



# King County – Mid Plan Review Recommendations from Charrette

As presented by the Corporation for Supportive Housing  
to Committee to End Homelessness and its Partners and  
Stakeholders

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## About the Corporation for Supportive Housing

The Corporation for Supportive Housing (CSH) is a national non-profit organization and Community Development Financial Institution that helps communities create permanent housing with services to prevent and end homelessness.

Founded in 1991, CSH advances its mission by providing advocacy, expertise, leadership, and financial resources to make it easier to create and operate supportive housing. CSH seeks to help create an expanded supply of supportive housing for people, including single adults, families with children, and young adults, who have extremely low-incomes, who have disabling conditions, and/or face other significant challenges that place them at on-going risk of homelessness. For information regarding CSH's current office locations, please see [www.csh.org/contactus](http://www.csh.org/contactus). For more information about CSH's consulting and training services, please contact the CSH Consulting Group at [consulting@csh.org](mailto:consulting@csh.org).

## Acknowledgements

CSH wishes to acknowledge all those who participated in conversations and discussions that helped to shape this document and the charrette process. Most especially, CSH wishes to thank the steering committee for the charrette for all their time and energy before and during charrette week and the Community to End Homelessness staff, Bill Block and Gretchen Bruce, whose leadership and support made the Charrette possible.

## Inquiries

If you are interested in learning more about the 10 Year Plan to End Homelessness or the Mid-Plan Review and Mid-Plan Review Report, please contact Bill Block at [bill.block@kingcounty.gov](mailto:bill.block@kingcounty.gov). For information on CSH, please visit [www.csh.org](http://www.csh.org) for additional on-line resources and materials. If you have questions or comments regarding this document, please contact CSH at [consulting@csh.org](mailto:consulting@csh.org)

# King County Mid-Plan Review – Recommendations

## Table of Contents

Acknowledgements	Page 2
Introduction	Page 4
The Charrette Process	Page 4
Recommended Actions (by Issue Area)	Page 5
Recommended Implementation	Page 12
Appendix A (Steering Committee & Work Plan)	Page 13
Appendix B (Expert Bios)	Page 15
Appendix C (Fishbowl Descriptions and Lessons Learned)	Page 22
Appendix D (Crossover with Consensus Initiatives)	Page 26

## Introduction

The Corporation for Supportive Housing (CSH) is pleased to present this report to the Committee to End Homelessness in King County (CEH). Committing to conduct a thorough, thoughtful and intentional review of implementation of strategies to end homelessness is risky. To do it in an open and authentic manner is laudable. CSH witnessed this throughout the process and hopes that the same authenticity comes through in this document.

CSH also appreciates the willingness of CEH staff and stakeholders to undertake the charrette process as a method of analyzing, discerning, and ultimately making difficult decisions about moving forward on complicated issues.

This report is intended to inform the next body of work under the six issue areas identified and examined through this process, and to provide an opportunity to explore current structures and increase the success of the work under King County's Ten Year Plan to End Homelessness for its citizens – homeless and housed.

## The Charrette Process

The Corporation for Supportive Housing started working with the Committee to End Homelessness in King County in November, and launched the pre-planning process on December 6, 2010 at a meeting of the CEH Interagency Council. CEH established a steering committee that met every other week to determine key issue areas, plan community meetings and ensure as much representation and outreach as possible during the planning effort leading up to charrette week. (A list of steering committee members and a work plan is in Appendix A of this document.)

*Charrette Week – April 24 – May 2, 2011*

Charrette week kicked off with two full days of intense dialogue at the Tukwila Community Center. The conversation was focused on six issue areas:

- Performance Measures and Systems Accountability
- Homeless Youth and Young Adults
- Systems-Level Prevention
- Emergency Shelter for Single Adults
- Political Will
- Immigrant and Refugee Communities

Each conversation occurred in a “fishbowl”. For the first hour, a panel of experts from King County and across the country engaged in a dialogue that encouraged thinking of new systemic and programmatic responses in the issue areas. Experts from diverse communities and organizations drew from their experiences and expertise to exchange views and craft suggestions for moving forward. *(A full list of experts with their biographies is in Appendix B.)*

While this dialogue occurred, the audience, ranging from 80-120 people, observed the discussion. Half way through, the conversation among the experts ended and CSH staff facilitated audience observations and feedback. During this time, the experts were not allowed to respond, and community members were given ample opportunity to agree with or challenge the experts and to offer suggestions on the issue areas. The purpose of this section was to engage the community members in the discussion and benefit from their expertise and experiences. Following all six fishbowl sessions, CSH and CEH debriefed with the experts to garner any final observations or feedback.

CSH distilled the information, expertise and commentary into a Power Point separated into “What we think we learned” and “Recommended actions” for each issue area and some overall recommendations. This was presented in a public forum on Thursday, April 28<sup>th</sup>, where CSH heard input on how well the report-out did or did not reflect the teachings of the fishbowls. It was also an opportunity to present some recommendations to see how they might or

might not be accepted in a community forum of people who are close to the issues at hand. Following the public forum on April 28, CSH facilitated a de-brief session with CEH staff and members of the Mid-Plan Review Steering Committee. *(A brief description of each fishbowl topic and lessons learned is provided in Appendix C.)*

## Recommendations

The fishbowl sessions, with expertise from across the country and King County and insightful community comment and feedback loop, built and sustained this charrette process. This resulting document and recommendations reflect the observations and expertise of all involved, with the goal of informing the next body of work under the six issue areas identified. Each issue area has a short introduction, followed by suggested action items. Some issue areas have detailed recommendations, others propose setting up a task force to accomplish much of the ground work and relationship building among different parties involved in the process. It should be noted that CSH recommends these that these task forces be short-term in nature and focused on the specific recommendations outlined in this report. The report concludes with overall recommendations and an implementation proposal. *(Appendix D shows how these issues areas also help inform the “consensus” issue areas that are under consideration for the work plan of CEH.)*

### Performance Measures and Accountability at All Levels

Performance measures and accountability at all levels are important to future progress under the Ten Year Plan. They should be developed cooperatively and streamlined. Transparency increases acceptance and effectiveness, and all parties benefit when funders work with providers to create supports and remedial plans where performance measures are not being met, but ultimately if a program is consistently underperforming, funders may consider shifting funding to programs that are not meeting performance standards. Throughout, the principles of transparency, cooperation and trust are important elements in success.

In King County, a number of systems, discreet programs and agencies measure performance. The use of performance measures is not a new concept, and participants in the charrette process expressed a desire to use performance measures to create a culture of success, creating a great environment to move forward on this issue. As in most jurisdictions, however, the existing measures have been added on top of other reporting requirements and are not consistent with each other.

HEARTH Act regulations (not yet released as of this writing) will provide a significant amount of leverage and guidance to many agencies and programs in King County on some streamlined and effective outcomes and performance measures.

### Action Items – Performance Measures and Accountability

Create a small, targeted task force (or repurpose an existing group) of diverse people knowledgeable on performance measures. Membership should include people who understand the HEARTH Act requirements and represent the diverse geographic areas of King County. Key members should also understand funding regulations, as needed, to address streamlining performance outcomes. This group could be tasked with the following:

1. **Use HEARTH Act metrics** as system-wide measurements to help define program outcomes and funding. Those are:
  - Decrease Point-in-Time count (once consistent methodology is used)
  - Increase emergency shelter diversions
  - Reduce length of time people are homeless
  - Increase income of assisted households

- Increase permanent housing exits
  - Reduce recidivism
2. **Analyze the existing reporting requirements** to determine what has to be reported versus what would be nice to know. Streamline reporting requirements to ask only necessary information needed to track key performance measures.
  3. **Define consistent outcomes** and keep them as simple as possible. For example, if the system is going to track retention after housing placement, does it track after financial assistance ends, after service ends, after leaving a program, etc? Does it track at 6 months, 12 months, longer?
  4. **Make recommendations on how best to integrate performance measures into contracts** and reduce other reporting requirements to adjust for the change – another way to keep it simple.
  5. **Look at cost effectiveness** of programs within emergency shelter, transitional housing, supportive services, and permanent supportive housing categories. Consider their outcomes, population served, program design (as well as other variables) and understand the variation by programs. Work with programs that appear to be unable to meet stated measures and provide an improvement plan. Ensure all programs have enough resources to meet the system level outcomes desired and reallocate resources as needed to support these outcomes and programs.
  6. **Provide guidance and training** on HMIS (Safe Harbors) so that there is good data coming in and good data going out to help generate quality reports.

