

Governing Board Meeting Summary

May 25, 2011

Governing Board members present:		Governing Board members absent:
Dan Brettler (Car Toys) Co-Chair David Bley (Bill & Melinda Gates Foundation) Monte Bridges (PSED.) Mike Cero (Mercer Island City Council) Tara Connor (SKCCH) John Chelminiak (Bellevue City Council) Jon Fine (United Way of King County) Kathy Lambert (King County Council)	Dan Lessler (Harborview) Nick Licata (Seattle City Council) Mike Lowry (Community) Jaclyn Mellon (Consumer Advisory Council) Nancy Sclater (Pinkertown Brown) Sheila Sebron (Consumer) Greg Taylor (Renton City Council) Robert V. Taylor (Community)	Bobbe Bridge (Ctr for Children & Youth Justice) Dow Constantine (King County) Co-Chair David Freiboth (King County Labor Council) Mike McGinn (City of Seattle) Blake Nordstrom (Nordstrom Inc.) Sue Rahr (King County Sheriff) Norman Rice (Community) Fr. Stephen Sundborg, S.J. (Seattle University)
Community:		
Bill Block (CEH) Debbie Thiele (Seattle OH) Kristine Gullin (CEH) Sherry Hamilton (KC DCHS) Gretchen Bruce (CEH) Emily Leslie (City of Bellevue) Anna Strahan (KC DCHS) Sue Sherbrooke (YWCA) Linda Brown (CHUMAPS) Cabrini Morris (HUD) Jackie MacLean (KC DCHS)	Kimberly Walker (City of Bellevue) Kollin Min (Gates Foundation) Vince Matulionis (UWKC) Dannette Smith (Seattle HSD) Terry Mark (KC DCHS) Beth Pearson (Community) Seth Howard (Building Changes) Rick Hooper (Seattle Office of Housing) Doreen Booth (Suburban Cities Assoc) Sara Levin (Seattle HSD)	David Okimoto (UWKC) Sola Plumacher (City of Seattle) Bill Kirlin Hackett (ITFH) Alan Painter (KC Executive office) Grace Reamer (Councilmember Staff) Heather Lyons (CSH) James Wlos (Community) Stephen Norman (KCHA) Marilyn Mason-Plunkett (Hopelink) Andrea Akita (Seattle HSD)

Welcome and Introductions

The meeting was called to order at 8:30 a.m. The Committee to End Homelessness (CEH) Governing Board meeting summary of February, 2011 was accepted as presented.

Mid Plan Review

Bill Block introduced the Mid Plan Review Report. In October, 2010, the Governing Board directed CEH to conduct a Mid-Plan Review to formally assess what we've accomplished under The Plan, what remains to be done, and where our resources are best spent in the next five year. Members agreed that it was a good time to do that review, particularly in light of the changes in the economy and emergence of the National Strategic Plan to Prevent and End Homelessness and other federal initiatives.

In November, CEH convened a 12-member steering committee to oversee the Mid Plan Review. CEH also contracted with the Corporation for Supportive Housing (CSH) to provide consulting services to the effort. CSH was selected for their insight into national best practices and emerging priorities around issues of homelessness as well as their experience with Ten Year Plans. Heather Lyons served as the CSH lead and coordinated the team of four CSH staffers who assisted with the project (Heather is also the former director of Portland's Ten Year Plan.) Heather attended today's meeting to report on the community input phase of the Mid Plan Review and CSH's recommendations under the Mid Plan Review submitted for CEH's consideration.

The initial goals of the Ten Year Plan were: Prevention; Housing Production; Changing how we approach the issue of homelessness; and Integrating housing and homeless services with other 'systems' to break down barriers to housing among homeless individuals and families. We have made some great gains in these regards, and the Ten Year Plan to End Homelessness in King County is regarded as one of the strongest ten year plans in the nation. Since 2005, our region has:

- Adopted evidence-based practices in prevention, rapid rehousing and permanent supportive housing, including leading the nation in Housing First
- Funded over 4,500 units of new homeless housing
- Created coordinated entry for chronically homeless single adults
- Implemented a Landlord Liaison Project breaking down housing barriers
- Created effective diversion programs interrupting the cycle of jails and psychiatric hospitals
- Established a nationally acclaimed Funder's Group creating system change by coordinating resources.
- Prevented homelessness for over 18,500 people (more than 5,500 households)
- Helped more than 30,000 individuals in over 18,000 households to leave homelessness
- Reduced the point-in-time count of people on the streets and in emergency shelter by 4 percent in each of the last two consecutive years
- Secured over \$105 million in new public, private, state and local funding
- Enhanced the public's awareness of homelessness.

In March, the Mid Plan Review Steering Committee, with guidance from Heather/CSH, sponsored a series of community meetings to identify the key policy considerations for the final years of the Plan. There was strong consensus that the following issues will need to be addressed in years six through ten of the Ten Year Plan, and consensus about the types of actions that need to be taken to address them.

