



**To:** Community Members  
**From:** Mark Putnam, Director  
**Date:** April 15, 2015  
**Subject:** CEH Strategic Plan – Final Draft

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Over the past nine months more than 500 individuals participated in our strategic planning process, providing expertise, ideas, critical review, leadership, and vision. I want to thank all of you who have contributed, via:

- CEH Governing Board, Consumer Advisory Council, Interagency Council (IAC), and IAC subcommittees and workgroups
- 2014 CEH Annual Meeting participation
- CEH Strategic plan community feedback sessions
- Sound Cities Association, local government council and committee hearings, coalition meetings, and more

A plan with the voices of 500 passionate, smart people is powerful. Yet we know that we need the full Community to End Homelessness, so this is only a start.

Today, I am transmitting our [Final Draft Plan](#) for public comment. The plan is a recommitment to ending homelessness, and to our vision that homelessness is rare in King County, racial disparities are eliminated, and if one becomes homeless, it is brief and only a one-time occurrence.

The plan also sets a new structure for CEH, combining the Governing Board and Interagency Council into a single “Coordinating Board”. **See Appendix II of the Draft Plan for more detailed information on the proposed governance structure, timeline, and calendar.**

Our timeline for Plan completion is as follows:

- April 15<sup>th</sup> – CEH releases Final Draft Plan
- May 4<sup>th</sup> – Final public comment due
- May – Final review and recommendation by Interagency Council and Consumer Advisory Council
- June-July – Endorsement by: Sound Cities Association, King County, City of Seattle, and City of Bellevue
- June 30<sup>th</sup> – CEH Governing Board meets to adopt the plan, hears public comment, and votes; this will also serve as our I CEH Annual Conference, and all will be invited

Thank you for your passion and commitment, your ideas and creativity, your words and your actions.

A handwritten signature in black ink, appearing to read "Mark Putnam", is placed over a light gray rectangular background.

Mark Putnam  
Director

# A Regional, Aligned, Community Plan to End the Experience of Homelessness among Residents of Seattle/King County

- July 2015 to June 2019 -



April 2015 DRAFT

Committee to End Homelessness in King County

## ACKNOWLEDGEMENTS

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Ed Murray	<i>Mayor, City of Seattle (Co-Chair)</i>
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### **Thanks!**

Contributions to this plan were made by more than 500 people, including CEH subcommittee members, Sound Cities Association, City of Seattle and King County staff, 2014 Annual Conference participants, 2015 Strategic Planning Session attendees, and those who commented via our website.

A special thank you is owed to [Point B](#) for their pro bono contributions.

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## Table of Contents

Introduction .....	4
Our Vision and New Plan .....	5
2005-2015: A Decade of Growing Inequality.....	11
Our Neighbors in Crisis.....	12
Our Resources to Address the Crisis.....	15
Strategies:	
Goal 1: Make Homelessness Rare.....	17
Goal 2: Make Homelessness Brief and One-Time .....	18
Goal 3: A Community to End Homelessness.....	19
Appendix I: Detailed Strategies and 2015-2016 Action Steps.....	20
Appendix II: Governance Structure .....	26
Appendix III: Performance Measures and Dashboard ( <i>In Development</i> )	

## INTRODUCTION

In 2005, our community formed the Committee to End Homelessness in King County (CEH), creating a broad coalition of stakeholders to focus on addressing and eliminating homelessness in King County. Over the past ten years, our community has succeeded in ending homelessness for almost 40,000 people.

Yet, in 2015, on a given day, nearly 10,000 people are experiencing homeless in King County, and almost 40 percent are unsheltered. People are homeless on average more than 100 days, and they return to homelessness after being housed nearly 20 percent of the time. Racial disparities are stark, with Native Americans seven times more likely to experience homelessness than Whites, and African Americans six times more likely.

Homelessness is a crisis in King County. Our neighbors who are without homes need housing. Many also need jobs. We are a compassionate, active community that hurts for those living outside and in unstable housing. While we can celebrate those who have found housing stability over the past decade, we are recommitting to develop new partnerships and make a greater impact over the next four years.

The Committee to End Homelessness has taken a collective impact approach to ending homelessness in King County that aligns strategy and funding toward shared outcomes. Our ranks include residents, housed and unhoused, alongside the faith, business, government, philanthropic, and nonprofit sectors. We realized a long time ago that we need to work collectively, across sectors and across the entire county, to end homelessness.

To make homelessness brief and one-time, we need to provide people with what they need to gain housing stability quickly. This is the responsibility of funders of homeless housing and services, and nonprofit providers. Implementing more effective, efficient program models will allow us to serve more people.

Homelessness is solvable. While crises that impact housing stability will never be fully prevented, we can end that person's homelessness very quickly. Other cities and states are making significant progress, and we must continue to learn and adapt to new data and ideas.

To be the next Community to End Homelessness, we must address the symptoms while also working with others at the local and federal levels to address the causes. We must commit fully to using the most effective, proven approaches to support people experiencing homelessness to quickly gain housing stability and employment, prioritizing those who are most vulnerable. We will need the support and commitment of local, state, and federal elected officials to ensure housing affordability and the availability of safety net services. We save money and have a stronger community when people have a place to call home.

Finally, we must energize and activate residents, business, and the faith community. This plan outlines strategies for a re-imagined continuum of services for people experiencing homelessness in King County and acknowledges that energized engagement needs to take place in both the board room and between neighbors for homelessness to be rare, brief, and one-time in our community.

## OUR VISION AND NEW PLAN

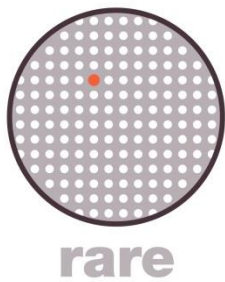
*Our vision is that homelessness is rare in King County, racial disparities are eliminated, and if one becomes homeless, it is brief and only a one-time occurrence.*

On July 1, 2015, we launch a new four-year Community Plan, *A Regional, Aligned, Community Plan to End the Experience of Homelessness among Residents of Seattle/King County* to achieve this vision. The plan is a recommitment to our vision of ending homelessness, and what needs to happen for this vision to become reality.

### What are Our Goals, Strategies and Outcomes?

The plan has three core goals, strategies to address them, and outcomes to measure progress:

#### Make Homelessness Rare



Advocacy and action to address the true causes of homelessness, **resulting in:**

- Fewer people unsheltered or temporarily housed
- More people housed and sheltered
- Reduced racial disparities among people experiencing homelessness
- Fewer people exiting institutions directly to homelessness
- Fewer low-income households spending >50% income for housing

#### Make Homelessness Brief and One-Time



Address crisis quickly, and align resources to meet the needs and strengths of people, **resulting in:**

- Fewer days experiencing homelessness
- Fewer people lose housing stability once housed
- Increased income
- Reduced racial disparities among people experiencing homelessness

#### A Community to End Homelessness



Engage and activate the community, **resulting in:**

- Increased engagement of residents
- Increased leadership of business and faith leaders
- Effective and efficient governance and system infrastructure

## **How Much Progress Will Be Made?**

Since 2005, we have become more sophisticated in our ability to measure progress and adapt practices based on data. We have set a goal of ten percent annual improvement for each outcome, and local funder contracts with providers include annual program targets that if met will help us achieve our system targets. We will refine these goals by year-end 2015 as we set implementation plans by population and utilize a new National Alliance to End Homelessness (NAEH) System Wide Analytics and Projection (SWAP) suite of tools.<sup>1</sup> The tools model program and population changes to assist communities to project improvements to system outcomes. The tools will provide us with information we will use to realign our funding and programming to identify resource gaps, by program type and population, and set implementation plans to achieve our goals.

In advance of the release of these tools, CEH and [Point B](#) (providing pro bono services) used local data and national research to project the impact of realigning programming. We found that by increasing and targeting our investments to focus on diversion, rapid re-housing, and permanent supportive housing we will house more people—often with equal or better housing retention outcomes than our current system.

In addition, our goals are aligned with the U.S. Interagency Council on Homelessness [Opening Doors](#) plan<sup>2</sup>:

- End Veteran Homelessness by 2015: Our goal is for all Veterans to be housed or in shelter and on a pathway to housing (what USICH is calling “functionally zero” homeless). We believe we can achieve this goal, as we have permanent housing resources for about 900 of the 1096 Veterans who are homeless in King County.
- End Chronic Homelessness by 2017: Our goal is for all chronically homeless adults Veterans to be housed or in shelter and on a pathway to housing.<sup>3</sup> This will require significant new investment in Permanent Supportive Housing, the evidence-based solution to chronic homelessness.
- End Youth/Young Adult Homelessness by 2020: Our goal is for all youth/young adults to be housed or in shelter and on a pathway to housing, and for those newly homeless, we can rapidly house them.
- End Family Homelessness by 2020: Our goal is for all homeless families to be housed or in shelter and on a pathway to housing, and for those newly homeless, we can rapidly house them.
- USICH and Opening Doors have not set a goal for ending Single Adult Homelessness. King County will set a target this year as part of our first ever single adult plan.

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<sup>1</sup> [Focus Strategies](#), under contract with NAEH, developed a suite of tools they call System Wide Analytics and Projection (SWAP) Tools. CEH will be using these tools to project what policy changes will make the most impact.

<sup>2</sup> USICH released Opening Doors in 2010, and amended it in 2013. Another amendment is expected in summer 2015, and USICH has indicated they will change their target for ending chronic homelessness to 2017 from 2015, due to lack of investment by the Federal Government in Permanent Supportive Housing (PSH).

