



City of Seattle
Mayor Jenny A. Durkan

Date: 8/14/2020
To: DM Casey Sixkiller
From: Jason Johnson, Acting Director, Human Services Department
Author: Dusty Olson, Strategic Advisor, HSD

Overview of the Issue

Topic/Issue Title: Homeless Investment 2019 Q4 Performance Outcomes

Please select one Briefing Function:

Briefing Function	ü
General Update Only	<input checked="" type="checkbox"/>
Key Policy Impact/Change	<input type="checkbox"/>
Financial Permission Required	<input type="checkbox"/>
Delivery of Information Requested from Mayor or E-Team	<input type="checkbox"/>
Direction needed on next steps	<input type="checkbox"/>

Objective of this Briefing: To update the Executive Team on the performance results of investments in programs to support people experiencing homelessness move to permanent housing.

Summary of Topic/Issue: HSD re-invested the majority of General Fund, CDBG and ESG funds through a competitive RFP in 2017. These investments aligned with the principles outlined in Pathways Home to create a person-centered system that invested in proven programs to end homelessness and address racial disparities. The goal of these shifts was to ensure increases in the number of homeless households served and the number of people successfully moving to permanent housing. Now that HSD has three full years of performance data, we can see trends across the highest (and lowest) performing investment areas and individual projects. This data suggests:

1. Focusing investments and technical assistance on best practices beginning in 2018 contracts resulted in significant increases in people served and the number of people exiting to permanent housing. Continued technical assistance remains a critical component to improved performance.
2. System improvements gained from investment shifts in 2017 Homeless Investments RFP have begun to level out after two full years of gains. Continuous process improvement theory supports that impacts of changes will be maximized in the first two years, so this leveling out is expected.
3. Projects targeted for increased investments in Pathways Home, such as Prevention, Enhanced Shelter, Diversion, Rapid Rehousing, and PSH continue to demonstrate strong performance. Additional investment in these program models will be necessary to see year-over-year increases in the number of people successfully transitioning from homelessness to housing.

4. Increased investments in programs for and by people of color have been effective to address racial disparities, with more people of color who disproportionately experience homelessness moving to permanent housing. Our 2019 data shows that all communities of color have higher rates of exit to permanent housing compared to white people experiencing homelessness. Black/AA persons experiencing homelessness successfully transition to housing at the highest rate of any population in the system.

Background: HSD uses several terms to contextualize enrollment and outcome data. Definitions of key terms used in this briefing are:

"Individual" - An individual is one person. Every individual is also in a household, whether that be a multiple-person household, or a household of one. Everyone has a Client Unique Identifier (CUI) that follows them for all enrollments in a program in HMIS.

"Household" - A household (HH) can be made up of multiple individuals or represent a single individual. In HMIS, individuals always enroll into programs as a household. Every household has an individual marked as the "head of household" at the time of program enrollment. For an individual that enrolls as the only member of their household, they are automatically marked as the "head of household." When looking at measures by household, we use the CUI of the head of household.

"Household Enrollments" – Every time an individual enrolls in a program, an enrollment record is created. When looking at measures by "household enrollment," we are only considering the enrollment record associated with the head of household. It is not uncommon for households to have multiple enrollment records, as they may be accessing multiple programs - either at the same time, or throughout a service year.

"Unique Households" – The de-duplicated (or unique) count of the CUI's of all heads of household meeting the defined criteria.

"Unique Individuals" – The de-duplicated (or unique) count of the CUI's of all individuals meeting the defined criteria.

"Exit to Permanent Housing" - When a household exits a program in HMIS, that enrollment is assigned an exit destination. These exit destinations are HUD-defined categories of where a household is expected to reside after exiting a program, some of which indicate that household has exited to permanent housing (e.g. Owned by client, no ongoing housing subsidy; Rental by client in a public housing unit; Staying or living with family, permanent tenure).

"Rate of Exit to Permanent Housing" – This is a classic system and program performance measure. Based on household enrollments (unless otherwise indicated), it is the percentage of household enrollments that exit to permanent housing compared to all household enrollment exits.

"Exit v. Maintain Permanent Supportive Housing" – While most homelessness programs intend to exit people to permanent housing, Permanent Supportive Housing (PSH) intends to provide ongoing, *permanent* housing to those they serve. Because of this, we look at enrollments that *maintain* as successful. Maintaining PSH is indicated when an enrollment in a PSH program has a start date, but no end date - or an end date that is after the period of analysis. Since PSH programs occasionally have people exit to permanent housing destinations, our measure of program success is the percentage of household enrollments that *maintain* or exit to permanent housing compared to all enrollments during that period.

2019 Performance: The City of Seattle aims to make the experience of homelessness **rare, brief** and **non-recurring**. This section provides data on unique (unduplicated) households and individuals in those households who are prevented from becoming homeless, move from homelessness to housing, and who maintain housing in permanent supportive housing. Below is a high-level breakdown of rare, brief and non-recurring trends through 2019:

Rare: Investments in homelessness prevention programs seek to make homelessness rare.

- 789 unique households, representing 1,401 unique individuals, were prevented from becoming homeless, an increase of 12% over 2018.

