

King County Regional Homelessness Authority

Strategic Five-Year Plan Addendum



2025-2030

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Introduction and Framing

The 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 its inaugural [Five-Year Strategic Plan](#). That plan set forth more than 80 strategies for addressing and reducing homelessness across the region, which upon plan approval the agency began implementing in partnership with key stakeholders.

In the fall 2024, the Washington State Department of Commerce (Commerce) published the State of Washington Homeless Housing Strategic Plan for 2024-2029, updating [guidelines for all local housing and homelessness plans](#) in accordance with Washington state law¹. Through winter and spring 2025 KCRHA worked with third party consultants provided by the Department of Commerce to complete a crosswalk of the KCRHA Five-Year Plan with the updated local requirements. The crosswalk determined that filing an addendum would be necessary to bring the KCRHA plan into compliance with updated state requirements. In June 2025 KCRHA published a notice of plan addendum development on its website and social media pages and established a working group Task Force to collect data and develop the addendum (Appendix C).

While the plan's original strategies remain the primary driving force of the regional strategy, 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.
- Aligning the more than 80 strategies identified in 2023 with the state's five objectives:
 - Promote an equitable, accountable, and transparent homeless crisis response system
 - Strengthen the homeless service provider workforce.
 - Prevent episodes of homelessness whenever possible.

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



- Prioritize assistance based on the greatest barriers to housing stability and the greatest risk of harm.
- Seek to house everyone in a stable setting that meets their needs.
- Providing an estimate of service levels for King County.
- Providing a survey of fund sources for homeless housing assistance programs and capital projects.
- Estimating the permanent and emergency housing needs; and
- Outlining prioritization criteria for 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 homelessness². This is 26% higher than the 2022 PIT Count.



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

Homelessness continues to disproportionately impact communities of color in King County. Based on the PIT analyses, 15% of people experiencing homelessness in King

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



County identify as Black/African American, but according to 2023 U.S. Census data only 7% of King County’s population identifies as Black/African American. 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 and plan remains just as vital now in 2025 as it did in 2023. Partnering with King County, City of Seattle and subregional jurisdictions is critical in ensuring this mission is balanced with the increased need for affordable and permanent supportive housing.

KCRHA: Coordinating Homelessness Response Efforts

King County Regional Homelessness Authority (KCRHA) was established through an Interlocal Agreement between City of Seattle and King County in 2019 to create a unified and coordinated homelessness response system across the region. The agency launched operations in 2021. Prior to this, the system was fragmented with unconnected programs that were not focused on consistent goals. With this founding agreement as the bedrock, KCRHA is designated by these two governmental bodies to work in concert to develop and execute a joint homeless housing plan³. [KCRHA developed and publish the inaugural plan in 2023](#) under this founding legislation.

The Interlocal Agreement (ILA) with City of Seattle and King County was amended and approved in November 2024. [This updated ILA](#) focuses the agency on its mission. As a result, some of the work and contracts formally led by KCRHA shifted back to partner agencies. This had an impact on some plan areas previously identified as strategic priorities in 2023. 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.

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.](#)



Developing the Plan

Record of Public Engagement for Original Plan Development

Starting in July 2022, the King County Regional Homelessness Authority engaged people experiencing homelessness, service providers, elected officials, city human services staff, and coalitions ([see page 61 in the KCRHA Five-Year Strategic Plan](#)) to develop the KCRHA Five-Year Strategic Plan. This engagement consisted of workshops, surveys, and listening sessions.

In total, from 2022 to 2023, there were 38 workshops that engaged over 400 people to develop the Five-Year Plan strategies. See Appendix A for a record of the organizations and agencies that participated in these workshops.

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. Given the decentralized model for outreach and facilitation, neither exact numbers nor demographics of stakeholders involved in these workshops are available for analysis.

In August to September 2022, KCRHA also held listening sessions in workgroups with the Lived Experience Coalition to define objectives and initiatives for the Five-Year Plan. 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 Addendum and Record of Public Engagement of Addendum

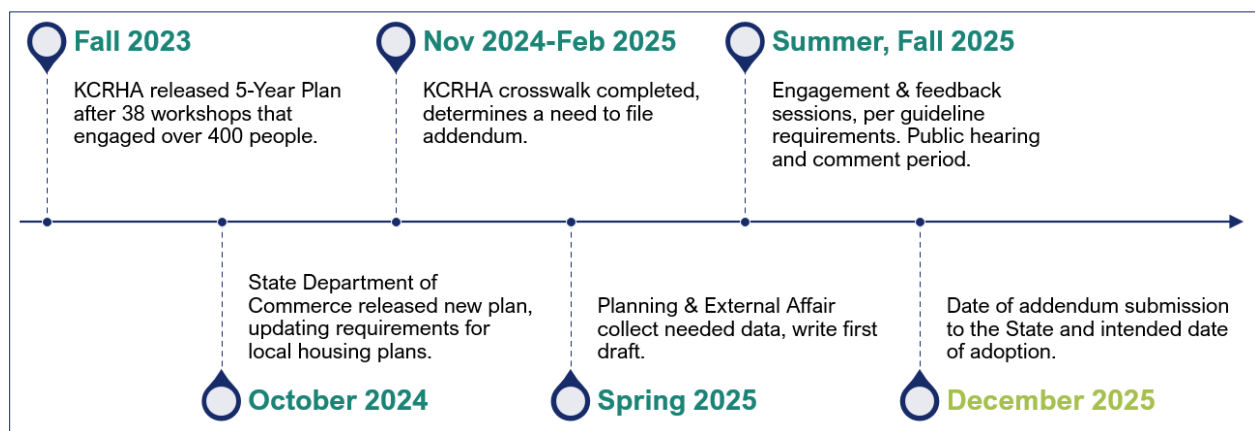


Figure 2: Five-Year Plan Addendum Intended Timeline for Adoption

In the Spring of 2025 KCRHA created a Task Force made up of individuals from KCRHA, City of Seattle and King County (see Appendix C) to develop the plan addendum and ensure collaboration with the leads on both homelessness and housing across the region. This Task Force began collecting the needed data to draft the Five-Year Plan addendum. This partnership and collaboration persisted throughout the duration of the addendum development. Starting in May 2025, KCRHA staff engaged other key subregional city staff and community stakeholders to monitor addendum development. In June 2025 Public Notice of the plan addendum development was published on the KCRHA website and social media pages.