<sup>3</sup> HUD has defined **chronic homelessness** as an individual or family with a disabling condition who has been continuously **homeless** for a year or more or has had at least four episodes of homelessness in the past three years. <https://www.hudexchange.info/homelessness-assistance/resources-for-chronic-homelessness/>

### **When Do We Begin? Now!**

We've set ambitious 2015-2016 action steps, which are summarized in this plan and specified in the Appendix. Annual implementation plans will be developed, including setting targets for each strategy, and future meetings of our governance committee will be organized around the strategies. Lead partners will be accountable for updating the committee on progress, and the committee will provide oversight and make course corrections.

Implementation action plans by subpopulation will be developed and continuously refined as new data emerges. These plans will be amendments to this plan following adoption by the CEH governance committee:

- Veterans (existing plan runs through 2015; update in Quarter 1 2016)
- Youth/young adults (update completed June 2015)
- Families (existing plan runs through 2015; update to be completed in Quarter 1 2016)
- Single adults and chronically homeless (no current plan; plan completed by Quarter 4 2015)

### **What Principles Will Guide Us?**

Our goals, strategies and outcomes provide us with a framework. Principles provide us with a foundation for our collective action over the coming four years. The following principles will guide us:

- Involve the full community, including those experiencing homelessness
- Promote equity and social justice in funding and program design to address regional and racial disparities
- Address the whole person's needs and strengths by prioritizing appropriate housing stability mechanisms
- Prioritize those whose health and safety are most vulnerable
- Move people into housing first, and employment fast, by progressive engagement in services
- Data-driven assessment of needs and outcomes



**How Did We Get Here? Community Engagement!**

During the summer of 2014, we began the process of establishing a new vision and plan for making homelessness rare, brief and one-time in King County. The full community is needed to make this plan a success, and hundreds of King County residents engaged in the planning that resulted in this plan.



More than 500 individuals participated in planning, providing expertise, ideas, critical review, leadership, and vision over the course of nearly one year. Participation has included:

- CEH Governing Board, Consumer Advisory Council, Interagency Council (IAC), and IAC subcommittees and workgroups
- 2014 CEH Annual Meeting
- CEH Strategic plan community feedback sessions and online public comment
- Local government council and committee hearings

The planning culminated in a strategic planning session in March 2015 among CEH Governing Board, Consumer Advisory Council, Interagency Council (IAC) members, and other community leaders.



**Why Plan? It's Smart, and Required.**

This plan is a community-wide strategic plan for addressing the crisis of homelessness in King County, Washington. The Committee to End Homelessness, and its inclusive, growing membership, will provide leadership for the implementation of the plan. The implementation of strategies must be tailored to the varied needs of people, including veterans, youth, families, single adults, and chronically homeless.

This plan fulfills Federal and State requirements that local jurisdictions receiving funding must have a community plan for addressing homelessness. The Committee to End Homelessness is the U.S Department of Housing and Urban Development (HUD) designated Continuum of Care for the Seattle/King County area, with the City of Seattle and King County providing fiduciary oversight.<sup>4</sup> King County is the designated recipient of State Consolidated Homeless Grant funding from the Washington State Department of Commerce.<sup>5</sup>

The plan, and its implementation action plans, will guide the distribution of Federal and State funding sources that are specifically designated for addressing homelessness, including:

- U.S. Department of Housing and Urban Development Continuum of Care Program, as amended by the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act
- Washington State Department of Commerce Consolidated Homeless Grant Program

Alignment of additional funding sources will be sought to maximize the impact of the funding that is designated for addressing homelessness. These additional funding sources include:

- Local government funding, including levies, general funds, and other locally guided sources and plans, including the Consolidated Plan
- Philanthropic and other private sector funding
- Faith based assets, including physical plants and funding
- Federal sources from participating U.S. Interagency Council on Homelessness departments, especially HUD, Health and Human Services, Veterans Affairs, and Labor.
- Related systems funding, including behavioral and physical health, criminal justice, affordable housing, veterans, workforce development, and education.

This plan also seeks to align with other system plans underway or being developed, including the City of Seattle's Homeless Investment Analysis and Housing Affordability and Livability Agenda, King County's Health and Human Services Transformation Plan and Youth Action Plan, and other related local and regional planning efforts.

**Whose Plan is this? Yours!**

Funding is just a part of what makes a plan go. Leadership and on the ground action are needed to implement this plan. This plan was created by the community, for the community.

The Committee to End Homelessness itself has minimal authority to make change. For example, CEH does not control the resources of the City of Seattle, the City of North Bend, the Gates Foundation, or King County. It does not operate the shelters or provide job training. The success of CEH and this plan is dependent on the development of an engaged community, and building a belief that we are better off working together than in isolation.

<sup>4</sup> HUD requires that each Continuum of Care develop a plan that coordinates implementation of a housing and service system, conducts a Point-in-Time count of homeless persons, analyzes needs and provides strategies to address gaps in housing and services, provides information required to complete the Consolidated Plan(s), and plans for and evaluates performance of Emergency Solutions Grant (ESG) recipients <https://www.hudexchange.info/coc/coc-program-law-regulations-and-notice/>

<sup>5</sup> Commerce required plans to run through 2015: <http://www.commerce.wa.gov/Programs/housing/Homeless/Pages/default.aspx>

To achieve our goals it will take all of us playing our roles:

- **Local Government:** 39 cities and King County government have shown a commitment to working toward collaborative solutions through CEH and the [Sound Cities Association](#). This plan provides a roadmap for regional collaboration, provides each local government with opportunities for action, and outlines challenges that they will need to address with local providers and residents.
- **Faith Community:** individual congregations and associations or initiatives such as [Church Council of Greater Seattle](#), [Interfaith Task Force on Homelessness](#), Seattle University's [Faith and Family Homelessness Initiative](#), and Renton Area Ecumenical Association of Churches ([REACH](#)) are demonstrating the impact the faith community can have through education, advocacy, grassroots organizing, and service delivery. This plan will not be successful without their efforts, and we must support them to grow their impact.
- **Philanthropy:** our local philanthropic community, including [United Way of King County](#), [Bill & Melinda Gates Foundation](#), [Building Changes](#), and [Raikes Foundation](#), among many others, have provided catalytic funding, infrastructure supports, awareness raising, leadership, and vision. This plan provides opportunity for their role to include community leadership in addition to investment.
- **Nonprofits:** large and small nonprofits provide direct services to people who are suffering from the experience of homelessness and consist of associations, including [Seattle/King County Coalition on Homelessness](#), [Housing Development Consortium](#), and the [Washington Low Income Housing Alliance](#). This plan is reflective of their vision and experience, and provides opportunities for expanding programs and continuous learning.
- **Businesses:** led by Dan Brettler of Car Toys and Blake Nordstrom of Nordstrom, the business community has been a stalwart contributor to our efforts to end homelessness. This plan provides further opportunity for impact through the Business Leaders Task Force, units from landlords, and jobs from employers.
- **Residents**, including those housed and unhoused: people experiencing homelessness have been integral to our community's response to homelessness, through efforts such as CEH's [Consumer Advisory Council](#), [Youth Advocates Ending Homelessness](#), and [Occupy CEH](#). Residents are engaging in many ways, including in traditional ways such as volunteering and donating, and new ways such as the [Hack to End Homelessness](#), and [Homeless in Seattle](#). This plan envisions connecting our community more deeply together.
- **CEH** itself will need to adapt to lead the implementation of this plan, including shifting governance and adapting staffing roles to support new strategies and direction. The plan sets a new structure for CEH, combining the Governing Board and Interagency Council into a single "Coordinating Board".

## 2005-2015: A DECADE OF GROWING INEQUALITY

In 2005, our community formed the Committee to End Homelessness, and adopted a [10-Year Plan to End Homelessness](#) (2005-2015). These plans were promoted by the Federal Government and eventually required by Washington State. King County's plan focused on preventing homelessness, coordinating countywide, building political will, securing 9,500 units of housing, providing culturally competent services, and measuring progress.

The plan set an aspirational goal for the community. Then, as now, our community would not and will not accept that people are living outside in a place of such beauty and prosperity. Over the past decade, the community responded with unprecedented partnerships and results. Nearly 40,000 people exited homelessness for stable housing, and 85 percent stabilized in that housing for at least two years. More than 5,700 units of housing were secured, and Seattle/King County now has the third most housing for the homeless in the nation. Innovative public/private partnerships were developed, including the [Campaign to End Chronic Homelessness](#), [Landlord Liaison Project](#), [Family Homelessness Initiative](#), and the [Homeless Youth and Young Adult Initiative](#). Funding has increased through state and local levies, businesses, faith communities, nonprofits, local governments, and people experiencing homelessness came together like never before to address the crisis of homelessness.

Meanwhile, the Seattle/King County region boomed economically from 2005-2008, then lost significant ground during the Great Recession. As of 2014, the region had [replaced all the jobs](#) lost in the recession and Seattle led the nation in [population growth](#) per capita. Yet, at the same time across the county, poverty increased, rising 80 percent in Seattle's suburban areas, with most of that growth in South County.<sup>6</sup> Between 2000 and 2011, [only five percent](#) of new King County residents earned between \$35,000 and \$125,000, with half of these 85,000 new households under \$35,000 and half over \$125,000. [Disparities](#) are stark, as 27% of Black households are living in poverty, compared to eight percent of White households.

Despite progress in [increasing wages](#), erosion in renter incomes coupled with a surge in demand for rental housing has pushed the number of households paying excessive shares of income for housing to record levels,<sup>7</sup> and home sales and rental prices are on the rise. In Washington state, incomes for the lowest earning residents has not grown, but the poorest Washington residents pay more in taxes than the poor do anywhere else in the country<sup>8</sup>. As Seattle Mayor Ed Murray, co-chair of CEH's Governing Board, warned last month, "[Income inequality is real](#), and it's growing in Seattle."<sup>9</sup>

At the Federal Level, the recession, and later, [sequestration](#), significantly reduced funding for affordable housing and homeless programs during the past decade. In 2010, the U.S. Interagency Council on Homelessness developed a ten-year Federal plan called [Opening Doors](#), calls for ending Veteran homelessness by 2015, chronic homelessness by 2017, Youth/Young Adult and Family homelessness by 2020.<sup>10</sup> The plan has sparked unprecedented interagency cooperation, and [increased funding](#) for homeless programs to support these goals. Nationally, communities are reporting declines in unsheltered homelessness. In addition, the [research base](#) has grown significantly over the past ten years meaning we as a field now know much more about what works for people with different needs and strengths.

