IT ALL STARTS AT HOME

THE TEN-YEAR PLAN TO END HOMELESSNESS IN KING COUNTY

2006 ANNUAL REPORT
Who we are

The Committee to End Homelessness in King County is the broad coalition charged with implementing our region’s Ten-Year Plan to End Homelessness. The plan promotes long-term and sustainable solutions to homelessness, including stronger coordination of existing funding, programs and services in King County, and development of new ones.

The committee provides the leadership to bring together governments, local housing authorities, social service providers and other nonprofits, businesses, faith-based groups, and homeless and formerly homeless people to create a coordinated system to end homelessness.

These partnerships and the work of the committee have already helped many people avoid homelessness and helped many others move into long-term housing with the services they need to stabilize their lives.

Committee to End Homelessness staffing is funded primarily by King County, the City of Seattle and United Way of King County, with additional resources committed by a broad range of partners.

For more information about our plan, partners, endorsers and efforts, visit www.cehkc.org, or contact:

Bill Block
Project Director
Committee to End Homelessness in King County
821 Second Avenue, Suite 600
Seattle, WA 98104
206-205-5506
bill.block@metrokc.gov
2006: Excited by our success, resolved to continue our efforts

By Dan Brettler and Ron Sims

It all starts at home. After all, life is precarious for any living being who doesn’t have a safe, stable place to call home.

With this theme, we are proud to present the first full-year annual report for the Ten-Year Plan to End Homelessness in King County.

In 2006 we saw the Seattle-King County community pull together in unprecedented ways to face — and put a face to — the human crisis called homelessness.

2006 Accomplishments

This report tells you what our community accomplished in 2006, including:

- Opening 467 units of housing with support services to help homeless individuals and families stabilize their lives. (This is in addition to the 496 units opened in 2005.)

- Giving short-term financial assistance to more than 1,100 households (more than 3,000 people) to help them avoid losing their homes.

- Providing new funding to emergency shelter providers so they can offer case management, referral services and other programs to clients — services that help them stabilize their own lives, find long-term housing and create their own futures.

- Conducting a poll that shows the people of King County want to see homelessness brought to an end, and believe it can be done. (Page 2)

- Setting system-changing goals:
  - Measure our progress and create a “dashboard” report to track that progress. (Page 4)
  - Increase, coordinate and prioritize funding. (Page 5)
  - Ensure that people have a place to live when discharged from prison, health care and foster care systems. (Page 6)
  - Streamline how people apply for and obtain long-term housing and services. (Page 7)
  - Replace, over time, emergency shelters with long-term, supportive housing. (Page 8)

- Continuing training of providers on how to use our homelessness management information system, Safe Harbors. (The first report on trends and needs among our homeless populations will be released July 2007.)

- We also saw neighborhoods get involved when they understood how supportive housing can strengthen a community. For example, in May of 2006, friends and neighbors in the Rainier Valley formed a group to support a project there that will house people who were formerly homeless and who struggle with serious mental health issues. They talked to neighbors, gathered supportive signatures, worked with the project developer, and educated residents and news reporters about the project’s pros and cons.

Challenges ahead

While we are making real progress, the year 2006 also provided us with a deeper understanding of the work that still lies ahead:

- For two years we have seen the number of people counted in emergency shelters and on the streets during the annual One-Night Count decline. Between October 2004 and the next count in January 2006 (a federally mandated date change), we saw an 8 percent drop in same-area counts. (We are cautious about that apparently significant decline because changing the timing of the count to a colder season may have driven people further out of sight or out of the area.) The next count, held in January 2007, showed another decrease of 4 percent over 12 months, indicating that we are making progress in the areas counted each year. At the same time, however, we added more suburban neighborhoods to our count, and so the total number of homeless people we count county wide is on the rise.

- We count about 8,000 homeless people in King County on any given night, but over the course of an average year, an estimated 24,000 people are at least temporarily without a home. This is slightly more people than the entire population of Mercer Island and is, admittedly, heartbreaking. However, it also gives us powerful incentive to continue our work.

- Homelessness affects some populations more than others — people of color, people with mental illness and chemical addictions, foster youth and victims of domestic violence. How to make a difference for these extra-vulnerable groups is an important challenge for us.

To end homelessness in King County by 2015 involves great effort at every turn. We’ve struck a good pace and, overall, we are pleased with our progress.

In 2006 we saw new housing created, fundraising increased, existing resources and services integrated, goals and business plan set, and the number and diversity of our collaborators increased. While we learned from communities across the nation that are laying concrete plans to end — not just manage — homelessness, they learned from us.

