

King County Regional Homelessness Authority



A topographic map of a region, likely in the Pacific Northwest, showing a network of rivers and mountainous terrain. The map is overlaid with a teal-colored grid. The text "Our Five Year Plan is our shared roadmap." is written in large, white, bold, sans-serif font across the left side of the map.

**Our Five
Year Plan is
our shared
roadmap.**

**It is an evidence-based,
data-driven tool to align
our work and decision-
making in service of our
neighbors experiencing
homelessness, and our
community as a whole.**

More than
62,000
PEOPLE

**in King County experienced
homelessness at least once
in 2022.**

Source: WA State Dept. of Commerce





However, not all of these experiences are unsheltered.

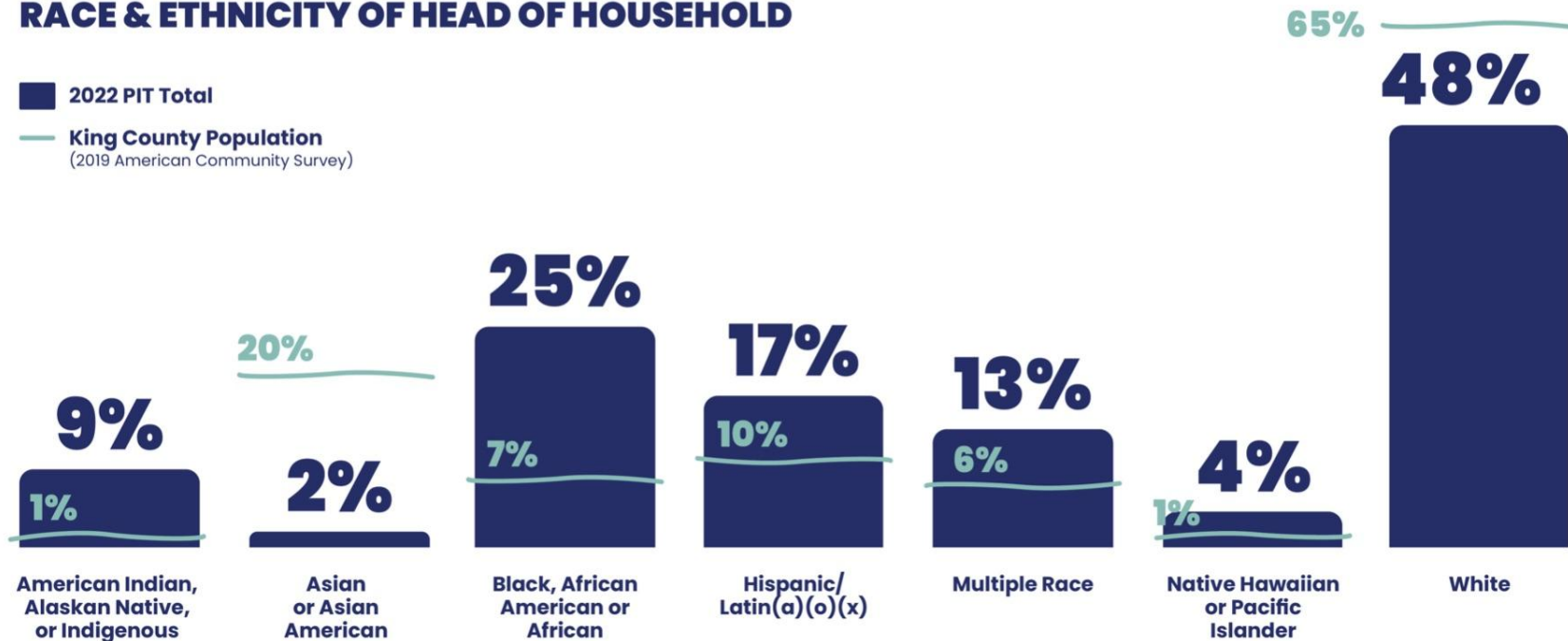
Modeling indicates that the system must rapidly scale to end unsheltered homelessness for ~23,000 people per year over the next five years.

2022 Point in Time Count

RACE & ETHNICITY OF HEAD OF HOUSEHOLD

■ 2022 PIT Total

— King County Population
(2019 American Community Survey)





**Solving
homelessness
will take
all of us.**



What we'll talk through today:

- 1 King County Regional Housing Authority's role**
- 2 Overview of how we got here**
- 3 The Five Year Plan**
- 4 High-level timeline for review, approval and rollout**
- 5 Next steps**

Our Role



**The King County
Regional Homelessness
Authority was
established to lead
a unified approach
to dramatically
reduce the number of
unsheltered people in
our communities.**



Our Role

CURRENT STATE
Scarcity

FUTURE STATE
Shared
Abundance



An experience that feels chaotic and unsafe, polarized and limited in what it can achieve.

