

2019

Yakima County's 5-Year Plan to Address Homelessness  
2019-2024



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Yakima County Homeless Program

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## Vision

Reducing homelessness in Yakima County so that it is *brief, rare* and *one-time* through an *efficient* and *effective* homeless response system that prioritizes and focuses *first* on putting people into stable housing.

## Goal Summary

This plan is a 2019 update to the existing plan to end homelessness that was approved by Yakima County in 2017. It has been updated to comply with the Local Plan Guidelines issued by the Washington State Department of Commerce in December 2018. Its five overarching goals include:



Goal 1: Quickly identify and engage people experiencing homelessness through outreach and coordination between every system that encounters people experiencing homelessness



Goal 2: Operate an effective and efficient homeless crisis response system that swiftly moves people into stable permanent housing



Goal 3: Support the development of adequate affordable housing and permanent supportive housing



Goal 4: Track and publish data regarding homelessness in Yakima County



Goal 5: Address disparities among people experiencing homelessness and create resources to meet the needs of priority populations

## Values

- *Honoring Human Dignity*  
A person who is experiencing homelessness should have the right to an adequate standard of living, the right to an education, the right to liberty and personal safety, the right to privacy, the right to freedom from discrimination, and the right to vote and receive social services and supports if they are eligible.
- *Recognizing Resiliency*  
Individuals who experience homelessness, like all people, are resilient, capable, and adaptable, and should be given opportunities to be involved in every level of advocacy, outreach, and planning.

- *Nonjudgmental, Respectful, and Responsive Planning*  
Any plans or programs related to homelessness must be nonjudgmental, respectful, and responsive to the actual needs of those experiencing homelessness.
- *Transparency*  
It is important that any approach to addressing homelessness be direct and transparent.
- *Inclusive and Engaging Services*  
Services delivered for people experiencing homelessness should be proactive, inclusive, and strengths-based.

## Plan Development Process

Early on, it was determined that at 11 goals and 58 accompanying tasks, plus three “bold steps” and four “ultimate goals,” the plan was too broad. There was also concern that information related to the funding and performance of homeless programs was not well understood within the community at large. Taking those issues into consideration, desired outcomes for the development process were:

- Streamline current plan by consolidating redundant goals/tasks and removing cumbersome/unsupported goals/tasks
- Create measurable outcomes for goals/tasks and identify data sources to track them
- Develop goals that are realistic, effective, and fundable
  - Goals that align with State Objectives
  - Goals that are supported by existing opportunities and work
  - Goals that respond to needs within our community
- Assess status of final goals
- Determine prioritization of goals

## Yakima County Homeless Coalition (YHC)

The original version of this plan was developed in 2017 by the Homeless Planning and Policy Council (HPPC). The HPPC has since been disbanded, and updates in this version were made through the Yakima County Homeless Coalition (YHC) – a community task force developed by the *Yakima County Homeless Charter*. Per said charter, the priorities of YHC are as follows:

1. *5 Year Plan to End Homelessness*  
The YHC shall evaluate the Yakima County 5-Year Plan to end Homelessness, and annually recommend updated plans to the BOCCC for adoption prior to state deadline as required by HB1570.
2. *Establish Housing Project Guidelines*  
The YHC shall establish and evaluate housing project guidelines that are consistent with the statewide homeless housing strategic plan for the following projects: a) emergency shelter; b) short-term housing needs; c) temporary encampments; d) supportive housing for chronically homeless persons; and e) long-term housing. All established guidelines and updates of guidelines shall be recommended to the BOCC for adoption prior to any changes becoming effective as required by HB1570.
3. *Data Collection and Review*  
The YHC should review HMIS and project performance data and evaluate how that data is

collected to ensure standardized collection procedures, what additional data may be useful to be collected and collaborate with service providers when necessary regarding data collection.

4. *Youth Services*

The YHC should evaluate issues facing homeless youth and services being provided, or that could be provided, to homeless youth.

5. *Affordable Housing*

The YHC should evaluate the housing stock in Yakima County and discuss matters pertaining to affordable housing.

6. *Homeless Services for Special Needs Populations*

The YHC should evaluate current homeless services for special needs populations and provide input as to what services could be added.

7. *Emergency Shelter*

The YHC should evaluate and review emergency homeless shelter options ensuring that shelter beds are available during all times of the year.

Yakima County’s two representatives for the Washington State Balance of State Board shall also be chosen at the first YHC meeting of each calendar year, by majority vote, from its membership.

Participants in the Yakima County Homeless Coalition include:

Amy Martinez (Yakima County)	Don Davis Jr	Kate Adkison (People for People)
Andrea Reyes (Yakima County HOME Program)	Geoff Baker (Noah’s Ark)	Kay Funk (Yakima City Councilmember, representing herself as a citizen)
Angie Girard (local landlord)	Holly Timmerman (Northwest Justice Project)	Kelly Penfold (Alpha Team)
Annette Rodriguez (Yakima Neighborhood Health Services)	Isabel Garcia (Office of Rural and Farmworker Housing)	Keri Larson (Yakima County HOME Program)
Beth Dannhardt (Chair Emeritus of the Homeless Network)	Jaqueline Hertel (League of Women Voters)	Lee Murdock (Director of the Homeless Network)
Billy Daughtry (VA)	Jason Harmon (Blue Mountain Action Council)	Leslie Hatton
Brad Hill (Yakima City Councilmember)	Javier Vela (Yakima School District)	Lowel Krueger (Yakima Housing Authority)
Brian Ahern (Rod’s House)	Jeanna Hernandez	Mary Stephenson (NAMI Yakima)
Cheri Bednarik (Catholic Charities)	Jeanne Olney (Catholic Charities)	Meredith Bruch (Northwest Justice Project)
Cheri Kilty (YWCA)	Jerry Mellen (Dedicated Realty)	Mike Johnson (Yakima UGM)
David Brown (Yakima County Veterans Program)	Joan Davenport (City of Yakima)	Mike Kay (Camp Hope)
David Hacker (Generating Hope)	Joan Souder (City of Grandview)	Mike Leita (Yakima County Commissioner)
David Hanson (Sunrise Outreach)	Joann Garcia (YWCA)	Rhonda Hauff (Yakima Neighborhood Health Services)
David Helseth (Yakima Association of Churches and Faith Communities)	Joseph Brusich (Yakima County Prosecuting Attorney)	Sara Watkins (City of Yakima Attorney)
Deb Sterling (Entrust Community Services)	Josh DeBoer (Yakima County HOME Program)	Scott Thielen (Yakima UGM)
	Juan Benavides (Blue Mountain Action Council)	
	Julie Grove (Camp Hope)	

Sheri Rynd (Camp Hope)  
 Spencer Hatton  
 Steven Hayes (DSHS)  
 Teresa Carlson (DOC)  
 Theresa Yanez (Generating

Hope)  
 Tom Gaulke (Entrust  
 Community Services)

Tom Silva (Generating Hope)  
 Valorie Bazard  
 Vicki Baker

Among our participants are multiple people with lived experience of homelessness.

The Chair of the Coalition is Kellie Connaughton, Yakima Greenway Executive Director.

The Vice Chair of the Coalition is Joshua Jackson, Rod’s House Executive Director.

The staff person tasked to the oversight of the Coalition is Esther Magasis, Yakima County Homeless Program Manager.

Meeting minutes were recorded by Melissa Paul, Yakima County Clerk of the Board.

There have also been ongoing efforts by County staff to connect with Yakama Nation representatives for participation in the Coalition and on the Executive Committee. The Yakama Nation represents a large portion of our community, and Native community members are disproportionately likely to experience poverty or homelessness.

### Racial Demographics in Yakima County<sup>1, 2</sup>

Race and Ethnicity	All (ACS) <sup>1</sup>				In Poverty (ACS) <sup>1</sup>				Experiencing Homelessness (PIT) <sup>2</sup>			
	All		In Families with Children		All		In Families with Children		All		In Families with Children	
	#	%	#	%	#	%	#	%	#	%	#	%
<b>All People</b>	<b>248,279</b>		<b>199,667</b>		<b>47,197</b>		<b>29,831</b>		<b>532</b>		<b>194</b>	
<b>Race</b>												
White	193,584	78%	153,938	77%	34,198	72%	20,090	67%	351	66%	128	66%
Black	2,410	1%	1,404	1%	802	2%	282	1%	13	2%	3	2%
<b>Native</b>	<b>10,133</b>	<b>4%</b>	<b>7,851</b>	<b>4%</b>	<b>3,189</b>	<b>7%</b>	<b>2,188</b>	<b>7%</b>	<b>70</b>	<b>13%</b>	<b>22</b>	<b>11%</b>
Asian/Pacific Islander	2,665	1%	2,008	1%	429	1%	230	1%	9	2%	5	3%
Other/Multi-Racial	39,487	16%	34,466	17%	8,579	18%	7,041	24%	89	17%	36	19%

County staff recognizes that issues of importance within Yakama Nation must be accounted for and included in conversations about homelessness in Yakima County. Efforts to create relationships to support those conversations will continue.

### YHC Executive Committee

Feedback from the YHC General Membership is directed to the YHC Executive Committee. The purpose of the YHC Executive Committee is to provide strategic oversight and accountability of the YHC. The Executive Committee makes recommendations to the Board of County Commissioners (BOCC), the local legislative authority that holds the ultimate responsibility for the public funding of homeless housing programs within Yakima County.

<sup>1</sup> American Community Survey (ACS) 2013-2017 5-yr estimates.

<sup>2</sup> Point-In-Time (PIT) 2018 data

The members of the Executive Committee are:

County Commissioner Representative: Mike Leita  
City of Yakima Representative: Brad Hill  
Yakima Valley Conference of Governments Representative: Joan Souders  
YHC Representative 1: Mike Johnson  
YHC Representative 2: Rhonda Hauff  
YHC Representative 3: [VACANT]  
Public Safety Representative: Joseph Brusic  
For Profit Business Representative: Kyle Curtis  
Individual with Lived Experience of Homelessness: Kelly Penfold

### Yakima County Board of County Commissioners

The Yakima County Board of County Commissioners gave the final approval for the completion of the five-year plan, passing ordinance 8-2019 on Tuesday, November 26<sup>th</sup>, adopting the plan for the County.

The Board of County Commissioners are:

Mike Leita, Chairman  
Norm Childress  
Ron Anderson

### Homeless Network of Yakima County Affordable Housing Committee

Special acknowledgement must be given to the Homeless Network of Yakima County's Affordable Housing Committee, who provided the YHC with their 2019 Yakima County Community Housing Profile – an extensive collection of research regarding housing and homelessness in Yakima County. The Homeless Network is an independent, grassroots community organization that has been working to address homelessness in our community since 2004. The work of developing this updated five-year plan has been made possible through the support of many members of our community serving on both the Coalition and the Network, and through the organizational support of the Network as a body.

### Timeframe of Plan

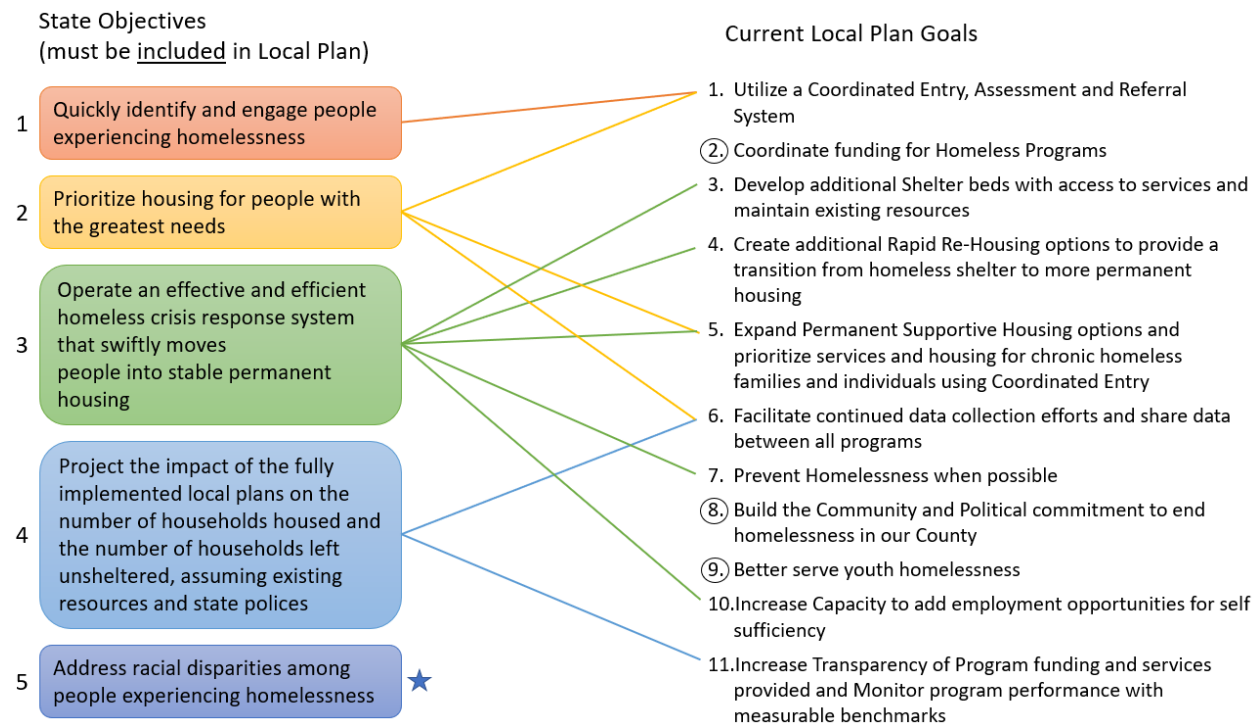
The initial plan that was updated in order to create this document ran from 2017-2021 and many of the tasks in this plan were carried over from their development in 2017, with the intention of being completed by 2021. However, given the State's requirement that this plan run through 2019-2024, and the benchmarks set by State Objectives that run along that timeline, this plan extends until 2024.