### Action Items – Accountability at All Levels

1. **Develop a process to share outcomes** across and among providers in the system through regular meetings (monthly, quarterly) to promote transparency and accountability among providers and funders. Use that process to promote a system of support for success for helping to end people's homelessness.
2. **Provide guidance, technical assistance** and other support as needed to bring programs and agencies up to improve outcomes. Be clear about a timeline to cure and ultimate resolution. Assuming all other measures have been considered, and opportunities to remediate the issues that block performance have been taken, redirect funding from a program that does not perform to those that do.

### Youth and Young Adults

Nationally and in other jurisdictions, while much work around youth homelessness has been done under the umbrella of runaway and homeless youth, it has been done largely separately from the overall strategies of Ten Year Plans. That is changing with the National Strategic Plan to Prevent and End Homelessness, and with many communities' recognition that comprehensive plans need to more effectively include the youth system. The same is true in King

### BEST PRACTICE

The Community Shelter Board (CSB) in Columbus, OH oversees funding for homelessness prevention initiatives, emergency shelters, housing services and supportive housing. Focused on system-wide performance, CSB publishes the System and Program Indicators reports quarterly. These reports are furnished to CSB trustees, the Rebuilding Lives Funder Collaborative, and the Continuum of Care Steering Committee. All reports are posted online and are also shared with CSB funders consistent with funding contracts and agreements. The Report monitors the current CSB funded shelter, services and permanent supportive housing programs and other Continuum of Care, non-CSB funded programs. The report evaluates each system and program based on a system or program goal, actual performance data, variances and outcome achievements. Outcome achievement is defined as 90% or better of numerical goal or within 5 percentage points of a percentage goal. Systems or programs that meet less than one-half of outcome goals are considered to be a "program of concern." All data generated from the Columbus HMIS system and used in the report meets CSB quality assurance standards. Copies of the evaluation reports can be found online under publications at [www.csb.org](http://www.csb.org).

County. An abundance of excellent programs and program level continuums exist to help end youth homelessness in King County. Additionally, individual agencies and staff in agencies know how to work with youth to end their homelessness. Youth and young adult providers could greatly advance their work by defining for funders key consensus program elements that should have priority funding in the youth and young adult system and the way in which programs should interact to create a true system of care for this population. This same structure could help to convene a process to engage other systems, such as foster care and juvenile justice, which are uniquely tied to youth and young adults.

## Action Items

Create a task force (or repurpose an existing group) of key youth and young adult providers and funders to accomplish the following:

1. **Analyze the current inventory of programs** and agencies serving homeless youth and find the commonalities of program design in ending youth homelessness. Consider strategies under the following areas:
  - Housing (including a clear description of appropriate models)
  - Education and Jobs (defining connections with workforce system, community college, and job support)
  - Family supports (such as reunification, and reconnecting with families even after establishing independent living)
2. **Using this analysis or a separate one**, research and agree on strategies that prevent and end youth homelessness and engage the systems involved with youth (especially those under the age of 18) such as foster care, juvenile justice, courts, etc
3. **Review past reports and recommendations** on homeless youth and young adults, agree on a few strategies to pursue and promote those as a collaboration/emerging system.
4. **Create consistent outcomes** to measure performance across housing, education and family supports (see Performance Measures section) and create accountability in furtherance of the ultimate desired outcome.
5. **Continue to promote self advocacy** as an empowerment tool and a way to help young adults move toward positive independence and interdependence.
6. **Consider developing clear, overarching system goals** for ending homelessness for youth:
  - We will have no homeless youth on the street
  - We will not tolerate involuntary loss of housing for youth
  - We will prevent youth from entering the homeless adult system

## Systems Level Prevention

A key element of the Ten Year Plan is to enlist mainstream systems. Through the initial years of the Ten Year Plan, mainstream systems across King County have changed their investments to more effectively prevent homelessness. These mainstream systems have learned and continue to explore their connection to homelessness and their role in resolving the issue and preventing future experiences of homelessness. There are also several focused programs and projects that endeavor to resolve people's homelessness through interventions in these systems. There are opportunities to expand on this work. While the work has begun, it would benefit by being brought to scale, including taking advantage of new opportunities like health care reform and potential consolidation of prevention programs.

## BEST PRACTICE

As part of the Portland/Multnomah County 10 Year Plan to End Homelessness, the City, County and Housing Authority underwent an extensive systems change effort to consolidate short term rental assistance. At the start of the process, the Housing Authority was funding the City some dollars, the City was funding the County some dollars, as well as funding the Housing Authority. There were 3-4 different systems and several boutique programs. Now the Housing Authority administers over six different resources (from FEMA, to HOME TBRA, to SHP, HPRP and others) to more than 40 diverse non-profits throughout the county with consistent outcomes, simplified reporting (all into HMIS), funding priorities across populations, and an advisory body made up of funders and providers. Because of this, Portland and Multnomah County can use outcome measurements to drive systems change. Outcome measurements included: 70% retention after 12 months of placement, 80% retention after 12 months of prevention assistance, Average cost per household - \$953

## Action Items

1. **Learn from the success** of the pilot programs that work across systems to serve vulnerable populations, and implement systemic changes to break down barriers. Consider taking these projects to scale. Examples include FISH, FACT, and the program with FUP vouchers, public health and child welfare.
2. **Concentrate on the State's work on health care reform.** Ensure that homeless and housing agencies are at the table on the right issues as they are being deliberated for the State plan.
3. **Consider consolidating short-term rent assistance programs in King County.** When prevention and housing placement (including rapid re-housing) dollars are combined in a seamless manner under one administrator, funders can realize efficiencies and target resources to special populations (families, single adults, shelter stayers, immigrants and refugees, etc.) ensuring greater access. This directs the access from a systems and financial level as opposed to a client level, while still benefitting the client. It can also allow for more flexibility in service provision because of the consolidation in resources, reduction of unnecessary reporting, and other measures.
4. **Explore the role of Aging and Disabled Services** in the systems level response to end and prevent homelessness. This system will also be playing a key role in health care reform.

## Emergency Shelter for Single Adults

Solutions to ending homelessness have historically provided emergency shelter and/or transitional housing to households, which alone have neither ended homelessness nor prevented a recurrence of homelessness for a significant segment of the homeless population. Particularly in areas with high numbers of existing shelter beds, strategies that help people move from shelter to housing create good results for them while also freeing up shelter beds for people on the street. The system is strengthened by programs and investments that increase the number of people able to move from emergency shelter to housing. King County's various cities have diverse responses to crisis among adults who experience homelessness. As in many counties with urban centers, the response in Seattle will be different than in cities in South or East King County. Safety and basic services are an important component in the overall systems that house and serve homeless adults, and emergency shelter is most successful when tied to the other systems responding to and helping to end homelessness among adults.

During the next years of King County's implementation of its Ten Year Plan, support for new models of shelter provision that promote individual and agency success through increased housing placement, diversion, and rapid re-housing will advance the overall goal of ending homelessness in King County.

For King County's next years of the plan, it is critical to support shelters in their refined focus on housing placement and rapid re-housing. King County, and particularly Seattle, has an opportunity to reorient the business and program model of the emergency shelter system as a whole, and to provide access to flexible housing and service assistance dollars to move people out of shelter and into housing. Targeting new resources and pilots at creating the 'back door' for the system, or pathway out of shelter, is the most critical component of success for this strategy. With many adults caught in shelter, a shelter cycle, or not even turning to shelter as an option, it is vital that new investment focus on opening up the back-end to allow more exits out of emergency housing.