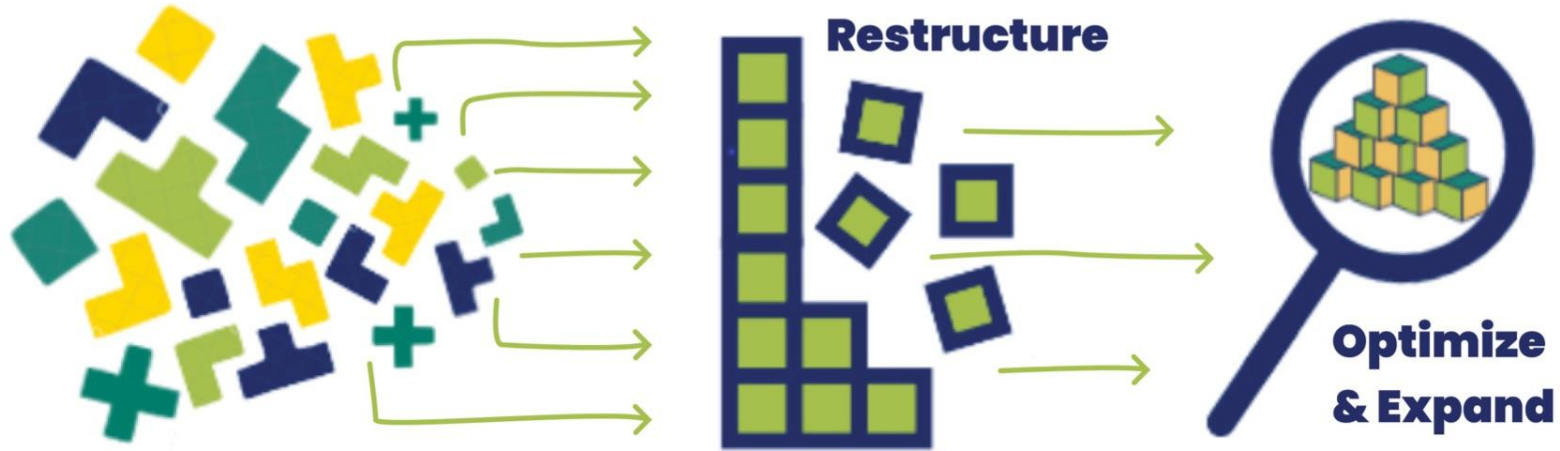
A single, efficient, successful system that has affordable housing for all with accessible high-quality services on-demand countywide.

**Our community has
long known many of the
solutions to homelessness.**



Now, we need to act on what we know works at an even greater scale.

Our agency offers the infrastructure, coordination, and centralization of resources and work to make that scale possible.



How We Got Here



The Plan

NIS REPORT 2019

- 10 Action Steps
- Unified Theory of Change
- One Regional Authority
- Funders Collaborative
- Person-Centered Design
- Accountability to People Experiencing Homelessness

INTERLOCAL AGREEMENT 2019

- Establishes KCRHA
- Unifies funding from Seattle and King County
- Defines guiding principles

REGIONAL ACTION FRAMEWORK 2020

- Four focal points needed to solve homelessness
 1. Collaboration and coordination
 2. Affordable and supporting housing
 3. Crisis Response (KCRHA)
 4. Related Systems and Services (health, justice, social safety net)

COMMUNITY ENGAGEMENT 2021-2022

- Sub-Regional Planning
- 38 workshops in Summer 2022
- Focus on sub-populations in Fall 2022

FIVE- YEAR PLAN

- Seven strategies

Progress to Date

Interviewed

670

people living unsheltered to learn about their personal stories, barriers, and solutions to inform our work

Created a best-in-class Emergency Housing Voucher program, with near full utilization and a leasing rate that is nearly

2x that of peer communities

Strengthened

oversight

and performance monitoring

Moved over

4,500

households inside

Ensured that encampment resolutions are focused on

housing

Set up a Housing Command Center to

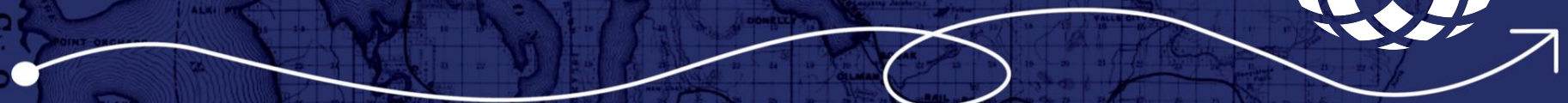
streamline

the actions needed to house people

Improved coordination and effectiveness

severe weather response

Five-Year Plan





What we know:

Housing is the solution to homelessness

**We also know that the path to housing is
different for every community member,
based on their unique experiences.**



3

**core
principles
guide our
plan:**

1

Homelessness is solvable.

2

Solving it comes by centering the real life experiences of those who've been unsheltered.

3

By applying principles of equity and justice, our communities' solutions will benefit everybody.



