THE TEN-YEAR PLAN TO END HOMELESSNESS IN KING COUNTY:

THE FIRST BOLD STEPS
Joe

Joe, a Seattle native, joined the U.S. Army in 1972 and became homeless shortly after he left the service. For several years, he was homeless and struggled with alcohol dependency. With help from agencies including the Low Income Housing Institute, Seattle Mental Health, Salvation Army William Booth Center and federal and local veterans organizations, Joe was able to stabilize his life. He describes “breaking the cycle” as a life-changing experience, and he is now dedicated to helping others.

Joe serves on a number of committees including the single adults and legislative advocacy committees of the Committee to End Homelessness in King County, the Seattle-King County Veterans Consortium, the State Advisory Council on Homelessness, the Eastside Homeless Advisory Council, the Taking Health Care Home Steering Committee, and the Washington State Mental Health Transformation Grant subcommittee on Homelessness/Evidence Based Practices Task Group.

However, says Joe, work is not everything: “Restoring my relationship with my son and daughter has been one of the biggest highlights of my recovery, and to see my grandchildren is a new joy.”

Sheila

Sheila spent eight years in the U.S. Air Force. “Medically discharged from the military career I loved, I spent over 20 years struggling to recover from the ‘line of duty’ injuries that left me permanently disabled,” said Sheila. “Like many soldiers in my situation, my physical and mental disabilities became my prison, leaving me feeling depressed, worthless and alone.”

Despite years of professional experience in training, technical documentation, program and contract development, and management, Sheila’s debilitating disabilities and a lack of adequate support left her and her two children homeless. However, following several surgeries and with help for Sheila and for her children from the Fremont Public Association (now Solid Ground), Hickman House, New Beginnings, the Veterans Administration, local veterans programs, the Odessa Brown Clinic and the 45th Street Clinic, Sheila and her family are now thriving.

Sheila serves on the Resource Development and Alignment Committee of the Committee to End Homelessness in King County, the King County Health Care for the Homeless Network Planning Council, the Washington Veterans Legislative Coalition, the National Association for Black Veterans, the African-American Veterans Group of Washington State and other veterans and local advisory groups.

Sheila’s goals are clear: “I am a strong advocate for the powerless, and I am not afraid to ‘push the envelope’ while addressing issues of race, class and any other barriers faced by those I represent.”

Photo by Virginia Felton, Seattle Housing Authority
A letter from our director

Many years ago, in small communities across our nation, when a family or individual needed a home the whole community would band together in a barn raising or a house raising for their neighbor.

Today, with the Ten-Year Plan to End Homelessness in King County, we are witnessing that same outpouring of community effort, with many of our neighbors banding together to create the housing and services that homeless people need to stabilize their lives.

We find the principles of the Ten-Year Plan being spoken of everywhere — in churches and city councils, among service providers and funders, in the glossy Seattle Magazine and in our street newspaper Real Change. Many of those conversations include the questions: “How are we doing? What are we accomplishing? What happens next?”

Less than a year into the Ten-Year Plan, I am pleased to report that we have come together in unprecedented ways. Substantial new resources have been added to existing funding, with the prospect of both new and continuing financial commitments in the future. Many funders have stepped up — the State of Washington, King County, the City of Seattle, United Way of King County, the Seattle and the King County housing authorities, the philanthropic community and non-profit providers. In less than one year, we have already brought on line far more units than were contemplated, and we are integrating that housing with appropriate supportive services — a strategy that is fundamental to our success.

This Ten-Year Plan progress report will recognize and thank those who have put so much into the plan, provide an update on how we are doing, and invite everyone to join in the momentum of such an inspiring start.

Thank you for your interest, and for your commitment.

Bill Block

Bill Block
Project Director
Committee to End Homelessness
THE FIRST BOLD STEPS

Introduction

THE SEATTLE-KING COUNTY COMMUNITY has come together as never before to embrace a goal that is ambitious yet attainable — ending homelessness in the next ten years.

Business leaders, faith and philanthropic communities, housing and human services providers, homeless people and advocates, and government leaders have all joined the effort to confront and resolve this serious social issue.

The Committee to End Homelessness in King County’s Governing Board, composed of leaders from across the county, began its work in July of 2005. Shortly thereafter, the committee’s inter-agency council was developed, as were other key committees and sub-committees. Members of these groups quickly developed short-term projects to address the needs of homeless individuals, and are working on long-term plans to restructure and integrate existing systems to meet the goals of the Ten-Year Plan.

Solving a problem as substantial as homelessness cannot be done without significant resources. Over the past year, the state Legislature, King County, the City of Seattle, United Way of King County, and the Seattle and King County housing authorities each brought new resources to the table. Last fall, voters across the county approved a Veterans and Human Services Levy that will focus primarily on preventing homelessness and helping those who are currently homeless to gain stable housing.

