To: KCRHA Implementation Board
From: Sub-Regional Planning Team
CC: Marc Dones, CEO; Anne Burkland, Chief of Staff
Subject: Five Year Plan - Key Activities, Timeline, Go-First Strategies for Funding
Date: 4/5/2023

I.　　　Executive Summary

To support the Implementation Board's discussion on the Five Year Plan, staff have prepared the following memo with supporting material pulled from the current working draft. A revised plan will be published and made available to the public and the KCRHA Implementation Board, Governing Committee and Advisory Committee on 4/13. The Implementation Board is slated for a vote to recommend the Five Year Plan to the Governing Committee during the May 10th regular meeting.

II.　　　Background

KCRHA staff lean into community-oriented approaches, with consistent engagement and iterative feedback. Leading up to the formation of the draft Plan, staff have been heavily engaged with various stakeholders around King County. The sub-regional planning team has been tracking their community reach and has connected with 500 different stakeholders in one-on-one focused conversations; various teams within the organization also support and are actively engaged in regional tables, hold base building spaces where service providers convene, meet with jurisdictions and system partners. In July alone, there were 38 workshops that engaged over 400 people. Teams were invited to bring these workshops to coalition meetings, community tables, and advocacy organizations, in addition to regular standing sessions that the KCRHA hosts.

In the following phase of engagement to inform this plan, which occurred in the fall of 2022, KCRHA staff convened groups to ensure the input of specific subpopulations, including populations that interact with the systems that are highlighted in the Interlocal Agreement creating KCRHA. Leading up to the release of the draft Five Year Plan, KCRHA staff estimate that over 1,000 King County community members were engaged throughout this process to inform the draft Plan.

Since the release of the initial draft Five Year Plan, KCRHA staff have been collecting feedback from government partners, people with lived experience, community partners, and the public through formal letters, emails, in-person engagements, three "Lunch and Learns", provider leadership briefings, a public feedback survey.

The Sub-Regional Planning Team prepared a recommendation memo that includes proposed revisions to the draft Five Year Plan based on the feedback from partners, a synthesis of the survey findings, and an appendix with all supporting documentation (letters, emails, notes from engagements, survey findings) to support the deliberative process for the subcommittee of the Implementation Board called the System Planning Subcommittee.

This body began meeting in late January and in March extended the weekly meetings to run for 2 hours to allow for sufficient time to take up policy matters associated with the draft Plan. The subcommittee is chaired by Board Member John Chelminiak.

The attachments to this memo are content from the draft plan to support board discussion at the April 12th meeting. The rows in Attachment 1 and Attachment 2 that are highlighted in yellow represent new initiatives from the previous released draft of the plan. The rows highlighted in green represent initiatives that were combined to provide clarity and simplicity.

III.   Attachments
- Attachment 1: Years 1-2
- Attachment 2: Years 3-5
- Attachment 3: What KCRHA Would Do With New Funding

KCRHA
King County Regional Homelessness Authority

Attachment 1: Years 1 - 2

Years 1 - 2

The following are a series of actions that KCRHA and our partners will work on together during the first two years of this plan; all of these actions can be achieved under the current allocated budget and do not require additional funding.
The rows highlighted in yellow *represent new initiatives from the previous released draft of the plan.*
The rows highlighted in green *represent initiatives that were combined to provide clarity and simplicity.*

<table>
<tr><th colspan="4">Year 1 - Year 2</th></tr>
<tr><th>Key Actions</th><th>Topic Areas</th><th>Impact</th><th>Status</th></tr>
<tr>
<td>Develop a real-time bed availability tool inclusive of all types of shelter and emergency housing</td>
<td>Data

Resource Availability</td>
<td>Insight into real-time shelter vacancies will allow for greater enrollments into the shelter system at any given time which will improve our understanding of how many single adults, families and youth may be accessing the system.</td>
<td>In-Motion</td>
</tr>
<tr>
<td>Partner with the behavioral health organizations to support connections to behavioral health services.</td>
<td>Behavioral Health