We are excited by our success, and resolved to continue our efforts. We encourage every individual, nonprofit organization, company and municipality to join forces with us, and make 2007 an even more successful year.

Car Toys CEO Dan Brettler and King County Executive Ron Sims are co-chairs of the governing board of the Committee to End Homelessness in King County.
Homelessness is one of the top three issues facing the residents of King County, and it can be solved. That’s what an overwhelming majority of King County citizens said in a public opinion poll to determine current public attitudes and perceptions around homelessness.

Commissioned by United Way of King County and conducted in March 2006 by the research firm Lopez and Cheung, the phone poll reached 849 adults who reflect the demographic and cultural diversity of our region. The results, statistically accurate within a margin of error of less than 3.4 percent, were strikingly similar among urban, suburban and rural residents.

Some poll highlights:

- Asked to name the three most important issues facing King County, respondents answered transportation, education and homelessness.
- More than 80 percent of respondents believe the problem is not too big to be solved and nearly 60 percent believe that — given appropriate resources — we can end homelessness.
- A majority of respondents believes that people are often homeless for circumstances beyond their control, and deserve assistance.
- A majority of respondents believes that government cutbacks in housing and welfare assistance directly contributed to homelessness. Seventy percent support more low-income housing, and more than 80 percent support more housing specifically for homeless people.
- Many say government agencies are not doing enough to address the issue, and 52 percent are concerned that the problem will increase in their lifetime.

Where there’s public and political will, there’s a way

By Jon Fine

United Way of King County, in cooperation with other Ten-Year Plan to End Homelessness in King County partners, has been steadily educating lawmakers and the public about the importance of policies and investments in homelessness.

Those efforts have already paid off in local and state initiatives discussed elsewhere in this report, including decisions by the Washington State Legislature that are bringing and will bring millions of additional dollars to King County to provide housing and services to homeless individuals and families. (See page 5).

Homelessness doesn’t respect boundaries. It affects all parts of King County and touches every corner of Washington state. Everyone has a stake in ending homelessness.

As we make further progress in reducing homelessness — and demonstrate that this problem is not intractable — we expect to build even more social and political momentum for solving the problem.

By engaging and informing all levels of government and the community at large, we are building a movement to end homelessness in King County.

Jon Fine is president and CEO of United Way of King County, one of the founding organizations of the Committee to End Homelessness in King County, and is a member of the committee’s governing board.
Ten-Year Plan 2006: A snapshot of our success

Housing

During the first two years of the Ten-Year Plan to End Homelessness in King County, we

• Opened 630 new rental units for homeless adults, families and youth.
• Made 333 units of existing rental housing available to homeless adults, families and youth.

The Ten-Year Plan anticipated housing production starting slowly and increasing over time. In that light, the total of 963 new and acquired units over two years is encouraging, as it represents 10 percent of the Ten-Year Plan goal to build or acquire 9,500 new units of housing for homeless individuals and families. However, to meet the plan’s goal by the year 2015, we must double the pace and increase our annual production to 950 units. We are working together to make that acceleration happen.

In our 2006 efforts to increase production, we also:

• Started developing or planning for 1,030 additional units. Of these, more than 600 are projected to open in 2007, including more than 100 units for mentally ill homeless people who are high users of jails and hospitals.
• Put a great deal of existing housing stock into service. We estimate that more than 2,800 homeless households found long-term public housing or affordable subsidized housing in 2006, thanks to existing housing and programs provided by Ten-Year Plan funders and partners. A significant number of these households moved out of supportive housing into non-supportive housing, thereby making room in the supportive housing for other homeless individuals and families who are benefiting from the services and stabilizing their lives. Our Homeless Management Information System, called Safe Harbors, is coming online in July 2007 and will provide more accurate counts in the future.

Services

While we create supportive housing for homeless people, we can’t lose sight of the need for many other types of services critical to helping people rebuild their lives, such as job training, rent assistance, health and mental health care, and substance abuse treatment. In 2006, many Ten-Year Plan partners pitched in to provide these critical services. Just a few examples:

• The Seattle Jobs Initiative, YWCA, FareStart and the Workforce Development Council’s Homeless Intervention Program placed 549 homeless people in jobs paying an average starting wage of approximately $11 an hour.
• The Child Care Resources Homeless Project provided more than 500 home-

less families with child care for 1,000 children, allowing the parents to attend job training programs, domestic violence counseling or legal appointments; work; or seek medical or substance abuse treatment.

