



Snohomish County **Human Services**

Homeless Prevention and Response System Strategic Plan

The mission of Human Services is to help all persons meet their basic needs and develop their potential by providing timely, effective human services and building community.

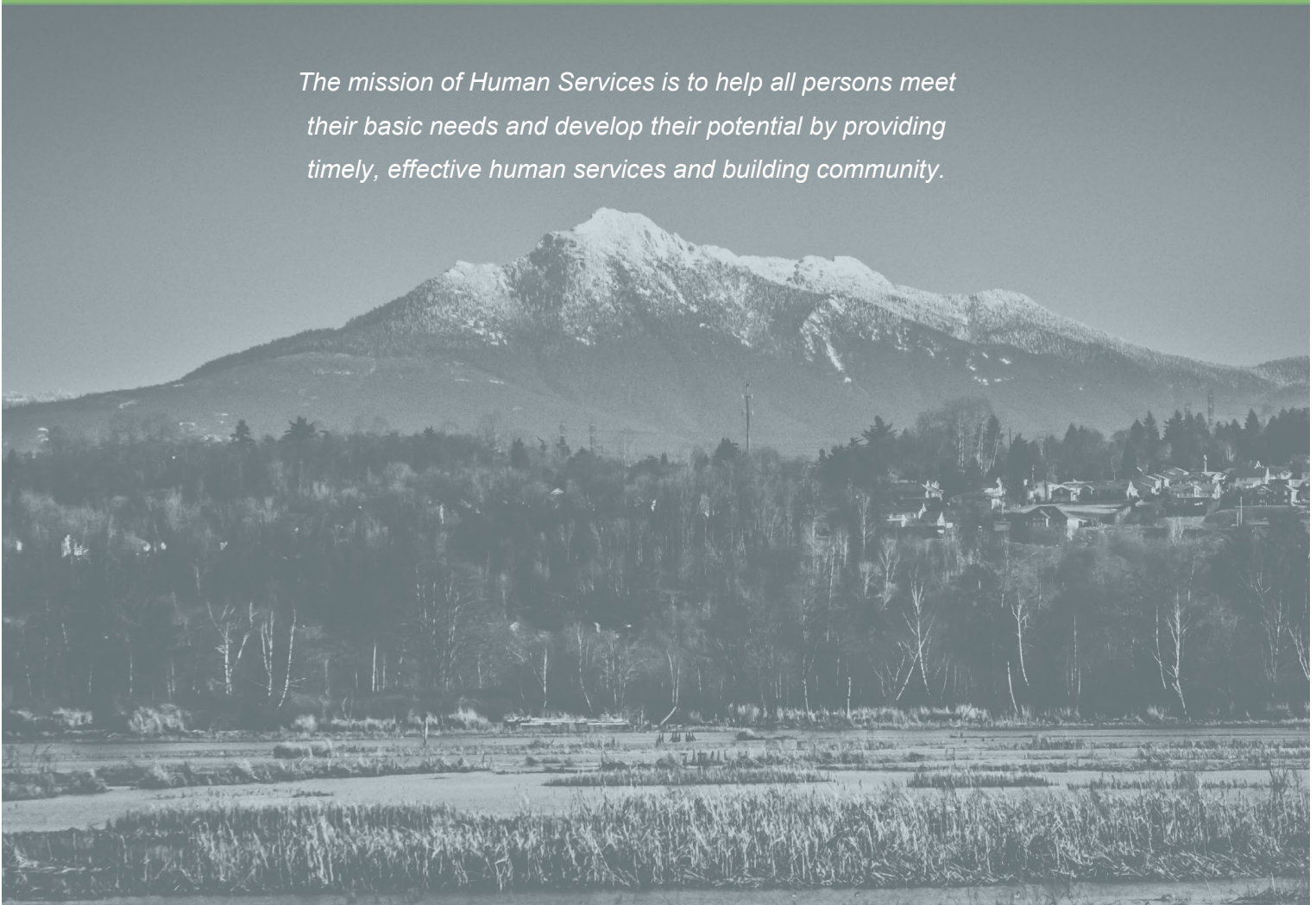


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I. Introduction

A safe, stable, and affordable home is one of the most basic needs for any individual or family. Without a stable home, it is far more difficult for a student to succeed in school, for a veteran to reenter civilian life, or for any individual or family to maintain basic health and wellbeing.

For more than 20 years, the Snohomish County Human Services Department (HSD) and Everett/Snohomish County Continuum of Care (CoC) planning body/Board have led a coordinated effort to prevent and end homelessness in Snohomish County. The County's CoC planning body is responsible for the duties outlined in 24 CFR Part 578 towards the commitment to the goal of ending homelessness.

In recent years, the HSD and the Partnership to End Homelessness CoC Board have partnered with local agencies to implement system transformations that focus on the most effective and efficient interventions for quickly moving individuals and families experiencing homelessness into permanent housing. By targeting effective and efficient interventions and using evidence-based practices, we can ensure that every individual and family experiencing homelessness has a safe, stable, and affordable home. This Plan builds on the successes of recent systems transformations and outlines specific goals, objectives, and strategies for preventing and ending homelessness in Snohomish County. It is aligned with the State of Washington Homeless Housing Strategic Plan 2024-2029 from the Washington State Department of Commerce.

II. Purpose

This Plan was developed in alignment with the following Vision, Mission and Guiding Principles of the 2024-2029 Washington State Homeless Housing Strategic Plan and adopted for the purpose of creating the Snohomish County 2025-2030 Homelessness and Prevention Response System strategic plan.

Vision:

Everyone experiencing homelessness and housing instability has swift and equitable access to stable housing that meets their needs.

Mission:

Snohomish County fosters relationships with the diverse individuals and communities most impacted by homelessness to strengthen a collaborative, transparent, effective, efficient and trauma-informed response system that centers racial equity.

Guiding Principles:

We will partner with people with lived experience of homelessness to identify person-centered strategies that promote long-term stability.

We will take urgent and bold action to reduce homelessness.

We will support interventions that take into account individual need, community context, and best practice.

The purpose of this Plan is to enhance the community's current response to preventing and ending homelessness, so that we:

1. Promote an equitable, accountable, and transparent homeless crisis response system;
2. Prioritize assistance based on the greatest barriers to housing stability and greatest risk of harm;
3. Seek to house everyone in a stable setting that meets their needs;
4. Prevent episodes of homelessness wherever possible;
5. Strengthen the homeless service provider workforce and provide support on evidence-based practices; and
6. Utilize a cross system approach.

III. Landscape Assessment: Homelessness in Snohomish County

A. Causes of Homelessness in Snohomish County

In order to both prevent and end homelessness, it is imperative to examine the various factors that may cause an individual or family to become homeless. Causes of homelessness in Snohomish County are nuanced and complex, and include community-level determinants, such as rising rental costs that outpace income growth and a lack of affordable housing, to social determinants, such as opioid addiction, mental health, and domestic violence. Refer also to **Appendix A** for additional **Data on the Causes and Impacts of Homelessness in Snohomish County**. It is important to note that national reports on the causes of homelessness are mirrored in local data from the Low-Income Needs Assessment conducted under the oversight of the County’s Community Services Advisory Council and from the annual Point-in-Time Count, discussed in further detail below, conducted under the guidance of the Partnership to End Homelessness. Further, it is important to recognize that the causes reported below have their roots in macro-economic factors for which national-level public policy has been a contributing, if not driving, factor.

1. Community-Level Determinants

Increasing Rents and Cost of Living that Outpace Income Growth

There are numerous economic and social causes of homelessness but first among them is the growing variance between rent, cost of living, and income. In Snohomish County, average rental costs have grown at a much faster rate than increases in income and wages. From 2019 to 2023, the Fair Market Rent (FMR) for a two-bedroom unit in Snohomish County increased by 29.3%, up 20.1% compared to the prior year.¹ However, the median household income increased by 21% since 2019; and compared to the prior year, median household incomes only increased by 3.7%.²

While “average annual wages increased across all [WA] counties in 2023,” with Snohomish County seeing one of the largest gains at 8.9%, the cost of living in the region continues to outpace income growth.³ From August 20 to September 16, 2024, the Household Pulse Survey estimated that 26.3% of adults in the Seattle-Tacoma-Bellevue metro-area had difficulty paying their usual household expenses –a share that has likely risen amid ongoing inflation.⁴ Reflecting this trend, the Consumer Price Index (CPI) –which tracks the average change in prices paid by consumers for goods and services such as housing, energy, and food –increased by 2.7% in June 2025 compared to the previous year in the metro-area.⁵

¹ U.S. Department of Housing and Urban Development (HUD), [Fair Market Rents](#).

² U.S. Census Bureau Table B19013, 2019-2023 ACS 5-Year Estimates.

³ Washington State Employment Security Department, [2024 Labor market and economic report](#).

⁴ U.S. Census Bureau, [Household Pulse Survey](#), August 20, 2024 - September 16, 2024. The Seattle-Tacoma-Bellevue “metro-area” includes Snohomish County.

⁵ U.S. Bureau of Labor Statistics, [Consumer Price Index, Seattle area — June 2025](#).

The Washington State Employment Security Department warns that the recent wage gains do not necessarily translate into improved financial well-being, as many households are burdened with paying more than 30% of their income on housing.⁶ National research also highlights the connection between rising rents and homelessness: a 2020 study by the U.S. Government Accountability Office estimated that every \$100 increase in median rent is associated with a 9% rise in the homelessness rate.⁷

Low Vacancy Rates

The effects of rising rents and stagnant wages are compounded by very low vacancy rates, making it even more difficult for individuals and families to access affordable housing. Demand for housing is primarily driven by population growth. Snohomish County has seen a dramatic increase in population from new residents relocating from outside of Washington. Migration trends are not limited to state borders, as seen by residents being priced out of King County and elsewhere in the Puget Sound. Between 2010 and 2024, Snohomish County experienced a 21.6% increase in population, with a 4.7% increase since 2020.⁸ Between 2022 and 2040, the population is expected to grow an additional 25.0%, from an estimated 847,300 in 2022 to a forecast population of 1,059,417 in 2042.⁹

A tight rental market exists when vacancy rates are below 5% and an acute shortage of rental units exists when vacancy rates fall below 3%.¹⁰ Snohomish County is considered to have a tight rental market, with the average vacancy rate of a two-bedroom apartment at 4.2% in 2023 compared to 5.1% in 2013.¹¹ The Washington State Department of Commerce reported that “[v]acancy rates below 5% [...] are generally too low, and lead to housing price inflation.”¹² As a result, existing stock of low-rent units is rapidly diminishing, fueled by strong and ongoing demand from high income renters.¹³

Low vacancy rates significantly limit the effectiveness of key homeless housing interventions that depend on access to affordable private rental housing, such as rapid rehousing and scattered-site permanent supportive housing. As of 2023, Snohomish County had 16,365 units of subsidized rental housing.¹⁴ However, federal subsidies have not kept up with the growing demand for assistance, leaving an estimated 75% of eligible households without rent assistance.¹⁵

Lack of Affordable Housing

Snohomish County has a shortage of housing units. The Washington State Department of Commerce estimates the County will need an additional 143,182 housing units by 2044 to accommodate pent up demand and projected growth; 43% of which will need to be affordable for extremely low (0-30% Area Median Income [AMI]) and very low (30-50% AMI) incomes.¹⁶

⁶ Washington State Employment Security Department, [2023 Labor market and economic report](#).

⁷ U.S. Government Accountability Office, [Better HUD Oversight of Data Collection Could Improve Estimates of Homeless Population](#), July 14, 2020.

⁸ Washington State Office of Financial Management (OFM), [2024 Population Trends](#).

⁹ OFM, [2022 Population Projections](#), 1-year intervals, middle series

¹⁰ University of Washington’s Center for Real Estate Research (WCRER), [vacancy summary](#), page 1.

¹¹ U.S. Census Bureau Table DP04, 2019-2023 ACS 5-Year Estimates.

¹² Washington State Department of Commerce, [Why is homelessness increasing?](#), January 2017, page 2.

¹³ National Multifamily Housing Council, [The Housing Affordability Toolkit, Case Studies: Seattle](#), 2018.

¹⁴ WCRER. [Subsidized Rental Housing Inventory 2023](#), Snohomish County.

¹⁵ Center on Budget and Policy Priorities. [Chart Book: Funding Limitations Create Widespread Unmet Need for Rental Assistance](#), February 15, 2022.

¹⁶ Washington State Department of Commerce. [2023 Washington State Housing Needs Assessment](#), page 100.

Historically, the measure of housing affordability was that households not spend more than 30% of income on housing costs, including rent and utilities;¹⁷ households that spend more than 30% are considered to be **cost burdened**.¹⁸ A lack of affordable housing puts low-income households (80% AMI or less) at risk of becoming homeless, often forcing difficult trade-offs between paying for housing and meeting other basic needs, such as food, healthcare, and transportation.

Based on average rents in 2025, Snohomish County's housing wage has risen to \$51.37 per hour – our metro-area is the highest in the State. Overall, Washington has the 6th highest housing wage in the Nation. A household would need to earn \$106,840 annually (or \$51.37 hourly for a full-time worker) to afford a two-bedroom unit in Snohomish County without being cost burdened. A person earning Washington State's minimum wage of \$16.66 per hour would need to work 123 hours per week (the equivalent of 3.1 full-time jobs) to afford a two-bedroom unit in Snohomish County.¹⁹ "Although Washington's minimum wage is keeping up with rent inflation, people with low incomes, especially those on a fixed income, have not kept up."²⁰ United Way of the Pacific Northwest estimates 30% of workers in Washington's 20 most common jobs live in households that cannot afford basic necessities –highlighting a significant portion of the workforce struggling to make ends meet despite being employed in common occupations.²¹

In communities with limited housing supply and high demand, many households are forced to spend over 50% of their income on housing –a level classified as **severely cost burdened**. In Snohomish County, homeowners also face significant cost pressures: 72.4% have monthly mortgages and 30% (46,236) of households with mortgages spend at least 30% of their income on housing costs. Of these, 37% are considered severely cost burdened.²² Renters in the County face similar challenges. Overall, 24% (23,463) of renter households are severely cost burdened, and 51% (50,319) are cost burdened, regardless of income.

Additionally, 36% of renter households (35,153) earn less than \$50,000 annually, and nearly 60%—roughly three in five—spend half or more of their income on rent.²³ It is no surprise that individuals and families who are severely cost burdened are more likely to experience homelessness as a result of an unexpected event, such as losing employment.²⁴ The latest Household Pulse Survey for the metro-area found that 38.1% of adults were not current on their rent or mortgage and were at-risk of eviction or foreclosure.²⁵ "The private market rarely produces new rental housing affordable to the lowest income households without public subsidy. [...] [Extremely low income] households are better served by deep subsidies determined by the tenant's income. [...] Unfortunately, these programs [i.e., Section 8, etc.] are not funded at the level needed to serve all of the nation's lowest income renters."²⁶

¹⁷ Sum of Monthly Housing Costs/Gross Monthly Household Income X 100 = Housing Cost Ratio.

¹⁸ U.S. Interagency Council on Homelessness, [Opening Doors: Federal Strategic Plan to Prevent and End Homelessness](#), 2010, as amended in 2015, page 38.

¹⁹ National Low Income Housing Coalition, [Out of Reach](#), 2025.

²⁰ Washington State Standard, [Housing and homelessness in Washington, by the numbers](#), March 27, 2024.

²¹ United Ways of the Pacific Northwest, [The State of ALICE in Washington - 2025 Update on Financial Hardship](#).

²² U.S. Census Bureau Table B25091, 2019-2023 ACS 5-Year Estimates.

²³ U.S. Census Bureau Table B25074, 2019-2023 ACS 5-Year Estimates.

²⁴ National Alliance to End Homelessness, [The State of Homelessness in America](#), 2016, page 48.

²⁵ U.S. Census Bureau, [Household Pulse Survey](#), August 20, 2024 - September 16, 2024.

²⁶ National Low Income Housing Alliance, [The GAP: A Shortage of Affordable Homes](#), March 2017, pages 9, 10.

Very and extremely low-income renters continue to face high-cost burdens unless they are able to obtain subsidized housing.

Washington Center for Real Estate Research, [The State of the State's Housing 2024 – Supply and Affordability in Washington State](#), October 2024.

In addition, a lack of affordable housing can lead to people living “doubled up,” which includes sharing housing with family, friends, or other non-relatives due to loss of housing or economic hardship.²⁷ Statewide, there were 25,756 students who were living doubled up during the 2023-2024 school year.²⁸ “Not surprisingly, living doubled up has consistently been shown as the most common prior housed living situation of people who become homeless.”²⁹

2. Social Determinants

Behavioral Health

Behavioral health issues, including mental illness and chronic substance abuse, are risk factors for homelessness. Behavioral health issues, in turn, are exacerbated by the experience of homelessness. The stresses and negative health effects of homelessness and behavioral health issues compound one another; individuals and families experiencing both homelessness and behavioral health issues face higher mortality rates and are more likely to face victimization than the general population.³⁰

The Substance Abuse and Mental Health Services Administration's (SAMHSA) annual National Survey on Drug Use and Health (NSDUH) estimated that there were 48.4 million Americans, or 16.8% of Americans aged 12 or older, living with a substance use disorder in 2024 and 61.5 million, or 23.4% of Americans aged 18 or older, living with a mental illness.

The Substance Abuse and Mental Health Services Administration, [2021 to 2024 National Survey on Drug Use and Health](#).

Opioid Epidemic and Substance Use Disorders

The opioid epidemic has had a devastating effect across the State and has had a slightly disproportionate impact in Snohomish County. From 2017 to 2024, Snohomish County experienced 11.8% of all opioid-related deaths in Washington even though the County represents 10.8% of the State population.³¹ All opioid-deaths in Snohomish County increased 66.2% comparing 2017-2020 to 2021-2024 and for fentanyl-related deaths, they increased 189.5%. While the number of opioid-related deaths has increased every year from 2013-2023, 2024 was the first year changing that trend. In 2024, fatal opioid-related overdoses decreased by 14 percent which is hopefully following the trend nationally in decreasing the last two years.

²⁷ Snohomish County, [Coordinated Community Plan](#), March 2019, page 8.

²⁸ Washington Office of Superintendent of Public Instruction, [Data on Students Experiencing Homelessness](#), 2024 page 9.

²⁹ National Alliance to End Homelessness, [The State of Homelessness in America](#), 2016, page 50.

³⁰ Treatment Advocacy Center, Office of Research & Public Affairs, [Serious Mental Illness and Homelessness](#), September 2016.

³¹ Washington State Department of Health, [Opioid-Related Deaths in Washington State, 2006-2015](#).

Chronic substance use is a risk factor of homelessness and in some cases it is the direct cause of homelessness.³² In 2022, 6.6% of adults in Snohomish County reported heavy alcohol use, while 12.6% reported binge drinking –nearly double the rate.³³ Substance misuse disrupts relationships with family and friends and can exhaust an individual’s ability to rely on social networks. It can also lead to job loss and individuals already struggling to pay rent can end up losing their home. However, research has also shown that substance misuse is a result of homelessness. “People who are homeless often turn to drugs and alcohol to cope with their situations. They use substances in an attempt to attain temporary relief from their problems.”³⁴

Access to care is crucial in treating substance use disorder and Washington State ranked 44th out of 50 states in 2023 when it comes to inpatient and residential treatment beds per 100,000 population. The national average was 35 per 100,000 and Washington State was close to half of that –at 18.³⁵

Mental Health

Serious mental illness can impact an individual’s ability to tend to essential self-care, form and maintain relationships, manage a household, and perform everyday social functions. These risk factors, coupled with the stresses of living with a mental illness, lead to higher rates of homelessness among persons with mental illnesses than the general population.³⁶ According to the National Alliance on Mental Illness (NAMI) Washington, 6% “of those with a mental health condition are homeless or in jail.”³⁷

According to the 2022 Behavioral Risk Factor Surveillance System (BRFSS), 17.2% of adults in Washington reported experiencing poor mental health on 14 or more days in the past month. In Snohomish County, the rate was slightly lower at 16.3%, indicating that one in six adults locally face frequent mental distress.³⁸ Additionally, 25.3% of adults in Snohomish County reported having been diagnosed with depression, similar to the statewide rate of 25.9%.