Health Care

High-Acuity

System Connection

Enhanced Care</td>
<td>Establishing connections and providing smooth transitions for individuals to behavioral health supports enhances the quality of care, mitigates future needs for support, and increases the chances of success in permanent housing; ultimately reducing rates of return into homelessness and increasing throughput in homelessness programs.</td>
<td></td>
</tr>
<tr>
<td>Partner with King County Behavioral Health and Recovery Division and Public Health and Healthcare for the Homeless</td>
<td>Behavioral Health

Health Care</td>
<td>Partnerships across systems allows for efficient use of resources, better understanding of system processes, and increased ability to care for people quickly which can increase the chances of success in permanent housing,</td>
<td>In-Motion</td>
</tr>
</table>

Network to improve communication, coordination, education, and information sharing across our homelessness response system for high acuity individuals.	High-Acuity System Connection	***increase throughput in our system, and reduce returns to homelessness.***	
In partnership with local jurisdictions, bolster regional infrastructure development of homelessness services while maintaining the current level of services in every sub-region.	Sub-Regional Planning Infrastructure	*Working with cities and ensuring there are ample housing options across the region will **increase the number of temporary and permanent units available in the system.***	
Coordinate with faith-based communities to identify untapped physical spaces to be used in severe weather shelters.	Severe Weather Community Involvement	*With increased sheltering options, we will have a better understanding of the scale of unsheltered homelessness and **more individuals will become connected to services.***	In-Motion
Identify and evaluate spaces for severe weather with cities to expand the number of indoor options during severe weather events	Severe Weather	*With increased sheltering options, we will have a better understanding of the scale of unsheltered homelessness and **more individuals will become connected to services.***	In-Motion
Deploy coordinated severe weather response that incorporates innovative practices and responds to immediate needs	Severe Weather Standardize	*With increased sheltering options, we will have a better understanding of the scale of unsheltered homelessness and more individuals will become connected to services which should **ultimately work towards increases of exits to permanent housing.***	In-Motion
Expand outreach contracts to be appropriately staffed during severe weather events, including evening support.	Severe Weather Outreach	*The ability to reach more people through outreach will provide **more opportunities for individuals to access services.***	In-Motion
Incorporate allowances for severe weather shelter response into existing contracts, to support	Severe Weather Standardize	*Standardization of approach across the system means that KCRHA can more reliably and consistently activate emergency protocols which should **increase opportunities***	

a standardized severe weather response.		*for unsheltered individuals to access services.*	
Improve guests' connection to services beyond the severe weather event.	Severe Weather Coordinated Services	*Through building in protocols that would have a severe weather shelter act as a pathway into receiving further care and housing support, we should* **increase opportunities for unsheltered individuals to access services and provide more pathways to exit to permanent housing.**	In-Motion
Align with cities' comprehensive planning efforts for the future development of temporary and permanent housing options.	Sub-Regional Planning Infrastructure	*Working with cities and ensuring there are ample housing options across the region will* **increase the total number of temporary and permanent housing units available in the system.**	
Improve coordination between Domestic Violence and Gender-Based Violence services to support families and individuals.	Families Single Adults DV/GBV Coordinated Services Population-Specific Care	*Through supporting this coordination, more single adults, families and youth should be able to* **exit into permanent housing and increase throughput of the system.**	
Enhance therapeutic support at existing programs supporting high acuity clients.	High-Acuity Enhanced Care Population-Specific Care	*Providing greater therapeutic services to those in need of such services* **will support a greater number of clients accessing the system** *by ensuring they have adequate care in a temporary or permanent housing. Adequate care at each step of service will also support an* **increased throughput through the system.**	Work will begin in Years 1-2 in a limited capacity. Additional funding is needed to implement the scale needed to meet the need.
Resource outreach services with appropriate staffing and pathways to housing options.	Outreach Coordinated Services	*Increased resources to outreach will allow for outreach staff being able to spend more time with clients to get them connected to additional services and supports which will*	Work will begin in Years 1-2 in a limited capacity. Additional