<sup>6</sup> Brookings Institute, <http://confrontingsuburbanpoverty.org/> and Seattle Times, <http://www.seattletimes.com/seattle-news/poverty-hits-home-in-local-suburbs-like-s-king-county/>

<sup>7</sup> Harvard Joint Center for Housing Studies, <http://www.jchs.harvard.edu/americas-rental-housing>

<sup>8</sup> Institute on Taxation and Economic Policy, <http://www.itep.org/whopays/states/washington.php>

<sup>9</sup> Brookings Institute, <http://www.brookings.edu/research/reports2/2015/03/city-inequality-berube-holmes>.

<sup>10</sup> U.S. Interagency Council on Homelessness, *Opening Doors*, [http://usich.gov/opening\\_doors/](http://usich.gov/opening_doors/).

## OUR NEIGHBORS IN CRISIS

The prevalence of [homelessness](#)<sup>11</sup> is measured in two primary ways by CEH and its partners, both of which are requirements for all HUD Continuum of Care such as CEH:

- Homelessness Management Information System (HMIS), which collects data on the needs of consenting individuals seeking homeless services and measures their progress towards stable housing and other outcomes. CEH has designated the City of Seattle to administer HMIS, which is called [Safe Harbors](#).
- Point in Time Homeless Persons Count (PIT), which provide counts of sheltered and unsheltered people experiencing homelessness on a single night. CEH contracts with the Seattle-King County Coalition on Homelessness to conduct its PIT, called the [One Night Count](#), and CEH also conducts a specialized count of homeless youth and young adults called [Count Us In](#).

CEH measures its progress in ending homelessness by whether homelessness is rare, brief, and one-time. In addition, per this plan, CEH measures income progression and racial disparity.

### Rare: How Many People Experience Homelessness?

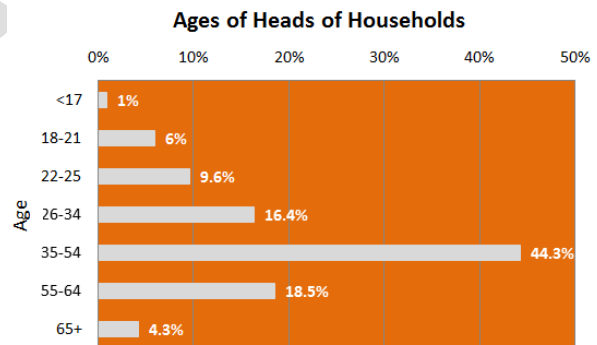
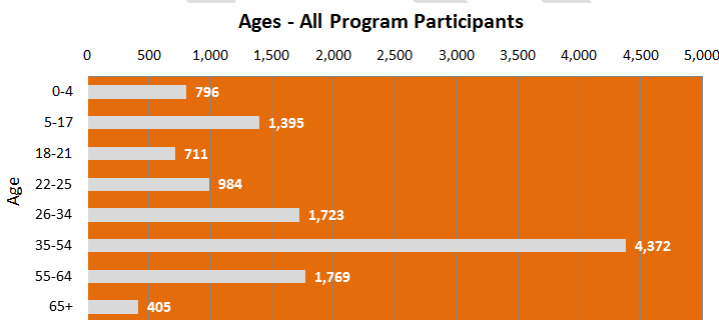
Nationally, more than one million persons are served in HUD-supported emergency, transitional and permanent housing programs each year, and HUD estimates that the total number of persons who experience homelessness may be twice as high.

#### Point in Time Data:

The [One Night Count](#) tallied 3,772 people living unsheltered, on sidewalks, in cars, and tents on January 23, 2015. Another 6,171 people were in shelter or transitional housing and still considered homeless by HUD definition.<sup>12</sup> [Count Us In](#) counted 134 unsheltered homeless youth/young adults, and a total of 824 unstably housed young people. Homelessness disproportionately affects King County’s [non-white population](#).

#### Annual Data:

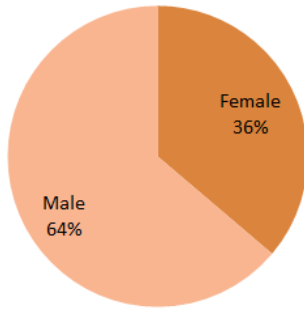
[Safe Harbors](#) data shows 9,776 households utilized shelter and transitional housing. Of these, approximately fifty percent were newly homeless (had not experienced homelessness in King County in the past two years).



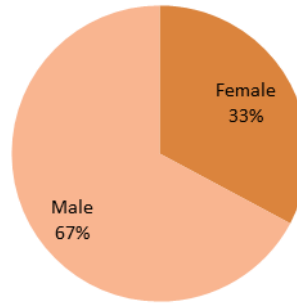
<sup>11</sup> There are four federally defined categories under which individuals and families may qualify as homeless: 1) literally homeless; 2) imminent risk of homelessness; 3) homeless under other Federal statutes; and 4) fleeing/attempting to flee domestic violence. Following HUD’s guidance, CEH prioritizes those who are literally homeless.

<sup>12</sup> Complete 2015 One Night Count data, including sheltered, unsheltered, and survey results, will be available in April and included in the final version of this plan.