• The King County Housing Stabil- ity Program and Seattle Low-Income Housing Levy distributed more than $725,000 in emergency financial and rental assistance to 1,100 households (about 3,000 people) across the county, allowing them to find or maintain long-term housing.

As we continue to implement the Ten-Year Plan, we will continue to integrate and streamline existing resources and services.

Helping foster youth get a higher education and continued support

By Jamica Henderson

My name is Jamica and I am 20 years old. I have lived in Seattle since my family moved here from Gary, Indiana, when I was 11 years old. I was in foster care for four years and compared to so many stories of other kids, I had it pretty good, although being separated from my family and living with a new family was very hard at times.

I am a graduate of Cleveland High School and have been employed by The Mockingbird Society, an advocacy organization supporting foster youth, since I was a junior. I have written for Mockingbird Times, participated on the youth speakers’ panel and been a leader in our advocacy coalition — called Advocates for System Kids and Youth (ASK-Y). I recently became the first person formerly in foster care to help with the organization’s Youth Leadership, Education and Advocacy Development (LEAD) program.

I am proud of the advocacy work of The Mockingbird Society, including helping to pass HB2002 in Olympia in 2006. That bill allows youth who have earned a high-school diploma or GED to remain in their foster home as long as they attend college or a vocational program.

This is very important because before, youth who turned 18 had to leave the foster care system no matter what their situation was. Many youth ended up homeless or in criminal trouble. Research demonstrates how foster youth have much worse outcomes than youth who are still able to rely on their families.

Passing HB2002 was very exciting and I know it will change the life opportunities for so many youth. The foster care system is not easy for anyone and all youth need and deserve support even after turning age 18.

In 2006, I became a kinship caregiver and now have custody of my two younger brothers. I have been so worried about them these past years. We are now a family again. Although nothing is perfect, it is so great to have my brothers at home where we all belong!
Business plan, dashboard report to measure and track our progress

The Ten-Year Plan to End Homelessness in King County asks the people of our community to make a significant investment in ending homelessness. We need to be able to tell them whether their investment is bearing fruit.

Until the Committee to End Homelessness started work, there was no comprehensive assessment of the current resources being used to address homelessness, and there were no measurements against which to track our progress.

In 2006, we developed a business plan and dashboard report detailing how to identify needs and gaps in housing and services, raise the money that will allow us to fill those gaps, and measure our progress. The plan uses “best practices” from the private sector to help us identify exactly what we must do to reach our goals.

A living document to be revised regularly as more information flows in, the business plan and dashboard are the foundation for our planning and will be used by the Committee to End Homelessness Governing Board to set performance targets, make policy decisions and implement the Ten-Year Plan successfully.

Our business plan identifies:

- The population we are seeking to house and keep housed.
- The number of new and rental housing units we need to build or acquire.
- The types of supportive services we need to provide.
- How much all of this will cost.

The dashboard report, meanwhile, specifies four primary high-level outcomes and their measurements (indicators) which will be tracked to illustrate trends and progress, and reported to the community. The first dashboard report will come out in the summer of 2007 and will be continuously updated as information, resources and programs develop.

<table>
<thead>
<tr>
<th>Primary Outcome</th>
<th>Key Dashboard Indicator</th>
<th>2006 Baseline</th>
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</thead>
<tbody>
<tr>
<td>Reduce the number of people who are homeless in King County</td>
<td>Percent reduction in the number of people who are unhoused or in the shelter system within the same areas counted/adjusted</td>
<td>1,946 people unsheltered</td>
</tr>
<tr>
<td></td>
<td>Number of people in Transitional Housing Programs. Note: Due to legal constraints, reductions will come later in the implementation process</td>
<td>2,463 people in emergency shelter</td>
</tr>
<tr>
<td>Prevent people from experiencing homelessness in King County</td>
<td>Percent reduction in the number of people who have become homeless for the first time</td>
<td>HMIS* data available July 2007</td>
</tr>
<tr>
<td>Reduce the number of people discharged into homelessness</td>
<td>Reduction in the number of people who are discharged from an institution and foster care into homelessness</td>
<td>HMIS* data available July 2007</td>
</tr>
<tr>
<td>Improve housing success for people who move into permanent housing</td>
<td>Increase in the number of people who maintain housing for two years</td>
<td>HMIS* data available July 2007</td>
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<tr>
<td></td>
<td>Reduction in the number of people who return to the homeless system</td>
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*HMIS is King County’s Homeless Management Information System, called Safe Harbors

Ending homelessness benefits everyone

By Blake Nordstrom

People are passionate about this community. However, like any community, we have a lot of opportunities and limited resources.

