Coordinating Board Agenda
December 6, 2017   2:00-4:00 pm
Solid Ground
1501 N 45th St, Seattle, WA 98103

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**	Gordon
2:15	**Director's Report**	Mark - December Updates - Scan of Conflict of Interest Policies in other CoCs
2:30	**Racial Equity** - Revisit Provider Consortium memo and recommendations - Review action steps underway (updated document attached) - Identify action steps underway and proposed *Result:* Board members identifies action steps underway and strategies to address areas of concern.	Gordon - Updated document outlining actions taken provider consortium letter on racial equity - Funding equity meeting summary 10.30
3:00	**2018 Action Planning Preparation** - Discuss and begin to identify most impactful 2018 action steps, for finalization at January meeting *Result:* Board is further prepared for 2018 action planning and identifies further information needed to prepare for 2018.	Gordon
3:40	**Board and Staff Updates** • Coordinated Entry for All (continuous improvement workgroups) • Open floor: Updates from or questions of other board members	Gordon
4:00	**Adjourn**	Gordon

Next meeting: January 3, 2018 2-4PM @ All Home (201 S. Jackson Street, Seattle, WA 98104)

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	**Giovengo** 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 Giovengo
	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 Giovengo
	2.4 Right-size housing and supports to meet needs	**Lester** Quinn Levin McHenry Walker	Malone Backus Giovengo Deal McDermott
	2.5 Access to existing permanent housing	**Lofton** Walker	Quinn McDermott
	2.6 Employment and education opportunities	**Sebron** Giovengo 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	Giovengo McHenry
	4.2 Funding and programs addressing disparities	**Levin** Lester Quinn	Echohawk Giovengo Abdulle
	4.3 Awareness, training, racial impact policy reviews	**Abdulle** Lester	Quinn

JANUARY (1/4 @United Way)	**JULY** (7/12 @Solid Ground/Wallingford)
❑ Orientation and 2017 Action Planning	❑ Youth 100-Day challenge (end)
❑ Count Us In (1/27)	❑ Quarterly data and CEA review
	❑ NAEH conference/DC (7/24-28)
FEBRUARY (2/2 @State Legislature)	**AUGUST** (8/2 @DESC -515 3rd)
❑ 2017 Action Planning	❑ Continuum of Care application (TBD)
❑ State Advocacy Day events (2/2)	❑ CEA Improvement Process
MARCH (3/1 @City of Seattle)	**SEPTEMBER**
❑ Quarterly data and CEA review	❑ Cancelled in lieu of CoC application preparation and special meetings
❑ State Policy	
❑ Local levies	
APRIL (4/5 @City of Bellevue)	**OCTOBER** (10/4 @ SYFC - 1229 W Smith St Kent)
❑ Develop federal agenda	❑ Quarterly data and CEA review
❑ Youth 100-Day Challenge (begin)	❑ Develop state agenda
MAY (5/3 @City of Auburn)	**NOVEMBER** (11/1 @ Chief Seattle Club, Gathering Circle Room)
❑ Race/Equity retreat prep	❑ 2018 Vision Setting and Action Planning
❑ Youth HUD Grant – review initial strategies	
❑ Prevention and Diversion	
JUNE (6/14 @ Youngstown Cultural Arts Center)	**DECEMBER** (12/6 @ Solid Ground)
❑ Annual Conference	❑ 2018 Action Planning
❑ Count Us In data review	
❑ Youth HUD Grant – approve plan	

Coordinating Board Feedback & Updates
December 2017

CEA Policy Advisory Committee

The November 9th CEA Policy Advisory Meeting focused on:

- Update on RAPs operations and discussion on prioritization of RAP capacity
- Single Adult Access Workshop on 11/29 designed to address concerns that have been raised about the top 40 list and if we are truly prioritizing the most vulnerable individuals for PSH. Next steps from the meeting include:

    Access

    o   Goal: Ensure access to the homeless system (all "front doors" to the system, i.e. RAPs, community-based assessors) for the most vulnerable households and in a manner that directly addresses racial disparities
    o   Next Steps: Map where assessments are currently taking place and conduct a gaps analysis with the results, including a review of demographic information of assessors.

    Prioritization

    o   Goal: Establish an accurate Single Adult top 40 list, ensuring PSH is prioritized for the most vulnerable individuals (including a shared agreement of how vulnerability is defined).
    o   Next Steps: Pull together a small workgroup to meet weekly over the next 4 weeks with the intent to develop recommendations to achieve this goal to share with the CEA Policy Advisory Committee and All Home Coordinating Board by early January.

