



King County

Department of Community and Human Services

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IMPLEMENTATION PLAN

2012 – 2017 Veterans and Human Services Levy: Activity 2.2: Capital Funds for Permanent Housing

1. Goal

The primary goal of this activity is to prevent and reduce homelessness.

2. Strategy

The Veterans and Human Services Levy Service Improvement Plan (SIP) set a goal of Ending Homelessness.

3. Activity 2.2 Capital Funds for Permanent Housing

Activity 2.2, Capital Funds is the only activity described in the Service Improvement Plan under Capital Funds.

4. Service Needs, Populations to be Served, and Promotion of Equity and Social Justice

a) Service Needs

The greatest need for affordable housing in King County is for households at or below 40% of the area median income¹. In addition, there are an insufficient number of housing units for the number of households who need permanent housing with supportive services that will help them to retain their housing. The Ten Year Plan to End Homelessness has estimated the number of new housing units needed as follows: 1) 3,350 units that have intensive support services on site or available, 2) 4,300 units with moderate support services available.

b) Populations to be Served

The Veterans and Human Services (VHS) Levy Service Improvement Plan (SIP) has prioritized the populations to be served with all levy funds as follows: 1) Veterans and their families who are struggling with health issues and are either homeless or at risk of

¹ King County Affordable Housing Benchmarks Report 2006

homelessness, 2) Individuals and families who have experienced long-term homelessness and are frequent users of emergency services, jails and other institutions, 3) Parents coming out of jail who are striving to maintain their family or re-unite with their family, and 4) Families and children at risk of homelessness and involvement with justice, child welfare and other systems.

c) Promotion of Equity and Social Justice

The Equity and Social Justice Ordinance requires King County to consider the impacts of its policies and activities on its efforts to achieve fairness and opportunity for all people, particularly for people of color, low-income communities and people with limited English proficiency.

- i) Will your activity have an impact on equity?

Yes, primarily by targeting capital investment in housing for individuals with very low incomes or who are homeless, both being populations in which people of color are disproportionately represented.

- ii) What population groups are likely to be affected by the proposal? How will communities of color, low-income communities or limited English proficiency communities be impacted?

Allocation of VHS Levy capital funds to housing projects will primarily improve the chances for low income and homeless people to find permanent housing. As mentioned above, people of color make up a disproportionately large percentage of these groups.

- iii) What actions will be taken to enhance likely positive impacts on these communities and mitigate possible negative impacts?

All housing contracts for capital funds include language requiring compliance with fair housing laws and development of affirmative marketing outreach efforts for prospective tenants.

5. Activity Description

The plan is to allocate the currently available levy capital funds for the development of housing in annual funding rounds throughout the period of 2012-17, with funding decisions coordinated with other local homeless housing funders and the Washington State Housing Finance Commission (in projects using low income housing tax credits).

The King County Department of Community and Human Services (DCHS) does not develop and manage housing itself. Instead, the Department's Community Service Division /Housing and Community Development Program (HCD) conducts Request-For-Proposal processes to allocate available funds to nonprofit housing developers and housing authorities. The HCD program allocates federal and local funds for low-income housing every year and has a great deal of experience working with non-profit developers to produce quality housing that is well-managed. Funded projects are monitored for compliance with contract requirements, including the population to be served in the housing.

The proposal for the fall 2013 round of VHS Levy capital funds is to prioritize housing for homeless households with the most acute needs, as follows:

- Chronically homeless veteran households and other chronically homeless households with intensive service needs;
- Homeless households (veterans and others) that have a moderate need for services;
- Priority for housing units serving veterans is for projects that work with existing veterans services program/systems to determine housing needs and to meet the needs of the clients for housing and supportive services.

The HCD program generally does not specify specific target numbers for specific types of units because it is not possible to know which developers are ready to apply in any given funding round. Developers have different areas of expertise and it is not our policy to eliminate any projects solely because there is a set quota for specific housing types. Priorities may be adjusted in a given funding round based on what has been funded in prior years and the most pressing need at the present time.

6. Funds Available

The 2012 Service Improvement Plan allocations for this activity are provided in the table below. In 2012 the Supplemental Budget Appropriations Ordinance 17407 provided an additional one-time allocation of \$2.3 million in Veterans Levy funds for capital housing.