## Action Items

Create a task force (or repurpose an existing group) of emergency housing providers and funders to support and provide advice on the following work that could be done by key staff in the appropriate agencies:

1. **Conduct a data analysis** of the people staying in shelter to determine overall percentages of long-term stayers and frequent users. Also, use data to determine if people are cycling from shelter to shelter. Check data analysis against how programs understand how to interpret entering data into system to help ensure accuracy.
2. **Conduct an audit of the emergency and transitional beds** inventory for single adults and make sure the beds are being used to their best capacity. For example, some transitional units could be converted to permanent supportive housing and others may be able to be converted to a more streamlined model that ensures throughput.
3. **Include long-term stayers and frequent users with disabilities in targeting** of resources. Currently, there is a supportive housing placement priority focusing on frequent users of other systems, but the supports for moving a frequent user of shelter, or long-term shelter stayer, are less available. Including frequent use and long stays as a factor in prioritization can ensure greater access.
4. **Line up a supply of short-term rental supports and assistance** targeted to non-disabled single adults (see Systems Level Prevention). With an understanding that King County needs ongoing crisis response and capacity to provide a safe place for shelter, many single individuals are stuck in the current shelter system or unable to access it at all. Meeting the needs of any household is best done in permanent housing, not while housed in shelter.
5. **Invest additional resources in getting people out of shelter.** There will always be a need for a strong and responsive crisis response in King County, with the capacity to provide someone immediate shelter and services. Particularly in areas with a high number of shelter beds, investment and creative partnerships may be more effective in creating opportunities for people to leave the street if focused on getting people out of existing shelter (thus freeing up beds) rather than creating new shelter beds.
6. **Break down administrative barriers that contribute to longer length of stays** including lengthy and uncoordinated applications. Work with housing providers and/or county agencies to streamline and reduce

### BEST PRACTICE

Chicago announced its plan to end homelessness, *Getting Housed, Staying Housed*, in 2003. A collaborative effort of more than 200 public, private, and nonprofit entities, Mayor Richard M. Daley endorsed the plan, making it an integral part of his vision for the city. The plan calls for a dramatic shift in the nonprofit sector and the City's response to homelessness. *Interim Housing and Rapid Re-housing*. Interim housing is the new model of short-term housing. The goal of the program is to re-house homeless individuals and families within 120 days. This is a shift from traditional "housing ready" shelter models because the services focus on client stabilization, housing assessment, and placement. Since 2003, Chicago has added 3,000 interim housing beds (which turnover more quickly), replacing 2,800 emergency and transitional shelter beds. Approximately two-thirds of permanent housing placements are made within 120 days.

paperwork required for housing options so that shelter and triage staff can quickly complete the necessary information for all housing options and consumers do not need to be asked for the same information on multiple occasions. Develop shelter protocols that support rapid re-housing approaches enabling families & individuals to move quickly into permanent housing options.

7. **Implement performance-based contracts with consistent measures.** The measures should follow HEARTH and the National Strategic Plan to Prevent and End Homelessness and focus on placement into stable housing, reduced length of stay in shelter, reduced recidivism in shelter, and fewer new entries into shelter (see Performance Measures and Accountability section).
8. **Draw from examples of other jurisdictions** that have made creative changes to their shelter and housing systems including Columbus, Oh, Chicago, IL, and New York City, NY. For suburban cities that are exploring methods to formalize the structure of their emergency beds, moving from 12 hour shelter to 24/7 hour shelter can also solve the issue of not having day space for people to manage and organize their day. This might also be a consideration for some Seattle beds if the structure makes sense.
9. **Explore using learning collaboratives** as a process for working through the system changes. Develop a series of in-person and webinar trainings to support and educate staff.

## Political Will

Even as King County celebrates the successes that political will has achieved, it must be looking to ways to reinvigorate that will in all areas of the county.

King County and its cities exhibit an amazing amount of political will toward the issue of homelessness and ending homelessness, and nothing exemplifies this more than the amount of resources that are generated locally. On its own, political will is a nebulous issue, but here are two considerations as a result of the fishbowl discussions.

The diversity of the response in the urban center compared to the suburban cities is clear, and the diverse geographies are represented in the current CEH structure in its governance. This Mid-Plan Review could be an opportunity to create greater political connections and combined will across these jurisdictions to achieve even greater gains for people all over King County.

Also, it is important to celebrate the wins that King County has achieved. Messaging about how different sectors are working to end homelessness is a powerful way to let the larger community (including those involved in helping to end people's homelessness) know that the issue is not intractable, and provides hope for something better.

## Immigrants and Refugees

Immigrants and refugees are at-risk for homelessness in King County. As a result, increasing numbers of immigrants and refugees are requiring shelter, drop-in, prevention and other housing services. This is becoming a greater issue in many communities, especially as the federal resources dwindle and state resources are not often available to pick up the balance needed for families and individuals to stabilize in their new homes.

Newcomers to King County may be adjusting to a new language and culture, and may have unique challenges associated with obtaining employment, health and legal services. When immigrants or refugees settle into unsafe or unstable housing, they are at risk of entering a cycle of homelessness, needing help from others. Often community-based supports reach immigrants and refugees to meet basic needs; there have been few systemic attempts, however, to develop prevention services and, if necessary, shelter beds that are accessible, appropriate and responsive to the needs of this population.

Currently, homeless-specific programs are not the best point of intervention for those immigrants and refugees that are unstably housed. Efforts that focus on repositioning people with opportunities to thrive and obtain housing stability through prevention will provide a successful intervention for households and provide a clear solution for the community. Great benefits can be achieved by increasing cross-system understanding and coordination between systems focusing on immigrants and refugees and the homelessness system. Fruitful areas to explore include creating a better continuum of supports and increasing effective cultural competency.

### BEST PRACTICES

Addressing the unique barriers that homeless refugees face is an important action step for Heading Home Hennepin, the 10-year plan to end homelessness in Hennepin County and Minneapolis. Over the past several years, roughly 3,000 refugees have re-settled in Hennepin County per year. The Minnesota Council of Churches received funding from Hennepin County and the McKnight Foundation to work with refugees who were homeless or at risk of losing their housing. The two-year program provided rent subsidies and case management to refugee families to stabilize housing, increase income, and keep families engaged in school. This program ended in December 2008 but was refunded with federal stimulus money (Homelessness Prevention and Rapid Re-housing Program) in October 2009. Results from the original two-year pilot were:

- Within the first six months, 83 percent of families increased their income at an average of 63 percent. This was due to an increase in employment.
  - Those who completed the pilot received a rental subsidy for 6.3 months, on average.
  - 97 percent of families surveyed with school age children showed positive engagements in their children's school.
- Lessons for public policy and social service agencies:
- When housing is stabilized, most families in crisis increase their income and further stabilize their living situation.

[www.headinghomeminnesota.org](http://www.headinghomeminnesota.org)

### Action Items

The Charrette process began an important cross-system conversation with homeless providers and immigrant and refugee providers. To further this work, create a task force of funders and providers from the homeless/housing system and the immigrant and refugee system and community to continue the dialogue on the interventions for immigrants, refugees, and undocumented households that started during the charrette. This task force could do or advise on the following:

1. **Document the experiences of current immigrants and refugees** who become homeless, and use data to understand the scope and scale of the issue.
2. **Conduct cross-training and cultural competency workshops** to talk about mutual areas of concern. Use a learning collaborative as a tool in implementation. Topics may include understanding the immigrant/refugee system and supports; understanding the homeless and housing system and resources; targeting interventions across systems; navigating mainstream resources for immigrant/refugee households.
3. **Complete a funding crosswalk of resources** available to Immigrant and Refugee serving agencies as well as homeless and housing service agencies to determine ways to match resources to best support individuals and families.
4. **Encourage collaboration** among shelters and drop-ins and other community-based agencies to increase the capacity of their respective organizations to plan and deliver training on diversity, immigration and refugee policy and completing refugee claimant forms.
5. **Support the capacity of Mutual Assistance Associations** or refugee-administered community based organizations in an effort to promote self-help and community cohesion, as well as to establish a community resource that will exist after refugee-specific and homeless prevention assistance is no longer available.
6. **Provide flexible, short-term rental assistance in response to those at risk**, especially at the 8 month refugee assistance cliff. Examples of successful HPRP arrangements in Minnesota and Chicago were highlighted during

the Charrette. Establish flexible resources to community agencies, MAA or resettlement agencies to provide basic client assistance that may prevent a household from becoming homeless. Establish performance outcomes that dictate the outcome (household remains stably housed) but does not dictate the service delivery method.

7. **Intentionally incorporate CLAS standards into shelter and housing operations** so that each household receives culturally competent services. Develop definitions of culturally appropriate services (funders, in concert with shelters and drop-in centers) and share culturally appropriate service delivery models. Develop standards on the delivery of culturally appropriate services, and ensure that these standards are rigorous and measurable.

### Implementation Recommendations

For the four issue areas that include a task force as a recommendation (Performance Measures and Accountability at All Levels, Homeless Youth and Young Adults, Emergency Housing for Single Adults, and Immigrant and Refugee Communities), the person staffing that group (with advice from group members) should clearly define who is responsible for what task and create timelines and deadlines, and ensure the group is progressing toward those goals.