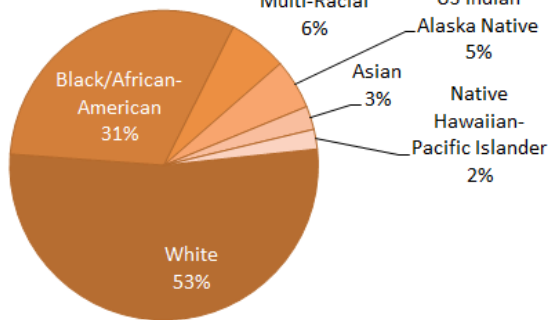
**Gender - All Program Participants**



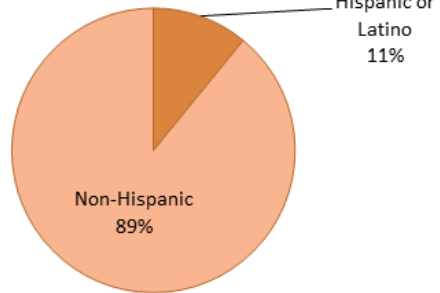
**Gender Head of Household**



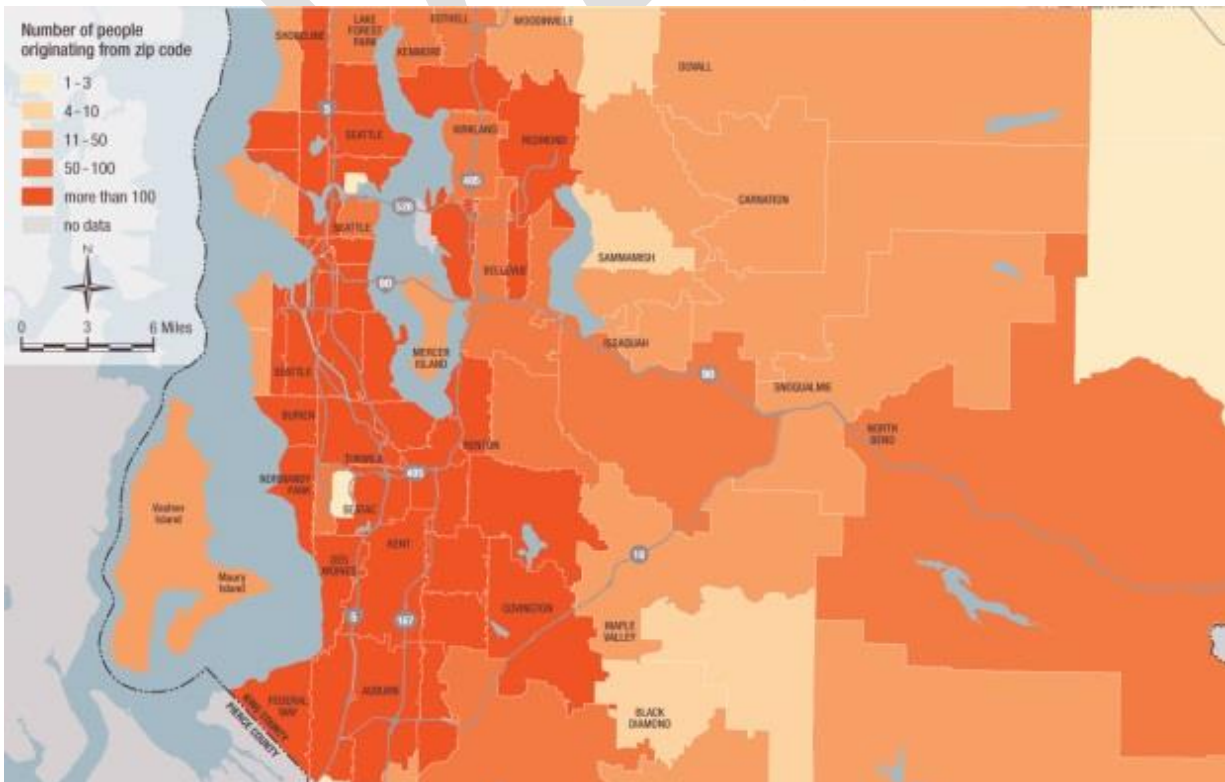
**Racial Distribution**



**Persons who identify as Hispanic or Latino**

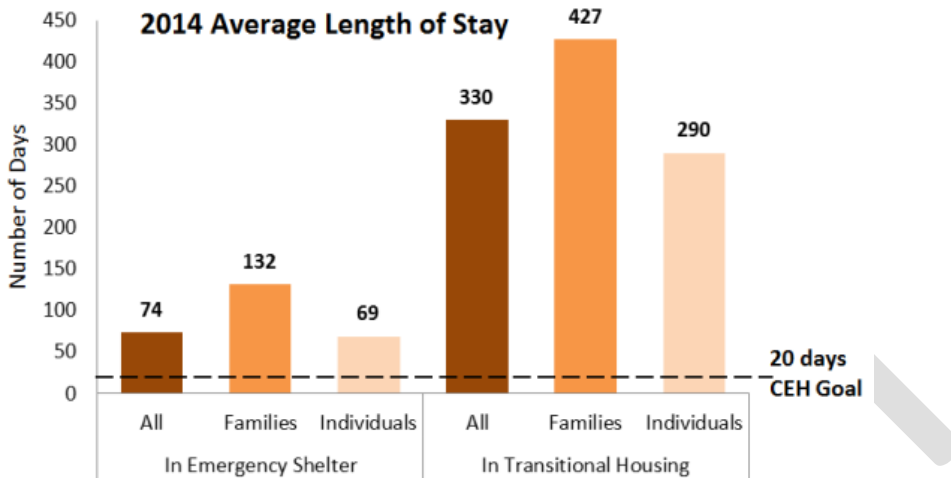


People experienced homelessness in every zip code in King County last year, and 87 percent were from King County, and 97 percent from Washington State.



**Brief: How Long are People Homeless?**

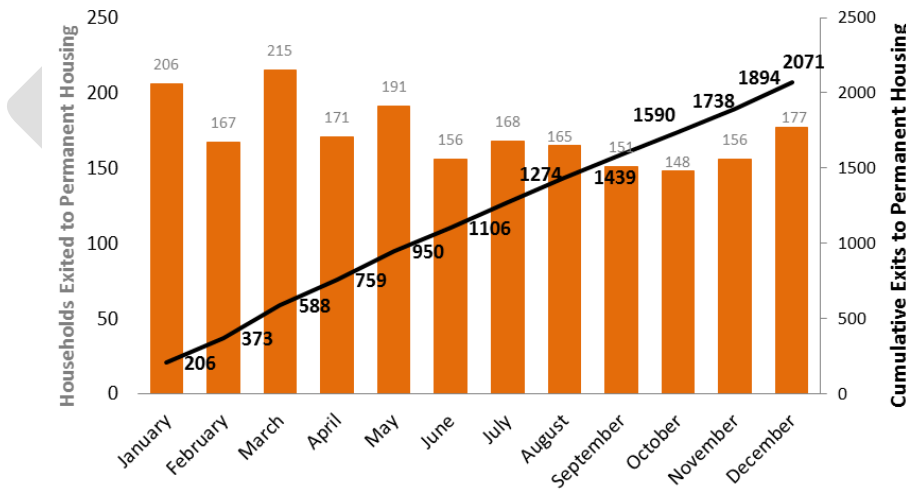
Homelessness was **not brief enough** in King County: on average, people experienced homelessness 141 days before finding permanent housing. When homelessness is shortened, people are safer and more people can use limited resources. We have set a target of ten percent annual improvement to reach our goal of 20 days average length of episode of homelessness.



**One-Time: How Many People Are Getting Housed, and How Many Become Homeless Again?**

Last year, 2,071 households exited homelessness to permanent housing, an average of about 173 per month.

**Year-To-Date Exits to Permanent Housing in 2014**



However, too many people were homeless **more than one time**: about 18 percent of people who went from homeless to housed returned to homelessness within two years. When homelessness is a one-time only occurrence, people can stabilize and public services such as shelter, emergency rooms, and jails are less frequently accessed. We have set a target of ten percent annual improvement to reach our goal of five percent returns to homelessness.

## OUR RESOURCES TO ADDRESS THE CRISIS

### Housing Resources

Through collective action since 2005, CEH dramatically increased the available resources for those experiencing homelessness in King County.

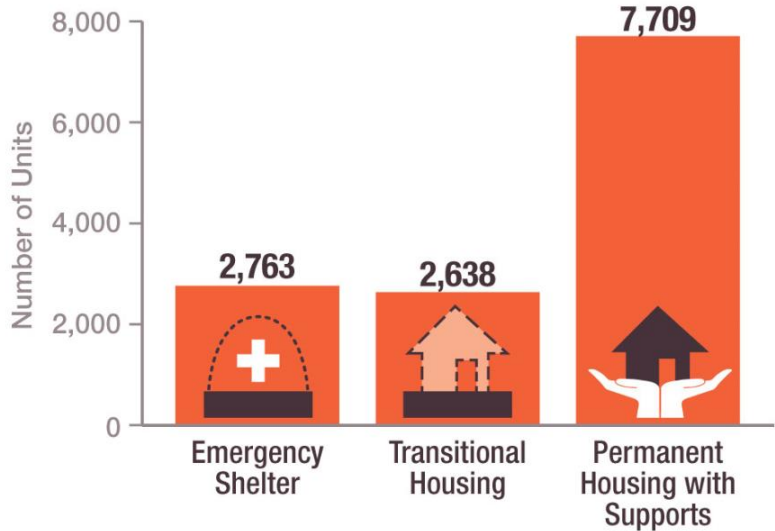
This includes 5,686 units of permanent housing with supports funded since 2004, for a total of 7,849 units of permanent housing with supports countywide.

King County’s Continuum of Care (CoC) housing stock ranks third in the nation. Our system includes emergency shelter, transitional housing, Rapid Re-Housing, and permanent housing with supports.

**Top 10 Cities:  
# of Housing Units Dedicated for the Homeless**

1. New York
2. Los Angeles
3. **Seattle/King County**
4. District of Columbia
5. Chicago
6. Boston
7. Philadelphia
8. Phoenix/Mesa/Maricopa County
9. San Francisco
10. Miami / Dade County

### Crisis Response and Permanent Housing

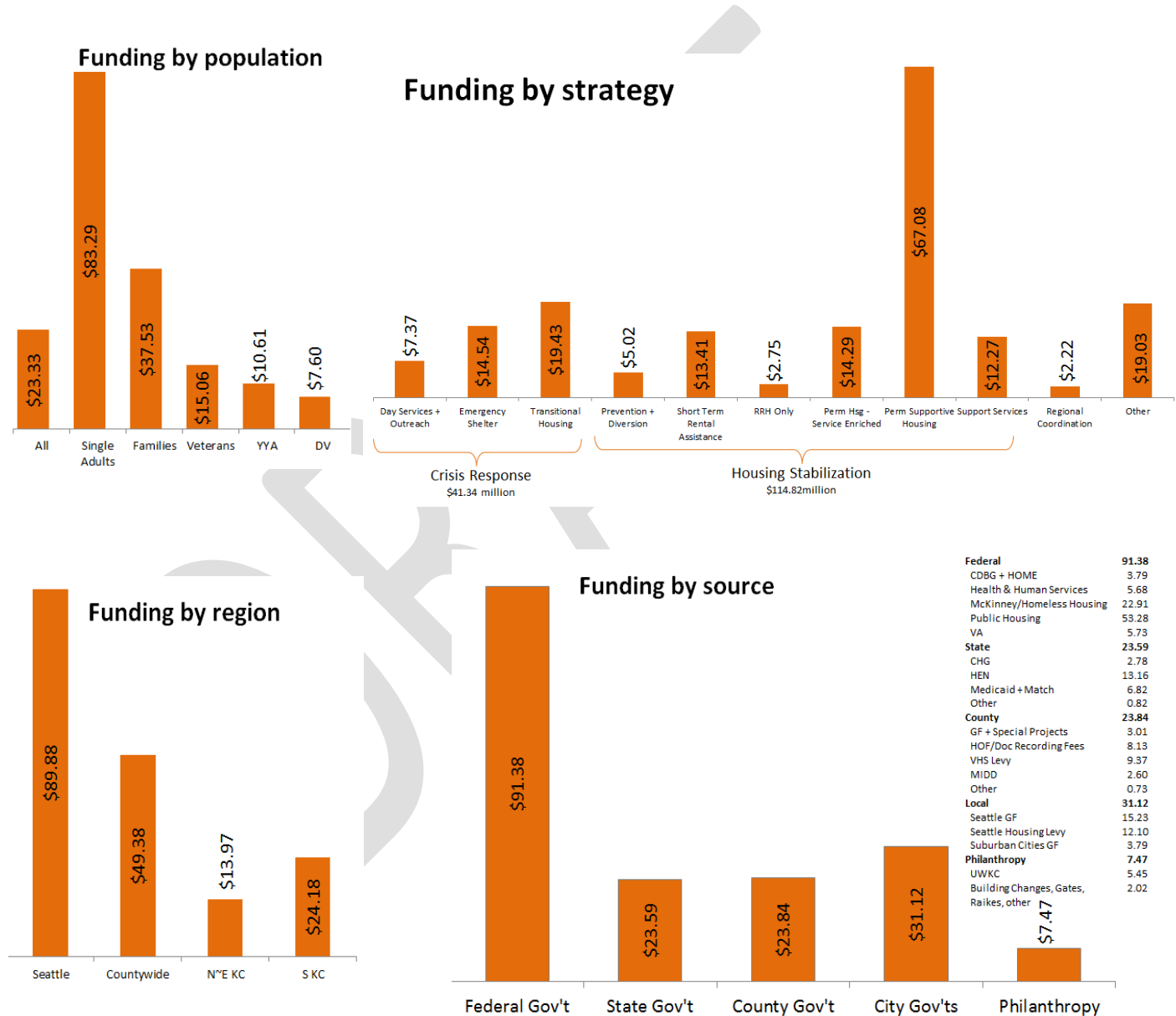




**Financial Resources**

In 2014, approximately \$41 million was invested in crisis response strategies to stabilize people currently experiencing homelessness in King County. Another \$114 million went to sustain formerly homeless individuals in permanent housing, assuring they don't return to the streets after exiting homelessness.

