



Communities Supporting Safe & Stable Housing

Human Services Investment Plan for Homeless Services
2012 to 2018

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Message from Mayor Michael McGinn and City Councilmember Nick Licata

We are pleased to present the Communities Supporting Safe and Stable Housing Investment Plan. The plan reaffirms the Human Services Department's (HSD) and the City of Seattle's commitment to prevent homelessness while also moving closer to our aspirational goal of ending homelessness.

Seattle is a community that creates innovative solutions to support people in crisis and move individuals and families from homelessness to safe and stable housing. With the generosity and support of the citizens of Seattle and through successful partnership with our service providers, we are helping to strengthen families, individuals and their communities. The City of Seattle values the important work of our community's social service agencies. The need for services is great and the commitment of our community to respond to increasing and changing needs is unwavering.

The City of Seattle is a founding member of the Committee to End Homelessness in Seattle/King County. HSD's plan identifies the contribution of City of Seattle human services investments to achieve the goals of our community's Ten-Year Plan to End Homelessness and support the Committee to End Homelessness (CEH).

As members of the Governing Board of the Committee to End Homelessness, we know that we cannot achieve our goals without increased and continued commitment and partnerships.

We acknowledge and thank all of the community participants who have already contributed to this plan, especially the young people, families with children, and individuals for whom this plan was created, and whose lives have been changed by homelessness.

We envision a future without homelessness and are committed to achieving this goal together with the expertise and collective experience of our community partners to support individuals and families in safe and stable housing.

Michael Patrick McGinn

Michael McGinn
Mayor
City of Seattle

Nick Licata

Nick Licata
Seattle City Council, Chair
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I. Executive Summary

Seattle is proud of its communitywide commitment to create innovative solutions and national models that support people in crisis and move individuals and families from homelessness to safe and stable housing.

Each year, thousands of people are assisted by the City of Seattle and our partner social service agencies with shelter, transitional housing, meals, rental assistance, health and medical services, access to benefits, job readiness and employment training, and supportive services that increase safety, well-being, independence and self-sufficiency.

The City of Seattle Human Services Department (HSD) invests in community programs to prevent homelessness and to move closer to our ultimate, aspirational goal of ending homelessness. In order to increase our effectiveness at helping people, HSD is altering the way it will fund programs and service systems.

HSD's draft Investment Plan provides a framework through 2018 for investments in three priority areas:

- **Homelessness Prevention** – providing assistance to prevent people from entering the shelter system;
- **Homelessness Intervention Services** – connecting people who are homeless with resources to increase safety and access to housing;
- **Housing Placement, Stabilization and Support** – moving people rapidly to housing and providing support needed to remain stable in housing.

HSD is changing the way it invests in programs because Seattle is changing. Our population is becoming more diverse with more people living in poverty. Children, young adults, young families – particularly families headed by a young, single female --- are among those who are most affected by poverty and homelessness. There are older, single adults in our shelters and the majority of them have chronic health conditions and disabilities.

Poverty and homelessness continue to disproportionately affect people of color in our communities. People who are experiencing and at the greatest risk of homelessness are the most severely impacted by poverty, institutional racism, social and economic factors far beyond their control. These factors also limit access to education, jobs, health care, mental health services, and affordable housing. While programs and service are responding to these needs in new and innovative ways, the larger homeless service system and the many of the ways we fund services have remained unchanged.

The Investment Plan sets a framework for system-wide change over the next six years to more effectively serve households facing or experiencing homelessness. HSD leadership and resources will support county-wide initiatives that will transform service delivery in the family homelessness services system and the youth and young adult services system. City of Seattle investments will continue to support Housing First and harm reduction service models that are successfully moving chronically homeless, disabled individuals into housing and safer living environments.

Communities Supporting Safe & Stable Housing

Human Services Investment Plan for Homeless Services: 2012-2018

Hundreds of people have helped create the Communities Supporting Safe & Stable Housing Investment Plan.

The Investment Plan is informed by an extensive community engagement process where clients of services, community members, shelter and housing providers, business, faith communities, charitable foundations, schools, local government, and elected officials have all contributed to the proposed strategies and priorities for Seattle’s homeless service investments.

Investment priorities are aligned with the federal strategic plan and with our community’s Ten-Year Plan to End Homelessness.

City investments in homeless service programs leverage millions of dollars each year from other local, state and federal funding sources. HSD allocates funding primarily from the City of Seattle General Fund and from federal grants from the U.S. Department of Housing and Urban Development. HSD’s homelessness prevention, intervention and housing stabilization/supportive housing contracts total more than \$35 million annually and make up more than one-third of the department’s overall annual contracts budget.

The Investment Plan directs allocations made through Request for Investment processes.

Two major funding cycles are planned for these investments, one in 2012 and one in 2014. The Plan conservatively assumes that total funding available for prevention, intervention, and housing placement and support services will remain constant through 2018.

HSD anticipates awarding approximately \$19.3 million in annual contracts to nonprofit and community based agencies through City (or combined funding) allocation processes. The funding available in the 2012 cycle reflects current HSD investment levels within the three priority areas. There are no changes to the amount of funding dedicated for shelter and transitional housing programs.¹

Priority Investment Area	HSD Investment Process/Funding Cycle	
	2012 RFI / Letter of Intent Contract Year: 2013-2014	2014 RFI 2015-2018
Homelessness Prevention	\$1,618,000 8% of total funding	\$1,745,550 9% of total funding
Homelessness Intervention	\$15,547,000 80% of total funding	\$15,080,590 78% of total funding
Housing Placement, Stabilization & Support	\$2,230,000 12% of total funding	\$2,568,860 13% of total funding

By 2015, a modest increase to homelessness prevention, rapid re-housing and housing stabilization services is planned by making changes to intervention programs that will allow for funding to shift to other service areas.

HSD also plans to increase its focus on addressing the specific needs of youth and families with children while maintaining its commitment to serve single adults, through investments in shelter, transitional housing and housing support services.

¹ The Investment Plan assumes level funding for programs, from all funding sources. Actual funding amounts are subject to change, based on City of Seattle budget and federal grant appropriations.

Communities Supporting Safe & Stable Housing

Human Services Investment Plan for Homeless Services: 2012-2018

At the heart of the Investment Plan is a set of **Guiding Principles** that all agencies must demonstrate:

- 1) Capacity and commitment to provide **culturally relevant and linguistically competent** services;
- 2) Maintain high quality **standards for facilities and program operations**:
 - a. Ensure safety and access to services
 - b. Integrate financial empowerment into services
 - c. Demonstrate sound financial practices and policies;
- 3) Commitment to **neighborhood health and safety standards** and opportunities for clients to participate in their communities;
- 4) **Coordinate and integrate services** with community networks and mainstream services;
- 5) Collect and submit **high quality data** using the Safe Harbors Homeless Management Information System (HMIS).

HSD is committed to connecting individuals and families in need with community resources so they can live, learn, work and take part in strong healthy communities. HSD will provide leadership, technical support and assistance to our providers, collaborate with other funders and service systems, and provide opportunities for on-going dialog and feedback to improve and increase the impact of investments.