The task forces should report regularly to the IAC on progress and roadblocks based on the work plan they create to achieve the stated goals to create the systems change. This section of the IAC meetings could be the place where themes that cross issue areas (e.g., cultural competence, performance measures, rent assistance, etc.) could be discussed, and where decisions on next steps should be made if a task force is stuck. The IAC could report on the work that is relevant to the Funder's Group. The Funder's Group could then grapple with the larger implementation issues, including political implications, overall funding strategies, geographic considerations and other issues as they relate to the overall implementation of King County's Ten Year Plan.

## Appendix A: Steering Committee Members and Work Plan

Mohamed Aden	Muslim Housing Services
Meghan Altimore	Hope Link
Humberto Alvarez	Seattle King County Coalition on Homelessness/ Solid Ground
Bill Hallerman	Catholic Community Services
Jason Johnson	City of Kent, South King County
Daniel Malone	DESC – Downtown Emergency Service
Jackie MacLean	King County Department of Community and Human Services/Funders Group
Stephen Norman	King County Housing Authority
Dannette Smith	City of Seattle Human Services Department
Dick Sugiyama	City of Seattle Aging and Disability Services
Debbie Thiele	City of Seattle Office of Housing
Liz Wall	YouthCare
Alan Painter	King County Executive's Office
Bill Block and Gretchen Bruce	Committee to End Homelessness in King County – Staff
Heather Lyons	Corporation for Supportive Housing - Consultant

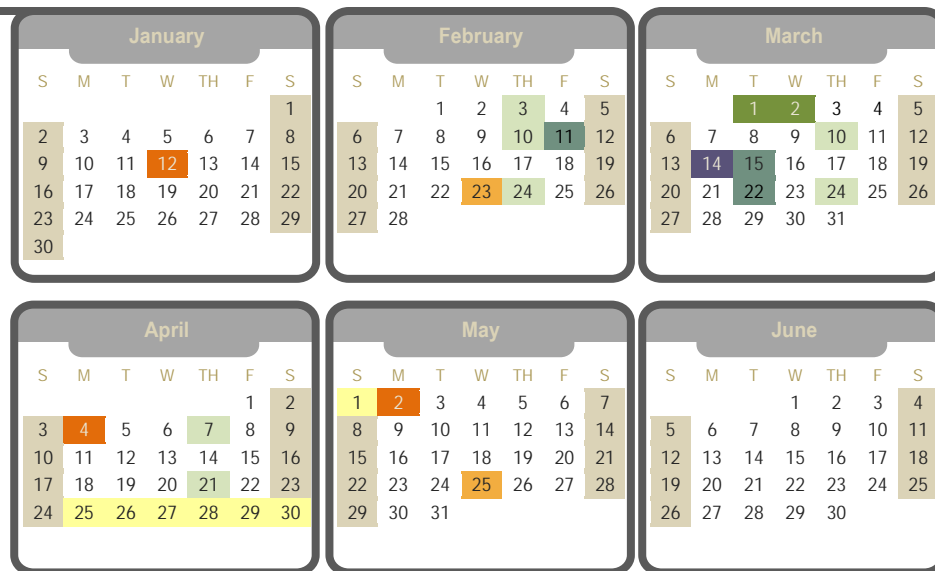
# CHARRETTE MASTER SCHEDULE

2011

PROJECT: KCCEH CHARRETTE – MID-PLAN UPDATE

ORGANIZERS: KCCEH STAFF, STEERING COMMITTEE, HEATHER LYONS

PROJECT MANAGER: HEATHER LYONS



KEY DATES	STARTING	ENDING
First meeting of steering committee	1.12.2011	1.12.2011
Bi-weekly steering committee/staff check-ins	2.3.2011	4.21.2011
Decision Point – Location & Timing of 2-3 Community Meetings, Outreach Plan finalized	2.11.2011	2.11.2011
Community Meetings (3 – see flyer)	3.1.2011	3.2.2011
Governing Board Meeting – Presentation of process	2.23.2011	2.23.2011
Update Funder’s Group	3.14.2011	3.14.2011
Decision Point – Issue Areas Finalized	3.15.2011	3.15.2011
Decision Point – Experts Identified (Local and National) & Charrette Location Identified	3.22.2011	3.22.2011
IAC meeting – site visit, logistical overview	4.4.2011	4.4.2011
Charrette Week (Draft report issued on Friday)	4.25.2011	4.29.2011
IAC meeting – Draft report presented	5.2.2011	5.2.2011
Governing Board Meeting – Presentation of Mid-Plan Update	5.25.2011	5.25.2011

The KCCEH Charrette will be designed to get the maximum amount of participation (from consumers, provider, policy makers, funders, other stakeholders) in the most focused manner to provide expertise and gain a greater understanding of the purpose of the mid-plan update. Done well, it should also engage new levels of interest and ensure that everyone continues to have an investment in the plan.

This Charrette will consist of panels of local and national experts on 5-6 issue areas that are identified by staff, the steering committee, and the broader public through a structured set of 3 community meetings.

This is a proposed schedule of events to prepare for the Charrette (4-25 through 4-29) that will result in King County’s mid-plan update to its 10 year plan to end homelessness.

A draft set of recommendations will be presented at the end of the Charrette to participants; final changes will be made with staff and the steering committee, and presented to the IAC on 5-2, with a final presentation to the Governing Board on 5-25.



## Appendix B: King County Mid-Plan Update Charrette Expert & Staff Biographies

### Performance and Accountability at All Levels

**Rachel Devlin** has been with the Housing Authority of Portland (HAP) for five years, working in the Rent Assistance Department on a variety of community initiatives. She was responsible for implementing and overseeing HAP's county-wide Short Term Rent Assistance (STRA) program. STRA consolidated \$1.8 million in annual funding from six funding streams, which had previously been administered by four jurisdictions via contracts with 19 community partners, into a single unified program with one set of outcomes serving 1800 families per year. During her tenure, Rachel has overseen HAP's Shelter Plus Care and Rent Well Tenant Education programs, and is currently responsible for developing, implementing, and evaluating new initiatives designed to improve outcomes for HAP's participants such as a Section 8 Landlord Guarantee Fund, an employment training program, and a regional mobility counseling project. Rachel has a B.A. from Stanford University and spent eight years in non-profit program development, fundraising, and organizational development prior to joining HAP.

**Michelle Heritage** is the Executive Director of the Community Shelter Board as of April 2010. She was the President/CEO of St. Vincent Family Center from 2001 to 2010. Michelle has extensive experience in non-profit leadership, including her work as CEO of The Prevention Council of Central Ohio, the Director of Stevens House, Director of Volunteers of America Family Shelter, and Intake Supervisor of Fairfield County Children's Services. In addition to the mental health system, Michelle has experience working in the alcohol and drug, homeless and children's protective systems. Michelle has a bachelor's degree in criminology from The Ohio State University, a master's degree in counseling from the University of Dayton, and has been a licensed social worker and a certified chemical dependency counselor in the State of Ohio. Michelle serves on national, statewide and local committees dealing with social work education, non-profit leadership, diversity, homelessness and fitness. Michelle is a member of the Leadership Council of the National Alliance to End Homelessness. She was appointed by the Governor to the Ohio Interagency Council on Homelessness. Michelle serves the United Way of Central Ohio as a member of the board of trustees as well as the Governance Committee. She is the Vice Chair of the United Way Race Relations and Diversity Vision Council and Co-Chair of the Pride Council. Michelle is also a member of the GroundWork Group Advisory Board, the Columbus Metropolitan Club and Women for Economic Leadership and Development (WELD). In 2008, Michelle was recognized by the Ohio Council as the "Contributor of the Year." In 2009, Michelle received the Barry Mastrine Award from the Alcohol, Drug and Mental Health Board for her work with children and families. Michelle was also featured in the 2010 WELD calendar as one of the "12 Women You Should Know". In her role as Executive Director of the Community Shelter Board, Michelle provides visible leadership in achieving community-wide homeless services and prevention objectives. She is responsible for strategic planning and collaborative efforts, private-sector fundraising and resource development, effective governmental systems, and private-sector relationships. CSB is a nationally recognized non-profit organization that works to end homelessness through collaborations, innovative solutions, and investments in quality programs in Columbus and Franklin County, Ohio.

**Fred Jarrett, Deputy County Executive**, implements the Executive's reform agenda as articulated in the King County Strategic Plan. He oversees the work of the executive branch of County government, implements executive policy, and chairs the Executive Leadership Team. His responsibilities include implementing a single management system focused on improved performance and transparency for citizens and stakeholders. Previously a state senator, Jarrett also served four terms in the state House of Representatives, after stints as Mercer Island Mayor and as a city council member. Prior to that, Mr. Jarrett had a 35-year career at The Boeing Company.

