



King County Regional Homelessness Authority

Strategic Five-Year Plan Addendum



2025-2030

Table of Contents

- List of Figures.....pg. 3
- Introduction and Framing.....pg.4
- Developing the Plan.....pg.7
- Record of Public Engagement for Original Plan Development
- Record of Public Engagement for Plan Addendum
- Landscape of Housing and Homelessness Needs and Services in King County.....pg.10
 - Estimates of Service Levels
 - Survey of Fund Sources for Homeless Housing Assistance Programs and Capital Projects
 - Estimate of Permanent and Emergency Housing
- Prioritization Criteria of Homeless Housing Capital Projectspg.22
- Five-Year Plan Objectives, Actions and Timelines.....pg.29
- Status Update Brief.....pg.36
- Tracking and Reporting.....pg.42
- Opportunities and Challenges to Plan Implementation.....pg.43
- Appendix.....pg.44
 - A. 2023 Engagement Efforts Chart (organizations invited)pg.44
- 2025 engagement efforts chart (organizations invited)pg. TBD
- Five-Year Plan Addendum Core Team.....pg.39
 - B. Status Update on 2023 Progresspg.52
 - C. Chart with link to other local housing plans across the regionpg.59
 - D. [2025 Amended CPP Table H-1 for King County Countywide and Jurisdictional Housing Needs 2019-2044.](#)
 - E. [Link to 2025-30 Local Homeless Housing Plan Guidance by Department of Commerce](#)
 - F. [Link to KCRHA's Five-Year Plan \(2023\)](#)
 - G. [Link to 2024 Comprehensive Point-in-Time Report](#)
 - H. [Link to KCRHA Ombuds 2024 Annual Report](#)



List of Figures

- Figure 1: Individuals Experiencing Homelessness in King County, Point-in-Time Count 2022-2024
- Figure 2: Five-Year Plan Addendum Intended Timeline for Adoption
- Figure 3: Homelessness System Roles and Responsibilities in King County
- Figure 4.a: Homelessness System Expenditures and Bed Availability
- Figure 4.b: Enrollments by Project Type
- Figure 4.c: Funds from Local, State and Private Sources
- Figure 4.d: North King County Financial Contributions
- Figure 5.a: King County Regional Homelessness Authority 2024 Budget
- Figure 5.b: 2024 King County Regional Homelessness Authority Distributions by Type
- Figure 6.a: Available HMIS Projects Administered by KCRHA
- Figure 6.b: Available HMIS Projects Not Administered by KCRHA
- Figure 6.c: Available Projects Not Participating in HMIS
- Figure 7: Survey of Fund Sources for Homeless Housing Assistance and Capital Projects
- Figure 8: Estimates of Permanent and Emergency Housing



Introduction and Framing

King County Regional Homelessness Authority's (KCRHA) mission is to “administer effective, performance-based homeless services to support a high-functioning homelessness crisis response system to significantly decrease the incidence of unsheltered homelessness across King County using equity and social justice principles.” In 2023, KCRHA developed and published a [Five-Year Strategic Plan](#) on Homelessness for the region. That plan set forth more than 80 strategies for addressing and reducing homelessness across the region, which the agency began implementing in partnership with key stakeholders immediately upon plan approval.

In 2024, the Washington State Department of Commerce (Commerce) published updated [guidelines for all local housing and homelessness plans](#) in accordance with Washington state law.¹ KCRHA worked with third party consultants to complete a crosswalk of the Five-Year Plan published in 2023 with these updated local requirements. The results of said crosswalk found that an addendum would be necessary to file to bring the plan into compliance with updated state requirements.

While the plan's strategies remain as the primary driving force of the plan, this addendum seeks to bring the plan into compliance by:

- Extending the Five-Year Plan to 2030 to align with the state's housing and homelessness plan's timeline.
- Aligning the more than 80 strategies identified in KCRHA's 2023 Five-Year Plan with the state guidelines' five objectives:
 - Promote an equitable, accountable, and transparent homeless crisis response system;
 - Strengthen the homeless service provider workforce;
 - Prevent episodes of homelessness whenever possible;
 - Prioritize assistance based on the greatest barriers to housing stability and the greatest risk of harm; and
 - Seek to house everyone in a stable setting that meets their needs.

¹ [RCW 43.185C.160: County homeless housing task forces—Homeless housing plans—Reports by counties.](#)



- Providing an estimate of service levels for King County.
- Surveying fund sources for homeless housing assistance programs and capital projects.
- Estimating the permanent and emergency housing needs; and
- Outlining prioritization criteria of homeless housing capital projects across the region.

Homelessness on the Rise

KCRHA conducted both an unsheltered and sheltered Point-in-Time (PIT) Count in January 2024, along with the required Housing Inventory Count (HIC) of emergency shelter beds and certain types of housing units. The 2024 PIT count found that on any given night in King County, there are an estimated 16,868 individuals experiencing homelessness.² This is 26% higher than the 2022 PIT estimate, which (when adjusted for population growth during the same period) represents an increase of about 1.4 people per thousand people.



Figure 1: Individuals Experiencing Homelessness in King County, Point-in-Time Count 2022-2024

² King County 2024 Point in Time Count, King County Regional Homelessness Authority (p. 2025).
https://kcrha.org/wp-content/uploads/2025/05/Point-in-Time-Count-2024_King-County_final.pdf



The 2024 PIT Count also shows that homelessness in King County continues to disproportionately impact communities of color. Based on the PIT analyses, 15% of people experiencing homelessness in King County identify as Black/African American, but according to 2023 U.S. Census data only 7% of King County’s population identifies as such. Similarly, 6% of people experiencing homelessness identify as American Indian, Alaskan Native, or Indigenous, but that group makes up less than 1% of King County’s population.

KCRHA’s mission to **significantly decrease the incidence of unsheltered homelessness** across King County using equity and social justice principles remains as crucial as ever. While KCRHA acts as lead on addressing incidents of unsheltered homelessness, reducing homelessness overall takes collaboration with King County, City of Seattle and other cities who are lead on addressing the need for more affordable and permanent supportive housing.

King Country Regional Homelessness Authority: Coordinating Homelessness Response Efforts

Before the creation of the King Country Regional Homelessness Authority (KCRHA), the homelessness response in the City of Seattle and King County was fragmented across many programs and departments. The City and County recognized that a more coordinated approach would likely remove unnecessary barriers to addressing the homelessness crisis in our area. In 2019, the KCRHA was established through an Interlocal Agreement between the City of Seattle and King County to create a united and coordinated homelessness response system³. KCRHA began its operations in 2021, designated by these two local governments to work in concert and execute a joint homeless housing plan. KCRHA developed and published the [inaugural plan in 2023](#) under this founding legislation.

³ KCRHA’s creation and designation by City of Seattle and King County is in accordance with [RCW 43.185C.160: County homeless housing task forces—Homeless housing plans—Reports by counties](#).



The Interlocal Agreement (ILA) with the City of Seattle and King County was amended and restated after a series of approvals in November 2024. [This updated ILA](#) intended to hone and guide the work of the agency, ensuring its focus on administering an effective, performance-based homeless response system that ultimately decreases the incident of unsheltered homelessness across the region. As a result, some of the work and contracts formally led by KCRHA shifted back to those partner agencies. This had an impact on some of the areas identified as strategic priorities in the 2023 Five-Year Plan. All changes and updates to that plan have been described in this addendum, and a summary of status updates and changes can be found in Appendix D.



Developing the Plan

Record of Public Engagement for Original Plan Development

In July 2022, the King County Regional Homelessness Authority sought input on the Five-Year Housing and Homelessness Plan by involving people experiencing homelessness, service providers, elected officials, city human services staff, and coalitions.

In total, there were 38 workshops that engaged over 400 people from 2022-2023 to develop the 2023 Five Year Plan strategies. KCRHA staff facilitated the workshops at coalition meetings, community tables, and with advocacy organizations, in addition to regular standing sessions that the agency hosted (see Appendix A on pg. 41). KCRHA staff received and integrated feedback from 2,527 comments captured in surveys and listening sessions from community partners and the public. This feedback was the essential determinant in the strategies identified in the Five-Year Plan and this addendum.

Given the decentralized model for outreach and facilitation, neither exact numbers nor demographics are available for analysis. Best practices are that community engagement targets outreach to by/for organizations that serve subpopulations explicitly and people with lived experience of homelessness. As we monitor the plan's successes and challenges, this feedback will be paramount.

KCRHA created workgroups with the Lived Experience Coalition to directly develop objectives and initiatives for the Five-Year Plan. These workgroups took place from August-September 2022. Workgroups were identified and aggregated by sub-population and system area, including High Acuity Individuals, Vehicle Residents, Seniors/Elders, Veterans, LGBTQ+, Single Adults, People Living with Disabilities, Survivors of Gender Based Violence, Families with Children, Courts and Prison System, Employment and Workforce System, and Immigrant and Refugee Communities.

