Spokane City/County Continuum of Care

5-Year Strategic Plan
to Prevent and End Homelessness

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2020 to 2025

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1. Acronyms

ACI	Anchor Community Initiative
AHAR	Annual Homeless Assessment Report
ALTSA	Aging and Long Term Support Administration
APP	Annual Performance Plan
APR	Annual Performance Report
BNL	By-Name List
CA	Collaborative Applicant
CAP	Corrective Action Plan
CDBG	Community Development Block Grant Program (CPD Program)
CE	Coordinated Entry
CFDA	Catalog of Federal Domestic Assistance
CFR	Code of Federal Regulations
CHHS	Community, Housing, and Human Services (a City of Spokane Department)
CoC	Continuum of Care approach to assistance to the homeless
Cognizant Agency	The Federal agency responsible for negotiating with a grant recipient on behalf of all federal agencies the recipient receives funds from
Collaborative Applicant	The party responsible for applying on behalf of the region for CoC funds
Continuum of Care	Federal program stressing permanent solutions to homelessness
Con Plan	Consolidated Plan; a locally developed plan for housing assistance and urban development under the Community Development Block Grant and other CPD programs
CPD	Community Planning & Development
DCYF	Division of Children, Youth, and Families
Discretionary Grants	Federal agency can exercise judgment in selecting the recipient through a competitive grant process
EPLS	Excluded Parties List System
ES	Emergency Shelter
ESG	Emergency Shelter Grants (CPD Program)
Fair Housing Act	1968 act (amended in 1974 and 1988) providing HUD Secretary with fair housing enforcement and investigation responsibilities
FCS	Foundational Community Supports
Federal Fiscal Year	Begins on October 1 and ends on September 30 of the next calendar year
Federal Register	The official journal of the Federal Government.
FMR	Fair Market Rate (maximum rent for Section 8 rental assistance)
Formula Grants	A formula grant is a type of mandatory grant that is awarded based on statistical criteria for specific types of work. The authorizing legislation and regulations define these statistical criteria and the amount of funds to be distributed. So, the term "formula" refers to the way the grant funding is allocated to recipients.
FUP	Family Unification Program
GOSH	Governor's Opportunity for Supportive Housing (GOSH) Services

Grantee	
HCDAC	Housing and Community Development Advisory Board for Spokane County CSHCD
HEARTH Act	Homeless Emergency and Rapid Transition to Housing Act
HHAA	Homeless Housing Assistance Act
HIC	Housing Inventory Chart
HMIS	Homeless Management Information System
HOME	Home Investment Partnerships (CPD program)
HOPWA	Housing for People Living with HIV/AIDs
HUD	U.S. Department of Housing and Urban Development
HUD-VASH	HUD-Veterans Affairs Supportive Housing program
LGBTQIA+	Lesbian, Gay, Bisexual, Trans, Queer/Questioning, Intersex, Asexual, More (sexualities, sexes, and genders)
Mandatory Grants	Grants a federal agency is required to award if the recipient meets the qualifying conditions
McKinney-Vento Act	Federal Legislation providing a range of services to homeless people
MOU	Memorandum of Understanding
NAEH	National Alliance to End Homelessness
NOFA	Notice of Funding Availability
OMB	Office of Management & Budget
PATH	Prevention Assistance and Temporary Housing (Homeless program)
P&Ps	Policies and Procedures
PH	Permanent Housing
PSH	Permanent Supportive Housing
Recipient	Direct recipient of funds from Federal Agency
RFP	Request for Proposal
RRH	Rapid Re-housing
S+C	Shelter Plus Care
SHP	Supportive Housing Program
SOAR	SSI/SSDI Outreach, Access, and Recovery
SRC	Spokane Resource Center: A HUD EnVision Center
SRO	Single Room Occupancy Program
Sub-Grantee	An agency who receives pass-through funding to operate a project
Sub-Recipient	Indirect recipient of Federal Funds through a pass-through agency (Recipient)
TBRA	Tenant-Based Rental Assistance
TH	Transitional Housing
UFA	Unified Funding Agency
USC	United States Code
VA	Veterans Administration
VASH	Veterans Affairs Supportive Housing
YAB	Youth Advisory Board
YouthBuild	HUD program to promote apprenticeships for needy youth in building trades
YYA	Youth (17 and under) and Young Adults (18 to 24-years)

2. Introduction

2.1.   *Alignment with the Continuum of Care Mission*

The 5-Year Strategic Plan to Prevent and End Homelessness ("5-Year Plan") is intended to align with the mission of the Continuum of Care (CoC), as the advisory body of the region's homeless crisis response system. The CoC's mission is to make homelessness rare, brief, and non-recurring by fostering shared responsibility among stakeholders and coordinating resources essential to the success of local plans to end homelessness.

2.2.   *Current State of the CoC Geographic Region and Homeless Response*

The homeless crisis response system and the ways in which the CoC Board and local governments respond is impacted by the current context on a number of key issues, including:

2.2.1. Governance

The current CoC governance structure was implemented in 2017 and was designed to connect a variety of sectors that intersect with homelessness in an effort to provide a holistic perspective to address complex needs and leverage available resources.

The CoC Board is comprised of more than 20 representatives, including people with lived homeless experience, homeless service providers, public housing, behavioral health and chemical dependency, workforce, healthcare, law and justice, advocates, education, funders, local business, and regional government. These representatives are system leaders who are able to make decisions that quickly change the way we address key challenges and be responsive to changing needs.

There are also five standing committees (Executive, Planning and Implementation, HMIS and Evaluation, Funding and RFP, and Diversion) and four population-specific sub-committees (Youth, Families, Single Adults, and Veterans). These committees and sub-committees consist of front-line staff, people with lived homeless experience, and experts that advise the CoC Board and help to guide the homeless crisis response system.

In 2019, the Spokane City/County Continuum of Care was awarded Unified Funding Agency (UFA) designation. This is a prestigious designation, with only ten communities in the country holding it, and is awarded because of the Collaborative Applicant's expertise in financial management, monitoring and evaluation, governance, and strategic leadership. UFA communities have increased control over certain federal funding streams, leading to better ability to manage projects locally and allocate funds to meet changing needs.

2.2.2. Regional Integration

The CoC is a regional body, consisting of twelve cities and towns, along with unincorporated areas throughout Spokane County. As such, our CoC continues to strive for regional solutions that meet the specific needs of those experiencing homelessness in each of those parts of the county, including both urban and rural environments. This includes local governments coming together to address the varying needs of both rural and urban communities and their response to homelessness. It is critical that strategies address gaps and opportunities throughout the region. This has included having representation from the City of Spokane, the City of Spokane Valley, and Spokane County on the CoC Board, as well as partnering on surveys/data collection and analysis to ensure the geographic diversity of the region is considered in program design and to streamline

access to services for people most in need. Furthermore, in 2019 a regional governance work-group was established to foster this partnership and continue to address needs throughout the region.

2.2.3. Partnership

There is an extraordinary level of community partnerships that span across municipalities, service providers, faith leaders, and citizens. There are currently nearly a dozen agencies funded by recommendations of the CoC Board to operate more than twenty different programs to serve people experiencing homelessness, with even more partners and programs integrated into the coordinated response system. There is increased participation in the CoC Sub-Committees by both public and privately funded agencies, broadening the lens by which we assess the system, contributing data from across systems into the Homeless Management Information System (HMIS), working together on complex and multi-faceted issues impacting those experiencing homelessness, and closing the gap to ensure effective and efficient service delivery. Finally, with the CoC's geographic coverage spanning across the entire county, there is regional leadership involving the City of Spokane, the City of Spokane Valley, and Spokane County in support of regional efforts to prevent and end homelessness.

2.2.4. Service Provision

The system has seen a number of new projects come online in the last few years, as well as a significant number of new HMIS users that contribute data that aids in program design and funding allocations. Coordinated efforts to address needs of specialized populations (e.g. LGBTQIA+, people fleeing domestic violence, veterans, justice-involved, and youth and young adults) have led to improved service delivery and opportunities for people to get engaged with the system and resolve their homelessness quickly.

The system has also invested significantly in training opportunities for all of the service providers within the homeless crisis response system. For example, in 2019, the system invested in training approximately 50 service providers in Diversion strategies, with half being trained as trainers, to move our system towards Diversion First, a national best practice in helping people self-resolve their homelessness. Since then, community-wide trainings have taken place, as more partners strive to adopt and integrate these strategies into their service delivery model.

In June of 2018, the Spokane Resource Center was designated a U.S. Department of Housing and Urban Development (HUD) EnVision Center site – one of only 17 in the country. This came on the heels of a year's worth of planning and design for an integrated social services site that would offer wrap-around services to people at risk of becoming homeless and that could offer prevention resources. With the recognition that single adult homelessness is the fastest growing homeless population nationally and that people are becoming homeless for the first time in greater numbers than in previous years, having a site dedicated to addressing these needs is increasingly critical.

2.2.5. Communication

Communicating the complexity of homelessness, the available funding streams and federal and state funder priorities, and the CoC's allocation of resources and planning has posed challenges. There has been little alignment of messaging and an over-use of jargon, which has caused confusion to those who are not directly involved in the homeless crisis response system. This has led to missed opportunities to get citizens appropriately engaged, mixed messages, and lack of understanding that leads to productive dialogue and support. There is a need to build out a joint communication

strategy and community engagement plan that is adopted by all parties of the CoC Board and funded partners, as well as to develop an external-facing communications plan to help citizens better understand the situations and circumstances of our region's homeless strategy. Finally, regular CoC briefings to elected officials on regional efforts, challenges, progress, and funding directed at homelessness would be beneficial, as well as providing communication on capital resources in permanent rental housing, emergency shelter/transitional housing, and other focused investments to meet the needs of people experiencing homelessness throughout the region.

2.2.6. Encampments

Over the last two years, the City of Spokane has worked diligently on addressing unsheltered homelessness, as those numbers appear to increase and visibility of encampments has impacted citizen's perceptions of safety. As a result, the City of Spokane has invested more deeply in street outreach, an intervention that has proven results through direct engagement with people living unsheltered, and in re-engaging a coordinated outreach network to case conference and support efforts to help complex cases and to ensure outreach professional are able to support efforts to reach people in need throughout the county.

The City of Spokane has also begun utilizing a database and an integrated system to better track and map encampments and improve opportunities to send targeted service supports to those areas. Outreach then is utilized to provide a service-rich engagement strategy when encampments have to be cleaned up in order to try and get people into the homeless service system to prevent the camps from being re-formed.

In light of the legal context for encampments in our region, there has been an increased emphasis on creating emergency shelter and focus on how that component of the system is addressing the community need. This has led to an emphasis on the funding of emergency shelter at previously unprecedented levels.

Even still, the CoC recognizes that shelter does not end homelessness and that deeper investments in permanent housing will be required in order to have long-term impact. The balance is part of ongoing discussions at all levels and will likely remain at the forefront during this transition phase.

2.2.7. Business Community

The CoC Board has focused on engaging the business community in discussions and planning for a variety of strategies to address a multitude of community needs (e.g. partnerships between business and service agencies, mentorship, training for staff on homelessness, and employment/skills training for clients), creating a position on the CoC Board to be held by a business representative to ensure that lens is considered in all conversations, and continuing to provide training and education on the homeless community to all business that request it.

2.2.8. Affordable Housing

Spokane has spent multiple years in an affordable housing crisis, with historically low vacancy rates. Coupled with a growing general population, this has created additional challenges to housing people experiencing homelessness, as they struggle to compete for scarce housing resources.

With many people looking for places to rent, those who utilize vouchers and/or have less income or rental histories are less competitive for the few units that are available. Furthermore, increasing

rents are significantly limiting the availability of affordable housing and have the effect of adding to local homelessness. It is important to continue focusing on affordable rental housing in order to prevent and end homelessness. This includes supporting capital investments – using local, state, and federal resources to add and preserve affordable housing throughout the region.

A Landlord Liaison Committee was developed to address the needs of clients and to work with landlords to rent to those being served through homeless program dollars. This Committee, which has representatives from the Spokane Housing Authority and local homeless housing providers, has organized public trainings, held meetings, supported clients through landlord negotiations, and supported housing search. This Committee has been effective and continues to improve its strategies to engage landlords in ways that lead to people getting successfully housed.

