



## **King County**

### **Department of Community and Human Services**

Jackie MacLean, Director

401 Fifth Avenue, Suite 500  
Seattle, WA 98104

**(206) 263-9100** Fax (206) 296-5260

TTY Relay 711

## **IMPLEMENTATION PLAN**

### **2012 – 2017 Veterans and Human Services Levy:**

#### **Activity 2.4 B: Support Services for Housing: On-Site Support Services**

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#### **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 2.4 B: Support Services for Housing: On-Site Support Services**

Activity 2.4 B, On-Site Support Services is one of two activities described in the Service Improvement Plan under Activity 2.4 Support Services for Housing.

#### **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 income<sup>1</sup>. 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 in King County (Ten Year Plan) has estimated the number of new housing units needed as follows: 1) 3,350 units that have intensive support services on site or available; and 2) 4,300 units with moderate support services available. The Five Year Plan to End Homelessness Among Veterans in King County has estimated the number of new housing units needed for homeless veterans to fall somewhere between 610 and 770, including a mix of capital

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<sup>1</sup> King County Affordable Housing Benchmarks Report 2006.

development and housing vouchers, as well as increased engagement with mainstream systems to provide some of this housing and the associated services.

Studies from around the country have reported cost savings and greater success by homeless households in permanent housing when appropriate services are provided in housing. In addition, homeless households have very low incomes and operating subsidies are needed to make units affordable for homeless households.

According to the Ten-Year Plan, millions of tax dollars could be saved annually from overused emergency services and 911 calls by providing safe and affordable housing to homeless individuals and families that is linked with appropriate supportive services. The Ten-Year Plan states that there are 2,500 chronically homeless single adults in King County, 1,800 of who need a housing model that includes “intensive, on-site services.” The plan also indicates a need for 475 units of housing for high-need homeless families where on-site “intensive services” will be available. Stable housing, linked to the needed array of supportive services, is essential to promoting recovery and employment (p. 18 of the V-HS Levy SIP).

*b) Populations to be Served*

The populations to be served, as stated in the Veterans and Human Services (V-HS) Levy Service Improvement Plan are: 1) Veterans and their families in need who are struggling with or at risk for mental illness, health problems, post-traumatic stress disorder, unstable housing or homelessness, and under-employment, 2) Individuals and families who have experienced long-term homelessness and are frequent users of emergency services, jails and other institutions, 3) Individuals who have been recently released from prison or 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?

Data on racial disparities reflected in King County Department of Community and Human Services (DCHS) programs is critical to the department’s contribution to the King County Equity and Social Justice Initiative, which aims to overcome long-standing racial and cultural inequities and injustices in King County. The DCHS has chosen three areas of focus<sup>2</sup> for employing the principals of the Equity and Social

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<sup>2</sup> The three areas of focus are: 1. Improving access to mental health and substance abuse prevention and treatment services for youth and adults of color; 2. Improving access to early intervention services for infants and toddlers

Justice Initiative in the programs administered throughout the department. One of these areas highlights work with the CEH and other partners to address the disproportionate number of persons of color who are homeless. To this end, DCHS is carefully reviewing funded services to immigrant and refugee populations, and potential improvements to current practices. The evaluation team in the DCHS Community Services Division also administered a survey to homeless service providers to learn more about how to improve the accessibility of funding to serve isolated immigrant and cultural groups through the annual Combined Funding process.

- 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?

The Homeless Housing and Services Fund (HHSF) 2011 Progress Report, which also includes V-HS Levy-funded programs, provides data on the race and ethnicity of clients served by these programs. While HHSF program data is not necessarily representative of the King County homeless population overall, it is very similar to the demographic data for all individuals reported as served in housing programs in King County, according to the Safe Harbors Homeless Management Information System (HMIS)<sup>3</sup>. As is the case for the homeless population in King County, clients served by HHSF programs do not mirror the demographic characteristics of the general population in the County. According to the U.S. Census Bureau American Community Survey<sup>4</sup>, African Americans comprise about six percent of the King County population, people who identify as Multi-Racial comprise about four percent of the County population, and American Indians comprise less than one percent of the County population. For each of these three racial categories, HHSF programs provide services and housing to a much higher proportion than they are counted in the general population. Conversely, Asian Americans comprise 13 percent of the King County population, but only five percent of the HHSF client population, and approximately two percent of individuals reported as served in housing programs in the Safe Harbors HMIS. For those HHSF clients that have reported race, 64 percent are people of color.

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

Providers are selected for funding based in part on their responses to questions about their agency equity and social justice practices, including the provision of culturally competent services that are tailored to meet the individual needs of the people they

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birth to age three; and 3. Working with the Committee to End Homelessness and other partners to address the disproportionate number of persons of color who are homeless.

<sup>3</sup> Source: "Table 2. Demographic Summary of All Individuals Served in Housing Programs", Safe Harbors Homeless Management Information System 2009 Annual Report

<sup>4</sup> Source: U.S. Census Bureau, 2005-2009 American Community Survey

serve. They are also encouraged to conduct self-assessments around cultural competency, and to continually ask questions and collect data to demonstrate that they are delivering the most appropriate types of services to those they serve. Demographics of the populations served by these providers are reviewed, wherever possible, in advance of awarding funds in order to ensure that projects are reaching those groups who are most in need and who are most adversely impacted by homelessness in our community.

## **5. Activity Description**

Funds will be allocated annually through a competitive Request for Proposals (RFP) process and be awarded to non-profit organizations that have identified units of affordable permanent housing and have a solid service plan for the participants, including on-site services that meet the tenants' individual needs. Funds will be distributed countywide and special consideration will be given to assure that these resources are used to create a variety of housing choices and supportive service opportunities for participants.

