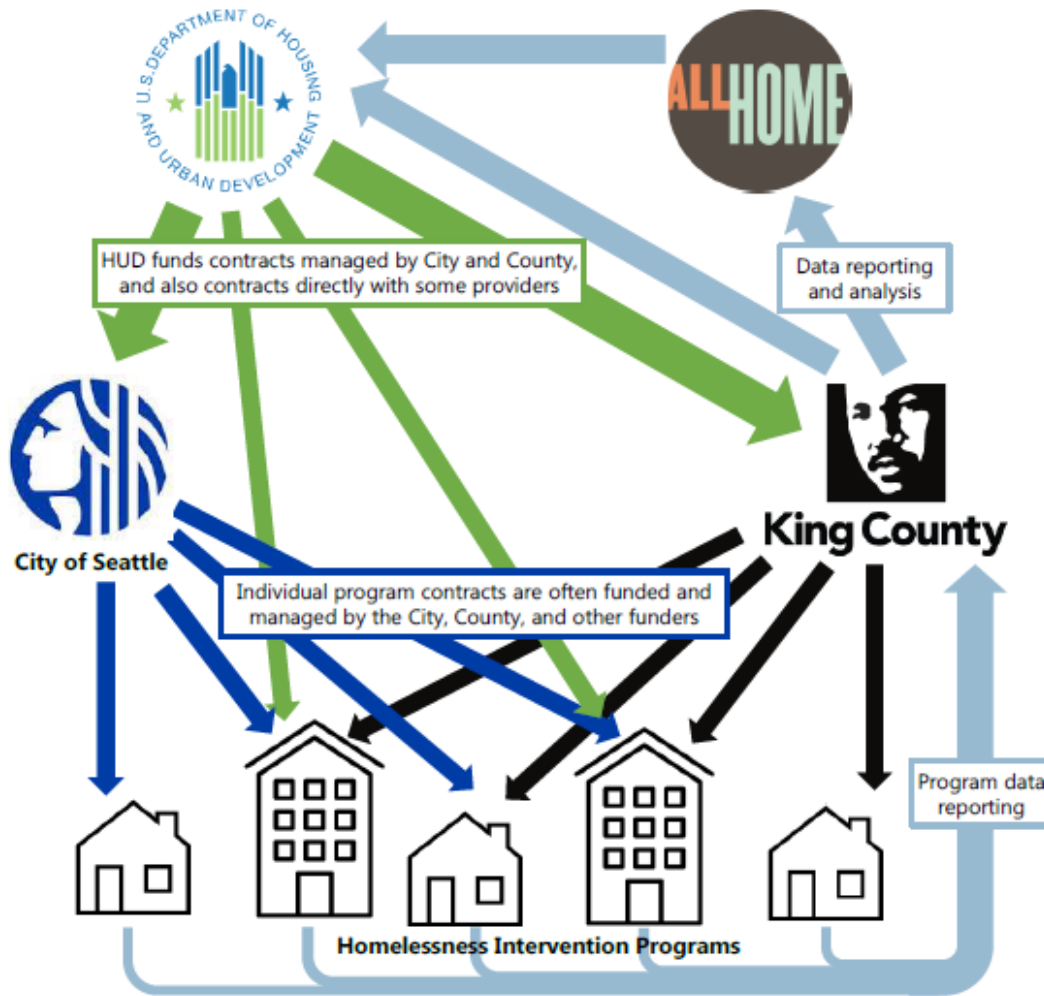
*“Further consolidating Seattle and King County homeless services is a smart move.... This should streamline and improve services for people without a home or at risk of losing one. It should also reduce duplication of effort and misalignment between two entities ...”*

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

*“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.