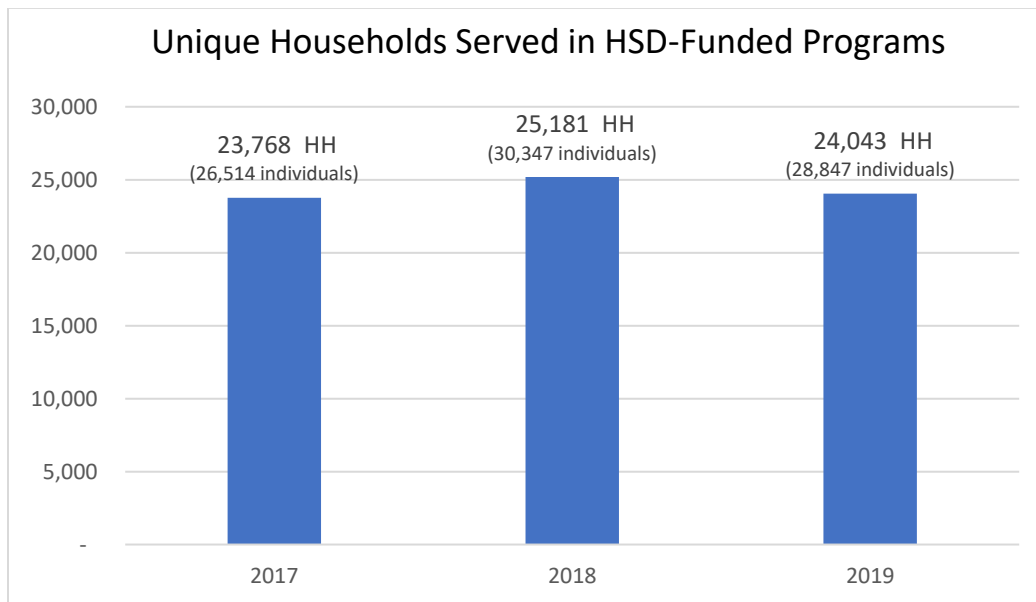
Brief: Investments in *Outreach, Diversion, Emergency Shelter, Villages, Transitional Housing and Rapid Re-housing* seek to make the experience of homelessness brief by supporting people to move from homelessness to housing as quickly as possible.

- 3,350 unique households, representing 5,514 unique individuals, participated in these programs to move from homelessness to housing in 2019, a slight decrease (51 individuals) when compared to 2018.
- The rate of exit to permanent housing for these programs has increased slightly to 22% in 2019, from 21% in 2018.
- Average length of stay tells us how long households are served in a program.¹ Overall, households are staying in programs for fewer days in 2019 (145 days) compared to 2018 (194 days).

Non-Recurring: Investments are helping individuals who have experienced homelessness avoid becoming homeless again.

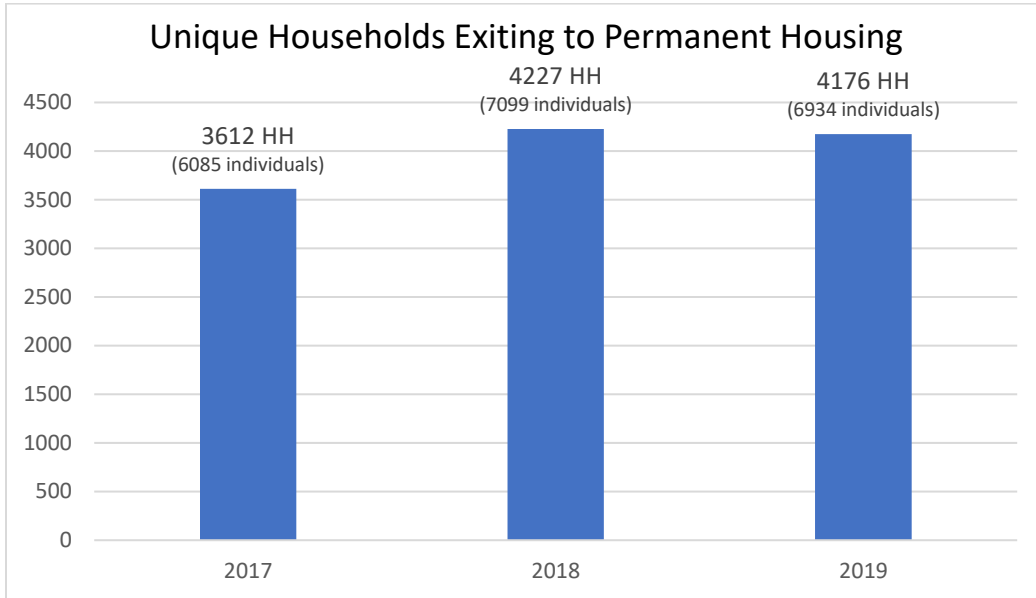
- 2,221 unique households, representing 2,321 unique individuals, who had previously experienced chronic homelessness, were supported to remain stably housed in permanent supportive housing. This represents a 13% increase compared to last year.
- Just 10% of households exiting from homelessness to permanent housing returned to homelessness within six months. This metric has remained consistent over time, demonstrating that adopting a housing first approach and placing persons with high barriers into all types of housing interventions has not resulted in an increase of people returning to homelessness.

We **served slightly fewer households** (24,043 unique households, representing 28,847 unduplicated individuals) compared to 2018 (25,181 unique households, representing unduplicated 30,347 individuals).



¹ Calculated based on household enrollment

Our system also had **slightly fewer unique households leave homelessness for permanent housing** compared to 2018, but still a significant increase over 2017. The cause of this trend becomes clearer when we analyze performance by program area in the next section.

