

UNIFYING OUR HOMELESSNESS CRISIS RESPONSE

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

PRESENTATION TO THE KING COUNTY COUNCIL'S HEALTH,
HOUSING & HUMAN SERVICES COMMITTEE | APRIL 30, 2019

CURRENT OPERATIONS UPDATE: MAXIMIZING COUNTY FACILITIES

Harborview Hall



Opened: December 21
Serves: 100
24/7 access by end of 2019

West Wing Shelter

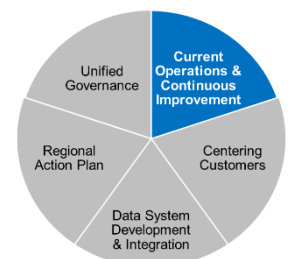


Opened March 31
Serves: 40

Jefferson Day Center



Opened: January 31
Serves: 200/day



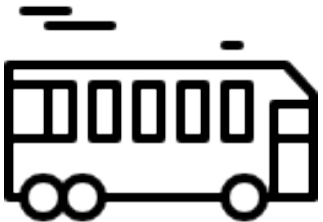
MORE THAN SHELTER: REBUILDING NETWORKS OF SUPPORT



Healthcare



Hygiene/Laundry



**Connector
Van**



**Housing
Navigation**



BUILDING A NETWORK AT SCALE: **NIS'S RECOMMENDED ACTIONS**

PHASE I

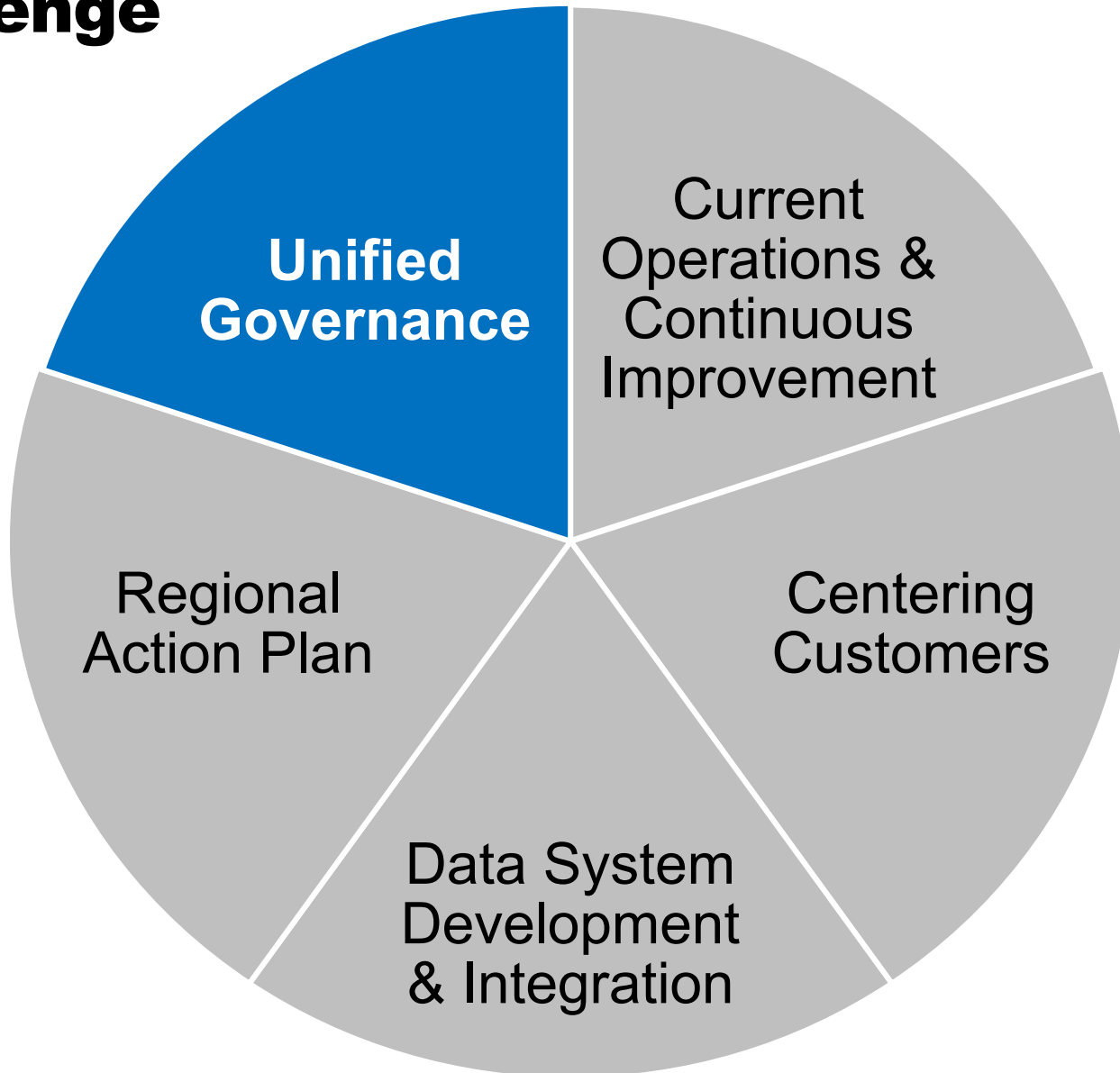
- 1. Institute a System-wide Theory of Change**
- 2. Unify homelessness response in a regional authority**
- 3. Become accountable to customers**
- 8. Create a defined public/private partnership utilizing a funders collaborative model**