# FRAGMENTATION



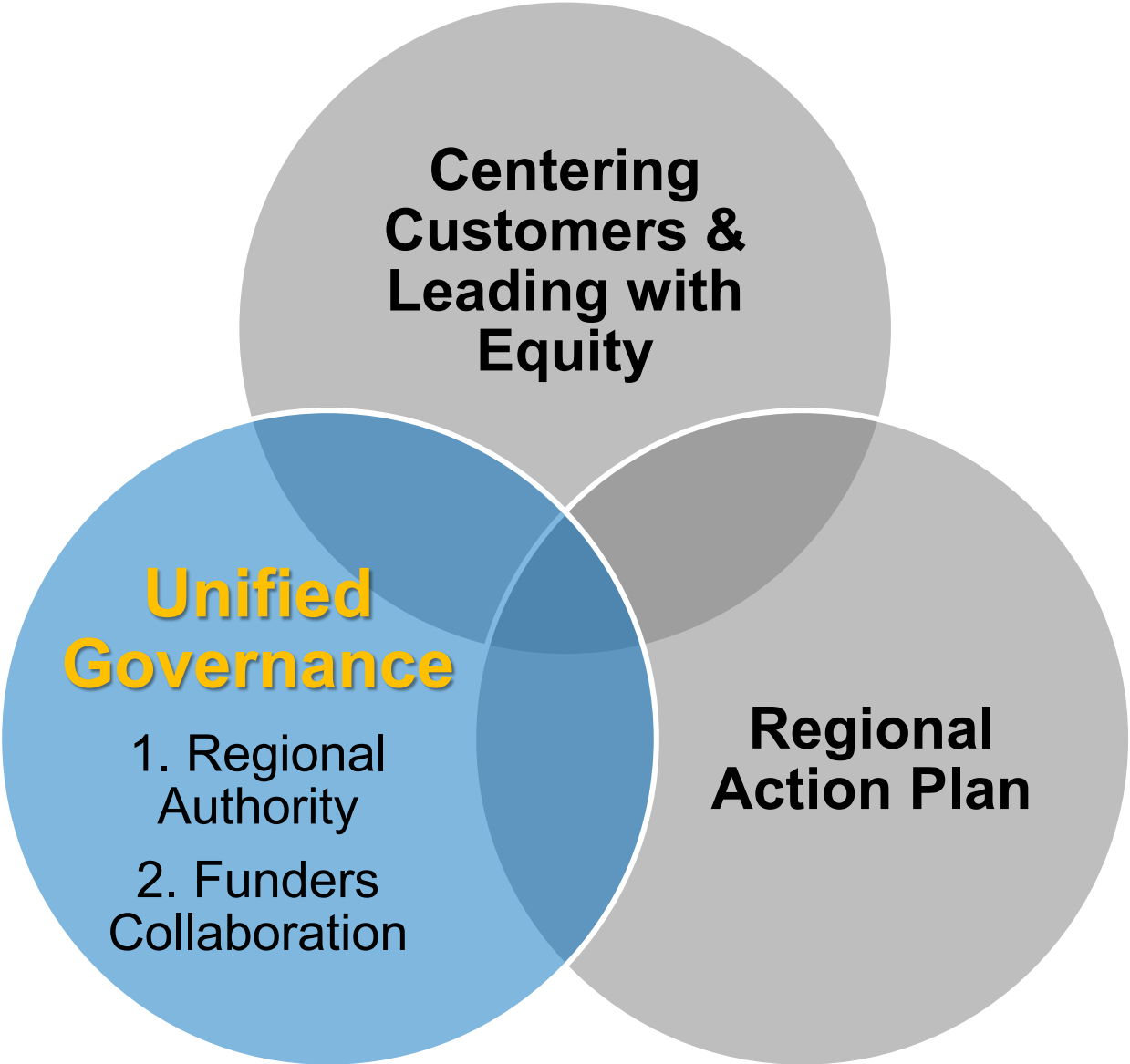
Source: King County Auditor's Office

# EFFECT

- **Cumbersome for providers**  
**Contracts**
- **Hard to implement systemic change**  
**CEA**
- **Confusing for clients**  
**“Where do I go?”**
- **Difficult for partner jurisdictions**  
**“Where/How to influence approaches?”**
- **Diffuse accountability**

