



CITY OF SPOKANE
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July 20, 2022

Mr. Tedd Kelleher
Senior Managing Director
Housing Assistance Unit, Community Services and Housing Division
Washington State Department of Commerce

Mr. Kelleher,

Spokane has taken several steps over the past two years to significantly advance its regional network of services available to adults and youth experiencing homelessness. That has included added capacity, resources to meet specific needs, and increasing our network of public and private partners that are working together to help people take the next steps in their individual journeys.

The opportunity to deploy state Department of Commerce funding to further those efforts for a significant number of men and women currently camping on Washington State Department of Transportation (WSDOT) property near Second Avenue and Freya Street along Interstate 90 will accelerate our progress and make a significant impact for Spokane's homelessness community. Spokane's plan shares the State's goals of a safer, meaningfully improved experience that better addresses individual needs.

The proposal that follows outlines strategies and actions to move individuals from that property by:

- Creating more than 550 beds within 30-90 days to immediately house individuals indoors with onsite wrap-around services including temporary, transitional, and permanent housing options
- Purchasing and rehabilitating existing buildings for affordable housing alternatives
- Enhancing assessment tools to know individuals by name and need, which is seen as the most critical precursor step to building trust and matching an individual with the best housing solution
- Establishing dedicated transportation to move people to housing options and assist with getting individuals to appointments necessary to advance them in their journeys
- Leveraging the significant advancements in regional collaboration and lessons learned through the pandemic to rapidly advance our suite of resources for immediate impact
- Underscoring the importance of getting more affordable housing built over the next three years that is a goal of all regional partners
- Leveraging locally generated funds from City of Spokane exceeding \$5 million to support these efforts

Specific strategies and actions are outlined in greater detail on the following pages. You will see from our proposal and the letters of support that Spokane stands together ready to continue making a meaningful difference in the lives of individuals in our community who are currently living largely unsheltered on State property without connection to supportive services.

We appreciate the opportunity to partner with State Departments of Commerce for the benefit of our community.

Sincerely,



Nadine Woodward
Mayor



Breean Beggs
City Council President

Attachments:

- Strategy document
- Budget spreadsheet
- Letters of support

Strategy Statement

Move individuals into safer and more desirable housed environments with ready service connectivity through immediate:

- Enhanced and scaled use of existing resources and repurpose of new resources shaped to make them more desirable to current residents of WSDOT encampment in Spokane
- Further development of a progression of services that provides better supports along the path to permanent housing
- Continued evolution of regional partnerships to drive meaningful outcomes using a by-name-and-need strategy

Collaboration Statement

Spokane used the sudden onset of the global pandemic to solidify, build, and expand regional partnerships that became instrumental in the community's responses broadly to public health considerations and specifically to homelessness illness prevention and supports. The community collaborative submitting this proposal is built on lessons learned and the collective shared experiences in addressing this critical need and top community priority.

Outcome Statement

Make every good-faith effort to quickly, efficiently, and persuade the estimated 600 individuals currently camping on WSDOT property to move into what they can perceive as meaningfully improved living situations that includes access to individualized services and resources.

Spokane Regional ROW Initiative Action Plan Summary

We have activated a multi-jurisdiction and agency response that includes the City of Spokane as the lead agency with feedback from and collaboration with Spokane County, City of Spokane Valley and the Spokane Housing Authority to develop a regional proposal for State Commerce. This proposal includes proposed partnership with over 20 service, shelter, and housing providers on projects prioritized based on the ability to deliver improved and desirable near-term capacity, long-term housing, and ongoing support to reduce the return to living on the street and increasing the variety of good choices for shelter and housing for those in the WSDOT encampment.

In coordination with other agencies, we would declare a homelessness emergency as a companion to the housing emergency declaration by Spokane Mayor Nadine Woodward currently in place and would expand that to other jurisdictions as they determine a need to execute the plan. As a region that experiences harsh winter conditions with standing snow and temperatures that drop well below freezing for extended stretches, all jurisdictions and authorities believe we need to have significant movement towards closure of this DOT camp by October 2022. The plans detailed below are meant to get to that goal within 90 days, which directly supports Governor Inslee's announced intention. We look forward to all State agencies support to get us to that goal by that timeframe.