Nationally, a period of rising homelessness emerged in the 1980s due in part to the closing of state psychiatric institutions.³⁹ Decreasing availability of psychiatric hospital beds is correlated with increasing rates of homelessness.⁴⁰ In 2024, Washington State’s behavioral health system was ranked 41st out of 50 states due to high prevalence of mental illness and low access to care.⁴¹ This is further illustrated in KFF’s

³² National Alliance to End Homelessness, [Opioid Abuse and Homelessness - Fact Sheet](#), April 5, 2016.

³³ Behavioral Risk Factor Surveillance System (BRFSS) 2022. Washington State Department of Health, Center for Health Statistics, Community Health Assessment Tool (CHAT). Heavy alcohol consumption calculated as 2 or more drinks per day for men and 1 or more drinks per day for women.

³⁴ Didenko, Eugenia, and Nicole Pankratz, “[Substance Use: Pathways to homelessness? Or a way of adapting to street life?](#),” reprinted from “Housing and Homelessness” issue of Visions Journal, 2007, 4(1), 9-10.

³⁵ KFF, [Count and Rate per 100,000 of Substance Use Treatment Facility Beds, By Type](#)

³⁶ [National Coalition for the Homeless, Mental Illness and Homelessness, July 2009.](#)

³⁷ National Alliance on Mental Illness Washington, [Advocacy](#).

³⁸ Behavioral Risk Factor Surveillance System (BRFSS) 2022. Washington State Department of Health, Center for Health Statistics, Community Health Assessment Tool (CHAT).

³⁹ U.S. Interagency Council on Homelessness, [Opening Doors: Federal Strategic Plan to Prevent and End Homelessness](#), 2010, as amended in 2015.

⁴⁰ Treatment Advocacy Center, Office of Research & Public Affairs, [Serious Mental Illness and Homelessness](#), September 2016.

⁴¹ Mental Health America, [2024 State of Mental Health in America – Ranking the States](#).

review of inpatient and residential treatment beds per 100,000 population where Washington State ranked 43rd out of 50 states.⁴²

Domestic Violence

Domestic violence is a leading cause of homelessness among women and children. In 2023, a total of 28 Snohomish County residents were hospitalized due to abuse –14 for physical abuse and 14 for sexual abuse.⁴³ The risk is especially great for women and children with limited economic resources.⁴⁴ When fleeing or attempting to flee domestic violence, individuals and families are often isolated from their support networks and financial resources, making it difficult to obtain safe and stable housing.⁴⁵

The Family and Youth Services Bureau found that “between 22 and 57% of homeless women report that domestic violence was the immediate cause of their homelessness.”⁴⁶ A national study also found that a major cause of homelessness among children is “the ways in which traumatic experiences, especially domestic violence, precede and prolong homelessness for children and families.”⁴⁷

3. Causes of Homelessness among Youth and Young Adults

The causes of homelessness for youth and young adults are complex and multidimensional.⁴⁸ Adverse Childhood Experiences (ACEs) carry serious repercussions and predictive consequences that increase the risk of homelessness for vulnerable youth and young adults. A 2025 study revealed that youth who experience four or more ACEs are over 45 times more likely to face homelessness.⁴⁹ Findings from the 2023 Healthy Youth Survey in Snohomish County reveal that a significant portion of students, approximately 17% of 8th, 10th, and 12th graders, have experienced four or more ACEs. This prevalence suggests that more than one-sixth of surveyed students in Snohomish County carry the burden of multiple ACEs. Furthermore, the survey indicates that physical abuse by an adult was reported by 18.3% of 8th graders, 20.2% of 10th graders, and 19.4% of 12th graders.⁵⁰

Many youth and young adults served in Snohomish County are unaccompanied and have experienced severe family conflict, untreated behavioral health issues within the family, abuse and neglect, and/or rejection due to identifying as LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, Intersex, Asexual, + Other Sexual Orientations, Gender Identities, and Expressions).⁵¹

Each year, between 1.6 and 2.8 million youth run away from home, often becoming homeless as a result of family conflicts, abuse, and/or neglect, according to the National Runway Safeline and the Department of Justice’s Office of Justice Programs.⁵² In Washington, 70% of youth and young adult calls in 2024 to the

⁴² KFF, [Count and Rate per 100,000 of Mental Health Treatment Beds, by Type](#)

⁴³ Washington State Department of Health, [Injury and Violence Data Dashboard](#), 2023.

⁴⁴ HUD Exchange, [Domestic Violence and Homelessness](#).

⁴⁵ National Alliance to End Homelessness, [Issues: Domestic Violence](#).

⁴⁶ Family and Youth Services Bureau, [Domestic Violence and Homelessness: Statistics \(2016\)](#).

⁴⁷ The National Center on Family Homelessness at American Institutes for Research, [America's Youngest Outcasts](#).

⁴⁸ “Young adults” are considered 18-24 years old, [Snohomish County Coordinated Community Plan](#), March 7, 2019.

⁴⁹ Child Indicators Research. [Association between Adverse Childhood Experiences and Child Homelessness in the United States](#), April 17, 2025.

⁵⁰ Healthy Youth Survey, 2023-2024 School Year, [Snohomish County Fact Sheet](#); [WAH-ACEs Interpretive Guide](#).

⁵¹ Cocoon House – serves youth and young adults in Snohomish County.

⁵² National Conference of State Legislatures, [Youth Homelessness Overview](#), May 28, 2025.

National Runaway Safeline reported family dynamics as the top issue; Snohomish County ranked 3rd in the State for the number of most calls.⁵³

The largest known population of youth vulnerable to Commercial Sexual Exploitation (CSE) are runaway and homeless youth, and children involved with foster care. LGBTQIA+ youth are also at an increased risk of homelessness and physical and sexual.⁵⁴ The National Human Trafficking Hotline warns that traffickers identify and leverage what makes their victims at risk in order to create dependency.⁵⁵ Youth and young adults experiencing homelessness are particularly vulnerable to being preyed upon by traffickers who exploit their desperation with promises of shelter, food, or job opportunities. An estimated 500-700 youth are trafficked in Washington each year.⁵⁶

4. Causes of Homelessness in Diverse Communities

The Center on Budget and Policy Priorities advises that “deep racial inequities persist among people experiencing homelessness and housing insecurity, due to long-standing income and wealth inequities stemming from structural racism in housing, education, and employment. Over half of the households with low incomes who need rental assistance but do not receive any are headed by a person of color.”⁵⁷

Income Disparities

While housing affordability is a concern for all households in Snohomish County, the challenge is disproportionately greater for certain racial and ethnic groups due to disparities in median income. For example, residents identifying as “Some Other Race” have the lowest median income among all groups – \$73,923– making it impossible to afford even an efficiency without being cost-burdened. Similarly, American Indian, Alaskan Native, Black, African American, Native Hawaiian, Pacific Islander, Hispanic, and Latinx households earn only enough to afford an efficiency or one-bedroom rental in Snohomish County.⁵⁸

Examining median earnings more closely reveals the stark reality of these income disparities. While White (non-Hispanic or Latinx) and Asian residents are the highest earning residents, with a median salary ranging from \$130,367 to \$156,550, including a 6% increase in the past year, the experiences of other groups differed significantly. Earnings for Black, African American, Hispanic, and Latinx households for example, were the most stagnant, increasing by only 2.3% to 3.7% and averaging \$93,652. Additionally, American Indian, Alaskan Native, Native Hawaiian, and Pacific Islander households experienced the most significant decrease in median earnings, with a drop of 12.6% to 17.5% compared to the prior year.⁵⁹

⁵³ National Runaway Safeline, [Washington Crisis Services Snapshot](#), January 1 - December 31, 2024.

⁵⁴ The Trevor Project, [Homelessness and Housing Instability Among LGBTQ Youth](#), 2022.

⁵⁵ [National Human Trafficking Hotline](#).

⁵⁶ Stolen Youth. Seattle/King County - 2019 Update, <https://regionalgunviolencephskc.com/wp-content/uploads/2020/07/1092f-stolenyouthcsec.pdf>.

⁵⁷ Center on Budget and Policy Priorities, [Chart Book: Funding Limitations Create Widespread Unmet Need for Rental Assistance](#), February 15, 2022; [Policymakers Can Solve Homelessness by Scaling Up Proven Solutions: Rental Assistance and Supportive Services](#), February 27, 2025.

⁵⁸ U.S. Census Bureau Tables S2503/B19113B-I, 2019-2023 ACS 5-Year Estimates; U.S. Department of Housing and Urban Development, 2024 FMRs.

⁵⁹ Ibid.

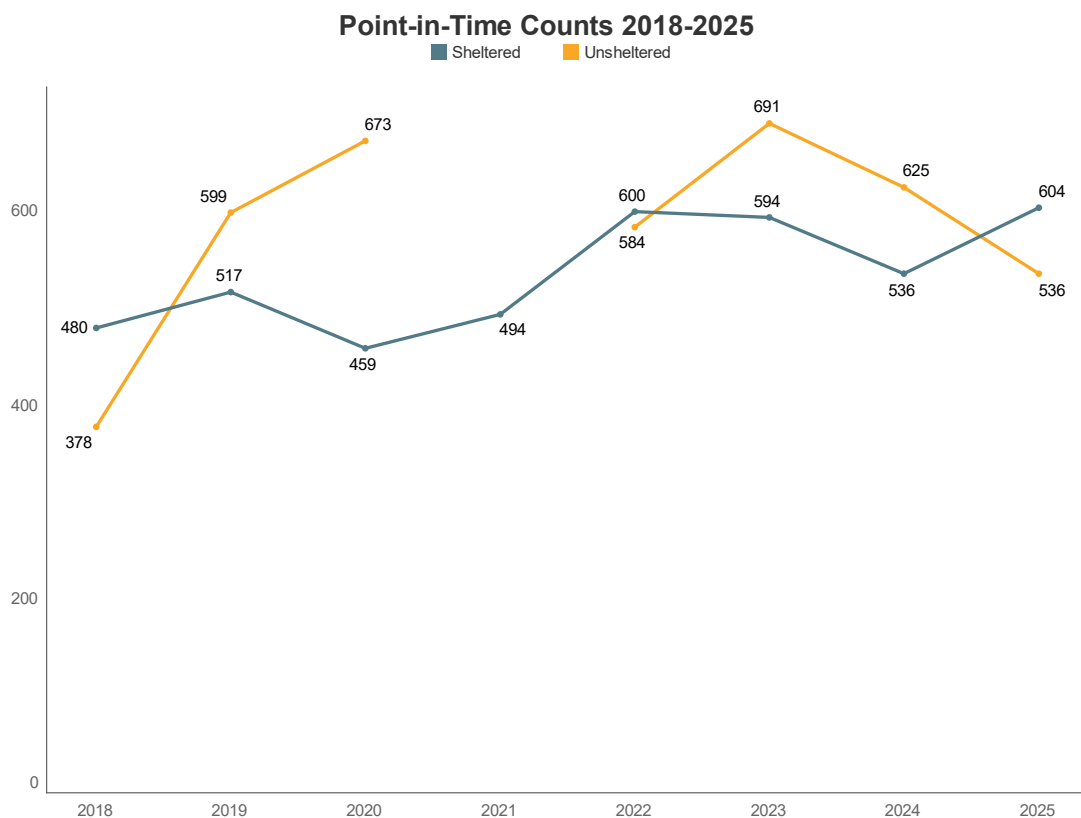
B. Local Data

Point-In-Time Count

The Point-in-Time (PIT) Count, which is required by the U.S. Department of Housing and Urban Development (HUD), is a count of the number of homeless individuals and families who are **sheltered**⁶⁰ and **unsheltered**⁶¹ in Snohomish County. The PIT Count, conducted annually by community partners, volunteers, and HSD staff in the last 10 calendar days of January, is used to analyze overall trends, inform funding priorities for homeless housing and services, and track progress toward the goal of preventing and ending homelessness in Snohomish County. There were 1,140 individuals and persons in families counted in the 2025 PIT Count, a 2% decrease from the year prior. Of those, 536 were unsheltered.

Note on the PIT Count

While it does allow for a review of the trends in homelessness from year to year, it is important to note that there are inherent limitations to the PIT data. The PIT Count is a snapshot from a single night and the data are limited to the individuals and families who are contacted and surveyed on that night. While PIT outreach efforts are extensive, it does not reach every person experiencing homelessness.



⁶⁰ A homeless individual or family who is living in a supervised publicly or privately operated shelter designated to provide temporary living arrangement (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state, or local government programs for low-income individuals).

⁶¹ A homeless individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground.

A note about the 2021 PIT Count: Snohomish County received an exception not to conduct the unsheltered PIT Count in 2021 due to safety concerns around the ongoing COVID-19 pandemic.

Snohomish County Homeless Management Information System (HMIS)

The Snohomish County Homeless Management Information System (HMIS) is a database used by agencies that provide housing and needed services to individuals and families who are homeless or at-risk of homelessness. HMIS assists agencies to record and track client service data, generate reports, and provide information helpful to funders, planners, and policymakers, and increase coordination among provider agencies. HMIS collects data on individuals and families through coordinated entry, outreach, homelessness prevention, emergency shelter, transitional housing, supportive services, and permanent housing, including rapid rehousing, permanent supportive housing, and other permanent housing.

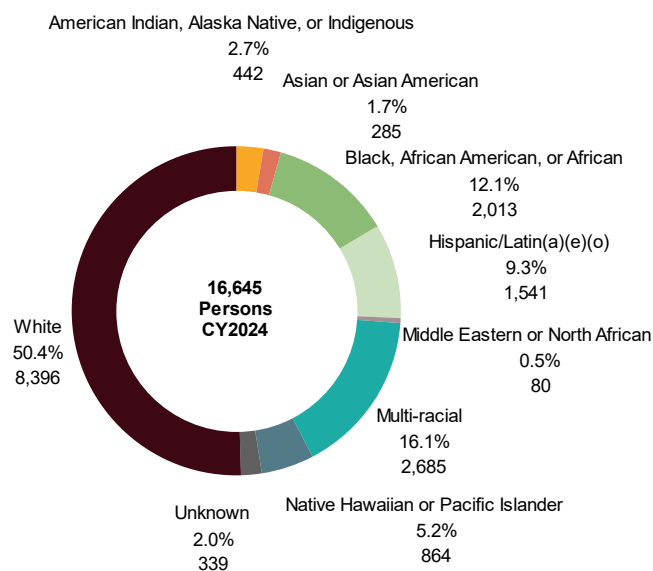
C. Subpopulations of Individuals and Families Experiencing Homelessness

Through the PIT Count and the Snohomish County HMIS, data on homeless subpopulations is gathered to tailor interventions to their unique needs.

Racial and Ethnic Identification

Individuals and families enrolled in the Snohomish County HMIS are disproportionately people of color. When reviewing data for persons active in the HMIS in CY2024, 38.3% of persons identified as American Indian, Alaska Native, or Indigenous; Asian or Asian American; Black, African American, or African; Middle Eastern or North African; Multi-racial; or Native Hawaiian or Pacific Islander, whereas 25.6% of the general Snohomish County population identified as such. Furthermore, 9.3% of persons active in the HMIS identified as Hispanic/Latino, compared to 12.3% in Snohomish County. While Black, African American, or African people represent 4% of the Snohomish County population, they represent just over 12% of those enrolled in the HMIS.⁶²

Race and Ethnicity of Persons (Calendar Year 2024 HMIS)



⁶² U.S. Census Bureau, American Community Survey [2023 ACS 1-Year Estimates Comparison Profiles](#).

Federally-Recognized Subpopulations While the causes of homelessness are unique for every individual and family experiencing homelessness, the following four distinct subpopulations are identified in *Opening Doors: Federal Strategic Plan to Prevent and End Homelessness* as tending to have clusters of needs that must be addressed to target programming to prevent and end homelessness among them. This “topography” of homelessness is widely utilized in the development and analysis of evidence-based programming.

Veterans Experiencing Homelessness

There were 41 homeless veterans counted in the 2025 PIT count.. In Calendar Year 2024, data show that 4.2% of the persons in the HMIS identified as veterans. Among veterans, the causes of homelessness are similar to those in the general population and include disparities between income and rent, lack of affordable housing, and social determinants, such as behavioral health. However, veterans often have unique needs because of their experiences with combat and repeated deployments, which can create additional risk factors for homelessness, including Post-Traumatic Stress Disorder and traumatic brain injury. These factors also increase the risk of substance abuse disorders and other behavioral health issues. A study to determine the leading risk factors for homelessness among veterans indicated that substance abuse may have the highest impact on relative risk for homelessness among this population.⁶³

Cross-system coordination by service providers is key to identifying veterans who are experiencing homelessness and connecting them to needed services. Generally, veterans with less than honorable discharge are not eligible for Veteran Affairs benefits and services; therefore, other flexible funding sources are essential to serving this population.

[...] [L]ike their non-veteran counterparts, many homeless veterans can exit homelessness with the help of rental assistance and a few additional services. [...] However, numerous homeless veterans face some of the same challenges as people experiencing chronic homelessness: mental illness, substance abuse and addiction, and physical disability. For veterans, many of these ailments may be the result of service-induced trauma. As such, the first step to ending homelessness among veterans is to address vulnerability factors when soldiers are discharged.

National Alliance to End Homelessness, [Veterans – Solutions](#).

Individuals and Families Experiencing Chronic Homelessness

There were 538 unsheltered chronically homeless individuals⁶⁴ counted in the 2025 PIT count. In Calendar Year 2024, HMIS data show that 1091 persons entering the system were chronically homeless. A

⁶³ Tsai J, KasproW WJ, Rosenheck RA. Latent Homeless Risk Profiles of a National Sample of Homeless Veterans and Their Relation to Program Referral and Admission Patterns. *Am J Public Health*. 2013 December; 103 (Suppl 2): S239–S247.

⁶⁴ The U.S. Department of Housing and Urban Development (HUD) published the [Defining “Chronically Homeless” Rule](#) (FR-5809-F-01) on December 4, 2015; a chronically homeless individual or family has a disability, currently lives on the streets or in emergency shelter, and has lived on the streets or in emergency shelter continuously for at least 12 months, or on four (4) separate occasions in the last three (3) years where the combined occasions equal at least 12 months.

chronically homeless individual is a person with a qualifying disability who has experienced homelessness for 12 months or longer, either continuously or cumulatively in at least four episodes in the last three years.⁶⁵ Chronically homeless individuals often cycle in and out of public systems, such as jails, prisons, hospitals, and emergency shelters; these “frequent utilizers” have a significant financial impact on communities because of their frequent use of high-cost interventions.⁶⁶

Overwhelming evidence shows that chronically homeless individuals with long histories of substance use can achieve stability and positive health outcomes in supportive housing.⁶⁷ A low barrier approach coupled with strong partnerships between behavioral health and housing service providers are key components to successful programs serving this subpopulation. “The importance of making a variety of safe, affordable housing options available cannot be overstated. Without housing, services and supports cannot be effective.”⁶⁸

Families with Children Experiencing Homelessness

There were 88 homeless families with children⁶⁹ counted in the 2025 PIT count, a 2.3% increase from the year prior. Families with children represented 53.9% of the households enrolled in HMIS or Coordinated Entry projects during Calendar Year 2024. Families experiencing homelessness face significant challenges, including poverty, high rates of domestic violence, and behavioral health issues. In addition, they often have young children. In 2024, HMIS and Coordinated Entry data show that 57.8% of families with children had at least one child under the age of 6. Women are also overrepresented in this subpopulation. Of families enrolling in Calendar Year 2024, 52.1% of families with children in HMIS and Coordinated Entry were headed by single women. These local trends match those at the national level. A report from the U.S. Department of Health and Human Services found that “the typical profile of a homeless family is one headed by a single woman in her late 20s with approximately two children, one or both under 6 years of age.”⁷⁰

Research on early brain development shows that toxic stress resulting from homelessness – even short periods of homelessness and pre-natal homelessness – can have lifelong impacts on a child’s physical, cognitive, social, and behavioral health.⁷¹ Interventions that rapidly move families to permanent housing are critical for families with children. Families experiencing homelessness are often able to quickly access permanent housing with assistance from less intensive interventions.⁷² Rapid interventions that include navigation services and connections to mainstream resources are a best-practice for this subpopulation.

