

# **REDESIGNING THE HOMELESSNESS SYSTEM IN KING COUNTY**

**NORTH URBAN HUMAN SERVICES ALLIANCE**

**JUNE 19<sup>TH</sup>, 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**

# 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

# 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**

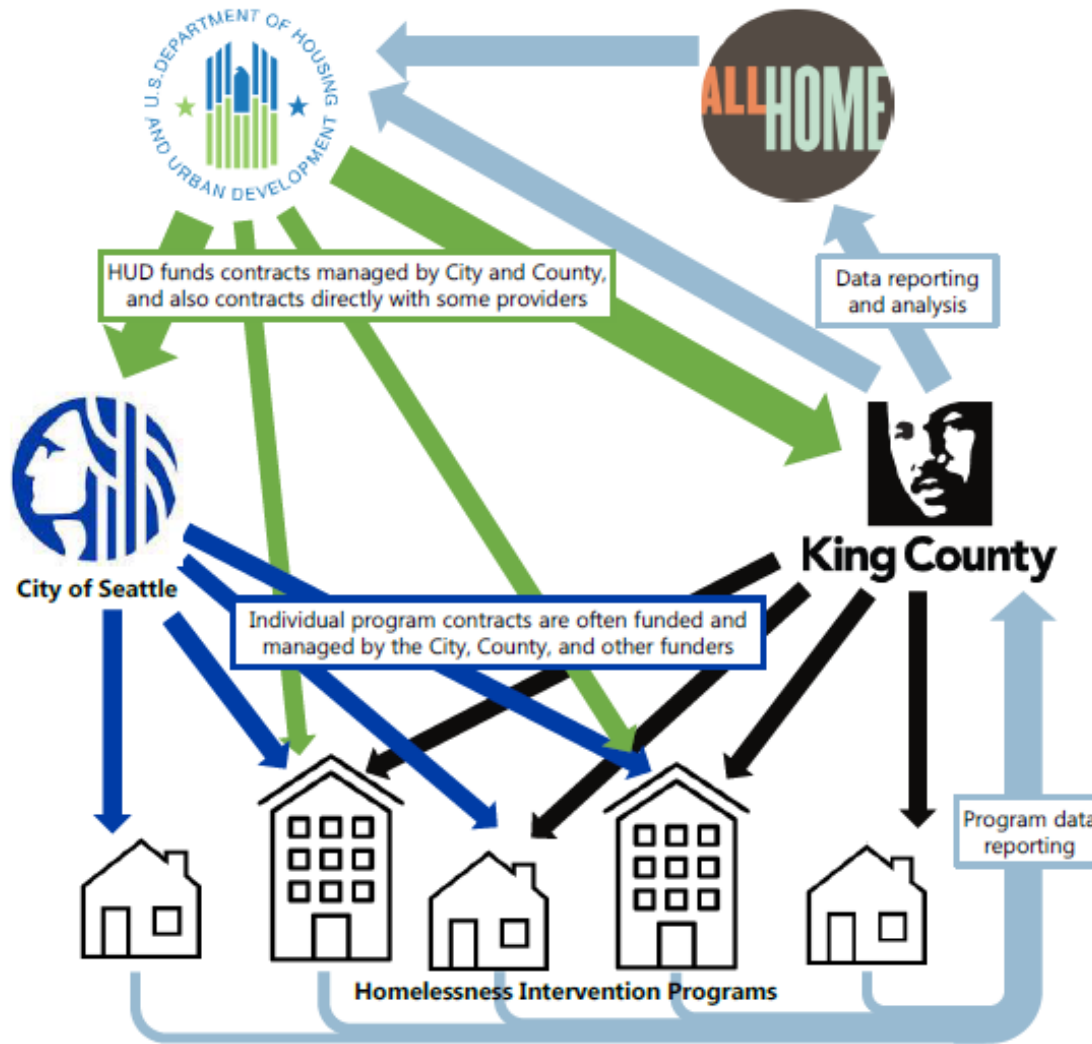
# REGIONAL HOMELESSNESS FUNDERS

- **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.

