

# Snohomish County Investing in Families Implementation Plan

November 2010

Produced by the Snohomish County Investing in  
Families Strategic Advisory Coordinating Committee



### **Snohomish County Executive's Message**

The Bill & Melinda Gates Foundation, through the Investing in Families Initiative, is providing Snohomish County the opportunity to enhance the local service system for families as we work to reduce homelessness in our community. During this difficult economic time, new resources are critical to our success. We are appreciative of this opportunity and wish to thank The Bill & Melinda Gates Foundation, and their staff, for their leadership and resources to help reduce family homelessness in Snohomish County.

For those in our community who have expressed concern that resources currently serving non-families at risk of and experiencing homelessness will be shifted to family services leaving few resources for other populations, I want to assure you that is not our intention. It is imperative that, to the extent possible, we serve all populations in need. While there may be shifting of some resources over the six year Investing in Families project period, we will continue to support individuals as well as families in need of a safe and stable place to call home.

A handwritten signature in blue ink that reads "Aaron Reardon".

Aaron Reardon  
Snohomish County Executive

## Section I: Background and Introduction

### *What work has led up to the development of the Implementation Plan?*

The Snohomish County Investing in Families Implementation Plan completes a 20 month planning process designed at the funder's request specifically to transform systems to better address the needs of families experiencing and at risk of homelessness. The plan has been developed within the context of Snohomish County's Ten Year Plan to End Homelessness developed by the Homeless Policy Task Force. The ultimate intent of Snohomish County is to utilize the lessons learned from implementation of the strategies in this plan to better meet the needs of all individuals experiencing and at risk of homelessness and ensure that Snohomish County is able to serve all populations experiencing and at risk of homelessness with equal effectiveness and efficiency. As one of the three counties (Snohomish, King and Pierce) receiving support through the Washington Families Fund, Snohomish County has vowed to reduce family homelessness by 50 percent in the next decade. The Washington Families Fund, an unprecedented public-private partnership led by Building Changes, is engaged in a bold new approach to end homelessness among families with children. The strategies guiding this work emanate from the lessons learned in the Sound Families Initiative, a multi-year, \$40 million investment by The Bill & Melinda Gates Foundation to triple the number of service-enriched housing units for homeless families in Pierce, King, and Snohomish Counties in Washington State.

This plan is intended to complement and supplement the Ten Year Plan to End Homelessness with a road map for transforming systems for ending family homelessness. It is in no way intended to supplant the strategies in the Ten Year Plan to End Homelessness for addressing the needs of homeless individuals including, but not limited to, chronically homeless individuals, chronically mentally ill homeless individuals, homeless veterans, LGBTQQI individuals who are homeless, homeless individuals with disabilities, seniors experiencing homelessness, or unaccompanied minors.

A wide range of key federal, state, and local partners critical to the success of the Investing in Families planning and service delivery framework to meet the needs of families experiencing homelessness and those at risk of homelessness have been engaged in the planning and design of this work. It is the long term intent of Snohomish County to continue expanding these efforts into a broad-based and comprehensive system for addressing the needs of individuals and families experiencing and at risk of homelessness throughout our community. The partners see the complementary advocacy work of The Bill & Melinda Gates Foundation to increase public awareness, civic engagement, and public will to address this issue as essential to the realization of this aim.

Investing in Families **government** partners include the United States Veterans Administration and Departments of Health and Human Services, Housing and Urban Development, and Labor; Washington State Department of Community, Trade, and Economic Development; Washington State Department of Social and Health Services; Washington State Employment Security Department; Washington State Department of Veterans Affairs; the Snohomish County Executive's Office, Human Services Department, Office of Economic Development, and Planning and Development Services Department; municipalities

located in Snohomish County; the Everett Housing Authority; and the Housing Authority of Snohomish County.

Key **family homelessness prevention and housing** partners include members of the Homeless Policy Task Force and those entities that operated grants through their successful efforts to develop a 10 year plan to end homelessness and expand housing stock and provide a wide array of needed services.

**Economic opportunity** partners include members of the Snohomish County Blueprint 2015 Partnership which is comprised of representatives from government, all K-12 school districts, all postsecondary educational institutions, workforce development, economic development, and industry.

Many of the **tailored service system** partners include persons who participate on the Homeless Policy Task Force, and the Snohomish County Human Services Council.

A complete list of individuals and the partner organizations they represent is provided in Appendix A to this report.

The work underway is presented in three reports: the Snohomish Investing in Families Landscape Assessment, Strategic Plan, and Implementation Plan. This report is the Implementation Plan.

The **first report**, *the Snohomish County Investing in Families Landscape Assessment*, was completed in December 2009 and approved by The Bill & Melinda Gates Foundation and Building Changes in March 2010. Members of the Snohomish County Investing in Families Steering Committee worked collaboratively over a period of eight months to develop the Landscape Assessment which provided a broad description of Snohomish County data about homeless families, the housing stock, prevention and intervention services, gaps in local services, and funding for these programs. The Landscape Assessment underscored the need to develop a unified service system to support families experiencing homelessness and those at risk of homelessness, explaining that housing and mainstream systems were not integrated in a way which could be readily evaluated, and there was no established inventory or established expectations for how different provider systems would work together to support families. Additionally, the Assessment proved that a serious barrier to all families experiencing and at risk of homelessness included the lack of affordable housing.

The **second report**, *the Snohomish County Investing in Families Strategic Plan*, described what the Snohomish County Steering Committee members wanted to do to end homelessness. The Strategic Plan was presented in April and approved in June 2010 by The Bill & Melinda Gates Foundation and Building Changes. The main goals and strategies, as updated, are presented below. (Please note that the term “Navigator” is now consistently used for the staff position described as “Advocate” or “Navigator” in the Strategic Plan.)

## Goal 1: Develop an Early Warning, Outreach, and Diversion System

**Objective 1.1: By December 31, 2016, develop and implement an effective early warning system that has identified and reached out to 2,000 families who are homeless or at risk of homelessness, 75% of whom will have positive housing status 90 days after contact.**

Strategy 1.1.1: Utilize research-based indicators to develop a 5-10 question early warning screening tool.

Strategy 1.1.2: Identify, engage, and train partners in the early warning system, including use of the screening tool and referral process.

Strategy 1.1.3: Develop protocols for collecting and sharing early warning and referral data.

Strategy 1.1.4: Coordinate with partners to ensure follow-up with and collection of outcome data for families.

Strategy 1.1.5: Disseminate information to connect with at-risk families and make appropriate referrals.

**Objective 1.2: By December 31, 2016, develop and implement an effective early warning system that has identified and reached out to 1,500 families where the youth are at risk of becoming unaccompanied homeless individuals with 80% of these youth remaining safely and stably housed at 90 days after contact.**

Strategy 1.2.1: Utilize research-based indicators to develop a 5-10 question screening tool with metrics around family preservation/functionality and indicators of strength.

Strategy 1.2.2: Identify, engage, and train partners in the early warning system, including use of screening tool and referral process.

Strategy 1.2.3: Develop protocols for collecting and sharing early warning and referral data.

Strategy 1.2.4: Coordinate with partners to ensure follow-up with and collection of outcome data for families.

Strategy 1.2.5: Disseminate information to connect parents/caretakers of youth at risk of becoming unaccompanied homeless individuals and make appropriate referrals.

**Objective 1.3: By December 31, 2016, develop and implement a menu of comprehensive diversion/prevention services, including housing assistance and support services, to prevent homelessness for families and youth at risk of homelessness.**

Strategy 1.3.1: Use best practices research to develop a menu of services needed to retain/maintain housing.

Strategy 1.3.2: Use best practices research to develop a menu of diversion/prevention services to include but not be limited to mediation, information, referral, coaching, family strengthening, and access to financial assistance and supportive services.

## Goal 2: Develop a Screening/Initial Assessment System

**Objective 2.1: By December 31, 2016, develop and fully implement an intake tool that collects common key data elements and unique identifiers for families experiencing homelessness and families at risk of homelessness to be administered to 2,000 families, increasing the efficiency of intake by receiving partner agencies as documented in surveys of agency staff.**

Strategy 2.1.1: Develop a process for identifying common key data elements and unique identifiers for the system.

Strategy 2.1.2: Develop a Beta-test tool for screening/initial assessment.

Strategy 2.1.3: Beta-test tool and process, refine, and take to scale.

**Objective 2.2: By December 31, 2016, develop and fully implement a universal screening/initial assessment tool and process to ensure appropriate level of support for 2,000 families experiencing homelessness and families at risk of homelessness, 75% of whom agree that the service(s) provided were value-added.**

Strategy 2.2.1: Develop a process for identifying programs and screening/initial assessment criteria for the system.

Strategy 2.2.2: Develop a screening tool that identifies complexity and urgency of needs to triage families as low, moderate, or high need for staff-assisted services (low = self-service, medium = information and referral, high = Navigator assisted services).

Strategy 2.2.3: Build on the existing Community Case Management platform to launch a pilot program.

Strategy 2.2.4: Beta-test tool and process, refine, and take to scale.

**Objective 2.3: By June 30, 2011, for families assessed as high need, develop a universal screening/initial assessment tool and process for making a referral to an appropriate generalist or specialist Navigator based on the family's primary presenting issues.**

Strategy 2.3.1: Identify presenting issues requiring specialist support, e.g., domestic violence, chemical dependency, mental health issues, family preservation/strengthening needs, prevention support, intervention support, specialized youth support.

Strategy 2.3.2: Develop the framework to identify the anticipated number of generalist and specialist Navigators needed and where they would be sited.

Strategy 2.3.3: Identify a location for Navigators are to be located (e.g., with screening/initial assessment staff or at other agencies).

**Objective 2.4: By December 31, 2016, ensure intake and screening/initial assessment process works effectively for families where the youth are at risk of becoming unaccompanied individuals or entering the child welfare system, 75% of these youth will receive an appropriate referral within 30 days.**

Strategy 2.4.1: Ensure youth experts are involved in all aspects of intake and screening/initial assessment tool and process development.

### Goal 3: Develop a System for Accessing Family Plan Development and Stabilization Services

**Objective 3.1: By December 31, 2016, develop and implement a continuum of housing assistance and support services to assist families at imminent risk of homelessness and families experiencing homelessness to prevent homelessness and/or secure and maintain housing responsive to 75% of needs identified by families at intake.**

Strategy 3.1.1: Develop a broad array of integrated services to assist families experiencing homelessness to secure housing.

Strategy 3.1.2: Develop a broad array of integrated services to assist homeless and at imminent risk of families experiencing homelessness to retain housing.

Strategy 3.1.3: Ensure that other tailored services identified in the plan are available to each family within 30 days of identification.

Strategy 3.1.4: Create a flexible fund to support the implementation of and access to the broad array of integrated services.

**Objective 3.2: By December 31, 2016, develop and implement a continuum of housing assistance and support services to assist youth at imminent risk of homelessness and youth experiencing homelessness to prevent homelessness and/or secure and maintain housing responsive to 75% of needs identified by youth at intake.**

Strategy 3.2.1: Develop a broad array of integrated services to assist youth experiencing homelessness to secure housing and/or reunite with their families.

Strategy 3.2.2: Develop a broad array of integrated services to assist homeless and at risk of youth experiencing homelessness to retain housing independently or with their families.

Strategy 3.2.3: Create a flexible fund to support the implementation of and access to the broad array of integrated services.

### Goal 4: Develop a System for Accessing Economic Opportunity Services

**Objective 4.1: By December 31, 2016, develop and implement a unified, outcomes-based system for employment and education that is knowledgeable in and responsive to the obstacles and needs of families experiencing homelessness or at risk of homelessness as documented by the increase in education and wages in HMIS and CCM databases.**

Strategy 4.1.1: Develop and pilot opportunities to provide the ability to build soft and hard employment skills.

Strategy 4.1.2: Provide cross-systems resource sharing and training for service delivery staff of community-based agencies, WorkSource, and community colleges.