**David Okimoto** is the Senior Vice President of Community Services and joined United Way of King County in November 2001. Prior to that he served on the United Way board for a year, as well as from 1985-1990. David has run two United Way Partner Agencies, the Atlantic Street Center from 1990-2001 and the Asian Counseling & Referral Service from 1977-1985. He also served under Mayor Charles Royer as the Director of the Department of Human Resources for the City of Seattle from 1985-1990. Dave is a lifelong Human Service practitioner and advocate who received his training from the University of Washington in its Social Work Program (1975). He and his wife, Dina, have been married for 32 years and have three children. David's favorite leisure activities include golfing, skiing, basketball and fishing.

**Faith Richie** is the Vice President for National Marketing and Program Development at Telecare Corporation, a mental health services provider operating in six states. Ms. Richie has held a variety of leadership roles in government and non-profit

organizations, providing mental health and other human services. Prior to joining Telecare, she was the Chief Executive Officer of Valley Cities Counseling and Consultation (Valley Cities), a licensed mental health and substance abuse services provider in King County Washington. Valley Cities has been active with the Ten Year Plan, developing permanent supported housing options for single adults and families; and braiding housing, mental health, and private foundation funding.

**Amnon Shoenfeld** is the Director of King County Mental Health, Chemical Abuse and Dependency Services Division (MHCADSD). Amnon obtained his B.A. in psychology from the University of Chicago in 1970 and, after suffering through a year of being a substitute teacher in Chicago, relocated to Seattle and began his career in community mental health as a volunteer at Seattle Mental Health. He was hired by SMH and worked for 5 years there as a counselor before returning to school to earn an MSW at the University of Washington. Upon graduation in 1979, he went to work for King County as a crisis outreach and involuntary commitment specialist. He became a supervisor for Crisis and Commitment Services in 1989 and the coordinator in 1997. He was appointed Division Director in 2002. MHCADSD has a System Performance Evaluation Section that is responsible for monitoring and evaluating the numerous programs run by the Division, and uses outcome data regularly to design and improve programs. MHCADSD has also donated the time of the evaluators in this section to evaluate several housing first programs that serve people with substance abuse and mental health problems.

**Norm Suchar** joined the staff of the National Alliance to End Homelessness in 2002. He directs the Alliance's Capacity Building Center, which helps communities implement system-wide strategies that prevent and end homelessness. He assists communities with implementation of the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act and the Homelessness Prevention and Rapid Re-Housing Program (HPRP). His prior experience includes work on federal policy for the Alliance related to housing and homelessness programs, three years in the Budget Office at the U.S. Department of Housing and Urban Development, where he focused on homelessness and community development programs, and two years working in child welfare for the State of Utah.

## Homeless Youth and Young Adults

**David Buck** is a Network representative for The Mockingbird Society, a organization that prides itself in its mission to create a world class foster care system where hopefully one day all youth in care are given the same resources and achieve the same healthy outcomes as youth not in care. David spent the years of 2006-2009 homeless on the streets of Seattle and San Francisco where he has spent much of his time seeing the hardships of the streets and the reality of being a youth accessing services. David has dedicated much his work to bringing awareness and challenging misconceptions on homelessness surround youth and young adults. He will eventually be earning his Master's in Social Work and hopes to one day create a homeless youth outreach and transitional living services program.

**Hedda McLendon** currently serves as the Director of Programs for YouthCare. Previously she held various positions at the Latin American Youth Center (LAYC) in Washington, D.C, most recently serving as Social Services Division Deputy Director, overseeing various programs include a continuum of care for runaway homeless youth and foster care youth. During her tenure at LAYC, Hedda oversaw research and evaluation efforts including the design, implementation, and maintenance of a center-wide database system to track demographic and outcome information on all youth attending programs at the LAYC. Hedda is a representative on various policy and advisory boards for runaway homeless youth at a national level, and has presented at a number of forums on the topic.

**Andrew Niklaus** is the Chief Operating Officer for First Place for Youth. He currently oversees the implementation of program services, data collection and program evaluation, and staff trainings and professional development. Andrew has over eleven years of experiencing working with at-risk and disadvantaged youth populations. Prior to coming to First Place Andrew worked at Larkin Street Youth Services, a San Francisco based non-profit working with homeless and runaway youth. He worked for five years at Larkin Street, combining for-profit experience and a human resources background into workforce development. As the Director of Larkin Street's education and employment program, Andrew designed, implemented and maintained numerous job readiness trainings, workforce development programming, and retention services

**Deborah Shore, Executive Director and Founder** of Sasha Bruce Youthwork, has led groundbreaking work in youth and family service development in the District of Columbia. Through three decades of mission-driven work, Ms. Shore and SBY have developed a deep understanding of the needs of troubled youth and families and unsurpassed expertise to meet these needs. Her vision for

empowering at-risk and homeless youth through a competency-based approach to counseling and supportive services has been enhanced through the recruitment and training of an exceptional staff and the development of strong management systems to ensure that SBY's work meets the highest standards of quality and cost-effectiveness. Ms. Shore has received several awards for her leadership in the nonprofit sector, most recently a Lifetime Achievement Award from the National Network for Youth.

**Charlotte Tucker** moved to Seattle in the early 90's to work with homeless youth & young adults at Denny Place Youth Shelter. Her social work practice has been mostly with at-risk and homeless youth & young adults in a variety of settings including medical, community, shelter/residential, and multi-service center. She currently works as the Homeless Youth Clinic Manager at the 45<sup>th</sup> Street Clinic of Neighborcare Health where I oversee operations and provide on site social work services in an integrated, multi-disciplinary healthcare clinic serving young people experiencing homelessness. She is also an intermittent Social Worker at Central Intake of Children's Administration/DSHS, where she screens and assesses child abuse & neglect telephone referrals. Charlotte received my Masters in Social Work from the University of Washington and my undergraduate degree in Psychology from Central Washington University, and is a member of the Seattle King County Coalition on Homelessness (SKCCH) Youth & Young Adult Committee, a member of the SKCCH Board, and Co-Chair of the CEH Youth & Young Adult Committee.

## Systems Level Prevention

**Nate Caldwell** has 37 years experience in the criminal justice field, 25 of which he served in an administrative capacity. He gained seven years experience in community corrections with the Vera Institute of Justice in New York and then, in 1976, joined the staff of the National Institute of Corrections (NIC) at the US Department of Justice, Federal Prison System. During the 10 years that Mr. Caldwell spent with NIC, he managed numerous grant projects, conducted training for jail managers and sheriffs across the country, provided technical assistance to jails, and served as the Chief of the Institute's Jail Division in Boulder, Colorado. In 1986, Mr. Caldwell accepted employment with Alachua County, Gainesville, Florida as Corrections Director. He was soon appointed to an Assistant County Manager for Public Safety with responsibility for the Departments of Animal Control, Corrections, Court Services, Fire/Rescue, Social Services, Veteran Services, and Volunteer Services. In 1991, Mr. Caldwell was selected to head the Alachua County Department of Criminal Justice Services. In that capacity, he managed the County Corrections Center (920 beds), Work Release Center (70 beds), Drug Treatment Center (20 beds), County Probation Services, and the County's Pretrial Release, Drug Court and Community Service Supervision Programs. In 1996, Mr. Caldwell was appointed as the Juvenile Detention Manager for the King County Department of Youth Services in Seattle, Washington where he managed a 164 bed correctional facility for Juveniles. In 2003, the King County Executive appointed him to the Director's position of the Community Corrections Division in the King County Department of Adult and Juvenile Detention. In this capacity Mr. Caldwell has the administrative responsibility for the operation of alternatives to secure confinement for adult defendants and offenders. Mr. Caldwell has an Associates Degree in Criminal Justice and has received Corrections and Management training through numerous programs, professional associations and organizations. He serves as a consultant for the National Institute of Corrections.

**Ryan Moser, Managing Director, Eastern Region** joined the Corporation for Supportive Housing in 2005. He provides leadership and coordination for the agency's work throughout the eastern United States and teams deployed in Connecticut, Rhode Island, New York, New Jersey, and the Mid-Atlantic as they work to expand CSH's impact and meet the needs of communities and individuals working to end structural homelessness. Prior to this role, Ryan was a part of the New York team leading its involvement with the Returning Home Initiative - a national effort to develop supportive housing opportunities for people involved with the criminal justice system experiencing homelessness with chronic health and social challenges. He has also worked to develop models, initiatives and policy related to active substance use, mental health alternatives to incarceration, justice reinvestment, community corrections, veterans, and housing interventions for families with criminal justice involvement. Ryan's previous work and educational experience includes multicultural education, curriculum design, linguistics, ceramics, and international development.