- Maintaining the Pace of Housing Production
- Alignment with the HEARTH Act (Homeless Emergency Assistance and Rapid Transition to Housing)
- Alignment with the Federal Strategic Plan to Prevent and End Homelessness
- Alignment with the Affordable Care Act (Healthcare Reform)
- Implementation of the Homeless Families Initiative
- Implementation of the Veterans' Five Year Plan

The community meetings also identified six key policy issues that merited further exploration to identify best practices, possible solutions, and recommended strategies. They are:

- Performance measures and accountability
- Homeless youth and young adults
- System level prevention
- Emergency shelter for single adults
- Political will
- Homeless immigrants and refugees

These six policy questions formed the six charrette discussions held April 25th and 26th. The charrettes were two days of open meetings in which experts and community members explored these policy topics. Charrettes started with a panel discussion during which local and national experts framed the issues and discussed examples of best practices within the policy area. After the expert discussion, community members offered their insights into the issue or statements made by the experts. After each charrette panel, experts reconvened with CSH staff to provide reaction to the audience input (as well as the other experts' input) so as to assist CSH staff in formulating final recommendations.

After the Charrettes, CSH retired to a private work space to draft recommendations for CEH's consideration on each of the six key policy questions, taking into consideration local and national expert discussion, community feedback, and CSH's own knowledge of national trends and practices. They presented a draft of the recommendations at an open community meeting on Thursday, April 28th. CSH revised these recommendations based on feedback from the community and Mid Plan Steering Committee, and Heather delivered a revised recommendation report to the Interagency Council at the May 2nd IAC meeting.

The final report, the **CEH Mid Plan Review: Moving Forward**, incorporates CSH's recommendations within the framework of the other consensus initiatives. The report was included in the Governing Board packet. Initiatives and recommendations were grouped in three broad categories, shown below.

1. **Overarching Priorities:** Overarching priorities that will need to be embedded within each of the other initiatives for the remainder of the Plan.
 - **Performance Measures:** Performance measures and accountability at all levels are important to future progress under the Plan. We must work together and use HEARTH Act to define program metrics, streamline reporting requirements, define consistent outcomes and integrate them into program contracts. Develop a process to share outcomes among providers and across the system. Ensure that the process is cooperative, transparent and provides the technical assistance providers need to enter successfully into this system. Be willing to redirect funding from programs that are unable to meet standards even after receiving technical assistance to highly performing programs.
 - **Production:** Our production of housing and services has been the envy of Ten Year Plan jurisdictions across the country, and has changed thousands of lives. We have done particularly well in our housing for chronically homeless single adults, but less well for youth and young adults and for non-disabled single adults. Maintaining our pace of production will be difficult in light of funding cuts at every level. Regardless, we must maintain production goals and find inventive ways of meeting them.
 - **Political Will:** Celebrate wins, and continue to create greater political connections across the region. Increase the voice of the Ten Year Plan and ensure that in a time of cuts, the importance of preventing and ending homelessness is not lost. Maximize the use of all members of CEH governing bodies and enlist the support of the public, private, non-profit and faith communities they represent. The issue of political will must remain at the forefront of our ongoing discussions.

Governing Board comment to these themes:

- We cannot be complacent regarding political will. All of CEH needs to look for leadership opportunities to raise the visibility of homelessness. Given the number of high-level issues in which Governing Board members are typically involved, it is important that homelessness rise to one of their top three.
2. **Aligning with New Federal Laws and Initiatives** Areas in which we need to take advantage of / align with emerging federal opportunities.
- **Affordable Care Act (Healthcare Reform):** This may be the best opportunity for a quantum leap in our efforts. The Affordable Care Act not only assures health care for almost all homeless people, it also attempts to create a system that rewards reductions in overall costs. If there is one thing we have proven in recent years, it is that stable housing decreases health care costs. We may be on the verge of having housing recognized (and maybe even funded) as a basic element of preventive health care.
 - **National Strategic Plan to Prevent and End Homelessness:** Alignment of federal funding at the national level should allow us to be more effective. We also face the question whether to align our timeline with that of the National Plan (which would leave our goals unchanged for chronically homeless single adults and veterans, but add five years for families, and recognize that ending homelessness for non-chronic single adults will be an ongoing process.)
 - **Five Year Plan to End Veterans' Homelessness:** We have closely cooperated with the state and federal departments to create the local five year plan to end veteran homelessness in King County. We believe that we are well positioned to be the beneficiary of new resources being dedicated by the federal government (one of the few areas in which the federal budget is increasing).

Governing Board comments to these themes:

- Large portions of healthcare reform rely on evidence based practices, including research that demonstrates stable housing supports good health. We stand to make great gains through efforts to link housing with health.
- The focus on the five year plan for veterans adds credibility to the Veterans & Humans Services Levy and our efforts overall. We do, however, need to strengthen the dashboard metrics within this initiative
- Much of veteran-focused funding rests within the Department of Labor, and that link seems to be missing in the Five Year Plan. Recommendation to explore / strengthen that link.

