



Coordinating Board Agenda

August 2, 2017

DESC, 515 3rd Ave.

The All Home Strategic Plan commits to reducing racial disparities of those experiencing homelessness. Nearly two thirds of people experiencing homelessness are people and families of color. Institutional and systematic racism contributes to the oppression of people of color, creating inequity, poverty and in some cases, homelessness. Success in reducing racial disparities and creating effective systems both for a dignified emergency response and housing, will require bold action and shared accountability. This commitment will include the proactive reinforcement of policies, practices, attitudes and actions to produce equitable power, access, opportunities, treatment, impacts and outcomes for all.

2:00	Welcome & Introductions	Gordon
2:10	Public Comment	Sara
2:15	Ground Rules for Coordinating Board meetings	Gordon
2:25	Director's Report <ul style="list-style-type: none"> - YHDP Update and Timeline 	Mark <ul style="list-style-type: none"> - August Updates - YHDP Update and Timeline
2:35	Rare, Brief and One-time: Continuum of Care application <ul style="list-style-type: none"> - (Note: the Funder Alignment Committee has been invited to join us) - Overview of FY2017 CoC Program NOFA released July 14th - Highlights and Changes of Note - Anticipated Timeline for completion of the Ranking and Application due September 28th <p><i>Result: Board is informed of content and timeline for CoC NOFA</i></p>	Gordon Kate/Eileen
2:50	Reducing Racial Disparities: Increase Permanent Housing Exits for American Indian/Alaska Natives <ul style="list-style-type: none"> - Prep: See back side of this agenda for Strategic Plan strategy you are assigned to. Consider actions you (as a board member) can take to advance results. - Action: contribute and agree to an accountability framework <p><i>Result: Board asserts accountability for actions to increase permanent housing exits among American Indian/Alaska Natives</i></p>	Sara <ul style="list-style-type: none"> - Retreat Summary and Action Plan
3:20	Rare, Brief and One-time: Coordinated Entry for All Improvement Process <ul style="list-style-type: none"> - Prep: Review materials, be prepared to discuss policy shifts and to vote on a policy change recommendation from the CEA Policy Committee. - Review of Immediate Operational Actions being taken by CEA regarding: <u>Referral, Navigation, and Housing Placement</u> <p><i>Result: Members understand the guiding principles and objectives of CEA and use this understanding to evaluate recent improvement efforts and provide further guidance on continued improvement and decisions on changes to CEA access and eligibility.</i></p>	Sara Kira/Hedda <ul style="list-style-type: none"> - Coordinated Entry Improvement Process PowerPoint
4:00	Adjourn	Sara

Next meeting: Wednesday, September 6th 2:00 to 4:00 pm (location: Chinook (401 5th Ave) Room 115)

SPECIAL SESSIONS for CoC NOFA Process: Monday, August 22nd (1:30pm-3pm) and Monday, September 11th (1:30pm-3pm)

Materials: <http://allhomekc.org/committees/coordinating-board/#fndtn-materials>



Board Member Accountability for Strategic Plan Goals and Action Steps

Goal	Strategy	Board Member	
1: Rare	1.1 Prevention of loss of housing and system exits to homelessness	Giovento McHenry Quinn Malone	Lester Abdulle McDermott
	1.2 Affordable Housing development and preservation (local, state and federal)	Walker Lofton Quinn	Malone Echohawk Backus
	1.3 Sentencing Alternatives	McDermott	Quinn
2: Brief/1-Time	2.1 Shelter Diversion/Encampments/Vehicles/Shelter	Lester Quinn Levin	Malone Giovento
	2.2 Laws and City coordination of outreach to people who are experiencing homelessness	Chelminiak Lester/Walker	Backus
	2.3 Assess, prioritize, and connect people with housing	Quinn Levin Lester Deal	McHenry Malone Giovento
	2.4 Right-size housing and supports to meet needs	Lester Quinn Levin McHenry Walker	Malone Backus Giovento Deal McDermott
	2.5 Access to existing permanent housing	Lofton Walker	Quinn McDermott
	2.6 Employment and education opportunities	Sebron Giovento Levin	McDermott Quinn
3: Community	3.1 Public awareness and active engagement, including business and faith	Backus McDermott	Levin
	3.2 Effective and accountable leadership	McHenry/Levin	
	3.3 Engagement of people who have experienced homelessness	Yafali	Sebron
4: RESJ	4.1 Fair housing and screening criteria	Malone Walker	Giovento McHenry
	4.2 Funding and programs addressing disparities	Levin Lester Quinn	Echohawk Giovento Abdulle
	4.3 Awareness, training, racial impact policy reviews	Abdulle Lester	Quinn

<p>JANUARY (1/4 @United Way)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Orientation and 2017 Action Planning <input type="checkbox"/> Count Us In (1/27) 	<p>JULY (7/12 @Solid Ground/Wallingford)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Youth 100-Day challenge (end) <input type="checkbox"/> Quarterly data and CEA review <input type="checkbox"/> NAEH conference/DC (7/24-28)
<p>FEBRUARY (2/2 @State Legislature)</p> <ul style="list-style-type: none"> <input type="checkbox"/> 2017 Action Planning <input type="checkbox"/> State Advocacy Day events (2/2) 	<p>AUGUST (8/2 @DESC -515 3rd)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Continuum of Care application (TBD) <input type="checkbox"/> CEA Improvement Process
<p>MARCH (3/1 @City of Seattle)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Quarterly data and CEA review <input type="checkbox"/> State Policy <input type="checkbox"/> Local levies 	<p>SEPTEMBER (9/6@ @King Co./Chinook, Room 115)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Quarterly data and CEA review <input type="checkbox"/> Point In Time Count planning
<p>APRIL (4/5 @City of Bellevue)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Develop federal agenda <input type="checkbox"/> Youth 100-Day Challenge (begin) 	<p>OCTOBER (10/4 @ SYFC - 1229 W Smith St Kent)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Local budget comment/letters <input type="checkbox"/> Develop state agenda
<p>MAY (5/3 @City of Auburn)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Race/Equity retreat prep <input type="checkbox"/> Youth HUD Grant – review initial strategies <input type="checkbox"/> Prevention and Diversion 	<p>NOVEMBER (11/1 @ Chief Seattle Club, Gathering Circle Room)</p> <ul style="list-style-type: none"> <input type="checkbox"/> 2018 Action Planning
<p>JUNE (6/14 @ Youngstown Cultural Arts Center)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Annual Conference <input type="checkbox"/> Count Us In data review <input type="checkbox"/> Youth HUD Grant – approve plan 	<p>DECEMBER (12/6 @ TBD)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Quarterly data and CEA review



