BREAKING NEWS AND INFORMATION

If you have an item of interest for the CEHKC community, please contact Gretchen Bruce at gretchen.bruce@kingcounty.gov

LOCAL NEWS & ACTION

2012 Count Us In on May 16th!

On Wednesday, May 16, 2012, service providers across King County, in coordination with United Way of King County, will host Count Us In, a youth-focused point in time count. The goal of this annual effort is to gain a clearer understanding of the number of young people without a stable place to live on any given night in King County. Similar to the 2011 pilot year, the event will take place at meal sites and agencies across the county, offering free food and limited assistance to young people without a safe and permanent home. Read more here

Youth in crisis can seek out a King County Metro bus for help

Within 48 hours on the streets, one in three runaways will be approached by a predator. Help is just a bus away thanks to a new partnership between King County, local service agencies, and “Safe Place,” a national non-profit organization that builds community safety nets for young people in crisis. When a young person in crisis needs help, all he or she has to do is approach any Metro bus driver and say, “I need a safe place.” The operator will then make a call that will trigger contact with a youth service provider, who will arrange to meet and transport the youth to safety. To learn more about the Safe Place program, please visit: www.nationalsafeplace.org and www.youthcare.org

City of Seattle Communities Supporting Safe & Stable Housing plan coming soon!

The Seattle Human Services Department (HSD) is moving closer to launching the Communities Supporting Safe & Stable Housing investment plan. The purpose of the plan is to fundamentally improve the City of Seattle’s ability to prevent and end homelessness, while maintaining its commitment to providing safe and accessible shelters and supportive services for people who need them. The strategy is to create a set of priorities and principles and then make certain that City resources support those priorities.

The draft investment plan will be completed by early May and then released for more public feedback. After the plan is finalized, Seattle HSD will make a small amount of 2013 funds available through a competitive Request for Investment process. The priorities and principles from investment plan will help guide the decisions for awarding these funds. For latest information, please visit HSD’s blog at http://humaninterests.seattle.gov/

Conversations About Race & Culture: Building Community Unity & Addressing Harassment/Hate Crimes

May 9, 6 – 8:30 pm, Bellevue City Hall, Council Chambers, 450 110th NE, Bellevue. See http://www.ci.bellevue.wa.us/cultural_diversity.htm

The City of Bellevue Cultural Diversity Program is co-hosting a forum designed to build community unity and provide information about how to address discrimination, malicious harassment and hate crimes. Speakers confirmed to date:
- Uriel Inguez, Washington State Commission on Hispanic Affairs
- Rosa Melendez, Regional Director, US Dept. of Justice
- Arsalan Bukhari, Executive Director, CAIR-WA (Council of American and Islamic Relations)
- Shomari Jones, Sr. Director, Black Achievers Program, and Director, Health and Wellbeing

Event is free and open to the public. To RSVP and for more information, click here contact Kevin Henry at khenry@bellevuewa.gov.

Family Housing Connection is up and running!

Family Housing Connection provides a single access point for families seeking housing and shelter resources in King County. Family Housing Connection is fully staffed with a diverse team that includes members with experience as an immigrant or refugee in King County and bilingual team members that speak Amharic, English, Gurage, Russian, Spanish, Somali, Swahili and Tigrinya.

Over 80 programs are participating in Family Housing Connection including: emergency shelters, motel voucher, rapid rehousing / rental assistance, transitional housing, service enriched housing and permanent supportive housing and Families Connection staff work with partners to stay abreast of real-time openings (units, beds, rental assistance.) On April 23, 2012, 2-1-1 began scheduling housing assessments with families who are not currently in shelters or on waiting lists. At the conclusion of the first week:
- 230 families scheduled a housing assessment prior to launch; 189 completed a housing assessment
- 2-1-1 scheduled 101 appointments for families who called on April 23rd
- 2-1-1 had scheduled 389 total appointments as of 1:00pm on April 27th
- Appointment have been scheduled within three weeks; there are still appointments available within the next 3 weeks

Family Housing Connections and has nine offices throughout King County to reduce transportation barriers and will provide housing assessments during daytime, evening and weekend hours to accommodate various family schedules. Contact Julie McFarland, Family Housing Connection Program Director, if you have any additional questions at 206-328-5650 or JulieMf@ccsww.org.
Veterans & Human Services Levy-funded RFP for Homeless Employment Project
An RFP is currently open to support homeless and/or formerly homeless individuals increase economic self-sufficiency and prevent future homelessness. Funding emphasizes helping individuals complete technical training and/or post-secondary education that lead to industry-recognized credentials in high demand sectors, and/or eventual job placement in a related sector. The target population is homeless or formerly homeless individuals and households enrolled in a program that links them to non-time-limited housing, and for whom training will stabilize work participation and permanent housing. This may also include clients in shelter or transitional housing, but they must be connected to a permanent housing provider that will provide services for placement in or to maintain permanent housing.

