Rental Assistance & Homeless System Performance Measures

Engagement Summary Report

December 1, 2021

Rental Assistance & Homeless System Performance Measures
Engagement Summary Report

BDS
PLANNING & URBAN DESIGN

APPENDICES

BDS
PLANNING & URBAN DESIGN

Introduction/Overview

In August 2021, the Washington State Department of Commerce contracted with BDS Planning & Urban Design to provide facilitation and engagement services to support its effort to implement the new rental assistance and new homeless system performance measures.

Passed by the Washington State Legislature in April 2021, Engrossed Second Substitute House Bill 1277 (E2SHB 1277) created the new rental assistance and homeless system performance measures and provided additional revenue source for eviction prevention and housing stability services. Additionally, this act requires the Washington State Department of Commerce to award project-based vouchers to eligible grantees in a manner that distributes 15 percent of the funding as a performance-based allocation in accordance with the department's performance metrics.

PROJECT OBJECTIVES

BDS Planning & Urban Design is helping the Department of Commerce fulfill requirements in E2SHB 1277 to consult with stakeholders to create performance metrics and determine eligibility requirements for grantees and households receiving this funding assistance.

Legislative Requirements

The eviction prevention rental assistance program was created in the department to prevent evictions by providing resources to households most likely to become homeless or suffer severe health consequences, or both, after an eviction, while promoting equity by prioritizing households, including communities of color, disproportionately impacted by public health emergencies and by homelessness and housing instability.

STATUTORY REQUIREMENTS

1. By December 15, 2021, the department, in consultation with stakeholder groups, must create a set of performance metrics for each county receiving funding. The metrics must target actions within a county's control that will prevent and reduce homelessness, such as increasing the number of permanent supportive housing units and increasing or maintaining an adequate number of noncongregate shelter beds.
2. Beginning July 1, 2023, and by July 1st every two years thereafter, the department must award funds for project-based vouchers for nonprofit housing providers and related services, rapid rehousing, and housing acquisition to eligible grantees in a manner that 15 percent of funding is distributed as a performance-based allocation based on performance metrics created, in addition to any base allocation of funding for the county.
3. The department must ensure equity by developing performance measures and benchmarks that promote both equitable program access and equitable program outcomes. Performance measures and benchmarks must be developed by the department in consultation with stakeholder groups.

4. Performance measures and benchmarks must also ensure that the race and ethnicity of households served under the program are proportional to the numbers of people at risk of homelessness in each county for each of the following groups:
   - Black or African American;
   - American Indian and Alaska Native;
   - Native Hawaiian or other Pacific Islander;
   - Hispanic or Latinx;
   - Asian;
   - Other multiracial.

USE OF FUNDS OVERVIEW OF E2SHB 1277

A new funding source is generated through the allocation of additional document recording fees passed during the last legislative session. The information that follows is the result of both the statutory requirements created by the passage of E2SHB 1277 for the 2021-23 biennium (note: some allocations of funds change in subsequent biennia) as well as the passage of the 2021-23 biennial budget (Engrossed Substitute Senate Bill 5092). A total of $221 million, or 76 percent, of the new document recording fee collections for the 2021-23 biennial budget is deposited into the Home Security Fund.

- Of those funds, $133 million (60 percent) was allocated to project-based vouchers and related services, including housing services, rapid rehousing, emergency housing, or acquisition. Additional requirements on those 60 percent of funds:
  - At least **50 percent of persons** receiving a project-based voucher, rapid rehousing, emergency housing, or benefiting from housing acquisition must be living unsheltered at the time of initial engagement.
  - Prioritization of the chronically homeless is necessary.
- Of those funds, $88 million (40 percent) was allocated to Eviction Prevention Rental Assistance.

The legislation requires the Washington State Department of Commerce to only award 15 percent of the funding if Counties achieve performance requirements.

18

New Funding Source: Document Recording Fee
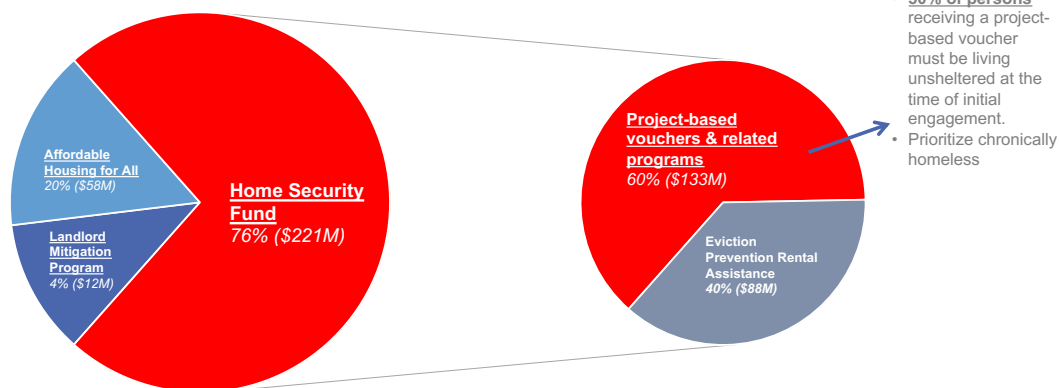
- **50% of persons** receiving a project-based voucher must be living unsheltered at the time of initial engagement.
- Prioritize chronically homeless

Affordable Housing for All
20% ($58M)

Home Security Fund
76% ($221M)

Landlord Mitigation Program
4% ($12M)

Project-based vouchers & related programs
60% ($133M)

Eviction Prevention Rental Assistance
40% ($88M)

■ LMP ■ AHA ■ HSF

BDS
PLANNING & URBAN DESIGN

2021-23 BIENNIUM BUDGET OVERVIEW

Beginning July 1, 2023, and by July 1st every two years thereafter, the department must award funds for project-based vouchers for nonprofit housing providers and related services, rapid rehousing, and housing acquisition under to eligible grantees in a manner that 15 percent of funding is distributed as a performance-based allocation based on performance metrics created.

REQUIRED STAKEHOLDER ENGAGEMENT

The Department of Commerce is required to consult with the following stakeholder groups to create the performance metrics described above, and equity benchmarks and measures and other elements of the new rental assistance and homeless system performance measures and the project-based voucher program:

- Persons at risk of homelessness due to unpaid rent
- Representatives of communities of color
- Homeless service providers
- Landlord representatives
- Local governments that administer homelessness assistance
- A statewide association representing cities
- A statewide association representing counties
- A representative of homeless youth and young adults
- Affordable housing advocates

To satisfy this requirement and create a cross-sectional group of stakeholders to advise the Department of Commerce, a Steering Committee was formed to provide recommendations on all the elements named above.

TIMELINE

By December 15, 2021, the department, in consultation with stakeholder groups must create a set of performance metrics for each county receiving funding. The metrics must target actions within a county's control that will prevent and reduce homelessness, such as increasing the number of permanent supportive housing units and increasing or maintaining an adequate number of non-congregate shelter beds.

Project Management

BDS Planning & Urban Design is tasked to coordinate the workflow and manage the project to support Commerce in consulting with stakeholder groups to fulfill the requirements of E2SHB 1277, including creating a set of performance metrics for each county receiving funding.

PURPOSE & GOALS

Support the Department of Commerce in fulfilling the requirements in E2SHB 1277:

1. Consult with stakeholders to create performance metrics for counties receiving funding from the surcharge;
2. Consult stakeholders before an exemption is granted (if any) to the requirement that 10 percent of grant received be must sub-granted to organizations that serve and are substantially governed by marginalized populations.
3. Consult with stakeholder groups to determine other eligibility requirements for households to receive assistance via the new eviction prevention rental assistance program;
4. Consult stakeholders to inform design of performance measures and benchmarks that promote both equitable program access and outcomes for new eviction prevention rental assistance program.

SCOPE & OBJECTIVES
1. Plan, oversee and direct tasks and workflow to complete the work identified.
2. Review and analyze E2SHB 1277 and define objectives of Housing Assitance Unit (HAU) in the work to be completed.
3. Review stakeholders named in E2SHB 1277 that are required for engagement, including identifying HAU's preferred organizations and/or individuals to fulfill these requirements, if any.
4. Design, lead and facilitate stakeholder engagement.
5. Produce a draft and final engagement report that identifies the project, how it was managed and the stakeholder recommendations.

COORDINATION
BDS Planning & Urban Design stays in regular coordination with Department of Commerce staff to ensure alignment on in-progress and upcoming work activities.
- Twice-monthly team check-ins
- Additional check-ins with individual staff as needed
- Ongoing email coordination
- Scheduling meetings and providing Zoom links
- Preparing agendas and brief meeting recaps with action items

DELIVERABLES
1) Project Management Plan
2) Implementation of Stakeholder Engagement
3) Commerce Website Updates
4) Draft and Final Engagement Report

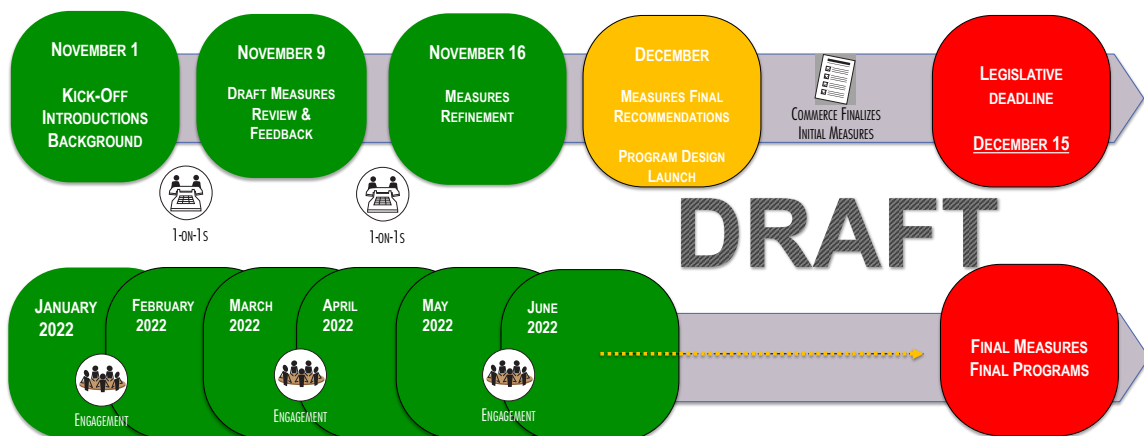# Stakeholder Engagement
ENGAGEMENT PLAN
To maximize inclusiveness, but also efficiency to achieve forward movement toward the December 15 statutory deadline, BDS Planning & Urban Design worked first with counties and other grant recipients for existing Commerce programs, specifically the Consolidated Homeless Grant (CHG) and State Demonstration Grant (SDG), to develop

taken up to the steering committee for consideration. Followed by the county and grantee workshops, a series of three back-to-back Steering Committee meetings, conducted weekly, started during the week of November 1. A fourth meeting to finalize recommendations was held in December. All meetings were conducted via Zoom.

Process: County Performance Measures

WORKSHOP #1 OCTOBER 12	WORKSHOP #2 OCTOBER 20	WORKSHOP #3 OCTOBER 27	COUNTY RECOMMENDATION TO STEERING COMMITTEE

STEERING COMMITTEE #1 NOVEMBER 1	STEERING COMMITTEE #2 NOVEMBER 9	STEERING COMMITTEE #3 NOVEMBER 16	STEERING COMMITTEE RECOMMENDATION TO COMMERCE	COMMERCE FINALIZES INITIAL MEASURES	LEGISLATIVE DEADLINE DECEMBER 15

Process: Overall Project

NOVEMBER 1 KICK-OFF INTRODUCTIONS BACKGROUND	NOVEMBER 9 DRAFT MEASURES REVIEW & FEEDBACK	NOVEMBER 16 MEASURES REFINEMENT	DECEMBER MEASURES FINAL RECOMMENDATIONS PROGRAM DESIGN LAUNCH	COMMERCE FINALIZES INITIAL MEASURES	LEGISLATIVE DEADLINE DECEMBER 15

1-ON-1S   1-ON-1S

DRAFT

JANUARY 2022	FEBRUARY 2022	MARCH 2022	APRIL 2022	MAY 2022	JUNE 2022	FINAL MEASURES FINAL PROGRAMS

ENGAGEMENT   ENGAGEMENT   ENGAGEMENT

BDS PLANNING & URBAN DESIGN

COUNTY WORKSHOPS
A series of three back-to-back workshops were planned and conducted weekly, starting the week of October 25.

RECRUITMENT PROCESS
Counties and other organizations currently contracting with the Department of Commerce under the Consolidated Homeless Grant (CHG) and Systems Demonstration Grant (SDG) programs were invited to participate in three workshops during the month of October to make recommendations to the Steering Committee on a set of performance metrics for each county receiving new funding from the Home Security Fund (60 percent of the new revenue), including the new project-based voucher program.

- More than 130 invitations went out for the workshops to the following individuals and groups:
  - Key leaders in Seattle and King County (to ensure proper representation while the City of Seattle and King County are transitioning homeless response to the King County Regional Homelessness Authority):
    - Marc Dones, King County Regional Housing Authority
    - Mark Ellerbrook, King County
    - Kelli Larsen, Strategic Initiatives Manager, Office of Housing, City of Seattle
  - Any lead CHG grantee (especially if a local government)
  - Where the CHG grantee was a non-profit, we invited the county that waived participation. These included:
    - Asotin
    - Clallam
    - Columbia/Garfield
    - Jefferson
    - Kittitas
    - Klickitat/Skamania
    - San Juan
    - Stevens/Ferry/Lincoln
    - Okanogan
    - Pend Oreille
    - Whitman
- Received about 75 registrations for all three workshops.
- Workshop participants were limited to two people per county.
- About 30 counties were represented by either a County government or a nonprofit located in that county.
- Between 30 and 40 people attended each workshop.

