



King County

1200 King County
Courthouse
516 Third Avenue
Seattle, WA 98104

Meeting Agenda Regional Policy Committee

Councilmembers: *Pete von Reichbauer, Chair; Claudia Balducci, Larry Gossett*
Alternate: Jeanne Kohl-Welles

Sound Cities Association: *Suzette Cooke, Kent; Bill Pelozo, Auburn;*
Bernie Talmas, Woodinville; Amy Walen, Kirkland
Alternates: Dave Hill, Algona; Dan Grausz, Mercer Island

City of Seattle: *Debora Juarez, Kshama Sawant*
Alternate: Tim Burgess

Staff: *Beth Mountsier, Lead Staff (206-477-0885)*
Angelica Calderon, Committee Assistant (206-477-0874)

3:00 PM

Wednesday, March 9, 2016

Room 1001

Pursuant to K.C.C. 1.24.035 A. and F., this meeting is also noticed as a meeting of the Metropolitan King County Council, whose agenda is limited to the committee business. In this meeting only the rules and procedures applicable to committees apply and not those applicable to full council meetings.

1. Call to Order
2. Roll Call
3. Approval of Minutes pp. 3-6
February 10, 2016 meeting minutes.
4. Chair's Report
5. Public Comment

To show a PDF of the written materials for an agenda item, click on the agenda item below.

Discussion and Possible Action

6. [Proposed Motion No. 2016-0162](#) pp. 7-22

A MOTION concerning the regional policy committee work program.

Sponsors: Ms. Balducci



Sign language and communication material in alternate formats can be arranged given sufficient notice (206-1000).

TDD Number 206-1024.

ASSISTIVE LISTENING DEVICES AVAILABLE IN THE COUNCIL CHAMBERS.



Contingent on introduction and referral to committee.

John Resha, Council Staff

7. [Proposed Motion No. 2016-0160](#) pp. 23-34

A MOTION approving the Independent Advanced Life Support (ALS) Study Scope of Work as identified in the Medic One/Emergency Medical Services 2014-2019 Strategic Plan.

Sponsors: Mr. von Reichbauer

Contingent on introduction and referral to committee.

Rachelle Celebrezze, Council Staff

Discussion Only

8. [Proposed Ordinance No. 2016-0156](#) pp. 35-79

AN ORDINANCE relating to the best starts for kids youth and family homelessness prevention initiative implementation plan.

Sponsors: Ms. Kohl-Welles

Contingent on introduction and referral to committee.

Mary Bourguignon, Council Staff

Other Business

Adjournment



King County

1200 King County
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516 Third Avenue
Seattle, WA 98104

Meeting Minutes

Regional Policy Committee

*Councilmembers: Pete von Reichbauer, Chair; Claudia Balducci,
Larry Gossett*

Alternate: Jeanne Kohl-Welles

*Sound Cities Association: Suzette Cooke, Kent; Bill Peloza,
Auburn;*

*Bernie Talmas, Woodinville; Amy Walen, Kirkland
Alternates: Dave Hill, Algona; Dan Grausz, Mercer Island*

*City of Seattle: Debora Juarez, Kshama Sawant
Alternate: Tim Burgess*

*Staff: Beth Mountsier, Lead Staff (206-477-0885)
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1. **Call to Order**

Chair von Reichbauer called the Regional Policy Committee meeting to order at 3:01 p.m.

Roll Call

Present: 7 - Ms. Balducci, Ms. Cooke, Mr. Gossett, Mr. Peloza, Mr. Talmas, Mr. von Reichbauer and Mr. Hill

Excused: 3 - Ms. Juarez, Ms. Sawant and Ms. Walen

3. **Approval of Minutes**

Mayor Talmas moved approval of the January 13, 2016, meeting minutes. Seeing no objections, the minutes were approved as presented.

4. **Chair's Report**

The Chair welcomed all members to the February meeting, and introduced the new members of the council to the committee.

5. **Public Comment**

*The following individuals provided public comment:
1. Pearl Richard*

2. Alex Zimmerman

Briefing

6. Briefing No. 2016-B0025

Selection of a 2016 Vice Chair for the Regional Policy Committee

*The Chair gave opening remarks.
Mayor Talmas moved the nomination of Councilmember Pelosa. The motion was approved.*

The County Councilmembers do not participate in the vote for the Vice Chair of the Committee.

This matter was Presented

7. Briefing No. 2016-B0026

Approval of a 2016 Work Program Resolution for the Regional Policy Committee

*John Resha, Council Staff, briefed the Committee and answered questions of the members.
Kendall Moore, Deputy Legal Counsel, commented and answered questions of the members.*

The resolution was amended in committee with Amendment 4 moved by Councilmember Balducci and friendly amended, which were engrossed for voting purposes into Amendment 4.1. The amendment was adopted.

The meeting was recessed by the Chair at 4:17 p.m. The meeting was recessed by the Chair at 4:19 p.m

This matter was Presented

8. Briefing No. 2016-B0027

Final Report on Ferry District Expansion Options

Leah Krekel-Zoppi, Council Staff, briefed the Committee and answered questions of the members. Paul Brodeur, Director, Marine Division, Department of Transportation briefed the Committee and answered questions of the members.

This matter was Presented

Discussion and Possible Action

9. Proposed Ordinance No. 2016-0095

AN ORDINANCE adding the vice chair of the budget and fiscal management committee and the vice chair of the law and justice committee to the list of persons eligible to be appointed to the leadership group of the E-911 strategic plan scoping committee; and amending Ordinance 18139, Section 2.

Sponsors: Ms. Lambert

Lise Kaye, Council Staff, briefed the Committee and answered questions of the members.

Due to the design of the legislative tracking software used to produce the proceedings, the vote on this item is misreported. The correct vote is:

*Votes: Yes: 10 - Mr. von Reichbauer, Mr. Pelozo , Ms.Cooke, Mr. Talmas, , Ms. Sawant, and Mr. Hill voting as alternate for Ms. Walen who was excused
No: 0
Excused: Ms. Juarez, Ms. Sawant and Ms. Walen*

A motion was made by Councilmember Pelozo that this Ordinance be Recommended Do Pass. The motion carried by the following vote:

Yes: 7 - Ms. Balducci, Ms. Cooke, Mr. Gossett, Mr. Pelozo, Mr. Talmas, Mr. von Reichbauer and Mr. Hill

Excused: 3 - Ms. Juarez, Ms. Sawant and Ms. Walen

Other Business

There was no further business to come before the Committee.

Adjournment

The Committee was adjourned at 4:36 p.m.

Approved this _____ day of _____.

Clerk's Signature

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King County

**Metropolitan King County Council
Regional Policy Committee**

STAFF REPORT

Agenda Item:	6	Name:	John Resha
Proposed No.:	2016-0162	Date:	March 9, 2016

SUBJECT

Regional Policy Committee Work Program

SUMMARY

Proposed Motion 2016-0162 would state the Council's intent regarding the legislative process for review of Best Starts for Kids and Mental Illness and Drug Dependency implementation plans.

If the committee acts on this motion, a resolution adopting an updated Regional Policy Committee 2016 Work Program, consistent with the timeline identified in Proposed Motion 2016-0162 is attached to this staff report.

BACKGROUND

At the February 2016 meeting of the Regional Policy Committee (RPC), the committee discussed and adopted its 2016 work program via RPC Resolution 2016-1. This resolution identified subject matter areas for referral of legislation and briefing. The work program also identified outstanding timeline and referral process questions for Best Starts for Kids (BSK) and Mental Illness and Drug Dependency (MIDD) implementation plans.

During deliberations, members spoke to the need to balance the RPC's review and recommendation role relative to countywide plans and policies with the need to get services delivered to people at risk as soon as possible.

For reference purposes the legislative process for subject matter areas that qualify for a mandatory review process, if amendments are effectuated by both RPC and the King County Council, is as follows (Per Section 270 of the King County Charter and KCC 1.24.065):

Step 1: Initial RPC Review

RPC has 120 days from date of referral, or such time as jointly agreed to by the RPC and the Council (and confirmed by motion). Also the

RPC can request additional time to review, which the Council may grant by motion.

Step 2: Initial County Council Review

The County Council has 90 days from receipt of the RPC's recommended action on the proposed legislation, unless time period is extended by committee.

Note 1: If the Council does not further amend the version of legislation recommended by RPC, then a simple majority is required for passage.

Note 2: If, before final passage, the Council votes to amend the plan or policy recommended by the RPC, it must re-refer the amended plan or policy to the RPC for their concurrence, dissent or recommendation of additional amendments.

Step 3: RPC Re-Referral (if necessary)

RPC has 60 days from receipt of Council's amendments to the plan or policy, plus additional time if requested by RPC and approved by Council by motion.

Step 4: County Council Subsequent Review (if necessary)

The County Council has 60 days from receipt of the RPC's recommended action on the proposed legislation.

Note 1: If the Council does not further amend the version of legislation recommended by RPC, then a simple majority is required for passage.

Note 2: If, before final passage, the Council votes to amend the plan or policy recommended by the RPC, it must do so with 6 or more affirmative votes, otherwise the legislation is subject to the Step 3 and 4 re-referral process.

Step 5: Implementation

Following an adoption of the legislation by the County Council, the Executive has up to 15 days to sign the legislation.

The effective date of the legislation is 10 days after the Executive signs the approved legislation or 10 days (or after the 15 day period if the Executive does not sign the approved legislation).

Time for one complete cycle (legislative process from the date of referral to the effective date of legislation) should Council and Regional Policy Committee amendments be required for legislation subject to a mandatory referral (and the County has 6 votes to accomplish their policy objectives) is potentially as long as 355 days:

$$120 \text{ days} + 90 \text{ days} + 60 \text{ days} + 60 \text{ days} + (15 \text{ days} + 10 \text{ days}) = 355 \text{ days}$$

PROPOSED MOTION 2016-0162

Proposed Motion 2016-0162 identifies that:

The BSK and MIDD implementation plans are countywide plans and policies, that if included in Section I of the RPC Work Program, would make the legislation adopting these plans subject to a mandatory review legislative process.

RPC and the County Council desire to authorize the Executive to expeditiously move forward on implementation, and as a result RPC is choosing to use a negotiated legislative process rather than the mandatory review process.

The motion identifies the following legislative processes:

For the Best Starts for Kids Youth and Family Homelessness Prevention Implementation Plan:

- Transmittal by March 1, 2016 (per the levy ordinance);¹
- Dual referral to a County Council standing committee and RPC for a non-mandatory review process;
- RPC deliberation deadline of April 13, 2016, which is an RPC regularly scheduled meeting date;
- The County Council standing committee will begin its consideration from the amended RPC legislation (if amended in RPC); and
- County Council completion of deliberation in May 2016.

For the Best Starts for Kids General Implementation Plan:

- Transmittal by June 1, 2016 (per the levy ordinance);
- Dual referral to a County Council standing committee and RPC for a non-mandatory review process;
- RPC deliberation deadline of July 13, 2016, which is an RPC regularly scheduled meeting date;
- The County Council standing committee will begin its consideration from the amended RPC legislation (if amended in RPC);
- A joint committee meeting between RPC and the County Council's standing committee to which the legislation was also referred; and
- County Council completion of deliberation in September 2016, which is when the County Council will receive the 2017-2018 Executive Proposed Budget.

For the Mental Illness and Drug Dependency Service Implementation Plan:

- Transmittal by August 25, 2016 (Anticipated transmittal date from the Executive);
- Dual referral to a County Council standing committee and RPC for a non-mandatory review process;
- RPC deliberation deadline of October 12, 2016, which is an RPC regularly scheduled meeting date;

¹ The Best Starts for Kids Youth and Family Homelessness Prevention Implementation Plan was transmitted on 3/1/2016 and is attached to Proposed Motion 2016-0156

- The County Council standing committee will begin its consideration from the amended RPC legislation (if amended in RPC);
- A joint committee meeting between RPC and the County Council's standing committee to which the legislation was also referred; and
- County Council completion of deliberation in November 2016, which would be concurrent with the 2017-2018 County Council Budget Process.

