



**KCRHA**  
King County Regional Homelessness Authority



**2024**

# Ombuds Office Annual Report



*Promoting Public Confidence in the  
Authority's Ability to Efficiently, Effectively,  
and Equitably serve its customers.*



206-639-4601



[ombuds@kcrha.org](mailto:ombuds@kcrha.org)



[www.kcrha.org/ombuds](http://www.kcrha.org/ombuds)



# T A B L E O F C O N T E N T S

Executive Summary	<u><b>01</b></u>
Message from the Ombuds Office	<u><b>02</b></u>
About the Ombuds Office	<u><b>03</b></u>
Our Process	<u><b>07</b></u>
Milestones & System Areas of Growth	<u><b>10</b></u>
Ombuds Office Data	<u><b>15</b></u>
What's Next for the Ombuds Office	<u><b>32</b></u>
Contact Information	<u><b>34</b></u>

The images in this report are stock photography, featuring models used for illustrative purposes only. With few carefully evaluated exceptions, we do not publish or share photos of people experiencing homelessness.

# Executive Summary

## Overview

The Ombuds Office supports community members through customer service and provides access to a fair process on issues concerning the homelessness response system. Our work is to initiate improvements and sustainable efforts in service delivery, program administration, policies, and other activities overseen or funded by the Authority.

## Key Milestones

- In 2024, the Ombuds Office:
- Engaged 23% more community members compared to 2023.
  - Enhanced transparency by publishing the 2023 Annual Report and 2024 Quarterly Reports.
  - Improved accessibility by translating information materials into 21 languages.

## Most Frequent Web Form Issues

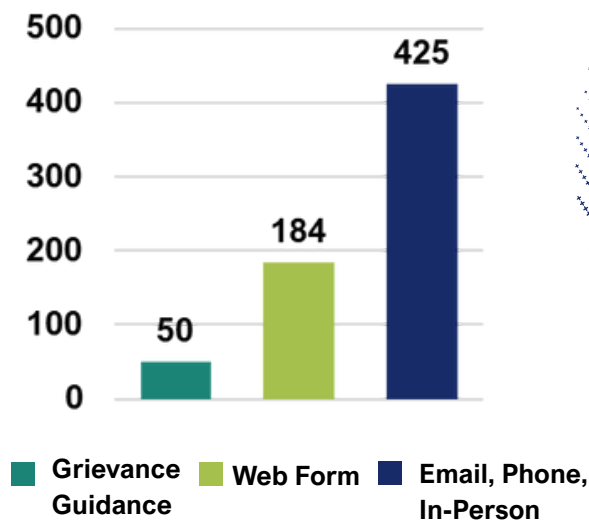
Issue Area
1. Resource Requests
2. Staff
3. Facilities Issues
4. Safety Concerns
5. KCRHA
6. Discrimination

## System Areas of Growth

The Ombuds Office identified three system improvement areas after engaging with community members.





1. Workforce Development
2. Confidentiality & Retaliation
3. Continuous System Improvement

## Total Ombuds Office Contacts 2024



In 2024, the Ombuds Office reached 659 community members via various channels.

## What's Next for the Ombuds Office

-  Continue community engagement.
-  Finalize the grievance guidance project.
-  Improve data collection and access to qualitative data.
-  Develop an information framework for the Ombuds Office to facilitate ongoing system improvement.



## MESSAGE FROM THE OMBUDS OFFICE

*Dear King County Region,*

As we take a moment to reflect on the past year, we are grateful for the opportunity to serve our community members experiencing homelessness and the providers who assist them. We are proud of our progress in improving community access to our office and creating more effective channels for sharing the information we gather.

## KEY HIGHLIGHTS OF THE YEAR

*In 2024, we achieved several key milestones:*

- Published our first Annual Report and Quarterly Updates
- Translated our materials into 21 languages and increased our language access
- Expanded the data we collected to include subpopulations and other data points
- Increased the number of people we served by 23%
- Launched our Grievance Guidance Project

## VISION FOR THE FUTURE

As we look to 2025 and beyond, our focus remains dedicated to ongoing improvement of our services and increasing community access as we strive to facilitate meaningful system improvements. We will continue to collaborate closely with KCRHA, its contract holders, and community members to ensure our efforts align with the responsibilities we are called to fulfill.

With gratitude,  
KCRHA Ombuds Team



# ABOUT US





## MISSION

The Ombuds Office mission is to assist community members by providing excellent customer service and facilitating access to a fair process regarding issues related to the homelessness response system. By collecting feedback, we aim to initiate improvements and sustainable efforts in delivering high-quality services.

## BRIEF HISTORY

In 2019, the City of Seattle, King County, and All Home (the former county-wide HUD-funded Continuum of Care) partnered with the National Innovation Service (NIS) to redesign the local homelessness response system.

During this process, NIS collaborated with our unhoused neighbors, people with lived experience of homelessness, providers, businesses, philanthropists, and public sector stakeholders to develop the KCRHA. As part of this system redesign, our unhoused neighbors advocated for creating an ombuds office to help center the voices of people with lived experience in KCRHA's provision of services to those experiencing homelessness. Today, we are one of two Ombuds Offices in the country dedicated exclusively to supporting people experiencing homelessness.

Key milestones in our history include:

- 2022: Established KCRHA's Ombuds Office to receive complaints and concerns from community members.
- 2023: Increased the number of individuals served by 366%.
- 2024: Published our first annual report and quarterly reports.



## **WHAT WE DO**

The Ombuds Office works to foster accountability in the homelessness response system by providing information, resolving concerns, investigating complaints, and monitoring trends to guide improvements in King County.

### **PROVIDE INFORMATION**

Educate, inform, and provide referrals to community members about homeless resources in King County.

### **RESPOND**

Respond to inquiries, concerns, and complaints about homeless services and work to resolve them informally.

### **GATHER FEEDBACK**

Receive feedback from community members regarding homelessness response system services.

### **COLLECT DATA**

Collect demographic and aggregate information about cases to help inform KCRHA's system improvement efforts.

### **ISSUE REPORTS**

Report concerns to KCRHA staff, leadership, and governance.

### **INVESTIGATE**

Conduct a thorough fact-finding process for multi-agency or system-wide issues by taking into account the seriousness and urgency of the situation, the number of individuals affected, community concerns, the scope of the problem, and how it aligns with the priorities of the Ombuds Office.

## WHO WE SERVE



### PROGRAM PARTICIPANTS

In a KCRHA-funded program who wish to formally submit a complaint or express a concern.



### KCRHA CONTRACT HOLDERS

Receiving federal, state, or local funding, administered by KCRHA, to provide homeless services.



### COMMUNITY MEMBERS

Seeking information about the homelessness response system or services.

## OUR SCOPE OF WORK

KCRHA's Interlocal Agreement allows the Ombuds Office to review, investigate, and resolve issues in four areas:

### SERVICE DELIVERY

The services, resources and activities provided for people experiencing homelessness.



### PROGRAM ADMINISTRATION

The administrative responsibilities of KCRHA and its contracted service providers including contract management, performance monitoring, compliance with rules and regulations, and customer service.

### POLICIES

The decisions, courses of action, protocols, or procedures implemented by KCRHA or a contracted service provider.



### OTHER ACTIVITIES MANAGED BY KCRHA

Including but not limited to: Continuum of Care responsibilities such as Coordinated Entry or the Homeless Management Information System (HMIS).





# OUR PROCESS

## OUR SERVICES: HOW WE RESPOND TO CASES

The Ombuds Office offers five services to help manage cases.

**1**

### INFORMATION & REFERRAL

We provide information about King County resources and the services available for referrals.

**2**

### ASSISTANCE & FACILITATION

We work to resolve issues by engaging relevant parties and facilitating discussions, aiming to bridge the gap between program participants and providers.

**3**

### EXTERNAL REVIEW

We address concerns about non-contracted providers and communicate these issues to the appropriate oversight agency for resolution.

**4**

### PROGRAM REVIEW

We investigate significant issues concerning KCRHA contract holders that complainants raise and escalate them to the KCRHA Programs Department.

**5**

### SYSTEMIC REVIEW\*

We will conduct a systemic review or investigate if concerns involve multiple agencies or a system-wide response.

\*Before 2024, we listed "investigation" as a separate service. However, we believe it is more accurate to state that we incorporate an investigative or fact-finding process within our other services (e.g., external review, program review).

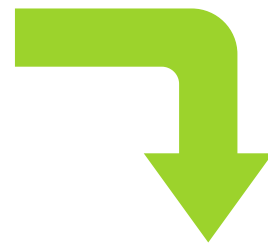
## OUR PROCESS

What happens when someone contacts the Ombuds Office?