- Update on Successful Housing Referrals Initiative (underway this money with weekly review of data and regular communication with providers to celebrate successes and learn more about the causes of referral data concerns) and changes to Family Shelter implemented on 11/27

Consumer Advisory Council

Members said their primary ways of learning about services and housing included:

- Word of mouth from other people experiencing homelessness (most common)
- Exit planning after substance abuse treatment
- Department of Social and Health Services (DSHS)
- Through personal research, both online and through creative thinking
- Exit planning after the criminal justice system
- Building connections and networking
- Self-advocacy and being open about personal story
- Referrals from service provider case managers
- Exit planning after the hospital
- 2-1-1

Real Change staff shared plans for creating a printed resource book. Members said the following elements would have been or would be helpful in a resource book:

- Include crisis behavioral health services
- Include where someone can get bus tickets
- Include culturally specific services
- Include a "Know your rights" section
- Include sober housing resources
- Outline services by geography/location
- Outline eligibility for services clearly
- Include symbols for services that specialize or are "safe" for different social identities (i.e. LGBTQ)
- Update frequently (currently plans include re-printing every 6 months)
- Include a PDF online in case printed copy isn't available
- Consider training "ambassadors" to be experts in resources and helping others get connected (ambassadors should have access to language interpretation)

Funder Alignment Committee

The Funder Alignment Committee will meet on Monday, December 4.

The Funder Alignment Committee is now alternating to meet with the full Funder Alignment Committee every other month and just the Suburban Cities on the other dates. Their Monday agenda will include a debrief and early planning for the CoC funding competition, updates on individual funding rounds including the County and City of Seattle, Count Us In planning and preparation, and preparation for the Governance Summit.

System Performance Committee

The System Performance Committee discussed 2 items of business:

- February 2018 Governance Summit
- Data Walk: System Performance by Racial Categories

Themes from the discussion included:

- Having a desire for further clarification on the boundaries of the committee's role and work
- Requesting more guidance and leadership from the Coordinating Board
- The need for a Results framework and theory of change – what levers are we moving and what are the expected outcomes?
- Desire for clear priorities to focus the work – again leadership from the CB to help establish this

Scan of Conflict of Interest Recusal Policies- Seattle/King County

<u>HUD Compliance: From the CoC Interim Rule-</u>

§ 578.95- Conflict of Interest, Continuum of Care board members: No Continuum of Care board member may participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefits to the organization that the member represents.

- Note- In Seattle, the Continuum of Care board's local name is the Coordinating Board.

<u>CoC Approaches to Recusal</u>

- *Re-Delegate Duties in the Charter*- some CoC's choose not to assign the Board any responsibility for rating and ranking projects for funding; instead, the Board is assigned the responsibility of creating the CoC's funding priorities and then the actual rating and tanking responsibilities are assigned to another work group, subcommittee, or ad-hoc committee created with members free of conflict of interest.
    - *Example:* Alameda County Charter, page 28

- *Board Rates/Ranks*- some CoC's choose to have the Board rate and rank; in these cases, they require full recusal of those with a conflict of interest
    - *Majority of CoC's*

- *Written Expert Testimony*- some CoC's allow for those who have had to recuse themselves to submit written expert testimony to share any expertise with the remaining members of the decision-making body. In these cases, CoC's often choose not to share the member organization's identity when sharing the expertise provided to prevent any possible influence.
    - *NY 505 CoC (Syracuse); it's a practice this is not reflected in current charter draft*

- *Board Slots for non-CoC (or ESG-funded) providers*- some CoC's recruit provider organizations to sit on the board who have do not receive any CoC or ESG funding to gain the expertise without the conflict of interest.
    - *Variety of CoC's when it is possible; sometimes it is not given the local composition*

- *Create Connection Between Stakeholder Work Groups and the Board to Generate a Constant Flow of Expertise*- CoC's participating in the Youth Demo (YHDP), because of the HUD community planning requirements, created methods to connect stakeholder expertise to decision-making entities. Often, stakeholder meetings solicited input and expertise from a variety of community members, including those with a conflict of interest. Key decision-makers who attended these meetings or activities were informed by local expertise, but made decisions without those present who had a conflict of interest.

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.