See Appendix A: Workshop Participant List

WORKSHOP SUMMARIES

WORKSHOP #1
On October 12, 2021, counties and other current grantees participated in the first of a series of three Performance Metrics Workshops. In this workshop, attendeed participated in two different breakout room sessions, where participants were divided into four groups based on their county size, to discuss and to identify what actions Counties can take to reduce and prevent homelessness. The following key themes emerged:

- Increase Housing Capacity
- Increase Housing Placements with Community-Specific Strategies
- Wrap-Around Services
- Systems Navigation
- Involvement of Most Impacted Communities

WORKSHOP #2

On October 20, 2021, counties and other current grantees participated in the second of three Performance Metrics Workshops to develop a "menu" of actions a County could take to prevent and reduce homelessness and to show progress toward the five key themes participants identified during workshop #1. The following key "menu" of actions emerged *(Note: this was not a priortized list, but rather initial ideas, which vary greatly in their specificity, and were not yet reviewed for whether or not they were actions that were truly within the control of a county)*:

1. **Increase Housing Capacity**
   a. Landlord incentives to fix homes and make them rentals
   b. Training program for workers in construction to build housing capacity
   c. Host homes and Youth Homelessness Demonstration Program (YHDP)
   d. Create incentives for landlords/developers … or give counties the funding and authority to implement their own capital improvement projects.
   e. Assessing current <u>needs</u>
   f. Working with partners — both landlords and service providers
   g. Buy property and make it housing for 0-30% area median income (AMI), such as multi-family, single family, hotels/motels
   h. Create grant programs to build ADUs in exchange for low rent/capped rent

2. **Increase Housing Placement**
   a. Flex funds, remove/reduce verification requirements
   b. Same day payment to landlord, gift cards, phone chargers
   c. Allow for information flow between agencies and empower lower-level staff to communicate to counterparts at other agencies to improve case management
   d. Landlord-specific engagement
   e. Increase capacity for non-traditional housing
   f. County to provide training for organizational development training components for nonprofits who are homeless service providers.
   g. Require a pay equity study of contractors to ensure frontline workers are having their needs met and can do their job
   h. Provide direct cash payment to those experiencing homelessness (without aggressive means testing) to help with rent, etc.

3. **Wrap-around Services**
   a. Restricting caseloads to smaller than 20
   b. Create permanent supportive housing
   c. Provide technical assistance to Counties to support in data literacy. Funding or staffing to help cleaning up data and making it usable to best inform decisions
   d. Stabilizing the workforce (i.e., better pay)
   e. Triage team

      f.   Requiring subcontractors to use effective, consistent housing stability plan tools (measuring effective case management)

4. **Systems Navigation**
   a. Landlord education on rights and resources available
   b. Developer liaison to make aware of incentives and help obtain, painlessly
   c. Need better coordination among systems and partners (e.g. health and housing don't talk to each other).
      i. Actions: shared databases, weekly stakeholder meetings
      ii. Create a county level position that has the job function is cross-agency database management
   d. County leadership and other community leaders need to lead commitment to build coalition of support to acknowledge and address homelessness
   e. Public communication to increase awareness (especially in Spanish)
   f. Targeted outreach & work with Law Enforcement & Behavioral Health
   g. Peer navigation: peers as government staff with fair pay, peers thought of as end-to-end support from encampment to secure housing

5. **Involve Most Impacted Communities**
   a. Conduct learning session for those not impacted ("unlearning")
   b. De-colonize system: cultural considerations/responsive to reduce barriers
   c. Tribal partnerships and responsive to their culture and tribal laws/sovereignty
   d. Engage community leaders/decision makers/city officials in conversation to implement Housing Needs Assessment that are community specific and center experience of people experiencing homelessness
   e. Create visibility in specific communities using culturally specific marketing & outreach
   f. Offer cash compensation for lived experience
   g. Create a Equity based decision making framework specific to the needs of the people in the county.

See Appendix C: County Workshop #2 Summary Notes

WORKSHOP #3
On October 27, 2021, counties and other current grantees participated in the third and last of a series of Performance Metrics Workshops to provide feedback to the Department of Commerce's proposal on how they might translate and organize the "menu" of actions into a performance measurement framework under three major strategies; Increasing housing capacity / inventory; Improving financial and supportive services; Addressing racial disparities.

Approach to new performance measures
Participants were asked if they preferred to replace or keep the Consolidated Homeless Grant performance requirements, applying the performance measures developed in this process to the new (60% Home Security Fund) program only. The following themes emerged:

Overarching Themes:
- There should **be consistent** performance measures regardless of the funding source.
- We're working a bit backwards because we don't know what the eligible use of the funds are going to be yet.
  - Need to be clear about uses first.
  - We're putting the cart before the horse.
- Strong calls for **flexibility** about the measures themselves to **meet local needs and operations**.
  - Currently in place within State Demonstration Grant and want to retain that.
- **Maintain local control** of measures over different funding streams because funding streams are often blended.
- **Feeling complicated** by having a County department/grant managers making decisions/sharing recommendations about what needs to be acted upon by elected officials and others throughout the County.
- **Depends on** how much **overlap** there is on the uses of funds. The more overlaps there are the less sense it makes to develop new metrics.
- The more goals and targets we load on the more we **burn out our sub grantees**.

Proposed Framework

Under the framework, the three major strategies (categories) would be coupled with a "menu" of action items. One suggested approach was that each county would pick two actions from each strategy (category) for a total of six actions they felt were achievable for their county (e.g., that they feel they have control over, that there is political will for, etc.). Achieving <u>four of the six</u> action items chosen would meet the requirement that a majority of the measures be met (to qualify for the 15 percent performance-based allocation). The following themes emerged from the participant's feedback:

Overarching Themes:
- Generally, **in favor of a menu approach**.
- **Menus which adapt/change** given the type of community ("Stratification")
- Measuring progress and planning over production/outcomes (the latter are out of control and might be unrealistic given timing)
- **Make** a clear **distinction** between <u>homelessness crisis response system</u> and <u>housing development</u>.
- Reframing/prioritization away from intent of producing new units *but will be within County control* needs to be effectively messaged back to the legislature.
- **Do not reinvent the wheel.**
- Building affordable housing units would take longer than the grant timeframe.
- What grant managers feel is in their control is **not aligned** with what legislative perception is of what is in the county's control.
  - If the threat of losing 15% of the funds based on performance isn't enough/the right lever, what is?

BDS
PLANNING & URBAN DESIGN

- More **acquisition** support and fewer strings about operating terms.

See Appendix D: County Workshop #3 Summary Notes

COUNTY RECOMMENDATIONS TO STEERING COMMITTEE
Recommendations developed through the workshops were presented to the newly formed Steering Committee for implementation of E2SHB 1277.

Key take-aways from County Workshops:
- **New performance measures should be separate from current ones**, at least for now.
- **Measures need to be flexible** to accommodate communities at various stages of awareness and desire to act.
- **Actions** that are **measured need to actually be within the county's control.**

STEERING COMMITTEE
A steering committee was formed that includes all of the named stakeholders in the legislation as well as others deemed helpful and relevant to the goals of the project. This group serves in an advisory role, with the Department of Commerce staff, on behalf of the executive branch and the Governor, making the final decisions. The team at BDS Planning will use a consensus facilitation approach to working with the steering committee, seeking to arrive at recommendations for Commerce that can be agreed upon by at least 80% of steering committee members, if not all of them.

RECRUITMENT, APPLICATION & SELECTION PROCESS
BDS Planning developed an application form that was designed to collect key information from applicants (i.e., what groups they identify as a member of to determine if we are meeting the requirements of the legislation), and also to assess our starting point for participants by asking some high-level questions on goals for involvement. The application process took 15 minutes, or less, to complete with a deadline of October 11 for applications to be submitted. More than 300 were invited to apply (and encouraged to share the invitation with their networks) and 85 applications were submitted. BDS Planning and Commerce team members convened that week to review and decide on appointment to the steering committee. BDS Planning assembled all applications into a matrix and made a recommendation on individuals to add to the Steering Committee, ensuring proper representation across required stakeholder groups, as well as diversity among race/ethnic groups, geography and other impacted groups. A total of 20 individuals were selected to serve on the steering committee.

See Appendix E: Steering Committee Roster

MEETING SUMMARIES

MEETING #1

On November 1, 2021, the Steering Committee members participated in the first of a series of meetings planned for 2021 and 2022. Building upon the three Performance Metrics Workshops held with counties and other current grantees of the Consolidated Homeless Grant (CHG) and State Demonstration Grant (SDG) during the month of October, the Steering Committee members continued to provide consultation to the Department of Commerce for design of the performance metrics for the new project-based voucher and related supports program. The purpose of the first Steering Committee meeting was for participants to 1) get acquainted with their fellow committee members, 2) to outline the steering committee's purpose, and 3) to learn about the current performance measures and homeless assistance funding by the Washington State Department of Commerce.

Steering Committee Purpose
- **Programs need to be designed:** The new rental assistance and homeless system performance measures created by the passage of E2SHB 1277 need to be developed with stakeholder involvement.
- **Unique perspective is critical to this process.** Each steering committee member brings professional and/or personal experiences related to homelessness.
- **Specific communities must be consulted in this process.** Collectively the steering committee represent stakeholders required by statute to be involved.

The Steering Committee will advise Commerce on the following:
- **County Performance Metrics.** Due Dec. 15, 2021, these measures are tied to the new project-based vouchers and other supports.
- **Equitable Outcomes & Access Measures** for communities of color for the eviction prevention rental assistance program.
- **Program design for rental assistance programs** including eviction prevention and project-based vouchers and related supports.

Homeless Assistance Funding Overview
- Housing & homelessness is a large part of the work of Department of Commerce.
- Commerce funds local governments but accounts for only 20-30% of all [homelessness] funding.
- Funding is more flexible now and Counties can choose what to use the funding for.
- Some smaller counties opted out of managing county funds.
- Commerce will almost always first offer funds to the counties.
- Commerce has a statewide coordinating role – it works through the performance measurements, which are about efficiency of the system.
- "What should we be measuring?" is the big question.

Decision-Making Structure
BDS Planning outlined the consensus facilitation approach, which emphasizes clear communication, substantive facilitation, individual engagement, and working consensus. This tentative decision-making structure for the steering committee aims toward a working consensus, which is an inclusive process where everyone gets their say, the group makes

recommendations that everyone "can live with" and in cases where there is not complete consensus, a vote with 80 percent of members in agreement would constitute "consensus."

See Appendix F: Steering Committee Meeting #1 Summary Notes

MEETING #2

On November 9, 2021, the second Steering Committee meeting was held with the purpose for participants to 1) receive background information on the new funding source and allowable use of the funds, 2) understand how Commerce currently ties performance metrics to contracts and original funding sources, 3) comprehend the differences between the current performance measures used and the new measures Commerce is required to design, 4) obtain key take-aways from the County Workshops held in October, and 5) review and discuss a proposed performance measure approach, including a "menu of action items" counties could choose from to take action to reduce and prevent homelessness under the three major strategies.

Allowable Use of Funds:

- **Project-based vouchers** – subsidized unit (subsidy stays with the building, not tenant)
  - Frequent example: **Permanent Supportive Housing**: subsidized, non-time limited housing with supportive services for homeless household where a member has a disability
- **Housing services** – outreach, coordinated entry, case management/referrals, housing search, problem-solving conversations
- **Rapid rehousing** - quickly move households experiencing homelessness into permanent housing (by-pass shelter stay if possible) through short- to medium-term rental assistance and services
  - It is distinct from prevention, as this is about helping people living outside through paying rental deposits or rents for a period of time.
- **Emergency housing** - Temporary emergency shelter, hotel/motel vouchers if no shelter available.
  - Typically includes emergency shelters with bunk beds, where hotel & motel vouchers are used.
- **Acquisition** - purchase of building or land
  - Buying land, ready to go apartment buildings or ones that need rehab

Performance-based allocation & measures

Right now, performance measures are about the system as a whole and how the system is responding to homelessness. Performance-based measurement has been used by Commerce on the Consolidated Homeless Grant, where a 20 percent potential loss of funds is tied to unmet performance metrics.

Under the new legislative requirement if counties don't meet the performance measures [tied to the project-based vouchers and related supports], 15 percent of funds will be withheld from them.

BDS
PLANNING & URBAN DESIGN

- While the performance measures we design will be used to evaluate performance in contracts tied to this specific source of money, what we are measuring are outcomes from <u>all funding sources</u> a county uses to fund services in their community.
  - The system <u>as a whole</u> needs to be meeting the performance measures, not performance of a specific program/funding source.
- Counties and other grantees braid a lot of different funding sources together to provide services, so it would be impractical to have measures tied to any one funding source.

See Appendix G: Steering Committee Meeting #2 Summary Notes

MEETING #3
On November 16, 2021, the third Steering Committee meeting was held with the purpose for participants to 1) reach points of agreement on the menu approach, strategies, and addressing racial disparities in practice, 2) consider the proposed plan of action to meet the legislative deadline of Dec. 15 and the steering committee's continued work beyond 2021, and 3) to discuss the approach to measures.

Points of Agreement & Proposed Plan of Action
The steering committee member generally agreed to the following summary of points of agreement and how to address issues that are not resolvable by December 15:
- Meet the legislative deadline of December 15. To do so, the equity portion may stay as a separate strategy (category) for now but would be revisited in 2022 if that were the case. The plan is that after 2021 the steering committee will move toward program design where the overarching goals and embedding the racial equity piece in the performance measures will be set.
- Accept that these are <u>initial</u> measures. Counties will not do anything with these measures until they are included in contracts that start on July 1, 2023, thereby, the initial measures submitted by December 15, 2021 can still change as we move forward with the process (particularly program design).
- There is agreement, in concept, that racial equity should be embedded throughout these performance measures, but we may need more time to translate that into <u>practice</u>. We are operating on a timeline required by legislation and we are finding ourselves within some limitations. The performance measures need to be rooted with a racial equity lens and in 2022 that will be the steering committee's core focus.
- Identify what issues need to be resolved later. As we discuss and finalize these initial measures, we should identify and document what needs to be put aside for later discussion our intended future approach.