For the Regional Policy Committee each of these schedules provide for 6 weeks for discussion and possible action.

For the County Council and its standing committee(s) these schedules would provide the following a total of:

- 6 weeks for consideration of the BSK Youth and Family Homelessness Prevention Implementation Plan
- 8 weeks for consideration of the BSK General Implementation Plan
- 3-5 weeks for consideration of the MIDD Service Implementation Plan

These schedules for consideration are negotiated schedules that are different than both the regional committee mandatory review process and the County Council's standard legislative process.

Proposed Resolution 2016-2 - Regional Policy Committee Work Program

RPC Proposed Resolution 2016-2 would rescind the Work Program adopted by RPC on February 10, 2016, and adopt a revised RPC 2016 Work Program (as Attachment A to the Resolution) that identifies:

In Section II. - Monthly briefings regarding the development of BSK and MIDD implementation plans.

Creates a new Section III. for Subject Matter Areas that would qualify to be mandatory referrals, but instead are being treated as non-mandatory referrals for an expedited legislative process.

Section III is consistent with Proposed Motion 2016-0162 and identifies RPC specific dates and issues.

Veterans and Human Services Levy Planning

During member deliberations at the February RPC meeting and subsequent work between members, there have been questions regarding planning for a potential renewal of the Veterans and Human Services Levy (V&HSL). This levy is expiring in December 2017, and members of the committee, the County Council and the Executive have expressed an interest in renewal planning.

If a decision to renew the levy is sought for a November 2017 ballot, this would require an effective ordinance by early August 2017. While ballot measures are not subject to

the mandatory review process, the County Council would need to be deliberating on the matter in the second quarter of 2017. This timeline ultimately means that V&HSL planning should begin in 2016, and as such RPC has expressed its interest in this subject matter area through inclusion of V&HSL planning in Section I of its work program - as subject matter area for referral of legislation.

While reviewing RPC Proposed Resolution 2016-2, RPC members have raised questions about accounting for the legislative process as part of V&HSL planning rather than a post-script to voter approval and stakeholder engagement.

ATTACHMENTS

1. Proposed Motion 2016-0162
2. Draft RPC Resolution 2016-2

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KING COUNTY
Signature Report

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

March 3, 2016

Motion

Proposed No. 2016-0162.1

Sponsors Balducci

1 A MOTION concerning the regional policy committee
2 work program.

3 WHEREAS, the King County Charter establishes regional committees to develop,
4 recommend and review regional policies and plans for consideration by the metropolitan
5 county council, one of which is the regional policy committee, and

6 WHEREAS, the charter establishes the subject matter areas for the regional policy
7 committee to be those countywide plans and policies included in the committee's work
8 program, and

9 WHEREAS, the charter and K.C.C. 1.24.065 establish timeframes for the
10 legislative review process for these countywide plans and policies within the subject
11 matter adopted by the regional policy committee, and

12 WHEREAS, K.C.C. 1.24.065.I. and past practices have provided for the regional
13 policy committee to consider, examine and comment on pending issues that are not
14 countywide policies or plans within its subject matter and therefore are not subject to the
15 mandatory review process, and

16 WHEREAS, the Youth and Family Homelessness Prevention and the General
17 Implementation Plans for the Best Starts for Kids Levy and the Mental Illness and Drug
18 Dependency Service Implementation Plan are countywide plans or policies, and

19 WHEREAS, if these subject matter areas were included in the regional policy
20 committee's work program, the legislation adopting these plans would be subject to the
21 mandatory review process, and

22 WHEREAS the regional policy committee and the King County council desire to
23 authorize the strategies associated with these implementation plans sooner than would be
24 possible if the full time period for review of mandatory referrals were followed, so that
25 the executive can begin implementation as soon as possible. As a result, the regional
26 policy committee is choosing to adopt a work program that treats these plans under a
27 nonmandatory review process in order to assure an expedited legislative review process;

28 NOW, THEREFORE, BE IT MOVED by the Council of King County:

29 A. The legislative review process for the Best Starts for Kids Youth and Family
30 Homelessness Prevention Implementation Plan shall be:

31 1. Transmittal of the legislation adopting the plan by March 1, 2016, as required
32 by Ordinance 18088;

33 2. In addition to the appropriate standing committee, referral to the regional
34 policy committee for a nonmandatory review process as provided in KCC 1.24.065.I.
35 The regional policy committee's deliberations must be complete by April 13, 2016;

36 3. The council's standing committee shall consider the legislation, as amended if
37 amended by the regional policy committee; and

38 4. The council intends to complete its deliberations in May 2016.

39 B. The legislative review process for the Best Starts for Kids General
40 Implementation Plan shall be:

41 1. Transmittal of the legislation adopting the plan by June 1, 2016, as required
42 by Ordinance 18088;

43 2. In addition to the appropriate standing committee, referral to the regional
44 policy committee for a nonmandatory review process as provided in KCC 1.24.065.I.
45 The regional policy committee's deliberations must be complete by July 13, 2016;

46 3. The council's standing committee shall consider the legislation, as amended if
47 amended by the regional policy committee;

48 4. Before adoption of a recommendation by the council's standing committee to
49 which the legislation was also referred, the regional policy committee and the standing
50 committee shall hold a joint meeting for discussion of regional policy committee
51 interests; and

52 5. The council intends to complete its deliberations in September 2016.

53 C. The legislative review process for the Mental Illness and Drug Dependency
54 Service Implementation Plan shall be:

55 1. Transmittal of the legislation adopting the plan by the executive is anticipated
56 by August 25, 2016;

57 2. In addition to the appropriate standing committee, referral to the regional
58 policy committee for a nonmandatory review process as provided in KCC 1.24.065.I.
59 The regional policy committee's deliberations must be complete by October 12, 2016;

60 3. The council's standing committee shall consider the legislation, as amended if
61 amended by the regional policy committee;

62 4. Before adoption of a recommendation by the council's standing committee to
63 which the legislation was also referred, the regional policy committee and the standing

Motion

64 committee shall hold a joint meeting for discussion of regional policy committee
65 interests; and

66 5. The council intends to complete its deliberations in November 2016.

67

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

J. Joseph McDermott, Chair

ATTEST:

Anne Noris, Clerk of the Council

APPROVED this ____ day of _____, _____.

Dow Constantine, County Executive

Attachments: None



King County

Metropolitan King County Council

Regional Policy Committee

RESOLUTION 2016-2

A RESOLUTION regarding the regional policy committee 2016 work program; and rescinding regional policy committee Resolution 2016-1.

WHEREAS, the King County Charter establishes regional committees to develop, recommend and review regional policies and plans for consideration by the metropolitan county council, one of which is the regional policy committee, and

WHEREAS, the charter establishes the subject matter areas for the regional policy committee to be those countywide plans and policies included in the committee's work program, and

WHEREAS, the charter and K.C.C. 1.24.065 establish timeframes for the legislative review process for these countywide plans and policies within the subject matter adopted by the regional policy committee, and

WHEREAS, K.C.C. 1.24.065.I. and past practices have provided for the regional policy committee to consider, examine and comment on pending issues that are not countywide policies or plans within its subject matter areas and therefore are not subject to this mandatory review process, and

WHEREAS, the terms of the Solid Waste Interlocal Forum agreement identifies that solid waste plans and policies, although not countywide in effect, are reviewed by the regional policy committee;

NOW, THEREFORE, BE IT RESOLVED BY THE REGIONAL POLICY COMMITTEE OF THE COUNCIL OF KING COUNTY:

A. Regional policy committee Resolution 2016-1 is rescinded;

B. The 2016 work program for the regional policy committee, Attachment A to this resolution, is adopted. The work program contains subject matter areas in three sections:

1. Subject matter areas for referral of legislation, which identifies subject matter areas that, depending upon whether the content of the legislation is a countywide plan or policy or a solid waste plan or policy will determine its legislative process consistent with Section 270.30 of the King County Charter and K.C.C. 1.24.065;

2. Subject matter areas for briefing but not referral; and

3. Subject matter areas that would be mandatory referrals but that for purposes of expediting review are agreed between the regional policy committee and the county council to be treated as nonmandatory referrals under K.C.C. 1.24.065.I. This section of the work program also contains the review schedule for these subject matter areas; and

C. The regional policy committee may amend the subject matter areas of its work program by a majority vote of the committee. The committee will review its work program at each committee meeting.

REGIONAL POLICY COMMITTEE
KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

Peter von Reichbauer, Chair

Attachments: A. 2016 Regional Policy Work Program, dated March 1, 2016

Attachment A

March 1, 2016



King County

Metropolitan King County Council

Regional Policy Committee

2016 Regional Policy Committee Work Program:

I. Subject Matter Areas for referral of legislation

- Solid Waste
 - a. Solid Waste Comprehensive Management Plan¹
 - b. 2015-16 KC budget proviso reports regarding solid waste management
 - c. Sustainable Solid Waste Fee Study
- Public Safety Issues, Coordination and Investments, including:
 - a. Puget Sound Emergency Radio Network (PSERN) Emergency Implementation
 - b. Emergency Preparedness and Regional Disaster Planning and Regional Hazard Mitigation Plan
 - c. E-911 – Progress Report and Strategic Planning Process Report
 - d. Public safety measures and Mitigation for trains carrying oil through King County
- Veterans and Human Services Levy
 - review and possible action on annual progress report
 - 2017 Levy Renewal Planning
- Mental Health and Substance Abuse Services, limited to the following areas:
 - a. Recovery and Resiliency-Oriented Behavioral Health Services Plan 2012-2017
 - review and possible action on annual progress report
 - b. Mental Illness and Drug Dependency:
 - review and possible action on annual progress report
- Regional Transportation
 - a. King County Ferry Service Plan or policy to expand the ferry system or add routes
 - b. Countywide plan or policy to maintain or improve King County Bridges and Roads

¹ RPC acting in its capacity as the Solid Waste Interlocal Forum should make a recommendation on this plan and its policies

II. Subject Matter Areas for briefing but not referral of legislation

- Solid Waste
 - a. Solid Waste Interlocal Agreements²
 - b. Solid Waste proposed tipping fees and rates³
 - c. Research reports prepared by staff and consultants regarding waste diversion, best management practices (Including organic and construction debris), and related matters

- Public Safety Issues, Coordination and Investments

- Human Services, including:
 - a. Monthly briefings on the development of Best Starts for Kids and Mental Illness and Drug Dependency implementation plans
 - b. Health & Human Services Transformation
 - c. King County's Familiar Faces Initiative
 - d. Communities of Opportunity
 - e. Youth Action Plan Implementation
 - f. Area Plan on Aging 2016 – 2019 Implementation

- Behavioral Health Services, including:
 - a. Changes in state strategies, laws and funding for involuntary commitments and delivery of community-based support services

- Housing and Homelessness –
 - a. All Home Strategic Plan Implementation
 - b. King County Affordable Housing Strategic Plan (December 2015)
 - c. Homeless Management Intake System (HMIS) Coordinated Entry and Assessment
 - d. Safe Parking – Road to Housing and other programs

- Countywide Transportation Planning, including:
 - a. Integrated roads planning and freight mobility
 - b. King County Bridges and Roads Task Force Recommendations
 - c. King County Ferry Service and possible Route Expansion
 - d. Eastside Rail Corridor

- Updates from countywide Districts and ad-hoc Task Forces, including:
 - a. Flood Control District
 - b. King Conservation District

- Regional and Local Economic Development Plans, including:
 - a. Maintaining Port of Seattle, and Maritime and Industrial sector competitiveness
 - b. Tourism
 - c. PSRC Economic Development District and coordination of King County priorities – Regional Economic Strategy Update
 - d. Reports on economic trends, projections and actions to stimulate job retention and creation
 - e. Education and Workforce Strategies

² RPC acting in its capacity as the Solid Waste Interlocal Forum should make a recommendation on interlocal agreements (ILA), but only the Council can approve a new ILA on behalf of King County.

³ RPC acting in its capacity as the Solid Waste Interlocal Forum should make a recommendation on any new tipping fees or rates, but only the Council can approve new fees/rates.

