

**CITY COUNCIL AGENDA ITEM**  
CITY OF SHORELINE, WASHINGTON

<b>AGENDA TITLE:</b>	Discussion of the King County Homelessness System Redesign		
<b>DEPARTMENT:</b>	Community Services Division		
<b>PRESENTED BY:</b>	Colleen Kelly, Community Services Manager		
<b>ACTION:</b>	<input type="checkbox"/> Ordinance	<input type="checkbox"/> Resolution	<input type="checkbox"/> Motion
	<input checked="" type="checkbox"/> Discussion	<input type="checkbox"/> Public Hearing	

**PROBLEM/ISSUE STATEMENT:**

King County and the City of Seattle are actively working to implement a number of recent recommendations related to improving the regional response to homelessness. This agenda item is intended to provide the Council with an overview of that process and an opportunity to ask questions of the consultants and county staff working most directly on this initiative. An early goal is to have an Interlocal Agreement adopted by both the King County and the City of Seattle Councils by December of this year that would establish a consolidated Regional Authority responsible for the homelessness crisis response system.

Tonight, Council will hear from King County staff and representatives from two consulting firms regarding their work on this issue and their progress so far. They are:

- Kira Zylstra, Acting Director of All Home,
- Kelly Rider, Government Relations Specialist for the King County Department of Community and Human Services,
- Ann Oliva with the Corporation for Supportive Housing (CSH), and
- Marshall Buxton with National Innovation Service (NIS).

NIS has been on point for working with the community to develop a Theory of Change and a set of recommended action steps for the region to implement. NIS also has the primary responsibility for all of the community engagement work on this issue. CSH is working to develop a Regional Action Plan meant to guide the work of a consolidated Regional Authority. Together, our guests will present an overview of their work related to the regional homelessness response system and their progress to date. This will be an opportunity for the Council to ask clarifying questions and offer input on open policy issues.

**RESOURCE/FINANCIAL IMPACT:**

There is no direct financial impact to the City of Shoreline at this time. Indirectly, a new regional authority is being proposed which would have responsibility for allocating related funding from several county-wide levies and sales tax initiatives that currently support services to residents throughout King County, including Shoreline.

## **RECOMMENDATION**

No action is required. Staff recommends that Council engage with the presenters as needed to ensure a solid understanding of the proposed system changes, offer input on specific questions posed and learn about and clarify level of interest in future opportunities to offer input to the process.

Approved By:           City Manager **DT**   City Attorney **MK**

## **INTRODUCTION**

The issue of homelessness has been a regional challenge for many years. As the scale of the problem has continued to grow, there have been a variety of efforts to assess what is working and what is not working with regard to the regional response system in our county. This agenda item is focused on the most recent assessments and work that is currently underway to address the findings of those assessments.

## **BACKGROUND**

In February of this year, staff presented to Council an overview of current services available to individuals in Shoreline experiencing homelessness and/or opioid addiction. The staff report for this Council discussion can be found at the following link: [Discussing Council Goal 5 – Action Step 9: Engage in an Analysis with Service Providers to Identify What Services and Processes Exist to Connect those Experiencing Homelessness and/or Opioid Addiction with Supportive Services and Identify Gaps That May Exist.](#)

Tonight's discussion item will provide information regarding the regional context for the City's efforts specifically related to services for those experiencing homelessness.

### **History**

In 2005, King County developed a Ten-Year Plan to End Homelessness. Despite significant effort and investment over the next ten years, even more people were experiencing homelessness in 2015. At that time, the regional approach shifted to developing regional strategies focused on:

- Keeping people from becoming homeless in the first place,
- For those who do become homeless, working to make it as brief an experience as possible, and
- Ensuring that individuals and families do not experience homelessness again.

With this shift, the King County Committee to End Homelessness evolved into what is now All Home, yet the region has continued to struggle with high number of individuals and families experiencing homelessness.

In 2016, two studies were commissioned by the City of Seattle and its partners. One was led by [Barbara Poppe and Associates](#) and the other by [Focus Strategies](#). Both made a number of recommendations focused on improving the homelessness response system as a whole.

