



# Coordinating Board Agenda

**December 19, 2018**

**8:00am-9:30am**

**King County Chinook Building**

**(401 5<sup>th</sup> Ave) Room 126**

*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.*

<b>8:00am</b>	<b>Welcome, Introductions &amp; Public Comment</b>	Gordon
<b>8:10am</b>	<b>Written Updates Check-In</b> <ul style="list-style-type: none"> <li>• Implementation of CEA's Dynamic Prioritization</li> <li>• Count Us In 2019</li> </ul> <p><i>Result: Board is updated on work underway and has the opportunity to ask clarifying questions.</i></p>	Sara  - Written Updates
<b>8:20am</b>	<b>Homeless System Redesign</b> <ul style="list-style-type: none"> <li>• Review of Future Laboratories and CSH findings</li> <li>• Discussion Questions:               <ul style="list-style-type: none"> <li>○ What questions do you still have about the findings?</li> <li>○ What priorities/actions need to be addressed early in 2019 in order to move forward with urgency in this direction and towards a regional action plan?</li> </ul> </li> </ul> <p><i>Result: Board is updated on the consultant findings and affirms the overall direction for implementation.</i></p>	Gordon Marc Dones/Ann Oliva
<b>9:10am</b>	<b>Continuum of Care Integration</b> <ul style="list-style-type: none"> <li>• Discussion Questions:               <ul style="list-style-type: none"> <li>○ Are there any remaining clarifying questions on specifics related to the CoC?</li> <li>○ What critical questions/concerns need addressing in preparation for adopting a revised CoC Charter to align with broader system and structural reforms?</li> </ul> </li> <li>• Next steps: January 9<sup>th</sup> Board meeting and vote on changes to CoC Charter</li> </ul> <p><i>Result: Board understands CoC relationship to larger structural changes and shares needs ahead of a January vote on CoC Charter changes.</i></p>	Sara Ann Oliva
<b>9:30am</b>	<b>Adjourn</b>	Sara

**Next meeting:** Wednesday, January 9<sup>th</sup>, 12:30pm-2:30pm @ Chinook Building (401 5<sup>th</sup> Ave) Room 126

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

<p><b>JANUARY (1/3)</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 2018 Action Planning</li> <li><input type="checkbox"/> Count Us In (1/26)</li> <li><input type="checkbox"/> Committee Meetings</li> </ul>	<p><b>JULY (7/11 Annual Conference)</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> NAEH conference</li> <li><input type="checkbox"/> CoC NOFA Release (Estimated)</li> <li><input type="checkbox"/> Committee meetings</li> </ul>
<p><b>FEBRUARY (no meeting)</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> State Advocacy Day events (2/1)</li> <li><input type="checkbox"/> SPARC Summit (2/7-2/8)</li> <li><input type="checkbox"/> Governance Summit (2/9)</li> </ul>	<p><b>AUGUST (8/1)</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> CoC NOFA Meetings</li> <li><input type="checkbox"/> Committee meetings</li> </ul>
<p><b>MARCH (3/7)</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Committee meetings</li> </ul>	<p><b>SEPTEMBER (9/5)</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Committee meetings</li> <li><input type="checkbox"/> CoC NOFA Due (Estimated)</li> </ul>
<p><b>APRIL (no regular meeting)</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Special Board sessions on Governance</li> <li><input type="checkbox"/> Quarterly data and CEA review</li> <li><input type="checkbox"/> Committee meetings</li> </ul>	<p><b>OCTOBER (10/3)</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Quarterly data and CEA review</li> </ul>
<p><b>MAY (5/2)</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Coordinated Entry Improvement Plans</li> <li><input type="checkbox"/> System Performance Committee Updates</li> <li><input type="checkbox"/> Annual Conference Planning</li> <li><input type="checkbox"/> Committee Meetings</li> </ul>	<p><b>NOVEMBER (11/14 &amp; 11/16)</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Committee meetings</li> <li><input type="checkbox"/> Special sessions with CSH + Future Laboratories</li> </ul>
<p><b>JUNE (6/6)</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Count Us In data review</li> <li><input type="checkbox"/> CoC Program – Pre- NOFA Release Discussion</li> <li><input type="checkbox"/> Committee Meetings</li> </ul>	<p><b>DECEMBER (12/19)</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Special session with CSH + Future Laboratories</li> </ul>

## Ten Actions: The King County Regional Homeless Services Systems Transformation

The City of Seattle, King County, and partners from across the region are committed to ending homelessness. In August of 2018, they partnered with Future Laboratories to launch a community-driven process of listening and, ultimately, designing a better way forward.

The results of this collaborative journey lay out 10 Actions necessary to move forward. To accomplish these Actions dozens of partners across the region will come together to build a regional Homelessness Response System that can achieve greater levels of equity and impact.

Working together, we can end one of our country's most unacceptable realities.

Here's how...

**Institute a system-wide theory of change.** In our work with the region, we found that there was no unifying theory of change that governed all of the resources being deployed to prevent an end homelessness. Customers and advocates crafted this theory of change:

If we create a homelessness response system that centers customer voice, then we will be able to focus on responding to needs and eliminating inequities, in order to end homelessness for all.

**Consolidate homelessness response systems under one regional authority.** Without substantial investments in affordable housing, the region will not end this crisis. At the same time, without consolidated authority, the region will not be able to simultaneously manage emergency response functions, deploy the necessary services and supports for customers, and build a housing pipeline designed to meet the needs of those experiencing homelessness.

