

## Five-Year Housing and Homelessness Plan

### 2025 Addendum

#### Objectives Strategy Table

Objective	Primary Strategies	Current Milestones and Timelines
<b>Promoting an equitable &amp; transparent homeless crisis response system in King County</b>	Build equitable processes for designing and funding culturally responsive services	<ul style="list-style-type: none"> <li>Review KCRHA procurement process with an equity framework to identify and implement improvements by 2026.</li> <li>Develop standards of best practices to be included in contract requirements in serving the needs of populations disproportionately impacted by homelessness by 2027.</li> <li>Develop and implement a culturally responsive service provision audit framework for all disproportionately impacted populations by 2029.</li> </ul>
	Use data to advance best practices for serving disproportionately impacted communities by partnering with by-for organizations	<ul style="list-style-type: none"> <li>Review existing region wide data collection practices with a racially equitable lens by 2026.</li> <li>Partner with by-for organizations to develop qualitative and quantitative evaluation tools to understand and strengthen how housing approaches and programs work for historically marginalized communities by 2027.</li> <li>Develop an inventory of successful approaches and best practices for other programs to integrate using By-Name List Data and by partnering with organizations that serve historically marginalized communities by 2029.</li> <li><i>Use inventory to strengthen a suite of technical assistance for providers by 2029.</i></li> </ul>
	Increase system accountability to individuals with lived experience	<ul style="list-style-type: none"> <li>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 by 2025.</li> <li>Collect and integrate qualitative data from people with lived experience to identify improvements to Coordinated Entry processes by 2026.</li> <li>Create a Community Based Participatory Research group within KCRHA comprised of individuals most impacted by homelessness by 2027.</li> <li><i>Identify and integrate system improvement priorities set by Youth Action Board and Continuum of Care Board by 2027.</i></li> <li>Work with technology developers to create and deploy a platform that allows for direct client feedback to KCRHA independent of a provider or surveyor by 2029.</li> </ul>

	Improve KCRHA Ombuds Office access and feedback integration.	<ul style="list-style-type: none"> <li>Create a continuous feedback loop to identify trends, ensure transparent communication, and recommend systemic changes to support King County's Homeless Response System by 2026.</li> <li>Report regularly on 18-19 data points including _____ in quarterly reports by 2026.</li> <li>Continue deploying an effective communications strategy to ensure the Ombuds Office is well-known and easily accessible (ongoing).</li> <li>Develop Key Performance Measures to tell the story of the Ombuds work by 2028.</li> </ul>
<b>Strengthen the Homeless Service Provider Workforce</b>	Improving and increasing wages for homeless service providers	<ul style="list-style-type: none"> <li>Analyze relevant wage equity studies and identify requirements to incorporate in new Requests for Proposals (RFP) and contracts by 2026.</li> <li>Implement and incorporate livable wage requirements in new Requests for Proposals (RFP) and contracts by 2029.</li> <li><i>Create and administer toolkit on best practice for staffing homelessness services, including recommended wages, benefits packages, etc. By 2028.</i></li> <li>Resource outreach services with appropriate staffing and pathways to housing options by 2029.</li> </ul>
	Strengthening technical assistance, training, and professional development support	<ul style="list-style-type: none"> <li><i>Identify best practices for providing homeless services to develop and implement a suite of training and technical assistance resources for providers.</i></li> <li><i>Improve onboarding training provided to homeless service providers and related fields.</i></li> <li>Support training for community members, advocacy groups, and faith-based groups to be more engaged in regional homeless response.</li> <li><i>Implement a structure for providing ongoing training and technical assistance to homeless service providers and contract holders</i></li> <li><i>Design and implement regular peer-to-peer learning opportunities to continue skill building conversations, increase networking, and foster resource sharing.</i></li> </ul>
<b>Prevent Episodes of Homelessness Wherever Possible</b>	Improving diversion programming to support more prevention cases	<ul style="list-style-type: none"> <li>Support coordination, via KCRHA base building spaces, between agencies providing diversion services to share information and serve clients more efficiently by 2026.</li> <li>Increase provider access to diversion training to ensure best practices are followed by 2026.</li> <li>Change the eligibility requirements for diversion resources to allow for those at risk of homelessness to access diversion services, rather than exclusively people already experiencing homelessness by 2027.</li> </ul>

