2016	2017	2018

Create a Person-Centered Systemic Response to Homelessness

Families

Commit to get Families living unsheltered indoors
- Stand up Family Impact Team: HSD staff to convene and actively engage family service providers in working a "By Name List" to shelter families on the CEA waitlist.
- Work with All Home and King County to adjust prioritization model for shelter to focus on health and safety outcomes
- Offer diversion to every family entering homelessness
- Increase investment in Rapid Rehousing

Sustain Change through Continuous Quality Improvement
- Conduct routine system performance evaluations using SWAP tool.
- Conduct regular gaps analysis.
- Evaluate changes: Build on what works, course correct where necessary and develop proposals to address identified issues or gaps.
- Adjust to maintain alignment with best practices from HUD and USICH

Single Adults

Expand 24-hour shelter options (Navigation Center, Housing First)
- Early adoption of the person-centered, low barrier, housing first, comprehensive shelter approach with focus on achieving exits to permanent housing for a population not currently served by our homeless system.
- Access only to those unsheltered with priority to those experiencing long lengths of time homeless.

Actively problem solve for each person – by name – who are on wait lists
- Apply lessons learned from Family By Name List process to other populations: unsheltered outreach, long-term shelters stayers and Youth and Young Adults
- Active staff engagement and exposure to program successes and challenges to inform 2017 RFP.

System Infrastructure

Improve access to affordable housing units (Housing Resource Center)
- Implement HRC in partnership with King County to increase access to permanent housing exits through 2016 RFP
- Increase participation of non-homeless affordable units and market rate units in HRC through incentives

Connecting people to services by developing an Outreach Continuum
- All Home and City leading stakeholder engagement process underway to design coordinated outreach continuum focused on housing outcomes.

Implementation of Outreach Continuum
- Work with Outreach providers to implement some changes in advance of 2017 RFP
- Establish expectation of HMIS participation

Invest in Models with Demonstrated Success and Address Racial Disparities

Performance Based System

Establish Expectations for Performance-Based Contracts
- Funders alignment on minimum standards and target performance metrics and timeline for implementation.
- Providers notified of past & current performance
- Provider engagement to develop technical assistance plans to achieve outcomes.
- Develop Housing First definition and communicate expectations to providers.

Build Capacity to Increase Performance Outcomes
- 2017 will be a "Hold Harmless Year" - Contracts will include metrics that will be actively monitored and evaluated by HSD so that technical assistance plans can be executed to improve but funding will not be impacted.
- Improve data: Require HMIS participation and monitor data quality.
- Focus on training and technical assistance to providers (housing first, progressive engagement, exits to permanent housing, data quality, addressing racial disparities, etc.)
- Develop capacity to monitor achievement of outcomes by race.

Housing Stabilization Request for Proposal (RFP)
- All homeless investments in one RFP allows for the most flexibility to shift dollars to the programs making the biggest impacts. (Case Management and Outreach, Diversion and Housing Stability Services, Emergency Shelter, Transitional Housing, Rapid Rehousing, Day/Hygiene Centers)
- Funding will be focused on programs that can demonstrate:
  - Meeting performance standards, including rapid exits to permanent housing
  - Housing first approach
  - Fidelity to best practice models
  - Cultural competency and advancement of racial equity goals
- Release RFP in Q3.

Invest in What Works
- Awards in Q1 to those best meeting the intent and needs of the redesigned homeless crisis response system
- Contracts in Q2 will require model fidelity, housing first, HMIS participation.
- Contracts will hold programs to minimum standards. HSD will actively engage when programs not meeting targets.