

## HSD Theory of Change

	Theory of Change Term	Definition & Action
<b>Population Accountability</b>	Population HSD Population Priority Population	All people living in Seattle.  <b>All households at imminent risk of homelessness, including those with recent housing instability, extreme rent burden, or prior experiences of homelessness. Including but not limited to:</b> <ul style="list-style-type: none"> <li>• Youth and young adults</li> <li>• Older Adults</li> <li>• Immigrants and Refugees</li> <li>• Families with children under 18</li> <li>• Survivors of gender-based violence</li> </ul>
	Desired Result	All people living in Seattle are housed.
	Indicator(s) HSD Indicator(s)--REQUIRED Additional Indicator(s)--OPTIONAL	<b>% of people experiencing homelessness on a given night, Seattle/King County</b>  <b>% of households that are housing cost burdened (&gt;= 30% of Income on Housing Costs), King County</b>
<b>Racial Equity Population Accountability</b>	Racial Disparity Indicator Data	<b>% of people experiencing homelessness on a given night, Seattle/King County by race<sup>1</sup></b> <ul style="list-style-type: none"> <li>• 6% American Indian/Alaska Native</li> <li>• 1% Asian</li> <li>• 15% Black/African American/African Descent</li> <li>• 16% Hispanic/Latinx</li> <li>• 2% Native Hawaiian/Pacific Islander</li> <li>• 16% Two or More Races</li> <li>• 44% White, Non-Hispanic</li> </ul> <b>% of households that are housing cost burdened (&gt;=30% of Income on Housing Costs), King County by race<sup>2</sup></b> <ul style="list-style-type: none"> <li>• 47% American Indian/Alaska Native</li> <li>• 29% Asian</li> <li>• 53% Black/African American/African Descent</li> <li>• 45% Hispanic/Latinx</li> <li>• 51% Native Hawaiian/Pacific Islander</li> <li>• 40% Two or More Races</li> <li>• 32% White, Non-Hispanic</li> </ul>

<sup>1</sup> Source: Seattle/King County Point in Time Report 2024

<sup>2</sup> Source: U.S. Census Bureau American Community Survey Avg. 2020-2024

	Focus Population	Black/African American/African Descent, Hispanic/Latinx, American Indian/Alaska Native, Native Hawaiian/Pacific Islander households
	Population-Level Racial Equity Goal(s)	Seattle’s Black/African American/African Descent, Hispanic/Latinx, American Indian/Alaska Native, and Native Hawaiian/Pacific Islander communities are stably housed proportionate to their population size.
Program Accountability	Strategies	<p><b><u>Strategy 1: Stabilizing Households at Imminent Risk of Homelessness</u></b></p> <p>Provide households with rental and housing-related financial assistance to forestall housing loss and case management to support long-term housing stability. Activities include but are not limited to:</p> <ul style="list-style-type: none"> <li>• Rental assistance, including current or future rent and arrears.</li> <li>• Housing-related financial assistance, such as utilities, security deposits, move-in costs, and transportation costs directly related to securing or maintaining stable housing (e.g., moving costs, travel to housing appointments, etc.).</li> <li>• Short-term case management necessary for client stability.</li> </ul> <p><b><u>Strategy 2: Intervening in Active Eviction</u></b></p> <p>Provide rental assistance in tandem with legal assistance, eviction defense, and tenant support services to assist clients with retaining their housing. Activities include but are not limited to:</p> <ul style="list-style-type: none"> <li>• Legal consultation and advice.</li> <li>• Eviction defense and court representation.</li> <li>• Negotiation or mediation with landlords.</li> <li>• Rental assistance, including current or future rent and arrears.</li> <li>• Housing-related financial assistance, such as utilities, security deposits, move-in costs, and transportation costs directly related to securing or maintaining stable housing (e.g., moving costs, travel to housing appointments, etc.).</li> </ul> <p><b><u>Strategy 3: Operating the Centralized Front Door</u></b></p> <p>Manage rental assistance applications in conjunction with the launch of the City-hosted online application portal. Activities include but are not limited to:</p> <ul style="list-style-type: none"> <li>• Collaboration with City of Seattle in managing the online rental assistance application, including applicant pool management (e.g. prioritization, intake, screening, and referral).</li> <li>• Raising broad community awareness about the application.</li> <li>• Managing a call-in phone line for households seeking rental assistance.</li> <li>• Assisting applicants in completing the application.</li> </ul>