Our Roadmap centers seven goals:

- 1 Dramatically reduce unsheltered homelessness**
- 2 Restructure the service system to improve capacity, supports, and efficiency**
- 3 Deliver accessible, accountable, and responsive services**
- 4 Reduce the impact of racism on people experiencing homelessness**



Our Roadmap centers seven goals:

5

No Family with Children Sleep outside

6

Every Unaccompanied Youth and Young Adult has a home

7

The Region Acts As One To Address Homelessness

A dark blue background featuring a topographic map with contour lines and place names like 'ALKI', 'GOWELL', 'SQUAR', 'CLAMAN', 'WASHO', 'IDA', 'YASHO', 'LAKE', 'MOUNTAIN', and 'CITY'.
1

Dramatically reduce unsheltered homelessness

We need to:

- **Expand temporary and permanent housing** to meet our community's need
- **Improve housing and supports** for individuals with the most significant needs
- **Assess and update our existing infrastructure**
- **Scale up “Partnership for Zero”** to achieve “Functional Zero”

1 Our current housing gap is significant

**UNITS NEEDED
BY 2027**

**CURRENT STOCK
(2022)**

GAP

TEMPORARY HOUSING

$$23,018 - 4,148 = 18,870$$

PERMANENT HOUSING

$$48,271 - 3,052 = 45,219$$

A dark blue map of the Washington D.C. area, showing the Potomac River, the city of Washington, and surrounding areas like Arlington and Fairfax. The map is partially visible in the top left corner.

1 Our current housing gap is significant

Modeling shows that the system must increase capacity to temporarily house ~23,000 people per year over the next five years.

But, if our community meets affordable housing goals, then we will *not* need to sustain this level of infrastructure in the future and investments (including temporary housing) could be repurposed to provide support to the broader community.