In the unincorporated areas and twelve cities and towns, Homeless Prevention has significantly curtailed homelessness for families who would otherwise become homeless and eventually seek services in the City of Spokane. This resource is critical for those households.

Despite challenges, the homeless crisis response system has continued to house people at increasing rates over the last three years, utilizing innovative solutions and working on improved landlord engagement strategies.

2.2.9. Aging Population

The fastest growing demographic in our region is the Medicare-age population. This means a shift in the types of services that may be necessary to address targeted needs, as well as connections to resources that previously have not been utilized.

2.2.10. Data-Driven Solutions

As more projects contribute data to the HMIS, the depth and scope of knowledge continues to increase. This local data, alongside best practice research from around the country, has led to the design of data-driven programs.

The City of Spokane has moved towards performance-based funding in its most recent five-year funding cycle for state and local funds. As part of this, the City of Spokane released a Performance Management Plan that was approved by the CoC Board. The Performance Management Plan sets both minimum performance standards and performance targets for all homeless service projects[1]. As outlined in the plan, quarterly performance reports will be shared with the CoC Board and will be posted on the City of Spokane's website. Funding decisions will be made, in part, based on performance achieved by projects on an annual basis, ensuring that the community is investing in interventions that are meeting or exceeding outcomes for our system.

2.3. Objectives of the 5-Year Strategic Plan

The plan follows guidance from the Washington State Department of Commerce, in association with HUD and the Spokane City/County Continuum of Care Board and Sub-Committees.

2.3.1. Objective One: Quickly identify and engage people experiencing homelessness.

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[1] See Attachment 3.

2.3.2. Objective Two: Prioritization of homeless housing for people with the highest needs.

2.3.3. Objective Three: Effective and efficient homeless crisis response housing and services that swiftly moves people into stable permanent housing.

2.3.4. Objective Four: A projection of the impact of the fully implemented local plan on the number of households housed and the number of households left unsheltered, assuming existing resources and state polices.

2.3.5. Objective Five: Address racial disparities among people experiencing homelessness.

3. Objective One: Quickly identify and engage people experiencing homelessness

3.1. Introduction

Since its inception, the Spokane City/County Continuum of Care (CoC) has made major system-wide changes to better address homelessness. One of the signature achievements was developing a Coordinated Entry (CE) system with separate and distinct components designed to better serve homeless families and single individuals.

Spokane was an early adopter of the CE system. Implemented in 2012, CE utilizes Homeless Management Information System (HMIS) to facilitate the identification of individuals living in homelessness by linking them to the resources necessary to support movement to permanent housing. The CE system gained national recognition by the National Alliance to End Homelessness (NAEH) for utilizing Housing First principles, expanding access to satellite sites, and comprehensively assessing and prioritizing families by vulnerability and severity of needs. In Spokane County, CE began with one coordinated access point that included referrals for single adults (including chronically homeless and veterans), households with minor children, and youth.

After three years of assessment and revision to ensure effectiveness, the CoC began replicating this best practice model to establish a CE system for households with children ("families"). This meant two coordinated access points were operational: one for single adults and one for families. Each CE system component offers intake, assessment, referrals, housing placement and diversion, and supportive services all under one roof. Satellite sites throughout the county create a "no wrong door" approach to this centralized and integrated one-stop crisis response system that expedites linkage to housing and supports.

In 2016, the CE system adopted an innovative homeless diversion program, enabling the CoC to divert, streamline, and improve assessment processes. This system has resulted in shorter waiting lists, elimination of barriers to housing placement, and maximal use of resources.

Although there is not currently a separate access system for youth, Spokane has made great strides in learning what needs would have to be addressed for an effective Youth CE system in our community to cater to the unique needs of this population. In the meantime, youth enter through either the singles or families system, depending on family status and age, both of which have adopted changes to better serve youth. These changes include, but are not limited to: youth-specific walk-in hours to create safer, more welcoming environments and the introduction of satellite sites for youth to be assessed in locations they already frequent (e.g. unaccompanied youth shelter and drop-in centers).

Many Continuums of Care around the country are just beginning to implement their first Coordinated Entry system, as having one implemented in a homeless service system only just became a requirement from HUD in January 2018[2]. However, because CE has been a well-established system within our community for the past six years, our CoC was in the unique position to be able to evaluate and improve our system based off feedback and performance measures taken from within our own community, rather than broader theoretical data, and has been working tirelessly to do so since.

A "By-Name List" (BNL) is a real-time list of all people in a given subpopulation experiencing homelessness. By-name lists are a known best practice for homeless service systems because they are able to contain a robust set of data points that coordinate access and service prioritization at a household level, allow for easier case conferencing, are a collective tool of ownership and responsibility among differing agencies, and allow stakeholders to understand the homeless system inflow and outflow at a systems level. Not only does this tool allow for a triage of services and system performance evaluation on a micro level, but it allows for advocacy for policy changes and additional funding for resources necessary to end homelessness on a systems level.

In Spokane, the Veteran BNL, known as the "Veteran Master List", was developed in 2016. The Veteran Master List is currently a HMIS tool, which reflects every veteran in our community identified as being in a homeless circumstance, their homeless status, and where they are being served. The tool collects data provided by veterans and centralizes it in a single electronic form, regardless of where the veteran first interfaced with the homeless system. Among many other data points, the tool tracks offers of housing that are made and the results of those referrals for each veteran on the list. The Veteran Master List helps determine what interventions are or are not working and which veterans in our community are going to need additional resources and effort to house. The tool has directly contributed to a reduced length of time homeless for veterans due to the ability of outreach teams and caseworkers to more quickly identify who is a veteran and experiencing homelessness in our community. The faster we are able to provide housing and/or suitable interventions, the cheaper and more effective our system becomes.

Due to the success of the Veteran Master List, the Anchor Community Initiative (ACI) Core Team has been partnering with the City of Spokane's Community, Housing, and Human Services (CHHS) Department and the Spokane Youth Advisory Board (YAB) to help with the development of a Youth By-Name List since March 2019. The Core Team, which is made up of individuals who represent various homeless youth providers, as well as representatives from the public school system, juvenile justice, coordinated entry and behavioral health treatment, is building the Youth By-Name List in accordance with the best practice Community Solution's Built to Zero framework . The hope is that this project will be completed by the end of 2019 and continue to help make the youth homeless service system in Spokane more effective and efficient.

3.2. Measures of Success and Performance

1. Compliance with state and federal coordinated entry requirements for all projects receiving federal, state and local homeless funds. Consider implementation of the CE core element recommendations.[3]
2. Compliance with state and federal CE data collection requirements in order to build and maintain active lists of people experiencing homelessness, and to track the homeless status, engagements and housing placements of each household.

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[2] http://www.commerce.wa.gov/wp-content/uploads/2018/03/hau-wa-ce-guidelines-1-2018.pdf

[3] Starting January 2018 HUD mandated housing programs funded by state and federal grants must participate in coordinated entry, mandated that each system designate a lead agency and that participating programs must fill program openings exclusively through the system, eliminating all side doors. There are additional guidelines on procedures and policies outlined by the Department of Commerce; http://www.commerce.wa.gov/wp-content/uploads/2018/03/hau-wa-ce-guidelines-1-2018.pdf.

3. For communities in Street Outreach projects: Increase the percentage of exits to positive outcome destinations to the level of the top 20% of homeless crisis response systems nationwide.

3.3. Strategies

1. Use outreach and coordination between every system that encounters people experiencing homelessness to quickly identify and engage people experiencing homelessness into services that result in a housing solution.
2. Apply for additional funding sources to aid the outreach and engagement process.
3. Continue to leverage current street outreach programs and/or partner with agencies' outreach efforts that quickly identify and engage people experiencing homelessness.
4. Identify and implement staff trainings such as diversion, progressive engagement, motivational interviewing, trauma informed care, etc.

3.4. Current Condition

3.4.1. Outreach Efforts

The Performance Management Plan[4], which was designed in line with expectations from HUD and the Department of Commerce and approved by the CoC Board, set out minimum performance standards and system performance targets for street outreach projects. When released, the goal set by the CoC Board was that the minimum performance standards, the applicable one here being 65% successful exits from street outreach projects, would be met by projects within two years. Additionally, projects are expected to meet system performance targets, or 80% successful exits from street outreach projects, within five years or by 2025. While the Performance Management Plan is newly established, Spokane's homeless crisis response system is well on its way to achieving these goals with 68.2% successful exits from street outreach projects well before that two year goal.

In 2018, the City of Spokane was able to leverage funding in order to increase outreach efforts in Spokane County through a partnership with Spokane Neighborhood Action Partners (SNAP) and Frontier Behavioral Health (FBH). With this funding, street outreach amplified from two part-time employees to four full-time dedicated outreach staff who focus on the adult population. Homeless Outreach teams help individuals living in homelessness access services to meet their basic survival needs and work with community partners to promote transition to permanent housing. The Outreach staff meet individuals where they are by going to populated areas and building rapport by offering a kind smile, supplies (such as socks or personal hygiene products), and snacks until individuals are ready and able to seek safer shelter. The goal is to identify and engage unsheltered households who are not connected with existing services and connect them to appropriate housing resources, supporting them until an appropriate hand off of services is available.

Through the Anchor Community Initiative (ACI), the City of Spokane, in conjunction with Volunteers of America of Eastern Washington and Northern Idaho (VOA), has been able to fund a new outreach program so there are two new housing navigators who will be working with unaccompanied students experiencing homelessness in concert with the McKinney Vento Liaisons in the six school districts in the county most dramatically impacted my unaccompanied

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[4] See Attachment 3.

youth homelessness. "Housing Navigators" walk alongside youth throughout their path to stable housing by offering coordinated entry assessment; diversion; assistance in locating and applying for identification and other documentation needed for housing placement; transportation or accompaniment to potential housing options and necessary appointments; and case management to maintain engagement, support independence, and connect to needed services such as legal assistance, employment, education, non-cash benefits, mental health, and chemical dependency services.

In addition to the outreach organizations funded by the City of Spokane, there are numerous additional outreach efforts within Spokane County that are funded through other means. For example, YouthREACH is a project of VOA that employees 2.5 full-time employees to provide peer outreach, access to shelter services, referrals, and other necessary supports to at-risk youth and young adults struggling on the streets and in other unsafe locations in Spokane County. YouthREACH utilizes an outreach team comprised of young people partnered with adults to provide outreach, and a case manager knowledgeable of area resources and services, and skilled at engagement and motivation with the target population. The primary function of the outreach teams is to engage youth, establish trust and build relationships that will lead youth to case management services; connecting them to financial, housing, employment, education, healthcare, and legal services that will meet their needs and create successful future outcomes. In addition to YouthREACH, VOA is in the process of forming an in-reach team that will be taking youth and young adult referrals from other systems that work with homeless or at-risk youth, such as behavioral health providers, schools and the juvenile justice system. Utilizing both in-reach and outreach, VOA will be enabled to make contact with a wide variety of youth and young adults in order to assist them in navigating the system, which will greatly improve accessibility. Additionally, Catholic Charities of Eastern Washington (CCEW) has an Opioid Use Disorder Peer Support Program that provides outreach, as well as specialized assistance to individuals engaging in treatment services. And, finally, there is specialized Supportive Services for Veteran Families (SSVF) outreach staff who target interventions for veterans.

In addition to increasing outreach funding in recent years, the Spokane City/County CoC has reinvigorated the Outreach Huddle, which seeks to join the area outreach workers, agency staff, local behavioral health staff, and the criminal justice system to unitedly case conference chronically homeless and/or other high barrier clients. Case conferencing is a nationally recognized best practice model that our community has sought to implement across populations. These meetings occur every two weeks and are a chance for staff to discuss more challenging cases in order to create a care plan where the different service providers are able to take a unified front and address individual needs in a holistic and targeted way. An array of representatives service providers ranging from the medical and behavioral health community, to law enforcement and fire personnel, and Community Court legal staff converse directly with the outreach workers in order to create a unified front and address individual needs in a holistic and targeted way.