		*lead to **greater access of the homelessness response system and increases in exits to permanent housing.***	funding is needed to implement the scale needed to meet the need.
Increase capacity-building support to BIPOC organizations that are staffed by and serving disproportionately impacted communities, in order to support their entrance into or expand their homelessness service work.	Equity Capacity Disproportionately Represented Populations Population-Specific Care	*The expansion of services by BIPOC organizations will support **addressing the racial disproportionalities of homelessness, increasing access to the system and ultimately more exits to permanent housing.***	In-Motion Work will begin in Years 1-2 in a limited capacity. Additional funding is needed to implement the scale needed to meet the need.
Regularly evaluate the level of funding and percentage of investment into organizations and programs designed to support the needs of needs of Black, Native, LGBTQIA2S+, immigrant and refugee, people living with disabilities, and people exiting incarceration	Data Funding Disproportionately Represented Populations Population-Specific Care	*The expansion of services by BIPOC organizations will support **addressing the racial disproportionalities of homelessness, increasing access to the system and ultimately more exits to permanent housing.***	In-Motion
Expand administrative capacity to support the development of population-specific procurement, particularly focused on emergency housing options for Trans and gender non-conforming individuals.	Administrative Disproportionately Represented Populations Procurement Population-Specific Care	*Increased administrative capacity of population-specific procurements will i**ncrease the number of temporary housing options***.	

Develop funding opportunities for BIPOC "By and For" organizations to expand culturally relevant approaches	Disproportionately Represented Populations Equity Funding Population-Specific Care	*The expansion of services by BIPOC organizations will support **addressing the racial disproportionalities of homelessness, increasing access to the system and ultimately more exits to permanent housing.***	
Expand outreach tailored to families experiencing homelessness.	Outreach Families	*Greater access to outreach and diversion services will increase the number of families with children who access the homelessness response system, as well as **increase their ability to find permanent housing**.*	
Develop and implement a grievance process that is accessible, safe, and responsive to resolve client or funded partner concerns, problems, or complaints.	Ombud Accountability	*Data from the grievance processes developed under this initiative will allow KCRHA to better adjust services to better meet the needs of individuals accessing services. Implementing these adjustments will **increase access to the system and the number of exits to permanent housing**.*	In-Motion
Deploy an effective communications strategy to ensure the Ombuds Office is well-known and easily accessible, including the creation of centralized contact mechanisms (e.g., a hotline)	Ombud Accountability Administrative	*Increased knowledge about the Ombuds Office will allow for increased trust in the service response system which will **increase the number of people who will access the system.***	In-Motion
Provide regular reports to the Implementation Board on grievances filed and resolved by the Ombuds office, including relevant demographic trends in reports filed.	Ombud Accountability Administrative Data	*Data from the grievance processes developed under this initiative will allow KCRHA to better adjust services to better meet the needs of individuals accessing services. Formalizing adjustments with policy form the board will **increase access to the system and the number of exits to permanent housing.***	

Stand-up an Ombud's Advisory Board.	Ombud Accountability Administrative	*The advisory board will be able to direct and consult with the Office to adjust protocols and strategies to better meet the needs of individuals. Building greater trust in the Office from improved protocols and strategies should ultimately* **increase access to the system and the number of exits to permanent housing.**	In-Motion
Continue improving Coordinated Entry prioritization mechanisms based on sub-regional information and Homelessness Management and Information Systems data as well as feedback from people with lived experience.	Coordinated Entry Sub-Regional Planning Data Accountability	*Improvements to Coordinated Entry informed by these sources will drive more successful housing placements which should lead to* **increased throughput of the system and decreasing rates of return to homelessness.**	
Develop administrative capacity to support the Advisory Committee in their role advising the functions of Coordinated Entry.	Coordinated Entry Accountability	*Improved oversight of Coordinated Entry will support more successful housing placements which should lead to* **increased throughput of the system and decreasing rates of return to homelessness.**	In-Motion
Review and modify the design of the Regional Access Point program to improve the client experience and access to housing.	Coordinated Entry Sub-Regional Planning Data Accountability	*Improved access to services through a Regional Access Point will* **increase the number of single adults, families and youth who can access the system.**	
Establish an equitable procurement process.	Procurement Funding	*Equity in the procurement process will drive more geographic and sub-population specific distribution of resources which should* **address racial disproportionalities of homelessness while also increasing exits to permanent housing.**	In-Motion
Implement a phased portfolio re-procurement process with comprehensive geographic	Procurement Sub-Regional	*Equity in the procurement process will drive more geographic and sub-population specific distribution of resources which should* **increase access to the system,**	In-Motion