On May 1, 2018, the King County Auditor released a [report](#) finding that the region's fragmented governance structure related to homelessness was "too weak to drive change". On May 3, 2018, the Mayor of Seattle and the King County Executive signed a Memorandum of Understanding ([MOU](#)) committing Seattle and King County to coordinate all Requests for Proposals for homelessness services, and to improve data collection, analysis, and evaluation efforts related to homelessness investments. The MOU also called for recommendations to revise the region's homelessness governance structure. To that end, Seattle, King County, All Home, and certain philanthropic and

business partners retained several consultants to assist with the work identified in the MOU.

### **Current Efforts**

Focus Strategies, hired by Vulcan and the Ballmer Group, has conducted a “critical assessment” of the region’s homelessness investments to analyze what investments the region is making, whether the investments shifted as a result of the findings in the 2016 reports, and what difference, if any, those shifts may have made. That report has not been publicly released.

The other consulting partners working on this process are National Innovation Services (NIS), which was formerly known as Future Laboratories, and the Corporation for Supportive Housing (CSH). NIS worked with stakeholder groups to develop a Theory of Change which was subsequently approved by the All Home Governing Board and which states:

*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.*

On December 14, 2018, NIS released a report that contained a list of [10 recommended actions](#) to improve the region’s response to the homelessness crisis.

Tonight, representatives from King County, CSH and NIS will provide an overview of the system redesign process to date, their role in moving the work forward and the current status of the regional effort overall. Two current areas of focus will be discussed in detail:

- The proposal to establish a consolidated regional entity (being led by NIS; to be approved by the Seattle and King County Councils and potentially other cities).
- The development of a Regional Action Plan (being led by CSH; envisioned to be adopted by the governance board of the new Regional Authority).

The Regional Action Plan is intended to serve as the guiding policy and work plan for the new Regional Authority to implement. It will set system performance goals and outline measures and investment levels needed to meet those goals. The results of the critical assessment report (discussed above) will also inform the Regional Action Plan.

### **DISCUSSION**

Tonight, Council will hear from King County staff and representatives from two consulting firms regarding their work on this issue and their progress so far. They are:

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The attached presentation from King County (Attachment A) outlines a number of specific questions posed by King County to which the Council will be asked to offer input or other comments. In addition, the presenters are available to answer any specific questions the Council may have. Staff has provided some context for Council for some of these questions that might be helpful to Council in engaging with our guests tonight. The questions and responses are below:

- *Regional Authority Governing Board Make-Up and Role--Who should be on it and what authority should it have?*  
While staff doesn't have a specific recommendation regarding who should be on the Governing Board, staff does feel that it is important that there is representation from cities from King County on the Board, and it not just be made up of representatives from King County and the City of Seattle. Whether this representation be identified through the Sound Cities Association or through other means, having other cities have a role and voice in shaping homelessness services in the region is important.
- *What goals does your community want to achieve regarding homelessness?*  
Shoreline to date has primarily focused on finding long-term, permanent solutions for those experiencing homelessness through the development of permanent supportive housing. This has been developed in partnership with both provider agencies and with King County. A continued focus on these long-term solutions, while also working to support those experiencing homelessness today, are the City's goals. As the development of permanent supportive housing is both costly and time intensive, finding interim solutions, such as supporting the development of additional shelter capacity and strengthening connections to currently available housing, is work that the City would like to provide additional focus on going forward.
- *Do you have any successful strategies in place already?*  
Shoreline's partnership with the development of Ronald Commons and the 198<sup>th</sup> Street Affordable Housing Project have been successful permanent supportive housing partnerships in the city. Shoreline has also successfully partnered with Lake City Partners on a Winter Shelter program and Street Outreach Worker program. The City has also made a commitment to increase human service funding to equal 1.00% of general fund revenues in the coming year, much of which goes to service providers working to address homelessness in the community. The City Council also more recently undertook a service provision

gap analysis to better understand what additional strategies and efforts may be needed to address homelessness issues in Shoreline and North King County.