1 Temporary Housing Options



Recovery Housing

- Harm Reduction
- Treatment
- Recovery Support
- Sober Living



Recuperative Housing

- Provides ongoing healthcare supports
- Reduces emergency room visits



Micro-Modular Shelter

- Tiny Home, Pallet Shelter



Emergency Housing

- Non-congregate
- Provides privacy & dignity



Safe Parking

- Connection to Services

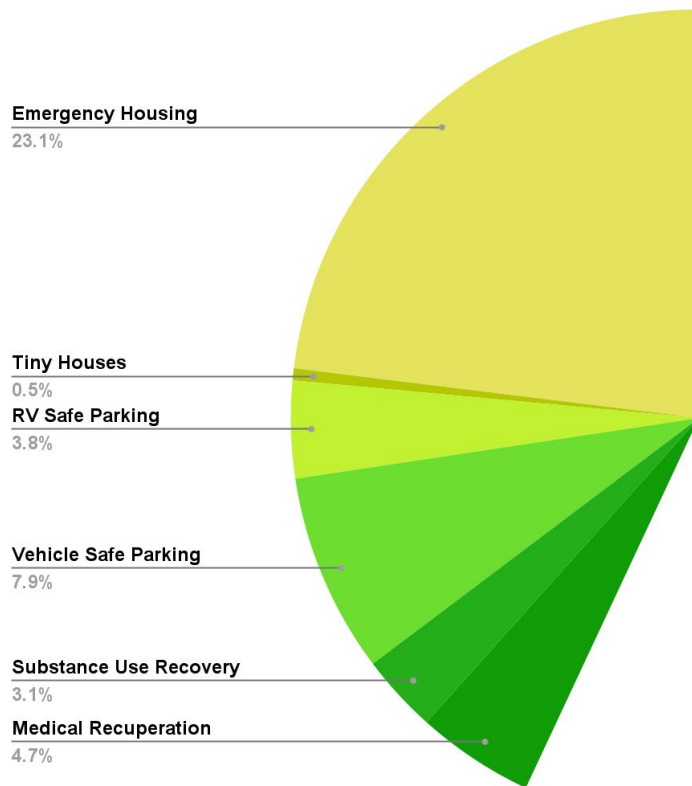


RV Parking

- Connection to Services
- Connection to Utilities

1

Temporary Housing Projected Need



1 Permanent Housing Options



Permanent Supportive Housing

- Comprehensive support services



Long-Term Care

- Elderly or disabled
- Ongoing assistance with daily living



Supported Employment

- In-depth job placement
- Housing subsidy



Market Housing

- Typical rentals without specialized services



Shallow Subsidy

- Fixed funding or percentage of rent
- Voluntary services



Shared Housing

- Voluntary roommate matching



Voucher Bridge

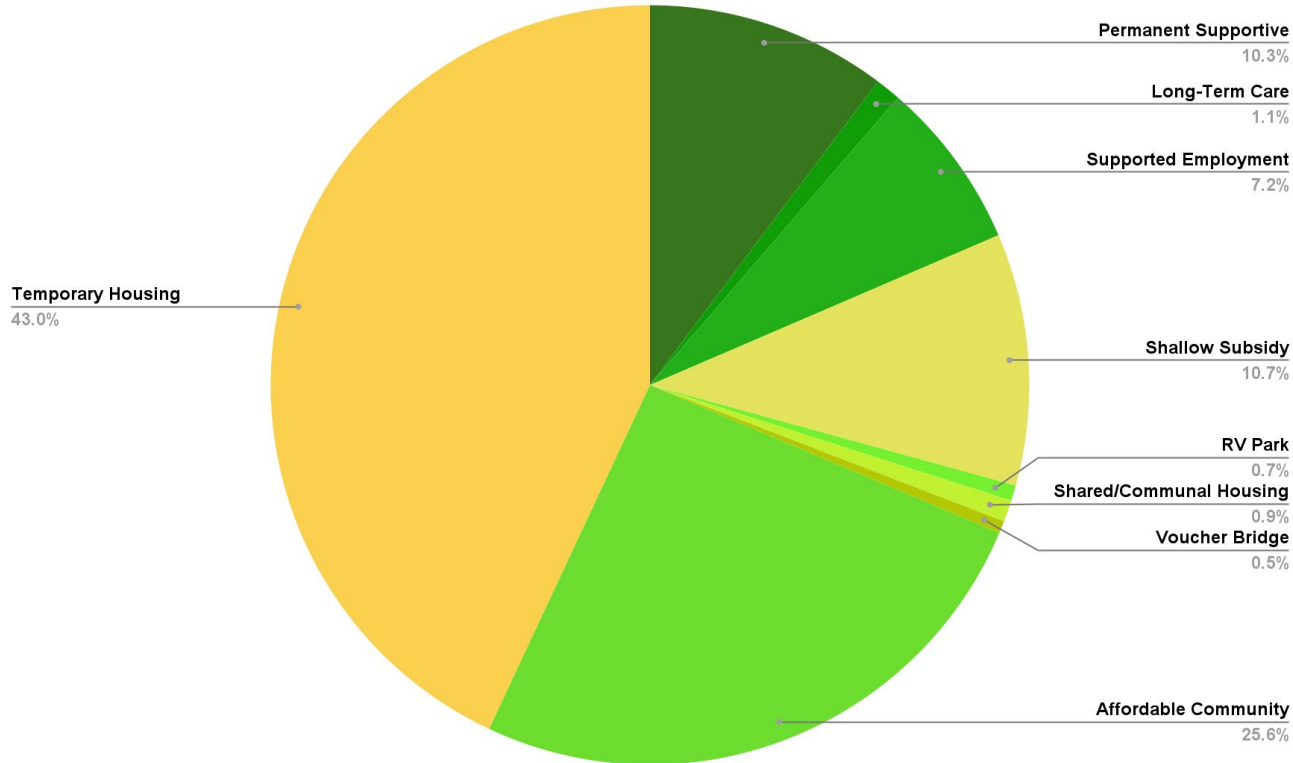
- Close the gap between voucher and market rent



RV/Trailer Park

- Low-cost housing
- Connection to Services

1 Permanent and Temporary Housing Projected Need





1 Measuring Progress on dramatically reducing unsheltered homelessness

- **Number of people** experiencing homelessness
- **Number of temporary and permanent housing units** compared to need
- **Number of services, programs, and physical facilities** for high-acuity individuals
- **Number of communities** in Partnership for Zero, and **number of people housed**

A dark blue background featuring a topographic map with contour lines and place names like 'ALKI', 'GOWELL', 'BOGAK', 'OLIMAS', 'PAUL', 'LAKE', 'YASHON', and 'IDA'.

2

Restructure the service system to improve capacity, supports, and efficiency

- Scale **prevention and diversion** to reduce inflow
- Optimize **funding for services and operations**
- **Support our front-line workers** and stabilize the workforce
- **Redesign our outreach services** to geographically cover our entire county, serve those who need it most, and improve coordination
- **Improve our severe weather responses**
- Grow and diversify our **portfolio of service providers**
- Standardize and **support person-centered healing**



2

One of the most effective ways to address homelessness is to end it before it begins.

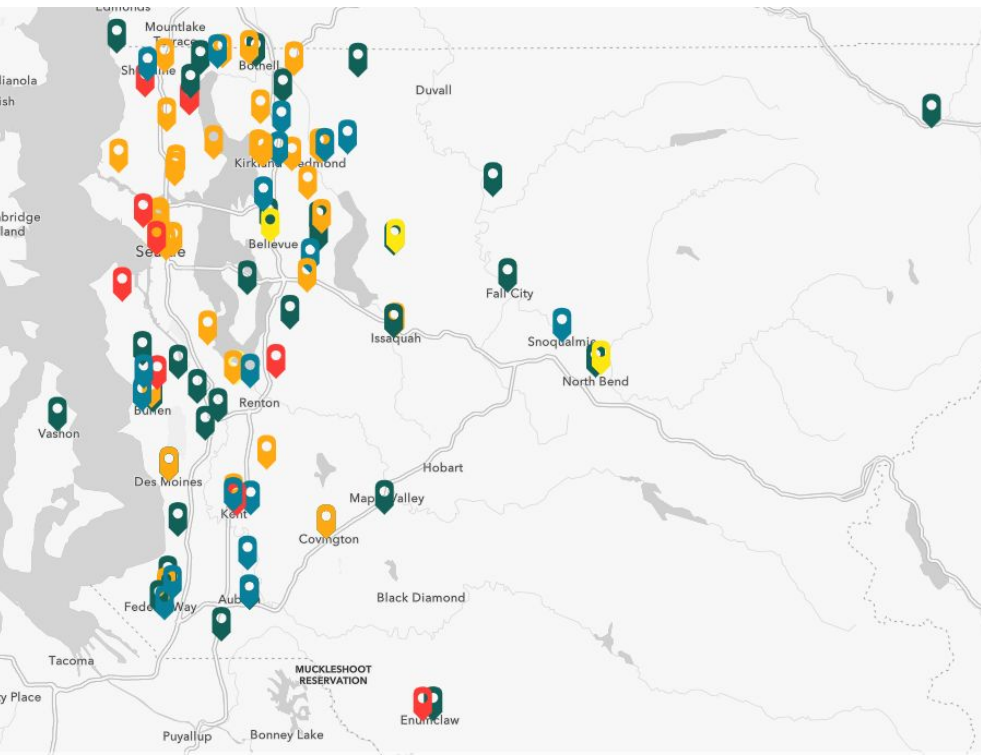
If flexible diversion and prevention funding were available,