**Become accountable to customers.** System transformation requires that customers have power throughout the system to ensure the services, approaches, and outcomes that they seek and experience meet their stated needs.

**Prioritize economic stability to reduce inflow.** Prioritizing financial assistance and employment supports, driven by customers' stated needs, would transform the King County regional homelessness system into one that lays the foundation for individuals to exit the system, secure permanent housing, and gain long-term stability and control over their own lives.

**Improve customer outcomes through a comprehensive digital transformation.** There is a clear opportunity to use technology to collect and share data across systems to allow for a real-time understanding of customers' needs. This eliminates inefficient and repetitive intake processes.

**Design intake processes that are connected, customer-centric and radically accessible.** Customers consistently characterized intake procedures as a deeply negative experience, describing them as dehumanizing. In a comprehensive evaluation of national standards of best practice, we identified three key opportunities to strengthen coordinated entry in the region.

**Expand physical and behavioral health options for people experiencing homelessness.** There are not adequate health services to support people experiencing homelessness in the region, particularly those experiencing chronic unsheltered homelessness. There is a need to create targeted care for people experiencing homelessness and the needs they have.

**Create a defined public/private partnership utilizing a funders collaborative model.** Public and private partners in Seattle and King County have invested significant resources in preventing and ending homelessness. Creating a defined public/private partnership will enable funders across the region to organize around the community's theory of change and align public and private investments.

**Increase access to 0-30% AMI housing.** In workshops and interviews, customers often emphasized that their primary goal is to secure stable housing. However, because of the shortage of housing, customers can spend years on waitlists. It is therefore critical that the region increases access to affordable housing.

**Create long-term institutional alignment across systems to serve people experiencing homelessness.** Homelessness represents multi-sector, multi-system failures that require whole-of-community solutions. Cross-system, institutional alignment creates the mechanisms necessary to formalize relationships between that entity and other mission-critical partners across the region.

## Methods

These interdependent actions evolved from work on two parallel tracks, both of which centered customers and racial equity.

**Qualitative Research Track:** Future Laboratories worked with frontline staff and people experiencing varying degrees of housing instability to better understand the current state of services, customers' priorities, and providers' strengths and limitations. Through ride-alongs, site visits, interviews, and workshops, the team worked with 123 customers of the region's homeless services systems and 85 providers. This engagement deliberately targeted populations disproportionately overrepresented in homeless populations (e.g. black, Native, transgender) and sampled across program subpopulations types, to develop an understanding of their unique needs and perspectives.

**Systems and Policy Analysis Track:** Future Laboratories analyzed the current operations and structure of homeless services in the region. The team leveraged national best practices, promising innovations (both domestic and international), and reached out to transformational leaders in communities across the country. This process emphasized innovations tailored to the needs of populations disproportionately overrepresented in the region's homeless population.

## **ACTION: Consolidate homelessness response systems under one regional authority.**

Without substantial investments in affordable housing, the region will not end this crisis. At the same time, without consolidated authority, the region will not be able to simultaneously manage emergency response functions, deploy the necessary services and supports for customers, and build a housing pipeline designed to meet the needs of those experiencing homelessness.

*Strategy: Redesign Continuum of Care (CoC) governance bodies to align with the consolidated homeless services system*

The Continuum of Care (CoC) is a group of homeless assistance stakeholders, represented by a CoC Board, that is responsible for meeting the US Department of Housing and Urban Development's (HUD) program requirements and for ensuring that the funding it controls is allocated and used in the most effective way possible. The CoC controls approximately one quarter of the public homeless funding in the King County region, which it receives through an annual grant competition administered by HUD. Currently, All Home carries out most of the operating functions of the CoC.

By regulation, the CoC is responsible for specific local activities, including implementation and operation of HMIS and Coordinated Entry as well as developing written standards for the operation of programs that receive funding to serve people experiencing homelessness.

Through discussions with CoC Board members and stakeholders it is clear that the CoC—as it is currently operating—lacks substantive connection to the broader systems working to make homelessness rare, brief and one-time in King County. This isolation creates challenges in making adequately-informed decisions that are best for the community as a whole, and it perpetuates fragmentation. It also presents challenges for the implementation of system-wide practices to promote racial equity—one of the stated values of the CoC Board.

CoC leaders and homeless service system stakeholders have begun to redesign their governance processes in close collaboration with this initiative, in partnership with CSH. Overarching recommendations from that process include the following:

- The staff functions currently carried out by All Home should be absorbed into a new consolidated authority.
- The CoC Board should be re-formed and take on an additional advisory role to the board of the new consolidated authority, as detailed in the proposed operational flow. A new governance charter should be created to specify roles within the new structure and ensure compliance with federal requirements.
- The board of the new consolidated authority should include CoC leadership in order to represent and operationalize the integration of CoC resources and governance into the new structure.
- Current committees/workgroups should be evaluated and re-formed to address system-level -rather than CoC-specific - community priorities and needs while also meeting federal requirements.

The desired end result would be a strong connection between the funding and policy priorities of the federally-required CoC and broader regional efforts on homelessness.

In order to complete the CoC governance redesign process, the CoC will review case studies on other city/county CoCs to identify promising practices, and will work to answer specific operational questions.