



Coordinating Board Agenda

November 1, 2017 2:00-4:00 pm
 Chief Seattle Club
 410 2nd Ave Ext S, Seattle, WA 98104

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, Colleen
2:15	Public Comment	Sara
2:20	Director's Report <ul style="list-style-type: none"> - Policy agendas (State and local) 	Mark <ul style="list-style-type: none"> - November Updates
2:25	Racial Equity <ul style="list-style-type: none"> - Review Providers' Consortium letter - Update from workgroup working on action step 4.2 (funding/programs to address disparities) <p><u>Result:</u> Board members identifies action steps underway and strategies to address areas of concern</p>	Gordon <ul style="list-style-type: none"> - Provider consortium letter on racial equity - All Home letter
2:50	2018 Action Planning Preparation <ul style="list-style-type: none"> - Review of timeline and process - Visioning - Data review (review new dashboard showing monthly data on number of people becoming homeless) <p><u>Result:</u> Board is further prepared for 2018 action planning and identifies further information needed to prepare for 2018.</p>	Sara
3:40	Coordinated Entry for All <p><u>Result:</u> Board is updated on improvements to Coordinated Entry and recommends actions, as needed.</p>	Gordon (with Hedda McLendon)
4:00	Adjourn	Sara

Next meeting: Wednesday, December 6th, 2-4pm, Solid Ground (1501 N 45th St, Seattle, WA 98103)

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</p> <ul style="list-style-type: none"> <input type="checkbox"/> Cancelled in lieu of CoC application preparation and special meetings
<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"/> Quarterly data and CEA review <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 Vision Setting and 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"/> 2018 Action Planning



Coordinating Board Feedback & Updates November 2017

CEA Policy Advisory Committee

The CEA Policy Advisory Group met to review recent updates related to the CEA website, updated manuals, and communication/training to assessors, and to discuss the implementation plans for Case Conferencing (transitioned from Impact Calls) for each population, the Successful Housing Referrals Workgroup, and discussed the objectives and framework for a new Housing Assessors Workgroup to address issues of data quality, equitable access, replication, and duplication. The Successful Housing Referrals Workgroup has begun meeting and the Housing Assessors Workgroup will be meeting in the coming month.

Consumer Advisory Council

Members discussed prevention services and what would have helped prevent their experience(s) of homelessness:

- Emergency case management for housing crisis, a thought partner to help with appointments and connection to services
- Crisis housing options
- Client driven choices, with case manager providing options
- Minimize passing off clients to new/different case managers
- Services to support my ability to work
- Intervention for substance abuse treatment
- Housing after treatment/access to healthcare services
- Housing after jail/prison
- Wasn't able to access DV system because of nature of relationship
- Housing plans for youth in school ahead of graduation
- Help with rent/landlord relations
- Need for community connections
- Counseling and emotional support

Members also offered feedback for the federal Strategic Plan to End Homelessness:

- Need for peer empowerment
- Need database for service providers so those experiencing homelessness don't need to repeatedly tell their traumatic stories
- Need expectations/standards of social workers
- Need to focus on prevention with a rapid (same day) response
- Match shelter with flexible funds
- Make shelter more respectful environments and more attractive for people
- Need to reduce shelter rules
- Need for formal mechanism for consumers to provide feedback on services
- More diversion and flexibility
- Have outside group evaluate services and receive feedback from consumers
- Need federal partners to understand what consumers need/want

- Need to address income restrictions for benefits (benefits cliff)
- Need a client bill of rights

Funder Alignment Committee

The Funder Alignment Committee shifted to a quarterly meeting schedule and did not meet in October. They are also not meeting in November and will likely convene with Funder Alignment Committee SCA representatives for a deeper discussion on coordination with the suburban cities.

System Performance Committee

The October System Performance Committee meeting focused on soliciting input from members regarding the utilization of the new “move in date” feature in HMIS. The AI/AN Workgroup continues to meet. A third performance sprint workgroup is convening to further examine and scope out performance regarding entries from homelessness.



Date: October 2017

To: All Home Providers' Consortium

From: Mark Putnam, Director, All Home

Re: All Home Coordinating Board and Providers' Consortium joint accountability and action planning

Thank you to providers who contributed to the three memos sent to the All Home Coordinating Board over the past several months. Below, you'll see a framework and rationale for the funding being provided to the Providers' Consortium, as well as information about the status of issues raised in the memos. The issues and ideas in the memos are creative and demonstrate the commitment of providers to addressing challenges in the homelessness system. The memos have been shared with the All Home Coordinating Board and will be addressed through partnership with provider representatives on the board and subcommittees.