Yakima County has also launched a new large-scale project, the Yakima County Care Campus (see Appendix III). This project is anticipated to begin planning stages in 2021, ramping up to implementation in 2026.

In order to stick to the 2021 deadlines anticipated during the development of the plan, and to take advantage of the opportunity to develop new goals concurrently with the development of the YCCC project, task 2.11 has been added which stipulates that an additional update to the plan will be made in 2021.

## State Objectives

The process of updating the five-year plan included a comparison of state objectives against the existing goals.



Local plan goals that are marked with a circle were goals containing no tasks related to state objectives. This did not necessarily indicate a recommendation for the removal of the goal, just that they were not required. Given that the goals needed to be streamlined, however, these goals were all under consideration for removal.

The decision was made that *goal 2* (coordinate funding for homeless programs) was redundant, as it described the role of the CHG grand administrative program and wasn't necessary to specify as part of the five-year plan strategy. Goal 2 was therefore removed.

*Goal 8* (build the community and political commitment to end homelessness in our County) was determined to be lacking in funding opportunities and measurable outcomes. Encouragingly, it was also felt that in the years since the initial plan was formed, a strong political will had been developed to address homelessness (indicated by the reabsorption of the homeless program into Yakima County, the development of the Yakima County Homeless Coalition, the passage of the 1406 affordable housing tax credit ordinance, and the successful partnership of the new Homeless Coalition and the existing Homeless Network). Goal 8 was therefore removed.

*Goal 9* (better serve youth homelessness) was determined to be both relevant to local issues and linked to additional funding and infrastructure (i.e. the Anchor Community Initiative), making it an opportunity for local specialization and success. Goal 9 was therefore retained.

The starred state objective (objective 5: Address racial disparities among people experiencing homelessness) was not addressed anywhere in the existing local plan.



After identifying goals for removal, redundant goals were identified for synthesis, and missing measures of success as defined by state objectives were identified. (See Appendix II for additional detail on the removal of goals.)

### Objective 1: Quickly identify and engage all people experiencing homelessness

#### Measures of success:

- a) Communities with **Street Outreach projects**: Increase percentage of **exits to positive outcome destinations** to the level of the top performing 20 percent of homeless crisis response systems nationwide.
- b) Compliance with **state and federal Coordinated Entry Data Collection requirements** in order to build and maintain active lists of people experiencing homelessness and to track the homelessness status, engagements and housing placements for each household.

#### Relevant 2017 Local Goals and Tasks:

- Related to Coordinated Entry:
  - 1.1 Design, implement, and utilize an efficient Coordinated Entry System
  - 1.5 Direct necessary resources to establish and maintain a successful Coordinated Entry System
  - 1.7 Utilize a Coordinated Entry Entity to provide oversight and maintain a coordinated intake, assessment and referral system
  - 1.8 Ensure provider use of the Coordinated Entry System
  - 1.9 Improve outreach to identify homeless clients and encourage participation in services through the Coordinated Entry System

### Objective 2: Prioritize housing for people with greatest need

#### Measures of success:

- a) Compliance with state and federal **Coordinated Entry** requirements for all projects receiving federal, state and local homeless funds.
- b) Consider implementation of the **Coordinated Entry Core Element recommendations** and the **Office of Homeless Youth's Five Recommendations for Making Coordinated Entry Work for Youth and Young Adults**
- c) Successful implementation of **prioritization policies** for all projects receiving federal, state and local homeless funds, resulting in **prioritized people consistently housed in a timely manner**.

#### Relevant 2017 Local Goals and Tasks:

- Related to Coordinated Entry:
  - 1.1 Design, implement, and utilize an efficient Coordinated Entry System
  - 1.5 Direct necessary resources to establish and maintain a successful Coordinated Entry System
  - 1.7 Utilize a Coordinated Entry Entity to provide oversight and maintain a coordinated intake, assessment and referral system
  - 1.8 Ensure provider use of the Coordinated Entry System
- 1.6 Use Vulnerability Index (VI-SPDAT) to prioritize services (highest need receives top priority)
- 5.5 Coordinates services for youth into appropriate housing and programs
- 6.3 Obtain additional data on youth when available

### Objective 3: Operate an effective and efficient Homeless Crisis Response System

#### Measures of success:

- a) Increase percentage of **exits to permanent housing** to the level of the top performing 20 percent of homeless crisis response systems nationwide.
- b) **Reduce returns to homelessness** after exit to permanent housing to less than 10 percent.
- c) **Reduce average length of time homeless** of those served to less than 90 days.

#### Relevant 2017 Local Goals and Tasks:

- Related to housing stock:
  - 3.4 Support potential capital projects for building low barrier permanent supportive housing that is in line with this 5-year plan
  - 4.1 Work with landlords to gain acceptance to participate in this program with existing housing
  - 4.2 Support construction of new low income housing with appropriate program supervision
  - 4.3 Work with the owners of existing motels, single room occupancy and other existing structures
  - 4.5 Improve affordable housing by working with landlords to close the gap between average rent and median wages
  - 7.1 Support affordable housing initiatives for new construction of very low income units such as accessory or efficiency housing
  - 7.3 Support and increase landlord tenant counseling
- 7.2 Support programs to provide rent assistance or eviction assistance when warranted
- Related to case management:
  - 4.4 Provide funding for case management related to the human service needs of those in the Rapid Re-housing programs
  - 5.1 Promote Housing First as a model of care. We encourage providers to obtain Housing First Certification through CSH
  - 5.2 Coordinate services to place individuals into drug and alcohol rehabilitation programs and housing
  - 5.4 Support existing programs and housing to address the special needs of the chronic homeless
  - 5.6 Coordinate PSH services so access to mental health benefits are available
  - 7.5 Support case management to reconnect clients with family members at imminent risk of homelessness to enhance family stability and alternative living situations, including victims of Domestic Violence
  - 7.6 Participate in re-entry programs so individuals discharged from correctional institutions have necessary supports in place
  - 10.1 Create or increase systems to help homeless people get and secure income. Train case managers on SOAR
  - 10.3 Collaborate with the workforce, housing, and transportation systems to make employment an essential component of supportive housing models

## Objective 4: Project impact

### Measures of success:

- a) An estimate of people experiencing homelessness that will be housed during 2024 after successful implementation of the local plan using existing resources, and the count of households left unsheltered at a point in time in 2024, based on credible data and research; including the data, assumptions, calculations, and related citations necessary for outside parties to review and reproduce the estimate.

### Relevant 2017 Local Goals and Tasks:

- 6.1 Use HMIS data and processes – continue to promote the shared enterprise of a county-wide HMIS database.
- 6.2 Support Point in Time data collection efforts and improve accuracy
- 6.4 Create and utilize visual reports/aides to provide transparency of program performance of clients being served
- 11.3 Monitor and track program performance to ensure performance targets are being met and make results known to all stakeholders

## Objective 5: Address racial disparities among people experiencing homelessness

### Measures of success:

1. Completion of an initial analysis using a racial equity tool and data provided by Commerce.
  - The data and tool will be posted on the Commerce website in April. The goal of this analysis is to examine disparities in the homeless system and then identify where the system may be perpetuating inequity. The questions below are a start toward that examination and counties are encouraged to go beyond simply answering them with the data and tool and include information on where inequity exists and solutions to address the disparities.
2. In terms of race and ethnicity:
  - How does your county compare to other like size counties in the state? Are any groups over or underrepresented in the homeless population?
  - What does the family data look like compared to all households?
  - In PIT counts, are there significant differences between sheltered and unsheltered counts?
  - Are there specific local or state conditions that might lead to these differences?

### Relevant 2017 Local Goals and Tasks:

- None

## CHG Contract Performance Requirements

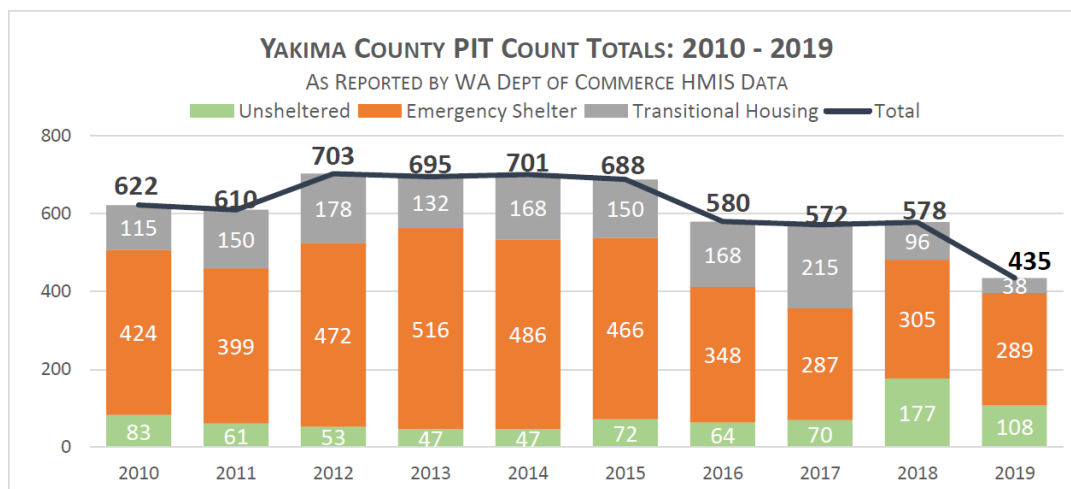
Finally, the performance requirements identified in the CHG contract were identified and included:

Intervention Type	Performance Measure	SFY 2018 Baseline	Change from Baseline	June 30, 2020 Benchmark	June 30, 2021 Benchmark
Emergency Shelter (Excludes Drop In Emergency Shelter)	Increase Percent Exits to Permanent Housing	21%	Increase by 5 percentage points	26%	TBD
Rapid Re-Housing	Increase Percent Exits to Permanent Housing	76%	Increase by 5 percentage points	At least 80%	TBD
Permanent Supportive Housing	Increase Exits to or Retention of Permanent Housing	87%	Increase by 5 percentage points	92%	TBD
System	Increase Percent Unsheltered Served	44%	Increase 5 percentage points	49%	TBD

## Local Landscape: Homelessness Among Our Neighbors

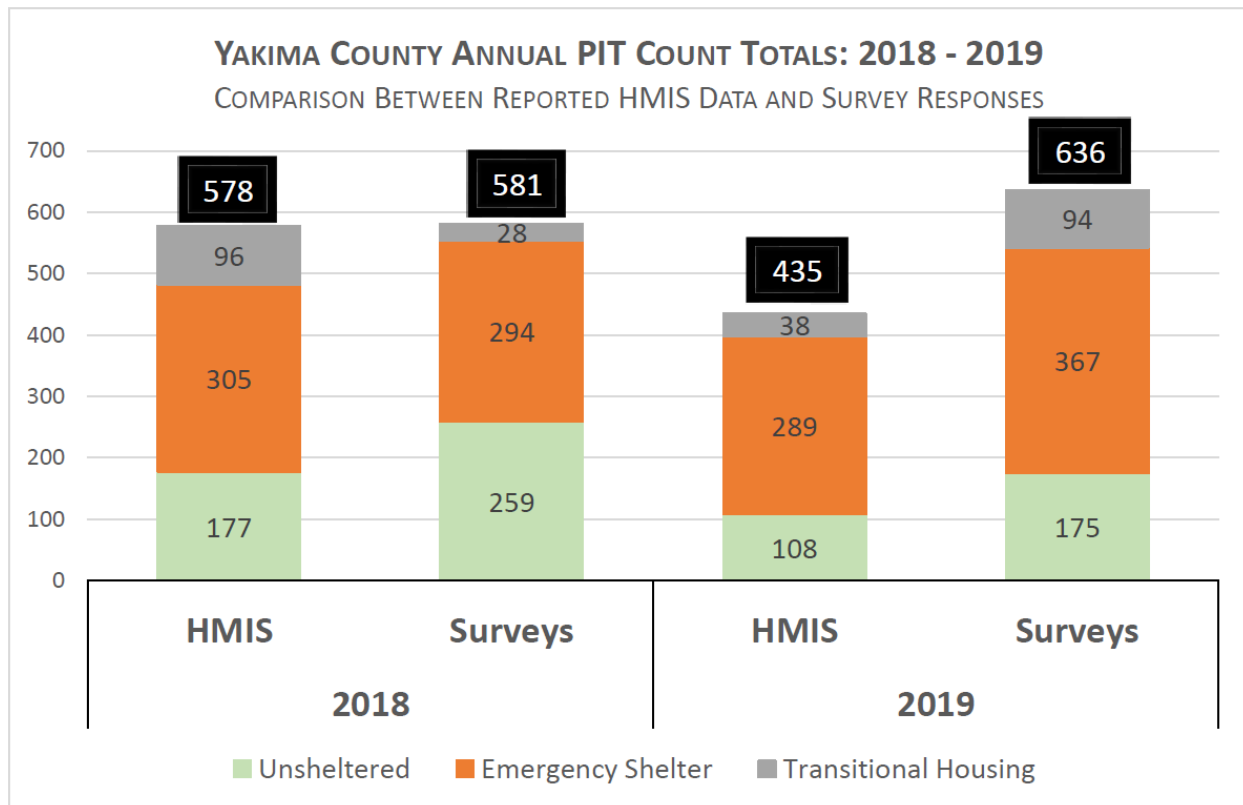
### Point in Time Count

There has been inconsistency with the methodology of the Point in Time (PIT) Count in Yakima County over the last several years, as the model shifted in 2017 from a locally-conducted effort utilizing a Project Homeless Connect model for unsheltered counts to an externally contracted process using street and service-based counts. 2016 also included a project homeless connect count, but the entire effort was contracted with much less time than had been allotted for planning in the past. The results are therefore difficult to compare across years, and concerns have been raised regarding the impact of the methodology of the count on trend data, since the numbers have dropped dramatically since the contracting began.



