



STRATEGIC PLAN

acknowledgements

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Photo credits: Front cover, family portrait courtesy of Dan Lamont and Seattle University's Project on Family Homelessness.

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All Home

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introduction

In 2005, our community formed All Home -formerly 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. Since the adoption of a [10-Year Plan to End Homelessness](#) (2005-2015) 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 homelessness in King County, and almost 40 percent are unsheltered. People are homeless on average for 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 five 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 with 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.

All Home 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 and region, 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 make greater strides locally, we must address the symptoms while also working with others at the local, state, 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, All Home will launch a new four-year Community Strategic 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 to the steps needed to make this vision a 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 into 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:**

- ➔ People experiencing fewer days homeless
- ➔ Fewer people losing 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

(See Appendix A for additional information on local Performance Measures and Dashboards.)

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. As a community we have already 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 that

model program and population changes to assist communities to project improvements to system outcomes.¹ The tools, utilizing local data, will provide us with information we can use to realign our funding and programming. The tools will be used to identify resource gaps, by program type and population, and set implementation plans to achieve our goals. (See Appendix B for more on Predictive Modeling.)

In advance of the release of these tools, All Home 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](#) plan², which set out the following objectives:

- 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 to be housed or in shelter and on a pathway to housing.³ 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 to rapidly house those who become newly homeless.
- 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 to rapidly house those who become newly homeless.
- 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.

When Do We Begin? Now!

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

Implementation plans by subpopulation will be developed and continuously refined as new data emerges. These plans will be amendments to the Strategic Plan following adoption by the All Home 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)

¹ [Focus Strategies](#), under contract with NAEH, developed a suite of tools they call System Wide Analytics and Projection (SWAP). These tools will assist our community in using our local data to realign our funding and programming and project what policy changes will make the most impact.

² USICH released Opening Doors in 2010, and amended it in 2013. A second amendment was released in June 2015 and includes a new target for ending chronic homelessness in 2017 (from the previous target of 2015), due to lack of investment by the Federal Government in Permanent Supportive Housing (PSH).

³ 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/>

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 a person's unique 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
- Utilize data-driven assessment of needs and outcomes to drive policy and investments

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:

- All Home Governing Board, Consumer Advisory Council, Interagency Council (IAC), and IAC subcommittees and workgroups
- 2014 All Home Annual Meeting
- All Home Strategic Plan community feedback sessions and online public comment
- Local government council and committee hearings
- Regional homeless housing meetings/forums

The planning culminated in a strategic planning session in March 2015 among All Home 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. All Home, 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. All Home 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.⁴ King County is the designated recipient of State Consolidated Homeless Grant funding from the Washington State Department of Commerce.⁵

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 other funding sources will be sought to maximize the collective impact of the funding that is designated for addressing homelessness, including:

- Local government funding designated for addressing homelessness, 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 volunteers, physical units 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.

⁴ 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/>

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

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.

All Home itself has minimal authority to make change. For example, All Home 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 All Home 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.

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 All Home, the [Sound Cities Association](#) and other regional cooperation. This plan provides a roadmap for regional collaboration, provides each local government with opportunities for action, and outlines challenges to be addressed with local providers and residents. All Home will continue to partner with local government and provide support in local/regional initiatives.
- ➔ **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, has 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 include associations, such as [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 All Home'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.
- ➔ **Health Care Systems:** Hospitals, community health centers, behavioral health centers, and public health centers are critical entry points for homeless individuals and families disconnected from any homeless system supports. Addressing urgent and chronic health care needs often provides a conduit to other essential support services reducing barriers/increasing opportunities for housing. Discharge coordination between health and other systems is critical to reducing recidivism.
- ➔ **All Home** 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 All Home, combining the Governing Board and Interagency Council into a single "Coordinating Board". Additionally, because the strategies outlined in this plan cannot succeed in isolation, All Home will also recognize and support local community efforts to end homelessness.

a decade of growing inequality: 2005-2015

In 2005, our community formed All Home -formerly 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 unsheltered 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.

Though the Seattle/King County region boomed economically from 2005-2008, it 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 suburban areas, with most of that growth in South County.⁶ Between 2000 and 2011, [only five percent](#) of the 85,000 new King County households earned between \$35,000 and \$125,000. [Disparities](#) are stark, as 27 percent 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,⁷ and home sales and rental prices are on the rise. In Washington State, incomes for the lowest earning residents have not grown, but the poorest Washington residents pay more in taxes than the poor do anywhere else in the country⁸. As Seattle Mayor Ed Murray, co-chair of All Home's Governing Board, warned, "[Income inequality is real](#), and it's growing in Seattle."⁹

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 2020.¹⁰ 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.

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

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

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

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

¹⁰ U.S. Interagency Council on Homelessness, *Opening Doors*, http://usich.gov/opening_doors/.

our neighbors in crisis

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

- 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. All Home 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. All Home contracts with the Seattle-King County Coalition on Homelessness to conduct its PIT, called the [One Night Count](#), and All Home also conducts a specialized count of homeless youth and young adults called [Count Us In](#).

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



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.

Local Point in Time Data: The [One Night Count](#) in King County tallied 3,772 people living unsheltered, on sidewalks, in cars, and tents on January 23, 2015. Another 6,275 people were in shelter or transitional housing and still considered homeless by HUD definition. [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 9,482 households utilized shelter and transitional housing in King County. Of these, approximately 50 percent were newly homeless (had not been served in our homelessness system in the past two years). As the charts on the following page illustrate, homelessness can affect anyone in our community, however, disparities exist, especially for people of color. (Source: 2014 Safe Harbors HMIS)



Homelessness disproportionately impacts people of color

Native Hawaiian/ Pacific Islanders

3 times more likely



African Americans

5 times more likely



Native Americans/ Alaska Natives

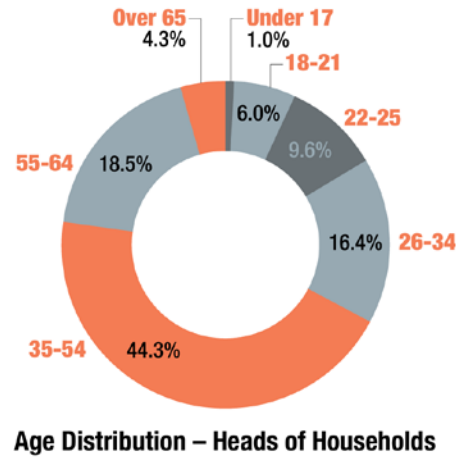
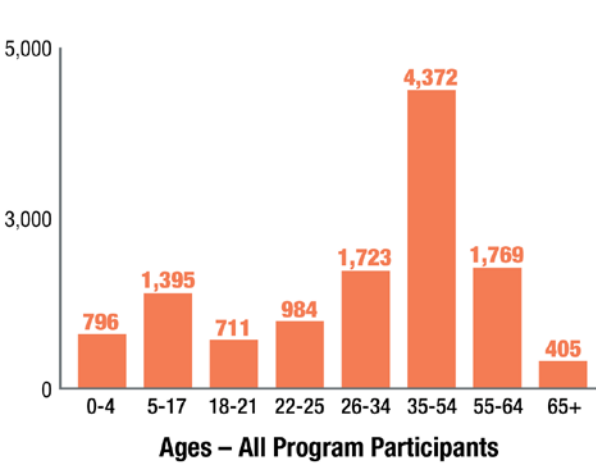
7 times more likely