Unaccompanied or Parenting Youth and Young Adults Experiencing Homelessness

⁶⁵ Ibid.

⁶⁶ Harding, Courtney S., and Caterina G. Roman, Temple University, Identifying Discrete Subgroups of Chronically Homeless Frequent Utilizers of Jail and Public Mental Health Services, Criminal Justice and Behavior, 2017, Vol. 44, No. 4, April 2017, 5011-530.

⁶⁷ U.S. Interagency Council on Homelessness, ["Strategies to Address the Intersection of the Opioid Crisis and Homelessness"](#), February 2017.

⁶⁸ Substance Abuse and Mental Health Services Administration, [Blueprint for Change](#)

⁶⁹ To be counted, families with children must have at least one (1) adult age 18 and older.

⁷⁰ Rog, Debra J., Ph.D., C. Scott Holupka, Ph.D., and Lisa C. Patton, Ph.D., U.S. Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation, Office of Human Services Policy, [Characteristics And Dynamics of Homeless Families With Children](#), Fall 2007.

⁷¹ Sandel, Megan, MD MPH, Richard Sheward, MPP, and Lisa Sturtevant Ph.D, [Compounding Stress: The Timing and Duration Effects of Homelessness on Children's Health](#), June 2015.

⁷² U.S. Department of Housing and Urban Development, [Rapid Rehousing](#).

There were 68 unaccompanied or parenting homeless youth and young adults under the age of 25 counted in the 2025 PIT count, a 3.0% increase from the year prior. HMIS data show that there were 1502 unaccompanied or parenting youth and young adults enrolled in HMIS or Coordinated Entry during Calendar Year 2024. However, data on homeless youth has been historically limited given that youth may hide their homelessness or not access public systems.⁷³ Therefore, it is useful to consider data from other systems of care to get a more nuanced picture of homelessness among youth.⁷⁴

Youth experiencing homelessness are more likely to suffer academically than their stably housed peers. They are more likely to drop out of school and have higher absentee rates; on average, they score substantially lower on state tests.⁷⁵ “Housing is a fundamental component of stability for a young person, yet housing alone will not support the transition to a healthy, productive adulthood. A more holistic and coordinated approach is needed to provide young people with the educational, emotional, and safety supports to develop into healthy adulthood.”⁷⁶

Additional Subpopulations

Two additional subpopulations of note that are not included in the national topography are survivors of domestic violence and seniors.

Survivors of Domestic Violence

There were 76 homeless individuals counted in the 2025 PIT who reported they were fleeing or attempting to flee domestic violence. More than 23% of households enrolled in HMIS or Coordinated Entry in Calendar Year 2024 reported being a survivor of domestic violence. The experiences of domestic violence and homelessness can have long term effects on health and wellbeing. In addition to the risk of injury and death, persons fleeing or attempting to flee domestic violence face increased risk of adverse health conditions. Women who have experienced domestic violence are 80% more likely to have a stroke, 70% more likely to have heart disease, 70% more likely to drink heavily, and three times as likely to contract a sexually transmitted disease.⁷⁷ For children, the trauma caused by exposure to domestic violence affects their academic success, likelihood of becoming a victim or perpetrator of violence, and overall physical and emotional health.⁷⁸ As a child’s exposure to Adverse Childhood Experiences (such as domestic violence) increases, so does the risk of mental distress, depression, disability, lowered educational attainment, heart disease, and stroke.⁷⁹

⁷³ Washington State Department of Commerce, [Office of Homeless Youth Prevention & Protection Programs 2016 Report](#), December 2016.

⁷⁴ Under HUD, homelessness is defined more narrowly than under the U.S. Department of Education. For education purposes, the federal McKinney-Vento Act more broadly defines homelessness in an effort to provide protections and supports for students living in a variety of unstable housing situations: homeless children and youth is defined as those who lack “a fixed, regular, and adequate nighttime residence,” and includes children and youth who are living in doubled up situations.

⁷⁵ State of Washington Office of Superintendent of Public Instruction, [Report to the Legislature, UPDATE: Homeless Students Data 2016](#), January 2017.

⁷⁶ Washington State Department of Commerce, [Office of Homeless Youth Prevention & Protection Programs 2016 Report](#), December 2016, page 6.

⁷⁷ Center For Disease Control, [Adverse Health Conditions and Health Risk Behaviors Associated with Intimate Partner Violence](#), 2005.

⁷⁸ Futures Without Violence, [The Facts On Children's Exposure to Violence](#).

⁷⁹ Centers for Disease Control and Prevention, [About Behavioral Risk Factor Surveillance System ACE Data](#).

Too often, the lack of affordable housing causes persons fleeing or attempting to flee domestic violence to experience homelessness or stay in an abusive household.⁸⁰ Immediate housing and tailored services are needed to assist persons fleeing or attempting to flee domestic violence.

Seniors

Individuals 65 years of age and older are a rapidly growing cohort. “As 10,000 people turn 65 every day in the US, and the population ages in general, the homeless population will age. [...] When one considers economic factors, even more seniors are aging into poverty and homelessness.”⁸¹ The inability to remain in one’s home has significant cost implications to not only the housing system but also to health and behavioral health care and emergency management systems. Efforts aimed at preventing this growing population from becoming homeless are essential.⁸²

Locally, HMIS data show that 14.1% of heads of household enrolled in HMIS or Coordinated Entry during Calendar Year 2024 were 50 years of age and older. Older adults who are homeless are more likely than their younger counterparts to have chronic medical conditions and cognitive impairments; “[...] one study found that they were 3.6 times as likely to have a chronic medical condition as homeless adults under 50.”⁸³ Many older adults who are homeless require longer term interventions targeted to persons with high service needs, such as permanent supportive housing.⁸⁴

D. Homeless Housing and Services System

Coordinated Entry is a process for individuals and families in Snohomish County who are experiencing homelessness or are at imminent risk of homelessness to access needed homelessness prevention, housing and/or other services. Coordinated Entry incorporates uniform screening and assessment, prioritization and program matching, and connections to mainstream services to help those seeking housing and services access appropriate programs more efficiently and effectively. Snohomish County’s Coordinated Entry system underwent refinement in 2018 and 2019, with changes implemented in 2020.

Outreach Services

Outreach workers engage individuals and families who are experiencing homelessness in services and connect them to housing through the Coordinated Entry system; see below for additional information on Coordinated Entry. In Snohomish County, outreach efforts reach individuals and families who are unsheltered and living on the streets or in other places not meant for human habitation: the Outreach Coalition is a cross-system collaboration that identifies areas in Snohomish County where homeless individuals and families are known to live and coordinates outreach to these individuals and families; in addition, Law Enforcement Embedded Social Workers provide outreach to homeless individuals to engage

⁸⁰ Commissioner Rafael Lopez, U.S. Department of Health and Human Services’ Administration on Children, Youth, and Families, as quoted in the Department of Justice, Office of Public Affairs, [Justice News](#), November 4, 2015.

⁸¹ Justice in Aging: Fighting Senior Poverty through Law, [How to Prevent and End Homelessness Among Older Adults](#), Special Report, April 2016.

⁸² CSH and Hearth: Ending Elder Homelessness, [Ending Homelessness among Older Adults and Elders through Permanent Supportive Housing](#), Revised Policy Paper Prepared for the National Leadership Initiative to End Elder Homelessness, December 2011.

⁸³ CSH and Hearth: Ending Elder Homelessness, [Ending Homelessness among Older Adults and Elders through Permanent Supportive Housing](#), Revised Policy Paper Prepared for the National Leadership Initiative to End Elder Homelessness, December 2011.

⁸⁴ Justice in Aging: Fighting Senior Poverty through Law, [How to Prevent and End Homelessness Among Older Adults](#), Special Report, April 2016.

them in needed services. Outreach efforts also reach individuals and families who are in institutions, such as jail, to keep them from becoming homeless again, and those who are at imminent risk of homelessness through such programs as the Student Support Advocacy Program, which provides supports for high-risk students.

Low-Barrier and Supportive Services

Operating housing that conforms to the State’s low-barrier model is a requirement specifically for the receipt of Washington State Department of Commerce [Consolidated Homeless Grant \(CHG\)](#) funds to support some options in the continuum of housing and services in the local homeless crisis response system. Under the low-barrier model, all CHG projects must adhere to state and federal anti-discrimination laws. For CHG-funded projects that require utilization of the State’s low-barrier model, homeless households will not be screened out based on the following criteria:

- Having too little or no income;
- Having poor credit or financial history;
- Having poor or lack of rental history;
- Having involvement with the criminal justice system;
- Having active or a history of alcohol and/or substance use;
- Having been impacted by a crime;
- Lacking ID or proof of U.S. Residency Status;
- The type or extent of disability-related services or supports that are needed; or
- Other behaviors that are perceived as indicating a lack of “housing readiness,” including resistance to receiving services.

Consistent with state guidance on evidence-based practices, Snohomish County’s Partnership to End Homelessness has adopted a low-barrier and services enriched approach as one critical element of the homeless housing and service system. Safe and stable housing is viewed as the core foundation in meeting the challenges of those experiencing homelessness and provides individuals and families with a platform on which they are then able to work on overcoming barriers to housing stability. Combined with tailored supportive services, households are able to obtain and maintain their housing and access the resources needed to stabilize their lives toward regaining their independence and achieving personal goals. Each household will have a personal services plan which will include an assessment of the individual’s current status and needs in a host of life domains including:

- | | |
|------------------|--------------------|
| • Housing | • Security |
| • Food | • Legal – Civil |
| • Transportation | • Legal – Criminal |
| • Education | • Healthcare |
| • Job Training | • Mental Health |
| • Employment | • Substance Use |
| • Income Needs | • Life Skills |
| • Benefits | • Social Supports |

Generally, both the helping professional and the individual sign the plan and it is regularly revisited during meetings to determine progress and if steps need to be modified and/or added. As such, each individualized service plan is tailored to address each individual's service needs and responsibilities.

Client choice is an essential component of supportive services. Individuals and families are more likely to maintain housing stability when they have a choice in housing and services. Service providers engage individuals and families by providing meaningful opportunities to participate in services.

Housing and service providers that use a low-barrier approach require a high level of training and skill. Providers must have the ability to serve individuals and families with varying needs, including co-occurring mental health and substance use disorders. Wellness and recovery action plans become a vital component for supportive services and collaborative support. Staff should have access to training on low-barrier, motivational interviewing, crisis intervention, and trauma informed care.

Rules and policies in a low barrier project should be clear and easy to understand, with a focus on maintaining a safe environment and reducing exits to homelessness. Additionally, low barrier projects must not terminate participants from the program for failure to participate in supportive services, or making progress on a service plan, loss of income or failure to improve income, being a victim of domestic violence, or any other activity not covered in a typical lease agreement. Low barrier projects have flexible intake schedules and require minimal documentation.

Coordinated Entry and Navigation Services

Coordinated Entry is a process for people who are homeless or at-risk of homelessness to access needed homelessness prevention, housing, and other services. Coordinated Entry incorporates uniform screening and assessment, prioritization and program matching, and connections to mainstream services to help those seeking housing and services access programs more efficiently.

Coordinated Entry assessment, referrals, and access to Navigators are available at sites located throughout the region so that individuals and families have multiple locations from which they can access housing and services:

- WA 2-1-1 provides access to Coordinated Entry via the telephone; and
- Physical sites provide standardized access to housing and services in conjunction with the specialized service delivery.

Every Coordinated Entry site offers information and referral services to any individual or family seeking housing services and refers individuals and families who are literally homeless and at imminent risk of homelessness to Navigators who provide a range of homeless prevention and rehousing services. Navigators work with individuals and families not only to address their current housing crisis, but also to address their immediate barriers to housing stability by providing direct referrals to tailored services by Coordinated Entry service partners, including landlord dispute resolution and family mediation, civil legal assistance, mental health and substance use disorder services, and a range of employment and job training programs. By providing these next-step referrals, Navigators can assist individuals and families to identify and resolve their immediate barriers to housing stability and retention, regardless of whether a housing intervention is immediately available to address their situation.

Homeless housing vacancies are filled according to the Orders of Priority adopted by the Partnership to End Homelessness CoC Board. Prioritization is based on the length of time an individual or family has

resided in a place not meant for human habitation, a safe haven, or an emergency shelter *and* the severity of the individual's or family's service needs. These Orders of Priority have been adopted to ensure that the community's most vulnerable individuals and families are housed as quickly as possible.

Homelessness Prevention

In addition to the services provided by Navigators, homelessness prevention provides housing-focused supportive services and temporary rent subsidies to households who are at risk of homelessness⁸⁵. By providing Homelessness Prevention services, households are assisted to maintain or obtain stable housing and avoid homelessness.

The Washington State Department of Commerce requires that at least 10% of their Homelessness Prevention funding must be subgranted to By and For Organizations. Snohomish County awards 15% of state Homelessness Prevention funding to By and For Organizations. By and For Organizations are culturally based, and primarily lead, controlled, and operated by and for the communities they serve. By and For Organizations that apply for this funding must demonstrate the community they serve's disproportionate representation in struggling with housing affordability, housing instability, and homelessness. Examples of communities that have been disproportionately affected include: BIPOC (Black, Indigenous, or other People of Color including people identified as socially disadvantage), people with disabilities (this may include, but is not limited to: people with physical disabilities, people with chronic health conditions, and/or people who are neurodivergent), people who identify as part of the d/Deaf and hard of hearing community, people with behavioral health conditions including substance use disorder, people who identify as LGBTQIA+ (lesbian, gay, bisexual, transgender, queer, intersex, asexual and other identities including but not limited to: two-spirit, non-binary, pansexual, agender), survivors of family violence and/or intimate partner violence, incarcerated and formerly incarcerated individuals, undocumented individuals, immigrants and refugees, and mixed-immigration-status families and communities.

Homeless Housing Inventory

The homeless housing inventory in Snohomish County reflects the local effort to create a homeless housing system that is adaptable and data driven. Annually, the HSD collects data on the County's homeless housing inventory, which includes a count of the number of units and beds *available* through **emergency shelter, transitional housing, joint transitional/rapid rehousing, rapid rehousing, permanent supportive housing, and other permanent housing**. These data are used in conjunction with HMIS and PIT Count data to conduct a gaps analysis of needed resources in the community. The data are combined with current information on evidence-based practices to target resources to the most effective and efficient interventions.

Emergency Shelter offers temporary, short-term shelter and crisis services to homeless individuals and families. For many, emergency shelter is the only option to immediately alleviate a short-term housing crisis. Like other successful interventions, emergency shelters maintain a strong focus on quickly assisting individuals and families in moving to permanent housing, either on their own or with the assistance of another intervention via the Coordinated Entry System (e.g., rapid rehousing). In Snohomish County, emergency shelters operate under a variety of program models, including year-round, drop-in, and

⁸⁵ A household who is at imminent risk of homelessness is one who will imminently lose their primary nighttime residence within fourteen (14) days; AND has no subsequent residence identified; and lacks the resources or support networks needed to obtain other permanent housing. This definition includes households who are facing eviction due to non-payment of rent.

seasonal (i.e., shelters that are open during the cold weather season); some emergency shelters are also targeted to specific subpopulations, such as youth and young adults, or survivors of domestic violence. A 52-unit emergency shelter serving survivors of domestic violence in Snohomish County is the second largest facility of its kind in the State.

Emergency shelters in Snohomish County utilize a low-barrier approach. Low-barrier shelters are essential to ensuring the homeless housing and service system is accessible to those most in need. These shelters also increase system efficiencies by creating pathways to permanent housing for chronic utilizers of emergency services.

Transitional Housing provides temporary housing and is designed to facilitate the movement of homeless individuals and families into permanent housing within a specified period of time, but no longer than 24 months. Snohomish County has undergone systems change to target resources to rapid rehousing and permanent supportive housing, which have been shown to be more effective and efficient than transitional housing at moving individuals and families to permanent housing. “People whose primary barrier to housing stability is economic in nature do not require transitional housing, nor do people with serious mental illnesses who may be better served in other program models, such as permanent supportive housing.”⁸⁶ However, transitional housing may be well-suited for addressing the unique needs of certain populations, such as youth and young adults and survivors of domestic violence.

Rapid Rehousing (RRH) is an intervention designed to help individuals and families exit homelessness and return to permanent housing as quickly as possible. RRH projects provide temporary financial assistance combined with housing location and housing stability case management services to help homeless individuals and families obtain permanent housing and achieve stability. This model is consumer-driven and the services and housing options provided must be tailored to household needs and priorities as much as possible. Rapid rehousing programs can serve a broad population of individuals and families experiencing homelessness.

Joint Transitional Housing (TH) and Rapid Rehousing (RRH) is a combined intervention designed to provide both short-term crisis housing (via TH) with financial assistance and wrap around supportive services determined by program participants to help them move to permanent housing (via RRH) as quickly as possible. Stays in the TH portion of these projects should be brief (not the traditional multi-month transitional housing stays) and without preconditions, and participants should quickly move to permanent housing.

Permanent Supportive Housing is a housing intervention that offers permanent housing and supportive services to assist homeless persons with disabilities or families in which one adult or child has a disability. Through the Continuum of Care (CoC) Program and other federal, state, and local funding sources, Snohomish County has steadily increased its permanent supportive housing inventory. Permanent supportive housing includes HUD-Veterans Affairs Supportive Housing (HUD-VASH), which is operated by the Housing Authority of Snohomish County and combines Housing Choice Voucher (HCV) rental assistance for homeless veterans with services provided by the U.S. Department of Veterans Affairs (VA).

For individuals and families experiencing chronic homelessness, permanent supportive housing using a service enriched approach is an evidence-based best practice. The effectiveness of permanent supportive

⁸⁶ National Alliance to End Homelessness, [The Role of Long-Term, Congregate Transitional Housing in Ending Homelessness](#), March 4, 2015.