In September and October 2025, staff facilitated one focus group with King County providers and a second session with individuals with lived and/or living experience in homelessness to gain additional insight and feedback on the addendum. These conversations focused on gathering general feedback on the addendum and further



guidance around implementation priorities. KCRHA offered 20 individuals with lived and/or living experience in homelessness a stipend of \$114 (\$57/hour) for their participation in the two-hour focus group, in alignment with the guidelines from the Washington State Office of Equity.

Additionally, KCRHA created and administered a public survey to key stakeholders across the homelessness response system, including providers across program types, city and county partners, community advocates, individuals with lived experiences, faith-based partners, funders, and staff (See Appendix B for participation breakdown). Community members were able to provide public comment and complete this survey from October 2-November 14, 2025. We invited a broad group of providers, lived experts, advocates, and partners to participate in the engagement process (See Appendix B for full engagement table).

KCRHA scheduled a public hearing for the addendum to the Five-Year Plan to take place at the October 19 Governing Board meeting. The agency posted notice of this public hearing on the KCRHA website on September 30, 2025, on social media on October 22, 2025, and in the Seattle Times on October 6, 2025. Unfortunately, this Public Hearing was delayed due to Governing Board logistics. This did, however, allow for continued engagement and outreach to ensure broad representation and participation in providing addendum feedback and public comment. The public hearing for the addendum was held at the December 18 Governing Board meeting. The Addendum was voted on and approved by the Governing Board on February 20, 2025.

Good faith efforts to outreach individuals with lived experience about this public hearing and the additional engagement opportunities listed above included working to distribute the information through King County providers, outreach with various lived expert coalitions and boards across the region, and regular publication of social media graphics. KCRHA staff outreached to community partners beyond service providers, such as the library systems, to support circulation of this information and engagement opportunities in spaces where lived experts frequently visit.

Key Addendum Engagement Efforts (See Appendix B):

- City of Seattle and King County Engagement: May – September 2025
- City of Bellevue engagement session: June – September 2025



- Continuum of Care Board Session: July 2, 2025
- Provider Focus Group: September 30, 2025
- Lived Experience Focus Group: October 2, 2025
- Youth Advisory Board Session: October 22, 2025
- Public Survey and Comment Period: October 2 – November 14, 2025
- Public Hearing and Governing Board Meeting: February 20, 2025

Landscape of Housing and Homelessness Services in King County

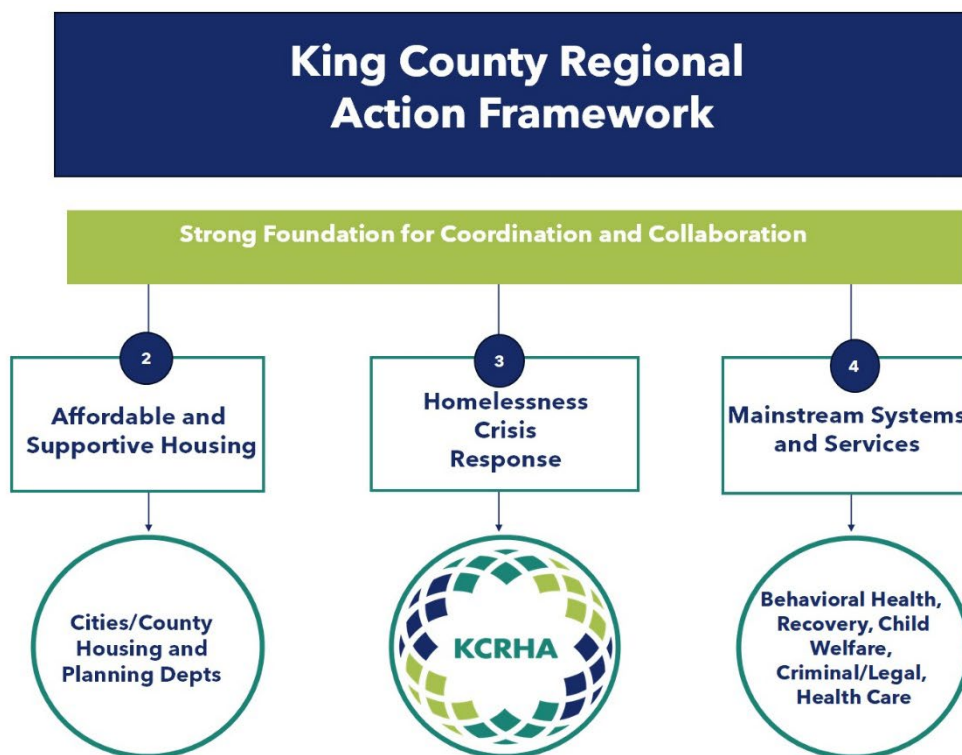


Figure 3: King County Regional Action Framework

Housing and homeless planning in King County requires collaboration between KCRHA, King County, City of Seattle, the U.S. Department of Housing and Urban Development (HUD), 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 Continuum of Care (CoC) funded programs, coordinated entry, HMIS data



management and rapid rehousing. King County and the cities in King County are responsible for prevention, crime and safety, public health, and planning permanent housing needs, including affordable housing for extremely low-income households and permanent supportive housing. Outreach and sanctioned encampment response are joint responsibilities of KCRHA and jurisdictions. There are 39 local municipalities in King County, including cities, towns and un-incorporated 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 utilize Homeless Management Information System (HMIS) project type definitions.

Estimates of Service Levels for King County Homeless Response

The purpose of this section is to provide baseline information about activities and investments to address homelessness in King County. A summary of 2024 budget and expenditure information is provided below, but with several caveats. The main caveat is that we should expect significant fluctuations over the years to come due to revenue shortfalls, new revenue sources, funding cuts, and federal policy changes.

2024 KCRHA Funders

KCRHA supports its programs, operations, and administration with funding from local, state and federal, and private sources.