**Commented [KS1]:** Includes updated strategies. Next step: double check language with Ombuds/send to team for feedback

**Commented [KS2]:** this was an objective we were asked to identify additional strategies around

**Commented [KS3]:** Check with Tom/CE on this section

		<ul style="list-style-type: none"> <li>Remove the 30- to 45-day time limit to complete diversion to accommodate households with complex needs by 2027.</li> <li>Work with diversion providers to include case management support for three to six months after financial assistance is provided by 2029.</li> </ul>
	Increasing connection and collaboration with other systems and institutions to streamline prevention efforts	<ul style="list-style-type: none"> <li><i>Increase utilization of Youth Diversion Infrastructure Project to prevent young people from exiting systems of care into homelessness by 2026.</i></li> <li>Strengthen partnerships between homeless service providers, KCRHA, and key staff and <b>intersecting institutions/systems (school district, behavioral health, incarceration, child welfare)</b> across King County to prevent more families and youth from becoming homeless by 2028.</li> <li>Establish a data connection between the homelessness system and <b>intersecting institutions/systems (school district, behavioral health, incarceration, child welfare)</b> to improve reporting and prevention by 2029.</li> </ul>
<b>Prioritize Assistance Based on the Greatest Barriers to Housing Stability and the Greatest Risk of Harm</b>	Implement global by-name list that captures each population type	<ul style="list-style-type: none"> <li>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 by 2026.</li> <li>Develop and implement global by-name list that captures each population type across the region.</li> </ul>
	Implement improvements to update and refresh the Coordinated Entry system	<ul style="list-style-type: none"> <li><b>Implement population-based workgroups within Coordinated Entry to identify improvement areas and action plans</b></li> <li><b>Update Coordinated Entry Prioritization Policy</b></li> <li><b>Implement updated procedures for improved nomination quality by 2027.</b></li> <li><b>Improve utilization of BNL in case conferencing and/or develop process to ensure units across the region are filled through Coordinated Entry by 2027.</b></li> <li>Create and elevate utilization of an accurate and live inventory of all publicly funded homeless housing and shelter projects in the region by 2028.</li> <li>Implement effective Coordinated Entry compliance mechanisms for all housing programs in the Continuum of Care by 2029.</li> </ul>
<b>Seek to House Everyone in a</b>	Increase and enhance programming for	<ul style="list-style-type: none"> <li>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</li> </ul>

**Commented [KS4]:** Another section to add more strategies to. Look at Data's workplan tracker to update where it makes sense. (3) 2025 Community Impact Work Plan - DRAFT - Smartsheet.com

