



Homeless Investment Policy Framework

Seattle City Council
Human Services & Public Health Committee

Wednesday, February 24, 2016 | Seattle Human Services Department | Catherine Lester, Director

Mayor Ed Murray
Deputy Mayor Kate Joncas
Deputy Mayor Hyeok Kim

Briefing Objectives

1. Background Context
2. Executive's 3-Prong Strategy
3. National & Regional Alignment
4. Homelessness Investment Analysis
 - a) Evaluate & Scale New Investments
 - b) Progressive Engagement, Portfolio Model
 - c) Homeless Investment Policy (HIP) Framework
5. Next Steps & Timelines

Background Context

Community Determinants of Homelessness

2016 One Night Count

2015 Homeless Service Data

Income Change in Seattle Households

Community Determinants of Homelessness

Research of 300+ cities and states found statistical correlation between these factors and rising homelessness:

Housing market

Increase in rent of \$100 associated with 15% increase in homelessness in metro and 39% in rural/suburban areas

Economic conditions

Areas with high poverty and unemployment rates associated with higher rates of homelessness

Demographic composition

Areas with more Hispanic, baby boomer, and single person households associated with higher rates of homelessness

Safety net

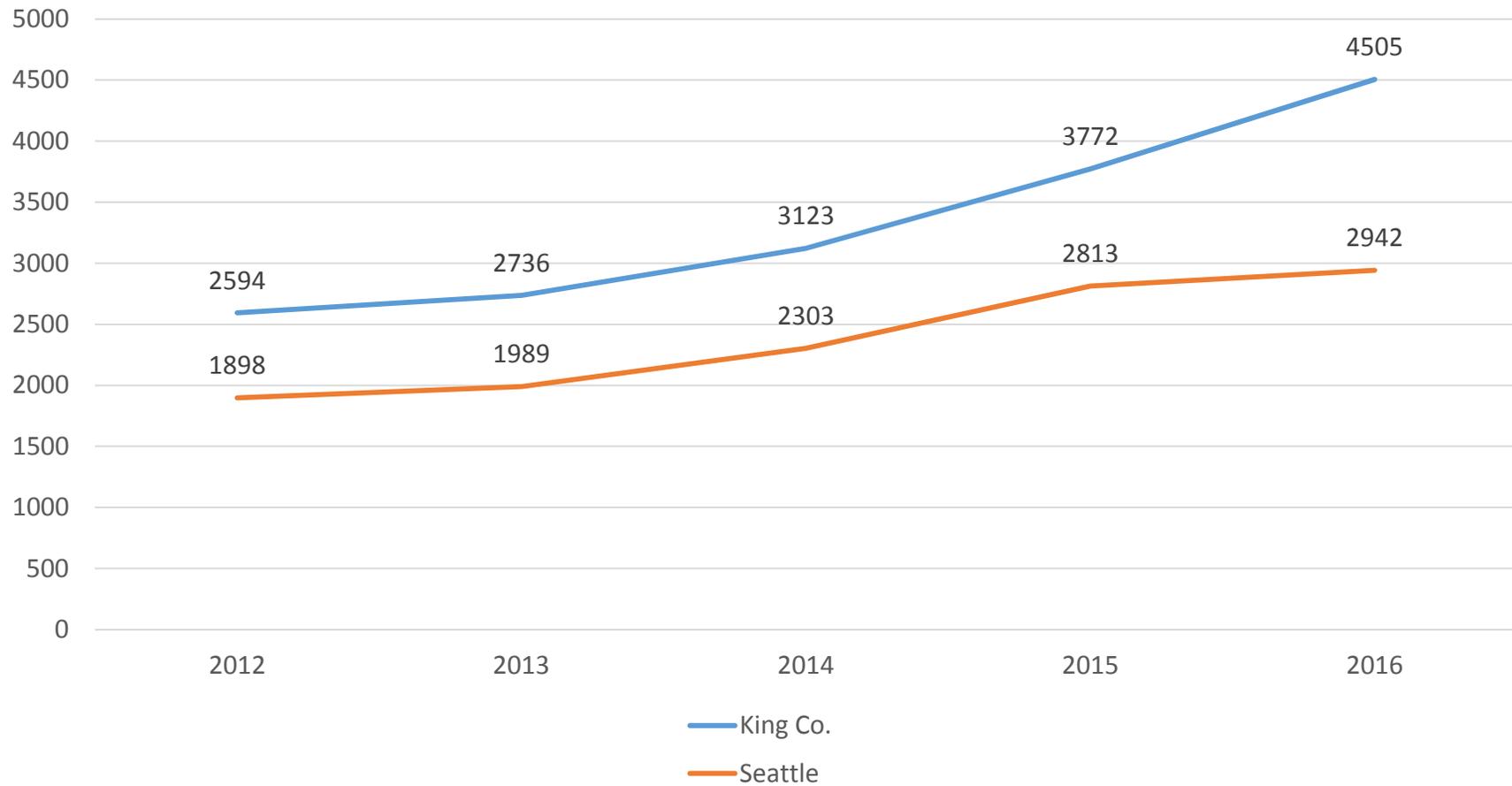
States with lower mental health expenditures associated with higher rates of homelessness