coverage, service continuity with housing-focused resources at all points of connection, and close coordination with sub-population-specific providers.	Planning Equity Disproportionately Represented Population Population-Specific Care	*improve throughput, increase the exits to permanent housing, and reduce returns to homelessness.*	
Modify program reporting requirements to support meaningful data collection that captures system-wide performance outcomes and accounts for the full scope and nature of contracted services.	Data Accountability Performance Measurement	*Capturing the data that is more meaningful to client experience will allow for better insight into what is and is not working well in our system. This provides a more accurate diagnostic tool for program and policy changes that can ultimately* **increase access to the system as well as exits to permanent housing.**	
Develop standards of best practices to be included in contract requirements in serving the needs of Black, Native, LGBTQIA2S+, immigrants and refugees, people living with disabilities, elders, and people exiting incarceration	Procurement Standardization Disproportionately Represented Populations Population-Specific Care	*Ensuring best practices and approaches are implemented means that these populations will be better served by the system which should drive* **decreases in racial disproportionalities of homelessness by race while also increasing exits to permanent housing.**	In-Motion
Design YYA programs, policies, and practices in partnership with young people to cultivate a strong sense of self-efficacy and belonging.	YYA Program Design Population-Specific Care	*Youth and Young Adults (YYA) involved in program design will yield models that better account for the needs of YYA long term which should* **increase exits to permanent housing,** *and* **decrease rates of return into homelessness.**	
Integrate requirements for healing-centered and	Program Design	*Integrating and requiring these approaches into programs*	

strengths-based approaches into all KCRHA-contracted services.	Procurement Standardization	*will **increase exits to permanent housing.***	
Evaluate program requirements to establish flexibility in funding.	Program Design Procurement Standardization Funding	*Adjusting program requirements to support flexibility for participants will improve an individual's continuation within a program which should **increase exits to permanent housing.***	In-Motion
Establish a King County Youth Action Board (YAB) composed of a diverse group of Youth and Young Adults (YYA) with lived experience of homelessness to ensure that the voices of those most affected are centered in developing solutions.	YYA Standardization Accountability Population-Specific Care	*Youth and Young Adults (YYA) involved in program design will yield models that better account for the needs of YYA long term which should **increase exits to permanent housing,** and **decrease rates of return into homelessness.***	In-Motion
Refine and maintain, through quarterly updates, the Regional Services Database/Landscape Analysis of all homelessness programs within King County to support data-driven planning.	Data Accountability Sub-Regional Planning	*Publicly available/accessible insight into all programs for people experiencing homelessness will allow for greater enrollments into the shelter system at any given time which will **increase the number of single adults, families and youth who can access the system.***	In-Motion
Create an accurate and live inventory of all publicly funded homeless housing and shelter projects in the region.	Data Accountability Sub-Regional Planning Coordinated Services	*Publicly available/accessible insight into all programs for people experiencing homelessness will allow for greater enrollments into the shelter system at any given time which will **increase the number of single adults, families and youth who can access the system.***	In-Motion
Create a Community Based Participatory Research group	Data	*Living into the Theory of Change and having data design and interpretation by those with lived experience will*	In-Motion

