

System Transformation Implementation Plan

<u>Focus Strategies Recommendations</u>	<u>Progress and Action Steps</u>	<u>Timeline (Calendar Year)</u>	<u>Lead</u>
General Recommendations			
Act with Urgency and Boldness	⇒ The Funders are in full agreement with Focus Strategies on the recommendations to improve the system performance of our homeless crisis response system. Many related efforts are already underway which will be further informed by this report including creating an outreach continuum, expanding shelter diversion for all populations, and improving access to and models of emergency shelter to better support quick movement to permanent housing.	Ongoing	All
	⇒ Funders have adopted revised system-wide performance targets and new minimum standards and have established an implementation plan to integrate the revised targets and new standards into existing contracts and new funding allocation.	COMPLETE	All
Create a Homeless Crisis Response System Distinct from Anti-Poverty Efforts	⇒ Anti-Poverty work is an important part of the scope of work for All Home and each of the Funders, but the solutions to address poverty are separate and distinct from homeless crisis response solutions.	Ongoing	All
	⇒ The Homeless Crisis Response System will be laser focused on interventions that will reduce homelessness. This framework will inform future investments to ensure the use of resources specific to addressing homelessness are used on homelessness interventions rather than anti-poverty efforts.	In Progress	All
Leadership and Governance			
Establish a Funder-Driven and Person-Centered System and Action-Oriented Governance Structure	⇒ Maintain the Coordinating Board and existing members and define their role as an Advisory body	Q1 2017	All Home
	⇒ Adjust membership of the Executive Committee to include the major funders of homeless investments in King County and define their role as the sole decision-making body for system-wide homelessness efforts, including Coordinated Entry for All and HMIS	Q1 2017	All Home and Funders
	⇒ Clarify the role of the Funder Alignment Committee as the entity responsible for implementing decisions made by the Executive Committee	Q1 2017	All Home
	⇒ All Home Subcommittees and Advisory Groups will be reorganized around the Strategic	Q4 2016	All Home

	<p>Plan goals and will have clear action steps and the ability to establish workgroups as needed on emerging topics</p> <p>⇒ Develop and Implement a Community Engagement Strategy to ensure meaningful, consistent, and diverse input from community and stakeholders throughout King County</p>	Q4 2016	All Home
Ensure Data-Informed Funding Processes	<p>⇒ Agreement on adoption of revised system-wide performance targets and new minimum standards and establish joint implementation plan for adoption of performance based contracting</p> <p>⇒ Funders sign MOU adopting new standards and assuring incorporation of performance standards in all future funding processes</p> <p>⇒ Capacity Building Plan letters to all agencies announcing the technical assistance and support available through the plan, ways of suggesting additional items, description of how to access agency-level data from SWAP, and instructions for pulling 2015 data in HMIS</p> <p>⇒ Funders and All Home will work with housing and homeless service providers to identify technical assistance needs specific to improving performance.</p>	<p>COMPLETE</p> <p>COMPLETE</p> <p>Q3 2016</p> <p>Ongoing, and initial discussions Q4 2016</p>	<p>All Home, DCHS, HSD, UWKC, and OH</p> <p>All Home</p> <p>Funders</p>
Ensure Adequate Data Analysis Capacity	<p>⇒ Implement new HMIS system and establish BitFocus as System Administrator</p> <p>⇒ Review System Performance measures to ensure swift/regular access to track and review system outcomes and performance.</p> <p>⇒ Increase data and evaluation capacity, including hiring Data and Evaluation staff at both DCHS and HSD.</p> <p>⇒ Assure CoC has regular access to data and ability to track performance.</p>	<p>COMPLETE</p> <p>Q3 2016</p> <p>In Progress</p> <p>In Progress</p>	<p>DCHS</p> <p>All Home</p> <p>DCHS/HSD</p> <p>DCHS</p>
System Performance Improvement			
Use outreach and CEA to target unsheltered and those living in shelter	<p>⇒ Develop an outreach continuum; focused on identifying unsheltered including those in encampments and vehicles, adopting housing-focused and coordinated outreach teams including, specialized outreach teams to identify the unsheltered and assertively connect them with shelter and housing.</p> <p>⇒ Utilize the CEA Evaluation/Continuous Improvement Plan to adapt CEA prioritization and policy decisions as needed in the following areas:</p> <ul style="list-style-type: none"> ○ Utilize By-Name-List best practices to strongly link outreach to CEA. ○ Allow broader access to RRH and/or other lower intensity interventions ○ Coordinate SA and YA shelter with CEA to divert whenever possible and prioritize unsheltered households 	<p>In progress, due Q4 2016</p> <p>Ongoing, every 120 days</p> <p>Q1 2017</p> <p>Q4 2016</p> <p>Q1 2017</p>	<p>All Home</p> <p>DCHS</p> <p>DCHS</p> <p>DCHS</p>