The outlined system goals were reviewed by the following constituencies who have provided feedback and overall affirmed the priorities set by them:

- External Partners Group (9/8/22)



- External Affairs Functional Group (9/8/22)
- Lived Experience Coalition Leadership Team (9/6/22)
- LGBTQIA+ Community Partners (9/7/22)
- South King County Forum on Homelessness (9/7/22)
- North King County Coalition on Homelessness (9/8/22)
- South, North and East King City Partners (Second Week of September 2022)
- Bellevue Chamber of Commerce (9/14/22)
- Seattle King County Coalition on Homelessness General Meeting (9/15/22)

The proposed system goals and outline of objectives were then reviewed and affirmed by the KCRHA Implementation Board and Governing Committee.

Developing the Five-Year Plan Addendum

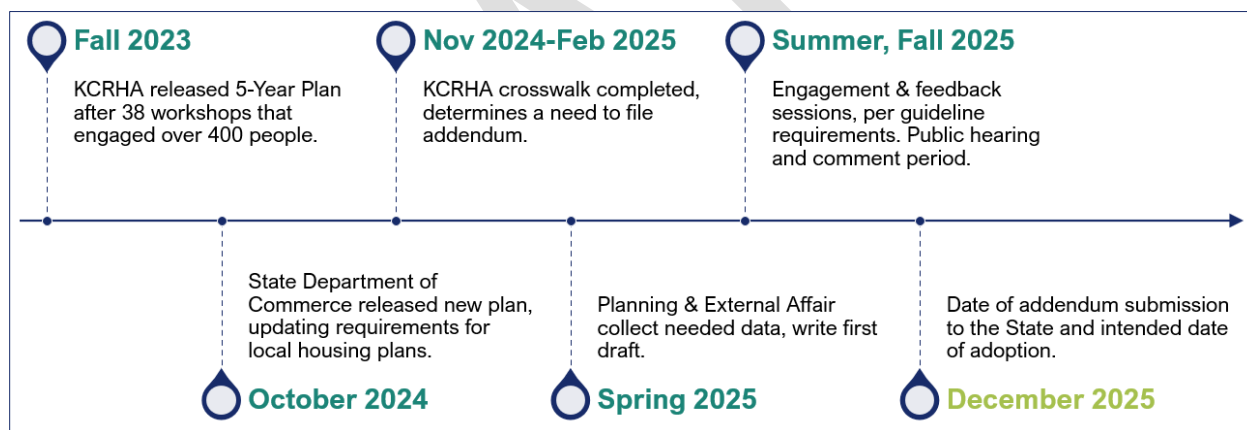


Figure 2: Five-Year Plan Addendum Intended Timeline for Adoption

After the Washington State Department of Commerce established new housing requirements, KCRHA began a crosswalk of our current 5-Year Plan with their plan. Once the crosswalk was completed in early Spring 2025, KCRHA staff immediately began working to collect the needed information and data to draft the Five-Year Plan addendum. KCRHA created a core team made up of individuals from KCRHA, the City of Seattle and King County to develop the plan addendum and ensure consistent collaboration with the leads on both homelessness and housing needs across the regions (see Appendix C on page 47 for list of members). This partnership and



collaboration persisted throughout the duration of the addendum development. Additionally, KCRHA staff engaged other key subregional city staff and stakeholders starting in May 2025 through the duration of the addendum development. Public Notice of the plan addendum development was first published on the KCRHA website and social media pages in June 2025.

The remainder of this section will be written and included once the further engagement efforts outlined for Fall 2025 have been completed.



Landscape of Housing and Homelessness Services in King County

Housing and homelessness planning in King County requires collaboration between KCRHA, King County, the City of Seattle, and all the subregional municipalities as each stakeholder plays a distinct role in the region's housing and homelessness landscape (see Figure 3). KCRHA's mission centers on decreasing the incidence of unsheltered homelessness across King County, including coordinating emergency housing and shelter, diversion, and administering HUD CoC funded programs, coordinated entry, HMIS data management and rapid rehousing. King County and the cities in King County are responsible for prevention, outreach, encampment response, crime and safety, public health, and planning for permanent housing needs, including affordable housing for extremely low-income households and permanent supportive housing. There are 39 local municipalities in King County, including cities, towns and unincorporated areas that have distinct processes and approaches to housing and homelessness expenditures (see Appendix E for links to local municipalities).

This section outlines data available to better understand the landscape of housing and homelessness in the region, per Commerce requirements, including providing:

- Estimate of Service Levels
- Survey of Fund Sources for Homeless Housing Assistance and Capital Projects
- Estimate of Permanent and Emergency Housing Needs

This section of the addendum integrates data from the Commerce's [Golden Report](#) and [Housing for All Planning Tool \(HAPT\)](#), as well as the [King County Comprehensive Plan](#). The addendum and original plan published in 2023 utilizes Homeless Management Information System (HMIS) project type definitions.

Estimates of Service Levels: Present and Future Resources

This data is still being collected in partnership with King County and the City of Seattle and will be added to the addendum once completed.



Survey of Fund Sources for Homeless Housing Assistance and Capital Projects

This data is still being collected in partnership with King County and the City of Seattle and will be added to the addendum once completed.

Estimate of Permanent and Emergency Housing

The Washington State Office of Financial Management projects King County's population to grow 24.6 percent over the next 20 years – from 2,317,700 residents in 2022 to 2,887,137 in 2044. Unincorporated King County's population is projected to grow more slowly at a rate of 7.3 percent – from 248,160 residents in 2022 to 266,301 in 2044.

To meet the housing needs of current and future residents, King County is required by the Growth Management Act (GMA) to plan for this growth. The 2024 King County Comprehensive Plan is the County's primary policy document to guide how and where growth and development in King County occurs in the next 20 years.⁴ The Comprehensive Plan development was a multi-step process involving public input and legislative review.

The 2021 King County Countywide Planning Policies (CPPs)⁵ create a shared and consistent framework for growth management planning for all jurisdictions in King County in accordance with RCW 26.70A.210⁶, which requires the legislative authority of a county to adopt a countywide planning policy in cooperation with cities located in the county. The CPPs are overseen by the [Growth Management Planning Council \(GMPC\)](#), a body that brings together elected officials from King County and the cities as well as

⁴ King County 2024 Comprehensive Plan, <https://kingcounty.gov/en/dept/executive/governance-leadership/performance-strategy-budget/regional-planning/king-county-comprehensive-plan/current-adopted-plan>

⁵ King County Countywide Planning Policies (CPPs), <https://kingcounty.gov/en/dept/executive/governance-leadership/performance-strategy-budget/regional-planning/cpps>

⁶ Washington State Legislature RCW 36.70A.210; Countywide planning policies, <https://app.leg.wa.gov/rcw/default.aspx?cite=36.70A.210>



subject matter experts that include housing and homeless service providers. All [GMPC Meeting Agendas and Materials](#) are available online and many contain testimony from housing and homeless providers as well as other stakeholders.

The GMPC developed and recommended the CPPs to the King County Council. Following County Council adoption, the CPPs were sent to all cities and towns in King County for review and ratification. These Countywide Planning Policies were adopted in 2021 and have been amended in 2022, 2023, 2024, and 2025.

The CPPs plan for and accommodate housing that meets the needs of moderate-, low-, very low-, and extremely low-income households, as well as emergency housing, emergency shelters, and permanent supportive housing.

According to these growth estimates the amended 2025 version of the 2021 CPP, the region needs:

- 81,577 additional housing units for extremely low-income individuals (0 to 30% AMI) by 2044 and 20,394 units by 2030.
- 42,895 permanent supportive housing units are needed by 2044 with 10,724 units needed by 2030.
- 58,983 new shelter beds are needed by 2044 and 14,746 beds needed by 2030.

Unit Type	# Needed by 2030	# Needed by 2044
0-30% AMI Housing	20,358	81,431
Permanent Supportive Housing	10,723	42,892
Emergency Housing and Shelter	14,739	58,955

Figure 8: Estimates of Permanent and Emergency Housing⁷

⁷ Amendments to 2021 King County Countywide Planning Policies showing King County and Jurisdictional Housing Needs 2019-2044, King County (March 2025): https://cdn.kingcounty.gov/-/media/king-county/depts/executive/performance-strategy-budget/regional-planning/cpps/motions/gmpc_motion_25-1_targetreconciliation_fullsigned.pdf?rev=109b84079f354b9499a7a9dfabc280f6&hash=7EC07FA40D8961959C6C230C4738FA5F



The growth data projections underscore the need for collaboration across housing and homelessness systems and difficult decisions with limited resources about how to meet these housing and homelessness needs.