	2012	2013	2014	2015	2016	2017
Veterans Levy	\$ 625,000	\$ 625,000	\$ 625,000	\$ 725,000	\$ 860,000	\$ 960,000
Ordinance 17407	\$2,300,000					
Human Services Levy	\$ 700,000	\$ 700,000	\$ 700,000	\$ 830,000	\$1,000,000	\$ 1,200,000
Total	\$3,625,000	\$1,325,000	\$1,325,000	\$1,555,000	\$1,860,000	\$2,160,000

7. Evidence-based and Promising Practices

- a) Collective Impact - The Governing Board of the Committee to End Homelessness passed two resolutions in July 2006 asking local funders and jurisdictions to coordinate funding wherever possible, and to provide complete response funding to projects wherever possible.

The HCD program continues to work in close collaboration and coordination with other public affordable housing capital funders, including the City of Seattle, A Regional Coalition for Housing on the eastside, the Washington State Department of Commerce and the Washington State Housing Finance Commission in order to deploy capital resources as effectively and efficiently as possible for the highest priority homeless housing projects in our region. Our level of coordination over the years has resulted in a reduction in the amount of time it takes for projects to secure all funding needed for the project by several years. This has translated into a much faster timeline for completing a housing project and opening the doors to tenants. Before coordination the average time period from the first application to opening doors was about four to six years, and after coordination the time period has been reduced to an average of two to three years.

- b) Permanent supportive rental housing in the Housing First Model; an evidence-based best practice. The Housing First model that takes homeless households into housing just as they are without screening barriers related to criminal history, tenancy history,

substance abuse or other factors that may impact direct entry to housing. This housing model serves chronically homeless persons, extremely vulnerable homeless persons and homeless persons that are high utilizers of mainstream systems, such as the Sobering Center, jails and hospital emergency rooms.

The HCD program, in collaboration with partner funders, has funded a large number of permanent supportive housing units, a majority of which are housing first units (approximately 2300 units to date), located primarily, but not exclusively, in a variety of neighborhoods in the City of Seattle. These projects are succeeding in housing homeless veterans and other persons in need for at least 6 months (about 92% of persons housed), and 12 months (about 84% of persons housed). As the Committee to End Homelessness (CEH) gets very close to reaching the goal for the production of permanent supportive rental units in the coming next few years, we are looking at other promising practices and best practices for serving the broad needs of homeless households in King County.

- c) Emerging Best Practices and Federal Direction – Federal government direction for ending homelessness is coming from the United States Interagency Council on Homelessness and HUD. Other national think-tank agencies such as the National Alliance to End Homelessness (NAEH) and the Corporation for Supportive Housing (CSH) are also helping to shape national best practices. Following upon the national success of the “Rapid Re-housing” component of the Homeless Prevention and Rapid Re-housing Program funded through the American Recovery and Reinvestment Act, this program model is emerging as a best practice with the support of the federal government agencies, NAEH and CSH.

The HCD Program participated in the Homeless Prevention and Rapid Re-housing Program and learned some lessons from it. We are using those lessons to develop a new Rapid Re-housing Pilot Program through which we intend to be able to house many more homeless households who are not chronically homeless and can use temporary assistance to resolve their immediate homelessness crisis.

8. Service Partnerships

The Levy Service Improvement Plan calls for alignment with CEH (page 30 of the 2012-2017 SIP) and the Ten Year Plan to End Homelessness. DCHS and its divisions and programs have prioritized the goal of ending homelessness and work in very close partnership with the CEH.

The HCD program works collaboratively with all of the public and private funders contributing resources for operating support, rental assistance and supportive services in the homeless housing receiving capital awards, to ensure that the project can adequately support the proposed population to be served and that resources are deployed effectively. The funds are combined into a very successful Combined Operating, Rental Assistance and Services Request for Proposals (ORS RFP) process in which all of the funders collectively participate, making funding recommendations together.

During the review of the projects applying for capital funding, the staff and partners administering the Combined ORS RFP are consulted with and asked to review the operating and services components of the projects and the preliminarily proposed operating and services budgets.

9. Performance Measures

The following performance measures were identified by the Levy's Evaluation Team. Current performance measures for this and all Levy funded programs can be found on the [Levy website](http://www.kingcounty.gov/operations/DCHS/Services/Levy.aspx): <http://www.kingcounty.gov/operations/DCHS/Services/Levy.aspx>.

Objectives	Service Outputs/ Measures	Target(s)	Data Source
System Resources/ Capacity Building	• Veterans' units funded	46	Internal HCD reporting
	• Human services units funded	91	