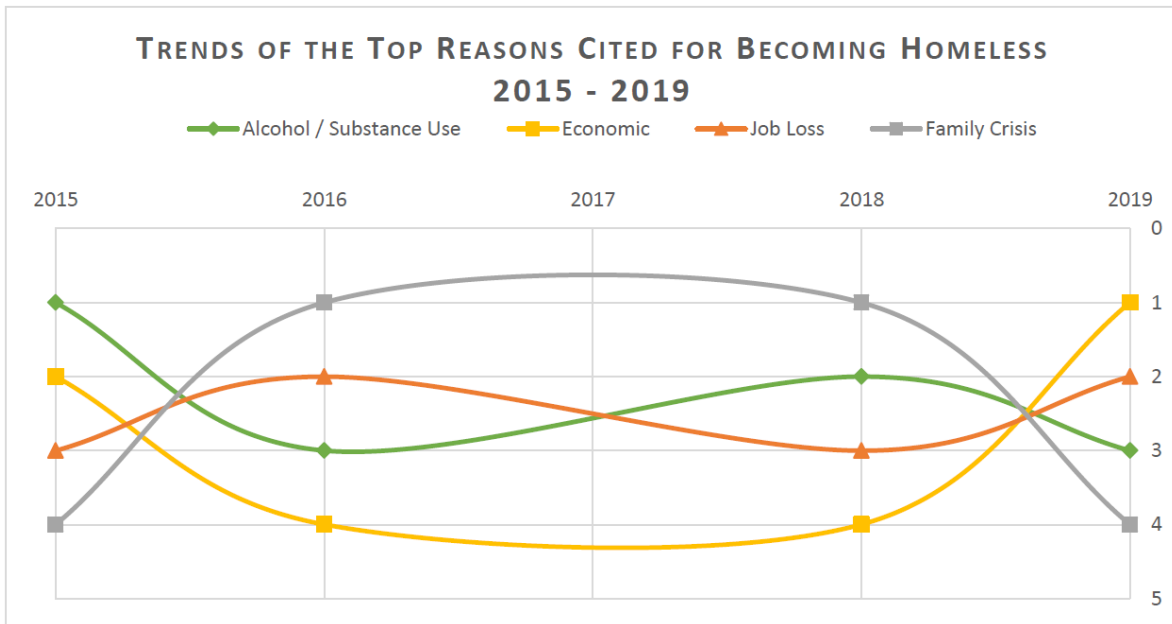
The PIT count is of course always expected to be an underestimate, and the 2019 PIT Report acknowledges that by stating: *“This group of survey participants is a sample of the complete population of community members struggling with homelessness and housing instability and should not be taken as the definitive number of homeless individuals and households within the Yakima County and Yakima Nation.”*

The HMIS data was also drastically below the survey data in 2019, due to an incongruity between HMIS projects and shelter sites, and due to a higher rate of respondents indicating the prior night’s stay was with family and friends – a classification which is excluded from the HUD definition of homelessness.

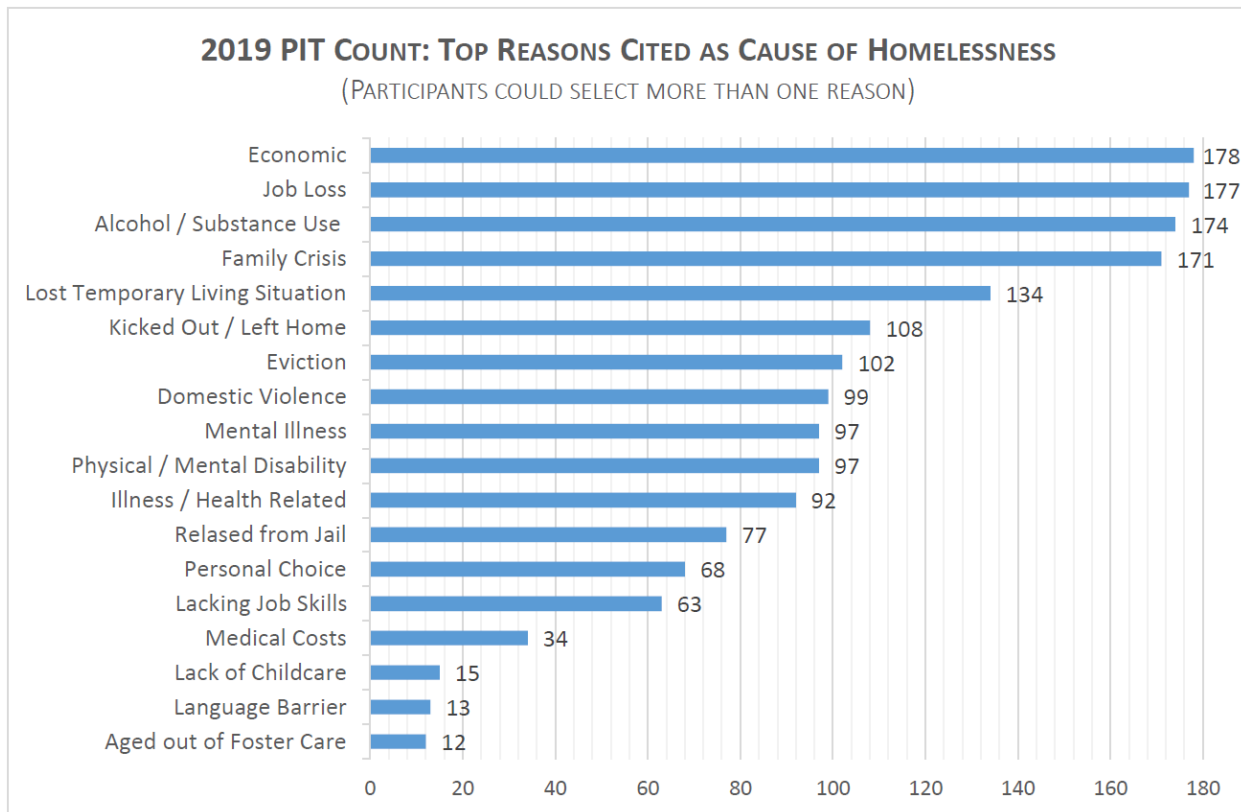


### Causes of Homelessness

Alcohol/substance use, economic reasons, job loss, and family crisis are consistently cited among the top reasons for becoming homeless among Point in Time respondents (see next page).



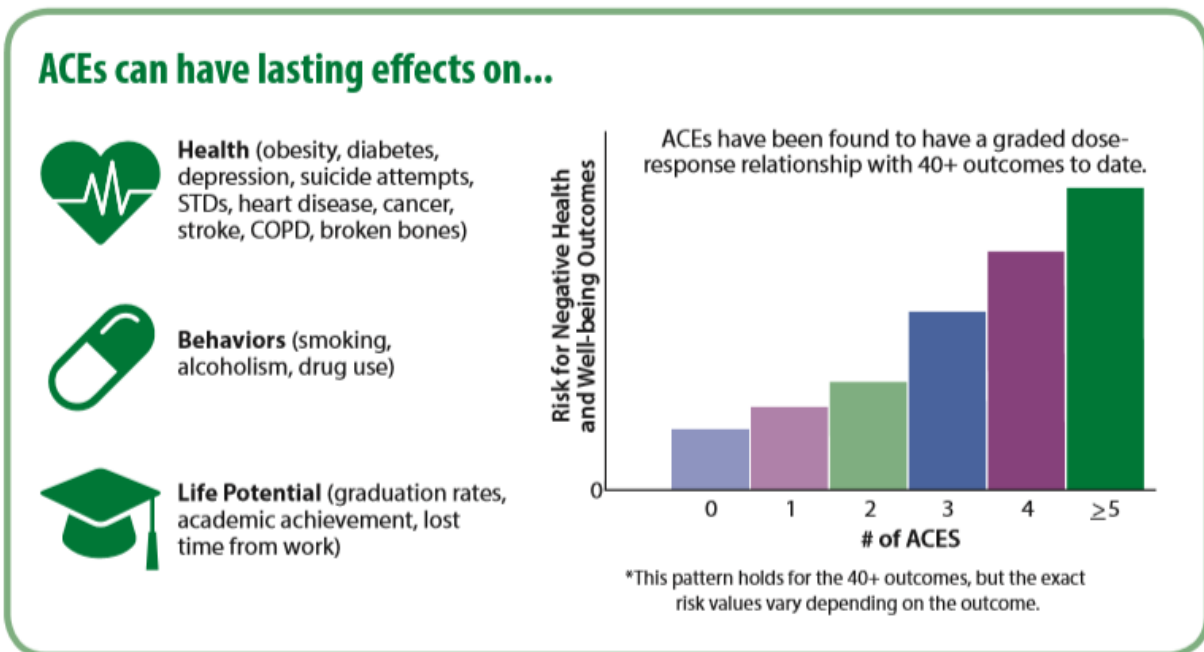
Other common reasons include loss of temporary living situation, being kicked out or evicted from a home, domestic violence, or some form of mental or physical illness/disability:



## Adverse Childhood Experiences

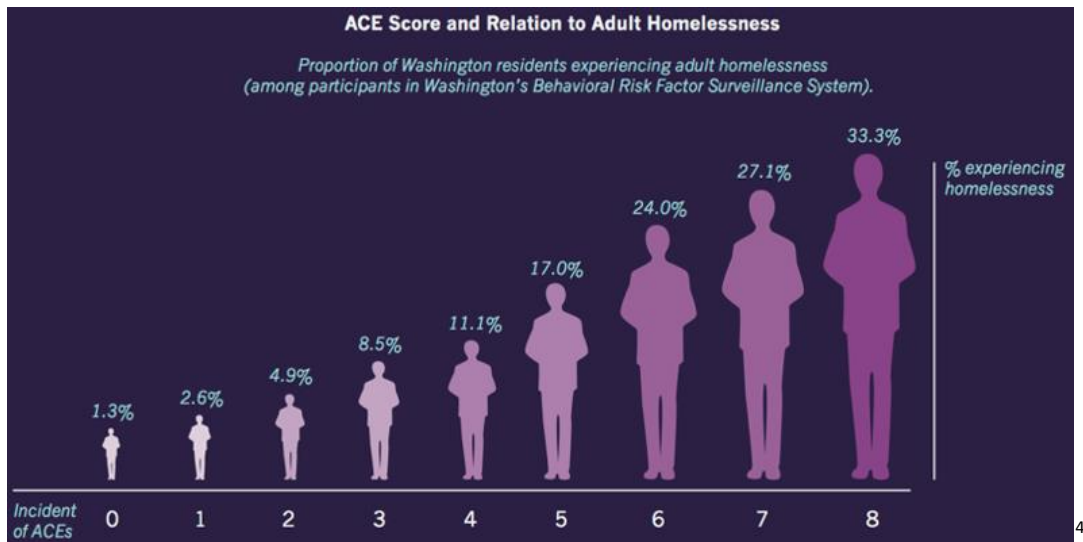
Many of the factors listed above are correlated with Adverse Childhood Experiences (ACEs) – traumatic events that occur in childhood (0-17 years). These experiences can include incidences of violence, abuse, or neglect; witnessing violence in the home; and having a family member attempt or die of suicide. They can also include aspects of a child’s environment that undermine their sense of safety, stability, and bonding – such as growing up in a household with substance use disorders, mental health issues, or instability (such as parental separation or incarceration). Additional factors such as the nature, frequency, and intensity of the traumatic event, as well as available family and community supports can shape a child’s – and eventually an adult’s – response to trauma.

While it is not unusual for any given individual to have a small number of ACEs, the more ACEs an individual has in their past, the higher their risk for lasting negative effects on health, wellbeing, and opportunity. Traumas, especially persistent or systemic traumas, that occur in the early developmental stages in life can dramatically shape the development of an individual’s brain, social constructs, coping mechanisms, even their immune system. Evidence confirms that exposure to ACEs increases the risk of injury, sexually transmitted infections, mental health issues, maternal and child health issues, teen pregnancy, involvement in sex trafficking, and a wide range of diseases including cancer, diabetes, and heart disease. ACEs can also negatively impact education, employment, and earnings potential for an individual – which can be a detriment to their ability to support themselves as adults.



<sup>3</sup> Centers for Disease Control and Prevention (2019). *Preventing Adverse Childhood Experiences: Leveraging the Best Available Evidence*. Atlanta, GA: National Center for Injury Prevention and Control, Centers for Disease Control and Prevention.

Many people experiencing homelessness have ACEs at a higher rate than the general population:



While the evidence is clear in linking trauma during formative years to negative outcomes in later life, there are opportunities to prevent the occurrence and mitigate the effects of ACEs:

Strategy	Approach
<b>Strengthen economic supports to families</b>	<ul style="list-style-type: none"> <li>• Strengthening household financial security</li> <li>• Family-friendly work policies</li> </ul>
<b>Promote social norms that protect against violence and adversity</b>	<ul style="list-style-type: none"> <li>• Public education campaigns</li> <li>• Legislative approaches to reduce corporal punishment</li> <li>• Bystander approaches</li> <li>• Men and boys as allies in prevention</li> </ul>
<b>Ensure a strong start for children</b>	<ul style="list-style-type: none"> <li>• Early childhood home visitation</li> <li>• High-quality child care</li> <li>• Preschool enrichment with family engagement</li> </ul>
<b>Teach skills</b>	<ul style="list-style-type: none"> <li>• Social-emotional learning</li> <li>• Safe dating and healthy relationship skill programs</li> <li>• Parenting skills and family relationship approaches</li> </ul>
<b>Connect youth to caring adults and activities</b>	<ul style="list-style-type: none"> <li>• Mentoring programs</li> <li>• After-school programs</li> </ul>
<b>Intervene to lessen immediate and long-term harms</b>	<ul style="list-style-type: none"> <li>• Enhanced primary care</li> <li>• Victim-centered services</li> <li>• Treatment to lessen the harms of ACEs</li> <li>• Treatment to prevent problem behavior and future involvement in violence</li> <li>• Family-centered treatment for substance use disorders</li> </ul>

<sup>4</sup> Created by Seattle University's Project on Family Homelessness with information from: Harvard and SAMSHA. Adapted from "Factors Associated with Adult Homelessness in Washington State: A Secondary Analysis of Behavioral Risk Factor Surveillance System Data (Final Report)" by Cutuli, Montgomery, Evans-Chase & Culhane (University of Pennsylvania, 2013).