Further information on the scope of work is available on the King County Procurement and Contract Section website or cut and paste the following address into your browser: http://procurement.kingcounty.gov/procurement_OVR/detail.aspx?bidid=1977.
Once at the website, click on “Enter site as Guest” and scroll down to 1143-12-CMB: Homeless Employment Project. A bidders conference will held Monday, May 7th at 1:30 pm in conference room 233 on the 2nd Floor of the Chinook Building, 401 Fifth Avenue, Seattle, WA 98104. Deadline to apply is 2:00 pm on May 24th.

Immigration 101: A Training for Social Service Providers.
Northwest Immigrant Rights Project announces four trainings (three in King County, one in Yakima) for those who work with and serve immigrant communities and want to know how immigration law affects their clients and how to help. Basic immigration questions to be answered include:

- What is the immigration system like and how does it affect the people I serve? http://kingcountyimmigration101.eventbrite.com/
- What happens when people are detained?
- What protections are available to immigrant victims of crime and survivors of domestic violence?
- What resources are available in the community to help?

Dates in King County (May 17 and May 22) are free thanks to a generous grant from United Way of King County. All trainings require registration and are expected to fill quickly.
- Thursday, May 17th, 1-5p, Yesler Community Center
- Tuesday, May 22nd, 1-5p, Shoreline Community College

Click here to register for either of the sessions. For questions, contact Maria Blancas at 206-957-8649 or mblancas@nwirp.org.

Everyday Tips and Strategies for Communicating with Limited-English Speakers
“Language differences can be a barrier. Or, they can bring two people closer through their mutual efforts to cross the language barrier... the effort you make to understand the other person speaks volumes about you.” Mark Lamendola

The Eastside Refugee and Immigrant Coalition is sponsoring a workshop on May 2nd, 10am-12pm at Kirkland City Hall, Council Chambers Room. Come learn some basic, practical steps you can take to improve your ability to communicate with and understand limited-English clients -- and share your insights and inspirations on how we can all meet this challenge more effectively. This workshop is ideal for front line health & human services staff, receptionists, volunteers, city hall and community center staff, etc.

Presenter: Marci Williams, Hopelink Adult Education and ESL Coordinator
This is a free event. Sign up here or paste into your browser: http://ericworkshop.eventbrite.com/

Crisis Clinic Upcoming Training Dates
The Crisis Clinic offers trainings appropriate to human service and mental health providers.
Control/click on the titles below to access registration or go to: http://www.crisisclinic.eventbrite.com/
- May 16: The Art of Referral and Accessing Community Resources
- June 18: Crisis Intervention and Dealing with Difficult Clients
- July 20: Dealing With Difficult Clients and Accessing Community Resources
- August 16: The Art of Referral and Accessing Community Resources
## CEH COMMITTEE UPDATES

### Interagency Council (IAC)

**Co-Chairs:** Stephen Norman & Sue Sherbrooke. Staff: Bill Block ([bill.block@kingcounty.gov](mailto:bill.block@kingcounty.gov)) and Gretchen Bruce ([gretchen.bruce@kingcounty.gov](mailto:gretchen.bruce@kingcounty.gov)). Typical Schedule: 1st Monday of the month, 2-4pm, rotating locations (Seattle, Bellevue, Renton). Meeting summaries are available at [www.cehkc.org](http://www.cehkc.org).