**Jim Theofelis, Executive Director, The Mockingbird Society.** Jim founded The Mockingbird Society in 2001 and has spent more than 30 years as a youth counselor, advocacy leader, trainer, and consultant. He has received numerous awards for his work in foster care, including the Congressional Angels in Adoption Award, the Voices for Children Award, and the Washington State Coalition for the Homeless Community Hero Award. Jim is also a 2011 Jefferson Award winner for Washington State. He has full authority over the management of the affairs of the Mockingbird Society, including strategic planning and vision, community relations, fundraising, Board development, finance, human resources, and advocacy.

**Janna Wilson** has over 17 years of experience working in policy and program development on issues relating to homelessness, housing, human services, and public health. Through her varying roles in local government and consulting, she has sought to improve the access, quality, and funding of services for some of the most vulnerable low-income residents of King County. Since 2001 she has worked in Public Health-Seattle & King County, where for nine years she led the Health Care for the Homeless Program. In that time she fostered numerous new programs and partnerships including the Third Avenue Clinic at Opportunity Place, the Housing Health Outreach Team, the south King County mobile medical program, the homeless death review, and the tuberculosis coalition. She cultivated partnerships with housing and homeless services, hospitals, community health centers, public health programs, and funders to expand integrated models of care that embedded public health approaches to prevention and chronic disease management. Today, she is the Senior External Relations Officer in Public Health-Seattle & King County's Policy, Community Partnerships, and Communications unit, focused on strengthening policy and systems in support of improved population health. Prior to joining Public Health, she worked in human service policy development for the King County Council and in homelessness and housing planning for the King County Department of Community and Human Services. Janna previously served on the Board of the National Health Care for the Homeless Council. She holds a Master's degree from the University of Virginia.

**Jamie Van Leeuwen** currently works as the Policy Director for the Hickenlooper for Colorado gubernatorial campaign. In 2006, Jamie was appointed by Denver Mayor John Hickenlooper to head up Denver's Road Home, the city's Ten Year Plan to End Homelessness. In the first five years, Denver's Road Home generated over \$50 million in new resources for the homeless, developed over 2,000 new units of affordable housing, prevented over 3,500 families from becoming homeless and reduced chronic homelessness by 70 percent. Jamie completed his PhD in Public Policy at the Graduate School of Public Affairs at the University of Colorado Denver with an emphasis on affordable housing and homelessness. He has a Masters degree in International Public Health and a Masters degree in Sociology from Tulane University.

## Emergency Housing for Single Adults

**Liz Drapa** is the Director of Consulting & Training team at the Corporation for Supportive Housing (CSH). At CSH, Liz works with policy makers and nonprofit organizations to create and sustain permanent affordable housing with services for persons who are homeless. Liz worked 4 years for the Illinois office, working closely with the City of Chicago and other municipalities on policy and system change; creating new initiatives and pilot projects aimed at housing persons who are chronically homeless; and developing tools to target housing interventions. Liz works on the HUD NOFA process in Chicago and Indiana, as well as HEARTH and HPRP implementation. Prior to joining CSH, Liz was the Associate Director at the Chicago Continuum of Care, the lead private sector agency Chicago's 10 year plan; with ICF Consulting as a consultant for HUD's affordable housing programs; and at HUD's Office of HIV/AIDS Housing. Liz is a 2009 Chicago Community Trust Emerging Leader Fellow and graduated from Loyola Chicago and Georgetown.

**Paul Greeny** joined the Consumer Advisory Council of the Committee to End Homelessness in November 2008. Paul joined the CAC because, as he stated, "As someone who has experienced homelessness, I have valuable input to provide to the Ten Year Plan. I am at a place that I want to give back to the community, and I look forward to sharing what I have to offer." Paul has been particularly valuable in sharing his knowledge and expertise on issues of homelessness specific to East King County. He has participated and volunteered with numerous eastside programs including Tent City IV, Hopelink, Congregations for the Homeless, KCHA and others.

**Bill Hallerman** has over 30 years of experience in working with homeless and vulnerable people. Currently he is the Agency Director for Catholic Community Services of King County. CCSKC has a budget of over \$13,500,000 and provides services to over 22,000 people in the Seattle and King County area, with an emphasis on homeless and housing services, including day centers, shelters, transitional and permanent housing. For 15 years as the Director of Special Ministries of the Archdiocesan Housing Authority Bill was instrumental in developing several emergency shelters and housing programs in the Seattle area, and is widely recognized as an experienced advocate for services and programs to meet the needs of homeless people. Prior to working with CCS and AHA, Bill worked in Sacramento where he founded Sacramento Cottage Housing, which developed cottage housing for the homeless and at Loaves and Fishes, an ecumenical non-profit providing food and shelter to Sacramento's homeless. Bill also spent 4 years with the Maryknoll lay Missioners, organizing community projects for a barrio of 7,000 people, where he, his wife and children lived and

worked. Bill has a Masters in Theology with concentration on Social Justice and is also currently a member of Inter Agency Council of the Committee to End Homelessness in Seattle/King County.

**Jeanice Hardy** has been with the YWCA, Seattle, King and Snohomish county for 13 years and is currently the Regional Director for Specialized and & Integrated Services of the YWCA Seattle, King and Snohomish County. Her expanded duties within the organization include program management of housing programs, such as emergency shelters and Angeline's Day Center, transitional and permanent housing for families and single adults, eviction prevention and housing stability programs, as well as domestic violence programs throughout the Seattle/King County area. Jeanice has worked with City, King County and WA State funders in administering the various programs and is a member of the YWCA's Senior Management Team. She has been dedicated to working with low income single adults and families for over 20 years. Jeanice also oversees the women's referral center for Catholic Community Services' meals, hygiene, night shelter and resources for single homeless women. Her experience along with other community involvements has shaped the approach Jeanice uses in her management style and with working with clients. Jeanice is a Board member of Seattle/King County Coalition on Homelessness and was the African American Ambassador for the Highline School District.

**Daniel Malone** is Director of Housing Programs for Downtown Emergency Service Center in Seattle, Washington. Daniel oversees an array of permanent supportive housing (over 800 units) and emergency shelter programs (279 beds) all targeted to chronically homeless men and women with severe disabling conditions. At DESC since 1989, Daniel is involved in all aspects of program development (including capital financing), implementation, operation, and evaluation of DESC's housing and shelter programs.

**George Nashak** is Deputy Commissioner for Adult Services at the New York City Department of Homeless Services where he is responsible for the single adult shelter system, the adult families system, street homelessness services, and the re-housing of homeless adults. He previously served as Assistant Commissioner for Housing and Program Planning, a role in which he worked to promote permanency and to develop housing options for homeless clients on the street and in the shelters. Prior to working at DHS, he served as Vice President of Postgraduate Center for Mental Health and directed the Strategic Planning Bureau of the New York City Department of Mental Health, Mental Retardation and Alcoholism Services.

**Erik Sten** is the President and Co-Founder of Further Development, LLC. Further Development is a socially conscious real estate company currently focused on a foreclosure prevention strategy in Deschutes and Jackson Counties, Oregon. [www.furtherdev.com](http://www.furtherdev.com). Mr. Sten served as a City Commissioner in Portland, Oregon from 1996-2008. In Portland's unique form of government, he led the city's nationally recognized work in housing and community development. Highlights of his work include a record level of local investment in affordable housing, cutting edge strategies that tie schools, services and housing together, and a 70 percent reduction in chronic homelessness. Sten led Portland's work on global warming; green strategies and community based economic development, as well as the Portland Fire Bureau. He worked as lead staff on affordable housing for six years before his first election. Mr. Sten graduated from Stanford University and was a Fannie Mae Foundation Fellow at Harvard's Kennedy School of Government. In 2005, Neighbor Works honored Commissioner Sten as one of the country's most effective government officials working on affordable housing and community development issues. Mr. Sten served as inaugural Living Cities Distinguished Urban Fellow from 2008-09. Living Cities is the largest philanthropic collaborative in the country focused on urban issues. One product of his fellowship was a paper outlining the Human Connection involved in ending chronic homelessness.