See Appendix H: Steering Committee Meeting #3 Summary Notes

MEETING #4

On December 8, 2021, the fourth Steering Committee meeting was held with the purpose for participants to 1) review and come to a general agreement on the Steering Committee's recommendations to Commerce, 2) discuss and come to a general agreement on embedding racial equity into the decision-making process for the December 15th legislative deadline, 3) review planned work in 2022 about embedding racial equity into the typology and menu of actions, and 4) review the proposed process plan for 2022. The following reflects the agreed upon recommendations of the Steering Committee.

Steering Committee Recommendations
1. Actions taken by a county should address **three major strategies to prevent and reduce homelessness**:
    – Increasing Housing Capacity/Inventory
    – Improving Financial & Supportive Services
    – Addressing Racial Disparities
2. **Performance measures should be based on a "menu of actions"** that provides flexibility for counties that considers different County **"typologies"***
3. Actions a County ultimately chooses from this "menu" should **align with the County's 5-year Plan**
4. **Addressing racial disparities should be embedded** throughout the performance metrics
5. A good approach to embedding addressing racial disparities in the initial performance metrics would be to design a **community-centered decision-making framework** that counties must use
6. Commerce should **provide technical assistance/coaching on process requirement**
7. Commerce should **provide technical assistance/coaching on data literacy**
8. More **frequent and accurate reporting** of the homeless count

* **Defining "Typology"**
  - <u>Typology is a classification based on general characteristics</u>
  - Given that progress to prevent and reduce homelessness is very different from place to place, characteristics need to meaningfully <u>describe the depth of a communities' homelessness experience/situation</u>
  - This practice is commonly used in other policy areas

See Appendix I: Steering Committee Meeting #4 Summary Notes

1:1 INTERVIEWS
BDS Planning conducted one-on-one interviews with all 20 members of the steering committee to hear their specific feedback on the process, to allow them to share their individual and community concerns, and to listen to their ideas and suggestions regarding the performance measures. Interviews were spread out such that there were several after each of the three steering committee meetings, helping BDS Planning shape the approach to subsequent meetings and plan for the approach to meetings in December 2021 and in 2022.

The following recommendations to the Department of Commerce are from by the Steering Committee for the new Rental Assistance and Homeless System Performance Measures work. This steering committee includes representatives of all statutorily required stakeholder groups, per E2SHB 1277, and fulfills the stakeholder engagement requirements for development of performance metrics for the new project-based voucher program and related services. The process used to reach these recommendations can be found earlier in this engagement report.

Key recommendations from the Steering Committee:
- Actions taken by a county should address **three major strategies to prevent and reduce homelessness**:
    - o   Increasing Housing Capacity/Inventory
    - o   Improving Financial & Supportive Services
    - o   Addressing Racial Disparities
- **Performance measures should be based on a "menu of actions"** that provides flexibility for counties that considers different County **"typology."**
- Actions a County ultimately chooses from this "menu" should **align with the County's 5-year Plan.**
- **Addressing racial disparities should be embedded** throughout the performance metrics.
- A good approach to embedding addressing racial disparities in the initial performance metrics would be to design a **community-centered decision-making framework** that counties must use.
- Commerce should provide **technical assistance/coaching on process requirement**
- Commerce should provide **technical assistance/coaching on data literacy**
- There should be **more frequent and accurate reporting** of the homeless count

What follow next is how these recommendations were generally translated to a recommended framework for the performance measure.

Performance Measure Framework

INITIAL MEASURES

These are <u>initial</u> performance measures. Counties will not do anything with these measures until they are included in contracts that start on July 1, 2023, thereby, the initial measures submitted for the December 15, 2021 statutory deadline can still change as we move forward with the process (particularly program design).

STRATEGIES

During the process the following three major strategies have been identified to reduce and prevent homelessness:
- Increasing Housing Capacity

- Improving Financial & Supportive Services
- Addressing Racial Disparities

COUNTY TYPOLOGY FILTER

"Typology" is a classification based on general characteristics. First we need to define the 'types' based on research area regarding homelessness. You might "type" out communities along a number of different things – which we do already for a number of other policy areas – but we don't do that for homelessness. Typing out communities in relation to their situations would be beneficial. What does that kind of typology look like in the homelessness space? What is "success" is very different from place to place, therefore the strategies we employ are also very different.

EMBEDDING RACIAL EQUITY IN PLANNING & DECISION-MAKING

Communities need to have the voice and process to allow them to lead and guide the issue of ending homelessness. It is essential to give communities the power to make their own decisions by embedding a racial equity lens. We need to look at whether the current measurements measure the right things and achieve the right outcomes. For example, we need to measure what is the quality of the service that people of color receive. If people, whose lives are impacted have the power to make decisions and to design the program we will see a much better outcome. We need to re-examine and re-evaluate whether we are measuring the right outcome and we need to understand what that would that look like.

MENU OF ACTIONS

Proposed Action Menu:
- List of actions within a county's control organized under the three major strategies (Increasing Housing Capacity; Improving Financial & Supportive Services; Addressing Racial Disparities) to reduce & prevent homelessness.
- Counties would select two actions per strategy at contract negotiation for a total of six actions.
- At mid-contract and near contract end, Commerce would evaluate if selected actions were achieved. If a majority of actions were achieved, the county will retain the 15 percent performance-based allocation.

DETAILS TO BE FINALIZED IN 2022
- How to embed racial equity in performance measures and decision-making.
- Development of typology and what actions will be available to types of Counties.
- Commerce to revisit the County 5-Year Plan guidelines and align the performance metrics with them.

This framework was incorporated by Commerce in the County Action Menu to fulfill statutory requirements for development of performance measures by December 15, 2021.

See *Appendix J: County Action Menu*

Phase II in 2022

PROGRAM DESIGN
Commerce will be working on a comprehensive program design with the steering committee that includes both the eviction prevention rental assistance and project-based vouchers.

EVICTION PREVENTION RENTAL ASSISTANCE
Commerce aims to make the new state eviction rental assistance funds available to counties starting in July 2022. This timing seeks to ensure there are no gaps in rental assistance funding as counties spend down funds made available in response to the COVID-19 pandemic in 2020 and 2021. Therefore, robust stakeholder engagement to support Commerce with program design will need to be completed by April 30, 2022.

PROJECT-BASED VOUCHERS
Commerce aims to distribute project-based voucher and relates services funding through a structured, intentional program that produces substantiative results toward the goal of preventing and reducing homelessness. As such, robust stakeholder engagement will also be needed for design of the project-based vouchers and related services program. Stakeholder work to support Commerce with program design aims to be completed by July 31, 2022. Counties with projects depending on this revenue stream (i.e., project-based vouchers) prior to program design being completed and funds being made widely available, may qualify for distribution of funds earlier. Such requests from counties will be considered by the Department of Commerce on a case-by-case basis.

MEASURES DEVELOPMENT: EQUITABLE ACCESS & OUTCOMES
Per the statutory requirement, the Department of Commerce must develop performance measures and benchmarks for the Eviction Prevention Rental Assistance Program that promote both equitable program access and equitable program outcomes for specific communities of color. Commerce will develop these measures and benchmarks in consultation with stakeholder groups and may choose to have these performance measures apply to a broader set of programs beyond the statutory requirement.

ADDITIONAL WORK TOWARD EMBEDDING RACIAL EQUITY
The steering committee will work directly with Commerce to revisit the initial performance metrics submitted on December 15, 2021, after program design for project-based voucher and relates services is complete. A major goal of the program design and related update to the metrics will be to more deeply embed the work of addressing racial disparities).

WORKSHOP PARTICIPANTS

Name	Email	County (CY) / Nonprofit (NP) / City (CT)
Vy Yun (Pierce)	vy.yun@piercecountywa.gov	Pierce (CY)
Hanna Hernandez	hanna.hernandez@dshs.wa.gov	WA
tim crowley (Spokane)	tcrowley@spokanecounty.org	Spokane (CY)
Marc Dones	marc@kcrha.org	King (CY)
Cindy Van Boeyen	cvanboeyen@qbhs.org	Asotin (CY)
Joanne Pelant (Island)	j.pelant@islandcountywa.gov	Island (CY)
Taylor Danielson	daniejt@dshs.wa.gov	WA
Melissa Holm	melissa.holm@co.yakima.wa.us	Yakima (CY)
Darian Johnson	djohnson@co.pacific.wa.us	Pacific (CY)
BRIAN HUMPHREYS	BRIAN.HUMPHREYS@GMAIL.COM	Lakewood City (CT)
Aman Sanghera	aman.sanghera@piercecountywa.gov	Pierce (CY)
Kelly Patterson	pattersonk@co.wahkiakum.wa.us	Wahkiakum (CY)
George Kosovich	georgek@co.skagit.wa.us	Skagit (CY)
Justia Madrigal	justia.madrigal@lewiscountywa.gov	Lewis (CY)
Lea Porter	lea@pofcn.org	Pend Oreille
Danielle Prindle	dprindle@qbhs.org	Asotin (NP)
Samantha Troxler	stroxler@olycap.org	Jefferson (NP)
Kathy Morgan	kmorgan@olycap.org	Jefferson (NP)
Valeri Almony	valeri.almony@piercecountywa.gov	Pierce (CY)
Kirsten Jewell	kjewell@co.kitsap.wa.us	Kitsap (CY)
Emily Wildeman	e.wildeman@islandcountywa.gov	Island (CY)
Deena Horton	Deena.Horton@co.benton.wa.us	Benton (CY)
Mark Hollandsworth	mhollandsworth@hopesource.us	Kittitas (NP)
Michelle Edenso	michellee@cacwhitman.org	Whitman (CY)
Kelli Larsen	Kelli.Larsen@seattle.gov	King (CY)
Sasha Sleiman	sasha.sleiman@co.chelan.wa.us	Chelan (CY)
Leeanne Montoya	Leeannem@occac.com	Ocanogan (NP)
Evelynn Marquez	marqueze@co.cowlitz.wa.us	Cowlitz (CY)
Jennifer Short	jennifers@occac.com	Ocanogan (NP)
Todd Parker	tparker@masoncountywa.gov	Mason (CY)
Cruze Thompson	cthompson@ruralresources.org	Stevens (NP)
Arielle Benson	arielle.benson@co.thurston.wa.us	Thurston (CY)
Beth Landry	beth.landry@clark.wa.gov	Clark (CY)
Lael Duncan	laeld@occac.com	Ocanogan (NP)
Barbara Johnson-Vinna	bjjohnso@co.whatcom.wa.us	Whatcom (CY)
Debbi Trosvig	debbi.trosvig@co.snohomish.wa.us	Snohomish (CY)
Sam Jackle	sjackle@co.walla-walla.wa.us	Walla Walla (CY)
Megan Starr	mstarr@co.skagit.wa.us	Skagit (CY)
Georgia Beck	georgiab@cacwhitman.org	Whitman (NP)
Cora Alyea	cora.kruger@serenityhouseclallam.org	Clallam (NP)

Homeless System Performance Measures Workshop #1 Summary Notes
October 12, 2021

Background: Passed by the Washington State Legislature in April 2021, the new rental assistance and homeless system performance measures provide additional revenue source for eviction prevention and housing stability services. Additionally, this act requires the Washington State Department of Commerce to award project-based vouchers to eligible grantees in a manner that distributes 15 percent of the funding as a performance-based allocation in accordance with the department's performance metrics. Performance measures developed in response to this act may replace some or all of the performance requirements of both the Consolidated Homeless Grant (CHG) and the System Demonstration Grant (SDG). Commerce is working to fulfill the requirements by consulting with stakeholders to create performance metrics and determine eligibility requirements for grantees and households receiving this funding assistance.

Meeting Objectives: Introduction to the new rental assistance and homeless system performance measures. Identify what actions Counties can take to reduce and to prevent homelessness.

On October 12, 2021, counties and other current grantees of the Consolidated Homeless Grant (CHG) and State Demonstration Grant (SDG) participated in the first of three Performance Metrics Workshops to help develop recommendations for performance metrics to the Steering Committee. During two breakout room sessions, participants were divided into four groups based on their county size, to discuss and to identify what actions Counties can take to reduce and to prevent homelessness. The following is the summary of these breakout room discussions.

Emerging Key Themes:
- Increase Housing Capacity
- Increase Housing Placements with Community-Specific Strategies
- Wrap-Around Services
- Systems Navigation
- Involvement of Most Impacted Communities

Breakout Room REPORT OUTS:

Breakout Room #1 (Prevent Homelessness)

Full group themes:
- Education & outreach (for tenants and landlords, culturally appropriate, involves most impacted communities)

BDS
PLANNING & URBAN DESIGN

- Adding capacity – simply not enough housing units
- Multi-system involvement (behavioral health, criminal legal, etc.)

