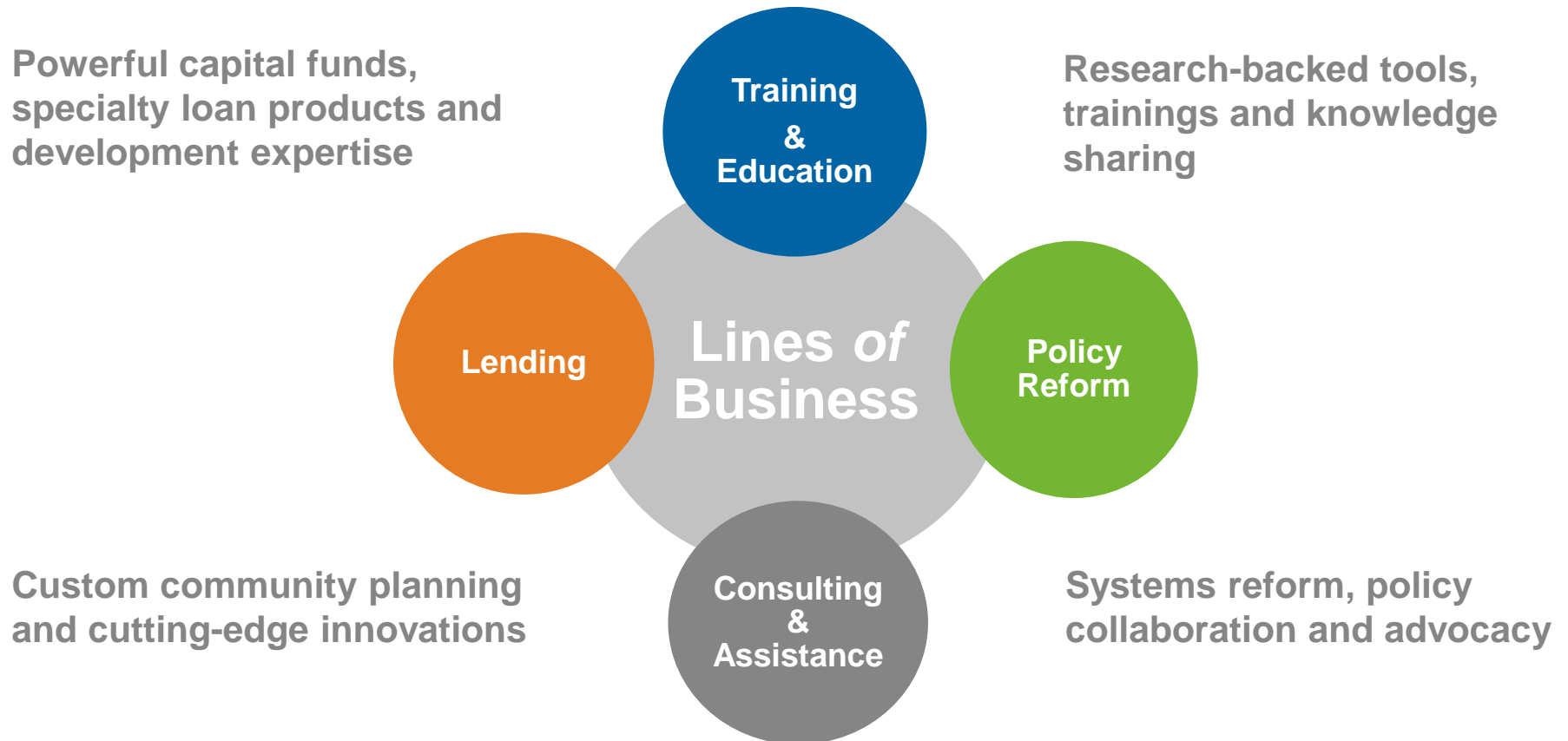# Seattle-King County Regional Action Plan

June 2019

CSH

Who We Are

CSH is a touchstone for new ideas and best practices, a collaborative and pragmatic community partner, and an influential advocate for supportive housing.

Powerful capital funds, specialty loan products and development expertise

Research-backed tools, trainings and knowledge sharing

Training & Education

Lines of Business

Lending

Policy Reform

Custom community planning and cutting-edge innovations

Consulting & Assistance

Systems reform, policy collaboration and advocacy

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What is the Regional Action Plan?

- It is the community's plan, not just a plan for the Regional Authority.

- It will provide action-oriented solutions to challenges identified through a community engagement process, data analysis, and the NIS 10 Actions Report.

- It will lay out metrics and milestones to track towards established goals.

- Each action will have an accountable person/organization.

- It will provide recommendations on sequencing and/or parallel processes in a variety of categories.

- It will project costs for interventions and provide underpinning for budget process.