Transience

Areas with more recently moved people associated with higher rates of homelessness

Source: Byrne, T., Culhane, D., et. al., “New Perspectives on Community-level Determinants of Homelessness” (2013): [Article](#) and [Summary](#)

2016 One Night Count (Seattle/King County)



2015 Homeless Service Data

Characteristics	Emergency Shelter (families)	Transitional Housing (families)	Emergency Shelters (individuals)	Transitional Housing (individuals)	Permanent Supportive Housing (individuals)
Number of Sheltered Homeless Persons	1,650	905	8,526	1,285	2,671

Source: HUD Annual Homeless Assessment Report (AHAR)

Racial Disproportionality

Native Hawaiian/Pacific Islanders:



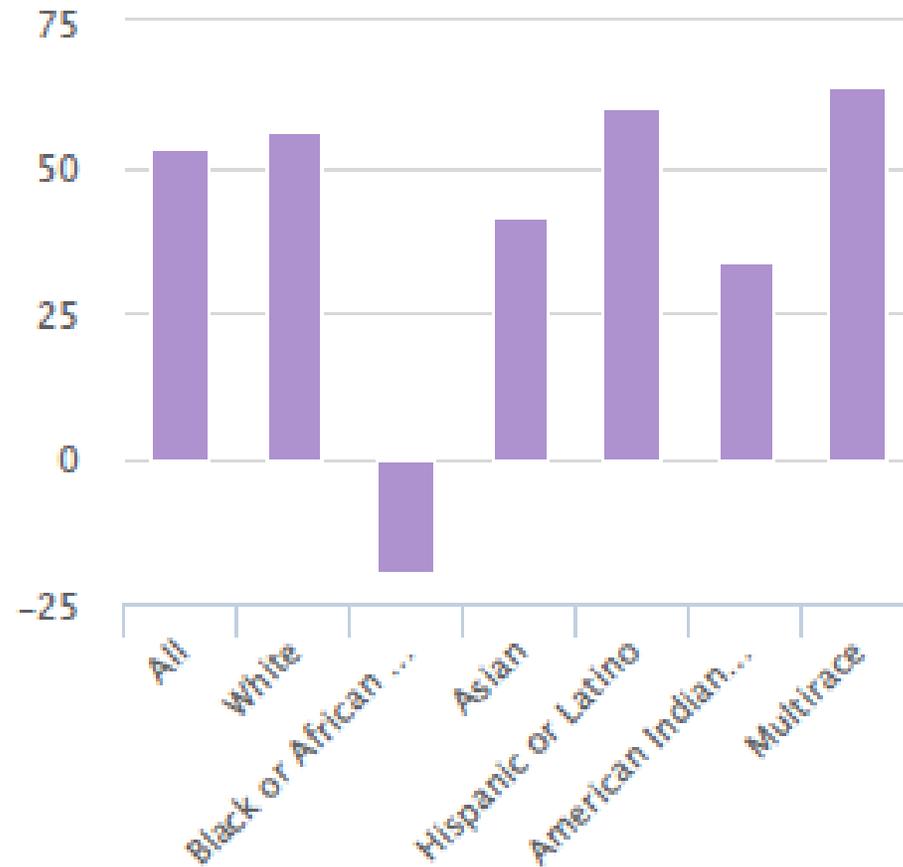
African Americans:



Native American/Alaska Native:



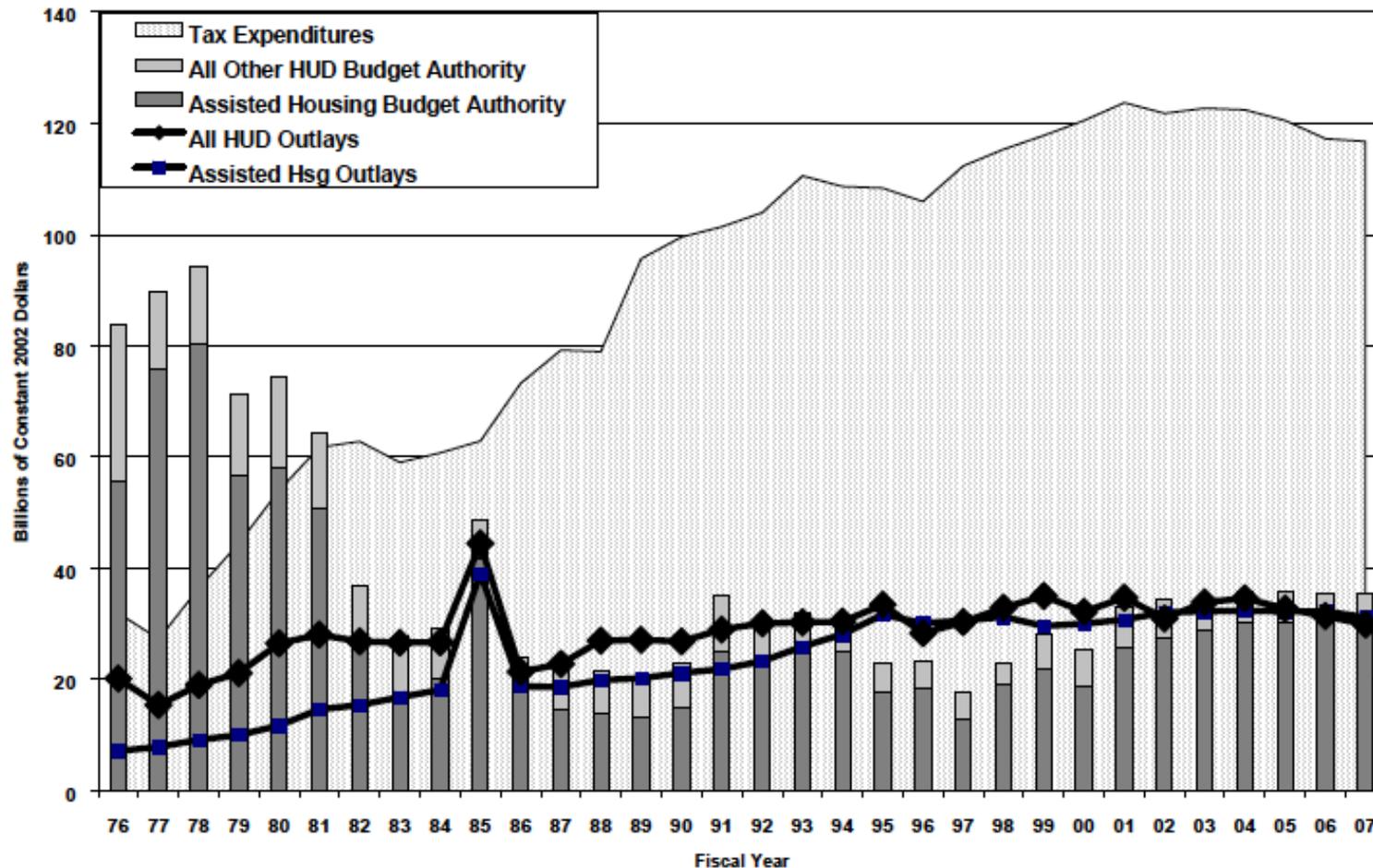
Income Change in Seattle households (2000-2013)



Source: <http://www.city-data.com/income/income-Seattle-Washington.html>

Comparing HUD Funding, Direct Housing Assistance, and Housing-Related Tax Expenditures

GRAPH 1. HUD, HOUSING ASSISTANCE, AND HOUSING-RELATED TAX EXPENDITURES



Source: National Low Income Housing Coalition, Changing Priorities, Federal Budget and Housing Assistance, 1976-2007