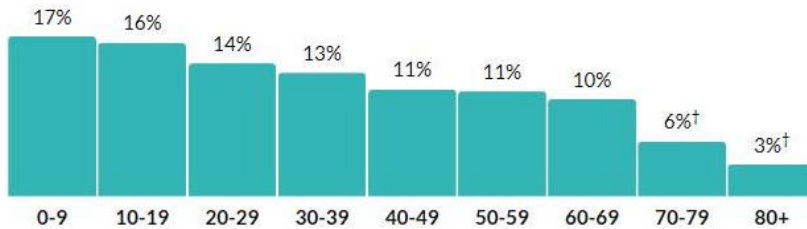
<sup>5</sup> Centers for Disease Control and Prevention (2019). *Preventing Adverse Childhood Experiences: Leveraging the Best Available Evidence*. Atlanta, GA: National Center for Injury Prevention and Control, Centers for Disease Control and Prevention.



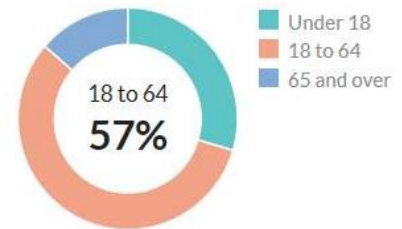
Because Yakima County has a disproportionately young population, with over 30% of our residents under the age of 19, supporting these preventative measures county-wide will be crucial in the well-being of our entire community for decades to come.

Yakima County:

Population by age range

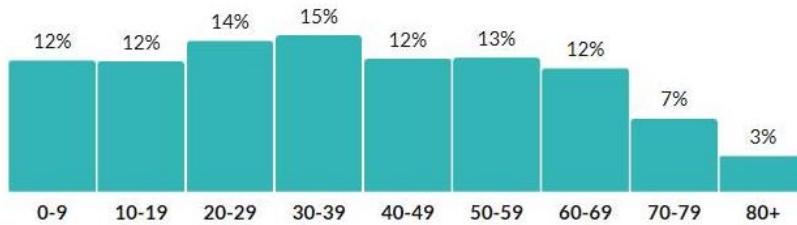


Population by age category

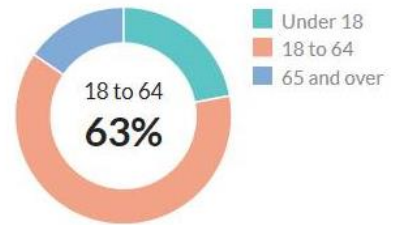


Washington State:

Population by age range

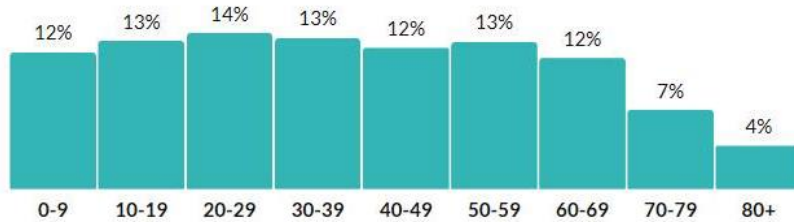


Population by age category

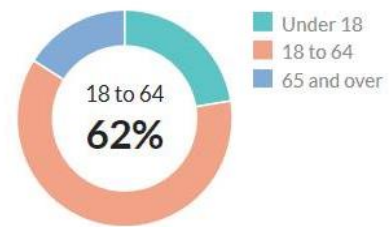


United States:

Population by age range



Population by age category



6

In addition to these elements that affect individuals, societal and systemic factors contributing to homelessness in Yakima County include *low vacancy rates*, *population change*, *population density*, *age distribution*, and a *high rate of individuals experiencing poverty*. Ultimately, homelessness is often the result both of personal trauma and societal factors that create financial instability and the inability to afford housing: lack of affordable housing, inter-generational poverty, expensive health care costs, lack of living-wage jobs, lack of education and training, severe mental illness, and substance abuse disorders – to name just a few factors. *Addressing homelessness requires working “upstream” to attempt to correct the conditions that lead to homelessness while providing individualized supports to address the underlying issues and traumas facing each unique “downstream” household.*

<sup>6</sup> United States Census Data, American Community Survey 2018 1-Year. Retrieved 2019-11-14 from <https://censusreporter.org/profiles/05000US53077-yakima-county-wa/>

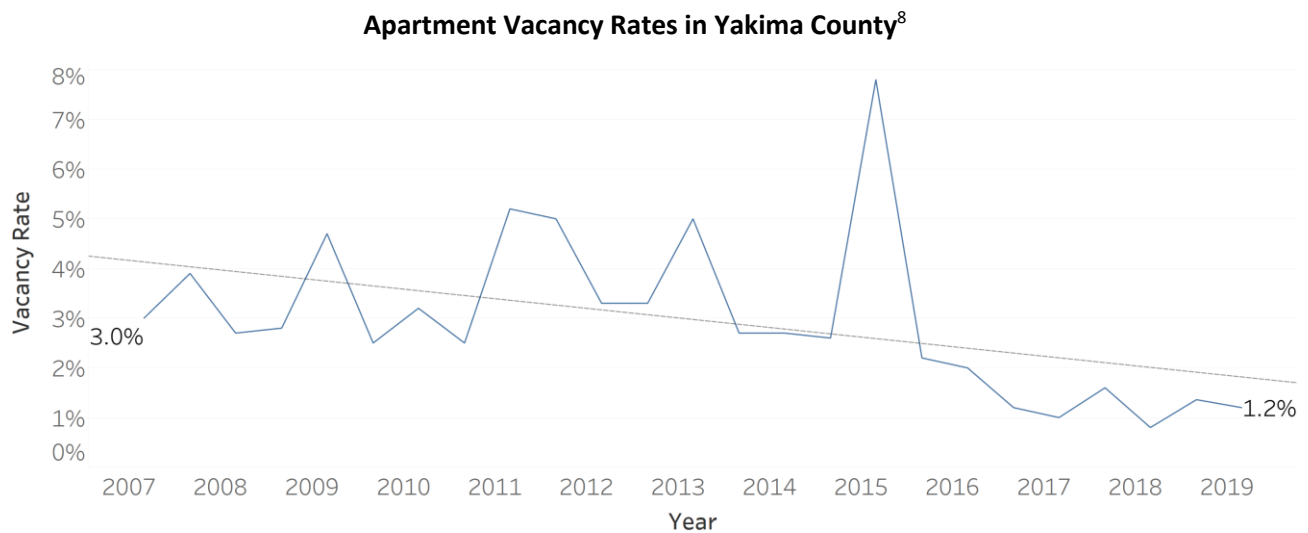
## Low Vacancy Rate

From “Twenty-Five Years of Child and Family Homelessness: Where Are We Now?” (2013, Grant, Roy, et. al), published in the *American Journal of Public Health*<sup>7</sup>:

The increase in family homelessness in the United States beginning in the 1980s was accompanied by increasing rates of income inequality, child poverty, and shortages of affordable housing. By 1985, the after-tax income of the wealthiest 1% of households was almost 100% higher than it had been in 1979. There was a corresponding decline in the income of those in the lowest wage quintile. Child poverty increased from 16% in 1979 to 22% in 1983, with an inner-city child poverty rate of 31%. Families with young children headed by a single parent were the most vulnerable; this became the typical composition of a homeless family.

While more families fell into poverty, affordable housing became less available. Between 1981 and 1986, the federal housing (US Department of Housing and Urban Development [HUD]) budget was reduced from \$33 billion to less than \$10 billion. This represented a dramatic disinvestment in the building and maintenance of affordable housing. Economic conditions in high-poverty neighborhoods led many private owners to abandon nonprofitable properties, further eroding the supply of affordable housing. By 1986, the number of families in need of housing assistance (rental subsidies or placement in public housing) had increased from 7.1 to 8.2 million families, and affordable housing stock decreased from 5.3 to 4.2 million units.

Yakima County has not been immune to these factors that affect the rest of the nation. The apartment vacancy rate data for Yakima County indicates a low and progressively downward trend in the percentage of apartment units available for move-in at any given point:

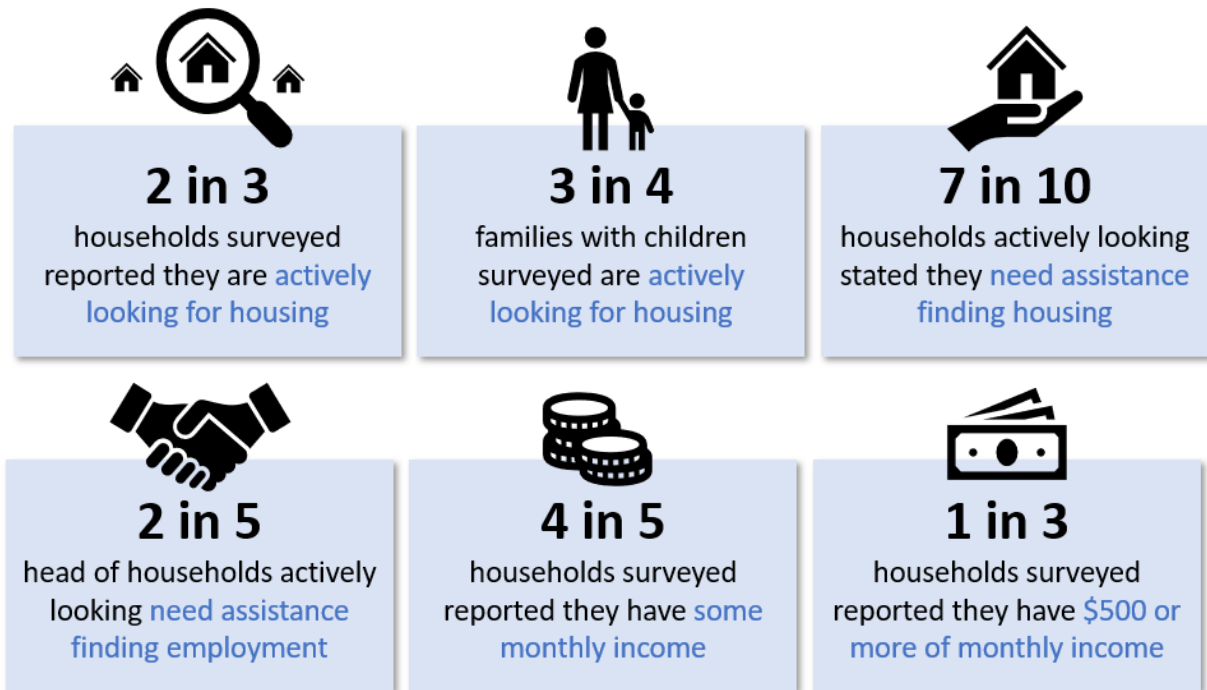


The apartment vacancy rates were dramatically lower than the statewide average for these same time periods as well, with even King County consistently showing a higher rate of apartment availability, despite their ongoing housing crisis.

<sup>7</sup> Grant, Roy, et al. “Twenty-Five Years of Child and Family Homelessness: Where Are We Now?” *American Journal of Public Health*, vol. 103, no. S2, Dec. 2013, doi:10.2105/ajph.2013.301618.

<sup>8</sup> Archived Apartment Market Surveys (2008-2019), University of Washington Runstad Department of Real Estate.

The 2019 Point in Time Count revealed that the majority of individuals surveyed were actively seeking housing, and even had some monthly income to support themselves. The lack of available units has become a major impediment to attaining housing.

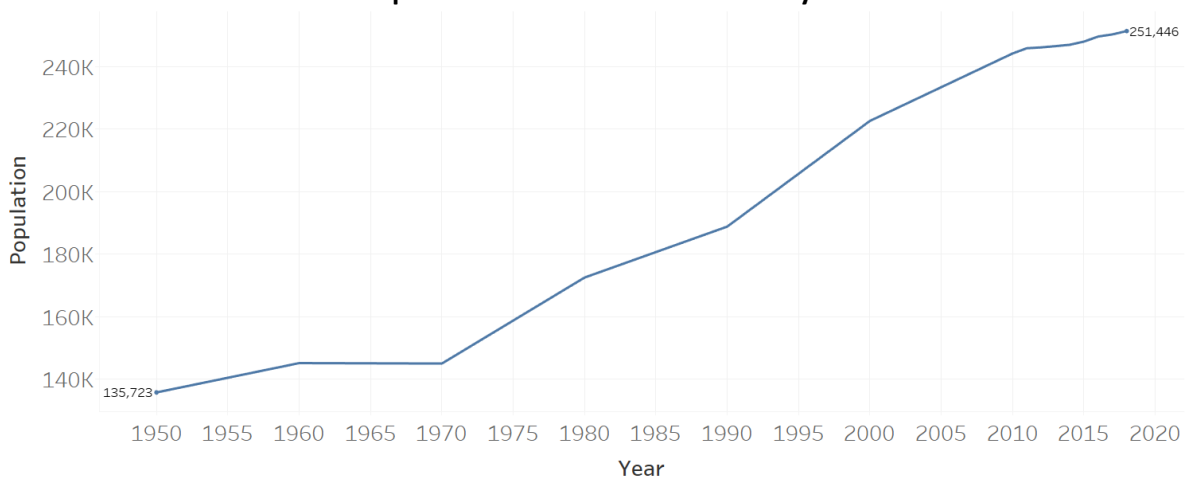


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### Population Change and Density

Contributing to the low vacancy rate in Yakima County is the high population growth rate. Yakima County has experienced a steady year over year increase in population over the last several decades, with the Washington State Office of Financial Management Projecting a continued trend of growth:

Population Growth in Yakima County<sup>10</sup>



<sup>9</sup> Point-In-Time (PIT) 2019 data

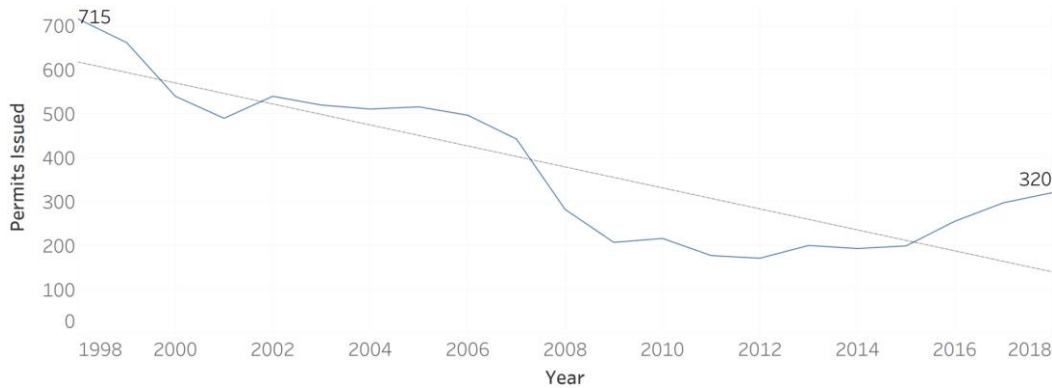
<sup>10</sup> United States Census Data. Retrieved 2019-11-14 from <http://worldpopulationreview.com/us-counties/wa/yakima-county-population/>

### Projected Population Growth in Yakima County<sup>11</sup>

Census	Estimate			Projection			
2010	2015	2017	2020	2025	2030	2035	2040
243,231	249,970	253,000	262,887	274,932	287,567	298,162	307,591

While populations have risen steadily, new construction has not – leading to the low vacancy rate. Data from Yakima County shows the number of permits issued for new residential habitable area and manufactured homes has decreased year over year. This data that this represents only permits issued for new residential construction, not the specific number of new beds or units. Still, we can see from this that there is not a matching upward trend in new unit construction to match the increase in population.