The four charts on this page show the 2014 investments in housing and services dedicated to people experiencing homelessness. Information provided in this section was compiled by CEH by surveying local funders.



Note: The funding by region chart shows the location of the recipient of funding. Programs available to all residents in the county were categorized as countywide.

\*All funding on these tables is shown in millions.

## GOAL 1: MAKE HOMELESSNESS RARE

**Making homelessness rare** will require addressing the causes of homelessness, which are myriad and institutional. A 2013 national study found predictive factors for community rates of homelessness, including housing market, safety net, economy, demographics, and transience.<sup>13</sup> The study found a 15 percent (metro areas) and 39 percent (nearby suburbs and rural areas) increase in homelessness per \$100 increase in median rent for the examined area. Seattle was the only large city where [rents jumped by more than \\$100](#) between 2010 and 2013. States with lower mental health expenditures were associated with higher rates of homelessness; in 2011, Washington ranked 47<sup>th</sup> in per capita psychiatric beds.<sup>14</sup>

Addressing and reducing homelessness will require **Federal and State action in addition to what we can control locally**. Seattle/King County has one of the largest stock of housing dedicated for people experiencing homelessness in the country. Meanwhile, the number of people living in poverty has grown, with sharp growth in poverty rates outside of Seattle.<sup>15</sup>

At the federal, state, and local levels, **increased affordable housing funding and policies are needed that support renters** who are experiencing homelessness find and maintain housing. **Homelessness prevention** strategies support households to resolve a housing crisis that would otherwise lead to homelessness. In addition, targeting resources for those closest to homelessness has shown effectiveness. Medicaid, Temporary Aid to Needy Families (TANF), Food Stamps, and behavioral health services are fundamental to housing stability for many, and connecting people to these supports prevents homelessness and provides supports others to get and stay housed.<sup>16</sup>

Housing stability is a common need among **individuals leaving jails, foster care, treatment programs and hospitals**, and refugees are at risk of homelessness upon termination of supports. Individuals with a history of incarceration were 7.6 times more likely to report experiencing adult homelessness.<sup>17</sup> Alternative sentencing options and strategies that **stop the cycle of incarceration**, such as Diversion Courts, [Familiar Faces](#), and Law Enforcement Assisted Diversion ([LEAD](#)), are promising local programs that address a significant cause of homelessness. People of color are disproportionately represented in these systems. Each of our strategies must intentionally measure and direct action toward reducing these disparities.

## OUTCOMES

- Fewer people unsheltered or temporarily housed
- More people housed and sheltered
- Fewer people exit institutions directly to homelessness
- Fewer low-income households are spending more than half of their income for housing
- Reduced racial disparities among people experiencing homelessness

## STRATEGIES and ACTION STEPS

- 1.1 Advocate and align systems to prevent people from experiencing homelessness
  - **2015-2016 Action Step:** Pass the [Best Starts for Kids](#) prevention levy (Lead: King County; Quarter 4 2015)
  - **2015-2016 Action Step:** Organize efforts to support legislative action to strengthen State Interagency coordination (Leads: USICH, CEH, other county leaders, State partners; 2016)
- 1.2 Advocate and support partners to preserve existing affordable housing and create more affordable housing to those making below 30% AMI
  - **2015-2016 Action Step:** Establish and implement federal, state and local advocacy agenda to expand affordable housing (Leads: WLIHA, HDC; 2015-2016)
  - **2015-2016 Action Step:** Pass the [Seattle Housing Levy](#) (Lead: Seattle, 2016)
- 1.3 Expand evidence-based pre-adjudication and post-conviction sentencing alternatives that improve public safety while reducing homelessness
  - **2015-2016 Action Step:** Support efforts to secure sustainable funding for programs (Leads: Sound Cities, King County, Seattle; 2015-2016)
  - **2015-2016 Action Step:** Collaborate to better integrate referrals and services (Leads: Sound Cities Association, King County, City of Seattle; 2015-16)

<sup>13</sup> Journal of Public Affairs, [New Perspectives on Community-Level Determinants of Homelessness](#)

<sup>14</sup> Washington State Institute for Public Policy, [Inpatient Psychiatric Capacity in Washington State, 2011](#).

<sup>15</sup> Brookings Institute, [Confronting Suburban Poverty in America: Seattle Times article and Brookings report](#).

<sup>16</sup> U.S. Department of Housing and Urban Development, [Strategies for Improving Homeless People's Access to Mainstream Benefits and Services](#).

<sup>17</sup> University of Pennsylvania, [Factors Associated with Adult Homelessness in Washington State](#), 2013.

## GOAL 2: MAKE HOMELESSNESS BRIEF AND ONE-TIME

To **make homelessness brief and one-time**, we must align funding and programs to support the strengths and address the needs of people experiencing homelessness. Shortening the length of time families and individuals are homeless reduces trauma and also creates capacity in our crisis response system for others in need. Ensuring that those we support to move to permanent housing do not become homeless again and return to our crisis response system also increases capacity.

**People will experience crises**, and we must have resources for them at these vulnerable times. This includes providing shelter, options for safe camping and parking, and coordination between law enforcement officers or other first responders and service providers. Homelessness presents public safety and public health challenges both for those individuals experiencing homelessness and the broader community.

**Local governments are responsible** for ensuring public amenities remain safe and accessible to all. Addressing behaviors associated with experiencing homelessness solely with a law enforcement response is resource-intensive and may leave underlying causes of homelessness, such as behavioral health crises or lack of shelter, unaddressed. Approaches that foster collaboration between service providers and first responders, such as law enforcement, can do more to reduce homelessness.<sup>18</sup>

A **well-functioning ‘system’ of providing housing and services** to people experiencing homelessness is essential to making homelessness a brief and one-time occurrence. People who are homeless need homes and jobs. We need to better match people with the resources we have in our community, which includes approximately \$150 million annually for programs for people experiencing homelessness. We need to ensure we are delivering what people experiencing homelessness need in a cost-effective way. This enables our system to serve more people, while also ensuring people have companionship as they regain housing stability. The National Alliance to End Homelessness (NAEH) System Wide Analytics and Projections (SWAP) suite of tools, will provide information using our local data to realign our funding and programming and to identify resource gaps, by program type and population.

**Making large-scale changes to our system** will require the entire funder and provider community to embrace an approach that focuses on safety, matching, immediate placement into permanent housing, and supporting stability through services and employment. Accurate information from people experiencing homelessness about their needs and satisfaction, regular analysis and continuous learning, capacity building, and a commitment to addressing regional and racial disparities are needed.

## OUTCOMES

- Fewer days experiencing homelessness
- Fewer people lose housing stability once housed
- Increased income
- Reduced racial disparities among people experiencing homelessness

## STRATEGIES and ACTION STEPS

- 2.1 Address crisis as quickly as possible
  - **2015-2016 Action Step:** Expand shelter, interim survival mechanisms, long-term shelter stayers project and shelter diversion (Leads: multiple partners; 2015-2016)
- 2.2 Foster collaboration between first responders and service providers to improve public safety and increase housing stability for those experiencing homelessness
  - **2015-2016 Action Step:** Host a convening and disseminate case studies on best practices for collaboration between first responders and service providers to improve public safety and reduce homelessness (Leads: SCA, CEH; Quarter 4 2015)
- 2.3 Assess, divert, prioritize, match with housing and supports
  - **2015-2016 Action Step:** Implement all-population coordinated entry system (Leads: CEH, multiple partners; ongoing improvements in 2015, full implementation by Quarter 2 2016)
- 2.4 Right-size housing and supports to meet needs of people experiencing homelessness
  - **2015-2016 Action Step:** Continue right-sizing underway and utilize NAEH modeling tool to determine future state of housing system (Lead: Funders Group; analysis by Quarter 4 2015)
- 2.5 Increase access to permanent housing
  - **2015-2016 Action Step:** Expand [One Home](#) Landlord Engagement with additional incentives and marketing (Leads: CEH, Zillow, United Way; Quarter 4 2015, ongoing)
- 2.6 Create employment and education opportunities
  - **2015-2016 Action Step:** Integrate employment access into coordinated entry (Leads: CEH, partners; 2015-2016)

<sup>18</sup> U.S. Interagency Council on Homelessness, Searching Out Solutions: [http://usich.gov/resources/uploads/asset\\_library/RPT\\_SoS\\_March2012.pdf](http://usich.gov/resources/uploads/asset_library/RPT_SoS_March2012.pdf)

## GOAL 3: A COMMUNITY TO END HOMELESSNESS

**It will take the entire Community to End Homelessness.** All partners must be aligned if we are to meet the goals of this plan, and a new level of engagement and accountability among all sectors is needed.

**Awareness and engagement of residents** of King County will support our goals of making homelessness rare, brief, and one-time in King County. Efforts like the [Rethink Homelessness](#), [Invisible People](#), and locally, [Facing Homelessness](#), [Firesteel](#), and Seattle University's [Project on Family Homelessness](#) are effective at changing perception and sparking action by individuals. Connecting housed residents with those experiencing homelessness, through crowdfunding and companionship, is a promising approach to activating our community to advocate for systemic change while making a difference in real person's lives immediately.