within KCRHA comprised of individuals from communities most impacted by homelessness	Accountability Disproportionately Represented Populations	*improve our research methods which will improve our overall understanding of how homelessness is experienced.*	
Coordinate across providers and systems to provide long-term support for families transitioning from homelessness to permanent housing.	Coordinated Services System Coordination Families Population-Specific Care	*Greater support to families with children transitioning to permanent housing should allow for **fewer returns to homelessness.***	
Support outreach coordination efforts in each sub-region to encourage alignment, expansion, and effectiveness.	Coordinated Services Sub-Regional Planning	*Greater access to outreach and diversion services will increase the number of families with children who access the homelessness response system, as well as **increase their ability to find permanent housing**.*	
Support coordination, via KCRHA base building spaces, between agencies providing diversion services to share information and serve clients more efficiently.	Coordinated Services Diversion / Prevention Program Design	*Coordination between providers will drive towards a more effective way to serve people which should **increase exits to permanent housing.***	In-Motion
Support training for community members, advocacy groups, and faith-based groups to be more engaged in our shared homelessness response.	Community Involvement	*More community members trained and able to support our unhoused neighbors will support **increasing the number of people accessing the system.***	In-Motion

Initiate and maintain relationships with private landlords, local jurisdictions, and business and philanthropy.	Community Involvement System Coordination	*An increased number of available housing units allows for **greater availability to directly move single adults into permanent housing.***	In-Motion
Collaborate with sub-regional collaborative coalitions and local jurisdictions to develop local support for sub-regional implementation plans	Sub-Regional Planning System Coordination Standardization	*Regional alignment will support the ultimate onlining of new temporary and permanent housing intervention which should **increase the total number of people exiting into permanent housing.***	In-Motion
Analyze regionwide data, such as the Understanding Unsheltered Homelessness Project (UUHP) dataset, with a sub-regional lens to better understand sub-regional differences.	Data Accountability Sub-Regional Planning Standardization	*Living into the Theory of Change and having data design and interpretation by those with lived experience will improve our research methods which will improve our overall understanding of how homelessness is experienced.*	
Identify and work with people with lived experience in every sub-region to understand the experience of homelessness and how it relates to where someone lives in King County	Sub-Regional Planning Accountability Community Involvement	*Living into the Theory of Change and having data design and interpretation by those with lived experience will improve our research methods which will improve our overall understanding of how homelessness is experienced.*	In-Motion
Create opportunities for people with lived experience to give feedback on the CE processes	Accountability Coordinated Entry	*Improvements to Coordinated Entry informed by these sources will drive more successful housing placements which should lead to **decreasing rates of return to homelessness.***	In-Motion

Continue to pilot Partnership for Zero with integration of improvements to By-Name-List technology, incident command systems, and Medicaid billing.	Innovation Funding Data Technology	*Housing people through this intervention **increases the total number of people exiting to permanent housing.** Building out Medicaid billing will allow for an additional sustained funding stream for the RHA, which can be used to scale this effort, allowing for **greater access to the homelessness service system**.*	In-Motion
Develop capacity in homelessness response system to better leverage entitlement program benefits.	Capacity Funding Administrative	*Connecting people experiencing homelessness to direct-benefit entitlement programs will increase household incomes, allowing for **more opportunities to obtain and keep permanent housing**. Additional entitlement programs will allow us to reposition local funding towards other supportive wrap-around services and/or to **increase the number of temporary housing units** in King County.*	
Pursue additional funding opportunities across federal, state, local and philanthropic sources to expand services and support.	Funding Administrative	*Increasing funding in our system allows the KCRHA to **increase the number of temporary and permanent housing units** in King County, **increasing the number of people who can access the system**, and **drive higher throughput across the system.***	In-Motion
Provide local jurisdictions with information to support data-driven decision-making on the region's homelessness response system, including program and investment recommendations	Data Accountability Sub-Regional Planning System Coordination Standardization	*Increasing funding in our system allows the KCRHA to **increase the number of temporary and permanent housing units** in King County, **increasing the number of people who can access the system**, and **drive higher throughput across the system.***	In-Motion
Coordinate with advocacy organizations to increase state and federal funding into	Community Involvement	*Increasing funding in our system allows the KCRHA to **increase the number of temporary and permanent***	In-Motion

homelessness response.	Funding	*housing units* in King County, *increasing the number of people who can access the system*, and *drive higher throughput across the system.*	

Attachment 2: Years 3 - 5

Years 3 - 5

The following are a series of actions that KCRHA and our partners will conduct in years three through five of the plan, assuming there are no increases to the program or administrative budget at KCRHA in the next budget cycle. These actions do not require additional funding.

