REDESIGNING THE HOMELESSNESS SYSTEM IN KING COUNTY

SOUTH KING COUNTY HAC

JUNE 19TH, 2019

TODAY'S PRIORITIES

- **How did we get here?**
- **What are We Solving for?**
- **How is our Region Responding and Aligning?**
- **What to Expect Next?**
- **Regional Action Plan and Discussion**

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KEY DATES IN HOMELESS SYSTEM REDESIGN

- **May, 2018**: King County Auditor releases [homelessness system recommendations](#)

- **May, 2018**: King County-Seattle [MOA](#) to explore unified homelessness governance

- **Dec, 2018**: National Innovation Service (NIS) [Homeless System Redesign Report](#) released, highlighting 10 Actions needed to optimize system towards equity and impact

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WHAT ARE WE SOLVING FOR?

- **Fragmentation**
- **Funding Difficulties**
- **Poorly Articulated Successes**
- **Growing Problem**
- **No Shared Theory of Change**

Significantly fractured system that is not optimizing towards equity and improved outcomes for people experiencing homelessness

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, etc.

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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 lead organization**
- **All Home delegates collection and management of performance data (HMIS) and management and operations of Coordinated Entry to DCHS.**
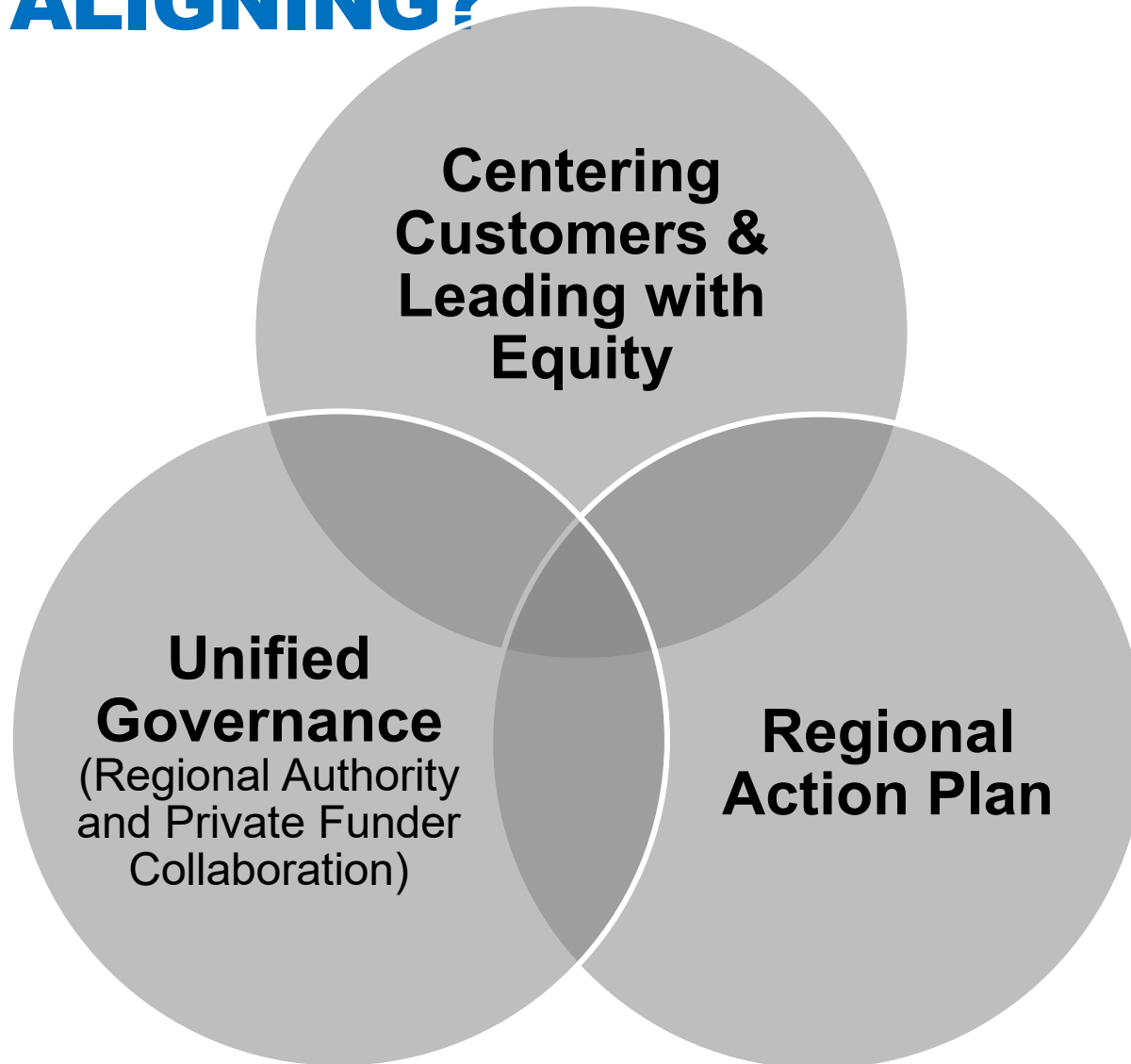
FRAGMENTATION AND ITS EFFECTS
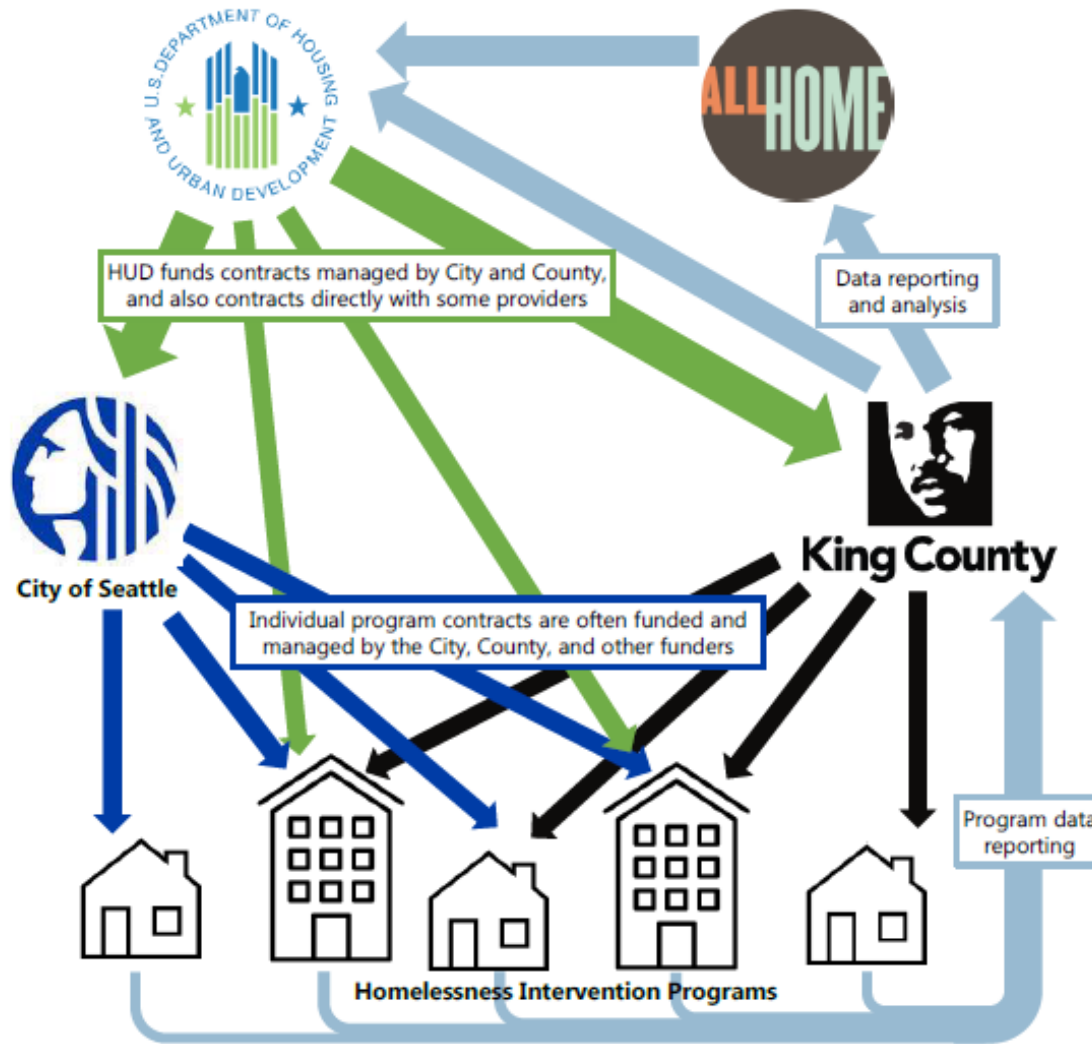
Source: King County Auditor's Office

- **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 AND ALIGNING?