Communities, such as [Los Angeles](#), that have strong **business community partnership** in efforts to end homelessness are providing leadership opportunities for businesses. Instead of asking business leaders to attend meetings and provide input, we need to maximize their contributions by providing concrete opportunities to support the goals of this plan, including job creation, housing access, and state and local policy changes.

For decades, a strong component of our community efforts to end homelessness, has been the **strong commitment of congregations** countywide. Multiple organizations have organized and supported congregations. Many congregations have provided land and buildings, led local and state advocacy, increased community awareness, and provided jobs and housing. These efforts need ongoing support to expand and allow for more congregations to contribute.

We have learned that effective collaboration is an ongoing process that never truly ends. Accomplishing community-level outcomes, such as ending homelessness, requires a **strong infrastructure and shared accountability**. [Our current charter and governance structure](#) is overly complicated, and decision-making has become diffuse among too many committees. Community-based governance equipped with decision-making authority will provide oversight and leadership for the implementation the plan. **Our new governance structure** will consolidate the existing Governing Board and Interagency Councils. It will include a 25-person board and a 8-person Executive Committee. Membership will be representative of our county and people who are experiencing homelessness (*see Appendix II* for more on Governance Structure). Formal agreements must be reached among partners to ensure accountability and results. Additionally, to successfully implement this plan, infrastructure, including staffing, capacity building for providers, database management, evaluation, and advocacy, are necessities.

## OUTCOMES

- ⇒ Increased engagement of residents
- ⇒ Increased leadership of business and faith leaders
- ⇒ Effective and efficient governance and system infrastructure

## STRATEGIES and ACTION STEPS

- 3.1 Engage residents, housed and homeless, to take community action
  - ⇒ **2015-2016 Action Step:** Launch an ongoing community-wide public awareness and engagement campaign to humanize and personalize homelessness among all residents, housed and homeless. (Lead: CEH; Quarter 4 2015)
  - ⇒ **2015-2016 Action Step:** Create a Business Leader task force to establish goals and strategies for the business community. (Lead: UWKC; Quarter 4 2015)
  - ⇒ **2015-2016 Action Step:** Increase visibility and expand efforts of successful initiatives that engage faith institutions and individual congregants. (Lead: Seattle University; Quarter 4 2015)
- 3.2 Provide effective and accountable community leadership
  - ⇒ **2015-2016 Action Step:** Establish new governance structure, charter, and MOA among funding partners to align funding, programs, and staffing toward shared outcomes (Lead: CEH Executive Committee; Quarter 3 2014)

## Appendix I: Detailed Strategies and 2015-2016 Action Steps

The following strategies and action steps will guide the work of the Committee to End Homelessness in 2015-2016. Population-level implementation plans will further refine the action steps. Lead partners have been identified for 2015-2016 strategies. For those without a lead, no 2015-2016 action steps are included. For action on these items, lead partners must be identified. This Appendix will be amended annually with action steps and reports on progress.

### GOAL 1: MAKE HOMELESSNESS RARE

#### STRATEGY 1.1: ADVOCATE AND ALIGN SYSTEMS TO PREVENT PEOPLE FROM EXPERIENCING HOMELESSNESS

- 1.1.A **Integrate prevention strategies in local homeless housing and service planning, and invest prevention resources in communities where the need and opportunity is greatest.** Success of prevention strategies requires targeting of resources to those most likely to become homeless. Strategies should test, evaluate, and refine targeting; have an explicit focus on addressing racial disparities; and target specific geographic areas.
- 1.1.B **Expand proven programs for connecting people exiting systems to housing.** Assure key systems (foster care, criminal justice, healthcare, mental health, refugee resettlement, other) incorporate discharge plans for housing within their support services. Share known best practices of proven discharge-planning models, advocate for necessary resources to incorporate or bring to scale discharge planning efforts, and test, learn and refine.
- 1.1.C **Advocate to the State for a stronger Interagency Council on Homelessness** commitment to preventing homelessness. Learn from states such as Utah, Minnesota, and Massachusetts that set state-level goals, and developed cross-system partners such as employment, criminal justice, physical and mental health, education, and entitlements. Set goals to increase access to cross-system services, reduce barriers to enrollment, and end related system exits to homelessness.
- 1.1.D **Reduce capacity barriers in other support systems** by advocating for funding and policies that enable people with chronic disabilities and other vulnerable populations to live in stable community-based housing. Support siting requests for new programs and services to assure regional distribution of housing and services. Advocacy to secure sustainable funding for expanded and enhanced services (e.g. treatment on demand, employment) and housing. Provide professional development to cross-system partners (criminal justice, behavioral health, healthcare, other) on best practices for serving people experiencing homelessness. Highlight needs data to advocate for additional (projected) beds

- ➔ **2015-2016 Action Step:** Pass the [Best Starts for Kids](#) prevention levy (Lead: King County; Quarter 4 2015)
- ➔ **2015-2016 Action Step:** Organize efforts to support legislative action to strengthen State Interagency coordination (Leads: USICH, CEH, other county leaders, State partners; 2016)

## STRATEGY 1.2: ADVOCATE AND SUPPORT PARTNERS TO PRESERVE EXISTING AND CREATE MORE AFFORDABLE HOUSING TO THOSE MAKING BELOW 30% AMI

### 1.2.A **Advocate for federal, state, and local policies and funding to increase and preserve low-income housing** for households earning below 30% Area Median Income (AMI).

- Restore and increase federal support for low income housing development and operations through funding programs and retaining/strengthening the low income housing tax credit program.
- Restore and increase Section 8 appropriations to expand both rental assistance programs and housing developments that serve households below 30% AMI.
- Increase resources for State Housing Trust Fund and Federal Housing Trust Fund, and advocate for housing for those below 30% AMI.
- Actively support local funding proposals including Seattle and King County levy renewals.
- Encourage the use of a range of tools, policy, and land use regulations to increase the development of new affordable housing. Preserve existing affordable housing and address issues of substandard housing.
- Assure policies and development address need for family sized units, regional distribution, housing quality, preservation of existing affordable housing.
- Increase private sector involvement in creating more affordable housing.

### 1.2.B **Increase access for people at risk of homelessness to existing affordable housing.**

- Increase resources for undocumented immigrants and refugees to mitigate the effects of restricted fund sources.
- Ensure provision/coordination of services for those that need additional housing stabilization services.
- Finish ratifying 'source of income discrimination' ordinances throughout all King County cities.
- Change policies around use of HQS by local funds (so as not to create disincentives for Landlords to accept rent subsidies.)
- Advocate for flexible policies (that don't account against eligibility) to allow community and family supports in affordable and subsidized housing.

⇒ **2015-2016 Action Step:** Establish and implement federal, state and local advocacy agenda to expand affordable housing (Leads: WLIHA, HDC; 2015-2016)

⇒ **2015-2016 Action Step:** Pass the [Seattle Housing Levy](#) (Lead: Seattle, 2016)

### STRATEGY 1.3: EXPAND EVIDENCE-BASED PRE-ADJUDICATION and POST-CONVICTION SENTENCING ALTERNATIVES THAT IMPROVE PUBLIC SAFETY WHILE REDUCING HOMELESSNESS

1.3.A Support the enhancement and expansion of pre-adjudication programs and sentencing alternatives that help individuals avoid a criminal history while reducing recidivism. Pre-adjudication programs, such as diversion courts and LEAD (Law Enforcement Assisted Diversion), and post-conviction sentencing alternatives can avoid incarceration, reduce recidivism, and reduce future homelessness by avoiding criminal convictions.

- ➔ **2015-2016 Action Step:** Support efforts to secure sustainable funding for pre-adjudication programs and sentencing alternatives programs that help individuals avoid a criminal history while reducing recidivism. (Leads: Sound Cities Association, King County, City of Seattle; 2015-16)
- ➔ **2015-2016 Action Step:** Collaborate with Courts, Familiar Faces, LEAD, and others partners, including partnerships identified and created under Strategy 2.2 to better integrate referrals and services among people experiencing homelessness. (Leads: Sound Cities Association, King County, City of Seattle; 2015-16)

## GOAL 2: MAKE HOMELESSNESS BRIEF AND ONE-TIME

### STRATEGY 2.1: ADDRESS CRISIS AS QUICKLY AS POSSIBLE

- 2.1.A **Ensure sufficient shelter capacity**, including the preservation of existing shelter and increasing capacity to meet specific needs by population and region. Includes non-traditional shelter models that include pathways to housing and interventions for long-term shelter stayers. Utilize National Alliance to End Homelessness tool to set system targets, which uses local data to make projections for system-level outcome improvements.
- 2.1.B **Increase support and community education for crisis response needs**, including interim survival mechanisms such as encampments and safe parking programs that bring people out of the elements and create pathways to housing.
- 2.3.C Expand capacity to **divert people from shelter**, providing housing focused services prior to housing placement, including community-based strategies that provide (safe and appropriate) alternative options to shelter, creating a “**what will it take**” approach to get people on a **pathway into housing**.

- ➔ **2015-2016 Action Steps:** Expand shelter, interim survival mechanisms, and shelter diversion (Leads: City of Seattle, King County, Building Changes, United Way, SKCCH, providers; 2015-2016)
- ➔ **2015-2016 Action Steps:** Implement the McKinney bonus fund project for long-term shelter stayers (Leads: CEH, City of Seattle; 2015-2016)

## STRATEGY 2.2: FOSTER COLLABORATION BETWEEN FIRST RESPONDERS AND SERVICE PROVIDERS TO IMPROVE PUBLIC SAFETY AND INCREASE HOUSING STABILITY FOR THOSE EXPERIENCING HOMELESSNESS

- 2.2.A **Solicit information** from local governments, including human services staff, law enforcement, and other first responders **about existing partnerships with service providers and innovative approaches to ensuring public safety.** Develop new, and boost existing, partnerships between behavioral health and social service providers and local governments, including law enforcement and other first responders. Engage partners in proactive strategies that link individuals who are homeless with positive alternatives, such as housing and services, and minimize unnecessary legal repercussions and criminal justice system involvement. Ensure adequate resources are available for proactive and consistent outreach efforts.