Communities Supporting Safe & Stable Housing

Human Services Investment Plan for Homeless Services: 2012-2018

II. Introduction

The City of Seattle Human Services Department (HSD) is changing the way it invests in programs to prevent homelessness and move closer to our ultimate, aspirational goal of ending homelessness.

- HSD will gradually increase its investment focus on homelessness prevention, rapid re-housing and housing stabilization services that help families and individuals maintain housing and increase self-sufficiency. The emphasis on these strategies is designed to reduce needs for homelessness intervention services over time.
- HSD will increase its focus on addressing the specific needs of youth and families with children while maintaining its commitment to serve single adults, through investments in shelter, transitional housing and supportive services.
- HSD will re-establish its role as an investor. As a system investor, HSD is focused on the results of funding efforts, improvements in program performance and high quality management of services. HSD investments will increase the number of households who remain in stable housing and do not become homeless; increase the number of households who move from homelessness to stable housing; and increase health, safety, and income of households who are assisted by HSD investments.

The Investment Plan provides the framework for HSD through the year 2018 in three investment priority areas:

- **Homelessness Prevention** – Providing assistance to prevent people from entering the shelter system;
- **Homeless Intervention Services** – Connecting people who are homeless with resources to increase safety and access to housing;
- **Housing Placement, Stabilization, and Support** – Moving people rapidly into housing and providing support when needed to remain in housing.

At the center of the Investment Plan is a set of investment principles that will guide Request for Investment (RFI) processes. The funding principles will be used by the City over the next six years to support the Seattle homeless service system in implementing these priorities. This Investment Plan describes HSD's commitment to support infrastructure development, collaborate with service systems, and work in partnerships with service providers to evaluate strategies and track outcomes that are a part of the RFI.

HSD's Investment Plan identifies the contribution of the City of Seattle human services investments to achieve the goals of our community's Ten-Year Plan to End Homelessness and work of the Committee to End Homelessness (CEH). HSD's Investment Plan sets a framework, aligned with system-wide change that will take place over the next few years to more effectively serve households facing or experiencing homelessness. HSD leadership and resources will support county-wide, CEH initiatives that will transform service delivery in the family homelessness services system and youth and young adult services systems. Seattle investments will continue to support Housing First and harm reduction service models that successfully move chronically homeless individuals into housing.

Purpose of the Investment Plan

HSD's mission is to "connect people with resources and solutions during times of need so we can all live, learn, work and take part in strong healthy communities."

The Investment Plan is implementing HSD's mission and strategic plan by creating a framework for the City's human services investments to support people in crisis and move individuals and families from homelessness to safe and stable housing. The Investment Plan aims to support transformation of the existing network of individual homeless service programs to a coordinated system that prevents homelessness and rapidly returns people who experience homelessness to safe, stable housing.

HSD is implementing a directive from the Mayor and City Council to the department to:

- Create a seamless service delivery system;
- Reorganize, redesign contracting infrastructure and processes; and
- Develop a data-driven environment that guides investments.

In 2011, HSD created a new Strategic Plan, *"Healthy Communities, Healthy Families: An Integrative Response to Human Services."* The strategic plan identifies a set of goals and actions that position HSD to better serve clients and strengthen the City's overall service delivery system. The department's Strategic Plan strives to create a comprehensive human services system to address homelessness, hunger and violence in our community and improve the health and well being of everyone who calls the Seattle area home.

HSD human services investments are part of a larger commitment by the City to meet the goals of the Ten-Year Plan to End Homelessness. HSD aligns its investment strategies with the work of CEH regional funding partners. HSD's work is coordinated with the efforts of the Seattle Office of Housing (OH), the agency responsible for supporting affordable housing production, including the acquisition, rehabilitation and construction of units for homeless and vulnerable households.

The plan is informed by community engagement. It responds to economic challenges, demographic changes, existing and emerging community needs.

Healthy Communities, Healthy Families HSD Strategic Plan's Guiding Principles:

- Community engagement will result in stronger, client driven programs and outcomes.
- Promote racial equity and social justice.
- Ensure that people reach and maintain self-sufficiency.
- Community and family-centered approaches have a lasting effect.
- People are more likely to be successful when systems and services are seamless.
- Informal supports and networks are key to helping people access resources, supports and finances.
- Healthy and safe environments are essential for families and individuals to thrive.

Challenges and Opportunities

Our community continues to face challenges from the human impacts of the economic recession and the shifting of federal and state responsibility for funding human services programs to local communities. The gutting of state and federal income benefit programs continues to place hundreds of individuals with disabilities and families at risk on a daily basis -- leaving some to have to choose among housing, food, or medicine.

An example of the impact of federal cuts to services is seen in the federal Community Development Block Grant (CDBG) program, which was reduced by 17% from 2010 to 2011, and further reduced by another 14% from 2011 to 2012 -- resulting in the lowest allocation in nearly 20 years. These cuts alone represented a \$3.75 million reduction in federal funding that was dedicated to services for homeless and low-income households in Seattle. The reductions in federal CDBG funds were largely backfilled by City of Seattle General Fund dollars to prevent service reductions. The additional General Fund support required difficult tradeoffs elsewhere within the City and may not be available in future years.

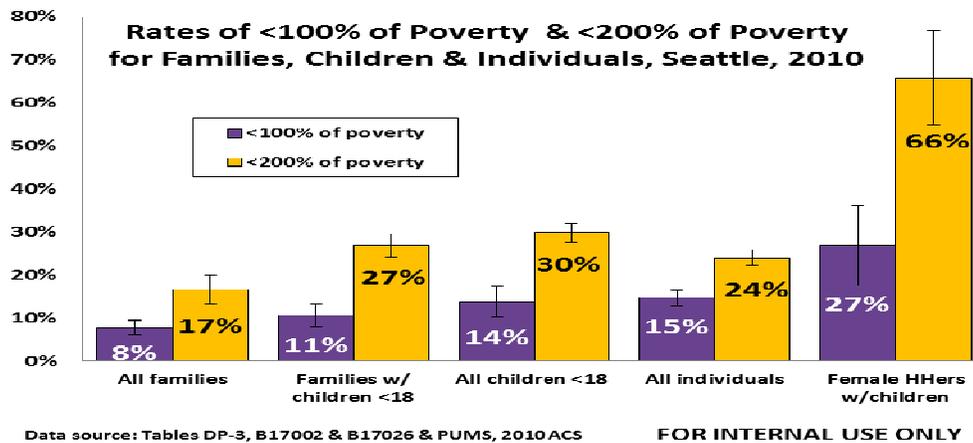
Seattle has a wide variety of programs, but the reductions in funding and increased needs create new burdens on service systems. Service providers in the community are working hard to maintain levels of service as they respond to needs in the community. The lack of affordable housing in Seattle, limited access to living wage income opportunities -- particularly jobs with healthcare benefits sufficient to meet family needs, the growth of our elder population, and the increasing complexity of human services needs all contribute to the challenges for the City and its partners to effectively deliver human services.