Group 3: Largest Counties
- Economic factors (i.e. workforce development investments)
- Affordable housing (i.e. zoning changes to support higher density development, rental assistance programs)
- Behavioral health (i.e., investing in behavioral health crisis response)
- Criminal legal system (i.e., changes in prosecution to avoid people cycling through institutions)
- *Ensure representation as a metric

Group 2: Medium Counties
- More affordable permanent supportive housing
- Case management, wraparound support, & behavioral health services
- Funding (from the State)

Group 1: Small Counties
- The issue is so big that it intersects with behavioral health, mental health, economic growth and physical development. County actions feel limited by the scope of the funding to match the origins of the issue. Folks working in housing/homelessness need more authority
- Education and Outreach (landlord relationships, culturally appropriate, rural). Need to build coalitions of support and reach broadly.
- Adding capacity and supports to the system esp. For non-profits
- Eviction rental assistance, protections to mitigate at-risk, permanent housing for youth, lower eligibility requirements

Group 4: Smallest Counties
- Incentives for Landlord keep homes as rentals, especially in vacation home markets (inventory)
- Landlord incentive programs to work with Housing Authorities + Tenant advocate (incentives)
- Increase voucher amount to match current rates (consider sources of funding from existing programs) + set aside of units for people needing immediate housing (availability)

Breakout Room #2 (Reduce Homelessness)

Full group themes:
- Targeted programs to meet needs of specific communities, counties to use flexibility they have; not just units, but strategy

BDS
PLANNING & URBAN DESIGN

- Break down silos – leadership & listening, counties talking to nonprofits, make programs accessible
- Data literacy/technical assistance/evaluating if risk factors used are still valid
- Wrap-around services & continued supports for those housed

Group 3: Large Counties
- Targeted universalism for most impacted communities - Targeted programs and outreach for those programs for communities most impacted and what programs work best for them (match programs to populations, e.g. families with school-age kids).
- Ongoing wrap-around supports - Once in housing, immediate supports to meet needs and peer support (BH, DV, etc.). Increase funding for BH, peer supports, etc.
- Special strategy on chronically homeless and supporting the workers who work with them (because of secondary trauma, needing a multitude of services, etc.). Consistent policies targeted for folks living in encampments (i.e. hotel voucher tonight, investments in Permanent Supportive Housing).
- Siting of housing (and shelters) - County actions to make easier push back on NIMBYism and to site housing at very low-income level housing (0-30 AMI for reduce; 30-60 AMI to prevent). Investing in shelter is continuing homelessness system.

Group 2: Medium Counties
- Increasing services & service providers & breaking silos
    a. School liaisons
    b. Health services
    c. Nonprofits
    d. Rental assistance
    e. Eviction prevention
- Preventing homelessness will reduce homelessness
- Continuous measurement of actual need (more frequent than point in time)
- Update on the science behind risk factors

Group 1: Small Counties
- Make programs accessible: Permanent and Supportive Housing, Emergency Shelters, Transitional Housing (homeownership programs) especially. But …
- Take advantage of flexibility for county decision makers to be proactive and responsive to local (e.g. small and rural communities) contexts when possible.
    a. Needs a balance (e.g. Need to work with nonprofits, private landlords, to understand emerging barriers and build buy-in to a shared vision). Not just about units.
    b. More collaboration with systems and providers

BDS
PLANNING & URBAN DESIGN

- Improve pipeline beyond emergency services to provide direct support and increase capacity in keeping people housed: Direct outreach (health care), Technical assistance, increase data literacy, Data collection, Counseling, Job training

Group 4: Smallest Counties
- Increase resources for human services:
  a. re-entry/exiting systems of care - therapeutic courts
  b. behavioral health
  c. safety - safe parking lots for interim/emergency intervention
  d. Childcare
  e. Family advocate
- Create/increase low-income housing communities, units, and programs. (inventory) - hotels not an option in vacation counties
- Bring together nonprofits and municipalities to design a Road map for a housing continuum- include lived experts and organizations (leadership + listening)

BDS
PLANNING & URBAN DESIGN

Homeless System Performance Measures Workshop #2 Summary Notes
October 20, 2021

Background: Passed by the Washington State Legislature in April 2021, the new rental assistance and homeless system performance measures provide additional revenue source for eviction prevention and housing stability services. Additionally, this act requires the Washington State Department of Commerce to award project-based vouchers to eligible grantees in a manner that distributes 15 percent of the funding as a performance-based allocation in accordance with the department's performance metrics. Performance measures developed in response to this act may replace some or all of the performance requirements of both the Consolidated Homeless Grant (CHG) and the System Demonstration Grant (SDG). Commerce is working to fulfill the requirements by consulting with stakeholders to create performance metrics and determine eligibility requirements for grantees and households receiving this funding assistance.

Meeting Objectives: Review of workshop #1 of the new rental assistance and homeless system performance measures. <u>Continue development of a "menu" of actions a County can take to prevent and reduce homelessness.</u>

On October 20, 2021, counties and other current grantees of the Consolidated Homeless Grant (CHG) and State Demonstration Grant (SDG) participated in the second of three Performance Metrics Workshops to help develop recommendations for performance metrics to the Steering Committee. The meeting included a one-hour breakout room session where participants were divided into four groups based on their county size. The purpose of the second workshop was for participants to develop a "menu" of actions a County could take to prevent and reduce homelessness and to show progress toward the 5 key themes participants identified during workshop #1. The following is the summary of the meeting discussions.

Emerging Key Themes from Workshop #1:
- Increase Housing Capacity
- Increase Housing Placements with Community-Specific Strategies
- Wrap-Around Services
- Systems Navigation
- Involvement of Most Impacted Communities

Breakout Room REPORT OUTS: Each group asked to report out example actions generated from the group's discussion for each of the five themes. Report out included a mix of actions as well as requests for support/flexibility.

BDS
PLANNING & URBAN DESIGN

Group 1: Smallest Counties

1. **Increase Housing Capacity**
   a. Landlord incentives to fix homes and make them rentals
   b. Training program for workers in construction to build housing capacity
   c. Host homes and YHDP program
2. **Increase Housing Placement**
   a. Flex funds, remove/reduce verification requirements
   b. Same day payment to landlord, gift cards, phone chargers
3. **Wrap-around Services**
   a. Restricting caseloads to smaller 20
   b. Create permanent supportive housing
4. **Systems Navigation**
   a. Landlord education on rights and resources available
   b. Developer liaison to make aware of incentives and help obtain, painlessly
5. **Involve Most Impacted Communities**
   a. Conduct learning session for those not impacted "unlearning"
   b. De-colonize system–cultural considerations/ responsive to reduce barriers
   c. Tribal partnerships and responsive to their culture and tribal laws/ sovereignty

Group 2: Small Counties

1. **Increase Housing Capacity**
   a. Create incentives for landlords/ developers … or give counties the funding and authority to implement their own capital improvement projects.
2. **Increase Housing Placement**
   a. Allow for information flow between agencies and empower lower-level staff to communicate to counterparts at other agencies to improve case management
3. **Wrap-around Services**
   a. Provide technical assistance to Counties to support in data literacy. Funding or staffing to help cleaning up data and making it usable to best inform decisions
4. **Systems Navigation**
   a. Need better coordination among systems and partners (e.g. health and housing don't talk to each other).
      i. Actions: shared databases, weekly stakeholder meetings
      ii. Create a county level position that has the job function is cross-agency database management
   b. County leadership and other community leaders need to lead commitment to build coalition of support to acknowledge and address homelessness
5. **Involve Most Impacted Communities**
   a. <u>Engage community leaders/decision makers/city officials in conversation</u> to implement <u>Housing Needs Assessment</u> that are community specific and center experience of people experiencing homelessness

B D S
PLANNING & URBAN DESIGN

Group 3: Medium Counties
1. **Increase Housing Capacity**
   a. Assessing current <u>needs</u>
   b. Working with partners — both landlords and service providers
2. **Increase Housing Placement**
   a. Landlord-specific engagement
   b. Increase capacity for non-traditional housing
3. **Wrap-around Services**
   a. Stabilizing the workforce (i.e., better pay)
   b. Triage team
4. **Systems Navigation**
   a. Public communication to increase awareness (esp. in Spanish)
   b. Targeted outreach & work with Law Enforcement & Behavioral health
5. **Involve Most Impacted Communities**
   a. Create visibility in specific communities using culturally specific marketing & outreach
   b. Offer cash compensation for lived experience

Group 4: Large Counties
1. **Increase Housing Capacity**
   a. Buy property and make it housing for 0-30% AMI (multi-family, single family, hotels/motels)
   b. Create grant programs to build ADUs in exchange for low rent/capped rent
2. **Increase Housing Placement**
   a. County to provide training for organizational development training components for nonprofits who are homeless service providers.
   b. Require a pay equity study of contractors to ensure frontline workers are having their needs met and can do their job
   c. Provide direct cash payment to those experiencing homelessness (without aggressive means testing) to help with rent, etc.
3. **Wrap-around Services**
   a. Requiring subcontractors to use effective, consistent housing stability plan tools (measuring effective case management)
4. **Systems Navigation**
   a. Peer navigation- peers as government staff with fair pay, peers thought of as end-to-end support from encampment to secure housing
5. **Involve Most Impacted Communities**
   a. Create a Equity based decision making framework specific to the needs of the people in the county.

BDS
PLANNING & URBAN DESIGN

Homeless System Performance Measures Workshop #3 Summary Notes
October 27, 2021

Background: Passed by the Washington State Legislature in April 2021, the new rental assistance and homeless system performance measures provide additional revenue source for eviction prevention and housing stability services. Additionally, this act requires the Washington State Department of Commerce to award project-based vouchers to eligible grantees in a manner that distributes 15 percent of the funding as a performance-based allocation in accordance with the department's performance metrics. Performance measures developed in response to this act may replace some or all of the performance requirements of both the Consolidated Homeless Grant (CHG) and the System Demonstration Grant (SDG). Commerce is working to fulfill the requirements by consulting with stakeholders to create performance metrics and determine eligibility requirements for grantees and households receiving this funding assistance.

Meeting Objectives: Review of the "menu" of actions a County can take to prevent and reduce homelessness developed during workshop #2. Overview of how the Department of Commerce might translate and organize the "menu" of actions into a performance measurement framework.

On October 27, 2021, counties and other current grantees of the Consolidated Homeless Grant (CHG) and State Demonstration Grant (SDG) participated in the third and last of Performance Metrics Workshops to help develop recommendations for performance metrics to the Steering Committee. The purpose of the third workshop was for participants to 1) review the "menu" of actions developed during the previous workshop, and 2) to provide feedback to the Department of Commerce's proposal on how they might translate and organize the "menu" of actions into a performance measurement framework under three major concepts. The following is the summary of the meeting discussions.

3 Major Concepts:
- Increasing housing capacity / inventory
- Improving financial and supportive services
- Addressing racial disparities

BDS
PLANNING & URBAN DESIGN

1

Approach to new performance measures

Emily Burgess, Performance Manager at the Washington State Department of Commerce, asked whether participants preferred to replace or keep the CHG performance requirements, applying the performance measures developed in this process to the 60% HSF program only.
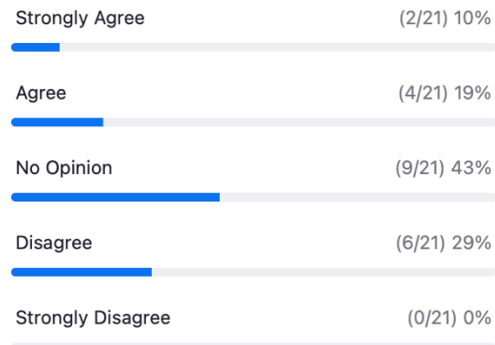
Poll 1 Result

Poll 1

Poll ended | 1 question | 21 of 28 (75%) participated

1. CHG performance requirements should be maintained (& new measures apply to new 60% HSF program only). (Multiple Choice) *
21/21 (100%) answered

Strongly Agree	(2/21) 10%
Agree	(4/21) 19%
No Opinion	(9/21) 43%
Disagree	(6/21) 29%
Strongly Disagree	(0/21) 0%

OVERARCHING THEMES

- There should **be consistent** performance measures regardless of the funding source.
- We're working a bit backwards because we don't know what the eligible use of the funds are going to be yet.
  - Need to be clear about uses first.
  - We're putting the cart before the horse.
- Strong calls for **flexibility** about the measures themselves to **meet local needs and operations**.
  - Currently in place within SDG and want to retain that.
- **Maintain local control** of measures over different funding streams because funding streams are often blended.
- **Feeling complicated** by having a County department/grant managers making decisions/sharing recommendations about what needs to be acted upon by elected officials and others throughout the County.
- **Depends on** how much **overlap** there is on the uses of funds. The more overlaps there are the less sense it makes to develop new metrics.
- The more goals and targets we load on the more we **burn out our sub grantees**.

BDS
PLANNING & URBAN DESIGN

Proposed Framework

Emily Burgess shared and asked for participant feedback on a proposed framework on how the performance measures might work. Under the framework, the three major concepts (categories), 1) increasing housing capacity/inventory, 2) improving financial and supportive services, and 3) addressing racial disparities, would be coupled with a 'menu' of action items. One suggested approach was that each County would pick two actions from each concept (categories) for a total of six actions they felt were achievable for their county (e.g. that they feel they have control over, that there is political will for, etc.). Achieving four of the six action items chosen would meet the requirement.

Poll 2 Result

Poll 2

Poll ended | 1 question | 21 of 28 (75%) participated

1. What is your initial reaction to this "action menu" concept? (Multiple Choice) *
21/21 (100%) answered

I love it	(5/21) 24%
It seems ok	(12/21) 57%
I don't know yet	(3/21) 14%
Meh	(1/21) 5%
I hate this!	(0/21) 0%

OVERARCHING THEMES

- Generally, **in favor of a menu approach**.
- **Menus which adapt/change** given the type of community ("Stratification")
- Measuring progress and planning over production/outcomes (the latter are out of control and might be unrealistic given timing)
- **Make** a clear **distinction** between homelessness crisis response system and housing development.
- Reframing/prioritization away from intent of producing new units *but will be within County control* needs to be effectively messaged back to the legislature.
- **Do not reinvent the wheel.**
- Building affordable housing units would take longer than the grant timeframe.
- What grant managers feel is in their control is **not aligned** with what legislative perception is of what is in the county's control.
  - If the threat of losing 15% of the funds based on performance isn't enough/the right lever, what is?
- More **acquisition** support and fewer strings about operating terms.