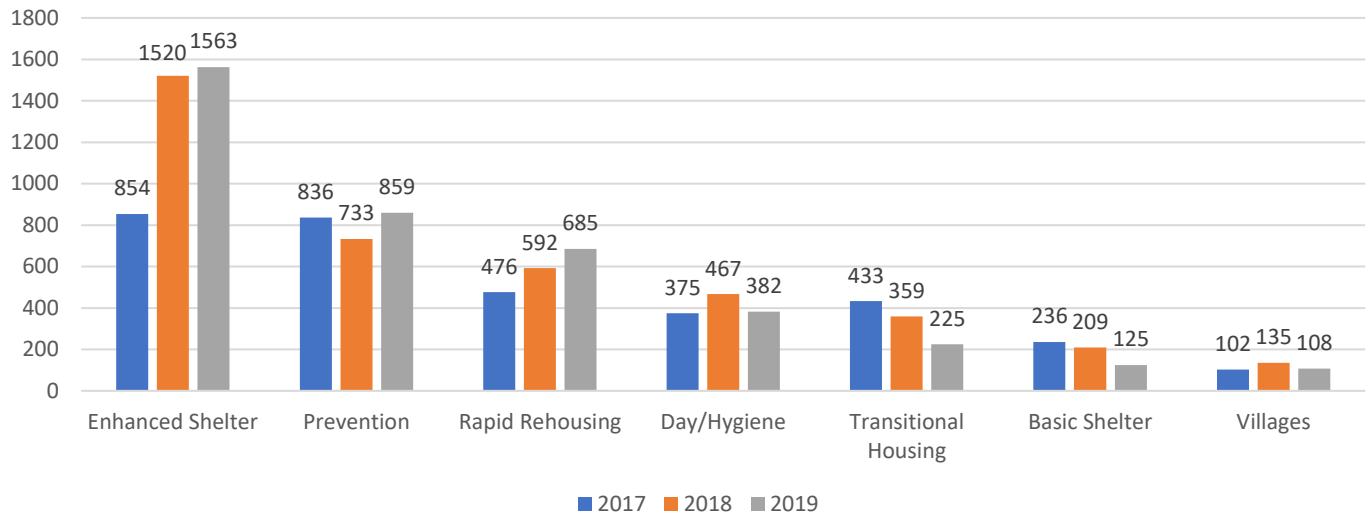


Taking a Closer Look at Program Area Performance

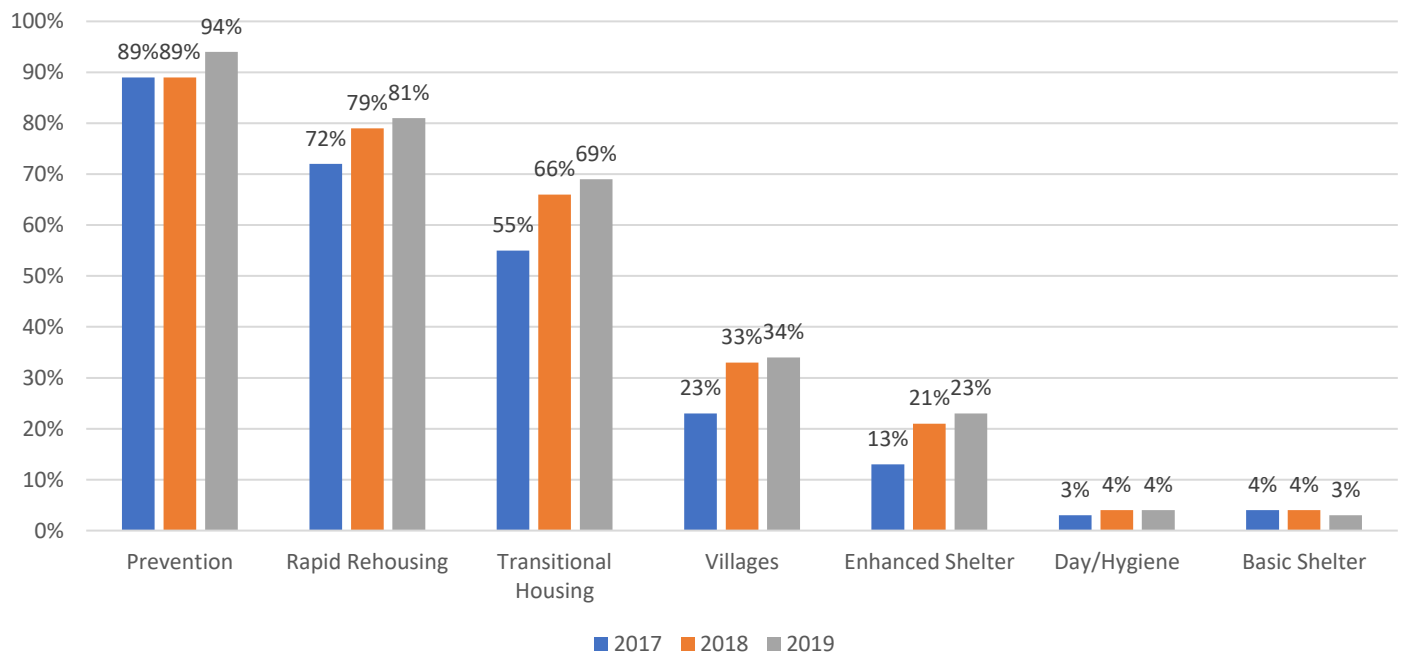
In this section, HSD will provide data on *program performance*. Program performance looks at how effective programs are at supporting movement into permanent housing. This data looks at each *household enrollment (duplicated)*, which is the number of times a household comes in and out of a program, showing total activity within that program. This information assists HSD in determining whether its investments in the homeless services system are effective in connecting people experiencing homelessness to housing.

There are clear differences in 2019 performance by program area. In 2017, HSD shifted investments to support Enhanced Shelter, Prevention and Rapid Rehousing because they had been proven to successfully address homelessness by moving people to permanent housing. These program areas continue to demonstrate strong performance, and all these program areas had both increased numbers of people exiting to permanent housing and increased rates of exits to permanent housing in 2019 compared to 2018.

Household Exits (duplicated) to Permanent Housing



Rate of Exit to Permanent Housing



Despite the overall strong performance of Prevention, Enhanced Shelter and Rapid Rehousing, there was a small decrease in the overall number of exits between the 2019 and 2018. Other program areas experienced a significant enough decrease in exits from the previous year to offset the progress made by Enhanced Shelters, Prevention, and Rapid Rehousing programs, resulting in the slight overall decrease in exits to permanent housing across the system seen in the earlier chart.