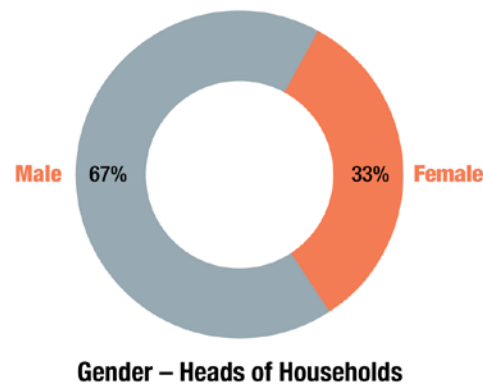
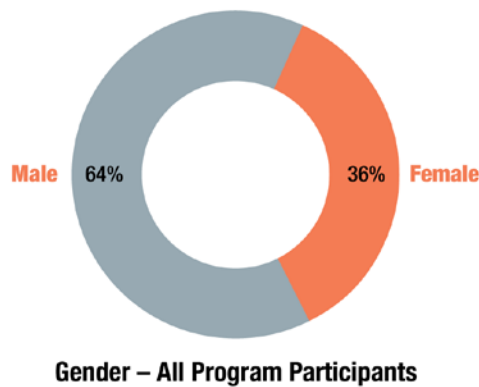
¹¹ There are four federally defined categories under which individuals and families may qualify as homeless: 1) literally homeless; 2) imminent risk of homelessness; 3) homeless under other Federal statutes; and 4) fleeing/attempting to flee domestic violence. Following HUD's guidance, All Home prioritizes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

Who's Homeless in King County

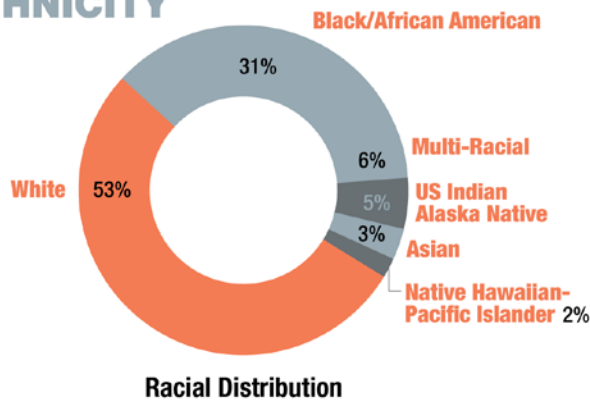
AGE



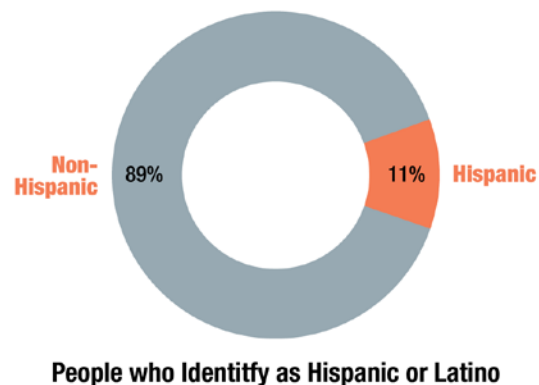
GENDER



RACE/ETHNICITY



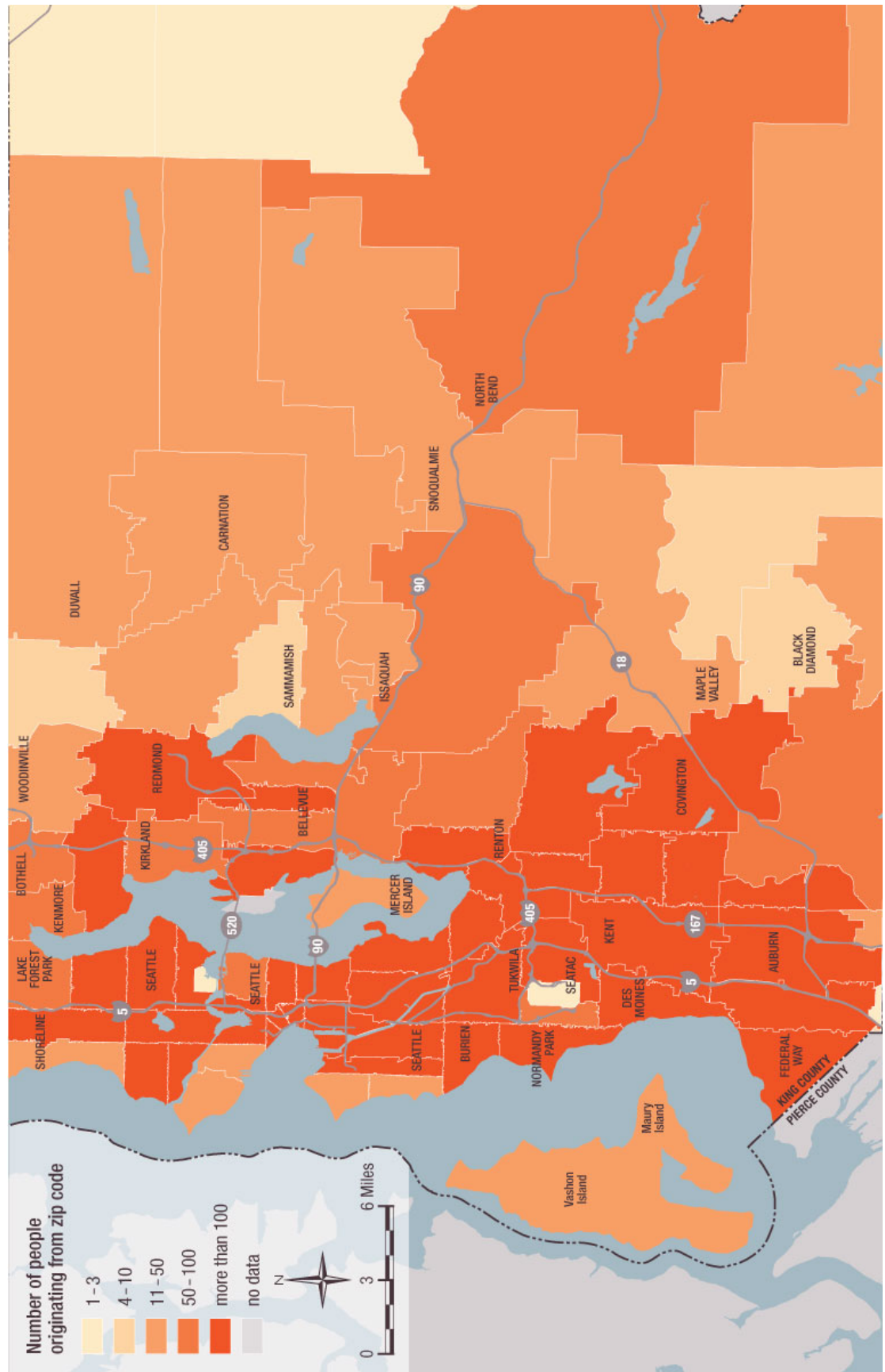
Race and ethnicity treated as separate categories, per HUD regulations