Spokane's First 30% Request

The initial 30% proposal sent July 13, 2022 highlighted the actions below to move forward immediately:

1. Implement thorough onsite by-name assessment, case management and coordinated entry, and specialty clinical assessment (medical, behavioral health, substance misuse) to align every individual to the most appropriate housing option and services needed to ensure long-term success. Without this assessment, we believe the entire effort has a high risk of failure.
2. Acquire a motel with 88 units that can be used to house up to 120 people in 90 days. Permanent Supportive Housing (PSH) improvements would be staggered by sets of rooms over the next 2-3 years to gain immediate housing capacity and minimizes impact to individuals. This allows immediate use while not losing site of the goal of the needed supportive housing.
3. Integrate 60 (increased from 36) semi-private pods for 120 (increased from 72) people in an existing facility with expanded restroom, shower, laundry and kitchen facilities. This approach provides more attractive options to the ROW population based on assessments done. This is a key measure with other housing options to gain higher acceptance to get several hundred people to shelter and transitional spaces instead of unsafe camping with winter 3-4 months out.

Spokane's Full Regional ROW Proposal

These initial planning items have evolved in review and discussions with the providers and regional agencies. They are included on the full recommendation list below with recommended changes and highlighted in **light blue** to indicate which ones were on that initial memorandum.

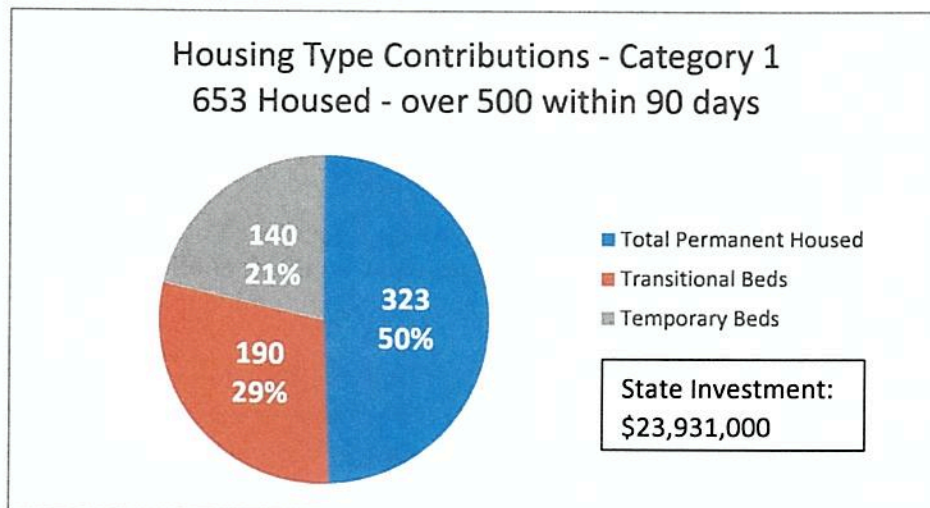
Spokane Regional ROW Initiative Action Plan Summary

This plan has three categories to indicate the level of regional collaboration and the confirmation and commitment of the various organizations and costs to prioritize the action items.

Category	Regional Support Category Description
1	All regional jurisdictions support full category approval
2	Multiple agency support or new recommended by multiple agencies
3	Individual agency support or new and in initial review items

The Spokane Regional Governance group has met several times to discuss, prioritize, and categorize the many options that have been staffed over the past four weeks. The culmination of that work has been grouped into the three categories outlined in the table above.

Category 1 represents regional consensus of what can work for our community. The Governance Leadership group, comprised of senior elected officials from Spokane County, City of Spokane, and the City of Spokane Valley along with the Executive Director of the Spokane Housing Authority all support Category 1 programs be approved, understanding each needs to go through a discovery, discussion, and contracting life cycle. Much thought as a region has been put into the collection of programs and strategies this list represents and we look forward to any further discussion required to ensure Commerce understands and supports the integrated approach and linkage of this plan. There is strong support for the Category 2 and 3 programs as well, but not by all jurisdictions.



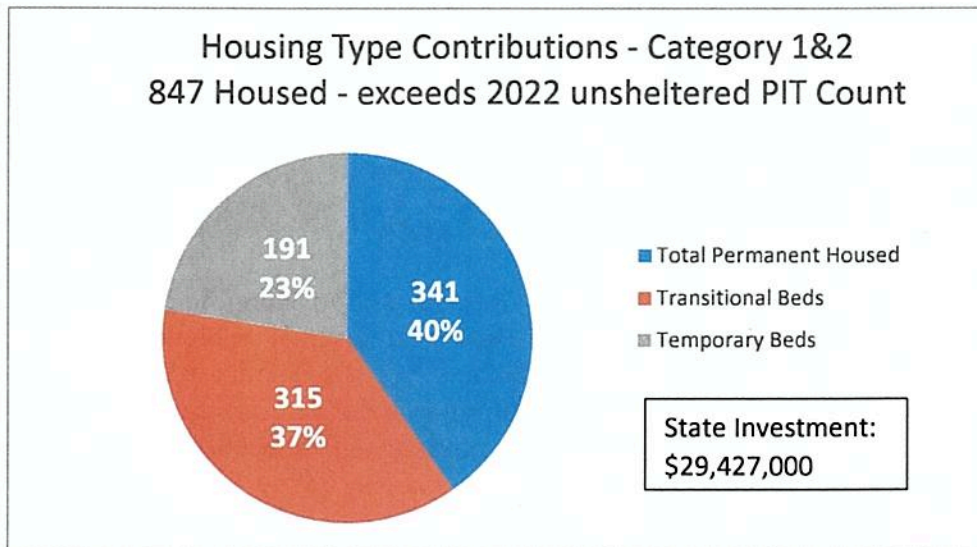
Category 1 programs meet the stated State Commerce goal that half of the housing solutions are of the permanent nature. These 13 housing programs and six related supportive services deliver high value for the region and State and can provide housing to the full number of current ROW campers if they can see the improvement over their current circumstance.