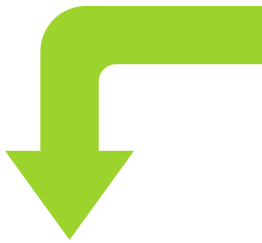
### Case Initiation

A community member or contract holder contacts the Ombuds Office through phone, email, or a web form.



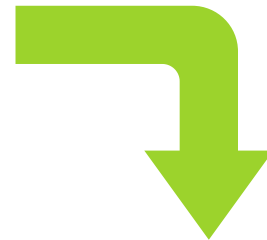
### Ombuds Assignment

Once contacted, the Ombuds team will open a case, assign an ombuds to review the situation, gather information about the issue or concern, and categorize it as a complaint, inquiry, comment or concern.



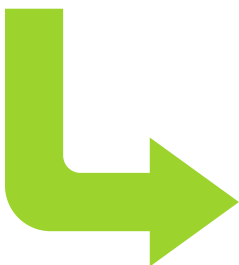
### Service Determination

The assigned ombuds will determine the most appropriate method or service to address the issue and will work to resolve, address, or document the concern.



### Collect Data, Close Case, Monitor

The issue is closed, and the Ombuds Office monitors progress while collecting data to ensure transparency and accountability.





# **MILESTONES & SYSTEM AREAS OF GROWTH**





## 2024 MILESTONES

2024 marked another year of growth for the Ombuds Office, highlighted by several key milestones, including:



Improved transparency and accountability regarding the services provided and information collected by the Ombuds Office through the publication of the inaugural Ombuds annual and quarterly reports.



Increased accessibility and reach to a broader audience by translating key ombuds community engagement materials into 21 languages, covering the most prevalent [Tier 1, 2, and 3 languages in King County](#).



Connected with more community members and increased its outreach efforts, reaching 23% more individuals than in 2023.

## GRIEVANCE GUIDANCE PROJECT

Another noteworthy milestone included launching the Grievance Guidance project to explore promising practices in handling grievances from participants in homeless service programs, starting in late 2024 and into 2025. To inform the development of this guidance, the Ombuds Office gathered input from over 100 program participants and providers.

The Ombuds Office plans to produce a report later in 2025 based on promising practices and lessons learned from this project.

### The project's goals include:

- Better understanding of how homeless service providers handle concerns and grievances from program participants.
- Fostering an emerging standard of practice for addressing grievances from program participants.
- Identifying ways for the Ombuds Office to better support and partner with KCRHA contract holders in managing their responses to grievances.
- Enhancing the Ombuds Office's approach to addressing grievances from KCRHA contract holders, program participants, and other community members.

## SYSTEM AREAS OF GROWTH

Based on contacts obtained via phone calls, emails, and online forms, the Ombuds Office would like to highlight three areas for system improvement: 1) workforce development, 2) confidentiality/retaliation, and 3) continuous system improvement. The Ombuds Office's case servicing informed these areas, which involved more in-depth communication with providers through external and program reviews and in-person community engagement events with providers and community members.

### WORKFORCE DEVELOPMENT

In responding to cases and speaking with providers, many expressed challenges in delivering services and emphasized the need for additional workforce development resources to support their daily work better. These issues pertain to the skills, capabilities, and resource availability that providers have identified and the Ombuds Office observed in the case resolution process as essential for meeting the demand for services.

#### **Competency:**

- To help establish a community of practice among providers, more opportunities hosted by KCRHA for collective training and networking are needed.
- Consistent training opportunities that are explicitly tailored to homeless service providers.
- Additional training on navigating the mobility transfer process.

#### **Capability:**

- KCRHA, in partnership with its contracted providers, should develop and implement a standard for housing-first approaches that go beyond mere housing or housing only.

#### **Capacity:**

- Additional resources are required to support individuals with complex health and behavioral health needs.
- Expand housing and service options for youth and young adults.
- Increase resource support for housing navigation for those moving through the Coordinated Entry Process.

## SYSTEM AREAS OF GROWTH CONTINUED

### CONFIDENTIALITY AND RETALIATION

As a division within KCRHA, the Ombuds Office must comply with Washington State's Public Records Act (PRA), which allows the public to access records held by government agencies, except where statutory exemptions apply. However, few exemptions protect individuals who contact the Ombuds Office seeking assistance in resolving conflicts with service providers. These individuals often fear adverse consequences from filing a complaint, such as being asked to leave a shelter or facing retaliation from homeless services staff. This fear is particularly significant for those who have experienced trauma, such as physical and sexual assault or harassment, and who struggle to trust that the information they share will not be used against them.

We have received reports from program participants and staff who have experienced negative consequences after filing an Ombuds Office report, including evictions from shelters or housing and even job loss. While the PRA aims to promote government transparency, which aligns with the Ombuds Office's purpose as stated in the Interlocal Agreement, "to promote confidence in the Authority's ability to serve individuals effectively, efficiently, and equitably," the unintended consequence is that the system (the Ombuds Office included) is effectively urging some of our most vulnerable community members to report issues without equipping the Ombuds Office to protect them from retaliation. Such a process oversight creates a chilling effect for the populations we aim to support, particularly program participants and staff in homeless services who are hesitant to file complaints due to fear of retaliation.

While the confidentiality of the Ombuds Office's records is a concern that must be addressed through the state legislative process, there are existing state laws that protect the confidentiality of ombuds offices that serve vulnerable populations (e.g., the Office of the Family and Children's Ombuds and the Office of Behavioral Health Advocacy). To reduce the risk of retaliation, it is essential to include unambiguous language in KCRHA contracts that prohibits retaliation against program participants or staff at KCRHA-contracted sites who contact the Ombuds Office.

## SYSTEM AREAS OF GROWTH CONTINUED

### CONTINUOUS SYSTEM IMPROVEMENT

While the Ombuds Office has developed processes that uplift community voice and create a "closed loop" with providers, ensuring they at least acknowledge and understand issues raised, this feedback is not meaningfully integrated into KCRHA's broader work. Valuable feedback shared through the Ombuds Office and KCRHA's Boards is not consistently leveraged to inform systemic improvements or strengthen the quality of services, due in part to a lack of infrastructure and established internal processes across departments.


Additionally, the absence of shared ownership for using Ombuds data to shape policy or practice places disproportionate responsibility on the Ombuds Office to collect, analyze, and share system-level feedback without a clear path for impact. As a result, meaningful system-wide improvements are hindered.

To incorporate community input into continuous system improvement, KCRHA must develop clear pathways for departments to engage with and apply community feedback. Shared ownership and coordinated action are essential for ensuring that insights from those most impacted by the system lead to lasting change.

Despite these challenges, the Ombuds Office remains steadfast in its role within the homelessness response system to provide accountability, amplify community voice, and promote system improvement. We aim to make the most of our role to improve services by:

- Providing feedback on the need for clarity in contract language regarding program policies and guidelines.
- Using data as a means to track community trends & concerns.
- Clarifying standards for care and expectations in service delivery.
- Elevating the voices of community members with lived experience as the motivator for systems improvement efforts.