(Source: 2014 HMIS data)

Homelessness in our Region

People experienced homelessness in every zip code in King County last year, and 87 percent were originally from King County and 97 percent from Washington State. (Source: 2013 HMIS data)





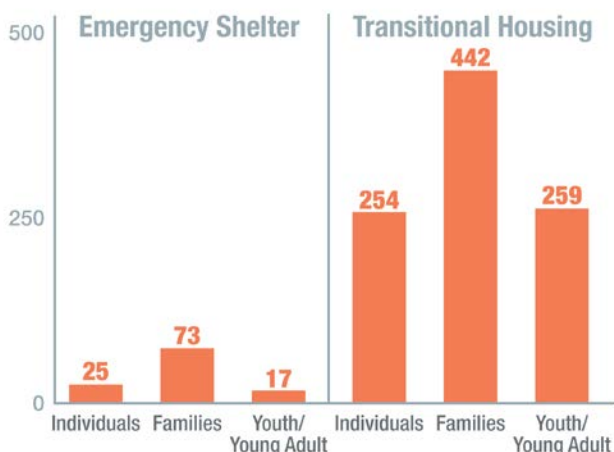
How Long are People Homeless?

Homelessness is **not brief enough** in King County: on average, in 2014, households experienced homelessness 100 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 in the length of episode of homelessness. The chart on the right shows the average length of stay in 2014 by intervention (days).

(Source: 2014 HMIS data)

Length of Stay



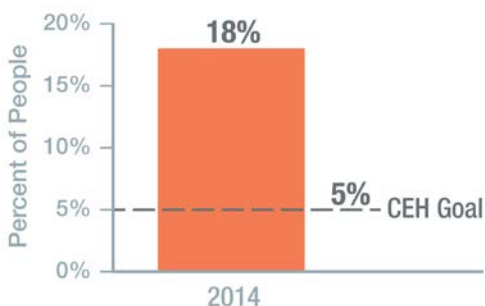
How Many People Are Getting Housed, and How Many Become Homeless Again?

In 2014, 2,071 households exited homelessness to permanent housing, an average of 173 per month.

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.

(Source: 2014 HMIS data)

Returns to Homelessness



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.

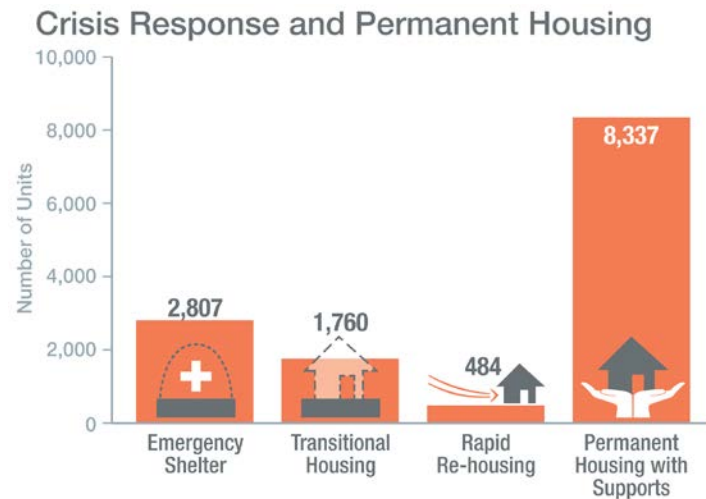
2014 Exits to Permanent Housing



our resources to address the crisis

Housing Resources

Through collective action since 2005, All Home dramatically increased the available resources for those experiencing homelessness in King County. This includes 6,314 units of permanent housing with supports funded since 2004, for a total of 8,337 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.



(Sources: King County/Seattle 2015 HUD Housing Inventory Count Data & Ten Year Plan Production Report 2005- 2014)

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

Financial Resources

In 2014, approximately \$42 million was invested in crisis response strategies to stabilize people currently experiencing homelessness in King County. Another \$116.7 million went to sustain formerly homeless individuals in permanent housing, assuring they don't return to the streets after exiting homelessness. An additional \$20 million in auxiliary services such as healthcare, treatment services, food, and employment/education services were provided to households but are not directly tied to homeless housing or homeless case management programs. These same types of services are often provided within the context of shelters and permanent housing stabilization programs, and in those cases the funding is reflected within crisis response and housing stabilization supports. The four charts on the following pages show the 2014 investments in housing and services dedicated to people experiencing homelessness.

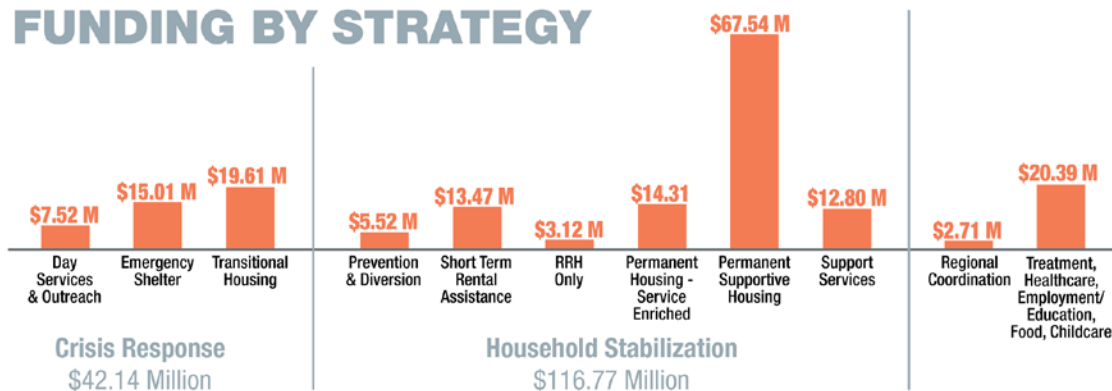
Information provided in this section is gained from the 'Systems Map', a bi-annual survey conducted in 2014 of local funding partners actively engaged in and leading All Home Initiatives. Investments reflect local, state and federal direct and pass through funds dedicated to homeless housing and services, and managed by these partners. Partners include: United Way of King County, Building Changes, King County and Seattle Housing Authorities, King County, City of Seattle and the Human Services Funding Collaborative¹² (an alliance of cities in King County), and direct funding from the US Department of Veterans Affairs and Housing and Urban Development. Other local governments also make funding commitments to address homelessness that are not reflected in this section.

In addition, a key component of our local efforts to end homelessness continues to be the strong commitment from our community partners, including congregations, businesses, and residents countywide. For example, many congregations provide volunteers, in-kind resources, land and buildings, in addition to broader advocacy and community efforts. We recognize this support is substantial; however, it is not represented in these charts.

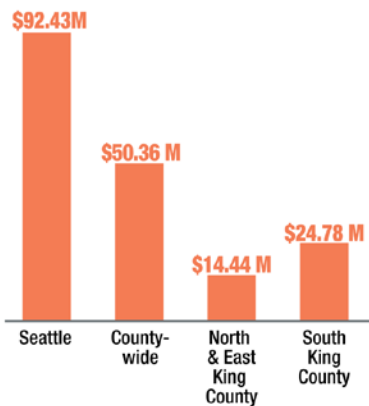
¹² The Human Services Funding Collaborative is an alliance of cities in East, North, and South King County. The participating cities include Auburn, Bellevue, Bothell, Burien, Covington, Des Moines, Federal Way, Issaquah, Kenmore, Kent, Kirkland, Redmond, Renton, Sammamish, SeaTac, Shoreline, and Tukwila.