BDS
PLANNING & URBAN DESIGN

RENTAL ASSISTANCE AND HOMELESS SYSTEM PERFORMANCE MEASURES

Steering Committee Member Roster

Name	Email	County
Hamdi Abdulle	hamdi@achdo.org	King
Marc Dones	marc@kcrha.org	King
Bunni Garcia-Owens	bunnigarciaowens@gmail.com	Tacoma
Vanessa Gaston	Vanessa.Gaston@clark.wa.gov	Clark
Jim Henderson	jim@washingtongr.com	Pierce
Kirsten Jewell	kjewell@co.kitsap.wa.us	Kitsap
Sarah Kendall	Sarah@wscadv.org	King
Ginger Kwan	gingerk@multiculturalfamilies.org	King
Linda Lauch	lindal@aiccinc.org	Spokane
Kelsey Martin	kmartin@spokanecity.org	Spokane
Jessica Mendez	outreach@yakimavas.org	Yakima
Faaluaina Sausau Pritchard	faaluaina@asiapacificculturalcenter.org	Pierce
Kelly Rider	krider@kingcounty.gov	King
Natalie Skovran	natalies@fscss.org	Thurston
Indi Slama	indi.slama@ucnw.org	Whatcom
Cruze Thompson	cthompson@ruralresources.org	Ferry/Stevens/Lincoln
Tram Tran-Larson	tramt@kcba.org	King
Samantha Troxler	stroxler@olycap.org	Jefferson and Clallam
Mindy Woods	melindawoods19@hotmail.com	Snohomish
Duaa-Rahemaah Williams	duaarahemaahw@wliha.org	Spokane

Rental Assistance & Homeless System Performance Measures Steering Committee #1
November 1, 2021

Attendance

Name	Organization	Present
Hamdi Abdulle	African Community Housing and	Yes
Marc Dones	King County Regional Homelessness	No
Bunni Garcia-Owens	Mockingbird Society	No
Vanessa Gaston	Clark Couty	Yes
Jim Henderson	Rental Housing Association of Washington	Yes
Kirsten Jewell	Kitsap County, Dept. of Human Services	Yes
Sarah Kendall	WA State Coalition Against Domestic	Yes
Ginger Kwan	Open Doors for Multicultural Families	Yes
Linda Lauch	American Indian Community Center	Yes
Kelsey Martin	City of Spokane	Yes
Jessica Mendez	Yakima County Volunteer Attorney Services	Yes
Faaluaina Sausau Pritchard	Asia Pacific Cultural Center	Yes
Kelly Rider	King County Department of Community &	Yes
Natalie Skovran	Family Support Center of South Sound	Yes
Indi Slama	Unity Care NW	Yes
Cruze Thompson	Rural Resources Community Action	Yes
Tram Tran-Larson	Housing Justice Project - King County Bar	Yes
Samantha Troxler	Olympic Community Action Agency	Yes
Mindy Woods	City of Edmonds	Yes
Duaa-Rahemaah Williams	Washington Low Income Housing Alliance	Yes

Background: Passed by the Washington State Legislature in April 2021, the new rental assistance and homeless system performance measures provide additional revenue source for eviction prevention and housing stability services. Additionally, this act requires the Washington State Department of Commerce to award project-based vouchers to eligible grantees in a manner that distributes 15 percent of the funding as a performance-based allocation in accordance with the department's performance metrics. Performance measures developed in response to this act may replace some or all of the performance requirements of both the Consolidated Homeless Grant (CHG) and the System Demonstration Grant (SDG). Commerce is working to fulfill the

BDS
PLANNING & URBAN DESIGN

1

requirements by consulting with stakeholders to create performance metrics and determine eligibility requirements for grantees and households receiving this funding assistance.

Meeting Objectives: Introduction of the steering committee members and an in-depth summary of the steering committee's purpose. Overview of the current performance measures and homeless assistance funding by the Washington State Department of Commerce.

On November 1, 2021, the Steering Committee members, selected through an application process to ensure participation of the range of stakeholders mandated by the legislation, participated in the first of a series of meetings planned for 2021 and 2022. Building upon the three Performance Metrics Workshops held with counties and other current grantees of the Consolidated Homeless Grant (CHG) and State Demonstration Grant (SDG) during the month of October, the Steering Committee members now continue to provide consultation to the Department of Commerce for design of the new Eviction Prevention Rental Assistance Program, including developing measures and benchmarks that promote both equitable program access and outcomes, as well as the design of the new project-based voucher and related supports program. The purpose of the first Steering Committee meeting was for participants to 1) get acquainted with their fellow committee members, 2) to outline the steering committee's purpose, and 3) to learn about the current performance measures and homeless assistance funding by the Washington State Department of Commerce. The following is the summary of the meeting discussions.

Steering Committee Member Introductions
During the introductions the Steering Committee members were asked to share their hopes for the outcomes of participating in the rental assistance & homeless system performance measures process. The following is the summary of what we heard:
- The measures need to be realistic.
- The measures should not become a bureaucratic burden.
- Deep dive of the root of the issue and meet people where they are at.
- How can we fund the gap between what people can afford and what the cost is, supporting people in that space?
- Combine ideas with other agencies in other areas.
- Create measures that look at disproportionality. That push us out of our comfort zone.
- Bring everyone to the table that needs to be at the table.
- Create less barriers for those who need it the most.
- Reaching out to the most vulnerable community members that are not represented.
- Come up with a solution to end homelessness with meaningful data.
- Do not reinvent the wheel.
- Challenge rental assistance programs to be more empathetic.
- Address policy.
- Procedures must be community driven. Be guided by those whose lives are impacted and know better.
- How to effectively help the marginalized people.

BDS
PLANNING & URBAN DESIGN

- Having meaningful & realistic performance measures that are doable for agencies that have to work with them.
- Provide service to people in an equitable way.
- Alleviate barriers that are often created by these systems.
- Think outside the box on how to fund communities.
- Make sure all voices are heard.
- Get to the nitty gritty of some of the causes and potential solutions.
- We have the opportunity to create change.

Steering Committee Purpose

Kathy Kinard, Operations Manager of the Office of Family and Adult Homelessness, Washington State Department of Commerce outlined the Steering Committee's purpose.

- **Programs need to be designed:** The new rental assistance and homeless system performance measures created by the passage of E2SHB 1277 need to be created with stakeholder involvement.
- **Your unique perspective is critical to this process.** Each of you brings professional and/or personal experiences related to homelessness.
- **Your community must be consulted in this process.** Collectively you represent stakeholders required by statute to be involved.

The following stakeholders listed in the legislation are required for consultation:
- Affordable housing advocates
- At risk of homelessness due to rent
- Homeless service provider
- Homeless youth and young adults
- Landlord or landlord representatives
- Local government that administers homelessness assistance
- Statewide association representing Cities
- Statewide association representing Counties
- People of Color

The Steering Committee will advise Commerce on the following:
- *County Performance Metrics. Due Dec. 15, 2021, these measures are tied to the new project-based vouchers and other supports.*
- *Equitable Outcomes & Access Measures for rental assistance programs for communities of color.*
- *Program design for rental assistance programs including eviction protection and project-based vouchers and related supports.*

BDS
PLANNING & URBAN DESIGN

Performance Measures Overview

Emily Burgess, Performance Manager at the Washington State Department of Commerce presented the current performance measures used by the Department of Commerce that prompted a robust discussion highlighting the following takeaways.

- Counties report on all funding sources, including private donations to the best of their ability but reporting is not 100%.
- Disparate networks each have their own mission, operating structure, level of desire to participate in the system. Through contractual relationships we can get data, but it is incomplete. Do not necessarily get data on programs funded through other sources.

The Steering Committee member discussion on homeless assistance funding included the following:

- Are these measurements actually help us to really understand what is happening on the ground? Who collects the data? We should think about the root cause of homelessness. If these systems are working, why do we have more homeless people? If we don't measure the root cause, we might keep doing what does not answer the issue.
  - Responses: Service providers collect the data, which Commerce and HMIS admins add to the system. Some counties have their own data collectors. All this is just data. Finding the performance measures is not going to end homelessness. What do we want to measure and how we want to measure is what we need to figure out here.
  - Responses: I enter data and it has been a big benefit to our agency, but it does not get to the root cause of homelessness.
- I don't think systems are broken they are made to keep people outside.
- Are the current service providers reflect the homelessness population demographic proportionally?
  - Responses: There is no known answer.
- How do we divert and prevent people from entering our homeless system and get them the resources needed to stabilize?
- It is much easier, and cheaper, to keep people housed than wait until they lose their housing. Evictions destroy people's chance of housing stability.
- Certain organizations who get private funding don't want to enter some of their information into HMIS because if they do marginalized populations might not fall into the prioritized category.
- The system changed toward rapid housing from eviction prevention programs. Now people have to get an eviction notice or be evicted before they can get help, which created another barrier of getting housed.
- Not everyone is represented in the system. They do not get all the data. White people get in the system and thereby get services.
- Asian Pacific Islander people are not counted when homeless because they move into their families' homes.
- COM has data on disabilities but not on LGBTQ

- People can refuse to provide some data, thereby we only have data for the group who provide this information.
- What we are seeing is less impact regardless of the effort. The question is what is wrong and what needs to be changed. We need to discuss more about who we find and what are we asking them.

Homeless Assistance Funding Overview

Tedd Kelleher, Managing Director of the Housing Assistance Unit, Washington State Department of Commerce gave a presentation on the flow of the housing funding.
- Housing & homelessness is the largest part of the Department of Commerce
- COM funds local governments but only has 20-30% of all the funding.
- Funding is more flexible now and Counties can choose what to use the funding for.
- Some smaller counties opted out of managing county funds.
- COM will always first offer funds to the counties.
- COM has state coordinating role – it works through the performance measurements, which are about efficiency of the system.
- What should we be measuring is the big question.

The Steering Committee member discussion on homeless assistance funding included the following:
- If you are not counted, you don't even exist for the system creating a gap. Question is whose data are being captured? Gap is becoming wider and wider.
- Pre-covid funding was prioritized for those unhoused, shifting their interventions to be as low-barrier as possible. Covid brought forth a mass infusion of funding into the prevention sphere. Previously prevention was not the priority. Now it is and it's a very different scope of work and the strategies have not caught up to that yet. The scope has changed dramatically of what the crisis system response is doing. There will continue to be some challenge.
- The biggest frustration I hear from electeds is that they are tired of seeing the visibility of homelessness. We have to change our mindset.
- I am watching so much money come through. We put people through processes and a lot of them come back. We are just pouting them through programs, but what are they getting that helps them stay in homes? It's a cycle and it doesn't have to be. Money should be for case management to help people sustain self-management.

Decision-Making Structure

Noel Frame outlined BDS Planning's consensus facilitation approach, which emphasizes clear communication, substantive facilitation, individual engagement, and working consensus. The tentative decision-making structure for the steering committee toward a working consensus is an inclusive process where everyone gets their say, make recommendations 'they can live with' and where, in case of a vote, 80% would result in consensus.

BDS
PLANNING & URBAN DESIGN

Rental Assistance & Homeless System Performance Measures Steering Committee #2

November 9, 2021

Attendance

Name	Organization	Present
Hamdi Abdulle	African Community Housing	Yes
Marc Dones	King County Regional Homelessness Authority	Yes
Bunni Garcia-Owens	Mockingbird Society	Yes
Vanessa Gaston	Clark Couty	Yes
Jim Henderson	Rental Housing Association of Washington	Yes
Kirsten Jewell	Kitsap County, Dept. of Human Services	Yes
Sarah Kendall	WA State Coalition Against Domestic Violence	Yes
Ginger Kwan	Open Doors for Multicultural Families	Yes
Linda Lauch	American Indian Community Center	Yes
Kelsey Martin	City of Spokane	Yes
Jessica Mendez	Yakima County Volunteer Attorney Services	Yes
Faaluaina Sausau Pritchard	Asia Pacific Cultural Center	Yes
Kelly Rider	King County Department of Community & Human	Yes
Natalie Skovran	Family Support Center of South Sound	Yes
Indi Slama	Unity Care NW	Yes
Cruze Thompson	Rural Resources Community Action	Yes
Tram Tran-Larson	Housing Justice Project - King County Bar	Yes
Samantha Troxler	Olympic Community Action Agency	Yes
Mindy Woods	City of Edmonds	Yes
Duaa-Rahemaah Williams	Washington Low Income Housing Alliance	No

Background: Passed by the Washington State Legislature in April 2021, the new rental assistance and homeless system performance measures provide additional revenue source for eviction prevention and housing stability services. Additionally, this act requires the Washington State Department of Commerce to award project-based vouchers to eligible grantees in a manner that distributes 15 percent of the funding as a performance-based allocation in accordance with the department's performance metrics. Commerce is working to fulfill the requirements by consulting with stakeholders to create performance metrics and determine eligibility requirements for grantees and households receiving this funding assistance.

Meeting Objectives: Context for New Performance Measures, including an overview of the new funding source, the allowable use of funds, and the differences between the current and the new performance measures. Introduction and outline of the draft performance measures built upon the feedback from counties and grantees during their three workshop sessions held in October 2021.