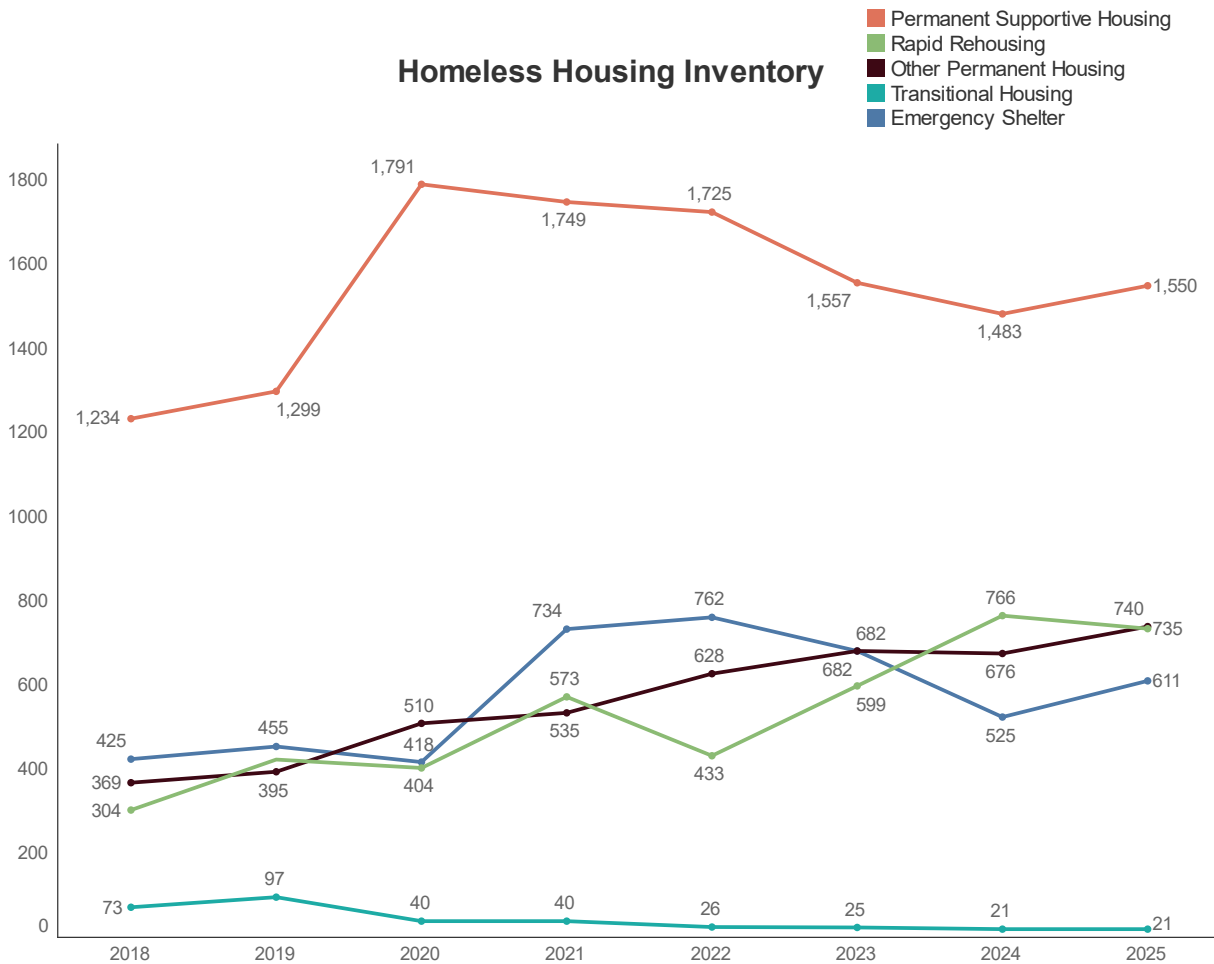
housing in improving client health and housing stability has been well documented. Furthermore, this intervention has led to significant reductions in public costs incurred by health care services, emergency room visits, behavioral health services, incarceration, and interactions with law enforcement.⁸⁷

Other Permanent Housing provides housing with or without supportive services to assist homeless persons to live independently, but does not limit eligibility to individuals with disabilities or families in which one adult or child has a disability. In Snohomish County, many other permanent housing beds are supported by Public Housing Authorities with Project Based Vouchers.

Notable System Changes

The following chart shows changes in the housing interventions available in Snohomish County. As is demonstrated, Snohomish County has decreased the number of transitional housing beds while dramatically increasing the availability of permanent supportive housing, which is consistent with research on the effectiveness of this latter type of housing. While the use of rapid rehousing has increased, it is largely constrained by the availability of housing in the rental market, as discussed above. The number of shelter beds has remained relatively stable; this too, is consistent with practices in progressive jurisdictions that are maximizing the allocation of resources to evidence-based practices aimed at ending homelessness, while continuing to dedicate resources as needed to managing it. In response to the COVID-19 pandemic, our community was able to increase the amount of RRH units and shelter beds as a result of COVID related emergency funding which did have an impact on our overall homeless housing inventory for a number of years.

⁸⁷ National Low Income Housing Alliance, [Cost Savings with Permanent Supportive Housing](#), March 1, 2010.



Snohomish County's commitment to increasing housing and service interventions that are cost effective and evidence-based is demonstrated by the increase in rapid rehousing and permanent supportive housing beds and decrease in transitional housing beds.

E. System Performance Measures

The homeless housing and service system is regularly assessed using performance measures adopted by the Partnership to End Homelessness; these include system, project, and population specific measures. By regularly measuring and reviewing specific data points, the PEH is better able to assess and make improvements to the system. *Please note that these measures differ from the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH Act) measures established by the U.S. Department of Housing and Urban Development (HUD).*⁸⁸ These custom measures were developed to better inform local performance of our system, although the HEARTH measures are collected, reviewed and reported to HUD.

⁸⁸ HUD Exchange, [System Performance Measures](#).

Measure	Description ⁸⁹	Applicable Intervention(s)
Number of Homeless Persons	Total number of unsheltered homeless persons in the Point-in-Time Count	
Length of Stay	Average number of days households remain in Emergency Shelter and Transitional Housing	Emergency Shelter Transitional Housing, Joint Transitional Housing/ Rapid Rehousing
Days to Move-In	Average number of days for Rapid Rehousing to assist households to move into permanent housing	Rapid Rehousing
Total Income	Percentage of adults who increase their total income from enrollment to exit	Transitional Housing Rapid Rehousing Permanent Supportive Housing Other Permanent Housing
Retention	Percentage of households who remain in Permanent Supportive Housing or Other Permanent Housing, or exit to permanent housing	Permanent Supportive Housing Other Permanent Housing
Exits to Permanent	Percentage of households who exit Street Outreach, Emergency Shelter, Transitional Housing, or Rapid Rehousing to permanent housing	Street Outreach Prevention Emergency Shelter Transitional Housing Rapid Rehousing, Joint Transitional Housing/ Rapid Rehousing
6 Month Returns	Percentage of households who exit Street Outreach, Emergency Shelter, Transitional Housing, Rapid Rehousing, Permanent Supportive Housing, or Other Permanent Housing to permanent housing, but, within 6 months of the exit, return to: - Street Outreach, Emergency Shelter, Transitional Housing, or - Rapid Rehousing, Permanent Supportive Housing, or Other Permanent Housing, where the households' prior residence is a place not meant for human habitation, safe haven, or emergency shelter	Street Outreach Emergency Shelter Transitional Housing Rapid Rehousing Joint Transitional Housing/ Rapid Rehousing Permanent Supportive Housing Other Permanent Housing
12 Month Returns	Percentage of households who exit Street Outreach, Emergency Shelter, Transitional Housing, Rapid Rehousing, Permanent Supportive Housing, or Other Permanent	Street Outreach Emergency Shelter Transitional Housing Rapid Rehousing

⁸⁹ This is a summary description of the performance measures; it does not provide the full methodology.

	Housing to permanent housing, but, within 12 months of the exit, return to: - Street Outreach, Emergency Shelter, Transitional Housing, or - Rapid Rehousing, Permanent Supportive Housing, or Other Permanent Housing, where the households' prior residence is a place not meant for human habitation, safe haven, or emergency shelter	Joint Transitional Housing/ Rapid Rehousing Permanent Supportive Housing Other Permanent Housing
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For additional information on current system performance, refer to **Appendix E, System Performance**.

IV. Goals, Objectives, and Strategies

As described above, the Snohomish County Human Services Department (HSD) and the Partnership to End Homelessness (PEH) Continuum of Care (CoC) Board strive to continue building on successful, innovative practices that have transformed the Everett/Snohomish County CoC homeless system. The HSD and the PEH lead a coordinated community approach to address homelessness within the context of a growing and diverse Snohomish County population. The PEH and the HSD have established Objectives, Actions, and Measures that are data-driven and evidence-based to prevent and end homelessness in Snohomish County as outlined below. In adopting these Objectives, Actions, and Measures, it is important to note that their success is limited by the resources available.

These Objectives, Actions, and Strategies are aligned with the current efforts being taken by the PEH and identified gaps and needs in Snohomish County.

Objective 1: Promote an equitable, accountable, and transparent homeless crisis response system

Action to meet the Objective	Sub-actions	Measures of success	Timeline to begin	Responsible Parties
1a. Ensure that Coordinated Entry provides all individuals equitable access to the homeless housing and service system.	1a1. Conduct regular analysis of the demographics of the homeless individuals and families served by the Coordinated Entry System. The goal will be to ascertain whether certain groups are disproportionately represented or underrepresented and make changes to the system, as appropriate, to ensure equitable access.	Snohomish County, in collaboration with the Partnership to End Homelessness will conduct an analysis of the Coordinated Entry (CE) system every three (3) years to inform of equitable changes to CE that must be made. Year 1: Gather community feedback Year 2: Conduct comprehensive analysis Year 3: Propose possible revisions to Coordinated Entry	Year 1	HMIS; PEH
	1a2. Expand no wrong door approach to ensure in person access points for people without access to phone or computer.	Over the span of 2025 – 2030, the Snohomish County homelessness housing system will increase in-person access points for CE to include 3 additional locations for walk-in sites.	Year 1	All Snohomish County shelters and navigation sites

	1a3. Explore utilizing an AI tool to help reduce costs for translation needs.	By Year 2, identify AI tool that can translate the Coordinated Entry flyer into the top three (3) most common languages in Snohomish County.	Years 1- 5	Snohomish County
1b. Incorporate lived expertise of homelessness and disproportionately affected communities in all decision making, project designs, processes, service standards, and resource allocation decisions.	1b1. Expand Lived Expertise involvement in CoC Application oversight process, and Coordinated Entry Advisory Committee (CEAC), through partnership with the Lived Experience Coalition (LEC), and other work groups/ad hoc groups as necessary, and incorporate their feedback into the work being done.	Maintain or increase the number of Persons with Lived Expertise annually for all committees and sub-committees of the Partnership to End Homelessness.	Years 1- 5	PEH Board; REAB; OCHS
1c. Utilize data and public dashboards.	1c1. Create accurate public dashboards per intervention type and update on an ongoing basis.	Create real-time dashboards for all Snohomish County homeless system interventions by 2030 to include outcomes by age, race and gender.	Year 4	HMIS

Objective 2: Prioritize assistance based on the greatest barriers to housing stability and greatest risk of harm

Action to meet the Objective	Sub-actions	Measures of success	Timeline to begin	Responsible Parties
2a. Gather information and data about the Coordinated Entry System to audit the system through feedback from people being served, working within the system etc. on a continuous basis.	2a1. PEH will develop a process for gathering ongoing feedback from participants and providers. Based on that analysis, adjustments will be made to the Coordinated Entry system with an eye towards disproportionately underrepresented groups. Such adjustments should include identifying and creating	Year 1: Identify the process that will be utilized to gather feedback on the CE system from participants and providers. Year 2: Implement process to begin collecting feedback on the CE system. Year 3:	Year 1	Data and Analysis Committee

	missing interventions or additional supports for certain populations.	Analyze and incorporate feedback for improvements to CE to increase equitable access and culturally responsive supports.		
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Objective 3: Seek to house everyone in a stable setting that meets their needs

Action to meet the Objective	Sub-actions	Measures of success	Timeline to begin	Responsible Parties
3a. Increase permanent housing capacity.	3a1. PEH will actively collaborate with Apple Health and Homes to identify and implement ways to make Foundational Community Supports more realistic for Snohomish County providers and better integrate FCS and Apple Health and Homes Capital funding into our community.	Maintain or increase permanent supportive housing retention annually at a system level.	Year 2	PEH
	3a2. Seek publicly owned land that would be suitable for affordable housing and develop policies around development and use of land.	Office of Community and Homeless Services holds annual meetings with Planning and Development Services.	Year 1	Snohomish County; PEH
	3a3. Work with State Legislature to solve systemic barriers to affordable housing development including operating and services costs for PSH.	The PEH Public Policy Committee will prioritize affordable housing bills and budgetary items for inclusion into the PEH Legislative Agenda for advocacy with WA State legislators on an annual basis.	Year 2	Public Policy Committee; Snohomish County Tomorrow
	3a4. Seek opportunities to expand collaboration between homeless housing providers and non-profit housing developers to provide affordable housing options (e.g., set-aside units).	Increase affordable housing options (e.g., set-aside units) by 9% over the course of 2025 – 2030 (aligning with the Estimates of Permanent Housing Needs report).	Year 1	PEH; Housing Consortium of Everett and Snohomish County
	3a5. Convene affordable housing funders forum to convey a sense of collaboration, alignment and shared	Hold biennial forums with housing funders with a focus on increasing affordable	Year 1	Housing Consortium of Everett and

	purpose while making a tangible and measurable impact on housing.	housing options for persons experiencing homelessness.		Snohomish County
3b. Develop youth-specific interventions that are tailored to the unique needs of homeless youth and young adults.	3b1. Increase efforts to re-connect youth to caring and healthy family members, culture and community.	Increase exits to permanent housing for youth and young adults by 5% annually.	Year 4	Youth and Young Adult service providers
	3b2. Invest in a wide variety of flexible housing and support services for youth including host home programs, young adult shelter, transitional housing.	Decrease number of homeless persons for youth and young adults by 5% annually.	Year 4	Youth and young adult service providers
3c. Create “By-Name” lists for homeless subpopulations where practical.	3c1. Use “By-Name” Lists for youth and young adults for youth specific funded projects or other populations as specific resources become available.	Decrease number of homeless persons for youth and young adults by 5% annually.	Year 5	Strategic Planning Committee; Youth and young adult service providers

Objective 4: Prevent Episodes of homelessness whenever possible

Action to meet the Objective	Sub-actions	Measures of success	Timeline to begin	Responsible Parties
4a. Homelessness Prevention: Increase targeted outreach to diverse populations and increase program capacity.	4a1. Identify indicators for people who may be at risk of homelessness and advocate for new funding to support those individuals before they reach the point of crisis or housing instability.	Decrease number of homeless persons by 5% annually.	Year 1	PEH
	4a2. Targeted outreach to diverse, underserved communities and seniors to ensure that those	Decrease number of homeless persons by 5% annually.	Year 2	By and For Organizations, Communications

	communities are aware of resources available to them.			and Engagement Committee
4b. Expand prevention services for older adults.	4b1. Analyze needs and implement effective program for shared housing for older adults. Explore other communities successfully implementing shared housing programs' promising practices and potential liabilities.	Provide a report to the PEH at the end of Year 3 for effective shared housing programs for older adults that could be implemented in Snohomish County and the potential impact of reductions in homelessness for this population as a result.	Year 3	Agencies providing services and supports to older adults
	4b2. Find a resource to provide tailored outreach and education specific to older adults on available resources.	Year 4: Implement identified resources for older adults. Year 5: Within the Year 5 timeframe, demonstrate reductions in homelessness for this population by 5%.	Year 3	PEH; OCHS
4c. Expand prevention services for diverse communities, immigrants, and refugees.	4c1. PEH will advocate in the State Legislature for continued and increased funding for the State Homelessness Prevention programs for By and For organizations.	The PEH Public Policy Committee will prioritize Homelessness Prevention funding for By and For organizations in bills and budgetary items for inclusion into the PEH Legislative Agenda for advocacy with WA State legislators on an annual basis.	Year 2	Public Policy Committee

Objective 5: Strengthen the homeless service provider workforce and provide support on evidence-based practices

Action to meet the Objective	Sub-actions	Measures of success	Timeline to begin	Responsible Parties
5a. Provide training and technical assistance on standardized assessments.	5a1. Provide ongoing training, and technical assistance to ensure fidelity of standardized assessments to the Coordinated Entry Policies & Procedures. Ensure that the Coordinated Entry system is equitable and meets the needs of persons who disproportionately experience homelessness.	Training is completed annually and documented. Trainings are recorded for future and ongoing usage. Monitoring occurs to ensure all homelessness housing and service providers attend, at a minimum, every three (3) years.	Year 3	OCHS
5b. Ensure peer support programs.	5b1. Data and Analysis Committee will research best practices, assess and measure successes of peer support programs with the intention of implementing them effectively. PEH will promote successful peer support programs in our community.	Increase in Retention rates by 5% annually for Years 4 and 5.	Year 3	PEH; Data and Analysis Committee
5c. Prioritize and provide comprehensive staff training.	5c1. OCHS will organize staff trainings suggesting the order in which they should be taken in a centralized list when applicable. For online/recorded trainings, the links to access those should be provided in the same list. The online Dept of Commerce training resources will be included. There will be a separate list for trainings applicable to direct	Training opportunities and resources will be distributed no less than twice per year to services providers beginning in Year 3.	Year 2	OCHS

	services providers, and for community members.			
	5c2. Create info sheets on training highlights to be sent out to a wider audience.	Training notes and resources will be distributed no less than twice per year to services providers beginning in Year 5 and distributed to the broader community via the CHSI.	Year 5	Communications and Engagement Committee
	5c3. Incorporate regular trainings into PEH Board meeting agendas.	Training opportunities and resources will be incorporated no less than twice per year to Board Members beginning in Year 3.	Year 2	PEH; REAB
	5c4. Organizations providing training will, where applicable, invite people from outside of their agency (other organization staff and community members) to attend trainings.	Training opportunities will be provided to outside agencies at least once per year.	Year 1	Service provider organizations
5d. Advocate for an increase in funding for cost-of-living increases for direct service staff.	5d1. The PEH will advocate at the State legislature for funding to keep up with cost-of-living increases for service providers.	The PEH Public Policy Committee will prioritize bills and budgetary items for funding related to cost-of-living for direct service staff for inclusion into the PEH Legislative Agenda for advocacy with WA State legislators on an annual basis.	Year 2	PEH; Public Policy Committee
	5d2. The PEH will encourage programs that create apprentice level occupations with a wage ladder where wages increase with experience.	The PEH will host service provider agencies beginning in year 4 to identify two (2) agencies to support and engage in apprentice level occupations.	Year 4	PEH

Objective 6: Utilize a cross-system approach

Action to meet the Objective	Sub-actions	Measures of success	Timeline to begin	Responsible Parties
6a. Partner with the health department on infection prevention	6a1. Solidify the relationship between CoC's, public health agencies, and emergency	The PEH will establish ongoing meetings with the Health Department for partnership and collaboration.	Year 1	Snohomish County Health

and response strategy.	management agencies to improve coordination when future public health emergencies and natural disasters arise.			Department; PEH
6b. Expand on successful interventions that provide behavioral health services.	6b1. In collaboration with subject matter experts, identify existing Behavioral Health interventions (Mental Health and Substance Use Disorder) that are effective in assisting people experiencing homelessness and which ones may be missing. Analyze which BH interventions are successful. From this analysis, make meaningful changes to incorporate suggestions.	The PEH will establish ongoing meetings with the BH-ASO and/or other community based behavioral health organizations for partnership and collaboration.	Year 1	PEH
	6b2. Actively work to fill vacant Mental Health and Hospital PEH Board positions to bring expertise to the work and discussions.	PEH Mental Health and Hospital representative positions with the Board will be filled by Year 2.	Year 1	PEH
6c. Strengthen and enhance collaborations with agencies providing mainstream benefits and increase supported employment services.	6c1. Increase connections between homeless housing service providers and community-based resources.	The PEH will establish ongoing meetings with mainstream benefits providers for partnership and collaboration. The PEH will identify representation to attend the Local Planning Area (LPA) meetings.	Year 5	PEH
6d. Enhance the partnership between homeless housing providers and school liaisons.	6d1. Ensure that homeless housing and service providers regularly attend meetings with school liaisons to ensure that homeless students are identified and prioritized for education-related services.	As a result of the partnership and collaborative work, the number of students experiencing homelessness will decrease by 5%.	Year 2	OCHS; McKinney Vento; Homeless housing and Service Providers