Strategy 4.1.3: Locate Navigators at WorkSource and community colleges.

Strategy 4.1.4: Create a unified job development team.

Strategy 4.1.5: Advocate on the federal, state, and local levels to remove policy and funding barriers associated with post-secondary education and employment to enable families to secure living wage jobs.

## Goal 5: Develop a Housing Supply Continuum

**Objective 5.1: By July 1, 2011, develop and implement a program that has engaged and incentivized private sector landlords in the provision of housing to assist 100 families at low to moderate risk of homelessness per year.**

Strategy 5.1.1: Develop the statement of purpose and program parameters for a private sector landlord program.

Strategy 5.1.2: Create management and delivery capacity and select providers to operate the program.

Strategy 5.1.3: Adopt a housing assessment instrument to document barriers for establishing level of risk to housing success.

Strategy 5.1.4: Assemble a pool of shallow subsidy resources sufficient to serve 100 families per year.

Strategy 5.1.5: Provide tenant training to families for accessing and retaining housing.

Strategy 5.1.6: Provide support to landlords for placement and retention of tenants.

**Objective 5.2: By December 31, 2016, create a plan to generate affordable housing units for families experiencing homelessness, including unaccompanied youth.**

Strategy 5.2.1: Engage a consultant to lead a community planning process.

Strategy 5.2.2: Advocate for an allocation of federal housing vouchers.

Strategy 5.2.3: Identify and implement opportunities for our community to be more competitive for federal, state, and private housing funds.

**Objective 5.3: By September 30, 2010, create an emergency shelter model for serving families experiencing homelessness in Snohomish County.**

Strategy 5.3.1: Engage with the Homeless Policy Task Force and shelter providers in drafting a scope of work for a consultant to assess the capacity of the existing emergency shelter system in Snohomish County.

Strategy 5.3.2: Engage a consultant to complete an evaluation of the current emergency shelter system and recommend models for Snohomish County.

Strategy 5.3.3: Secure funder and provider support for adoption of a best practices emergency shelter system in Snohomish County.

The **third report**, *the Snohomish County Investing in Families Implementation Plan*, describes how the work will unfold under the guidance of the newly formed Strategic Advisory Coordinating Committee which includes many members of the original Steering Committee and associated Work Groups who contributed to the Landscape Assessment and Strategic Plan. This new Committee includes subject matter experts from a broader spectrum of the human services community which will ensure the feasibility and effective implementation of the work as that work moves into a more detailed analysis and development of procedures for integrating services across all human services disciplines. This body will continue to provide advice and support of system transformation as Snohomish County moves into actual implementation.

The Landscape Assessment, Strategic Plan, and Implementation Plan will be released for a 30 day public comment period, and additional comments from the public and Snohomish County government will be added. It is anticipated that the final plan, comprised of all three reports, will be approved and posted on the Investing in Families website by November 2010.

### ***What is the purpose of the Implementation Plan?***

The Implementation Plan identifies how strategic priorities around the five pillars of homelessness identified in The Bill & Melinda Gates Foundation research will be implemented through a set of carefully constructed and timed infrastructure and implementation strategies. These strategies fully integrate the five pillars of effective practice into a seamless service delivery system that meets the needs of the families and ends family homelessness in a manner consistent with the County's 10 year plan to end homelessness and other key planning documents and processes.

As noted above, the plan is a road map for advancing this work rather than a detailed list of tasks. Task analyses for completion of portions of the work are or will be outlined in applications for Infrastructure and Innovation Grant funds prepared for The Bill & Melinda Gates Foundation and Building Changes, respectively, and in other related documents as appropriate.

The five pillars, identified in The Bill & Melinda Gates Foundation research, and included in many different Implementation Plan strategies, are presented below.

- (1) **Prevention** aimed at keeping families on the edge of homelessness housed and linked with appropriate services.
- (2) **Coordinated entry** aimed at providing consistent, effective, and swift access to needed services for families.
- (3) **Rapid re-housing** aimed at helping families stabilize in permanent housing whenever possible.
- (4) **Tailored services** that provide the right services at the right level and the right time to meet families' needs.
- (5) **Economic opportunities** that help families advance toward self-sufficiency.

The Implementation Plan describes how service delivery and organizational and system level investments will be strategically employed and integrated to reduce family homelessness. It also describes how the *infrastructure strategies*, such as the foundational software and equipment, training, data collection and analysis protocols and systems, and *innovative strategies*, including innovations in service delivery and systems, will be implemented together within the redesigned Investing in Families system framework to meet the complex needs of families experiencing and at risk of homelessness. The Implementation Plan activities will extend from 2010-2016.

### ***What are the vision, mission, and core values driving the Implementation Plan?***

#### Vision

The Steering Committee, which guided and approved the Snohomish County Landscape Assessment and Strategic Plan, developed the following **vision** statement: *Every Snohomish County family has ready access to the housing, economic opportunities, and support to lead lives of dignity and fulfillment.*

## Mission

The **mission** of Investing in Families articulated by the Steering Committee is to develop a high-performing system to transform services and programs to prevent and end homelessness among families in Snohomish County.

## Core Values

The **core values** driving the Investing in Families system transformation are presented below.

- Planning and program development will be research and data-driven.
- Data will be used for evaluation, and evaluation will be used for continuous improvement in processes and outcomes.
- Screening will be standardized across the entire system.
- The coordinated system will be family-driven and serve the entire family.
- Services will be culturally relevant and accessible to people from different cultural and language groups.
- Each family will receive services tailored to its specific needs.
- Collaboration will be strengths- and results-based and include the regular sharing of information to help families implement plans.
- Programs will be long-term, flexible, and designed to assist families until they become self-sufficient.
- The system will be flexible and open to new partners and opportunities.
- The system will be seamless for families.
- The system will be family-centered.
- The system will be guided by the voice and experience of families and providers.
- The system will be funder driven.

The Strategic Advisory Coordinating Committee frequently re-visited and referenced the vision, mission, and core values in its work to design a high-performing, results-oriented system for providing services to families experiencing and at risk of homelessness as defined in the Landscape Assessment.

### ***How will the implementation plan be structured?***

The Implementation Plan incorporates the criteria from the Malcolm Baldrige framework, a management model which helps promote effectiveness, sustainability, results, integrated processes, and organizational learning. Consistent with the Baldrige model, leadership, strategic planning, customer focus, measurement, analysis, knowledge management, process management and staff training are central features of the Implementation Plan. The Implementation Plan highlights these criteria and their roles in supporting the planned infrastructure and innovation strategies and cross-system partnerships that will characterize the transformed system.

### ***How will the balance of this report be organized?***

The balance of this report is divided into the following sections:

Section II. Implementation Plan Management and Communication Approach – Provides an overview of the governance structure, operational structure, and plan for ensuring a unified approach to ending family homelessness.

Section III. Implementation Plan Strategies, Timing, and Funding – Presents flow charts and strategies for how families will access services and plans for realigning funds to implement a 50 to 100 family pilot project of the new system. This section will also describe how infrastructure and innovative strategies will be sequenced.

Section IV. Customer Voice – Describes strategies which will be used to incorporate the voice of customers in the system redesign.

Section V. Continuous Improvement – Outlines the data collection strategies to be used, the outcomes and results the work will achieve, and methods for ensuring continuous improvement.

Section VI. System Results – Discusses the system results of the planned work.

Section VII. Sustainability – Presents mechanisms to be incorporated to build capacity and show linkages across the system to contribute to sustainability.

Section VIII. Public Input Process and Comments – Presents the process that was utilized to obtain public input into the plan and the comments received through that process.

## **Section II. Implementation Plan Management and Communication Approach**

### ***What strategies are being employed to build the infrastructure and support the innovative strategies?***

As outlined in the Landscape Assessment, there is currently a wide array of programs and services designed to address the housing, economic opportunity, and related services needs of families experiencing homelessness and at risk of homelessness. These programs and services, each important to and effective at addressing specific needs, do not currently work in concert to address the complex and wide-ranging needs of families, ultimately resulting in too many families remaining, becoming, or returning to homelessness. This lack of connection among programs and services has its roots in the way

such programs and services are funded. Each has its own eligibility criteria, its own funding cycle, and its own allowable and unallowable activities. Through the course of its development of the local Landscape Assessment and Strategic Plan, the Investing in Families partners identified key gaps in services resulting from this fragmentation as well as key strategies that need to be undertaken to address those gaps in planning for and communicating about implementation. The strategies identified as priorities for Years 1 and 2 may be categorized as:

- **infrastructure strategies**, that is, foundational software and equipment, training, inventory development, data collection and analysis protocols and systems, and related strategies and
- **implementation strategies**, that is, innovations in service delivery and services that can be implemented within the redesigned Investing in Families system framework utilizing the infrastructure developed to meet the complex needs of families.

Workforce Development Council Snohomish County (Council) has been designated as the lead agency for the infrastructure grant received by The Bill & Melinda Gates Foundation and finalizing the Implementation Plan; supporting the Investing in Families partnership; working with The Foundation, Building Changes, Westat, Snohomish County, the Homeless Policy Task Force, consultants, and evaluator; and managing the attainment of grant outcomes. The Council will continue to approach infrastructure development through an inclusive and transparent process that will engage a wide array of government representatives, homeless family experts, economic opportunity specialists, and related tailored services stakeholders as well as affected families in the Investing in Families Partnership through the Investing in Families Strategic Advisory Coordinating Committee.

In the first phase of infrastructure strategy implementation (June 2010 – July 2011) the Council, under the guidance of The Bill & Melinda Gates Foundation, Building Changes, and Snohomish County Government will serve as the lead agency for the Snohomish County Infrastructure grant, which will result in:

- Creating a governance structure to advise and oversee implementation of the Snohomish County Plan;
- Establishing early warning, coordinated entry, assessment, family plan development, and implementation systems;
- Developing a unified navigation and family stabilization approach involving housing and mainstream systems that accesses an established inventory of tailored, economic opportunity, and housing services; and
- Developing a private sector landlord engagement effort to expand the stock of affordable housing available to Snohomish County families.

The Infrastructure Grant Outcomes and Milestones related to these deliverables is provided in Appendix B.

A key outcome of the Infrastructure Grant is the development of a governance structure to manage the Implementation Plan work by December, 2010. This will include:

- Creating a Governance structure to advise and oversee implementation of the Snohomish County plan that reflects a community-wide collaborative effort in which all partners are invested and specifically recognizes the expertise of the Homeless Policy Task Force;
- Hiring staff and entering into subcontracts with subcontractors and evaluation consultants to support Plan implementation;
- Ongoing convening of the Strategic Advisory Coordinating Committee;
- Establishing oversight meetings and process for engaging with Snohomish County Government;
- Developing a plan for implementing additional Year 1 and Year 2 infrastructure strategies and innovation strategies; and
- Continuing to identify and expand the Snohomish County Funders Collaborative, described in Section VII., below, to “grow the pie” of funding to both mitigate any unintended impact of plan implementation on other populations and support long range systems integration through alignment of ongoing government resources made available through the United States Departments of Agriculture, Education, Energy, Health and Human Services, Housing and Urban Development, and Labor as well as state and local government resources.

***What is our plan for ensuring we are taking a unified regional approach to addressing family homelessness?***

The Implementation Plan activities will incorporate communication strategies to promote a unified regional approach to addressing family homelessness. Implementation activities will be intentionally informed by, integrated with, and shared among entities leading other local efforts as coordinated through the Snohomish County Funders Collaborative. In turn, the implementation strategies will take into account other local work to ensure regionally strategic deployment of resources. For example, the main priorities of the Snohomish County Homeless Policy Task Force 10 Year Plan will be considered to ensure the leveraging of primary and secondary prevention, coordinated entry, affordable housing, and market rate housing services strategies occur, as these are prominent features of both planning efforts. The communication strategies will also include deliberate efforts to inform funders of where additional investments are most needed through the creation of the Snohomish County Funders Collaborative.