On November 9, 2021, the Steering Committee members, selected through an application process to ensure participation of the range of stakeholders mandated by the legislation, participated in the second of a series of meetings planned for 2021 and 2022. Building upon the three Performance Metrics Workshops held with counties and other current grantees of the Consolidated Homeless Grant (CHG) and State Demonstration Grant (SDG) during the month of October, the Steering Committee members now continue to provide consultation to the Department of Commerce for design of the new Eviction Prevention Rental Assistance Program, including developing measures and benchmarks that promote both equitable program access and outcomes, as well as the design of the new project-based voucher and related supports program. The purpose of the second Steering Committee meeting was for participants 1) to receive background information on the new funding source and allowable use of money, 2) to understand how Commerce currently ties performance metrics to contracts and original funding sources, 3) to comprehend the differences between the current performance measures used and the new Commerce is required to design, 4) to obtain key take-aways from the County Workshops held in October, and 5) to review and discuss a proposed performance measure approach, including a 'menu of action items' counties could choose from to take action to reduce and prevent homelessness under the 3 major concepts/strategies. The following is the summary of the meeting discussions.

Context for New Performance Measures:
Tedd Kelleher, Managing Director of the Housing Assistance Unit, Washington State Department of Commerce gave a presentation on the context for new performance measures.

The topic of the discussion during the meeting concentrated on the 60% Home Security Fund allocation, referred to as "project-based vouchers and related programs."

New Funding Resource
- A new funding source is generated through the allocation of additional document recording fees passed during the last legislative session.
- A total of $221 million, or 76 %, of the new document recording fee collections for the 2021-23 biennial budget is deposited into the Home Security Fund. It is these allocated funds that we are focusing on for this project.
  - Of those funds, 60% ($133M) was allocated to project-based vouchers and related services, including housing services, rapid rehousing, emergency housing, or acquisition.

BDS
PLANNING & URBAN DESIGN

- ○ Of those funds, 40% ($88M) was allocated to Eviction Prevention Rental Assistance.
- Additional requirements on those 60% of funds:
  - ○ At least **50 percent of persons** receiving a project-based voucher, rapid rehousing, emergency housing, or benefiting from housing acquisition must be living unsheltered at the time of initial engagement.
  - ○ Prioritization of the chronically homeless is necessary.
- The bill requires the Washington State Department of Commerce to only award 15% of the funding if Counties achieve performance requirements.

Allowable Use of Funds:
- **Project-based vouchers** – subsidized unit (subsidy stays with the building, not tenant)
  - ○ Frequent example: **Permanent Supportive Housing**: subsidized non time limited housing with supportive services for homeless household where a member has a disability
- **Housing services** – outreach, coordinated entry, case management/referrals, housing search, problem-solving conversations
- **Rapid rehousing** - quickly move households experiencing homelessness into permanent housing (by-pass shelter stay if possible) through short to medium term rental assistance and services
  - ○ It is distinct from prevention as this is about helping people living outside through paying rental deposits or rents for a period of time.
- **Emergency housing** - Temporary emergency shelter, hotel/motel vouchers if no shelter available.
  - ○ Typically includes emergency shelters with bunk beds, where hotel & motel vouchers are used.
- **Acquisition** - purchase of building or land
  - ○ Buying land, ready to go apartment buildings or ones that need rehab.

Discussion on Allowable Use of Funds:
- Typically, there is capital financing, lasting for 20 years, and the vouchers are usually tied to those for 50 years. This means that when capital fund is used for a building, it must be used for only that purpose, adding the voucher to that as a layer. You can apply the vouchers to three units in a building, for example, and allow the rest of the units to be used for other purposes.
- Tenant-based vouchers will not be allowed under this program, but rapid rehousing is allowable for example.
- Contracting with a homeowner to make repairs on a house and contracting with them to then accept vouchers may be an allowable use. Details and time commitments would have to be discussed with Commerce.

Performance-based allocation & measures

B D S
PLANNING & URBAN DESIGN

Right now, performance measures are about the system as a whole and how the system is responding to homelessness. Performance-based measurement has been used by Commerce on the Consolidated Homeless Grant, where a 20% potential loss of funds is tied to unmet performance metrics.

Under the new legislative requirement if counties don't meet the performance measures, 15% will be withheld from them.

- While the performance measures we design will be used to evaluate performance in contracts tied to this specific source of money, what we are measuring are outcomes from all funding sources a county uses to fund services in their community.
    - The system as a whole needs to be meeting the performance measures, not performance of a specific program/funding source.
- Counties and other grantees braid a lot of different funding sources together to provide services so it would be impractical to have measures tied to any one funding source.

Discussion:
- The question to ask our organizations is "How do we integrate all of our services to ensure programs aren't siloed and encourage all programs to align with the performance measures? – I think this is good."
- Can be hard to keep housing for certain people because they have underlying problems that prevent them from staying in housing or get into housing (mental health, can't maintain jobs, housing etc.)

Steering Committee Member Introductions:
Two Steering Committee members were unable to attend the first meeting, where we asked members of their hopes for the outcomes of participating in the rental assistance & homeless system performance measures process. The following is the summary of what we heard from these two members:
- I want to be able to gain all the knowledge about decision-making and how everything works on a local understanding to better our work at Mockingbird.
- Interested in the opportunity to drive towards metrics that are rooted in something. 1. Theory of change at the systems level - holding the system accountable instead of money. 2. Think through how measurement does or does not attach to people. Like measuring housing access, but we don't measure stability or quality. Eager to have these conversations.

Draft Performance Measures:
Emily Burgess, Performance Manager at the Washington State Department of Commerce outlined the key take-aways from the county workshops and shared a draft "Action Menu" as a proposed method to require county governments to take action to reduce and prevent homelessness under

BDS
PLANNING & URBAN DESIGN

the 3 major concepts/strategies (Increasing Housing Capacity/Inventory; Improving Finance & Supportive Services; Addressing Racial Disparities).

Key take-aways from County Workshops:
- **New performance measures should be separate from current ones**, at least for now.
- **Measures need to be flexible** to accommodate communities at various stages of awareness and desire to act.
- **Actions** that are **measured need to actually be within the county's control.**

Discussion:
- How flexible is this method?
  - COM: This is a draft and not rigid.
- What is the majority?
  - COM: The majority of actions would be 4 out of 6.
- Why a county wouldn't just default and pick the easiest ones? Some of the nonprofit housing providers are the worst offenders evicting people.
  - COM: I do not have the answer to that question. Currently, that needs to be addressed during the contract negotiation and if Commerce feels it's not valid, they would decline the county's proposal.
- If one of those 6 wasn't in the initial contract but a different was met, would there be flexibility to switch?
  - COM: There is always room for change in the contract period. Updating throughout would be acceptable. We don't defund counties and programs immediately, there is always a corrective action process.
- Racial equity performance metric: 1. Measuring access to things doesn't often give you result. Best example is higher ed system which failed to produce functionally different outcomes for the folks it wants to give access to. "Getting in the front door of an unfriendly place is not helpful." You are going to run into difficulty. You can measure access & outcome simultaneously and use those indicators to measure racial equity performance. 2. Target goal: most all ideas want to reduce racial disparity proportionally." We want the bad things to be bad proportionally" [leaves me with a feeling of] "yuck." Proportional measurements are not it.
- It is very hard to help people in Southwest Washington without resources. Cities, counties put up a lot of barriers. There is barely any infrastructure. Anything on this list will be hard for conservative and rural areas to achieve. We are not King County. There is a different dynamic there and it needs flexibility.
  - COM: I agree, we must have actions available for those communities to achieve.

BDS
PLANNING & URBAN DESIGN

- BDS Planning: Would the structure make sense as long as the options of the actions are flexible and inclusive?
  - As long as we allow for some creativity this should work. We cannot work with rigidity.
- Often, we silo when we talk about racial disparity. You should have an umbrella that is talking about racial disparity, rather than separating it like here because we will continue to silo the racial disparity as its own bucket. We need to prioritize the community but not just certain buckets. (LGBTQ, disabled) put all those populations under the same umbrella. It should be folded into strategy 1 and 2. If the County is in charge of choosing the measurement, we need to make sure that people whose lives are impacted are part of that decision making process. This is a power struggle we see all the time since the county always chooses what they want and those experiencing homelessness are not at the table. When we silo it, access does not equal equality. Housing is not equal to quality of life.
  - BDS Planning: Did this resonate with you? 1. And if so, how to have this decision-making be decentralized? 2. Where there is no political will, is there a value that it becomes embedded?
    - What is power and how do you know if you have that? We never talk about this, instead we jump into things. We could have a conversation about how you measure power. But we are not talking about this. These are sidestepped. Easier to count things than to talk about these things. I just don't know if we have the right conversation. We need to rethink what we measure and how. We never ever done that work.
- If they (counties) don't care about the problem, why would they care about the funding? If we want to affect change, we need to penalize them for it.
  - COM: I hope we can nudge it toward justice.
- As a county manager I feel defensive about the notion we heard that counties may choose easy performance measures. We have a certain span of control. And elected officials have their own opinions, and their attitude can also change. **What is the span of control?** Define what you mean by county? Who has control? Current outlined performance measures include all those (electeds, county grant managers, etc.). I love the conversation about getting to the roots of racial disparity and the foundations. The best we can do is to move the needle a little bit in every county.
- Menu of action is a good approach.
- I appreciate the menu approach. Scale them. (Some counties are more ahead than others) What does this look like compared to the system that exists? Can counties commit in their [county homeless housing] plans, for example, to create meaningful change?

BDS
PLANNING & URBAN DESIGN

- Having performance measures based on the communities in most need, would be effective. For example, American Indian (AI)/Alaska Native (AN) is only 3% of the population but homelessness is overrepresented with 20+% of AI/AN population. If we have a PM that addresses racial equity that would help guide the system and success.

BDS
PLANNING & URBAN DESIGN

Rental Assistance & Homeless System Performance Measures Steering Committee #3

November 16, 2021

Attendance

Name	Organization	Present
Hamdi Abdulle	African Community Housing	Yes
Marc Dones	King County Regional Homelessness	Yes
Bunni Garcia-Owens	Mockingbird Society	No
Vanessa Gaston	Clark County	No
Jim Henderson	Rental Housing Association of Washington	Yes
Kirsten Jewell	Kitsap County, Dept. of Human Services	Yes
Sarah Kendall	WA State Coalition Against Domestic	Yes
Ginger Kwan	Open Doors for Multicultural Families	Yes
Linda Lauch	American Indian Community Center	Yes
Kelsey Martin	City of Spokane	No
Jessica Mendez	Yakima County Volunteer Attorney Services	Yes
Faaluaina Sausau Pritchard	Asia Pacific Cultural Center	No
Kelly Rider	King County Department of Community &	Yes
Natalie Skovran	Family Support Center of South Sound	Yes
Indi Slama	Unity Care NW	Yes
Cruze Thompson	Rural Resources Community Action	Yes
Tram Tran-Larson	Housing Justice Project - King County Bar	Yes
Samantha Troxler	Olympic Community Action Agency	Yes
Mindy Woods	City of Edmonds	Yes
Duaa-Rahemaah Williams	Washington Low Income Housing Alliance	Yes

Background: Passed by the Washington State Legislature in April 2021, the new rental assistance and homeless system performance measures provide additional revenue source for eviction prevention and housing stability services. Additionally, this act requires the Washington State Department of Commerce to award project-based vouchers to eligible grantees in a manner that distributes 15 percent of the funding as a performance-based allocation in accordance with the department's performance metrics. Commerce is working to fulfill the requirements by consulting with stakeholders to create performance metrics and determine eligibility requirements for grantees and households receiving this funding assistance.

BDS
PLANNING & URBAN DESIGN

Meeting Objectives: Points of Agreement on menu approach, strategies, and addressing racial disparities in practice. Proposed plan of action for 2022. Discussion about approach to measures.

On November 16, 2021, the Steering Committee members, selected through an application process to ensure participation of the range of stakeholders mandated by the legislation, participated in the third of a series of meetings planned for 2021 and 2022. Building upon the three Performance Metrics Workshops held with counties and other current grantees of the Consolidated Homeless Grant (CHG) and State Demonstration Grant (SDG) during the month of October, the Steering Committee members now continue to provide consultation to the Department of Commerce for design of the new performance measures for the project-based vouchers and related supports. The purpose of the third Steering Committee meeting was for participants 1) reach points of agreement on the menu approach, strategies, and addressing racial disparities in practice, 2) consider the proposed plan of action to meet the legislative deadline of Dec. 15 and the steering committee's continued work beyond 2021, and 3) to discuss the approach to measures.

The following is the summary of the meeting discussions.

Points of Agreement & Proposed Plan of Action
A proposal was made to the steering committee members that:
- to meet the legislative deadline of December 15, the equity portion stays as a separate concept (category) for now but will be revisited in 2022. The plan is that after 2021 the steering committee will move toward program design where the overarching goals and embedding the racial equity piece in the performance measures will be set.
- counties will not do anything with these measures until their contract time in July 2023, thereby, the initial menu can still dramatically change then as we move forward with the process.
- we all agree in concept that racial equity should be built into the concepts, but we need time to translate that into practice, and we are operating on a decision timeline required by legislation. These should have been reversed and we are finding ourselves within these limitations. The performance measure needs to be rooted with a racial equity lens and in 2022 that will be the steering committee's core focus.
- Identify what issues need to be resolved later – As initial measures discussed, flag what needs to be put aside for later discussion
- Document approach to date & intended future approach – BDS Planning to create memo documenting how initial measures developed and what issues will be tackled after Dec. 15

Generally, the steering committee members agreed that the process is accurate

BDS
PLANNING & URBAN DESIGN

Discussion on Approach to Measures

<u>Q1: How should the actions align with a County's 5-year plan?</u>

(5-year plans are required by statute to help end homelessness. Plans are developed with guidance from Commerce, but counties develop their own measures and metrics that could be updated any time. Counties are allowed to make suggestions to make actions at the state level and they report out every year. The last 5-year update was done in 2019, which required all counties to do a racial equity analysis.)