<table>
<thead>
<tr>
<th>Upcoming Meeting</th>
<th>Renton City Hall – 1245 10th Ave E, Seattle</th>
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<tbody>
<tr>
<td><strong>Agenda Topics</strong></td>
<td>Discuss priority recommendations for 2012 Coordinated NOFA. Feedback to emerging research on best practices in rental assistance programs. Feedback to proposed changes in the Landlord Liaison Project.</td>
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<table>
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<tr>
<th>Recent Meeting:</th>
<th>April 2</th>
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<tbody>
<tr>
<td><strong>Discussed</strong></td>
<td>Initial Recommendations from CEH Task Forces: Youth &amp; Young Adults, Immigrants &amp; Refugees, Single Adult Shelter; Potential changes to HEARTH definitions; Changes to ESG regulations</td>
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### Consumer Advisory Council (CAC)

**Co-Chair:** Rotating members; Staff: Gretchen Bruce ([gretchen.bruce@kingcounty.gov](mailto:gretchen.bruce@kingcounty.gov)). Typical Meeting Schedule: 3rd Wed of the month, 6-7:30pm at Plymouth Congregational Church in Seattle. Meeting summaries of previous CAC meetings available at [www.cehkc.org](http://www.cehkc.org).

<table>
<thead>
<tr>
<th>Upcoming Meeting</th>
<th>Plymouth Congregational Church</th>
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<tbody>
<tr>
<td><strong>Agenda Topics</strong></td>
<td>Recruitment for focus groups, Research and emerging recommendations from the Rental Assistance Workgroup, Overview from 4/25/2012 Governing Board Meeting</td>
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<table>
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<tr>
<th>Recent Meeting:</th>
<th>April 18</th>
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<tr>
<td><strong>Discussed</strong></td>
<td>Feedback from the IAC, Funders Group and Governing Board meetings, Review Single Adult Shelter Task Force, Selection of 2012 focus groups</td>
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### Public Relations

Chair: Sherry Hamilton ([sherry.hamilton@kingcounty.gov](mailto:sherry.hamilton@kingcounty.gov)). Typical Meeting Schedule: 4th Wed of quarter (March, June, Sept) 3:30–4:30pm at Chinook Building 401 – 5th Ave, Room 526.

<table>
<thead>
<tr>
<th>Upcoming Meeting</th>
<th>Chinook Building – 401 Fifth Avenue, Seattle</th>
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<tbody>
<tr>
<td><strong>Agenda Topics</strong></td>
<td>Annual Report, Community Outreach and Public Awareness</td>
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### Legislative Advocacy

**Co-Chairs:** Marilyn Mason-Plunkett and Barbara Langdon. Staff: Bill Block ([bill.block@kingcounty.gov](mailto:bill.block@kingcounty.gov)). Typical Meeting Schedule: 2nd Tuesday of the month from 8:30–10, via conference call. During legislative sessions, calls will be held every other week, though members are advised to call to confirm.

<table>
<thead>
<tr>
<th>Upcoming Meeting</th>
<th>On Hiatus until future notice</th>
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<tbody>
<tr>
<td><strong>Agenda Topics</strong></td>
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### Population Affinity Groups

With the completion of the CEH Mid Plan Review in spring of 2012, the population committees of CEH have sunset in consideration of the task forces and workgroups that are going forward. The following are updates on population-based groups or initiatives that are going forward aligned with CEH.

**Single Adults:** Single Adults committee has been sunset. Meeting(s) may be convened as needed to seek feedback on the Homeless and Essential Needs or Single Adult Task Force as those bodies of work move forward.

**Families:** Follow the Families Initiative! See [Family Homelessness Initiative website](http://familyhomelessinitiative.org) for regular trainings and opportunities.

**YQA: KC Homeless Youth & Young Adult Leadership Council:**

The Mission of the King County Homeless Youth and Young Adult Leadership Council is to provide a forum for connecting leaders on issues pertaining to homeless youth and young adults. The next meeting is yet to be scheduled, though meetings typically are held at the at the 2100 Building (2100 24th Ave. S., Seattle 98144).
# RELATED COMMUNITY MEETING UPDATES

## South King County Forum on Homelessness
Contact: Jason Johnson, City of Kent jalohnson@ci.kent.wa.us. Meetings: the 1st Wed. of every month at 9–10:30am at the Kent Senior Activity Center to 1) keep South county service providers in touch with one-another; 2) share resources with / for SKC service providers; 3) receive updates and announcements of new or future projects; 4) to help bridge the disconnect between the homeless and services. Most attendees are planners or providers, though anyone is welcome. SKC Forum on Homelessness web address: [http://www.ci.kent.wa.us/content.aspx?id=2728](http://www.ci.kent.wa.us/content.aspx?id=2728)