A comprehensive Communications Plan will be developed to help advance regional thinking and will include timelines and strategies to ensure that the different efforts underway are transparent and mutually re-enforcing. This plan will also include the *reciprocal* and timely sharing of information to connect advocacy, planning, and implementation initiatives focused on homelessness. The audiences which the Communication Plan will target will include key stakeholders.

The Communication Strategies will include reaching out to and communicating regularly with stakeholders to ensure that different policies, funding opportunities, and programs managed by these different constituencies are transparent and considered during implementation.

Communication strategies will be used to coordinate and integrate the distribution of resources in significant local planning efforts conducted by local public funders and private foundations and to inform the funding priorities of Federal and Washington State funders that provide resources to support families experiencing and at risk of homelessness as guided by The Bill & Melinda Gates Foundation and Building Changes. The lead entity in developing and implementing the Communications Plan will be Snohomish County Government with the assistance of the Council.

### **Section III. Implementation Plan Strategies, Timing, and Funding**

This plan is predicated on the Strategic Advisory Coordinating Committee guiding principle of using a strengths-based approach to addressing these regional issues by effectively mitigating current service delivery gaps as well as coordinating those services currently available into a unified system.

#### ***How do we envision that families will access innovative strategies?***

As outlined in the above Strategic Plan goals and strategies, the Investing in Families partners have designed a system to be piloted with 50 to 100 families experiencing homelessness and at risk of homelessness accessing services through a **coordinated entry system** where they will be screened to determine their service needs, homelessness status, and depending on their level of need, be referred to a Navigator or other service provider.

A family assessed as having **high need**, that is, with no safe place to stay tonight, will be assigned to a Navigator who will place the family in a shelter or provide the family with a motel voucher. Once the family's emergency housing needs are addressed, the Navigator will help the family obtain more stable housing and address other urgent needs. The Navigator will then conduct a family assessment, work with the family to develop a Family Self-Sufficiency Plan, and help broker other needed services for the family. In those instances where services are not available as needed to meet a family's urgent stabilization needs, the Navigator will have access to a **flexible fund** from which vouchers can be written to purchase the needed service from a private vendor.

A family assessed as having **medium need**, that is an urgent housing need and/or complex array of needs, will be assigned a Navigator who will help obtain stable housing if needed and address other urgent needs. These immediate stabilization services will be followed by a family assessment, development of a Family Self-Sufficiency Plan, and then brokering and/or providing vouchers from the flexible fund to address the family's other service needs.

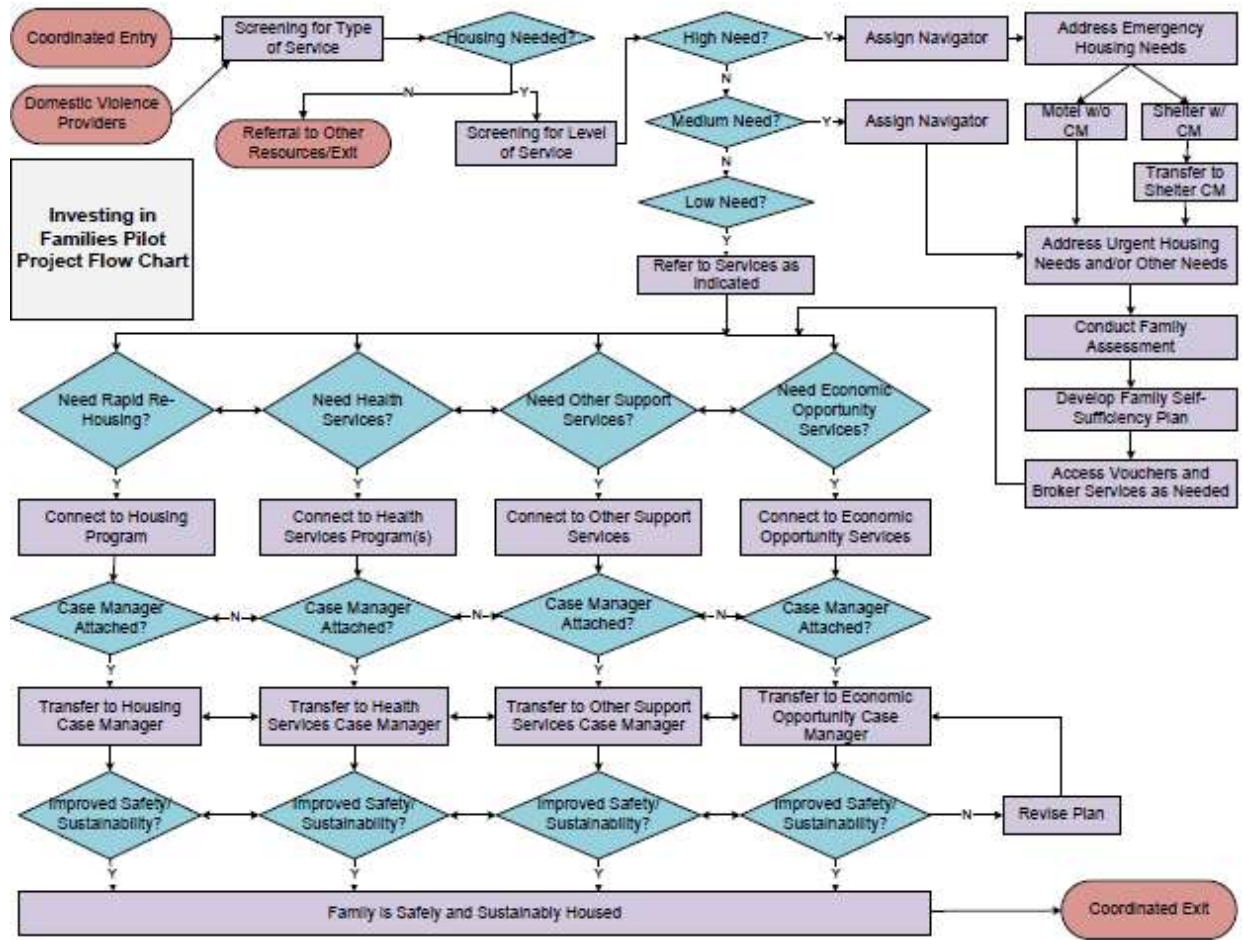
A family assessed has having **low need**, that is no imminent housing need and few additional needs, will be referred to necessary services which may include services in any or all life domains for which the family needs intervention.

Families that are assigned a Navigator will participate in a comprehensive family assessment and collaborate with the Navigator on the development of an iterative family self-sufficiency plan. The assessment will be conducted and the plan developed either by a shelter-based Case Manager or by the Navigator for families housed in a motel or a shelter without case management services. The family self-sufficiency plan will identify the family's priority life domains, proposed interventions and sequences, and desired results. It will be used to guide the delivery of services by all partner programs as the family journeys from homelessness or risk of homelessness to stable and safe housing and optimal self-sufficiency. The partners consider a family to be optimally self-sufficient when the family is able to make as many decisions for itself as possible with only those subsidies needed to support health, well-being, and goal realization. Thus, for some families, optimal self-sufficiency may ultimately include no case management or income supports while for others, optimal self-sufficiency may include ongoing case management support coupled with permanent housing.

The Navigator will continue to support the family until the family is connected to a Case Manager through a housing, health, economic opportunity, or other service program at which point, the Case Manager will assume responsibility for working with the family on achieving the outcomes identified in its self-sufficiency plan. It will frequently be the case that the family has multiple Case Managers. In these instances, a Lead Case Manager will be assigned who has responsibility for working with the family on its overall plan while partner Case Managers are responsible for achievement of specific goals. The Lead Case Manager will be determined by a number of factors. For example, for families in receipt of cash public assistance, a Washington State Department of Social and Health Services Case Manager will have lead responsibility to ensure the family stays in compliance with WorkFirst participation requirements. Frequently, it is envisioned that a Case Manager associated with a housing program will be the Lead Case Manager.

Each Case Manager will document the interventions s/he provides and any changes in the family's situation on the Snohomish County Self-Sufficiency Matrix for the life domain(s) her/his program addresses. Each Case Manager will also provide this information to the Lead Case Manager along with recommendations for modification to the family's self-sufficiency plan when interventions are not achieving the desired results and increasing the family's safety and sustainability of improved conditions.

As shown in the Project Flow Chart on the following page, the case management team will continue to support the family as needed toward improved safety and sustainability until the family is safely and sustainably housed, at which point the family will exit the system.



**What is needed to launch these innovation strategies?**

The steps needed to implement the system described above include a significant amount of front-end and ongoing work to ensure that a strong infrastructure is in place. The following Snohomish County Investing in Families infrastructure strategies will ensure that the processes in place by July 2011 include:

- (1) Creation of a governance structure to advise and oversee implementation of the Snohomish County Strategic Plan;
- (2) Establishment of an early warning, coordinated entry, assessment, and family plan development and implementation system;
- (3) Development of a unified navigation and family stabilization approach involving housing and mainstream systems that accesses an established inventory of tailored, economic opportunity, and housing services; and
- (4) Development of a private sector landlord engagement effort to expand the stock of affordable housing available to Snohomish County families.

This infrastructure will ensure the partners' ability to begin serving between 50 and 100 families starting July 1, 2011 for a two year pilot period. Each following year, the scale will grow, eventually resulting in 500 families being served each year starting July 1, 2016 and beyond. The chart below shows the timeline for the infrastructure and innovative strategies, which are divided into five stages.

***What is the timing of the infrastructure tasks and innovation strategies?***

This infrastructure development work and launching of innovation strategies will take place concurrently in five distinct stages over the six-year transformation period as shown in the following chart.

Stage	Infrastructure Development Dates	Innovative Strategies Dates
Stage I	Phase I 7/1/10 – 12/31/10 Phase II 1/1/11 – 6/30/11	1/1/11 – 6/30/11
Stage II	7/1/11-6/30/13	7/1/11 - 6/30/13
Stage III	7/1/13 – 6/30/15	7/1/13 – 6/30/15
Stage IV	7/1/15 – 6/30/17	7/1/15 – 6/30/17
Stage V	Sustainable infrastructure	Sustainable strategies

***What innovation strategies will be launched during Stage I and how will they be funded?***

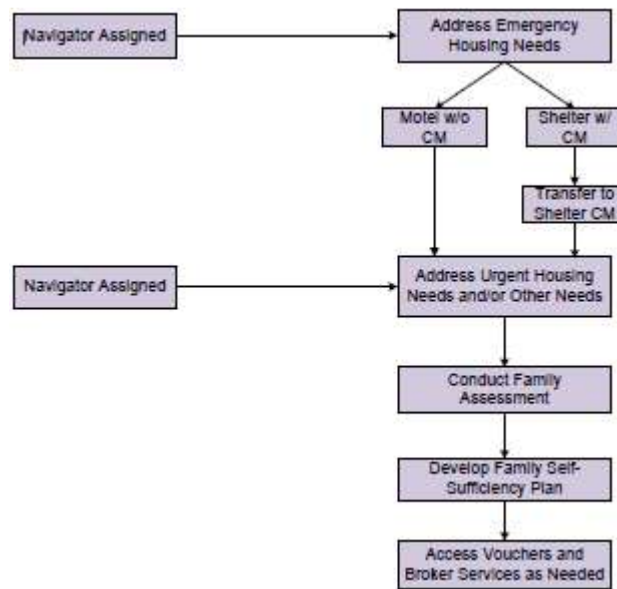
As noted above, the Stage I infrastructure development tasks need to be completed by June 30, 2011. The Investing in Families partners have identified specific innovation strategies that need to be launched during the second half of Stage I to have all needed services in place to launch the 50 to 100 family system pilot at the start of Stage II, beginning July 1, 2011. These strategies are described below. For each innovation strategy presented, it is anticipated that Building Changes will make an investment of 40 cents in Washington Family Fund dollars for every public dollar invested by the Investing in Families partners. It is anticipated that the Building Changes funds will support the strategy and system in two ways: (1) as a direct contribution to the specific strategy and (2) as a contribution to the flexible fund to meet family needs that cannot be met at the right time and in the right amount through the integration of available programs and services. It should be noted that the number of strategies and the number of providers involved in the system pilot are limited to ensure all processes can be readily tested and streamlined before taking the transformed system to scale. The following strategies are listed in the order of implementation.