About one year ago, All Home and the City of Seattle agreed to support the Seattle Human Services Coalition to coordinate provider engagement in All Home Coordinating Board decision-making. As All Home reset its board governance and membership, we agreed this would support the provider members of the board to bring forward the voices of other providers. Similarly, All Home supports engaging and lifting the voices of people with lived experience by staffing the Consumer Advisory Council and providing stipends for participation, and by staffing the Funder Alignment Committee.

The interrelationship of the All Home Coordinating Board and Providers' Consortium is still developing. To that end, earlier this month a meeting was held to discuss this interrelationship; attendees included the Board co-chairs (Sara Levin and Gordon McHenry), provider reps on the board (Hamdi Abdulle, Colleen Echohawk, Melinda Giovengo; Daniel Malone was out of town), Providers' Consortium staff (Julia Sterkovsky and Idabelle Fosse), and funders of the Consortium (Catherine Lester and myself). At the meeting, we discussed how the Board and Providers' Consortium communicate and the three memos (Racial Equity; Data/Coordinated Entry; and Conflict of Interest) sent from the Providers' Consortium to the board over the previous months.

A focal point for the conversation was how members of the Coordinating Board are wearing multiple hats: "person" (their race, gender, background), "role(s)" (their position as an Executive Director or person with lived experience), and "system(s)" (Providers' Consortium, Funder Committee, Consumer Advisory Council). Each member of the Coordinating Board balances multiple perspectives, but overall, as a Board member, they have responsibilities, per the charter, to carry out on behalf of All Home. Relevant responsibilities, from pp. 3-4 of the All Home Charter, include:

1. *Monitor and guide the implementation of the Plan.*
2. *Bring a system-level lens to decision making and act on behalf of the constituency you were selected to represent.*
3. *Oversee and adopt the Plan and annual workplans. The annual workplans shall include a description and objectives of the proposed subcommittees.*

4. *Provide high-level leadership and be community champions, speak on behalf of All Home, and assure ongoing dialogue with the community on progress, results and barriers to adopted initiatives to inform ongoing and future work, in conjunction with other All Home advisory and implementation bodies.*
5. *Commitment to actively represent the voice and experience of the representational category for which the member has been nominated and approved. Assure cross-communication by providing regular information on All Home activities and implementation of the Plan to members of organization(s) represented.*

Each member of the Board has equal responsibility with other Board members to ensure that the goals of the plan are implemented, and that we are bringing the voices of many to the table. As full members of the Board and subcommittees, providers are engaging with funders and people with lived experience in addressing the issues raised in the memos on an ongoing basis. In addition to Board meetings and subcommittees, workgroups and feedback sessions have been convened to discuss some of the issues in the memos, and providers are encouraged to attend upcoming meetings and ensure provider representatives bring the issues forward. Examples of actions taken to date on issues raised in the memos:

- Racial Equity:
 - This summer and fall, All Home staff convened providers serving Native Americans experiencing homelessness multiple times to discuss strategies for improving permanent housing outcomes.
 - This summer, HSD released its request for proposals which included emphasis on funding programs that will improve outcomes for African American/Blacks and Native Americans.
 - This summer, All Home staff worked with Building Changes to craft a grant for rapid rehousing for Native families.
 - On 10/30, Hamdi Abdulle is convening a meeting of a subset of Board members (3 funders and 3 providers) to discuss actions on equity in funding and programming.
 - On 11/1, at the Board meeting, the letter will be discussed and additional action steps considered.
- Coordinated Entry/Data
 - The issues raised in the memo have been or will be brought to Coordinated Entry Policy Advisory and System Performance Subcommittee meetings. Some of the issues have already been discussed and/or addressed, and others need to be scheduled for future agendas. Nearly all of the issues raised require discussion at the committee level.
 - This summer, CEA staff led a listening tour with providers and other stakeholders, to gather ideas for a continuous improvement plan. CEA staff updated the Board on what they heard and their planned actions at the July and August Board meetings.
 - Recently, All Home and King County met with front-line workers to discuss their experience with coordinated entry, with a focus on the triage tool (VI-SPDT). This feedback will be brought to the board and to the CEA Policy Advisory Committee as well.
 - Regarding the request for a summary of responsibility for decision-making, see this meeting packet, slide 14: <http://allhomekc.org/wp-content/uploads/2015/09/8.2.17-Meeting-Packet-2.pdf>. Overall, Hedda McLendon is responsible for administration of CEA at King County, under Adrienne Quinn's leadership. Board responsibilities for CEA are shared by the full All Home Coordinating Board, and All Home staff. Kira Zylstra is All Home staff lead for CEA.
- Conflict of Interest
 - Daniel Malone has suggested we review the conflict of interest policy used by the Accountable Communities of Health (ACH). All Home will be pulling together a group, including volunteers Daniel, Gordon, Melinda, and Sara, to discuss and propose changes this fall.