Homelessness Investments 2014

FUNDING BY STRATEGY

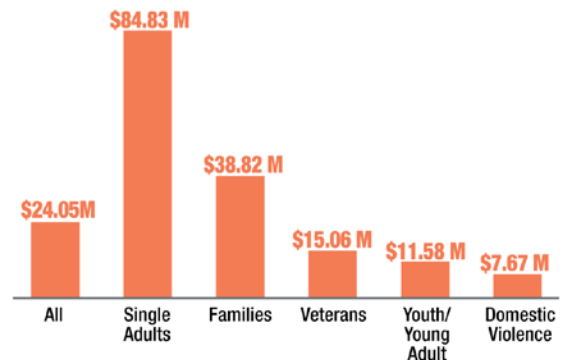


FUNDING BY AREA SERVED

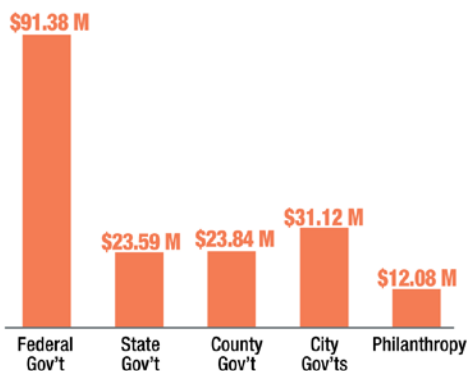


Notes: Funding by Area Served shows the location of the funding recipient (organization). Programs available to all residents in the county are categorized as countywide.

FUNDING BY POPULATION



FUNDING BY SOURCE



Federal	91.38	County	23.84
CDBG + HOME	3.79	General Fund + Special Projects	3.01
Health & Human Services	5.68	HOF/Doc Recording Fees	8.13
McKinney/Homeless Housing	22.91	Veterans & Human Services Levy	9.37
Public Housing	53.28	MIDD	2.60
VA	5.73	Other	0.73
State	23.59	Local	31.12
CHG	2.78	Seattle General Fund	15.23
HEN	13.16	Seattle Housing Levy	12.10
Medicaid + Match	6.82	Human Services Funding	3.79
Other	0.82	Collaborative General Fund	
		Philanthropy	12.08
		UWKC	9.16
		Building Changes, Gates, Raikes, others	2.92

Notes: See previous page for details on the data source for this chart. The Human Services Funding Collaborative resources on this chart only include general funds.

goals, strategies, and action steps

Make Homelessness



Make Homelessness

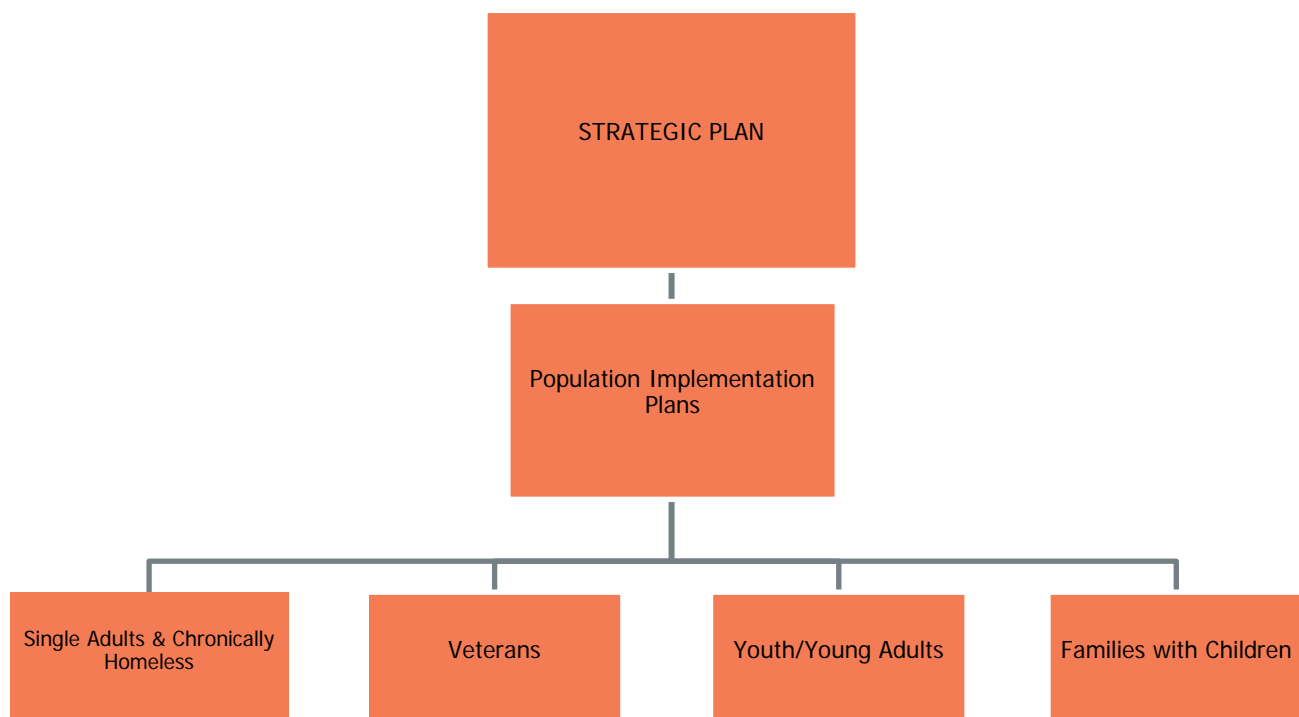


A Community to End Homelessness



The following strategies and action steps will guide the work of the All Home. Population-level implementation plans will further refine these strategies and action steps. These implementation plans will be amendments to this plan following adoption by the All Home governance committee over the course of the next several months.

Lead partners have been identified for 2015-2016 action steps. For those without a lead, no 2015-2016 action steps are included. For action on these items, lead partners must be identified. These strategies will be amended annually (for July-June) with action steps and reports on progress. Population-level work plans will also be updated annually in accordance with their adoption dates. Please refer to page six for additional information on the timing of the implementation plans by population.