**Navigator Innovation Strategy**

By January 1, 2011, Snohomish County Human Services Department will re-purpose county recording fee funds which are currently used to meet the needs of families experiencing homelessness through Project Self-Sufficiency and reassign staff to fill the Navigator position. During the first six months, the Navigator will work with partners to identify families and make sure all referral and feedback mechanisms are in place. The Navigator will begin providing services to families on July 1, 2011.

Public Fund Source	Population Currently Targeted	Public Contribution	BC Direct Contribution	BC Flexible Fund Contribution	Total Cost
County Recording Fee Funds	Families	\$100,000		\$40,000	\$140,000

The scope of this strategy is shown in the following process flow chart.



### Workforce Investment Innovation Strategy

By January 1, 2011, Workforce Development Council Snohomish County will prepare and release a Request for Proposals for an 18 month period to identify an entity to connect pilot project families to Workforce Investment Act Title I-B services as well as other economic opportunity services. The system to support the integration of economic opportunity services into the comprehensive system for serving families experiencing and at risk of homelessness will include establishing mechanisms for families to be tracked in both HMIS and SKIES. The partners plan for the following use of funds to support this innovation strategy:

Public Fund Source	Population Currently Targeted	Public Contribution	BC Direct Contribution	BC Flexible Fund Contribution	Total Cost
Workforce Investment Act Title I-B	WIA Eligible Adults and Dislocated Workers	\$149,000	\$29,800	\$29,800	\$208,600

The process flow for this strategy is shown in the chart on the following page.

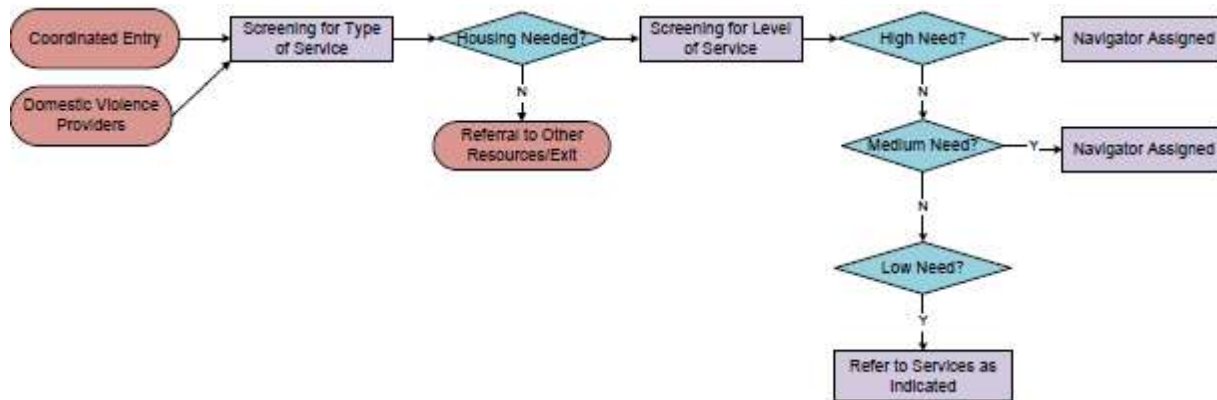


**Coordinated Entry Innovation Strategy**

By July 1, 2011, **Snohomish County** Human Services Department will identify one entity through a competitive bid process to provide coordinated entry services to the 50 to 100 pilot families.

Public Fund Source	Population Currently Targeted	Public Contribution	BC Direct Contribution	BC Flexible Fund Contribution	Total Cost
Emergency Housing Program	Families	\$100,000		\$40,000	\$140,000

The entity selected will be prepared to launch and run the coordinated entry screening for housing and services, will have the resources in place to determine the level of family need (high, medium, or low), and will make referrals to the Navigator or other system providers as shown in the following process flow chart.

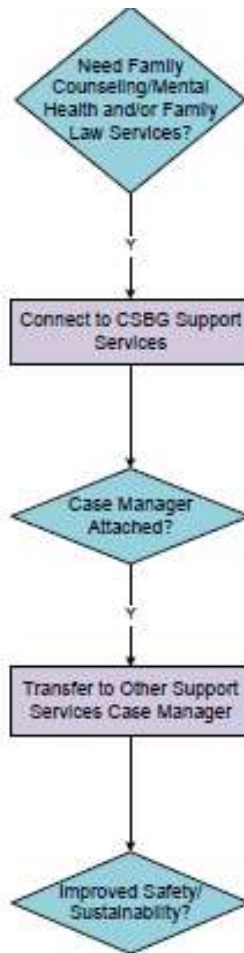


### Family Counseling and Family Law Innovation Strategy

While there is a need for a wide array of tailored services, the need for family counseling and family law services have been identified as significant system gaps. Therefore, by July 1, 2011, the Snohomish County Human Services Department will release a Request for Proposals to procure providers of these services for the 50 to 100 pilot families as well as other Snohomish County families experiencing and at risk of homelessness. These vital services will provide families with family unification/reunification services as well as foreclosure support and credit repair services.

Public Fund Source	Population Currently Targeted	Public Contribution	BC Direct Contribution	BC Flexible Fund Contribution	Total Cost
Community Services Block Grant	Low-Income Families and Individuals Including Youth and Young Adults	\$300,000	\$120,000		\$420,000

This strategy is depicted in the following process flow chart.



**Flexible Fund Innovation Strategy**

A key system gap identified through the planning process was the lack of flexible funds to meet the needs of families when existing programs and services were unavailable in the amount needed and/or at the time needed by a specific family. For a given family at a given point in time, this lack of availability might stem from statutory or regulatory issues or a lack of available funding. Given that one of the key pillars of a high-performing system for addressing the needs of families experiencing and at risk of homelessness is the availability of tailored services in the right amount at the right time, the Investing in Families partners have prioritized the creation of a flexible fund that can be utilized to address issues such as the need for food, childcare, transportation, and emergency services in those instances where no other resources are available in a timely manner. Workforce Development Council Snohomish County will manage the flexible fund that will be available to the Navigator to meet the needs of the 50 to 100 pilot families when no publicly funded system services are available in the right amount and/or at the right time to meet those needs. The Navigator will issue vouchers to participating landlords and vendors to meet those needs, and the Council will track the obligation, expenditure, and re-obligation of those funds.

As described above, the fund will be launched with investments from Building Changes that correspond to the public investments made into system transformation.

### **Additional Innovation Strategies**

It is anticipated that additional innovation strategies will be developed, funded, and tested during Stage I. These include:

- Redeployment of one-tenth of one percent resources to deliver Wrap-around Recovery and Prevention Services to the 50 to 100 pilot families. These services are funded with one-tenth of one percent funds and provide mental health and chemical dependency services at a cost of \$150,000 with a corresponding investment from Building Changes of \$60,000.
- Utilization of \$1,100,000 in Neighborhood Stabilization Program Phase I funds for capital expenditures to provide housing for ten families experiencing and at risk of homelessness in a supportive advanced education environment at Mount Baker View Apartments with a corresponding investment from Building Changes of \$440,000.
- Utilization of U.S. Department of Health and Human Services funds in an amount to be determined to provide allied health care training to families experiencing and at risk of homelessness with a corresponding investment from Building Changes.
- Utilization of public and private funds to support the expansion and launch of social enterprises that extend the range of employment opportunities available to families with an investment from Building Changes that supports the investment of public funds.
- Utilization of Neighborhood Stabilization Program Phase III funds to expand the stock of housing available to address the needs of families experiencing and at risk of homelessness.
- Utilization of a grant from the U.S. Department of Health and Human Services to provide allied health care training to families receiving Temporary Assistance for Needy Families and other low-income individuals.
- Ongoing review of funding opportunities at the Federal and State levels to identify resources that can be attracted to Snohomish County to “grow the pie” of funds available to support this effort. This strategy is key to both meeting short-term needs as well as promoting long-term sustainability of system improvements, particularly in the current fiscal environment which is impacting every level of government and every non-profit organization delivering human services. In light of this reality, it is imperative that the Investing in Families partners continuously seek out resources and partnerships to address anticipated shortfalls.

A chart summarizing the initial Stage I investments that have been identified and committed is provided on the following page.

<b>Public Fund Source</b>	<b>Public Contribution</b>	<b>BC Direct Contribution</b>	<b>BC Flexible Fund Contribution</b>	<b>Total Cost</b>
County Recording Fee Funds	\$100,000		\$40,000	\$140,000
Workforce Investment Act Title I-B	\$149,000	\$29,800	\$29,800	\$208,600
Emergency Housing Program	\$100,000		\$40,000	\$140,000
Community Services Block Grant	\$300,000	\$120,000		\$420,000
One-Tenth of One Percent	\$150,000	\$30,000	\$30,000	\$210,000
Neighborhood Stabilization Program Phase I	\$1,100,000	\$220,000	\$220,000	\$1,540,000
<b>TOTAL</b>	<b>\$1,899,000</b>	<b>\$399,800</b>	<b>\$359,800</b>	<b>\$2,658,600</b>

As these innovation strategies are launched within the context of the system pilot, the Navigator and other partners will identify the full array of government resources being deployed in “real time” to meet the needs of the 50 to 100 pilot families. This may include funds such as Temporary Assistance to Needy Families, Basic Food Employment Training, Workforce Investment Act, Wagner-Peyser, Low-Income Home Energy Assistance, and Fund for the Improvement of Postsecondary Education funds at the federal level, to name a few, as well as state program resources. It is anticipated that these will include K-20 education funds, housing funds, health funds, mental health funds, chemical dependency assessment and treatment funds, and other funds, any or all of which may result in a corresponding investment of Washington Family Funds by Building Changes.

Additionally, the partners have identified a number of additional potential funding opportunities that are being and may be sought to support this effort. These include:

- A pending grant application to the Center for Financial Services Innovation to expand the flexible fund and increase family control over the use of those funds with the support of the Navigator or another member of the Case Management Team.
- A grant application under development to utilize Family Unification Program vouchers to expand housing resources available to reunify or preserved unity among families that are separated due to a lack of adequate housing.

As may be seen from the above discussion, there has been and will continue to be a consistent effort to re-purpose funds currently being used to serve families experiencing and at risk of homelessness rather than utilize funds intended for other populations. It is also the long-term intent to minimize the impact

of this effort on other populations through active engagement of the full range of human services funds and aggressive fund attraction and development. These efforts are currently underway and have already attracted millions of dollars to Snohomish County that our community would not have otherwise received.

The Investing in Families partners will continue to seek out such opportunities to expand the resources and array of services available to create the comprehensive system transformation envisioned and end homelessness in Snohomish County.

***What innovation strategies will be launched during Stages II through V?***

Each year, we will conduct a scan of funding for mental health, chemical dependency, education, employment, and other services for families experiencing and at risk of homelessness and focus our collective fund attraction strategies accordingly. We will continue to identify potential partners to join our “whole system” effort.