All jurisdictions and agencies understand the long-term nature of these solutions and are committed to supporting the plan and package. It is critically important that the ongoing investment for these initiatives be understood and budgeted for by the State. In most cases, our estimate is that up to 50% of the program dollars would need to continue to be available for the

Spokane Regional ROW Initiative Action Plan Summary

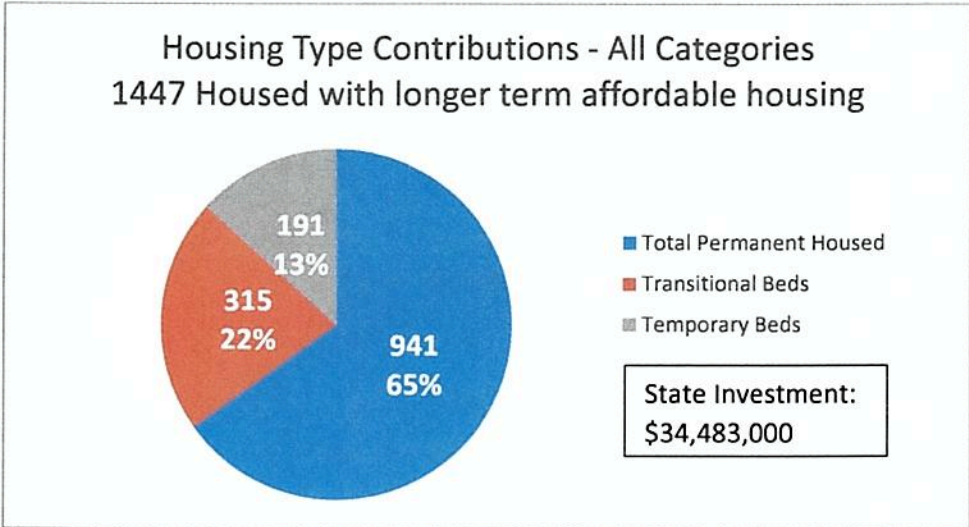
expected life of those programs or housing assets. Without that commitment, whole programs or housing structures would be lost and those significant gains could lead to another large return to street and Right of Way homelessness. We understand that future budget processes can be a challenge and would ask for the State's commitment to this ongoing funding to ensure we continue to move forward for the next decade.

This planning timeframe has led to the identification of several opportunities that may be developed with additional time and effort. Those are listed in Categories 2 and 3 for State Commerce visibility to show that Spokane is prepared to further leverage and grow initial successes from the Category 1 items with additional investment and prevent a reoccurrence of a large right-of-way encampments elsewhere.



Including the Category 2 investment maximizes the number of WSDOT encampment residents that would likely choose to voluntarily relocate because it includes the indoor and outdoor options that they have unanimously endorsed as preferable staying to the ROW. This investment also allows us to jointly create, for the first time in decades, a total of 847 housing opportunities within a 12-plus month period that exceeds our regional March 2022 unsheltered Point in Time (PIT) Count of 823. The Category 2 investment in housing adds 51 temporary and 125 transitional bed investment to the Spokane region.

Spokane Regional ROW Initiative Action Plan Summary



Category 3 additional investment adds needed affordable permanent housing units and permanent supportive housing for a total of 1,447 total individuals housed over the next 18 to 36 months. Spokane County has identified two affordable housing projects that have remaining gap funding of about \$5 million. Combined total cost of the three projects would be about \$75 million and bring about 400 affordable housing units to the region. Funding this category allows for the expected need growth related to economic conditions and the overall housing market that continue to challenge vulnerable and lower economic populations.