Provider members of the Board and subcommittees are encouraged to submit agenda items to co-chairs for consideration. If issues raised by the Consortium are not being adequately addressed in those settings, reach out to the Board co-chairs or myself to discuss. I look forward to strong communication and mutually reinforcing actions taken by all: providers, funders, and people with lived experience of homelessness.



Consortium of Human Service Providers Engaged with All Home

September 20, 2017

To: All Home Co-Chairs, Coordinating Board members,
and Executive Director

Re: Racial Equity Principles and Recommendations for Homelessness Service Delivery System:
Further clarification of June 29, 2017 memo

On June 29, 2017, the Providers' Consortium sent a memo to All Home to recommend we move forward together analyzing and reshaping our systems and hold All Home accountable for making the changes named in All Home's Racial Equity Impact Statement:

- 1) reducing racial disparities of those experiencing homelessness and;
- 2) creating an effective and dignified emergency response system through proactive reinforcement of policies, practices, attitudes, and actions to produce equitable power, access, opportunities, treatment, impacts, and outcomes for all.

The Providers' Consortium recommended that All Home take eight actions, repeated below, in bold.

The immediate recommendation of the Providers' Consortium was to hold a conversation about how to move forward with this work collaboratively with All Home Coordinating Board members responsible for racial equity and people involved with All Home's Racial Equity work. Given the urgency of the need to act on this topic, we hoped to have a reply from a representative of the Coordinating Board on this initial action step by mid- July, arranging for a date in the following 4 weeks to begin the conversations.

We know that efforts have been made to schedule a meeting, with it now scheduled for October 4th. Given the urgency of this issue, in the interim the participants of the Consortium have continued to discuss these points and in this memo offer further clarification of the eight recommended actions. The original recommendations are listed again, in bold below, followed by the more in-depth description of how we recommend the first steps of each action be implemented, which we offer now.

1. **Assess each policy, practice, and program impacts of All Home systems through a power analysis and racial equity lens and make changes where required for equity.** Using the City of Seattle's racial equity toolkit, analyze shelter, housing, and homelessness and prevention services contracts and RFP's (before release or signing), as well as standardized screening criterion, VI-SPDAT/homelessness assessment, performance outcomes and measures, and Rapid Rehousing guidelines.
2. **Develop a method for assessing the racial equity impacts of housing approach/program emphases, such as the emphasis on rapid re-housing.** Analyze population-based social justice and equity impacts of investment types (e.g. Rapid Rehousing, Emergency Shelter, Transitional Housing, and Permanent Supportive Housing, Diversion, etc.)
3. **Institute community-informed or community-based referrals.** Evaluate the impact of the CEA referral system, looking at identity-specific disparities around factors such as length of time

people are on the community queue and rates of exits to permanent housing and return to homelessness. Explore possible benefits and options for adding community-based and/or provider-driven referrals.

4. **Promote and support individualized program screening and eligibility criteria to the extent possible.** Analyze such as described in point 1.
5. **Include and center consumer voices of color throughout policy and decision-making All-Home boards.** Use the City of Seattle racial equity toolkit to analyze the racial equity impacts of the structures and functions of existing working groups and decision-making bodies throughout All Home and report on the extent of power and control that "consumers" have.
6. **Develop shared language around racism across systems.** We recommend that the City of Seattle, United Way of King County, King County, providers, community organizations, and other stakeholders present their language and definitions around race and equity and to develop shared definitions.
7. **Institute post-exit racial equity analyses which examine racialized trends of housing retention, linkage to services, and returns to homelessness.** Examine the system's demographic breakdown and gaps in housing retention, diversion, linkage to services, and returns to homelessness and to present this data to the public.
8. **Equitably allocate funding/resources and define, with community, the process of such allocation.** Review all analyses and results from the first seven steps and respond to the equity implications of current funding allocation priorities, policies, and processes in order to improve equity in outcomes.

We close this missive by reiterating our keen interest in acting quickly and decisively on this issue. Racial equity is not only an issue of disproportionality, but of power. We expect All Home will strive for proportionality between who is reflected in the homelessness system relative to our general population. However, disproportionality is a symptom of a power imbalance and so the work doesn't *begin* there: the work of racial equity must include a paradigm shift that incorporates the restoration, prioritization, and centering of power held by historically-marginalized groups, particularly Black/African-Americans, as well as Native American and Alaskan Native communities, across their experiences in housing and homelessness systems in order to achieve the objective of success in correcting disproportionality.

We look forward to coming out of the Oct 4th conversation with a plan to move ahead together with these steps. Thank you!