- Equity and Social Justice Issues
 - a. Inequity in the Juvenile and Adult Justice System
- Stormwater Planning, including NPDES permit implementation collaboration
 - a. King County (and Department of Ecology directed) basin-wide planning for stormwater management
- Ballot issues for 2016 and next 6 years with regard to expiration/renewal dates, amounts, ballot dates

III. Subject Matter Areas that would be mandatory referrals but that for purposes of expediting review are agreed between the Regional Policy Committee (RPC) and the County Council to be treated as non-mandatory referrals under the provisions of KCC 1.24.065(I). The subject matters areas and their schedule for RPC review shall be as follows:

- A. Best Starts for Kids (BSK) - Youth and Family Homelessness Prevention Implementation Plan (YFHP plan)
 - March 1: Executive transmits YFHP plan
 - March 9: RPC meeting for review
 - April 13: RPC meeting & RPC review and action complete on BSK YFHP
- B. Best Starts for Kids - General Implementation Plan
 - June 1: Executive transmits plan
 - June 8: RPC meeting
 - July 13: RPC meeting & RPC review and action complete on BSK general implementation plan

Prior to adoption of a recommendation by the Council's standing committee to which this legislation will also be referred, the RPC and the standing committee shall hold a joint meeting for discussion of RPC interests.

- C. Mental Illness and Drug Dependency - Service Implementation Plan (MIDD SIP)
 - Aug 25: Anticipated Executive transmits MIDD SIP to Council
 - Sept 14: RPC meeting
 - Oct 12: RPC meeting & RPC review and action complete on MIDD SIP

Prior to adoption of a recommendation by the Council's standing committee to which this legislation will also be referred, the RPC and the standing committee shall hold a joint meeting for discussion of RPC interests.



King County

**Metropolitan King County Council
Regional Policy Committee**

STAFF REPORT

Agenda Item:	7	Name:	Rachelle Celebrezze
Proposed No.:	2016-0160	Date:	March 9, 2016

SUBJECT

A motion approving the scope of work to be performed by an independent consultant for the Advanced Life Support (ALS) study identified in the 2014-2019 Medic One/ Emergency Medical Services Strategic Plan.

SUMMARY

Proposed Motion 2016-0160 would approve the scope of work to be performed by an independent consultant in carrying out a study on ALS, as recommended in the 2014-2019 Medic One/ Emergency Medical Services Strategic Plan. The purpose of the independent study is to examine the delivery of ALS services within the countywide, tiered regional Emergency Medical Services (EMS) system with the intent of using the results of the study to inform the 2020-2025 Medic One/EMS Strategic Plan. The 2014-2019 Medic One/EMS Strategic Plan calls for the scope of the study to be reviewed and approved by the EMS Advisory Task Force, the Regional Policy Committee and the Council.

BACKGROUND

Recommendation 9 of the 2014-2019 Medic One/Emergency Medical Services Strategic Plan (Strategic Plan) charged the EMS Advisory Task Force, the Regional Policy Committee and the Council with reviewing and approving the scope of work for an independent study—and ultimately reviewing the results of that study—relating to the delivery of Advanced Life Support services¹.

As stated in the Strategic Plan, the purpose of the independent ALS study is to examine the delivery of ALS services to help inform the 2020-2025 Medic One/Emergency Medical Services Strategic Plan. Per the Strategic Plan, the ALS independent study will include an analysis of the appropriate number of ALS providers, as well as examine the

¹ Advanced Life Support services are provided by paramedics who provide out-of-hospital emergency medical care. ALS providers are the second on the scene of an accident. Basic Life Support (BLS) services are provided by first responders to an incident, generally firefighters who have trained as Emergency Medical Technicians. In this way, the EMS program is tiered based on medical necessity between BLS and ALS providers.

governance and cost impacts of changing the number of ALS providers on the EMS system.

Recommendation 9 of the 2014-2019 Strategic Plan requires the ALS independent study to be concluded, reviewed, and forwarded on to stakeholders by September 12, 2016.

Ordinance 18108, enacted in September 2015, reestablished the EMS Advisory Task Force to carry out the duties assigned to the EMS Advisory Task Force under Recommendations 9 and 10 of the Strategic Plan. Proposed Ordinance 2016-0160 only addresses the independent ALS study, which was described in Recommendation 9.²

The reestablished EMS Advisory Task Force met on March 3, 2016 to review the scope of work for the independent study on Advanced Life Support services. At that meeting, the EMS Advisory Task Force voted unanimously to approve the scope of work described in Attachment A to Proposed Ordinance 2016-0160 for the independent study on ALS services.

ANALYSIS

Proposed Ordinance 2016-0160 would approve the scope of work for an independent study on ALS services. Per Recommendation 9 of the Strategic Plan, the ALS independent study “shall include an analysis of the appropriate number of ALS providers, including the City of Kirkland and other potential providers, and shall address governance and cost impacts on the EMS system. Any study recommendations must provide for linkages to BLS and no deterioration of medical care and outcomes.”

Under the proposed ordinance, the proposed scope of work closely follows the direction provided in Recommendation 9 of the Strategic Plan. Specifically, the proposed ordinance provides that the focus of the study will be as follows:

- To review the current number of ALS providers and the number of units per provider in King County;
- To analyze the medical, operational and financial impacts that changing the current number or configuration of ALS providers and/or units per agency would have on the regional EMS system; and

² In planning for EMS levies, an EMS Advisory Task Force has traditionally been formed to provide strategic plan and financial plan recommendations for the subsequent EMS levy period. For the 2014-2019 EMS levy period, an EMS Advisory Task Force was established by Ordinance 15862 (as amended by Ordinance 17145) to develop "interjurisdictional agreement on an updated emergency medical services strategic plan and financing package for the 2014-2019 levy funding period." The EMS Advisory Task Force was composed of elected officials and representatives of cities and fire districts from across King County.

Although the EMS Advisory Task Force completed its duties, as stated in Ordinance 15862, in 2013, when the Medic One/Emergency Medical Services 2014-2019 Strategic Plan was adopted by the County (Ordinance 17578), the recommendations included in that Strategic Plan charged the EMS Advisory Task Force with additional duties that extend through the 2014-2019 EMS levy period. Ordinance 18108 reestablished the EMS Advisory Task Force for the limited purpose of carrying out the duties described in Recommendations 9 and 10 of the 2014-2019 Strategic Plan.

- To develop a process for addressing any changes to the current ALS agency configuration.

The scope of work also includes guidelines for any potential recommendations coming out of the study. In particular, the scope of work states that any recommendations of the study shall ensure that there is no deterioration in the provision of medical care or patient outcomes, that the delivery of patient care is based on the highest standards of medical training, that the EMS system remain focused on operational and financial effectiveness and efficiencies, and that the system remain a tiered, integrated, regional system.

Executive staff report that the ALS study scope of work was developed by EMS division staff with regional stakeholder input.

As noted earlier, the scope of work was approved by the EMS Advisory Task Force on March 3, 2016.

ATTACHMENTS

1. Proposed Ordinance 2016-0160 (including attachments)
2. Transmittal Letter

INVITED

1. Jim Fogarty, Director, Emergency Medical Services Division, Public Health—Seattle & King County (PHSKC)
2. Michele Plorde, Deputy Director, Emergency Medical Services Division, PHSKC
3. Helen Chatalas, Levy Planner, Emergency Medical Services Division, PHSKC

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KING COUNTY
Signature Report

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

March 3, 2016

Motion

Proposed No. 2016-0160.1

Sponsors von Reichbauer

1 A MOTION approving the Independent Advanced Life
2 Support (ALS) Study Scope of Work as identified in the
3 Medic One/Emergency Medical Services 2014-2019
4 Strategic Plan.

5 WHEREAS, during the adoption of the 2014-2019 Emergency Medical Services
6 Strategic Plan under Ordinance 17578 and in anticipation of the 2020-2025 Emergency
7 Medical Services Strategic Plan, Emergency Medical Services Stakeholders agreed a
8 more comprehensive process was needed to plan for the efficient allocation of advanced
9 life support ("ALS") services, and

10 WHEREAS, language was added to the 2014-2019 Emergency Medical Services
11 Strategic Plan requiring an independently-led study to analyze the service and costs for
12 an optimal number, or range, of ALS providers in King County, and

13 WHEREAS, the study will review the current number of ALS providers, and units
14 per provider, in King County, and

15 WHEREAS, the study will analyze the medical, operational and financial impacts
16 that potentially changing the current number of either ALS providers or units per
17 provider, or both, would have on the regional emergency medical services system, and

18 WHEREAS, the study will analyze a process for addressing changes to the
19 current number of ALS providers, and

20 WHEREAS, the intent of the study is not to revamp the successional regional
21 system or how ALS services are specifically provided, but rather to inform the next levy
22 planning process, beginning in 2017, and

23 WHEREAS, the 2014-2019 Emergency Medical Services Strategic Plan,
24 Recommendation 9 directed that the emergency medical services advisory task force, the
25 regional policy committee and the King County council review and approve the study's
26 scope of work, and

27 WHEREAS, the task force and the regional policy committee have reviewed and
28 approved the scope of work;

29 NOW, THEREFORE, BE IT MOVED by the Council of King County:

30 Having received notice of the approval of the emergency medical services
31 advisory task force and the regional policy committee, the council approves the

Motion

32 Independent Advanced Life Support (ALS) Study Scope of Work, Attachment A to this
33 motion.
34

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

J. Joseph McDermott, Chair

ATTEST:

Anne Noris, Clerk of the Council

APPROVED this ____ day of _____, _____.

Dow Constantine, County Executive

Attachments: A. Independent Advanced Life Support (ALS) Study

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Independent Advanced Life Support (ALS) Study Scope of Work

Purpose

The study will assess the optimal number (or range) of ALS agencies in King County, from a clinical outcome and financial perspective, in order to meet the region's current and future needs. The findings from the study will be submitted to the EMS Advisory Task Force, Regional Policy Committee, and King County Council by September 12, 2016. The outcome of this effort will help inform future levy planning processes.

Objective

A study will be conducted to validate the optimal number (or range) of ALS agencies in the County, and the appropriate number (or range) of units operated per agency. The study will also develop a regional process for responding to any changes to the current ALS agency configuration (ex. if an ALS agency relinquishes oversight).

The evaluation and recommendations must recognize that the current EMS system provides excellent patient care, and any potential recommendation must ensure the following:

- No deterioration in the provision of medical care or patient outcomes;
- The system remains a tiered, integrated, regional system;
- The delivery of patient care is derived from the highest standards of medical training based on scientific evidence with continued oversight by EMS physicians; and
- The system sustains its focus on operational and financial effectiveness and efficiencies.

Elements to be evaluated include impacts on cost, regional governance and management, agency operations, and medical outcomes. The study should consider how operational changes may impact the rest of the tiered system, and identify any advantages or additional benefits to being an ALS agency (examples: BLS services, public image/perception).

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March 2, 2016

The Honorable Joe McDermott
Chair, King County Council
Room 1200
C O U R T H O U S E

Dear Councilmember McDermott:

I am pleased to transmit a scope of work for the Independent Advanced Life Support (ALS) Study for approval by the Regional Policy Committee and the King County Council, as identified in the Medic One/Emergency Medical Services (EMS) 2014-2019 Strategic Plan.

During the planning for the current 2014-2019 EMS levy, interest was raised regarding how a partner in the King County EMS system might become an ALS (paramedic) provider. The Regional Policy Committee added language to the 2014-2019 Strategic Plan recommending a study to determine the impacts that changing the current number of ALS providers could have on the successful regional system. The intent of the study is to inform the next levy planning process, slated to begin in 2017.

The *ALS Study Scope*, developed by the King County EMS Division with regional stakeholder input, specifies that the focus of the study will be to:

- Review the current number of ALS providers and units per provider in King County;
- Analyze the medical, operational and financial impacts that changing the current number/configuration of ALS providers and/or units per agency would have on the regional EMS system; and
- Develop a process for addressing changes to the current ALS agency configuration.

Additionally, the scope states that any recommendations from the study must ensure no deterioration in the provision of ALS care or patient outcomes, directly reflecting the Regional Policy Committee's original language.