How do we get an issue like homelessness to bubble to the top? Fortunately, it already has. A public opinion poll in 2006 showed that King County residents believe homelessness is one of our region’s top three challenges.

As a citizen you have a choice of where to live, and as a business owner you have a choice of where to do business. This is precisely why, as residents and business leaders, we invest in this community. It’s in everyone’s interest to have good schools, so that we build a good workforce. It’s in everyone’s interest to do all we can to make our cities safe for living, working and shopping. A community that is healthy and vital will flourish.

What makes a great community? Transportation, housing, jobs, retail, employment, schools, social services, restaurants, sports, the arts. If we lose even one of these elements, we’re out of balance.

Today, we are out of balance because thousands of people are living on the street without shelter, dignity or hope. Until we fix this problem, we will not be the community we strive and hope to be.

The Ten-Year Plan to End Homelessness in King County acknowledges that we must do things differently. The homeless people who suffer from mental illness and/or substance abuse need treatment and housing — a level playing field. The many housing and human service agencies that do good work need support to work more closely together.

How do we align all of our efforts to become more efficient and effective? We assess the size, scope and magnitude of the problem, and then we set a strategy with goals and drivers — a game plan that everyone can commit to and be accountable for.

That is why we have developed the ten-year business plan and dashboard report. With this action-oriented approach, we hope many more businesses and individuals will join our efforts to end homelessness in Seattle and King County, and create an even more vibrant community.

Blake Nordstrom is president of Nordstrom, Inc., and a member of the governing board of the Committee to End Homelessness in King County.
Funding increased, coordinated and prioritized

Our current emergency responses to homelessness are often very expensive. Helping people move into stable housing can save a great deal of money, but changing the system will require significant resources.

The year 2006 saw impressive dedication of new funding to end homelessness in King County, reflecting that the political and community will to address this social issue — and the commitment to change the way we do business — is snowballing. For example:

Seattle and King County 2006 contributions

• The King County Council adopted a plan that will devote about $6.5 million per year from the newly passed Veterans and Human Services Levy to homeless housing development, operating costs and supportive services, and to other efforts consistent with the Ten-Year Plan to End Homelessness.

• The King County Consortium, which includes King County and most cities in the county outside Seattle, decided for the first time to direct 15 percent of its Community Development Block Grant (CDBG) funds to homelessness prevention and emergency services exclusively — about $1.2 million in 2006.

• The City of Seattle spent $1 million to provide services at Connections (page 8) and $135,000 to provide supportive services to homeless people living at the new Plymouth on Stewart apartments. It also dedicated $600,000 to launch Co-Stars, a program that will provide housing and services to clients of the Seattle Municipal Court Day Reporting Center who are homeless and living with mental illness.

• Housing subsidy vouchers from the Seattle and King County housing authorities made 256 units available in 2006 specifically to programs dedicated to ending homelessness.

• The Bill & Melinda Gates Foundation, United Way of King County, The Seattle Foundation and the Seattle Rotary made significant contributions, while Philanthropy Northwest encouraged investments in ending homelessness.

(Visit www.philanthropynw.org/endinghomelessness/index.htm.)

Washington State Legislature 2006 contributions

• State legislators appropriated another $21 million to the $100 million state Housing Trust Fund. As a result, more than $5 million in additional capital funds is available to build low-income and homeless housing in King County in 2006-2007.

• Legislators also appropriated $4 million to the Washington Families Fund for use statewide. These funds, with match funding from private contributors, will provide about $3 million in multi-year services grants to housing programs for homeless families in King County.

• The Homeless Housing and Assistance Act (SHB 2163) came into effect, bringing approximately $3 million per year directly to King County. This money will provide rental subsidies and supportive services to formerly homeless people living in long-term housing.

• A state-funded program will bring about $2 million to King County each year to pay for housing and other intensive services for 180 individuals with severe mental illness. We also received a one-time state award of $3.1 million to expand this program to provide housing and services to mentally ill persons who are frequently jailed, many of them homeless. (See page 6.)

Funding application process for housing and services projects simplified and streamlined

Rainier Supportive Housing, a $13.2 million development funded in part through the 2006 combined NOFA, will provide housing and on-site supportive services to 50 chronically homeless men or women with mental illness.