- *Where is your greatest need?*

The greatest needs in Shoreline are for more permanent supportive housing, improving on-demand access to treatment services for mental health and substance use disorders and strengthening the City's outreach and connection efforts to individuals in our community in need of housing and other services.

### **COUNCIL GOAL ADDRESSED**

This staff report relates to Council Goal #5 which calls for promoting and enhancing the City's safe community and neighborhood programs and initiatives, and more specifically, Action Step #9 relating to strategies for addressing gaps that exist in connecting those experiencing homelessness and/or opioid addiction with supportive services.

### **RESOURCE/FINANCIAL IMPACT**

There is no direct financial impact to the City of Shoreline at this time. Indirectly, a new regional authority is being proposed which would have responsibility for allocating related funding from several county-wide levies and sales tax initiatives that currently support services to residents throughout King County, including Shoreline.

### **RECOMMENDATION**

No action is required. Staff recommends that Council engage with the presenters as needed to ensure a solid understanding of the proposed system changes, offer input on specific questions posed and learn about and clarify level of interest in future opportunities to offer input to the process.

### **ATTACHMENTS**

Attachment A: *DRAFT* King County Homelessness System Redesign Presentation

# **REDESIGNING THE HOMELESSNESS SYSTEM IN KING COUNTY**

**SHORELINE CITY COUNCIL**

**JUNE 17<sup>TH</sup>, 2019**



# TODAY'S PRIORITIES

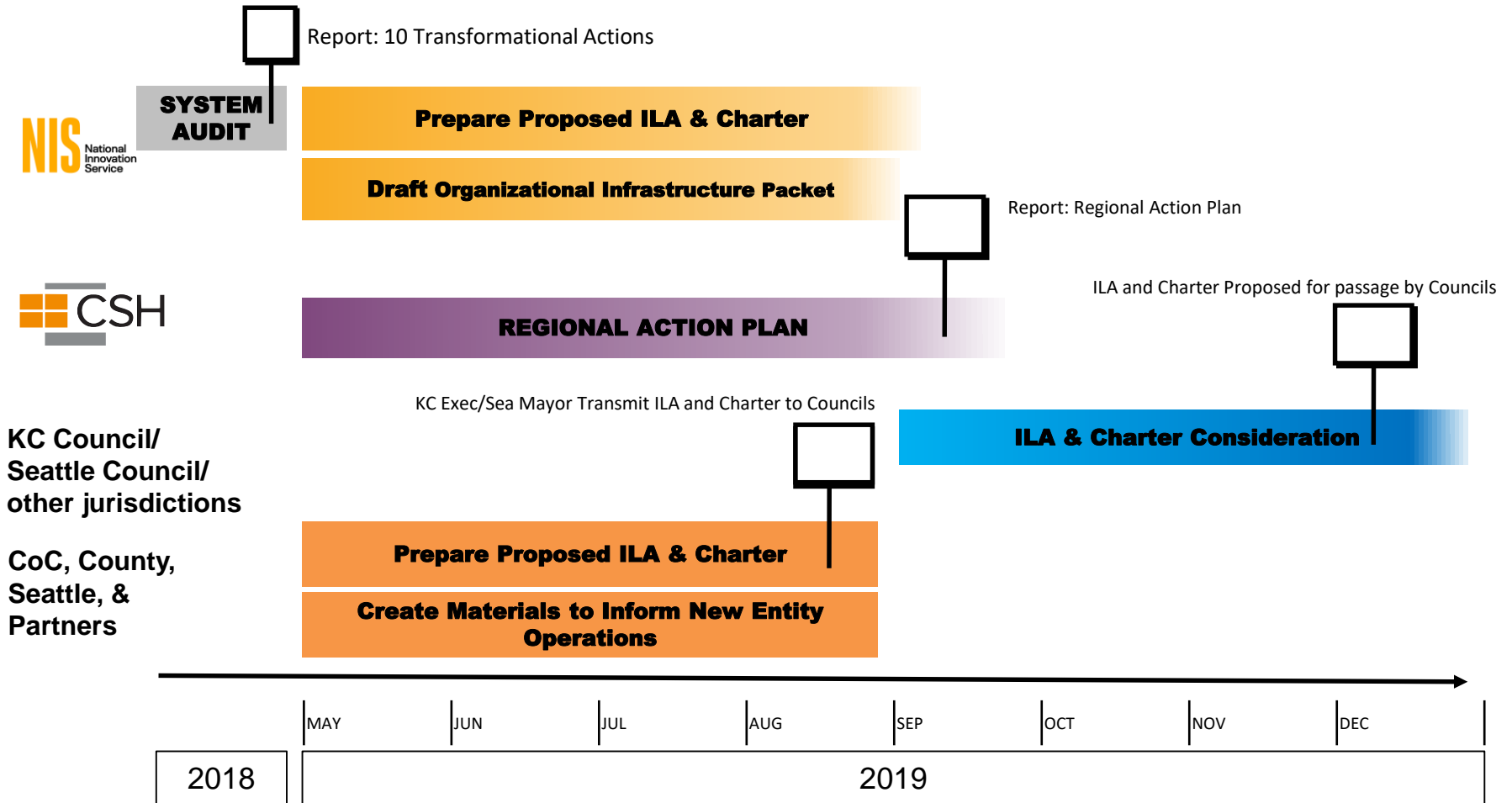
- What's our Timeline?
- What are We Solving for?
- What is Being Recommended?
- What to Expect Next?
- Discussion