Prioritization Criteria for Homelessness Housing Capital Projects

As noted in the previous section, **by 2030 King County is estimated to need:**

- 20,000 additional housing units for extremely low-income individuals
- 10,000 permanent supportive housing units
- 15,000 new shelter beds

Realization of these goals requires a countywide vision with collaboration, trade-offs, and difficult choices about:

- Balancing emergency shelter needs with housing needs;
- The appropriate level of growth, its location, and the type of growth to be encouraged; and
- Funding availability.

To meet the housing needs of current and future residents, King County is required by the Growth Management Act (GMA) to plan for this population growth. The 2024 King County Comprehensive Plan is the County's primary policy document to guide how and where growth and development in King County occurs in the next 20 years. Alongside our King County partners, including the Growth Management Planning Council (GMPC), the City of Seattle, and other jurisdictions within King County, KCRHA is working to plan for housing and homelessness needs in the region. The guiding principle for all projects is consistency with local plans and regulations including the [King County Comprehensive Plans](#), the King County Housing Finance Program, the City of Seattle Office of Housing, and state laws. The specific prioritization criteria for these projects are determined by the distinct agency funding the work.

King County Regional Homeless Authority (KCRHA) Prioritization Criteria for Homeless Housing Capital Projects

King County Regional Homelessness Authority (KCRHA)'s mission is to “administer effective, performance-based homeless services to support a high-functioning homelessness crisis response system to significantly decrease the incidence of



unsheltered homelessness across King County using equity and social justice principles.” Most funding for capital projects procured by KCRHA has a scope of work determined by the funder, either the City of Seattle, the County, the State, or the Federal Government. KCRHA funds minimal capital projects, and mostly funds services.

King County Prioritization Criteria for Homeless Housing Capital Projects

The funding priorities for King County are delineated by the GMPC and the King County Housing Finance Program (HFP). Their current funding priorities include:

- **Homeless/Extremely Low-Income Housing/PSH**
 - Create or retain housing units for high-need households, prioritizing chronically homeless households, to access permanent supportive housing (PSH).
 - Projects that provide a moving-on strategy that assists people who have achieved stability in PSH to maintain housing stability with less support.
 - Projects that serve individuals or families with behavioral health and/or substance use conditions.
 - Projects that demonstrate strong racial equity outcomes
- **Veteran Housing**
- **Jail Divestment projects that help divert youth & young adults from the legal system**
- **Transit Oriented Development (in partnership with Sound Transit and King County Metro)**

In 2024 HFP funded nine projects that will generate 939 affordable homes, comprised of 848 new rental units, 66 renovated rental units, and 25 home ownership units throughout the county. HFP received 24 applications from housing providers and community groups requesting \$85 million in total – far exceeding the available funding that HFP is able to provide. Priorities in this funding round included affordable housing for homeless and very low-income populations, equitable community-driven development, and transit-oriented development.



City of Seattle Prioritization Criteria and Determination Process

The funding priorities for the City of Seattle are delineated by the City of Seattle Office of Housing. Their current funding priorities include:

- **Permanent Supportive Housing and Extremely Low-Income Housing for People Exiting Homelessness:** Serve individuals and families who are homeless or at risk of homelessness, especially those who are disproportionately impacted by housing instability, including, but not limited to people who have:
 - Experienced long or repeated periods of homelessness
 - Chronic disabilities
 - Criminal records
 - Served in the US military
 - Other significant barriers to housing
- **Affirmatively further fair housing** and advance the City's equitable development goals, including by prioritizing investments in areas where residents have experienced and/or are at risk of displacement.
- **Rehabilitate and/or recapitalize existing affordable housing** already in the Office of Housing portfolio, thereby extending their affordability period, addressing deferred maintenance, improving the physical conditions and competitiveness in the market, and supporting housing stability and other outcomes for residents.
- **Stabilize distressed properties** by providing capital to restructure debt to levels that allow for sustainable cash flow, as well as by modifying existing regulatory agreements

KCRHA, City of Seattle, and King County follow standard competitive bid procurement processes, utilizing a request for proposals, a rating and ranking procedure and fund distribution.

Additional Subregional Prioritization Criteria and Determination Processes



Additionally, there are two collaboratives operating to support local municipalities in coordinating affordable and permanent supportive housing capital investments: **A Regional Coalition for Housing (ARCH)** and **South King County Housing and Homeless Partners (SKHHP)**.

A Regional Coalition for Housing (ARCH) was established through an interlocal agreement between 15 cities in 1992. ARCH was founded to address sub-regional affordable housing needs, providing a vehicle for interjurisdictional collaboration related to planning, acquiring, creating, and maintaining affordable housing options in an otherwise high-cost housing market. ARCH's work is guided by both the Executive Board composed of member city elected officials and staff, and a Community Advisory Board composed of a variety of members holding unique perspectives and experiences. ARCH has contributed to shelter, transitional housing, and more than 7,000 units of affordable housing, including homes for people exiting homelessness since its inception 30 years ago.

At least once a year, ARCH holds a competitive application round for Housing Trust Fund (HTF) resources, in coordination with the State Department of Commerce, King County and the Washington State Housing Finance Commission. The general purpose of the Housing Trust Fund is to create and preserve affordable housing that meets the needs of low-income households earning up to 50% of median income. In certain circumstances, for example, to promote affordable homeownership or to leverage another program's funding such as 4% Low Income Housing Tax Credits, moderate-income households earning up to 80% of median income may also be assisted.

ARCH Funding Priorities⁸:

- Timely Delivery
- Timely Delivery of Housing
- Maximizing Unit Creation with ARCH Investment
- Leveraging Private Investments
- Maximizing Competitiveness of Other Sources

⁸ ARCH Housing Trust Fund 2025 Application Round Request for Proposals (2025):
https://static1.squarespace.com/static/61687c3f7fbc096461d80234/t/685c3ff7a157225288376888/1750876151663/1_2025+ARCH+Housing+Trust+Fund+RFP+-+updated.pdf



- Cost-Effective Development Approaches
- Other Long-Term ARCH Objectives, including:
- Serving a diverse range of populations
- Create broad distribution in the siting of all types of affordable housing over time to maximize choice for individuals and families seeking affordable homes in and across East King County
- Projects that preserve affordable housing that is at risk of conversion to market-rate
- Transit-oriented development
- Projects that advance racial equity through strategies that intentionally dismantle racially disparate impacts
- Shelter and supportive housing
- Innovative sustainable and environmentally friendly solutions

Eligible applicants include non-profit organizations, private for-profit organizations, public housing authorities, public development authorities, and units of local government. Partnerships between sponsors are encouraged. The general purpose of the Housing Trust Fund is to create and preserve affordable housing that meets the needs of low-income households earning up to 50% of median income. In certain circumstances (for example, to promote affordable homeownership or to leverage another program's funding such as 4% Low-Income Housing Tax Credits), moderate-income households earning up to 80% of median income may also be assisted.

ARCH Housing Trust Fund proposal will review process:

- **Step 1:** Initial screening is conducted by ARCH staff to determine the completeness of each application. Staff reserve the right to deny incomplete applications.
- **Step 2:** ARCH's funding recommendations will be made by its Community Advisory Board and approved by its Executive Board.
- **Step 3:** Arch member City Councils review and approve recommendations or will return the recommendation with comments for further investigation.



Evaluation criteria include reasonableness of capital and operating budgets, project readiness, strength of the sponsor's financial statements and real estate owned schedule, property and asset management capacity, and likelihood of displacement.

[Read detailed criteria and determination processes here.](#)

The South King Housing and Homelessness Partners (SKHHP) entered into an Interlocal Agreement with the Cities of Auburn, Burien, Covington, Des Moines, Federal Way, Kent, Maple Valley, Normandy Park, Renton, SeaTac, and Tukwila, as well as King County, in 2019 to ensure the collaboration for stable, affordable housing across South King County. Through SKHHP, South King County jurisdictions take a coordinated and comprehensive approach to increasing housing stability and producing and preserving quality affordable housing in South King County. SKHHP member cities provide funding to affordable housing projects through the SKHHP Housing Capital Fund. The general purpose of the Housing Capital Fund is to create and preserve affordable housing that meets the needs of low-income households earning up to 60% of area median income (AMI) for renters and up to 80% AMI for homeownership.