Our work — the work of the Committee to End Homelessness in King County — is fueled by the concerns of the public. United Way of King County recently conducted a public opinion survey on homelessness. When asked to name the top three issues facing King County, homelessness was identified, along with transportation and education. Faced with the assertion that “homelessness is too big an issue to solve,” an impressive 84 percent of poll participants disagreed.

A strong majority of the poll’s respondents believe that, given the necessary resources, we can end homelessness, and 89 percent understand that homelessness affects everyone, not just homeless individuals. Clearly, the people of Seattle and King County care, and they understand that we can succeed. They are uncertain, however, about whether enough is being done to address and resolve homelessness, and about half believe that homelessness will increase in their lifetime.

This report is to say to the public: “We have heard you, and we are responding.” We agree that homelessness can be ended, we are already making great strides, and the momentum is building for marked progress in the future. In 2005, as the finishing touches were put on the plan and it was adopted, and in 2006, which will be our first full calendar of work, our partners will have created more than 1,300 new units of housing for homeless people. Equally important, these units are integrated with services that will help residents to stabilize their lives and address the issues that contributed to their homelessness.

These real, concrete housing and services projects are already transforming the lives of individuals and improving our community. We have far exceeded the plan’s original schedule, and we are well on our way to designing and implementing the longer-term system changes that will be essential to our continued success, and raising the money needed to make those changes.

We are excited about our efforts in 2005 and our first full year of operation in 2006, and we are committed to keeping the public informed of our progress.
JANA (NOT HER REAL NAME) — A DOMESTIC VIOLENCE SURVIVOR — HAS THREE CHILDREN, TWO WITH SPECIAL NEEDS. FOR YEARS, JANAL STAYED HOME TO CARE FOR HER KIDS. SHE HAS ONLY A PARTIAL HIGH SCHOOL EDUCATION AND HAD RELIED ON AN INCONSISTENT INCOME OF CHILD SUPPORT, FOOD STAMPS, SOCIAL SECURITY, AND HELP FROM FAMILY AND FRIENDS.

A couple of years ago, Jana fled an abusive relationship and moved to Seattle with her children, where she stayed with a friend. Several months later, she moved into a transitional housing unit operated by Seattle Emergency Housing Services and funded in part by Sound Families.* By the time Jana reached transitional housing, her eldest child had attended four different schools in one year.

In the transitional home, Jana and her children received wrap-around services including medical home care and case management. “I have had a lot of anxiety problems plus this uncertainty about where I will live,” Jana had said. “Therapy is helpful because of the trauma I have been through, and my case manager gave me good resources.”

While in transitional housing, Jana set goals to have long-term housing, have her children in the same schools, and find a job for herself or enroll in school. “I don’t want to stay on disability forever,” Jana had said. “I want to have skills to work, too.”

In 2005, Jana was able to use a Section 8 rent subsidy voucher to move into a house. Without the voucher, long-term housing would have been impossible for her. Six-months later, Social Security was still Jana’s primary source of income but she had enrolled in a vocational program at a local community college and, her children were going to be able to stay in the same school for a full school year.

Finally, Jana and her family are stable. “The children and I are happier,” Jana said. “And I’m not under so much stress.”

*Sound Families works in partnership with the King County and Seattle housing authorities, the City of Seattle and King County to provide homeless families with housing and supportive services.
Time for a change: A new plan, a new approach

ON ANY GIVEN NIGHT, more than 8,000 people are homeless in King County. This includes those people who are living in shelters, in tent cities, in temporary housing or on the streets. It does not include people living temporarily with friends or family. Among the 8,000+ there are at least 5,600 adults, 400 youth, and 2,400 people in families. More than a quarter of the individuals living in shelters and transitional housing are children under the age of 18. About half of the single adults are chronically homeless and many suffer from untreated physical or mental disabilities, or addiction, and are unable to work.

Our community has spent a great deal of money and effort to help homeless individuals and families. In the past, however, we focused primarily on providing temporary shelter and food, and we did not prevent or significantly reduce the numbers of homeless people in our community.

It was time for a change.

The vision behind the Ten-Year Plan to End Homelessness in King County emerged when a broad-based coalition of individuals representing businesses, faith and philanthropic communities, housing and human services organizations, homeless people and governments came together over a period of many months and developed “A Roof Over Every Bed in King County: Our Community’s Ten-Year Plan to End Homelessness.” The full text of the plan can be found at our website, www.cehkc.org.