Critically and objectively reviewing the ALS provider structure furthers the Medic One/EMS system's focus on safety, health, and ensuring financial stewardship, directly aligning with the goals and strategies of the King County Strategic Plan. Since EMS responses are distributed throughout the region based on service criteria, areas with economic challenges are provided the same level of service as areas with economic prosperity. This helps to

The Honorable Joe McDermott

March 2, 2016

Page 2

ensure access to health and human services and furthers King County's Equity and Social Justice Program.

Thank you for your consideration of this scope of work. If you have any questions, please feel free to contact Jim Fogarty, Emergency Medical Services Division Director, at 206-263-8579.

Sincerely,

Dow Constantine
King County Executive

Enclosures

cc: King County Councilmembers
ATTN: Carolyn Busch, Chief of Staff
Anne Noris, Clerk of the Council
Carrie S. Cihak, Chief of Policy Development, King County Executive Office
Dwight Dively, Director, Office of Performance, Strategy and Budget
Patty Hayes, Director, Public Health - Seattle & King County (PHSKC)
Jim Fogarty, Emergency Medical Services Division Director, PHSKC



King County

**Metropolitan King County Council
Regional Policy Committee**

STAFF REPORT

Agenda Item:	8	Name:	Mary Bourguignon
Proposed No.:	2016-0156	Date:	March 9, 2016

SUBJECT

Proposed Ordinance 2016-0156 would approve an implementation plan for the Best Starts for Kids Youth and Family Homeless Prevention initiative and require an annual report on outcomes from the initiative.

SUMMARY

The Best Starts for Kids (BSK) levy approved by King County voters in November 2015 includes \$19 million for a Youth and Family Homeless Prevention (YFHP) Initiative that is intended to "prevent and divert children and youth and their families from becoming homeless." The legislation that placed the BSK levy on the ballot required that the Executive transmit an implementation plan for this initiative by March 1, 2016.¹ Proposed Ordinance 2016-0156 would approve the proposed implementation plan for the YFHP Initiative and require an annual report on outcomes from the initiative.

According to the implementation plan, the YFHP Initiative would be modelled on the Washington State Domestic Violence Housing First Program, a homeless prevention program that was funded by the Bill & Melinda Gates Foundation and coordinated by the Washington Coalition Against Domestic Violence. It would employ a combination of case management and flexible, client-centered funding to meet the needs of youth and families who are at imminent risk of homelessness, with funds being used for a wide range of services and supports from rental assistance to child care.

Implementation of the YFHP Initiative is proposed to begin with a competitive Request for Proposals process to disburse \$2.89 million in 2016.² The implementation plan summarizes the steps proposed to be taken so that funds are disbursed to both urban and rural areas, as well as to disproportionately affected groups, particularly people of color and lesbian, gay, bisexual, transgender and queer (LGBTQ) youth.

The Regional Policy Committee has chosen to place this item on its 2016 work plan as a non-mandatory referral and will complete its review by April 13, 2016. This is the committee's first briefing on this proposed legislation.

¹ Ordinance 18088

² Proposed Ordinance 2016-0157 would provide appropriation authority for a total of \$3,166,667.

BACKGROUND

The Best Starts for Kids (BSK) levy that was approved by King County voters in November 2015 includes \$19 million for a Youth and Family Homeless Prevention (YFHP) Initiative that is intended to "prevent and divert children and youth and their families from becoming homeless."³ Proposed Ordinance 2016-0156 would approve the required implementation plan for the YFHP Initiative and also establish a requirement for an annual report on initiative outcomes.

The implementation plan was developed, as required, in collaboration with the Children and Youth Advisory Board,⁴ as well as with a Planning Committee of community members, stakeholders, and provider agencies.

This staff report provides a summary of the proposed implementation plan, focusing on the policy recommendations incorporated in the implementation plan. Staff and legal analysis of the implementation plan is ongoing. No action is anticipated at today's meeting.

- **Prevention focus.** The YFHP Initiative proposes to focus on preventing youth and families who are imminently at risk of homelessness from becoming literally homeless. This focus on prevention was proposed because of the fact that approximately half of all people who become homeless in King County (including 46 percent of homeless families and 64 percent of homeless youth who sought services in King County during 2015) have become homeless for the first time.⁵

Despite the number of people becoming homeless for the first time, the region has a relative lack of available resources to help people at risk avoid becoming homeless. In 2014, for example, out of more than \$158 million in federal, state, local, and philanthropic funds devoted to homeless services and housing resources around the region, only \$5.52 million (approximately 3.5 percent) was spent on prevention and diversion.⁶

The goal for the YFHP Initiative is that, with this focus on prevention, the number of people who are newly homeless in King County will decline over time. This goal is aligned with the All Home Strategic Plan goals of making homelessness rare, brief, and one-time.⁷

To implement this focus on prevention, YFHP Initiative services and funds would be available to youth and families who are imminently at risk of homelessness but who

³ Ordinance 18088

⁴ Ordinance 18217, enacted in December 2015, created the King County Children and Youth Advisory Board for the purposes of 1) serving as the advisory body recommended by the youth action plan; and 2) serving as the oversight and advisory board for the Best Starts for Kids levy. Members of the Children and Youth Advisory Board were appointed in January 2016.

⁵ Homeless Management Information System (HMIS), detailed data for 2015, page 3 of YFHP Implementation Plan

⁶ All Home (formerly Committee to End Homelessness in King County) Strategic Plan, 2015-2019, p. 28, <http://allhomekc.org/the-plan/>

⁷ All Home Strategic Plan, 2015-2019

are not already literally homeless. The implementation plan notes that this would not include people who are generally but not immediately at risk, but could include people who have been staying on friends' or families' couches, a young person who will be thrown out if he or she comes out as LGBTQ, or a youth exiting the criminal justice system with nowhere to go.

- **YFHP Initiative modeled on Domestic Violence Housing First Program.** The YFHP Initiative is proposed to be modeled on the Washington State Domestic Violence Housing First (DVHF) Program, a homeless prevention program that was funded by the Bill & Melinda Gates Foundation and coordinated by the Washington Coalition Against Domestic Violence.⁸ Attachments 2 and 3 provide a summary of the DVHF program.

DVHF allocated \$1.9 million⁹ between 2009 and 2014 to approximately 900 domestic violence survivors and their children through 13 domestic violence programs around the state, with the goal that lack of housing should not be a reason to stay in a violent relationship.^{10,11} Evaluation of the DVHF program found that nearly 90 percent of participants had been able to obtain or maintain permanent housing as of the program's conclusion.^{12,13}

The YFHP Initiative proposes to model DVHF by incorporating:

- **Client-centered intervention**, through which a family or young person is offered whatever is needed to help them avoid becoming homeless, rather than the more traditional approach of offering only a pre-specified set of interventions or services.
- **Progressive engagement**, which is an approach to case management that provides as much help as is needed, but not more, for clients to achieve housing stability. The experience of DVHF agencies was that approximately one-third of participants needed light, medium, or more intensive support respectively. Building on this progressive engagement approach, the implementation plan proposes that YFHP case managers would be mobile rather than office-based, allowing them to meet clients at the locations of their choice.

⁸ <http://wscadv.org/projects/domestic-violence-housing-first/>

⁹ Program Expansion: Preventing Homelessness for Survivors of Domestic Violence, Bill & Melinda Gates Foundation doubles efforts by adding nine new service providers to Domestic Violence Housing First, September 13, 2012, Washington State Coalition Against Domestic Violence, Accessed May 15, 2015: <http://wscadv2.org/docs/dvhf2011pressrelease.pdf>

¹⁰ Mbilinyi, Lyungai, Ph.D., and Alison Kreiter, MSW, Innovative Programs Research Group, School of Social Work, University of Washington, Seattle, The Washington State Domestic Violence Housing First Program Evaluation Summary, Cohort 1 Agencies, July 2011-December 2012, September 2013, (Cohort 1 Evaluation), Accessed May 15, 2015: <http://wscadv2.org/docs/dvhfcohort1evaluationsummary.pdf>

¹¹ Mbilinyi, Lyungai, Ph.D., Innovative Programs Research Group, School of Social Work, University of Washington, Seattle, The Washington State Domestic Violence Housing First Program Cohort 2 Agencies Final Evaluation Report, September 2011-September 2014, February 2015, (Cohort 2 Evaluation), Accessed May 15, 2015: <http://wscadv2.org/docs/DVHF-FinalEvaluation.pdf>

¹² Cohort 1 evaluation, page 20

¹³ Cohort 2 evaluation, page 29

- **Flexible funding**, to allow YFHP case managers to provide funds for anything that would prevent someone from becoming homeless. Funds might be used for child care, rental assistance, car payments, a business license or certification, or any other expense that would mean the difference between stability and homelessness. Flexible funding is proposed to be combined with the progressive engagement approach to case management to ensure that clients' needs are met in the context of a plan to gain stability and independence.
- **Targeting approaches to the root causes of homelessness**, which would focus around the factors that cause youth and families to become homeless, such as domestic violence, youth who identify as LGBTQ, juvenile justice system involvement, school suspension, or involvement with the foster care system.

The implementation plan proposes that agencies that receive funding from the YFHP Initiative would partner with schools and the juvenile justice system. It also proposes strategies to address the disproportionality experienced by people of color and LGBTQ youth. These strategies to address disproportionality are discussed in more detail below.

- **Outcomes measurement.** The YFHP Initiative aims to prevent youth and families from becoming homeless. To determine whether that has occurred, the implementation plan proposes to employ three measures of success:
 1. **Absence from HMIS.** The implementation plan proposes that data on clients who are served by the YFHP Initiative would be entered into the region's Homeless Management Information System (HMIS).¹⁴ Success for those clients would then be measured by their future absence from the HMIS, meaning that they do not reappear in the future as literally homeless and in need of services, but have been able to stabilize and remain housed.
 2. **Reduction in newly homeless youth and families.** Absence from the HMIS alone will not determine success for the initiative, as that could be a result of poor targeting of services (for instance if the initiative serves people who are not imminently at risk of homelessness). To address this potential challenge, the implementation plan proposes a second measure, that the region witness a reduction in the number of youth and families who are newly homeless.
 3. **Success and stability.** In addition to these two measures, the Children and Youth Advisory Board has recommended that the YFHP Initiative also add a third measure that would focus on the longer-term success and stability of youth and families served by the initiative. This third measure is still to be determined, but could be increased educational attainment, no further engagement with the criminal justice system, or safety and self-determination for families that have experienced domestic violence.

¹⁴ A Homeless Management Information System (HMIS) is a locally administered database on people who use homeless services. An HMIS is required to be eligible to receive state and federal homeless services funds. The Seattle-King County region's HMIS is in the process of transitioning from the Seattle Human Services Department to the King County Department of Community and Human Services. It is governed by All Home, which is the federally designated "continuum of care" for the region.

- **Disproportionality.** Records on people seeking homeless services show that people of color and LGBTQ youth are disproportionately likely to be at risk of homelessness.¹⁵ In addition, the implementation plan notes that people at risk of homelessness in rural areas face a very different situation than those in urban areas. The implementation plan proposes several strategies to ensure that funds are distributed in a way that reaches geographic, racial, ethnic, and cultural communities and to address the issues of racial and LGBTQ disproportionality:
 - **Program model.** As noted above, the implementation plan proposes to use a progressive engagement, client-centered model with targeting aimed at the factors that lead youth and families to become homeless. The stated goal of the model is to meet people within their communities and to provide them with flexible services and funding that are tailored to their needs.
 - **Outreach.** The Children and Youth Advisory Board provided a number of recommendations on outreach to disproportionately affected communities to ensure that funds will truly address racial and LGBTQ disproportionality in homelessness. These recommendations, which have been incorporated into the proposed implementation plan, include making personal contacts with community and faith-based leaders, advertising funding availability in community newsletters, and asking members of the Children and Youth Advisory Board to share information in their communities.
 - **Training.** Because the proposed model for the YFHP Initiative is based on the Domestic Violence Housing First (DVHF) program, it is anticipated that local providers that participated in DVHF would be able to begin implementing the YFHP Initiative more quickly than providers who are new to the model. To take advantage of this local expertise, the implementation plan recommends creating learning circles, through which the domestic violence agencies can help their peers build organizational capacity and create the organizational culture change needed to succeed in a progressive engagement, client-centered model.
 - **Partnerships.** To engage small cultural and ethnic organizations that serve disproportionately affected communities, the implementation plan recommends a number of partnership approaches, including application support, reduced insurance barriers, and partnerships between small and large organizations.
- **Proposed disbursement of funds.** The implementation plan proposes that approximately \$3.1 million be appropriated for the initiative during 2016 (\$2.89 million to be competitively awarded to community-based provider agencies and just over \$200,000 for program administration). The plan further recommends that the funding amount be increased during years two and three and that provider agencies receive contracts for three years, allowing them the certainty to invest in staff and training. The implementation plan notes that this funding approach could mean that initiative funds are expended prior to the end of the levy, but recommends this approach to demonstrate the effectiveness of a prevention-oriented approach.