<http://www.livingcities.org/urbanfellows/>

## Political Will

**Dan Brettler** is Chairman and CEO of Car Toys and Wireless Advocates. He is also the Co-Chair of the Committee to End Homelessness Governing Board as well as a member of the United Way of King County Board.

**Kate Joncas** has been President of the Downtown Seattle Association since 1994. Kate has over 30 years experience in downtown revitalization in the private, public and nonprofit sectors in communities around the world. Ms. Joncas has written workbooks on Downtown revitalization and won awards in national urban design competitions. Ms. Joncas is the past Chair of the International Downtown Association. She is very active in her community serving on the Seattle Police Foundation, Executive Alliance, Seattle Center Advisory Commission, Interagency Council to End Homelessness, Seattle Art Museum Advisory Council, Leadership Team for Cascade Agenda, Nexus Advisory Board, and recently Co-Chaired the Police Chief Search.

**Stephen Norman** is Executive Director of the King County Housing Authority (KCHA). The Authority supports over 18,000 households in affordable housing. Stephen has over 30 years experience in the design, development and management of affordable housing. He has served as Assistant Commissioner for Homeless Housing Development for New York City and as the original Vice-President of the Corporation for Supportive Housing (CSH) where he established CSH's initial program operations.. He has a Masters Degree in Public Administration and held an appointment as a Loeb Fellow at Harvard University's Graduate School of Design. He currently serves as Co-chair of the Interagency Council and as a member of the Funders Group responsible for implementing King County's 10 Year Plan to End Homelessness; as a member of the Washington Families Fund Leadership Committee, on the Boards of Building Changes and the Corporation for Supportive Housing and as Vice-President of the Council of Large Public Housing Authorities.

**Norman B. Rice** is the president and CEO of The Seattle Foundation, one of the nation's largest community foundations. Bringing his noted role as a consensus builder and extensive background in community development, Rice is leading the Foundation in achieving its mission to create a healthy community through engaged philanthropy, community knowledge and leadership. From 1999 to 2005, Rice served as president and chief executive officer of the Federal Home Loan Bank of Seattle, where he worked with more than 375 financial institutions to make their communities better places to work and live. Prior to his work at the Federal Home Loan Bank, Rice served two terms as mayor of Seattle from 1990 to 1997. In this role, he earned national acclaim for revitalizing Seattle's downtown and strengthening city neighborhoods through public-private partnerships. He also championed for an improved public school system, breathed new life into Seattle's downtown with new retail centers, housing and civic buildings, and implemented a model welfare-to-work program. Rice is a member of the White House Council for Community Solutions and the Brookings Institute's Advisory Committee for Sustainable Communities. He serves as Chairman of the Board of Directors for the Northwest African-American Museum. He also serves on the board of the King County Committee to End Homelessness and HistoryLink. Rice holds a B.A. in communications and an M.A. in public administration from the University of Washington.

**Erin Healy** joined the Corporation for Supportive Housing in 2007 and the New York office in 2011. There she manages CSH-NY's systems change initiatives to increase inventory and advance innovation within veterans and reentry supportive housing. Before joining the NY office, was the project lead for CSH's housing and homelessness policy initiative with the City of Newark and the County of Essex, New Jersey. Prior to her work in Newark-Essex, she focused on national homeless employment initiatives for CSH, including her role as the Co-Director of the Chronic Homelessness Employment Technical Assistance Center (CHETA) and project manager for CSH's Allies for Employment grants (promoting supportive housing and workforce partnerships). With a background in law, Erin has done a variety of policy and legislative work in the nonprofit and governmental sectors, for many years in Seattle. Erin holds a B.A. from Mount Holyoke College and a J.D. from the University of Washington, School of Law.

## Immigrant and Refugee Communities

**Mohamed Aden** is the Program Director for Muslim Housing Services. In that role he oversees program management, develops housing plans, finds funds, develop goals and tasks for homeless families to succeed and provides advocacy for housing, education, employment, job training and placement, legal issue, health and mental referral services. Prior to working in programs in King County, Mohamed served as a Legal Assistant for the United Nations in Kenya and Mogadishu, for asylum seekers to help determine refugee status. In that role he provided interpretation and translation in five languages and performed duties for more than 100,000 refugees (in Kenya) and 700,000 refugees (in Mogadishu).

**Rachele King** has been working in the field of refugee resettlement for 14 years. She currently serves as the Director of Refugee Services at the Minnesota Council of Churches, which "*welcomes persecuted persons from around the world into lives of freedom, hope and opportunity in Minnesota.*" She oversees programming in for distinct lines of service: Case Management, Employment, Immigration and Education. In 2006, in response to a spike in the number of refugee families accessing shelter in Minneapolis, she oversaw development and implementation of the Refugee Supportive Housing Network. Since that time, this program has been recognized as a national best practice in both refugee resettlement and homeless programming spheres. She chairs the refugee workgroup of the Hennepin County 10 year plan to end homelessness and serves on the Hennepin County Family Homeless Prevention and Assistance Program (FHPAP) advisory committee. She lives in St. Paul, Minnesota.

**Christine Haley** is the Associate Director of the Corporation for Supportive Housing Illinois Program. Previously, Ms. Haley led the Massachusetts Department of Public Health's Culturally and Linguistically Appropriate Services (CLAS) Initiative. The Initiative supports direct service providers in integrating language access and cultural competency standards into service delivery systems. Before joining CSH, Ms. Haley served as the Associate Director of Supportive Housing Programs for Heartland Alliance in Chicago. She worked to ensure culturally competent care for persons of color, immigrants and refugees in various supportive housing models, including Permanent Supportive Housing and Homeless Prevention Rapid Rehousing (HPRP). Ms. Haley earned a Bachelor of Arts from the University of Notre Dame and a Master of Science in Social Administration from Case Western Reserve University.

**Cal Uomoto** is the regional director of World Relief's Western Washington programs. In this capacity he oversees programs welcoming refugee families and serving newcomers through resettlement, employment, immigration, and citizenship programs. During his tenure World Relief has resettled approximately 20,000 refugees to the Puget Sound. He has over 30 years of experience initiating and running non-profit organizations. He has had significant experience helping refugee and immigrant groups start and run their own associations, churches, organizations and projects. Cal worked with Mien-Laotian refugees in the early '80's. He headed the Asian Refugee Ministry team at Bethany Presbyterian from 1981-88. Bethany sponsored about 150 Mien refugees during that period. Also, with a larger coalition of community groups, the team founded Southeast Asian Design, to help market the textile crafts of the Mien and Hmong refugee women. He was the founder and director of the Indochinese Farm Project, an economic development project to launch highland Hmong and Mien refugees from Laos in farming businesses.

## Staff & Consultant Support

**Bill Block** is the Project Director of the Committee to End Homelessness in King County, which is the broad coalition of governments, faith communities, non-profits, private sector entities, philanthropic groups and homeless and formerly homeless people convened to implement the Ten Year Plan to End Homelessness in King County. During his earlier career as a private attorney, he served pro bono as Chair of the Seattle Housing Authority Board of Commissioners, Chair of the Seattle Low Income Housing Levy Oversight Committee and President of AIDS Housing of Washington. He currently serves as Chair of the Seattle Center Advisory Commission.

**Gretchen Bruce** is the Program Manager for the Committee to End Homelessness in King County, which is the broad coalition of governments, faith communities, non-profits, private sector entities, philanthropic groups and homeless and formerly homeless people convened to implement the Ten Year Plan to End Homelessness in King County. Previous to this, she held several positions at Solid Ground, a Seattle-based non-profit social service agency committed to helping our most vulnerable community members overcome economic crises and develop the skills and resources to succeed.

**Heather Lyons**, Senior Program Manager, CSH Consulting Group joined CSH in 2008. Based out of Portland, OR, she works with other CSH staff to promote systems and policy change to end homelessness. She has worked in communities as distinct as Wasilla, AK and Los Angeles, CA, as well as many other locations throughout the United States. Her areas of expertise include analysis of community needs across the full continuum of housing types, frequent users of public systems, re-entry related supportive housing and planning, and the intersection of public health and homelessness. Prior to this position, Heather led the City of Portland, Oregon's efforts to end homelessness, working with numerous partners under the policy framework of Home Again: A 10 Year Plan to End Homelessness. She is expert in meeting and group facilitation, using a relational approach that draws people into conversation while moving a process along meaningfully. In addition to working for the City of Portland for 8 years, she's worked for a non-profit supportive housing agency in Portland, and began her career with the City of San Antonio, Texas as a VISTA volunteer in 1992.