Coordinating Board Feedback & Updates August 2017

CEA Policy Advisory Committee

The Policy Advisory Committee debriefed the feedback and results from the CEA Listening Tour and Improvement Process Session. Feedback was varied, though common themes were elevated and shared in the recent monthly CEA newsletter. The group began discussing how to continue regular engagement and create a consistent feedback loop. The CEA team will provide updates on immediate action steps for improved efficiency and effectiveness of CEA including improvements to YYA Navigation and Family Shelter access, implementation of case conferencing and a triage model inclusive of mobile diversion at the upcoming All Home Coordinating Board meeting.

Funder Alignment Committee

Kate Speltz (King County Department of Community and Human Services) and Eileen Denham (City of Seattle Human Services Department) provided an overview of upcoming steps and actions anticipated for the 2017 NOFA Application. A timeline of actions needed has been developed and committee members have been prepped for when and how they will be convened.

System Performance Committee

Members agreed to convene time-limited workgroups to rapidly focus on and respond to system performance improvement. The workgroups will convene with members from the Funder Alignment Committee and other involved stakeholders (particularly providers who are impacted/involved in a key performance area and consumers). Workgroup leads will be connecting with Coordinating Board members with work plan accountability areas impacted by performance areas – both to share what the workgroup is learning and to ensure the recommendations coming from the workgroup align with the overall Coordinating Board vision/direction.

Consumer Advisory Council

In response to the System Performance Committee's workgroup around shelter utilization, the Consumer Advisory Council focused on the following questions:

- If you aren't staying in a shelter, why is that?
- If you stayed at a shelter, but chose not to return, why is that?
- What would you want or need in a shelter?

Feedback included:

- Professionalism
 - Need for well trained, committed and competent staff
 - Want to see staff who want to help me move on and into housing

- Not enough staff to meet individual needs
- Care and respect
 - Too many people do this job for a job's sake; lots of feelings of disrespect and being just another "homeless person"
 - When shelter gets in trouble or something happens in the community, there is retaliation on clients
- Violence and trauma
 - Don't want to be around violence, drug use or other people's trauma
 - When violence happens and staff aren't equipped to protect other clients, confidence is broken
 - Sacred of losing limited belongings or important documentation
- Rules and timing
 - Lottery systems are stressful
 - Check-in times don't fit unexpected events, employments or appointments
 - Unable to access shelter with self-declared family composition
 - Unable to access shelter with pets
- Communication
 - Not aware of shelters located outside of Seattle
 - Don't understand why some shelters are for "the most vulnerable"
 - What do we do after completing a Coordinated Entry assessment?

Change to the Consumer Advisory Council – In partnership with consumers and Coordinating Board members, Jean-Paul and Sheila, All Home staff worked to create an application and membership based model to start in September 2017. This new model will offer members the ability to learn and grow together, to more fully understand the CoC, and to work closely with the Coordinating Board to have more intentional and deliberate recommendations for systems change. Focus groups, listening sessions and other ways to engage consumers will continue to be held outside of the CAC.

YHDP Implementation and Accountability Joint Committee

Members:

Representatives of all the decision-making bodies, as well as key implementation partners

Organization	Representative
Youth Advisory Board/Northwest Network	All YAB Members James Keum
Coordinating Board	Catherine Lester Sheila Sebron
Children's Administration	TBD
Local Government: King County	Mark Ellerbrook Kate Speltz
Local Government: City of Seattle	Marci Curtin Sola Plumacher
CoC & YHDP Lead: All Home	Kira Zylstra Zachary DeWolf
Local/Private Funder: United Way of King County	Wayne Wilson
Local/Private Funder: Raikes Foundation	Casey Trupin

Roles: Coordination and Logistics

Coordinator (*Responsible for scheduling meetings, sending/updating calendar invites, location, etc.*):
All Home (Kira)

Convener (*Responsible for setting the agenda, notes, and ensuring follow-up*):
All Home & YAB (Kira/James)

Key Responsibilities

The purpose of the Joint Committee is to bring representatives of all the decision-making bodies together on a regular basis to finalize the Coordinated Community Plan and work towards implementation collaboratively and in partnership with key implementation partners. Joint Committee members that are part of a decision-making body will be responsible for communication with their full membership to prepare for needed decision points. Additionally, the committee will be responsible for the ongoing oversight and accountability of YHDP implementation and evaluation.