Addressing Growing and Changing Needs

The Committee to End Homelessness describes many of the [causes and contributing factors to homelessness](#), noting that there are many reasons people become homeless and the combination of factors that lead to homelessness are different for every individual. A number of indicators reflect growing needs in the community. The City of Seattle's human services investments are influenced by the several indicators, including the following specific indicators of need amongst Seattle's populations at-risk of and experiencing homelessness:

Increases in poverty. Poverty disproportionately affects children, young adults, young families, and people of color. While not all poor households face housing instability, poverty combined with loss of social capital is among the contributing factors to homelessness. Poverty rates increased in Seattle from 11% of individuals in 2009 to 15% in 2010. In 2010, 8% of all Seattle families, 11% of families with children and 27% of female-headed families with children had incomes below 100% of the federal poverty level (\$23,050 for a family of 4).

On this income, 80% of families pay more than 30% of household income for rent, and are vulnerable to housing loss if income is disrupted. Rates of 200% of poverty affected 17% of families, 27% of families with children and two-thirds of female-headed households with children in 2010. Even at this income, most families cannot afford the rent for a 2-bedroom apartment in Seattle.



Disproportionate impacts of homelessness on communities of color. More than half of the people in shelters in Seattle are people of color, compared to 31% of Seattle’s adult population. In Seattle family shelters, 85% of the family members were people of color. The impact of homelessness is greatest among Black and African American families, who make up 56% of people in family shelters and 67% in family transitional programs although they are only 9% of the population in families.

Immigrants and refugees. Specialized services that accommodate a diversity of languages and cultures are needed to effectively serve refugee and immigrant populations.

In 2010, 17% of Seattle’s population was born outside of the United States. As a group, foreign-born individuals are more likely to be poor or near-poor than are native-born residents. Low-income immigrant and refugee households face unique challenges, especially when cultural and linguistic needs affect their ability to locate and utilize services.

“Linguistic isolation” describes households in which no one over age 14 years old reports the ability to speak English “very well.” These households frequently rely on children to interpret and to manage contacts with the larger world. In the period 2006-2010, close to one-third (31%) of Seattle households headed by a foreign-born person were linguistically isolated. Undocumented immigrants face even greater barriers to services and housing. Specialized services that accommodate the diversity of languages and cultural needs are required to effectively serve refugee and immigrant populations.

Health care and housing instability. Medical debt is a significant trigger for loss of housing. Families and individuals with medical debt on their credit reports were twice as likely to have housing instability. National surveys found that a third of Americans families reported problems paying medical bills in the past year, and that almost one in five said they had medical bills of more than \$1,000. Risk of medical debt can be reduced or alleviated by health insurance, but 14% of Seattle adults 18-64 did not have insurance in 2008-2010: 36% of Latino adults, 25% of African Americans and Native Americans, 15% of Asians and 12% of whites. Low income makes both insurance and healthcare harder to obtain. 47,000 Seattle adults with incomes less than 300% of poverty (29% of all adults 18-64) were without insurance in this period.

Connections between homelessness and health. Healthcare for the Homeless Network (HCHN) notes that “poor health is both a cause and a consequence of homelessness. The onset of an illness or disability can easily result in homelessness. Homelessness is a public health issue. There is a high prevalence of infectious

diseases, mental illness and co-occurring addiction disorders among people experiencing homelessness.”² HCHN providers report that mental health problems are among the five most common health problems across all age groups --children under 12, youth, young adults, and adult men and women -- who are experiencing homelessness.

The average age of death for homeless people is 30 years lower than that of housed people. Without housing, people are exposed to unsafe and unhealthy living conditions, poor nutrition, and stress. As a result, the rate of serious illnesses and injuries amongst individuals who are homeless is three to six times the rate of housed people. Data increasingly indicates that housing is health care, significantly preventing or reducing health problems. Without stable housing that provides protection from the elements, healthy food and refrigeration for medications, it is nearly impossible to maintain or recover health.

Lack of appropriate care takes a toll not only on an individual’s health, but also on the health of communities. Women, in particular pregnant women and mothers of infants, face significant health issues while homeless. Women who are homeless while pregnant give birth to more premature babies with low birth weight than women who are stably housed. Costs associated with hospital inpatient and emergency room utilization for homeless single adults are among the highest public expenditures for those who are homeless.

Low-income and homeless families. The overall poverty rate in Washington for single women with children is a staggering 37%. Women represent 78% of adults receiving Temporary Assistance for Needy Families (TANF)/WorkFirst, and children make up 70% of the entire caseload.

Significant cuts have been made to state-wide TANF, WorkFirst, and Working Connections Child Care benefits since the recession began, making it harder for women to contribute to their families’ economic success and meet their children’s basic needs. In February 2011, a time limit was enforced on families that had been receiving TANF for 60 months or more. Over 17,000 families statewide immediately lost TANF, cutting them off from one of the only lifeline some had for meeting basic needs, like food, shelter, and clothing.

Of the 1,141 family members in Seattle emergency shelters (participating in Safe Harbors Homeless Management Information System or HMIS) between October 2010 and September 2011, 678 were children. For transitional housing the numbers were even higher, with 695 children and 487 adults. More than one-third of the households in transitional housing had five or more family members. The majority (73%) of adults in families in emergency shelters and transitional housing in Seattle are women.

Domestic violence. In nearly all domestic violence fatalities in Washington, victims had unstable housing or were unable to find safe, affordable housing, according to 10 years of data from the Washington State Coalition Against Domestic Violence Fatality Review. For every household entering a domestic violence shelter in Seattle in 2010, another 19 were turned away.

² The City of Seattle dedicates funding to Public Health -- Seattle-King County and makes direct investments to programs to connect people who are homeless with health services. HSD invests in [Healthcare for the Homeless Network](#) (HCHN) and participates on the HCHN Planning Council, which had adopted a set of values which includes access to high quality care for people experiencing homelessness; and holistic approaches to care that integrate physical and oral health, mental health, addiction services supportive housing and social supports.

Homeless children. During the 2010-2011 school year, there were more than 1,139 homeless children enrolled in Seattle Public Schools; during the same period, 591 homeless children were served in Seattle emergency shelter programs. One out of four people served in family shelters and transitional housing was 5 years old or younger.

Children and youth who experience homelessness are more likely to be homeless as adults. The trauma of homelessness and repeated housing instability have a dramatic impact on health, attendance in school, and academic achievement. Children experiencing homelessness are sick four times more often than other children. The impact of homelessness on children's health and development is severe. They have more ear infections, more gastrointestinal problems, and respiratory infections than other children. One in nine homeless children is reported to have asthma related health conditions.

In addition to physical health issues, children and youth experiencing homelessness experience profound stress, which in turn affects their social and emotional development. Homeless children have three times the rate of emotional and behavioral problems compared to non-homeless children, and among homeless school age children, 47% have problems such as anxiety, depression, and withdrawal. Children and youth who need mental health services are not able to access the resources to pay for or to receive these services.

Children experiencing homelessness are also four times more likely to show delayed development and have twice the rate of learning disabilities as non-homeless children. Specialized services that address the impact of homelessness on children's social and emotional development, while supporting parents' efforts to effectively parent under highly stressful conditions is needed.