Housing providers must complete multiple funding applications over a period of years to assemble enough money to complete an affordable housing project. This process is particularly complex and time-consuming with permanent supportive housing, which involves the developer bringing together adequate funding to build the project, operate the project for very low-income and even no-income tenants, and provide supportive services to the tenants.

In 2006, public and private funders coordinated with the Committee to End Homelessness in King County to develop the new combined Notice for Funding Availability (NOFA) system, designed to shorten the time it takes to get housing for homeless people built and operational.

For the first time, regional funders administering nine sources of public and philanthropic funds collaborated on the combined NOFA in the fall of 2006. They used common application forms and deadlines, combined applicant workshops, shared application review and coordinated award announcements.

The fall combined NOFA process awarded $16.7 million in capital funds, $698,000 in supportive services funds, $152,000 in annual operating support and 137 Section 8 vouchers to projects that meet the supportive housing goals of the Ten-Year Plan to End Homelessness. The funders were King County, the City of Seattle, United Way of King County, A Regional Coalition for Housing (ARCH), the Sound Families Initiative and the Seattle and King County housing authorities.

This collaborative effort has been recognized by the Corporation for Supportive Housing as a national best practices model and is receiving considerable attention across the country.

In 2007, two additional fund sources — the Washington Families Fund and the King County Veterans and Human Services Levy — will be added to the combined NOFA.
New programs to help provide a place for people discharged from prison, health care and foster care systems to live

Too many people who are homeless end up in jails and emergency rooms. Even more alarming, too many people become homeless when discharged from prisons and hospitals, or when they “age out” of the foster care system.

Fifty percent of inmates using the King County Jail Health Services are homeless, and many of these individuals have a mental illness, chemical dependency, or both. Without housing or access to treatment, they are caught in a cycle between living on the streets and being housed in emergency and institutional facilities costing $300 to $1,000 a night. Providing housing and supportive services breaks that cycle.

In 2006 we made major progress toward our goal to immediately provide people who are discharged from institutions with housing and supportive services.

Adults

Starting in the summer of 2007, two coordinated, high-services programs will begin enrolling 230 people who are mentally ill and high users of our mental health institutions and jails, and connect them with stable housing, health and mental health services, chemical dependency services, and job training.

These programs will:

• Reduce the need for costly jail, hospital and sobering services.

• Lower the numbers of homeless people visible on the streets.

• Give clients a long overdue chance to stabilize their health, their housing, and their lives.

The 2007 budget for these programs — $5,285,000 — is funded by a state Department of Community, Trade and Economic Development grant, the King County Veterans and Human Services Levy, the Seattle Foundation and United Way of King County. In addition, the Seattle and King County housing authorities will provide housing subsidy vouchers.

Youth

When foster kids turn 18 or graduate from high school, they “age out” of the foster care system. Many become victims of physical and emotional stress, and end up chronically homeless as adults.

The 2006 state Legislature passed a bill allowing 50 of the 400 foster youth statewide who turn 18 each year to remain in their placement homes until their 21st birthday if they pursue a post-secondary education. This provides the incentive and support they need to become self-sufficient adults.
Streamlining application processes for long-term housing and services

Coordinated entry

Homeless and formerly homeless people serving on the Committee to End Homelessness in King County say it’s very difficult for homeless persons to find programs for which they qualify, and that also meet their needs. People must call multiple numbers, assess multiple eligibility requirements, submit multiple applications and track multiple waiting lists.

We need to do a better job of screening and connecting people who are homeless — or at risk of becoming homeless — with the combined housing and services they need to stabilize their lives.

In King County, some “coordinated entry” to housing and services has already begun. For instance:

- Plymouth Housing Group, Low Income Housing Institute and Archdiocesan Housing Authority are using the same housing application forms and tenant screening processes.
- The 211 Community Information Line provides information and referrals to a range of housing and social services.
- The City of Seattle’s PRO Youth partnership coordinates case management, outreach, referral and counseling services for homeless youth.

However, we simply don’t have enough affordable housing, and a truly coordinated, streamlined entry system will take a while to develop.

In 2006, we launched the complex process of creating a “coordinated entry” plan that will involve collaboration by many housing and service agencies, provide more access and choice to clients, reduce duplication of services, and lower costs.

Landlord/service provider partnerships

Individuals and families who have suffered a bankruptcy or a conviction, or have missed rent payments, have great difficulty finding housing. Many are forced into homelessness when, in fact, they would be good tenants.