# 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.**

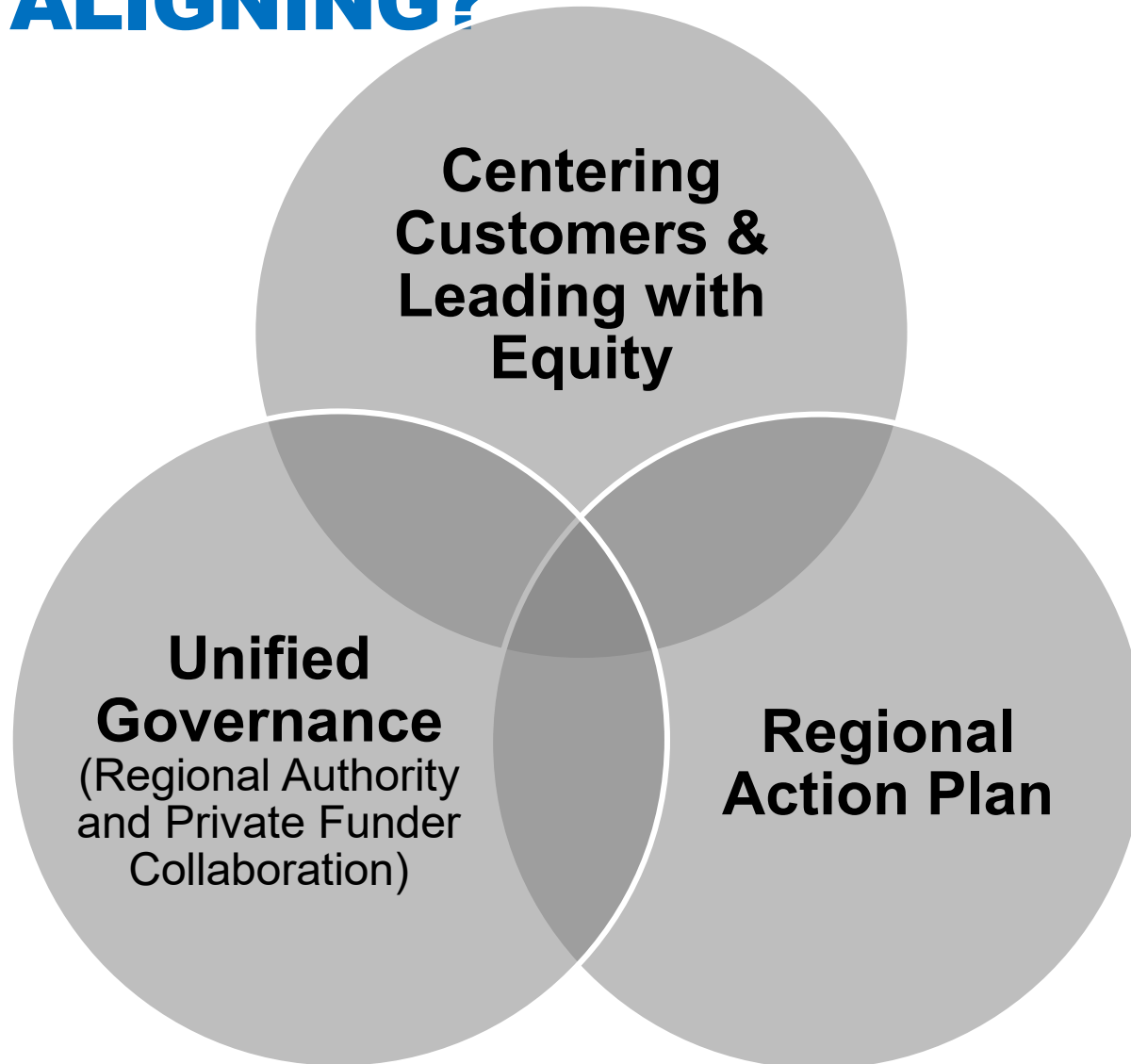
# FRAGMENTATION AND ITS EFFECTS



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?