Program Area Details:

Diversion

Building on collaboration begun in 2018, HSD and system partners changed the way diversion resources are contracted and delivered in 2019. Diversion resources are now available more broadly to people entering any “front door” of our services (shelter, outreach, and Regional Access Points), rather than through stand-alone diversion programs. This work has been substantially financially supported by Building Changes and the Pearl Jam Home shows, which supported the specialized training of more than 300 staff from service providers across Seattle/King County, and an additional \$1.75M in flexible diversion resources administered through the Centralized Diversion Fund. However, both of those funding sources ended during Q3 2019. All Home has assumed the training component, and Building Changes is actively attempting to fundraise to replenish the Centralized Diversion Fund.

In 2019, 839 households partnered with a service provider to successfully identify a permanent housing option, diverting them from an extended episode of homelessness. Many of these (41%) occurred at the two Regional Access Points (RAPs) funded by the City. The remaining diversions took place at other front doors of the system such as Outreach (27%), Enhanced Shelters (17%), Basic Shelters (1%), and Day/Hygiene Centers (14%). Much of the increase in successful number of exits these programs in 2019 can be attributed to the use of diversion in these programs as a tool to quickly end someone’s experience of homelessness.

Homelessness Prevention

Several new Prevention programs ramped up in 2018 so 2019 was their first full year of programming. An improvement in performance was expected as these programs were fully established. Through 2019, 94% of households completing a Housing Prevention program maintained permanent housing (compared with 89% in 2018).

Emergency Shelter

Enhanced shelters are safe spaces that prioritize services for permanent housing solutions and include amenities such as 24-hour support, housing navigation, showers, laundry, storage, meals, and right of return. The primary goal of enhanced shelter is to move people from homelessness to housing. Enhanced shelter program performance remains consistent, with a 23% rate of exit to permanent housing, slightly higher than 2018 (21%). In 2019, HSD added 66 beds/units of enhanced shelter, contributing to the increase in the number of exits to permanent housing: 1,563 exits in 2019 compared to 1,520 in 2018 and 854 in 2017. Enhanced shelters have shorter average length of stay (75 days in 2019 compared to 96 in 2018). These two factors – higher exits to permanent housing and increasingly shorter lengths of stay – indicate that *beds turn-over more quickly in enhanced shelters, creating more opportunities for people to come indoors for that bed.*

Basic shelters provide safe spaces for people to stay overnight, with minimal supports and amenities. Basic shelters may or may not provide light-touch case management. Both basic and enhanced shelters serve a role in our homelessness response system. Basic shelter meets the needs of people who may only choose to come inside periodically and/or may not want to engage in services. Basic shelter is also a survival response during times of extreme weather (HSD expands basic shelter capacity in severe weather). The primary focus of basic shelter is not moving people from homelessness to housing because it lacks the necessary services and amenities to support stabilization. Basic shelter program performance dropped to 3% rate of exit to permanent housing in 2019. Because of the higher performance of enhanced shelter, in 2019 there were only 608 basic shelter beds, compared to 668 in 2018 and 964 in 2017. HSD also continues to support the conversion of basic shelters to enhanced shelters through our COVID response.

Villages

Villages continue to show promising rates of exit to permanent housing, 34% in 2019, compared to 33% in 2018. While the exit rate is higher than enhanced shelters, villages serve far fewer people and have significantly longer average lengths of stay. Villages, with an average length of stay in 2019 of 317 days and 275 total units, exited 108 households (duplicated) to permanent housing in 2019, while enhanced shelter with 1,405 beds and an average length of stay of 75 day, exited 1,405 total beds. While intended to function like enhanced shelters, the lengths of stay in Villages are similar to Transitional Housing although exits to permanent housing are lower. Village beds appeal to residents because of their privacy and sense of community and these programs help to stabilize people, but long lengths of stay make it challenging to turn over units, which is necessary for an effective crisis response.

Rapid Re-Housing

Despite continued public narrative concerning the challenges of Rapid Rehousing in a high cost market like Seattle, performance for Rapid Re-housing continues to be consistently successful. Rapid Rehousing had a successful exit rate of 81% in 2019 compared to 79% in 2018. Most households participate in their RRH program for an average length of stay of 221 days, which is consistent with 2018. Once the subsidy ends, most households are successfully able to maintain their housing. The return rates to homelessness are 7% at 6 months and 10% at 12 months. These rates of success for Rapid Rehousing are considered extremely high performing.

Permanent Supportive Housing

Permanent Supportive Housing is the most successful intervention at maintaining stability for formerly chronically homeless households. Performance for PSH remains strong, with a 95% rate of exit to/maintain permanent housing across programs (2,500 unique household enrollment), compared with 93% in 2018 (2,056 unique household enrollment). Additional capacity of 100 units of Permanent Supportive Housing was added in 2019 through three new programs.

Analyzing Performance Outcomes by Race/Ethnicity & Gender

HSD's homeless services investments seek to address racial disparities, to ensure that all people, regardless of race or ethnicity, have paths out of homelessness. Data shows an increase in the number of unique households exiting to housing and the rate of exit for all racial identities in 2019 compared to previous years. Our 2019 data shows that all BIPOC have higher rates of exit to permanent housing compared to white people experiencing homelessness. Black/AA persons experiencing homelessness successfully transition to housing at the highest rate of any population in the system.

Household Exits to Permanent Housing 2017 - 2019
Exits to permanent housing only (no maintain)

Race/Ethnicity	2017		2018		2019	
	Exits to Housing (duplicated)	Rate of Exit	Exits to Housing	Rate of Exit	Exits to Housing	Rate of Exit
Black/African American	2028	22%	2479	27%	2187	27%
Asian	106	14%	136	18%	130	20%
White	1483	12%	1801	15%	1614	15%
American Indian/ Alaska Native	156	11%	301	18%	417	21%
Multi-Racial	410	17%	410	24%	416	23%
Native Hawaiian or Other Pacific Islander	66	10%	143	25%	138	22%
Hispanic/Latino	433	14%	575	18%	566	18%

The chart below shows the number and rate of exit to permanent housing for unique households by gender identity.