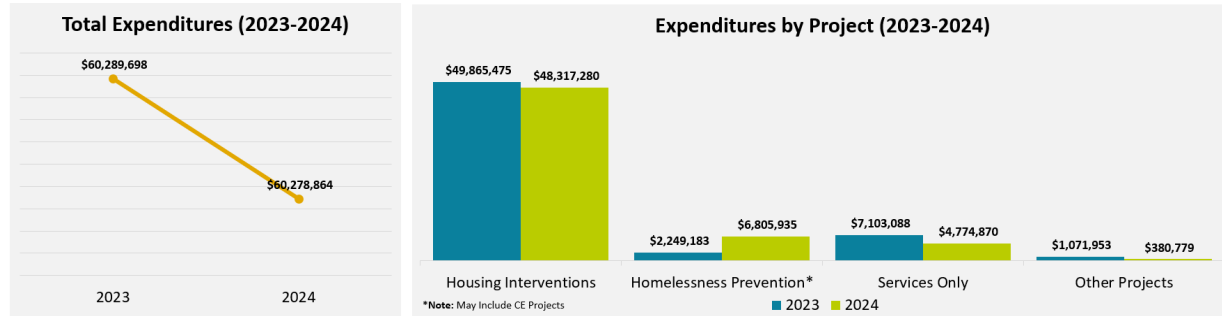
	6d2. Expand the number of school districts that participate in the Student Support Advocacy (SSA) Program, as well as the number of advocates available to assist high risk students.	Fill the School District representative position on the PEH. Hold quarterly meetings between the Office of Community and Homeless Services and the Behavioral Health Dept with a focus on increasing SSA's throughout Snohomish County.	Year 2	School Districts;
	6d3. Develop and improve access to behavioral health services, serving youth with K-12 Individual Education Plans who are at risk of dropping out of school and/or are highly isolated, those with high vulnerability scores, and those with other risk assessments that suggest they may be subject to harm, or victimization.	The PEH will establish ongoing meetings with community based behavioral health organizations for partnership and collaboration.	Year 3	Behavioral health agencies
6e. Continued strategies for Landlord engagement	6e1. Enhance and promote current landlord engagement efforts tailored to the unique needs of, and/or culturally appropriate to subpopulations. Include service and advocacy organizations to create strong relationships with community landlords and increase housing units available to people experiencing homelessness.	Reduction in Days to Move-In system performance measure by 5%.	Year 5	Landlord Engagement Program
	6e2. Provide ongoing training to private market landlords to eliminate stereotypes and biases, and to reduce screening criteria that act as barriers to individuals and families obtaining housing.	Reduction in Days to Move-In system performance measure by 5%.	Year 5	Landlord Engagement Program

V. Additional Components

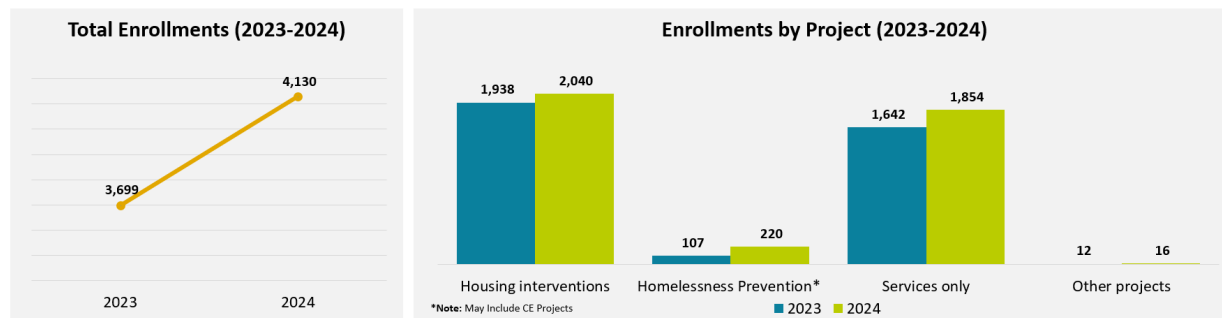
A. Estimates of Service Levels

Summary of current investments to address homelessness and housing.

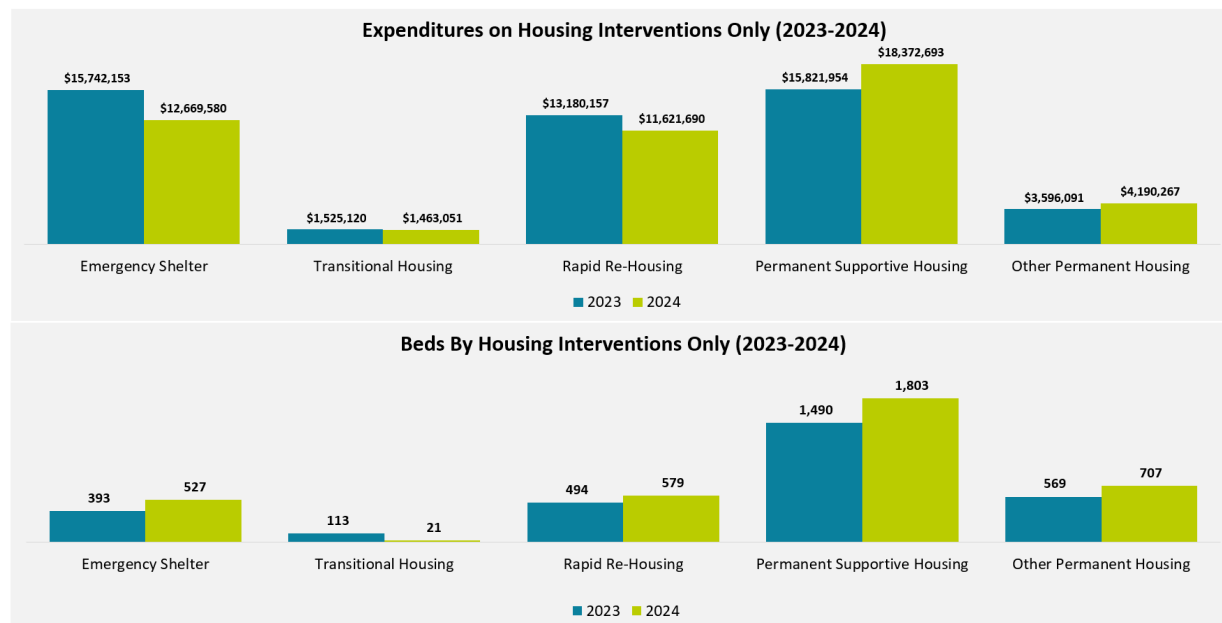
Expenditures



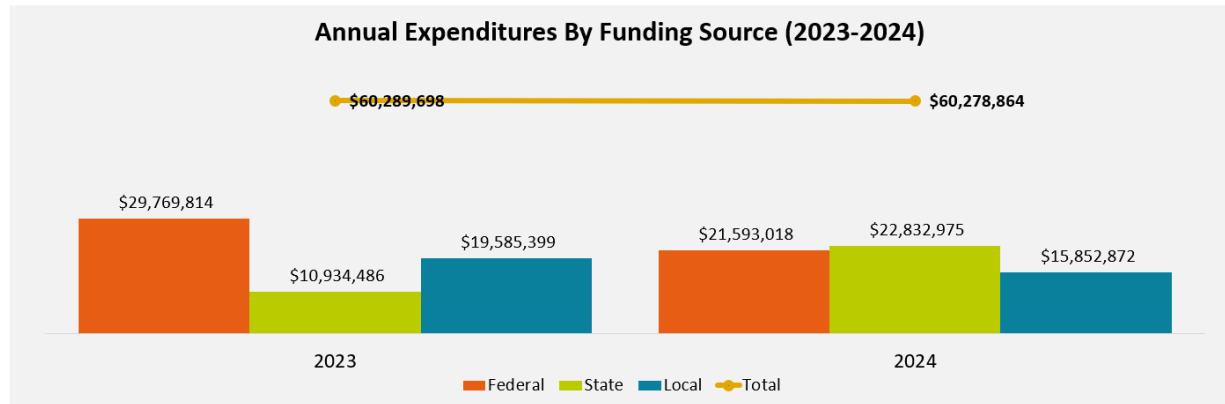
Enrollments



Housing Interventions



Funding Breakdown



B. Survey of fund sources for homeless housing assistance programs and capital projects

Fund Source	Source	Status	Allowable Uses	Amount Received SFY24	Actual/Projected received SFY25
Mental Health Sales and Use Tax	State RCW 82.14.460	Receiving/Collecting	Mental health treatment programs and services or therapeutic court programs and services, including modifications to existing facilities.	\$22,953,243	\$23,441,955
Housing and Related Services Sales and Use Tax (aka 1/10 th of 1% Sales Tax for Affordable Housing)	State RCW 82.14.530	Receiving/Collecting	Affordable housing (emergency, transition, supportive housing) and behavioral health facilities: construction/acquisition, land acquisition for these purposes. O&M and rental assistance.	\$22,237,181	\$22,723,280
Affordable and Supportive Housing Sales and Use Tax (aka 1406)	State RCW 82.14.540	Receiving/Collecting	Construction, acquisition, rehab for affordable housing. O&M new unit or supportive housing.	\$1,339,583	\$1,366,518
Local Housing Levies	State RCW 84.52.105	N/A			

Document Recording Surcharge	State RCW 36.22.250	Receiving/Collecting	Affordable housing development, rental assistance, shelter and housing O&M. Range of homeless assistance housing and services.	\$3,607,019	\$4,025,178
Consolidated Homeless Grant/System Demonstration Grant (including Housing and Essential Needs)	State RCW 43.158C	Receiving/collecting	Homeless housing and assistance	\$13,143,285	\$25,157,252
Emergency Solutions Grant (ESG)	Federal	Receiving/collecting	Rapid re-housing, emergency shelter, and homelessness prevention	\$284,101	\$287,596
Community Development Block Grant (CDBG)	Federal	Receiving/collecting	Acquisition, preservation of existing housing, rehab, weatherization, homebuyer assistance. NO new construction	\$930,277 Minor Home Repair only for local capital related eligible activities	\$941,928 same
Continuum of Care	Federal	Receiving/collecting	Permanent Supportive Housing, rapid rehousing, transitional housing, supportive services, acquisition/rehab	\$12,391,326	\$14,160,299
Youth Homelessness Demonstration Program (YHDP)	Federal	Receiving/collecting	Rapid Rehousing, permanent housing, transitional housing and host homes for youth	\$1,233,757	\$1,310,569
HOME	Federal	Receiving/collecting	New Construction, acquisition, preservation, rehab, homebuyer assistance.	\$1,815,903	\$1,802,994
ESG Commerce	Federal			\$592,715	\$506,356

C. Estimates of permanent and emergency housing needs

Pursuant to [RCW 36.70A.070\(2\)\(a\)](#)

In 2023, Snohomish County Tomorrow approved the housing needs allocation listed below (Table 1) as part of the [2023 Housing Characteristics and Needs report](#) for use by jurisdictions updating their GMA comprehensive plans. The table below, reflects a twenty-four-year projection estimate from 2020-2044, as well as a five-year estimate from 2025-2030 to span the years encompassing this Strategic Plan. These

estimates were developed in collaboration with Local Comprehensive Planners and Local Providers. The Snohomish County 2024 [Comprehensive Plan](#) did not develop population growth projections for the intervening years between 2020 and 2044, and thus, our five-year housing need figure based on this information assumes straight-line growth.

Table 1: Projected Countywide Housing Needs Based on User Inputs

Snohomish County Population Target = 1,136,309	Affordability Level (% of Area Median Income)								Emergency Housing/Shelter Beds
	Total	Non-PSH	PSH	30-50%	50-80%	80-100%	100-120%	120%+	
Estimated Housing Supply (2020) *	317,348	9,249	1,749	42,985	67,180	62,562	49,788	83,835	777
Net New Housing Needed (2020-2044)	167,443	28,997	15,138	23,450	17,131	13,970	16,384	52,373	10,350
Five Year Estimated Housing Needed (2025-2030)	34,828	6,031	3,149	4,878	2,906	2,906	3,408	10,894	2,153

* Note: Supply of PSH in 2020 is beds. However, projections of Net New Housing Needed (2020-2044) are in housing units. See Overview tab for details.

D. Prioritization criteria of homeless housing capital projects

Snohomish County's capital affordable housing funding comes from the federal HOME Investment Partnership Program (HOME) and local Affordable Housing and Behavioral Health Program Fund (AHBH). The HOME funds are planned for and used according to the County's Consolidate Plan/Annual Action processes and support affordable housing development and other housing related activities. HOME funding priorities are identified through local plan development, Public Comment/input and by a Policy Advisory Board. County Council has final approval. The AHBH funds provide for new affordable housing and preservation of existing affordable housing. The AHBH funds are planned for and used according to the Housing and Behavioral Health Capital Fund Investment Plan and is approved by County Council and identifies planned uses for these funds. The AHBH Plan recommendations include affordable housing, emergency bridge housing (homeless), and permanent supportive housing (homeless/previously homeless); operating and maintenance for projects funded with AHBH capital development, and delivery of housing-connected services. The Plan also includes recommended investment amounts.

The process for making awards for HOME and AHBH funds is determined through Interlocal Agreements (ILA's) between the County and the cities and towns in Snohomish County. Our guiding principles are aligned with these ILA's. County Council and the Policy Advisory Board set policy for fund uses and criteria for funding rounds. In the 2024 and 2025 funding rounds, there were extra points for applicants developing units for persons experiencing homelessness or for a move on strategy to accept people from permanent supportive housing (PSH) into affordable housing. The later for people who are not in need of the more intensive or longer services provided through PSH and who may want to move into affordable housing that may also include a rent subsidy with fewer or limited services. Following is the ILA process for awarding funds:

- County makes funding applications available on a competitive basis.
- County staff review for threshold criteria and write up a Technical Analysis and Review
- Technical Advisory Committee (TAC): The TAC consists of representatives of the cities/towns, County Executive Office, and county residents representing different subpopulations. The TAC Members review applications and score them according to set criteria and make funding recommendations to the Policy Advisory Board (PAB).
- PAB: The PAB consists of representatives of the County Executive Office and Council, and cities/towns representing different population sizes and one at-large city/town member. Additionally, there is a resident Chair. The PAB reviews the TAC recommendations and makes recommendations to County Council.

- County Council makes the final funding decision.

E. Documentation of public engagement

In addition to public notices of plan development and targeted outreach and engagement with certain key stakeholders, Snohomish County utilized a public input survey to solicit feedback from members of the community. This survey requested that people identify their top priorities from the topics included in the action items of this plan. This feedback was then utilized by the Strategic Planning Committee to create the timeline for completion based on community priorities.

VI. Development Process

Timeline	Activity
May 2024	Convened first Strategic Planning Retreat and review of draft local plan guidance from Dept of Commerce
June - November 2024	Outreach to key stakeholders including: • City of Everett and City of Marysville • Persons with lived expertise of homelessness (specifically, advisory groups such as the Coordinated Entry Advisory Committee and Racial Equity Advisory Board which have members with lived expertise of homelessness) • Representatives of a Behavioral Health Administrative Service Organization – North Sound BH-ASO • Representatives from By and For Organizations in Snohomish County- Millenia Ministries • Emergency Shelter operators including the Everett Gospel Mission, and Interfaith Family Shelter • Domestic Violence Services of Snohomish County • Homeless outreach providers including Cocoon House and Snohomish County Human Services • Rental Subsidy administrators including Everett Housing Authority and Housing Authority of Snohomish County • Permanent Supportive Housing providers and operators including the YWCA of Seattle, King County, Snohomish County; Catholic Community Services Western Washington, and Housing Hope • Coordinated Entry program supervisors- Snohomish County Human Services Department Outreach included invitations for ongoing plan development meetings Development of 6 plan objectives, and action items
January 2025	Notice of plan development published on Snohomish County Webpage and social media
February 2025	Updated Snohomish County’s Partnership to End Homelessness Lived Expertise Compensation Guidelines to closely follow the Washington State Office of Equity’s guidelines. Participants qualifying as low-income or having lived expertise were offered and received compensation for their time.

February 2025	Convened second Strategic Planning retreat to discuss specific measures of success or performance with a focus on equity.
July 2025	Public engagement through survey sent to Community and Homeless Services Information listserv recipients to provide feedback on timeline of activities included in plan.
September 2025	Draft plan was presented to the Partnership to End Homelessness Board and was approved unanimously. The Board will be notified of any substantial changes to the plan and will re-approve if necessary.
October 9, 2025	Notice of public hearing posted to Snohomish County website and social media accounts as well as announced in The Everett Herald newspaper. 30 day public comment period begins.
November 2025	2025-2030 Snohomish County Homeless Housing Strategic Plan presented to Snohomish County Council and adopted.
December 2025	2025-2030 Snohomish County Homeless Housing Strategic Plan submitted to Commerce.

VII. Continued Strategies and Objectives

The following Goals, Objectives and Strategies are carried forward from the 2019-2024 Homeless Prevention and Response System Strategic Plan. These goals and objectives are integrated into the system and are in continued practice for system operation, evaluation, and improvement. Additionally, these goals and objectives may be referenced for projects applying for homeless housing and services funding which must be consistent with the Snohomish County Continuum of Care homelessness strategies.

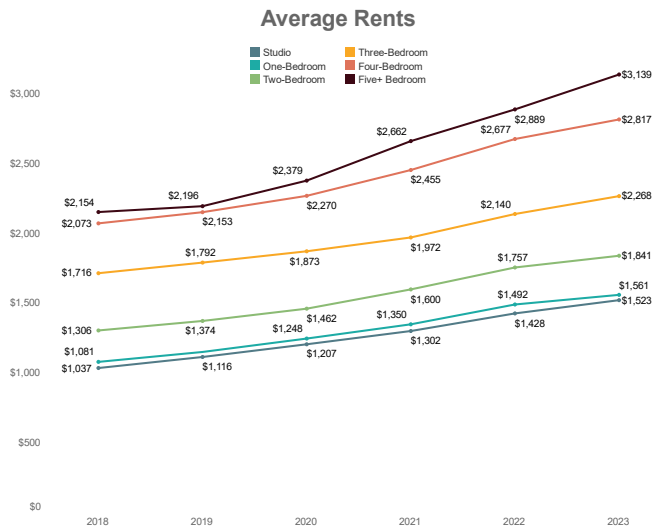
1. Maximize utilization of current housing inventory and interventions. Monitor and report on project utilization system wide. Provide technical assistance to projects that have lower utilization or reallocate funding to more effective interventions. Monitor and report on project spend down system-wide to ensure the full expenditure of project funds. Provide technical assistance to projects that fail to fully expend project funds or reallocate funding to more effective interventions.
2. Through Coordinated Entry, use rapid rehousing as a “bridge” to permanent supportive housing when the individual or family has a disability and needs ongoing assistance to remain in permanent housing; use rapid rehousing as a “bridge” to other permanent housing when the individual or family does not have a qualifying disability, but needs ongoing assistance to remain in permanent housing.
3. Measure Cost Effectiveness and collect baseline data to fund the most cost-effective interventions.
4. Through local competitions, funding is prioritized for effective interventions to strategically improve the homeless response system; Snohomish County has increased the supply of housing interventions that successfully assist homeless individuals and families to obtain and maintain permanent housing, such as permanent supportive housing and rapid rehousing. Funding is also prioritized for permanent housing projects that are dedicated for use by chronically homeless individuals and families.