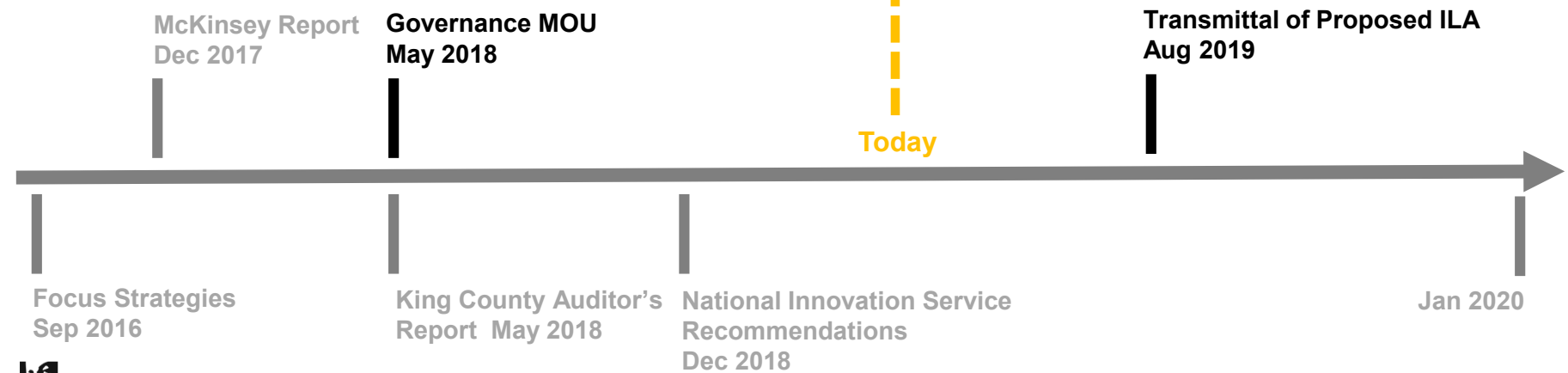
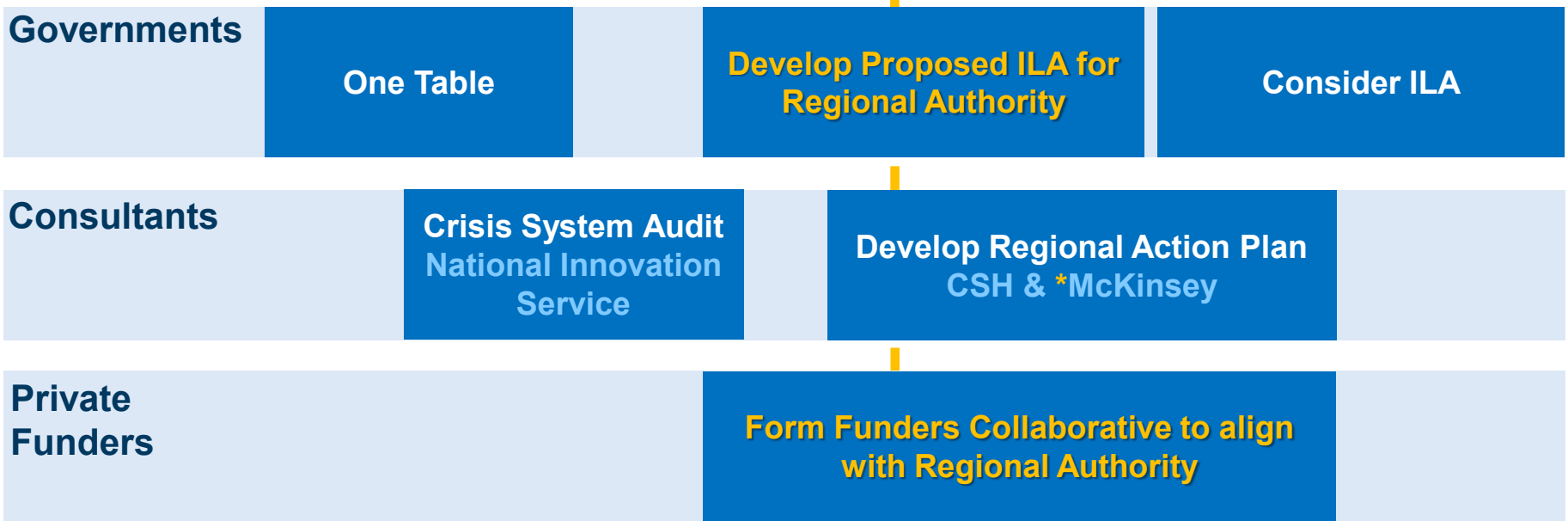