Centering Customers & Leading with Equity

Unified Governance (Regional Authority and Private Funder Collaboration)

Regional Action Plan

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HOMELESS SYSTEM REDESIGN

THE 10 ACTIONS ARE INTERCONNECTED AND REINFORCING

PHASE I ACTIONS

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,**

And,

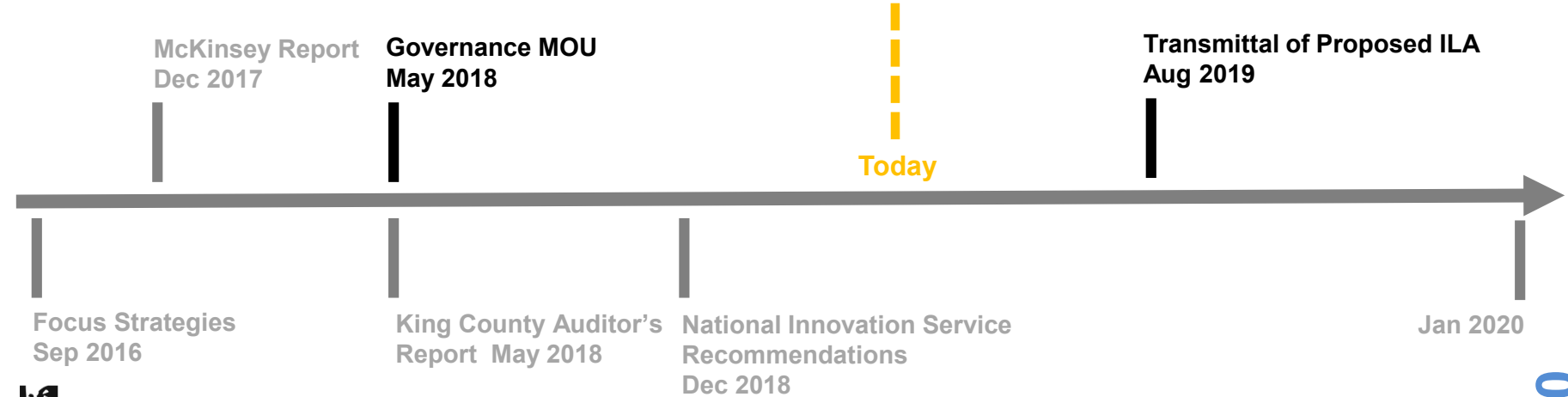**Develop a Regional Action Plan**

PHASE II ACTIONS

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).
https://hrs.kc.nis.us

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TOWARD UNIFIED GOVERNANCE | 2016 TO 2020
TIMELINE OF KEY ACTIONS

Governments	One Table	Develop Proposed ILA for Regional Authority	Consider Interlocal Agreement (ILA)
Consultants	Crisis System Audit National Innovation Service	Develop Regional Action Plan CSH	
Private Funders		Form Funders Collaborative to align with Regional Authority	

McKinsey Report Dec 2017

Governance MOU May 2018

Transmittal of Proposed ILA Aug 2019

Today

Focus Strategies Sep 2016

King County Auditor's Report May 2018

National Innovation Service Recommendations Dec 2018

Jan 2020

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REGIONAL AUTHORITY KEY ISSUES

- **Legal Form**

- **Governing Board**

- **Principles and Priorities**

- **Programs**

- **Sub-regional Coordination and Planning Support**

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

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TYPES OF ENGAGEMENT

- Underway:
    - Steering committee and workgroups
    - Sound Cities Association (SCA) Policy Issues Committee (PIC) briefings
    - Councils and Staff Briefings
    - Monthly provider meetings with Leo Flor, Kira Zylstra, and Jason Johnson
    - Community workshops (people with lived experience, advocates, providers, city planners, etc.)
    - Sub-regional Coalitions June 6th and 19th

- Gearing Up:
    - Regional Policy Committee Briefings, June 12 and July 10
    - More provider and community workshops, including open workshops in different parts of King County

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SCA/SUB-REGIONAL ENGAGEMENT UPDATE

- SCA staff Christa Valles is participating in monthly Steering Committee meetings

- 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

- 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

What else is needed?