**Commented [KS5]:** double check language with tom

**Commented [KS6]:** we have a LOT of strategies here

<b>Stable Setting that Meets Their Needs</b>	subpopulations experiencing homelessness, especially those communities disproportionately impacted by homelessness in King County	<p>disabilities, older adults, survivors of gender-based violence, and people exiting incarceration by 2026.</p> <ul style="list-style-type: none"> <li>• Implement structure for regularly evaluating funding and investments to organizations and programs designed to support the needs of populations disproportionately impacted by homelessness, including BIPOC, LGBTQIA2S+, immigrant and refugee, people living with disabilities, and people exiting incarceration by 2026.</li> <li>• Initiate and maintain relationships with private landlords, local jurisdictions, and philanthropy by 2026.</li> <li>• Design YYA programs, policies, and practices in partnership with young people to cultivate a strong sense of self-efficacy and belonging by 2027</li> <li>• Coordinate with advocacy organizations to increase state and federal funding into homelessness response by 2027.</li> <li>• Regularly evaluate the level of funding and percentage of investment into organizations and programs designed to support the needs of Black, Native, LGBTQIA2S+, immigrant and refugee, people living with disabilities, and people exiting incarceration by 2027.</li> <li>• Expand administrative capacity to support the development of population-specific procurement, particularly focused on emergency housing options for Trans and gender non-conforming individuals by 2028.</li> <li>• Increase and improve capacity-building and technical assistance support to By-For Organizations, specifically BIPOC organizations staffed by and serving disproportionately impacted communities by 2028.</li> <li>• Develop funding opportunities for BIPOC “By and For” organizations to expand culturally relevant approaches by 2029.</li> <li>• Develop funding options for emergency housing options for Trans and gender non-conforming individuals by 2029.</li> <li>• Expand funding support to implement evidence-based strategies in programs that serve families by 2029.</li> <li>• Increase the number of services (ex. shelter, case management, outreach) that operate 365 days a year, and 24 hours a day for 7 days of the week by 2030.</li> </ul>
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	Improve housing coordination for target sub-populations by strengthening collaboration and referral processes with other intersecting systems	<ul style="list-style-type: none"> <li>• Identify and support the implementation of clear policy and programming strategies to engage youth/young adults and families identified as experiencing homelessness by schools and better connect them with necessary support.</li> <li>• Develop pathways for immigrants, refugees, and asylum seekers that consider the varying levels of eligibility and documentation requirements.</li> <li>• Partner with behavioral health organizations to support connections from behavioral health services homeless response system.</li> <li>• Coordinate across providers and systems to provide long-term support for families transitioning from homelessness to permanent housing.</li> <li>• Design and implement youth and young adult programs, policies, and practices in partnership with young people with lived experience.</li> <li>• Improve coordination between Domestic Violence and Gender-Based Violence services to support families and individuals.</li> <li>• Partner with King County Behavioral Health and Recover Division and Public Health and Healthcare for the Homeless Network to improve communication, coordination, education, and information sharing across our homelessness response system for high acuity individuals</li> </ul>
<b>Strengthen Subregional Collaboration and Coordination to Ensure Regional Access and Alignment</b>	Strengthen subregional processes to improve regional planning and resource allocation across communities.	<ul style="list-style-type: none"> <li>• Support outreach coordination efforts in each sub-region to encourage alignment, expansion, and effectiveness by 2028.</li> <li>• In partnership with local jurisdictions, provide expertise and support in an effort to increase temporary housing, sheltering, and homelessness services while maintaining the current level of services in every sub-region by 2028.</li> <li>• Implement a phased portfolio re-procurement process with comprehensive geographic coverage, service continuity with housing-focused resources at all points of connection, and close coordination with subpopulation-specific providers by 2027.</li> <li>• Engage with cities' comprehensive planning efforts for the future development of temporary and permanent housing options (ongoing).</li> </ul>
	Expand and standardize severe weather coordination across subregions.	<ul style="list-style-type: none"> <li>• Expand outreach contracts to be appropriately staffed during severe weather events, including evening support by 2028.</li> <li>• Coordinate with faith-based communities to identify untapped physical spaces to be used in severe weather shelters (ongoing).</li> <li>• Consolidate all severe weather emergency response functions for those living unsheltered to support standardization across the region for a true regional response by 2026.</li> </ul>

**Commented [KS7]:** check with Tony and his workplan on this section

		<ul style="list-style-type: none"> <li>Identify and evaluate spaces for severe weather with cities to expand the number of indoor options during severe weather events by 2027.</li> <li>Improve guests' connection to services beyond severe weather events (ongoing).</li> <li>Incorporate allowances for severe weather shelter response into existing contracts, to support a standardized weather response by 2027.</li> </ul>
	Improve access to and integration of regionwide data to better guide service access across the region.	<ul style="list-style-type: none"> <li>Analyze regionwide data, such as the Understanding Unsheltered Homelessness Project (UUHP) dataset, with a sub-regional lens to better understand sub-regional differences by 2026.</li> <li>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 (ongoing).</li> <li>Create an accurate and live inventory of all publicly funded homeless housing and shelter projects in the region by 2027.</li> <li>Develop a real-time bed availability tool inclusive of all types of shelter and emergency shelter.</li> <li>Refine and maintain, through quarterly updates, the Regional Services Database/Landscape Analysis of all homelessness programs within King County to support data-driven planning by 2027.</li> <li>Provide local jurisdictions with information to support data-driven decision-making on the region's homelessness response system, including program and investment recommendations (ongoing).</li> </ul>

**Commented [KS8]:** what is being measured here?

**Commented [KS9]:** consult with R&D and their workplan

**Commented [KS10]:** what is the deliverable here?

**Commented [KS11]:** what's the difference between these?

**Commented [KS12]:** move this to CE /prioritization section?

**Commented [KS13]:** consider rephrasing this. does this make more sense to exist somewhere else in the region (211, etc)?