2024 Funds KCRHA	
City of Seattle	\$113,321,696



North Cities (see below)	\$249,317
King County	\$35,562,803
Department of Commerce – Encampment Resolution Program	\$14,180
Department of Housing and Urban Development (HUD) - Continuum of Care	\$60,969,750
Philanthropic and Other Funding	\$150,000
Total	\$224,433,910

Figure 4.a: Funds from Local, State and Private Sources

In early 2023, five North King County jurisdictions including Bothell, Kenmore, Lake Forest Park, Shoreline, and Woodinville signed a formal agreement with KCRHA to pool funding and administration through the agency. As a part of the agreement, the cities agreed to contribute \$1.20 per capita as a minimum contribution. The total funding is as follows:

2024 North King County Contributions	
City of Bothell	\$52,000
City of Kenmore	\$38,000
City of Lake Forest Park	\$500
City of Shoreline	\$100,000
City of Woodinville	\$58,000
Total	\$249,317

Figure 4.b: North King County Financial Contributions

2024 KCRHA Budget

There are four categories in the base budget. In 2024, \$204,076,642 went to program support.

2024 Budget KCRHA	
KCRHA Admin and Operations	\$13,404,415



Partnership for Zero (PfZ) Outreach Program	\$1,620,249
Inflation	\$5,332,604
Programs	\$204,076,642
Total	\$224,433,910

Figure 4.c: King County Regional Homelessness Authority 2024 Budget

The following chart details distributions to specific programs or interventions, which are broken down into HMIS project types.

2024 Program Budget KCRHA	
HMIS Project Type	Total Allocated
Diversion	\$6,235,164
Enhanced Day Hygiene	\$10,943,677
Enhanced Shelter	\$55,027,186
Outreach and Engagement	\$6,486,621
Permanent Supportive Housing	\$42,305,648
Prevention	\$3,813,560
Rapid Rehousing	\$33,718,991
Regional Access Points (RAPs) (Coordinated Entry)	\$593,534
Safe Parking	\$4,221,249
System Functions (e.g., HMIS)	\$1,447,020
Transitional Housing	\$5,527,831
Villages	\$14,645,206
Youth Programs ⁴	\$1,611,990

Figure 4.d: 2024 King Country Regional Homelessness Authority Distributions by Type

Number of Programs Funded by KCRHA by HMIS Project Types

⁴ Youth Programs include the following project types: Navigations and Diversion, Youth Engagement, Peer Life Coach, and Youth Navigation.



KCRHA is the Homeless Management Information System (HMIS) lead, and funding by KCRHA requires participation in HMIS and utilization of HMIS project type definitions. This section outlines the number of programs KCRHA administers per HMIS project type.

Project Type	KCRHA HMIS Programs
Emergency Shelter – Entry Exit	62
PH – Permanent Supportive Housing (disability required for entry)	41
PH – Rapid Re-Housing	31
Transitional Housing	16
Emergency Shelter – Night-by-Night	14
Services Only	14
Day Shelter	10
Street Outreach	5
PH – Housing with Services (no disability required for entry)	4
Safe Haven	2

Figure 5.a: Available HMIS Projects Administered by KCRHA

Other Funding in King County by HMIS Project Types

KCRHA is not the sole funding source for HMIS projects in King County. Housing and homelessness service agencies rely on a variety of other funding sources including county, city, foundations, and private donations to keep their doors open. King County cities directly invest in a wide range of human services. This includes, but is not limited to, funding programs that serve individuals experiencing homelessness and/or at risk of homelessness, such as shelter, outreach programs, and rental assistance. Funding is awarded on a biennial basis and is primarily allocated through the cities' general fund budgets. Further, some cities have utilized one-time funding such as the American Rescue Plan Act (ARPA) and funding tools enacted by the State Legislature such as House Bill 159035 to address local human service needs.



Project Type	Non-KCRHA HMIS Programs
PH – Permanent Supportive Housing (disability required for entry)	71
Homelessness Prevention	58
Services Only	40
Transitional Housing	35
PH – Housing with Services (no disability required for entry)	29
Street Outreach	28
Emergency Shelter – Entry Exit	21
PH – Rapid Re-Housing	20
Day Shelter	11
PH – Housing Only	5
Safe Haven	1

Figure 5.b: Available HMIS Projects Not Administered by KCRHA

There are also programs that, for various reasons, do not participate in HMIS. A summary of those programs is below. Please note that severe weather shelters are generally excluded from this analysis.

Project Type	Not Participating in HMIS
Emergency Shelter	15
PH – Permanent Supportive Housing (disability required for entry)	15
Transitional Housing	9
Services Only	1
Street Outreach	1

Figure 5.c: Available Projects Not Participating in HMIS

This addendum is subject to a Commerce requirement that counties reference and incorporate expenditure data that is derived from Commerce Annual Expenditure Reports. The annual reports are intended to catalogue information specific to each



county's homelessness response: funding, spending, and inventory (beds). It is not reviewed for accuracy.

The following charts detail State Fiscal Year 2024 expenditures, "beds," and enrollments by HMIS project type: all information is derived from the Annual Expenditure Reports referenced above.

State Fiscal Year 2024 Expenditures	
Expenditures by project type	
Housing interventions	\$361,414,907
Homelessness prevention	\$56,398,778
Services only	\$40,105,804
Other projects	\$5,281,396
Expenditures on housing interventions only	
Emergency shelter	132,227,866
Transitional housing	13,311,830
Rapid rehousing	25,562,660
Permanent supportive housing	171,416,731
Other permanent housing	18,895,820
TOTAL SFY24 Expenditures	\$463,200,885

State Fiscal Year 2024 Beds	
Emergency shelter	6,141
Transitional housing	1,722
Rapid rehousing	1,987
Permanent supportive housing	7,821
Other permanent housing	1,505
TOTAL SFY24 Beds	19,176

Figure 6: Homelessness System Expenditures and Bed Availability



State Fiscal Year 2024 Enrollments	
Housing interventions	12,457
Homelessness prevention	2,784
Services only	23,119
Other projects	1,286
TOTAL SFY24 Enrollments	39,646

Figure 7: Enrollments by Project Type

Survey of Fund Sources for Homeless Housing Assistance and Capital Projects

To fund the various housing and homelessness programs in the region, King County and the encompassing municipalities use various fund sources for services and capital projects. Figure 8 below outlines several funding streams and tools that the region may assign for housing and homelessness purposes and the projected or actual amounts received for SFY 2024 and 2025. Additionally, the table identifies whether these mechanisms are local, state or federal sources, and if county or local governments are collecting or receiving these resources. The following fund sources are listed in the table:

- Local funds authorized by RCW 82.14.460 (Mental Health Sales and Use Tax)
- Local funds authorized by RCW 82.14.530 (Housing and Related Services Sales and Use Tax)
- Local funds authorized by RCW 82.14.540 (Affordable and Supportive Housing Sales and Use Tax)
- Local funds authorized by RCW 84.52.105 (Local Housing Levies)
- Local funds authorized by RCW 36.22.250 (Document Recording Surcharge, Local Portion)
- Consolidated Homeless Grant/System Demonstration Grant (including Housing and Essential Needs)
- HUD Emergency Solutions Grant
- HUD Community Development Block Grant
- HUD Continuum of Care Grant
- HUD Youth Homelessness Demonstration Project Grants



Fund source	Source	Status	Allowable uses	Amount received SFY24	Actual/projected received SFY25 ⁵
Local funds authorized by RCW 82.14.460 (Mental Health Sales and Use Tax)	Local	Collecting – Localities, King County	Operating and Capital	\$91,887,621	\$92,579,683
Local funds authorized by RCW 82.14.530 (Housing and Related Services Sales and Use Tax)	Local	Collecting - Localities	Operating and Capital	\$93,619,050.00	\$94,294,763.26
Local funds authorized by RCW 82.14.540 (Affordable and Supportive Housing Sales and Use Tax)	Local	Collecting - Localities	Operating and Capital	\$11,848,789.75	\$11,768,531.3
Local funds authorized by RCW 84.52.105 (Local Housing Levies)	Local	N/A	Operating and Capital	N/A	N/A
Local funds authorized by RCW 36.22.250 (Document Recording Surcharge, Local Portion)	Local	Collecting – King County	Operating and Capital	9,059,425	9,779,186
Consolidated Homeless Grant/System Demonstration Grant (including Housing and Essential Needs)	State	Receiving - King County	Operating	\$34,964,156.16	\$34,964,157.16
Encampment Resolution Program	State	Receiving - KCRHA	Operating	\$34,772,856	\$25,999,999
Emergency Solutions Grant	Federal	Receiving - Localities, King County	Operating	\$1,128,972.00	\$1,128,972.00

⁵ These are broad funding sources that have multiple uses with many intersections with the homeless response system.



		(including state pass through)			
Community Development Block Grant	Federal	Receiving - Localities, King County	Operating and Capital	\$18,064,931.00	\$18,064,931.00
Continuum of Care Grant	Federal	Receiving- KCRHA, King County and four non-profits	Operating	\$63,352,908.00	\$63,352,909.00
Youth Homelessness Demonstration Project Grants	Federal	Receiving - KCRHA	Operating	\$3,615,015.00	\$3,615,016.00

Figure 8: Survey of Fund Sources for Homeless Housing Assistance and Capital Projects⁶

Estimate of Permanent Housing and Emergency Shelter Needs

The Washington State Office of Financial Management projects King County's population to grow 24.6% 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% – 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 years⁷. The Comprehensive Plan development was a multi-step process involving public input and legislative review.

The 2021 King County Countywide Planning Policies (CPPs)⁸ create a shared and consistent framework for growth management planning for all jurisdictions in King

⁶ KCRHA staff worked closely with staff at King County to gather these estimates. Sources include: [HUD Exchange, Awards and Allocations](#), [DOR Local sales and use tax distribution](#), [COC Awards](#), [golden Report](#).

⁷ 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>

⁸ King County Countywide Planning Policies (CPPs), <https://kingcounty.gov/en/dept/executive/governance-leadership/performance-strategy-budget/regional-planning/cpps>



County in accordance with RCW 26.70A.2109, 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 special purpose districts. 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

⁹ Washington State Legislature RCW 36.70A.210; Countywide planning policies, <https://app.leg.wa.gov/rcw/default.aspx?cite=36.70A.210>



*Figure 9: Estimates of Permanent and Emergency Housing*¹⁰

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.

¹⁰ 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



Prioritization Criteria for Homeless 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
- Available funding.

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. KCRHA with our King County partners, including the Growth Management Planning Council (GMPC), the City of Seattle and other jurisdictions within King County, are working together to plan for housing and homelessness needs in the region. The guiding principles for all projects are 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.

KCRHA Prioritization Criteria

As mentioned, the 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. That being said, KCRHA funds minimal capital projects, and mostly funds services.

King County Prioritization Criteria

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 can 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

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, 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)**
- **South King Housing and Homelessness 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
- 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 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) was formed in 2019 through the execution of an Interlocal Agreement between the cities of Auburn, Burien, Covington, Des Moines, Federal Way, Kent, Normandy Park, Renton, and Tukwila, plus King County to ensure the availability of housing for all income levels of residents in South King County. Since 2019, the cities of Maple Valley and SeaTac have joined as parties to the Interlocal Agreement. SKHHP works to create a coordinated, comprehensive, and equitable approach to increasing housing stability, reducing homelessness, 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
- Homeownership
- Leverage of Private and Public Investment
- Preservation
- Racial Equity
- Transit-Oriented Development

SKHHP's review process includes a pre-application meeting 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. Each application is thoroughly reviewed by the SKHHP Community Advisory Board which develops a funding recommendation for adoption by the SKHHP Executive Board. Once adopted, SKHHP staff seek concurrence from SKHHP member city councils which contributed to the fund.



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, composed of affordable housing developers, individuals with lived and living experience, housing and homelessness service providers, and members representing financial institutions. The final recommendation comes from SKHHP's Executive Board.
- **Step 3:** SKHHP member City Councils that have contributed funding will review and approve the funding recommendation submitted by SKHHP, or will return the recommendation, with comments, for further consideration before a final decision is made.

General evaluation criteria include advancing the goals of 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; and consistency with underwriting standards.

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



Work Over the Next Five Years

Objectives, Milestones and Timelines

In 2023, KCRHA identified more than 80 strategies for meeting its mission by engaging with more than 400 partners and community members across the region. Following the 2024 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 by KCRHA 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 from the KCRHA Five-Year Plan, as well as their measurable impact on the system.

Given the time that has passed since many of the actions and milestones were first identified in 2023 and the changing landscape of homelessness services in King County, KCRHA has also provided a **Status Update (see Appendix C)**. This Status Update can be used to see which actions have been achieved, shifted, and/or otherwise progressed since the plan implementation efforts first began in 2023.