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.¹³ 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 47th in per capita psychiatric beds.¹⁴

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.¹⁵

At the federal, state, and local levels, **increased affordable housing funding and policies are needed to support renters** who are experiencing homelessness to find and maintain housing. **Homeless prevention** strategies assist households in resolving 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, SSI/SSDI, and behavioral health services are fundamental to housing stability for many, and connecting people to these services prevents homelessness and provides opportunities for others to get and stay housed.¹⁶

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.¹⁷ Alternative sentencing options and strategies that **stop the cycle of incarceration**, such as Therapeutic Courts (e.g. Drug Court, Mental Health Court, Family Treatment Court, etc.), [Familiar Faces](#), and Law Enforcement Assisted Diversion ([LEAD](#)), are promising local programs that address a significant cause of homelessness. People of color are also disproportionately represented in these systems. Each of our strategies must intentionally measure and direct action toward reducing these disparities.



how we'll know it worked

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

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

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

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

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

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

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 are 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 **Collaborate with other mainstream systems including education, juvenile justice, foster care, and mental health** to address the urgent issue of YYA homelessness and prevent exits to homelessness for youth in care.
- 1.1.D **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.E **Assure availability of critical services frequently needed by** people with chronic disabilities and other vulnerable populations to enable them to live in stable community-based housing by advocating for funding and policies that reduce capacity barriers in other support systems. Provide professional development training to cross-system partners (criminal justice, behavioral health, healthcare, other) on best practices for serving people experiencing homelessness.
- 1.1.F **Advocate for secure sustainable funding to ensure sufficient, simplified access to behavioral health treatment** such as detox and outpatient psychiatric treatment and the integration of behavioral-physical health services. Support siting requests for new programs and services to assure regional distribution of housing and services.
- 1.1.G **Increase access to civil legal aid in situations where legal advocacy will prevent homelessness** (e.g. access to State and Federal benefit programs, SSI/SSDI, etc., foreclosure prevention, immigration, tenant representation, unemployment benefits, ABD, etc.).



2015-2016 action steps

- Continue the work of the Health and Human Services Transformation to make the shift from costly, crisis-oriented response to health and social problems to one that focuses on prevention, embraces recovery, and eliminates disparities. Specific initiatives include Familiar Faces, Communities of Opportunity, Physical/Behavioral Health Integration, and the proposed Best Starts for Kids levy. (Lead: King County; Quarter 4 2015)
- Organize efforts to support legislative action to strengthen State Interagency coordination. (Leads: USICH, All Home, other county leaders, State partners; 2016)
- Prevent homelessness among young people exiting foster care by applying for Youth At Risk of Homelessness implementation grant. (Lead; United Way of King County, Building Changes; Quarter 3 2015)

strategy 1.2: advocate and support partners to preserve existing and create more affordable housing for 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, and preservation of existing affordable housing
 - Tailor strategies at the regional level to emphasize preservation of affordable housing stock where it now exists and creation of new affordable housing stock where it is scarce.
 - 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 immigrants and refugees to mitigate the effects of restricted fund sources.
 - Ensure provision/coordination of services for those who need additional housing stabilization services.
 - Advocate for flexible policies to allow community and family supports in affordable and subsidized housing; ensuring need for services doesn't negatively impact eligibility.
 - Promote access to rental housing for those receiving housing vouchers. Strategies may include ordinances which bar landlords from discriminating against potential tenants who receive rental subsidies ("source of income discrimination ordinances").
 - Address policies for locally-funded rental assistance programs to ensure Housing Quality Standards do not create disincentives for Landlord participation.



2015-2016 action steps

- ➡ Establish and implement federal, state and local advocacy agenda to expand affordable housing. (Leads: WLIHA, HDC; 2015-2016)
- ➡ Pass the Seattle Housing Levy. (Lead: Seattle, HDC; 2016)
- ➡ Work with cities to encourage adoption and implementation of comprehensive plan Housing Element policies that support incentivizing new and preserving current affordable housing. (Lead: HDC; 2015-2016, ongoing)

strategy 1.3: expand evidence-based pre-adjudication and post-conviction sentencing alternatives that minimize involvement in the criminal justice system for people experiencing 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 criminal 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 steps

- ➔ 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: King County, City of Seattle and local governments; 2015-16)
- ➔ Collaborate with Therapeutic Courts, Mainstream 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: King County, City of Seattle and local governments; 2015-16)

goal 2: make homelessness brief and one-time



brief



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 of

crisis services to serve more individuals.

People will experience crises, and we must have resources available 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. Local governments are responsible for ensuring public safety and public health, and maintaining public amenities for all residents, including those housed and homeless. Policies, practices, and ordinances that disproportionately impact people experiencing homelessness are costly and create barriers to [housing stability](#)¹⁸. For people surviving without shelter, these policies, practices, and ordinances may also exacerbate mental and physical health problems, create or increase criminal records, and result in the loss of key personal documents that make it even harder for people to exit homelessness. Approaches that foster collaboration between service providers and first responders, such as law enforcement, can do more to reduce homelessness.¹⁹

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 at least \$160 million annually for programs for people experiencing homelessness (see page 13 for details on funding). 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 assist our community in 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.



how we'll know it worked



People experience fewer days homeless
Fewer people lose housing stability



Incomes are increased
Racial disparities among people experiencing homelessness are reduced

¹⁸ Seattle University School of Law's Homeless Rights Advocacy Project: <http://www.law.seattleu.edu/newsroom/2015-news/law-school-project-releases-briefs-critical-of-criminalizing-homelessness>

¹⁹ U.S. Interagency Council on Homelessness, *Searching Out Solutions*: http://usich.gov/resources/uploads/asset_library/RPT_SoS_March2012.pdf

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; including non-traditional shelter models that provide 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, safe parking programs, and daytime/hygiene services that bring people out of the elements and create pathways to housing.
- 2.1.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 and sub-regional collaborations; 2015-2016)
- ➔ Implement McKinney bonus fund program for long-term shelter stayers. (Leads: All Home, City of Seattle; 2015-2016)

strategy 2.2: foster collaboration between first responders, service providers, and local communities to 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 assist those in need of housing**. Develop new, and boost existing, partnerships between behavioral health and social service providers, neighborhood associations, and local governments, including law enforcement and other first responders. Engage partners in proactive strategies that link individuals who are homeless with housing and services with the additional goal of reducing criminal justice system involvement. Ensure adequate resources are available for proactive and consistent outreach efforts.
- 2.2.B Provide support to local governments to undertake an **impact analysis of local policies, practices, and ordinances that disproportionately impact those experiencing homelessness**, and the costs and consequences to residents (housed and homeless). The review could also include identification of gaps in services and a cost/benefit analysis comparison of alternative approaches.



2015-2016 action steps

- ➔ Host a convening, and disseminate case studies on best practices for **collaboration between first responders and service providers** to increase housing stability for those experiencing homelessness. As a potential outcome of the convening, a toolkit for local neighborhoods may be created. (Leads: SCA, All Home; Quarter 4 2015)
- ➔ Pilot a voluntary **impact analysis of policies, practices, and ordinances in one to two communities**. Through this analysis, local governments will be able to identify policies, practices, and ordinances that create barriers for those experiencing homelessness and implement changes to support housing stability for all residents (housed and homeless) in their communities. (Lead: All Home: Quarter 1 2016)

strategy 2.3: assess, divert, prioritize, and match people 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 programs 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.
- 2.3.D **Improve access to civil legal aid** to assist populations facing disproportionate levels of homelessness in King County in accessing state and federal benefit programs. Explore 'no cost' strategies that provide better integration of existing structures for improved coordination and elimination of silos that create structural barriers. Identify civil legal organizations in King County that can partner with homeless housing providers to deliver civil legal aid to people facing civil legal barriers to obtaining or maintaining access to housing.



2015-2016 action steps

- ➔ 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 the 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 assist in setting 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 (PSH)** 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; enable residents to move to less or more service-intensive housing based on identified need).
 - 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 rapid placement in permanent housing. Some limited transitional housing will 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.
- 2.4.G Ensure homeless **housing stock and services are geographically located** to allow, whenever possible, for the need of individuals and families to be met in their own communities.