# HOW OUR REGION IS RESPONDING & ALIGNING



# TOWARD UNIFIED GOVERNANCE | 2016 TO 2020

## TIMELINE OF KEY ACTIONS



# DEVELOPING A PROPOSED ILA

## REGIONAL AUTHORITY KEY ISSUES

- **Legal Form**
- **Governing Board**
- **Principles & Priorities**
- **Programs**
- **Sub-regional Tailoring**

*Key Issues* are the subjects of ongoing community, partner and stakeholder engagement & policy maker update briefs.

# ENGAGEMENT

- **Councils**
  - KC Homelessness Advisory Group; 3HS, RPC
  - SEA Client Group
  - City Councils (upcoming: Shoreline)
- **Sound Cities Association** (see next slide)
- **Multi-Sector Steering Committee & Work Groups**
- **Monthly Provider ED Meeting**
- **Funders Collaborative**
- **Undoing Institutional Racism Collaborative & Lived Experience Coalition**
- **Community Workshops**
  - Persons with lived experience
  - Local coalitions
  - Providers: Leadership & Staff

# SCA/SUB-REGIONAL ENGAGEMENT UPDATE

- SCA staff is participating in **monthly Steering Committee meetings** (with Erin Arya from KCC)
- **SCA PIC:** On call to provide material, briefings, or updates as requested
- **SCA-Identified Leads for Engagement:**
  - Mayor Nancy Backus, Auburn
  - Mayor John Chelminiak, Bellevue
  - Council President Prince, Renton
  - Merina Hanson, Kent
  - Colleen Kelly, Shoreline
- **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), June 19

# NEXT STEPS FOR KC COUNCIL ENGAGEMENT

June 5	<b><i>Homelessness Governance Advisory Team (HG) –tentative</i></b>
June 7	Council Staff Briefing
June 12	<b>RPC Briefing</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>HHS 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>HHS Briefing</b>
<b>August</b>	<b>Anticipated Transmittal of ILA, Charter</b>

\* Seattle has parallel process for ongoing Council engagement

# **QUESTIONS & GUIDANCE**

**BRIEFING TO THE REGIONAL POLICY COMMITTEE**

**JUNE 12, 2019**

# **SUPPLEMENTAL MATERIALS FOLLOW**

**BRIEFING TO THE REGIONAL POLICY COMMITTEE**

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# 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