- Most importantly, it should be a living document, not something that sits on a shelf.
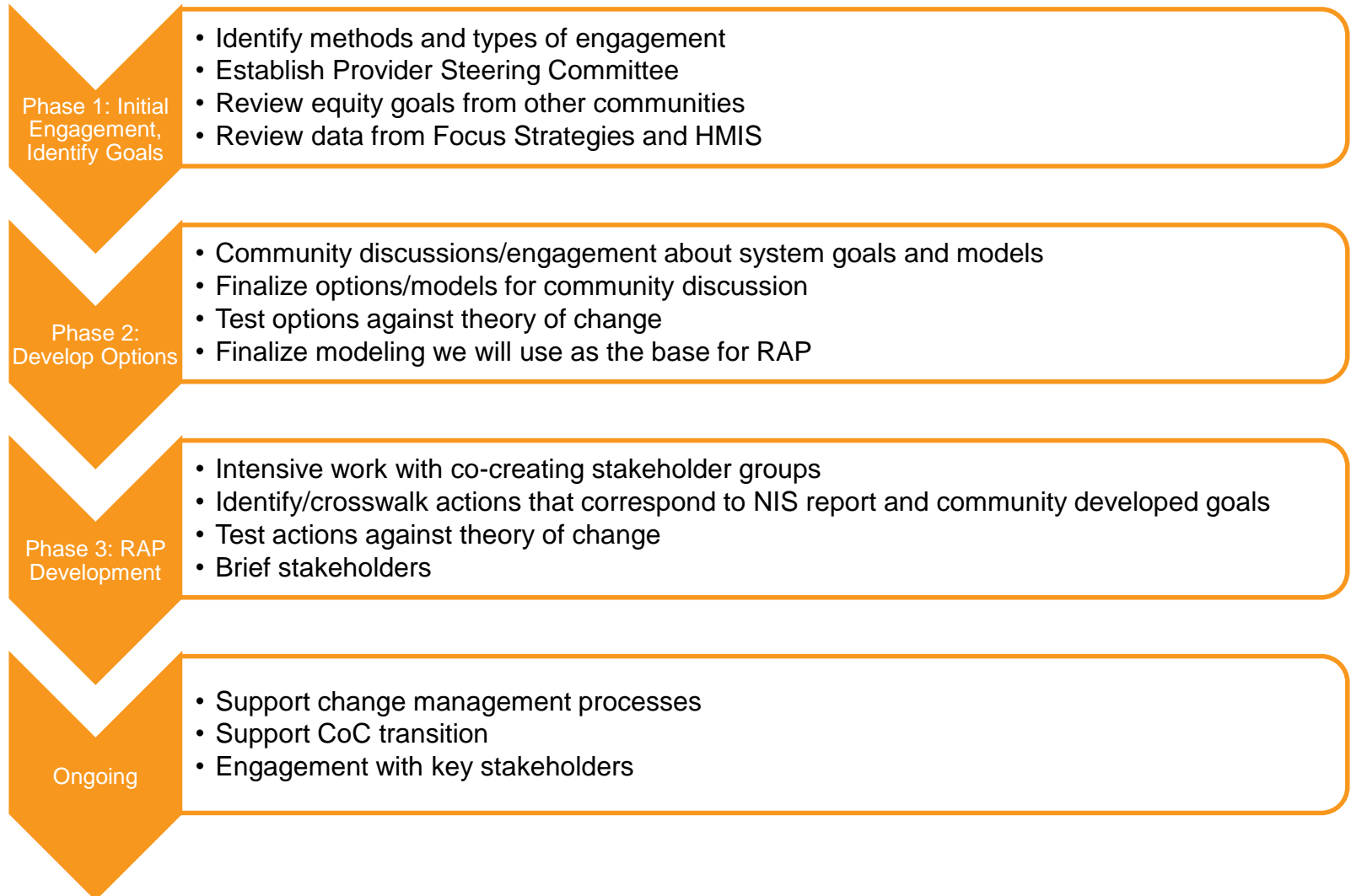
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What is it Not?

- It is not CSH's plan – it is a reflection of what the community articulates through engagement and data.

- It is not perfect – no plan is perfect.

- It is not magic - it will not solve every problem in the homeless assistance system, but will provide a roadmap to make meaningful progress towards community goals and return more people to housing.

Any plan that facilitates real change requires a committed, disciplined and sustained approach to action, continuous quality improvement and mid-course corrections. This can only be accomplished by the community.

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Our Approach

- Regional leadership adopted the NIS report in 2018, and the RAP will use those actions and strategies outlined as a base for the RAP.

- The RAP will orient towards the goals articulated by the community.

- The RAP will be grounded in the community's theory of change.

- The RAP should lift up and build upon strengths in the homeless system while also identifying and addressing challenges.

- The RAP will require accountability mechanisms – because if everyone is accountable for everything then no one is accountable.

- The plan must be grounded in the perspectives and experiences of people who live and work in the homeless assistance system.

- Input and review from all stakeholders is key to success.

- Data should drive decision-making and action.