Household Exits to Permanent Housing 2017 - 2019
Exits to permanent housing only (no maintain)

Gender	2017		2018		2019	
	Exits to Housing (duplicated)	Rate of Exit	Exits to Housing	Rate of Exit	Exits to Housing	Rate of Exit
Female	2218	20%	2950	26%	2901	27%
Male	2034	11%	2560	15%	2134	14%
Gender Non-Conforming	10	15%	29	22%	39	21%
Trans Female (Male to Female)	15	10%	19	17%	39	23%
Trans Male (Female to Male)	12	27%	13	17%	16	25%

Conclusion: During the 2017 Homeless Investments RFP, HSD selected those interventions for funding that were expected to have the greatest impact on system performance. As anticipated, those program models that were targeted for increased investment have resulted in significant improvement in the ability of our system to serve people and move them from homelessness to permanent housing. The highest rates of success are demonstrated by Homelessness Prevention (94% maintenance of housing), Rapid Re-Housing (81% exits to PH), and Permanent Supportive Housing (95% - maintenance of housing and exits to PH). Collectively, these three investment areas account for \$26M in HSD (including federal) funding, which is only 25% of the total funding dedicated to responding to homelessness. While these programs are consistently strong performers, their impact is not sufficient to ensure continued positive improvement for the entire system. Greater investments in lower performing program areas are negating the positive impact and resulting the much slower gains and even minimal losses we saw in 2019 compared to 2018.

The emphasis on improving the crisis response system to improve stabilization and transition out of homelessness rather than basic survival has also resulted in increased success. The rates of exits from shelter to permanent housing are highest among Enhanced Shelter (23%) and Permitted Village/Encampments (34%). Combined these two investments account for \$29M, or 65% of the total investment in the Crisis Response System. However a significant level of crisis response funding (\$7.5M or 17% of the total investment) continues to be invested in programs that serve a high volume of households and provide critical emergency services, but by design have very low housing exits: Basic Shelter (3%) and Basic Day/Hygiene (4%).

After reviewing three full years of data performance data, HSD believes that exit rates and the number of households served have stabilized. Targeted technical assistance will help lower performing projects improve, but, because programs like Prevention and Rapid Rehousing have nearly maximized their positive outcomes, we expect future overall system performance to remain strong but flat. The only way to continue to improve the impact of our system and ensure access to permanent housing is to increase the investments in the highest performing program areas. Prioritizing additional targeted investments in Prevention, Diversion and Rapid Rehousing will both prevent homelessness and increase the number of people, sheltered and unsheltered, moving through the Crisis Response System and returning to housing. Coupled with enhanced shelter, the emphasis on exits to permanent housing frees up shelter beds so the system can serve more people. This kind of effective “through-put” is the hallmark of a high performing system.

Attachments:

Attachment A: 2019 Q4 Performance Overview

Attachment B: 2019 Q4 By Program List

2019 Performance Overview

(January – December 2019)

Project Type	Unique Households Served*	Total Duplicated Exits (to any destination)	Total Duplicated Exits to Permanent Housing	Rate of Exit to Permanent Housing	6-month Rate of Return to Homelessness	Average Length of Stay (days)	Entries from Homelessness	Utilization Rate
Day/Hygiene	10,923	9,639	382	4%	17%	147	63%	
Shelter - Basic	5,037	3,663	125	3%	19%	55	76%	89%
Shelter - Enhanced	6,933	6,908	1,563	23%	19%	75	82%	75%
Diversion***	189	192	82	n/a	7%	70	81%	
Villages	518	319	108	34%	8%	317	84%	99%
Outreach	3,018	918	468	51%	7%	360	84%	
Services Only	915	837	549	66%	7%	59	92%	
PSH	2,500	205	90**	95%	9%	1,733	86%	99%
Prevention	1,077	915	859	94%	4%	131	9%	
RRH	1,292	847	685	81%	7%	221	92%	
Transitional Housing	665	324	225	69%	8%	328	87%	78%
Totals	24,043	24,767	5,136					

*Data reflects the number of unique (unduplicated) household served in each program area. Households may be served in more than one program area, and would be captured one time in *each* of the program areas they access services in.

**Represents exits to permanent housing only. A total of 2,313 households exited to or maintained housing in permanent supportive housing in 2019.

***Represents activity in stand-alone Diversion programs, which were ramped down in Q1 2019 as part of the integration of diversion services. The data reflected here is the result of some programs continuing to serve their previously enrolled clients. All Diversion outcomes for any newly enrolled clients will be captured within “total exits to permanent housing” for programs utilizing diversion services.

2018 Performance Overview

(January – December 2018)

Project Type	Unique Households Served*	Total Duplicated Exits (to any destination)	Total Duplicated Exits to Permanent Housing	Rate of Exit to Permanent Housing	6-month Rate of Return to Homelessness	Average Length of Stay (days)	Entries from Homelessness	Utilization Rate
Day/Hygiene	12,300	11,847	467	4%	18%	189	69%	
Shelter - Basic	5,121	5,172	209	4%	30%	52	82%	94%
Shelter - Enhanced	6,554	7,144	1,520	21%	18%	96	77%	97%
Diversion***	1401	1370	990	72%	5%	29	79%	
Villages	658	408	135	33%	22%	183	78%	115%
Outreach	3,661	1012	471	47%	8%	527	59%	
PSH	2,056	270	125**	93%	11%	1954	88%	97%
Prevention	1,302	822	733	89%	3%	232	11%	
RRH	1,179	791	592	79%	5%	220	93%	
Transitional Housing	905	547	359	66%	8%	330	85%	90%
Totals	25,181	31,991	5,601					

*Data reflects the number of unique (unduplicated) household served in each program area. Households may be served in more than one program area, and would be captured one time in *each* of the program areas they access services in.