The application for the fall round of Levy services and operating funds will prioritize funding for permanent housing and services for homeless households. This includes:

- chronically homeless veteran households and other chronically homeless households with intensive service needs; and
- homeless households (veterans and others, including youth and young adults) that need supportive services linked to permanent housing.

Supportive services may include, but are not limited to, the following: case management and advocacy, engagement and outreach, housing support and life skills training, employment counseling, job search assistance, education and training, money management and credit repair, domestic violence and sexual assault support, mental health and substance abuse counseling (not covered by other resources), legal assistance, children's services and interpreter services.

Operating funds will cover the costs to run and operate housing that is affordable to households with very low incomes, or costs for individual rent subsidies for project participants.

Selected agencies must either have direct experience working with the target populations or have partnership agreements in place with a specialized provider to assure that services are sufficient and appropriate.

For those funds targeted to veterans, and in order to meet the goal for serving veterans, King County Housing and Community Development Program (HCD) proposes to give the highest priority to projects that already have a partnership with a veteran-serving agency able to identify the service and housing needs of their clients, and actually refer appropriate veterans into the housing. Priority will also be given to projects that have a concrete plan to develop a working relationship with an existing veterans program or system.

In addition to the funds allocated through the annual RFP process, funds will be utilized for a number of youth and young adult shelter programs in King County. Auburn Youth Resources, Friends of Youth, and YouthCare were selected to receive \$275,000 in 2012-2013 to provide staffing and services for their youth and young adult shelter programs and increase the bed capacity for homeless youth and young adults. An additional \$35,000 was awarded to Friends of Youth to provide employment services to youth and young adults in their shelter program, in order to enhance self-sufficiency of those in their program. The YouthCare Bridge Program was awarded \$100,000 to provide shelter and long-term housing for sexually exploited youth. The program also offers specialized, wrap-around recovery services including intensive case management, counseling, education, and employment training.

### Funds Available

The 2012 Service Improvement Plan identified the following allocations for #2.4B activities that are funded through the annual competitive RFP process:

	2012	2013	2014	2015	2016	2017
<b>Veterans Levy</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 340,000</b>	<b>\$ 450,000</b>	<b>\$ 525,000</b>	<b>\$ 720,000</b>
<b>Human Services Levy</b>	<b>\$700,000</b>	<b>\$ 700,000</b>	<b>\$ 815,000</b>	<b>\$ 850,000</b>	<b>\$ 950,000</b>	<b>\$ 1,000,000</b>
<b>Total</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,155,000</b>	<b>\$1,300,000</b>	<b>\$1,475,000</b>	<b>\$1,720,000</b>

In addition, the youth and young adult programs received the following funding:

	2012	2013	2014	2015	2016	2017
<b>Veterans Levy</b>						
<b>Human Services Levy</b>	<b>\$310,000</b>	<b>\$ 100,000</b>				
<b>Total</b>	<b>\$310,000</b>	<b>\$100, 000</b>				

### 6. Evidence-based or Promising Practices

The Corporation for Supportive Housing has stated that “supportive housing is a successful, cost-effective combination of affordable housing with services that helps people live more stable, productive lives.” It is designed to help those who face complex challenges by providing access to a flexible array of comprehensive services including medical and wellness, mental health, substance use management and recovery, vocational and employment, money management, life skills, household establishment, and tenant advocacy. Studies have shown that housing first and permanent supportive housing positively impact the health of homeless households, including decreases in emergency room visits and hospital inpatient days, and increases in the use of preventive health care services. Levy funds will be invested in this model through coordination of the funding sources needed to make permanent supportive housing successful.

Services provided to or connected to the housing funded through the levy will need to meet the following general best practice standards, at a minimum: 1) non-threatening and flexible

approach to engaging and connecting people with services, 2) provide a level of support that meets the needs of the person/household recognizing that homeless households have a wide range of service needs 3) coordinate health and treatment needs with mainstream services where applicable and possible, and 4) crisis intervention services are available where applicable and possible.

HCD staff will work with project applicants to identify the most appropriate evidence-based best practices cited in the Levy Service Improvement Plan and the Ten-Year Plan for each proposed project.

**7. Service Partnerships**

The Levy Service Improvement Plan calls for alignment with the Committee to End Homelessness (CEH) (page 34 of SIP) and the Ten-Year Plan to End Homelessness. DCHS has prioritized the goal of ending homelessness and works in very close partnership with the CEH as well as with public funders in King County.

The CEH supports regional planning and coordination among public homeless housing funders (page 35 of SIP). In coordination with CEH and the V-HS Levy Oversight Boards, DCHS is working with regional partners to jointly allocate funds for housing capital, operating costs and services in permanent housing, as well as other new initiatives that emerge. The goal of this coordination among regional funders is to provide complete funding (e.g., capital dollars if necessary for actual housing units, operating funds for the housing, and supportive services for the tenants) to the highest ranked homeless housing and service projects as quickly as possible. Ultimately, this will simplify the process for developers so that they do not have to spend years gathering sufficient funding to start construction and to operate the project.

**8. Performance Measures**

The following performance measures were identified by the Levy’s Evaluation Team. Performance will be evaluated annually and targets will be adjusted accordingly as needed for the following year.

<b>Objectives</b>	<b>Service Outputs/ Measures</b>	<b>Most Recent Performance</b>	<b>Target(s)</b>	<b>Data Source</b>
<b>Treatment/ Intervention</b>	Total households served	236	236	Report Card – Demographics
	Veteran households served	30	30	Report Card – Demographics
	Case management hours	TBD	TBD	Report Card – Services
	Increase housing stability (retention at one year)	90%	91%	HHSF Outcomes Report