Executive's 3-Pronged Strategy

Address immediate needs of the unsheltered

Address long-term, systemic issues

Address affordable housing

Executive's 3-Pronged Strategy

1. Address immediate needs of the unsheltered

- Unsheltered Task Force Recommendations
- State of Emergency Declaration

2. Address long-term, systemic issues

- Develop homeless investment policy framework
- Evaluate and scale new investments in promising best practices
- Design and implement a portfolio contract model

3. Address affordable housing

- Housing Affordability and Livability Agenda
- Affordable housing development through the Seattle Housing Levy

National & Regional Alignment

All Home King County

United States Interagency Council on Homelessness

National and Regional Alignment

- West Coast Alliance of Mayors
- U.S Conference of Mayors
- All Home Regional Strategic Plan
 - Continue to make needed shifts in local and federal resources to ensure that homelessness is rare, brief, and one-time
- Continuum of Care

KING COUNTY QUARTERLY SYSTEMS PERFORMANCE - Q3 2015



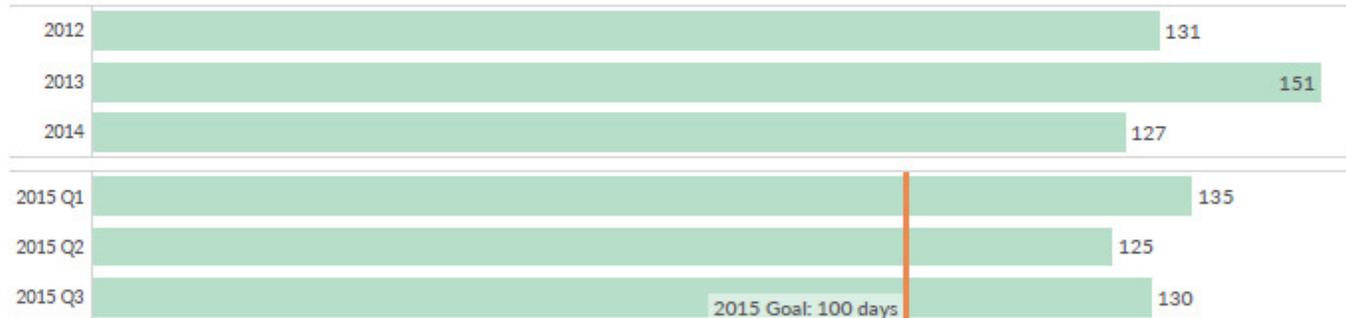
RARE

Number of Households Housed



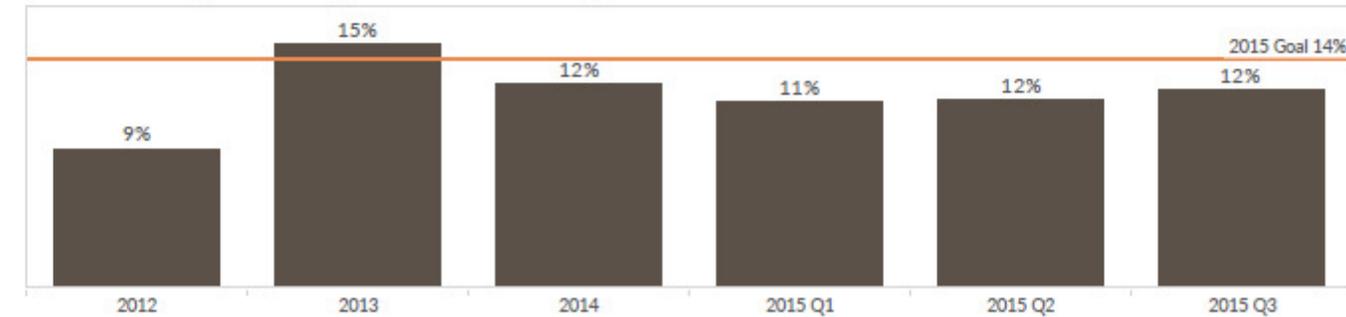
BRIEF

Length of Time in Emergency Shelter and Transitional Housing (Days)



ONE TIME

Percent Returning after Exiting to Permanent Housing



Data Note: Due to ongoing technical challenges, data from one of our largest providers, Downtown Emergency Services Center, is not included in our 2015 numbers. 2015 numbers will be revised when these technical challenges are resolved. All data is from Safe Harbors HMIS.