Responsibilities include (immediate next steps):

- ✓ Using data and the modeling tool to project which strategies/interventions will have the greatest impact, **further develop all project proposals** that will be approved for inclusion in the Plan
- ✓ Finalizing all other **required structural components**
- ✓ **Communicating progress** on the final Plan to their colleagues/members of their boards, as appropriate

- ✓ Assist in the **development of the implementation plan** for the YHDP projects
- ✓ Develop and implement a plan for **continuous quality improvement** (including quarterly data dashboard reporting)

Once the Plan is approved, the Joint Committee will be responsible for the following ongoing activities:

- ✓ Tracking progress on implementation of projects as well as assessing the impact/outcomes of projects
- ✓ Soliciting and incorporating consumer input
- ✓ Identifying areas for improvement and/or needed technical assistance and training; making recommendations for refinement/adjustments
- ✓ Work with HUD technical assistance, evaluation and other YHDP community workgroups or committees (Joint Committee representatives will participate on calls and/or act as representatives on workgroups, as requested)
(i.e. HMIS Data Committee, monthly YHDP Community Calls, YHDP YAB community calls, stakeholder presentations/meetings, attending in-person YHDP community meetings)

Ground Rules for Working Together

Agreements/Ground Rules [From July 5th meeting]

- One diva one mic
- Assume positive intent
- Be aware of your impact
- Listen to listen not to respond
- Keep the vision/mission in mind
- Ask for clarification on language and acronyms
- Center the young people in the room
- Share the vision behind your comments/feedback

Tasks/priorities & Timeline

July 17-Aug. 18th

- Convene the Joint Committee and establish roles, responsibilities, ground rules and expectations for working together (ongoing meeting schedule)
- Establish a timeline and action steps for finalizing the Plan
- Continue to refine project proposals
 - ✓ Collectively determine which, if any, projects can be taken out of consideration, which can be put forth with full agreement from the Joint Committee, which can be combined/incorporated within another project proposal, which proposals need additional information
 - ✓ Identify areas where additional information is needed in order to make decisions
 - ✓ Finalize set of projects/strategies

HUD Timeline:

- Week of August 1st: HUD team reviews Coordinated Community Plans
- Week of August 7th: HUD meets with TA providers to debrief and give feedback on CC Plans

- *[Estimated]* Week of August 14th: Communities have a phone call with HUD to receive comments/feedback on Plan; begin to work with HUD on changes/refinements – create plan to make revisions by mid-September

Mid-August - September

- Determine project components (specific details, including: design of the projects, intended outcomes, # served, budget, owner [who will hold contracts), process for selecting agency(ies) to operate the project]
- Finalize other required structural components of the Plan
 - ✓ Set final objectives/measurable outcomes related to each specific project/intervention
 - ✓ Develop specific Action Steps and who will be responsible for each
- Make revisions based on HUD feedback
- Present a comprehensive set of strategies (projects) and revised Plan to the full group of decision-makers for final approval

End of September – Early October

- Submit version 2 of Coordinated Community Plan to HUD



All Home Coordinating Board Racial Equity Action Steps

Background

The All Home Coordinating Board held a Racial Equity Retreat on June 9th to determine goals, strategies and action steps in support of the Strategic Plan goal to end racial disparities in homelessness.

Outcome

Board members committed to a targeted universalism approach to eliminate racial disparities and make homelessness rare, brief and a one-time occurrence. The Board chose the goal of increasing permanent housing exits for the American Indian/Alaska Natives (AI/NA) population.

All Home Staff Action Steps

Name	Action	Deadline
Mark/Kira	Meeting with Coalition to End Urban Native Homelessness to begin to gather strategy ideas	August 4
Kira/Triina	Initiate work with System Performance Committee to review data and establish goals for increasing rate of permanent housing exits for AI/AN population	August 8
Mark	Bring draft goal back to Coordinating Board	September 6
All Home/Building Changes	Target funding to the AI/NA population through the Building Changes' System Innovation Grant for RRH	Fall 2017

Board Member Action Steps

Role	Name	Action	Deadline
Members with lived experience of homelessness	Sheila/ Jean-Paul	Increase engagement of AI/NA population through the All Home Consumer Advisory Council and additional ad-hoc focus groups	ongoing
Funder members	Catherine	Target funding to the AI/NA population through City of Seattle RFP	Sept 28
	Coordinating Board	Target funding to the AI/NA population through the Continuum of Care NOFA application	
	Coordinating Board	Target funding to the AI/NA population through the Youth Homelessness Demonstration Project (YHDP)	
Provider members	?	Apply for funding for targeted services to the AI/NA population through Youth Homelessness Demonstration Project (YHDP)	Fall/Winter 2017
	All	Increase agency capacity through use of All Home's Technical Assistance and Training Plan	Ongoing



INCREASING THE EFFICIENCY AND EFFECTIVENESS OF CEA REFERRALS TO HOUSING

ALL HOME COORDINATING BOARD

AUGUST 2ND, 2017



COORDINATED ENTRY FOR ALL IS DESIGNED TO:

- Allow anyone who needs assistance for a housing crisis to know where to go to get that assistance and to be assessed in a standard and consistent way;
- Ensure that households who are experiencing homelessness gain access as efficiently and effectively as possible to available community interventions;
- Prioritize households for limited housing resources based on need and vulnerability;
- Provide clarity, transparency, consistency, and accountability throughout the assessment and referral process for households experiencing homelessness, community partners, and homeless and housing service providers; and
- Facilitate exits from homelessness to stable housing in the most rapid manner possible.

VISION: COORDINATED ENTRY

(AS SET BY BOARD IN 2015)

*Connect with
Housing &
Supports*

*Prioritization
and Referral*

Assess



Incorporates Housing First

*Transparent decision-making and
consistent service delivery*

Prioritizes those with the greatest needs

Standardized tools and practices

Fair and Equitable Access

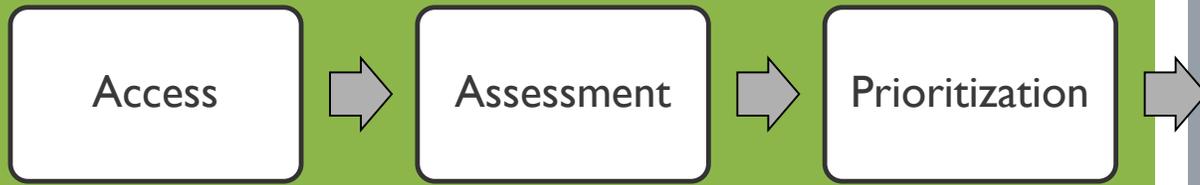
*Clear understanding of WHERE
and HOW to access services*