Homeless youth. In 2010, 458 unduplicated homeless youth and young adults (ages 15-22) enrolled in the PRO Youth housing case management services. Youth and young adults of color represent 60% of those accessing services. Housing and shelter for this population in Seattle is limited to 32 shelter beds and 135 transitional living beds with only five transitional living beds in south/southwest Seattle.

LGBT youth. National studies demonstrate that LGBT - lesbian, gay, bisexual, transgender youth represent 20% of homeless youth, compared to 10% of the general population. As noted in the 2010 Seattle LGBTQ Needs Assessment Survey, LGBT people of all ages face unique safety issues in all shelter.

LGBT youth are vulnerable to victimization, use of addictive substances and more frequent departures from home, compared to heterosexual youth. Many lose their housing as a result of coming out to their family members.

Commercially sexually exploited youth. According to HSD's *Assessment of Youth Involved in Prostitution*, it is estimated that there are 200 to 500 youth in Seattle and King County who are prostituted. These youth face eminent danger on the streets, and appropriate housing and supportive services are needed for this highly vulnerable group. Teens who have been or are currently sexually trafficked need housing and services that take them not only off the street, but also away from the adults who have exploited them.

Homeless men and women. The 2012 "One-Night Count" found 1,898 people in Seattle without shelter, living on the street, or in vehicles and in other places not suited for human habitation. In 2010-2011, there were

more than 6,953 unduplicated individuals served in publicly funded “single adult” shelters and 1,386 individuals in Seattle transitional housing programs.³

More than half of all individuals in adult shelters are reported to have a disability and elders over the age of 50 years represented 37% of those served in single adult shelters. Furthermore, as the single adult shelter population ages, the proportion of those with disabilities also increases. Among those 60 years and older, two-thirds were reported to have a disability. Providers, communities will face increasing challenges as this population ages and faces increasing health problems and end of life issues.

In addition, the CEH has noted that many homeless individuals are often, people are released from jails, prisons, or hospitals without sufficient reentry planning to ensure housing stability and success after discharge. “For those who had been homeless prior to institutionalization, housing stability may be even more difficult to achieve. People with histories of incarceration face particular challenges in accessing and maintaining housing post-release as there are few housing options targeting this population and there is resistance in many neighborhoods. Many who are exiting institutions and systems of care need a wide range of support services to successfully transition into the community.”

Coordinating services with other systems, including hospitals, clinics, mental health facilities, criminal justice, Veteran’s Administration will be crucial to supporting their health and housing needs.

³ Safe Harbors HMIS report to the U.S. Department of Housing & Urban Development for the Annual Homeless Assessment Report covering the 12-month period from October 1, 2010 to September 31, 2011.

Communities Supporting Safe & Stable Housing

Human Services Investment Plan for Homeless Services: 2012-2018

III. Community Engagement

HSD's Investment Plan is informed by an extensive community engagement process where clients of services, community members, shelter and housing providers, businesses, faith communities, charitable foundations, local government agencies, the Committee to End Homelessness (CEH), United Way of King County, and other stakeholders have all contributed to proposed strategies for investments and solutions to end homelessness.

Client Surveys and Focus Group Feedback

Client-driven solutions to prevent homelessness and support homeless services lead to better investments and lasting outcomes. Families and individuals provide insight and contributions that are improving information, access and delivery of services. Hundreds of people in Seattle who were served by homelessness prevention and homeless assistance services participated in surveys, focus groups and forums to provide feedback and recommendations for ways to improve programs and direct service investments.

Advisory Group Meetings and Community Forums

The Communities Supporting Safe & Stable Housing Initiative began with an open community forum held on Thursday, May 26, 2011. One of the highlights of the meeting was a creative, collaborative exercise in which meeting participants diagrammed and discussed their collective vision for a seamless services system.

From June through September 2011 an Advisory Group made up of representatives of more than 45 agencies gathered in monthly meetings to discuss four topics:

- (1) Exploring Investment Priorities;
- (2) Creating Intentional Pathways to Housing;
- (3) Integrating Services to Increase Impact and Efficiency;
- (4) Moving to a System that Sets Goals and Measures Success.

The presentation materials and notes from the Community Advisory Council's meeting discussions are available at the following Web site: www.seattle.gov/humanservices/initiatives/housing_initiative.htm.

Listening Groups

From November 2011 through January 2012, HSD convened six "Listening Group" sessions with representatives from philanthropic, neighborhood/community members, and City of Seattle department directors, and human service agencies. Groups were asked to provide feedback on initial drafts of the Communities Supporting Safe & Stable Housing Investment Plan. These groups identified strengths and weaknesses, and their feedback improved the clarity of the Investment Plan drafts.

Investment Plan Public Meeting and Comments

The public review period for the draft Communities Supporting Safe & Stable Housing Investment Plan was May 11 to May 31, 2012. A community meeting was held at Seattle City Hall to introduce the draft plan and investment framework for 2013 to 2018. Participants included approximately community members, providers and staff. Public comments received on the draft Plan are summarized in Appendix B.

Community Launch Meeting and Advisory Group Participants

Community Advisory Group participating agencies are noted with an asterisk (*).

Asian Counseling and Referral Service (ACRS)	Muslim Housing Services*
Auburn Youth Resources (AYR)	Neighborhood House*
Central Area Motivation Project*	New Beginnings*
Catholic Community Services*	Operation Nightwatch*
Children's Home Society of Washington*	Pike Market Senior Center-Downtown Food Bank
Church of Mary Magdalene/Mary's Place*	Public Health/Healthcare for the Homeless*
City of Bellevue*	Rising out of the Shadows (ROOTS)*
City of Kent	The Salvation Army*
City of Seattle Office of Housing*	Seattle Union Gospel Mission*
Committee to End Homelessness*	Seattle Public Schools*
Community Voicemail National*	Seattle Housing Authority *
Compass Housing Alliance*	SHARE/WHEEL*
The Defenders Association*	Seattle-King County Coalition on Homelessness*
Downtown Emergency Service Center *	Solid Ground*
Downtown Seattle Association*	Southwest Youth and Family Services*
El Centro de la Raza*	Somalia Youth and Family Club
First Place School*	Street Youth Ministries
Housing Development Consortium (HDC)	Teen Feed
Immanuel Community Services	Veteran-Community Network*
King County Coalition Against Domestic Violence	Wellspring Family Services*
King County*	YMCA*
Low Income Housing Institute*	YouthCare
Matt Talbot Center*	YWCA*
Mockingbird Society*	

Listening Group Participant Agencies

A Regional Coalition for Housing (ARCH)	City of Seattle:
Alliance for Pioneer Square	Office of Civil Rights
Asian Counseling & Referral Services (ACRS)	Office of Housing
The Bill & Melinda Gates Foundation	Office of Economic Development
Building Changes	Law Department
Campion Foundation	Seattle Police Department
Catholic Community Services	Department of Neighborhoods
Center for Multicultural Health	Department of Finance and Administrative Services
Child Care Resources	Department of Planning & Development
Committee to End Homelessness (CEH) Funders	Public Health – Seattle and King County
CEH Consumer Advisory Council	Healthcare for the Homeless
CEH Single Adult Shelter Task Force	
Compass Housing Alliance	King County
Downtown Emergency Service Center	Dept. of Community & Human Services
Medina Foundation	
The Millionair Club	City of Bellevue
New Horizon's Ministry	City of Kent
Seattle King County Coalition on Homelessness	City of Redmond
Seattle Housing Authority	
Seattle Jobs Initiative	
The Sophia Way	
The United Way of King County	

Client and Community Feedback

HSD surveyed clients, held focus groups and community feedback forums with people who have received homeless services and with service providers.