SKHHP Funding Priorities⁹:

- Collaboration
- Community Connections and Engagement
- Disproportionate Impact
- Economic Opportunity
- Environmental Benefit
- Extremely Low Income and Supportive Housing
- Geographic Distribution
- Home Ownership
- Leverage of Private and Public Investment
- Preservation

⁹ South King Housing and Homelessness Partners Housing Capital Fund, 2025 Guidelines (2025): https://skhhp.org/wp-content/uploads/2025/06/Adopted_SKHHP_2025HousingCapitalFundGuidelines_2025_6_13.pdf



- Racial Equity
- Transit-Oriented Development

SKHHP's determination process includes pre-application meetings with applicants and SKHHP staff, as well as staff from the jurisdiction where the project is proposed. Applicants must include a letter of consistency from the jurisdiction where the project is located affirming the project is consistent with the Consolidated Plan, local comprehensive plans, and any local housing plans. Projects must also include at least one letter of support from a community organization, faith-based institution, community center, or school that serves the community where the project is proposed to be located. Once applications close, SKHHP makes funding recommendations that are reviewed by City Councils for approval.

SKHHP Review Process:

- **Step 1:** Initial screening conducted by SKHHP staff to determine completeness of applications. Staff reserve the right to deny incomplete applications.
- **Step 2:** SKHHP evaluates the applications at their Advisory and Executive Board meetings in October and November to develop a recommendation for the respective City Councils. SKHHP's initial recommendation comes from the Advisory board, derived of community advocates, city staff and leaders, provider partners, among others. The final recommendation comes from SKHHP's Executive Board.
- **Step 3:** SKHHP contributing member City Councils review and approve funding recommendation or return recommendation with comments for further investigation.

Evaluation criteria include advancing equity; feasibility, timeliness, and cost effectiveness; relevance of the project to local housing needs and funding priorities; suitability of the project sponsor and development team; consistency with underwriting standards.

[View SKHHP's detailed prioritization criteria here.](#)





Our Work Over the Next Five Years

King County Regional Homelessness Authority's mission is to administer effective, performance-based homeless services to support a high-functioning homelessness crisis response system to significantly decrease the incidence of unsheltered homelessness across King County using equity and social justice principles. The overall goal is to bring unsheltered people inside in a way that meets their needs for safety, stability and healing, as quickly as possible, to prevent death and further harm.

Objectives, Milestones and Timelines

In 2023, KCRHA identified more than 80 strategies for meeting this mission by engaging with more than 400 partners and community members across the county. Following recently established guidance from the Commerce, KCRHA worked collaboratively to analyze those strategies within the context of the State's objectives below:

- Promote an equitable, accountable, and transparent homeless crisis response system;
- Strengthen the homeless provider workforce.
- Prioritize those with the greatest barriers to housing stability and greatest risk of harm;
- Prevent episodes of homelessness whenever possible; and
- Seek to house everyone in a stable setting that meets their needs.

Through that process, an additional objective was identified as a priority for the region:

- Strengthen subregional collaboration and coordination to ensure regional access and alignment

The tables below outline the key milestones and actions associated with the above objectives. This table includes the State objective, related actions and milestones, as well as their intended measurable impact on the system.

Given the significant time that has passed since many of these strategies were first identified and the changing landscape of homelessness services in King County, KCRHA has also provided a **Status Update (Appendix C on pg. 52)**. This Status Update can be



used to learn more about which actions have been achieved, shifted and/or otherwise progressed.

Objective 1: Promote an equitable, accountable and transparent homeless crisis response system in King County

Primary Strategies	Actions and Milestones from 2023 Five Year Plan	Impact
Continue building more equitable procurement, contracting and compliance processes to increase access to receiving services for subpopulations.	• (3-5) R. Review KCRHA procurement process with an equity framework to identify and implement improvements by 2026. (pg. 46) • (1-2) F. Establish an equitable procurement process by 2027. (pg. 30) • Undertake phased re-procurement steps by 2027. • (1-2) H. Develop standards of best practices to be included in contract requirements in serving the needs of populations disproportionately impacted by homelessness by 2027. (pg. 31) • (3-5) F. Develop and implement a culturally responsive service provision audit framework for all disproportionately impacted populations by 2029. (pg. 43) • (1-2) K. Continue evaluating program requirements to establish flexibility in funding by 2029. (pg. 31)	Expanding opportunities for services that meet the specific needs of populations disproportionately impacted by homelessness will lead to more equitable access to services and units.
Use data to better understand best practices for serving disproportionately impacted communities	• (3-5) A. Review existing region wide data collection practices with a racially equitable lens by 2026. (pg. 42) • Complete the Continuum of Care Community Standards revisions to develop inventory of successful best practices and evaluation mechanisms by 2028. • (3-5) S. Develop inquiry and evaluation methods rooted in innovative and evidence-based methodology to further inform performance measurement practices by 2027 (pg. 46).	Changes to evaluation methods and utilization of data to help understand what makes services successful will increase transparency of the system as a foundation for increasing service quality for sub-populations.
Increase system accountability to individuals with lived experience	• Enhance recruitment and increase membership on the Youth Action Board (YAB) to provide recommendations insight, feedback and recommendations more effectively on YYA system with a focus on YHDP programs.	Increasing participation and engagement of individuals with lived experience in the homelessness system will improve services,



	• (1-2) AP. Create opportunities for people with lived experience to give feedback on the CE processes through Coordinated Entry Committee (ongoing). (pg. 38) • Create a Community Based Participatory Research group within KCRHA comprised of individuals most impacted by homelessness by 2027. • (3-5) J. Work with technology developers to create and deploy a platform that allows for direct client feedback to KCRHA independent of a provider or surveyor by 2029.	increasing throughput of units in the long term.
Improve KCRHA Ombuds Office access and feedback integration.	• Create a continuous feedback loop to identify trends, ensure transparent communication, and recommend systemic changes to support King County's Homeless Response System by 2027. • Report regularly on 12-15 data points including key demographic data, incident types, and major trends in quarterly reports by 2026. • (1-2) Z. Continue deploying an effective communications strategy to ensure the Ombuds Office is well-known and easily accessible (ongoing). (pg. 34-35) • Develop Key Performance Measures to tell the story of the Ombuds work by 2026.	Increased knowledge of and engagement with the Ombuds Office will allow for improvements to the system that can increase trust in the homeless service response system and quality of services, leading to increased utilization of units.

Objective 2: Strengthen the Homeless Service Provider Workforce

Primary Strategies	Actions and Milestones	Impact
Identify pathways for improving wages for homeless service providers.	• (1-2) M. Incorporate, consider, and implement livable wage requirements in new Requests for Proposals (RFP) and contracts using findings from wage equity studies by 2029. (pg. 31-32) • Create and administer toolkit on best practice for staffing homelessness services, including recommended wages, benefits packages, etc. by 2028.	Living wages will support stabilization and retention of the frontline workforce, decreasing turnover of staff. This will help clients build and maintain meaningful relationships with providers.
Strengthen technical	• Develop promising practice guidance documents, resources and training for service providers to be	Enhancing tailored support and technical



assistance, training, and professional development support.	made available ongoing on the KCRHA website, including CE nominations, service matching and documentation by 2025. • Improve new program onboarding training and orientation materials provided to homeless service providers and related fields by 2026. • Implement a structure for providing ongoing training and technical assistance to homeless service providers and contract holders annually, including offering and tracking HUD-required trainings (Trauma-Informed Care, Housing First, Mainstream Benefits, and Domestic Violence-related topics) for providers by 2026. • Enhance Continuum of Care (CoC) Membership, CoC Convenings, and offered trainings to build engagement with community members, advocacy groups, and faith-based groups (ongoing). • Increase and improve capacity-building and technical assistance support to By-For Organizations, specifically BIPOC organizations staffed by and serving disproportionately impacted communities by 2028. • Design and implement regular peer-to-peer learning opportunities to continue skill building conversations, increase networking, and foster resource sharing by 2029.	assistance available to providers will help retain staff and align standards for providing services to clients, decreasing turnover.
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Objective 3: Prevent Episodes of Homelessness Wherever Possible

Primary Strategies	Actions and Milestones	Impact
Improving diversion programming to support more prevention cases.	• (1-2) AL. Support coordination, via KCRHA base building spaces, between agencies providing diversion services to share information and serve clients more efficiently by 2026. (pg. 37) • Develop training and guidelines to promote best practices in the use of diversion funding by 2026. • Increase access to diversion services and improve service support for households accessing diversion by 2027. Examples: • Changing the eligibility requirements to support at-risk households • Increasing flexibility in time limits to accommodate more complex household needs	Greater access to diversion will increase successful exits by diverting more individuals out of the homeless response system into housing.



	Partner with diversion providers to enhance post-diversion services and support for clients who need it	
Increasing connection and collaboration with other systems and institutions to streamline prevention efforts.	- Increase membership of the CoC Board and other advisory groups to include membership from parallel service system to prevent more families and young people from becoming homeless (ongoing). (3-5) U. Establish a data connection between the homelessness system and school districts to improve reporting and prevention by 2029. (pg. 47) (3-5) Q. Increase and strengthen connections with the child welfare system to create proactive connections for youth exiting foster care or other youth programs or settings (ongoing) (pg. 46)	Improving coordination, partnerships and data connections with parallel service systems provides more diversion services, leading to a decrease of inflow into the system.