We look forward to the ongoing dialog and request time to make a presentation after initial State Commerce review, if needed and desired, to better highlight the initiatives and collaborative energy that has been applied over the past weeks. The State has asked for a creative set of solutions that can be activated quickly, and the Spokane region has answered that call with 25 near-term and creative solutions to address the crisis at our area’s WSDOT ROW camp with a collection of resources to house more than 650 individuals at the core of the proposal and more than 1,500 with add-on investment to provide lasting solutions to our community.

Spokane Regional ROW Initiative Action Plan Summary

Regional Support Category	Strategy and Action	Project/Owner	Timeline	Housing / Solution Type	Total Housed	Total ROW Initiative Cost
1 on 30% initial memo (and expanded)	Provide intensive onsite assessment services to engage the ROW population, build a relationship of trust, assess vulnerabilities, and match best housing or shelter solution. This element is <u>seen as REQUIRED for successful migration</u> . The total requested amount in the initial 30% submission has grown by \$300,000 upon receiving all partner estimates. The multi-step model includes data tracking, by-name lists, clinical assessment, ID and documentation assistance, transportation, and immediate and short-term alignment with housing and shelter options that are available.	United Way of Spokane will serve as the coordinator of multiple providers	August	Related Services		\$500,000
1 on 30% initial memo (and expanded)	Establish 60 private pod/pallet indoor options with expanded bathrooms, showers, laundry, ADA access, kitchen and services capabilities at shelter to provide progression and leverage existing operations. This request increased from initial commitment of 36 to support more ROW population for these units. The increase of \$500,000 is based on assessment and feedback from population to be served and doubling the pod size at this location. Operations costs are in Cat 2 below.	Trent Center - The Guardians Foundation (City of Spokane contractor)	September	Transitional	120	\$500,000 Tot \$1,000,000
1 on 30% initial memo (with other costs)	Purchase and rehab a motel on Sunset Highway for housing. Commit to rehab the motel on Sunset Highway for 100-120 people within 90 days of funding. Higher year 1 and 2 operating cost are anticipated until full PSH rehab makes units more self-sufficient. PSH rehab will be accomplished strategically in stages to minimize disruption to housed individuals. Additional \$1,800,000 for initial rehabilitation after acquisition and \$5,500,000 for operations cost prior to conversion to PSH. After PSH conversion operations costs come down dramatically.	Catholic Charities	September - October	Permanent	120	\$6,500,000 \$5,500,000 \$1,800,000 Tot: 13,800,000

Initial 30% memorandum submitted July 13, 2022 with adjusted costs as part of total request

Spokane Regional ROW Initiative Action Plan Summary

Regional Support Category	Strategy and Action	Project/Owner	Timeline	Housing / Solution Type	Total Housed	Total ROW Initiative Cost
1	Organize the shelter into smaller community pods and individualized spaces based on feedback from the population served and learning from other shelters. Addition of improvements will make the location more desired, based on ROW population feedback, with built-in progression capability to transitional housing. ROW population usage to be monitored monthly. Seek annual operational funding for staffing of semi-private pods to the new shelter opening in August 2022. Dedicate 120 shelter beds of 150-person capacity in community pods sections through existing City of Spokane budget.	Trent Center - The Guardians Foundation (City of Spokane contractor)	August	Shelter	120	\$0 (Other tax sources funding primary shelter)
1	Fund Housing Navigator and Landlord incentive program for an initial 25 scattered site rental units growing to 50 in six months.	Housing Navigators	Start in August	Permanent	50	\$1,772,000
1	Cover fees, tax exemption, and/or loan backstop for 2-4 units as a developer incentive to compete 10 pilot project 2-4 unit residential plexes in < 12 months.	City of Spokane	Jun-23	Permanent	45	\$150,000
1	Expand The Way Out Center Continuous Stay Shelter Capacity for ROW individual resettlement. Upon contract and funding approval, operator, The Salvation Army, intends to have the additional capacity ready to receive ROW referred individuals within 30 days. This is an expansion to an existing program that the neighborhood supports.	The Salvation Army	September	Transitional	42	\$1,888,000
1	Establish an RV Park rental assistance pilot project for the first 25 working RVs that pays a declining percentage of space fees for one year, with a small fund to assist in emergency repairs using automotive school organizations.	City of Spokane or one of several potential designees	August	Permanent	38	\$250,000
1	Offer family reunification services to activate individual support systems. Local area service providers work with individuals living in the ROW, and their families, to create a "best practices" action plan for reunification.	City of Spokane or one of several potential designees	August	Permanent	25	\$100,000