- 5-year is too long of an interval. Some counties do them every 3-years instead through community engagement, interviews, community process, stakeholders, focus groups. Should this be included in the 5-year plan?
- Alignment and reporting requirement. What are ways we are not stacking requirements on top of requirements? Want to make sure that we have metrics using existing metrics. How do we find ways for these menu items to speak to each other, so that they all speak to one set of things? Otherwise, it would be confusing.
- It takes a lot of work to put all this together. Governments collect data from agencies that try to do work. We have to be clear about interoperability. Are these interoperable with Counties? Only counties can answer that. This is the fundamental question about whether the 5-year plan is the one to use for aligning these performance measures.
- Having things align makes sense to work across all such as HUD and CHG. 100% behind this if there is a way to naturally roll this into their communities.
- We have a new performance measures and new goals to work towards an entire community. It makes sense to include it in the next 5-year plan but instead of making an edit to the current one. Add this to the next update because it is a huge undertaking to update it.
- Some are federal requirements, so we do not have a lot of flexibility. COM over time tried to pay attention to that and worked with the federal requirements. Knowing already what we have to report on the federal level may be helpful so that we do not do different reporting.

<u>Q2: Should all actions be available to all counties?</u>

- Placed-based strategy is the only way you can end homelessness, but places are all different. Different activities and different timelines in different places require a baseline for a menu of options. Menu options cannot be out of reach. We need to be clear-eyed about what are the things that we might assess. Is it a development question for example? We need to know where communities are before they are being assessed.

BDS
PLANNING & URBAN DESIGN

3

- Community needs to have the voice and process to allow them to lead and guide the issue of ending homelessness. They need to have a vision to discuss it. Give the community the power to make the decisions. If so, the menu items may be very different. How embedding the racial equity lens - what would that look like?
- It is important that we follow up with the regional authority. Because there has been extensive work around these same issues with King County. That would simplify a lot. It would save us time to look at that. Why placed-based approach is what we need to talk about? Because this is what has worked. Why don't we work with Marc Dones more and ask him about the work they are doing?
- What is the concern with offering a broad menu to all counties? Is the concern that some counties might, when assessing their situation, they may choose menu items that are inappropriate?
- Help counties take another step toward addressing homelessness. We should be asking how are performance measures are going to achieve that?
- Things that county governments have control over are how we prioritize funding on different strategies to address homelessness, how we engage community stakeholders in decision-making, wo we contract with, whether w sub-contract services or provide them directly, what we measure and how we share information. We dance with who comes to the party. Who is willing to do the work who is willing to subcontract? We are always walking this tight rope so that organizations choose to do the work. How do we move the dial to the next notch along the spectrum? What are we trying to accomplish with these performance metrics? Can we have a problem statement?
  - Our purpose is that we are currently measuring crisis response, what the metrics are trying to do is to prevent and reduce homelessness and not just measure how they respond to crises. Try to get appropriate and achievable actions counties can do.
- I feel like once again we are trying to solve homelessness by reporting on more things but that is not the problem. Every county is in a different place and they each have to make their own assessment of what their barriers are to reducing or preventing homelessness. I think we are working on the margins here. Most counties have implemented a lot of programs already. The problem is not that we are not measuring it right.
  - A lot of counties said that there is no political will and that is a big problem. Want to make sure this framework that came out of the county workshops, is the right approach that will help move the needle. We are here to refine that. This is what we are here for.

BDS
PLANNING & URBAN DESIGN

- We also need to constantly ask ourselves who has been set up to do the work? Who has the capacity and infrastructure and who doesn't? This was and is a really big problem that has been happening in King County with the EPRAP.
- It is important to have systems speaking to each other. Not only systems but departments within the same system. It is also important to work with the housing authority. This does not mean that there is no room for improvement. For example, we can think about producing an RFP that is setting the expectation for what performance measure needs to be reflected, who is the target population and where do they live, what tools are available for CBO's to even collect the needed data, what is the organizational culture or what is the community culture to impact homelessness, what support is needed to build their capacity and have the ability to use equity lens throughout their process.
- Part of the problem is barrier identification. Here are the strategies that my county can do to overtake the barriers.
- If we change the measurement for counties it would give them more work. Are the current measurements measuring the right things? We need to take a look at those. What would be the outcome? What the quality of the service is that people of color receive? Measure this. It's not the number for the demographic that shows the outcome. It is the process that shows the outcome. If people whose lives are impacted have the power to make decisions, to design the program you will see a much better outcome. Yet the system works with those who have been at the table, but they are not thinking about it, they are just doing the same process. We need to re-exam and re-evaluate: are we measuring the right outcome?
- Separating communities by political will...I'm super nervous about. Inconsistent logically if one county, where there is will, they do more compared to where there is no will and they choose other, easier actions.
- "Typology" is a classification based on general characteristics. Typing out communities in relation to their situations. So, you define the 'types' based on whatever your research area is. You might "type-out" communities along a number of different things – which we do already for a number of other policy areas – but we don't do that for homelessness, and I don't believe anyone ever has. What does that kind of typology look like in the homelessness space? King County has sub-regions. What is success in different places, is very different from place to place. The strategies we employ are also very different. "Tiering" should go away; instead research on typology.
- We don't want to tier, but we want to be place-based to that community.
- I support place-based. For example, Sound Transit, King County as a whole - one it goes down to the implementation funding goes to places that already have funding. $180 million development fund goes to south King county. Once you go down local it is very

BDS
PLANNING & URBAN DESIGN

different. Those that need it are not the ones that benefit. County can report whatever as a whole but when you dig deeper, inequality exists because funds are not equitable distributed. How do we address that through the measurements? We need to.

- It is all related to poverty. This includes like what is development, lack of homes for people of color. It's a historical deep issue that are interrelated. What can we do to make sure we are addressing the forms of equity in communities?
- Are we going to limit the menu items?
  - People want it to be very individualized. Typology sounds like it would create some degree a placed-based assessment. This will be unresolved today.
  - We want to have this action menu to be filtered based on the type of community. We need to come to agreement on how we will categorize each community. Like based on housing density, poverty rates, etc. We can't resolve this today. Should it be filtered like that?

Q3: What would it look like in practice to embed addressing racial disparities throughout the performance metrics?

- Example #1: Equity based framework - centered on decision-making where core issues around equity has been the operational aspect. We looked at decision-making but broke down business process and asked how this can be implemented in practice. The framework touches procurement, hiring, etc. Have to unlearn a lot of organizational development for organizations where culture is that info is power/rank. Participatory conversation is necessary. They do the leg work in advance to help people see the dynamics, where they can move things within the organization. If you shift your approach in pooling (HR) people, you get a different set. Their staff is now 73% people of color with 30% with lived experience.
- Example #2: Standard practice to use advisory boards for each program that use diverse community members to make changes. Staff also participate in local provider coalitions to get input on how changes should be implemented. Both entities have people with lived experience that participate and include community members, elected officials and non-profit providers. More outreach to the BIPOC community to include them.
- Example #3: Domestic violence framework is an alternative to using the Vulnerability Index–Service Prioritization Decision Assistance Tool (VI-SPDAT). Has been used for a number of years especially for single adult population with white cis-gender men on top of the list. Started with BIPOC folks, people with lived experience. Looked at VI, research paper, assessment and created a tool that they will start using next few months. Questions have been vetted and created. Community is moving away from VI. They are moving all to the new assessment. Happy to share the tool once they have the final tool ready. (Folks

BDS
PLANNING & URBAN DESIGN

with disabilities are included. Many were not captured previously, that are now. Ex. pregnant leaving hospital.
- Example #4: Centered on survivor services, the DV housing first framework holds that more services provided the better are the housing outcomes for those people. The more flexible the better. Funding used in the most quality driven way is what they are trying to do.

BDS
PLANNING & URBAN DESIGN

Rental Assistance & Homeless System Performance Measures Steering Committee #4

December 8, 2021

Attendance

Name	Organization	Present
Hamdi Abdulle	African Community Housing	Yes
Marc Dones	King County Regional Homelessness	Yes
Bunni Garcia-Owens	Mockingbird Society	No
Vanessa Gaston	Clark County	Yes
Jim Henderson	Rental Housing Association of Washington	Yes
Kirsten Jewell	Kitsap County, Dept. of Human Services	Yes
Sarah Kendall	WA State Coalition Against Domestic	Yes
Ginger Kwan	Open Doors for Multicultural Families	Yes
Linda Lauch	American Indian Community Center	Yes
Kelsey Martin	City of Spokane	Yes
Jessica Mendez	Yakima County Volunteer Attorney Services	Yes
Faaluaina Sausau Pritchard	Asia Pacific Cultural Center	No
Kelly Rider	King County Department of Community &	Yes
Natalie Skovran	Family Support Center of South Sound	Yes
Indi Slama	Unity Care NW	Yes
Cruze Thompson	Rural Resources Community Action	Yes
Tram Tran-Larson	Housing Justice Project - King County Bar	Yes
Samantha Troxler	Olympic Community Action Agency	Yes
Mindy Woods	City of Edmonds	Yes
Duaa-Rahemaah Williams	Washington Low Income Housing Alliance	No

Background: Passed by the Washington State Legislature in April 2021, the new rental assistance and homeless system performance measures provide additional revenue source for eviction prevention and housing stability services. Additionally, this act requires the Washington State Department of Commerce to award project-based vouchers to eligible grantees in a manner that distributes 15 percent of the funding as a performance-based allocation in accordance with the department's performance metrics. Commerce is working to fulfill the requirements by consulting with stakeholders to create performance metrics and determine eligibility requirements for grantees and households receiving this funding assistance.

Meeting Objectives: Review of Steering Committee recommendations. Embedding racial equity into the decision-making process for the December 15th legislative deadline. Review planned work in 2022 about embedding racial equity into the typology and menu of actions. Proposed process plan for 2022.

On December 8, 2021, the Steering Committee members, selected through an application process to ensure participation of the range of stakeholders mandated by the legislation, participated in the fourth of a series of meetings planned for 2021 and 2022. Building upon the three Performance Metrics Workshops held with counties and other current grantees of the Consolidated Homeless Grant (CHG) and State Demonstration Grant (SDG) during the month of October, the Steering Committee members now continue to provide consultation to the Department of Commerce for design of the new performance measures for the project-based vouchers and related supports. The purpose of the fourth Steering Committee meeting was for participants to 1) review and come to a general agreement on the Steering Committee's recommendations to Commerce, 2) discuss and come to a general agreement on embedding racial equity into the decision-making process for the December 15th legislative deadline, 3) review planned work in 2022 about embedding racial equity into the typology and menu of actions, and 4) review the proposed process plan for 2022. The following is the summary of the meeting discussions.

Steering Committee Recommendations

1. Actions taken by a county should address **three major strategies to prevent and reduce homelessness**:
    – Increasing Housing Capacity/Inventory
    – Improving Financial & Supportive Services
    – Addressing Racial Disparities

2. **Performance measures should be based on a "menu of actions"** that provides flexibility for counties that considers different County **"typologies"***
3. Actions a County ultimately chooses from this "menu" should **align with the County's 5-year Plan**
4. **Addressing racial disparities should be embedded** throughout the performance metrics
5. A good approach to embedding addressing racial disparities in the initial performance metrics would be to design a **community-centered decision-making framework** that counties must use
6. Commerce should **provide technical assistance/coaching on process requirement**
7. Commerce should **provide technical assistance/coaching on data literacy**
8. There should be more **frequent and accurate reporting** of the homeless count

BDS
PLANNING & URBAN DESIGN

* Defining "Typology"
  - <u>Typology is a classification based on general characteristics</u>
  - Given that progress to prevent and reduce homelessness is very different from place to place, characteristics need to meaningfully <u>describe the depth of a communities' homelessness experience/situation</u>
  - This practice is commonly used in other policy areas

Discussion:

- It is important to emphasize the technical support of the participants' choice and to have technical assistance that is responsive to individual communities and that those communities can choose who will provide the support.
- Technical Assistance (TA) should always include a diagnostic phase that allows for clarity around what is being fixed. If it just comes 'off the shelf' it's often missing significant dimensions of what needs to be done. COM should not replicate what HUD is doing, but rather should mutually diagnose what is needed from the TA. Choosing a TA is important.

<u>The steering committee members are in general agreement of the following recommendations</u>.

Embedding Racial Equity into the Decision-Making Process (2021)

Draft Process Requirement
- When selecting actions to achieve each strategy, the County government must consult with and involve stakeholder groups including historically marginalized communities, representatives of communities of color, local Tribal Nations/Indigenous Communities, and By and For/culturally specific organizations. County government must document their meaningful effort to elicit the partnership. ***How can we best refine this process requirement?***

Discussion:

- I don't have a problem with the process requirement but to make this effective you need counties to look at their data and see who exactly they are serving. Without it, I don't think this will be effective. It is important to know what true inclusion and equity is. It is necessary to change the internal process and to train staff first. If you can't do that you will not be able to serve the communities effectively. All this had to be done internally first before reaching out externally. **Looking at legal language, hiring process, job descriptions, RFP's that hinder BIPOC communities is needed.** When you bring those people to the table (BIPOCs, small orgs) you need to **help them with infrastructure** often and **pay someone to do the work.** It is also essential to **invest in racial equity training** for staff on how to address institutional racism. This is a start for some folks, but it in and of itself is not enough. Flexibility is important, but also know that this takes a long time.