# KEY DATES IN HOMELESS SYSTEM REDESIGN

- May, 2018: King County Auditor releases [homelessness system recommendations](#)
- May, 2018: King County-Seattle [MOA](#) to explore unified homelessness governance
- Dec, 2018: National Innovation Service (NIS) [Homeless System Redesign Report](#) released, highlighting 10 Actions needed to optimize system towards equity and impact
- March 29, 2019: King County HHHS Briefing on the Homeless System Redesign Recommendations
- April 30, 2019: King County HHHS Briefing on Unified Governance Approach
- May 8, 2019: Sound Cities Association Policy Issues Committee (PIC) Briefing
- May 31, 2019: [Point in Time Count](#) & [Data Dashboards](#) Released
- June 4, 2019: King County HHHS Briefing re: Point in Time Count, Data Dashboards, and Homelessness Governance

# Brief Overview: Work Products and 2019 Planned Actions

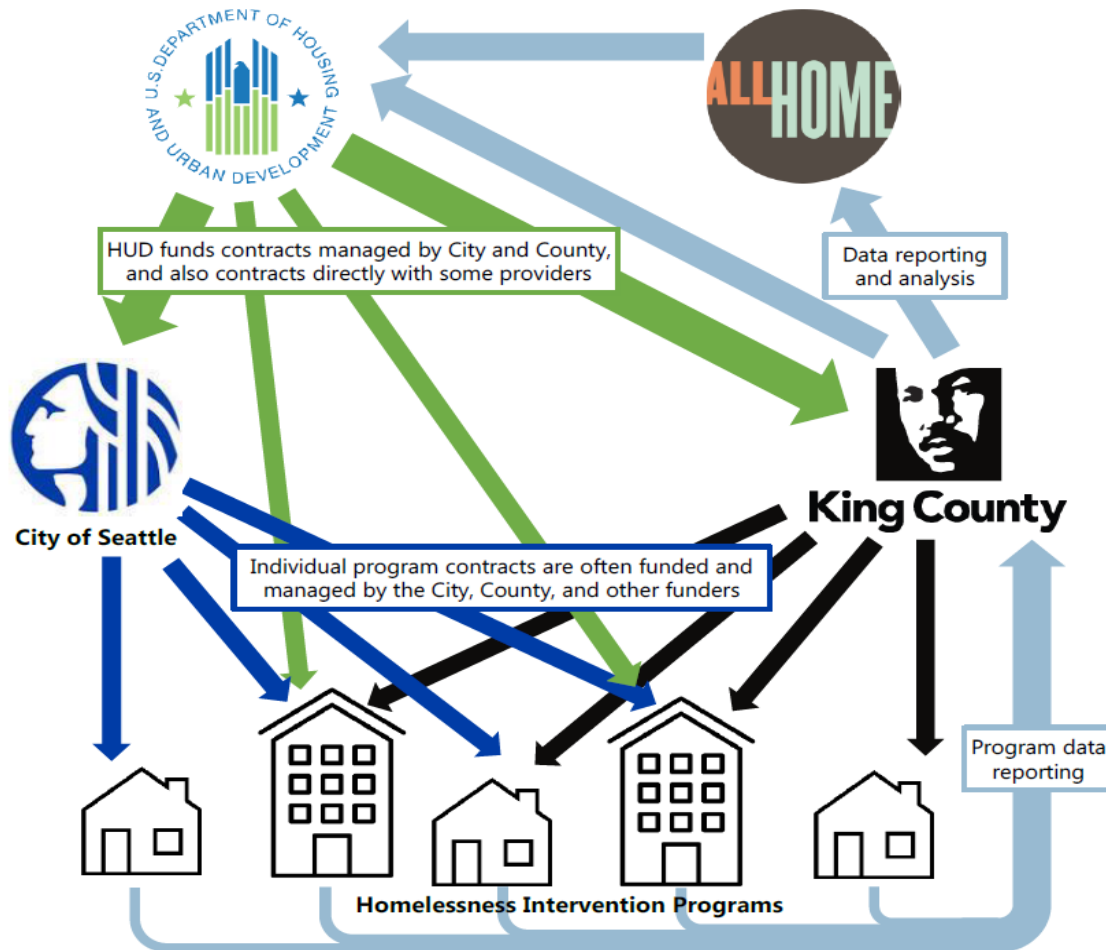


# WHAT ARE WE SOLVING FOR?

- Fragmentation
- Funding Difficulties
- Poorly Articulated Successes
- Growing Problem
- No Shared Theory of Change

ALL towards the goal of improving outcomes for people experiencing homelessness

# CONTRACTS HELD AND MONITORED BY A VARIETY OF ENTITIES



# CONTINUUM OF CARE (COC)

- **Federally mandated body to coordinate federal funding and ensure compliance with federal law**
- **Receives CoC funds from HUD**
- **Required to:**
  1. Ensure collection of homeless system performance data (a “Homeless Management Information System” or HMIS)
  2. Establish and operating a coordinated needs assessment and referral process (“coordinated entry”)
  3. Perform analysis to identify gaps in regional homeless services needs.