- ➔ **2015-2016 Action Steps:** Host a convening and disseminate case studies on best practices for collaboration between first responders and service providers to improve public safety and reduce homelessness (Leads: SCA, CEH; Quarter 4 2015)

## STRATEGY 2.3: ASSESS, DIVERT, PRIORITIZE, AND MATCH WITH HOUSING AND SUPPORTS

- 2.3.A Ensure there is a **coordinated assessment system that is equipped to assist in appropriately identifying and prioritizing candidates for the right housing** and services intervention by using a progressive engagement approach and diverting people from shelter where possible.
- 2.3.B Integrate into the coordinated assessment process a standardized employment readiness assessment that leads to **appropriate linkages with employment services.**
- 2.3.C Ensure admission criteria for homeless housing projects reflects **Housing First practices** (reducing criteria based on income, disability, treatment compliance, criminal histories, etc.) while ensuring agencies have the capacity to provide appropriate services for the target population.

- ➔ **2015-2016 Action Step:** Implement all-population coordinated entry system using progressive engagement approach (Lead: Multiple partners; ongoing improvements in 2015, full implementation by Quarter 2 2016)

## STRATEGY 2.4: RIGHT-SIZE HOUSING AND SUPPORTS TO MEET NEEDS OF PEOPLE EXPERIENCING HOMELESSNESS

- 2.4.A Commit to **right-sizing our homeless housing stock and services** based on typology and needs throughout the system so we can house more people; utilize National Alliance to End Homelessness tool to set system targets.
- 2.4.B **Increase rapid re-housing** opportunities to enable people to locate housing and exit homelessness quickly.
- 2.4.C **Increase Permanent Supportive Housing** for those who are chronically homeless:
  - Sustain and increase availability throughout King County through new housing development and rental assistance models.
  - Optimize utilization (examples: prioritizing admission for those with the highest needs; supporting strategies that enable residents to move to less service-intensive housing if appropriate).
  - Identify appropriate and sufficient services funding to ensure housing stability in PSH (e.g. mainstream sources such as Medicaid).
  - Plan with Seattle Housing Levy to increase PSH.
- 2.4.D **Convert transitional housing** stock to support the rapid placement to permanent housing. Some limited transitional housing programs may remain to serve specialized populations that would benefit from the model.



- 2.4.E Increase the capacity of providers to implement **tailored services**; utilizing **progressive engagement** and **Housing First** practices that are flexible and responsive to the needs and priorities of individuals. Ensure support for culture shift for providers.
- 2.4.F Ensure **culturally appropriate, tailored, and responsive services** / relevant pathways out of homelessness. Ensure that the right amount of the appropriate services is available to maintain housing in a culturally appropriate way.

➔ **2015-2016 Action Step:** Continue right-sizing underway, including family transition housing conversion and young adult typology analysis. Utilize NAEH modeling tool to determine right-size of each housing model and resource gaps, including racial and geographic, to include in population implementation plans and establish future state targets (Lead: Funders Group; analysis by Quarter 4 2015)

### STRATEGY 2.5: INCREASE ACCESS TO PERMANENT HOUSING

- 2.5.A **Increase access to private market housing opportunities by expanding coordinated, countywide**, landlord outreach / engagement strategies to recruit private market rental partners. Expand [One Home](#) Landlord Engagement campaign with additional incentives and marketing. Incentivize the reduction of screening criteria that screens out prospective tenants with evictions, poor credit, criminal histories.
- 2.5.B **Increase access to housing opportunities by expanding permanent housing options** that may be less expensive, such as shared housing, host homes, boarding houses, and SROs.
- 2.5.C **Increase availability of subsidized low income housing** that is set-aside for people experiencing homelessness.
- 2.5.D **Increase access to subsidized low income housing** that is not set-aside for people experiencing homelessness; examples include decreasing tenant screening barriers and implementing homeless preference in low income federally subsidized housing.

➔ **2015-2016 Action Step:** Expand One Home Landlord Engagement campaign with additional incentives and marketing (Leads: CEH, Zillow, United Way; Quarter 4 2015, ongoing)

### STRATEGY 2.6: CREATE EMPLOYMENT AND EDUCATION OPPORTUNITIES TO SUPPORT STABILITY

- 2.6.A **Recruit more businesses to train and hire people who have experienced homelessness** to increase capacity to assist people in accessing employment and increasing income.
- 2.6.B **Increase access to employment programs through employment navigation services**, which support people experiencing homelessness (including youth) to increase and sustain income through employment.
- 2.6.C **Integrate financial empowerment strategies into housing services** to improve financial stability (e.g. money-management advice and coaching).
- 2.6.D **Formalize cross-system agreements to improve access to employment and outcomes of people experiencing homelessness** by developing State and local level memorandum of agreement, and include agreements regarding leadership, staff training, goals and outcomes.
- 2.6.E **Improve data collection on the employment needs and outcomes of people experiencing homelessness.**

➔ **2015-2016 Action Step:** Integrate employment and education program access into coordinated entry (Leads: CEH, Workforce Development Council, King County, City of Seattle, United Way, Building Changes, provider partners; 2015-2016)

## GOAL 3: A COMMUNITY TO END HOMELESSNESS

### STRATEGY 3.1: ENGAGE RESIDENTS, HOUSED AND HOMELESS, TO TAKE COMMUNITY ACTION

- 3.1.A **Launch an ongoing community-wide public awareness and engagement campaign** to provide opportunities for action and compassion among all residents, housed and homeless. Create opportunities for action through advocacy, volunteerism, donations, and more. Develop multiple forms of media and hold regular community forums. Connect housed residents with those experiencing homelessness, through crowdfunding and companionship. Find ways to link individual stories that agencies are producing already, and take advantage of affordable housing forums, candidates forums, and other existing venues.
- 3.1.B **Create a business leaders task force** to establish goals and strategies for the business community to support the strategic plan. Areas of focus for the task force could include fundraising, advocacy, job creation, and housing access.
- 3.1.C **Increase visibility and expand efforts of successful initiatives that engage faith** institutions and individual congregants. Particular focus around advocacy, recruitment of landlords, and hosting of day centers, meals, shelter, and encampments.

- ⇒ **2015-2016 Action Step:** Launch an ongoing community-wide public awareness and engagement campaign provide opportunities for action and compassion among all residents, housed and homeless. (Leads: CEH with communications partners; Quarter 4 2015)
- ⇒ **2015-2016 Action Step:** Create a business leaders task force to establish goals and strategies for the business community. (Lead: UWKC; Quarter 4 2015)
- ⇒ **2015-2016 Action Step:** Increase visibility and expand efforts of successful initiatives that engage faith institutions and individual congregants. (Lead: Seattle University; Quarter 4 2015)

### STRATEGY 3.2: PROVIDE EFFECTIVE AND ACCOUNTABLE COMMUNITY LEADERSHIP

- 3.2.A **Establish a single “Coordinating Board”**, consolidating the Governing Board and Interagency Council. The “Coordinating Board” will be led by an Executive Committee, of which all members will sit on the “Coordinating Board”. (See Appendix II for further detail on the coordinating board and next steps). The role of this body will be:
- Providing oversight and leadership for the implementation the plan
  - Organizing to provide for a system of housing and services to address the needs of people experiencing homelessness in King County
  - Accountability for results
- 3.2.B **Establish a Memorandum of Agreement among local government, philanthropy, and community partners** to implement the CEH Strategic Plan, aligning funding and committing to community-level outcomes. The memorandum should define roles of authority, establish system infrastructure staffing responsibilities, and provide clarity of commitment among partners to achieving the goals of the plan.
- 3.2.C **Recognize our partners’ successes** through social media, blogs, quarterly reports, regular convenings, and an annual Summit. Build community among the partners working to end homelessness, and celebration is key to weaving together this community of committed champions.

- ⇒ **2015-2016 Action Step:** Establish new governance structure, charter, and MOA among funding partners (Lead: CEH Executive Committee; Quarter 3 2014)

## Appendix II: Governance Structure

Adoption of this plan enacts a process to establish a new governance structure for the Committee to End Homelessness. The Governing Board and Interagency Council will be combined into a single “Coordinating Board”. A memorandum of understanding among funding partners will also be established to align funding and commitment to achieving community-level outcomes. The memorandum will define roles of authority, establish system infrastructure staffing responsibilities, and provide clarity of commitment among partners to achieving the goals of the plan.

### Goals for New Governance

Throughout this planning process we heard from stakeholders that decision-making was overly complicated and diffused. Based on this feedback, our new governance structure should:

- Reflect the diversity of people experiencing homelessness.
- Reflect a cross-sector and regional approach.
- Clarify roles and responsibilities.
- Ensure efficient, effective decision-making ability.
- Improve transparency and inclusiveness.
- Communicate decisions clearly and widely.
- Promote shared responsibility and accountability for: a) making policy recommendations to local government and funders; b) reviewing and developing strategies to align and maximize the effectiveness of resources; and c) overseeing coordination of local efforts with state and federal efforts.
- Achieve equity for communities of color disproportionately affected by homelessness.
- Comply fully with federal regulations requiring community oversight of federal resources dedicated to preventing and ending homelessness.