**Represents exits to permanent housing only. A total of 2,313 households exited to or maintained housing in permanent supportive housing in 2019.

***Represents activity in stand-alone Diversion programs, which were ramped down in Q1 2019 as part of the integration of diversion services. The data reflected here is the result of some programs continuing to serve their previously enrolled clients. All Diversion outcomes for any newly enrolled clients will be captured within “total exits to permanent housing” for programs utilizing diversion services.

HOMELESSNESS PREVENTION – not subject to performance pay**Summary**

Population	# of programs	# meeting performance standard
All Populations	13	11
Single Adults	1	0

Performance Standard

Population	Minimum Standard	Target Standard
All Populations	90%	95%

Program List - Prevention

Agency	Program	Pop	2018 (Jan – Dec)		2019 (Jan – Dec)	
			% Rate of Exit to PH	# Household Exits to PH [†]	% Rate of Exit to PH	# Household Exits to PH [†]
CCS	Legal Action Center	All	92%	94	89%	31
Chief Seattle Club	CSC – Prevention	All	100%	31	97%	87
El Centro	Housing Stability & Placement	All	100%	28	94%	17
IDHA	Housing Stability	All	97%	99	98%	120
Lifelong	Lifelong	Singles	61%	75	86%	12
Mother Nation	MN – Prevention	All	60%	3	94%	48
Muslim Housing	MHS – Prevention	All	96%	91	94%	47
Neighborhood House	NHS – Prevention	All	96%	78	97%	116
ReWA	I&R Prevention	All	100%	25	92%	23
SIHB	SIHB – Prevention	All	71%	5	92%	68
St Vincent de Paul	Prevention	All	93%	14	89%	90
SYFC	SYFC – Prevention	All	100%	36	100%	18
United Indians	UI – Prevention	All	75%	3	96%	43
YWCA	Project Self Sufficiency	All	97%	94	96%	85
Muslim Housing Services	SHA Rental Assistance Pilot	All	80%	4	86%	12
Neighborhood House	SHA Rental Assistance Pilot	All	No exits	No Exits	76%	13
Solid Ground	SHA Rental Assistance Pilot	All	100%	7	100%	12
YWCA	SHA Rental Assistance Pilot	All	50%	7	89%	17

Note: Seattle Housing Rental Assistance Pilot programs included above, do not have the same performance commitments as traditional Homelessness Prevention programs so are not included in the summary at the top.

[†]Household Exits to PH may include duplicate households

EMERGENCY SHELTER**Summary – Enhanced (Pay for Performance Only Applies to Enhanced)**

Population	# programs	# meeting performance standard
Single Adults	15	9
Families	6	3
Youth/Young Adults	5	1

Performance Standard

Population	Minimum Standard	Target Standard
Single Adults	40%	50%
Families	65%	80%
Youth/Young Adults	35%	50%

Program List – Enhanced Shelter

	Agency	Program	Pop	2018 Q4 (Jan – Dec)		2019 Q4 (Jan – Dec)	
				% Rate of Exit to PH	# Household Exits to PH [†]	% Rate of Exit to PH	# Household Exits to PH [†]
ENHANCED SHELTER	CCS	Sacred Heart Shelter	Families	35%	17	64%	18
	CCS	Noel House Enhanced	Singles	54%	28	65%	30
	CCS	St Martin de Porres	Singles	21%	104	17%	66
	CCS	Lazarus Shelter	Singles	6%	14	8%	38
	CCS	Aloha Inn***	Singles	83%	78	82%	50
	CCS	Haddon Hall aka Bridge Shelter	Singles	48%	10	82%	75
	Compass	Jan & Peter's Place*	Singles	19%	43	51%	68
	Compass	Blaine Center	Singles	50%	82	48%	90
	Compass	First Presbyterian	Singles	23%	113	35%	128
	DESC	Main Shelter	Singles	9%	211	3%	119
	DESC	Main Shelter – Enhanced Plus	Singles	New Split from Main in 2019		23%	90
	DESC	Navigation Center	Singles	45%	76	32%	32
	Mary's Place	Mary's Place Family Shelter	Families	40%	50	49%	55
	New Horizons	Nest/Young Adult Shelter	YYA	45%	110	44%	106
	PSKS	PSKS Shelter	YYA	23%	54	30%	56
	Salvation Army	William Booth	Singles	43%	20	51%	41
	Salvation Army	Pike Street	Singles	58%	57	54%	61
	Solid Ground	Family Shelter Program	Families	63%	5	93%	13
	Virginia Mason	Bailey Boushay House	Singles	New Project in 2019		43%	47

[†]Household Exits to PH may include duplicate households

Program List – Enhanced Shelter, continued

	Agency	Program	Pop	2018 Q4 (Jan – Dec)		Q4 2019 (Jan – Dec)	
				% Rate of Exit to PH	# Household Exits to PH†	% Rate of Exit to PH	# Household Exits to PH†
	YouthCare	Young Adult Shelter	YYA	24%	97	17%	67
	YouthCare	The Adolescent Shelter	YYA	23%	39	17%	22
	YouthCare	South Seattle Shelter	YYA	22%	70	15%	41
	YWCA	Late Night Shelter	Families	68%	54	79%	75
	YWCA	East Cherry	Families	57%	12	57%	16
	YWCA	Willow Street	Families	70%	47	65%	46
	YWCA	Angeline’s	Singles	44%	46	50%	113
BASIC SHELTER	CCS	Noel House Community	Singles	0	0	0%	0
	DESC	Kerner Scott Women’s	Singles	5%	14	5%	10
	DESC	Queen Anne Shelter	Singles	6%	51	3%	22
	Lake City PEH	Lake City Winter Shelter	Singles	16%	21	4%	7
	Salvation Army	City Hall Shelter	Singles	1%	6	1%	8
	SHARE/WHEEL	Consolidated Shelters**	Singles	8%	53	9%	56
	ROOTS	Young Adult Shelter	YYA	12%	68	4%	22

*Program was previously Hammond House, which made significant model shifts from 2018 to 2019, including relocation and consolidating funding across shelters.