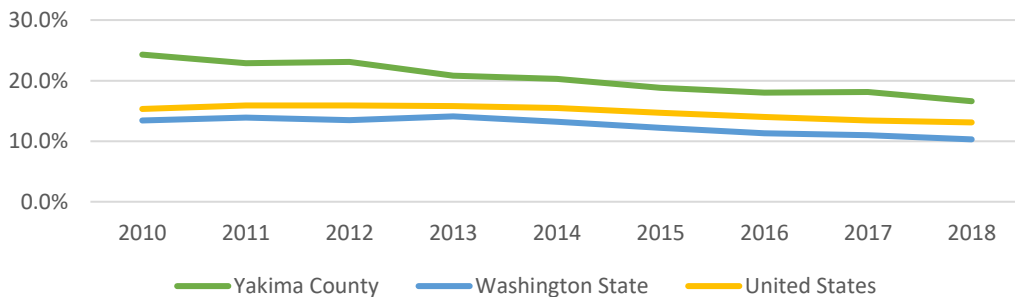
### New Residential and Manufactured Home Permits Issued in Yakima County<sup>12</sup>



### Rising Rents and Rate of Poverty

One final important systemic factor impacting housing is the rising rate of rent, linked with the rate of poverty in Yakima County. Although poverty rates in Yakima County have diminished over the last decade, they have remained consistently higher than both state and national averages.

### Poverty Rates<sup>13</sup>

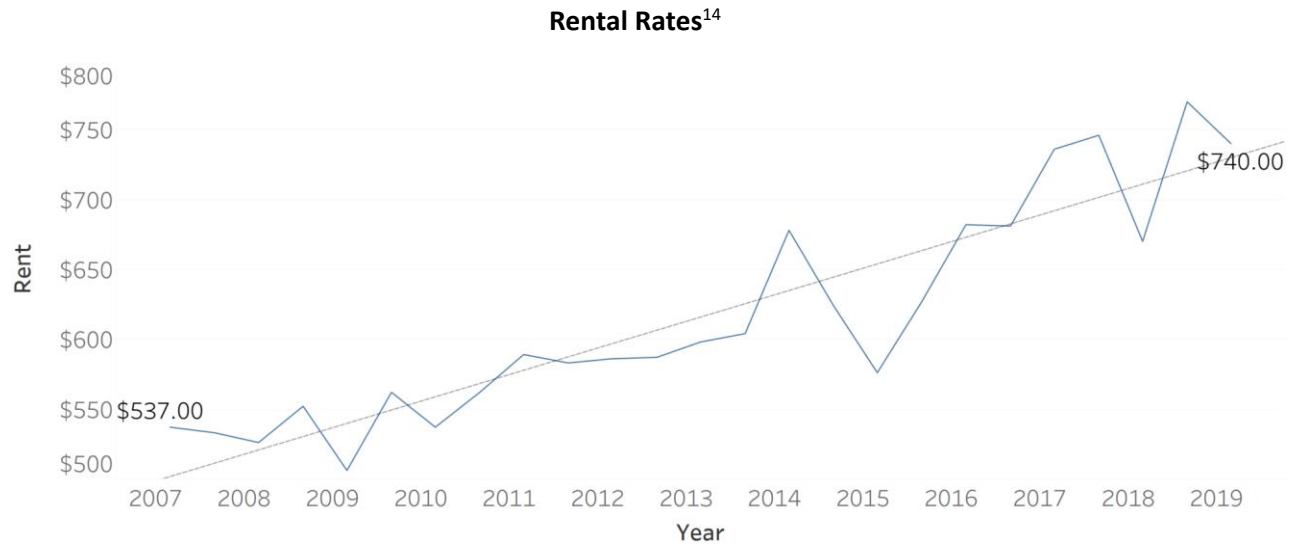


<sup>11</sup> United States Census Data. Retrieved 2019-11-14 from <http://worldpopulationreview.com/us-counties/wa/yakima-county-population/>

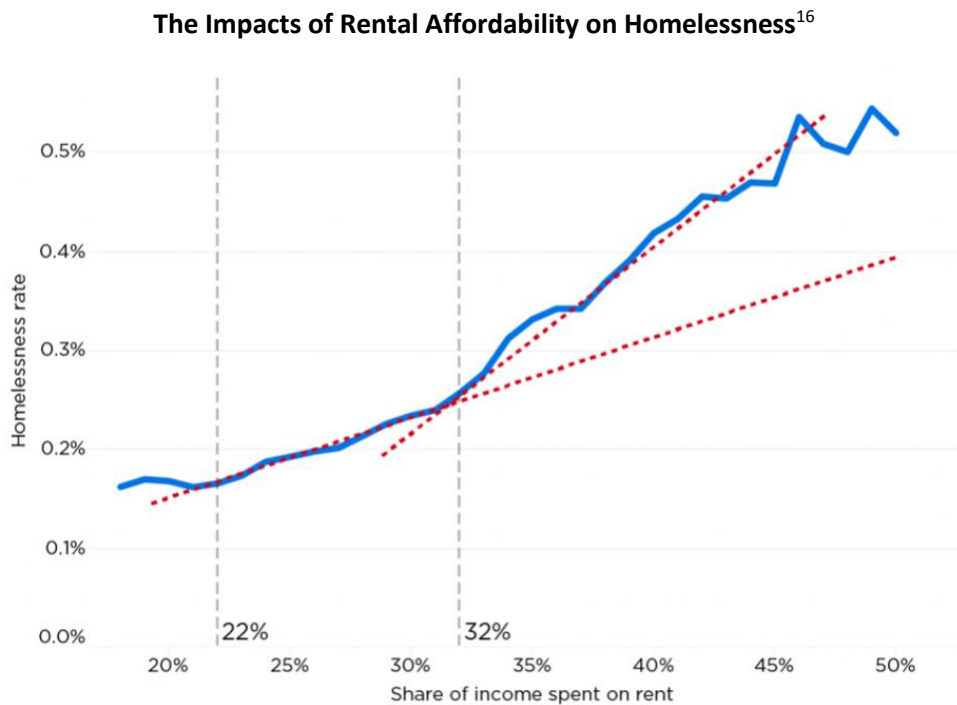
<sup>12</sup> Permits Issued for Residential Habitable Area and manufactured homes (1999-2019), Yakima County

<sup>13</sup> US Census Bureau, American Community Survey 1-Year Estimates (2010-2018). Retrieved 2019-11-14 from <https://data.census.gov/>

The same dataset that revealed the diminishing apartment vacancy rates (above) also showed a steadily increasing average apartment cost:



Results of a 2018 study found that the expected homeless rate in a community increases sharply once median rental costs exceed 22% of median income, with the rise increasing even faster after median rental costs exceed 32% of median income. (2018, Glynn, Byrne, et al.)<sup>15</sup>



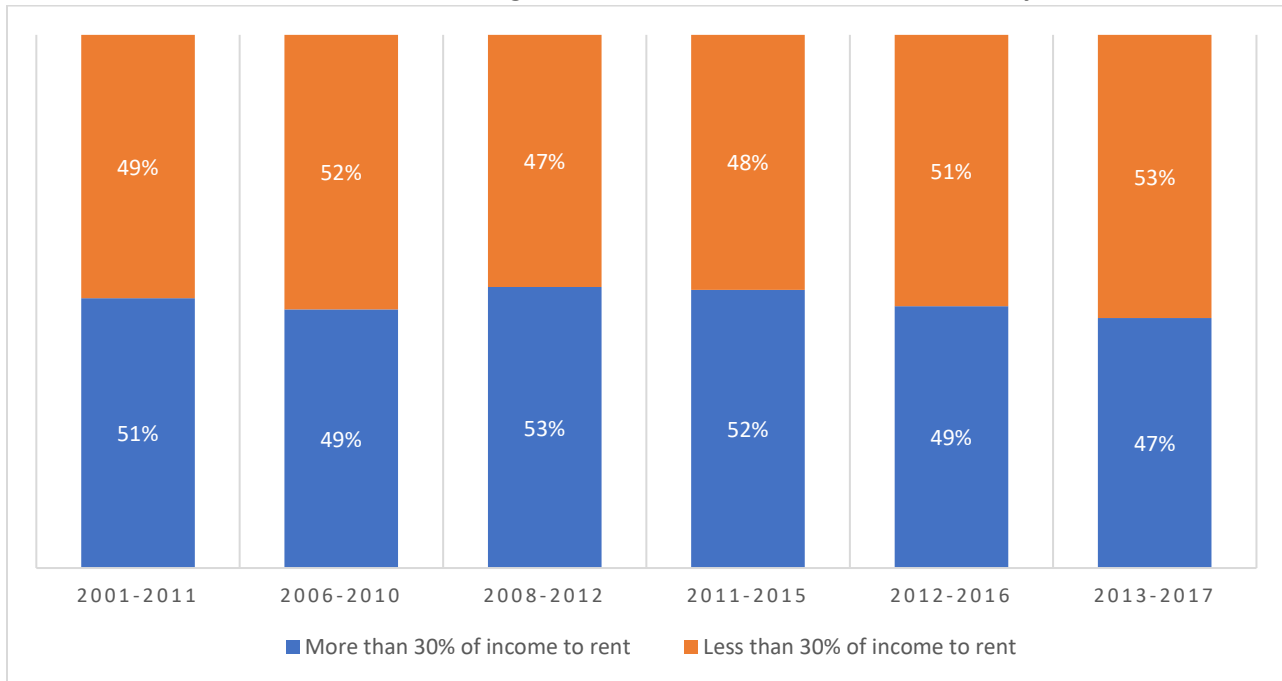
<sup>14</sup> Archived Apartment Market Surveys (2008-2019), University of Washington Runstad Department of Real Estate.

<sup>15</sup> Glynn, Chris, et al. "Inflection Points in Community-Level Homeless Rates." *Inflection Points*, 2018, pp. 1–20., [wp.zillowstatic.com/3/Inflection\\_Points\\_20181213-ee1463.pdf](http://wp.zillowstatic.com/3/Inflection_Points_20181213-ee1463.pdf).

<sup>16</sup> Glynn, Chris, and Alexander Casey. "Homelessness Rises Faster Where Rent Exceeds a Third of Income." *Zillow Research*, Zillow, 20 June 2019, [www.zillow.com/research/homelessness-rent-affordability-22247/](http://www.zillow.com/research/homelessness-rent-affordability-22247/).

These thresholds correlate to HUD’s definition of *cost burdened* households (a household paying 30% of their income towards housing). Households in this category are likely to also have difficulty affording necessities such as food, clothing, transportation, and medical care. Yakima County has an exceedingly high proportion of cost burdened households:

**Gross Rent as a Percentage of Household Income for Yakima County<sup>17</sup>**



This data means that *almost half of the renting population of Yakima County is housing insecure*. This finding is corroborated by the reasons cited for homelessness (above), which list economic issues, job loss, family crisis, and eviction as major factors leading to people experiencing homelessness.

### Priority Populations

Populations which have been identified as needing specific attention with regards to homelessness are:

- Individuals experiencing *chronic homelessness*
- Unaccompanied *youth*
- *Veterans*
- *Families* with Children (including victims of domestic violence)
- Individuals over the age of *62*

### Opportunities and Resources

#### Housing Resources

Data reported on the annual Department of Commerce Housing Inventory Chart (HIC), plus information from Camp Hope, shows the beds available in Yakima County:

<sup>17</sup> U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates. Retrieved 2019-11-14 from <https://factfinder.census.gov/>

**Beds Available through Providers in Yakima County<sup>18</sup>**

<b>Project Type</b>	<b>Short-Term</b>	<b>Long-Term</b>
Emergency Shelter	477	
Provider Encampments	100	
Rapid Re-Housing	28	
Transitional Housing	80	
Permanent Housing - Housing only		12
Permanent Housing - with services		39
Permanent Supportive Housing		211
<b>Total</b>	<b>685</b>	<b>262</b>
<b>Total Short- and Long-Term</b>	<b>947</b>	

**Subsidized Housing**

Each type of housing in the subsidized housing continuum plays a key role in moving people from homelessness to self-sufficiency. Yakima County adopted the use of Rapid Re-housing programs that provide a brief and decreasing subsidy to households experiencing homelessness, placing them in permanent housing as quickly as possible while providing time-limited supportive services. Rapid rehousing has proven successful for households with low barriers to self-reliance. It should be recognized that a majority of Yakima County’s homeless residents have many barriers and are not suited to the Rapid Rehousing model.