- **Shelter and Encampment Survey:** 320 individuals at six City-funded single adult shelter sites and one indoor/outdoor encampment site were interviewed from late January through March 2011 by HSD staff and volunteers from the Public Health Reserve Corps. HSD's Shelter and Encampment Survey was developed to learn more about the service use and needs of single adults living in shelters and encampments.
- **Focus Groups:** More than 70 men and women participated in focus groups at five different program/service sites where many people who are homeless go for information and services during the day. These sites included the Seattle Public Library and programs serving women, women with children, immigrant/refugees, and single adults. These focus groups provided input on how current services are working and what future investments in the homelessness service system should look like.

HSD also met with people at four different agencies who participated in homelessness prevention programs to better understand issues affecting their housing, access to homelessness prevention programs and services, and the services received at agencies.

Domestic Violence Community Feedback Forums: HSD staff coordinated two community feedback forums in March 2011 with providers from nine Seattle and King County domestic violence advocacy and housing agencies. Specialized services for survivors of domestic violence who are dealing with immediate safety issues, significant trauma, and/or barriers to self determination because of abuse are critical needs. In addition to the feedback forums, many agencies implemented housing surveys with their domestic violence clients. The housing and service needs identified as priorities in these forums emphasized flexibility of housing and rental assistance, and supportive services, such as childcare and education/training to enable survivors and their families to remain stable in housing; and the need to preserve existing levels of shelter and transitional housing services. Specialized services for specific populations such as refugee and immigrant communities, single women, elders and LGBT individuals were also a priority.

- **Youth and Young Adult Community Feedback Forums:** Three focus groups were held in August and September 2011 with youth at an Asian Pacific Islander community engagement meeting, Seattle King County Coalition on Homelessness (SKCCH) Youth Summit and Career Development forum, a South Seattle Point in Time Advisory Group and the Refugee Forum. More than 75 youth participated in discussions and 28 completed a survey on prioritizing service needs.

HSD also led a discussion at a PRO Youth Supervisor's meeting, a PRO Youth Case Managers meeting and a Seattle Youth Violence Prevention Initiative provider meeting. These groups provided information on housing and service needs of the youth in their programs. In addition, HSD utilized the Street Outreach Workers Youth/Young Adult Resource Fair surveys; 38 unstably housed youth and young adults completed the survey and rated needed services and housing.

Community Engagement Themes

A number of common and sometimes conflicting themes emerged in community conversations, focus groups, surveys and public comments. The themes illustrate needs and priorities within our community that are both specific to certain populations and shared across the entire service continuum.

Housing and Rental Assistance: Affordable housing, rapid re-housing and programs that provide flexible financial/rental assistance, along with an appropriate intensity of supportive services, was identified as a high priority. The lack of affordable housing limits the ability of providers to create intentional pathways to housing. Eligibility restrictions, including some priorities created for housing units (which could be population or geographic specific) create barriers and bottlenecks within the system that further restrict housing pathways.

At the same time, specific housing needs were identified by community members, including:

- Housing options that provide safety for all – with attention to the unique needs of domestic violence survivors, LGBT individuals, refugees and immigrants, elders, and persons with disabilities. Forum participants indicated needs to increase shelter and transitional housing opportunities and this need was specifically mentioned as a need for single domestic violence survivors without children.
- Programs for youth and young adults of all ages – under the age of 18, young adults over the age of 22, and for pregnant and parenting young adults and teens.
- Housing assistance, options and policy changes that would help youth and for adults with criminal histories, including felony convictions; and help households with poor rental histories access housing.

Service Access and Standards: Across all groups, a need for improved information and access to services was a theme. A range of issues were emphasized:

- People want consistent, predictable access to information and resources. They suggested ways for providing and connecting people with a range of resources at single location(s) or community-based resource centers where clients could access counseling, food and shelter, physical and mental health and employment and education services under one roof. There is a desire to have comprehensive, up-to-date listings for all housing and shelter that can be accessed by agencies and clients.
- It is important that staff is knowledgeable about resources and how to access them and staff have cultural expertise in the communities they are serving. The ability to provide services and information in a variety of languages was emphasized.
- People want access to services in the communities where they live and where they have support. Services geared towards special populations are needed but in short supply, particularly in South Seattle where youth and adults must leave their community to access housing and support services.
- Adults living in shelters and encampments noted the importance of transportation in order to meet appointments for services, get to jobs and schools, and search for apartments.
- A concern that a greater level of safety and security is needed in shelters for all populations. A concern that programs can't provide the levels of safety needed by domestic violence survivors was expressed.
- Flexible shelter hours that accommodate work and school schedules. Shelters that can accommodate couples and households with pets.
- Personal financial management education was valued highly as a measure for prevention and stabilization in housing, and as part of a curriculum for children, youth and adults.

Employment/Training: In focus groups, interviews and community meetings, the need for jobs and careers that can help people move into housing was a constant theme. Education and training that is culturally relevant, and that will lead to meaningful employment and self-sufficiency and is available in the community where the client has ties was noted as a priority.

Two-thirds (67%) of the 320 people interviewed in the shelter/encampment surveys said that jobs and more work hours would help them to secure housing; 59% indicated that more education or training would be beneficial. In addition, being connected with opportunities to start a business was noted as a service need by 40% of respondents in the survey.

Clients in focus groups also identified service needs for increasing income and finding employment; formal education and job preparation opportunities; parenting classes; financial literacy training; and employment case management with assistance for all steps of the employment process and paid career development opportunities, with paid transition to mainstream career development opportunities and to mainstream employment as a priority among young adults.

Prevention Services: Some of the challenges that individual and families encounter are broader than housing or rental assistance and are exacerbated by the lack of “mainstream” services for employment, education or work development training, and access to healthcare and behavioral health services.

People face other challenges within the current system that makes it difficult for them to access housing support, which could prevent them from experiencing homelessness.

- Many individuals found it difficult to access homeless prevention resources if they didn't meet specific eligibility requirements (e.g. being unemployed, not impacted by domestic violence, not in need of mental health or chemical dependency services, or not part of a family with children). In addition, people found it could take weeks to get through to someone who may be able to help, only to be turned away because they didn't qualify under current eligibility criteria.
- Information in multiple languages in places where people go on a day-to-day basis was also noted as a measure that could help people avoid homelessness.
- Flexible funding that addresses more than housing needs was identified as a way to help people remain employed, for example, car repair ensures reliable transportation to work and income to pay for housing.
- Assistance for families to repair relationships, such as family reunification services are needed to provide counseling and support to youth and their families. Men and women elaborated on the need for education that focused on healthy relationships at the elementary and early childhood levels.
- Youth identified rental assistance for stable housing as a preventative measure for keeping young people from housing instability and out of gang involvement.