**Includes all SHARE and WHEEL shelters.

***CCS Aloha Inn moved program models in Q3, from Transitional Housing to Enhanced Shelter.

†Household Exits to PH may include duplicate households

CITY PERMITTED VILLAGES – not subject to performance pay

Summary

Population	# programs	# meeting performance standards
All Populations	4	2
Single Adults	5	1

Performance Standard

Population	Minimum Standard	Target Standard
All Populations	40%	50%

Program List

Agency	Program	Pop	2018 Q4 (Jan – Dec)		2019 Q4 (Jan – Dec)	
			% Rate of Exit to PH	# Household Exits to PH [†]	% Rate of Exit to PH	# Household Exits to PH [†]
LIHI	Georgetown	All	37%	22	53%	8
LIHI	Myers Way	Singles	45%	25	31%	16
LIHI	Northlake**	All	24%	7	15%	3
LIHI	Interbay	All	35%	36	40%	17
LIHI	Othello	All	33%	26	34%	21
LIHI	True Hope	Singles	38%	6	50%	20
LIHI	Whittier Heights	Singles	35%	6	27%	6
LIHI	Lake Union Village	Singles	25%	1	36%	12
LIHI	Licton Springs*	Singles	14%	6	15%	5

*Village closed as of 3/31/2019.

**Previously Ballard

[†]Household Exits to PH may include duplicate households

TRANSITIONAL HOUSING – subject to performance pay

Summary

Population	# programs	# meeting performance standard
All Populations	1	0
Single Adults	3	1
Families	3	1
Youth/Young Adults	6	0

Performance Standard

Population	Minimum Standard	Target Standard
All populations	80%	85%

Program List

Agency	Program	Pop	2018 Q4 (Jan – Dec)		2019 Q4 (Jan – Dec)	
			% Rate of Exit to PH	# Household Exits to PH†	% Rate of Exit to PH	# Household Exits to PH†
El Centro	ECR Transitional Housing	Families	No exits*	0	No Exits	0
First Place	Family Stabilization	Families	80%	4	67%	2
Friends of Youth	New Ground Sandpoint	YYA	67%	3	60%	3
LIHI	Martin Court	All	61%	14	77%	20
Muslim Housing	City Transitional	Families	100%	9	100%	10
Plymouth	Coming Home	Singles	88%	122	90%	61
Salvation Army	Transitional Living Program	Singles	HSI Adopted on 10/1/19		67%	20
Solid Ground	Santos Place	Singles	85%	22	46%	6
Urban League	Harder House	YYA	80%	4	0%	0
YMCA	YAIT / Shared Homes	YYA	71%	15	76%	16
YouthCare	Passages	YYA	42%	10	31%	4
YouthCare	ISIS / Ravenna	YYA	42%	5	46%	6
YouthCare	Straley / Catalyst	YYA	38%	5	36%	8

*El Centro’s Transitional Housing Program did not have any participants exit the program during 2019

†Household Exits to PH may include duplicate households

RAPID REHOUSING – subject to performance pay

Summary

Population	# programs	# meeting performance standard
All Populations	6	2
Single Adults	2	2
Families	5	4
Youth/Young Adults	6	0

Performance Standard

Population	Minimum Standard	Target Standard
All Populations	80%	85%

Program List

Agency	Program	Pop	2018 Q4 (Jan – Dec)		2019Q4 (Jan – Dec)	
			% Rate of Exit to PH	# Household Exits to PH†	% Rate of Exit to PH	# Household Exits to PH†
CCS	Family RRH	Families	89%	33	79%	42
CCS	Single Adults RRH	Singles	87%	80	83%	149
Chief Seattle Club	CSC - RRH	All	98%	56	79%	48
Friends of Youth	Sea/King RRH for YA - FOY	YYA	82%	18	67%	18
IDHA	Housing Stability	All	89%	8	94%	31
Neighborhood House	NH CoC – RRH	All	89%	17	73%	29
ReWA	I/R RRH	All	88%	22	94%	16
SIHB	SIHB - RRH	All	21%	4	48%	16
Solid Ground	Journey Home RRH	Families	83%	38	80%	55
SYFC	Rapid Rehousing	All	93%	14	74%	17
Therapeutic Health	Sea/King RRH for YA - THS	YYA	60%	18	46%	6
United Indians of All Tribes	Labateyah Home Bridge Housing *	YYA	57%	8	59%	17
Wellspring	Wellspring CoC – RRH	Families	47%	7	88%	37
YouthCare	Home of Hope Bridge Housing *	YYA	18%	2	50%	12
YouthCare	Sea/King RRH for YA – YC	YYA	50%	6,	57%	8
YMCA	Sea/King RRH for YA - YMCA	YYA	71%	15	86%	6
YWCA	WRAP	Singles	80%	102	96%	109
YWCA	Family Housing & Stability	Families	75%	70	90%	37
YWCA	Family Stability (levy)	Families	97%	35	94%	32

*Program transitioned mid-2018 from a transitional housing program to Bridge Housing (a combination of RRH and TH) serving YYA.