The plan, completed in the spring of 2005, seeks to end homelessness, not just manage it. Ending homelessness does not mean that no one will ever be without a home. It does mean that we will prevent homelessness to the greatest extent possible, and we will rapidly move those who do become homeless into long-term housing with the support they need to avoid homelessness.

Implementing the Ten-Year Plan officially began on July 27, 2005, with the convening of the Committee to End Homelessness in King County’s Governing Board. This board of high-level public, faith, community and business leaders from across King County sets policy goals and oversees the work of the committee’s interagency council and consumer advisory council.

The interagency council is made up of executive directors and department heads from all sectors of our community, as well as individuals who are or were homeless. This group plans and implements broad policy initiatives and leads the work of subcommittees focused on families, single adults, youth and young adults, communications, and resource development and alignment.

The consumer advisory council, made up of homeless and formerly homeless persons, reviews and comments on the proposed actions of the governing board, the interagency council and its subcommittees. The insights of consumers are invaluable — they understand how the current system works, they know what the barriers are, and they know what needs to be done to remove those barriers. Their work is supplemented by focus groups of homeless and formerly homeless people that have been held throughout King County.

The Committee to End Homelessness in King County is not a new organization. It is a new coalition of existing organizations and people dedicated to ending homelessness. An extremely small staff benefits from the strong support and collaboration of many regional partners to carry forward the committee’s work and the Ten-Year Plan to End Homelessness.

Above: Some of King County's homeless people sleep outdoors. The Ten-Year Plan partners seek to create enough long-term housing to put a roof over every bed. Photo by Susie Fitzhugh
Now that he knows someone cares, he wants to get sober

DAVE (NOT HIS REAL NAME) IS A 63-YEAR-OLD NATIVE AMERICAN WHO HAS SPENT MORE THAN FIVE YEARS ON THE STREETS. HE HAS A SWEET, AFFABLE TEMPERAMENT, AND IS KNOWN TO MANY IN DOWNTOWN AS “A SLOPPY, FRIENDLY DRUNK.”

Drinking every day, Dave’s health deteriorated dramatically. He rarely made it to the sobering center, usually passing out in alleys instead. He has fallen dozens of times and each time was taken to Harborview Medical Center for stitches, scans and other costly tests and treatments.

Dave looks 20 years older than he is. He is incontinent, suffers regular seizures, and can’t take care of himself. In 2004, Dave was ranked the third most costly chronic alcoholic in King County.

Today, Dave lives at 1811 Eastlake, a unique housing and supportive services center for chronic alcoholics operated by the Downtown Emergency Service Center. At 1811, on-site and visiting staff provides Dave with medication management, bathing, laundry and wound care. He has cut his daily alcohol consumption by half. He proudly tells his chemical dependency counselor that his first drink of the day is usually at 4 p.m., not at 7 a.m., as was the case when he was on the street.

For the first time in his life, Dave wants to get sober. No longer constantly disoriented, he can find his room and remember when dinner is served. Simply having a home, and people around him who care about him, has done more to stabilize his addiction than anything else he’s tried before.

Not only is Dave stable and protected, but the cost of housing him at 1811 is significantly less than the cost of emergency room and detox services.

On any given night in King County, more than 8,000 men, women and children are homeless. Committee to End Homelessness partners from across the county are working together to provide housing and appropriate services to all of these individuals. Photo by Ben Cressy
Turning our plan into reality: Success beyond expectations

THE TEN-YEAR PLAN to End Homelessness in King County designates the first year as a planning year. It’s been less than a year since we started, yet we have been more than successful in meeting those goals.

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<th>Year</th>
<th>Priority Actions</th>
<th>Success</th>
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<td>1</td>
<td>• Create the governance to implement and monitor the plan</td>
<td>• Governing Board convened in July 2005; Interagency Council and Consumer Advisory Council operational; target population subcommittees and other work groups formed and producing immediately deliverable projects and long term plans for major system changes.</td>
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<td>• Improve data collection methods, including monitoring the decline of homelessness among those disproportionately affected, including persons of color</td>
<td>• Safe Harbors information system implemented to improve the quality and consistency of data and information on services and programs assisting homeless persons. System mapping under way to identify revenue streams and the uses to which funds are being put. Focus group sessions of homeless and formerly homeless persons convened to gather information on barriers and other issues.</td>
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<td>• Build the community-wide political will necessary to succeed in years 2 through 10</td>
<td>• Metropolitan King County Council and the city councils of 10 major cities have voted to approve and endorse the Ten Year Plan. More than 25 faith-based communities have endorsed. More endorsements pending.</td>
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In fact, we accomplished far more during our first months than the planning and education steps identified in this table.