IV. Community Values

The Advisory Group, clients, and providers identified a number of values in their discussions about HSD's future investments. These community values are consistent with the principles identified in HSD's strategic plan.

- **Food, shelter, safety and access to health care are important, basic services for those who are homeless.** While there is a strong value that safety and survival services are critical, homelessness cannot be ended without affordable housing, steady incomes from jobs or benefit programs, education, healthcare (physical health and behavioral health) and support networks for people to thrive within their own, chosen community.
- **Resources from many systems will help people thrive.** The homeless service system should not be the safety net for society's failed and under-funded systems of care. A sufficient, broad base of resources to support people so that they are not merely surviving, but *thriving* is a community value.
- **Services are centered on families and individuals.** Community members value services and systems that recognize the unique needs and strengths of every individual and each family member. There should not be "cookie-cutter" or "one-size-fits-all" approaches to addressing homelessness. Services should be "tailored" and needs "triaged." The value and importance of implementing strategies that effectively utilize peer support and client participation, self-management, and hiring individuals from populations being served was noted in many discussions.
- **Cultural competency.** Culturally relevant and linguistically competent services must reflect more than a desirable goal or an attitude; they should be integral to how programs deliver services to people who need them. Investments should support services that demonstrate cultural and linguistic competence with an increased capacity to address growing diversity and to reduce persistent disparities experienced by communities of color, immigrants, and refugees. Cultural competency should be reflected in the composition of boards, in upper and middle management, and in the direct delivery of services.
- **Staff Expertise and Training.** Services should support the unique and specific needs of sub-populations among homeless youth including youth of color, LGBT, and sexually exploited youth. At the same time, providers assisting homeless youth across the youth continuum must be able to effectively serve youth of color, LGBT, and sexually exploited youth.

Similarly, local and national data show that the majority of women and families who are homeless have experienced domestic violence. Because of this, all providers of services to homeless women and families should have a basic level of competence on screening for and responding to domestic violence.

Community members stressed the importance for programs working with homeless individuals to have the expertise and staff trained/certified to work with populations that struggle with chronic substance abuse and/or mental health issues.

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- **Collaboration.** Individuals and families who experience homelessness face a number of barriers and lack support on many levels. Homeless service providers are addressing issues that extend beyond their control and need assistance from other providers and systems of care. It is important to create partnerships across care systems and programs, encourage relationships between larger and smaller or emerging agencies, share strengths, and reduce competition for limited resources.
- **Successful models and innovative strategies.** Investments should build upon successful models but also provide opportunities to create and pilot innovative strategies that will prevent homelessness and move closer to our aspirational goal of ending homelessness. Seattle programs are recognized nationally for being on the cutting edge of service approaches. Investments need to continue to support models that are proven to reduce costs to expensive service systems, such as Housing First programs, and the creativity that can effectively drive systems in directions that increase positive results.

Communities Supporting Safe & Stable Housing

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V. Priorities and Funding Allocation

Strategic Investment Priorities

HSD will make investments in three priority areas in 2013 through 2018:

Investment Priority 1 - Homelessness Prevention:

Providing assistance to prevent people from entering the shelter system;

Investment Priority 2 - Homelessness Intervention:

Connecting people with resources to increase safety and access to housing;

Investment Priority 3 - Housing Placement, Stabilization and Support

Moving people rapidly into housing with appropriate stabilization and support services.

Each of the investment priorities is described in the following section. A list of strategies and models is included for each of these investment areas. The priorities and the program models are not listed in order of importance.

Investment Framework

The Investment Plan directs allocations made through Requests for Investment (RFI) processes.

Two major funding cycles are planned for services investments, one in 2012 and one in 2014. The Investment Plan conservatively assumes that total funding available for prevention, intervention, and housing placement and support services will remain constant through 2018.

HSD anticipates awarding approximately \$19.3 million in annual contracts to nonprofit and community based agencies through City (or combined funding) allocation processes. The funding available in the 2012 cycle reflects current HSD investment levels within the three priority areas. For this cycle, there are no changes to the amount of funding dedicated for shelter and transitional housing programs.⁴

Priority Investment Area	HSD Investment Process/Funding Cycle	
	2012 RFI / Letter of Intent	2014 RFI
	Contract Years: 2013-2014	Contract Years: 2015-2018
Homelessness Prevention	\$1,618,000 8% of total funding	\$1,745,550 9% of total funding
Homelessness Intervention	\$15,547,000 80% of total funding	\$15,080,590 78% of total funding
Housing Placement, Stabilization & Support	\$2,230,000 12% of total funding	\$2,568,860 13% of total funding

⁴ The Investment Plan assumes level funding for programs, from all funding sources. Actual funding amounts are subject to change, based on City of Seattle budget and federal grant appropriations.

By 2015, modest increases to homelessness prevention, rapid re-housing and housing stabilization services are planned, by making changes to intervention programs that will allow for funding to shift to other service areas.

HSD also plans to increase its focus on addressing the specific needs of youth and families with children while maintaining its commitment to serve single adults, through investments in shelter, transitional housing and housing support services.

As program investments in prevention and housing stabilization take place, investments in intervention are expected to decrease. Ongoing evaluation will ensure expected outcomes are met and data is utilized to assess and make course corrections when needed and the City acknowledges that this “evolution” of focus for the system will take time.

Funding Allocation Process

The department invests in human services through a procurement process called Request for Investment (RFI). In 2012, HSD will make its first awards under this new Investment Plan. The implementation and procurement plans for the Investment Plan is described in Section VI and VII. The specific requirements for requests for funding will be detailed in procurement materials. Funding opportunities and materials can be found on the HSD Web page: www.seattle.gov/humanservices/funding/.

VI. Investment Priorities: Homelessness Prevention & Services

Investment Priority 1: Prevent Homelessness

Investment Goal: To reduce the number of persons who enter the shelter system. An outcome for investments is measured by the number of households that remain in stable housing as a result of receiving services from homelessness prevention investments.

Homeless Assistance and Rapid Transition to Housing Act (HEARTH) Act Indicator: HSD is using community performance indicators guided by the federal HEARTH Act to align data collection and reporting. The HEARTH indicator for prevention is the reduction in the number of people who enter homelessness and reduction in the number of people who return to homelessness.

Investment Overview: People at imminent risk of becoming homeless will stay in their housing or secure alternative, appropriate, safe housing that prevents them from entering the shelter system as a result of investments. Programs will prevent homelessness by increasing information and resources to families and individuals so that homelessness is not the necessary pathway to stable housing. Prevention strategies will integrate with other mainstream services and resources such as employment, financial empowerment, and access to benefits.

Investment Emphasis: Over the next six years, RFI investment will emphasize the following strategies.