¹⁵ Page 4 of Youth and Family Homeless Prevention Initiative Implementation Plan

The implementation plan proposes to disburse the funds through a competitive Request for Proposals process, which, as noted above, would seek to engage a wide variety of organizations and to ensure both that all geographic areas of the county are served and that the issue of racial and LGBTQ disproportionality is addressed.

As noted above the Executive has separately transmitted Proposed Ordinance 2016-0157, which would authorize appropriation authority for \$3,166,667 for 2016, with the expectation that funding for years two and three would be sought through the 2017/2018 biennial budget.

NEXT STEPS

The proposed YFHP Initiative implementation plan will be reviewed by the Regional Policy Committee in March and April. The Regional Policy Committee will complete its review by April 13, 2016. The County Council will be briefed in March and April and will take up its deliberations following the Regional Policy Committee's review. In addition, the Council will review Proposed Ordinance 2016-0157, which would provide \$3.1 million in appropriation authority for 2016.

ATTACHMENTS

1. Proposed Ordinance 2016-0156 (and its attachments)
2. Domestic Violence Housing First Project Summary
3. Domestic Violence Housing First Project Handout

INVITED

1. Adrienne Quinn, Director, Department of Community and Human Services



KING COUNTY
Signature Report

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

March 3, 2016

Ordinance

Proposed No. 2016-0156.1

Sponsors Kohl-Welles

1 AN ORDINANCE relating to the best starts for kids youth
2 and family homelessness prevention initiative
3 implementation plan.

4 **STATEMENT OF FACTS:**

5 A. In July 2015, Ordinance 18088 submitted to the voters of King County
6 a proposition known as the "best starts for kids levy," authorizing a regular
7 property tax levy in excess of the levy limitation for six consecutive years,
8 commencing in 2016, at a rate not to exceed fourteen cents per one
9 thousand dollars of assessed value in the first year and with an increase of
10 up to three percent in the five succeeding years, for the purpose of funding
11 prevention and early intervention strategies to improve the health and
12 well-being of children, youth and their communities.

13 B. The six-year levy commencing in 2016, has been approved by the
14 voters for the express purpose of paying costs as outlined in Ordinance
15 18088, Section 5, including: nineteen million dollars that shall be used to
16 plan, provide and administer a youth and family homelessness prevention
17 initiative.

18 C. Ordinance 18088 also directs the executive to submit to the
19 metropolitan King County council for review and approval an
20 implementation plan relating to the youth and family homelessness
21 prevention initiative by March 1, 2016, which, to the maximum extent
22 possible, shall be developed in collaboration with the oversight and
23 advisory board.

24 D. The oversight and advisory board, referred to in this statement of facts
25 as the children and youth advisory board, under the guidance of the
26 department of community and human services, provided input on the
27 development of the implementation plan, which is Attachment A to this
28 ordinance. Before that input, the executive convened a planning group of
29 citizens and stakeholders, several of whom are members of the children
30 and youth advisory board to help shape the plan.

31 E. The growing homelessness crisis shows the great need for this youth
32 and family homeless prevention strategy. During the 2016 annual One
33 Night Count of people who are homeless held on January 29, 2016, four
34 thousand five hundred five people were unsheltered. The numbers for
35 people who are in shelter and transitional housing are not yet available,
36 nor are the breakdown for the number of homeless youth and families.

37 F. Executive Constantine declared a state of emergency for homelessness
38 on November 2, 2015.

39 G. The Homeless Management Information System, the database of all
40 people accessing homeless services and housing, shows that fifty percent

41 of all people accessing homeless services are homeless for the first time.
42 For the year in which the most recent data is available breaking out the
43 data by homeless families and youth, 2014, the data show forty-six percent
44 of families who were homeless were homeless for the first time. Sixty-
45 four percent of homeless youth were homeless for the first time.

46 H. The data in the Homeless Management Information System also show
47 that people of color and lesbian, gay, bisexual, transgendered and queer
48 ("LGBTQ") youth are also disproportionately represented in the homeless
49 youth population. Young people of color make up fifty to sixty percent of
50 the homeless youth population while only twenty-nine percent of King
51 County's population are people of color. At least twenty percent of the
52 youth accessing homeless services identify as LGBTQ, while only four
53 percent of Washington's general population identify as LGBTQ.

54 I. The Homeless Management Information System data showed that for
55 newly homeless families, of those who report their race, thirty-one percent
56 report that they are white and forty-seven percent report that they are black
57 or African American. The remaining twenty-two percent report another
58 race or multiple races, with the largest group reporting multiple races.

59 J. The services outlined in the implementation plan will provide services
60 to youth and families before they become homeless through client-
61 centered, outcomes-focused case management and flexible financial
62 assistance.

63 K. The services identified in the implementation plan will address the
64 disproportionality in race and LGBTQ orientation in people who are
65 newly homeless by focusing on organizations and agencies that will easily
66 be able to identify families and individuals who are at imminent risk of
67 homelessness.

68 L. In 2010, the county enacted Ordinance 16948, transforming its work
69 on equity and social justice from an initiative to an integrated effort that
70 intentionally applies the King County Strategic Plan's "fair and just"
71 principle in all the county does in order to achieve equitable opportunities
72 for all people and communities. The services identified in the
73 implementation plan are intended to meet the goals of King County's
74 Equity and Social Justice Plan.

75 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

76 SECTION 1. For the purposes of this ordinance, "youth and family homelessness
77 prevention initiative" means an initiative intended to prevent and divert children and
78 youth and their families from becoming homeless.

79 SECTION 2. The family and youth homeless prevention implementation plan,
80 Attachment A to this ordinance, is hereby approved.

81 SECTION 3. One year from the effective date of this ordinance, the executive
82 shall submit to metropolitan King County council a report describing the people served
83 and outcomes of the youth and family homeless prevention initiative. Thereafter, the
84 executive shall include reporting for the youth and family homelessness prevention
85 initiative in any annual report for the entire best starts for kids levy ordinance. Any report

86 required by this section shall be filed in the form of a paper original and an electronic

87 copy with the clerk of the council, who shall retain the original and provide an electronic
88 copy to all councilmembers.
89

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

J. Joseph McDermott, Chair

ATTEST:

Anne Noris, Clerk of the Council

APPROVED this ____ day of _____, _____.

Dow Constantine, County Executive

Attachments: A. Best Starts for Kids Youth and Family Homelessness Prevention Initiative
Implementation Plan



King County

Best Starts for Kids Youth and Family Homelessness Prevention Initiative Implementation Plan

Response to Ordinance 18088

Department of Community and Human Services
March 1, 2016

The Best Starts for Kids (BSK) Levy includes \$19 million for a Youth and Family Homelessness Prevention Initiative that is intended to “prevent and divert children and youth and their families from becoming homeless.” The BSK ordinance approved by the voters of King County, Ordinance 18088, directs the King County Executive to submit to Metropolitan King County Council for review and approval, an implementation plan relating to the Youth and Family Homelessness Prevention Initiative by March 1, 2016, which to the maximum extent possible, shall be developed in collaboration with the oversight and advisory board, referred to in this report as the Children and Youth Advisory Board.

The Youth and Family Homelessness Prevention Initiative is based on a highly successful pilot program implemented by the Washington State Coalition Against Domestic Violence and funded by the Bill & Melinda Gates Foundation and the Medina Foundation.

This implementation plan provides: (I) the background showing the need for a homelessness prevention program in King County, (II) a description of the successful Washington State Coalition Against Domestic Violence Housing First Initiative, (III) the proposed BSK Youth and Family Homelessness Prevention Model and (IV) the community process for developing the plan.

I. Youth and Family Homelessness in King County

During the 2016 annual One Night Count of people who are homeless in King County held on January 29, 2016, 4,505 people were found to be unsheltered, that is, living in places unfit for human habitation such as the streets, cars or Metro buses. Although the detailed demographic data from the 2016 One Night Count is not yet available, the 2015 detailed data is available through the Homeless Management Information System (HMIS). The HMIS is the county-wide database that collects data on individuals and families receiving homeless services (e.g., shelter, case management and housing).

The 2015 One Night Count data reported that over 2,000 of the 9,776 people who access shelter or other homeless services were under age 17. Twenty-eight percent of the homeless population is families with children (approximately 2,800 people). Count Us In 2015, the survey of homeless youth and young adults, counted 134 unsheltered homeless young people and 824 that are unstably housed. These numbers represent young people who are in places unfit for human habitation, shelters or transitional housing.

The federal government uses a broader definition for counting homeless youth in the schools. In addition to defining homelessness as living in a place unfit for human habitation, shelter or transitional housing, under the McKinney-Vento Homeless Education Assistance Act, homelessness is defined as lacking a fixed, adequate place to sleep. This broader definition would include families or youth who are doubled up or “couch surfing.” Under this definition, over 6,000 students in King County public schools are homeless. Approximately 15 percent of these are not accompanied by an adult. Homelessness can have lasting effects on children.

According to the 2013 Annual Homeless Assessment Report to Congress:

- 83 percent of homeless children have witnessed a serious violent event
- 47 percent have anxiety, depression or withdrawal
- 43 percent have to repeat a grade
- Homeless children are far more likely to have significant health issues.

The HMIS also showed that half of all people who become homeless were homeless for the first time, which is the case for 46 percent of all homeless families. An even higher number of unaccompanied youth were homeless for the first time, 64 percent. Accordingly, if homelessness can be prevented, the number of people who are homeless would decline substantially.

Demographic data from the HMIS demonstrates that there are several issues that must be addressed in developing a youth and family homelessness prevention program – the disproportionate numbers of Native American/Alaskan Native, Native Hawaiian/Asian Pacific

Islanders and African Americans who become homeless and the disproportionate number of homeless youth who identify as lesbian, gay, bisexual, transgendered and queer (LGBTQ). Native Americans are seven times more likely to become homeless. African Americans are five times more likely to become homeless and Native Hawaiians/Asian Pacific Islanders three times more likely. Of the youth who are homeless, at least 20 percent of young people accessing services identify as LGBTQ, compared to 4 percent of the general population.



As discussed in more detail in the program model section, the Youth and Family Homelessness Prevention Initiative must address the disproportionality in race and LGBTQ identification of people who become homeless.

II. Washington State Coalition Against Domestic Violence Housing First Initiative

As King County explored approaches to prevent youth and family homelessness, a local model – the Washington State Coalition Against Domestic Violence Housing First Initiative – was reviewed. This model, funded by the Bill & Melinda Gates Foundation, has been rigorously evaluated and found to have successfully prevented family homelessness. More information about the model can be found at <http://wscadv.org/projects/domestic-violence-housing-first>.

The Medina Foundation added additional funding to several agencies participating in the pilot and expanded the model to additional agencies that were not part of the original Gates cohorts.

This model was attractive to local funders because domestic violence is a leading cause of homelessness for families.

The Domestic Violence Housing First Initiative is a homelessness prevention program for survivors of domestic violence and their children, including survivors actively fleeing a domestic violence situation, and those who are on the brink of homelessness. At program entry, many were facing unemployment and a lack of income due to the domestic violence situation they were experiencing. The Domestic Violence Housing First Initiative was piloted from September 2011 through September 2014 in Washington state with two cohorts. One cohort was in King County and the other was the balance of state. In King County, LifeWire and InterImCDA participated in the pilot.