# EXAMPLE JURISDICTIONS

# PORTLAND

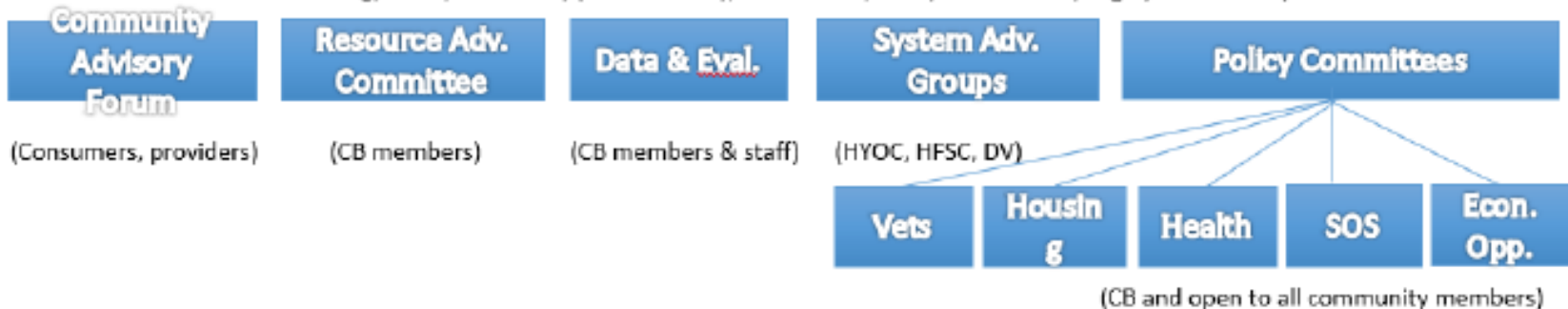


## Executive Committee

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

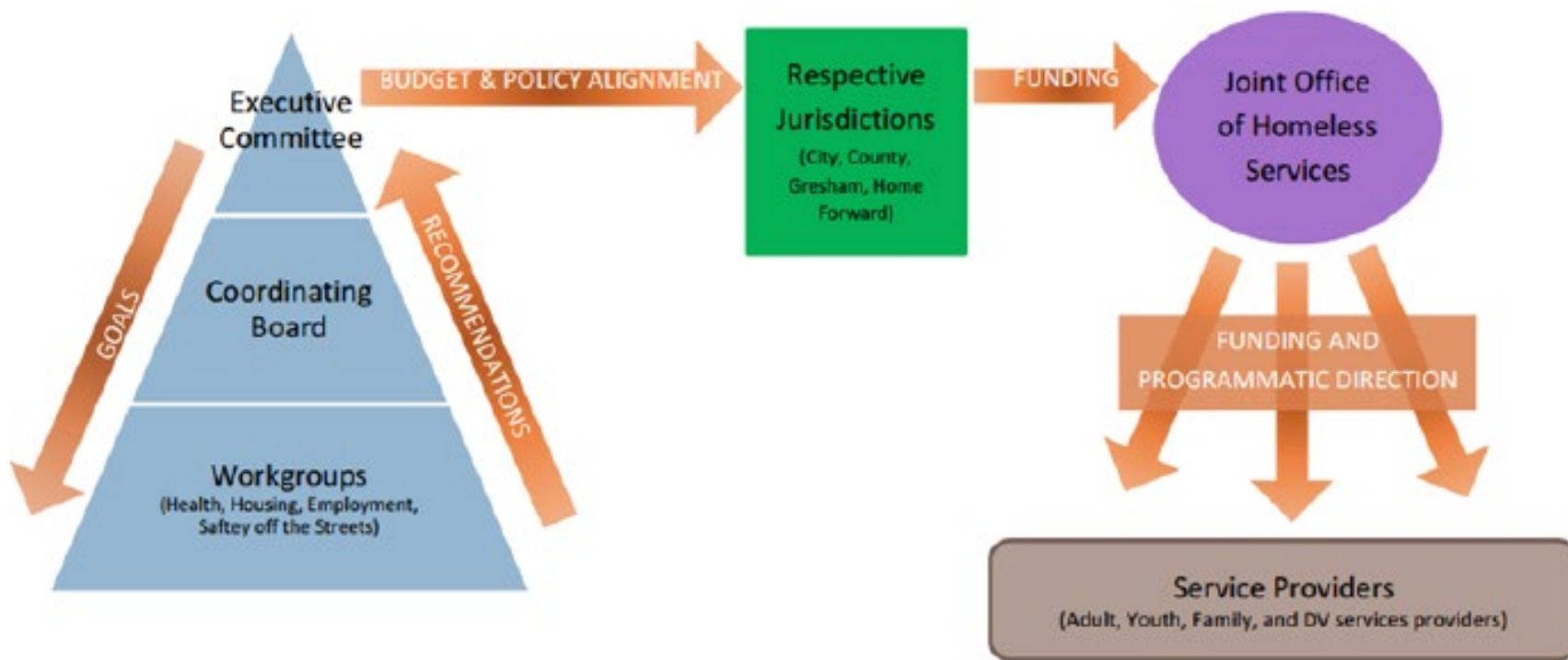
## Coordinating Board

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



# PORTLAND (CONT.)

Figure 1. A Home for Everyone Operational Flow



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

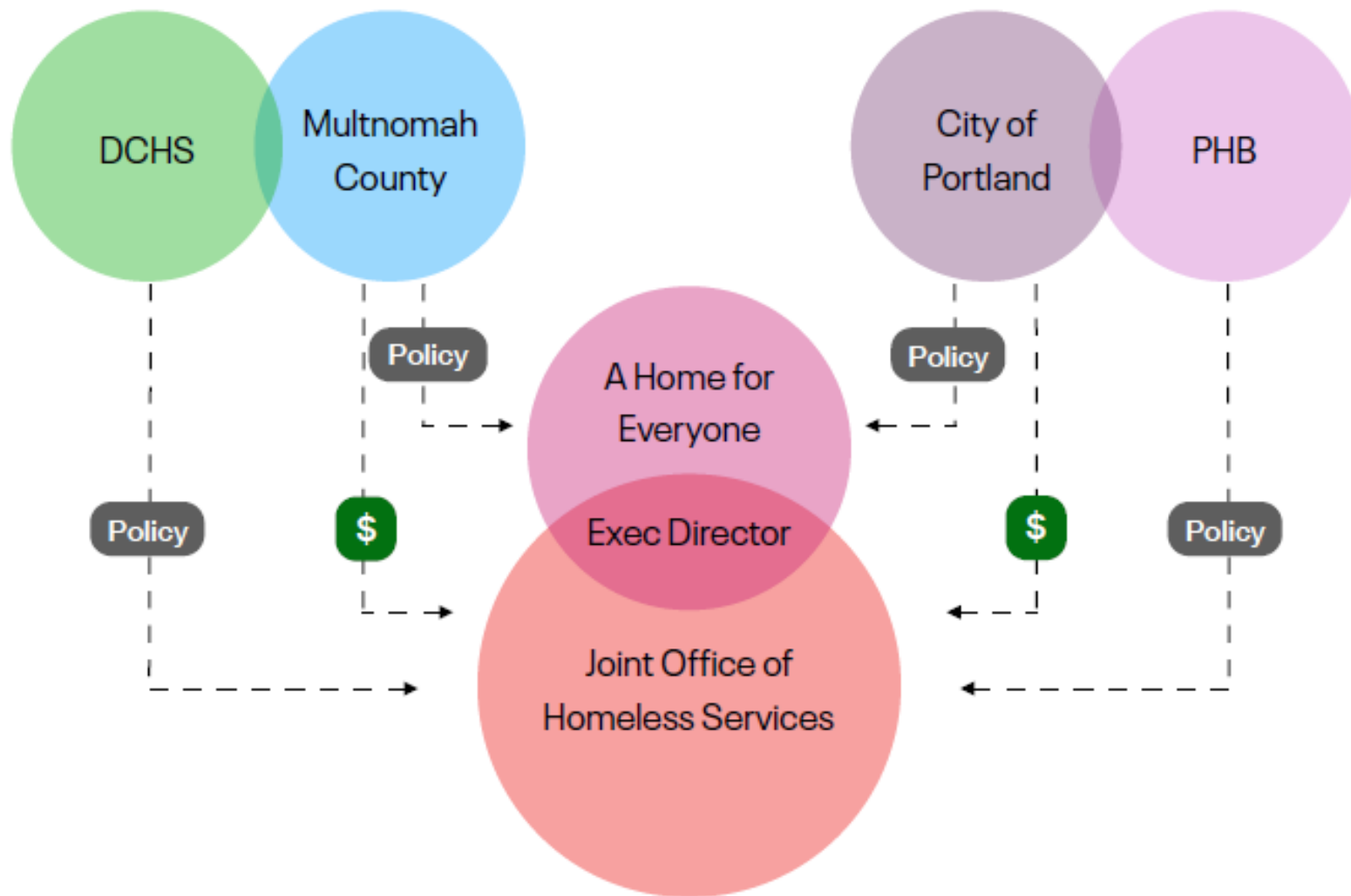
## **PORTLAND (CONT.)**

**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  
Fundors

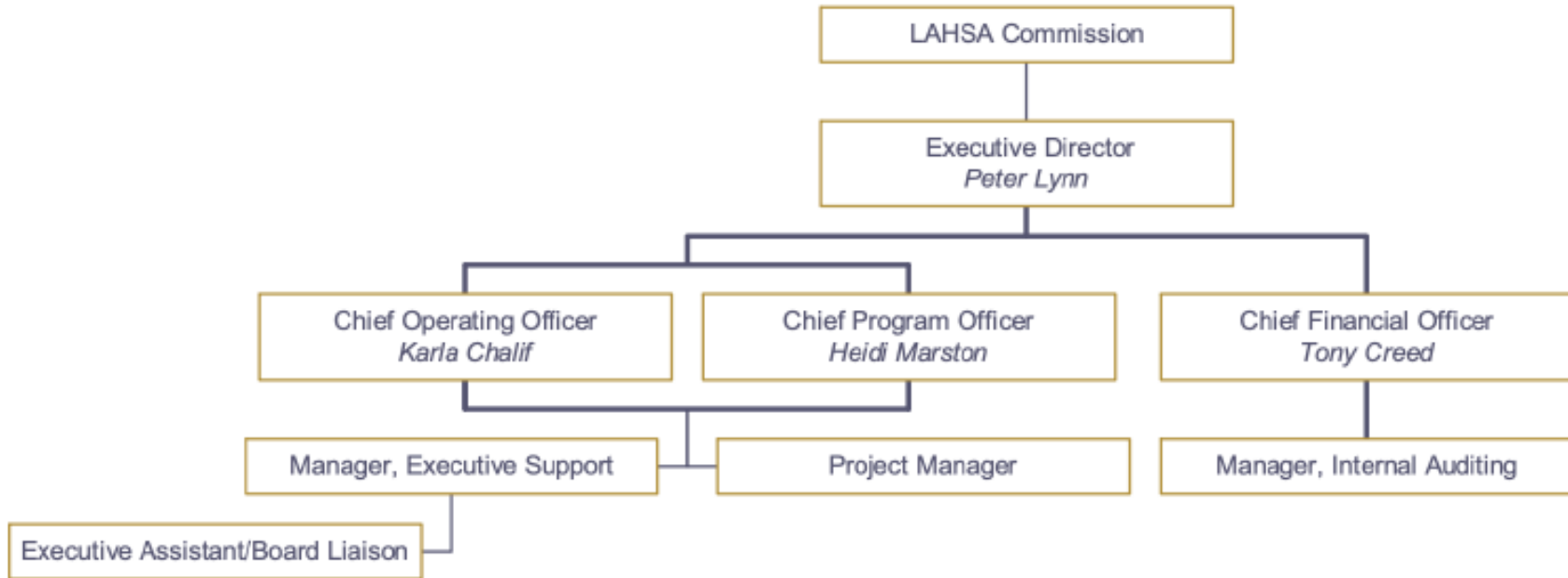
Work Groups  
RHH Providers  
SSVF  
Domestic Violence