- **In King County, All Home is the CoC lead**
- **All Home delegates collection and management of performance data and management and operations of Coordinated Entry to DCHS.**

# REGIONAL HOMELESSNESS FUNDERS

- **Federal:** CoC Funds, with contracts managed by King County or Seattle
- **Housing Authorities:** federal housing vouchers
- **King County (DCHS):** local levies, document recording fees and pass through of federal dollars
- **Seattle and other cities':** general funds, housing dollars
- **Private Dollars:** Philanthropy (United Way, Raikes Foundation, Gates Foundation, etc.), Businesses, Private Donors, Faith Community

# WHAT IS BEING RECOMMENDED?

- New Regional Authority
- Equity-Centered
- Data Driven
- Community-wide Commitment

# HOMELESS SYSTEM REDESIGN

THE 10 ACTIONS ARE INTERCONNECTED AND REINFORCING

## PHASE I ACTIONS

1. **Institute a System-wide Theory of Change,**
2. **Become accountable to customers,**
3. **Consolidate homelessness response systems under one regional authority,**
4. **Create a defined public/private partnership utilizing a funders collaborative model,**

**And,**

**Develop a Regional Action Plan**

## PHASE II ACTIONS

5. Prioritize economic stability to reduce inflow
6. Improve customer outcomes through a comprehensive digital transformation
7. Design intake processes that are connected, customer-centric and radically accessible
8. Increase access to 0-30% AMI housing
9. Expand physical and behavioral health options for people experiencing homelessness
10. Create long-term institutional alignment across systems to serve people experiencing homelessness

-Homelessness Response System. Dec, 2019.  
Future Laboratories (now NIS).