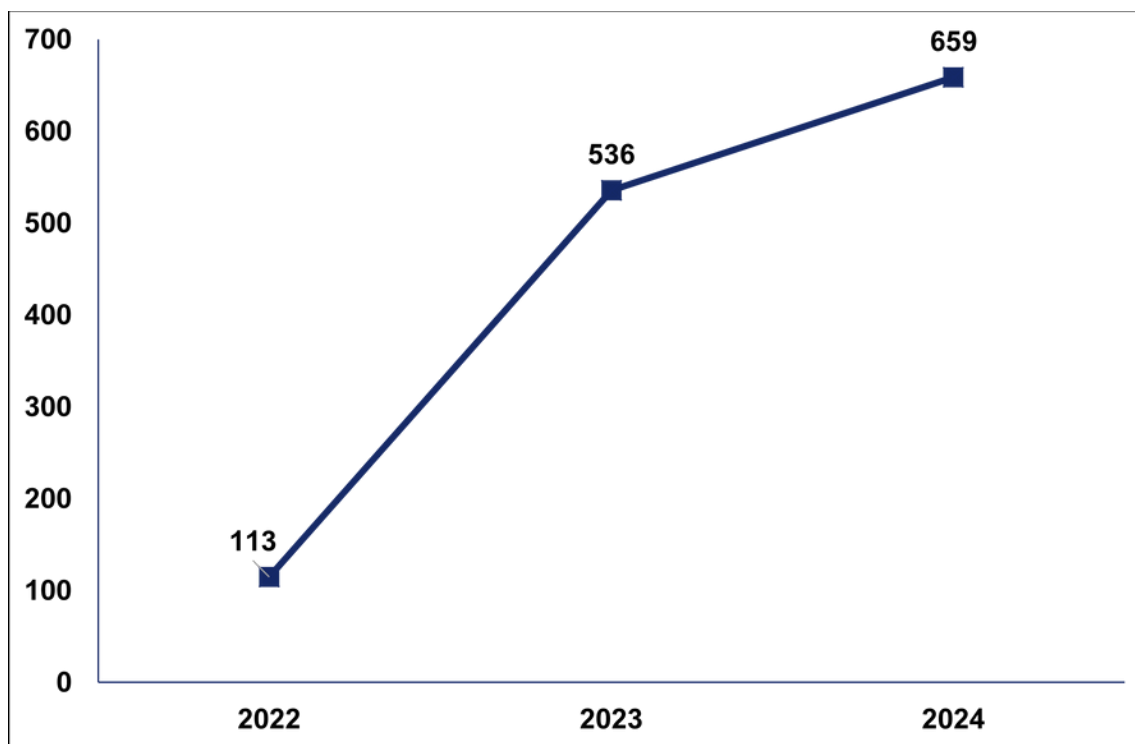


# OMBUDS OFFICE DATA

## OMBUDS CASE TRACKER DATA

The case tracker data from the Ombuds Office includes information gathered from all 609 Ombuds contacts in 2024, regardless of how those contacts were made (e.g., web form, email, or phone). It is important to note that with the exception of Figure 1 and Figure 3 this data does not include the 50 individuals who took part in the grievance guidance project.

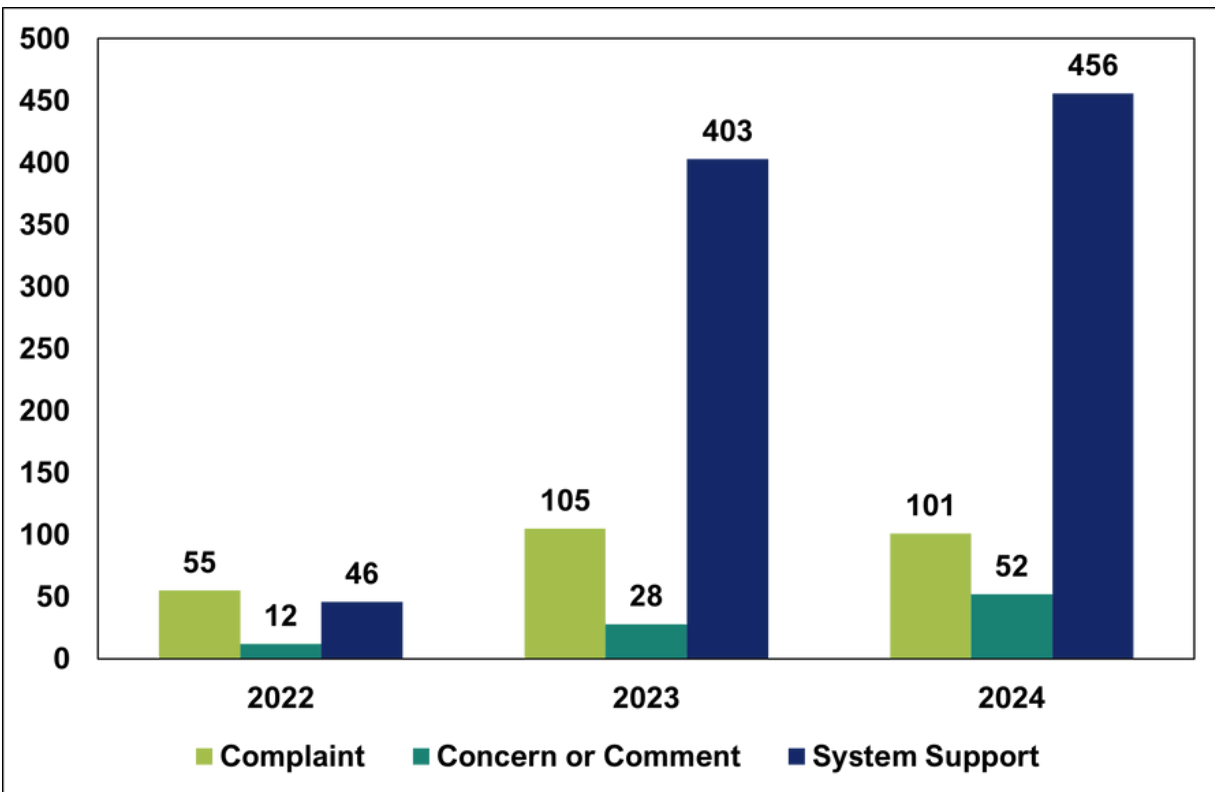
**FIGURE 1. TOTAL NUMBER OF OMBUDS CONTACTS 2022-2024**



**Figure 1.** The graph depicts the total number of people who contacted the Ombuds Office in 2022, 2023, and 2024. The team's growth from one to five members was the main reason for the noticeable increase in contacts between 2022 and 2023. Compared to 2023, the number of people who contacted the office rose by 23% in 2024.

## OMBUDS CASE TRACKER DATA

FIGURE 2. TYPES OF CASES 2022-2024



**Figure 2:** The three case types that the Ombuds Office addressed in 2022, 2023, and 2024 are depicted in Figure 2. These case types include 1) complaints that express dissatisfaction with a program or service; 2) comments or concerns where people want to voice their opinions without filing a formal complaint; and 3) system support, where people get in touch with the Ombuds Office to ask information about the homelessness response system or other resources. The Ombuds Office spends most of its time handling complaints, even though most of the cases it receives are related to requests for system support.