Objective 4: Prioritize Assistance based on the Greatest barriers to Housing Stability and the Greatest Risk of Harm

Primary Strategies	Actions and Milestones	Impact
Implement global by-name list that captures each population type.	(1-2) G. Modify program reporting requirements to support meaningful data collection that captures system-wide performance outcomes and accounts for the full scope and nature of contracted services by 2026. (3-5) I. Develop and implement a global by-name list that captures each household type (e.g., family, single adult, young adult) by 2029. (pg. 44)	Capturing the data that is more meaningful to client experience will allow for better insight into what is and is not working well in our system. This provides a more accurate diagnostic tool for program and policy changes that will increase efficacy of the homeless response system which can be measured as number of exits to permanent housing.
Implement improvements to update and	Implement population-based workgroups within Coordinated Entry to identify improvement areas and action plans by 2025.	Improving efficiency and accountability in the coordinated entry



refresh the Coordinated Entry system.	• Update Coordinated Entry Prioritization Policy by 2026. • Implement updated procedures for improved nomination quality by 2027. • Improve utilization of BNL in case conferencing and/or develop process to ensure units across the region are filled through Coordinated Entry by 2027. • (3-5) N. Implement effective Coordinated Entry compliance mechanisms for all housing programs in the Continuum of Care by 2029. (pg. 45) • (3-5) N. Develop processes to ensure units across the region are filled through Coordinated Entry (ongoing). (pg. 45)	system with the intent to better meet the needs of sub-populations will lead to more equitable utilization of units, increasing throughput in the system.
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Objective 5: Seek to House Everyone in a Stable Setting that Meets their Needs

Primary Strategies	Actions and Milestones	Impact
Increase and enhance programming for subpopulations experiencing homelessness, especially those communities disproportionately impacted by homelessness in King County.	• Incorporate best practices for serving people identifying as Black, Native, LGBTQIA2S+; immigrants and refugees; people living with disabilities; older adults; survivors of gender-based violence; and people exiting incarceration into program and community standards and agency procedures as such guidelines and processes are developed or revised by 2026. • Regularly evaluate the services provided to support the needs of Black, Native, LGBTQIA2S+, immigrant and refugee, people living with disabilities, and people exiting incarceration (ongoing). • Create feedback loop with YAB to support YAB in identifying improvements to YYA programs, policies, and practices by 2027. • Collaborate with key partners, including advocates, lived experts, community-based organizations, philanthropy, and other stakeholders to identify and implement fundraising strategy that increases population specific resources and bed availability (ongoing). • (1-2) AF. Increase the number of services (ex. shelter, case management, outreach) that operate 365 days a year, and 24 hours a day for 7 days of the week by 2030. (pg. 36)	Intentional collaboration and partnership to expand opportunities for funding services will increase the number of units available in the system and increase housing placements , especially for populations disproportionately impacted by homelessness.



Improve housing coordination for target sub-populations by strengthening collaboration and referral processes with other intersecting systems.	- Partner with sub-population experts and use homelessness system data to develop and implement strategy for improving referral processes for sub-populations disproportionately impacted by homelessness, including: - People experiencing chronic homelessness - High acuity - Families - Youth/Young Adults - Immigrants, refugees, and asylum seekers	Partnering with sub-population experts to improve referral processes and pathways for sub-populations will increase diversion opportunities leading to increased housing placements for sub-populations and streamline entries into units.
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Objective 6: Strengthen Subregional Collaboration and Coordination to Ensure Regional Access and Alignment

Primary Strategies	Actions and Milestones	
Expand and standardize severe weather coordination across subregions.	- Continue implementation of streamlined Severe Weather procurement process that integrates a Request for Qualifications step as means for constantly identifying new opportunities for severe weather projects by 2027. (1-2) R. Improve guests' connection to services beyond severe weather events, including connection to Safe Place for minors, Internal Intake or On-Site Service Linkage, and referrals and linkages to supportive services (ongoing). - Incorporate into severe weather contracts considerations for ensuring continued service connections and more standardized thresholds for activations by 2028.	Enhancing and aligning severe weather services will bring more people inside in severe weather conditions and increase unit availability across the region.
Partner with subregional stakeholders to continue building regional alignment and access.	- Partner with key subregional stakeholders to analyze and understand region-specific trends to develop subregional implementation plans. - Improve representation of subpopulations within homelessness across the sub-regions in Point-in-Time Count to better understand the experience of homelessness and how it relates to where someone lives in the county by 2029.	Aligning and enhancing the homelessness response system sub-regionally will increase access to services and set a foundation for increasing units across the region.



	• (1-2) N. Develop a real-time bed availability tool inclusive of all types of shelter and emergency shelter by 2026. (pg. 32) • (1-2) AI. Create an accurate and live inventory of all publicly funded homeless housing and shelter projects in the region by 2026. (pg. 37) • (1-2) AH. Refine and maintain, through quarterly updates, the Regional Services Database/Landscape Analysis of all homelessness programs within King County to support data-driven planning by 2027. (pg. 37) • (1-2) AS. Provide local jurisdictions with information to support data-driven decision-making on the region's homelessness response system, including program and investment recommendations (ongoing). (pg. 39) • (1-2) AU. Increase sub-regional agreements with sub-regions to pool funding for homeless services by 2029. (pg. 39) • (1-2) O. In partnership with local jurisdictions, provide expertise and support to increase temporary housing, sheltering and homelessness services while maintaining the current level of services in every sub-region (ongoing).	
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Measuring Our Progress

There are several indicators that KCRHA set out in 2023 to assess system performance and overall progress in housing people.

To baseline, KCRHA looks at the following measures for that assessment:

- Number of households accessing the homelessness response system
- Number of households entering the homelessness response system

“Accessing the homelessness response system” considers all people at a given time, and “entering into the homeless response system” highlights new individuals entering the homelessness response system.

With these baseline numbers, KCRHA will continue tracking the metrics below with intent to move them in the following directions:



Metrics	Desired Direction
Number of households exiting the homelessness response system to permanent housing	Increase
Number of households returning to homelessness after 6, 12, and 24 months from a permanent housing exit	Decrease
Number of temporary and permanent housing units in the system	Increase
Throughput of temporary and permanent housing units in the system	Increase
Utilization of temporary and permanent housing units in the system	Increase

Where possible, these measures will be broken down by:

- Household type: Single adults, families with children, and YYA
- Race and ethnicity
- Program type: Emergency shelter/housing, transitional housing, day center, safe haven, rapid-rehousing, diversion, safe parking

KCRHA collects information on other demographics and sub-populations, but has identified the need for improvements in data collection in order to better understand the scale and experience of these communities. The areas above should be considered our minimum annual reporting breakdown.





Tracking and Reporting

Reporting

System Performance Dashboard

KCRHA operates and maintains a [public dashboard](#) to measure the performance of the homeless response system in the region. This ongoing monitoring plays a vital role in observing the impact of implementation of this plan and addendum, as well as in diagnosing challenges and highlighting successes in the homelessness crisis response system. The data for this dashboard comes from the Seattle-King County Continuum of Care's Homeless Management Information System (HMIS) and is updated quarterly.

Annual report on the local plan

Per RCW 43.185C.045(3), KCRHA will annually report updates to Commerce on the status of our plan and plan addendum and its activities for the prior fiscal year. This report will include “the current condition of homelessness in King County, our performance in meeting the goals in our local homeless housing plan, and any significant changes made to the plan.” This report is due to Commerce in December each year and will be posted on Commerce's website.

Annual report on expenditures

KCRHA, as lead entity for the King County Homeless Housing Plan will annually monitor King County homelessness spending from all sources by project during the prior state fiscal year to align financial expenditures with plan performance metrics established in the plan.

Annual check in with key stakeholders on plan implementation

Through focus groups, surveys or other convenings, KCRHA will annually check in with key stakeholders on plan implementation. Key stakeholders include:

- City of Seattle and King County Human Services Departments
- City of Bellevue Human Service Departments

- North, south and east King County Subregions Human Service Departments
- Homeless Service Providers
- People with Lived Experience
- Continuum of Care Board and Members
- The Public
- The KCRHA Governing Board



Opportunities and Challenges to Plan Implementation

From major shifts in federal funding to changes in internal operations and priorities, much has shifted since KCRHA published its Five-Year Plan in 2023. Though the 2023 plan and its priorities remain crucial to the region's ability to address and ultimately decrease homelessness, different challenges and opportunities exist now in terms of operationalizing and implementing the plan.