Qualities of Effective Coordinated Entry

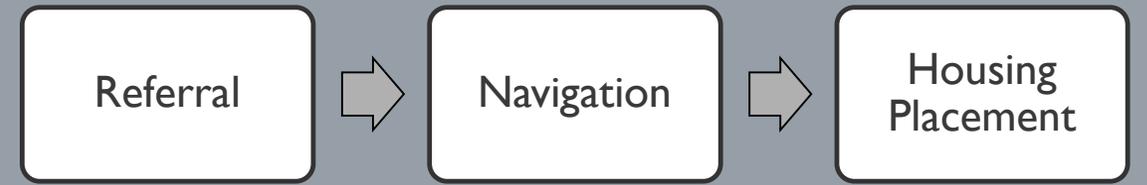
Quality Standards	Definition
Standardized access, assessment, and referral processes	All CE locations offer the equal access and the same assessment approach: Fair and equitable access to for ALL people experiencing homelessness offering a Clear Message : “If you are homeless, you can go HERE and THIS is what will happen”
Prioritization	People with the greatest needs receive priority for any type of housing and homeless assistance: Transparent and consistent prioritization process.
Low Barrier Housing and Housing First Orientation	CE process houses people quickly without preconditions and does not screen people out for assistance because of a perceived barrier to housing or services.
Referral Protocols	Housing program have the capacity to accept all eligible referrals and a documented protocol exists for rejecting referrals
Ongoing planning and stakeholder consultation	Evaluating and updating the CE process using IS. Transparency of data and community ownership and problem solving strategies.
Aligned with HMIS	Align CE database with HMIS to collect and manage data associated with assessment, referral, and service delivery.
Work to increase homeless housing stock.	Reduce long waiting times and improve system functioning by increasing the housing stock.
Person Centered process and immediate service connections	The coordinated entry process incorporates participant choice, which may be facilitated by questions in the assessment tool and/or the referral process. Choice can include location and type of housing, level of services, and other options about which households can participate in decisions. Streamline and reduce intensive assessment and screening as much as possible and shorten the amount of time spent navigating resources and eligibility

CEA DECISION-MAKING ROLES

Prioritization of Housing All Home Coordinating Board Approval



Referrals to Housing All Home CEA Policy Advisory Approval



Decision Drivers:

- Adherence to Federal and State Requirements for a Centralized or Coordinated Assessment System
- Supports All Home Strategic Plan goals of making homelessness rare, brief, one-time, and reducing racial disparities

REVIEW OF THE STAGES OF CEA TO DATE

January – June 2016
Stage 1
DESIGN / ALIGN

HMIS Vendor Transition

FHC / YHC Alignment and Transition

CEA Design

Regional Access Points

CEA Launch Event

July – December 2016
Stage 2
TRANSITION

CEA Policy Advisory

HMIS – CEA Eligibility Engine

Vets By Name List Alignment

Align services to RAPs and CEA

120 Day Review

January – June 2017
Stage 3
STABILIZE / BUILD

Align services to RAPs and CEA

**Refresh Housing Inventory,
Assessments, and Eligibility Engine**

**Implement Approved System
Transformation recommendations –
BNL, Family Shelter Prioritization,
and Permeability**

**Launch PSH Single Adult Housing in
CEA**

120 Day Review

July – Dec 2017
Stage 4
PROCESS IMPROVEMENT

CEA PROCESS IMPROVEMENT INPUT

- King County conducted a CEA improvement process to increase the efficiency and effectiveness of CEA, specifically the referral, navigation, and housing placement processes, in order to achieve better outcomes for households experiencing homelessness.
 - **Listening Tour**
 - Result: Document that outlines all suggestions, issues, and prioritizes for our stakeholders.
 - **Process Improvement Session**
 - Result: Elevate immediate opportunities for how to improve the process to get people experiencing homelessness into housing quicker.
 - **Implementation Plan**
 - In Process: CEA work plan for July through December 2017.