Flexibility of financial assistance and advocate/case management services are a key component of the program. Financial assistance could be used for a range of needs such as clothing for a job, cost of an employment-related license, a variety of housing and/or moving costs, cost to repair a car, urgently needed groceries and other expenses that may be impacting the safety and security of a family. Case management support could be very narrow and temporary or somewhat longer term to meet the true needs of program participants, using a progressive engagement approach. With very little financial assistance per household (average cost of \$1,250 per household) the safety, stability and well-being of victims and their families were increased through the pilot program.

A study of the Domestic Violence Housing First Initiative programs found successful outcomes related to survivors' ability to get and keep safe and stable housing. Nearly all program participants, including those with very low incomes, maintained permanent housing for a prolonged period of time:

- 96 percent were still stably housed 18 months after entering the program, allowing survivors to become self-sufficient quickly and without need for ongoing intensive services

- 84 percent reported an increase in safety for their family
- 76 percent of survivors requested minimal services from the domestic violence program at final follow-up
- Participants also expressed that housing stability had a profoundly positive effect on their children, improved the health and well-being for themselves and their children, and restored their dignity and self-worth.

The pilot program also focused on ensuring that services were culturally appropriate and delivered by a case manager/advocate who was from the same culture and spoke the same language as the survivors. According to the evaluation, survivors reported that working with an advocate who culturally and linguistically understood them was critical to getting the support they needed to become stable and enabling the survivors to feel understood, accepted and comfortable telling their stories.

While some of the survivors who participated in the Domestic Violence Housing First Initiative programs were youth, the program was focused primarily on adults fleeing domestic violence. There is less research on successful programs preventing youth from becoming homeless. Nonetheless, the All Home Youth and Young Adult Plan Refresh (May 2015) recommends prevention as a strategy to make youth homelessness rare, brief and one time. One of the strategies is “*flexible funding* to help YYAs live at home or with natural supports.”

III. Proposed Youth and Family Homelessness Prevention Model

The Best Starts for Kids Ordinance 18088 provides the following guidance for the Youth and Family Homelessness Prevention Initiative:

"Youth and family homelessness prevention initiative" means an initiative intended to prevent and divert children and youth and their families from becoming homeless.

It is the intent of the council and the executive that funding for the youth and family homelessness prevention initiative will allow the initiative to be flexible, client-centered and outcomes-focused and will

provide financial support for community agencies to assist clients.

Out of the first year's levy proceeds:

1. Nineteen million dollars shall be used to plan, provide and administer a youth and family homelessness prevention initiative.

Based on this guidance, stakeholder input and research on successful prevention models, King County Department of Community and Human Services (DCHS) staff worked with a Youth and Family Homelessness Prevention Model Planning Committee (Planning Committee) and the Children and Youth Advisory Board (CYAB) to develop the framework for the King County Youth and Family Homelessness Prevention Initiative. This section discusses both the overall program model, as well as specific implementation details that were recommended by the Planning Committee and CYAB.

The proposed Youth and Family Homelessness Prevention Initiative has a strong client-centered focus, including mobile case management coupled with flexible financial assistance that is intended to address the immediate issue that is placing the family or youth at imminent risk of homelessness and build trust with the client. The model is based on the Washington State Coalition Against Domestic Violence Housing First Initiative, a successful model to preventing family homelessness in King County.

Key components to the Youth and Family Homelessness Prevention Model include:

- Client-centered intervention
- Progressive engagement approach to case management
- Flexible funding to prevent homelessness
- Targeting approach to address the root causes of homelessness among youth and families.

The agencies that demonstrated successful outcomes in the Washington State Coalition Against Domestic Violence study understood the importance of the case management support of the client, and successfully made the shift to having a client-centered focus. That is, the family or youth must be asked, “What do you need so that you do not become homeless?”

This is a significant cultural shift for the agencies administering the program because many government assistance and programs are based on a distrust of clients. For most programs, clients must prove that they meet a raft of program criteria and then are told what specific assistance they are eligible to receive even if they know something else will help them more. Because successful implementation of the model will entail changing organizational culture, training and learning circles will be part of the Youth and Family Homelessness Prevention Initiative.

In addition, the Domestic Violence Housing First Initiative programs study found that about one-third of the families needed minimal health supports, one-third needed a medium “touch,” and one-third needed more intensive case management, highlighting the need for a progressive engagement approach to case management.

Progressive Engagement is a nationally recognized best practice that provides customized levels of assistance to participants – providing the services needed, but not more than is needed to achieve housing stability. Progressive Engagement preserves the most expensive interventions for households with the most severe barriers to housing success. Progressive Engagement is a strategy to enable service delivery systems to effectively target resources. The case manager/advocates will work with the family/youth on the underlying issues that caused them to be at imminent risk of homelessness.

Case manager/advocates will be mobile, meeting the clients at locations of their choice. This approach is different than other models where the case manager/advocate tends to be place-based.

In order to ensure that agencies administering the program are equipped with the resources they need to be successful, sufficient funds will be provided to assure that experienced case manager/advocates are hired and are focused on this homelessness prevention program and not spread thinly over many programs. The Best Starts for Kids ordinance specifically states, “It is the intent of the council and the executive that funding for the youth and family homeless prevention initiative ... will provide financial support for community agencies to assist clients.”

Need for Adaptation and Flexibility for Preventing Youth Homelessness

While the Washington State Coalition Against Domestic Violence Housing First Program was successful with youth who were parenting and who were at risk of homelessness due to domestic violence, the research shows that other factors are more predictive of a youth becoming homeless, e.g., LGBTQ, juvenile justice system involvement, school suspensions, and involvement with the foster care system. As a result, the CYAB and the Planning Committee recommended targeting the program to address the predictive factors of homelessness, collaborating with schools, organizations that work with LGBTQ youth and organizations working with youth involved in the juvenile justice system.

While these are the target areas for identifying youth at imminent risk of homelessness, this does not mean that the Youth and Family Homelessness Prevention Model would be administered by schools or the juvenile justice system. Rather, it is likely that nonprofits, community agencies or faith organizations would provide assistance and administer the funds, because they could provide services any time of day or night and be able to leverage additional supports. Any organization receiving the funds would have to show strong partnerships with the schools and/or the juvenile justice system.

In addition to providing feedback on the overarching program model, the Planning Committee and the CYAB both provided feedback on the specific program implementation details outlined below.

Who is Eligible?

The program is intended for youth and families who are at *imminent* risk of homelessness. It is not intended for youth or families who are already homeless, nor is it intended for youth or families who are at risk for homelessness, but not facing *imminent* risk. Examples of imminent risk of homelessness are a young person or family who has been staying on friends' or families' couches, but may have exhausted all welcomes and will be on the street next week. Another example might be a youth who the school counselor knows will be thrown out of his parent's house if he comes out, or a youth exiting the justice system whose family refuses to take her

back home. The case manager/advocate will have to utilize judgment and experience in making the determination.

The outcomes measurements will be critically important in determining if the targeting was done appropriately. If people who are at imminent risk of homelessness are prevented from becoming homeless, we will see a decrease in the number of people who are newly homeless.

Should the Money Be Divided Between Youth and Families?

The Planning Committee and CYAB advised that the money should not be divided between population groups. Many youth are parenting, and it is these young families who are often at imminent risk of homelessness. Because this program is intended to step away from rigid requirements, dividing the money and creating definitions and funding formulas for youth and families did not seem prudent.

What are the Eligible Uses of Funding? Should Anything be Excluded as Eligible from the Flexible Funds?

Any expenditure that will prevent someone from becoming homeless should be an eligible use of funds. As noted in both the ordinance and discussion above, case management is an essential element of the Youth and Families Homelessness Prevention Model. Agencies will employ rigorous financial oversight to track where the funds are applied. The County will evaluate whether certain types of expenditures are more or less successful in preventing a family or youth from becoming homeless.

How Much Money Should Be Awarded in 2016?

The CYAB recommended that approximately \$3.1 million be spent in the first year of the levy, with a ramp up during the second and third years to significantly reduce the numbers of families and youth who are becoming homeless. The CYAB was cognizant that the money would likely run out prior to the end of the levy. However, they recommended that more money was needed to firmly demonstrate that the model was effective.

Building organizational capacity and creating the organizational culture change will take time. As a result, the Planning Committee and CYAB recommended that the funding awards be three-year contingent commitments to agencies, meaning the agency will receive the money for all three years provided that the agency is achieving outcomes, participating in the learning circles and implementing the evaluation. It is hard for agencies to staff up and plan with annual commitments, and a three-year commitment will enable better staff recruitment and continuity for the agency and individuals seeking assistance. Finally, by making the three-year commitment contingent on achieving outcomes, the County will be able to reallocate the money if necessary.

Extensive training, ongoing learning circles and a rigorous evaluation will be part of the program design assuring agency and program success. Therefore, it is anticipated that reducing the commitment will be a rare occurrence.

In the initial stages of the program, it is likely that the domestic violence organizations that have been operating this program successfully for several years with the Gates and Medina Foundation money will be able to be up and running before organizations for which this initiative is new. Rather than awarding those agencies more money, the Planning Committee recommended that not all of the money be awarded at once in the first year, since the initiative will begin midyear anyway. Some of the funds from the first year will be reserved to grant additional funds to agencies that run out of the flexible funds before the next year's allocation.

The CYAB provided extensive feedback on how to assure that funds will truly address racial and LGBTQ disproportionality in homelessness. Their advice included:

- For many communities, including Native Americans and Asian Pacific Islanders, County staff making personal contacts and going to community leadership will be important.
- Meet with faith community leaders in the African American community.
- Ask that culturally-specific communities include funding/grant/RFP announcements in their newsletters.

- Send information to leadership tables for targeted populations such as the Minority Executive Directors or Pride Foundation and ask that they disseminate information.
- Use social media.
- The frequency of the ask is as important as where and to whom the ask is made.
- Use the CYAB to disseminate information.

Should All Recipients Have Data Entered into the Homeless Management Information System?

All agencies receiving money will be required to enter client data into HMIS. It is only by entering client data into the HMIS system that we will know if a youth or family who receives services from the Youth and Family Homeless Prevention Model successfully avoided homelessness. Some agencies will need to be trained on HMIS and the County may need to provide additional funding for computers or other information technology support.

Should a Common Client Intake and Assessment Form Be Utilized?

By utilizing HMIS, it assures that a common intake form will be utilized for program participants so that there is consistent information collected for evaluation purposes. In addition, it is likely that the common assessment form used for Coordinated Entry for All (a new approach adopted by the All Home Coordinating Board) to access homeless housing will also be utilized.

How Will Initiative Success Be Measured?

The two key components for measuring success are 1) the individuals served do not show up in HMIS for homeless services; and 2) there is a reduction in the number of youth and families who are newly homeless. It is essential that both outcomes are measured because if the program measures only whether individuals show up in HMIS for homeless services or not, there is no way of knowing whether those individuals ever would have become homeless. However, if there is also a reduction in the number of newly homeless youth and families, it is clear that agencies are targeting the right individuals and families.

In addition, the CYAB and the Planning Committee recommended that the County evaluate at least one other factor besides “not becoming homeless.” Some of the suggestions included additional outcomes for youth such as no further engagement with criminal justice system or increased educational attainment. For families, additional factors suggested include safety and self-determination. The Department of Community and Human Services evaluation team will analyze which factors are measurable and work with other BSK evaluation teams to have consistent measures of success. Additionally, several CYAB members recommended training so that all fund recipients understood LGBTQ issues.

How Will Providers Be Trained?

Training will be provided to agencies receiving money under this initiative. The experience of the Washington State Coalition Against Domestic Violence program was that developing a client-centered and outcomes-focused agency culture took extensive training and intentional organization effort and buy-in. For that reason, learning circles for agencies administering the funding will also be part of the program.

What Type of Agencies/Organizations Should Be Targeted for the RFP?