**UP TO 1,175
HOUSEHOLDS**

**may be diverted from
homelessness each year.**

2

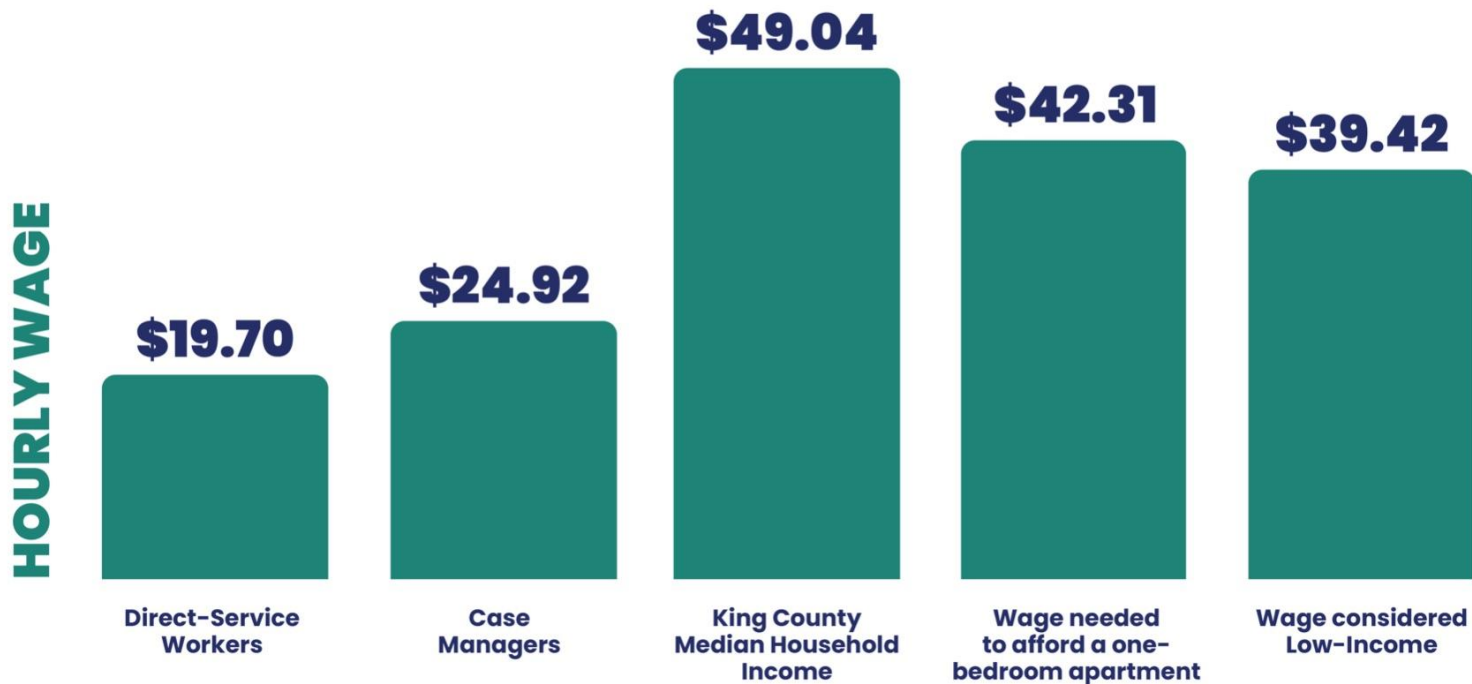
Addressing Severe Weather Response Will Continue to Be a Top Priority



Across severe weather events, the KCRHA has already supported responses that have served over

1,000
individuals seeking
refuge from
weather conditions.

2 We must support our frontline workers



A dark blue map of King County, Washington, showing various cities and geographical features. The map is partially visible in the top left corner of the slide.

2

Measuring progress towards restructuring the service system

- **Proportion of households seeking diversion or prevention assistance** and number successfully diverted from homelessness.
- **Comparison of front line staff base pay** to cost of rent for one-bedroom apartment in King County
- **Percent contracted organizations that are By/For/Equity serving programs**
- **Number of providers receiving trainings in person-centered, healing-based practices**
- **Usage of severe weather response mechanisms**, including emergency funds, shelter-in-place supplies, and expanded capacity shelters
- **Increase in severe weather response options** in sub-regions
- **Percent change in funding over time** across federal, state, local and private/philanthropic.