We have built and acquired housing

The Ten-Year Plan calls for creating or acquiring about 9,500 units of affordable housing over ten years. That is what we need in order to meet local estimated need. About half of the units will be converted from existing housing stock, and half will be new. All need to be integrated with the services necessary to help their residents succeed.

The plan did not establish a fixed schedule for production of new or converted housing units. It conjectured that it would take considerable time to gather the resources and the public and political will to move forward. The only specific expectation for the first five years was to convert 1,000 existing units to serve formerly homeless households.

We are way ahead of that. Our counting is complex because we began mid-year, and so the figures below are for the full calendar years of 2005 and 2006. However we count, we have far exceeded expectations. During this time period, committee partners across King County will have:

• Completed construction of 563 new housing units and integrated them with the services that formerly homeless people need to remain housed and succeed in life. While the funding for these projects was committed in prior years, it is important to recognize how many people and families are already moving into these units.

• Committed funding for construction of an additional 391 new units of housing for homeless people.

• Committed funding for converting 387 units of existing housing into housing for formerly homeless individuals and families.
All together, in a very short period of time, we have created or funded more than 1,300 housing units integrated with appropriate services.

Five specific strategies identified in the Ten-Year Plan are guiding our work, and are detailed under the Five Keys to Success section later in this report. Two overarching principles, meanwhile, have also guided our initial efforts, and will continue to do so:

1. We are helping all homeless people — Many cities and counties across the nation have chosen to focus their ten-year plans only on chronically homeless single adults. Our plan is much broader, with a goal to help everyone who is homeless or potentially homeless — single adults, families, youth and young adults, the economically homeless and people who are chronically homeless due to mental health or substance abuse problems. Already, we are fulfilling that goal. The Housing Resources Group’s Stone Way Apartments in Seattle, the St. Andrews Housing Group’s Chalet Apartments in Bellevue, and the Downtown Action to Save Housing’s 5th and Williams project in Renton are serving homeless families. In downtown Seattle, the Compass Center’s new long-term housing units, the Downtown Emergency Service Center’s newly renovated The Morrison, and Plymouth Housing Group’s Plymouth on Stewart project are housing single adults who need on-site treatment and supportive services. Meanwhile, the YMCA of Greater Seattle and other Committee to End Homelessness partners are creating housing and supportive services for homeless youth and young adults, a group with particular needs that all too often is overlooked.

2. We are creating a regional solution to a regional issue — From the veterans sleeping in the woods in our rural areas to the families sleeping in their cars in the parking lots of suburban shopping centers to the homeless people on the streets of so many of our cities, all of King County is affected by homelessness. In response, communities and organizations from across the region are getting involved. For instance, Housing at Crossroads in Bellevue and Consejo’s Villa Esperanza in Federal Way will house homeless families, Downtown Association to Save Housing’s Glendale Apartments in Renton will house the homeless elderly and domestic violence victims, Hopelink’s new project in Duvall will house homeless individuals, and the King County Housing Authority’s South King County Pilot will house individuals from that part of our region who have been homeless for a long time.
Funding our plan: Making an impressive commitment of new resources

**NO MATTER HOW STRONG** we make our plan and strategies, we cannot end homelessness without committing substantial resources. While the Ten-Year Plan to End Homelessness in King County doesn’t offer a fundraising timeline, we have already witnessed an impressive increase in new resources dedicated to this issue in 2005 and early 2006.

**Washington State Legislature**

In 2005, the state Legislature passed the Homeless Housing and Assistance Act, or House Bill 2163, creating a new $10 surcharge on documents recorded by county auditors. All proceeds are dedicated to ending homelessness. Sixty percent of the funds generated in each county will be distributed directly to that county, and the remaining 40 percent will go into a state pool that will be distributed competitively. The Committee to End Homelessness in King County will play a key role in allocating the approximately $3 million that will come directly to King County, and expects to apply for additional funds from the statewide pool.

Also in 2005, the state Legislature added $25 million for the 2005-07 biennium to the Washington State Housing Trust Fund, a major source of housing dollars. The 2006 Legislature added an additional one-time only $21 million to the fund, bringing to $121 million the total housing dollars available in that fund for statewide expenditure in 2006-2007. The administrator of the fund — the state Department of Community, Trade and Economic Development — also increased the number of “points” awarded to projects that house homeless persons, making it easier for these types of projects to compete for trust fund money.

At the same time, the state made available funds generated from an earlier recording fee for housing (“2060 Funds”) to reduce the rents on existing units and make them more affordable to formerly homeless people. More than $6.5 million in 2060 funds has been committed to units in King County for use over a five-year period.

During the 2006 session, the Legislature also extended foster care funding to foster children beyond age 18 if they are continuing with higher education or vocational training, a legislative change the committee had sought to reduce the high percentage of foster care youth who become homeless.