5. The PEH has adopted performance measures; performance is regularly reviewed to determine ways to improve the effectiveness and efficiency of the homeless housing and service system, including an annual analysis of gaps. Performance measures are also used to make funding decisions. Refer to Appendix E, System Performance Measures. Performance measures include population-specific measures, which account for the unique and varying needs of homeless subpopulations, including, but not limited to youth and young adults, persons fleeing or attempting to flee domestic violence, veterans, and persons experiencing chronic homelessness.
6. Explore opportunities to expand low-barrier shelter capacity in Snohomish County, including low-barrier emergency shelter

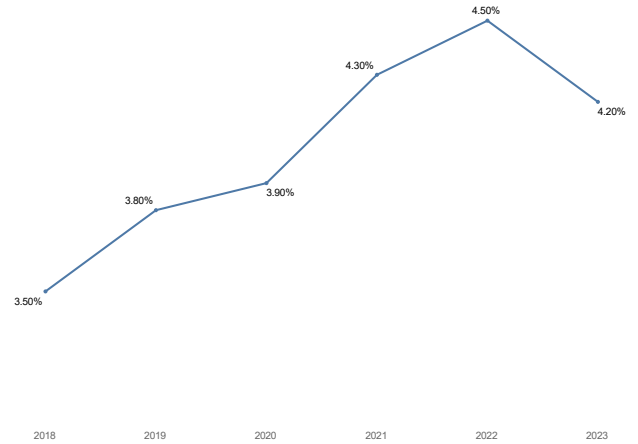
Appendix A: Data on Causes and Impacts of Homelessness in Snohomish County

1. Community-Level Determinants

Snohomish County Rental Housing

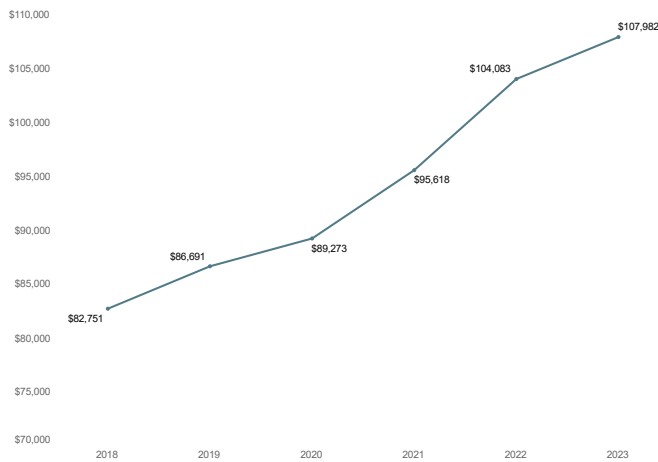


Average Rental Vacancy Rates



Snohomish County Incomes

Median Household Income



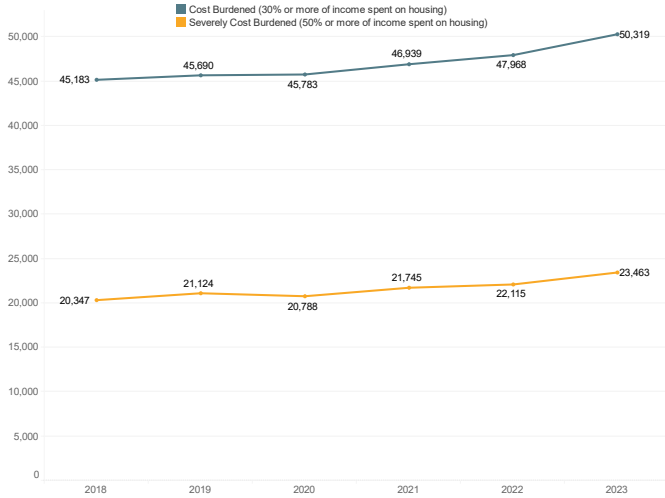
Snohomish County Wages

Median Hourly Wage Inflation Adjusted

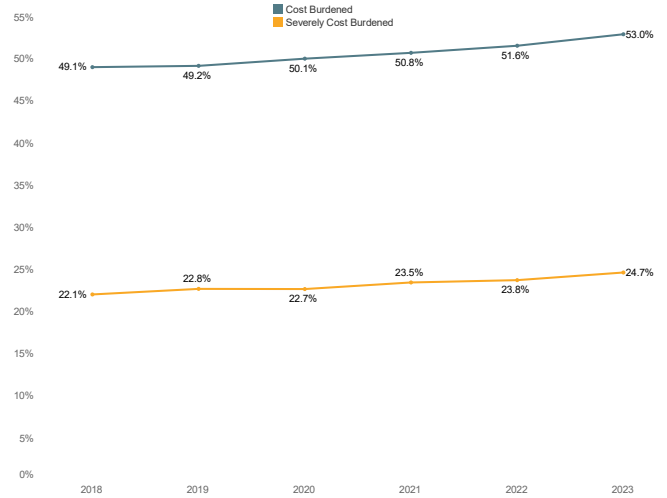


Snohomish County Cost Burdened Households⁹⁰

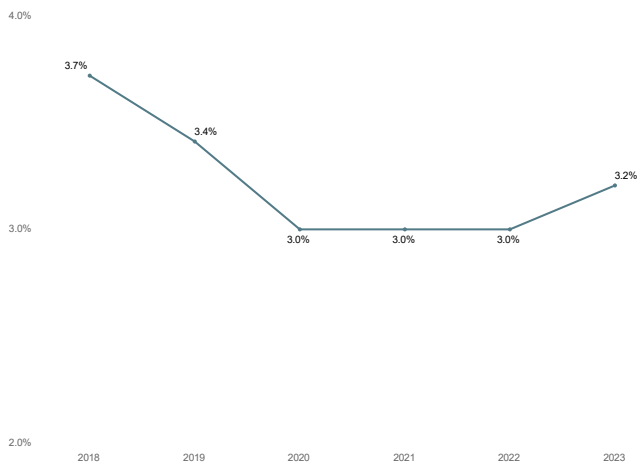
Cost Burdened Households



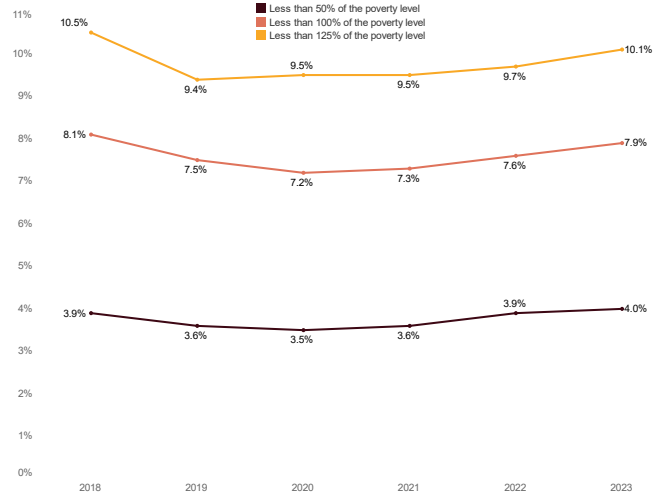
Percent of Cost Burdened Households



Percent of Households with <\$10,000 Annual Income

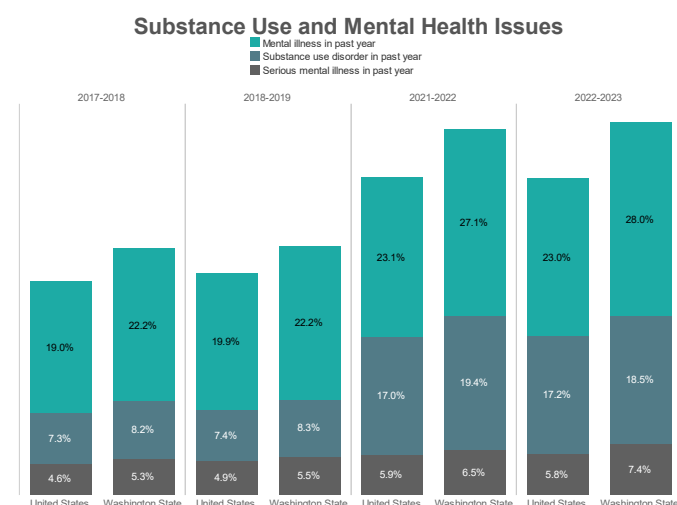
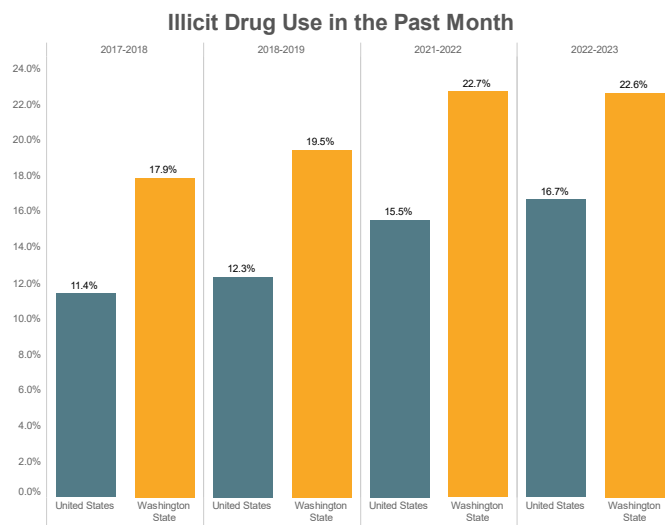
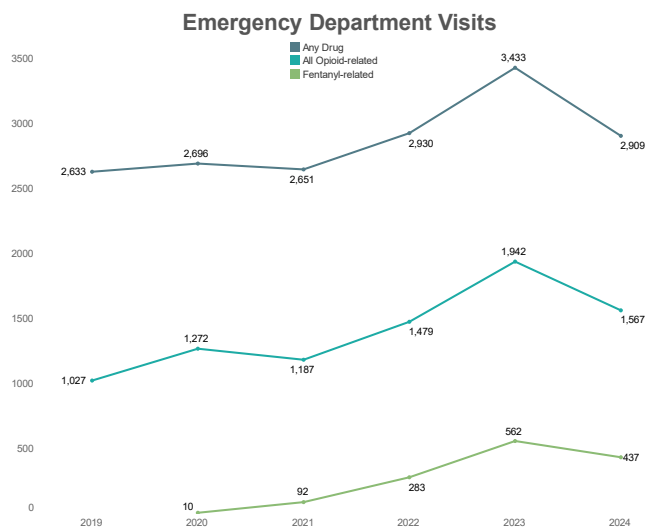
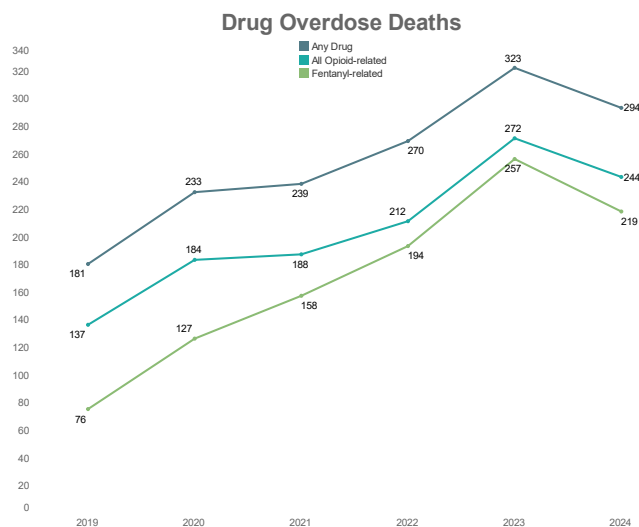


Percent of Persons Living at Poverty Levels



⁹⁰ Washington State Employment Security Department, [Snohomish County Profile](#), Cost Burdened Renters. XXX2025

2. Social Determinants



3. Youth Needs Assessment

In 2023, Washington State published the findings of the Healthy Youth Survey, which is designed to help students thrive and lead healthier lives and allows parents and schools to help address major issues impacting students.⁹¹

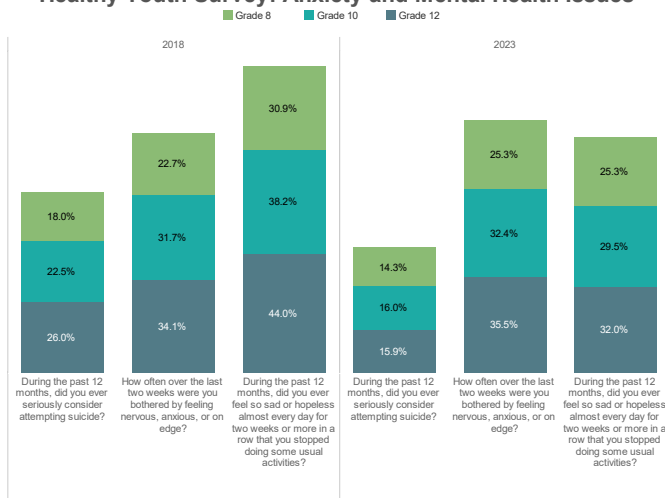
Three areas from the survey have been highlighted below:

- Mental Health and Wellbeing: Mental health outcomes seem to be improving but are still at concerning levels.
- Hope: 7 out of 10 10th graders reported feelings of moderate to high hope.

⁹¹ [Washington State Healthy Youth Survey, 2023.](#)

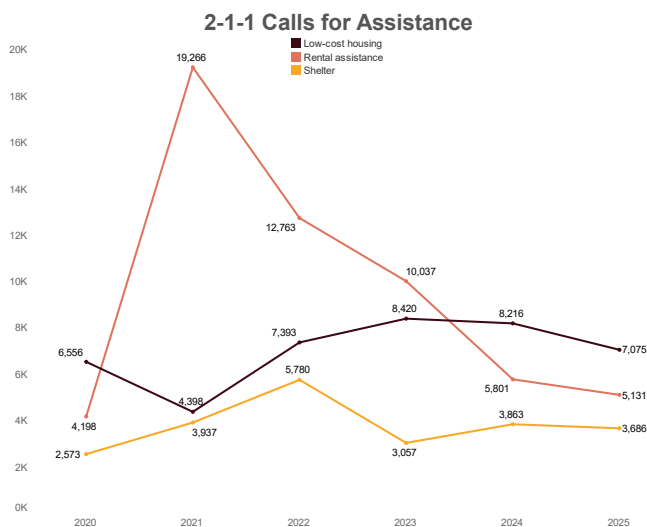
- Social Support: Students in the 2023 report shared an increase in having adults and people at school to help them.
- Substance Use: after a large decrease in substance use among youth from the 2021 survey, the 2023 survey showed that low rate has been maintained.

Healthy Youth Survey: Anxiety and Mental Health Issues



4. North Sound 2-1-1

North Sound 2-1-1 is a toll-free number that provides referrals to needed community resources. The graphs below track the annual number of calls to North Sound 2-1-1, in which the caller sought referral to emergency shelter, low-cost affordable housing, and domestic violence emergency shelter.

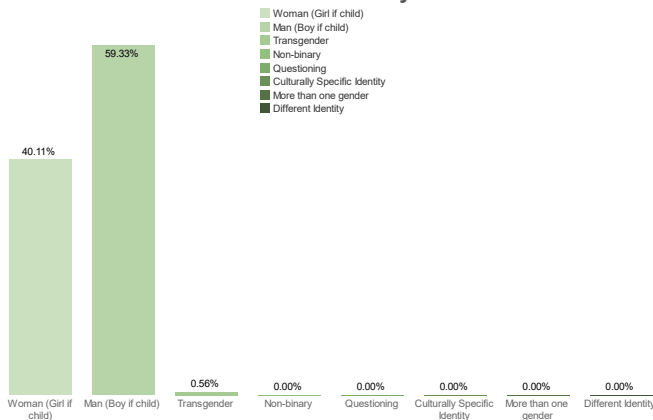


Appendix B: Individuals and Families Experiencing Homelessness in Snohomish County

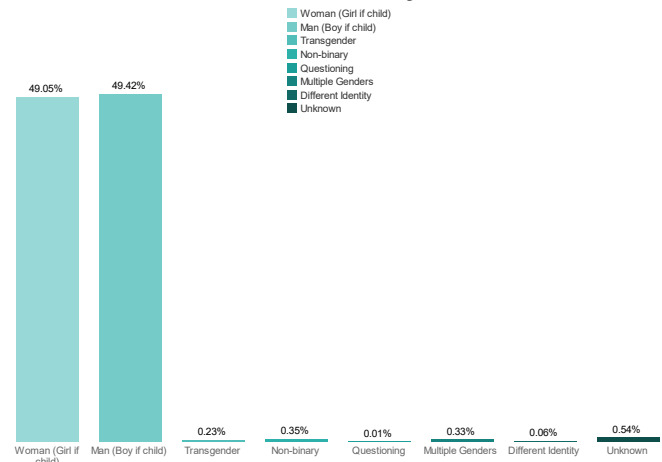
A. Demographics of Individuals and Families Experiencing Homelessness

The **Point-In-Time Count** is a count of the number of homeless individuals and families who are sheltered (in emergency shelter or transitional housing) and unsheltered in Snohomish on a single night in the last 10 calendar days of January. Comparatively, the Snohomish County **Homeless Management Information System (HMIS)** is a database that collects data throughout the year on individuals and families served by various interventions, including coordinated entry, outreach, homelessness prevention, emergency shelter, transitional housing, supportive services, and permanent housing, including rapid rehousing, permanent supportive housing, and other permanent housing.

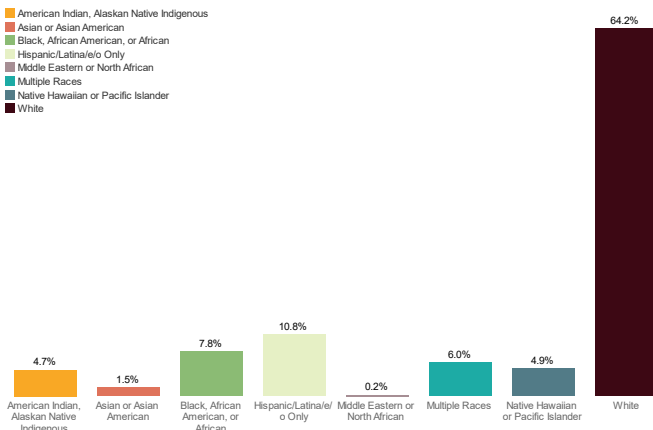
**Unsheltered PIT 2025
Gender Identity**



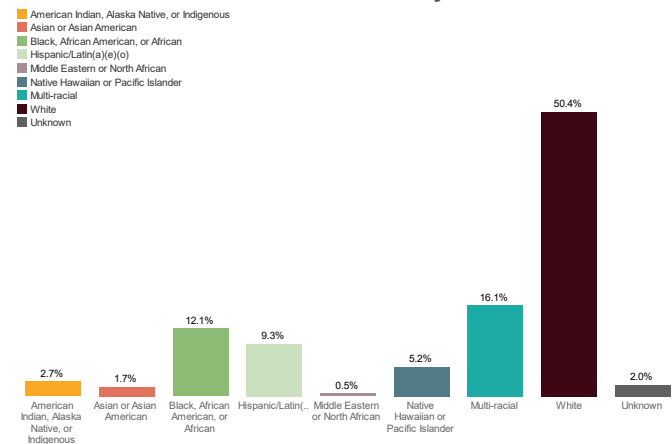
**Calendar Year 2024 HMIS
Gender Identity**



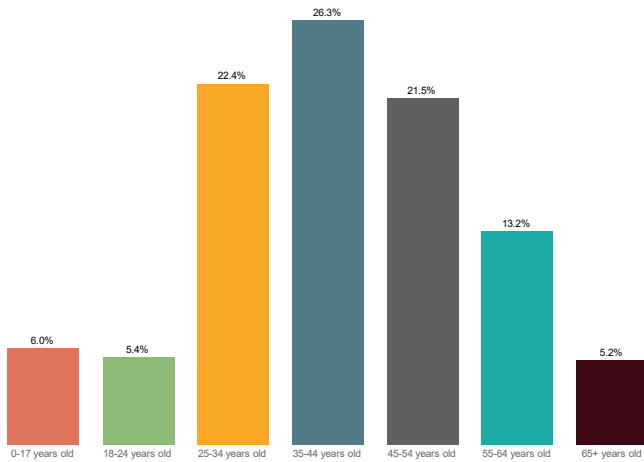
Unsheltered PIT 2025 Race and Ethnicity



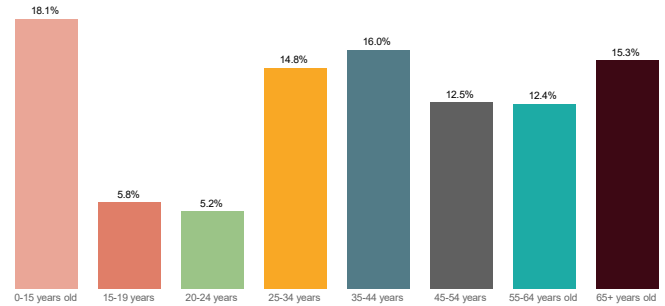
**Calendar Year 2024 HMIS
Race and Ethnicity**



