EXTENDING OUR REACH

... so everyone in Washington can be stably housed

STRATEGIC BUSINESS PLAN 2016-19
With that maxim in mind, Building Changes has laid out our strategic plan for 2016 to 2019 – an ambitious yet achievable blueprint for everyone in Washington to maintain stable housing.

As a state, we have made progress over the past few years in reducing the number of families who are homeless. Building Changes has influenced this success by working with our nonprofit, philanthropic and government partners to improve the homeless response system, making it more accessible and effective. We piloted a series of promising new strategies, two of which we are elevating as central to our future work: Diversion and Rapid Re-Housing. Both practices are designed to stabilize people’s housing situations quickly, resulting in either shortening the amount of time spent homeless or, better yet, avoiding homelessness altogether.

While proud of the strides we have made together over the past few years, we still have much work to do. Our goal moving forward is to make youth and family homelessness rare, brief and non-recurring. In other words, fewer parents, children or young adults ever become homeless (rare); the number of days anyone is homeless is few (brief); and those who once were homeless never become homeless again (non-recurring).

To achieve these more robust measures of success, Building Changes is extending the reach of our work to benefit the tens of thousands of Washington youth and families who struggle the most to remain housed. We must reach these people before a crisis collapses into homelessness.

Over the next four years, we will continue to work with our partners to strengthen the responses for those already experiencing a homeless crisis. Our vision is a homeless response system that treats people fairly and delivers services effectively. In addition, we will deepen our work with allies in the housing, health, employment and education systems as they, too, play essential roles in keeping people stably housed. Building Changes is well positioned to support all of these systems so that the full range of services can be as efficient and effective as possible.

While this strategic plan marks an evolution for Building Changes, our values of integrity, equity, collaboration and results remain the same. We ask you to embrace our plan and join us in the realization that if we truly are to be successful in our collective work, we must extend our reach so everyone in Washington can be stably housed.

Sincerely,

Michael Brown
President, Board of Directors
VISION AND MISSION

VISION
Everyone has a home and the opportunity for a healthy, fulfilling life.

MISSION
Building Changes believes everyone in Washington can be stably housed. We strengthen the leaders, organizations and systems that make it possible.

Our values are integrity, equity, collaboration and results.
Our focus is on youth and families.
Our reach is statewide.
BUILDING ON OUR MOMENTUM

Building Changes is advancing what we have learned and achieved in the past … so we can make even greater impacts in the future.

2011-2015

Impact Measures

- Reduced the number of homeless families in Washington by 29 percent (based on point-in-time counts).
- Began tracking more robust measures of rare, brief and non-recurring in three counties.

Results

- Reshaped the homeless response system to be more accessible and effective.
- Expanded the Washington Youth & Families Fund to include youth experiencing homelessness; Memorandum of Understanding signed by Gov. Jay Inslee and 38 partners.
- Made more than $17 million in grants through the Fund to test and support promising practices.
- Piloted promising new strategies and built the capacity of our partners to deliver them.

Organization

- Deepened our expertise in results-based leadership, measurement, learning and evaluation.
- Declared our commitment to achieving racial equity in housing outcomes.
- Worked in new areas such as racial disparities, health and youth, fueled through $930,000 in gifts from more than 400 Innovations Campaign donors.

Source: Data from the Washington Youth & Families Fund: Building Changes Pierce County Diversion and King County Rapid Re-Housing grants; and Westat Systems Initiative Evaluation for King County pre-Coordinated Entry data.

2016-19

- Extend our work to reach more youth and families struggling to remain housed.
- Strengthen the homeless response system to make homelessness rare, brief and non-recurring.
- Deepen our work with allies in the housing, health, employment and education systems.

- Diversion: In a Diversion pilot, 43 percent of families found stable housing in a median of 37 days. The average cost of financial assistance per family was $822.
- Rapid Re-Housing: In a Rapid Re-Housing pilot, 60 percent of families moved into stable housing within three months; and 87 percent were still stably housed when they left the pilot.
- Coordinated Entry: Before Coordinated Entry, a homeless family made a median of 45 to 50 calls to access help. Now, it’s one. State and local governments increasingly are taking the lead on strengthening this strategy.
- Employment: Washington is considered unique in prioritizing economic opportunities as a key response to homelessness. We are learning from multiple projects which approaches work best.
**MAKING PROGRESS TOGETHER**

The overall number of homeless families declined in Washington ...

*but we have much more work to do to make homelessness rare, brief and non-recurring.*

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**POINT-IN-TIME COUNT FOR HOMELESS FAMILIES**

(Statewide and combined King, Pierce and Snohomish counties; 2011 to 2015)

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**IMPACT MEASURES FOR FAMILY HOMELESSNESS** (King, Pierce and Snohomish counties; 2014)

In the future, we will be evaluating the impact of our work by measuring progress toward making homelessness rare, brief, and non-recurring. These impact measures better demonstrate the human element of our work by more effectively assessing how well systems serve people who are homeless or struggling to remain housed. By holding ourselves accountable to these more robust measures, we can better assist our partners in determining the strategies and practices that truly work best.

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**Goal: Make Homelessness Rare**

If we impact the system in the right way … the number should begin to increase as the system becomes more accessible, and then decrease as fewer families are homeless.

**Measure:** Number of families accessing homeless services.

- King: 2,025
- Pierce: 832
- Snohomish: 339

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**Goal: Make Homelessness Brief**

If we impact the system in the right way … the number of days should decrease. More focus is needed in this area to bring the number down to our goal of 30 days by the year 2020.

**Measure:** Average number of days a family spent in an emergency shelter and/or transitional housing.

- King: 137.8 days
- Pierce: 136 days
- Snohomish: 107.8 days

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**Goal: Make Homelessness Non-recurring**

If we impact the system in the right way … returns to homelessness should trend downward.