<https://hrs.kc.nis.us>



# INSTITUTE A SYSTEM-WIDE 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.

# **BECOMING ACCOUNTABLE TO CUSTOMERS** (PEOPLE EXPERIENCING HOMELESSNESS)

- Include people with lived experience of homelessness in the planning, design and implementation of the redesign of the homeless system
- Implement a continuous quality improvement framework driven by customer voice
- Build governing structures that center customer voice and align with the system-wide theory of change

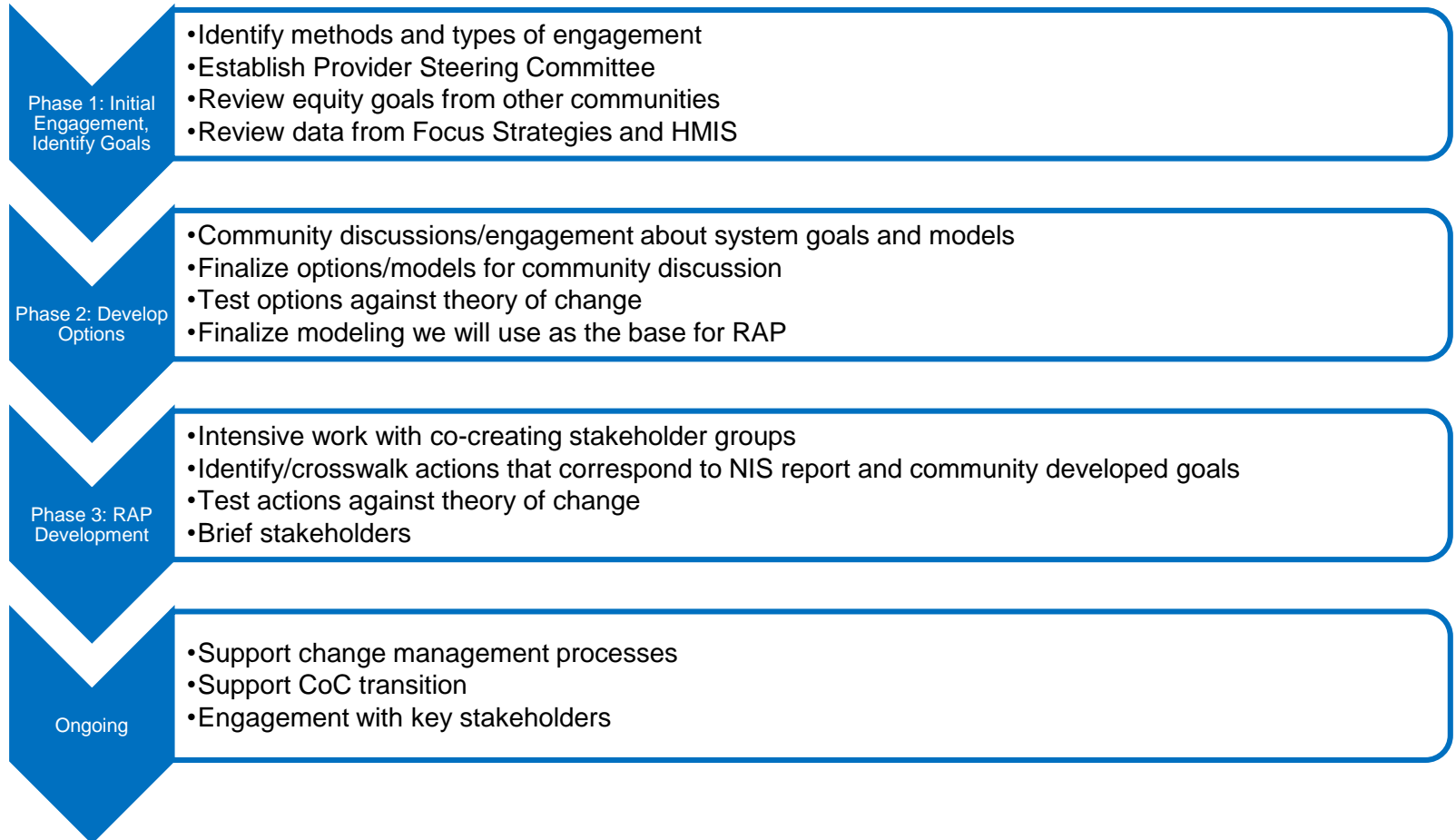
# DEVELOPMENT OF A REGIONAL AUTHORITY

- **Legal Structure**
- **Governing Board**
- **Scope of services/powers/functions of new regional authority**
- **Budget authority/appropriation process**
- **Sub-regional Coordination and Planning Support**
- **Guided by a Regional Action Plan (RAP)**

# WHAT IS THE REGIONAL ACTION PLAN?

- It is the community's plan, not just a plan for the Regional Authority.
- It will provide action-oriented solutions to challenges identified through a community engagement process, data analysis, and the NIS 10 Actions Report.