Federal Landscape is Impacting Funding and Services: Executive orders announced by the federal government in 2025 that target specific populations impacted by homelessness have already affected the available resources within the homelessness system. KCRHA remains firm in our conviction to center equity and the needs of those disproportionately impacted by homelessness in our work as a main component of our mission and values. Collaborating across the region will be crucial in addressing these circumstances as they continue to unfold.

Collaboration Is Crucial for Plan Success: Most prominent is the need for KCRHA to collaborate consistently, intently, and deliberately with the key stakeholders impacting and leading the different aspects of the homelessness and housing system across the region. Additionally, the importance of collaborating across systems to increase access and streamline coordination within the homeless response system is a core tenant to success. Solving homelessness requires a multifaceted strategy.

Community Engagement: People experiencing homelessness are our friends and neighbors. Engaging our communities to come together to ensure that everyone has shelter is the first step to a homelessness response system that is robust and compassionate.



Appendix A. Record of 2023 Engagement Efforts

Organization/Agency	Type
Arms Around You	Lived Experience
Baliey-Boushay House	Community Services Provider
Ballmer Group	Philanthropy
BEING	Lived Experience
Black Diamond City Council #7	Government
Burien Severe Weather Shelter	Homelessness Service Provider
Catholic Community Services of King County	Homelessness Service Provider
Catholic Community Services of King County	Homelessness Service Provider
Catholic Community Services of King County	Community Services Provider
Catholic Community Services of King County	Homelessness Service Provider
Catholic Community Services of King County	Homelessness Service Provider
Catholic Community Services of King County	Homelessness Service Provider
Catholic Community Services of King County	Homelessness Service Provider
Catholic Community Services of Western Washington	Homelessness Service Provider
Cities of Bellevue, Kirkland and Redmond	Human Services
City Mercer Island	Human Services
City of Auburn, Councilmember	Government
City of Bellevue	Human Services
City of Bellevue	Human Services
City of Burien	Human Services
City of Burien	Human Services
City of Burien	Human Services
City of Enumclaw	Human Services
City of Federal Way	Human Services
City of Kirkland	Human Services
City of Redmond	Human Services
City of Redmond	Human Services
City of Redmond	Homelessness Service Provider
City of Redmond (Washington)	Homelessness Service Provider
City of SeaTac	Human Services
City of Seattle	Human Services



City of Seattle	Human Services
City of Seattle Human Services	Human Services
City of Seattle, Aging and Disability Services	Human Services
City of Seattle, Human Services Department, HOPE Team	Human Services
City of Woodinville	Human Services
Community Member	Community Services Provider
Community Member	Concerned Citizen
Community Member	Concerned Citizen
Community Member	Homelessness Service Provider
Community Member	Lived Experience
Compass Housing	Homelessness Service Provider
Compass Housing Alliance	Homelessness Service Provider
Compass Housing Alliance	Homelessness Service Provider
Compass Housing Alliance	Homelessness Service Provider
Continuum of Care	Continuum of Care Advisory Committee
Covington City Council	Government
Department of Health	Government
Downtown Emergency Service Center	Homelessness Service Provider
Downtown Emergency Service Center	Homelessness Service Provider
East African Community Services	Community Services Provider
Eastside Community Development Fund	Business
Elizabeth Gregory Home	Homelessness Service Provider
Facing Homelessness	Homelessness Service Provider
Federal Way Diversity Commission	Community Representation
Friends of Youth	Homelessness Service Provider
Friends of Youth	Homelessness Service Provider
Friends of Youth	Friends of Youth
FUSE Corps / King County	Government
FUSION	Homelessness Service Provider
HealthPoint	Community Health Center
Higher Education	Community Services Provider
Housing and Essential Needs	Community Services Provider
Ideal Option	Community Services Provider
Individual	Concerned Citizen



Individual	Concerned Citizen
Interfaith Task Force on Homelessness and Vehicle Residency Outreach	Concerned Citizen
International Rescue Committee	Community Services Provider
Issaquah City Council	Government
Issaquah Senior Center	Community Services Provider
Jubilee Women's Center	Homelessness Service Provider
KCRHA	Government
KCRHA	Government
KCRHA	Government
KCRHA	Continuum of Care Staff
KCRHA	Coordinated Entry Staff
KCRHA	Lived Experience
KCRHA Advisory Committee	Government
Kilroy Realty Corp.	Business
King County	Housing Stability Team
King County Councilmember Claudia Balducci	Government
King County Department of Community and Human Services	Government
King County Department of Community and Human Services	Human Services
Kingdom Gathering Outreach	Homelessness Service Provider
Lake City Partners Ending Homelessness	Homelessness Service Provider
Lake City Partners Ending Homelessness	Lake City Partners Ending Homelessness
Lake City Taskforce on Homelessness and North Urban Human Services Alliance	Homelessness Services Provider; Community Advocate
Lake Washington United Methodist Church	Homelessness Service Provider
Lake Washington United Methodist Church	Homelessness Service Provider
Legal Counsel for Youth and Children (LCYC)	Civil Legal Aid
Lived Experience Coalition	Lived Experience
Lived Experience Coalition	Lived Experience
Lived Experience Coalition	Lived Experience
Lived Experience Coalition	Lived Experience
Lived Experience Coalition	Lived Experience
Lived Experience Coalition	Lived Experience



Lived Experience Coalition	Lived Experience
Lived Experience Coalition	Lived Experience
Lived Experience Coalition	Lived Experience
Lived Experience Coalition	Lived Experience
Low Income Housing Institute	Affordable Housing and Shelter Provider
Low Income Housing Institute	Affordable Housing and Shelter Provider
Mary's Place	Homelessness Service Provider
Mary's Place	Homelessness Service Provider
Mary's Place	Homelessness Service Provider
Mary's Place	Homelessness Service Provider
Mary's Place	Homelessness Service Provider
Mary's Place	Homelessness Service Provider
Mary's Place	Homelessness Service Provider
Mary's Place Seattle	Homelessness Service Provider
Medical Respite	Homelessness Service Provider
Multi-Service Center	Community Services Provider
Multi-Service Center	Homelessness Service Provider
Neighborhood House	Neighborhood House
New Horizons	Homelessness Service Provider
New Horizons	Homelessness Service Provider
New Horizons	Homelessness Service Provider
New Horizons Ministries	Homelessness Service Provider
North Urban Human Services Alliance	Community Advocate
Plymouth Housing	Homelessness Service Provider
Plymouth Housing	Homelessness Service Provider
Plymouth Housing	Homelessness Service Provider
Pocan	Community Services Provider
Porchlight (formerly Congregations for the Homeless)	Homelessness Service Provider
Port of Seattle	Government
Progress Pushers	Lived Experience
Purpose Dignity Action (PDA)	Lived Experience, Community Services Provider
Raikes Foundation	KCRHA Advisory Committee Implementation Board
Reach (North Seattle Outreach)	Homelessness Service Provider



ROOTS Young Adult Shelter	Homelessness Service Provider
ROOTS Young Adult Shelter	Homelessness Service Provider
ROOTS Young Adult Shelter	Homelessness Service Provider
Ryther	Homelessness Service Provider
Sammamish City Council	Government
Solid Ground	Homelessness Service Provider
Solid Ground	Homelessness Service Provider
Solid Ground	Homelessness Service Provider
Solid Ground	Homelessness Service Provider
Solid Ground	Solid Ground
Solid Ground	KCRHA Advisory Committee Implementation Board or Governing Committee Member
Solid Ground	Homelessness Service Provider
Solid Ground	Homelessness Service Provider
Solid ground	DV Services
Solid Ground	Homelessness Service Provider
Solid Ground	Homelessness Service Provider
Solid Ground	Community Services Provider
Solid Ground	Community Services Provider
Solid Ground	Community Services Provider
Solid Ground	KCRHA Advisory Committee, Implementation Board, or Governing Committee Member
Sound Cities Association	KCRHA Advisory Committee Implementation Board
Sound Foundations NorthWest	Homelessness Service Provider
South King Housing and Homelessness Partners (SKHHP)	Government
St. James Cathedral Housing Advocacy Committee	Affordable Housing Advocates
St. Stephen Housing Association	Homelessness Service Provider
The Arc of King County	Community Services Provider
The Arc of King County	Community Services Provider
The current Homeless RV community	The current Homeless RV community
The Mockingbird Society	Advocacy organization
The Mockingbird Society	Lived Experience