ACCESS / TRIAGE

Ia. PREVENTION, DIVERSION,
and EMPLOYMENT

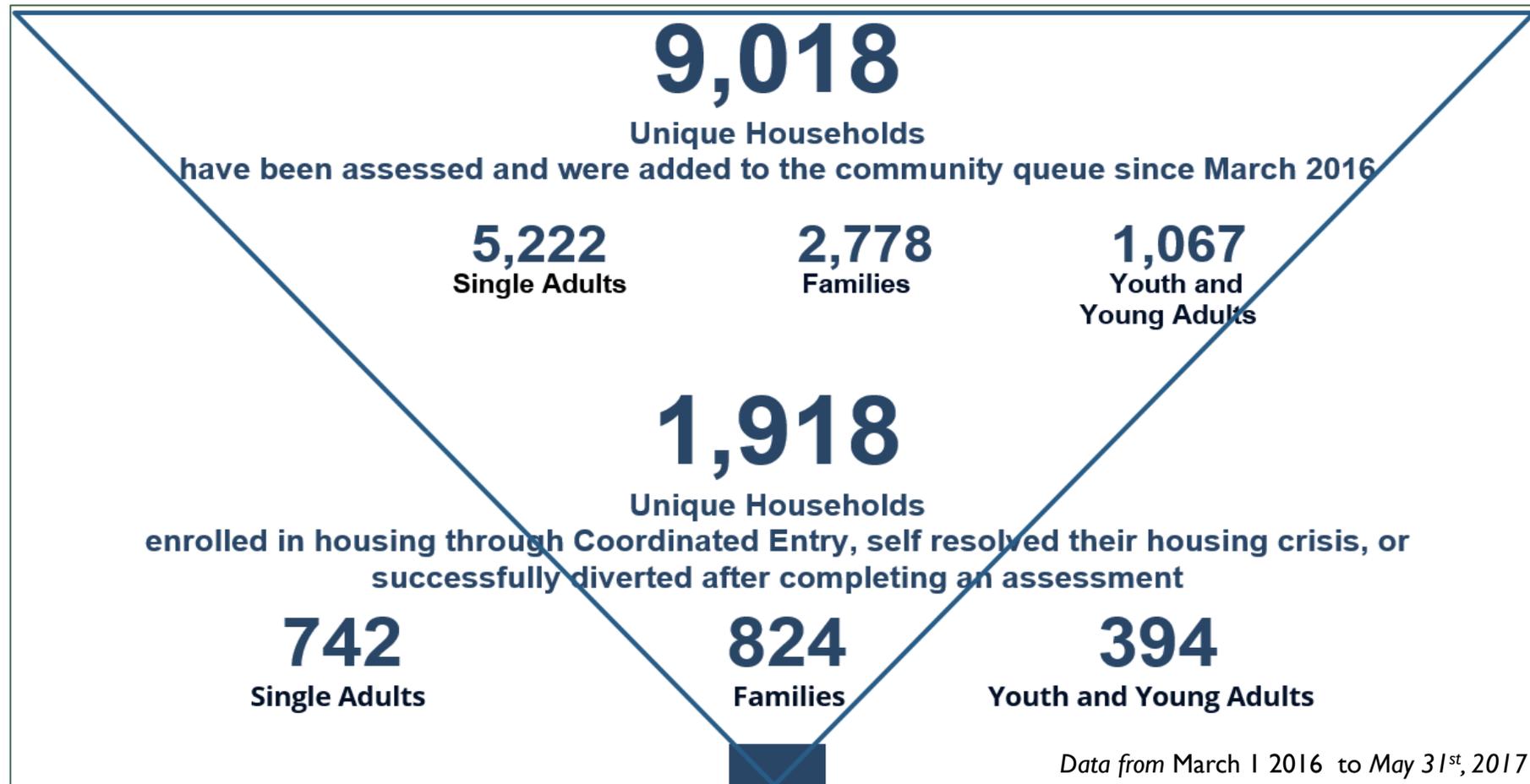
Ib. CEA HOUSING
TRIAGE TOOL

NAVIGATION

2. CASE
CONFERRING
for households that
will receive a referral

3. HOUSING
PLACEMENT

We have a rapidly growing queue of people seeking housing, the scale of which is much greater than the resources available to house them and the list is not as “active” as it should be, meaning there are people on the community queue that are no longer actively homeless.



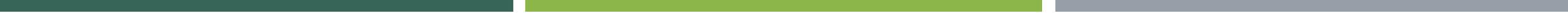
HUD guidelines set expectations around waiting lists stating that the time an individual spends on a waiting list should be limited to 60 days.

IMMEDIATE HOMELESS SYSTEM ACTIONS

- Prevention Landscape scan (All Home)
- Navigation Landscape scan (HSD)
- Increase triage resources across CoC (All Homeless Funders)

IMMEDIATE CEA ACTIONS

- Removing Family Shelter from CEA
- Reduce number of CEA Housing Assessors
- Connecting YYA to Navigators within 48 hours of assessment
- Strengthen Triage Model at RAPs and increase mobile diversion capacity
- Transition Impact calls to Case Conferencing
- Households on Community Queue must be active in HMIS in past 90 days
- Continue VOLT transition and alignment with CEA
- Bitfocus enhancements
- Align with HUD Notice
- SA Housing Inventory for RRH, PH, and TH

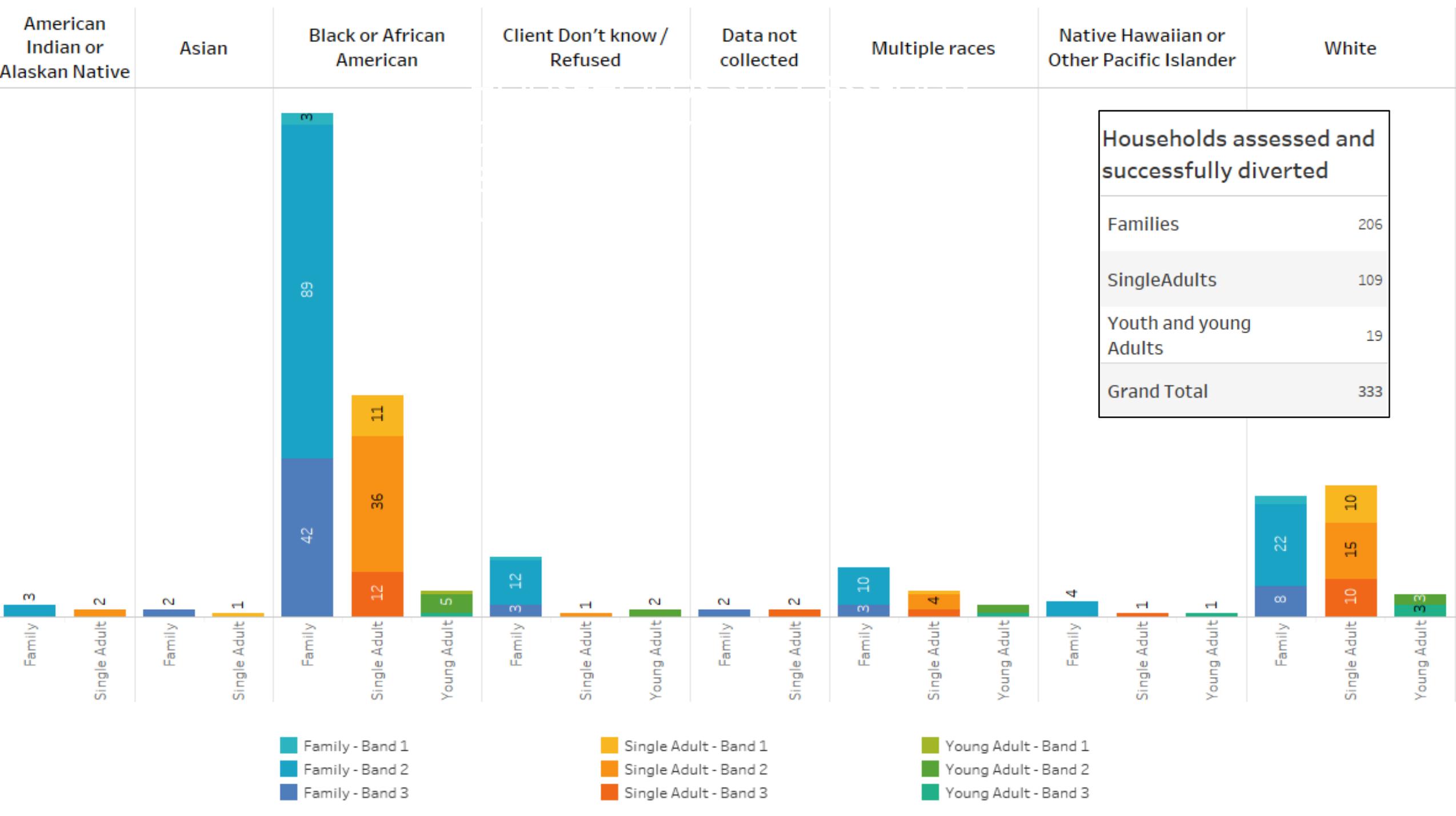
- 
- Questions?