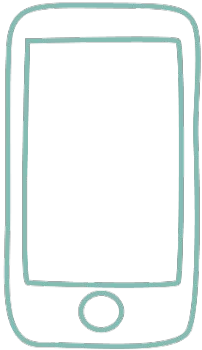
3

Deliver Accessible, Accountable, and Responsive Services

- Develop and refine the **Ombuds** process of ensuring that services are **accountable to people experiencing homelessness**
- Develop **continuous feedback channels** for program participants (web and mobile)
- Develop a process for participants to **control and manage their own personal data** (HMIS)
- Support **real-time information on resource availability**

3

Responsive services look like:



- **Partnering with 211** to ensure homelessness services information is up-to-date and accurate.
- **Online platforms that are easy to use**, and available to all
- Developing resources that **center the needs and desires of those who will use them**
- **Continually monitoring and improving** our systems

A dark blue map of the Chicago area is visible in the top left corner, showing streets and landmarks like Grant Park and the Loop.

3

How we measure progress on delivering accessible high-quality services

- **Ombud's Investigation** outcomes
- **Regular updates** of KCRHA Regional Services Database
- **Rate of return** and time between return visits to Emergency Rooms
- **Number of families, youth, and young adults** that exit to permanent housing

A dark blue background featuring a topographic map with contour lines and geographical labels like 'ALKI', 'GOWELL', 'SQUAR', 'OILMAN', 'RAIL ROAD', 'SEATTLE', 'LAKE', and 'COMO'.

4

Reduce the impact of racism

- **Center equity across all services**
- **Improve data collection** to better understand how homelessness is experienced across all populations, including:
 - Immigrants and refugees
 - Black and African Americans
 - Indigenous and Native Americans
 - People living with disabilities
 - LGBTQIA2S+.
- **Be accountable and transparent** to community partners that represent communities most impacted.

A dark blue map of the United States is visible in the background of the top section of the slide.

4 We prioritize equity, because we know that the human consequences of racism and inequity affect us all.

We know the causes of homelessness disproportionately impact BIPOC individuals:

- Inaccessible Housing
- Redlining and Preventing Home Ownership
- Poverty/Deep Poverty
- Segregation/Rental Housing Discrimination
- Incarceration
- Access to Quality Health Care



4

How we measure progress on reducing the impact of racism

- **Data collection improvement plan** developed with providers and communities that serve these populations
- **Percentage of contract funding** awarded to By/For organizations
- **Rate of BIPOC clients** that re-enter homelessness

A dark blue background featuring a topographic map with contour lines and various geographical labels like 'ALKI', 'GOWELL', 'SQUAR', 'OILMAN', 'RAIL', 'POND', 'WATTS', 'LAKE', and 'MOUNTAIN'.

5

No Family with Children Sleeps Outside

- Improve coordination so **all families experiencing homelessness have rapid pathways to housing**
- **Partner with healthcare and education systems** to prevent homelessness and provide wrap-around services
- Expand evidence-based program interventions, and **scale up what we know works**

5

Families with children make up 17% of people experiencing homelessness. The majority of children are under 10 years of age.





5

How we measure progress on ensuring Families with Children sleeps outside

- **Length of time** that a family with children experiences homelessness
- **Proportion of families** seeking diversion or prevention assistance and number successfully diverted from homelessness.
- **Number of active formal partnerships** with schools and healthcare systems to improve early warning, prevention, and wrap-around services



6

Every unaccompanied youth and young adult has a home

- **Expand housing and program interventions** for youth and young adults
- Collaborate across the system to **prevent youth and young adult homelessness, and reduce inflow** into the system
- **Integrate a strengths-based and healing approach** across all programs and policies
- Develop a **coordinating body of Youth and Young Adults** to inform our system

A dark blue background featuring a detailed map of King County, Washington. The map shows various geographical features, including water bodies like Puget Sound and numerous islands, as well as land areas with city names and road networks. The map is overlaid with a grid.

6

Of the 13,368 individuals experiencing homelessness in King County on the morning of the 2022 King County Point-in-Time Count, 850 individuals (6.5%) were unaccompanied Youth and Young Adults



A faint, dark blue map of the Washington D.C. area is visible in the top left corner of the slide. It shows the Potomac River, the city of Washington, and parts of Maryland and Virginia. The map is partially obscured by the slide's header and the number 6.

6

How we measure progress on ensuring every unaccompanied youth and young adult has a home

- **Number of Youth and Young Adults** entering homelessness
- **Percentage of contract funding awarded** to YYA Programs
- **Ongoing operation of a Youth Advisory Board**
- **Number of Youth and Young Adult focused service providers** that receive training in a healing-centered and strengths-based approach

7

The Region Acts as One to Address Homelessness

39 cities in King County



7

The Region Acts as One to Address Homelessness

- **Partner with all 39 cities in King County** to consolidate and streamline funding
- **Elevate Coordinated Entry** as the primary pathway for housing placement
- **Develop coordinated and unique sub-regional implementation plans**
- **Support those across our region who need us most:**
 - a. Veterans
 - b. Seniors and elders
 - c. People transitioning out of hospitals and jails
 - d. Families, Youth and Young Adults



7

**WE MUST ADOPT A UNIFIED
REGIONAL APPROACH**

**We all want
homelessness
solved; solving it
will take all of us.**

A faint, dark blue map of the Greater London area is visible in the top left corner of the slide. It shows the River Thames, major roads, and surrounding areas like Epsom and Sutton. The map is partially obscured by the title and list.