**King County**

King County invested $7.7 million in 2005 and 2006 for building or rehabilitating housing for homeless populations. In addition, the county dedicated more than $7 million in 2006 for several new related projects. These include:

- $4 million for Passage Point, a collaborative project with the King County Housing Authority and the YWCA to redevelop 70 units near Maple Valley. Passage Point will house women who were previously involved with the criminal justice system and are looking to turn their lives around and reunite with their children.

- $3.2 million for Project Jumpstart, a program that will work with local cities to acquire and renovate semi-abandoned buildings to create affordable housing for homeless people.

Particularly important, voters throughout King County last fall approved the Veterans and Human Services Levy, which will generate more than $13 million per year for six years to fund housing and services for veterans, their families and others in need. These programs will reduce homelessness, emergency medical costs and criminal justice involvement, and help people reach self-sufficiency through employment.

**City of Seattle**

The City of Seattle continues to focus significant Seattle Housing Levy dollars and general funds on ending homelessness. In 2005, 332 new units of city-funded housing for homeless people were opened, representing an investment of about $12 million. Also in 2005, the city earmarked another $10 million in Housing Levy funds to create future
housing for homeless households. Meanwhile, the city financed the $2.1 million in capital construction for Connections — the one-stop services and referral center at The Morrison that opened in May 2006 — as well as the center’s $1 million in annual operating costs.

Most recently, the city committed $200,000 for Plymouth Housing Group’s Plymouth on Stewart project, which will provide intensive services for 20 homeless individuals who are high users of emergency medical care. This project will allow these individuals to stabilize their lives, reduce their need for expensive medical treatment, and save the tax dollars that would have paid for that care.

United Way of King County

United Way of King County, which has made addressing homelessness a top priority for a number of years with its Out of the Rain campaign, has committed $1 million in 2006 and 2007 to fund housing-based supportive services for a number of Ten-Year Plan partner projects including a South King County Pilot Project of the King County Housing Authority that will provide 25-30 units for chronically homeless people living with mental illness or chemical dependency. United Way has also made a commitment to fund supportive services for up to 2,000 units of housing over the next ten years.

King County Housing Authority

The King County Housing Authority has dedicated 100 Section 8 housing subsidy vouchers specifically to the work of the Committee to End Homelessness in King County; has dedicated 70 vouchers to Passage Point (see King County section above) and 25 vouchers to the South King County Pilot (see United Way section above); and is providing vouchers and public housing units to families graduating from the Bill and Melinda Gates Foundation Sound Families Program. Sound Families works in partnership with the King County and Seattle housing authorities, the City of Seattle and King County to provide homeless families with housing and supportive services.

Seattle Housing Authority

Like the King County Housing Authority, the Seattle Housing Authority recently dedicated 100 Section 8 housing subsidy vouchers specifically to the work of the Committee to End Homelessness. In addition, it issued 297 vouchers in 2005 and 2006 to make existing units available to programs serving homeless households.

These represent just a few highlights of the initiatives of the major funders of the Ten-Year Plan. We cannot stress enough that our partners include many housing and service providers and philanthropic entities across the county without whom this work would not get done. Due to space limitations, we can’t list all projects or acknowledge all who have contributed, but we are very thankful for their efforts. If we continue coordinating our efforts in this way, we know we can succeed.
Bryant House offers housing, case management and supportive services to young people who might otherwise be homeless. Serving five individuals ages 18-24 for up to two years, Bryant House is a true partnership. It is owned by the Low Income Housing Institute, managed by the Church Council of Greater Seattle’s Self-Managed Housing Program, and funded mostly from federal sources. Photo by Duncan Haas

Abandoned as a child, 16-year-old finds a new family, home

SARAH (NOT HER REAL NAME) IS A 16 YEAR-OLD WHO COULD EASILY HAVE FALLEN THROUGH THE CRACKS. HER PARENTS STRUGGLED WITH DRUG ABUSE, AND HER FATHER IS IN PRISON.

When Sarah was younger, a friend of the family took Sarah and her sister to live in California and became Sarah’s legal guardian. Recently, however, the guardian married a man who was not prepared to be the parent of a teenager. Sarah’s guardian brought Sarah back to Washington and placed Sarah voluntarily in Youth Haven, Friends of Youth’s shelter for teenaged girls in Redmond.

The guardian told Sarah and Friends of Youth shelter case managers that the placement was temporary. After a few weeks, however, it became obvious that the guardian felt there was too much “family conflict” and didn’t plan to take Sarah back into her home.