Year 3 - Year 5		
Key Actions	*Who Does This Serve?*	*Impact*
Develop By-Name lists for each household type (e.g. family, single adult, young adult).	Data Technology Coordinated Services Standardization Innovation	*Having up-to-date, accurate information of all people experiencing homelessness in King County will allow the RHA to better connect the right people to the right resources at the right time. This will **increase the total number of people exiting to and maintaining permanent housing** while driving **greater throughput in the system**.*
Partner with technology leaders and developers to create a platform that allows program participants to see and interact with their data.	Technology Accountability Coordinated Services Innovation	*Improvements to services informed by lived experience will drive more successful housing placements which should lead to **decreasing rates of return to homelessness** and **increased throughput in the system**.*
Consolidate all severe weather emergency response functions for those living unsheltered to support a centralized response	Severe Weather Standardization	*Standardization of approach across the system means that KCRHA can more reliably and consistently activate emergency protocols which should **increase the number of unsheltered people accessing the system.***

To support standardization across the region for a true regional response. Centralize the severe weather emergency response by establishing role clarity across systems and standardizing shelter response.	Sub-Regional Planning Coordinated Services	
Sign sub-regional agreements with all seven KCRHA-defined sub-regions to pool funding for homelessness services	Sub-Regional Planning Funding System Coordination	*Working with cities and to create more efficiency in homelessness services will improve resource allocation to support housing options across the region will **increase exits to permanent housing.** An increased number of cities providing centralized funding for homelessness response may also **increase the number of temporary and permanent units in the system.***
Establish liveable wage requirements in new Requests for Proposals (RFP) and contracts using findings from upcoming wage equity studies.	Procurement Capacity	*Liveable wages will stabilize the front-line workforce which will allow for retaining more staff which will help more clients to maintain meaningful relationships with their case managers and other staff who are supporting their transition to permanent housing. Ultimately, this will **increase exits to permanent housing, decrease returns,** and **increase throughput of the system.***
Expand funding support to implement evidence-based strategies in programs that serve families	Funding Families Population-Specific Care	*Increased programs for families will **increase the number of families with children who access the homelessness response system**, as well as **increase their ability to find permanent housing**.*
In partnership with organizations that serve historically marginalized communities,develop an inventory of successful approaches and best practices for other programs to integrate. Develop qualitative and quantitative evaluation tools to understand how these approaches	Data Technology Population-Specific Care Disproportionately Represented Pops	*Implementation of these best practices across the system will support **increased exits to permanent housing for BIPOC, LGBTQIA+, and other historically marginalized communities.***

work for historically marginalized communities.	Innovation	
Develop pathways for immigrants, refugees, and asylum seekers that consider the varying levels of eligibility and documentation requirements.	Population-Specific Care Innovation System Coordination	*Developing tailored approaches will support an **increases in access to the system** and **exits to permanent housing** for immigrants, refugees and asylum seekers.*
Change the eligibility requirements for diversion resources to allow for those at risk of experiencing homelessness to access diversion services, rather than exclusively people already experiencing homelessness.	Program Design Prevention / Diversion	*Greater upstream support for people to maintain their current housing situation will **decrease the number of people entering the homelessness service system**.*
Increase provider access to diversion training to ensure best practices are followed	Prevention / Diversion Accountability Best Practices	*Training will allow for providers to better utilize and deploy diversion funds which will **increase exits to permanent housing.***
Remove the 30- to 45-day time limit to complete diversion to accommodate households with complex needs	Prevention / Diversion Population-Specific Care	*Adjusting program requirements to support flexibility for participants will improve an individual's continuation within a program which should **increase exits to permanent housing.***
Work with diversion providers to include case management support for three to six months after financial assistance is provided	Prevention / Diversion Population-Specific Care Coordinated Services	*Extending case management will help clients who receive diversion funds to be able to maintain their housing which should **decrease returns to homelessness.***
Review existing region wide data collection practices with a racially-equitable lens	Data Accountability Standardization	*Adjusting data collection methods to better account for a racially equitable understanding should drive **decreases in racial disproportionalities of homelessness by race while also increasing exits to permanent housing.***