2015-2016 action steps

- ➔ Continue right-sizing, including family transition housing conversion underway and young adult typology analysis. Utilize NAEH modeling tool to assist in determining 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, and/or 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 steps

- ➔ Expand One Home landlord engagement campaign with additional incentives and marketing. (Leads: All Home, 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 and young adults) 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 **Increase access to appropriate services to gain and sustain employment and education opportunities**, such as childcare (or financial assistance for childcare).
- 2.6.E **Formalize cross-system agreements to improve access to employment and education programs, 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.F **Improve data collection on the employment and education needs and outcomes** of people experiencing homelessness.



2015-2016 action steps

- ➔ Integrate employment and education program access into coordinated entry (Leads: All Home, Workforce Development Council, City of Seattle, United Way, Building Changes, provider partners; 2015-2016)

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. Building community among the partners working to end homelessness, and celebration is key to weaving together this community of committed champions.

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. Communities, such as [Los Angeles](#), that have strong **business community partnership** in efforts to end homelessness are providing leadership opportunities for business partners.

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 diffused among too many committees. Community-based governance equipped with decision-making authority will provide oversight and leadership for the implementation the plan.

Adoption of this plan enacts a process to establish a **new governance structure** for All Home. The Governing Board and Interagency Council will be consolidated into a single "Coordinating Board". Membership will be representative of our county and people who are experiencing homelessness. Formal agreements must be reached among partners to ensure accountability and results. The voluntary adoption of a memorandum of agreement among participating funding partners will also establish funding alignment 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. Additionally, to successfully implement this plan, infrastructure, including staffing, capacity building for providers, database management, evaluation, and advocacy, are necessities.



how we'll know it worked



Increased engagement of residents
Increased leadership of business and faith leaders



Effective and efficient governance and system infrastructure

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, neighborhood organizations, 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 could include advocacy, recruitment of landlords, and hosting of day centers, meals, shelter, and encampments.



2015-2016 action steps

- ➔ Launch an ongoing community-wide public awareness and engagement campaign to provide opportunities for action and compassion among all residents, housed and homeless. (Leads: All Home with communications partners; Quarter 4 2015)
- ➔ Create a business leaders task force to establish goals and strategies for the business community. (Lead: UWKC; Quarter 4 2015)
- ➔ Increase visibility and expand efforts of successful initiatives that engage faith institutions and individual congregants; consider convenings where faith leaders can work with All Home on how they might more cooperatively and effectively undertake various initiatives on homelessness and housing. (Lead: Seattle University; Quarter 4 2015)

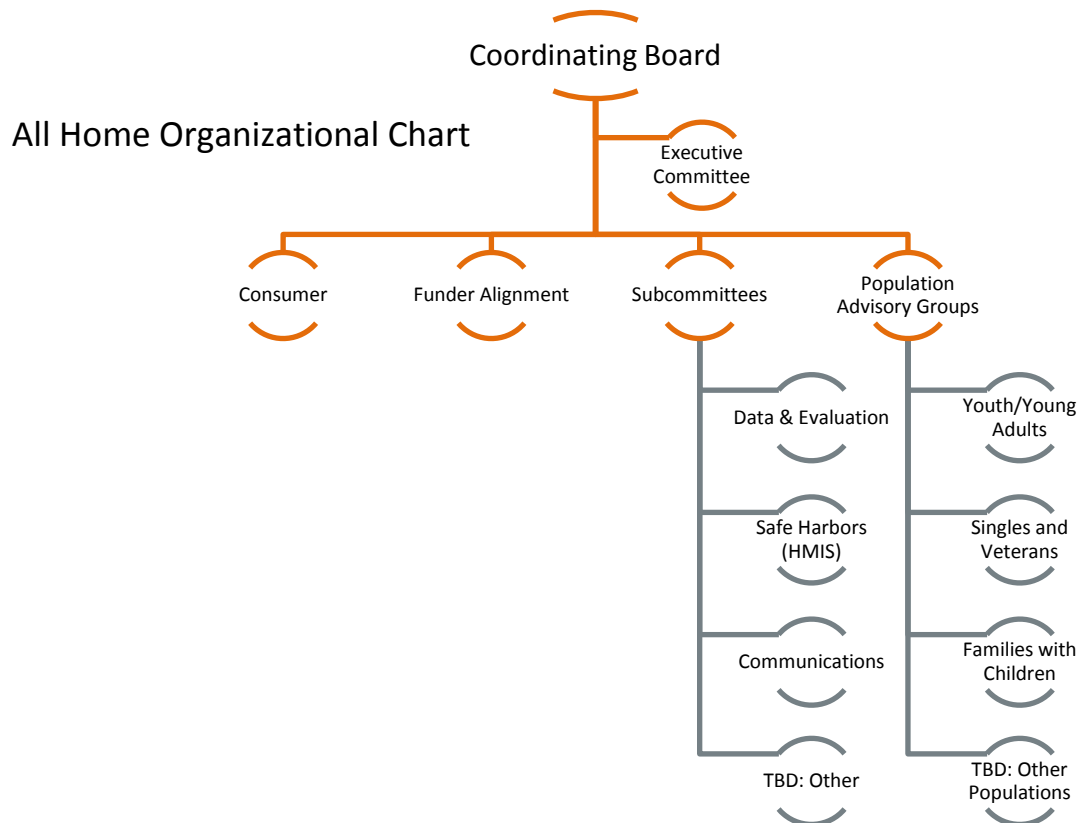
strategy 3.2: provide effective and accountable community leadership

- 3.2.A **Establish a single “Coordinating Board”**, consolidating the existing Governing Board and Interagency Council. The role of this body will be:
- Providing oversight and leadership for the implementation of this plan
 - Organizing to provide for a system of housing and services to address the needs of people experiencing homelessness in King County
 - Ensuring accountability for results
- 3.2.B **Engage local governments, philanthropic organizations, and community partners** in the development and voluntary adoption of a Memorandum of Agreement to assist in implementing this plan including voluntary alignment of funding and commitment for community-level outcomes. The MOA shall define roles, establish system infrastructure and staffing responsibilities, and clarify commitments towards achieving the goals of this plan.
- 3.2.C **Build community among partners by recognizing successes** through social media, blogs, reports, regular convenings, and an annual All Home meeting.



2015-2016 action steps

- ➔ Establish new governance structure (see All Home Organizational Chart below) through the adoption of a revised All Home [Charter](#). The existing All Home Executive Committee (see beginning of plan for member names) will serve as the transition committee. Applications for membership to the new “Coordinating Board” will be open to the public. (Lead: All Home Coordinating Board; Quarter 3 2015)
- ➔ Develop MOA among funding partners. The MOA shall define roles, establish system infrastructure and staffing responsibilities, and clarify commitments towards achieving the goals of this plan. (Lead: All Home Coordinating Board/Executive Committee; Quarter 4 2015)



Appendix A: Performance Measures and Dashboards



King County has been actively pursuing system-wide measurement in full alignment with the HEARTH Act. The HEARTH selection criteria are an elegant and powerful set of key indicators that focus on ending homelessness.

Data and Evaluation Workgroup

Several years ago, All Home tasked the Data and Evaluation Workgroup to coordinate the data and evaluation work being done system-wide, and to catalogue and communicate data via regular communication with the public and All Home governance structure.