†Household Exits to PH may include duplicate households

PERMANENT SUPPORTIVE HOUSING – subject to performance pay

Summary

Population	# programs	# meeting performance standard
All Populations	2	2
Single Adults	18	16
Families	1	1

**Performance Standard
Rate of Exit to/Maintain Permanent Housing**

Population	Minimum Standard	Target Standard
All Populations	90%	90%

Program List

Agency	Program	Pop	2018 Q4 (Jan – Dec)		2019Q4 (Jan – Dec)	
			% Rate of Exit to or maintain PH	# Household Exits to or maintain PH [†]	% Rate of Exit to or maintain PH	# Household Exits to or maintain PH [†]
CCS	Ozanam	Adults	97%	57	100%	54
CCS	Dorothy Day – HUD	Adults	100%	18	100%	17
CCS	Wintonia	Adults	98%	98	98%	88
CCS	Noel at Bahkita – CoC	Adults	100%	25	100%	19
CCS	Patrick Place – HUD	Adults	100%	31	100%	30
Compass	Ronald Commons – CoC	All	93%	14	100%	12
Compass	Ronald Commons	All	93%	13	100%	11
Compass	Cascade Women's PSH	Adults	86%	32	88%	37
Compass	Nyer Urness	Adults	89%	82	92%	22
DESC	Clement Place	Adults	new program		96%	48
DESC	Clement Place Expansion #1	Adults	new program		100%	26
DESC	Clement Place Expansion #2	Adults	new program		100%	24
DESC	PSH Portfolio	Adults	94%	487	95%	964
DESC	Kerner Scott Safe Haven	Adults	96%	27	93%	25
DESC	DESC Scattered Sites Leasing – CoC	Adults	91%	43	95%	41
Plymouth	Plymouth Housing First	Adults	91%	520	94%	508
Plymouth	Williams Apartments – CoC	Adults	97%	70	92%	61
Plymouth	Plymouth on First Hill	Adults	84%	79	95%	78
Solid Ground	Sand Point Families PSH	Families	97%	29	91%	29
Transitional Resources	Avalon Place II	Adults	100%	5	80%	4
YWCA	Opportunity Place	Adults	90%	53	93%	51

[†]Household Exits to PH may include duplicate households

DAY/HYGIENE CENTERS – not subject to performance pay

While the number and rate of exit to permanent housing is reported below, it is not a performance metric for this program area, and therefore is not measured against a target.

			Program List					
			2018 Q4 (Jan – Dec)			2019 Q4 (Jan – Dec)		
Agency	Program	Pop	# Unique Household Served	% Rate of Exit to PH	# Household Exits to PH (duplicated)	# Unique Household Served	% Rate of Exit to PH	# Household Exits to PH (duplicated)
CCS	Lazarus Day Center	Adults	2,510	9%	187	1448	11%	105
CCS	Women’s Referral Center	Women	1,407	0%	0	1163	0%	0
Chief Seattle Club	CSC Day Center	All	592	0%	0	1095	0%	0
Compass	Compass Hygiene Center	Adults	1,102	0%	0	428	0%	0
Lake City PEH	God’s Lil Acre Day Center	All	new program			402	21%	40
LIHI	Urban Rest Stops	All	5,602	0%	0	4684	0%	0
Mary’s Place	Family Center	Families	169	20%	25	202	0%	0
New Horizons	Drop-In	YYA	451	13%	45	627	19%	87
Seattle Indian Center	Community Drop In	All	667	0%	0	974	0%	0
YMCA	Center for Young Adults	YYA	123	1%	1	93	0%	0
YouthCare	Orion Day Center	YYA	121	40%	24	159	5%	4
YouthCare	UDYC Day Center	YYA	128	32%	35	163	10%	14
YWCA	Angeline’s Day/Hygiene Center	Women	1,334	5%	62	1496	9%	132

Street Outreach – not subject to performance pay

While the number and rate of exit to permanent housing is reported below, it is not a performance metric for this program area, and therefore is not measured against a target.

				Program List					
				2018 Q4 (Jan – Dec)			2019 Q4 (Jan – Dec)		
	Agency	Program	Pop	# Unique Household Served	% Rate of Exit to PH	# Household Exits to PH (duplicated)	# Unique Household Served	% Rate of Exit to PH	# Household Exits to PH (duplicated)
Street Outreach	Chief Seattle Club	Outreach & Engagement	All	105	63%	15	157	54%	28
	DESC	HOST	Adults	304	23%	26	258	0%	0
	ETS	LEAD	Adults	379	7%	1	623	0%	0
	Mary's Place	Outreach & Engagement	Families	397	81%	267	469	76%	321
	ETS	REACH	Adults	402	0%	0	392	29%	6
	ETS	Neighborhood Outreach Prog	Adults	new program			69	No Exits	0
	Seattle Indian Center	Street Outreach	All	140	100%	3	200	No exits	0
	Seattle Indian Health Board	Outreach & Engagement	All	44	4%	1	114	49%	43
	Urban League	Street Team	All	461	11%	17	603	26%	68
	YouthCare	Outreach	YYA	1,262	25%	2	303	15%	2

Services Only – not subject to performance pay

While the number and rate of exit to permanent housing is reported below, it is not a performance metric for this program area, and therefore is not measured against a target.

				Program List					
				2018 Q4 (Jan – Dec)			2019 Q4 (Jan – Dec)		
	Agency	Program	Pop	# Unique Household Served	% Rate of Exit to PH	# Household Exits to PH (duplicated)	# Unique Household Served	% Rate of Exit to PH	# Household Exits to PH (duplicated)
Housing Navigation	New Horizons	Housing Navigator	YYA	451	13%	45	163	58%	65
	YouthCare	Housing Navigator	YYA	167	34%	44	135	28%	20
Regional Access Points	CCS	Seattle RAP	All	343	75%	251	437	75%	341
	Solid Ground	North RAP	All	190	59%	120	190	62%	123