1. ***Prevention strategies targeting and directing flexible resources to those at highest risk of becoming homeless*** will prevent homelessness among vulnerable and special needs populations, ensure they do not have to become homeless to receive services and move them rapidly into stable housing to reduce the traumatic impact of homelessness. Prevention models will be strength-based, holistic and individualized with tailored services at the level and duration needed for each client. Prevention investment strategies will build on national best practices, evidence-based research and local data to effectively target resources.
2. ***Youth and young adult-focused services:*** Family reunification services will decrease family conflict and prevent youth homelessness. Models chosen for investment will be based on culturally relevant, strength-based, family-centered approaches that will prevent youth from leaving home and reunite them with their families. These models include family counseling, parenting classes, financial assistance, and stabilization services.

COMMUNITIES SUPPORTING SAFE & STABLE HOUSING: PROGRAM MODELS CHART

HOMELESSNESS PREVENTION

Essential program elements for this investment area include:

- Financial assistance (rental assistance, rental arrears, utility arrears, move-in cost assistance, security and utility deposits) based on assessment
- Assessment of eligibility for other programs, mainstream benefits and resources
- Housing stabilization services and case management
- Housing search and placement services
- Family counseling
- Financial empowerment services

The geographic focus for this investment area is Seattle locations, citywide, with special emphases noted below.

Eligible program models include, but are not limited to:

Program Model	Program Description	Population & Geographic Focus
Homelessness Prevention Assistance	Short-term financial assistance, case management, housing access and stabilization services to prevent shelter entrance and promote housing retention.	Households at imminent risk of homelessness. Emphasis on young parents, families with children, domestic violence survivors, young adults, elders, disabled adults, immigrant and refugee households. Households within fund source-defined income guidelines.
Family Reunification Services	Services that reestablish healthy connections between individuals and their families, including families of choice.	Youth and young adults, LGBT youth and young adults, single adults, and families with children. Special emphasis on south, southeast, and southwest Seattle for programs serving youth/young adults.
Legal Assistance	Legal representation, counseling and advocacy (including assistance to delay or dismiss eviction, in-court representation). Collaboration with homelessness prevention agencies to provide financial assistance and stabilization services.	Households at imminent risk of homelessness due to pending eviction actions.
Housing Focused, Tailored Services	See Housing Focused Service Models List (page 28).	

Investment Priority 2: Homelessness Intervention

Connect People with Resources to Increase Safety and Access to Housing

Investment Goal: To increase the number of homeless households that move into stable housing.

HEARTH Act Indicators: Increase household income. Reduce the length of time people are homeless.

Investment Overview: Homelessness intervention services assist persons who are experiencing homelessness address health, safety and basic needs; reduce trauma; and access housing. Strategies will be integrated with other mainstream health and social services.

Shelter/interim and transitional housing may be provided in facility-based or scattered-site programs, with on-site or mobile staff providing a range of activities from low-demand basic services to clinical services. Engagement and housing access strategies will focus on reconnecting persons to needed social support, resources and services to transition from homelessness into appropriate housing.

Investment Emphasis: Over the next six years, RFI investment will emphasize the following strategies.

1. **24-hour shelter / interim housing model for single adults.** Investments will be made to develop programs that provide alternatives to overnight, emergency shelter programs for single adults, including programs for 24-hour shelter or “interim housing.” Priority will be given to the transformation of existing programs to 24-hour service models that focus on housing placement/rapid re-housing.
2. **Collaborative models that increase the continuity of services provided during the day and during the night.** Programs will assess needs of clients, provide alternatives to shelter and/or assist households to gain shelter or housing. Investments will be directed to programs that coordinate services to minimize duplication of services; and coordinate operating hours to increase seamless access to services.
3. **Early intervention strategies that quickly place youth, children and their families into stable housing.** Early interventions will holistically address the needs of children and youth and their families in response to trauma associated with being homeless and reduce the risk of future, repeated or prolonged homelessness later in life. Special attention will be given to models that coordinate efforts with schools, early learning and family support centers, other service providers and community partners to respond to indicators and early warning signs of crisis; effectively connect individuals and families with assistance and support, reduce school mobility, and support good school attendance.
4. **Co-location of services, multi-disciplinary/integrated services provided at scattered sites or by mobile teams** (e.g. services for youth, family reunification, domestic violence advocacy, healthcare, housing access, employment resources, career development, life skills for youth/young adults, mental health and chemical dependency counseling). Particular attention will also be given to models that provide a safe place for youth and young adults to access services, and for those operations located in south and southwest Seattle.

COMMUNITIES SUPPORTING SAFE & STABLE HOUSING: PROGRAM MODELS CHART

HOMELESS INTERVENTION SERVICES: INCREASING SAFETY & ACCESS TO HOUSING

Essential program elements for this investment area include:

- Information and referral services
- Coordinated services with other outreach, shelter, community drop-in center, housing providers
- Needs assessment with evaluation for at least one of the following: medical care, benefit eligibility, housing, mental health, chemical dependency
- Safety assessment, particularly for domestic violence victims
- Assessment of eligibility for other programs, mainstream benefits and resources
- Housing search and placement services
- Financial empowerment services

The geographic focus for this investment area is Seattle locations with special emphases noted below.

Eligible program models include, but are not limited to:

Program Type	Program Description	Population/ Geographic Focus
Outreach and Engagement Services	Engagement with people who are not currently connected to community resources outreach services focus on specific populations and/or geographic areas in order to identify and connect people to services and/or housing.	Special emphasis on unaccompanied youth, LGBT youth and young adults, young adults, families with children, single adults with disabilities. <hr/> Special emphasis on south, southeast, and southwest Seattle for programs serving youth/young adults.
Overnight Shelter	Temporary, overnight accommodation to shelter individuals from the elements and danger of being on the street.	Single individuals and households without children.
Overnight Shelter with Enhanced Services	Temporary, overnight accommodation to shelter individuals from the elements and danger of being on the street. Services provided in conjunction with emergency, overnight shelter program(s) to access resources and to transition individuals from homelessness to more permanent housing stability.	Single individuals and households without children.
24 hour Shelter Interim Housing Transitional Housing	Temporary or time-limited accommodation in facility-based or scattered sites with enhanced services focused to transition people from homelessness into appropriate, permanent housing as quickly as possible. Interim & transitional housing programs include: <ul style="list-style-type: none"> • Shelter with 24-hour accommodation & services • Transitional housing for individuals • Transitional housing for families with children • Confidential shelter and transitional housing for victims of domestic violence • Emergency shelter for youth under 18 • Transitional Living Programs (TLP) for homeless youth and young adults 	All population groups. Special emphasis on pregnant and parenting teens; pregnant women and families with children; unaccompanied youth and young adults; and victims of domestic violence (and their children) who are in dangerous, life-threatening situations and/or being stalked; other vulnerable individuals, including elderly and disabled. <hr/> Special emphasis on south, southeast, and southwest Seattle for programs serving youth/young adults.