Regional Action Plan

PHASE II

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

Matching the **scale** & **systemization** of our response to the scale & complexity of the challenge



CENTERING CUSTOMER VOICE

System-wide Theory of Change:

If we create a homelessness response system that **centers customer voice**, then we will be able to focus on responding to needs and **eliminating inequities**, in order to end homelessness for all.



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.**”*

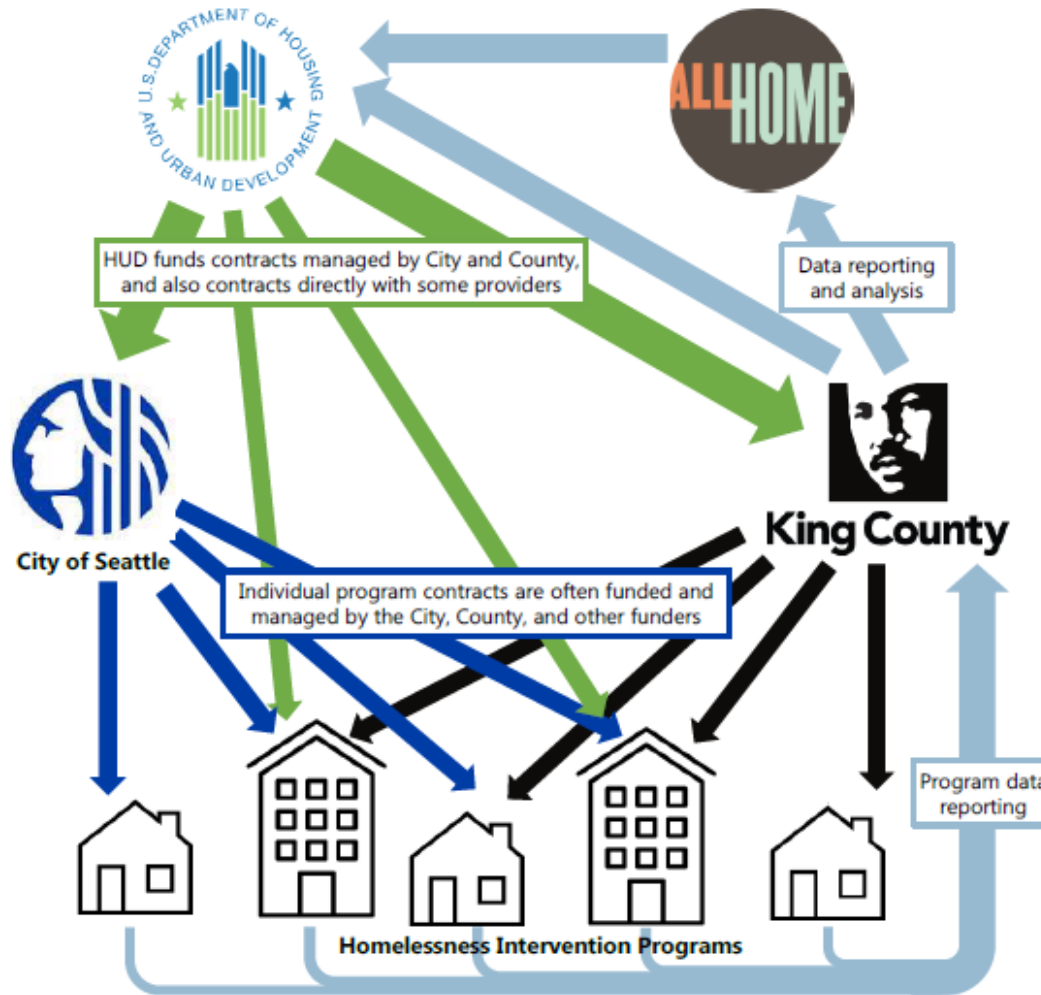
-Seattle/King County: Homeless System Performance Assessment and Recommendations with Particular Emphasis on Single Adults. Sept. 2016. Focus Strategies.