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Seattle-King County Regional Action Plan

June 2019

What is the Regional Action Plan?

- It is the community's plan, not just a plan for the Regional Authority.

- It will provide action-oriented solutions to challenges identified through a community engagement process, data analysis, and the NIS 10 Actions Report.

- It will lay out metrics and milestones to track towards established goals.

- Each action will have an accountable person/organization.

- It will provide recommendations on sequencing and/or parallel processes in a variety of categories.

- It will project costs for interventions and provide underpinning for budget process.

- Most importantly, it should be a living document, not something that sits on a shelf.
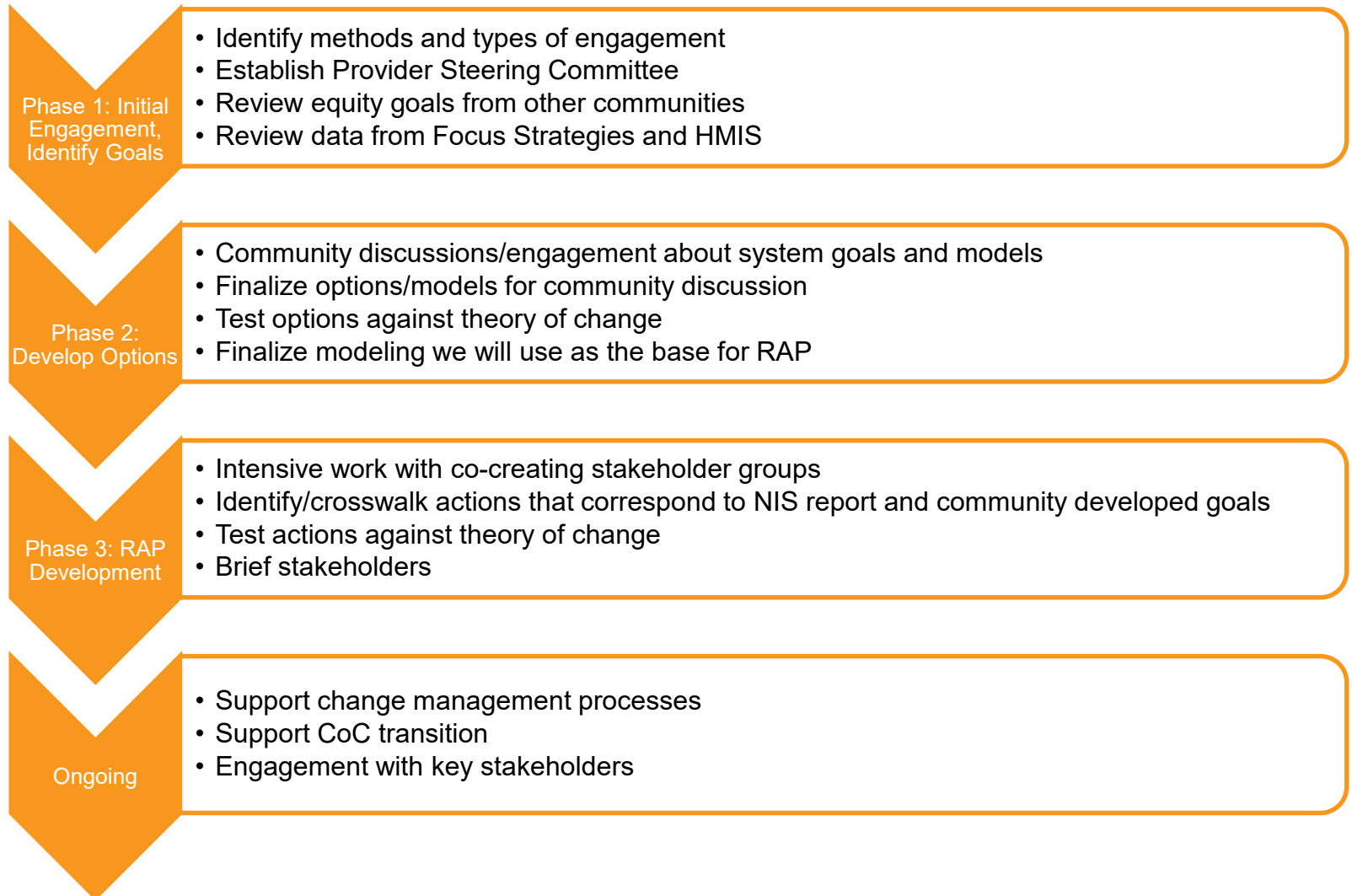
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What is it Not?