Since the goal of the Youth and Family Homeless Prevention Model is to identify and intervene with youth or families who are at imminent risk of homelessness, the agencies receiving funding should be those most likely to already be working with families or youth most at risk of homelessness. When directly asked, the CYAB provided significant advice regarding the best way of assuring that the model funds were placed in agencies, organizations and geographic areas that would be able to identify families and youth *before* they became homeless and address the racial disproportionality in family homelessness, and the racial and sexual orientation disproportionality in youth homelessness.

Both the Planning Committee and the CYAB recommended targeting the issues and systems that lead to homelessness, e.g., domestic violence, juvenile justice and the populations most likely to become homeless, e.g., Native Americans, African Americans, Asian Pacific Islanders and LGBTQ youth. It will be imperative for any agency receiving the funds to be able to

demonstrate how the organization will administer the funds in a way that will address the extreme racial disproportionality of people of color who enter homelessness at a rate significantly greater than the general population. Similarly, organizations will have to show how they will address the disproportionality of LGBTQ youth who are at imminent risk of homelessness.

The Children and Youth Advisory Board also emphasized that small cultural or ethnic organizations should be targeted for the initiative. Suggestions ranged from partnering large and smaller organizations during the Request for Proposal (RFP) process, assuring application support. The Department of Community and Human Services has already been working toward implementing some of the suggestions to reduce barriers for small organizations. For example, staff have been partnering with the county's Risk Management Division to reduce insurance barriers for small agencies.

Examples of types of agencies that the CYAB suggested would be appropriate fund recipients or partner entities included:

- Domestic violence agencies
- Agencies serving youth, including youth homeless agencies
- Schools (particularly school counselors and those addressing absenteeism, expulsions and suspensions)
- Public utilities agencies, since delinquent utility payments can be a predictor of housing loss
- Culturally-competent/focused organizations
- Organizations serving LGBTQ youth
- Public Health and other health facilities and clinics
- King County education and employment programs
- Faith-based organizations
- Youth clubs and recreation centers
- Agencies serving families, particularly new moms
- Agencies serving youth who are involved in the juvenile justice system

- Food banks
- Regional Access Points for accessing housing/homelessness services
- “Natural helpers” in community, e.g., libraries, first responders as referral sources.

In addition to targeting specific types of organizations, the CYAB also discussed the need to recognize the difference between delivery of services in rural versus urban contexts. In order to make funds available to all areas of the County, County staff are considering releasing separate regional RFPs so that the initiative will be available county-wide and to account for the differences in how services may be delivered in an urban versus a rural area.

Administration, Fiscal Management, Monitoring and Evaluation

The Department of Community and Human Services will administer, monitor and evaluate the Youth and Family Homelessness Prevention Initiative. Monitoring will consist of both financial and programmatic audits.

With respect to data and evaluation, the data that will be collected will mirror what is being collected for other programs or strategies in the community so that this initiative will not introduce a new data set being collected in the community.

IV. Collaboration with the Children and Youth Advisory Board and Homelessness Prevention Model Planning Committee

Ordinance 18088 directs the County Executive, to the maximum extent possible, to develop the Youth and Family Homelessness Prevention Initiative in collaboration with the Children and Youth Advisory Board (CYAB). The Children and Youth Advisory Board members were approved by King County Council and became official on January 25, 2016. The Executive convened the CYAB on February 9, 2016, for an orientation, at which time the CYAB reviewed the Youth and Family Homelessness Prevention Initiative in an unofficial capacity. The Children and Youth Advisory Board reviewed the initiative again at its first official meeting on February 23, 2016, at which time they made formal recommendations about the Youth and Family Homelessness Prevention Initiative.

Because of the short time between approval of the CYAB and the March 1, 2016, deadline to submit the Youth and Family Homelessness Prevention Implementation Plan, executive staff also convened a Youth and Family Homeless Prevention Model Planning Committee (Planning Committee) to advise on the design for the plan. The Planning Committee met three times in January and February 2016 to help guide the implementation plan. Members of the committee (an * indicates that the individual is also a member of the Children and Youth Advisory Board) include:

Alison Eisinger	Seattle King County Coalition on Homelessness
Edith Elion	Atlantic Street Center
Melinda Giovengo	YouthCare
Terry Pottmeyer*	Friends of Youth
Kira Zylstra	All Home
	King County Department of Community and Human
Hedda McLendon	Services
Colleen Kelly	City of Redmond
Jason Johnson	City of Seattle
Linda Olsen	Washington State Coalition Against Domestic Violence
Katie Hong*	Raikes Foundation
TJ Cosgrove	Public Health
Maria Williams	LifeWire
Barbara Langdon*	LifeWire
Calvin Watts*	Kent School District
Isabel Munoz	City of Seattle
Leilani Della Cruz	City of Seattle
Merrill Cousins	King County Coalition Against Domestic Violence
Aana Lauckhart	Medina Foundation

DOMESTIC VIOLENCE HOUSING FIRST:

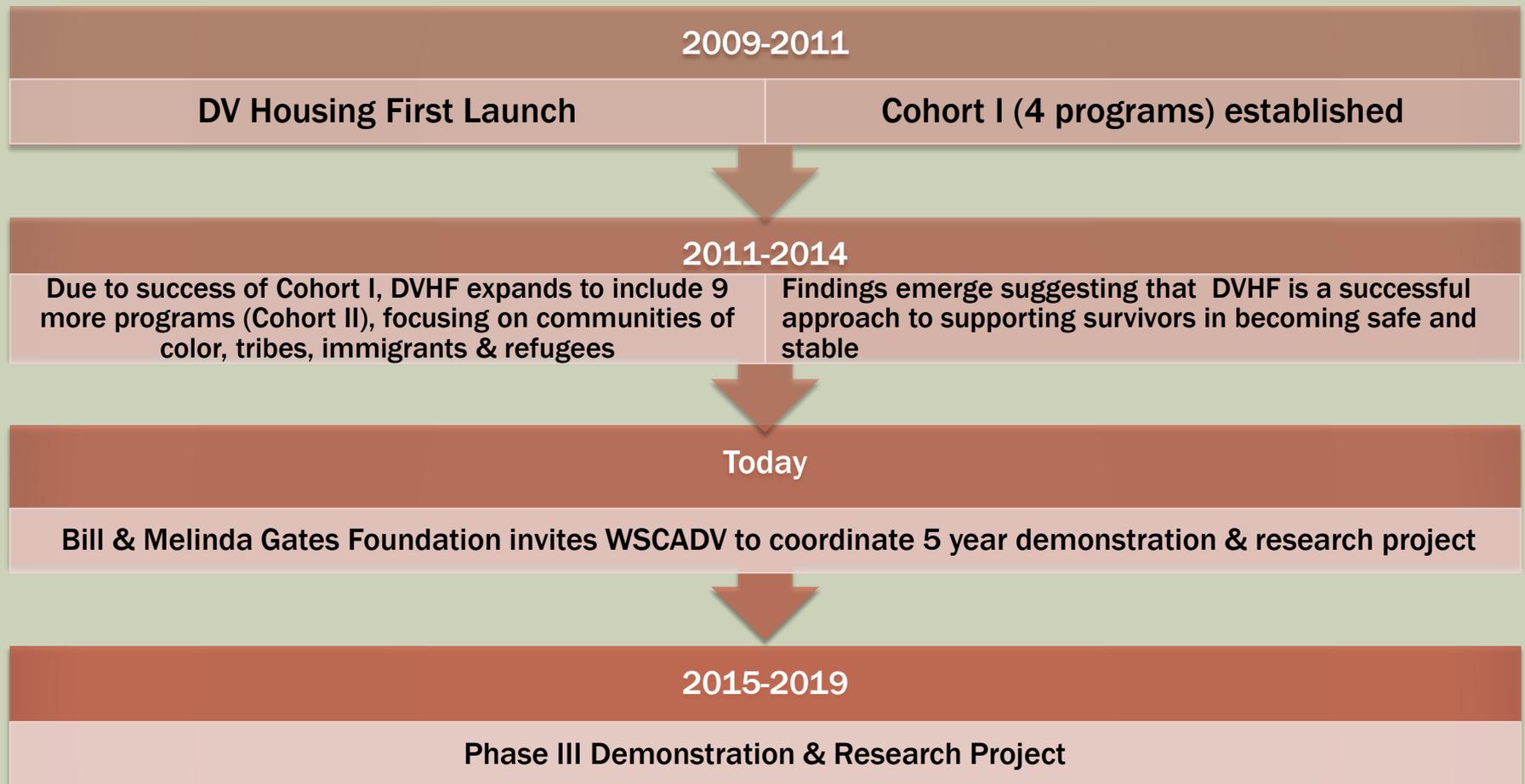
From Agency Pilot Projects to Regional
Demonstration and Research Project

The Housing First Philosophy

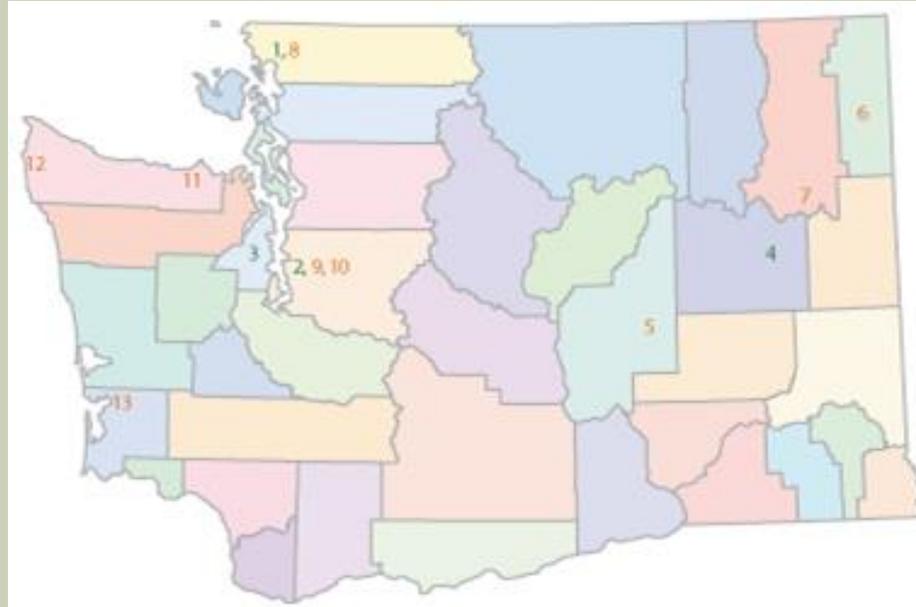
- Housing is a right.
- Housing **FIRST** not Housing **READY**
- No barriers for housing access
- Assessment done to identify and eliminate potential barriers
- Tailored, voluntary services



DV Housing First History



The Agencies Involved



Cohort I (2009—2012)

1. **WomenCare Bellingham, Whatcom County**
2. **LifeWire Bellevue, King County**
3. **Kitsap County YWCA Bremerton, Kitsap County**
4. **Family Resource Center Davenport, Lincoln County**

Cohort II (2011—2014)

1. **New Hope DV/SA Services Moses Lake, Grant & Adams Counties**
2. **Kalispel Tribe of Indians Usk, Pend Oreille County**
3. **Spoken Tribe Family Violence Wellpinit, Stevens County**
4. **Lummi Victims of Crime Bellingham, Whatcom County**
5. **Salvation Army Domestic Violence Program Seattle, King County**
6. **InterImCDA Seattle, King County**
7. **Healthy Families of Clallam County Port Angeles, Clallam County**
8. **Forks Abuse Program Forks, Clallam County**
9. **Crisis Support Network Raymond, Pacific County**

Final Follow-up: September 2014

681 survivors participated

Advocates entered available
follow-up data for

657

438

were reached for
follow-up
interviews

[wscadv.org/projects/
domestic-violence-
housing-first/](http://wscadv.org/projects/domestic-violence-housing-first/)

Key Findings from Pilot Project

Survivor-driven advocacy contributes to housing retention

Housing stability rebuilds lives, leads to independence

Independence leads to safety

Safety and stability contribute to nurturing environments for children

Housing stability and advocacy improve health & well-being and restore dignity & self-worth

Flexibility supports adaptability of culturally responsive services

Community engagement enhances collaboration and sustainability

DV Housing First: The Approach



DVHF supports survivors and their children to rapidly access new housing, or retain their current housing, while maintaining safety and stability.