Friends of Youth shelter case managers worked with Sarah and quickly learned that the “family conflict” was not much more serious than typical teenage behavior. Her shelter case manager worked with Sarah’s state caseworker to find her a stable, safe foster placement. Youth Haven is a 30-day shelter, but exceptions are made for certain individuals. In Sarah’s case, her shelter case manager lobbied the state to allow her to stay for four months.

During this time, Sarah became involved with a local church and grew close to one of the youth pastors. The shelter case manager talked with that pastor about becoming Sarah’s legal guardian. Since then, Sarah has joined the youth pastor’s family, is in counseling, and is doing well in school.

Once a teen who was perilously close to becoming homeless, Sarah is doing great because of the hard work of caring providers in King County. Now, she has every opportunity to make her life a good one.
**Investing money wisely: Five keys to success**

**THE TEN-YEAR PLAN** to End Homelessness in King County offers five strategies around which the plan partners are developing projects and programs.

### 1. Prevent homelessness

An estimated 24,000 individuals in Seattle-King County experience homelessness in a period of one year. Some are homeless due to economic challenges — a two-person household must earn more than $17 per hour (or hold down three minimum-wage jobs) to afford housing in King County. For low-wage workers, even a small disruption like an illness or loss of transportation can result in homelessness. These individuals need temporary support to hold on to their stable housing situation.

The City of Seattle already invests more than $1.7 million per year on eviction prevention and rent stabilization services, which help more than 1,600 households per year. And King County spends over $500,000 per year to provide emergency rental assistance to more than 200 low to moderate-income households.

Meanwhile, Ten-Year Plan partners are beefing up other prevention efforts. For instance, we are working with leaders in the mental health, medical, foster care and criminal justice systems to develop programs that will allow individuals leaving jails and mental health hospitals to move into stable housing where they will be supported by treatments and services that will prevent their return to the same systems they just left.

We also joined with youth advocates to successfully lobby the 2006 Legislature to extend foster care support beyond age 18 for foster children who are continuing with higher education or vocational training. Nationally, about 30 percent of children aging out of foster care will experience homelessness. Attention to the needs of our foster children can mean the difference between them becoming homeless or succeeding as adults.

### 2. Build or acquire more affordable housing, and move people rapidly from homelessness to housing with integrated services

We need to create or acquire about 9,500 units of affordable housing over ten years in order to meet local estimated need. About half of these units will be converted from existing housing stock, and half will be new. (As discussed earlier in this report, we have moved much more quickly than expected toward achieving these goals.) All of these units include or will include an appropriate level of services to help residents overcome the issues that led to their homelessness. An individual given only services, with no fixed place to live, often does not succeed. A person given only housing, with no services to address their needs, will not be able to retain that housing. So, providing “housing first” — immediate long-term housing with services — is a proven “evidence based” practice and is an important part of our plan.

Recent projects developed by our partners include national models. A couple of examples:

- **The 1811 Eastlake Project** was opened by the Downtown Emergency Service Center in 2005 to serve the 75 highest users of the regional sobering center, Harborview Hospital and the county jail. Before 1811 opened, it cost an average of about $50,000 per year to provide these individuals with emergency and criminal justice services. At 1811, the cost of services for these residents drops significantly. Equally important, the residents are able to start stabilizing their lives.

- **The Willows**, developed by the King County Housing Authority and Community Psychiatric Clinic and opened in 2005, is providing housing, treatment and other services for women with mental health and substance abuse problems, and allowing them to reunite with their children and rebuild their lives. A variety of services and supports are available for the women and their
children through an innovative collaboration with the University of Washington Parent-Child Assistance Program.

3. Increase the efficiency of the existing system

In addition to creating new financial resources, we are better coordinating existing systems. Although we have many creative and successful programs already in place, they often operate without coordination. By bringing them together, with each step in the path from homelessness linked to following steps, we will have greater success and use funding more efficiently. The most important part of this effort is combining housing and services.

In 2005 and 2006, we already started connecting mental health services with housing programs to create safe places where clients can both live long term and get treatment. Similarly, through the Connections center run by the Downtown Emergency Service Center, we are linking employment, counseling and housing so that a homeless individual can, from one location, put together all pieces of their life.

4. Build and sustain the public and political will to end homelessness

To fully achieve the Ten-Year Plan to End Homelessness in King County, we need to build, maintain and increase public and political will. In the spring of 2006, a United Way of King County-funded public opinion survey showed overwhelmingly strong support for ending homelessness. The Ten-Year Plan, meanwhile, has been endorsed and supported by King County, 11 major cities, more than 25 faith groups, and nonprofit organizations across the county. Each month brings more endorsements, and through collaboration we are helping even the smallest of endorsing entities turn their commitment into real projects.