## OMBUDS CASE TRACKER DATA

FIGURE 3. TOTAL NUMBER OF OMBUDS CONTACTS 2024

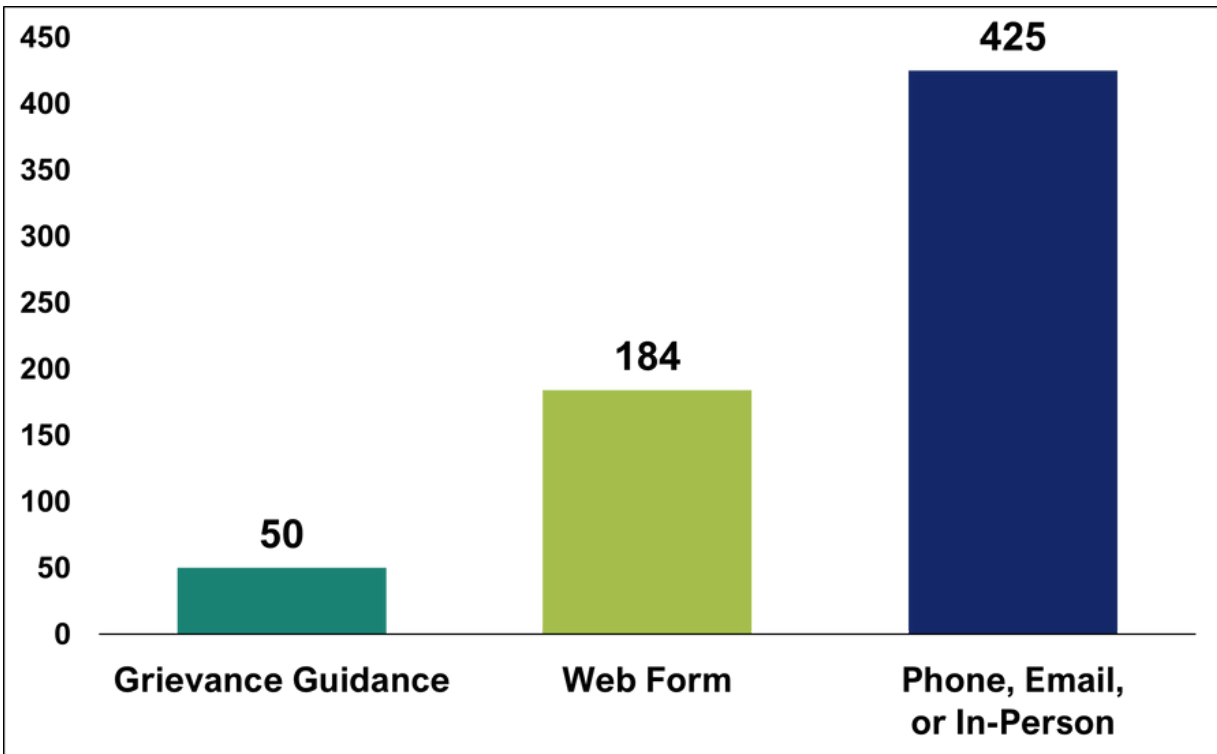
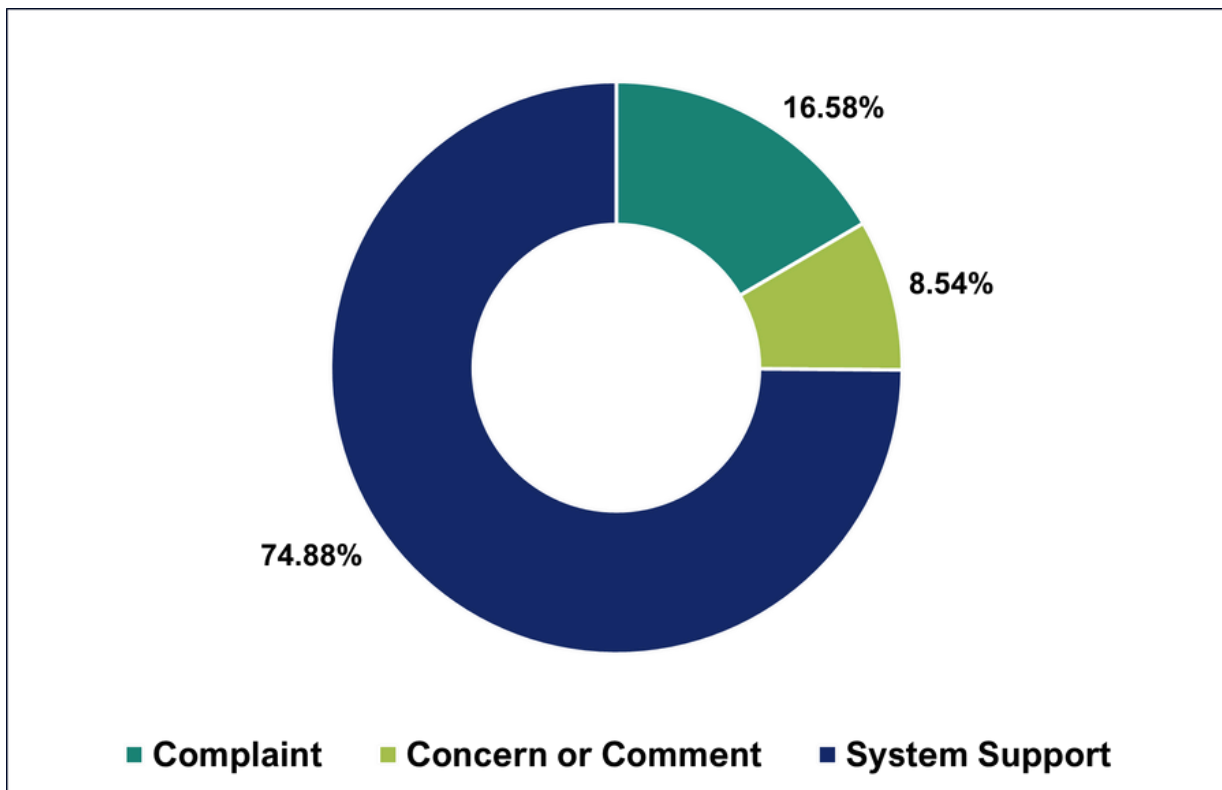