We designed the Success in Housing Implementation Program (SHIP) in 2006, to encourage landlords to rent to people who are homeless or on the verge of becoming homeless.

SHIP draws on local and other best practices. It involves:
- Contacting private market landlords across the county and building partnerships between them and service providers.
- Developing case management standards to assure landlords that tenants have the support they need.

- Providing services and resources to tenants such as housing searches, coordinated housing applications, coordinated credit and criminal history checks and financial assistance.

The King County Veterans and Human Services Levy will provide $1 million per year for the “risk reduction fund” component of SHIP. Starting in 2007, the fund will protect landlords against missed rent or excessive damage to rental units leased to high-risk renters.

“Connections” — Connecting homeless people to the services they need

For the first time in Seattle, homeless adults can find in one place all of the services and referrals they need. This means laundry, showers, meals including sack lunches for those starting work, emergency clothing, work boots, phone and Internet access, vouchers to buy interview clothes, tuberculosis control, and referrals to shelters, long-term housing, health, mental health, veterans services and other services.

That place is Connections, a comprehensive day service center opened in 2006 in Seattle’s south downtown.

Funded primarily by the City of Seattle and operated by the Downtown Emergency Service Center, Connections is different from other day service centers not only because it is full-service, but because it requires clients to work with a case manager to assess housing and employment challenges, and develop a plan to find work and end their homelessness.

As a result of this assessment, clients can be referred to Connections’ job readiness services, supported by the Seattle Jobs Initiative. These services include computer training, resume writing and interview skill development. Connections staff also help clients acquire identification cards, navigate public transportation, and purchase interview and work-appropriate clothing.

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Over time, we will replace emergency shelters with long-term, supportive housing

The primary goal of the Ten-Year Plan to End Homelessness in King County is to provide a housing system in place of our emergency shelter system — to create long-term, affordable housing that will dramatically reduce the number of individuals and families living on the streets or in shelters.

The Shelter to Housing Transition Plan, approved by the Committee to End Homelessness in 2006, lays out specific details for reaching housing goals for single adults and families. Prepared by the committee’s emergency shelter task force — which included shelter providers, funders, consumers and others — the plan sets benchmarks to help funders make decisions.

Those benchmarks are:

- An increase in net supply of permanent supportive housing for homeless individuals.
- A decrease in number of homeless individuals in emergency shelters.
- A decrease in number of homeless individuals who are unsheltered.

As we established benchmarks, we recognized that the community may not always show progress on all three indicators simultaneously and that the benchmarks will undoubtedly evolve. We know we may use different measurements as our data improves. As the shelter to housing transition effort continues, we will be addressing additional issues including:

- How to best shelter/house youth.
- How to ensure enough units to safely house victims of domestic violence and their children.
- What actions may be needed to address special geographic needs. For instance, some areas with virtually no emergency shelters may need to create a mix of emergency and long-term housing as a first step.

The very existence of the transition plan shows that we are facing some very difficult challenges, head on.

Hopelink helps homeless families find long-term housing

Clockwise from top left: Laura Leach with partner Rafael Hernandez and her children Joey, DJ, Jasmine, Olivia and Sam. Photo by Scott Aiken

In October 2006, Laura and her five children, ages 7-16, found themselves homeless and living in Hopelink’s emergency shelter in east King County.

Laura’s husband, who had left the family seven years earlier, was still running up bills for which Laura was liable because Washington is a community property state. She didn’t even know her bank account had been frozen until she was evicted from her rented home.

“I don’t like to ask for help,” says Laura, an independent insurance agent. “We were a normal, boring family that never needed help.” She resented the shelter, and her children struggled there, too.

The shelter was actually a building of furnished apartments, so at least they had some privacy. “Nevertheless, it was not our place,” Laura said. “We didn’t have our things, and we couldn’t keep our own routine of homework, dinner, relax and bed. The shelter had rules about visitors and curfews. All of that added to our stress.”

Even so, Laura set out to get to know her neighbors. “They are really kind, good people,” she said. “Hopelink is an important opportunity for many of them to break the cycle of poverty.”

By combining her own money with funds from Hopelink’s rental assistance program, Laura was able to rent a house in Shoreline for her family six weeks later. Her goal is to get back on track financially so she can hire an attorney, get divorced and, eventually, buy a home. She also dreams of a day when she can make a large gift to Hopelink.