3.4.2. Community Court

Started in 2013, Community Court is a therapeutic court stemming outside the Spokane Municipal Court which seeks to reduce and effectively address quality of life offenses in the downtown corridor, such as: Trespass and Sit and Lie charges. The foundation of Community Court is a collaboration of court and social service professionals, dedicated to helping

participants reach practical and targeted solutions. Rather than emphasizing punishment, problem-solving courts focus on participant accountability through graduated sanctions and incentives in order to encourage positive changes.[5] Community Court is an "at will" justice alternative that coordinates the resolution of criminal cases with employment and other life skills education, as well as any mental health or addiction treatment plan deemed necessary by social service and restorative justice providers. While an individual is participating in the Court, Homeless Outreach teams build rapport with participants to assist them staying engaged in the process by attending their appointments and court dates. If at any time a participant no longer wishes to opt-in to their court ordered plan, they may terminate their relationship with the court and return their case to the Municipal Court dockets.

Community Court offers an array of social services, including: behavioral health services, case management, housing assistance, education and job training, access to healthcare, assistance with insurance, as well as social security and disability assistance applications, identifying documentation retrieval, crime victim advocacy, and more. Criminal charges are not required to access these services.

Six years after its inception, Community Court data released by researchers from Washington State University found that participants in the program had lower recidivism rates than equivalent individuals in Spokane Municipal Court who did not go through it.[6] Only 20 percent of the Community Court participants were charged with another offense within six months of completing the program, compared to 32 percent of the comparison samples. Similarly, within 12 months of completing the program, 30 percent of Community Court participants accumulated another charge, compared to 46 percent of the other sample groups.

The report also noted that on-site services were utilized by both Community Court participants and walk-in clients at very high rates. Roughly 90 percent of participants received a housing referral, while 41 percent of walk-in clients accessed services from the state Department of Social and Health Services and 50 percent pursued employment services.[7]

3.4.3. Coordinated Entry Improvements

With the recent evaluation of the CoC's coordinated entry system, one of the priorities that has been established is the development of a coordinated entry system that specifically meets the needs of the youth and young adult homeless population. This system would be informed entirely by the expertise and capacity of all youth-serving providers and organizations within the community and be located in a youth-friendly venue, ensuring that the entire experience is appropriate and welcoming for the age demographic. While creating a youth-specific coordinated entry system is the goal, in order to make this system a reality the CoC would need seed funding for its creation and maintenance. The City of Spokane's CHHS Department will continue to apply for state and federal grants that become available that can be used in this manner; however, in the meantime, there are other strategies that the CoC is taking to ensure

[5] Hamilton, Zachary K., Ph.D., Mia A. Holbrook, Ph.D., Alex Kigerl, Ph.D. "City of Spokane Municipal Community Court: Process and Outcome Evaluation" Washington State Institute for Criminal Justice. August 2019.
[6] Hamilton, Zachary K., Ph.D., Mia A. Holbrook, Ph.D., Alex Kigerl, Ph.D. "City of Spokane Municipal Community Court: Process and Outcome Evaluation" Washington State Institute for Criminal Justice. August 2019.
[7] Hamilton, Zachary K., Ph.D., Mia A. Holbrook, Ph.D., Alex Kigerl, Ph.D. "City of Spokane Municipal Community Court: Process and Outcome Evaluation" Washington State Institute for Criminal Justice. August 2019.

that youth and young adults are being led to the best outcomes. These strategies include: creating Housing Navigator positions for youth and young adults that aid individuals in applying for and obtaining permanent housing; the utilization of best practice theories for youth case management (i.e. critical transition coaching); and the employment of diversion strategies that are tailored to the needs of the age demographic.

3.4.4. Emergency Services

Spokane County offers numerous emergency hotlines. Eastern Washington 211 is a free and confidential service via an easy access phone number which individuals can call or text to receive information about health and human services from a trained Referral Specialist.[8] 211 can provide information about food subsidy applications, homeless housing pre-screenings, health and wellness support, utility/energy assistance, veteran services, legal resources, disaster and crisis support, transportation, free tax preparation, and veterinarian services. However, if an individual has a distinct issue that they need help with, there are other specialized hotlines for assistance. The YWCA offers a 24-hour domestic violence helpline where an advocate located at their safe shelter is prepared to help to discuss options, safety plans, and other community resources.[9] Lutheran Community Services offers a 24-hour crisis line for survivors of sexual assault to seek out information about their options in terms of medical care, healing and legal services. Additionally, Frontier Behavioral Health offers a mental health or substance use condition disorder hotline called the 24 Hour Regional Crisis Line, which gives assessments to those in crisis whose health and/or safety are in crisis.

Spokane Fire Department has partnered with FBH to create a Behavioral Response Unit that responds exclusively to mental health calls. The program staffs one paramedic who is paired with a licensed mental health counselor. Once it has been established that there is a behavioral health case, the mental health counselor and paramedic approach the individual to try to talk and find what their needs are and the best ways to support them through their crisis. Spokane Police Department has a similar program called the Community Diversion Unit which also pairs with mental health professionals to respond to individuals in the community experiencing a mental health crisis, aiming to divert individuals away from jails and hospitals and connect them to the services and resources they may need.

3.4.5. Prevention

In 2019, the Spokane Resource Center: a HUD EnVision Center, opened its doors as a means to help with people's housing, cultural, financial, legal, pre-employment, health resources, as well as basic needs before they become homeless as a form of diversion. Over 15 area providers work in a one-stop model to provide a wide range of necessary resources to keep those already in housing housed by providing them with desired and needed wrap around services. Programs serving at-risk populations, including recently incarcerated individuals and Supplemental Nutrition Assistance Program recipients, are designed to identify and mitigate barriers and connect individuals to employment and training services in order to stabilize their income and result in long term self-sufficiency.

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[8] https://fbhwa.org/programs/additional-support-services/eastern-washington-211-ew211
[9] https://ywcaspokane.org/programs/help-with-domestic-violence/24-hour-helpline-faqs/

CCEW has the Homeless Student Stabilization Program where they work in conjunction with Priority Spokane, Spokane Regional Health District (SRHD) and Building Change to places community health workers in local elementary schools. Families of students are able to meet one-on-one with a trusted, compassionate professional who can guide them out of crisis and into stability to help prevent child trauma from homelessness and increase the chance that students will graduate high school.

3.4.6. Diversion

Diversion is a housing first, person-centered, and strengths-based approach to help households identify the choices and solutions to end their homeless experience with limited interaction with the homeless crisis response system. It assists households to quickly secure permanent or temporary housing by encouraging creative and cost-effective solutions that meet their unique needs. It is a short-term intervention focused on identifying immediate, safe housing arrangements, often utilizing conflict resolution and mediation skills to reconnect people to their support systems. Diversion offers flexible services that may be coupled with minimal financial assistance when needed. This unique approach engages households early in their housing crisis. A staff member trained in the techniques of diversion initiates an exploratory conversation to brainstorm practical solutions for households to resolve their homelessness quickly and safely. Staff help households see beyond their current crisis by encouraging them to generate creative ideas and identify realistic options for safe housing based on their own available resources rather than those of the crisis response system.

In 2019, the CoC committed to a Diversion-First Model. As such, the City of Spokane and its partners invested in training by the Center for Dialogue and Resolution, based out of Tacoma, Washington, in Diversion strategies. Fifty front-line service providers were trained, with nearly a dozen becoming trainers in Diversion and committing to continue training staff from across the system.

3.5. Actions to Meet the Objectives

Action	Activity	Responsible Party	Timeline
3.5.1. Develop a project plan for BNL in the HMIS by subpopulation	▪ Determine feasibility ▪ CoC Sub-Committee collaborate with the HMIS Team for development ▪ Present to CoC Board for approval of project	Sub-Committees	2020
3.5.1a. Veteran BNL	▪ Continue to manage list	Veteran Leadership Committee	COMPLETED
3.5.1b. Youth BNL	▪ Development of BNL report in HMIS using Veteran BNL framework ▪ Establish policies and procedures to formalize coordination between homeless system, public schools, DCYF, Spokane	Youth Sub-Committee, ACI Core Team	2019

		County Juvenile Court Services, Regional Behavioral Health Providers		
3.5.2.	Increase Community Education	▪ CE access marketing plan ▪ Improve CE access and response ▪ Increase education and training on homelessness to community and other systems (e.g. education, criminal justice, behavioral health, etc.) ▪ Annual training opportunities on: data, diversion strategies, homeless prevention, system access and CE, myths/ facts, trauma-informed care, racial equity ▪ Require agencies to attend community-wide trainings and keep training logs for employee's engagement efforts	Sub-Committees, CoC Board, Collaborative Applicant	Ongoing
3.5.3.	Improve access and accessibility to CE	▪ Assess satellite sites and the need for any changes (e.g. need for increased rural locations) ▪ Ensure ongoing training for satellite sites ▪ Determine if there are gaps where people are accessing services and if there is further need for additional sites	CE Providers	Ongoing
3.5.4.	Implementation of a Diversion First model	▪ Require agencies to attend system-wide diversion training ▪ Develop diversion guidance for "front-door" projects utilizing a diversion strategy ▪ Develop mechanism to measure effectiveness of	Diversion Sub-Committee	June 2020

		the diversion strategy in "front-door" projects		
3.5.5.	Develop a CE marketing strategy	▪ Assess internal and external marketing needs, including gaps in people awareness of CE ▪ Develop guidance for homeless crisis response system partners on how to talk about CE, including consistent language ▪ Implement marketing strategy	CE Providers, Sub-Committees, CoC Board, Collaborative Applicant	2020 2021
3.5.6.	Improve street outreach efforts	▪ Continue to apply for funding for outreach supplies (e.g. socks, snacks, bus stops), document-ready process, and increased staff capacity ▪ Integrate outreach into other complimentary organizations within the community ▪ Ensure increased input from outreach providers to inform decisions ▪ Increase coordination between outreach providers and City of Spokane departments	Street Outreach Providers, Collaborative Applicant	June 2020
3.5.7.	Create a Youth CE System	▪ Continue to increase accessibility for youth ▪ Continue to apply for funding for youth projects	Youth Sub-Committee, Collaborative Applicant, CoC Board	2021

4. Objective Two: Prioritization of homeless housing for people with the highest needs

4.1. Introduction

Coordinated Assessment refers to the Continuum-wide effort to assess the vulnerability of homeless households through CE and connect them to the appropriate housing resource(s) based upon level of need as quantified during their Assessment. The implementation of coordinated assessment is now a requirement of receiving both

CoC funds from HUD and state homeless service funds from the WA State Department of Commerce, and is considered a national best practice.

Coordinated entry assessments are used in order to prioritize the most vulnerable homeless households and connect them to the appropriate level of housing and support. As the homeless service system of Spokane continues to develop and strengthen, system changes are focused on what works best for homeless households and rapid exits to permanent housing solutions. On-going evaluation processes include: collecting feedback from households experiencing homelessness that are seeking assistance through the coordinated assessment systems, as well as, collaboration between City staff and homeless service providers to discuss system improvements. Information gathered through the coordinated entry process is used to guide homeless assistance planning and system change efforts in the community.

The Spokane City/County CoC acknowledges that no two homeless experiences are the same and that circumstances and situations are unique; therefore, need targeted responses. The homeless population is made up of numerous subpopulations, which is indicative that in order to effectively cater to the unique needs of each, different sets of priorities should be established. Therefore, CoC sub-committees have been extensively discussing and reorganizing CE prioritization measures of each population.

Along with the reorganization of prioritization measures, the CoC continues to review the Housing Inventory Count (HIC)[10] to ensure that the system has an adequate housing inventory to meet the needs of our community's most vulnerable.