- It will lay out metrics and milestones to track towards established goals.
- Each action will have an accountable person/organization.
- It will provide recommendations on sequencing and/or parallel processes in a variety of categories.
- It will project costs for interventions and provide underpinning for budget process.
- Most importantly, it should be a living document, not something that sits on a shelf.

# CSH PROCESS FOR DEVELOPING THE REGIONAL ACTION PLAN



# TOUCH POINTS

## Initial Engagement

- What goals does the community want to achieve regarding homelessness?
- What priorities are most important for the community and who should drive the plan?
- What would make this work successful to you?

## Review of Models:

- Review of gaps and needs identified
- Review potential costs and impact over 18 mos/3yrs/5yrs
- Questions –What scenarios best reflect the community's values/theory of change? What scenarios are most viable?

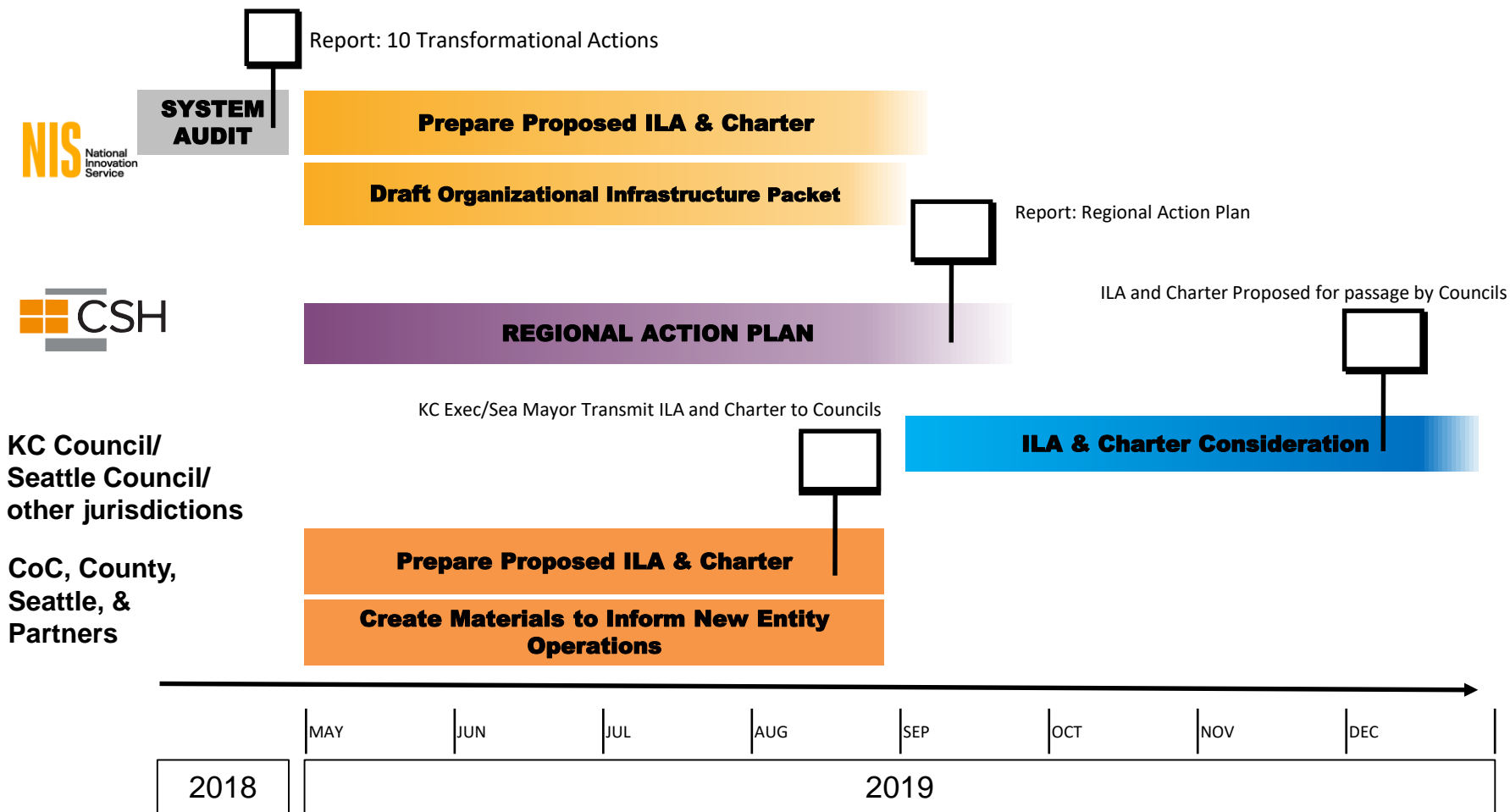
## Review/Approval/Support of RAP:

- Formal briefings and overview with stakeholders
- Executive Board of the Regional Authority (when in place)
- CoC Board, City, County, SCA leadership, PHAs and Councils
- Define what does support means for each stakeholder

# WHAT TO EXPECT NEXT FOR THE RAP?

- Set meeting times for co-creation and input
- Data review and needs/cost analysis
- Review of engagement process from Fall 2018/Identify and address gaps
- Development of models/options for review
- Action-oriented solutions to address challenges identified and lift up what is working
- Further engagement and discussion of proposed steps
- September deliverable

# Work Products and 2019 Planned Actions





# TYPES OF ENGAGEMENT

- Underway:
  - Steering committee and workgroups
  - SCA PIC briefings
  - KC Councilmember and Staff Briefings
  - Monthly provider meetings with Leo Flor, Kira Zylstra, and Jason Johnson
  - Community workshops
- Gearing Up:
  - Sub-regional engagement, starting June 6
  - Regional Policy Committee Briefings, June 12 and July 10
  - More provider and community workshops

# SCA/SUB-REGIONAL ENGAGEMENT UPDATE

- SCA staff Christa Valles is participating in monthly Steering Committee meetings
- SCA PIC continues to hold monthly briefings/discussions
- SCA Identified Lead Electeds and Staff for Engagement:
  - Mayor Nancy Backus, Auburn
  - Mayor John Chelminiak, Bellevue
  - Council President Prince, Renton
  - Merina Hanson, Kent
  - Colleen Kelly, Shoreline
- DCHS is scheduling briefings/workshops with sub-regional collaborations including:
  - Eastside Homelessness Advisory Committee (EHAC), June 6
  - South King County Homelessness Advisory Committee (HAC), June 19
  - North Urban Human Services Alliance (NUHSA)

# **NO DECISIONS HAVE BEEN MADE- *WHAT ARE YOUR THOUGHTS?***

## **Our Questions for You:**

- Regional Authority Governing Board Make-Up and Role--Who should be on it and what authority should it have?
- What goals does your community want to achieve regarding homelessness?
- Do you have any successful strategies in place already?
- Where is your greatest need?
- What would make this work successful to you?
- Role of and process for sub-regional/community tailoring?
- Ongoing Community and City Engagement-what is needed?

## **Your Questions for Us????**