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Regional Support Category	Strategy and Action	Project/Owner	Timeline	Housing / Solution Type	Total Housed	Total ROW Initiative Cost
1	Add PSH units at VOA Hope House. Requested funding would add 10 units within 30-60 days, and 15 in 120-180 days.	Volunteers of America (VOA)	August	Permanent	25	\$1,800,000
1	Increase rapid diversion funds to establish additional immediate diversion program options.	United Way of Spokane	August	Permanent	20	\$150,000
1	Add beds to existing shelter partner in east Spokane.	Truth Ministries	August	Shelter	20	\$261,000
1	Expand Family Promise to migrate estimated WSDOT number (20) pregnant women and partners into supportive shelter environment. This cost reflects dedication of new units for this number that can be completed and ready in August.	Family Promise	August	Transitional	20	\$470,000
1	Dedicate eight shelter respite beds at the VOA Hope House.	Volunteers of America (VOA)	September	Transitional	8	\$320,000
1	Establish ongoing services as point of transition from onsite assessments and ensure consistency of case management for the ROW population.	Trent Center	September	Related Services		\$700,000
1	Establish transportation partnership with STA and shelter operators for 3x day loop to include DOT site, shelters and service providers.	STA, Guardians Dedicated transportation	August	Related Services		\$120,000
1	Use the regional HMIS to track, monitor, and share progress of individuals rehoused away from the State ROW. Each service providers listed within this proposal will use the system.	City of Spokane	August	Related Services		\$120,000
1	Add two dedicated Case Managers to Community Court to provide a direct connection to services and follow up as required by the Court.	Community Court, SNAP	Subject to hiring	Related Services		\$140,000
1	Add one Case Manager for existing shelters. This capability extends the model of engaging people where they live versus outpatient capabilities.	Truth Ministries	September	Related Services		\$60,000
TOTAL ROW INITIATIVE CATEGORY 1 FUNDING RECOMMENDATION					653	\$23,931,000

Spokane Regional ROW Initiative Action Plan Summary

Regional Support Category	Strategy and Action	Project/Owner	Timeline	Housing / Solution Type	Total Housed	Total ROW Initiative Cost
2	Invest in operations support cost to support staffing and resources to manage the expanded pod population inside of the Trent shelter. Estimate of 120-person pod population at annual support cost of \$20,000 per individual for a total of \$2.4 million for 60 private pod/pallet unit indoor options to provide progression and leverage existing operations. Allocation increased based on doubling the pod size at this location.	Trent Center - The Guardians Foundation (City of Spokane contractor)	September	Transitional		\$2,400,000
2	Establish secure and curated pallet shelter villages for 125 residents. Empire Health Foundation submitted a proposal to dedicate 3 acres the organization owns on the Sunset Highway. Some regional partners have concerns about the location, operator, and impact of Spokane's unique weather on the four-season viability of pallet structures and the location near other potential housing interventions. Empire Health Foundation plans to eventually transform this land into permanently affordable multifamily units. The village concept would include up to 75 units.	Empire Health Foundation.	90-120 days	Transitional	125	\$2,295,000
2	Extend expanded shelter beds made operational over past two years due to system growth. This is approximately 204 beds with 25% dedicated to ROW occupants	HOC, Cannon, Truth, Women's Hearth, Volunteers of America (VOA)	December	Shelter	51	\$500,000
2	Complete capital investment in eight permanent supportive units at Family Promise that can be opportunities for ROW population members progressing from their shelter.	Family Promise	November	Permanent Supportive Housing	18	\$301,000
TOTAL ROW INITIATIVE CATEGORY 1&2 FUNDING RECOMMENDATION					847	\$29,427,000

Spokane Regional ROW Initiative Action Plan Summary

Regional Support Category	Strategy and Action	Project/Owner	Timeline	Housing / Solution Type	Total Housed	Total ROW Initiative Cost
3	Bridge the funding gap in two affordable housing projects identified by Spokane County that have a remaining need of about \$5.0 million. Combined total cost of the three projects would be about \$75 million and bring about 400 affordable housing units to the region. The goal would be move people currently in transitional housing to the new affordable housing units. That would free up transitional/supportive housing for those currently at Camp Hope/ROW. While this is a longer-term solution, additional affordable housing units were referenced as a need in the Commerce Secretary's recent op-ed.	Spokane County	18-36 months	Permanent	600	\$5,000,000
3	Offer as a shelter-only participant pilot incentive to get voluntary move to shelter if not housing ready or no permanent housing available. Non-monetary incentive tied to weekly stay and active involvement in case management.		August	Related Services		\$56,000
TOTAL ROW INITIATIVE ALL CATEGORIES FUNDING RECOMMENDATION					1,447	\$34,483,000