Who	What	When
Coordinating Board Members	Sub-group of CB members responsible for funding equity have started a workgroup to address different areas of impact around	October 2017

	funding (see 10.30 meeting summary in Board packet)	
All Home Funder Alignment	Membership of the Funder Alignment Committee will participate in All Home's Governance Summit that centers racial equity	February 2018
United Way of King County RFP	Application included questions about racial disparities, had raters complete a racial equity training and conducted a overreaching equity analysis before awards were finalized	Spring 2017
Healthcare for the Homelessness Network RFP	Raters complete a racial equity training	
Seattle HSD Innovation Fund RFP	Scaled down application, provided TA for completion, included an in person interview and follow up with every funded and not funded agency.	Summer 2017
Seattle HSD RFP	Process was framed with a racial equity emphasis and included interviews centering racial equity; new analyst; use of toolkit by HSD, other departments	Funding announcement: November 27
Seattle HSD homeless investment contracting		January 1, 2018
King County – Best Starts for Kids Homeless Prevention for families and young adults RFP (new funding and targeted prevention)	Targeted community based organizations to apply, centered racial disparities in decision making and had raters complete a racial equity training	January 1, 2017
CEA CEA Policy Committee PME	All VI-SPDAT assessors were required to attend an equity training for cultural humility to better serve communities of color, domestic violence survivors and Veteran and military service people. Analysis of the first year of scores by race are being conducted by PME. The CEA Policy Committee is exploring ways to not only look at vulnerability, but consider which communities have been historically disadvantaged as it relates to housing.	Fall 2016 Underway Underway
Performance measures and outcomes	Performance measures are disaggregated by race.	Ongoing

	All Home Coordinating Board committed to targeted strategies around increasing permanent housing exits for AI/NA as this group experiences homelessness at the highest rates and has the poorest PH exits	July 2017
Coalition to End Urban Native Homelessness Interim CDA Building Changes All Home	Rapid re-housing funding investments to underserved communities. Building framework for a cultural appropriate response under the rapid re-housing framework	January 1, 2018 Underway
RRH Providers RRH Funders All Home staff PME team	RRH performance outcomes are disaggregated by race. RRH stakeholders evaluate data disaggregated by race and work with partners at Community of Practice spaces on how to better target strategies	Complete Ongoing

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.)

Who	What	When
PME Team	Quarterly performance Data disaggregated by race	Ongoing
All Home capacity building plan	Race and Homelessness training outlines when and how the homeless system, including programs and individuals can perpetuate or disrupt racism	Ongoing
All Home technical assistance	Technical assistance for providers	2018
Consumer Advisory Council	Consumers provide insights and recommendations regarding services	Ongoing
Young Adult Board for YHDP	YAB set priorities for YHDP funding based on service models they felt best met the needs of young people	Summer and Fall 2017
All Home	There is an online portal on the All Home website for consumers to provide anonymous feedback about programming and services	Ongoing

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.

Who	What	When
CEA team	Case conferencing	Began Summer/Fall 2017
PME team	Quarterly CEA data	Ongoing
CEA Policy Committee	Successful referral workgroups. Participation includes people who have accessed CEA, providers, funders and system leaders	Ongoing
CEA team	Flagging – if a provider has more information about a household there is a method to flag for case review	Ongoing

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.

Who	What	When
All Home Board	Increased people of color board members	from 15% in 2014 to 44% in 2017
All Home Staff	Increased people of color staff	from 13% in 2014 to 57% in 2017
All Home Board	Increased consumer board membership	From 5% in 2014 to 13% in 2017
All Home Consumer Advisory Council	New structure includes 16-member council (75% of members identify as POC); consumers also sit on subcommittees	Ongoing; new structure formed in 2017

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.

Who	What	When
2017 Race and Homelessness: Moving to Action	All day summit, open to all stakeholders, to discuss race and homelessness; 150 attendees	March 2017
All Home Capacity Building Plan	Intro to Racial Equity and Homelessness Training	Quarterly
USICH HUD	Federally, there is more guidance and emphasis on racial equity.	2018
All Home governance and committee members	3 day Governance Summit, centering racial equity, to create outcomes/goals by race	February 2018

7. **Institute post-exit racial equity analyses which examine racialized trends of housing retainment, 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.