**Upcoming Meeting:** Wednesday May 2, 2012, 9–10:30am  
**Agenda Topics:**  

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## North King County Housing Stakeholders Meeting
Contact: Kelly Rider at kelly@housingconsortium.org. The NKC Stakeholders group coordinates homeless housing & service activities in North King County. Most attendees are planners or providers; though anyone is welcome. Meetings: Every other month, 2nd Wednesday, 11 am – 1 pm, (brown bag) Shoreline City Hall

**Upcoming Meeting:** Wednesday May 9, 11:30 am – 1:30 pm (note time change!)  
**Agenda Topics:** Outreach to private market landlords for CPC and LLP. Creating Equitable Transit Communities/Shoreline Light Rail Station Areas  
Shoreline City Hall, 17500 Midvale Ave N

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## Eastside Homelessness Advisory Committee (EHAC)
Contact: Arthur Sullivan asullivan@bellevuewa.gov or Sharon Anderson sanderson@ci.kirkland.wa.us. EHAC coordinates homeless housing & service activities in East King County. Most attendees are planners or providers; though anyone is welcome. Meetings: 2nd Thursday of the month, 2:00pm – 4:00pm, First Presbyterian Church of Bellevue, 1717 Bellevue Way NE (just south of 520)

**Upcoming Meeting:** Thursday May 10, 2012, 2–4pm  
**Agenda Topics:**  

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## Interfaith Task Force on Homelessness (ITFH)
The ITFH works among, between, and within the faith community and seeks to create the political will to end homelessness using targeted education, outreach and advocacy. Meetings: 3rd Wednesday of the month, noon-1:30pm at St. Mark’s Episcopal Cathedral. Contact: Bill Kirlin-Hackett itfh@comcast.net or (425) 442-5418.

**Upcoming Meeting:** Wednesday May 16, 2012, noon–1:30pm  
**Agenda Topics:**  

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## University District Conversation on Homelessness
Contact: Nathalie Gerhke Monthly Gathering share thoughts and strategies on local and regional concerns around homelessness. Typical Meeting Schedule: 2nd Monday of the month, 9 – 11:30 am. Meetings rotate throughout the U District, and frequently at University Congregational Church though location may change.

**Upcoming Meeting:** Monday April 9, 2012, 9am–11:30 am  
**Agenda Topics:**  

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## University District Service Provider’s Alliance Service Provider Team
Contact: udsp.spt@gmail.com U-District Service Provider’s Alliance share information relevant to working with homeless youth and young adults, program updates, and neighborhood updates. A service provider debrief follows each meeting. Typical Meeting Schedule: 2nd Wednesday of the month, 11am-12:30pm

**Upcoming Meeting:** Wednesday May 9, 2012, 11am–12:30pm  
**Agenda Topics:**  

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## Seattle King County Coalition on Homelessness (SKCCH)
The General meeting is the 3rd Thurs of each month, 9-11am at E Cherry YWCA. Most attendees are providers or homeless community members and other concerned folks are welcome. Several standing committees also meet regularly (families with children; youth & young adults; single adults; advocacy). Learn more and sign up for meeting reminders at [www.homelssinfo.org](http://www.homelssinfo.org)

<table>
<thead>
<tr>
<th>General Meeting</th>
<th>Thursday May 17, 2012, 9–11am</th>
<th>E Cherry YWCA 2820 E Cherry Street, Seattle</th>
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<tbody>
<tr>
<td><strong>Agenda Topics</strong></td>
<td>TBD</td>
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**SKCCH Single Adults Committee:** Thursday May 10, 12:00-1:30pm at Plymouth’s Simons Seniors Apartments: 2119 3rd Ave

**SKCCH Families with Children Committee:** Wednesday May 23, 9:30-11:00am at E. Cherry YWCA: 2820 E. Cherry St. Agenda: update and Q&A with Julie McFarland/Family Housing Connections, plus early planning for Project Cool

**SKCCH Youth and Young Adults Committee:** Tuesday May 8, 9:00-10:30am at Neighborcare Health Rainier Beach Medical and Dental Clinic: 9245 Rainier Ave S. (Note the time and place for SKCCH YYA meeting has changed for the March, April, and May meetings) Agenda: Health resources for homeless youth and young adults.
The Mid Plan Review: Renewed Areas of Focus 2012 - 2015

In late 2010, just over half way through the Ten Year Plan, the governing bodies of the Committee to End Homelessness embarked on a Mid-Plan Review. This review included a review of the original goals, a broad evaluation of successes and shortfalls in meeting those goals, and the actions needed in the second half of The Plan. We have made some great gains since 2005, 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:

- Become a national leader in the creation of Housing First models for vulnerable populations
- Funded over 4,500 units of new homeless housing
- Created coordinated entry for chronically homeless single adults
- Implemented the Landlord Liaison Project breaking down housing barriers for over 900 households
- Created effective diversion programs interrupting the cycle of jails and psychiatric hospitals, realizing millions in cost offsets
- Helped more than 30,000 individuals exit homelessness (over 18,000 households during the first five years of The Plan)

More remains to be done, and The Mid plan review resulted in a comprehensive Mid-Plan Review Report with eight key strategies going forward. Click here to read the report. Below are updates on the key strategies, These will be updated quarterly.

1-Housing Production

Per the CEH Bodies of Work: the goal for the Housing Production investment priority is to develop and secure housing under the Ten Year Plan through a mix of capital development and leased housing. Specific strategies include: 1) Issue annual Combined Homeless Housing Funder NOFA that defines common funding priorities; 2) Utilize common application forms for fund sources supporting homeless supportive housing projects; and 3) Conduct collaborative reviews of applications among local and state funders. A subproject is the Rent Assistance Workgroup, working to coordinate and align all short-term, emergency rental assistance programs for ease of contracting, distribution, etc.

Update: A workgroup has been researching national rental assistance program models (prevention & rapid rehousing/diversion). Among top performing national programs, five elements form the hallmark of emerging best practices:

- Coordinated or Combined Funding, Contracting and Reporting, typically with one lead agency
- Centralized/Coordinated Intake and Assessment and Case Management Models
- Targeted Enrollment for Prevention and Rapid Rehousing/Diversion
- Progressive Engagement and Mindful Exit Planning with Stability Benchmarks
- Emphasis on Evaluation and Performance Measurement

Research of local funding directed towards rental assistance identifies three types of general prevention/rental assistance program models in place: six months or less of assistance; 7-24 months; and non-time limited. The group has catalogued $16.3 million in assistance going to these three models, with $9.3 in direct rental support and the balance in case management.

2-Homeless Families Initiative

Per the CEH Bodies of Work: the goal for the Homeless Families Initiative is to transform the homeless families system to streamline entry into housing and implement best practices wherever possible, focusing on: 1) Coordinated Entry and Assessment; 2) Prevention; 3) Rapid Rehousing; 4) Transition to Housing Stabilization Approach; and 5) Connection to Mainstream Systems.

**Coordinated Entry and Assessment will go live in April! See Page 1: Breaking News**

Catholic Community Services has been selected to implement Families Connections, previously referred to as Coordinated Entry and Assessment. Elements of this system enhancement will go live in April. Follow the news here.

3-HEARTH and HMIS Implementation Work Group

Per the CEH Bodies of Work: the goal for the HEARTH workgroup is to establish system-level measures of the status of homelessness in King County that aligns with HEARTH Act standard, focusing on: 1) Providing clear, consistent quarterly reports on the status of homelessness in King County, per Safe Harbors; 2) Establishing metrics for ending homelessness; and 3) Providing recommendations for use of data in planning and evaluation related to homelessness.

Update: Planners and providers have identified reporting elements to report on system efficiency, boiled down to three elements.

1. Length of time homeless (average # days in emergency shelter (ES) and/or transitional housing (TH))
2. Return to homelessness (based on % of households that exit to permanent housing that return to services during the quarter.)
3. First time homeless (based on households entering ES or TH not recording as being served in the past 15 month period.)

A future work product may be exploring whether/how to establish common data elements across other funding sources or how to otherwise streamline data collection efforts.

4-Veterans Five Year Plan

The Five Year Plan to End Homelessness Among Veterans in King County is one of several Investment Priority of the Committee to End Homelessness in King County. It is built off of four overarching recommendations. Contact: Debora Gay; debora.gay@kingcounty.gov

1. Close the existing housing gap for homeless / at-risk veterans.
2. Secure adequate funding and work with partners towards system alignment, with an emphasis on exploring efficiencies and reducing duplication of service.
3. Prepare the housing system to address complex needs among veterans, including the newly returning veterans and aging veterans, starting with outreach and prevention.
4. Identify and Replicate Best Practice Models for Serving Veterans.
5-Client Care Coordination  
Client Care Coordination (CCC) works in partnership with funders and providers to house and stabilize high needs homeless adults by facilitating placement in housing with appropriate services and supports. Since December 2009 – Eight agencies representing 12 permanent supportive housing programs came online with 383 CCC-designated units (LIHI/SMH McDermott & Gossett; PHG Humphrey House & Scargo; DESC Canaday House, Rainier & Kerner-Scott; Compass’ Renton; CHS Rose of Lima; Sophia’s Home, Valley Cities Landing; Transitional Resources Avalon Place).