Regional and National Alignment

- US Interagency Council on Homelessness Opening Doors Plan
 - Increased leadership, collaboration, and civic engagement
 - Increased economic security
 - Increased health and stability
 - Increased access to affordable and stable housing
 - Retool the homeless crisis response system

Homeless Investment Analysis

Evaluate and determine scalability of recent investments in homelessness

Develop and pilot a progress engagement, portfolio contract model

Create a Homelessness Investment Policy (HIP) Framework

Focus Strategies SWAP analysis

Community Engagement

2015 Homeless Investment Analysis

- Assessed the City's investments in homeless services
- Compared current City investments with nationally recognized best practices
- Highlighted ways to better meet the needs of people experiencing homelessness in our communities
- Laid out path for the City's focus on long-term, system change

2015 Homeless Investment Analysis (cont.)

2015 Homeless Investment Analysis identified a three strategies to achieving long-term, system change:

1. Evaluate and determine scalability of **new investments** in strategies to address unsheltered homelessness
2. Develop and pilot a **progressive engagement portfolio contract** model with a cohort of service providers to shift investments and services
3. Create a **Homeless Investment Policy (HIP) Framework** to guide the City's future investments in homeless services

New Strategies to Address Unsheltered Homelessness

1. Regional Shelter
- 2. Diversion**
- 3. Single Adult Rapid Re-Housing**
- 4. Families Rapid Re-Housing**
5. Veterans Homelessness
6. Coordinated Entry for All Populations
7. Long-Term Stayers

Building on Success of New Strategies

- Pilot projects integrated into ongoing investments and contracts
 - *Example:* Diversion Services contracts, Rapid Re-Housing for families
- Additional funding Rapid Re-Housing for Single Adults released in 2015
- Rapid Re-Housing for Young Adults proposed as McKinney bonus project
- Raikes Foundation funding Diversion pilot for youth/young adults

Progressive Engagement, Portfolio Model

- The Portfolio Pilot offers an opportunity for HSD and partners to design and test a new approach to contracting
- Pilot agencies were selected for their range of services, multiple contracts, and/or ability to serve diverse populations
- Pilot will begin July 1, 2016 through December 2017

YOUTH & YOUNG ADULT	FAMILIES	SINGE ADULTS	SYSTEM PARTNERS
YouthCare YMCA	YWCA Mary's Place	DESC	AHKC King County United Way

Progressive Engagement, Portfolio Model

- The goals of the progressive engagement, portfolio model are to:
 1. Shift investments/services to be more client-focused and use best practices
 2. Decrease administrative budget of agencies with multiple contracts
 3. Improve results and use data to inform program, policy and funding changes

- The current work involves developing:
 - Prescribed outcomes and indicators
 - New contract model
 - Monitoring practice that makes program evaluation a priority
 - Process for sharing real-time data, and then using data to inform practice, investments, policy decisions

What Works Cities Initiatives

- Government Performance Lab Fellow from the Harvard Kennedy School of Government placed with HSD for one year
- Fellow's focus is to support efforts to increase performance focusing on the homeless service contracts
- Core recommendations include:
 1. Establish a set of prescribed outcomes and indicators
 2. Improve data/performance measurement
 3. Initiate performance-based contracting
 4. Increase capacity of HSD in the areas of data, evaluation and monitoring
 5. Increase capacity of external stakeholders

Homeless Investment Policy (HIP) Priorities

1. Create a **person-centered** system that responds to the unique needs of each family and individual
2. Make **investments based on system analysis and performance**
3. Identify focused solutions to **increase access to housing**
4. Facilitate routine, competitive funding processes that focus on the development of **outcome-driven and performance-based contracts**
5. Invest in the **data and evaluation capacity** that is necessary to support systemic transformation and sound policy decisions

HIP Goals in Action

- Implement regional Coordinated Entry to **expedite the transition** from homelessness to stable housing
- Aggressively create **exit pathways** from homelessness through more strategic targeting of permanent supportive housing and access to affordable housing units
- With leadership from All Home, advocate for improved **funder coordination and alignment** regionally
- Partner with All Home King County to utilize the Focus Strategies SWAP tool to **inform** funding decisions and **allocation of resources**

Focus Strategies SWAP Analysis

- Focus Strategies conducting a System Wide Analysis and Projection (SWAP) process – led by All Home King County with joint funding from the City, King County and United Way
- Goal of the SWAP is to analyze local data which can inform where performance can be optimized
- Methodology includes analyzing budget and outcome data to understand the current system accomplishments
- Desired SWAP outcomes are to:
 1. Predict the impact of shifting investments
 2. Determine investment strategy
 3. Prioritize changes that will reduce homelessness, achieve outcomes