4.2.   Measures of Success and Performance
1. Compliance with state and federal Coordinated Entry requirements for all projects receiving federal, state and local homeless funds.
2. Consider implementation of the Coordinated Entry Core Element recommendations and the Office of Homeless Youth's "Five recommendations for making Coordinated Entry work for youth and young adults."[11]
3. Successful implementation of prioritization policies for all projects receiving federal, state and local homeless funds, resulting in prioritized people consistently being housed in a timely manner.
4. Prioritize unsheltered homeless households and increase percent served of unsheltered homeless households by 5% or maintain compliance level.[12]
5. Average length of stay in night-by-night emergency shelter (target 30 days) and exit to permanent housing from night-by-night shelter (target 50%).[13]

4.3.   Strategies
1. Improve Case Conferencing mechanisms in order to effectively meet the need of our most vulnerable.
2. Have CoC Sub-Committees reevaluate vulnerability priority factors by subpopulation and continuously re-evaluate for use by Coordinated Entry System.

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[10] See Attachment One
[11] https://deptofcommerce.app.box.com/s/s1cabcfobjev039u3qfl8r4f8cb0380f
[12] Department of Commerce CHG Grant sections 2.1.1, 8.4.2 and 8.4.4
[13] Singles are our most popular subpopulation populating night-by-night emergency shelters. One of the biggest indicators for vulnerability that we use for adult singles in our coordinated entry system is length of homelessness. If our length of days in emergency shelter were to decrease, then this would be a major indicator that our most vulnerable are being effectively served.

4.4.   Current Conditions

Our system has been working on an evaluation of CE including prioritization by subpopulation, including characteristics that indicate vulnerability. CE has adopted markers for vulnerability to help determine prioritization for housing, while also allowing HMIS to pull data in order to determine if prioritized people are consistently being housed in a timely manner in accordance with the Performance Management Plan[14].

4.5.   Actions to Meet the Objectives

Action	Activity	Responsible Party	Timeline
4.5.1. Create universal CE policies and procedures (P&Ps) to be adopted by the CoC	▪ Evaluate current P&Ps by CE system and adjust based on recommendations for the system ▪ Evaluate and restructure CE if necessary to create a regional approach ▪ Implement CE P&Ps and MOU for partner agencies, as recommended by CE providers and approved by the CoC Board	CE Providers, CoC Board	June 2020
4.5.2. Coordinated Entry Symposium	▪ Plan and host an education opportunity for agencies to share their programs ▪ Requirement to continue as a satellite site for CE	CE Providers	June 2020
4.5.3. Implement prioritization P&Ps for all sub-populations	▪ Sub-Committees evaluate vulnerabilities to be prioritized by population based off community needs ▪ CE work group to recommend prioritization policies ▪ CoC Board approval of policies ▪ Continue to reevaluate processes in prioritization ongoing	Sub-Committees, CoC Board, Collaborative Applicant	Ongoing

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[14] Appendix 3.

5. Objective Three: Effective and efficient homeless crisis response housing and services that swiftly moves people into stable permanent housing

5.1. Introduction

Spokane's homeless service response system highlights the importance of not only housing individuals in a permanent solution, but enabling them to remain in housing even after services terminate. In order to meet the growing needs of our community, it is vital to continue to increase access to stable and affordable housing by expanding the supply of affordable rental units, utilizing housing subsidies, increasing service-enriched permanent housing for individuals with high barriers, and clearing a pathway from housing programs to affordable independent housing.

Within the larger system of housing services, it is vital that housing programs within the community continue to be enabled to connect participants to existing and developing resources, which make their experience more than just a place to stay, rather truly giving participants the skills and resources to assist them in staying housed. The goal is to engage our participants into the greater community in order to create and identify opportunities for personal growth and development; obtaining experiences which will allow them to utilize a different set of skills leading to a greater chance for self-sufficiency and independent living.

As a community, we must strategize, design, and implement an overarching best-practice move-on strategy to be adapted universally across our CoC and system. "Moving-On" is not just a strategy but a system framework that recognizes that Permanent Supportive Housing (PSH) is not necessarily the end point for people currently residing in housing programs. A Moving-On strategy is used for clients in PSH who may no longer need or want the intensive services offered to them while in the program, but continue to need assistance to maintain their housing. HUD recognizes that helping these households move-on to an environment where there is not on-site access to at-will intensive services is an important strategy that can be beneficial to the participants and communities working to end homelessness because it not only enables participants to be in a less facility-like environment, but it is also a cost-effective strategy for communities. Additionally, this strategy then sets free a PSH bed for another vulnerable individual in the community to use who may wish to use and need the intensive services more than the previous participant. Aligning high-service oriented housing programs with mainstream, less service-intensive housing assistance programs provides more options for households experiencing homelessness, and creates flow in a community's homeless response system.

Moving-On should support choice; therefore, in line with this development, there needs to be a process for collaboratively identifying with a client when they are ready to move-on independently.

5.2. Measures of Success and Performance

1. Increase percentage of exits to permanent housing to the level of the top performing 20 percent of homeless crisis response systems nationwide (59% or greater).[15] [16]
2. Reduce returns to homelessness after exit to permanent housing to less than 10 percent within 2 years.[17]

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[15] As defined by HUD System Performance Measure 7, Metric 7b.1. Includes people who exited emergency shelter, transitional housing, rapid rehousing, or other permanent housing type projects to permanent housing destinations, such as PSH and RRH.

[16] Length of time in shelters: For under 18-year-old homeless youth, there are very few options for permanent housing if a young person cannot go home. Per HUD, foster care is not considered permanent. This is an issue that is being discussed at the state level, especially for the older youth (16 and 17-year-olds), who cannot go home or into foster care.

[17] As defined by HUD System Performance Measure 2, Metric 2b.

3. Reduce average length of time homeless to those served to less than 90 days.[18]

5.3. Strategies

1. Maximize resources to house people, especially where funds exist for targeted subpopulations (e.g. various funds such as VASH, HOPWA, SSVF, local grants, Office of Homeless Youth, local organizations).
2. Improve data quality to minimize error responses to housing destination that impact "exits to permanent housing" and improves confidence in the data measuring this outcome.
3. Coordinated Entry collaborates with all shelters to ensure program participants are referred to coordinated entry and have access to the housing system at large.
4. Ensure that Diversion-First strategies are implemented at all access points of the homeless crisis response system to ensure that people are able to enter and move through to stable permanent housing.

5.4. Current Condition

In addition to the Department of Commerce's performance measures that are listed under the "Measures of Success and Performance" in Section 5.2, in 2019 the CoC adopted a performance management plan[19] that evaluated baseline data, created minimum performance standards and system performance targets for five years of funding, and was designed to help achieve the objectives of the Five Year Plan. Currently, 47% of total participants exit to permanent housing options, 19% of participants return to homelessness after exit to permanent housing within two years, and the average length of total time homeless is 157 days.[20] While there is still ample progress to be made in order to achieve the benchmarks created through these two avenues, Spokane is taking strides in the correct direction in order to achieve these goals.

Over the last 24 months, Spokane City and County Homeless Services has financed approximately $22 million into housing and supportive services through federal, state and local grants and dollars. As of the 2019 Housing Inventory Count, Spokane County was home to 16 emergency shelter projects, 17 TH projects, 22 RRH projects, 6 OPH projects, and 14 PSH projects[21].

5.4.1. CoC Funding and RFP Committee

The CoC Funding and RFP Committee oversees the Request for Proposal (RFP) process; including coordinating CoC program funding awards with other funding partners. The Committee reviews project and system performance data from the past award year and makes recommendations to the Collaborative Applicant regarding monitoring plans and funding allocations and/or reallocations. Additionally, the CoC Funding and RFP Committee is responsible for reviewing and updating the Performance Management Plan on an annual basis, including working with the Collaborative Applicant to set minimum performance standards and system performance targets, in order to establish a system performance improvement strategy for the CoC. In doing so, HUD's project performance objectives and system performance measures, Commerce's system performance expectations, and Spokane City/County projects' combined performance on those objectives were considered in determining where to set minimum standards and system targets for the CoC's project portfolio.

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[18] As defined by HUD System Performance Measure 1, Metric 1a. Includes people in Emergency shelter, Safe Haven and Transitional Housing. Data comes from looking strictly at enters and exits entered into HMIS.
[19] See Attachment 3
[20] https://public.tableau.com/profile/comhau#!/vizhome/WashingtonStateHomelessSystemPerformanceCountyReportCardsSFY2018/ReportCard
[21] https://static.spokanecity.org/documents/chhs/hmis/reports/2018-spokane-coc-housing-inventory-count.pdf.

5.5. Actions to Meet the Objectives

Action	Activity	Responsible Party	Timeline
5.5.1. Create a system-wide move-on strategy	▪ Assess system readiness for move-on strategy ▪ Convene PSH providers already utilizing an agency-specific move-on strategy ▪ Receive agency feedback on system-wide strategies ▪ Solicit CoC Board approval	Collaborative Applicant, Sub-Committees, CoC Board	January 2019 June 2020
5.5.2. Implement system-wide move-on strategy	▪ System-wide move-on strategy training ▪ Agency training ▪ Develop move-on strategy guidance ▪ Develop mechanism to measure effectiveness of the move-on strategy ▪ CoC Board approval of policies	Collaborative Applicant, Sub-Committees, CoC Board	July 2020
5.5.3. Achieve high-performing community performance set out in the Performance Management Plan[22] for all project types	▪ Require and monitor agency training logs for employees (e.g. system data quality, trauma-informed care, progressive engagement, case management, motivational interviewing, follow-up, racial equity, LGBTQIA+) ▪ Review HIC data regularly to ensure adequate intervention stock for each subpopulation, and increase as necessary to support growing need and gaps (e.g. PSH set aside for young adults, etc.) ▪ Continue to prioritize PH for new project models	Collaborative Applicant, Sub-Committees, CoC Board	June 2024

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[22] See Attachment 3

	▪ Identify and apply for more funding to continue to grow inventory of available housing and supportive services as needed ▪ Increase use of dedicated subsidies (e.g. Housing Choice and VASH Vouchers) ▪ Monitor data for length of time between end of supportive services post-move out and return back into system ▪ Standardize aftercare services based off a local best practice ▪ Ongoing diversion training and implementation ▪ Increase income potential of those receiving services through stronger partnerships with employment agencies, career development agencies (e.g. the America Job Center, WorkSource Spokane, and Next Generation Zone), childcare services, transportation availability, etc. ▪ Increase marketing strategy of the Spokane Resource Center: A HUD EnVision Center, which is to be utilized as a Diversion mechanism ▪ Improve access to mainstream benefits (e.g. SOAR, DSHS, TANF, ABD, VA Benefits, etc.) ▪ Identify new strategies to develop affordable housing for all		

		subpopulations through community forums and business partnerships ▪ Determine if there are gaps where people are accessing services and if there are need for Diversion Specialists in any given areas ▪ Finalize Landlord Engagement Strategy to strengthen engagement with Landlords to access available housing units ▪ Determine the need for and if so fund additional dedicated Landlord liaison positions to assist with landlord relationships. ▪ Improve data quality to minimize error responses and increase reliability (e.g. HMIS, etc.)		
5.5.4.	Develop a CoC Sub-Committee for People With Lived Experience	▪ Ensure participation of people with lived experience on population-specific sub-committees ▪ Engage people with lived experience to develop their own sub-committee of the CoC Board ▪ Determine available funds to compensate people with lived experience for participation in the CoC	CoC Board, Sub-Committees	July 2020

6. Objective Four: A projection of the impact of the fully implemented local plan on the number of households housed and the number of households left unsheltered, assuming existing resources and state policies

6.1. Introduction

The Department of Commerce and the Spokane City/County CoC recognize that theoretical formulas produce imperfect information as the state of our nation and the growing population, as well as the real estate market,

cannot be perfectly projected[23]. In preparation for this next objective, the Department of Commerce released a tool[24] that when entered with our current housing inventory and homeless population would produce good faith and transparent estimates of the impact of the variety of local strategies being considered, tailored to local priorities. Though the numbers are not meant to be interpreted literally, this tool has enabled the City of Spokane's CHHS Department, the Collaborative Applicant, to explore how future plans for creating more units within different interventions would affect the system.

Additionally, the tool calculates annual funding and increases projected to be needed due to inflation and rent-driven increase. This knowledge, though not exact, will help the CHHS Department prepare in advance for additional needed funding streams.