Current subsidized housing utilization in Yakima is high, with 90% of units occupied and average wait list times of 32 months to get into subsidized housing:

**Subsidized Housing Data in Washington State and Yakima County<sup>19</sup>**

	Washington	Yakima County
Number of subsidized units	89,999	1,938
Percent of units occupied	92%	90%
Avg household income for subsidized households	\$14,788	\$13,245
Households where wages are the major source of income	22%	19%
Households where welfare is the major source of income	5%	5%
Households with other major sources of income	70%	74%
Avg subsidized household income as % of area median income	21%	26%
Avg months on waiting list	26	32

<sup>18</sup> Housing Inventory Chart (2019), Washington State Department of Commerce

<sup>19</sup> US Department of Housing and Urban Development (HUD), Picture of Subsidized Households, based on 2018 census data (Note: subsidized units represented on this table include: Public housing, Housing Choice Vouchers, Moderate Rehabilitation, Section 8 New Construction/Substantial Rehabilitation, Section 236, Low-Income Housing Tax Credit, and other federally-subsidized multifamily housing)

## Anchor Community Initiative

An exciting development in Yakima County has been the County's selection as an Anchor Community by A Way Home Washington – a statewide public/private partnership between the government and philanthropic community, working to prevent and end youth and young adult homelessness. The Anchor Community Initiative is a project dedicated to reducing youth and young adult homelessness to functional zero by the year 2022. Yakima is one of four counties in the state that has been selected for this project, which has brought close to a million dollars of funding into the community for youth and young adult homelessness in the last year. Importantly, it has also generated the work of the Anchor Community Initiative Core Team (a subset of the Homeless Network's Youth Coalition), which includes the following agencies and partners:

- Casey Family Programs
- Catholic Charities
- City of Yakima
- Education Service District 105
- Homeless Network of Yakima County – Executive Committee
- Rod's House
- Washington Balance of State
- Washington State Department of Social and Health Services – Juvenile Rehabilitation
- Yakima County Homeless Program
- Yakima County Juvenile Court
- Yakima Neighborhood Health Services
- Youth Consumer Representatives

The above agencies have worked collectively over the past year to develop a plan for addressing youth and young adult homelessness, including creating infrastructural connections to ensure that systems interacting with youth can communicate with each other and a by name list to identify, track, and support youth and young adults experiencing homelessness.

## Coordinated Entry & IRIS Project

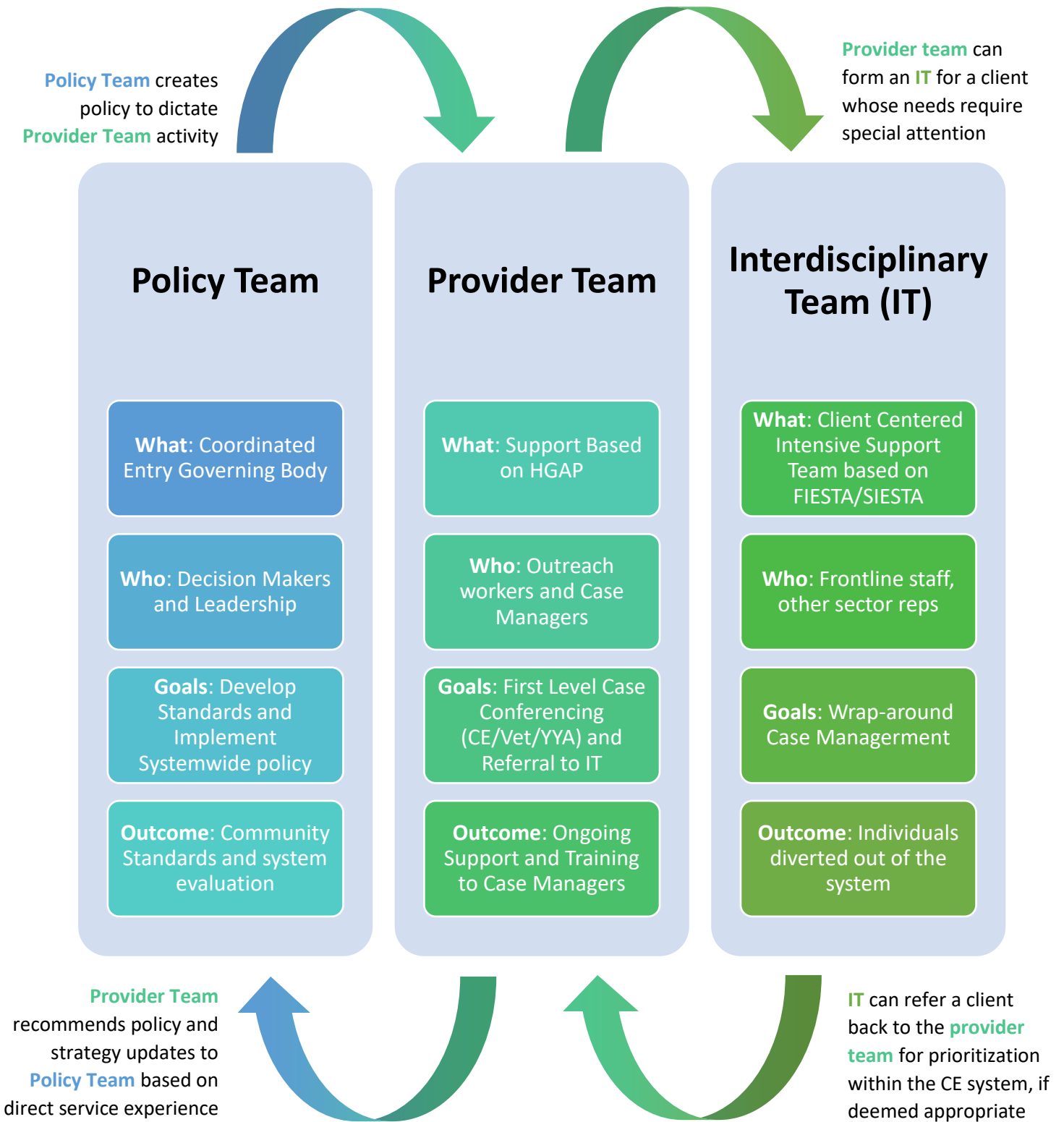
Yakima County's Coordinated Entry system is currently operational, and participants meet regularly to discuss systemic strategy and engagement with individuals experiencing homelessness. Recently, efforts have begun to fold the Anchor Community Initiative's By Name List into the Coordinated Entry system and to dovetail the Coordinated Entry system with the recently developed IRIS Project efforts.

The IRIS Project (Inter-agency Resources for Individuals with Significant Behavioral Health Needs) is a system-wide approach to ensure no one sleeps outside by assessing individuals prior to entry into the emergency shelter system, identifying alternative placements into housing where they will be successful, and assisting them in exiting the emergency shelter system via individualized, multi-agency case management. This collaboration will also provide a community of practice for the county's emergency shelters resulting in improved community standards and increased capacity. The assessment process will also result in data collection for outcome measurement and program evaluation.

The decision has been made to combine the two projects moving forward in order to streamline and enhance the process of identifying need and providing services within the community.



The newly developed structure of the Coordinated Entry/IRIS combined efforts is as follows:



## Challenges and Gaps

Three primary systemic challenges in Yakima County are:

- *Low median household income* and *inflation-adjusted per capita income* compared to the state and nation<sup>20</sup>
- *Funding restrictions* for services
- *Limited capacity* – both in housing stock and in providers’ ability to enhance services

The following gaps in housing resources have also been identified:

- Year-round shelter for youth and young adults
- Housing and services for individuals experiencing homelessness exiting from jails, correctional facilities, foster care, hospitals, mental institutions, and those who are chronically unsheltered
- Housing first/harm reduction housing (for chronically unsheltered and other high-needs populations)
- Additional units of Permanent Supportive Housing
- Additional units of Medical Respite Care to provide medical oversight for sick and/or injured individuals experiencing homelessness
- Coordination of care management both between homeless providers and other systems of care
- Increased prevention strategies

## Social Impact of Homelessness: The Cost of Doing Nothing

Homelessness has a huge impact not only on the individuals experiencing it, but also on the broader community. Each year, Yakima County residents’ tax dollars are spent caring for people experiencing homelessness through our emergency services – including 911, emergency rooms and clinics, law enforcement, fire and rescue units, jails, detoxification programs, public health systems, judicial systems, and more.

Homelessness is costly in other ways, as well. Homelessness almost always escalates already unstable family situations, and mental health issues and substance abuse disorders are exacerbated by lack of access to stable housing. Homelessness has a particularly troubling impact on children. As was mentioned before, experience of homelessness for a young person is often a contributing or accompanying factor to a multitude of Adverse Childhood Experiences, which can result in impediments to development. Numerous studies have found that housing instability and homelessness result in lower academic performance and greater risk of serious physical health problems.

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<sup>20</sup> Inflation-adjusted per capita income in Yakima County in 2016 was \$40,588 compared to the state at \$54,579 and the nation at \$49,246. Median household income from 2012 through 2016 (in 2016 dollars) was \$45,700 in Yakima County, 72.7% of the state’s median household income (\$62,848) and 82.6% of the nation’s (\$55,322). (Source: Employment Security Department; Bureau of Labor Statistics; Bureau of Economic Analysis; U.S. Census Bureau; U.S. Census Bureau, American Community Survey)

## Goals

Yakima County assumes full responsibility for the implementation, measurement, and monitoring of these goals. As the party responsible for the oversight of state and local funds for homelessness, Yakima County will build accountability for the execution of specific requirements for these goals into each subcontract with service providers.

Goal 1: Quickly identify and engage people experiencing homelessness through outreach and coordination between every system that encounters people experiencing homelessness				
Tasks	Requirements	Start Date	Completed	Potential Needs
1.1 Design, implement, maintain, and utilize an efficient and compliant Coordinated Entry (CE) System	HMIS access for providers, Coordinated Entry Entity	January 2017	Yes	Increased HMIS participation
1.2 Improve outreach to identify individuals experiencing homelessness and encourage participation in services through CE or BNL	Outreach workers	January 2017	N/A, ongoing	Increased outreach capacity and/or coordination
1.3 Implement prioritization policy in CE to prioritize housing for people with the greatest need, synchronize CE prioritization tool with ACI BNL	Prioritization tool/policy	January 2017	Utilizing prioritization policy – yes Synchronize with ACI BNL – no	CES is currently considering moving away from VI-SPDAT and utilizing a different prioritization tool
1.4 Design, implement, maintain, and utilize an efficient and compliant county-wide By-Name List (BNL) for people experiencing homelessness				
1.4a Design, implement, maintain, and utilize an efficient and compliant By-Name List (BNL) for YYA experiencing homelessness		2019	N/A, ongoing	
1.4b Design, implement, maintain, and utilize an efficient and compliant BNL for veterans experiencing homelessness		TBD	TBD	HMIS access for VA

Goal 2: Operate an effective and efficient homeless crisis response system that moves people into stable permanent housing as swiftly as possible				
Tasks	Requirements	Start Date	Completed	Potential Needs
2.1 Increase exits to permanent housing from Emergency Shelter (ES) to 26% by June 30, 2020	Permanent housing availability, ES case managers, HMIS lead data monitoring	Continuation of current work	No	ES CE participation, landlord liaison program
2.2 Increase exits to permanent housing from Rapid-Rehousing (RRH) programs to 80% by June 30, 2020	Permanent housing availability, RRH case managers, HMIS lead data monitoring	Continuation of current work	No	Landlord liaison program
2.3 Increase retention of permanent housing from Permanent Supportive Housing (PSH) programs to 92% by June 30, 2020	Permanent supportive housing availability, PSH case managers, HMIS lead data monitoring	Continuation of current work	No	
2.4 Increase percent unsheltered served by homeless response system to 49% by June 30, 2020	Accessible services, effective outreach,	Continuation of current work	No	

	HMIS lead data monitoring			
2.5 Reduce returns to homelessness after exit to permanent housing to less than 10% by 2025	Continued case management, HMIS lead data monitoring	Continuation of current work	No	Mental health/SUD counseling
2.6 Reduce average length of time homeless of those served to less than 90 days by 2025	Housing availability, case management, HMIS lead data monitoring	Continuation of current work	No	Mental health/SUD counseling, employment opportunities
2.7 Increase percentage of exits from street outreach to positive outcome destinations as defined by HUD System Performance Measures to >76% by 2025	Housing availability, case management, HMIS lead data monitoring	Continuation of current work	No	Mental health/SUD counseling, employment opportunities
2.8 Increase system-wide percentage of exits to permanent housing to >59% by 2025	Housing availability, case management, HMIS lead data monitoring	Continuation of current work	No	Landlord liaison program
2.9 Continue to provide the services, infrastructure, and resources that make up the homeless response system, as described in Appendix I	Continued provision and funding of services within the community	Ongoing	N/A, ongoing	
2.10 Begin the transition of the Yakima County Correctional Center to the Yakima Community Care Campus, as described in Appendix III	Mental health tax revenue, capital improvement plan, provider participation	October 2019	No	
2.11 Provide an additional update to the plan in 2021 to refresh and refocus the plan for the final three years of 2022 through 2024 based on a thorough assessment of unmet needs & gaps.	Community participation, program performance data	2021	No	