- Final report will be grounded in our conversations and data.

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CSH's Process for the Seattle-King County Region

Phase 1: Initial Engagement, Identify Goals
- Identify methods and types of engagement
- Establish Provider Steering Committee
- Review equity goals from other communities
- Review data from Focus Strategies and HMIS

Phase 2: Develop Options
- Community discussions/engagement about system goals and models
- Finalize options/models for community discussion
- Test options against theory of change
- Finalize modeling we will use as the base for RAP

Phase 3: RAP Development
- Intensive work with co-creating stakeholder groups
- Identify/crosswalk actions that correspond to NIS report and community developed goals
- Test actions against theory of change
- Brief stakeholders

Ongoing
- Support change management processes
- Support CoC transition
- Engagement with key stakeholders

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Context and Language: Federal Operational Definition of Ending Homelessness

An end to homelessness means that every community will have a systematic response in place that ensures homelessness is prevented whenever possible or is otherwise a rare, brief, and non-recurring experience. Specifically, every community will have the capacity to:

- Quickly identify and engage people at-risk of and experiencing homelessness.

- Intervene to prevent the loss of housing and divert people from entering the homelessness services system.

- Provide immediate access to shelter and crisis services, without barriers to entry, while permanent stable housing and appropriate supports are being secured.

- When homelessness does occur, quickly connect people to housing assistance and services—tailored to their unique needs and strengths—to help them achieve and maintain stable housing.

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What Does Success Mean? Example Goals From Other Plans

- Long term goal: prevent and end homelessness; make homelessness rare, brief and non-recurring, functional zero

- Goals for specific populations:
  - Finish ending Chronic Homelessness by XXXX; End Veteran homelessness by XXXX; YHDP goals.
  - Decrease unsheltered homelessness by XX% in X years.
  - Decrease the rate of family homelessness by 50% in X years.

- Equity goals:
  - Outcomes match population (MN)
  - Note: Still looking for more examples

- Production/access goals:
  - Increase the number of PSH units by X for people experiencing chronic homelessness by XXXX year.
  - XXXXX units of supportive housing/affordable housing produced in XX years.

- Process/Length of Homelessness Goals:
  - By XXXX, any household experiencing housing loss will be rehoused within an average of XX days or less.
  - By XXXX, any individual or family who becomes homeless will spend no more than XX days without a permanent, safe, affordable place to live.

- System Goals:
  - Increase prevention by XX%, increase performance of current system by XX%.

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Goals and Priorities for King County?

- Rare, brief, non-recurring vs. Functional Zero vs. Ending Homelessness

- Equity goals

- Unsheltered targets

- Production goals

- Length of homelessness

- Special populations

- Other goals?

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What Can The Buckets Look Like?

Theory of Change: If we create a homelessness response system that centers customer voice, then we will be able to focus on responding to needs and eliminating inequities, in order to end homelessness for all.				
Long-Term Goal (5+ years)	**Medium-Term Goals (3-5 Years)**	**Short-Term Goals (18 Months)**	**Values and Principles**	**Accountability Mechanisms**
Functional zero for all populations experiencing homelessness	Take-down goals for specific populations (chronic homelessness, unsheltered homelessness)	Process goals to align between partners (policy and budget)	Equity Based Decision Making	Regularly scheduled meetings with principals (designed after City-Stat)
Homelessness is rare, brief and non-recurring	Production of permanent solutions	Policy changes to implement	Transparency and Accountability	Senior staff leadership team
End homelessness	Reduce the number of days a household/person experiences homelessness	Action to set, track and meet annual benchmarks for L/T and M/T goals.	Person-centered	Each action has an owner
Other?	Decrease inflow/increase outflow	Quarterly modeling/connection to HMIS	Reflect the diversity of people experiencing homelessness	Regional Authority structure
	Policy changes	Develop plans for revenue generation	Cross-sector and regional approach	Lived Experience Coalition
			Inclusiveness	Budget process/oversight
			Shared responsibility and accountability	SCA
			Clearly define roles and responsibilities	
			Communicate decisions clearly and widely	

Note: This chart also includes (not pictured here) a sub-regional differences component and actions and metrics that will be filled out over time.

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Engagement

The following groups have been identified as key stakeholders.

Group
RAP Funders/Core Leads
Public Sector Staff Teams
People with Lived Experience (LEC, UIR, CAC)
Providers and Advocates
Sound Cities
Business/Philanthropy Community
Mainstream System leaders
Political Leadership
Public (through External Communications)

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Touch Points

Initial Engagement

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

Review of Models:

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

Review/Approval/Support of RAP:

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

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What to Expect Next?

- Set meeting times for co-creation and input

- Data review and needs/cost analysis

- Review of engagement process from Fall 2018/Identify and address gaps

- Development of models/options for review

- Action-oriented solutions to address challenges identified and lift up what is working

- Further engagement and discussion of proposed steps

- September deliverable

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