6.2.   Measures of Success and Performance

1. A local plan that includes an estimate of people experiencing homelessness that will be housed during 2025 after successful implementation of the local plan using existing resources, and the count of households left unsheltered at a point in time in 2025, based on credible data and research; including the data, assumptions, calculations, and related citations necessary for outside parties to review and reproduce the estimate.

6.3.   Strategies

1. Use the Department of Commerce Modeling Tool to assist in the 2025 Point-in-Time prediction.[25]
2. Enter into the System Performance Targets adopted by the CoC into the tool. These targets were adopted in 2019 for the CHHS Department's five-year funding cycle, as well as the 5-Year Plan, and are to be met by 2025.
3. Use data from a variety of system sources to project an estimate of housing sources that are currently projected to join the Spokane homeless system.
4. Use the data to identify housing solutions that will assist the CoC in planning for the future financial expenditures, system impact and strategic investment.

6.4.   Current Conditions

In the 2019 Point-in-Time count, 1,309 individuals living in homelessness were documented, 315 of them being unsheltered. Over the last decade, Spokane County has seen a 46% increase in homelessness among single adults, a trend that mirrors national data. At the same time, the City has looked for ways to improve outreach to those living unsheltered, in order to determine gaps in services to meet tailored needs, overcome barriers, and support opportunities to connect people to the appropriate interventions to get them off the street and ensure their homelessness is rare, brief, and non-reoccurring.

Spokane County has recently experienced economic growth and has seen similar increases in the cost of housing and consistently low vacancy rates. Low-income and homeless households face many barriers to housing in a highly competitive rental market. To increase the rate of permanent placement from shelter, TH, and RRH, the CoC has increased its investment in landlord incentive strategies, facilitated greater coordination between landlord liaisons, and supported legislative actions to decrease barriers for homeless households. Additionally, some existing resources were reallocated to provide rental assistance programs more opportunities to incentivize landlords to rent to homeless households and mitigate perceived risk of renting to them. In order to

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[23] http://www.commerce.wa.gov/wp-content/uploads/2013/01/hau-ofah-local-plan-guidance-12-10-2018.pdf
[24] See Attachment 1
[25] https://www.commerce.wa.gov/serving-communities/homelessness/state-strategic-plan-annual-report-and-audits/

meet the growing need and improve system outcomes, the CoC continues to look towards adding additional housing units across intervention types, as well as increasing project performance measures, particularly in percentages of successful and permanent exits from the interventions.

6.4.1. Emergency Shelter

Emergency or low-barrier shelters play an important role in a crisis response system, providing beds on a first come, first served basis, to any person experiencing homelessness. The City-funded emergency shelter system is Housing-First and includes housing-focused services by population type. Combined with other public and private funded shelters, the current emergency shelter system offers targeted shelters for single adults (households without children), families, and minor youth. In 2019, there has been an increased focus on offering "targeted-capacity shelters", with services tailored to meet the specific needs of sub-populations in order to rapidly move clients from shelter into permanent housing. This includes offering more diverse shelter spaces, to include both night-by-night and continuous stay shelters. Over the next five years, there is an intention to bring new shelters online for key populations that have challenges accessing the existing shelter system or who are particularly vulnerable (e.g. LGBTQIA+, young adults, couples, and seniors). There is continued need for regional solutions for emergency shelter, including a strategically located space that could meet the holistic needs of those throughout the region.

6.4.2. Transitional Housing

Transitional housing (TH) refers to a supportive – yet temporary – type of accommodation that is meant to bridge the gap from homelessness to permanent housing by offering structure, supervision, supports, life skills, and in some cases, education and training. In past years, funding availability for TH has declined nationally, and Spokane County has been impacted by these reductions. However, the CoC continues to pursue tailored housing resources for the populations for which TH is considered a best practice (e.g. youth and young adults, veterans, and survivors of domestic violence). Service models vary by population, but include master leased units and the opportunity for project participants to "transition in place", thereby reducing impact on the individual and allowing them to move from the TH project into permanent housing without having to move. Innovative solutions, including shared housing for young people and joint TH-RRH interventions, are being brought online. Continuing to expand these creative solutions is critical for creating diversity in housing inventory and for supporting individualized needs. The CoC would like to continue monitoring data and expand this intervention accordingly.

6.4.3. Rapid Re-Housing

Rapid re-housing (RRH) provides short-term rental assistance and services, with the goal of helping people obtain housing quickly, increase self- sufficiency, and stay housed. It is offered without preconditions (e.g. employment, income, absence of criminal record, or sobriety) and the resources and services provided are typically tailored to the needs of the person. The CoC is dedicated to continue to tailor different RRH programs to meet unique needs of subpopulations, continuing to refine models of RRH to meet the individualized needs of the populations. Currently, RRH providers employ a progressive engagement model to provide a better service intensity to meet different needs. Progressive engagement is the practice of helping households end their homelessness as rapidly as possible, despite barriers, with minimal financial and

support resources[26]. More supports are applied to those households who continue to struggle to stabilize. Progressive engagement acknowledges individualization and the fact that homelessness is a complex struggle; therefore, when a participant shows that they are in need of more help, it can be provided to meet their needs. On the other hand, by avoiding more assistance than is required to end homelessness and prevent an immediate return to the streets or shelter, programs can help more people, close housing placement gaps, and reduce the time people remain homeless. The CoC has utilized RRH as a critical intervention with significant success. Continuing to move this forward – through standard RRH, TH-RRH joint projects, and other – will be important over the next five years.

6.4.4. Permanent Supportive Housing

Permanent Supportive Housing (PSH) continues to be a priority for the region. The current system operates both facility-based and scattered-site PSH projects and, for the last few years, new PSH projects have come online to improve access to these service-intensive support interventions for chronically homeless adults. At the same time, existing projects have begun to utilize FCS and GOSH (spell out – I'm not aware that this has been defined. I also suggest adding it to the acronyms list at the beginning)   to enhance the level and quality of supportive services for PSH interventions, which also enhance the use of limited federal resources. While point-in-time count data indicates a reduction in chronically homeless throughout Spokane County, the CoC is focusing on ensuring PSH availability for specific sub-populations who may benefit from improved access and accessibility of this inventory. For example, there currently is not a set-aside of PSH units for youth or young adults, and current prioritization policy means this demographic often struggles to be prioritized for existing units. As a result, focused attention and a review of CE policies and procedures is underway by the CoC to ensure the need is met. Furthermore, the CoC and the Veteran's Administration are deepening their partnership to improve access to VASH vouchers for veterans.

6.5. Actions to Meet the Objectives

Action	Activity	Responsible Party	Timeline
6.5.1. Projection of Unsheltered Individuals Living in Homelessness in 2024	▪ Use the Department of Commerce Tool for this Calculation	Collaborative Applicant	COMPLETED
6.5.2. Update Annually with Housing Inventory Influx	▪ Use the Department of Commerce Tool for this Calculation	Collaborative Applicant	Ongoing

7. Objective Five: Address racial disparities among people experiencing homelessness

7.1. Introduction

There are significant racial disparities among the homeless population in our community that must be addressed. Acknowledging that racial and ethnic disparities persist and result in disproportionate impacts for

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[26] https://www.ncceh.org/media/files/files/27e2a2d9/7b-progressive-engagement-as-a-system-approach-k-moshier-mcdivitt.pdf

people of color, immigrant and the refugee communities in a number of social determinants of well-being is a foundational component of working towards racial equity in our community.

Because local governments have a unique responsibility to all residents, these racial inequities can and must be addressed. The public sector must be for the public good; current racial inequities are destructive. We look further than individual discrimination or acts of bigotry, and examine the systems in which we all live. We must honestly investigate how our longstanding systems, policies, and practices, unintentionally or not, have created and continue to maintain racial inequity and we must change them. Racial Equity Action Plans can put a theory of change into action to achieve a collective vision of equal opportunity. The goal is institutional and structural change, which requires resources and will to implement: time, skills, and effort. It requires local governments' drive to change our policies, the way we do business, our habits, and cultures.

Our theory of change requires normalizing conversations about race, and making sure we have a shared understanding of commonly held definitions of implicit bias and institutional and structural racism. Normalizing and prioritizing our efforts creates greater urgency and allows change to take place more expeditiously. We must also operationalize racial equity, integrating it into our routine decision-making processes, often via use of a Racial Equity Tool, and developing and implementating measurable actions. Operationalizing a vision for racial equity means application of new tools for decision-making, measurement, and accountability. We also organize, both inside our institutions and in partnership with others, to effect change together. Organizing involves building staff and organizational capacity through training for new skills and competencies while also building internal infrastructure to advance racial equity.

Racial Equity Plans are both a process and a product. A successful process will build up capacity and knowledge which can be valuable during implementation. The process phase can also serve to familiarize government officials, staff and citizens with the jurisdiction's disparities, racial equity vision and its theory for change. To reach the 5-Year Plan's goals for Objection 5, the CoC will employ a series of strategies to respond to emerging community needs and service gaps, make strategic investments in nonprofit agencies and employ a range of social change strategies; however, first a thorough assessment of these needs must be done and the homeless service system must collectively formulate a practical strategy that will be universally implemented throughout the Continuum of Care and homeless service system.

The hope is to identify potential areas for partnership with other human service, government, advocacy organizations and other stakeholders to eliminate racial and ethnic disparities. This data may be used by the regional government, CoC, policy advocates, and community-based organizations in order to raise racial awareness, hold the system accountable by documenting unresolved issues, and most importantly, advise on practical approaches to addressing the verified concerns. Additionally, though the process is initiating as a racial equity strategy, the system and process put into place can act as a catalyst for change and be used to address other inequities faced by members of the population caused by LGBTQIA+ identity, age, disability, family structure, and more.

7.2. *Measures of Success and Performance*

1. Completion of an initial analysis utilizing a racial equity tool and the data provided by the Department of Commerce.
2. Design a Racial Equity Strategy that is implemented across the CoC and the broader homeless crisis response system.
3. Improve accessibility and outcomes for all people experiencing homelessness.

7.3.   Strategies

1. Work in collaboration with local government, community and agency stakeholders to gather quantitative and qualitative data that further explains the current state of racial inequity in Spokane County's homeless service system.
2. Develop a monitoring and evaluation tool, and adapt it as a CoC system for ongoing learning.

7.4.   Current Conditions

According to the 2019 Point-in-Time Count (PIT), 27% of the homeless population identifies as a person of color, which is an evident racial disparity when a mere 11% of the Spokane County population identifies as so[27]. One of the striking disproportionalities measured was among the African American or Black population who, according to the U.S. Census, make up 2% of those living in Spokane County and 1% of the families with children. According to 2019 PIT data, African American or Black individuals make up 9% of singles living in homelessness, and 6.3% of the overall unsheltered, as well as 15% of the homeless families with children. This representation is more than quadrupled in homelessness than in the general population—this is a significant racial disparity.[28] Another example falls within the Native American population. According to the U.S. Census, 1.8% of those living in Spokane County are Native American or American Indian. According to 2019 PIT data, Native Americans make up 8% of singles living in homelessness, 10.5% of the overall unsheltered population, and 9% of the homeless families with children.

While this data is very isolated, the results were concerning and the patterns seen among race data require deeper research in order to mitigate any inequity that may be being experienced within the current homeless system in Spokane County. The Spokane City/County CoC is dedicated to providing trainings and support for the entire Continuum of Care on racial equity, bias and sensitivity. Additionally, the City of Spokane's CHHS Department is planning on thoroughly evaluating the homeless service system, and researching and implementing best practice interventions to mitigate any findings.

7.4.1. Comparison to Like-Sized Communities[29]

Spokane County can be compared to similar communities. Most specifically, within Washington State, are Pierce and Snohomish Counties, and neighboring Boise, Idaho.

According to the U.S. Census, Pierce County has a demographic make-up of 75% white and 25% persons of color, namely: 7% Black, 1% Native American, 7% Asian/Pacific Islander, and the remainder being multiracial. The CoC Analysis Tool, which draws on 2017 PIT data and the American Community Survey data to facilitate analysis of racial disparities, reports that in Pierce County 56% of those experiencing homelessness identify as white, while 43% identify as a person of color; the demographic breakdown being: 18% Black , 3% Native American, 8% Asian/Pacific Islander, and 14% multiracial.