- Of the 383 CCC units, 297 units leased using the CCC high utilization and/or high vulnerability criteria adopted in 2011.
- Coordinating with the Veteran’s Administration, CCC also developed criteria for filling new and vacant Veteran’s Affairs Supportive Housing (VASH) units at McDermott; Gossett; and the Compass Renton Veteran’s Center.
- All new and vacant CCC units are required to be filled using the CCC protocol.

Results: For projects opened in 2010, the housing retention rate - 79.2%; Average length of time in housing for persons exited through 12/31/2011 - 225 days; and Average length of time in housing for current residents through 12/31/2011 - 399 days.

Since 2011, CCC has convened three quarterly Quality Assurance Meetings for funders and providers to discuss implementation concerns and improvements. Progress made in 1) including medical hospital inpatient data to the CCC utilization scoring; 2) considering an extension to shelter utilization beyond the 12 months established for emergency medical and jail systems; 3) developing a process for accepting referrals from transitional housing programs of select individuals who continue to have a demonstrated need for 24/7 support; and 4) exploring a process to allow a percentage of CCC-designated units to accommodate highly vulnerable clients who need 24/7 support and intensive case management who do not meet CCC scoring criteria, thus allowing provider discretion and eliminating the need for a separately managed “Exceptions Protocol.”

6-Youth and Young Adult Task Force  
Update: The Task Force has been meeting regularly since October 2011 to define the elements of a youth and young adult homeless ‘system’ focused on prevention, intervention and best practices. Several local philanthropies and investors (with leadership by the Medina Foundation and Raikes Foundation) have expressed interest in coordinating funds and influence to support a systemic response to youth and young adult homelessness. Private and public funders and a Youth and Young Adult (YYA) Task Force comprised of providers and planners has arrived at three priority recommendations and action steps:

1. Coordinated engagement of youth and young adults to connect them to the right resource as soon as possible – before they become enmeshed in street culture or exploitation.
2. Prevention programs that preserve family connections and engage runaway youth/young adults before they become street-involved
3. Data coordination that enables funders and providers to work together to address client needs, evaluate programs, and assess community progress toward shared goals.

These strategies are only an initial phase to strengthen the YYA system in recognition that 1) these three elements have been absent from the local framework of YYA services, 2) we still have much to learn about the true needs of the YYA population, and 3) these proposed elements will generate the data we need to help reframe the existing system. The Task Force recommends a multi-phase approach to restructuring the YYA homeless system, much like the development of the Families Initiative.

7-Single Adult Shelter Task Force  
The Single Adult Shelter (SAS) Task Force focused attention on three areas of the original charter: (1) Analyze data on people staying in shelter; (2) Conduct an inventory of the shelter beds in King County for single adults, including winter shelter. (3) Explore resources targeting long-term stayers and frequent users with disabilities. The Task Force recommends that a second phase of work be organized around three primary focus areas:

1. Articulate the role of shelter in meeting the goals of the Ten Year Plan to End Homelessness.
2. Prepare the system for change, through conversations and action that are driven by data.
3. Explore whether a surge or infusion of resources could result in measurable, immediate impact to move more people from shelter into housing.

8-Immigrant and Refugee Task Force  
Update: The I&R Task Force identified common themes and scenarios of how and why immigrants and refugees face homelessness; resources and gaps in response to those scenarios – both at the cultural level as well as at the resource/mainstream system level; and recommendations to close critical gaps in services. The Task Force has developed a series of recommendations around

1. Progressive and Supportive English Learning Programs – address the unique foundational barriers/challenges of immigrants and refugees.
2. Policy Boards to Develop an Immigrant and Refugee Lens – eliminate institutional barriers created when I&R issues are dealt with as an afterthought.
3. Cultural Competency in Mainstream Homeless System – enhance the current service delivery system to make it more responsive.
4. Efficiency Gains in Existing Homeless Resources – improve current resources so they serve more immigrants and refugees along with other vulnerable populations.