	Racial Equity Best Practices	
Develop inquiry and evaluation methods rooted in innovative and evidence-based methodology to further inform performance measurement practices	Accountability Performance Measurement Best Practices	*Changes to evaluation methods will pave the way for different understanding of what makes a program successful; through redefining what success looks like, programs that take more culturally responsive approaches will have avenues for expansion. This should drive* ***a greater number of BIPOC, LGBTQIA+, and other historically marginalized populations exiting to permanent housing.***
Develop and implement a culturally-responsive service provision audit framework for all disproportionately impacted populations	Disproportionately Represented Populations Accountability Administration	*Increasing accountability for best practices and approaches when serving disproportionately impacted sub-populations should improve supports for these communities and should drive* ***a great number of people from those communities to exit to permanent housing.***
Work with technology developers to create and deploy a platform that allows for direct client feedback to KCRHA independent of a provider or surveyor. ● Ensure that it is accessible, easy to use, and available to all. ● Develop a continuous improvement process to ensure the system is updated and dynamic. ● Connect the platform with other systems of care. ● Identify ways to manage information on supportive services, such as case management openings or availability of clinical supports from other systems	Accountability Technology Coordinated Services System Coordination Innovation	*Improvements to programs informed by lived experience will drive more successful housing placements which should lead to an* ***increase in exits to permanent housing, greater throughput of the system****, and* ***decreases in returns to homelessness.***

Develop processes to ensure units across the region are filled through Coordinated Entry.	Coordinated Entry Administration	*A coordinated system rooted in equity built into the Coordinated Entry referral process will drive **decreases in racial disproportionalities of homelessness by race while also increasing access to the system.***
Implement effective Coordinated Entry compliance mechanisms for all housing programs in the Continuum of Care.	Coordinated Entry Accountability Administration	*Improved accountability for housing programs within Coordinated Entry will support more successful housing placements which should lead to **decreasing rates of return to homelessness.***
Strengthen partnerships between homeless service providers, KCRHA, and key staff and faculty within school districts across King County to prevent more families and youth from becoming homeless.	System Coordination Prevention / Diversion Families YYA	*Partnerships across systems allows for efficient use of resources, better understanding of system processes, and increased ability to care for people quickly which can allow people to better maintain their current housing, ultimately **decreasing the number of new families entering and youth entering the homelessness service system**.*
Establish a data connection between the homelessness system and school districts to improve reporting and prevention.	Data System Coordination Prevention / Diversion Families YYA	*Partnerships across systems allows for efficient use of resources, better understanding of system processes, and increased ability to care for people quickly which can allow people to better maintain their current housing, ultimately **decreasing the number of new families entering and youth entering the homelessness service system**.*
Identify and support the implementation of clear policy and programming strategies to engage families identified as experiencing homelessness by schools and connect them with the necessary supports	Families System Coordination Prevention / Diversion	*Partnerships across systems allows for efficient use of resources, better understanding of system processes, and increased ability to care for people quickly which can **increase the chances of success in permanent housing**.*
Align KCRHA strategies focused on children and youth with King County's Best Starts for Kids best	YYA System Coordination	*Strategic alignment on investments into addressing the needs of families with children should allow for more consistent, reliable access to the system for families with children and youth and young adults. This should*

practices.	Standardization	*allow for* **greater throughput of the homelessness response system** *and a* **greater number of exits to permanent housing**.
Partner with hospitals and medical facilities to improve connections with pediatric clinical staff to support greater levels of support and connection for families	System Coordination Families Health Care	*Partnerships across systems allows for efficient use of resources, better understanding of system processes, and increased ability to care for people quickly which can* **increase the chances of success in permanent housing for families**.
Strengthen coordination between providers and other systems through collaborative convenings	Coordinated Services System Coordination Accountability	*Partnerships across systems allows for efficient use of resources, better understanding of system processes, and increased ability to care for people quickly which can* **increase the chances of success in permanent housing**, **greater throughput across the system**, *and* **decrease returns to homelessness**.
Create strong connections with the child welfare system to create proactive connections for youth exiting foster care or other youth programs or settings.	Coordinated Services System Coordination Accountability YYA Families	*Partnerships across systems allows for efficient use of resources, better understanding of system processes, and increased ability to care for people quickly which can increase the chances of success in permanent housing; ultimately* **reducing rates of return into homelessness.**