Who	What	When
PME Team	Returns to homelessness data disaggregated by race	Quarterly
All Home	Collaborating targeted homeless prevention strategies that can impact the "inflow" of people experiencing homeless, which is the only way to disrupt disparities of who is experiencing homelessness	Ongoing

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.

Who	What	When
Coordinating Board Members	Sub-group of CB members responsible for funding equity have started a workgroup to address different areas of impact around funding (10.30 meeting summary in board packet)	October 2017
Building Changes All Home	In response to the data and the Coordinating Board commitment to increase PH exits for AI/NA, BC added RRH investments to AI/NA run organizations and other POC led CBOs.	January 1, 2018
HSD Homeless Investments	The 2018 RFP process centered racial disparities and allowed for POC CBOs to apply for funding for the first time in 10+ years	January 1, 2018

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!

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 systemic 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.

Goals for the meeting:

- ***Create a vision for strategy 4.2, funding and programs addressing disparities*** *– what does this look like and what is the role of funders, providers and consumers in funding rounds and decision making?*
- ***Create a process for accountability*** *– who are funders, providers and consumers responsible to and what happens if they are unable to fulfill the vision set under strategy 4.2, funding and programs addressing disparities?*

In attendance	*Colleen Echohawk, Melinda Giovengo, Hamdi Abdulle, Sara Levin, Jason Johnson (representing Catherine Lester), Mark Ellebrook (representing Adrienne Quinn)*
Context Setting	*All Home Strategic Plan: 4.2 Funding and programs addressing disparities* *Responsible Coordinating Board Members for strategy 4.2: Colleen Echohawk, Melinda Giovengo, Hamdi Abdulle, Sara Levin, Catherine Lester, Adrienne Quinn* *Purpose for meeting (see meeting goals above)*
Key	*The table below is a summary of areas of impact that can either drive equity or exacerbate inequity, as identified by meeting participants. The items are organized by which role(s) has the ability to impact the item identified.* *Green indicates mostly successful efforts* *Orange indicates some effort, but room for growth* *Red indicates change and attention is needed*

Consumer/Community	Funder	Provider
	Leading with race *– excited to see public and foundation partners call this out – now we need philanthropy partners to follow* ***RFP round done differently*** *– HSD held in person interviews to evaluate for how applicants were addressing racial disparities* ***Investing in providers*** *– working on building capacity and technical assistance* ***Results based accountability*** *– provide clarity for what's expected of funding investments*	***Collaboration*** *– seeing other providers as partners, not competitors* ***Established agencies are supporting the capacity of smaller agencies*** *– this can lead to sustainability and competitiveness in future funding rounds*

	Funding process design – what artificial constraints are made through the construction of the funding process? *Technical assistance* – it's not just about knowing the nuts and bolts, it's also supporting agencies to express what they are doing in the <u>context</u> of the homelessness system, and therefore TA who understand the <u>homeless system</u> is needed – Or, change your process/questions if you know it doesn't work! *Know your reviewers* – reviewers are often the same people, with the same biases, doing the same gatekeeping with the same ideas *Need for transparency* - what are funding opportunities, funding streams and how are decisions made? *Funder collaboration* – how can funders work together to not duplicate efforts, but to collaborate funding efforts to fill in each other's gaps? *Put money where POC are* – use data to see which communities are experiencing homelessness and where, then put resources in those CBOs	
Integrate community (people closest to the issue) throughout the full funding process, not just at the rater stage, but in design and selection		
	Sub-contracting – Funders are emphasizing sub-contracting and it's creating new opportunity *Evaluating and simplifying funding rounds* – good example is the Innovation Fund *Reducing barriers between funders and providers* – effort to work collaboratively, while understanding importance each role has to play *Considering small organizations* – with so many changes, how is it best to keep up with changing priorities? *Sub-contracting* – Understand why which agency is the lead and which is the subcontractor; communication with all parties is important	
Working with community based organizations (CBOs) – this will mean redistribution of resources from established providers and investment in agencies that haven't historically been funded *Use existing data and tools* – we already know what's in the Seattle Needs Assessment, Youth of Color Assessment, etc; now let's act on it! *Measuring success with data* – who gets to set this? Depending on what is centered, success will look differently *Define what accountability looks like* – specifically, what is the funder's responsibility to the community (consumer) and provider (especially when the provider is the community) – how are providers held accountable if decisions are in the best interest of the consumer/community, but negatively impacts the provider agency? *Feedback* - Create a process for applicants and consumers/community to provide feedback once the funding round is over		