The Sophia Way	Homelessness Service Provider
Unity Services	Both the homeless services provider and lived experienced
Valley Cities	Homelessness Service Provider
Valley Cities Behavioral Health	Homelessness Service Provider
Vision House	Homelessness Service Provider
Vision House	Homelessness Service Provider
Washington Anti-Trafficking Response Network	Anti-Trafficking and Survivor Provider
West Seattle Veteran Center and Shelter	Homelessness Service Provider
YMCA of Greater Seattle	Homelessness Service Provider
Youth Action Board (King County)	Lived Experience
YouthCare	Homelessness Service Provider
YouthCare	Homelessness Service Provider
YouthCare	Homelessness Service Provider
YouthCare	Homelessness Service Provider



Appendix C: Five-Year Plan Addendum Task Force

Name	Role	Agency
Kiki Serantes (lived experience)	Planning Manager	King County Regional Homelessness Authority
Monica Irons	Director of Planning & Special Projects	King County Regional Homelessness Authority
Emily Grossman	Legislative Policy and Analysis Coordinator	King County Regional Homelessness Authority
Remy Golla	Legislation Coordinator	King County Regional Homelessness Authority
Gabriel Silberblatt	Homelessness Policy Advisor	City of Seattle
Leyla Gheisar	Strategic Advisor, Homelessness Division	City of Seattle
Chris Klaeyson	Division Director, Homelessness	City of Seattle
Kate Speltz	Housing Services and Stability Manager	King County
Martha Sassorossi	Housing and Supportive Services Program Manager	King County
Charles Schrag	KCRHA Contract and Housing Stability Special Initiatives Lead	King County



Appendix D: Status Update on Progress and Shifts Since 2023

Update	Strategy	Status Notes
De-prioritized	(1-2) AQ. Continue to pilot Partnership for Zero with integration of improvements to By-Name-List technology, incident command systems, and Medicaid billing.	No longer funded. By-Name List work is continuing. KCRHA has developed the following BNL so far: YBNL, TrueBlood, Veterans, and all populations.
Completed	(1-2) N. Develop a real-time bed availability tool inclusive of all types of shelter and emergency shelter. (pg. 32)	Tool launched in early 2025 with Coordinated Entry funded programs. All HMIS funded programs have access to the tool to use. Continued Technical Assistance is being provided to housing and shelter providers.
Completed	(1-2) E. Develop and implement a grievance process that is accessible, safe, and responsive to resolve client or funded partner concerns, problems, or complaints. (pg. 30)	Completed in 2024.
Completed	(1-2) Y. Deploy an effective communications strategy to ensure the Ombuds Office is well-known and easily accessible, including centralized contact mechanisms (e.g., a hotline). (pg. 34-35)	While this work is ongoing, the initial goal of creating a centralized contact mechanism was completed in 2024 with the creation of a webform.
Milestone Updated; Completed	(1-2) Z. Provide regular reports to the Implementation Board on grievances filed and resolved by the Ombuds Office, including relevant demographic trends in reports filed. (pg. 35)	The implementation board no longer exists. Regular reports are made available on the KCRHA website and to the KCRHA Governing Board. This started in 2023.
De-prioritized	(1-2) AA. Stand-up an Ombud's Advisory Board. (pg. 35)	This goal is no longer prioritized, given the abundance of leadership and decision-making boards and task forces across KCRHA and King County. Ombuds now seeks to create a continuous feedback loop with programs staff and key stakeholders to identify trends, ensure transparent communication, and recommend systemic changes to support King County's homeless response system.
Progress Made; Milestone Updated	(1-2) AG. Establish a King County Youth Action Board (YAB) composed of a diverse group of Youth and Young Adults (YYA) with lived experience of homelessness to	KCRHA established a Youth Advisory Board in accordance with Youth Homelessness Demonstration Project requirements in 2023. Work has now



	ensure that the voices of those most affected are centered in developing solutions by 2025. (pg. 36)	shifted to strengthening the YAB through recruitment and enhancing membership to represent the YYA experiencing homelessness in King County.
Milestone Updated	(1-2) AB. Continue improving Coordinated Entry prioritization mechanisms based on sub-regional information and Homeless Management Information System data as well as feedback from people with lived experience. (pg. 35)	This remains a priority; however, the original language was not specific to the actions needing to be taken. Language has been updated in the addendum to reflect specificity.
De-prioritized	(1-2) J. Integrate requirements for healing-centered and strengths-based approaches into all KCRHA-contracted services by 2028. (pg. 31)	More discussion is needed to pull out the tangible actions. Re-prioritized to discovery phase given lack of clarity and budget constraints.
Postponed.	(3-5) J. Partner with technology leaders and developers to create a platform that allows program participants to see and interact with their data by 2029. (pg. 44)	Postponed
Milestone Updated	(3-5) U. Establish a data connection between the homelessness system and school districts to improve reporting and prevention. (pg. 47)	Language updated to include additional institutions/systems: school district, behavioral health, incarceration, child welfare
Milestone Updated	(3-5) R. Review KCRHA procurement process with an equity framework to identify and implement improvements by 2026. (pg. 46)	This is a step in the overall process toward building more equitable procurement, contracting and compliance processes, but is not in and of itself a measurable milestone.
Progress Made	(1-2) K. Evaluate program requirements to establish flexibility in funding by 2029. (pg. 31)	This milestone is partially complete: KCRHA is combining multiple funding sources into the same procurement and are looking at what eligibility restriction can be removed.
De-prioritized	(1-2) T. Resource outreach services with appropriate staffing and pathways to housing options by 2029. (pg. 33)	KCRHA has pivoted since this objective was identified in 2023 and no longer holds much of the work related to outreach.
Milestone updated	(1-2) BA. Support training for community members, advocacy groups, and faith-based groups to be more engaged in regional homeless response. (pg. 41)	Language was shifted to be more specific and align with regional role as CoC Lead Entity: "Enhance CoC Membership, CoC Convenings, and offered trainings to build engagement



		with community members, advocacy groups, and faith-based groups.”
Progress Made	(1-2) H. Develop standards of best practices to be included in contract requirements in serving the needs of populations disproportionately impacted by homelessness by 2027. (pg. 31)	Progress has been made in the following areas: Rapid Rehousing Program Standards and the Continuum of Care Community Standards. These two documents have been developed and are being rolled out.
Milestone updated	(1-2) AY. Improve coordination between Domestic Violence and Gender-Based Violence services to support families and individuals. (pg. 41)	Milestone language was made more specific and measurable: Create a Coordinated Entry (CE) Domestic Violence (DV) System that will enable DV assessors to add assessments into both CE systems more efficiently by 2026.
Milestones consolidated	(1-2) AN. Analyze regionwide data, such as the Understanding Unsheltered Homelessness Project (UUHP) dataset, with a sub-regional lens to better understand sub-regional differences. (pg. 38) (1-2) AM. Collaborate with sub-regional collaborative coalitions and local jurisdictions to develop local support for sub-regional implementation plans (ongoing). (pg. 37-38)	These milestones have been consolidated to make more specific, measurable, actionable and time bound. Updated: “Partner with key subregional stakeholders to analyze and understand region-specific trends to develop subregional implementation plans.”
	(1-2) I. Design YYA programs, policies, and practices in partnership with young people to cultivate a strong sense of self-efficacy and belonging by 2027	Milestone update to be more specific to Youth Acton Board integration in KCRHA operations and programming direction: “Create feedback loop with YAB to support YAB in identifying improvements to YYA programs, policies and practices”
Milestones consolidated	Coordinate with advocacy organizations to increase state and federal funding into homelessness response by 2029. (pg. 31) (1-2) W. Expand administrative capacity to support the development of population-specific procurement, particularly focused on emergency housing options for Trans and gender non-conforming individuals by 2028. (pg. 34)	These milestones all relate to a larger, more comprehensive task of identifying and leveraging funding in collaboration across the region to increase population specific resources and bed availability. Milestones have been consolidated and rephrased to reflect this: “Collaborate with key partners, including advocates, lived experts, community-based organizations,



	(1-2) D. Develop funding opportunities for BIPOC “By and For” organizations to expand culturally relevant approaches by 2029. (pg. 30) (1-2) W. Expand administrative capacity to support the development of population-specific procurement, particularly focused on emergency housing options for Trans and gender non-conforming individuals by 2029. (pg. 34) (3-5) L. Expand funding support to implement evidence-based strategies in programs that serve families by 2029 (pg. 45).	philanthropy and other stakeholders to identify and implement fundraising strategy that increases population specific resources and bed availability.”
Milestones consolidated	(1-2) AV. Partner with behavioral health organizations to support connections to behavioral health services by 2027. (pg. 40) (1-2) AW. Partner with King County Behavioral Health and Recover Division and Public Health and Healthcare for the Homeless Network to improve communication, coordination, education, and information sharing across our homelessness response system for high acuity individuals by 2027. (pg. 40) (1-2) AY. Improve coordination between Domestic Violence and Gender-Based Violence services to support families and individuals. (pg. 41) (3-5) B. Develop pathways for immigrants, refugees, and asylum seekers that consider the varying levels of eligibility and documentation requirements. (pg. 42) (3-5) G. Identify and support the implementation of clear policy and programming strategies to engage families identified as experiencing homelessness by schools and connect them with necessary support. (pg. 43)	These milestones all relate to a larger task and milestone around collaborating to create and implement improved referral pathways and coordination across systems to improve placements. Milestones have been consolidated and language update to reflect this larger core theme: “Partner with sub-population experts and utilize homelessness system data to develop strategy for improving cross sector coordination and population-specific referral pathways, including: - People experiencing chronic homelessness - High acuity - Families - Youth/Young Adults - Immigrants, refugees and asylum seekers