*“**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.



FRAGMENTATION



Source: King County Auditor's Office

UNIFYING OUR HOMELESSNESS SYSTEM: TIMELINE TO NOW

- **May, 2018:** KC Auditor releases homelessness system recommendations
- **May, 2018:** King County-Seattle MOA to explore unified homelessness governance
- **Aug, 2018:** One Table convenes final meeting
- **Dec, 2018:** Regional Affordable Housing Task Force Action Plan Completed
- **Dec, 2018:** NIS Homeless System Redesign Recommendations Released
- **Dec 2018 to March 2019:** Updates and Briefings to Individual Councilmembers
- **March 29, 2019:** KC Council HHHS Briefing on the Homeless System Redesign Recommendations
- **April 30, 2019:** KC Council HHHS Briefing on Unified Governance Approach
- **May, 2019:** Point in Time Count Update & Data Dashboards Released



UNIFIED GOVERNANCE: KEY QUESTIONS

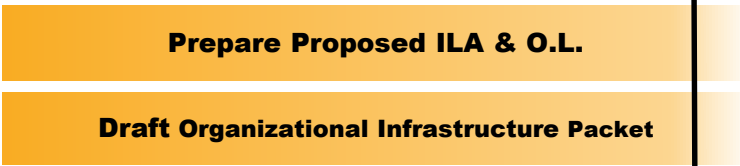
- **Legal Form**
- **Governing Board**
- **What Programs?**
 - Root Cause vs. Crisis Response
- **Mechanisms to Achieve Unified Scale & Systemization with Sub-Regional and Community Tailoring**



UNIFIED GOVERNANCE: TIMELINE

Transmittals of Proposed
ILA & Organic Legislation to
Councils

KC, SEA &
Partners
with NIS as
PM



KC Council
&
SEA
Council



REGIONAL ACTION PLAN



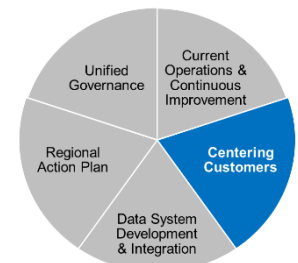
FUNDERS COLLABORATIVE & REGIONAL ACTION PLAN

- Private foundations and businesses are establishing a **Funders' Collaborative** to align investments with the new regional authority.
- **“Proto-Funders Collaborative”** contracted with CSH to develop a **Regional Action Plan (RAP)**
 - Goals, Timelines, Strategies and Metrics
 - Specific Activities with Accountable owners, Funding Requirements, Performance Indicators, and Milestones.
- **A Community-Sponsored Plan for a Community-Level Effort**



ENGAGING WITH COMMUNITY: KEY STAKEHOLDERS

- People who have experienced homelessness
- People & Communities experiencing disproportionality
- Provider Partners
 - Executive Directors
 - Front-Line Staff
 - Organizations Throughout the Region
- Policy Decision Makers Region-Wide
- Department Staffs
- Communities Region-Wide



NEXT STEPS FOR ENGAGEMENT

- Steering Committee (*first mtg. May 6*)
- Workgroups (*ongoing*)
 - Organizational Stand Up
 - Community Engagement
 - Policy and Planning
 - External Affairs
- Monthly Committee Briefings & On-Call Member Briefings
- Monthly Provider Partner Meetings

RESULT WE SEEK:

**A PROCESS THAT YIELDS UNITY OF
PURPOSE, EFFORT & EFFECT**

QUESTIONS & GUIDANCE

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