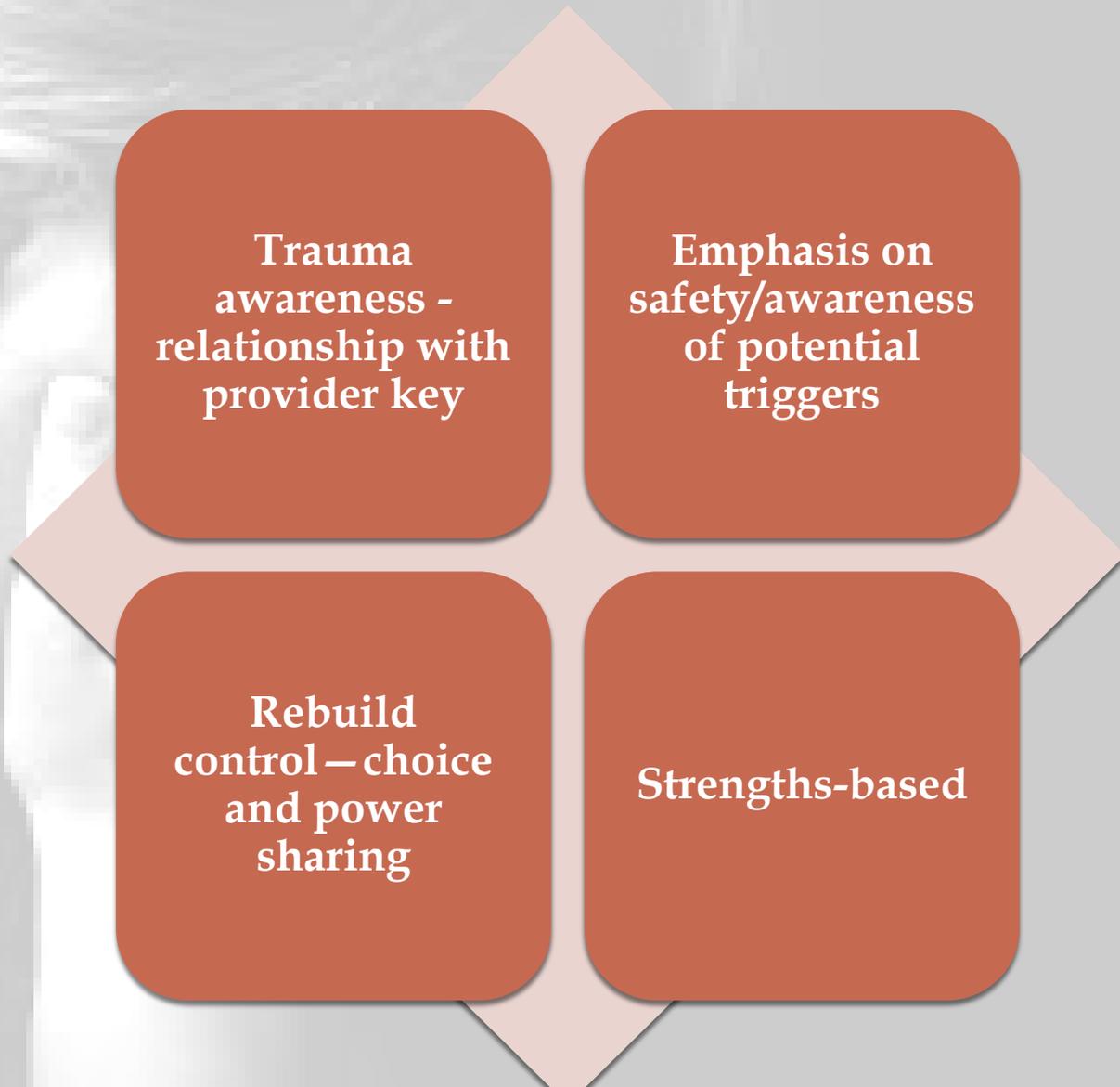
What is Survivor-Driven Advocacy?

- According to the Washington Administrative Code 388-61A, advocacy on behalf of domestic violence survivors focuses on:

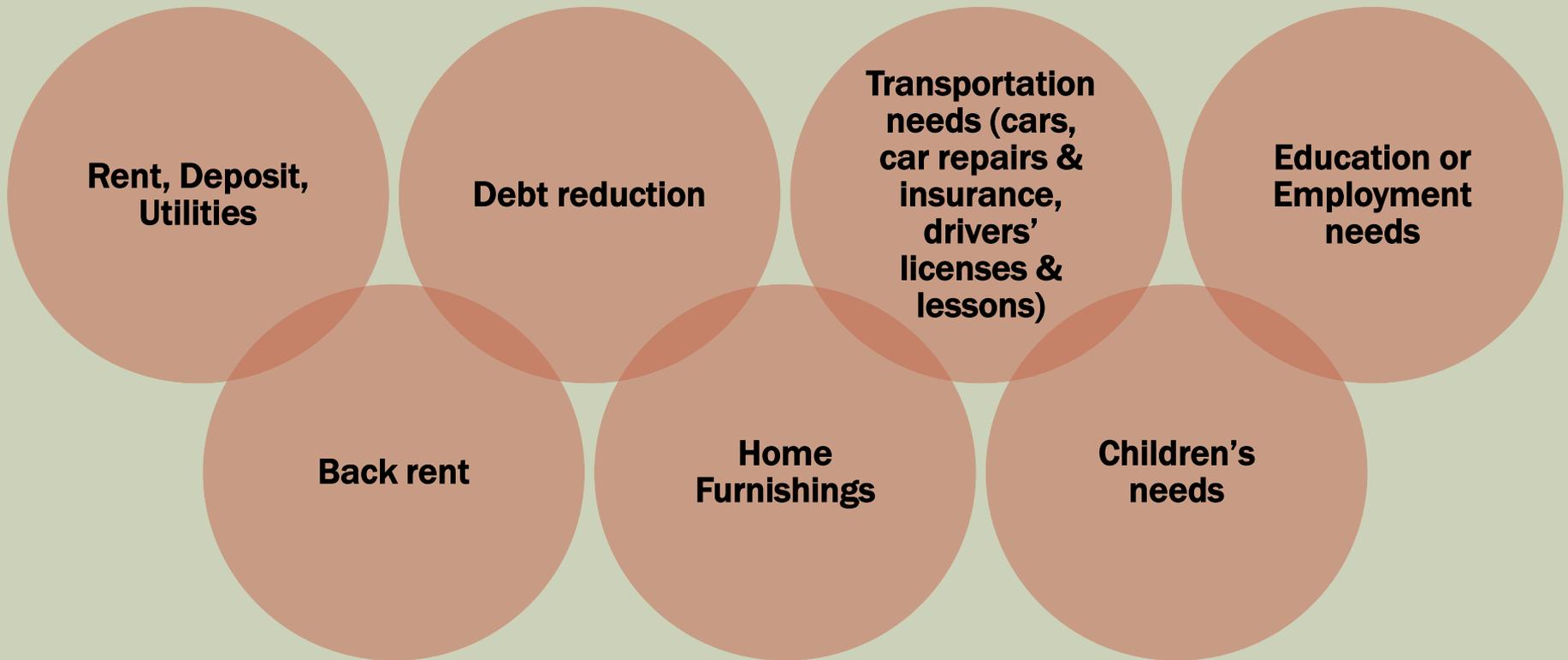


- Advocates may do case management or counseling
- Meeting survivors where they are and accompanying them where they need to go

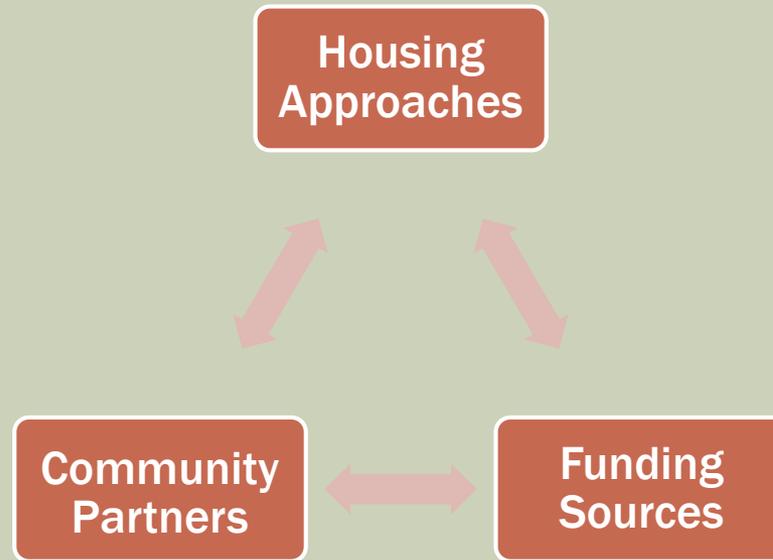
Trauma-Informed Approach



Flexible Financial Assistance



Domestic Violence Housing First: Housing Approaches



- Housing retention (diversion or homeless prevention—survivor may never leave the home or may leave temporarily if safety is a concern)
- Rapid ReHousing/Flexible Engagement
- Subsidized housing with services available
- Permanent supportive housing

Community Engagement: It's all about the relationships!



Demonstration Project Regions



SOUTH CENTRAL REGION

YWCA of Yakima

DV Services of Benton & Franklin Counties

New Hope DV/SA Services

Lower Valley Crisis & Support Services

KING COUNTY

Lifewire

New Beginnings

Northwest Network of BLTG Survivors of Abuse

Interim Community Development Association

Innovation for Long-term, Systemic Change

**Improve health
and well-being
for DV survivors**

- Robust organizational change to include policies, advocate training, and staffing structures

Research

- Increase the level of evidence that documents the relationship between domestic violence advocacy, housing stability, and improved health and well-being for survivors and their children

**Regional
Transformation
of Services**

- Partnerships with neighboring DV providers, housing/homeless organizations, housing partners and funders to expand and coordinate services within the region

Questions?

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DOMESTIC VIOLENCE HOUSING FIRST AND FLEXIBLE ENGAGEMENT

Flexible Engagement is the approach used by Domestic Violence Housing First to support survivors of domestic violence and their children with housing and service needs that may quickly change due to the safety and stability issues.

Flexible Engagement (FE) is an approach that allows survivors and their advocates to identify the level of services and funding that would be most useful to access and retain housing stability. A very light touch may be all that is needed for a survivor to safely retain current housing. Other survivors might immediately need a higher level of financial and/or advocate investment to address complex barriers to housing stability. FE is not linear. Survivors living stably in housing may experience a crisis later and need to re-engage in a different service level in order to retain their housing.

Like the Progressive Engagement (PE)¹ approach, FE provides tailored services to meet the needs of families who are experiencing homelessness with the goal to quickly resolve the immediate crisis. The FE approach has additional components and flexibility to adequately address survivors' needs around both domestic violence and housing.

Shared Fundamentals:

- Services and financial assistance provided focus on the level and intensity identified by each survivor
- Participation is voluntary and flexible
- Critical thinking, exploration of resources, and problem solving is shared between the survivor and provider
- Connections made to community resources
- Builds on individuals' resiliency and strengths

Distinct components of Flexible Engagement:

- The initial support is not always at a "light touch" level
- The focus is on helping survivors be safer while resolving the immediate risk of or crisis of homelessness
- Safety is the foundation for the initial conversation
- Conversations are guided by a trauma informed approach²
- Support is provided that reflects the changing safety issues and trauma impacts experienced by survivors

Funding for the FE approach can be challenging. Domestic violence agencies need to maximize flexibility provided by HUD as well as by other federal, state, and local funding sources. Additionally, funders need to allow programs to practice FE understanding that its success relies on flexibility and creativity.

¹ Building Changes, 2015: What is progressive engagement?

² Washington Administrative Code 388-61A-0260 requires domestic violence agencies to provide trauma informed advocacy