INCREASING THE EFFICIENCY AND EFFECTIVENESS OF
CEA REFERRALS TO HOUSING
ALL HOME COORDINATING BOARD
AUGUST 2ND, 2017



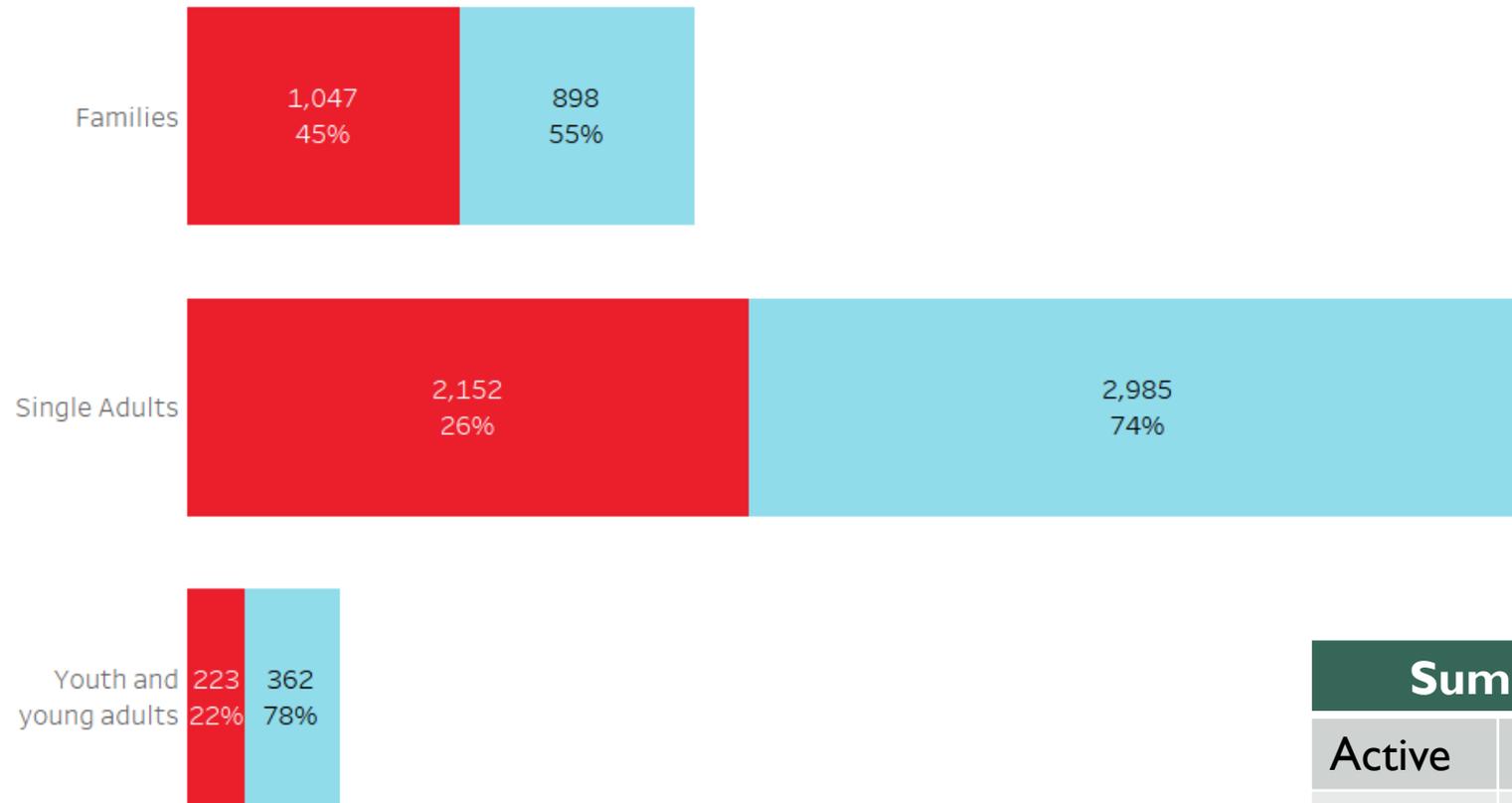
Contextual Data and Information

INCREASING THE EFFICIENCY AND EFFECTIVENESS OF
CEA REFERRALS TO HOUSING
ALL HOME COORDINATING BOARD
AUGUST 2ND, 2017



HOUSEHOLDS ON THE COMMUNITY QUEUE BY ACTIVE STATUS

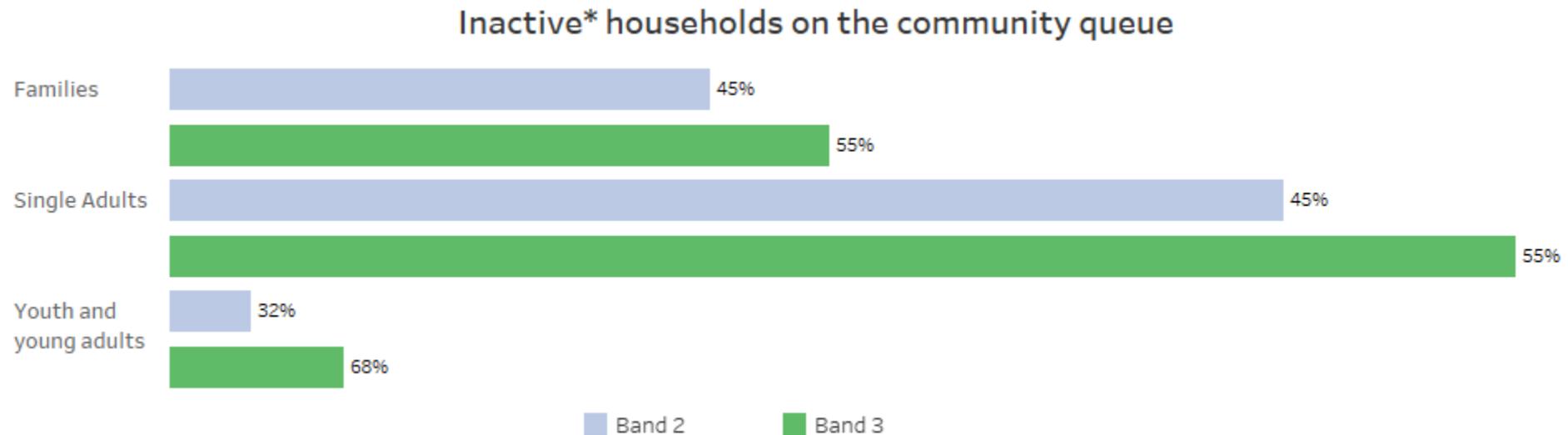