2025 Unsheltered PIT Age Distribution

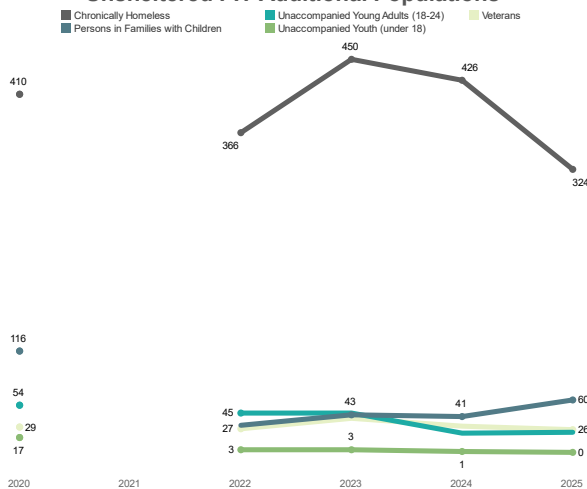


2023 Snohomish County Census Estimates Age Distribution

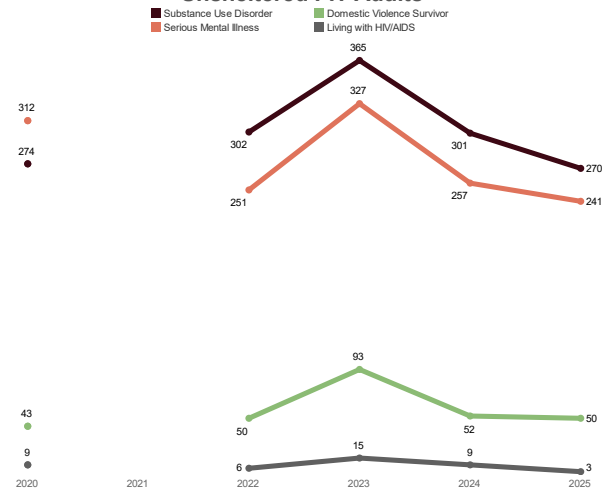


B. Subpopulations of Individuals and Families Experiencing Homelessness (PIT Count Data)

Unsheltered PIT Additional Populations



Unsheltered PIT Adults



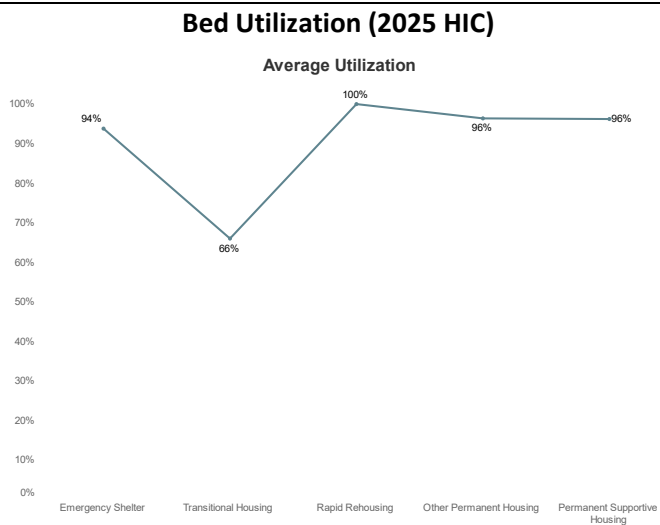
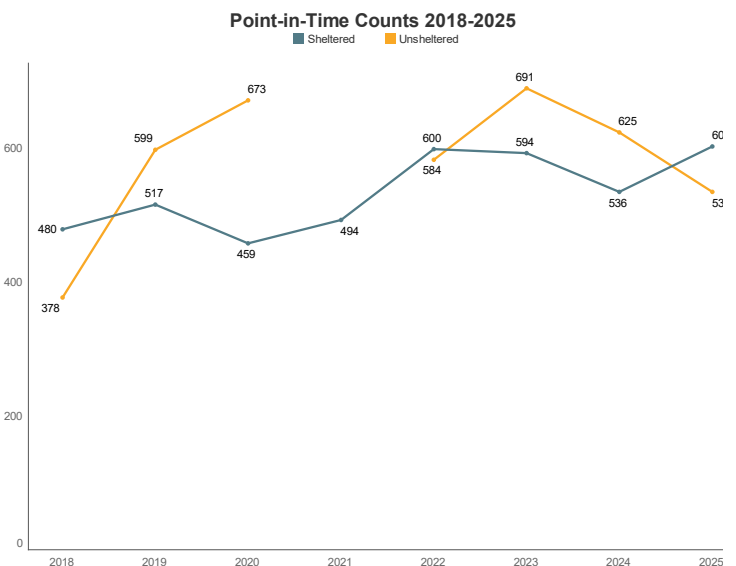
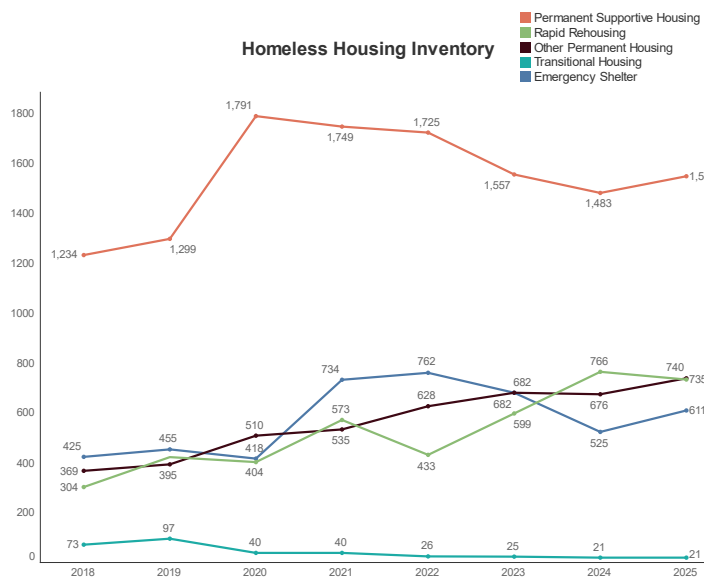
A note about the 2021 PIT Count: Snohomish County received an exception not to conduct the unsheltered PIT Count in 2021 due to safety concerns around the ongoing COVID-19 pandemic.

C. Children and Youth Who Lack a Fixed, Regular, and Adequate Nighttime Residence

The U.S. Department of Housing and Urban Development (HUD) defines homelessness more narrowly than the U.S. Department of Education. For education purposes, the federal McKinney-Vento Act more broadly defines homelessness: homeless children and youth is defined as those who lack “a fixed, regular, and adequate nighttime residence,” and unlike the HUD definition, includes children and youth who are living in doubled up situations. An unaccompanied homeless student is a youth who is homeless, per the Department of Education definition, and who is not in the physical custody of a parent or guardian.

Appendix C: Homeless Housing Inventory

The **Point-In-Time Count** is a count of the number of homeless individuals and families who are sheltered (in emergency shelter or transitional housing) and unsheltered in Snohomish on a single night in the last 10 calendar days of January. The **Housing Inventory Count** is a count of the number of homeless housing beds and units are available on that same night. A gaps analysis of the homeless needs and services available is conducted annually by reviewing the data from the PIT Count and Housing Inventory Count.



Note on Bed Utilization: It is important to note that the bed utilization rate has limitations, given that the number of beds available may be an estimate based on full utilization of all beds in a unit. For example, for those projects that serve households of varying sizes, a unit may be fully utilized even though all the beds are not occupied.

Appendix D: System Performance

Performance measures and goals⁹², Fiscal Year (FY) 2015 baseline data, and FY2024 performance data are outlined below. Annually, the CoC Board's Data & Analysis Committee sets and approves performance targets for the adopted measures by reviewing data on baseline performance and current performance. For more information on the performance measures, including a description of each measure, refer to **Section III.E of the Strategic Plan**.

Number of Unsheltered Homeless Persons (Point-in-Time)		All Persons	Persons in Families with Children	Adults Only	Unaccompanied Youth / Young Adults	Chronically Homeless	Veterans
Goal: Homelessness is prevented whenever possible or is otherwise resolved rapidly with appropriate housing and services.	2015 Baseline	312	16	302	2 / 33	141	32
	2024 Performance	625	41	583	1 / 22	402	30
	2025 Performance	536	60	476	0 / 22	324	26

* The number of unsheltered homeless persons in the subpopulations listed above may be a duplicated count.

All Households		System	Street Outreach	Prevention	Emergency Shelter	Transitional Housing	Permanent Supportive Housing	Rapid Rehousing	Other Permanent Housing
Length of Stay Goal: < 20 days	FY2015 Baseline	76			61	223			
	FY2024 Performance	120			117	178			
Days to Move-In Goal: < 14 days	FY2015 Baseline	30						30	
	FY2024 Performance	61						61	
Total Income Goal: 75%	FY2015 Baseline	34%				42%	57%	22%	46%
	FY2024 Performance	36%				22%	57%	32%	38%
Retention Goal: > 90%	FY2015 Baseline	92%					90%		93%
	FY2024 Performance	89%					89%		85%
Exits to Permanent Goal: 80%	FY2015 Baseline	31%	No Data	58%	18%	70%		58%	
	FY2024 Performance	36%	28%	93%	24%	39%		44%	
6 Month Returns Goal: < 5%	FY2015 Baseline	9.6%							
	FY2024 Performance	19.5%							
12 Month Returns Goal: < 5%	FY2015 Baseline	12.1%							
	FY2024 Performance	20.7%							

⁹² The PEH has established performance goals for All Households; the establishment of specific goals for subpopulations is currently in progress.

<i>Families with Children</i>		System	Street Outreach	Prevention	Emergency Shelter	Transitional Housing	Permanent Supportive Housing	Rapid Rehousing	Other Permanent Housing
Length of Stay	FY2015 Baseline	96			73	171			
	FY2024 Performance	109			110	51			
Days to Move-In	FY2015 Baseline	35						35	
	FY2024 Performance	88						88	
Total Income	FY2015 Baseline	38%				32%	61%	26%	43%
	FY2024 Performance	43%				67%	39%	45%	38%
Retention	FY2015 Baseline	90%					93%		93%
	FY2024 Performance	90%					93%		85%
Exits to Permanent	FY2015 Baseline	63%		89%	50%	95%		66%	
	FY2024 Performance	72%	100%	95%	52%	100%		72%	
6 Month Returns	FY2015 Baseline	2.8%							
	FY2024 Performance	14.1%							
12 Month Returns	FY2015 Baseline	4.1%							
	FY2024 Performance	14.8%							

<i>Adults Only</i>		System	Street Outreach	Prevention	Emergency Shelter	Transitional Housing	Permanent Supportive Housing	Rapid Rehousing	Other Permanent Housing
Length of Stay	FY2015 Baseline	81			67	365			
	FY2024 Performance	128			126	217			
Days to Move-In	FY2015 Baseline	30						30	
	FY2024 Performance	55						55	
Total Income	FY2015 Baseline	31%				44%	55%	20%	86%
	FY2024 Performance	34%				15%	65%	29%	37%
Retention	FY2015 Baseline	90%					90%		90%
	FY2024 Performance	87%					87%		86%
Exits to Permanent	FY2015 Baseline	24%	No Data	54%	10%	66%		54%	
	FY2024 Performance	30%	26%	91%	20%	44%		38%	
6 Month Returns	FY2015 Baseline	7.8%							
	FY2016 Performance	24.1%							
12 Month Returns	FY2015 Baseline	10.5%							
	FY2024 Performance	25.7%							

<i>Unaccompanied Youth and Young Adults</i>		System Youth / Young Adult	Street Outreach	Prevention	Emergency Shelter	Transitional Housing	Permanent Supportive Housing	Rapid Rehousing	Other Permanent Housing
Length of Stay	FY2015 Baseline	33 / 80			14	109			
	FY2024 Performance	48 / 91			21/86	160/93			
Days to Move-In	FY2015 Baseline	Insufficient Universe						Insufficient	
	FY2024 Performance							Universe	
Total Income	FY2015 Baseline	/ 42%						23%	
	FY2024 Performance	/ 26%				/7%	/38%	/34%	/19%
Retention	FY2015 Baseline	/ 75%							
	FY2024 Performance	/ 83%					/75%		/85%
Exits to Permanent	FY2015 Baseline	48% / 23%		36%	47%	50%		Insufficient	
	FY2024 Performance	22% / 47%	33/47%	100/95%	19/29%	21/38%		Universe	
6 Month Returns	FY2015 Baseline	30% / 2.4%							
	FY2024 Performance	37% / 16.6%							
12 Month Returns	FY2015 Baseline	35% / 2.4%							
	FY2024 Performance	39% /17.6%							

<i>Persons Experiencing Chronic Homelessness</i>		System	Street Outreach	Prevention	Emergency Shelter	Transitional Housing	Permanent Supportive Housing	Rapid Rehousing	Other Permanent Housing
Length of Stay	FY2015 Baseline	76			37	252			
	FY2024 Performance	110			108	146			
Days to Move-In	FY2015 Baseline	19						19	
	FY2024 Performance	66						66	
Total Income	FY2015 Baseline	14%				17%	30%	9%	33%
	FY2024 Performance	36%				0%	57%	31%	29%
Retention	FY2015 Baseline	95%					88%		95%
	FY2024 Performance	86%					86%		82%
Exits to Permanent	FY2015 Baseline	35%			18%	71%		58%	
	FY2024 Performance	25%	23%	100%	20%	31%		37%	
6 Month Returns	FY2015 Baseline	3.7%							
	FY2024 Performance	26.1%							
12 Month Returns	FY2015 Baseline	6.5%							
	FY2024 Performance	27.8%							

Veterans		System	Street Outreach	Prevention	Emergency Shelter	Transitional Housing	Permanent Supportive Housing	Rapid Rehousing	Other Permanent Housing
Length of Stay	FY2015 Baseline	64			62	Insufficient Universe			
	FY2024 Performance	115			115				
Days to Move-In	FY2015 Baseline	18						18	
	FY2024 Performance	64						64	
Total Income	FY2015 Baseline	29%					Insufficient Universe	27%	
	FY2024 Performance	30%						30%	
Retention	FY2015 Baseline	85%					85%		80%
	FY2024 Performance	94%					94%		100%
Exits to Permanent	FY2015 Baseline	43%	No Data	84%	6%			83%	
	FY2024 Performance	57%	0%	94%	27%			63%	
6 Month Returns	FY2015 Baseline	7.1%							
	FY2024 Performance	13.0%							
12 Month Returns	FY2015 Baseline	10.0%							
	FY2024 Performance	14.3%							

Appendix E: Strategic Plan-System Performance Measures Crosswalk

The Snohomish County Human Services Department (HSD) and the Partnership to End Homelessness (PEH) Continuum of Care (CoC) Board have established Goals, Objectives, and Strategies that are data-driven and evidence-based to prevent and end homelessness in Snohomish County as outlined in **Section IV** of the **Strategic Plan**. This Crosswalk has been developed to further illustrate the positive impact the specific Strategies will have on System Performance.

Objective 1: Promote an equitable, accountable, and transparent homeless crisis response system

STRATEGIES		SYSTEM PERFORMANCE MEASURES						
ACTION	MEASURE	# OF HOMELESS PERSONS	LENGTH OF STAY	DAYS TO MOVE-IN	TOTAL INCOME	RETENTION	EXITS TO PERMANENT	RETURNS
Ensure that all individuals and families have equitable access, through Coordinated Entry, to the homeless housing and service system.	Conduct an analysis every 18 months of the demographics of the homeless individuals and families served by the Coordinated Entry System to ascertain whether certain groups are disproportionately represented or underrepresented and make changes to the system, as appropriate, to ensure equitable access.	X				X	X	X
	Expand no wrong door approach to ensure in person access points for people without access to phone or computer.	X						
	Explore utilizing AI tool to help reduce costs for translation needs.	X						
Incorporate lived expertise of homelessness and disproportionately affected communities in all decision making, project designs, service standards and resource allocation decisions.	Expand lived expertise involvement in CoC Application Oversight process and Coordinated Entry Advisory Committee (CEAC) through partnership with the Lived Experience Coalition (LEC), and other work groups/ad hoc groups as necessary, and incorporate their feedback into the work being done.	X	X	X	X	X	X	X
Utilize data and public dashboards.	Create accurate public dashboards per intervention type and update on an ongoing basis.		X	X	X	X	X	X

Objective 2: Prioritize assistance based on the greatest barriers to housing stability and greatest risk of harm

STRATEGIES		SYSTEM PERFORMANCE MEASURES						
ACTION	MEASURE	# OF HOMELESS PERSONS	LENGTH OF STAY	DAYS TO MOVE-IN	TOTAL INCOME	RETENTION	EXITS TO PERMANENT	RETURNS
Gather information and data about the Coordinated Entry System to audit the system through feedback from people being served, and people working within the system on a regular basis.	PEH will develop a process for gathering feedback from participants and providers. Based on that analysis, adjustments will be made to the Coordinated Entry system with an eye towards disproportionately underrepresented groups. Such adjustments could include identifying and creating missing interventions or additional supports for certain populations.	X						

Objective 3: Seek to house everyone in a stable setting that meets their needs

STRATEGIES		SYSTEM PERFORMANCE MEASURES						
ACTION	MEASURE	# OF HOMELESS PERSONS	LENGTH OF STAY	DAYS TO MOVE-IN	TOTAL INCOME	RETENTION	EXITS TO PERMANENT	RETURNS
Increase permanent housing capacity.	PEH will actively collaborate with Apple Health and Homes to identify and implement ways to make Foundational Community Supports (FCS) more realistic for Snohomish County providers and better integrate FCS and Apple Health and Homes Capital funding into our community.	X				X	X	X
	Seek publicly owned land that would be suitable for affordable housing and develop policies around development and use of land.	X		X				
	Work with State Legislature to solve systemic barriers to affordable housing development including operating and service costs for PSB.	X			X	X		
	Seek opportunities to expand collaboration between homeless housing provider and non-profit housing developers to provide affordable housing options (e.g. Set-aside units).	X						
	Convene affordable housing funders forum to convey as sense of collaboration, alignment and shared purpose while making a tangible and measurable impact on housing.	X						

STRATEGIES		SYSTEM PERFORMANCE MEASURES						
ACTION	MEASURE	# OF HOMELESS PERSONS	LENGTH OF STAY	DAYS TO MOVE-IN	TOTAL INCOME	RETENTION	EXITS TO PERMANENT	RETURNS
Create “By-Name” lists for homeless subpopulations where practical.	Use “By-Name” lists for youth and young adults for youth specific funded projects or other populations as specific resources become available.	X	X					
Develop youth-specific interventions that are tailored to the unique needs of homeless youth and young adults.	Increase efforts to re-connect youth to caring and healthy family members, culture and community.	X	X				X	X
	Invest in a wide variety of flexible housing and support services for youth including host home programs, young adult shelter and transitional housing.	X	X	X	X	X	X	X

Objective 4: Prevent Episodes of homelessness whenever possible

STRATEGIES		SYSTEM PERFORMANCE MEASURES						
ACTION	MEASURE	# OF HOMELESS PERSONS	LENGTH OF STAY	DAYS TO MOVE-IN	TOTAL INCOME	RETENTION	EXITS TO PERMANENT	RETURNS
Homelessness Prevention: Increase targeted outreach to diverse populations and increase program capacity.	Identify indicators for people who may be at risk of homelessness and advocate for new funding to support those individuals before they reach the point of crisis or housing instability.	X			X		X	X
	Targeted outreach to diverse, underserved communities and seniors to ensure that those communities are aware of the resources available to them.	X			X		X	X
Expand prevention services for older adults.	Analyze needs and implement effective program for shared housing for older adults. Explore other communities successfully implementing shared housing programs’ promising practices and potential liabilities.	X					X	X
	Find a resource to provide tailored outreach and education specific to older adults on available resources.	X			X		X	X
Expand prevention services for diverse communities, immigrants and refugees.	PEH will advocate in the State Legislature for continued and increased funding for the State Homelessness Prevention programs for By and For organizations.	X						

Objective 5: Strengthen the homeless service provider workforce and provide support on evidence-based practices