	<ul style="list-style-type: none"> ○ Review data related to family shelter and adapt prioritization as needed to ensure access to shelter for pregnant mothers and families with very young children as soon as possible ○ Reduce barriers to programs serving homeless households ○ Require CEA programs to accept 100% of CEA referrals 	Q3 2016	DCHS
		In Progress, due Q4 2016 Q4 2016	Funders Funders
Expand Shelter Diversion/More Effective Targeting of Prevention Resources	<ul style="list-style-type: none"> ⇒ Expand Diversion and other flexible funding resources through RAPs, UWKC Streets to Home, City of Seattle Portfolio Contracts, and Raikes Youth and Young Adult Diversion ⇒ Coordinate access to diversion at CEA front doors, including RAPs and Community Based assessment locations ⇒ Conduct system-wide training in diversion (strong problem solvers and trained in identifying safe and stable alternatives to shelter) ⇒ Expand prevention services and target to households at imminent risk of homelessness ⇒ Create prevention/diversion continuum of existing resources using local data. How funded? How accessed? Who served? ⇒ Implement prevention targeting tool with City of Seattle prevention programs 	COMPLETE	Funders
		In Progress, complete Q1 2017	DCHS
		COMPLETE, and Ongoing	All Home
		In Progress Q4 2016	All All Home
		In Progress	HSD
Improve Effectiveness of Shelter in Exiting People to Permanent Housing	<ul style="list-style-type: none"> ⇒ Expand access to Rapid Re-Housing for those in shelter ⇒ Adapt shelter models to include expanded hours, storage, allows pets and couples, and housing focused services ⇒ Enhance emergency shelter programs to connect households with housing ⇒ Map shelter resources system-wide, and review fiscal impact to inform decisions on where enhanced shelter models are implemented ⇒ LTSS – Focus on Length of Time homeless regardless of vulnerability and ensure access to a range of housing options. 	Q1 2017	DCHS
		Q1 2017	DCHS/HSD
		Q1 2017	Funders
		Q1 2017	Funders
		Q1 2017	Funders
Invest in More Effective Interventions: Expand RRH and Eliminate Low Performing Projects	<ul style="list-style-type: none"> ⇒ Embrace RRH model, implement best practices and ensure fidelity through contracts and RFPs ⇒ Release RFP for expanded/improved LLP ⇒ Outline array of resources/supports needed to implement expanded RRH (OPH partnerships, revitalized LLP/Housing locator, adoption of alternative, creative solutions like shared housing and moving out of area, use CTI, fund successful programs). Incorporate into Capacity Building Plan ⇒ Provide CTI training for RRH providers serving high needs households ⇒ Invest in high-performing programs and services and cut back investment in low performing programs. 	Q4 2016	All Home/ Funders
		Q3 2016 Q3 2016	DCHS/HSD/UWKC All Home
		Q4 2016 Q1 2018	All Home Funders

More Strategic Use of Permanent Affordable Housing to Provide Pathways out of Homelessness	<ul style="list-style-type: none"> ⇒ Reduce screening criteria in all homeless housing. ⇒ Shift programs that have PSH-like service packages to PSH. ⇒ Connect true “Other Permanent Housing”, affordable housing without services, to LTSS and RRH via LLP/Housing Locator ⇒ Analyze resources needed/available for implementing expanded Moving On strategies 	Q1 2017 Q2 2017 Q1 2017 Q1 2017	All Funders All