DATA FROM JULY 19, 2017



■ Active
■ Inactive

Summary Chart		
Active	4,245	55%
Inactive	3,422	45%
Total	7,667	100%

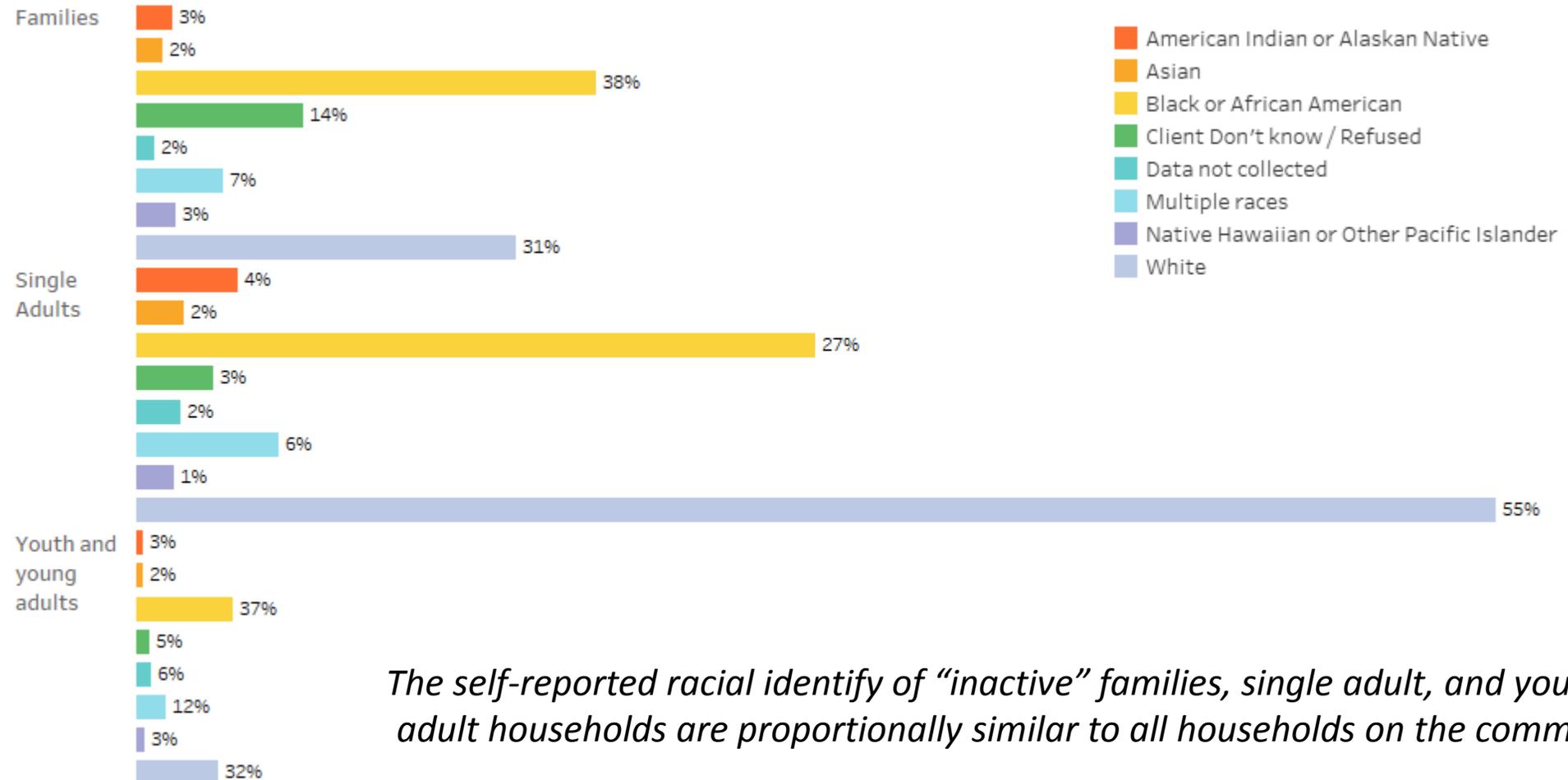
“INACTIVE” HOUSEHOLDS ON THE COMMUNITY QUEUE BY VULNERABILITY (BAND)



The number of “inactive” family and single adult households who scored into Bands 2 and 3 are proportionally similar to that of all households on the community queue.