3. **Systems Change:** Areas in which we need to streamline efforts or otherwise change how the system operates

- **Homeless Families Initiative:** Fully implement the initiative, focusing on coordinated entry and assessment, prevention among those most at-risk, rapid re-housing, tailored services focused on housing stability, and linkages to the mainstream system for other services families need.
- **Emergency Housing for Single Adults:** Redesign the Single Adult Shelter system to become a path to housing. Invest in moving people out of shelter including techniques such as use of short-term shallow subsidies. Implement performance based contracts, including emulating other jurisdictions' successful programs for reducing shelter stays.
- **Homeless Youth and Young Adults:** Research and agree on strategies to address homelessness among youth and young adults, and articulate system-wide goals to ensure that homeless young adults do not become homeless adults. Create consistent outcomes to measure performance across housing, education and family supports.
- **Immigrant and Refugee Communities:** Create better systems connections. Develop a funding cross-walk so each system knows about available resources. Conduct cross-training and cultural competency workshops to talk about mutual areas of concern and incorporate the principles of Culturally and Linguistically Appropriate Services (CLAS) in service models. Provide flexible, short-term rental assistance for those at risk, especially at the eight-month refugee assistance "cliff."
- **System Level Prevention:** Continue to engage other systems, concentrating especially on health care reform. Explore consolidating short-term rent assistance programs. Explore the role of Aging and Disability Services in the response to end and prevent homelessness. Implement systemic changes to break down barriers. Look to pilots that have been successful, such as FACT, FISH and FUP, and take those programs to scale.

Governing Board comments to these themes:

- Youth and Young Adults are one of the fastest growing homeless populations. Members voiced support for having a better understanding of this issue area and making gains. Another member noted that several reports on youth and young adults have already been done, and we shouldn't duplicate efforts. Rather we should learn from them.
- Mutual Aid Associations within immigrant communities are a great resource. Make strong connections here.

- Some of these systems level recommendations are quantifiable, others are not. How will we proceed on those which are amorphous? Members requested that follow up reports on these initiatives follow the same framework as the Mid-Plan Review Report so the Governing Board can track progress.

Bill wrapped up the presentation with two major questions for the Board's consideration:

1. Do we modify our time line to align with the National Strategic Plan to Prevent and End Homelessness?
2. What is the best structure to ensure the maximum engagement and contribution of the Governing Board?

Regarding the question of the aligning our timeline with the National Plan, there seemed to be consensus on the following -

- Remain committed to "ending" homelessness
- Don't redefine the timeline, but change the annual goals over the next five years
- Establish executable, but "stretch" goals
- Realign the populations (and goals) as needed (e.g., youth, young adults)
- Align specific population goals with federal initiatives/goals
- Define what could be needed to end homelessness within our original committed 10 years (said another way – what would it take to hit original goals). This will help with the messaging.
- Put together the messaging and communication plan for the redefined goals at the same time

In closing this part of the discussion, the Governing Board asked the Funders group, in consultation with IAC to have this completed and for Governing Board approval by the next meeting.

Regarding the question of the structure of the Governing Board and other CEH oversight bodies, there seemed to be consensus on the following -

- Structure is "about" right at this time
- Right blend of centralization and decentralization
- Need to drive greater publicity of the plan
- Need to take tougher positions as a governing board on certain issues

Finally, the Governing Board asked staff to do the following by the next Governing Board meeting for approval –

- Revise the Governing Board job descriptions
- In the above, emphasize engagement comes through: Meeting Attendance; Advocacy; Influence; and Participation on IAC structured task forces.

In closing the discussion on Mid Plan Review and Governing Board involvement, Bill Block encouraged Governing Board members to set up speaking engagements with rotaries, churches, etc., and invite Bill to present information from the Mid Plan Review to continue to build political will.

2011 Legislative Session Update

- The Housing Trust Fund was funded at \$50 million, much less than last biennium, but better than the Senate had proposed.
- HB 2048 (extended and increased document recording fee) passed the House on the next to last day, but failed to get a vote in the Senate due primarily to shortness of time.
- The debt limit was reduced, which will have a significant impact on housing and services and other essential services.
- Disability Lifeline was reduced with significant restrictions on how remaining funds can be used.
- Other support services such as TANF suffered substantial cuts.

Public Announcements

- James Wlos stated his concern about taxes, and noted that many people rely on cars for affordable, safe shelter.
- Sheila Sebron reported that the Women's Veterans Conference will be held June 17th – 19th.
- Bill Kirilin-Hackett reported on workshop of the WA State Homelessness Coalition conference held last week, where attendees were asked to focus on the word "hope". He noted that many people in the system focused instead on their sense of hopelessness. He stated the Governing Board, charged with building political will, is well placed to assume a leadership role to sustain Hope in the Ten Year Plan and the goal to end homelessness.

The meeting was adjourned at 10:30 a.m. Respectfully submitted, Gretchen Bruce, CEH Staff.