“We learned some very valuable life lessons in Hopelink’s shelter,” Laura said. “I know that those lessons have made a difference in how we approach the world.”
Governing Board

Dan Brettler, Co-Chair — Chairman/CEO/President, CAR TOYS Inc.
Ron Sims, Co-Chair — County Executive, King County
Shahla Aly — General Manager/Solutions Delivery, Microsoft Corporation
Scott Barnhart, MD — Medical Director, Harborview Medical Center
Rev. Dr. Leslie D. Braxton — Sr. Pastor, New Beginnings Christian Fellowship
Tara Connor — Steering Committee Member, Seattle King County Coalition on Homelessness
Jon Fine — President/CEO, United Way of King County
David Freiboth — Executive Secretary/Treasurer, King County Labor Council
Daniel S. Fulton — President/CEO, Weyerhaeuser Real Estate Company
Katie Hong — Interim Director/Pacific Northwest Initiatives, Bill and Melinda Gates Foundation
Kathy Lambert — Councilmember, King County Council
Mike Lowry — Former Governor, Washington State
Keith McGlashan — Councilmember, City of Shoreline
Greg Nickels — Mayor, City of Seattle
Phil Noble — Councilmember, City of Bellevue
Blake W. Nordstrom — President, Nordstrom, Inc.
Sue L. Rahr — Sheriff, King County
Tom Rasmussen — Councilmember, City of Seattle
Norman B. Rice — Former Mayor, City of Seattle
Sheila Sebron — Consumer Advocate
Father Stephen V. Sundborg, S.J. — President, Seattle University
The Very Rev. Robert V. Taylor — Dean, Saint Mark’s Episcopal Cathedral
John Wise — Mayor, City of Enumclaw

Interagency Council

Patricia McInturff, Co-Chair — Director, Human Services, City of Seattle
Stephen Norman, Co-Chair — Executive Director, King County Housing Authority
Humberto Alvarez — Steering Committee Member, Seattle King County Coalition on Homelessness
Rhonda Berry — Administrator, City of Tukwila
Michael Brown — Director, Community Projects, Seattle Foundation
Rev. Sandy Brown — Executive Director, Church Council of Greater Seattle
Tom Carr — City Attorney, City of Seattle
Doreen Cato — Executive Director, First Place
Mark Dalton — Administrator, WA State Social & Human Services, Belltown CSO
Lynn Davison — Executive Director, Common Ground
Dini Duclos — CEO, Multi-Service Center
Dr. Charissa Fotinos — Medical Director, Public Health-Seattle & King County
Bill Hallerman — Vice President, Archdiocesan Housing Authority
Mike Heinisch — Executive Director, Kent Youth and Family Services
Bill Hobson — Executive Director, Downtown Emergency Service Center
Reed Holtgeerts — Director, King County Adult and Juvenile Detention
Barbara Hope — Executive Director, Eastside Domestic Violence Program
Katherine Johnson — Manager, Housing and Human Services, City of Kent
Kate Joncas — President, Downtown Seattle Association
Clark Kimerer — Deputy Chief, Seattle Police Department
Paul Lambros — Executive Director, Plymouth Housing Group
Emily Leslie — Manager, Human Services, City of Bellevue
Jackie MacLean — Director, King County Community and Human Services
Marilyn Mason-Plunkett — Executive Director, Hopelink
David Okimoto — Vice President, Community Services, United Way of King County
Mario Paredes — Chief Executive Director, Consejo
Randy P. — Representative, Consumer Advisory Council
Adrienne Quinn — Director, Office of Housing, City of Seattle
David Ramsay — City Manager, City of Kirkland
Faith Richie — CEO, Valley Cities Counseling & Consulting
Sue Sherbrooke — CEO, YWCA of Seattle-King County-Snohomish County
Kathleen Southwick — Executive Director, Crisis Clinic
Kris Stadelman — Executive Director, Workforce Development Council of Seattle - King County
Jim Theofelis — Executive Director, Mockingbird Society
Tom Tierney — Executive Director, Seattle Housing Authority
Jerry Towne — Superintendent, Washington State Veterans Affairs
Christine V. — Representative, Consumer Advisory Council

Consumer Advisory Council

Dara C
Nina C
Michael G. Garcia
Linda P
Randy P
Bill Perryman
Nancy S
Sheila Sebron
Tracie Tevlin
Christine V.