STRATEGIES		SYSTEM PERFORMANCE MEASURES						
ACTION	MEASURE	# OF HOMELESS PERSONS	LENGTH OF STAY	DAYS TO MOVE-IN	TOTAL INCOME	RETENTION	EXITS TO PERMANENT	RETURNS
Provide training and technical assistance on standardized assessments.	Provide ongoing training, at least annually, and technical assistance to ensure fidelity of standardized assessments to the Coordinated Entry Policies & Procedures. Ensure that the Coordinated Entry system is equitable and meets the needs of persons who disproportionately experience homelessness.	X						
Ensure peer support programs.	The Data and Analysis Committee will research best practices, assess and measure successes of peer support programs with the intention of implementing them effectively. PEH will promote successful peer support programs in our community.					X	X	X
Prioritize and provide staff training.	OCHS will organize staff trainings, suggesting the order in which they should be taken in a centralized list when applicable. For online/recorded trainings, the links to access those should be provided in the same list. The online Dept of Commerce training resources will be included. There will be a separate list for trainings applicable to direct services providers and for community members.		X	X	X	X	X	X
	Create info sheets on training highlights to be sent out to a wider audience.		X	X	X	X	X	X
	Incorporate regular trainings into PEH Board meeting agendas.		X	X	X	X	X	X
	Organizations providing training will, where applicable, invite people from outside of their agency (other organization staff and community members) to attend trainings.		X	X	X	X	X	X
Advocate for an increase in funding for cost-of-living increases for direct service staff.	The PEH will advocate at the State Legislature for funding to keep up with cost-of-living increases for service providers.	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	We will encourage programs that create apprentice level occupations with a wage ladder where wages increase with experience.	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Objective 6: Cross System Approach

STRATEGIES		SYSTEM PERFORMANCE MEASURES						
ACTION	MEASURE	# OF HOMELESS PERSONS	LENGTH OF STAY	DAYS TO MOVE-IN	TOTAL INCOME	RETENTION	EXITS TO PERMANENT	RETURNS
Partner with the health department on infection prevention and response strategy.	Solidify the relationship between CoC's, public health agencies and emergency management agencies to improve coordination when future public health emergencies and natural disasters arise.	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Expand on successful interventions that provide behavioral health services.	In collaboration with subject matter experts, identify existing Behavioral Health (BH) interventions (Mental Health and Substance Use Disorder) that are effective in assisting people experiencing homelessness and which ones may be missing. Analyze which BH interventions are successful. From this analysis, make meaningful changes to incorporate suggestions.					X	X	X
	Actively work to fill vacant Mental Health and Hospital Partnership to End Homelessness Board positions to bring expertise to the work and discussions.	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Strengthen and enhance collaborations with agencies providing mainstream benefits and increase supported employment services.	Increase connections between homeless housing service providers and community-based resources.	X	X	X	X	X	X	X
Enhance the partnership between homeless housing providers and school liaisons.	Ensure that homeless housing and service providers regularly attend meetings with school liaisons to ensure that homeless students are identified and prioritized for education-related services.	X						

STRATEGIES		SYSTEM PERFORMANCE MEASURES						
ACTION	MEASURE	# OF HOMELESS PERSONS	LENGTH OF STAY	DAYS TO MOVE-IN	TOTAL INCOME	RETENTION	EXITS TO PERMANENT	RETURNS
	Develop and improve access to behavioral health services, serving youth with K-12 Individual Education Plans who are at risk of dropping out of school and/or are highly isolated, those with high vulnerability scores, and those with other risk assessments that suggest they may be subject to harm, or victimization. Expand the number of school districts that participate in the Student Support Advocacy Program, as well as the number of advocates available to assist high risk students.	X						
Continued strategies for Landlord engagement	Enhance and promote current landlord engagement efforts tailored to the unique needs of, and/or culturally appropriate to subpopulations. Include service and advocacy organizations to create strong relationships with community landlords and increase housing units available to people experiencing homelessness.		X	X		X	X	
	Provide ongoing training to private market landlords to eliminate stereotypes and biases, and to reduce screening criteria that act as barriers to individuals and families obtaining housing.		X	X		X	X	

Appendix I: Summary of Intersections of Homelessness: Race, Ethnicity and Household Composition

In 2023, Snohomish County Human Services published [Snohomish county HMIS Equity Analysis⁹³](#) report. The Snohomish County Human Services Department's Office of Community and Homeless Service and HMIS Data Analyst teams set out to complete an internal review of racial and ethnic disparities within:

- Participant access and entrance to the Emergency Shelter and Coordinated Entry system, as compared with the Snohomish County Census and Poverty Census
- Referrals to the system's Permanent Housing openings
 - Outcomes from the Homeless Housing System from Emergency Shelter, Transitional Housing, Permanent Supportive Housing, Rapid Rehousing, and Other Permanent Housing

SUMMARY OF FINDINGS

From this analysis of CY2022 HMIS data, all participants representing the different HUD HMIS racial categories reflected disparities in some form or another from the whole population when reviewing outcomes from the homeless housing system in CY2022, while participants who are Hispanic/Latin(a)(o)(x) appeared to have equal or better outcomes in this analysis. At an individual project type level (Emergency Shelter, Transitional Housing, Rapid Rehousing, Permanent Supportive Housing, and Other Permanent Housing), participants who are Black, African American, or African, and those who are Multi-Racial experienced disparity across all four Housing Outcome metrics; those who are American Indian, Alaska Native, or Indigenous, and those who are White experienced disparity across three; and those who are Asian or Asian American, Native Hawaiian or Pacific Islander, and Hispanic/Latin(a)(o)(x) experienced disparity across two Housing Outcome metrics.

ACTION STEPS

This analysis, intended to help identify racial and ethnic disparities within the CoC's homeless response system, was conducted by internal County Staff. While not all components of the CoC's homeless response system were included in this review, critical access and referral points within our system and system performance metrics were identified as crucial areas for review to identify barriers and to assess equal access to services and resources.

This quantitative report is the first in a three-phased equity assessment. The information and data identified through this report will be utilized to engage the Everett/Snohomish County Continuum of Care (CoC) Board, impacted communities, persons with lived expertise, and homeless housing and service providers to complete a qualitative report. Additional quantitative data not addressed in this initial report also will be reviewed for further insight into equity of the system.

The final phase of the equity assessment will combine the mixed methods of both the data/quantitative information and qualitative feedback gathered from the initial two phases to identify actionable steps and collaborative relationships necessary to continue to improve equitable access and resources to the Snohomish County homelessness response system. Each phase of the racial equity analysis will be utilized to inform and drive the changes in strategy, policy, collaborations, and practices required to ensure equitable housing security for the culturally diverse communities within Snohomish County.

⁹³ <https://snohomishcountywa.gov/DocumentCenter/View/125597/Snohomish-County-HMIS-Equity-Analysis-2023?bidId=XXX2025>

CY2022 data results from phase-one analysis reveals all HUD HMIS racial categories were disproportionately represented in the County's homeless response system when compared to the American Community Survey and Poverty Census data as well as the disparities identified in housing outcomes. To initiate the qualitative equity analysis, the CoC will implement the following strategies to focus on phase-one findings:

- Convene community focus groups to review and respond to the racial disparities identified to better understand why the disparities exist and how they may be addressed. Focus groups will include diverse and impacted communities, persons with lived expertise, and homeless housing and service providers. Other methodologies may also be used to gather input such as surveys to allow for wide participation.
- Engage the CoC Board for further analysis and to foster dialogue of racial disparities and barriers within their homelessness response system. Board engagement will include the CoC Standing Committees (Communications and Engagement, Data and Analysis, Public Policy, Racial Equity, and Strategic Planning).
- Develop system- and project-level HMIS data dashboards to educate focus groups, the community and the CoC. Data Dashboards will include demographic specific information to better understand how diverse populations are impacted by and move through the homeless response system.
- The 2018 Supporting Partnerships for Anti-Racist Communities (SPARC) report confirms that racial equity “should not simply be another initiative or program that is implemented in mix with other strategies. Instead, commitment to racial equity must permeate all other tactics and strategies that cities, counties, states, and the nation use to prevent and end homelessness.”⁴ In alignment with this equity commitment, the Everett/Snohomish County Continuum of Care created their Equity Charter in 2021 to establish the foundations needed to support and sustain future equity strategies for the improvement of housing and homelessness services in the county. Through this Equity Charter, the CoC has firmly committed to centering around and collaborating with diverse communities to effectively respond to unique housing needs. This includes the creation and adoption of principles of equity and fairness in all decision-making, project designs, processes, services standards, and resource allocations across the homelessness system. These findings in phase one and subsequent studies will serve as a catalyst for further quantitative and qualitative analysis for the CoC's commitment to equitably serve the most vulnerable in Snohomish County.

Appendix J: Public Comments

Appendix K: Homeless Definitions

Departments and agencies across federal, state, and local government, and other partners often have different definitions for what constitutes homelessness.

The U.S. Department of Housing and Urban Development (HUD) Definitions

HUD Category 1: Literally Homeless

A household is literally homeless if they lack fixed, regular & adequate nighttime residence, meaning:

- Sleeping in a place not designed for, or not ordinarily used as, a regular sleeping accommodation, including a car, a park, an abandoned building, a bus or train station, an airport, or a campground.
- Living in a shelter designated to provide temporary living arrangements, including congregate shelters, transitional housing, hotels/motels paid for by charitable organizations, or federal/state/local government programs.
- Exiting an institution such as a jail or hospital where they resided for 90 days or less AND was residing in an emergency shelter or place not meant for human habitation immediately before entering the institution.

HUD Category 2: Imminent Risk of Homelessness

A household that will imminently lose their primary nighttime residence provided that:

- The residence will be lost within 14 days of the application for assistance
- No subsequent residence has been identified; AND
- The individual or family lacks the resources or support networks needed to obtain other permanent housing

HUD Category 3: Unaccompanied Youth Homeless under other Federal statutes⁹⁴

Unaccompanied youth under 25 years of age, or families with Category 3 children and youth, who do not otherwise qualify as homeless under this definition, but who:

- Are defined as homeless under the other listed federal statutes;
- Have not had a lease, ownership interest, or occupancy agreement in permanent housing during the 60 days prior to the homeless assistance application;
- Have experienced persistent instability as measured by two moves or more during in the preceding 60 days; and
- Can be expected to continue in such status for an extended period of time due to special needs or barriers

HUD Category 4: Fleeing or Attempting to Flee Domestic Violence

Households fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking or other dangerous or life threatening conditions related to violence, who:

- Have no identified subsequent residence; AND
- Lack the resources and support networks needed to obtain other permanent housing.

⁹⁴ A Continuum of Care must apply for and receive approval by HUD to serve this category. Snohomish County is not currently pursuing projects for which this definition would apply.

Chronically homeless⁹⁵:

(1) An individual who:

- Is homeless and lives in a place not meant for human habitation, a safe haven, or in an emergency shelter; and
- Has been homeless and living or residing in a place not meant for human habitation, a safe haven, or in an emergency shelter continuously for at least one year or on at least four separate occasions in the last 3 years; and
- Can be diagnosed with one or more of the following conditions: substance use disorder, serious mental illness, developmental disability (as defined in section 102 of the Developmental Disabilities Assistance Bill of Rights Act of 2000 (42 U.S.C. 15002)), post-traumatic stress disorder, cognitive impairments resulting from brain injury, or chronic physical illness or disability;

(2) An individual who has been residing in an institutional care facility, including a jail, substance abuse or mental health treatment facility, hospital, or other similar facility, for fewer than 90 days and met all of the criteria in paragraph (1) of this definition, before entering that facility; or

(3) A family with an adult head of household (or if there is no adult in the family, a minor head of household) who meets all of the criteria in paragraph (1) of this definition, including a family whose composition has fluctuated while the head of household has been homeless.

The Washington State Department of Commerce Definitions

Households are homeless if they are unsheltered or residing in a temporary housing program, as defined below.

Unsheltered Homeless:

- Living outside or in a place that is not designed for, or ordinarily used as a regular sleeping accommodation for human beings, including a vehicle, park, abandoned building, bus or train station, airport, or campground
- Fleeing or attempting to flee violence: domestic violence, dating violence, sexual assault, stalking, human trafficking, or other dangerous or life-threatening conditions that relate to violence against the household member(s), including children, that have either taken place within the household's primary nighttime residence or has made the household member(s) afraid to return to their primary nighttime residence

Sheltered Homeless:

- Residing in a temporary housing program including shelters, transitional or interim housing, and hotels and motels paid for by charitable organizations or government programs
- Exiting a system of care or institution where they resided for 90 days or less AND who resided in an emergency shelter or place not meant for human habitation immediately before entering that system of care or institution
- Residing in a trailer or recreational vehicle that is parked illegally or in a location that is not intended for long-term stays (i.e. parking lots)

At Imminent Risk of Homelessness:

Households are at imminent risk of homelessness if they will lose their primary nighttime residence (including systems of care or institutions) within 14 days of the date of application for assistance, AND no subsequent residence has been identified, AND the household lacks the resources or support networks needed to obtain other permanent housing.

⁹⁵ The Washington State Department of Commerce uses HUD's definition of chronically homeless.

The Snohomish County Coordinated Community Plan Definitions

In 2018, the Everett/Snohomish County Continuum of Care was selected by HUD as one of eleven Youth Homelessness Demonstration Program (YHDP) communities across the country, and awarded \$2.3M for the purpose of creating innovative projects to effectively prevent and end youth and young adult homelessness. An expansive planning effort that included community stakeholders, cross-system partners (such as juvenile justice, public education, and health care), direct services providers, funders, local government, and youth with lived experience resulted in the development of the Snohomish County Coordinated Community Plan (CCP). The CCP addresses the unique factors impacting youth and young adults at-risk of or currently experiencing homelessness in our community. For purposes of the CCP, youth and young adult homelessness is defined as a youth or young adult (YYA) aged 24 or younger, who is not accompanied by a parent, guardian, or spouse over 24, and who is in one or more of the following situations:

- Literally homeless, sleeping in an emergency shelter, other temporary programs, or living in places not meant for regular human habitation, such as outside, in cars, tents, or abandoned buildings
- Fleeing or attempting to flee violence (including physical, sexual, emotional/psychological, and neglect⁹⁶)
- “Doubled up” or “couch surfing” who are unsafe and at-risk of homelessness. This includes YYA who may lose their housing in a matter of days due to eviction or being “kicked out” by family or friends, or who move from one couch to the next
- Generally at-risk, which includes those experiencing or likely to experience some form of housing instability due to circumstances, such as family problems, unemployment or lack of sufficient income, substance use, criminal history, exiting institutions, or YYA who are running away. This also includes potentially vulnerable populations such as YYA who are LGBTQIA, involved with juvenile justice/jail or foster care, or those who are victims of sexual trafficking and exploitation

However, it is also important to note for the YHDP Funding, the HUD CoC homeless definition is required. YHDP funding will include households in categories 1, 2, and 4.

⁹⁶ Those people legally required (mandated reporters), who have a reasonable cause to believe a child (youth under the age of 18) has suffered abuse or neglect are required by RCW 26.44.030 to report such incidents. For all others, who believe that a child has suffered abuse or neglect should report such incidents. It is important to understand the mandatory reporting laws for child abuse and neglect; more detailed information, including a list of identified mandatory reporters, can be found here:

<https://www.atg.wa.gov/child-abuse-neglect>

Acknowledgements

Contributions to this Plan were made by the Partnership to End Homelessness (PEH)'s Strategic Planning Committee and Executive Committee, and by all members of the PEH. The PEH serves as our CoC's governing Board and Homeless Housing Taskforce (HHTF) and meets the required composition guidelines to include: A representative of the County, a representative of the largest city located within the County, at least one homeless or formerly homeless person, and a representative of a private nonprofit organization with experience in low-income housing. Additional contributions were made by members of the PEH Communications and Engagement Committee, Data and Analysis Committee, Racial Equity Advisory Board, and Public Policy Committee.

PEH Strategic Planning Committee		PEH Executive Committee	
Joe Alonzo	<i>Cocoon House</i>	Jane Pak	<i>Board Chair</i>
Rita Jo Case	<i>Catholic Community Services</i>	Mary Cline-Stively	<i>Vice Chair</i>
Mary Cline-Stively	<i>Childstrive</i>	John Hull	<i>Communications and Engagement Committee Co-Chair</i>
Casey Davis	<i>Edmonds Food Bank</i>	Mindy Woods	<i>Communications and Engagement Committee Co-Chair</i>
Mary Anne Dillon	<i>YWCA of Seattle, King County, Snohomish County</i>	Jodie Halsne	<i>Data and Analysis Committee Chair</i>
Rachel Downes	<i>Housing Hope</i>	Desmond Pullen	<i>Racial Equity Advisory Board Representative</i>
Travis Gannon	<i>ODAT Services</i>	Joe Alonzo	<i>Strategic Planning Committee Co-Chair</i>
Amy Hess	<i>City of Marysville</i>	Mary Anne Dillon	<i>Strategic Planning Committee Co-Chair</i>
James Kee		Mary Jane Brell-Vujovic	<i>Snohomish County Representative</i>
Bob Reese	<i>Veteran</i>	Rachel Downes	<i>Public Policy Committee Chair</i>
Charlie Thompson	<i>Edmonds Community College</i>		
Galina Volchkova	<i>Volunteers of America</i>		
Kyle Ward	<i>City of Lynnwood</i>		
Julie Willie	<i>City of Everett</i>		

PEH Board Members

Community Stakeholder Group	Board Representative	Organization
Adults without Children	John Hull	<i>Everett Gospel Mission</i>
Advocates	Mindy Woods	<i>City of Edmonds</i>
Affordable Housing Development	Bobby Thompson	<i>Housing Consortium</i>
Business	Travis Gannon	<i>ODAT Services</i>
Chemical Dependency (Substance Use Disorders)	Shannon Goforth	<i>Sound Pathways</i>
Chronically Homeless	Rita Jo Case	<i>Catholic Community Services</i>
Disabilities	Brian Smith	<i>Volunteers of America</i>
Education (Early Childhood)	Mary Cline-Stively	<i>Childstrive</i>
Faith Based Organizations	Lynsey Gagnon	<i>Interfaith Association</i>
Food Bank/ Food Insecurity	Casey Davis	<i>Edmonds Food Bank</i>
City of Everett (Government)	Julie Willie	<i>City of Everett</i>
City of Lynnwood (Government)	Kyle Ward	<i>City of Lynnwood</i>
Snohomish County (Government)	Mary Jane Brell-Vujovic	<i>Snohomish County, Human Services Department</i>
Healthcare	Zoe Reese	<i>Community Health Centers of Snohomish County</i>
Homeless Families	Rachel Downes	<i>Housing Hope</i>
Intimate Partner Violence Provider	Becky Megard	<i>Domestic Violence Services of Snohomish County</i>
Law Enforcement	Taylor Davis	<i>Snohomish County Sheriff's Office</i>
Legal	Jane Pak	<i>Snohomish County Legal Services</i>
LGBTQ+ Community	Q Fernandes	
Non-Profit Homeless Assistance Provider	Mary Anne Dillon	<i>YWCA of Seattle, King County, Snohomish County</i>
Person with Lived Expertise	Jason Cockburn	
Person with Lived Expertise	Jason Bragg	
Public Housing Authority	Janinna Attick	<i>Everett Housing Authority</i>
Public Housing Authority	Jodie Halsne	<i>Housing Authority of Snohomish County</i>
Racial Equity (REAB)	Desmond Pullen	
Racial Equity	Zaneta McQuarter	
Senior Issues	Michelle Reitan	<i>Edmonds Waterfront Center</i>
State Social Services	JJ Jammeh	<i>Department of Social and Health Services</i>
Transportation	Jamyang Dorjee	<i>Community Transit</i>
Tribal Government	Teri Nelson	<i>Tulalip Tribes</i>
University	Charlie Thompson	<i>Edmonds Community College</i>
Veterans	Bob Reese	
Youth Issues	Joe Alonzo	<i>Cocoon House</i>

* Personal Homelessness Experience is represented on the PEH Board

Additional critical contributions were made by the following staff:

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