The Data and Evaluation workgroup is responsible for systems-level performance measurement, for example, but not limited to:

- Report on the HEARTH performance measures (including system-wide annual dashboard; see page 28).
- Report on performance by population, program type, and program-level performance.
- Recommend performance targets consistent with the Strategic Plan and system vision for each program type and subpopulation. (See 2015 contract targets on page 29.)
- ➡ Monitor programs receiving HEARTH funding; track performance, evaluate outcomes, and recommend actions to improve performance of or reduce funding for poor performers.

Reporting Progress-Strategic Plan Action Steps

The Coordinating Board will receive regular progress reports on the status of each Action Steps and future, the identified “Leads” will be responsible for this reporting process. This may include a standardized performance management tracking tool that indicates key work items, milestones, progress to date, etc. Below is a sample format²⁰.

Council Performance Management Plan Tracking Worksheet

Obj.	Reporting Agency or Group	Milestone/Measure	Description	Target Date	Update (January 1 - June 30 2014)	Status

Lead Reporting Agency or Group - The interagency workgroup(s) or agencies responsible for updating the progress of the milestone.

Milestone/Measure - Indication whether the item is a milestone or measure.

Description and Target Date - The description of the milestone or measure and, in the case of a milestone, the target date.

Update - The space where the reporting interagency workgroup or agency provides a semi-annual update.

Status - The space where the reporting interagency workgroup or agency provides the status of the milestone or measure, from the drop down list of available options:

- Action Completed
- Substantial Action
- Minimal Action
- No Action
- Infeasible
- N/A

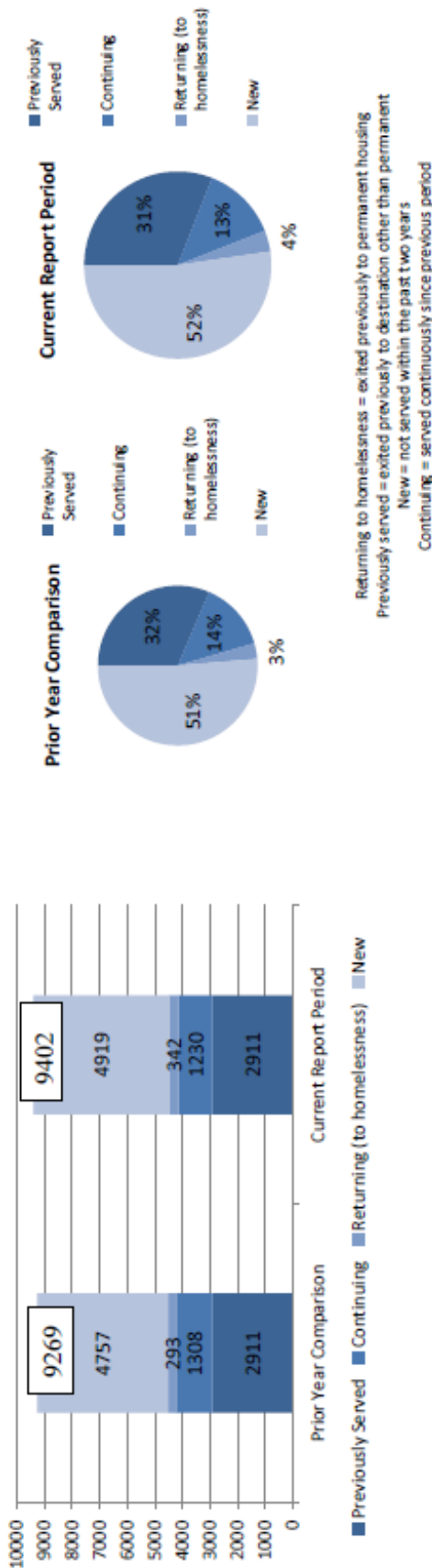
Annual Report

All Home will produce an Annual Report that will be shared at the CoC Annual Conference. The goal of the Annual Report is to provide an overview of the our community’s strategic approach and the results of the previous year in making homelessness rare, brief and one-time.

²⁰ USICH Council Performance Management Plan Tracking Worksheet 2014.

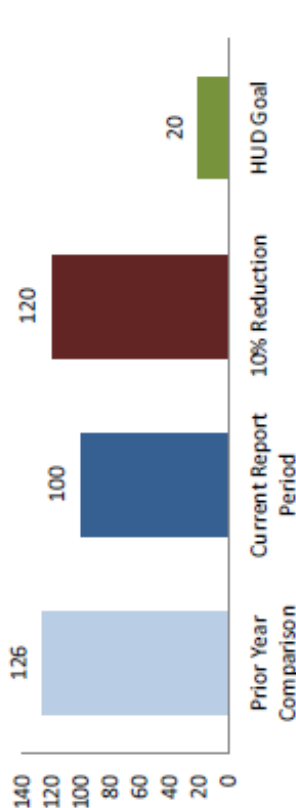
HEARTH Performance Measures for Ending Homelessness in King County **January 2014 – December 2014** **System Measures:** HEARTH measures consider the homeless system as a whole, including emergency shelter (ES) and transitional housing (TH) across all populations

"RARE": Number and Proportion of Households Served in Emergency Shelter and Transitional Housing



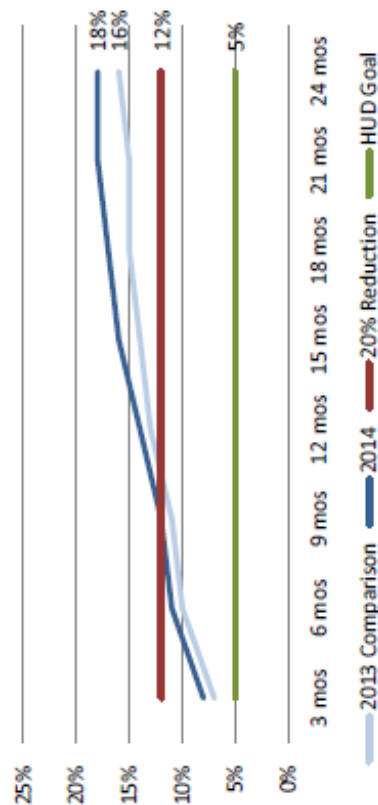
One Night Count In January 2015, more than 3,772 individuals were living outside and another 6,275 individuals were in shelters or transitional housing, per the One Night Count conducted by the Seattle/King County Coalition for the Homeless.

"BRIEF": Average Days in Emergency Shelter & Transitional Housing



1435 households exited to permanent housing between 1/2014 and 12/2014 (compare to 1419 for one year period 1/2013 to 12/2013)

"ONE-TIME": Cumulative Returns to Homelessness after Exiting to Permanent Housing



Note: Charts reflect identified data only.

CEH System Performance Measures – DRAFT 2015 Contract Targets

IAC approved crisis response system targets September 2014, confirmed by population initiatives and Data & Evaluation Workgroup.

For IAC Approval at November 2014 meeting: targets discussed and presented at September 2014 IAC meeting and vetted by Data & Evaluation Workgroup, to be vetted by population initiatives at October meetings.