Objective 1: Promoting 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. • (1-2) AP. Create opportunities for people with lived experience to give feedback on the CE processes through Coordinated Entry Committee (ongoing). (pg. 38)	Increasing participation and engagement of individuals with lived experience in the homelessness system will improve services, increasing throughput of units in the long term.



	• 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.	
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 assistance, training, and professional	• Develop promising practice guidance documents, resources and training for service providers to be made available ongoing on the KCRHA website, including CE nominations, service matching and documentation by 2025.	Enhancing tailored support and technical assistance available to providers will help retain staff and align standards for providing services to



development support.	• 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.	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 • Partner with diversion providers to enhance post-diversion services and support for clients who need it	Greater access to diversion will increase successful exits by diverting more individuals out of the homeless response system into housing.



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 inflow into the system.
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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 the efficacy of the homeless response system, which can be measured as number of exits to permanent housing.
Implement improvements to update and refresh the Coordinated Entry system.	• Implement population-based workgroups within Coordinated Entry to identify improvement areas and action plans by 2025. • Update the Coordinated Entry Prioritization Policy by 2026. • Implement updated procedures for improved nomination quality by 2027.	Improving efficiency and accountability in the coordinated entry system with the intent to better meet the needs of sub-populations will lead



	• 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)	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 equitable access to units especially for populations disproportionately impacted by homelessness.
Improve housing coordination for	• Partner with sub-population experts and use homelessness system data to develop and	Partnering with sub-population experts to



target sub-populations by strengthening collaboration and referral processes with other intersecting systems.	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 • Elders	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 the number of people served 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. • (1-2) N. Develop a real-time bed availability tool inclusive of all types of shelter and emergency shelter by 2026. (pg. 32)	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) 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 to measure in 2023 to assess system performance and overall progress in housing people that will continue to be tracked to gauge plan success.

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 track metrics below with intent to move them in the following directions:

Metrics	Desired Direction
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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 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 to better understand the scale and experience of these communities. The areas above should be considered KCRHA's minimum annual reporting breakdown.



Tracking and 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 King County 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. 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 housing and homeless spending in King County from all sources.

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

KCRHA outlined challenges and opportunities for plan implementation in 2023 (see page 23-26 of the [KCRHA Five-Year Strategic Plan](#)). The 2023 plan and its priorities remain crucial to the region's ability to address and ultimately decrease homelessness, and additional challenges and opportunities now exist in terms of operationalizing and implementing the plan.

Federal Landscape is Impacting Funding and Services: The 2025 Executive Orders and HUD Notice of Funding Opportunity are affecting the available resources within the homelessness system. Collaborating across the region will be crucial in addressing these circumstances as they continue to unfold.

High Housing Costs: According to the 2024 King County Point-in-Time Count, leading causes of homelessness include job loss, eviction, and increased rental costs. King County consistently ranks among the least affordable regions to live in nationally. Efforts to move folks along a continuum toward more permanent housing are exacerbated by these trends, particularly when considering the population growth and housing needs assessment for King County.

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 homeless response system that is robust and compassionate.



Appendices

Appendix A. Record of 2022-23 Engagement

The table outlines the organizations and agencies that participated in the original development of the plan via survey and/or focus group registration. Each agency had at least one representative.

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 Western Washington	Homelessness Service Provider
City Mercer Island	Human Services
City of Auburn, Councilmember	Government
City of Bellevue	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 SeaTac	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
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
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	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
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	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	Human Services
Kingdom Gathering Outreach	Homelessness Service Provider
Lake City Partners Ending Homelessness	Homelessness Service Provider



Lake City Taskforce on Homelessness and North Urban Human Services Alliance	Homelessness Services Provider; Community Advocate
Lake Washington United Methodist Church	Homelessness Service Provider
Legal Counsel for Youth and Children (LCYC)	Civil Legal Aid
Lived Experience Coalition	Lived Experience
Low Income Housing Institute	Affordable Housing and Shelter Provider
Mary's Place	Homelessness Service Provider
Medical Respite	Homelessness Service Provider
Multi-Service Center	Homelessness Service Provider
Neighborhood House	Neighborhood House
New Horizons Ministries	Homelessness Service Provider
North Urban Human Services Alliance	Community Advocate
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
Ryther	Homelessness Service Provider
Sammamish City Council	Government
Solid Ground	Homelessness Service Provider
Solid Ground	DV Services
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 Mockingbird Society	Advocacy organization
The Sophia Way	Homelessness Service Provider
Unity Services	Both the homeless services provider and lived experienced
Valley Cities Behavioral Health	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

Appendix B: Record of 2025 Engagement

The following tables show engagement efforts to develop the 2025 Addendum, including engagement in feedback sessions, focus groups, and public comment opportunities.

Spring and Summer 2025 Development Engagement

Organization (if applicable)	Role/Title (if applicable)	Check all that describes you/your role:
City of Bellevue	Assistant Director	Human Services Staff
City of Bellevue	Homelessness Outreach Program Manager	Homeless Outreach Provider
City of Bellevue	Director, Office of Housing	Human Services Staff
City of Bellevue Human Services	Human Services Manager	Human Services Staff
City of Burien	Human Services Coordinator	Human Services Staff
City of Federal Way	Human Services Coordinator	Human Services Staff
City of Federal Way	Human Services Coordinator	Human Services Staff
City of Kent	Planner	Human Services Staff