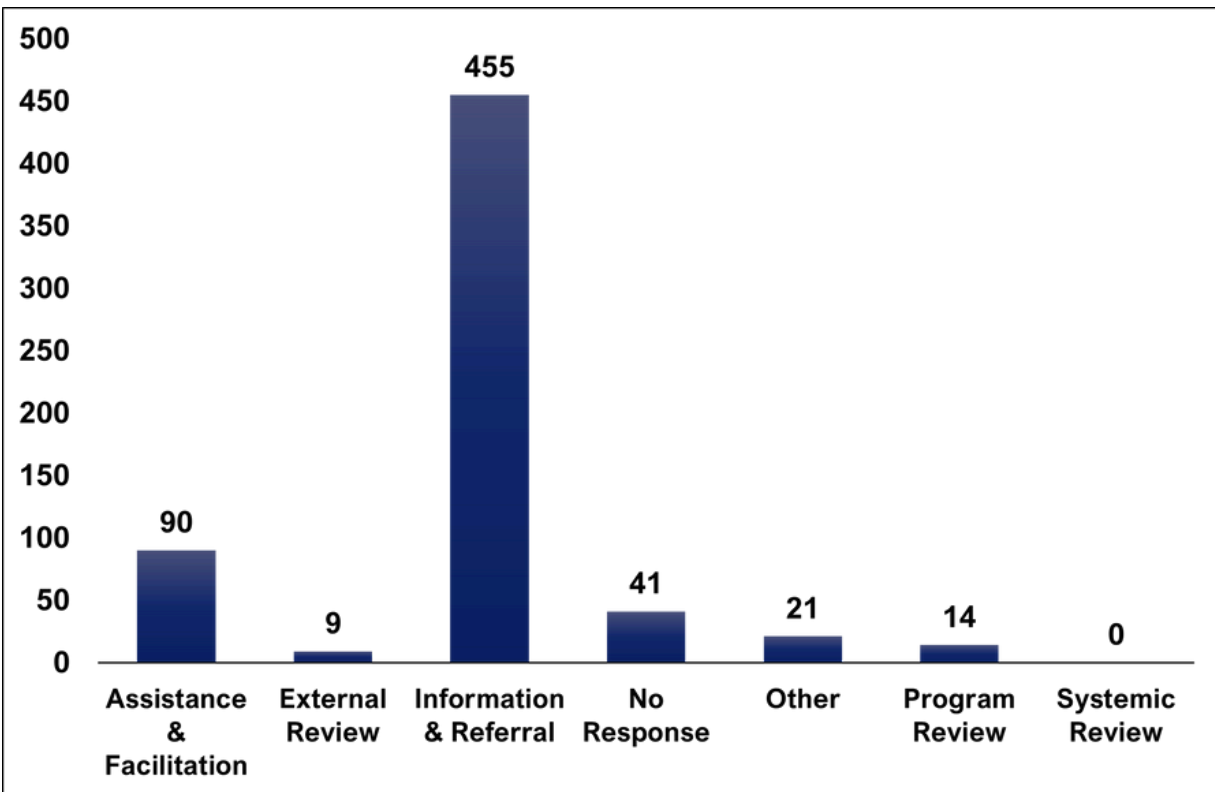
FIGURE 4. TYPES OF CASES 2024





## OMBUDS CASE TRACKER DATA

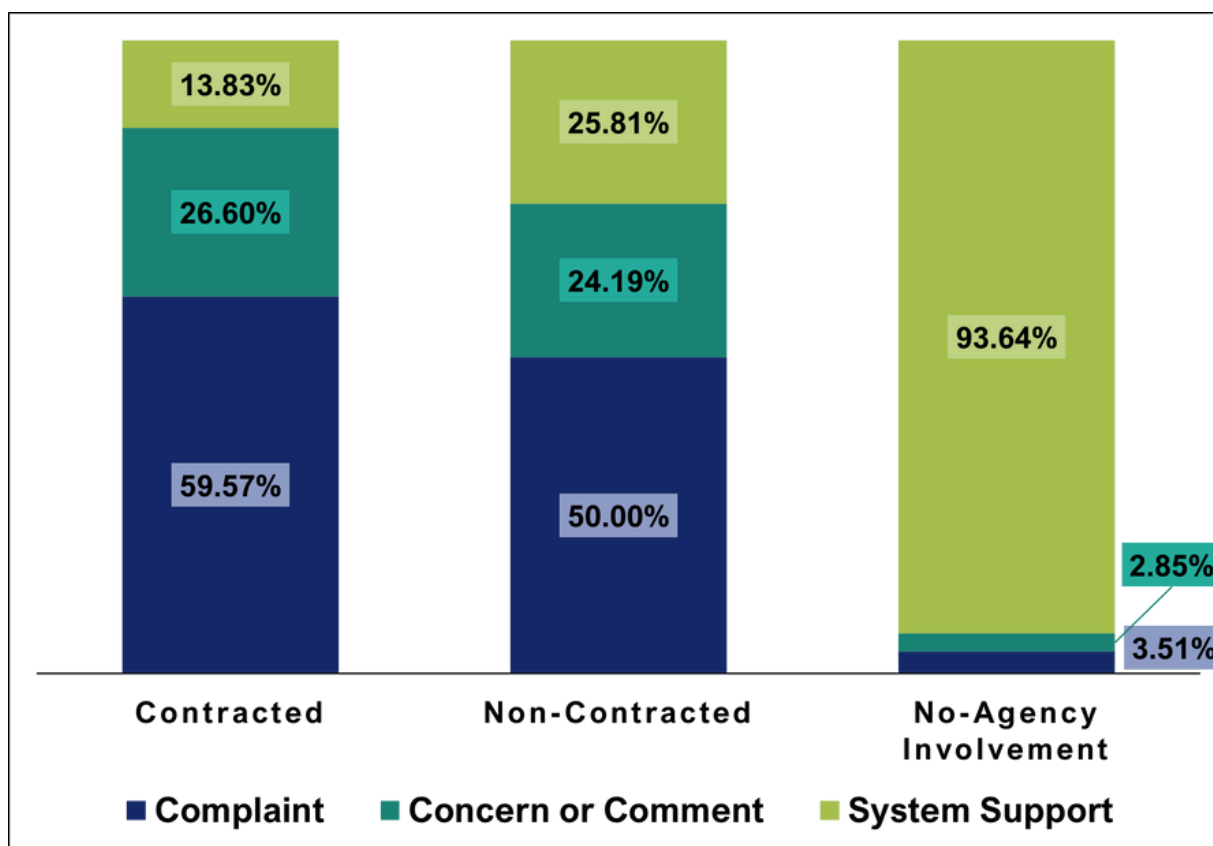
FIGURE 5. SERVICES OFFERED 2024



**Figure 5:** In line with the most common case type—system support—the most frequently offered service is information and referral. In comparison, assistance and facilitation is the most common service for the other two case types: complaints and concerns/comments. Please refer to [page eight](#) for an explanation of the different kinds of services and [Figure 2](#) for an explanation of case types. This data may indicate that the Ombuds Office can resolve most cases quickly and without escalation.

## OMBUDS CASE TRACKER DATA

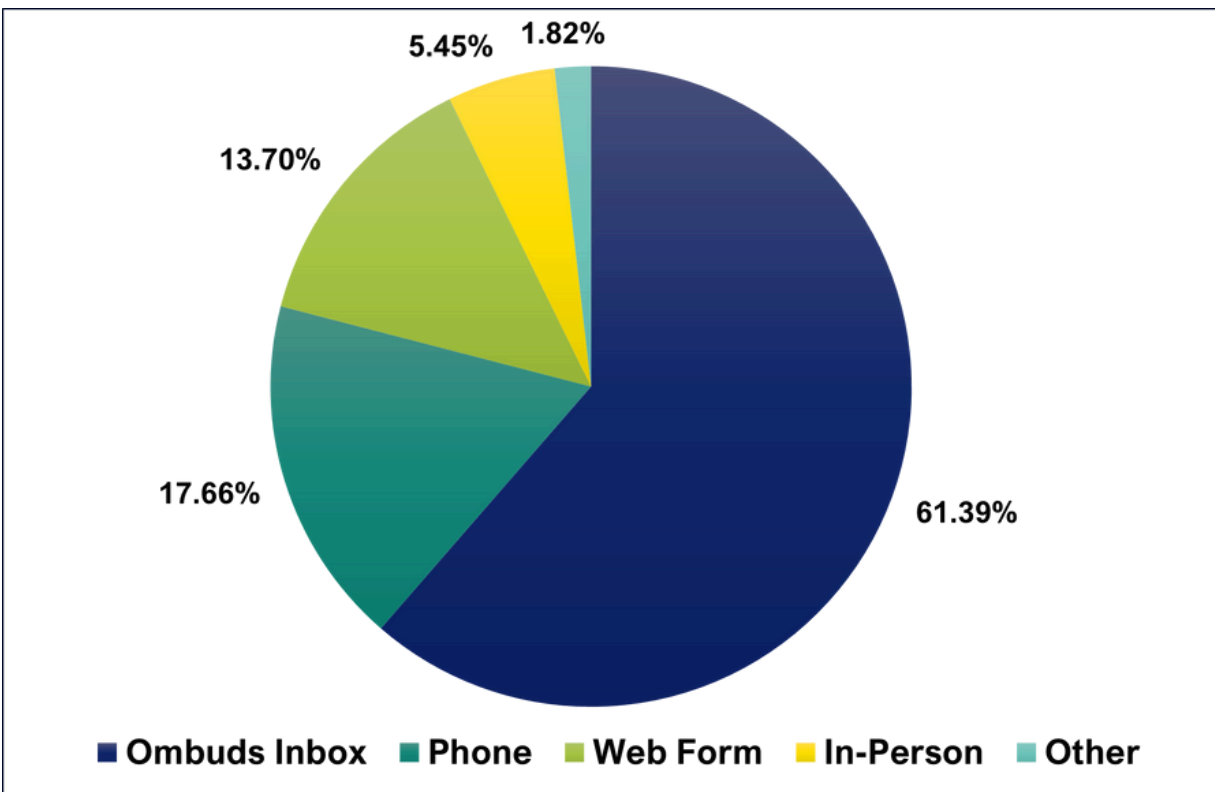
FIGURE 6. CONTRACT V. NON-CONTRACTED CASES



**Figure 6:** The graph displays the three case types categorized by contracted, non-contracted, or no agency involvement. Most cases received by the Ombuds Office do not involve a specific agency and typically consist of requests for system support (e.g., information or resources related to the homelessness response system). In contrast, for the other two case types—complaints and concerns/comments—a slight majority of the cases involve agencies contracted by KCRHA. This information may indicate that agencies contracted by KCRHA are sharing information with their program participants about the Ombuds Office, as required by their KCRHA Program Service Agreements. In the future, the Ombuds Office would like to be able to do more analysis across the data it collects to better understand the relationship between agency involvement and the cases it receives.

## OMBUDS CASE TRACKER DATA

FIGURE 7. CASE INITIATION BY COMMUNICATION SOURCE



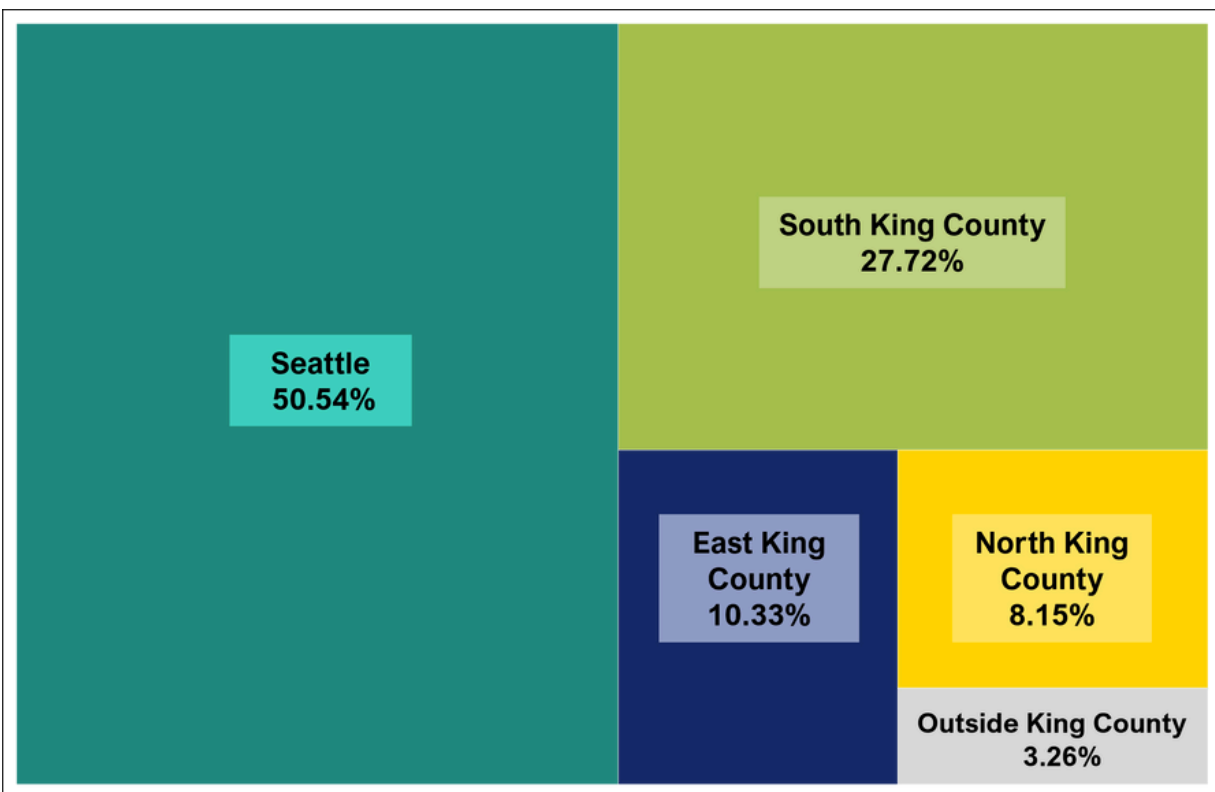
**Figure 7.** The following data illustrates how community members initiate cases. For instance, we received 184 web forms, which accounted for 30% of the households served by the Ombuds Office. However, only 83 of these web forms, or 13.7%, were initiated by community members. The Ombuds Office encouraged those who contacted us through other means to submit a web form, allowing us to better represent and support them in addressing their issues or concerns. In these cases, we did not count the web forms as case initiations. Instead, the data reflects the initial contact method the individual used: phone, email, or in-person.