Snohomish County is made up of 79% of individuals who identify as white, and 21% as persons of color. More broken down, the population is 3% Black, 1% Native American, 10% Pacific

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[27] In this context, people of color encompasses Black or African American, American Indian and Alaska Native, Native Hawaiian or Other Pacific Islander Asian or Multi-Racial; https://static.spokanecity.org/documents/ending-homelessness/everybody-counts/2019-everybody-counts-campaign-presentation-2019-04-18.pdf

[28] https://static.spokanecity.org/documents/ending-homelessness/everybody-counts/2019-everybody-counts-campaign-presentation-2019-04-18.pdf

[29] https://www.hudexchange.info/resource/5787/coc-analysis-tool-race-and-ethnicity/

Islander and 7% multiracial. Out of those experiencing homelessness, 75% identify as white, 10% as Black, 4% as Native American, 3% as Asian/Pacific Islander and 8% as multiracial.

Lastly, according to the U.S. Census, Boise, Idaho has a population made up of 91% White, 1% Black, 1% Native American, 3% Asian/Pacific Islander, and 4% multiracial. Of those experiencing homelessness, according to the 2017 PIT data, 88% identify as white, 6% as Black, 2% Native American, 1% Asian/ Pacific Islander and 3% multiracial.

7.5. Actions to Meet the Objectives

	Action	Activity	Responsible Party	Timeline
7.5.1	Evaluate initial data utilizing Department of Commerce's Racial Equity Tool	▪ View and evaluate data from the tool as a system to begin to formulate plans that will minimize and eventually eliminate disparities	Collaborative Applicant	COMPLETED
7.5.2	Develop a project plan for in-depth racial equity research in the homeless system	▪ Conduct theoretical academic research (research studies, comparable initiatives from similar communities) and form draft preliminary research methodology ▪ Connect with culturally-specific organizations, advocates and resources to form partnerships ▪ Go to Sub-Committees for input and feedback ▪ Methodology for research presented to and approved by CoC Board	Collaborative Applicant, CoC Sub Committees, CoC Board	COMPLETED COMPLETED Dec 2019
7.5.3	Perform research and information gathering phase of the approved methodology	▪ Collect quantitative and qualitative data from all subpopulations (e.g. families, singles, sheltered/unsheltered, youth, and veterans) ▪ Research racial bias within Coordinated Assessment's VI-SPDAT and possible implications for local work	Collaborative Applicant, CoC Sub-Committees	June 2020

		- Include feedback from people living in homelessness, agency front-line staff and administrators, etc. - Evaluate representation of racial minorities within the homeless response system (e.g. service providers, CoC Board, etc.) - Assessment to consider additional needed HMIS data fields (e.g. language)		
7.5.4	Analyze data	Collect, compile, organize, and evaluate	Collaborative Applicant, CoC Sub-Committees	Dec 2020
7.5.5	Develop intervention strategies	- Research funding options - Research best practice - Develop system-wide training program (e.g. equity training for CoC Board, providers, landlords, etc.) - Train service providers on interventions - Institute changes as approved by the CoC Board	Collaborative Applicant, CoC Sub Committees, CoC Board	June 2021
7.5.6	Measure ongoing evaluation and learning	- Develop/adapt a monitoring tool - Evaluate effectiveness of racial equity interventions - Institute changes as approved by the CoC Board	Collaborative Applicant, CoC Sub Committees, CoC Board	June 2022 Ongoing

8. Review Process

On an annual basis, the CoC Board is entrusted to review the 5-Year Plan to evaluate progress towards stated goals. Simultaneously, the CoC Committees and Sub-Committees should use this plan to guide their work plans on an ongoing basis.

8.1. Action Steps

1. Review of the Objectives, including the Action Steps to Meet the Objectives, to determine if objectives have been met and/or are on track to meet timelines
2. Mobilize relevant Responsible Parties to address shortfalls and/or opportunities

3. Propose modifications or updates, as needed, to address Objectives
4. Seek CoC Board approval
5. Train funded and CoC partners on any changes made to the 5-Year Plan

8.2. Timeline

In the last quarter of each year during the lifespan of this 5-Year Plan, the CoC Board or its delegate Committee (e.g. Planning and Implementation Committee) will review the plan in accordance with the Review Process.

8.3. Modifications and Updates

All modifications and updates to this plan need to be approved by the CoC Board. This can be completed on an ad-hoc basis or during the annual review process.
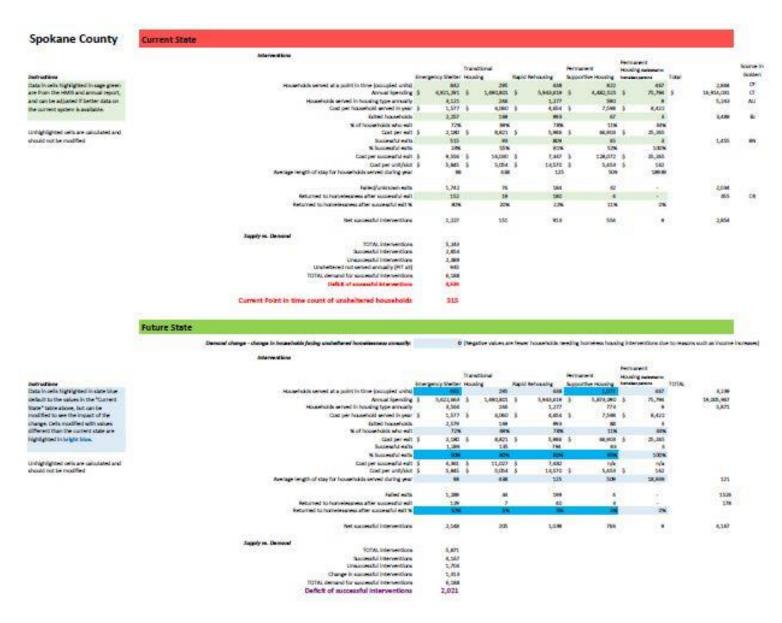
9. Attachment 1

Housing Inventory Chart (HIC)

Row #	Proj. Type	Organization Name	Project Name	HMIS Proj ID	Geo Code	Inventory Type	Target Pop.	Victim Service Provider	Total Beds
355488	ES	Catholic Charities	CC--ES--HOC Medical Respite	19647	531488	C	NA	No	33
355472	ES	Catholic Charities	CC--ES--HOC Shelter	19550	531488	C	NA	No	151
355473	ES	Catholic Charities	CC--ES--SMS Shelter	19284	531488	C	NA	No	27
355452	ES	Family Promise of Spokane	FPS--ES--Bridges Family Shelter	19518	531488	C	NA	No	14
355503	ES	Family Promise of Spokane	FPS--ES--Open Doors	19679	531488	C	NA	No	80
386253	ES	Pioneer Human Services	HCHV--ES--CRS	19692	531488	C	NA	No	12
386195	ES	The Guardians Foundation Inc	GA--ES--Cannon St. Warming Center	19709	531488	C	NA	No	40
386201	ES	The Guardians Foundation Inc	GA--ES--Lutheran Church Warming Center	19711	531488	C	NA	No	60
386202	ES	The Guardians Foundation Inc	GA--ES--Westminster Church Warming Center	19712	531488	C	NA	No	25
386205	ES	The Salvation Army	TSA--ES--Ermina Warming Center	19710	531488	C	NA	No	120
355444	ES	The Salvation Army	TSA--ES--Family Shelter	19304	531488	C	NA	No	60
355453	ES	Truth Ministries	Truth Ministries--ES--Shelter	19576	531488	C	NA	No	49
355454	ES	Union Gospel Mission	UGM--ES--Men's Shelter	19577	531488	C	NA	No	186
355455	ES	Union Gospel Mission	UGM--ES--Women's Crisis Shelter	19196	531488	C	NA	No	100
355510	ES	Volunteers of America	VOA--ES--Hope House Medical Respite	19562	531488	C	NA	No	8
355447	ES	Volunteers of America	VOA--ES--Hope House Shelter	19310	531488	C	NA	No	36
355445	ES	Volunteers of America	VOA--ES--WA0127--Crosswalk Youth Shelter	19320	531488	C	NA	No	18
355470	ES	Youth Family & Adult Connections	YFA--ES--Crisis Residential Center	19578	531488	C	NA	No	10
355489	ES	Youth Family & Adult Connections	YFA--ES--HOPE Project	19653	531488	C	NA	No	5
355461	ES	YWCA	YWCA--ES--Domestic Violence Shelter	19531	531488	C	DV	Yes	53
386191	OPH	Catholic Charities	CC--PH--Sister Haven	19701	531488	C	NA	No	275
355465	OPH	Catholic Charities	CC--PSH--Walnut Corners	19256	531488	C	NA	No	35
355475	OPH	SNAP	SNAP--PH--Avondale Apts	19601	531488	C	NA	No	25
386258	OPH	SNAP	SNAP--PH--Riverwalk (538)	19259	531488	C	NA	No	46
386255	OPH	Spokane Housing Ventures	SHV--PH--Wilton Apts	19501	531488	C	NA	No	52

355478	OPH	Transitions	Transitions--PH--HFAP	19564	531488	C	NA	No	34
355471	PSH	Catholic Charities	CC--PSH--Father Bach Haven	19551	531488	C	NA	No	50
355481	PSH	Catholic Charities	CC--PSH--WA0285--Hanson House	19606	531488	C	NA	No	25
355512	PSH	Catholic Charities	CC--PSH--WA0374--Donna Hanson Haven	19683	531488	C	NA	No	25
355500	PSH	Catholic Charities	CH--PSH--Buder Haven	19658	531488	C	NA	No	50
386062	PSH	Healthcare for Homeless Veterans	HCHV--PSH--VASH	19688	531488	C	NA	No	487
355457	PSH	Spokane Housing Authority	SHA--PSH--VASH--The Pearl Apts	19579	531488	C	NA	No	4
355501	PSH	Transitions	Transitions--PSH--Miryams House	19543	531488	C	NA	No	1
355449	PSH	Volunteers of America	VOA--PSH --WA0130--Lloyd Apts	19322	531488	C	NA	No	21
355486	PSH	Volunteers of America	VOA--PSH--The Marilee Apartments	19659	531488	C	NA	No	50
355458	PSH	Volunteers of America	VOA--PSH--WA0111--Scattered Sites	19316	531488	C	NA	No	51
355467	PSH	Volunteers of America	VOA--PSH--WA0128--Hope House	19318	531488	C	NA	No	6
355485	PSH	Volunteers of America	VOA--PSH--WA0129--Offsite Combined	19321	531488	C	NA	No	28
355477	PSH	Volunteers of America	VOA--PSH--WA0218--Lloyd Apts II	19473	531488	C	NA	No	14
355517	PSH	Volunteers of America	VOA--PSH--WA0332--Collins Apts Scattered Sites	19655	531488	C	NA	No	10
355504	RRH	Catholic Charities	CC Partnership--RRH--Rehousing (CHG)	19546	531488	C	NA	No	7
355460	RRH	Catholic Charities	CC Partnership--RRH--Rehousing (ESG)	19635	531488	C	NA	No	0
355493	RRH	Catholic Charities	CC--RRH--Priority Spokane	19657	531488	C	NA	No	25
355483	RRH	Catholic Charities	CC--RRH--WA0288--Rapid Rehousing	19632	531488	C	NA	No	0
355495	RRH	Catholic Charities	CC--RRH--WA0302--Rapid Rehousing for Families	19639	531488	C	NA	No	11
355494	RRH	Catholic Charities	CC--RRH--WA0353--RRH for HH with Children	19654	531488	C	NA	No	4
355484	RRH	Goodwill Industries	GI--RRH--HEN Rapid Rehousing	19640	531488	C	NA	No	121
355516	RRH	Goodwill Industries	GI--RRH--ReEntry Initiative	19680	539063	C	NA	No	26
384683	RRH	Goodwill Industries	GI--RRH--SSVF	19705	531488	C	NA	No	124
386260	RRH	SNAP	SNAP--RRH--CHG Youth (164Y)	19696	531488	C	NA	No	6
355497	RRH	SNAP	SNAP--RRH--City CHG (164)	19661	531488	C	NA	No	10
355496	RRH	SNAP	SNAP--RRH--ESG RRH (174)	19669	531488	C	NA	No	0
386362	RRH	SNAP	SNAP--RRH--Relocation Assistance Program (106)	19665	531488	C	NA	No	1
355466	RRH	SNAP	SNAP--RRH--WA0119--Small Cities (158)	19569	539063	C	NA	No	9