# 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

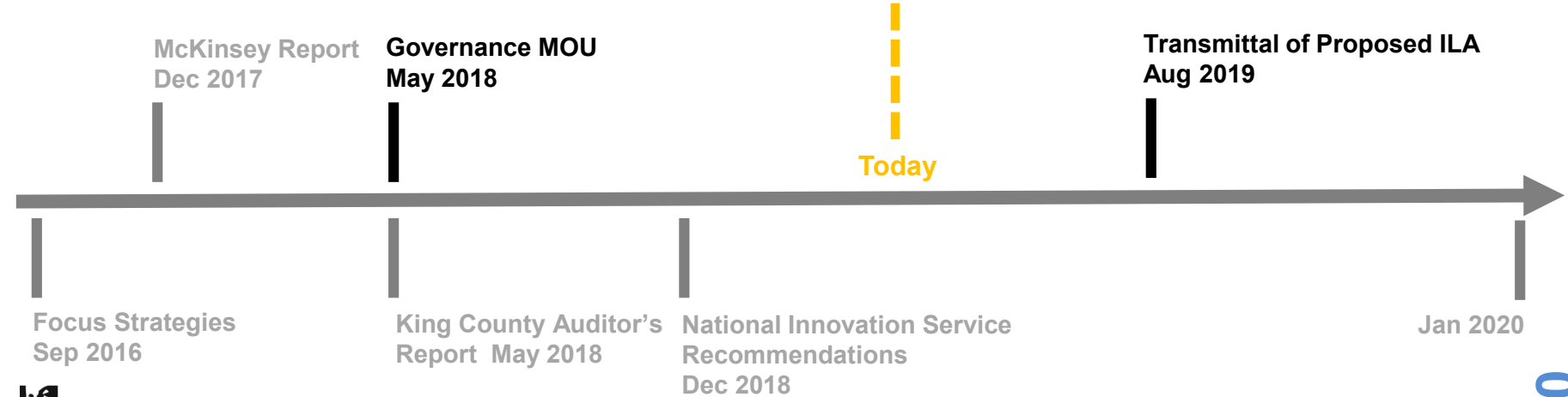
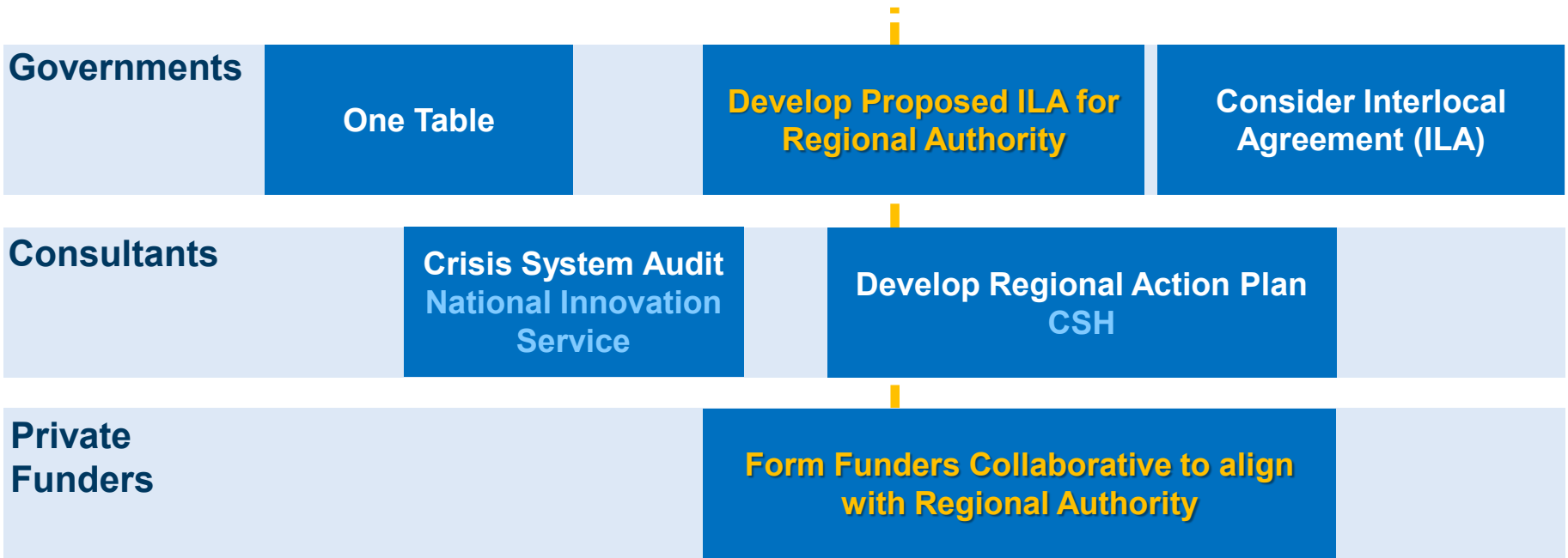
5. Prioritize economic stability to reduce inflow
6. Improve customer outcomes through a comprehensive digital transformation
7. Design intake processes that are connected, customer-centric and radically accessible
8. Increase access to 0-30% AMI housing
9. Expand physical and behavioral health options 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>