City of SeaTac	Human Services Manager	Human Services Staff
City of SeaTac	Human Services	Human Services Staff
City of Shoreline, WA	Community Services Manager	Human Services Staff
City of Woodinville	Executive Intern	Human Services Staff
City of Woodinville	Human Services	Human Services Staff
Community Member	Community Member	Individual with lived experience
Elizabeth Gregory Home	Executive Director	Provider (other)
Harborview Medical Center	Social Worker	Provider (other)
KCRHA	Continuum of Care Manager	KCRHA Staff
KCRHA	Deputy Chief Finance Officer	KCRHA Staff
KCRHA	Director, Contracts, Compliance & Risk Management	KCRHA Staff
KCRHA	Coordinated Entry Manager	Coordinated Entry Staff (KCRHA)
KCRHA	Senior Director, Research and Data	KCRHA Staff
KCRHA	Homeless System Training Coordinator	KCRHA Staff
King County Regional Homelessness Authority	Continuum of Care Coordinator	KCRHA Staff
Mary's Place	Chief Program & Innovation Officer	Emergency Shelter Operator
MSC	Director of EO Programs	Permanent Supportive Housing Provider and Operator
North Seattle College	Housing Resource Specialist	Housing Authority Staff
PHSKC	HCHN	Human Services Staff
Purpose. Dignity. Action. (PDA)	Co-Program Director - CoLEAD	Provider (other)
Seattle's Union Gospel Mission	Director of External Affairs	Homeless Outreach Provider
SKHHP	Program Coordinator	Individual with lived experience
The Mockingbird Society	King County Policy Manager	Provider (other)
UW Medicine - HMC	Manager - Field Based Team Harborview Medical Center	Provider (other)
YMCA Social Impact Center	Director	Human Services Staff



Survey Participation

Organization/Agency (if applicable)	Title/Role (if applicable)	Please select all that applies for you and/or your role:
Self	Person with Lived Experience	Community Member; Individual with lived or living experience;
Mary's Place	Director of the call center for Mary's Place unhoused families with minors	Individual with lived or living experience; Other Provider;
NWLink	Owner	Community Member; Human Services Staff;
Compass Housing Alliance	Housing Case Manager	Human Services Staff;
Elizabeth Gregory Home	ED	Human Services Staff;
Community Member	Self	Community Member;
Continuum of Care Board	Co-Chair	Individual with lived or living experience; Other Provider; Community Member;
The More We Love	Executive Director	Domestic Violence/Sexual Assault Shelter and Housing Provider; Emergency Shelter Operator;
The Mockingbird Society	King County Director of Public Policy & Advocacy	Human Services Staff;
Crisis Connections	211 Supervisor	Other Provider;
The Salvation Army	Divisional Homeless Services Specialist	Emergency Shelter Operator; Permanent Supportive Housing Provider and Operator; Rental Subsidy Administrator;
WELD	Director of Reentry	By-For Organization Staff; Community Member; Coordinated Entry Staff; Individual with lived or living experience; Human Services Staff;
Mary's Place	Director of Community Impact	Emergency Shelter Operator; Other Provider;
Wellbeing Revolution: Leading with Heart & Strategy - Ioto ma'a, ngutu kovi	Wayfinder & Steward	By-For Organization Staff; Community Member; Individual with lived or living experience;



Provider Focus Group

(Please note: Lived Experience Focus Group participation list is not shared for privacy reasons)

Addendum Development Invite List

(Please note: All invite contacts have been de-duplicated by organization)

Company	Job title	Org Type
African Community Housing and Development		By-For Organization
AgapeLove of RENTON		Outreach Provider
Lived Experience		Community Advocate
Anything Helps		Community Partner
Arms Around You		Other provider
Atlantic Street Center	Director of GBV Services	Transitional Housing Provider; Domestic Violence/Sexual Assault Shelter and Housing Provider
Attain Housing		Behavioral Health Administrative Service; Domestic Violence/Sexual Assault Shelter and Housing Provider
Aurora Commons		Emergency Shelter Operator
Aurora Commons		Emergency Shelter Operator
Catholic Community Services	Director of Supportive Housing	Managed Care Organization; Permanent Supportive Housing
Catholic Community Services		Managed Care Organization; Permanent Supportive Housing
Catholic Community Services of King County	Division Director	Managed Care Organization; Permanent Supportive Housing
Catholic Community Services of King County	Director of Health Initiatives	Managed Care Organization; Permanent Supportive Housing



Coalition Ending Gender-Based Violence	Co-Executive Director â€œ Programs	Domestic Violence/Sexual Assault Shelter and Housing Provider
Center for Multicultural Health		Other provider
Chief Seattle Club		By-For Organization
Chief Seattle Club		By-For Organization; Permanent Supportive Housing
City of Burien		Human Services Staff
City of Burien		Human Services Staff
City of Seattle, CM Herbold		Elected Official
Coalition Ending Gender-Based Violence		Domestic Violence/Sexual Assault Shelter and Housing Provider
COC Advisory Board		CoC
Commerce-OHY		
Compass Housing Alliance	Emergency Services Director	Permanent Supportive Housing
Compass Housing Alliance	Housing Director	Permanent Supportive Housing
Compass Housing Alliance	President	Permanent Supportive Housing
Compass Housing Alliance - Ronald Commons		Permanent Supportive Housing
Congolese Integration Network		By-For Organization
Porchlight	Senior Manager of Mental Health	Emergency Shelter Operator
Porchlight	Senior Manager	Emergency Shelter Operator
DESC	Director of QIM	Emergency Shelter Operator
DESC	Accounting Manager	Emergency Shelter Operator
DESC		Emergency Shelter Operator
Downtown Emergency Service Center		Emergency Shelter Operator
Eastside Community Development Fund		Community Partner
El Centro de la Raza		Community Partner



Elizabeth Gregory Home	Executive Director	Emergency Shelter Operator
Essentials First		Other provider
EvergreenTreatment Services-REACH	Director of Housing	Behavioral Health Administrative Service
Evergreen Treatment Services		Behavioral Health Administrative Service
Evergreen Treatment Services - REACH Program		Behavioral Health Administrative Service
Local Initiatives Support Corporation	Executive Director	Community Partner
FareStart		Other provider
First Place School	Finance	Community Partner
First Place School	Company Chief Officer	Community Partner
		Transitional Housing Provider; Behavioral Health Administrative Service; Emergency Shelter Operator
Friends of Youth		
Low Income Housing Institute	Grant Mngr	Emergency Shelter Operator
Harborview		Community Partner
Harborview Engage Clinic FW		Community Partner
Neighborhood House	Director of Housing & Economic Opportunity	Community Advocate
Housing Connector	Director of Investments & Partnerships	Community Partner
Humble Design Seattle		Community Partner
Immanuel Community Services	Homeless Services Manager	Emergency Shelter Operator
Interim CDA	RRH/HP Housing Program Supervisor	Other provider
Issaquah Food & Clothing Bank	Program Manager - Client Services	Other provider
King County Housing Authority		Housing Authority
KCRHA		
KCRHA		
KCRHA	CoC Coordinator	