355487	RRH	SNAP	SNAP--RRH--WA0122--General RRH (159)	19293	531488	C	NA	No	5
355505	RRH	SNAP	SNAP--RRH--WA0331--Singles Only (175)	19662	531488	C	NA	No	18
355498	RRH	SNAP	SNAP--RRH--YAHP	19663	531488	C	NA	No	7
355499	RRH	Spokane County	County--RRH--CHG RRH	19646	539063	C	NA	No	19
355480	RRH	Spokane County	County--RRH--Homeless Student Program	19611	539063	C	NA	No	11
355515	RRH	Spokane County	County--RRH--Singles RRH (179)	19685	539063	C	NA	No	8
355446	RRH	Volunteers of America	VOA--RRH--IYHP	19257	531488	C	NA	No	14
386267	RRH	YWCA	YWCA--RRH--Housing Assistance Program	19690	531488	C	DV	Yes	12
355462	TH	Catholic Charities	CC--TH--WA0109--SMS	19285	531488	C	NA	No	24
355502	TH	Naomi	Naomi--TH--Naomi Transitional Housing	19595	539063	C	NA	No	23
355459	TH	SNAP	SNAP--TH--WA0113--Comprehensive Youth Hsg (168)	19682	531488	C	NA	No	7
355506	TH	SNAP	SNAP--TH--YAHP	19664	531488	C	NA	No	1
355456	TH	The Salvation Army	TSA--TH--Stepping Stones	19305	531488	C	NA	No	90
355469	TH	Transitions	Transitions--TH--Miryams House	19300	531488	C	NA	No	8
355492	TH	Transitions	Transitions--TH--Private Fund--Miryam's House	19671	531488	C	NA	No	1
355507	TH	Transitions	Transitions--TH--Private Fund--TLC	19695	531488	C	NA	No	18
355448	TH	Transitions	Transitions--TH--TLC	19301	531488	C	NA	No	24
355463	TH	Union Gospel Mission	UGM--TH--Anna Ogden Hall	19585	531488	C	NA	No	44
355468	TH	Volunteers of America	VOA--TH--Bridge Housing	19693	531488	C	NA	No	6
355508	TH	Volunteers of America	VOA--TH--Expansion Project (THE)	19687	531488	C	NA	No	5
355476	TH	Volunteers of America	VOA--TH--Service Intensive	19694	531488	C	NA	No	5
386263	TH	Volunteers of America	VOA--TH--Service Intensive 19	19707	531488	C	NA	No	11
355451	TH	Volunteers of America	VOA--TH--WA0113--Aston-Bleck	19317	531488	C	NA	No	10
355474	TH	Volunteers of America	VOA--TH--WA0126--Alexandria's House	19319	531488	C	NA	No	10
386266	TH	Volunteers of America	VOA--TH--YAHP	19699	531488	C	NA	No	8
									3109

10. Attachment 2

Objective Four Excel Document

Spokane County — **Current State**

Instructions
Data in cells highlighted in sage green are from the HMIS and annual report, and can be adjusted if better data on the current system is available.

Unhighlighted cells are calculated and should not be modified.

Future State

Instructions
Data in cells highlighted in slate blue default to the values in the "Current State" table above, but can be modified to see the impact of the change. Cells modified with values different than the current state are highlighted in bright blue.

Unhighlighted cells are calculated and should not be modified.

Forecast point in time count of unsheltered households	191	
Forecast change in point in time count of unsheltered households	(124)	
% Forecast change in point in time count of unsheltered households	-39%	

2024 after population growth and rent-driven increase in need

TOTAL demand for successful interventions	6,805	
Households housed annually	5,871	
Successful interventions	4,167	
Deficit of successful interventions	2,638	
Forecast point in time count of unsheltered households	249	
Forecast change in point in time count of unsheltered households	(66)	
% Forecast change in point in time count of unsheltered households	-21%	

Change Current State vs. Future State

	Emergency Shelter	Transitional Housing	Rapid Rehousing	Permanent Supportive Housing	Permanent Housing subsidies tenants	TOTAL
Households served at a point in time (occupied units)	120	-	-	255	-	375
Annual Spending $	701,372 $	- $	- $	1,390,564 $	- $	2,091,936

Annual increase in funding and beds needed to keep pace with population growth, rent-driven increase in need, rent inflation, and general inflation

	Emergency Shelter	Transitional Housing	Rapid Rehousing	Permanent Supportive Housing	Permanent Housing subsidies tenants	TOTAL
Households served at a point in time (occupied units)	991	805	667	1,386	476	4,822
Cost per unit/slot each year $	5,962 $	5,155 $	13,718 $	5,562 $	166 $	30,563
Annual Spending $	5,867,266 $	1,550,299 $	6,130,296 $	6,107,607 $	78,929 $	19,709,966
Annual increase in households served at a point in time (units) needed to keep pace with need and cost inflation	19	6	9	21	9	
Net annual cost increase per unit/slot each year $	117 $	101 $	149 $	109 $	3	
Net increase in annual spending necessary to keep pace with need and cost inflation $	224,403 $	59,498 $	182,075 $	254,397 $	1,025	
% Net annual increase in households served at a point in time (occupied units)	2%	2%	2%	2%	2%	2%
% Net additional cost per unit/slot each year	2%	2%	1%	2%	2%	
% Net increase in annual spending	4%	4%	3%	4%	4%	4%

Five year increase in funding and beds needed to keep pace with population growth, rent-driven increase in need, rent inflation, and general inflation

	Emergency Shelter	Transitional Housing	Rapid Rehousing	Permanent Supportive Housing	Permanent Housing subsidies tenants	TOTAL
Households served at a point in time (occupied units)	1,058	826	692	1,386	514	4,562
Cost per unit/slot each year $	8,458 $	5,580 $	14,846 $	6,025 $	179 $	82,567
Annual Spending $	8,926,753 $	1,810,050 $	6,906,248 $	7,140,807 $	91,025 $	22,768,887
Five year increase in households served at a point in time (units) needed to keep pace with need and cost inflation	96	29	44	107	47	
Net annual cost increase per unit/slot each year $	608 $	526 $	764 $	568 $	17	
Net increase in annual spending necessary to keep pace with need and cost inflation $	1,204,088 $	319,254 $	960,630 $	1,257,717 $	16,231	
% Net annual increase in households served at a point in time (occupied units)	9%	14%	6%	10%	51.7%	8%
% Net additional cost per unit/slot	17%	12%	6%	13%	10%	
% Net increase in spending	21%	20%	18%	21%	21%	20%

11. Attachment 3

Performance Management Plan

Spokane City/County Continuum of Care
5-Year Performance Management Plan

City of Spokane
Community, Housing, and Human Services
Updated November 2019

Table of Contents

Introduction

The Spokane City/County Continuum of Care (CoC) Performance Management Plan identifies minimum performance expectations and system performance targets for the CoC and outlines how performance is measured and monitored.

This plan should help homeless assistance projects in managing their performance and ensuring access to ongoing funding.

Background

The CoC's geographic area includes the entirety of Spokane County. The City of Spokane's Community, Housing, and Human Services (CHHS) Department serves as the Collaborative Applicant for the Department of Housing and Urban Development (HUD) Continuum of Care grant, the lead grantee for the Department of Commerce Consolidated Homeless Grant (CHG), and sits as the City's representative on the CoC Board.

The CoC's Funding and RFP Committee updates this plan annually.

Basics of Performance Measurement

System Performance Targets

For Spokane City/County CoC purposes, the system is defined as all publicly funded homeless services projects operating within the geography of the CoC. Measuring performance of the system is important, as it helps us understand how well we are doing at addressing and ending homelessness. Additionally, it can help our community identify areas of the system that could be replicated or may need improvement. Lastly, as part of the CoC Program regulations, HUD is requiring that all CoCs monitor the performance of their system. In order to drive better outcomes for participants in the homeless system and to achieve the goal of ending homelessness for all populations, the Spokane City/County CoC has set 5-year system targets for all performance measures deemed key indicators of high performing systems. All projects within the homeless system are expected to make progress towards the system targets for all applicable project performance measures.

Minimum Performance Standards

Measuring the performance of homeless assistance projects is critical for a number of reasons. It helps us understand how well projects are doing at ending homelessness, as well as what issues projects may need to improve upon. It helps us identify project types/models that may be more successful at ending homelessness than others. Additionally, HUD, the WA State Department of Commerce, and other key funders require project performance reporting and monitoring. In order to help drive system performance, the Spokane City/County CoC has set minimum performance standards that funded projects are expected to maintain over the course of the 5-year award period.

Setting Performance Objectives

The CoC Funding and RFP Committee charged the CHHS Department with creating this Performance Management Plan, including setting the minimum performance standards and system performance targets, in order to establish a system performance improvement strategy for the CoC and an annual review process for projects funded under the City's 5-year RFP. CHHS staff considered HUD's project performance objectives and system performance measures, Commerce's system performance expectations, and Spokane City/County projects' combined performance on those objectives in

determining where to set minimum standards and system targets for the CoC's project portfolio. CHHS reviewed current projects' performance, as well as anecdotal community and project information, to help determine what goal to set.

Monitoring Project and System Performance

Quarterly Performance Reporting

Homeless assistance projects' performance is monitored on a quarterly basis via the Homeless Management Information System (HMIS) generated Quarterly Performance Report (QPR). The QPR provides project-level performance information for each measure listed in this plan and is shared with the CoC Board and funded providers each quarter.

The QPR is meant to be generated from HMIS after the end of each quarter; however, it is available for agencies to run and review at any time for a custom performance period. Providers should be sure their HMIS data has been fully updated and is accurate prior to the generation of each report. The quarters are as follows:

- First Quarter = July 1 – September 30
  - o Reports performance data for first quarter
- Second Quarter = July 1 – December 31
  - o Reports performance data for first and second quarters
- Third Quarter = July 1 – March 31
  - o Reports performance data for first, second, and third quarters
- Fourth Quarter = July 1 – June 30
  - o Reports performance data for the full year

All projects should review their quarterly performance data and contact CHHS with any questions or concerns. Projects that consistently fail to meet project performance objectives should develop internal plans and processes for improvement.

Annual Performance Review

On an annual basis, the CoC's Funding and RFP Committee will review performance data from the past award year (July to June) and make recommendations to CHHS and the CoC Board regarding monitoring plans and funding allocations/reallocations.

Victim Services Providers

Domestic Violence (DV) victim services providers are not required to participate in HMIS but must maintain a comparable database. While victim service providers do not have their performance data generated out of HMIS via the QPR, all funded DV providers will be required to submit performance data to CHHS staff as requested for annual project evaluation, funding application, or monitoring purposes.

Sharing QPR Data

Each quarter, project QPRs submitted to CHHS will be posted on the CHHS website for all funded projects within 45 days of the end of the quarter. CHHS staff will work with providers to ensure that all performance data to be shared with the public is accurate as possible. Performance narratives will be included in the posted dashboard for each project.

Corrective Action Planning

Projects that fail to maintain minimum performance standards or make progress towards system performance targets (outlined in the performance improvement timeline section of each CHHS grant

agreement) for at least one year will be required to participate in a Corrective Action Planning (CAP) process. Ongoing poor performance could ultimately result in the loss or reduction of funding. More detail on the CAP process can be found in the Corrective Action Plan Guide.

System-Level Performance Reporting

The system-level performance will be reported on annually to the CoC Board in accordance with the HUD System Performance Measures (SPM) Report. Please note that not all performance measures outlined in this planned are included in the SPM.