Additionally, the infrastructure and innovative strategies will continue to be built, tested, refined, and improved, and the scale of the project will continue to grow. This will include the engagement of an expert in Lean/Six Sigma to ensure all system processes are sorted, straightened, standardized, shined, and sustained (“5 S’ed”) and that there are clearly identified system partners responsible for ensuring that each portion of the process maintains fidelity to the system transformation. Strategic Advisory Coordinating Committee members and key system partners will be asked to share their conceptions of what “scale up” means to their organizations and to explore the impact of scale on growth, continuous improvement, efficiency, effectiveness in leveraging resources, ability to deliver high quality services consistently, and commitment to replicating/expanding/adapting the system model. Resources and structures will be put in place that ensure quality, local leadership, and qualified service delivery. Management structures to coordinate services and communicate roles about who is responsible for different system elements will be communicated across various levels so that all involved work toward common goals and employ strategies as a coordinated team. Leaders in the community will be kept informed of the advantages of the system changes and engaged in discussions about how different strategies, policies, and investments may help strengthen the system.

Specific actions to be taken will include implementation of an early warning system to identify families that are at risk of homelessness, including those families not yet at imminent risk, and address their issues before they reach crisis. We will also migrate coordinated entry from being a “place” to being a “process” in which an array of partner organizations participate. We envision the Navigator function being similarly expanded and may include Navigators based at sites throughout the County and having a range of specialties such as domestic violence and mental health.

At the end of Stage V, it is anticipated that the transformed system will be sustainable and able to serve up to 500 families per year, as shown in the timeline on the following page.

Timeline	7/1/11-12/31/11	1/1/12-6/30/12	7/1/12-12/31/12	1/1/13-12/31/13	1/1/14-12/31/14	1/1/15-12/31/15	1/1/16-12/31/16	1/1/17-12/31/17
# of New Families Served (This Period)	50	50	50	100	200	200	400	500
# of Families Served (Cumulative)	50	100	150	250	450	650	1,050	1,550

At least 150 families will enter the Investing in Families system between November, 2012 and May, 2013.

#### **Section IV. Customer Voice**

##### ***How will we incorporate the voice of customers in our work?***

The voice of families experiencing and at risk of homelessness will be prominent in the Implementation Plan strategies. The evaluation firm, WESTAT, has begun providing and will continue to provide useful data about the experiences and needs of families. Family interviews by Business Government Community Connections were instrumental in the development of the Landscape Assessment, the Strategic Plan, and this Implementation Plan and will continue to inform evaluation and continuous improvement of infrastructure and system innovations implementation as discussed below. Families will be recruited to participate on the Strategic Advisory Coordinating Committee. Reviews of qualitative data will be conducted regularly to ensure that families have multiple opportunities to share their accounts of the factors contributing or hindering their progress at different junctures during the service delivery process. Families representing different ethnic and cultural groups and those facing different circumstances will be included in these efforts to ensure a greater understanding of different sub-groups that comprise the population of families experiencing and at risk of homelessness. Exit interviews with families will provide a rich opportunity to garner the hindsight views of families about the service system and where specific approaches helped or promoted their self-sufficiency efforts. Thus, families experiencing and at risk of homelessness will have an array of structured opportunities to share their impressions of services and make recommendations for improvement.

The perspectives of shelter and transitional housing staff, Navigators, providers, landlords, businesses, and other stakeholders and system providers will also be obtained to ensure that feedback from these customer groups is also collected and weighed, incorporated into data gathering tools and evaluation reports, and consistently used to assess and influence the work underway. The voice of different customer groups will be woven into evaluation and communication materials as well as local, state, and federal advocacy efforts. By incorporating the views of different constituents, the implementation strategies will be more widely known, owned, and evaluated, also contributing to the continuous improvement and sustainability efforts described in more detail below. Whenever practical, similar questions will be posed to different customer groups in order to compare perspectives and explore issues from different vantage points.

## **Section V. Continuous Improvement**

### ***What data collection strategies will we use?***

The Homeless Management Information System (HMIS) will be utilized to document the demographic characteristics, interventions, and outcomes of families participating in the pilot effort from coordinated entry to coordinated exit. Training will be provided to all staff utilizing this system to ensure that five main quality principles are followed. These principles are: timeliness, completeness, accuracy, integrity, and consistency.

As part of this work, timelines for collecting and analyzing data and for using the results of these efforts to better understand and address homelessness in the community will be identified.

Protocols for ensuring the legal and ethical collection and sharing of data will be put in place and staff will be trained in the use of the protocols. Family consent forms and procedures will be developed to facilitate this process.

Data collection strategies will also include, as referenced earlier, structured interviews with families and other providers and constituents involved in the Investing in Families system and will include documenting the voice and experiences of many different partners. This information will be utilized to drive just-in-time and long-term system modifications to continuously improve service delivery and outcomes.

At the same time, data collection efforts will focus on the broader regional environment and include structured scans of family homelessness counts, affordable housing stock, policies, and practices in different service and funding arenas that likely effect the flow of resources and support to families experiencing and at risk of homelessness.

Oversight of this work will be incorporated into the design of the Governance structure developed during Phases I and II of the Infrastructure grant period.

### ***What outcomes /results will the work achieve?***

The main results of the work will include:

- Movement from “In Crisis” toward “Thriving” in the Snohomish County Self-Sufficiency Matrix key life domains identified in the Landscape Assessment. (Please see <http://www.worksourceonline.com/js/matrix.htm>.) These include: access to services, career resiliency and training, childcare, education, employment, financial life skills, legal, mental health, physical health, substance use, support system, and transportation.
- Increased access to private market housing.
- Reduction in the experience of recurring homelessness among participating families.

- Reduction in the number of families experiencing homelessness.

These results will take place within the context of economic conditions that are very different than those at the beginning of this planning process. The unemployment rate has increased dramatically and is currently stagnating near 10 percent. This winter and spring, thousands of families will exhaust the Temporary Assistance to Needy Families and unemployment benefits with a potentially profound impact in the number of families experiencing homelessness. These mega-system challenges may have a significant impact on our ability to document the positive local systems-level impact of our efforts and that our focus may need to be on documenting improvements as experienced by the families that receive services rather than on system-level results.

### ***How will we ensure continuous improvement?***

Continuous improvement efforts to ensure the attainment of the desired Implementation Plan outcomes/results will be focused in five areas: infrastructure development, monitoring, data analysis, research, and advocacy.

#### *Infrastructure Development*

- Implementing strategies for tracking progress on each of the infrastructure and innovation strategies and reviewing the results to identify areas where changes need to occur; and
- Developing a readiness assessment founded in the Malcolm Baldrige actionable business-nonprofit criteria excellence framework, by the local evaluator, Business Government Community Connections. Partners will utilize this assessment to determine system readiness for implementation, prioritize opportunities for continuous improvement, and determine the efficacy of efforts to make those improvements.

#### *Monitoring*

- Conducting an ongoing comparison of anticipated progress and timelines for completion with actual progress and timelines and determining issues propelling or hindering progress, resulting in just-in-time and long-term changes and improvements.

#### *Data Analysis*

- Conducting customized and trend analysis of data to determine if the implementation strategies need to be adjusted;
- Incorporating the feedback and recommendations from participating families and other pilot project customers gathered during the interviews by WESTAT and Business Government Community Connections to inform next-step decision making;
- Using the Snohomish County Self-Sufficiency Matrix to track family progress and identify areas where stronger family service systems need to be in place;

- Reviewing the experiences of families as documented through HMIS and other databases to determine where and how well the system is working for different families, controlling for a variety of factors to see if certain subsets of families may need differently constructed interventions; and
- Creating a longitudinal data set to track the effectiveness of services for families as they exit the system.

#### *Research*

- Using the results of the WESTAT evaluation—which will look at the costs of different pillar strategies, and longitudinally track families, specific organizations, and entire systems—to to determine where and why the regional initiative may be yielding different results or costs in Snohomish, Pierce, and King Counties and to replicate effective practices that other counties may be employing; and
- Researching effective homeless prevention and intervention strategies across the country and around the world to identify new strategies for possible introduction.

#### *Advocacy*

- Ensuring that the Investing in Families lessons learned are provided to The Bill & Melinda Gates Foundation and Building Changes to inform advocacy efforts funded and/or led by The Foundation and Building Changes; and
- Ensuring appropriate messages are reflected in local evaluation and communication materials as coordinated by The Foundation and Building Changes, thereby stimulating useful discussion and focusing statutes, regulations, and funding to areas where changes or enhancements need to be made.

## **Section VI. System Results**

### ***What will be the system results of our work?***

The Landscape Assessment reveals, prior to launch of the Investing in Families planning effort, Snohomish County has not previously been home to a unified service system across all five pillars of effective practice that supports families experiencing and at risk of homelessness. The Landscape Assessment further reveals that housing and mainstream systems are not integrated and there is a lack of affordable housing.

Significant system changes to address these issues will emerge from the Investing in Families work. These include:

- **The creation of an early warning, coordinated entry, assessment ,and family plan development and implementation system** that is research-based and contains common data elements that will be aggregated to enable partners to track families from early warning through optimal self-sufficiency;
- **The development of a unified navigation and family stabilization approach** involving housing and mainstream systems that accesses an established inventory of tailored, economic opportunity, and housing services that will be integrated to meet the needs of families;
- **Greater integration among employment and housing system providers** will result in families experiencing and at risk of homelessness accessing soft and hard employment skills training and other economic opportunity services;
- **Greater integration among employment, tailored services, and housing system providers** will result in staff from the employment, tailored services, and housing systems becoming more effective at helping their clients utilize cross system resources;
- **Creation of a private sector landlord engagement effort** will significantly increase the willingness of private sector landlords to provide affordable housing to homeless families, particularly as they see that these families are connected to support systems with the capacity to assist tenants;
- **Creation of a longitudinal data set** that tracks family experiences from intake to exit and includes far-term measures--such as change in income, or recurring homelessness—which will be linked to the Washington State data warehouse to examine the long-term effects of interventions and efficacy of system transformation efforts;
- **Establishment of a system governance structure** with the ability to provide oversight and advocacy to increase the effectiveness of homelessness prevention and intervention work in a sustainable fashion;
- **Establishment of cross-system communication and training systems** that increase the quantity, quality, and consistency of information and connections among system partners;
- **Involvement of homeless families in economic opportunities** that lead to increased financial capability and the employment skills needed to successfully compete for higher wage jobs; and
- **Creation of a coordinated data collection and service delivery system for families ensuring that the efficacy of interventions can be tracked in *real time***, thus ensuring more timely and effective interventions and a greater understanding of the relationship between different actions, family housing status, and self-sufficiency.

Due to the data-driven approach of this work, all partners involved in the Investing in Families will be better positioned to assess the effect of statutes, regulations, and policies on the delivery of services in different domains and across domains, such as housing and employment, based on the real time experiences of participating families and thus make continuous improvements as needed. The partners will also sign the **Compact** provided in Appendix C which describes the overarching framework for Investing in Families partner collaboration as well as the **Memorandum of Understanding** in Appendix D which describes roles and responsibilities and how different system partners will work together to implement system innovations.

## **Section VII. Sustainability**

### ***What sustainability mechanisms will we incorporate?***

Throughout the six year period during which the system for serving families experiencing and at risk of homelessness in Snohomish County will be transformed, the entities engaged in the Compact will work together to create a unified and efficient system for helping families realize their goals. This transformation will include the realignment of policies, practices, and partner resources as well as coordinated efforts to identify and fill gaps in services. For example, to the extent possible, the funders will align their policies consistent with the Strategic and Implementation Plans, align their funding strategies with those policies, engage all funders within and outside the system who make funding decisions that may impact the system, and communicate policies and funding strategies with them. The expectation is that the Infrastructure grant costs associated with acquisition and adaptation of software and equipment, provision of staff training, and updating the housing and services inventories will be absorbed with public funds as Infrastructure grant funds are phased out.

Because the strategies will be viewed through a regional lens, the priorities of the Investing in Families Implementation Plan will be co-owned by different housing, employment, education, other human service, and public benefit providers who are mobilizing their resources into the Snohomish County Funders Collaborative which has been established for the purpose of coordinating planning around common priorities. The Collaborative had their first meeting in late summer 2010. It was agreed by the members that they wanted to continue meeting and that membership would expand over time. Current members are Snohomish County, the City of Everett, Workforce Development Council Snohomish County, the North Sound Mental Health Services Administration, United Way of Snohomish County, the EverTrust Foundation, and the Greater Everett Community Foundation. Potential future members include other government agencies and educational institutions, Housing Authorities, and additional philanthropic organizations.