Compared to all youth and young adults on the community queue, a slightly higher proportion of “inactive” youth and young adults scored into Band 3.

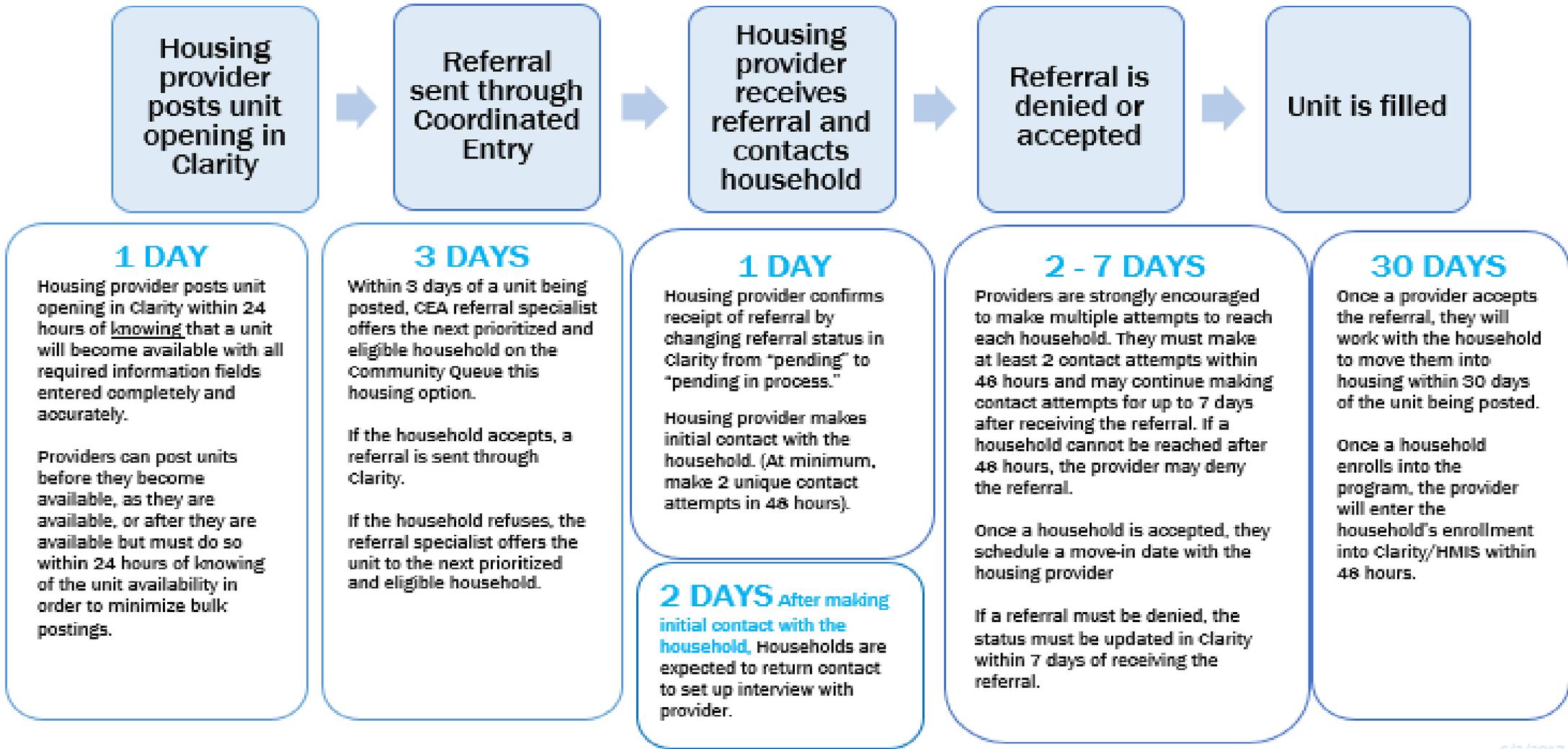
“INACTIVE” HOUSEHOLDS ON THE COMMUNITY QUEUE BY RACE



The self-reported racial identify of “inactive” families, single adult, and youth and young adult households are proportionally similar to all households on the community queue.

Coordinated Entry for All Referral to Occupancy Timeline

(Perspective: Unit Centered)



Our Shared Vision of CEA and alignment with Listening Session Themes

ACCESS / TRIAGE

ACCESS

- Assure Housing Assessors are at natural access points to homeless services, and locations are well advertised.
- Reduce number of Housing Assessors and increase their awareness of and referrals to resources.
- Have Housing Assessors and Housing Navigators work together.

Ia. PREVENTION, DIVERSION,
and EMPLOYMENT

ASSESSMENT

- Increase referrals to diversion and employment resources, and provide referrals to same night emergency shelters.

Ib. CEA HOUSING
TRIAGE TOOL

ASSESSMENT

- Verify homeless status before adding to the CEA Community Queue.
- Document Chronic Homelessness status, more upstream communication to get 3rd party verification

NAVIGATION

NAVIGATION

- Develop process for assigning Housing Navigators to households (i.e. high score or top 100).
- Increased Housing Navigation capacity to help with critical documents prior to referral.
- Link Housing Assessors and Housing Navigation function because they have a relationship building opportunity.

2. CASE
CONFERRING
for households that
will receive a referral

REFERRALS

- Use case conferencing model when making referrals.
- Need more connection with people who are being referred. Utilize the relationships providers already have.
- More transparency of referral process
- Call case manager to make housing offer.
- Increase contact w/ CEA staff throughout referral process
- If referral has been open for more than a week, shoot an email to provider so we know what's happening with the referral process

3. HOUSING
PLACEMENT