Implementing the Performance Management Plan

CHHS staff are responsible for implementing this Performance Management Plan on behalf of the Spokane City/County CoC. Implementation involves working with HMIS staff and providers to publicly share the QPR, reviewing all data therein, and sharing project and system performance information with the CoC on a quarterly basis. In reviewing quarterly and annual project performance information, CHHS staff will also work with the Spokane City/County CoC Funding and RFP Committee to identify any consistently under-performing projects and target them for CAP development as needed. The CHHS staff will report on system performance on the measures in this plan at least annually.

In addition to monitoring project and system performance, CHHS staff work with the Spokane City/County CoC Funding and RFP Committee to annually review and update the Performance Management Plan measures and goals.

Providers' Responsibilities and Meeting Performance Objectives

Ensure HMIS Data Quality

Because the QPRs used to monitor project performance are generated from HMIS, it is critical that HMIS data be accurate, timely, and complete. To this end, it is essential that providers adhere to the data quality standards outlined in the Spokane HMIS Data Quality Plan. All data entered into the CoC's HMIS shall be a reflection of information provided by the client, as documented by the intake worker or otherwise updated by the client and documented for reference. All required data elements for each program type must be entered by the 5th day of the following month (including weekends and holidays) for all client activity during the preceding month. The percentage of required data elements identified, as 'missing /data not collected' should be no more than 1%, depending on project type and data element. Average rates of 'client doesn't know' or 'client refused' must adhere to the acceptable average determined for the project type as set by the HMIS Committee. For a comprehensive outline of data quality expectations for participation in the CoC's HMIS, please see the Spokane HMIS Data Quality Plan.

Run and Review Quarterly Project Report

To help homeless providers manage their performance on the objectives laid out in this Performance Management Plan, HMIS staff have made the QPR available to providers. The QPR provides detailed information about a project's performance on all the objectives in this plan including client-level data.

Providers can run the QPR on their projects using HMIS whenever they like in order to better understand in real-time how they performed on all the objectives in this Performance Management Plan. At a minimum, though, providers are required to run the QPR on a quarterly basis and to submit the report to CHHS staff within 15 days of the end of the quarter. Submissions shall be accompanied by a brief narrative overview explaining quarterly outcomes for each performance measure inclusive of steps taken during the quarter to improve performance, external factors that influenced performance during the

quarter, and planned actions to improve or maintain high performance in the following quarter. This narrative is an opportunity to highlight challenges faced by the project, areas of success (particularly those which be replicable by other providers), and to address steps for performance improvement. Performance narratives will be included in the published report for all projects.

Develop Internal Improvement Plans as Needed

Providers should monitor their own performance on all project performance objectives on, at minimum, a quarterly basis. If providers notice in the QPR that they are not meeting an objective, it is their responsibility to develop internal plans to address the poor performance and they should ensure that improvement is made. As previously mentioned, projects that fail to meet an objective for at least one year may be targeted for development of a CAP. Once on a CAP, a project runs the risk of losing renewal funding if they are not able to improve their performance within a specific timeframe. Ensuring that project performance objectives are met will keep projects from being targeted for CAP development.

Participate in Corrective Action Plan as Required

As mentioned previously, projects that fail to maintain minimum performance standards or to make adequate progress towards system performance targets for at least one year may be required to participate in a CAP. Ongoing poor performance, or failure to fully participate in the CAP, could ultimately result in the loss or reduction of funding. More details on the CAP process can be found in the Corrective Action Plan Guide.

Spokane City/County CoC Project Performance Objectives

The following are the project performance objectives for Spokane City/County CoC homeless assistance projects. The goals apply to all CoC-funded homeless projects and all City-funded emergency shelters, rapid re-housing, transitional housing, diversion, street outreach, and permanent supportive housing projects. Generally, overflow and seasonal emergency shelters are exempt from the performance standards.

Projects that are newly funded under the 5-year RFP or whose baseline performance prior to the 5-year award period does not meet the minimum performance standards will have two years to achieve the minimum performance expectations outlined below. Projects that do not meet minimum performance standards by the end of the first year of the 5-year award period will be required to develop a Corrective Action Plan (CAP). Projects that do not meet minimum performance standards or fail to fully participate in the CAP by the end of the second year of the 5-year award period may face a loss or reduction of funding.

Projects funded under the 5-Year RFP whose baseline performance prior to the 5-year award period are required to make annual progress towards the 5-year system performance targets in accordance with the performance improvement timeline outlined in the project's grant agreement. Projects that fail to meet annual performance milestones may be required to develop a CAP.

Homelessness Diversion Projects Performance Measures		
Measure	**Minimum Performance Standard**	**System Performance Target**
Exits to Permanent Housing	At least 88% of persons in Homeless Diversion projects exit to permanent housing at program exit.	At least 95% of persons in Homeless Diversion projects exit to permanent housing at program exit
Returns to Homelessness	Diversion projects will have no more than 6% of persons who exited to permanent housing return to homelessness within two years of exit	Diversion projects will have no more than 3% of persons who exited to permanent housing return to homelessness within two years of exit

Street Outreach Projects Performance Measures		
Measure	**Minimum Performance Standard**	**System Performance Target**
Exits to Permanent Housing (SPM Metric 7a.1)	At least 40% of persons in Street Outreach (SO) projects will move into permanent housing at exit.	At least 50% of persons in Street Outreach (SO) projects will move into permanent housing at exit
Exits to Temporary or Institutional Settings (SPM Metric 7a.1)	At least 25% of persons in SO projects will move to certain temporary and institutional settings at program exit	At least 30% of persons in SO projects will move to certain temporary and institutional settings at program exit
Successful Exits from Street Outreach (SPM Metric 7a.1)	At least 65% of persons in SO projects will move into permanent housing or to certain temporary and institutional settings at program exit	At least 80% of persons in SO projects will move into permanent housing or to certain temporary and institutional settings at program exit
Returns to Homelessness (SPM Metric 2b)	SO projects will have no more than 20% of adults who exited to permanent housing return to homelessness within two years of exit	SO projects will have no more than 10% of adults who exited to permanent housing return homelessness within two years of exit
Average Length of Time to Date of Engagement	The average length of time for persons enrolled in SO projects between enrollment and the person's date of engagement shall be no greater than 60 days	The average length of time for persons enrolled in SO projects between enrollment and the person's date of engagement shall be no greater than 30 days
Serving those with the Long Lengths of Homelessness	At least 64% of persons served by SO projects will have lengths of homelessness greater than 12 months	At least 75% of persons served by SO projects will have lengths of homelessness greater than 12 months

Night-by-night Emergency Shelter Projects Performance Measures		
Measure	**Minimum Performance Standard**	**System Performance Target**
Length of Time Homeless in ES (SPM Metric 1a.1)	Emergency Shelter (ES) projects will have an average length of stay of no more than 90 days	Emergency Shelter (ES) projects will have an average length of stay of no more than 30 days
Exits to Permanent Housing (SPM Metric 7b.1)	At least 40% of persons in ES projects will move into permanent housing at exit	At least 50% of persons in ES projects will move into permanent housing at exit
Returns to Homelessness (SPM Metric 2b)	ES projects will have no more than 20% of adults who exited to permanent housing return to homelessness within two years of exit	ES projects will have no more than 10% of adults who exited to permanent housing return to homelessness within two years of exit
Average Length of Time to Date of Engagement	The average length of time for persons enrolled in ES projects between enrollment and the person's date of engagement shall be no greater than 30 days	The average length of time for persons enrolled in ES projects between enrollment and the person's date of engagement shall be no greater than 10 days

Continuous Stay Emergency Shelter Projects Performance Measures		
Measure	**Minimum Performance Standard**	**System Performance Target**
Length of Time Homeless in ES (SPM Metric 1a.1)	Emergency Shelter (ES) projects will have an average length of stay of no more than 90 days	Emergency Shelter (ES) projects will have an average length of stay of no more than 30 days
Exits to Permanent Housing (SPM Metric 7b.1)	At least 55% of persons in ES projects will move into permanent housing at exit	At least 80% of persons in ES projects will move into permanent housing at exit
Returns to Homelessness (SPM Metric 2b)	ES projects will have no more than 20% of adults who exited to permanent housing return to homelessness within two years of exit	ES projects will have no more than 10% of adults who exited to permanent housing return to homelessness within two years of exit
Average Rate of Utilization	The average numbers of persons enrolled in ES projects per night will represent no less than the 85% of projects' total bed inventory	The average numbers of persons enrolled in ES projects per night will represent no less than the 95% of projects' total bed inventory

Transitional Housing Projects Performance Measures		
Measure	**Minimum Performance Standard**	**System Performance Target**
Length of Time Homeless in TH (SPM Metric 1a.2)	Transitional Housing (TH) projects will have an average length of stay of no more than 160 days (270 for youth and young adult projects)	Transitional Housing (TH) projects will have an average length of stay of no more than 90 days (120 for youth and young adult projects)
Exits to Permanent Housing (SPM Metric 7b.1)	At least 55% of persons in TH projects will move into permanent housing at exit	At least 80% of persons in TH projects will move into permanent housing at exit
Employment and Income Growth (SPM Metric 4.6)	At least 35% of persons in TH projects will gain or increase employment or non-employment cash income or at exit	At least 50% of persons in TH projects will gain or increase employment or non-employment cash income or at exit
Returns to Homelessness (SPM Metric 2b)	TH projects will have no more than 10% of adults who exited to permanent housing return to homelessness within two years of exit	TH projects will have no more than 5% of adults who exited to permanent housing return to homelessness within two years of exit
Average Rate of Utilization	The average numbers of persons enrolled in TH projects per night will represent no less than the 85% of projects' total bed inventory	The average numbers of persons enrolled in TH projects per night will represent no less than the 95% of projects' total bed inventory

Rapid Re-Housing Projects Performance Measures		
Measure	**Minimum Performance Standard**	**System Performance Target**
Rapid Placement into Permanent Housing	RRH projects will place persons into permanent housing within 30 days of project entry	RRH projects will place persons into permanent housing within 20 days of project entry
Exits to Permanent Housing (SPM Metric 7b.1)	At least 70% of persons entering RRH projects will remain in permanent housing at exit	At least 80% of persons entering RRH projects will remain in permanent housing at exit
Employment and Income Growth (SPM Metric 4.6)	At least 20% of persons in RRH projects will gain or increase employment or non-employment cash income or at exit	At least 40% of persons in RRH projects will gain or increase employment or non-employment cash income at exit
Returns to Homelessness (SPM Metric 2b)	RRH projects will have no more than 10% of adults who exited to permanent housing return to homelessness within two years of exit	RRH projects will have no more than 5% of adults who exited to permanent housing return to homelessness within two years of exit

Permanent Supportive Housing/Other Permanent Housing Projects Performance Measures		
Measure	**Minimum Performance Standard**	**System Performance Target**
Exits to or Retention of Permanent Housing (SPM Metric 7b.2)	At least 93% of housed persons remain in Permanent Supportive Housing (PSH) project or exit to permanent housing (PH) as of the end of the reporting period or at program exit	At least 95% of housed persons remain in Permanent Supportive Housing (PSH) project or exit to permanent housing (PH) as of the end of the reporting period or at program exit
Employment and Income Growth for Stayers (SPM Metric 4.3)	At least 50% of persons entering a PSH project will gain or increase employment or non- employment cash income during the reporting period or at annual assessment	At least 55% of persons entering a PSH project will gain or increase employment or non- employment cash income during the reporting period or at annual assessment
Employment and Income Growth for Leavers (SPM Metric 4.6)	At least 45% of persons entering a PSH project will gain or increase employment or non- employment cash income at exit	At least 50% of persons entering a PSH project will gain or increase employment or non- employment cash income at exit
Returns to Homelessness (SPM Metric 2b)	PSH projects will have no more than 5% of adults who exited to permanent housing return to homelessness within two years of exit	PSH projects will have no more than 3% of adults who exited to permanent housing return to homelessness within two years of exit
Average Rate of Utilization	The average numbers of persons enrolled in PSH projects per night will represent no less than the 85% of projects' total bed inventory	The average numbers of persons enrolled in PSH projects per night will represent no less than the 95% of projects' total bed inventory