	Performance Measure	<p><b><u>Strategy 1: Stabilizing Households at Imminent Risk of Homelessness</u></b></p> <p><b>Quantity:</b></p> <ul style="list-style-type: none"> <li>• # of households enrolled<sup>3</sup></li> <li>• # of households with a documented homelessness prevention vulnerability assessment score in HMIS</li> </ul> <p><b>Quality</b></p> <ul style="list-style-type: none"> <li>• % of households with a documented homelessness prevention vulnerability assessment score in HMIS</li> <li>• Average amount of time between enrollment and receiving rental assistance payments</li> <li>• % of households enrolled receiving housing-related financial assistance</li> <li>• Average amount of financial assistance per household<sup>Error! Bookmark not defined.</sup></li> </ul> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• # and % of households at-risk of homelessness that exit to permanent housing<sup>Error! Bookmark not defined.</sup></li> <li>• % of households at imminent risk of homelessness that exit to stable permanent housing and do not enter homelessness within 6 months, 12 months or 24 months<sup>Error! Bookmark not defined.</sup></li> </ul> <p><b><u>Strategy 2: Intervening in Active Eviction</u></b></p> <p><b>Quantity:</b></p> <ul style="list-style-type: none"> <li>• # of households enrolled<sup>Error! Bookmark not defined.</sup></li> <li>• # of households with a documented homelessness prevention vulnerability assessment score in HMIS</li> </ul> <p><b>Quality</b></p> <ul style="list-style-type: none"> <li>• % of households with a documented homelessness prevention vulnerability assessment score in HMIS</li> <li>• Average amount of time between enrollment and receiving legal services</li> <li>• % of households enrolled receiving housing-related financial assistance</li> <li>• Average amount of financial assistance per household<sup>Error! Bookmark not defined.</sup></li> </ul> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• # and % of households at-risk of homelessness that exit to permanent housing<sup>Error! Bookmark not defined.</sup></li> <li>• % of households at imminent risk of homelessness that exit to stable permanent housing and do not enter homelessness within 6 months, 12 months or 24 months<sup>Error! Bookmark not defined.</sup></li> </ul> <p><b><u>Strategy 3: Operating the Centralized Front Door</u></b></p> <p><b>Quantity:</b></p> <ul style="list-style-type: none"> <li>• # of households that applied for rental assistance using the City’s centralized application</li> <li>• # of households that applied and were eligible for a homelessness prevention program</li> <li>• # of households receiving direct financial assistance and/or case management from the Centralized Front Door agency</li> </ul> <p><b>Quality</b></p> <ul style="list-style-type: none"> <li>• % of applicants who receive a next step after applying for rental assistance (e.g., referral to a provider, enrollment in services, or determination of ineligibility)</li> <li>• Average amount of time between application submission and enrollment in prevention program</li> <li>• % of households receiving direct assistance from the Centralized Front Door agency</li> <li>• Average amount of financial assistance per household served directly by the Centralized Front Door agency</li> </ul>
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<sup>3</sup> Required by the 2023 Housing Levy

		<p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• # and % of eligible households enrolled in a homelessness prevention program</li> <li>• # and % of households successfully referred to prevention program that exit to permanent housing</li> <li>• % of households receiving direct assistance from the Centralized Front Door agency that exit to stable permanent housing and do not enter homelessness within 6 months, 12 months, or 24 months</li> </ul>
	<p>Racial Equity Performance Measures</p>	<p><b><u>Strategy 1: Stabilizing Households at Imminent Risk of Homelessness</u></b></p> <p><b>Quantity:</b></p> <ul style="list-style-type: none"> <li>• # of focus population households enrolled<sup>3</sup></li> <li>• # of focus population households with a documented homelessness prevention vulnerability assessment score in HMIS</li> </ul> <p><b>Quality</b></p> <ul style="list-style-type: none"> <li>• % of focus population households with a documented homelessness prevention vulnerability assessment score in HMIS</li> <li>• Average amount of time for focus population households between enrollment and receiving rental assistance payments</li> <li>• % of focus population households enrolled receiving housing-related financial assistance</li> <li>• Average amount of financial assistance per focus population household</li> </ul> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• # and % of focus population households at-risk of homelessness that exit to permanent housing</li> <li>• % of focus population households at imminent risk of homelessness that exit to stable permanent housing and do not enter homelessness within 6 months, 12 months or 24 months</li> </ul> <p><b><u>Strategy 2: Intervening in Active Eviction</u></b></p> <p><b>Quantity:</b></p> <ul style="list-style-type: none"> <li>• # of focus population households enrolled</li> <li>• # of focus population households with a documented homelessness prevention vulnerability assessment score in HMIS</li> </ul> <p><b>Quality</b></p> <ul style="list-style-type: none"> <li>• % of focus population households with a documented homelessness prevention vulnerability assessment score in HMIS</li> <li>• Average amount of time for focus population households between enrollment and receiving legal services</li> <li>• % of focus population households enrolled receiving housing-related financial assistance</li> <li>• Average amount of financial assistance per focus population household</li> </ul> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• # and % of focus population households at-risk of homelessness that exit to permanent housing</li> <li>• % of focus population households at imminent risk of homelessness that exit to stable permanent housing and do not enter homelessness within 6 months, 12 months or 24 months</li> </ul> <p><b><u>Strategy 3: Operating the Centralized Front Door</u></b></p>

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