Ultimately, the transformation will be represented in their funding priorities and streams. As the transformation evolves and system partners see the mutual benefit and effect of their collective work on reducing family homelessness, their priorities and funding streams will become better integrated, streamlined, and supported as local, state, and federal investors come to see this system as one that should be sustained and grown.

The process of bringing the pilot effort to scale, estimated as a ten-fold increase in scope, will require ongoing stakeholder support and buy-in, careful planning, ongoing assessment, and sufficient allocation of resources to ensure continued quality. Evaluation of the scale-up process will likely include making fine tuning adjustments to the original Theory of Change to accommodate all of the ways in which the local context may be affecting program implementation and outcomes. Because making the case for scaling-up calls for bold course corrections in the delivery of services with organizational and system implications, the case will be made for helping funders understand the importance of investing in organizational capacity and infrastructure. The entities committing to the Compact will track requests to present the Snohomish County Investing in Families system reforms at conferences and learning venues, thus broadening awareness and investments in the work underway. The Memorandum of Understanding to be developed following approval of the Implementation Plan will codify relationships among partners and stakeholders and will reflect a community-wide collaborative effort in which all partners are invested.

As a result, at the end of the six year Implementation period, it is anticipated that the investments of The Bill & Melinda Gates Foundation and Building Changes, coupled with the efforts of federal, state, and local funders and committed Snohomish County Investing in Families partners, will achieve the desired aims of transforming the local system for addressing the needs of families experiencing and at risk of homelessness, reducing family homelessness by 50 percent, and contributing to the body of knowledge to ultimately eradicate family homelessness in our nation.

## **Section VIII. Public Input Process and Comments**

### ***What was the process used to garner public input into this plan?***

A draft version of this Implementation Plan was posted on the Workforce Development Council Snohomish County website for a 30 day public comment period. Additionally, the Council's Public Information Officer widely distributed notice of the availability of the draft plan for review and comment. The plan was posted with the approved Landscape Assessment and approved Strategic Plan to provide context. At the recommendation of one of the Strategic Advisory Coordinating Committee members, the Council held two community forums regarding the draft plan. Each forum was structured to have informal questions and answers for the first 30 minutes, a 45 minute presentation of the draft plan, and a 45 minute comment period at which all comments were captured. In addition to the comments made at the two forums, the Council received numerous comments via email and one letter. All comments received are provided below. The comments were reviewed by the Strategic Advisory Coordinating Committee and the Council received additional advice from the Council, Building Changes, and from The Bill & Melinda Gates Foundation regarding the draft plan. Each comment received was addressed in the revised draft plan which was presented to the Committee for an electronic vote for approval to present to Snohomish County, Building Changes, and The Bill & Melinda Gates Foundation for review and approval.

### ***What were the comments received as a result of this process?***

The process described above garnered numerous comments, both at the two community forums and in writing. These comments are provided below.

#### **Forum #1**

##### Attendees

1. Larry Warner, Cocoon House
2. Lee Trevithick, Cocoon House
3. Nancy Cole, Compass Health
4. Kathy Atwood, Everett Police Department
5. Jennene Christine, Project Self-Sufficiency
6. Kristen Cane, Housing Authority of Snohomish County
7. Ken Stark, Snohomish County Human Services Department
8. Bill Humphreys, Volunteers of America of Western Washington
9. Margaret Breland, Domestic Violence Services
10. Renee Peare, Snohomish County Human Services Department
11. June Robinson, Housing Consortium of Everett and Snohomish County
12. Karen Matsen, Snohomish County Resident
13. John Lovick, Snohomish County Sheriff
14. Mary Jane Brell Vujovic, Workforce Development Council Snohomish County
15. Samantha Spitzer, Workforce Development Council Snohomish County
16. Annie Laurie Armstrong, Business Government Community Connections
17. Andrew Ballard, Marketing Solutions

##### Comments

- Lee, Cocoon House: I appreciate the process so far because there have been assurances that non-family populations will be considered and supported. But I see no mention of services to other populations in the Implementation Plan. What I do see is the removal of \$650,000 from pots of money the entire group of homeless service providers used to be able to compete for. It seems that \$650,000 has been removed from the system and is now unavailable to youth and other populations not part of IIF. I would like to see money made available to other populations, or at least a statement making it clear other populations are not being wiped out of the funding loop.
- Kathy, Everett Police: I like Lee's idea and that is what I was hoping to hear somebody bring up. Law enforcement deals with homeless youth and other populations across a broad spectrum and it would be very helpful to see notes included in the Implementation Plan to relieve police worries that populations we work with will be left out.
- Nancy, Compass Health: I strongly support this program and have a statement from Compass Health: "I know you are aware that Washington State is experiencing significant budget shortfalls due to the economy. In response, Compass Health has had to make cuts in both clinical and administrative departments. This will greatly impact the critical services that Compass will be able to offer to those with chronic mental illness who are currently waiting for housing or are in housing and need the supportive services to maintain stability. We have 500+

people on our housing wait list, many who are homeless. We share the concern that the County will need to match the Foundation in government funding. While we appreciate the money designated for housing from the 1/10<sup>th</sup> of 1% we will still be short funding for individuals with chronic mental illness who continue to fall through the cracks because they cannot access safe affordable housing. Many will cycle in and out of hospitals and jails or die on the streets. Safe affordable housing plus services stops this cycle. Please consider our request that housing funds be available for families AND for the many other vulnerable and in need people in our community.

- Karen, Resident of Snohomish County: I am concerned about the vagueness of this plan. I am not seeing specifics; I am seeing a lot of buzzwords in this plan. When I got done reading it I could not see how things will be different than they are now. In regard to the 50-100 families in the pilot group, it looks like those families will be served outside of the housing system. I am concerned about that. Why would we create a separate system? I also second Lee's comments and am concerned that people will be left out of this process and that this will create more instability in the system rather than bringing it together. I cannot support this plan without more detail.
- Margaret, DVS: I would like clarification on point of entry/open door to the full continuum of services.
- Larry, Cocoon House volunteer and Community Health Center Board member: I would like to know where to find links to IIF documents and where Ken works.
- Karen, Resident of Snohomish County: I heard this in meetings and in the presentation, but again, I am not seeing it in the plan how we will utilize the expertise and experience of the Homeless Policy Taskforce. I am not seeing a working framework for drawing on that expertise. Karen also requested that Everyone @Home Now be referred to as the Homeless Policy Task Force Ten Year Plan.
- Lee, Cocoon House: I politely disagree with Ken on his previous response. If we are going to pull \$650,000 out to serve the family populations, we need to also draw that amount out for serving single populations. I appreciate the strong comments in support of this idea, but we need to call it out and make it clearer.
- Karen added that it is hard to hear that the drawing out of \$650,000 is hurting organizations that serve single populations, while at the same time hearing IIF say there will not be impact to these populations.
- Margaret, DVS: Does the plan assume that the services we have now are the ones that will remain? What happens if those services, such as Cocoon House, do not remain?
- Karen wanted to know if the community will have a say in how money is drawn down from other sources.
- Lee followed up by asking what role the County Council will have in IIF decisions.

- Bill, VOAWW: Early on in the process, I asked ‘Would there be a time when the County would say no to Gates money for the sake of maintaining the full housing continuum for all populations with equal effectiveness and equal efficiency?’ This remains the \$64,000 question. I think what needs to happen is the development of a strategic approach to develop a process for a parallel infrastructure so we have the option of saying no to serve the greater good. It’s unfortunate that the people who will be impacted by this decision are the homeless individuals. There are pieces of this conversation that are being left out. We have to be able to address the issue of maintaining the integrity of the higher system.
- Nancy, Compass Health: I have been in the system and have seen the pendulum swing. What happens when the mentally ill do not get services impacts the system tremendously. We need to be cognizant of this issue.

## Forum #2

### Attendees

1. Jerri Mitchell, Catholic Community Services Western Washington
2. Vicki Howell, Catholic Community Services Western Washington
3. Ken Stark, Snohomish County Human Services Department
4. Michele Rastovich, Community Mobilization
5. Kay Hollenbeck, Snohomish County Human Services Department
6. Cammy Hart-Anderson, Snohomish County Human Services Department
7. Matt Bench, Washington State Employment Security Department
8. Ed Peterson, Housing Hope
9. Crisann Brooks, Lutheran Community Services Northwest
10. Vicki Halbakken, Youth RAP
11. June Robinson, Housing Consortium of Everett and Snohomish County
12. Lori Hartelius, Cocoon House
13. John Lovick, Snohomish County Sheriff
14. Lindsey Legaspi, Snohomish County Human Services Department
15. Mary Anne Dillon Bryant, YWCA of Seattle-King-Snohomish Counties
16. Sue Ambler, Workforce Development Council Snohomish County
17. Mary Jane Brell Vujovic, Workforce Development Council Snohomish County
18. Samantha Spitzer, Workforce Development Council Snohomish County
19. Annie Laurie Armstrong, Business Government Community Connections
20. Andrew Ballard, Marketing Solutions

### Comments

- Crisann, LCSNW: I represent the family support centers in Snohomish County. It is exciting to see IIF moving forward and the results of this work so far. We serve over 50,000 participants every year and reach a lot of people. We are excited to use IIF as a resource because it will help us offer more resources. This is a unique project and Snohomish County is on the tipping edge of this best practice. Thank you for the work and it’s exciting to be part of this process.
- Michele, Community Mobilization: I would be so proud to live in a community that solved the problem of homelessness. The concern of Community Mobilization is that when we see words like ‘deployment’ of resources, we see that meaning we will take resource from other pots to fill

this pot. I would like to see more detail in the plan about where those funds are coming from so people outside of the system understand.

- Lori, Cocoon House: I think it is the coolest thing to have this huge implementation of something that will have positive impacts and change things for the better. My concern is the focus of the funds. When I look at the Implementation Plan, it is silent on all non-family populations and then words like 'deployment' lead me to believe we will divert funds from other populations to fill the needs of the family population. How will we fill the other buckets and serve other populations? There is no mention of this in the Implementation Plan and it would be really nice to see it not be silent on other populations, so that if we are all gone tomorrow and other people pick up this work, it does not look like we are only serving families in Snohomish County. I am glad the plan has focus, but there is no comment about how we will meet the needs of other populations. While I am speaking about youth primarily, I also think of the GLTBQ population and others not included in families which includes seniors, etc.
- Cammy, HSD: I am pleased to see mental health incorporated into this plan. Thank you for including that and I am anxious to see how this comes together.
- Michele, Community Mobilization: I feel a little dismissed when you say the County is mindful of our homeless populations. I get that this plan is focused on families. I would just feel better to see a comment from the County about how they can match funds without taking it from other populations.
- Lori, Cocoon House: IIF requires increasing match dollars over the next five years. What is the plan for where that money is coming from? There is already money diverted from vulnerable populations. What will happen in the next \$3 million, \$6 million?
- Crisann, LSCNW: I agree with Michele and Lori about not forgetting about other populations. I think about a story from a person we served. A mom of two came in and was distraught because she came home from work and her trailer they were living in was stolen. Everything was gone. She was able to come in and sit with a staff person and get with resources and referrals. She had a place to stay that night and is working on other resources. I am not saying other populations do not need resources, but for families it is harder to access housing and we are seeing an increase of homeless families coming in the door. Families are in need of services.
- Lindsey, OHHCD: I have been part of this process from the start. We have been concerned about all populations since the beginning. But I come back to a quote from a homeless mother who was not able to be with her children who, when asked where her home is, she said 'home is where my kids are.'
- Mary Anne Dillon Bryant, YMCA: I see a chart in the Implementation Plan (page 11) showing funding sources. Do you have this chart for the next several years? Do you have any indication that the match requirement will change?
- Crisann, LCSNW: Are funds for future years contingent on meeting outcomes?