## OMBUDS WEB FORM DATA

The web form data consists of 184 submissions received by the Ombuds Office in 2024 and represents only 30% of the 609 contacts the office received. This data is presented separately from the contract tracker data because it includes additional demographic information that the Ombuds Office is currently not able to collect through other communication channels, such as email, phone, or in-person interactions.

The Ombuds Office is currently working to establish a centralized complaint management system. In 2026, the Ombuds Office aims to track demographic data, such as region, subpopulation, and length of homelessness, and to add new data points, such as program type, for all contacts.

**FIGURE 8. WEB FORM CASES BY REGION**

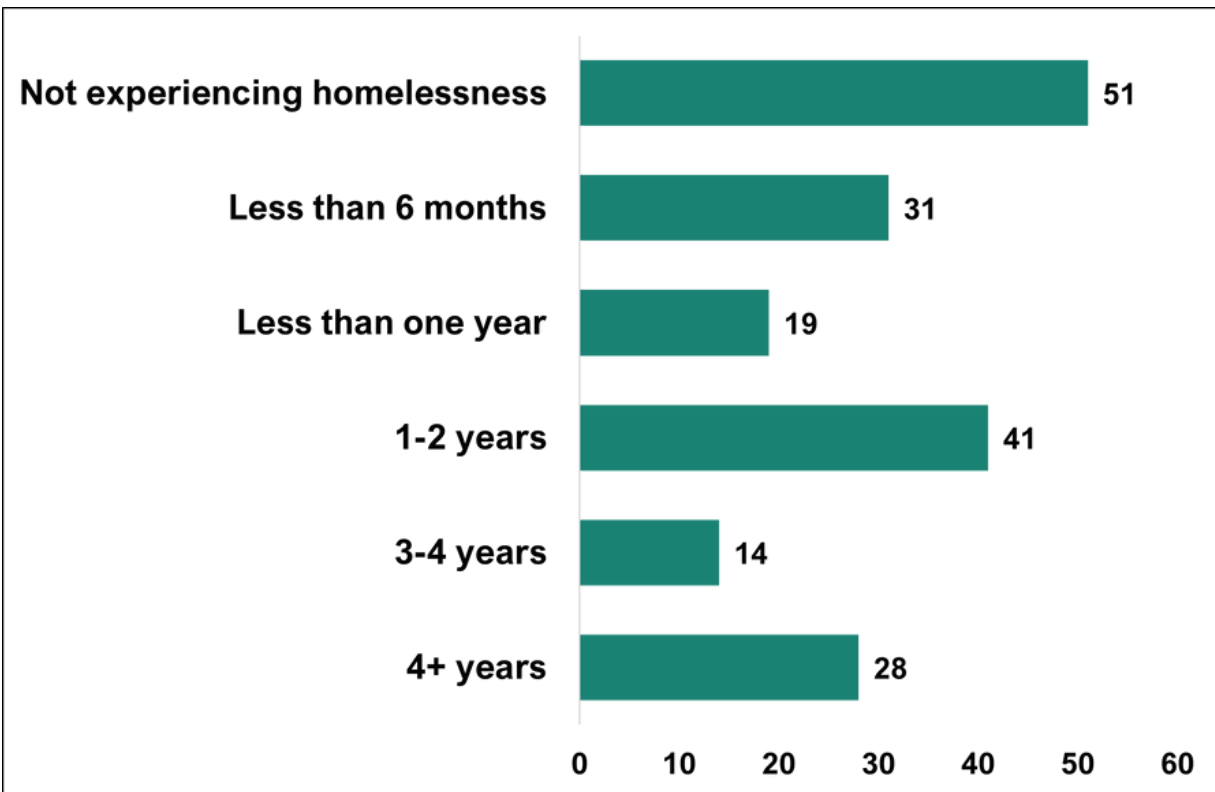


**Figure 8.** This graph illustrates the geographic location of those submitting web forms to the Ombuds Office. Seattle accounts for the largest share of these web form submissions, followed by South King County. The Ombuds Office also monitors submissions from unincorporated King County; however, in 2024, no web forms were received from that region.



## OMBUDS WEB FORM DATA

**FIGURE 9. WEB FORM CASES BY LENGTH OF HOMELESSNESS**

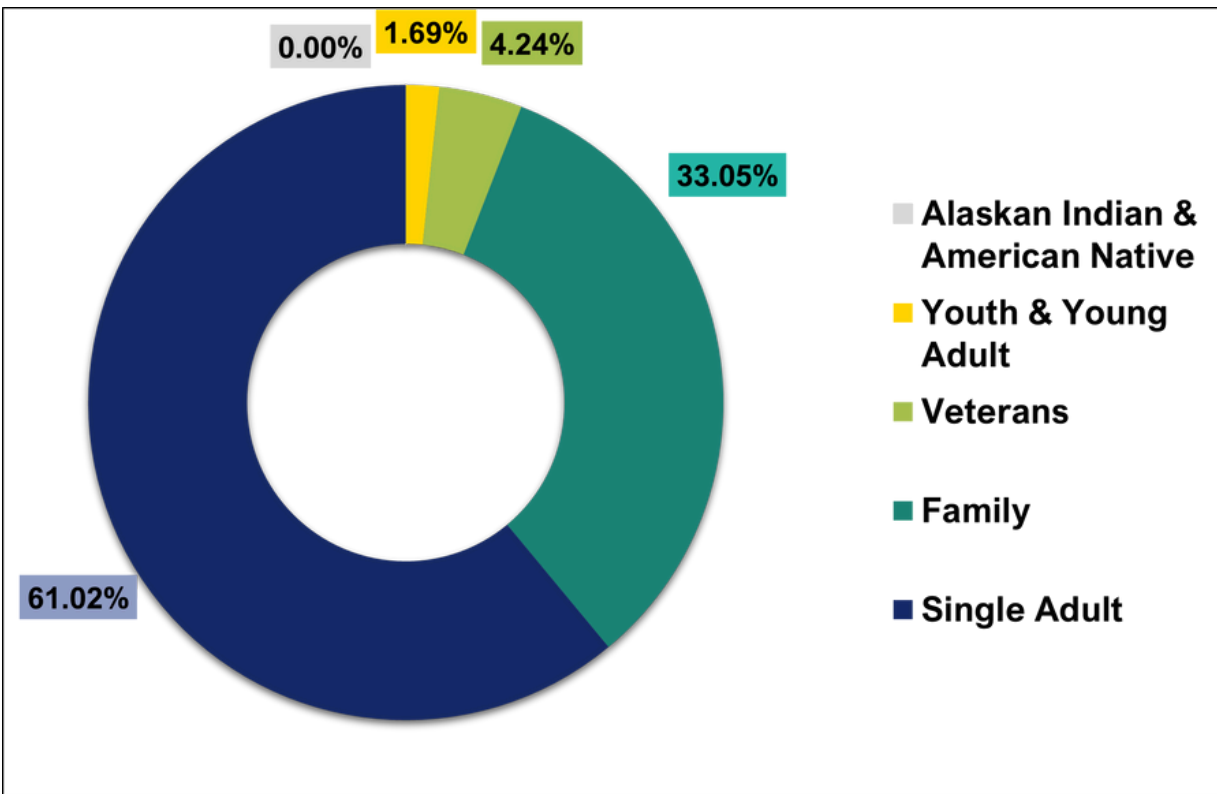


**Figure 9.** Among web form submissions, people who are not homeless or at risk of homelessness make up the largest group of web form submissions. Of note, this was a significant increase from 2023, where only seven people in this category contacted the Ombuds Office. This increase suggests that those who are not homeless or at risk of homelessness may have better access to online resources than those who have been homeless for an extended period. It may also reflect the Ombuds Office's efforts to increase community engagement in 2024.