7

How we measure progress on a unified regional approach

- **Number of Interlocal Agreements** with the Seven Sub-Regions
- **Number of households placed into housing** through Coordinated Entry (CE)
- **Completion of the 7 sub-regional implementation plans**

KCRHA 2023 Budget



2023 Budget Planning

Regional Action Framework: **Four** Components of Action

COMPONENTS	KCRHA'S ROLE
Coordination and Foundational Items	Facilitation and Partnership
Affordable and Supportive Housing	Advocacy
Crisis Response	Implementation
Mainstream System and Services	Advocacy and Partnership

Current System Analysis

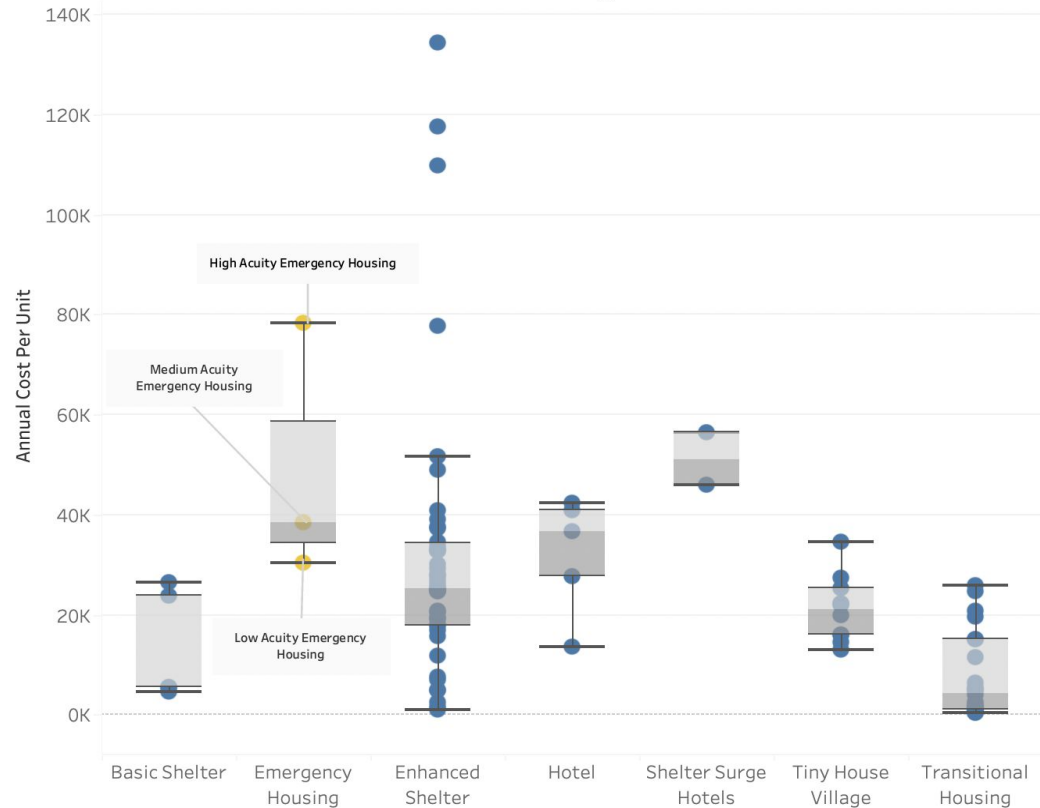
Performance Comparison

PROGRAM TYPE	# of persons served per bed per year	Exits to PH in 2021	Exit rate to PH	Cost per exit*	Average length of stay in 2021 (days)	Average length of stay for persons who exit to PH (days)	Rate of returns to homelessness
Emergency Shelter	2.5	1,138	18%	\$60,048	119	155	14%
THVs	1.6	125	45%	\$64,893	356	524	10%
Transitional Housing	1.8	332	65%	\$23,505	289	394	15%
Rapid Rehousing	N/A	572	71%	\$44,464	264	293	4%
All RHA Programs**	N/A	3,699	22%	\$29,652	183	250	8%

SOURCE: KCRHA Contract Administrative Data. *Based on total funding (KCRHA + Other Sources) ** Includes Hygiene/day centers, Outreach/Navigation, Prevention, and Diversion

Current System Analysis

Emergency Housing Cost Per Unit



Current System Analysis

Emergency Housing Target Performance Comparison

PROGRAM TYPE	EXIT RATE TO PH	COST PER EXIT	AVERAGE LENGTH OF STAY IN 2021	RATE OF RETURN TO HOMELESSNESS
Emergency Housing Modeled	95%	\$16,190	203	5%
Emergency Housing (2022 Preliminary)**	54%	**	237	6%
Emergency Shelter	18%	\$60,048	119	14%
THVs	45%	\$64,893	356	10%
Transitional Housing	65%	\$23,505	289	15%
Rapid Rehousing	71%	\$44,464	264	4%

SOURCE: KCRHA Contract Administrative Data (Emergency Shelter, THV's, Transitional Housing, Rapid Rehousing)

**Initial outcomes from new 2022 Emergency Housing Programs are promising, and will need a full year of data for comprehensive analysis

Current System Analysis

Provider Wages Are Not Sustainable

Provider and workforce capacity to expand programs to scale is extremely limited.