BDS
PLANNING & URBAN DESIGN

- These are good examples of actions that could be useful. Would it be harmful if Commerce required the counties to collaborate with different groups, but have not done this work previously?
  - **It could be harmful if the people do not understand and know what they are doing.** Systemic racism is a health issue, something that needs to be worked on to work that couldn't be done before. What you are trying to accomplish here is something Commerce needs to ask.
- Is this something that can be realistically implemented state-wide within the scope of the legislation though? I agree that it could cause harm and wonder what this looks like in counties that are not as informed about these issues and/or are not interested in addressing these disparities. How do we make them take the issues seriously and can it be accomplished with this legislation? Maybe this goes back to the funding problem we talked about last time.
  - That's a good question. There are a lot of flawed racial equity matrixes. What types of harm do we expose communities to? There is harm in not doing anything. White supremacists' structure & inaction kill people every day. We are leaning into the white controlled power mechanisms. Some people are not trained to talk/support. **Commerce might <u>make it a requirement</u> that people go through certain racial equity training.**
  - ERAP requires **partnering with a By/For organizations**. This helps working with natives and helping more people in the end through this process.
- I like the requirements and want to see more to be added such as certain populations that are missing: LGBTQ; foster care youth, disability, mental health. Identify the populations from the BIPOC communities who are experiencing homelessness. We need this data to know who we are serving and who is impacted the most. For example, we could see from the data that people with disabilities are more likely to experience homelessness. **Counties need to look at impacted populations**. Have a data collection requirement to identify BIPOC populations.
- Decision-making body needs to be represented by those populations experiencing homelessness. Counties' role is to facilitate the meetings, but **power should go to the community**, and **counties should act in a supporting role. At least Commerce could require this and also how to prioritize services to the most impacted communities**. Make sure that people that are left out now, are no longer missing.
- **Pay people to support their participation.**
- Super majority of the decision-making body represent the communities that are most impacted. Participants from the communities are provided with stipends to participate and

BDS
PLANNING & URBAN DESIGN

time for meetings that are flexible (evening), and accessible for people with disabilities to participate without barriers.

- Counties should be required to create a plan to embed Racial Equity into their decision-making process, including stipends to the participants, staff training needs, and internal policy reviews.
- Data collection for the program recipients by languages and ethnicity should happen.
- Prioritization of services by data comparison between demographics of the communities and the homeless population data.
- Commerce to provide TA to counties that do not have racial equity in their decision-making process plan.
- Agencies could prioritize BIPOC community by pre-screening applicant with the following questions: 1. Are you behind on rent or have you received an eviction notice? 2. Are you at risk of homelessness? 3. Are you a single parent household, immigrant, and/or a BIPOC community member? - Can Commerce consider something similar for the racial equity lens?
- Can we have counties use their data to look at their measures to see what populations, especially BIPOC, are homeless? Have them develop strategies for these different population, especially BIPOC, LGBTQ, etc. I like the requirement to work with and/or contract with By/For organizations on these strategies. Can we look at financial incentives to reward effective strategies?
- Counties should look at their data and use it. Do an equity report. Then look at specific strategies that come out of that data. We need to **start shifting resources to people in need**. Not having a By/For should not be accepted as an argument from counties.
- **Capacity issues**. During intake add specific details that can help them detect the specific populations coming to them. Capture data on disability, mental health, LGBTQ, etc. **Have a system to collect the data.** Not many agencies have the funds or capacity to have a system that would capture important details. How they are informed about the data they have is necessary. Night counts could be quarterly at least, but this also brings forth capacity issues.
- We don't want to engage people for engagement's sake. We want to learn through the process. We **want to be informed by the data.**
- I support this broader concept. I think I heard that counties would need to document how a racial-equity lens informed the selection of their selected action, rather than solely a new engagement effort process checkbox. This may include previous or new engagement, inclusive of BIPOC communities and BY/For organizations, examination of data, and analysis of which efforts can best benefit BIPOC and other disproportionally impacted communities.

BDS
PLANNING & URBAN DESIGN

- Part of the county that this work has potential to impact is a very tiny section. We need to be realistic about what impact can be made. **There shouldn't be an expectation that these requirements will influence anything more in a county than the homelessness department.**
- **Engagement is different from decision-making power. Have wording that decision-making bodies include BIPOC community/impacted people.** Process is about decision-making. The process has to be right, or you end up doing more harm.
- I understand, acknowledge, and agree that there are challenges that county employees (and the county in general) face – a lot of organizations here I think can empathize. But I think if we come from the mindset that it's not possible or we can't change how things function, I guess why does this group exist then? Like someone else said already, people are literally dying every day because of inaction, especially on the government's end.
- I would think that we need to keep the process requirement included for December 15th. Just noting that we will be determining what the process will be defined at a later date.
- Throwing out the requirements to consult with stakeholder groups feels like a step backwards.
- I don't think we were super far off. Just adding some language about approved training, etc.., being a thing for count's early in their equity journey.
- In the required 2019 updates to county Homeless Crisis Response and Housing Plans, we had to do an analysis of our racial equity data, and now all county plans include this data. Perhaps these would be a way to build on this work that was already done – or do an updated analysis.

Steering committee members generally agree that:
1. The process requirement needs to be included for the December 15th legislative deadline, noting that determining the process will be defined at a later date.
2. The term "racial equity lens", however, is important to retain.
3. Regarding the process specifically:
    a. the language needs to expand to go beyond "just" engagement;
    b. language needs to be added to recognize that Counties might be early in their equity journey and that they should show progress about what they are doing, including approved training, representative data collection, internal representation (County staff/decision makers representing communities most impacted), and sharing power/resources to communities at the decision point.

Embedding Racial Equity in Typology and Menu of Actions (2022)

1. **County Types**
    - Commerce and DSHS Research and Data Analysis (RDA) will categorize the TYPE of experience of homelessness in a community.

BDS
PLANNING & URBAN DESIGN

- Dimensions will center on the experience of homelessness, for example: housing costs, the prevalence of subsets of the homeless population, rental inventory, etc.
- We will consult with the steering committee regarding the possible dimensions used to categorize.
- County type will filter the available actions for each strategy.

2. **Menu of Actions**
   - Commerce will continue to refine available actions available under each strategy and assign actions to County types (when available). We will consult with the steering committee regarding final actions. ***Should we retain "Addressing Racial Disparities" as a separate strategy for the <u>final</u> menu of actions?***
3. **Racial Equity Measures**: Our work on developing equitable access and outcome measures (for eviction prevention program) may lead to changes to this county action menu.
4. **Feedback:** Emily plans to communicate with the steering committee via email or one on one as feedback is needed throughout the work in 2022.

Discussion:

- Does this mean that Commerce is not going to award funding until 2023? This is concerning because we could be using that funding right away.
  - You have to have it in a contract before we can meaningfully measure it.
- Can the other 85% of the funding be released sooner and then the performance based 15% be awarded based on performance?
  - 85% could be awarded today.
- Funding for hotel stays would be really appreciated in Whatcom right now, especially because of the flooding in the Sumas area. I am working with clients who have been displaced.
- Racial equity should be embedded throughout and it should also be a separate strategy as well is what we heard.
- I am in favor of continuing it as a separate strategy while also being clear that racial equity lend should be embedded throughout.
- We have to start somewhere, and to get to the place where it's embedded and just a part of our everyday work/policies, etc. I think its own bucket is a solid first step. With the ultimate goal that we don't need in its own bucket, because we got it down.
- The separate strategy should include that racial and social justice lens to be embedded in all practices.
- Would doing it separately affect getting funds?

BDS
PLANNING & URBAN DESIGN

    o Wouldn't change funding or timeline.

<u>The steering committee generally agrees that both should be kept.</u>

2022 Program Design Launch

2022 Program Design
1. Eviction Prevention Rental Assistance
2. Project-Based Vouchers and related services

2022 Measures Development
1. Equitable Access & Outcomes Measures
2. County Performance Metrics *(refinement of initial measures submitted in 2021)*

Discussion:

- Currently, our county is NOT distributing funding to tenants that have already been evicted from their homes. Is this something that could be changed? Funding is essential to negotiations with the landlords and could potentially prevent an eviction on the tenants record
- EPRAP isn't available to tenants who are no longer in the unit, those landlords can apply for reimbursement through Commerce using the Landlord COVID Relief Program: httpps//<u>www.commerce.wa.gov/serving-communities/homelessness/landlord-fund-programs/landlord-relief-program/landlord-covid-relief-program/</u>

County Action Menu

Introduction:

The County Action Menu is a set of performance metrics that was created and refined with county governments and stakeholder groups specified in section 2 (2) (c) of Engrossed Second Substitute House Bill (E2SHB) 1277.

The County Action Menu requires that county governments take actions that will prevent and reduce homelessness. Beginning July 1, 2023, this requirement will take effect and apply to the funds described in section 1 (1) (c) of E2SHB 1277.

The strategies identified to prevent and reduce homelessness are:

1. **Increase Housing Capacity / Inventory**
2. **Improve Financial and Supportive Services / Increase Housing Placements**
3. **Address Racial Disparities**

Counties will select two action items per strategy at contract negotiation. This is total of six actions. At mid-contract and near contract end Commerce will evaluate if the selected actions were achieved. If the majority of actions were achieved, the county will retain the performance-based allocation.

This County Action Menu was developed specifically to acknowledge and address the wide variety of actions needed to make gains in each strategy. There must be available actions appropriate to both frontier communities and large urban centers. To achieve this responsiveness, Commerce will develop a typology of a county's experience of homelessness. Counties will be categorized in types, and county type will filter the available actions for each strategy.

Timeline:

December 15, 2021:

- Initial County Action Menu

January 2022 – January 2023:

- Program design and guideline development
- Refinement of County Action Menu (develop county typology and actions)

January 2023 – June 2023

- Counties select six actions from Final County Action Menu to achieve over two year contract period (July 1, 2023 to June 30, 2025)

July 2023:

- County is awarded allocation. Fifteen percent of funding must be used for activities that *can be discontinued*, such as Rapid Re-Housing, or acquisition
- Completed County Action Menu is incorporated into contract Statement of Work

June 2024:

- Commerce monitors county progress
- Counties that have demonstrated that the majority of selected actions have been achieved will continue to receive the fifteen percent performance-based allocation

County Action Menu December 15, 2021

January 2025:

- Commerce monitors county progress
- Additional counties that have demonstrated that the majority of selected actions have been achieved will continue to receive the fifteen percent performance-based allocation
- Counties that have failed to demonstrate that the majority of selected actions have been achieved will enter into a corrective action plan with Commerce and must agree to undertake the actions outlined in the corrective action plan
  - If within the 2 years following the corrective action plan the county demonstrates that the majority of selected actions *have not been achieved*, Commerce will reclaim the fifteen percent performance-based allocation using the amendment process
  - Performance-based allocations unspent due to lack of compliance with a corrective action plan will be distributed to other counties that have met their target actions

Process Requirements:

Nationally and in Washington State, people of color and other historically marginalized communities are dramatically over-represented in homeless and unstably housed populations. This is due to structural oppression. The decision-making processes of homeless service systems must work to stop perpetuating disparities, inequity and oppression.

The County must use an equity-based decision-making framework when selecting actions to achieve each strategy. The County must include historically marginalized communities in decision-making relating to this performance requirement.

"Communities that should be considered to be historically marginalized and disproportionately impacted by homelessness in the United States include: Black and African Americans; people who identify as Latinx, Native, or Pacific Islander; individuals with disabilities; people who identify as lesbian, gay, bisexual, transgender, and queer (LGBTQ); incarcerated and formerly incarcerated individuals; and undocumented individuals and mixed-immigration-status families and communities"[1]

Counties should examine local data to understand their community demographics and the disparities in their homeless and unstably housed population. Information about the homeless and unstably housed population in each county can be found here: Snapshot of Homelessness in Washington

Recommended Resources:

- GARE-Racial_Equity_Toolkit.pdf (racialequityalliance.org)
- Equity Based Decision Making Framework — National Innovation Service (nis.us)

---

[1] Equity Based Decision Making Framework — National Innovation Service (nis.us)

Strategy 1: Increase Housing Capacity / Inventory

System Monitoring Measures: Increase in units from baseline to target

Inventory Type	Baseline	Change	Target
Permanent Housing Units[2] (includes PSH/OPH)			
Emergency Housing Units[3] (includes ES/TH)			
Rapid Re-Housing Units			

Actions to Increase Housing Capacity / Inventory	Compliance Indicator
Example: Purchase multi-family or single-family homes for use as permanent supportive housing projects	*Description of how we will measure or know that the action was achieved.*
Example: Create home-sharing program	
Example: Offer education in zoning and planning to relevant commissions & community groups	
Other (in agreement with Commerce):	

Strategy 2: Improve Financial and Supportive Services

System Monitoring Measures: Increase in housing placements from baseline to target

Inventory Type	Baseline	Change	Target
Permanent Housing Units (includes PSH/OPH)			95%
Emergency Shelter			50%
Rapid Re-Housing			80%

System Monitoring Measures: Reduce returns to homelessness from baseline to target

Inventory Type	Baseline	Change	Target
Permanent Housing Units (includes PSH/OPH)			
Emergency Shelter			
Rapid Re-Housing			

Actions to Improve Financial and Supportive Services	Compliance Indicator
Example: Provide organizational development training for community-based organizations	*Description of how we will measure or know that the action was achieved.*
Example: Increase case management and operations funding	
Example: Create grant program to provide direct cash assistance	
Other (in agreement with Commerce):	

Strategy 3: Address Racial Disparities

---

[2] Permanent Supportive Housing, Housing with Services, Housing Only type projects
[3] Non-congregate Emergency Shelter and Transitional Housing type projects

System Monitoring Measures: The rate of housing placements and returns to homelessness are similar regardless of the participant's race or ethnicity

System Monitoring Measures: Increase system access as for each racial/ethnic subpopulation as compared to the race and ethnicity of the population experiencing a housing crisis from baseline to target

Inventory Type	Baseline	Change	Target
Permanent Housing Units (includes PSH/OPH)			
Emergency Shelter			
Rapid Re-Housing			

Actions to Address Racial Disparities	Compliance Indicator
Example: Implement equity-based decision-making framework	*Description of how we will measure or know that the action was achieved.*
Example: Disaggregate all homeless system data by race and ethnicity	
Example: Create peer navigator positions and hire from within most impacted communities, particularly people of color	
Other (in agreement with Commerce):	