**Measure:** Percentage of families returning to the homeless system after exiting to stable housing.

- King: 3%
- Pierce: 5.7%
- Snohomish: 2.7%

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Source: HMIS data from the Tri-County Family Homelessness tool. Data is entered by providers and pulled by the counties. Counties are working with providers to improve data quality.
MAKE HOMELESSNESS RARE, BRIEF AND NON-RECURRING

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<thead>
<tr>
<th>OUR APPROACHES</th>
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<tr>
<td><strong>Building Changes is:</strong></td>
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<tr>
<td>• A <strong>driver for innovative strategies</strong> that help people maintain stable housing.</td>
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<tr>
<td>• A <strong>partner with nonprofits, private sector, philanthropy and government</strong> to make homelessness rare, brief and non-recurring.</td>
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<td>• A <strong>promoter of best practice</strong> through capacity building, grantmaking, technical assistance and evaluation.</td>
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<td>• An <strong>advocate for policy and funding changes</strong> to garner the best use of scarce resources.</td>
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<td>• An <strong>agent for building a fair and effective system</strong> that serves people who are homeless or struggling to remain housed.</td>
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<td>• A <strong>facilitator of cross-systems alignment</strong> so that crisis doesn’t collapse into homelessness.</td>
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<td>• A <strong>learning organization</strong> for improving practice and effectiveness in our field.</td>
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<tr>
<th>OUR CORE CAPABILITIES</th>
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<td><strong>Building Changes brings these principles and talents to all of our work:</strong></td>
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<tr>
<td>• Expertise in results-focused leadership.</td>
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<td>• Focus on measurement, learning, evaluation and knowledge sharing.</td>
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<td>• Experience in place-based initiatives.</td>
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<td>• Commitment to addressing racial disparities.</td>
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**BUILDING CHANGES 2016-19 STRATEGIC GOALS**

People most at risk of homelessness maintain stable housing.
Occurrences of homelessness are rare, brief and non-recurring.
BUILDING A FAIR AND EFFECTIVE SYSTEM

Building Changes is strengthening the homeless response system …

so all people are treated fairly and all services are delivered effectively.

HOW BUILDING CHANGES STRENGTHENS THE HOMELESS RESPONSE SYSTEM

- Develops leadership and builds capacity of our partners
- Shares knowledge and insight gained through evaluation, learning and communications
- Pulls together key stakeholders within and across systems for purposes of collaboration
- Promotes opportunities for all to succeed, regardless of race, ethnicity or income
- Advocates for supportive policies and funding
- Makes grants to test innovative strategies
REACHING MORE PEOPLE

Building Changes is extending the reach of our work to people who struggle the most to remain housed ...

so fewer people ever become homeless.

2 MILLION PEOPLE IN WASHINGTON LACK BASIC NEEDS AND THEREFORE ARE UNABLE TO PLAN FOR THEIR FUTURES.

• These include parents, children and young adults.
• Due to their circumstances, they can be one crisis away from becoming homeless.
• We must reach these people before a crisis collapses into homelessness.

In the past, Building Changes focused on improving the crisis-response system that serves people who already are homeless. We will continue to do that important work.

But if we truly are to be successful in making homelessness rare, brief and non-recurring, we also must reach those within the 2 million who struggle the most to remain housed so they never experience homelessness.

CONNECTING WITH OTHER SYSTEMS

Building Changes is deepening our work with allies in the housing, health, employment and education systems ... so they can efficiently and effectively serve people who are homeless or struggling to remain housed.

To make homelessness rare, brief and non-recurring, we are working more closely with allies in other systems that serve people who are homeless or struggling to remain housed.

These partners are essential in helping our efforts to address four key factors that put people at risk of becoming homeless.

We must address these risk factors before a crisis collapses into homelessness—now and into the future.

More people healthy and employed
Fewer people unstably housed

Fewer people unstably housed
Better educational outcomes for children

Better educational outcomes for children
Fewer people unstably housed

Risk factor: Lack of affordable housing
HOUSING

Risk factor: Health problems or medical debt
HEALTH

Risk factor: Unemployment or low wages
EMPLOYMENT

Risk factor: Poor educational outcomes
EDUCATION
Building Changes is in a stable and strong financial position as we launch our 2016-19 Strategic Business Plan, including operating reserves of $675,000 as we began 2015.

*Note: Operating revenue and expenses do not include grantmaking, which is projected at $5.3 million in 2015 and $3.5 million in 2016.
All people in Washington can—and should—achieve housing stability.
Building Changes staff leverage one another’s expertise and skills in order to achieve results.

Leadership Team

Alice Shobe
Executive Director

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Chief Financial Officer

Christena B. Coutsoubos
Director

Declan Wynne
Director

Kelly Zeleinka
Director

Mei Ling Ellis
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Senior Manager

Joyce Saldanha
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Kari Murphy
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Liza Burell
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Senior Manager

Molly Franey
Manager

Nick Codd
Senior Manager

Robin Koskey
Senior Manager

Sara Metheny
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Sarah Cotton Rajski
Senior Manager

Terra Chen
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Tonya Starlin
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Vitoria Lin
Manager

Staff at time of plan adoption, June 2015
BUSINESS PLAN ADVISORS

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Christy Shepard
Coalition for Homelessness Intervention & Prevention

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Charles Shen
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Bill Pitkin
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Conrad Hilton Foundation

Mary Kay O’Neill*
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Greg Winter
Cornerstone Strategy

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Corporation for Supportive Housing

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Debbie Greiff Consulting

Antony Chiang*
Empire Health Foundation

M.A. Leonard
Liz Sessler
Enterprise Community Partners

Elaine de Coligny
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Duke Paulson
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