### What we’ve planned

Based on what we heard from you, adoption of this plan will enact the following process:

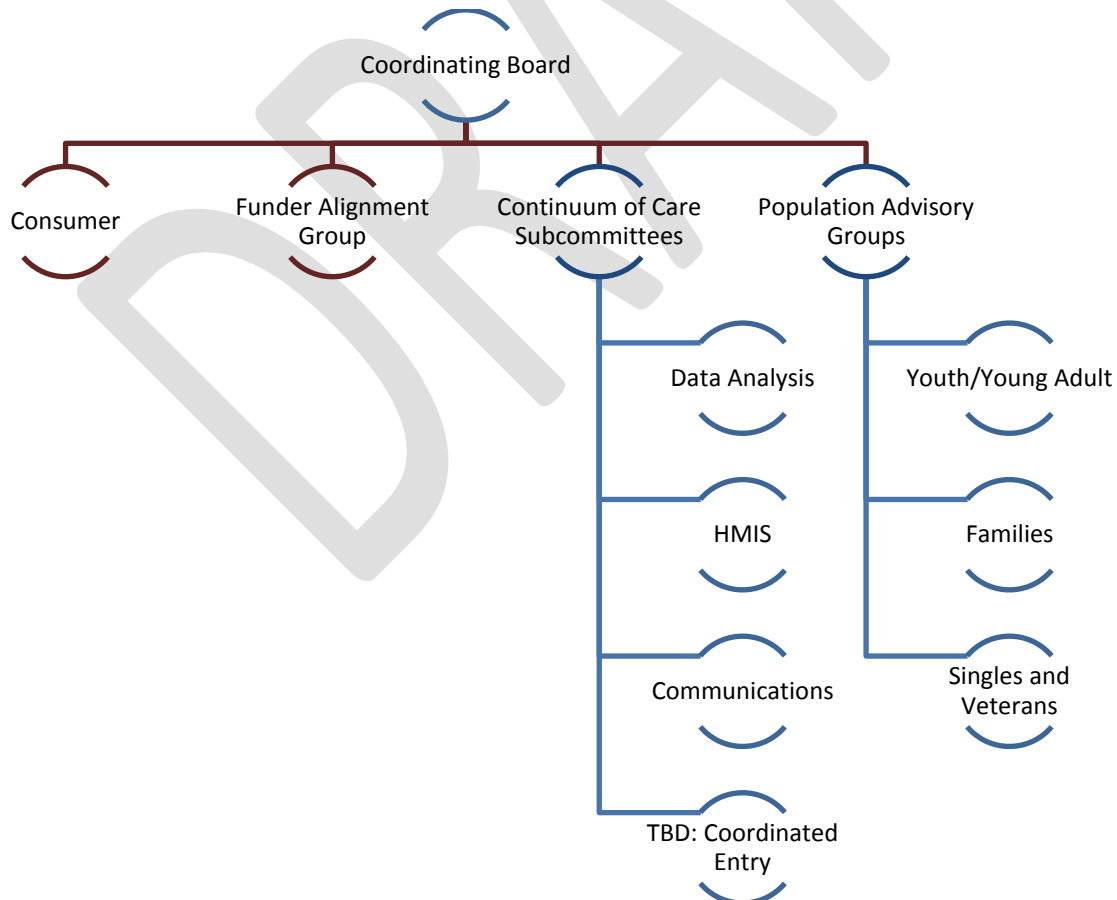
- The existing CEH Executive Committee (see beginning of plan for member names) will serve as the transition committee between our existing governance structure and our new one. Per the existing [charter](#), they “nominate new and replacement members to the IAC, and recommending Governing Board members to the Governing Board nominating committee as necessary.”
- Applications for membership to the new “Coordinating Board” will be open to the public. A membership application will be developed and approved by the existing CEH Executive Committee. Applications will be available at the June 30, 2015 annual CEH meeting.
- The existing CEH Executive Committee will review applications, and determine membership, of the “Coordinating Board”, by August 2015.
  - Membership will reflect diversity of people experiencing homelessness and regional differences.
  - Committee membership will be capped at 25 persons. Targeted membership (some may have overlapping qualifications):
    - Local government elected officials or designees: Seattle (2), King County (2), Sound Cities (2), and Bellevue (1)
    - Individuals currently or formerly experiencing homelessness (4)
    - Nonprofit Homeless Providers (4)
    - Systems leaders – including health, behavioral health, education, workforce, criminal justice, child welfare (4)
    - State and federal advocacy organizations/coalitions (2)

- Faith community (3)
- Philanthropy (2)
  - Meetings will occur 4-6 times per year.
- A new “Coordinating Board” Executive Committee will be established, with all members also a part of the “Coordinating Board”. “Coordinating Board” Executive Committee will be capped at ten members and will meet monthly.
- A new “Coordinating Board” will be formed by September 2015, and at its first meeting will vote on a charter.

The “Coordinating Board” will:

- Annually assess needs for housing and homeless services and recommend prioritization of gaps in services to be filled with existing resources and/or resource development.
- Annually review homeless system budgets and recommend funding scenarios.
- Directly make policy and funding decisions related to HUD Continuum of Care (CoC) and Emergency Solutions Grant (ESG) funds.
- Oversee plan, adopt population implementation plans, and develop and approve annual updates.
- Approve all portions of the regional HUD Consolidated Plan and associated Annual Action Plans that specifically relate to the use of CoC and ESG funds.
- Approve annual CoC application, including its strategic plan goals and project ranking.

Below is a visual of the new committee structure.



### CEH Calendar of Meetings

CEH's subcommittees and advisory groups will be reorganized. A consistent meeting structure and calendar will enable decision-making and timing to be more predictable for those interested in participating or attending. Meeting locations will rotate throughout the county to the extent feasible to accommodate the size of the group and transit needs. Subcommittees and Advisory Groups may meet at same location (e.g., Mercer View) on same day of month (CEH Day). The following meeting schedule will be followed:

- Semi - Annual meetings: joint meeting of all committees; June and November
- Coordinating Board – 5 times per year; 3<sup>rd</sup> week of last month of quarter, and semi-annual meetings
- Executive Committee – monthly on the 15<sup>th</sup> of each month; location rotates, each member hosts
- Consumer – approx. 8 times per year, including focus groups and community forums; evenings, 1<sup>st</sup> Wednesday
- Continuum of Care Subcommittees – approx. 8 times per year plus annual meetings; 1st Wednesday
- Population Advisory Committees – approx. 8 times per year, including annual meeting
- Funder Alignment Group – approx. 6 times per year, including annual meeting

2015	2016
<b>July</b>	<b>January</b>
<ul style="list-style-type: none"> <li>➤ No meetings</li> </ul>	<ul style="list-style-type: none"> <li>➤ 1<sup>st</sup> Wednesday – all Subcommittees and Advisory Groups meet (same location?)</li> <li>➤ 10<sup>th</sup> – Executive Committee</li> <li>➤ 30<sup>th</sup> – Funder Alignment Group</li> </ul>
<b>August</b>	<b>February</b>
<ul style="list-style-type: none"> <li>➤ 1<sup>st</sup> Wednesday – all Subcommittees and Advisory Groups meet (same location?)</li> <li>➤ 10<sup>th</sup> – Executive Committee</li> <li>➤ 30<sup>th</sup> – Funder Alignment Group</li> </ul>	<ul style="list-style-type: none"> <li>➤ 1<sup>st</sup> Wednesday – all Subcommittees and Advisory Groups meet (same location?)</li> <li>➤ 10<sup>th</sup> – Executive Committee</li> <li>➤ 30<sup>th</sup> – Funder Alignment Group</li> </ul>
<b>September</b>	<b>March</b>
<ul style="list-style-type: none"> <li>➤ 1<sup>st</sup> Wednesday – all Subcommittees and Advisory Groups meet (same location?)</li> <li>➤ 10<sup>th</sup> – Executive Committee (include Legislator visits)</li> <li>➤ 20<sup>th</sup> – Coordinating Board</li> </ul>	<ul style="list-style-type: none"> <li>➤ 1<sup>st</sup> Wednesday – all Subcommittees and Advisory Groups meet (same location?)</li> <li>➤ 10<sup>th</sup> – Executive Committee</li> <li>➤ 20<sup>th</sup> – Coordinating Board (Olympia)</li> </ul>
<b>October</b>	<b>April</b>
<ul style="list-style-type: none"> <li>➤ 1<sup>st</sup> Wednesday – all Subcommittees and Advisory Groups meet (same location?)</li> <li>➤ 10<sup>th</sup> – Executive Committee</li> <li>➤ 30<sup>th</sup> – Funder Alignment Group</li> </ul>	<ul style="list-style-type: none"> <li>➤ 1<sup>st</sup> Wednesday – all Subcommittees and Advisory Groups meet (same location?)</li> <li>➤ 10<sup>th</sup> – Executive Committee</li> <li>➤ 30<sup>th</sup> – Funder Alignment Group</li> </ul>
<b>November</b>	<b>May</b>
<ul style="list-style-type: none"> <li>➤ <b>15<sup>th</sup> – Semi-Annual Meeting</b> <ul style="list-style-type: none"> <li>○ Includes Executive Committee, Coordinating Board, Funder Alignment Group, Consumer, subcommittee and advisory group meetings</li> <li>○ Develop annual work plans</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ 1<sup>st</sup> Wednesday – all Subcommittees and Advisory Groups meet (same location?)</li> <li>➤ 10<sup>th</sup> – Executive Committee</li> <li>➤ 30<sup>th</sup> – Funder Alignment Group</li> </ul>
<b>December</b>	<b>June</b>
<ul style="list-style-type: none"> <li>➤ 10<sup>th</sup> – Executive Committee and Legislative Event (Olympia)</li> <li>➤ 20<sup>th</sup> – Coordinating Board</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>15<sup>th</sup> – Annual Meeting</b> <ul style="list-style-type: none"> <li>○ Includes Executive Committee, Coordinating Board, Funder Alignment Group, Consumer, subcommittee and advisory group meetings</li> <li>○ Invite community, hold sessions to engage and activate</li> </ul> </li> </ul>