Goal 3: Support the development of adequate affordable housing and permanent supportive housing				
Tasks	Requirements	Start Date	Completed	Potential Needs
3.1 Support potential capital projects for building evidence-based PSH	Permanent Supportive Housing programs with capital campaigns	Ongoing	N/A, ongoing effort	
3.2 Explore partnerships with landlords to increase and support participation in the homeless crisis response system	Relationships with landlords, educational materials	Ongoing	N/A, ongoing	Incentives, risk mitigation opportunities
3.3 Support affordable housing strategies to increase density	Understanding of strategies	Ongoing	No	
3.4 Research best practices surrounding the provision of affordable housing for Yakima County	Trainings, educational materials, continuing education resources	Ongoing	N/A, ongoing	

Goal 4: Track and publish data regarding homelessness in Yakima County				
Tasks	Requirements	Start Date	Completed	Potential Needs
4.1 Project the impact of the fully implemented local plan on the number of households housed and the number of households left unsheltered	Utilize Model EZv7 from Commerce	November 2019	Yes (see Appendix IX)	
4.2 Continue to use and promote the shared enterprise of County-wide HMIS database by actively recruiting non-funded partners	Education and training	Ongoing	NA, ongoing	Additional funds for HMIS in agencies

4.3 Support accurate and consistent Point in Time data collection efforts	Revitalize Project Homeless Connect	November 2019	By Jan 23, 2020	
4.4 Increase accessibility and transparency of data	Program website, data dashboard, staff time	Ongoing	N/A, ongoing	Increased Looker and Tableau training
4.5 Monitor and track program performance in the homeless crisis response system to ensure performance targets are being met and make results known to all stakeholders	HMIS/clarity and Looker, ongoing staff engagement both at County and provider level	Ongoing	N/A, ongoing	Education on best practices and resources for implementation
4.6 Track available housing through the Housing Inventory Chart (HIC)	HIC, provider relationships	Annual process	N/A, ongoing	

Goal 5: Address disparities among people experiencing homelessness and create resources to meet the needs of priority populations				
Tasks	Requirements	Start Date	Completed	Potential Needs
5.1 Assess and analyze racial disparities using a racial equity tool and data provided by Commerce, and seek additional data sources for assessing other disparities	Washington Equity Analysis Tool, HMIS, provider participation in HMIS	TBD	No	Additional data sources (TBD)
5.2 Engage with agencies including, but not limited to, School Homeless Liaisons, Rod's House, Henry Beauchamp Community Center, YNHS LGBTQ Youth Resource Center (The Space), and Catholic Families Youth to identify youth and determine their specific needs	Relationships with Youth and Young Adult (YYA) groups	Ongoing	N/A, ongoing	
5.3 Create a safe overnight facility for Youth and Young Adults (YYA) experiencing homelessness	Capital funds, program capacity (Rod's House)	2018	TBD	
5.4 Create partnerships to advocate for youth homelessness issues and educate providers on legislatively acceptable strategies for addressing the needs of youth	Youth advocates, stipends for youth, training opportunities	Ongoing	N/A, ongoing	Youth-accessible meeting times/locations, food for meetings
5.5 Increase opportunities for LGBTQ+ youth experiencing homelessness to access support, resources, housing, and family reunification when possible		Ongoing	N/A, ongoing	

## Appendix I: Definitions

### **Absolute Zero**

The complete eradication of homelessness within a community.

### **Adverse Childhood Experiences (ACEs)**

Traumatic events that occur in childhood (0-17 years). These experiences can include incidences of violence, abuse, or neglect; witnessing violence in the home; and having a family member attempt or die of suicide. They can also include aspects of a child's environment that undermine their sense of safety, stability, and bonding – such as growing in a household with substance use disorders, mental health issues, or instability (such as parental separation or incarceration).

### **Affordable Housing**

Housing that costs no more than 30% of an individual's income. Housing costs include utilities.

### **Anchor Community Initiative (ACI)**

A project lead by A Way Home Washington dedicated to reducing youth and young adult homelessness to functional zero by the year 2022.

### **By Name List (BNL)**

A real-time, up-to-date list of all people experiencing homelessness which can be filtered by categories and shared across agencies.

### **Individual experiencing Chronic Homelessness**

An unaccompanied individual with a disabling condition, who has either experienced homelessness (sleeping in a place not meant for human habitation and/or in an emergency homeless shelter) continuously for a year or more or has had at least four episodes of homelessness in the past three years.

### **Continuum of Care (CoC)**

A regional or local planning body that coordinates housing and services funding for homeless families and individuals. Yakima County is part of the Washington State Balance of State (BoS) CoC.

### **Coordinated Entry (CE)/Coordinated Entry System (CES)**

A process developed to ensure that all people experiencing a housing crisis have fair and equal access and are quickly identified, assessed for, referred, and connected to housing and assistance based on their strengths and needs.

### **Cost Burdened/Severely Cost Burdened**

Households who pay more than 30 percent of their income to housing are considered "cost burdened" by HUD. Households who pay more than 50 percent of their income are considered "severely cost burdened."

### **Day Shelter/Warming Center**

A warm, clean, dry place with toilet facilities that is open during the day when night-time shelters are closed. Phones, food, showers, temporary storage, and laundry are sometimes provided. At some centers, nurses or other services are available, and there are optional activities like games and study groups, AA meetings, and other support groups.

## **Department of Housing and Urban Development (HUD)**

A federal agency dedicated to strengthening and supporting the housing market and homeownership.

### **Disabling Condition**

A diagnosable substance use disorder, a serious mental illness, a developmental disability, a chronic physical illness, or a disability including the co-occurrence of two or more of the previously mentioned conditions. A disabling condition limits an individual's ability to work or perform one or more activities of daily living.

### **Domestic Violence (DV) Shelter**

A shelter established to provide temporary food and shelter, counseling, and related services to survivors of domestic violence situations, such as sexual assault, stalking, and domestic violence.

### **Emergency Shelters (ES)**

Provides immediate relief from homelessness and the opportunity for service providers to assess the needs of each individual. The length of stay in an emergency shelter is typically 90 days or less.

### **Encampment**

A term used to describe tents, cardboard shacks, and other temporary structures.

### **Functional Zero**

At any point in time, the number of individuals experiencing homelessness in a community will be no greater than that community's average monthly housing placement for individuals experiencing homelessness.

### **Homeless Management Information System (HMIS)**

A local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness.

### **Homeless Response System**

Includes (but is not limited to) permanent supportive housing, transitional housing, housing choice vouchers, case management, prevention, diversion, rental and eviction assistance, low-barrier overnight shelters (including cold-weather emergency shelter), domestic violence shelters and emergency services hotlines, day-shelters, drop-in programs, short-term crisis residential programs, respite, drug and alcohol rehabilitation programs, mental health programs, and employment assistance.

### **Homelessness**

The US Department of Housing and Urban Development (HUD) defines four categories of homelessness:

#### **Category 1: Literally Homeless**

Individuals and families who live in a place not meant for human habitation (including on the streets or in their car), emergency shelter, transitional housing, and hotels paid for by a government or charitable organization.

#### **Category 2: Imminent Risk of Homelessness**

Individuals and families who will lose their primary nighttime residence within 14 days and has no other resources or support networks to obtain permanent housing.

#### **Category 3: Homeless under other Federal statutes**

Unaccompanied youth under 25 years of age, or families with children and youth, who do not meet any of the other categories but are homeless under other federal statutes, have not had a lease and

have moved 2 or more times in the last 60 days, and are likely to remain unstable due to special needs or barriers.

**Category 4: Fleeing/Attempting to Flee DV**

Individuals and families who are fleeing, or are attempting to flee, domestic violence, dating violence, sexual assault, or stalking, and who lack resources or support networks needed to obtain other permanent housing.

Categories of homelessness include experiences of those who:

1. Are trading sex for housing
2. Are staying with friends, but cannot stay there longer than 14 days
3. Are being trafficked
4. Left home because of physical, emotional, or financial abuse or threats of abuse and have no safe, alternative housing

**Housing Insecurity**

A living situation in which the total cost of housing (including utilities) costs more than 30% of an individual's income.

**Housing Inventory Count (HIC)**

An inventory of provider-based housing within a CoC, conducted annually during the last ten days in January.

**Low-Income Housing**

A Permanent Housing option that anyone who has 20% or less of the median income can pay for at no more than 30% of their monthly income. This is the type of Permanent Housing that most people move into out of homelessness.

**Permanent Housing (PH)**

Permanent housing for individuals and families who are unable to achieve and sustain self-sufficiency. No time limitation is required.

**Permanent Supportive Housing (PSH)**

Permanent housing for individuals and families with special needs, including physical and mental disabilities. Supportive housing provides on-site services – such as healthcare, job training, and counseling – to help people live independently in their own units.

**Point in Time Count (PIT)**

A count of sheltered and unsheltered people experiencing homelessness on a single night in January.

**Rapid Re-housing (RRH)**

An intervention designed to help individuals and families that don't need intensive and ongoing supports to quickly exit homelessness and return to permanent housing.

**Respite**

Beds provide for people who need bed rest but are not sick or injured enough to be admitted to a hospital. Some are only day respite shelters, with participants returning to a regular night-time shelter at night. Some are 24-hour shelters.



**Severe Weather Shelter**

A shelter open during the winter months with a policy to accept anyone – drunk or sober. This is a type of shelter open only on nights when the weather is dangerous to the survival of people sleeping outdoors.

**Substance Use Disorder (SUD)**

A disease that affects a person's brain and behavior and leads to an inability to control the use of a legal or illegal drug or medication.

**Transitional Housing (TH)**

Shelter with provided with accompanying supportive services and the time needed for a household experiencing homelessness to get stabilized. Designed as a transition between emergency shelter and housing. Amenities usually include a private room, a common kitchen, and laundry facilities. The length of stay is usually limited to 24 months and is usually accompanied by program steps that must be completed, intended to prepare a resident for housing and self-sufficiency.

**Vacancy Rate**

The percentage of all available units in a rental property that are vacant or unoccupied at a particular time.

**Vulnerability Index - Service Prioritization Decision Assistance Tool (VI-SPDAT)**

A survey administered both to individuals and families to determine risk and prioritization when providing assistance to homeless and at-risk of homelessness persons.

**Youth and Young Adults (YYA)**

Anyone under the age of 25.

## Appendix II: Goal Removal methodology

Of the tasks attached to each goal in the initial 2017-2021 plan, the following tasks were not related to state requirements:

- 1.2 Simplify personal identification requirements for clients accessing programs and services<sup>①</sup>
- 1.3 Track available housing utilizing the Housing Inventory Chart (HIC)<sup>①</sup>
- 1.4 Tailor centralized intake services to individuals and families in need<sup>①</sup>
- 1.8 Ensure provider use of the Coordinated Entry System<sup>①</sup>
- 3.1 Support existing shelter programs, including Cold Weather Emergency Shelter<sup>②</sup>
- 3.2 Encourage increased utilization of existing shelter services when appropriate for individuals<sup>③</sup>
- 3.3 Obtain additional existing indoor location(s) for low barrier shelter<sup>③</sup>
- 3.5 Provide daytime shelter(s) and common areas for homeless persons that create a safe environment<sup>③</sup>
- 3.6 Increase Medical Respite capacity to meet community demands for recuperative care of homeless needing medical oversight<sup>③</sup>
- 3.7 Establish consistent emergency shelter options including interim emergency measures<sup>③</sup>
- 5.3 Coordinate services to address special needs of veterans into appropriate housing and programs<sup>②</sup>
- 7.4 Coordinate services of rehabilitation of existing housing units to keep low income and senior citizens in their homes as long as possible<sup>③</sup>
- 11.1 Create a transparent funding reporting system that is user friendly for all stakeholders<sup>④</sup>
- 11.2 Maintain oversight of second tier sub recipient documentation to ensure program compliance<sup>④</sup>

<sup>①</sup>These tasks were elements of Coordinated Entry and could be specified in CE policy instead of the five-Year Plan. They were therefore removed.

<sup>②</sup>These tasks met current local homeless response system needs and were supported by existing infrastructure within the community, as well as funding streams outside of state grants. They were therefore retained in some form.

<sup>③</sup>These tasks described specific elements of the overarching homeless response system and were therefore consolidated into the definition of the homeless response system.

<sup>④</sup>These tasks were necessary elements of State funds administration and did not need to be specified as part of the five-year plan. They were therefore removed.

## **The YCCC Transition**

The YCCC (Yakima County Care Center) project proposes to transition and renovate a nearly 10-acre correctional center site and facility into a mixed-use care facility. The existing property is the home to the Yakima County Correction Center and is being used to house Department of Corrections inmates. This multi-phase project will transform the facility into a Community Care Campus, first including a permanent shelter for people experiencing homelessness, and a behavioral health service center providing community based mental health, physical health and substance abuse disorder services. The long-term goal is to also include onsite affordable, transitional, and/or permanent supportive housing through partnership with the Yakima Housing Authority, a community health clinic, and other resources such as case management, classroom and meeting space, and other community needs as appropriate in a well supervised centralized campus environment.

### **Phase 1 (2020)**

Permanent shelter on grounds (SAR building)

Construct fence to separate campus

Update landscaping to improve livability of area

Shared common space for shelter residents

Potential community garden on grounds

Residential storage facilities

Begin feasibility study on transformation of entire YCCC for community service use

### **Phase 2 (2021)**

Hold community meetings to assess local needs

Partner with providers to initiate service offerings

- Mental health services
- Substance use disorder services
- Supportive/transitional housing
- Low-income medical clinic
- Case management office space
- Classroom space
- Meeting space
- YHA affordable housing construction
- Other resources as needed

Begin facility updates as needed

Commence transition DOC operations entirely to downtown location

Potential for additional service offering developments onsite

### Phase 3 (2026)

- Remove DOC from YCCC, with exception of Aramark operations
- Finalize facility updates
- Full operation of all programs
- Sublet program space to YCCC providers
- Potential for master lease to reduce County overhead liability

The facility has a large main kitchen that will serve contracted DOC and Campus meals, laundry facility, health clinic, office spaces, and meeting spaces; in addition, there are shared bathrooms in the residential portion of the building, shared residential laundry, and the potential for the addition of shared kitchenettes. The proposal is designed to accommodate the vulnerable population it will serve.