Milestone updated	(1-2) AE. Implement a phased portfolio re-procurement process with comprehensive geographic coverage, service continuity with housing-focused resources at all points of connection, and close coordination with subpopulation-specific providers by 2027. (pg. 36)	Milestone language was simplified: "Undertake phased re-procurement steps by 2027."
Milestone updated	(3-5) A. In partnership with organizations that serve historically marginalized communities, develop an inventory of successful approaches and best practices for other programs to integrate. Develop qualitative and quantitative evaluation tools to understand how these approaches work for historically marginalized communities by 2028. (pg. 42)	Milestone language updated to be more specific and measurable, while also integrating work underway with Continuum of Care, which incorporates the principles outlined in the original milestone. Language now reads: "Complete the Continuum of Care Community Standards revisions to develop inventory of successful best practices and evaluation mechanisms."
Milestone updated	(1-2) AP. Create opportunities for people with lived experience to give feedback on the CE processes through Coordinated Entry Committee (ongoing). (pg. 38)	Milestone language updated to add "Coordinated Entry Committee" as key mechanism for achieving milestone.
Milestone updated	(1-2) M. Incorporate, consider, and implement livable wage requirements in new Requests for Proposals (RFP) and contracts using findings from wage equity studies by 2029. (pg. 31-32)	Milestone language updated to replace "requirements" language with "expectations," as it is unclear the degree which KCRHA will be able to require livable wage standards in funding proposals.
De-prioritized	(1-2) T. Resource outreach services with appropriate staffing and pathways to housing options by 2029. (pg. 33)	KCRHA was the lead entity on outreach services at the time the original plan was developed, however that is no longer the case. While KCRHA does currently support facilitation of some outreach contracts through King County, it is not the main decision maker.
Milestone updated	(3-5) D. Increase provider access to diversion training to ensure best practices are followed by 2026. (pg. 43)	Milestone language updated to be more specific and measurable: "Develop trainings and guidelines to promote best practices in the use of diversion funding by 2026."
Milestones consolidated	(3-5) C. Change the eligibility requirements for diversion resources to allow for those at risk of homelessness to access diversion services, rather than	Milestones have been consolidated into a single milestone that lists out previous milestones as examples. Additionally, it is unclear the level of authority KCRHA has over the original



	exclusively people already experiencing homelessness by 2027. (pg. 42-43) (3-5) M. Remove the 30- to 45-day time limit to complete diversion to accommodate households with complex needs by 2027. (pg. 45) (3-5) E. Work with diversion providers to include case management support for three to six months after financial assistance is provided by 2029. (pg. 43)	milestones given its new ILA. Updated language: "Increase access to diversion services and improve service supports for households accessing diversion by 2027. Examples: • Changing the eligibility requirements to support at-risk households • Increasing flexibility in time limits to accommodate more complex household needs • Partner with diversion providers to enhance post-diversion services and support for clients who need it"
Milestones consolidated	(3-5) T. Strengthen partnerships between homeless service providers, KCRHA, and key staff and schools across King County to prevent more families and youth from becoming homeless by 2028. (pg. 47) (3-5) P. Strengthen coordination between providers and other systems through collaborative multi-sector convenings. (pg. 45-46)	Milestones consolidated to be made more specific and measurable, as well as ensure Continuum of Care principles and role maintained: "Increase membership on the CoC Board and other advisory groups to include membership from parallel service system."
Milestone updated	(1-2) H. Develop standards of best practices to be included in contract requirements in serving the needs of Black, Native, LGBTQIA2S+, immigrants and refugees, people living with disabilities, older adults, survivors of gender-based violence, and people exiting incarceration by 2026. (pg. 30-31)	Milestone language updated to be more achievable given the current resourcing. Drafting standards is a complex multi-year process requiring greater capacity than what is currently funded. Updated language: "Incorporate best practices for serving people identifying as Black, Native, LGBTQIA2S+; immigrants and refugees; people living with disabilities; older adults; survivors of gender-based violence; and people exiting incarceration into program and community standards and agency procedures as such guidelines and processes are developed or revised."
Milestone updated	(1-2) V. Regularly evaluate the level of funding and percentage of investment into	Milestone language updated to reflect limitations on information needed to



	organizations and programs designed to support the needs of Black, Native, LGBTQIA2S+, immigrant and refugee, people living with disabilities, and people exiting incarceration (ongoing). (pg. 34)	undertake as originally drafted. Updated language: “Regularly evaluate the services provided to support the needs of Black, Native, LGBTQIA2S+, immigrant and refugee, people living with disabilities, and people exiting incarceration.”
De-prioritized	(1-2) BB. Initiate and maintain relationships with private landlords, local jurisdictions, and philanthropy (pg. 41)	Milestone de-prioritized due to Partnership for Zero work no longer receiving funding.
De-prioritized	(1-2) AZ. Coordinate across providers and systems to provide long-term support for families transitioning from homelessness to permanent housing. (pg. 41)	Milestone de-prioritized due to requiring new funding.
De-prioritized	(1-2) A. Expand outreach contracts to be appropriately staffed during severe weather events, including evening support by 2028. (pg. 29)	Milestone de-prioritized due to KCRHA no longer overseeing expansion of outreach contracts.
Milestones consolidated	(1-2) AX. Coordinate with faith-based communities to identify untapped physical spaces to be used in severe weather shelters (ongoing). (pg. 40-41) (1-2) P. Identify and evaluate spaces for severe weather with cities to expand the number of indoor options during severe weather events by 2027. (pg. 32)	Milestones consolidated into single item given relation with severe weather procurement: “Continue implementation of streamlined Severe Weather procurement process that integrates a Request for Qualifications step as means for constantly identifying new opportunities for severe weather projects.”
Milestone updated	Incorporate allowances for severe weather shelter response into existing contracts, to support a standardized weather response by 2028. (pg. 37)	Milestone language updated to avoid funding implications as severe weather funding comes from outside KCRHA: “Incorporate into severe weather contracts considerations for ensuring continued service connections and more standardized thresholds for activations by 2028.”
De-prioritized	(1-2) S. Engage with cities’ comprehensive planning efforts for the future development of temporary and permanent housing options (ongoing). (pg. 33)	Milestone de-prioritized given new ILA limitations on how KCRHA can engage with these processes.
Milestone updated	(3-5) D. Increase provider access to diversion training to ensure best practices are followed by 2026. (pg. 43)	Milestone reframed to focus on a measurable deliverable: “Develop training and guidelines to promote best practices in the use of diversion funding by 2026.”



Milestones consolidated	(3-5) C. Change the eligibility requirements for diversion resources to allow for those at risk of homelessness to access diversion services, rather than exclusively people already experiencing homelessness by 2027. (pg. 42-43) (3-5) M. Remove the 30- to 45-day time limit to complete diversion to accommodate households with complex needs by 2027. (pg. 45) (3-5) E. Work with diversion providers to include case management support for three to six months after financial assistance is provided by 2029. (pg. 43)	Milestone consolidated for clarity and given the revised ILA limitations on KCRHA ability to make policy changes to service delivery. Now reads: “Increase access to diversion services and improve service supports for households accessing diversion by 2027. Examples: • Changing the eligibility requirements to support at-risk households • Increasing flexibility in time limits to accommodate more complex household needs • Partner with diversion providers to enhance post-diversion services and support for clients who need it”



Appendix D: Links to Local Municipalities

Algona	North Bend
Auburn	Pacific
Beaux Arts Village	Redmond
Bellevue	Renton
Black Diamond	Sammamish
Bothell	SeaTac
Burien	Seattle
Carnation	Shoreline
Clyde Hill	Skykomish
Covington	Snoqualmie
Des Moines	Tukwila
Duvall	Woodinville
Enumclaw	Yarrow Point
Federal Way	
Hunts Point	
Issaquah	
Kenmore	
Kent	
Kirkland	
Lake Forest Park	
Maple Valley	
Medina	
Mercer Island	
Milton	
Newcastle	
Normandy Park	