Attachment 3: New Funding

What KCRHA Would Do With New Funding

Priority Strategies If New Funding Becomes Available	
Key Actions	*Examples of Impact*
Expand Non-Congregate Shelter and Emergency Housing Beds/Units.	**$20,000,000+** 55-500 Beds Depending on Service Model If funding increases are permitted, further expanding non-congregate and emergency housing options would be a priority.
Medical Recuperation and High-Acuity Programs.	**$20,000,000** 55 High Acuity Beds Aligned with priority in draft Five Year Plan and with the 2023 budget proposal which requested $20 million for a high acuity shelter to have 55 high acuity beds.
Implement pilot cash transfer programs for families with children and/or youth and young adult populations (YYA).	**$750,000** 50 Households Receive Monthly Stipends of $1,250 Would expand the number of youth or families served by the pilot if funding permitted.
Scale diversion resources, with the goal of diverting 6% or roughly 1,400 households in flowing into homelessness annually.	**$2,500,000** Additional 700+ Households Served An increase of this magnitude would provide sufficient funding to scale diversion to the diversion services for the number of households
Pivot severe weather response to a seasonal weather response rather than only in severe and life-threatening circumstances.	**$1,000,000+** Seasonal Deployment Across King County Increasingly volatile weather conditions are exacerbating the need for more

	regular deployment of weather sheltering options.
Increase flexible funding to support staff wages and staff health and wellness, including sign-on bonuses, compensation for vicarious trauma, and compensation for exposure to hazards and communicable diseases	**$15,000,000** Based on the 2023 budget proposal, this figure represents a permanent 13% addition to provider base budgets to increase wages system-wide. The anticipated benefit of this is to provide the system with sufficient capacity to staff expanding services.
System Capacity Building	*$2,000,000+* These investments would support the training or agency capacity needed to ensure person-centered care, healing-based practices, wrap-around supports in emergency services, and administrative capacity to leverage additional funding streams, such as Medicaid. Depending on the amount of additional funding provided, more resources could be targeted to this area.

Additional Descriptions

Direct Cash Transfers: State has been considering cash transfer programs. During the 2022 legislative session, the Washington State Legislature passed Engrossed Substitute Senate Bill (ESSB) 5092, requesting a feasibility study on a universal basic income pilot program. 131 This study, conducted by the Department of Social and Human Services found that "as little as $333 per month can make a difference in the brain development of infants, and pilots providing $1,000 – $1,500 per month have led to gains in economic stability, health and well-being, and planning for the future."[1]

Severe Weather: As climate change accelerates, severe weather events—extreme heat, cold, and unhealthy air—occur with increasing frequency. From November 2022 through February 2023, we activated severe weather protocols 7 times, for a total of 56 nights. The longest activation was the most recent at 16 nights, the shortest activation was 3 nights. For comparison, from late December 2021 when KCRHA took over severe weather response to February 2022, we activated for a total of 17 nights. In the 2022 summer season, KCRHA piloted cooling canopies for six days and was able to serve 680 people from dangerous heat conditions. Given these increasing conditions, the current set up of "severe weather" activation is inefficient and creates unnecessary inconsistency for our unhoused neighbors who are seeking refuge during dangerous conditions. With additional funding, KCRHA would move towards a seasonal model (i.e. Winter Weather Shelter that operates from September to February) and away from activating based on set weather criteria

---

[1] Washington State Department of Social and Health Services. (2022, June 1). Washington State Basic Income Feasibility Study. Retrieved December 27, 2022, from https://app.leg.wa.gov/ReportsToTheLegislature/Home/GetPDF?fileName=Universal%20Basic%20Income%20Pilot_de25f1fb-b4b7-4669-9d57-923d94ba4f53.pdf