For confidentiality reasons, some members have elected to use just their last initial or have chosen not to be listed in any manner.
The Ten-Year Plan to End Homelessness in King County is making great progress due to the hard work of many organizations that are creating supportive housing and prevention programs, and generating social and political will. Additionally, there are numerous organizations that are not operating programs but that have endorsed the Ten-Year Plan as a winning strategy. The following organizations operate housing and service programs aligned with the strategies of the Ten-Year Plan, or endorse the plan. We thank all of them for their support and efforts.

**Municipal Endorsers**
City of Bellevue
City of Burien
City of Federal Way
City of Issaquah
City of Kenmore
City of Kirkland
City of Pacific
City of Redmond
City of Renton
City of Sammamish
City of Seattle
City of Shoreline
City of Tukwila
City of Woodinville
King County
Suburban Cities Association

**Other Endorsers and Participants**
24-Seven Ministry Center
A Regional Coalition for Housing (ARCH)
Abu Bakr Mosque
AIDS Housing of Washington
Al Rahman Musallah (American Mercy Services)
All Saints Episcopal Church
Alliance of Eastside Agencies
American Jewish Committee
Archdiocesan Housing Authority
Bethany United Church of Christ
Bill & Melinda Gates Foundation
Blessed Sacrament Roman Catholic Parish
Bothell United Methodist Church
Capitol Hill Housing
Central Lutheran Church
Child Care Resources
Christ the King Catholic Church
Church Council of Greater Seattle
Common Ground
Community Psychiatric Clinic
Compass Center
Congregation Beth Shalom
Congregation Etz Or
Congregations for the Homeless Council on American-Islamic Relations / CAIR Seattle Organization
Crisis Clinic
Des Moines United Methodist Church
Downtown Action to Save Housing (DASH)
Downtown Emergency Service Center
Downtown Seattle Association
Eastside Domestic Violence Program
Eastside Friends Meeting
Eastside Human Service Providers
Episcopal Church of the Resurrection
Evergreen Treatment Services
Family & Adult Service Center
Family Services
Fauntleroy United Church of Christ
First African Methodist Episcopal Church
First Evangelical Lutheran Church
First Place
Friends of Youth
Gethsemane Lutheran Church
Good Shepherd Baptist Church
Harborview Medical Center
Holy Cross Lutheran Church
Hope Link
Housing Resources Group
International District Housing Alliance
IMAN Organization
Intercommunity Peace and Justice Center
Interfaith Community Church
Islamic Center of Eastside
Islamic Center of Shoreline
Jamii Muslimin Cham Mosque
King County Housing Authority
Kirkland Interfaith Transitions in Housing
Lake Washington United Methodist Church
Lakeridge Lutheran Church
League of Women Voters
Microsoft Corporation
Minority Executive Directors Coalition
Mockingbird Society
Mount Zion Baptist Church Multi-Service Center
Neighborhood House
Newport Presbyterian Church
North Urban Human Services Alliance
Northlake Unitarian Universalist Church
Northshore United Church of Christ
Operation Nightwatch
Our Lady of the Lake Catholic Church
Overlake Park Presbyterian Church
Pacific Northwest Conference of the United Methodist Church
Plymouth Congregational Church
Plymouth Housing Group
Rainier Beach United Methodist Church
Renton First United Methodist Church
Sand Point Community United Methodist Church
Seattle First Baptist Church
Seattle First United Methodist Church
Seattle Foundation
Seattle Housing Authority
Seattle Mennonite Church
Seattle/King County Coalition on Homelessness (SKCCH)
Seattle’s Union Gospel Mission
SHARE/WHEEL
Sisters of Providence
Sojourner Truth Ministries
Solid Ground (formerly the Fremont Public Association)
South King County Forum on Homelessness
South King County Human Services Forum
St. Andrew’s Episcopal Church
St. James Cathedral
St. John United Lutheran Church
St. Joseph Parish
St. Louise Church
St. Luke’s Lutheran Church
St. Mark’s Episcopal Cathedral
St. Mary’s Catholic Church
St. Patrick’s Catholic Church of Seattle
St. Therese Parish
Temple Beth Am
Temple B’nai Torah
Unitarian Housing Group
United Way of King County
University Baptist Church
University Congregational United Church of Christ
University Friends Meeting
University Lutheran Church
University Temple United Methodist Church
University Unitarian Church
Valley Cities Counseling & Consultation
Wallingford United Methodist Church
Washington Low Income Housing Alliance
Washington State Department of Corrections
Washington State Department of Social and Health Services
Wedgwood Community Church
Woodinville Unitarian Universalist Church
Woodland Park United Methodist Church
YWCA of Seattle • King County • Snohomish County