- Sue, WDC: One of the things that a lot of people miss in this is that there is a pillar that was never around in the past, that of economic opportunity. We have funds from workforce and community college sources that we never had at the table before. These are new dollars that have not been diverted from other homeless populations. These are new dollars to serve families and we are going to try to get them to count as match.
- Lori, Cocoon House: I want to clarify when I was talking about populations that are not covered it does not mean I want to get into the pitting of one population against another. That is not the case at all. I want to see a safety net of services for all homeless families and individuals.
- Mary Anne, YMCA: How is Westat going to measure a 50% reduction in homeless?
- Michele, Community Mobilization: Do we know any impact already of redeployment of funds? Let it be on the record that 'redeployment' and 'repurposing' are silly words.
- Matt, ESD: In the future addressing homelessness needs to come from places other than government. We need citizens, organizations, corporations to step up and address this issue. This is an important and big effort and it will need to become a broader community solution.
- MJ, WDC: Whatever happens with this project, we all have to pull through to help people who are going to have a very difficult winter and hard times ahead.

#### **Comments Received via Email**

- Michael, Saint Paul United Methodist Church Everett: I see no mention of individual or youth homeless populations. Does the funding for this initiative provide only for families? Are there other initiatives aimed at issues of youth homelessness in particular?
- Rev. Carmody, Snohomish County Resident: While investing in homeless families is an important thing to do, it must not be done at the expense of all other groups of homeless people. To divert all of our funding to one group of people will put hundreds of others at risk. Please rework this plan to be more equitable to all.
- Kelly, Snohomish County Resident: I am writing to address the above and ask where do the young adults and youth that are homeless fit in with this money since it will take a considerable amount of matching funds from other places? Some are on their own and do not have parents, or others to assist them or bring them under their umbrella coverage. It matters not if they are straight, gay, or what label they have, let us not take away their funding just to cover others, please.
- Lark, United Way of Snohomish County: It would be great to change "financial literacy" to "financial capability." This is the new theory of change in the financial stability arena. It really speaks to our community being able to not only understand money management concepts, but able to act accordingly when the opportunity presents itself.
- Zachary, Snohomish County Resident: I am writing you as to my concerns over the implementation of the new investing in families plan. Although I am pleased to hear that the Gates Foundation is willing to help support homeless families in Snohomish County the actual

practice of this plan will do more harm than good. Currently there are many Snohomish County residents in need of services i.e, single adults w/ disabilities, homeless vets, low-income seniors and homeless youth. With this plan being so single minded and exclusive it will shift monies currently available to many to serve a select few. I feel that a better plan is of absolute importance where Snohomish County can maintain a full continuum for all homeless populations.

- Pam, Partners4Housing: It's inspiring to see the great work and collaboration happening in Snohomish County around homelessness. I'm interested in learning more about the Private Sector Landlord Engagement Effort. What is the status of Strategy 5.1.1 and 5.1.2?

Comments Received via Letter



COMMISSIONERS  
David Dorsey  
Maddy Metzger-Utt  
John Mierke  
George Perez, Jr.  
Lyle Ryan  
Todd Taylor

October 28, 2010

Mary Jane Brell Vujovic  
Director of Strategic Initiatives  
Workforce Development Council Snohomish County  
728 - 134th Street SW | Suite 128  
Everett, WA 98204

Dear Mary Jane:

RE: Snohomish County Investing in Families Implementation Plan  
Public Comment

On behalf of the Housing Authority of the City of Everett, I am pleased to provide our comments on the draft Implementation Plan for the Snohomish County Investing in Families effort. We congratulate you and the Strategic Advisory Coordinating Committee on the work you have undertaken and the draft document.

The counties of central Puget Sound are indeed fortunate that the Bill and Melinda Gates Foundation has decided to tackle the challenge of family homelessness in our communities. We were pleased to be part of the Sound Families program and have committed ninety-nine Housing Choice Vouchers to supporting our Sound Families partners. As the Foundation has moved to the next step in its vision of ending family homelessness, we have been pleased to participate in the preparation of the first two reports for the Snohomish County Investing in Families undertaking: the Landscape Assessment and the Strategic Plan. Those documents have now been taken to the next step with the issuance of the Implementation Plan.

We do have some concerns with the draft of the plan and I will attempt to explain those concerns with the hope that the final document will reflect these comments.

First, the plan needs to clearly state the limits of this undertaking. Namely, the Foundation has limited its attention to *family* homelessness. Doing so reflects the focus of the Foundation and its desire to make real and significant progress with its goal. However, our agency and our numerous partners have concerns for – and responsibilities to address – a much greater segment of the population. The Investing in Families studies and plans, for instance, do not address the problems or needs of homeless individuals, elderly persons, disabled and handicapped individuals, veterans or unaccompanied youth. Nor does it speak to the needs of families or individuals who have tremendous need for housing assistance but are neither homeless nor in immediate danger of homelessness. The vast majority of our clients, and a majority of the ultimate recipients of federal, state and local housing funds fall in one of these categories. As important as the Investing in Families effort is, it must not result in a reallocation

3107 COLBY•P.O. BOX 1547•EVERETT, WA 98206-1547•(425) 303-1102•TDD/TTY (425) 303-1111•FAX (425) 303-1164 

of funds from these other categories. The Implementation Plan does not identify nor acknowledge the limitation of its focus to a relatively small – albeit critical – segment of the need. We strongly suggest that the Plan specifically state its limited scope and clarify that there is no basis in this work to shift funds from other needs and programs to family homelessness efforts.

Secondly, it is clear to all of us that the current financial situation of every level of government and of almost every non-profit organization is significantly different than that which existed when this program was initially conceived. Federal, state and local governments are slashing human services funding. State housing funding has already been dramatically cut with additional cuts clearly on the way. Federal housing funding has held its own to this point as the result of various stimulus efforts but 2011 and 2012 are likely to see harsh reductions. In the face of this changed reality, the expectation that significant additional public funds will be available to match on a 1.5:1 basis the Foundation funding is probably unrealistic. As the very least, the Plan needs to clearly address the changed financial situation and reflect that change directly.

We do not find in the Implementation Plan evidence that implementation will be done in accordance with the principles of mutual cooperation. For the intended systems changes to be successful, it is important that this undertaking not be looked at as a project of county government, but instead one that reflects a community-wide collaborative effort in which all partners are invested. For instance, we believe it is important that the governance structure needs to be established following review and comment by relevant public committees and boards and be adopted following a public hearing by the County Council.

This is clearly an important juncture for the Investing in Families undertaking and it is critical that we get it right!

Sincerely,



Bud Alkire  
Executive Director

Additionally, the Strategic Advisory Coordinating Committee met on October 26, 2010 and reviewed all the comments received to that point and made additional suggestions. The meeting was attended by Emily Nolan of Building Changes and Kollin Min of The Bill & Melinda Gates Foundation. Mr. Min made comments on information to incorporate into the plan.

These comments were incorporated into the draft Implementation Plan presented to the Strategic Advisory Coordinating Committee for approval via electronic vote.

## **ACKNOWLEDGEMENTS**

The Snohomish County Investing in Families Partnership thanks the following representatives from Snohomish County Government and the Snohomish County health, human services, and education network. Thanks are also extended to the individuals who provided staff support to this partnership and to The Bill & Melinda Gates Foundation and Building Changes for their support and leadership.

### **Investing in Families Steering Committee**

The Honorable Executive Aaron Reardon, Snohomish County  
 Andrew Ballard, Marketing Solutions  
 Annie Laurie Armstrong, Business Government Community Connections  
 Bill Humphreys, Volunteers of America Western Washington  
 Bob Davis, Snohomish County Housing Authority  
 Brian Eisenkraft, Volunteers of America Western Washington  
 Brian Parry, Snohomish County  
 Bud Alkire, Everett Housing Authority  
 Dana Libby, The Salvation Army of Everett and Snohomish County  
 David Wertheimer, The Bill & Melinda Gates Foundation  
 Dean Weitenhagen, Snohomish County Office of Housing, Homelessness, and Community Development  
 Deborah Knutson, Snohomish County Economic Development Council  
 Gwen Delp, Washington State Department of Social and Health Services  
 Ed Petersen, Housing Hope  
 Emily Nolan, Building Changes  
 Jan Strand, Edmonds Community College  
 Jerrilee Mosier, Edmonds Community College  
 June Robinson, Housing Consortium of Everett and Snohomish County  
 Ken Stark, Snohomish County Human Services Department  
 Kollin Min, The Bill & Melinda Gates Foundation  
 Lee Trevithick, Cocoon House  
 Maggie Milcarek, Housing Consortium of Everett and Snohomish County  
 Mark Putman, Building Changes  
 Mark Soine, Snohomish County  
 Mary Anne Dillon-Bryant, YWCA of Seattle-King-Snohomish Counties  
 Mary Jane Brell Vujovic, Workforce Development Council Snohomish County  
 Matt Bench, Washington State Employment Security Department  
 Sue Ambler, Workforce Development Council Snohomish County  
 Sue Dedrick, Everett Public Schools  
 Steve Hanson, Workforce Development Council Snohomish County  
 Susan Loreen, Edmonds Community College  
 Teresa Barcus, The Bill & Melinda Gates Foundation

### **Investing in Families Strategic Advisory Coordinating Committee**

Andrew Ballard, Marketing Solutions  
 Annie Laurie Armstrong, Business Government Community Connections  
 Bill Humphreys, Volunteers of America Western Washington  
 Candy Banker, Washington State Department of Social and Health Services

Cynthia Jones, Everett Public Schools  
Dave Koenig, City of Everett  
David Wertheimer, The Bill & Melinda Gates Foundation  
Dean Weitenhagen, Snohomish County Office of Housing, Homelessness, and Community Development  
Ed Petersen, Housing Hope  
Emily Nolan, Building Changes  
Jan Strand, Edmonds Community College  
Jennene Christine, Snohomish County Human Services Department  
Jerri Mitchell, Catholic Community Services Western Washington  
Jerrilee Mosier, Edmonds Community College  
Jim Bloss, NAMI  
June Robinson, Housing Consortium of Everett and Snohomish County  
Ken Stark, Snohomish County Human Services Department  
Kollin Min, The Bill & Melinda Gates Foundation  
Lee Trevithick, Cocoon House  
Linda Grant, Evergreen Manor  
Mary Jane Brell Vujovic, Workforce Development Council Snohomish County  
Matt Bench, Washington State Employment Security Department  
Nancy Cole, Compass Health  
Samantha Spitzer, Workforce Development Council Snohomish County  
Shayne Nagel, Arc of Snohomish County  
Tom Sebastian, Compass Health  
Will Rice, Catholic Community Services Western Washington  
Yen Lawlor, Washington State Department of Social and Health Services

**Investing in Families Coordinated Entry Work Group**

Bill Brackin, Volunteers of America Western Washington – North Sound 2-1-1  
Bill Humphreys, Volunteers of America Western Washington  
Brian Eisenkraft, Volunteers of America Western Washington  
Casey Trupin, Columbia Legal Services  
Erin Shea McCann, Columbia Legal Services  
Jackie Anderson, Snohomish County Office of Housing, Homelessness, and Community Development  
Jerry Gadek, The Salvation Army of Everett and Snohomish County  
Karen Matson, Housing Hope  
Lenny Simpson, Workforce Development Council Snohomish County  
Maggie Milcarek, Housing Consortium of Everett and Snohomish County  
Mary Anne Dillon-Bryant, YWCA of Seattle-King-Snohomish Counties  
Mary Jane Brell Vujovic, Workforce Development Council Snohomish County  
Mary Sievers, EverTrust Foundation  
Nate Marti, Snohomish County Office of Housing, Homelessness, and Community Development  
Wayne Anthony, Edmonds Community College