8.5%

**INFLATION SINCE
LAST YEAR**



**PROVIDERS FACE SIGNIFICANT
VACANCY RATES**

Basis for 2023 Incremental Requests

GAPS IN CURRENT SERVICES

- High Acuity Shelter
- Emergency Housing
- Safe Parking
- Severe Weather

ONGOING EFFECTS OF COVID-19

- Daytime Community Spaces
- Provider Wages

KCRHA OPERATIONS FUNDING

- Right-size the KCRHA staffing needed to fully support this work

Requested Incremental Changes

Safe Parking

WHAT ARE WE BUYING?

6-7 sites
20 vehicles per site
130 of vehicles at any one time
195 vehicles served annually

WHAT ARE WE GETTING?

A safe and stable place for people living in their vehicles to stay while waiting for permanent options
An efficient and effective way of connecting people living in vehicles to services
Vehicle specific services

WHAT ARE THE OUTCOMES?

Better and quicker service outcomes for people living in vehicles
Fewer people dying in their cars

Requested Incremental Changes

Daytime Community Spaces

WHAT ARE WE BUYING?

Up to 12 new sites

Enhancements to existing sites

Up to 740 people served at any one time

Up to 1,480 people served per year

WHAT ARE WE GETTING?

Places for people experiencing unsheltered homelessness to be in the daytime

A consistent place for people to connect to services

Uses community centers as a model

WHAT ARE THE OUTCOMES?

Natural connection to services

Expanded geographic service availability

Safe, stable alternatives to being outside during the day

Requested Incremental Changes

Emergency Housing

WHAT ARE WE BUYING?

Could include single family homes, hotels, SRO's or other buildings

Up to 345 additional beds

Start-up Costs

Dedicated resident support staff

WHAT ARE WE GETTING?

A dignified place for people to wait for permanent housing

Stability and life skills

A better option than the current harmful shelter models

WHAT ARE THE OUTCOMES?

Increased retention of permanent options

Faster pathway off street into interim housing while waiting for permanent housing

Free up space in existing shelters

Requested Incremental Changes

High Acuity Shelter

WHAT ARE WE BUYING?

55 high acuity shelter beds

Onsite medical and behavioral health staff

WHAT ARE WE GETTING?

Specialized health services to stabilize people in acute need

WHAT ARE THE OUTCOMES?

More successful placements for people with high needs

Save costs to providers and the public arising from sufficient levels of services for high acuity individuals

Requested Incremental Changes

Severe Weather/Emergency Response

WHAT ARE WE BUYING?

Countywide funding for heat and fire/smoke emergency/pandemic-related emergencies, as well as shelter expansion, supply or other needs

WHAT ARE WE GETTING?

Support for people to safely shelter in place during severe weather and other emergencies

Expanded shelter availability during emergencies

WHAT ARE THE OUTCOMES?

Support a Countywide response

Save lives of people living unsheltered who choose to shelter in place during severe weather events or who cannot access limited available shelter

Requested Incremental Changes

Additional Operating Costs

WHAT ARE WE BUYING?

Additional staff and overhead funding for program design and implementation

WHAT ARE WE GETTING?

Increased administrative support for providers

Brings KCRHA Operating costs to 10% of total budget (Most provider budgets are 15%)

WHAT ARE THE OUTCOMES?

Faster contract execution
Improved provider capacity and performance

Better data and performance management

Next Steps



Next Steps

FIVE-YEAR PLAN

- Direct funding and technical assistance to the programs and services that are proven to have the greatest impact on moving people inside



**We all have
a role here.**

**We are all a part
of the shared
path forward.**

A topographic map of the Chesapeake Bay area, including parts of Maryland and Virginia. The map is overlaid with a teal color and a white grid. The text "Thank You" is prominently displayed in the upper center.

Thank You

www.KCRHA.org
info@kcrha.org

Find us on LinkedIn, Facebook,
and Twitter @KC_RHA

Graveyard



Incremental Changes for Consideration

PRIORITY INCREMENTAL CHANGES – \$67.9M

Adding Places for People

- \$5M Safe Parking
- \$15M Daytime Community Spaces
- \$20M Emergency Housing
- \$20M High Acuity Shelter
- \$1M Severe Weather/Emergency Response

RHA Support for New Places for People and Ongoing Work

- \$7.2M Increased RHA Operating Funding

ADDITIONAL INCREMENTAL CHANGES TO CONSIDER – \$18.2M

Adding Supports for the System

- \$5.4M Provider Wage Consideration
- \$1.5M Valuing Lived Experience
- \$500K BIPOC Agency Participation
- \$795K Technical Assistance for Small Providers