# TOWARD UNIFIED GOVERNANCE | 2016 TO 2020

## TIMELINE OF KEY ACTIONS



# 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.

# 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 6<sup>th</sup> and 19<sup>th</sup>
- 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

# 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?

# 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.

# 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.

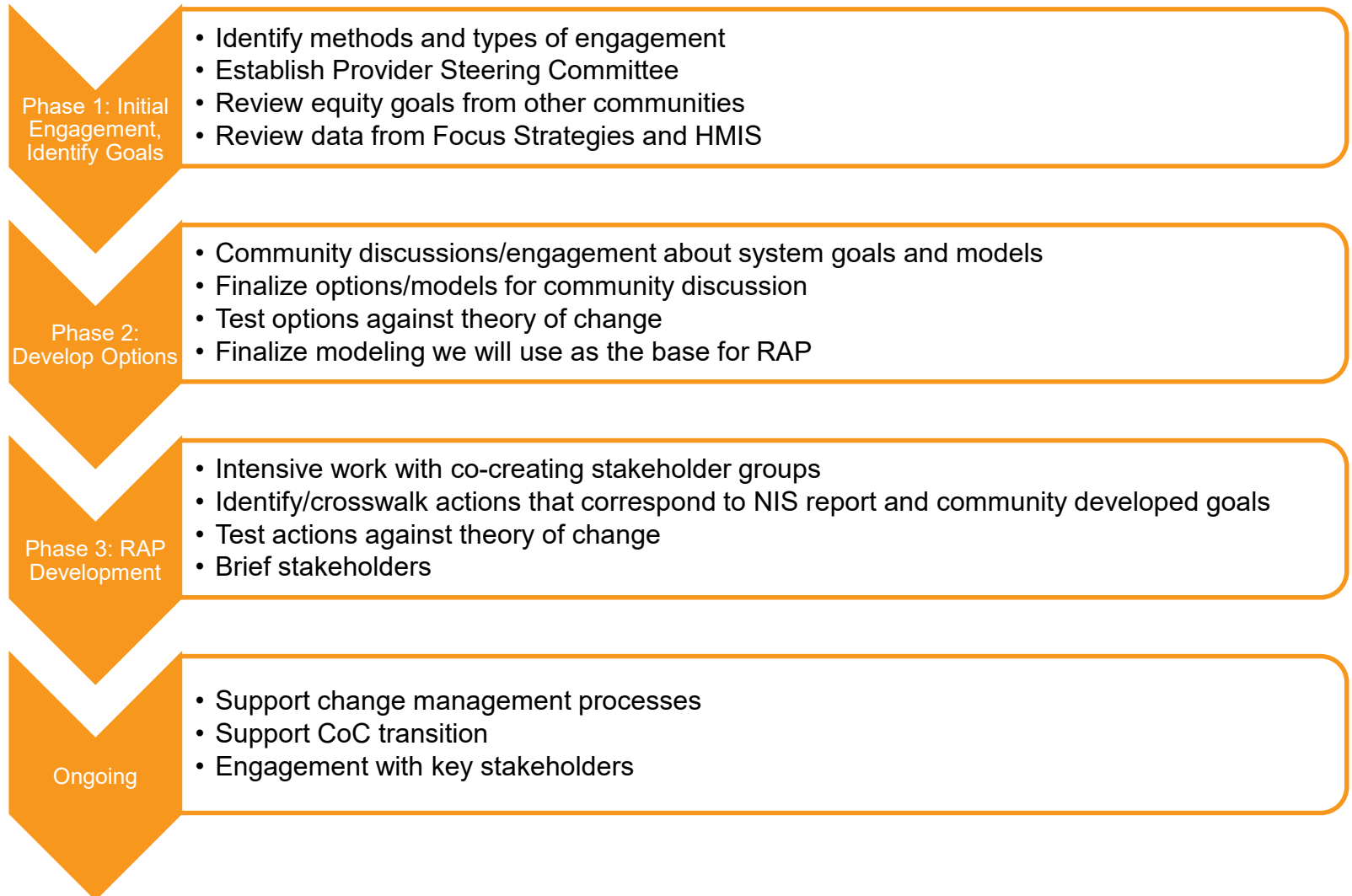
Any plan that facilitates real change requires a committed, disciplined and sustained approach to action, continuous quality improvement and mid-course corrections. This can only be accomplished by the community.



# 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.

# CSH's Process for the Seattle-King County Region



# 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?

# 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

# 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

# **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????**