5. Measure and report outcomes

Until now we had little ability to know, system-wide, how many individuals were being served and what their long-term outcomes were. Having this information is critical in order to identify which programs work well, which need improvement, and how to plan for the future. Our new information system, called Safe Harbors, will allow us — on an anonymous basis — to tell whether homeless people are moving from shelter to long-term housing, whether those we helped house stay housed or return to the shelter system, and whether our efforts are making a measurable difference. In 2005 we trained staff at 35 service provider agencies on how to use the system and we are training staff at another 35 agencies in 2006.

In addition, the Committee to End Homelessness in King County is comprehensively charting the funds coming into our homelessness provider system, and how that money is currently being used. Further, every individual project in our service system must set outcome goals in order to receive funding, and must report on whether it is achieving its goals. All of this information will help guide our planning and our future actions.

Throughout the five key steps, and in all our work, we are seeking ways to address the disproportionate number of people of color among homeless populations. While 30 percent of the people living in King County are people of color, 57 percent of the homeless population are people of color. This is unacceptable. The committee began from its earliest days to seek techniques to address this issue. Committee members were very pleased when the Daniel J. Evans School of Public Affairs at the University of Washington made this a Public Service Clinic project, researching the issue and preparing a report and recommendations for publication later in 2006. We will do our best to address this issue in our housing and human services systems.
Building the momentum

**IN LESS THAN A YEAR,** we have seen a major shift in attitudes about homelessness and created a vision of a community without homelessness. We have taken concrete steps to transform a system that warehouses homeless people in temporary shelters into one that actively tries to prevent homelessness and creates long-term housing integrated with appropriate supportive services. Many new voices have joined the call, and substantial new funding has been committed to support the effort.

The charge of the Committee to End Homelessness in King County is not only to create more housing units for homeless and potentially homeless households, but to make major structural changes to our social service system. We will work together to implement a coordinated client intake system so that those needing help can find it using one coherent and efficient process. We will negotiate agreements among housing owners and service providers that will allow the owners to let down many of the barriers that prevent homeless people from accessing housing. We will geographically expand the One Night Count of homeless people to cover most of the county rather than portions of the county. And we will strengthen other data gathering efforts.

We have only just begun, and we know that we face serious challenges. The federal government, which provides critical public housing and Section 8 dollars as well as Medicaid and other safety net programs, has been steadily cutting funding of these programs. We must do all we can to stem those losses, because local and state budgets are already tightly stretched and cannot fill in the gaps.

We must be vigilant with regard to state funding for mental health and substance abuse services and advocate strongly for adequate funding levels and fair distribution of state funds to ensure the availability of critical supportive services many people need to live independently.

We must not only use new dollars wisely, but we must use existing dollars more efficiently. This means focusing on coordinating existing systems and finding more cost-effective ways of housing and helping the clients who frequently use our expensive emergency systems, so that we can apply what we save to restructuring the broader system and helping all homeless people. It also means communicating and working together in ways never tried before. Thankfully, we are finding that we are all working toward a common goal, and we are eager to work together.

In its short life, the Committee to End Homelessness in King County has made great strides, and has made real improvements in the lives of real people. If there is one lesson to be learned from this “launch” period, it is that we can, indeed, achieve our goal. We have talent and commitment from across the community — all we need to do is maintain our effort, and our momentum.

We will raise a roof over every bed in King County. Please join us in that effort.

The Ten-Year Plan to End Homelessness in King County calls for integrating education, job training and other critical services with housing programs. Providing this combination of services is the most effective way to resolve and prevent homelessness.