The Ombuds Office currently faces limitations in analyzing the other groups in the length of homelessness data set alongside our case tracker information. However, we are exploring ways to integrate the web form and case tracker data sets to enhance our ability to derive insights from the information collected by the Ombuds Office regarding length of homelessness and other data points (e.g., program type and scope of work).

## OMBUDS WEB FORM DATA

FIGURE 10. WEB FORM CASES BY SUBPOPULATION

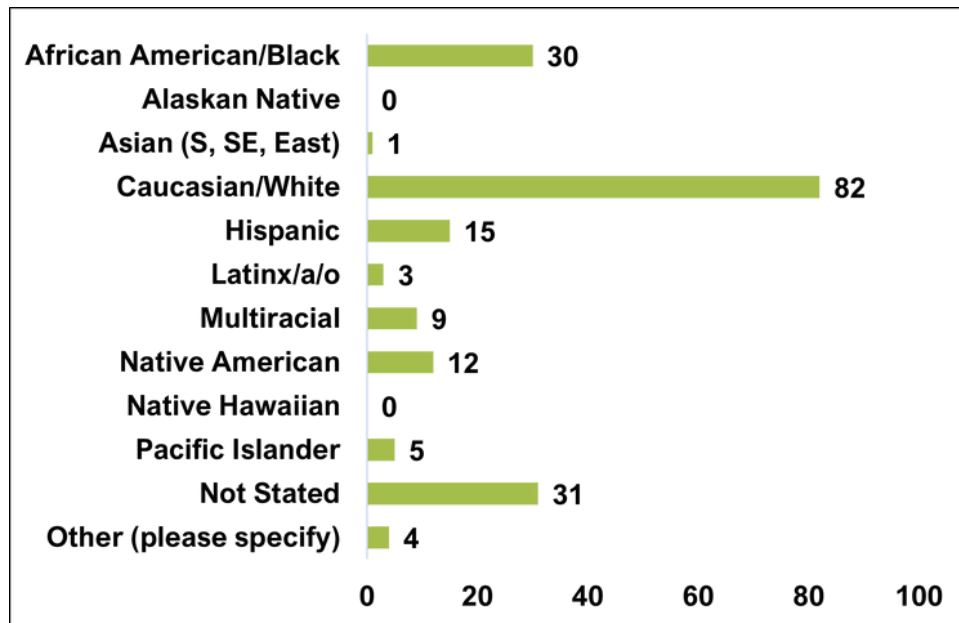


**Figure 10.** The chart illustrates the subpopulation categories for 118 respondents who answered the subpopulation question after its addition to the web form in May 2024. The data excludes the responses of 66 individuals who submitted web form requests before the question was introduced in the second quarter of 2024.

## OMBUDS WEB FORM DATA

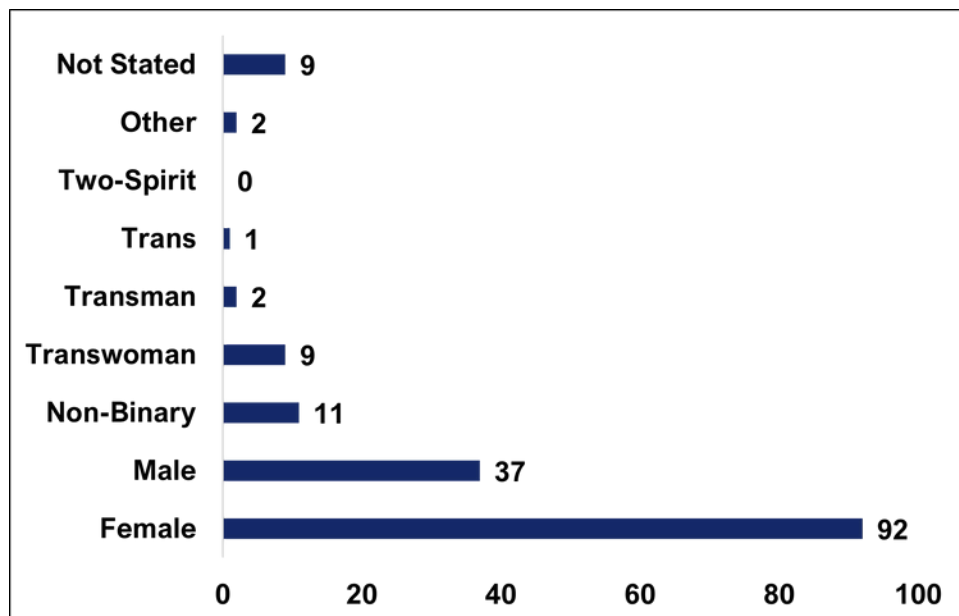
The Ombuds Office does not require individuals to answer race or gender questions on our web form. As a result, the data only includes a subset of the 184 web forms submitted to the Ombuds Office in 2024.

**FIGURE 11. WEB FORM CASES BY RACE**



**Figure 11.** 80% of web form users reported their race, and among them, 12% selected two or more categories.

**FIGURE 12. WEB FORM CASES BY GENDER**



**Figure 12.** 88.6% of web form users self-reported their gender.



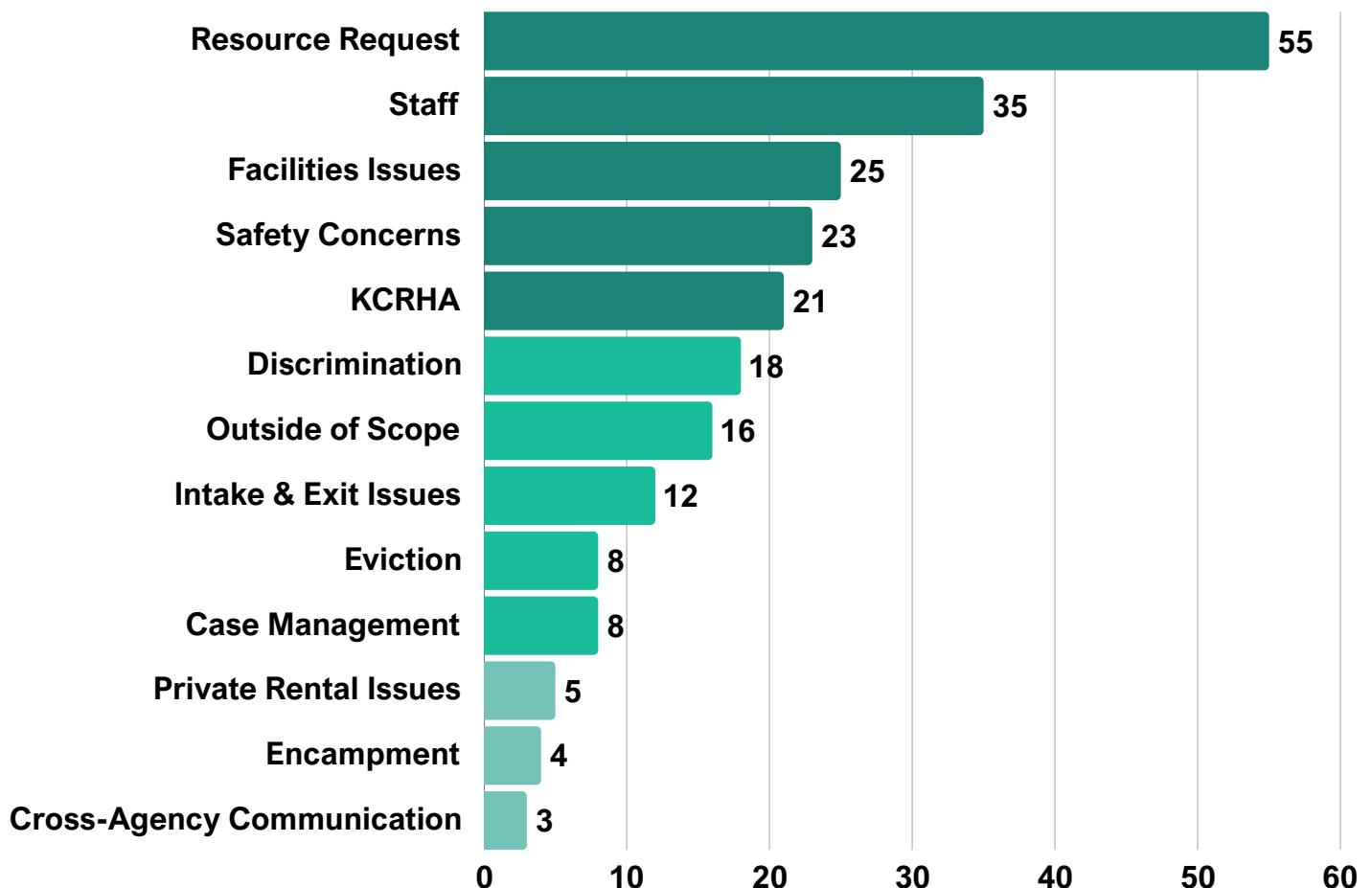
## FREQUENT ISSUES VIA WEB FORM

The Ombuds Office web form captures detailed narratives directly from community members who share the issues they are experiencing in their own words.