- It is not CSH's plan – it is a reflection of what the community articulates through engagement and data.

- It is not perfect – no plan is perfect.

- It is not magic - it will not solve every problem in the homeless assistance system, but will provide a roadmap to make meaningful progress towards community goals and return more people to housing.

Any plan that facilitates real change requires a committed, disciplined and sustained approach to action, continuous quality improvement and mid-course corrections. This can only be accomplished by the community.

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Our Approach

- Regional leadership adopted the NIS report in 2018, and the RAP will use those actions and strategies outlined as a base for the RAP.

- The RAP will orient towards the goals articulated by the community.

- The RAP will be grounded in the community's theory of change.

- The RAP should lift up and build upon strengths in the homeless system while also identifying and addressing challenges.

- The RAP will require accountability mechanisms – because if everyone is accountable for everything then no one is accountable.

- The plan must be grounded in the perspectives and experiences of people who live and work in the homeless assistance system.

- Input and review from all stakeholders is key to success.

- Data should drive decision-making and action.

- Final report will be grounded in our conversations and data.

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CSH's Process for the Seattle-King County Region

Phase 1: Initial Engagement, Identify Goals
- Identify methods and types of engagement
- Establish Provider Steering Committee
- Review equity goals from other communities
- Review data from Focus Strategies and HMIS

Phase 2: Develop Options
- Community discussions/engagement about system goals and models
- Finalize options/models for community discussion
- Test options against theory of change
- Finalize modeling we will use as the base for RAP

Phase 3: RAP Development
- Intensive work with co-creating stakeholder groups
- Identify/crosswalk actions that correspond to NIS report and community developed goals
- Test actions against theory of change
- Brief stakeholders

Ongoing
- Support change management processes
- Support CoC transition
- Engagement with key stakeholders

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Goals and Priorities for King County?

- Rare, brief, non-recurring vs. Functional Zero vs. Ending Homelessness

- Equity goals

- Unsheltered targets

- Production goals

- Length of homelessness

- Special populations

- Other goals?

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Touch Points

Initial Engagement
- What goals does the community want to achieve regarding homelessness?
- What priorities are most important for the community and should drive the plan?
- What would make this work successful to you?

Review of Models:
- Review of gaps and needs identified
- Review potential costs and impact over 18 mos/3yrs/5yrs
- Questions –What scenarios best reflect the community's values/theory of change? What scenarios are most viable?

Review/Approval/Support of RAP:
- Formal briefings and overview with stakeholders
- Executive Board of the Regional Authority (when in place)
- CoC Board, City, County, SCA leadership, PHAs and Councils
- Define what does support means for each stakeholder

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What to Expect Next?

- Set meeting times for co-creation and input

- Data review and needs/cost analysis

- Review of engagement process from Fall 2018/Identify and address gaps

- Development of models/options for review

- Action-oriented solutions to address challenges identified and lift up what is working

- Further engagement and discussion of proposed steps

- September deliverable

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NO DECISIONS HAVE BEEN MADE- *WHAT ARE YOUR THOUGHTS?*

Questions to Consider:

➢ Regional Authority Governing Board Make-Up and Role--Who should be on it and what authority should it have?

➢ What goals does your community want to achieve regarding homelessness?

➢ Do you have any successful strategies in place already?

➢ Where is your greatest need?

➢ What would make this work successful to you?

➢ Role of and process for sub-regional/community tailoring?

➢ Ongoing Community and City Engagement-what is needed?

Your Questions for Us????

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