## Appendix C: Summary of the Fishbowl Themes

Public policy systems typically transform themselves over a period of years, not months. Achieving a real change in a system is different from making the system do something new - a real change is one in which people habitually do the new thing, utilizing resources, authority, technology, and ideas that are routinely associated with the new activity. These six fishbowl topics are the key areas that King County identified a need to concentrate discussion, goal setting, and implementation to move forward with the next five years of the Plan to End Homelessness.

### Performance Measures

Most of the time, no single factor alters a discussion like the introduction of data. Kicking off the Charrette week was a panel with seven experts discussing the topic of performance measurements. In the first five years of the King County Plan to End Homelessness, performance measurements have been challenging. The Ten Year Plan itself contained only limited quantitative benchmarks, and HMIS data is not yet reliable for the whole system. Exit data detailing destinations when persons exit shelter is notoriously inaccurate and system-wide performance is in the beginning stages of being published.

With this frame of the issues, the experts were asked to comment on best practices and issues related to taking performance measurement to scale for King County. With a HMIS growing in use and function, as well as the HEARTH implementation, how does King County measure their progress and hold the system accountable? What measures should be collected and published and how does a community make hard decisions about what should be funded based on results?

Major themes heard during the fishbowl included:

- Good data is essential for system improvements and changes; major challenge for King County right now
- Define the ultimate outcomes you want (e.g., people obtain stable housing), hold providers to that performance standard, but do not prescribe how they get there
- To develop trust, it's important for funders to work with providers through the change process
- Keep performance measures simple and straightforward, focused on the HEARTH requirements
- Integrate trust into the performance measure work: rationale for data collected, data actually used/shared, allow room for best practices and service innovation
- Systems change is evolution not revolution. It takes time and teamwork

### Homeless Youth and Young Adults

Similar to many communities in the US, King County struggles to articulate the best practice model for housing and serving homeless youth. Experts from Washington, DC, San Francisco, CA and King County, WA led a discussion on homeless youth and young adult issues. In King County, homeless youth and young adult programs appear to be quite effective and permanent housing pilots for homeless youth are in place.

Experts agreed on the importance of clearly articulating an outcome goal for homeless youth in King County and the model for accomplishing the goal of no more homeless youth on the street. Specifically we heard:

- Youth homelessness reflects breakdown of many other systems that failed families and children
- King County is program rich, but system poor

- We want to provide a launching pad for youth-- beyond basic survival support--regardless of housing status
- The constellation of youth programs has grown independently of adult and family services.
- Homeless youth programs/systems haven't been able to think about ending homelessness; have great program models, but unsure of what ending homelessness for youth really means
- Strategy assumptions from other systems that have focused on homelessness do not necessarily apply for youth
- Self advocacy is an incredibly powerful tool and should be promoted more; same with peer mentoring
- Support families to support youth: chosen, foster care

### **System-Level Prevention**

No matter how well developed and functional a homeless system of service, its success will be limited without an accompanying effort to prevent homelessness. Ten Year Plans across the country recognize the role of other systems (foster care, hospitals, workforce development criminal justice) participating in the effort to prevent homelessness. Experts from NYC, Colorado, and King County, discussed how to engage other systems.

Discussion questions for this panel included how to develop a framework of shared responsibility; investment or reinvestment of resources from other mainstream systems into ending homelessness; how to engage the other systems in working together; and how to help systems intentionally intersect in a community. The panel offered their experience and expertise in piloting frequent user programs or street to home models, as well as the internal changes that criminal justice or hospitals have taken on to address the issues of homelessness and lack of housing among their clients.

Specific themes heard in this session include:

- Mainstream systems are learning more and more about the connection to homelessness and how to start resolving it
- Reinvestment theory may break down when your system is creating savings for another---unless other system is willing reinvest in you
- The focus should be on changing incentives for the mainstream system so they serve the hardest to serve
- The discussion didn't focus on the adult disability system or seniors, and more discussion is needed with these populations and systems.

### **Emergency Shelter for Single Adults**

The second day of the Charrette week kicked off with a lively discussion on emergency shelter for single adults. In King County, a system transformation with respect to shelter has not kept pace with changes in other parts of the Plan. While reports and recommendations have included changing the shelter model, there has been limited change on the single adult shelter side. HMIS data for this population is limited, particularly on exit from night-only shelter, and many shelters do not have performance incentives for housing placement.

In King County, important priorities have been placed on high utilizers of institutions and vulnerable individuals have for a supportive housing placement priority. Experts discussed the instituted practices and suggestions for moving forward with new priorities to transform the single adult shelter system. Major themes from the discussion included:

- There will always be a need for crisis response and the capacity to provide someone immediate shelter and services
- Once in shelter, on a system level, there is no intentional path out of shelter to housing
- For supportive housing placement priority, there is a strong focus on frequent users of other systems (hospital, jail, etc.), but not on frequent users of shelters
- Conduct data analysis to identify long term shelters stayers and frequent users of shelter beds
- Prioritize long term shelters stayers with disabilities for supportive housing placement
- Line up a supply of rental supports/assistance targeted to non-disabled single adults in shelter and move them into housing
- Particularly in areas with a high number of shelter beds, investment and creative partnerships may be more effective in creating opportunities for people to leave the street if focused on getting people out of existing shelter (thus freeing up beds) rather than creating new shelter beds

### **Political Will**

Finding, cultivating, and empowering political will is a crucial task of any system reform effort. Experts from Portland, OR to Denver, CO joined local King County officials to discuss political will and Plans to End Homelessness. In many ways, King County is a national model for political will and coordinated funding streams. The Governing Board includes high level leaders from government, business and non-profits. Experts focused on the questions of how to maintain and sustain political will for ending homelessness as the Ten Year Plan continues to mature. Experts shared their advice and insights on engaging leaders at all levels, the compelling messages that encourage broader political will, and steps to increase will at State and Federal levels.

Major themes from this session included:

- Seattle and King County have been successful with political will in many ways, including garnering resources
- Political will is strong in many parts of King County, but there is no coordinated strategy on how to take advantage of what exists
- In addition to sustaining political will, there is an additional question about sustaining (building) community will
- There is movement of homelessness to the suburbs and suburban cities need to be given the attention that the urban center has had for this issue
- Sometimes you have to do what seems like silly things to make a difference (pajama party)
- Community tends to back you when you provide a solution that works
- Politicians and the staff that supported them have changed since the first few years of implementation

### **Immigrant and Refugee Communities**

A county that welcomes immigrants and refugees into its communities, King County is serving a rapidly increasing number of immigrants and refugees in the homeless services system. Experts from Minnesota, Chicago, and King County began a discussion on the needs and intersections of the immigrant/refugee system and the homeless system. The panel focused on questions of how to assist immigrant and refugee households who are at risk of homelessness; the best practices for system work between the two systems; funding sources and creative pilot projects to prevent homelessness; and how to incorporate cultural competency into the work of shelter providers so that all households accessing the homeless system receive culturally appropriate and competent service.

Through the discussion, it was clear that this charrette fishbowl was only scratching the surface of the issues and further discussion is needed especially on immigrants and undocumented persons. Lessons learned from this fishbowl included:

- Acknowledge that we mostly focused on refugees, not immigrants and the two groups have very different needs
- When immigrants and refugees become homeless, it is not the best point of intervention and should not be
- Reposition people with opportunities so they can thrive (opposite of making people at-risk of homelessness as soon as you enter this country)
- Agencies in MN and Chicago have worked within their core competencies to line up their resources from both the refugee and homeless sides to work together for families
- In Minnesota, study found “the longer people are here, the less they trust public systems”
- Being fluent in more than one or two languages does not necessarily make you culturally competent

**Appendix D: Matrix of work between consensus initiatives and charrette issue areas**

	Production	HEARTH	National Plan	Health Care Reform	Vets 5 year plan	Family Plan
Performance Measures		√√√	√√√		√√	√√
Youth and Young Adults	√	√√√	√√√			√
Systems Level Prevention			√√√	√√√	√√	√
Emergency Housing for Single Adults	√√√	√√√	√√√	√√√	√√	
Political Will	√		√	√	√	√
Immigrants and Refugee Communities		√√		√√		√√√

The highlighted sections provide guidance on how to do significant work on cross-cutting issues. The more checks/darker sections = the greatest opportunity. Streamlining activities across these can increase effectiveness across multiple priorities.