For our 2024 Annual Report, the Ombuds Office evaluated the narrative responses submitted through our web form to learn more about the top issues raised by community members throughout the year.

We received 184 web form submissions in 2024 and analyzed the information of the 164 web forms which included responses to the narrative questions. Throughout this process, we identified 13 distinct issues. We subdivided the major categories into sub-issues to offer more detailed insights. Most web forms were assigned a primary issue. However, if a web form submission reported multiple issues, we categorized it under multiple issue categories.

Below are the issues listed in order of frequency.





## COMMUNITY MEMBER NARRATIVES

*Following is a collection of statements from community members who contacted the Ombuds Office concerning the six most common issues.*

1

### RESOURCE REQUESTS

This issue category includes web form submissions from community members requesting resources such as financial assistance, shelter, or housing vouchers.

**“I have been looking for some kind of help.** Ever since I became homeless, I have [two health conditions] which sleeping in my car has worsen[ed]. I am truly desperate to get some kind of help.”

“Hello, I'm a single dad and caretaker for my son, who has [a debilitating condition] **trying to find a home.** On this date we will not have a place to stay. **[I] need help it's been hard.**”

**“[I] need help** with submitting rental applications and finding application assistance. Have KCHA voucher.”

## 2

### STAFF

This issue category includes web form submissions related to complaints or concerns about agency or program staff. Most web form submissions are from contracted KCRHA agencies, but they can also come from non-contracted agencies.

Sub-Issues: The primary sub-issues identified within this category include concerns or complaints regarding criminal activity, customer service, and competency/training.

“Somebody else needs to manage these properties that are human beings that have a heart to have compassion towards people, not [people who act like] robots.”

“...[W]henever somebody donates something to us they don't give it to us...they take whatever they want and then give us the remaining of it.”

“[The agency needs] staff who care, enforce the client rules/responsibilities and are trained to respond to medical issues and mental health needs. There is a need for respect for the clients.”

## 3

### FACILITIES ISSUES

This issue category includes web form submissions regarding facility and maintenance concerns related to contracted KCRHA agencies and non-contracted private apartments.

Sub-Issues: The primary sub-issues within this category included concerns or complaints about drug use, maintenance, food, and pest control.

“...I began waking up to bites on my body and ending up suffering a severe skin reaction from what came to be bed bugs. It is clear that the organization was aware of the issue occurring at the center, but has failed to adequately address the problem.”

“...Marijuana is being smoked inside resident units, in [facility] smoking sections, bathrooms, parking lots, around the [facility], and around the transit train station across the street. Any non-smoker of marijuana, including children, can feel the unwanted affects from ongoing marijuana use in the [facility], more so than any other drug used inside a unit.”

# 4

## SAFETY CONCERNS

This issue category includes web form submissions from community members sharing concerns about safety issues at various homeless service sites.

Sub-Issues: The primary sub-issues were concerns or complaints of domestic violence, verbal and physical harassment and assault by other program residents or staff.

"I moved in here about a year ago and it's nothing but problems - so much crime, and fires[...]. [The staff] have no training. This place is not safe, they don't enforce rules...."

"...[Two] weeks ago I was physically jumped and...maced - after warning staff members that this would happen. No action was taken. I do not feel safe...."

# 5

## KCRHA

This issue category includes web form submissions regarding issues specifically under KCRHA's jurisdiction.

Sub-Issues: The primary sub-issues within this category included concerns or complaints about the Encampment Resolution Program, Partnership for Zero (P4Z), the Homeless Information Management System (HMIS), Coordinated Entry, and contract-related questions.

"...We frequently hear from families that they do not get contacted back when they reach out to Coordinated Entry through 211."

"I've been homeless now for a year and I've done the intake three times with Coordinated Entry and still nothing. I'm going crazy trying to [find] service out here."

"I moved in here about a year ago from a[n] [Encampment Resolution Program Site] and it's been nothing but problems. Staff need training....Staff needed to have clear rules and policies before we moved in...."



# 6

## DISCRIMINATION

This issue category captures web form submissions from community members who have reported experiences of discrimination in homeless services.

Sub-Issue: The primary sub-issues included concerns or complaints related to LGBTQIA, race, age, and disability.

"My client is being evicted due to her behaviors. The reason for this is there has been **violence by other tenants towards my client who is...[transgender], and she's fought back and now she is being evicted.**"

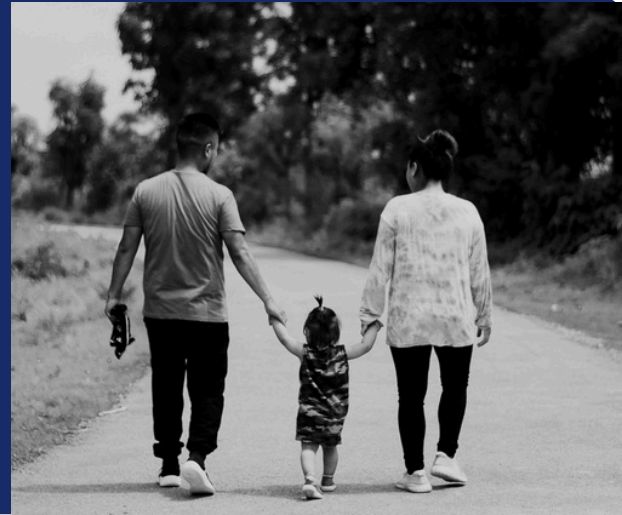
"I am a disabled SSDI recipient. **I have repeatedly requested [a] reasonable accommodation from this shelter,** but have been continuously denied...."

"...[T]his complaint is **verbal abuse from [agency] staff due to my disability and towards my race.** [Staff say] [w]ords such as "I don't care about your ADA," "I don't care about your black friends," "It's because you are white!"

All quotes in the community narratives section have been modified to include ellipses for omitted words, brackets to correct a specific word, to add clarity, or to remove any identifying information. The modifications do not alter the original meaning of the quotes.

## LESS PREVALENT WEB FORM ISSUES

The following issues are less common in web form submissions. While these issues may have been less prevalent in web form submissions, they could appear more frequently in email, phone, and in-person submissions.



7

### INTAKE & EXIT ISSUES

Concerns about the intake or exit processes of contracted agencies, such as non-congregate and congregate shelters.

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8

### OUTSIDE OF SCOPE

Issues outside the scope of the Ombuds Office or KCRHA, including Permanent Supportive Housing contracts managed by other funders, issues related to human resources, or other requests from partner agencies that are outside the Ombuds Office's scope of work.

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9

### EVICITION

Requests for eviction assistance that the Ombuds Office refers to eviction prevention community resources.

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10

### CASE MANAGEMENT

Concerns regarding the structure, availability, or quality of case management services provided by contracted agencies.

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11

### PRIVATE RENTAL ISSUES

Requests for rental assistance or assistance with conflict resolution with private landlords. The Ombuds Office refers these cases to tenant rights advocacy and legal resources.

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12

### ENCAMPMENT

Requests for encampment resolution.

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13

### CROSS-AGENCY COMMUNICATION

Requests from staff at homeless service provider agencies to facilitate communication between two contracted agencies.



WHAT'S NEXT



## WHAT'S NEXT FOR THE OMBUDS OFFICE

In 2025 and 2026, the Ombuds Office will focus on the following priorities:

### Community Engagement

Continue to increase community engagement efforts with KCRHA contracted providers, program participants, and community partners.

### Grievance Guidance Project

Finalize the project by analyzing survey and interview data. The Ombuds team will create a guidance document and workshop highlighting promising practices based on this analysis.

### Improve Data Collection and Increase Access to Qualitative Data

Incorporate more qualitative data in the Ombuds Office quarterly and annual reports to offer a more comprehensive overview of the experiences and feedback shared by individuals who contact the office.

### Ombuds Information Framework for Continuous System Improvement

Help create policies, procedures, and protocols that enable KCRHA and the system to use information shared by program participants and community members through the Ombuds Office to inform continuous system improvement.



**KCRHA**  
King County Regional Homelessness Authority

# Ombuds Office Contact Information



Phone:  
**206-639-4601**



Email:  
**ombuds@kcrha.org**



Website  
**kcrha.org/ombuds**