King County		Government Agency
King County DCHS		Human Services Staff
King County Drug Court		Government Agency
King County Metro	PIO Group	Government Agency
Lake City Partners Ending Homelessness	Executive Director	Emergency Shelter Operator
Lake Washington United Methodist Church Safe Parki		Emergency Shelter Operator
Lifelong		Community Partner
Lived Experience Coalition		By-For Organization
Lutheran Community Services Northwest		Community Partner
Mary's Place	Interim CEO	Emergency Shelter Operator
Muslim Association of Puget Sound		By-For Organization
Mercy Housing		Affordable Housing Developer and Operator
Multi-Service Center (MSC)	Economic Stability Director	Other provider
Mysti's Adult and Family Services		Other provider
NAMI Seattle		Community Partner
Neighborcare Health		Community Partner
Neighborhood House	Director of Housing/Economic Opportunity	Other provider
Neighborhood House		Other provider
New Horizons	Executive Director	Emergency Shelter Operator
North Seattle College		Community Partner
North Urban Human Services Alliance (NUHSA)		Community Advocate
Open Doors for Multicultural Families		Community Partner
Purpose. Dignity. Action.		Community Partner



PDA Colead	Housing Manager	Community Partner
Phinney Neighborhood Association		Community Partner
Positive Outcomes		
Queen Anne Helpline		Rental Subsidy Administrator
REACH		Outreach Provider
Reclaim	Executive Director	Community Partner
Recovery Navigator Program - South King County		Community Partner
Renton Ecumenical Association of Churches	program manager	Emergency Shelter Operator
Salvation Army	Director of DV Programs	Emergency Shelter Operator; Domestic Violence/Sexual Assault Shelter and Housing Provider
Seattle Conservation Corps		Community Partner
Seattle Human Services Department		Human Services Staff
Seattle/King County Coalition on Homelessness		Community Advocate
SeattleOPS		Other provider
Seattle's Union Gospel Mission		Emergency Shelter Operator
SKY Urban Institute		Other provider
Smart Action Network		Other provider
Snoqualmie Indian Tribe		Community Partner
Solid Foundations NW		Community Partner
Solid Ground	Homelessness Prevention Manager	Emergency Shelter Operator; Transitional Housing Provider; Permanent Supportive Housing
St. Stephen Housing Association	Executive Director	Other provider
St. Vincent de Paul of Seattle King County		Other provider



		Domestic Violence/Sexual Assault Shelter and Housing Provider; Emergency Shelter Operator
The More We Love		
The Salvation Army	Director of Programs	Emergency Shelter Operator
Uheights	Vehicle Resident Programs Manager	Community Partner
United Indians of All Tribes Foundation	Homelessness Prevention Program/Manager	By-For Organization
United Way of King County		Rental Subsidy Administrator
Uplift Northwest		Community Partner
Urban League of Metropolitan Seattle	Director of Housing	Emergency Shelter Operator; Transitional Housing Provider; Permanent Supportive Housing
Valley Cities Behavioral Healthcare		Behavioral Health Administrative Service
Vibrant Cities	Assesst Manager	Community Partner
Way Back Inn	Executive Director	Other provider
We Heart Seattle		Community Partner
Weld Seattle		Transitional Housing Provider
Westside Interfaith Network Shelter		Emergency Shelter Operator
World Changers Non-Profit Organization.	Executive Director	Community Partner
YMCA of Greater Seattle	Director of Grants and Foundations	Transitional Housing Provider; Permanent Supportive Housing; Emergency Shelter Operator
YouthCare	Director of Performance Quality & Impact	Transitional Housing Provider; Emergency Shelter Operator



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 continues. 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 needed to be taken. Language has been updated in the addendum to reflect specificity.
De-prioritized	(1-2) J. Integrate requirements for healing-centered and strength-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 is looking at what eligibility restrictions 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 city level outreach contracts and partners with King County for county level outreach contracts.
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 the 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 previous milestones as examples. Additionally, it is unclear the level of



	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)	authority KCRHA has over the original milestones given its new ILA. Updated language: "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 • 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 deprioritized 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 deprioritized 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 deprioritized 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 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 • Partner with diversion providers to enhance post-diversion services and support for clients who need it”
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Appendix E: Links to Local Municipalities

[Algona](#)

[Auburn](#)

[Beaux Arts Village](#)

[Bellevue](#)

[Black Diamond](#)

[Bothell](#)

[Burien](#)

[Carnation](#)

[Clyde Hill](#)

[Covington](#)

[Des Moines](#)

[Duvall](#)

[Enumclaw](#)

[Federal Way](#)

[Hunts Point](#)

[Issaquah](#)

[Kenmore](#)

[Kent](#)

[Kirkland](#)

[Lake Forest Park](#)

[Maple Valley](#)

[Medina](#)

[Mercer Island](#)

[Milton](#)

[Newcastle](#)

[Normandy Park](#)

[North Bend](#)

[Pacific](#)

[Redmond](#)

[Renton](#)

[Sammamish](#)

[SeaTac](#)

[Seattle](#)

[Shoreline](#)

[Skykomish](#)

[Snoqualmie](#)

[Tukwila](#)

[Woodinville](#)

[Yarrow Point](#)



Appendix F: Feedback and Public Comment

Themes	Response
Updating prioritization criteria for housing to better account for high-acuity individuals Emphasis and focus on ensuring prioritization criteria meet the needs of elders as well as individuals with substance use disorder, with high mental and behavioral health needs, and living with disabilities.	The Coordinated Entry team has stood up a series of population-based workgroups to identify improvement areas for prioritization criteria. This information has been flagged for those work groups.
Improve and increase programming for high-needs individuals, especially respite care and housing with recovery Feedback called out gaps in services for respite care and housing with recovery, noting that permanent supportive housing does not always fit the needs of those individuals.	Cross-system collaboration will be essential in addressing this gap, as outlined in Objective 3 and Objective 5 of the plan addendum.
Call out prioritizing elders as a key subpopulation Plan addendum did not specifically call out elders, individuals over the age of 62 who are experiencing homelessness, as sub-population.	Elders are called out as a key population in the full Five-Year Plan. Subpopulation has been added to Objective 5 in the addendum.
More investments in prevention, especially for families Prevention strategies are particularly important for interrupting generational cycles of homelessness. Strategies such as expanding diversion services to encompass	Changing diversion eligibility requirements to support at-risk households is a key action for Objective 3.



resources to house families at risk of homelessness should be considered.