	System-Wide Goal	Emergency Shelter	Transitional Housing	Safe Haven	PH: Rapid Rehousing	PH: Permanent Supportive Housing	PH – Housing Only	PH – Housing with Services	Street Outreach	Services Only	Prevention
Number of Homeless Persons: Annual & Point in Time	Decrease overall number of sheltered & unsheltered										
Number of Persons Who Become Homeless for the First Time											
Exits to Permanent Housing	Increase exits to permanent housing	YA 10%; Y 33% Singles overnight 5% Singles case managed 20% Families 33%	YYA 64% Singles 70% Families 80%		80%				Success = exits to PH, some institutional destinations & temporary destinations (not PNMHH)		90%
Exit to or Retention of Permanent Housing	Increase retention and exits to PH					92%					
Length of Time Persons Remain Homeless	Decrease to 20 days on average	YYA 20 days Singles 37 days Families 100 days	YYA 275 days Singles 325 days Families 390 days								
Returns to Homelessness (at 6, 12 & 24 months)	Decrease to 5% within 24 months	YYA 30% Singles 15% Families 5%	YYA 15% Singles 7% Families 7%		10%	10%					7%
Employment and Income Growth for Homeless Persons	Increase employment and non-employment cash income										
Process/Efficiency Measures											
Occupancy											
Data Quality											

LEGEND: Yellow highlighting = Measures that are the focus of performance targets for 2015 contracts – exits to permanent housing, length of stay and returns to homelessness.

Grey boxes = No HUD system performance measure set in new HUD guidance released July 2014.

White boxes = HUD system performance measures required for this type of program, if blank, system target not set by our local community.

Appendix B: Predictive Modeling

In the last several years, national leaders in data and evaluation have developed analytics and projection tools designed to use local data to inform system planning and change efforts. These data-driven tools are assisting communities in creating a very detailed vision of a homelessness system that works by providing a roadmap that identifies changes that will help reduce homelessness the most.

System-Wide Analytics and Projection (SWAP) Suite of Tools is a joint project of [Focus Strategies](#) and the [National Alliance to End Homelessness](#) (NAEH)²¹. SWAP is designed to enable communities to use local data to understand what their current system is accomplishing, and model what happens when system and program changes are made. The SWAP tools can be used to inform system planning and system change efforts to reduce homelessness over a period of up to five years.

SWAP uses concepts found in earlier predictive modeling tools but adds in a number of additional features to make it more powerful for specific system planning purposes. The SWAP analyzes system performance at a program-by-program level and allows communities to model the results of changes to individual programs or groups of programs. These can include such strategies as re-allocation of funding from transitional to rapid re-housing, serving more literally homeless people in existing programs, or increasing the rate of exit to permanent housing. The SWAP will also model the impact of creating new programs through new investments.

One of the most powerful outputs of the SWAP is an estimate of how the size of a community's homeless population will change over a five-year period as a result of the programmatic and investment changes being modelled. Communities can use this tool to assess the impact of policy changes they may be considering or to see how changes already implemented could pay out. The SWAP allows communities to compare the pros and cons of different approaches and can help leaders and policy makers choose a strategic direction that will have the greatest impact on reducing homelessness. For example, the tools allow users to adjust and model elements of homeless systems including:

- System elements: population size, new entries into homelessness, investment and capacity changes, program performance
- Strategy foci: shifting investments, diversion, increasing utilization, reducing length of stay, increasing exits to permanent housing, reducing returns

Things to know about the system performance predictor tool:

- ➡ Very powerful tool to drive systems change conversations
- ➡ It relies on base year calculator data (local HMIS data)

What we'll get:

- ➡ User-friendly and transparent systems modeling
- ➡ Ability to quickly model many different scenarios

Start Year X

2014 Annual Investment in the Homeless System of Care
CoC-123: Anytown USA

	Emergency Shelter	Transitional Housing	Safe Haven	Rapid Rehousing	Permanent Supportive Housing	Total
Beds for Adult Only HHs:						
Public Dollars	\$0	\$1,376,881	\$0	\$0	\$17,460,952	\$18,839,833
Private Dollars	\$0	\$0	\$0	\$0	\$1,740,799	\$7,444,301
Total investment	\$3,467,473	\$3,614,910	\$0	\$0	\$19,201,751	\$26,284,134
Units for Family HHs:						
Public Dollars	\$0	\$2,896,044	\$0	\$0	\$2,579,593	\$5,475,637
Private Dollars	\$30,863	\$4,562,247	\$0	\$0	\$248,542	\$4,841,652
Total investment	\$30,863	\$7,458,291	\$0	\$0	\$2,828,135	\$10,317,289

Focus Strategies

Year X Planning

System Planning Tool

The purpose of the SPP is to help communities design a system that is sufficient to ensure that no one is homeless more than 30 days. Ultimately, the goal is that all homeless people and families are permanently housed. As an interim step, however, some may require temporary shelter while they secure permanent housing. This worksheet is intended to serve as a general orientation to the types of system changes that can impact a community's ability to house the most homeless people and families in the shortest amount of time. The sheet below estimates the number of unsheltered persons and families that "need" temporary housing. The word "need" is being used loosely to equate to the number of people who are sleeping outside and do not have shelter; ultimately, all homeless persons and families "need" permanent housing, not temporary shelter.

Over the course of 2014, Anytown USA had 4,788 unsheltered households: 4,718 unsheltered adult only and 30 unsheltered family households (A). Anytown USA also had an annual capacity of 119 permanent housing units available (B), leaving 4,629 unsheltered households needing a temporary housing solution.

(A) Annual unsheltered homeless population, 2014:		
Adult Only Households	4,718	
Family Households	30	
Total	4,788	
(B) Annual permanent housing capacity for unsheltered households, 2014:		
Adult Only Households	206	
Family Households	13	
Total	119	

(C) 4,629 unsheltered households needing temporary housing in 2014

If every unit of ES, SH, and TH in Anytown USA operated at a 95% utilization rate with 90% of their entries for unsheltered households and had a 30 day length of stay, Anytown USA would need a total of 445 units of ES, SH and TH to serve the unsheltered population.

Capacity needed to serve the Unsheltered Population =
 $\text{annual HHs needing shelter} = ((365 \times \text{utilization rate} \times \text{rate of entry from unsheltered}) \div \text{length of stay})$
 $445 = 4,629 \text{ annual HHs needing shelter} \div ((365 \times 95\% \times 90\%) \div 30 \text{ days})$

Anytown USA currently has 1,063 units of ES, SH, and TH.

Adding new units, increasing utilization, decreasing length of stay, and other system changes can have substantial impacts (independently as well as in combination) on the ability to ensure that nobody is homeless longer than 30 days. The next table allows estimation of the aggregate impact of program design and operation on temporary shelter (ES, SH, or TH) and permanent housing (RHH and PSH) availability such that households are not homeless longer than 30 days. Input data in the yellow cells to adjust one or more of these figures and see the potential impact on the homeless population (the yellow cells on annual capacity is populated with the current capacity per the HC, but can be adjusted). This worksheet is intended to give the user a general understanding of what changes will have the biggest impact in their system, and to set the stage for project specific modeling.

²¹ [Focus Strategies](#), in collaboration with NAEH, developed a suite of tools they call System Wide Analytics and Projection (SWAP) Tools. <http://focusstrategies.net/swap/>