Off-street parking spaces will be provided as determined appropriate. The intended residents of the project typically live a car-free lifestyle and are not the residents contemplated by the Code when determining its parking requirements. Additionally, the site is on a public bus line – a form of transportation more accessible for our intended clients. The administrative adjustment narrative is included if needed.

### **YCCC Compatibility**

The neighboring properties are primarily small businesses, public facilities (i.e. the fairgrounds), and housing. The residential nature of the proposal is compatible with the surrounding residential uses. The proposal will provide persons needing housing and/or behavioral and other health services a one stop shop to live and connect with provided services. By providing residents a safe place to live in the area in which they already congregate, the proposal will have the added benefit of engaging persons with unmet behavioral health needs who may be currently staying on the streets, parks, and ball fields in the surrounding neighborhood. This provides an additional benefit to the neighborhood, as it frees up previously occupied public space for other uses.

The census tract that this property falls into is the lowest-income census tract in the County, with the 2013 American Community Survey showing a median household income of \$21,922. This proposal would transition a correctional facility that presents little to no added value to the neighboring community members, and over time transform it into a multidisciplinary hub for services, easily accessible to one of the highest-needs areas of our community.

Through landscaping and other improvements, the project will provide safe, attractive outdoor space for its residents. This landscaped environment will provide an attractive location that better fits into the neighborhood fabric than the existing conditions.

### **YCCC Mitigations**

This proposed community resource project has developed a detailed operational plan to help ensure the safety of its consumers, residents, and the surrounding community. The indoor residential amenities and outdoor space further provides a safe space for residents to gather on the property away from businesses and homes.

The two quadrants still occupied by the DOC in the early phases of the project will be separated with a secured wall and be accessible only through a private entrance on the side of the campus opposite from services. The internal connections will also be walled off, completely separating the two quadrants still in use by DOC from the community services. As warranted and appropriate, all DOC activities will be removed, to be replaced by the complete utilization of the building for growing community care services.

The property will be extensively landscaped with native vegetation, including a potential partnership opportunity with WSU Extension to develop a community garden space.

### **YCCC Zoning**

The entire proposal exists as a single, collective entity – a self-contained continuum of care. The whole of this proposal equals more than the sum of its parts. For this reason, we are proposing it as unclassified, since there is not currently a definition that encompasses the holistic model of community space, living space, mental health clinic, and medical resources.

### **YCCC Neighbors**

The proposal is located in a RD zone and is surrounded by areas predominately zoned for single units or undeveloped land. The residential and service nature of the proposal is compatible with the surrounding residential uses. The proposal will create an asset for the community and provide persons with unmet behavioral health or shelter needs that are currently in the surrounding area a place to live and connect with services so that they in this facility may progressively transition to permanent housing. Importantly, this project enables the eventual complete removal of a controversial correctional facility.

There are also several service, parking, or retail sites, and some amusement sites. This proposal would create benefit for those sites as well, by making a centralized resource for persons with unmet behavioral health and/or shelter needs, thereby giving them an alternative to finding respite onsite at these places of business.

### **YCCC Benefits**

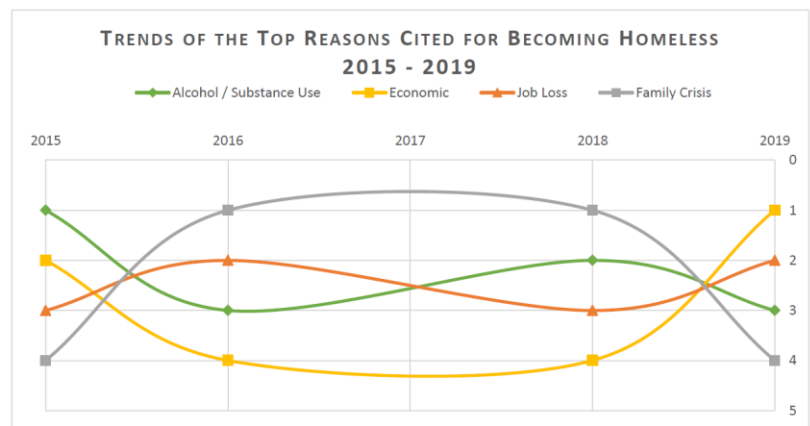
Yakima is in dire need of a permanent shelter, to create a space for people without housing to stay safely and get connected to services. The permanent shelter element of the proposal creates such a space, while also resolving ongoing tension and lawsuits within the community related to the placement of the Camp Hope temporary encampment.

It is well recognized Yakima has an inadequate supply of **affordable housing**, particularly for low income and very low-income residents who experience significant symptoms of mental health disorders and substance use disorders. For years, the Yakima Continuum of Care has identified increased housing as a priority to ending homelessness in our communities. Toward that end, the affordable housing element of the YCCC proposal provides a significant access to transitional

housing for individuals and families with unmet behavioral health needs currently living on the streets, in their cars, by the river, and other places not meant for human habitation.

Housing First model of service for persons with behavioral health populations saves taxpayer money and mitigates many of the dangers homeless individuals face by living on the streets. In a 2002 study published by the Fannie Mae Foundation, researchers Culhane, Metraux, and Hadley found that people experiencing homelessness with severe mental illness used, on average, \$40,449 per person per year in services (1999 dollars) through jail stays, ER visits, and the like. Placement in **permanent supportive housing** programs was associated with a reduction in services use of \$16,282. Subsequent studies of outcomes for Housing First programs have shown not only similar significant cost offsets, but also benefits to participants.

Year after year, substance use has consistently been cited in the Yakima County Point in Time Count as one of the top three reasons cited for becoming homeless, with mental illness also ranking highly among respondents. There is agreement among experts that individuals experiencing homelessness also have higher rates of substance abuse than the general population.



<sup>5</sup> Data collected from Yakima County prior year census reports. No data available for 2017 PIT Count.

Similarly, mental illness and homelessness can be triggering factors that influence each other, making people with poor mental health more susceptible to becoming homeless, and people experiencing homelessness to also experience stressors that may exacerbate pre-existing mental illness. According to the Canadian Observatory on Homelessness, “People with mental illness experience homelessness for longer periods of time and have less contact with family and friends. In general, 30-35% of those experiencing homelessness, and up to 75% of women experiencing homelessness, have mental illnesses. 20-25% of people experiencing homelessness suffer from concurrent disorders (severe mental illness and addictions). People who have severe mental illnesses over-represent those experiencing homelessness, as they are often released from hospitals and jails without proper community supports in place.”

There is a need within the County for increased capacity for **mental health and substance use disorder treatment**, especially when it comes to helping community members experiencing homelessness find stability.

Working in collaboration with local street outreach teams, shelter providers, housing providers, and supportive housing providers, the YCCC will open the door for up to individuals and families as a fully integrated Continuum of Care. It ensures that businesses and residents will not have to house the homeless with chronic unmet behavioral health needs on business store fronts and seeks to ensure that the residents will not have to face a Central Washington winter without shelter.

### **YCCC Service Plan**

The goal of the Yakima County Care Center is to promote housing stability, improve health, provide positive community space, and increase self-sufficiency. The Care Center will be overseen by the Yakima County, and supported by community providers providing physical, mental, and SUD health services, as well as supportive housing and supported employment to the participants living at the YCCC.

During their tenure at the facility, participants will receive comprehensive assessments to identify both urgent and long-term needs, prioritizing safety and basic needs first, and then supporting a progression to more long-term comprehensive health care, housing stability, and self-sufficiency. Services onsite may include, but shall not be limited to:

- Care coordinators who facilitate communication among specialists for fragile patients enrolled in the Medicaid Health Home program.
- Behavioral Health Specialists will be on site to provide Behavioral Health assessments (mental health and substance abuse). Counseling and referral will occur onsite, as well as referrals to partner agencies.
- Case Managers work with patients directly to support their self-management goals.
- Supportive Housing and Supported Employment Specialists working with residents/participants to develop life and work skills.

### **YCCC Future Housing**

Lease: YCCC will execute a written lease with each supportive housing resident at the time of occupancy.

Key terms of the lease are outlined below.

#### Terms of Rent Computation:

- Residents shall pay no more than 30% of their income toward rent. If the resident has no income (earned or unearned) they may pay rent in kind. In kind payments may include maintaining appointments with the Resident Managers, complying with other general program requirements, and complying with program

requirements specific to an individual resident as determined by the Resident Manager

Terms and Length of Occupancy:

- Month to Month Tenancy
- The tenancy can be no longer than 24 months
- Tenant or Landlord may terminate this agreement for any reason by giving written notice of at least (20) days preceding the end of the monthly rental period.
- Tenant will not be penalized for terminating the lease without notice.
- If a resident destroys the landlord's property, uses the premises for unlawful activity including drug-related activities, damages the value of the property or interferes with other resident's use of the property, the landlord has the right to issue a three-day notice for waste, nuisance or illegal activity. The resident must move out after receiving this type of notice. There is no option to stay and correct the problem.

Tenant Obligations:

- The facility will develop rules in which the tenant is obligated to follow as part of the terms and conditions of the lease.

Residents Rights:

Right of Residents to Remain in or Return to the Facility:

- Residents may come and go as they please during the day.
- Residents may return to their unit each night.
- Facility access will be restricted after 10 pm.

Right of Residents to Store Personal Belongings in Demised Units:

- Residents will be assigned a storage unit in the facility to store belongings.
- Small, personal belongings may also be stored in the resident's unit.

Right of Residents to Receive Guests in Demised Units:

- Guests must register with the Resident Manager.
- The Resident Manager has the right to turn away guests who are loud or are known to be currently drinking or drugging.
- Guests are allowed in the facility and in the common residential amenity areas with visitors pass provided by Resident Manager.
- Guests must leave the facility by 10:00 p.m.

Right of Residents to Personalize Demised Units:

- Residents may not paint or otherwise damage the walls or furniture without approval from the Resident Manager



Right of Residents to Receive Mail and Phone Calls at Facility:

- Residents are permitted to use the telephone and receive calls at the facility during the hours of 9am – 10pm
- Residents may receive and pick up mail at the facility.

Pets:

- Service animals are allowed.

## Appendix IX: Projected impact of the fully implemented local plan

### Current State

	Emergency Shelter	Transitional Housing	Rapid Rehousing	Permanent Supportive Housing	Permanent Housing dedicated to homeless persons
Households served at a point in time (occupied units)	89	18	68	63	1
Annual Spending	\$ 518,633	\$ 107,990	\$ 261,958	\$ 527,760	\$ 91,322
Households served in housing type annually	574	28	194	78	1
Cost per household served in year	\$ 904	\$ 3,857	\$ 1,350	\$ 6,766	\$ 91,322
Exited households	542	17	184	18	-
% of households who exit	94%	61%	95%	23%	0%
Cost per exit	\$ 957	\$ 6,352	\$ 1,424	\$ 29,320	\$ -
Successful exits	87	8	155	8	-
% Successful exits	16%	47%	84%	44%	0%
Cost per successful exit	\$ 5,961	\$ 13,499	\$ 1,690	\$ 65,970	\$ -
Cost per unit/slot	\$ 5,827	\$ 5,999	\$ 3,852	\$ 8,377	\$ 91,322
Average length of stay for households served during year	57	235	128	295	365
Failed/unknown exits	455	9	29	10	-
Returned to homelessness after successful exit	16	3	5	10	-
Returned to homelessness after successful exit %	18%	38%	3%	125%	0%
Net successful interventions	103	16	160	58	1
<b>Supply vs. Demand</b>				23.0	
TOTAL interventions	875				
Successful interventions	338				
Unsuccessful interventions	537				
Unsheltered not served annually (PIT x3)	393				
TOTAL demand for successful interventions	1,268				
<b>Deficit of successful interventions</b>	<b>930</b>				

### Future State<sup>21</sup>

	Emergency Shelter	Transitional Housing	Rapid Rehousing	Permanent Supportive Housing	Permanent Housing dedicated to homeless persons
Households served at a point in time (occupied units)	89	18	68	63	1
Annual Spending	\$ 518,633	\$ 107,990	\$ 261,958	\$ 527,760	\$ 91,322
Households served in housing type annually	574	28	194	78	1
Cost per household served in year	\$ 904	\$ 3,857	\$ 1,350	\$ 6,766	\$ 91,322
Exited households	542	17	184	18	-
% of households who exit	94%	61%	95%	23%	0%
Cost per exit	\$ 957	\$ 6,352	\$ 1,424	\$ 29,320	\$ -
Successful exits	141	8	147	17	-
% Successful exits	26%	47%	80%	92%	0%
Cost per successful exit	\$ 3,680	\$ 13,516	\$ 1,780	n/a	n/a
Cost per unit/slot	\$ 5,827	\$ 5,999	\$ 3,852	\$ 8,377	\$ 91,322
Average length of stay for households served during year	57	235	128	295	365
Failed exits	401	9	37	1	-
Returned to homelessness after successful exit	13	0	7	1	-
Returned to homelessness after successful exit %	9%	5%	5%	9%	0%
Net successful interventions	160	19	150	75	1
<b>Supply vs. Demand</b>					
TOTAL interventions	875				
Successful interventions	405				
Unsuccessful interventions	470				
Change in successful interventions	67				
TOTAL demand for successful interventions	1,268				
<b>Deficit of successful interventions</b>	<b>863</b>				

<sup>21</sup> Assuming no inflation in demand for services

Forecast point in time count of unsheltered households	122
Forecast change in point in time count of unsheltered households	(9)
% Forecast change in point in time count of unsheltered households	-7%

*2024 after population growth and rent-driven increase in need*

TOTAL demand for successful interventions	1,384
Households housed annually	875
Successful interventions	405
Deficit of successful interventions	979
Forecast point in time count of unsheltered households	138
Forecast change in point in time count of unsheltered households	7
% Forecast change in point in time count of unsheltered households	5%