Expanded peer-to-peer strategies

More emphasis is needed on peer-based support and peer-based resource development and technical assistance

Peer-to-peer mentorship and support is primary action and milestone of the “Strengthen technical assistance, training, and professional development support” strategy in Objective 2. KCRHA staff have noted a need to explore supporting peer-to-peer opportunities.

Greater power-sharing with individuals with lived experience in homelessness

KCRHA should provide guidance to partners to establish clear, system-wide standards for power-sharing and authentic engagement with people with lived experience. Specific recommendations shared for incorporation of family voice.

Increasing and improving partnership with other sectors, such as public health, to better meet the needs of high-need populations

Feedback emphasized the need to partner with public health and other intersecting sectors across the region to ensure those who are most vulnerable are being prioritized and matched with housing options.

This is a primary strategy outlined in Objective 3 and Objective 5.



Ensure all data collection and storage efforts protect client level information

Growing concern expressed regarding assurances that data collection efforts will not put clients at harm given the federal mandates.

The King County HMIS system is online platform with Bitfocus, Inc. Which is responsible for the maintenance and storage, security and privacy of the system. Bitfocus is SOC II security and follows HIPPA Protocols. Bitfocus only shares de-identified data with HUD through their online reporting portals. Only Bitfocus staff that have a business need for access to our “instance” are allowed. Bitfocus monitors their staff accounts. HUD does not have access to the database, and requests reports that are aggregated and anonymous data only through there reporting portal.

Ongoing Security and Privacy Measures

The following ongoing security measures are currently in place for users in King County:

- User Accounts – Controlled and monitored by Bitfocus Helpdesk, need to verify the HMIS lead requests access for user before getting password. All user accounts use 2FA. User must call into helpdesk to get temporary password. To reset their password, they will need to call the helpdesk
- “Need to Know” policy to access to System – Providers are only granted access that meets with their business needs
- Security and Privacy Training – All users must complete the Annual Security and Privacy Training and HMIS Security Leads must complete



additional security and Privacy Training

- Bi-annual Security and Privacy Checks – Must be completed by all HMIS Providers to assess 10 areas of risk, and document any data breaches or insecurities found at that time
- Data Sharing Agreements – Data sharing agreements with external partners must have a data sharing agreement on file. External partners agree to not share PII information and all products that get shared must be reviewed by KCRHA before releasing or publishing.
- Other items listed in the [Security Plan](#)

With every precaution that we can take, data collection isn't without all risks. Therefore, in the event of a data breach, KCRHA has developed contingency plans to mitigate the risks to clients depending on the type and severity of a data breach.

Expand Ombuds role in determining funding

KCRHA should better integrate Ombuds into determination processes for funding, as they receive and manage concerns, cases and complaints across the homeless response.



Elevate strategies that address the racial and other disparities represented in the 2024 Point-in-Time Count Actions and milestones should account for and address the disparities highlighted in the Point-in-Time Count reports.	Addressing disproportionality is a top priority for KCRHA and can be found in the addendum throughout Objectives 1, 3, 4 and 5.
Need for focus on narrative shifting and shaping KCRHA should increase its focus on renewing the public’s faith and buy-in for solving homelessness regionally.	While not called out explicitly, this remains a priority for KCRHA and our efforts to coordinate a regional response to unsheltered homelessness.
Elevate families with children as priority Feedback requests dedicated resources to better identify family experiences of homelessness, create clear policies to ensure families are included in new funding streams, and increase units that are appropriately sized for families.	Objective 5 of the addendum has identified families as a priority. Our Coordinated Entry team is working hard to address the needs of our subpopulations, including families.
Client access to their own data Inaccuracy sometimes shows up in the Homelessness Management Information System regarding client data. Ensuring clients have access to view their own data can be vital in ensuring data accuracy while empowering clients.	Clients can request paper copies of their records through their provider, to verify accuracy. There is a possibility of creating client portal in the software, however, the current funding and staffing constraints to implement this system is prohibitive, and other communities have had limited participation by clients using the portal.



Objective Prioritization Ratings (Survey)

The following charts depict the survey results of the objective prioritization rating, where “1” indicates the respondent does not support, “3” indicates the respondent is neutral, and “5” indicates the respondent strongly supports the associated actions and objectives.

Objective 1: Promoting an equitable, accountable and transparent homeless crisis response system

● 1 ● 2 ● 3 ● 4 ● 5

Continue building more equitable procurement, contracting and compliance processes to increase access for subpopulations.

Use data to advance best practices for serving disproportionately impacted communities by partnering with by-for organizations

Increase system accountability to individuals with lived experience

Improve KCRHA Ombuds Office access and feedback integration.



Objective 2: Strengthen the Homeless Service Provider Workforce

● 1 ● 2 ● 3 ● 4 ● 5

Identify pathways for improving wages for homeless service providers.

Strengthen technical assistance, training, and professional development support.



Objective 3: Prevent Episodes of Homelessness Wherever Possible

● 1 ● 2 ● 3 ● 4 ● 5

Improving diversion programming to support more prevention cases.

Increasing connection and collaboration with other systems and institutions to streamline prevention efforts.



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

1 2 3 4 5

Implement global by-name list that captures each population type.

Implement improvements to update and refresh the Coordinated Entry system.

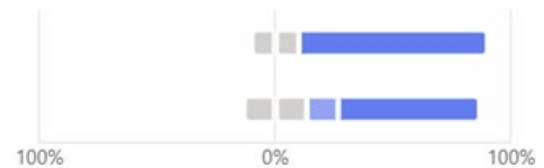


Objective 5: Seek to House Everyone in a Stable Setting that Meets their Needs

1 2 3 4 5

Increase and enhance programming for subpopulations experiencing homelessness, especially those communities...

Improve housing coordination for target sub-populations by strengthening collaboration and referral processes with other...



Objective 6: Strengthen Subregional Collaboration and Coordination to Ensure Regional Access and Alignment

1 2 3 4 5

Expand and standardize severe weather coordination across subregions.

Partner with subregional stakeholders to continue building regional alignment and access.