#### 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.**

WHERE WE ARE



CURRENT STATE

**FRAGMENTATION**

**FUNDING DIFFICULTIES**

**POORLY ARTICULATED SUCCESSES**

**GROWING PROBLEM**

**NO SHARED THEORY OF CHANGE**



WHERE WE'D LIKE TO GO...



IDEAL STATE

**NEW SINGLE ENTITY**

**EQUITY-CENTERED**

**DATA-DRIVEN**

**COMMUNITY-WIDE COMMITMENT**



# HOMELESS SYSTEM REDESIGN

## PHASE I RECOMMENDATIONS

1. **Institute a System-wide Theory of Change**
  2. **Become accountable to customers**
  3. **Consolidate homelessness response systems under one regional authority**
  4. **Create a defined public/private partnership utilizing a funders collaborative model**
- **Regional Action Plan**

## PHASE II RECOMMENDATIONS

5. Prioritize economic stability to reduce inflow
6. Improve customer outcomes through a comprehensive digital transformation
7. Design intake processes that are connected, customer-centric and radically accessible
8. Increase access to 0-30% AMI housing
9. Expand physical and behavioral health options for people experiencing homelessness
10. Create long-term institutional alignment across systems to serve people experiencing homelessness

-Homelessness Response System. Dec, 2019.  
Future Laboratories (now NIS).

# HOW THESE DO WORK

## ORIENTATION

## TRANSFORMATION

## CONNECTION