Photo above by Dan Lamont, photo at right by Stefanie Felix
Governing Board
Dan Brettler, Co-Chair – Chairman/CEO/President, CAR TOYS Inc.
Ron Sims, Co-Chair – County Executive, King County
Scott Barnhart, MD – Medical Director, Harborview Medical Center
Rev. Dr. Leslie D. Braxton – Sr. Pastor, New Beginnings Christian Fellowship
Phyllis J. Campbell – President/CEO, The Seattle Foundation
Tara Connor – Seattle King County Coalition for the Homeless
Jon Fine – President/CEO, United Way of King County
Daniel S. Fulton – President/CEO, Weyerhaeuser Real Estate Company
Kathy Lambert – Councilmember, King County Council
Mike Lowry – Former Governor, Washington State
Greg Nickels – Mayor, City of Seattle
Phil Noble – Councilmember, City of Bellevue
Blake W. Nordstrom – President, Nordstrom, Inc.
Pamela Passman – Vice President/Global Corporate Affairs, Microsoft Corporation
Jeffrey Possinger – Councilmember, City of Duval
Sue L. Rahr – Sheriff – Mayor, City of Enumclaw
Tom Rasmussen – Councilmember, City of Seattle
Norman B. Rice – Former Mayor, City of Seattle
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 McInturf, Co-Chair – Director of Human Services, City of Seattle
Stephen Norman, Co-Chair – Executive Director, King County Housing Authority
Humberto Alvarez – Seattle King County Coalition for the Homeless
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
John Diaz – Deputy Chief, Seattle Police Department
Dini Duclos – CEO, Multi-Service Center
Dr. Charissa Fobinos – Medical Director, Public Health-Seattle & King County
Bill Hallerman – Vice President, Archdiocesan Housing Authority
Jenine Grey – Program Director, Chief Seattle Club
Bill Hobson – Executive Director, Downtown Emergency Service Center
Reed Holtgeerts – Director, King County Adult and Juvenile Detention
Chris J. – Consumer Advisory Council Representative
Katherine Johnson – Housing and Human Services Manager, City of Kent
Kate Jonas – President, Downtown Seattle Association
Paul Lambros – Executive Director, Plymouth Housing Group
Emily Leslie – Human Services Manager, City of Bellevue
Jackie MacLean – Director, King County Community and Human Services
Doreen Marchione – President and CEO, Hopelink
David Okimoto – Community Services Vice President, United Way of King County
Mario Paredes – Chief Executive Director, Consejo
Adrienne Quinn – Director, Seattle Office of Housing
David Ramsay – City Manager, City of Kirkland
Sue Sherbrooke – CEO, YWCA of Seattle - King County - Snohomish County
Kathleen Southwick – Executive Director, Crisis Clinic
Tom Tierney – Executive Director, Seattle Housing Authority
Jerry Towne – Superintendent, Washington State Veterans Affairs
Christine V. – Consumer Advisory Council Representative
Bill Wilson – CEO, YouthCare

Consumer Advisory Council
Alma C
Dara C
Elizabeth C
Nina C
Van C
Richard F
Vianka G
Michael G. Garcia
Chris J
Nenita M
Othie M
Linda P
Randy P
Bill Perryman
Ita S
Nancy S
Tracie Tevlin
Christine V
Michael VanMieghem
Latrice W
For confidentiality reasons, some members have elected to use just their last initial or have chosen not to be listed in any manner.

Endorsers
Local Governments and Governmental Associations
- 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 Sammamish
- City of Seattle
- King County
Nonprofit Housing Providers and Other Organizations
- Al Rahman Musallah (American Mercy Services) (Seattle)
- Church Council of Greater Seattle
- Common Ground
- Crisis Clinic
- Downtown Seattle Association
- Eastside Human Service Providers
- Fremont Public Association
- Hopelink
- League of Women Voters
- Minority Executive Directors Coalition
- Multi-Service Center
- Plymouth Housing Group
- The Seattle Foundation
- Seattle Housing Authority
- SHARE/WHEEL
- South King County Human Services Forum
- Suburban Cities Association
- United Way of King County
Official Congregational Endorsers
- Abu Bakr Mosque (Seattle)
- All Saints Episcopal Church (Seattle)
- American Jewish Committee (Seattle)
- Bethany United Church of Christ (Seattle)
- Christ the King Catholic Church (Seattle)
- Congregation Beth Shalom (Seattle)
- Eastside Friends Meeting (Bellevue)
- Episcopalian Church of the Resurrection (Bellevue)
- Feast of Tabernacles UCC (Seattle)
- First African Methodist Episcopal Church (Seattle)
- First Evangelical Lutheran Church (Bothell)
- First United Methodist Church (Seattle)
- Good Shepherd Baptist Church (Lynnwood)
- Holy Cross Lutheran Church (Bellevue)
- Islamic Center of Eastside (Bellevue)
- Islamic Center of Shoreline (Shoreline)
- Jamia Muslimin Cham Mosque
- Lake Washington United Methodist Church (Kirkland)
- Mount Zion Baptist Church (Seattle)
- Northshore United Church of Christ (Woodinville)
- Our Lady of the Lake Catholic Church (Seattle)
- Renton First United Methodist Church (Renton)
- St. Andrew’s Episcopal Church (Seattle)
- St. James Roman Catholic Cathedral (Seattle)
- St. Mark’s Episcopal Cathedral (Seattle)
- St. Mary Catholic Church (Seattle)
- St. Patrick’s Roman Catholic Church
- St. Therese Catholic Church (Seattle)
- Seattle First Baptist Church
- Sisters of Providence (Seattle)
- Temple Beth Am (Seattle)
- Temple Beth El (Bellevue)
- 24 Seven Ministry Center
- University Baptist Church (Seattle)
- University Friends Meeting (Seattle)
- University Lutheran Church (Seattle)
- University Temple United Methodist Church (Seattle)
- University Unitarian’s Board (Seattle)

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