HIP informed by Community Engagement

- HIP Framework aligns with HSD's Outcomes Framework for results-based accountability

- Community engagement has included:
 - People experiencing homelessness

 - All Home King County engagement work for new strategic plan

 - Meetings with community providers

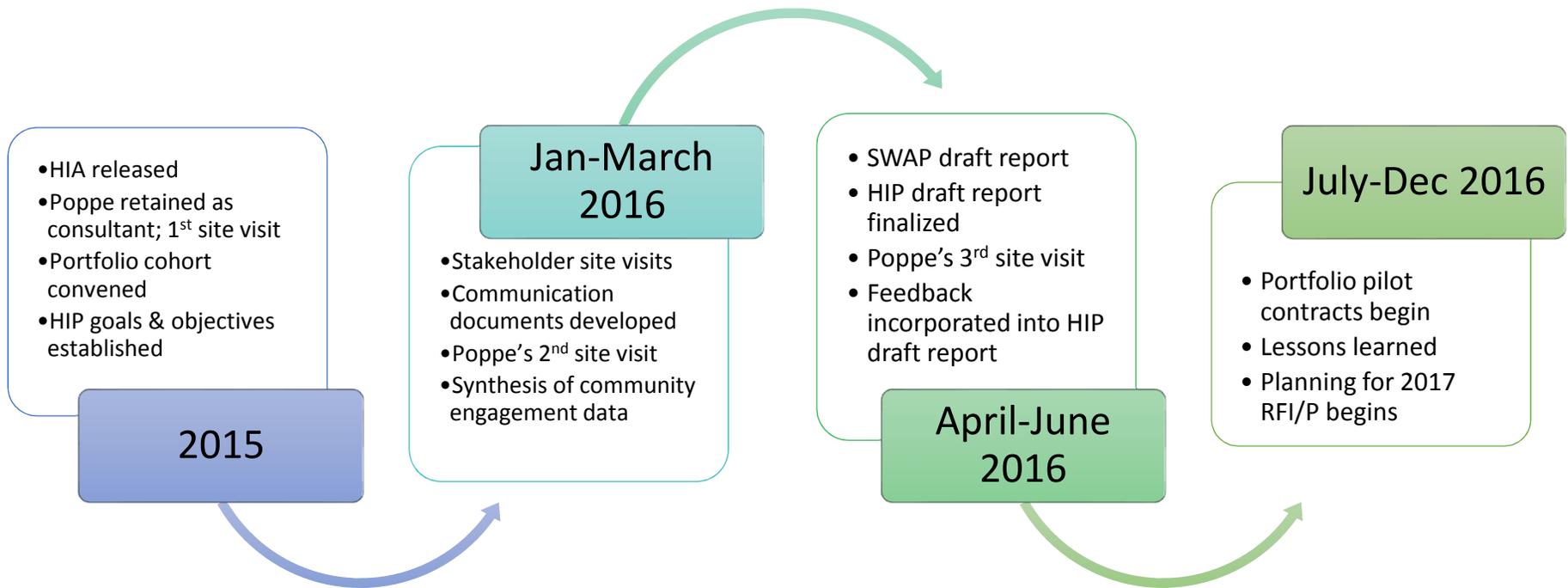
 - Neighborhood meetings

 - Discussions with elected officials

 - Equity Toolkit review to ensure alignment with RSJI values and principles

Next Steps & Timeline

Timeline



Next Steps

- 1. Implement new portfolio contract model – by July 1, 2016**
- 2. Shift system to include more focus on diversion**
- 3. Increase support and funding for permanency options & housing**
- 4. Ensure Alignment**
 - Portfolio contract and HIP framework with All Home King County
 - SWAP recommendations
 - Coordinated Entry for All Populations
- 5. Strengthen Infrastructure & Capacity – HSD and providers**
 - New monitoring practice with a focus on data & evaluation
 - Performance-based contracting practice
 - Individualized service planning
 - Data quality and use of data to inform practice & investments

Questions & Discussion

Homeless Investment Policy Development

Briefing to the Seattle City Council's Human Services & Public Health Committee

February 24, 2016