**Investing in Families Economic Opportunities Work Group**

Angel Lopez, Arbor Education and Training  
Candy Banker, Washington State Department of Social and Health Services  
Darrel Mihara, Everett Community College  
Ed Petersen, Housing Hope  
Elizabeth Kohl, Housing Hope

George Kosovich, United Way of Snohomish County  
Jan Strand, Edmonds Community College  
Jerrilee Mosier, Edmonds Community College  
Jerry Gadek, The Salvation Army of Everett and Snohomish County  
Julie Lord, Washington State Employment Security Department  
Lindsey Legaspi, Snohomish County Office of Housing, Homelessness, and Community Development  
Maggie Milcarek, Housing Consortium of Everett and Snohomish County  
Mary Jane Brell Vujovic, Workforce Development Council Snohomish County  
Matt Bench, Washington State Employment Security Department  
Sarah Cotton, Building Changes

**Investing in Families Prevention Work Group**

Bill Humphreys, Volunteers of America Western Washington  
Casey Trupin, Columbia Legal Services  
Charlie Corrigan, Building Changes  
Dana Libby, The Salvation Army of Everett and Snohomish County  
Dean Weitenhagen, Snohomish County Office of Housing, Homelessness, and Community Development  
Eric Steiner, Casey Family Programs  
Erin Shea McCann, Columbia Legal Services  
Jan Strand, Edmonds Community College  
Laura Clark, Snohomish County Office of Housing, Homelessness, and Community Development  
Lee Trevithick, Cocoon House  
Maggie Milcarek, Housing Consortium of Everett and Snohomish County  
Mary Jane Brell Vujovic, Workforce Development Council Snohomish County  
Melanie Gillespie, Home for Good  
Nancy Fairbanks, Cocoon House  
Paul Lichter, Snohomish County Planning and Development Services  
Sam Samano, Workforce Development Council Snohomish County

**Investing in Families Rapid Re-Housing Work Group**

Bob Davis, Snohomish County Housing Authority  
Bud Alkire, Everett Housing Authority  
Charlie Corrigan, Building Changes  
Dana Libby, The Salvation Army of Everett and Snohomish County  
Dave Koenig, City of Everett  
Dean Weitenhagen, Snohomish County Office of Housing, Homelessness, and Community Development  
Ed Petersen, Housing Hope  
Laura Clark, Snohomish County Office of Housing, Homelessness, and Community Development  
Lee Trevithick, Cocoon House  
Maggie Milcarek, Housing Consortium of Everett and Snohomish County  
Mary Jane Brell Vujovic, Workforce Development Council Snohomish County  
Melanie Gillespie, Home for Good  
Mike Stranger, Snohomish County Planning and Development Services

**Investing in Families Tailored Services Work Group**

Anji Jorstad, Compass Health  
Doug Klinman, Washington State Department of Social and Health Services  
Elbert Esparza, Snohomish County Planning and Development Services

Gwen Delp, Washington State Department of Social and Health Services  
Jackie Anderson, Snohomish County Office of Housing, Homelessness, and Community Development  
Jim Teverbaugh, Snohomish County Health and Safety Network  
Karen Matson, Housing Hope  
Ken Stark, Snohomish County Human Services Department  
Lark Kesterke, United Way of Snohomish County  
Lindsey Legaspi, Snohomish County Office of Housing, Homelessness, and Community Development  
Maggie Milcarek, Housing Consortium of Everett and Snohomish County  
Marty Arellano, Cocoon House  
Mary Jane Brell Vujovic, Workforce Development Council Snohomish County  
Ranita Jain, Building Changes  
Sandy Tracy, Tulalip Tribes  
Stacia Euwer, Domestic Violence Services of Snohomish County  
Sylvia Anderson, Everett Gospel Mission  
Terry Clark, Little Red Schoolhouse  
Wendy Clark, YWCA of Seattle-King-Snohomish Counties  
Winnie Corral, Lutheran Community Services Northwest – South Everett Neighborhood Center

**Other Stakeholders**

Emily Alvarado, Housing Consortium of Everett and Snohomish County  
Jan Olsen, Volunteers of America Western Washington  
Phil Smith, Volunteers of America Western Washington

<i>Grant Outcomes and Milestones</i>	<i>Current Status/ Baseline</i>	<i>Anticipated Progress or Completion Phase I (June 2010-Dec 2010)</i>	<i>Anticipated Progress or Completion Phase II (Jan 2011-June 2011)</i>
<b>GRANT OUTCOME 1.</b> Creation of a governance structure to advise and oversee implementation of the Snohomish County Strategic Plan.	The planning governance structure needs to be modified to achieve this outcome.	Completed Q3 of 2010.	Completed.
<b>Milestone 1.1</b> Hire staff and enter into subcontracts with subcontractors and consultants to support Strategic Plan implementation.	Several key staff are in place with a Planner needing to be hired.	Completed Q3 of 2010.	Completed.
<b>Milestone 1.2</b> Establish and convene ongoing Investing in Families Advisory Committee.	Committee members have been identified and invited to first meeting.	Completed Q3 of 2010.	Completed.
<b>Milestone 1.3</b> Establish oversight meeting schedule and process with Snohomish County Government.	Process development in process.	Completed Q3 of 2010.	Completed.
<b>Milestone 1.4</b> Develop Implementation Plan including detailed work plan for Years 1 and 2.	Implementation plan development is underway.	In process.	Completed Q2 of 2011.
<b>Anticipated External Factors or Challenges</b>	<ul style="list-style-type: none"> <li>• <i>None.</i></li> </ul>		

<i>Grant Outcomes and Milestones</i>	<i>Current Status/ Baseline</i>	<i>Anticipated Progress or Completion Phase I (June 2010-Dec 2010)</i>	<i>Anticipated Progress or Completion Phase II (Jan 2011-June 2011)</i>
<b>GRANT OUTCOME 2.</b> Creation of an early warning, coordinated entry, assessment, and family plan development and implementation system that is research-based and contains common data elements that can be aggregated to track families from early warning through optimal self-sufficiency.	A current unified system does not exist.	In process.	Completed Q2 of 2011.
<b>Milestone 2.1</b> Completion of data collection system design.	Currently under development with Westat, Snohomish County, and Volunteers of America of Western Washington.	In process.	Completed Q2 of 2011.
<b>Milestone 2.2</b> Completion of early warning design.	Potential data elements for early warning identified and potential entities to engage identified.	In process.	Completed Q2 of 2011.
<b>Milestone 2.3</b> Completion of coordinated entry design.	Decisions that need to be made and potential fund sources identified.	In process.	Completed Q2 of 2011.
<b>Milestone 2.4</b> Completion of family plan development and implementation design.	Self-Sufficiency Matrix selected as framework and potential fund sources identified.	In process.	Completed Q2 of 2011.
<b>Milestone 2.5</b> Completion of evaluation and continuous improvement system design.	Framework for evaluation and continuous improvement system selected and consultant identified.	In process.	Completed Q2 of 2011.
<b>Anticipated External Factors or Challenges</b>	<ul style="list-style-type: none"> <li>• <i>Flexibility of the ClientTrack database platform.</i></li> <li>• <i>Ability of software vendor to support work.</i></li> </ul>		

<i>Grant Outcomes and Milestones</i>	<i>Current Status/ Baseline</i>	<i>Anticipated Progress or Completion Phase I (June 2010-Dec 2010)</i>	<i>Anticipated Progress or Completion Phase II (Jan 2011-June 2011)</i>
<b>GRANT OUTCOME 3.</b> Development of a unified navigation and family stabilization approach involving housing and mainstream systems that accesses an established inventory of tailored, economic opportunity, and housing services that can be integrated to meet the needs of families.	No single inventory that is fully integrated now exists.	In process.	Completed Q2 of 2011.
<b>Milestone 3.1</b> Identification and realignment of funds to implement a 50-100 family pilot project of the new system.	Identification of potential fund sources in process.	In process.	Completed Q2 of 2011.
<b>Milestone 3.2.</b> Work with Snohomish County Government to develop policies and protocols for managing service vouchers for key services in each life domain.	Research into processes underway and “short list” of life domains under development	In process.	Completed Q2 of 2011.
<b>Milestone 3.3</b> Identification and/or procurement of service voucher management entity and mainstream and other service delivery providers for each relevant life domain.	Not yet begun.	In process.	Completed Q2 of 2011.
<b>Milestone 3.4</b> Provision of a technical assistance and professional development programs to ensure agencies and staff are able to implement new approach.	Not yet begun.	In process	First phase completed Q2 of 2011.
<b>Anticipated External Factors or Challenges</b>	<ul style="list-style-type: none"> <li>• <i>Impact of federal, state, and local statute, regulations, and policies.</i></li> <li>• <i>Local oversight body decisions regarding program parameters.</i></li> <li>• <i>Allocation of resources by funders.</i></li> <li>• <i>Provider Board decisions regarding participation.</i></li> </ul>		

<i>Grant Outcomes and Milestones</i>	<i>Current Status/ Baseline</i>	<i>Anticipated Progress or Completion Phase I (June 2010-Dec 2010)</i>	<i>Anticipated Progress or Completion Phase II (Jan 2011-June 2011)</i>
<b>GRANT OUTCOME 4.</b> Creation of a private sector landlord engagement effort to expand the stock of affordable housing available to Snohomish County families.	No such effort currently exists.	In process.	First phase completed Q2 of 2011.
<b>Milestone 4.1</b> Work with Snohomish County Government to develop policies and protocols for managing housing vouchers.	Practices exist for managing project-based housing vouchers currently in place.	Completed Q4 of 2011.	Completed.
<b>Milestone 4.2</b> Development of the elements of the landlord engagement effort.	Similar efforts identified and initial research completed. Participated in learning opportunity.	Completed Q4 of 2011.	Completed.
<b>Milestone 4.3</b> Recruitment of landlords.	Not yet begun.	In process	First phase completed Q2 of 2011.
<b>Milestone 4.4</b> Entity to maintain and manage the landlord engagement program identified and/or procured.	Not yet begun.	In process.	Completed Q2 of 2011.
<b>Anticipated External Factors or Challenges</b>	<ul style="list-style-type: none"> <li>• <i>Housing vacancy rates.</i></li> <li>• <i>Landlord willingness to participate.</i></li> <li>• <i>Adequate number of landlords in all areas of county.</i></li> </ul>		

**Compact  
for System Transformation  
by the  
“Investing in Families Partners”  
to End Family Homelessness in Snohomish County**

**WHEREAS**, Snohomish County, as one of the fastest growing counties in the State of Washington, is a vital and prosperous community, and

**WHEREAS**, there are more than one thousand families in our community who are experiencing homelessness and thousands more at risk of homelessness, and

**WHEREAS**, Snohomish County currently has an unprecedented opportunity to transform its system for addressing the needs of families experiencing homelessness and those at risk of homelessness, and

**WHEREAS**, Snohomish County has the partners and will to end homelessness in our community,

**NOW THEREFORE, BE IT RESOLVED**, the undersigned parties have developed a Landscape Assessment, Strategic Plan, and Implementation Plan on how to work together effectively to transform service delivery systems, and

**BE IT FURTHER RESOLVED**, the undersigned partners pledge to continue working collaboratively and committing available resources to jointly implement the services needed to end family homelessness in our community.

**APPROVED THIS \_\_ DAY OF \_\_\_\_\_, 2010.**

<p>_____</p> <p>The Honorable Aaron Reardon, Snohomish County Executive</p>	
<p>_____</p> <p>Ken Stark, Human Services Department Director Snohomish County</p>	
<p>_____</p> <p>Name, Title Entity</p>	

**Memorandum of Understanding  
for System Transformation  
by the  
*“Investing in Families Partners”*  
to End Family Homelessness in Snohomish County**

*[Reserved until Implementation Plan approved.]*