COMMUNITIES SUPPORTING SAFE & STABLE HOUSING: PROGRAM MODELS CHART

**HOMELESS INTERVENTION SERVICES: INCREASING SAFETY & ACCESS TO HOUSING
(cont.)**

Program Type	Program Description	Population/ Geographic Focus
Community Drop-In Centers	<p><i>Facility-based/site-based services assisting individuals to increase their daytime safety and security, meet their nutritional needs, and access services such as employment assistance, links to mainstream benefits, and access health care and housing resources.</i></p> <p><i>When daytime services are provided to individuals or families who are clients of overnight shelter programs or engaged in other services, the centers will facilitate service coordination to reduce duplication of services.</i></p>	<p><i>Special emphasis on unaccompanied youth, young adults, families with children, single adults with disabilities.</i></p> <hr/> <p><i>Special emphasis on south, southeast, and southwest Seattle for programs serving youth/young adults.</i></p>
Hygiene Centers	<i>Facilities providing a safe place to meet basic hygiene needs.</i>	<i>Individuals/adult households without children.</i>
Housing Focused, Supportive Services	<i>See Supportive Service Models List (page 28).</i>	

Investment Priority 3: Housing Placement, Stabilization & Support Move People Rapidly Into Housing

Investment Goal: To increase the number of homeless households that move into housing and remain in housing as a result of receiving services from an HSD investment.

HEARTH Act Indicator: Reduction in the number of people who become homeless after being placed into permanent housing.

Investment Overview: Investments will assist individuals and families to secure and remain in housing, increase connections with community and resources that reduce trauma of homelessness, and promote safety, health, housing retention, stability and self-sufficiency. Strategies will be integrated with other mainstream health and social services.

Investment Emphasis: Over the next six years, RFI investment will emphasize the following strategies.

1. **Culturally relevant and linguistically competent, tailored services that result in rapid placement, successful transition, and/or stabilization in non-time limited housing.** A variety of “housing focused tailored services” and supportive assistance to prevent families, young adults, domestic violence survivors, chronically homeless individuals, and single adults from returning to homelessness that may include financial empowerment, job training and education, mental health and substance abuse counseling and promoting healthy relationships.
2. Models that include **integrated childcare, behavioral health and parenting services** for young homeless children and their parents, including training and support for mainstream preschool and afterschool programs to better meet unique needs of homeless children, behavioral health services to overcome trauma of being homeless, and parenting services to strengthen parent-child attachment.

COMMUNITIES SUPPORTING SAFE & STABLE HOUSING: PROGRAM MODELS CHART

HOUSING PLACEMENT, STABILIZATION AND SUPPORT: MOVING INDIVIDUALS AND FAMILIES RAPIDLY INTO HOUSING

Essential program elements for this investment area include:

- Information and referral services
- Coordinated services with other outreach, shelter, community drop-in center, housing providers
- Needs assessment with evaluation for at least one of the following: medical care, benefit eligibility, housing, mental health, substance use
- Safety assessment, particularly for domestic violence victims
- Assessment of eligibility for other programs, mainstream benefits and resources
- Housing search and placement services
- Financial empowerment services

The geographic focus for this investment area is Seattle locations with special emphases noted below.

Eligible program models include, but are not limited to:

Program Type	Program Description	Populations and Geographic Focus
Rapid Re-Housing	<p>Financial assistance and services designed to move a homeless household quickly into permanent, “non time-limited” housing.</p> <p>Services may be provided following housing placement with a goal of housing stability. Housing is not contingent on services; instead, participants must comply with a lease agreement and are provided with the services and supports as necessary.</p>	<p>Young adults, young parents, families with children, and adults who are homeless.</p> <p>Special emphasis on families with children, and survivors of domestic violence and their families.</p>
Housing First	<p>Financial assistance and/or housing search, placement and stabilization services to assist homeless households into permanent, rental housing as quickly as possible.</p> <p>Services are delivered following housing placement with a goal of housing stability. Housing is not contingent on services; instead, participants must comply with a lease agreement and are provided with the services and supports as necessary. Many of these programs employ harm reduction strategies, non-judgmental and non-coercive provision of services to engage chronically homeless individuals to move from the street and into housing.</p>	<p>Chronically homeless, disabled individuals.</p>
Housing Focused Supportive Services	<p>See Supportive Service Models List (page 28).</p>	

COMMUNITIES SUPPORTING SAFE & STABLE HOUSING: PROGRAM MODELS CHART

HOUSING FOCUSED SUPPORTIVE SERVICES

Housing Focused Supportive Services include a variety of services and supports that focus on housing access, retention, and stability. Services and support focus on the strengths of individuals and are tailored to meet individual needs and provide connections that increase community integration and access to mainstream services.

Eligible program models include, but are not limited to:

Program Type	Program Description	Populations and Geographic Focus
Community-Based Case Management	<p>Case management, housing advocacy, search and placement services for short-term or ongoing support to households to stabilize, move into housing.</p> <p>Services link households to mainstream services and resources to increase safety, stability and self-sufficiency, such as healthcare; substance abuse detox and recovery treatment; mental health assessment and treatment; employment training, placement, and retention; housing placement; child care and after-school programs (for programs serving families); legal assistance; removing barriers associated with past felony/criminal conviction; credit counseling; life skills training. Case management also connects people with community resources (e.g. churches, philanthropic groups, neighborhood groups).</p> <p>Case management provides after-placement services for households entering housing. Services focus on preventing future recurrence of homelessness.</p>	All population groups.
Financial Empowerment	<p>Information, education, planning, counseling and coaching to increase financial stability;</p> <p>Services may include assistance with opening a bank account, preparing a budget, taking a class in money management, developing a plan to save money, receiving one-on-one assistance from a debt/credit specialist, applying for public benefits.</p>	All population groups.
Coordinated childcare, behavioral health and parenting services	<p>Consultation and support for child care, after-school and/or school programs; behavioral health services for children to overcome trauma associated with becoming homeless; parenting services to strengthen parent-child attachment.</p>	Young children and their families experiencing and transitioning from homelessness.
Employment Services	<p>Services that help individuals prepare for employment and career advancement; services may include assessment, job readiness training, vocational skills training, career assessment and counseling, job placement support and retention, and re-employment services.</p>	All population groups.

Communities Supporting Safe & Stable Housing

Human Services Investment Plan for Homeless Services: 2012-2018

VII. Implementation Plan 2012-2018

HSD's Strategic Plan, Investment Plan, Request for Investments and Contracts

HSD's mission and strategic plan is put into action through the Communities Supporting Safe & Stable Housing Investment Plan. HSD will make investments in homeless prevention and services through funding allocation processes. Proposals that receive funding awards will enter into agreements with HSD to provide services and achieve specific outcomes.



Funding Allocation Process

The Investment Plan provides a framework for HSD financial investments made through procurement processes called Requests for Investments (RFIs). An RFI is an open and competitive funding allocation process in which HSD will set the desired outcomes and agencies respond by submitting a proposal requesting an investment to achieve these outcomes by providing specific program or project services.

HSD will issue the first funding allocation processes for this new Investment Plan in 2012. The specific requirements for requests for funding will be detailed in procurement materials. Funding opportunities and materials can be found on HSD Web page: <http://www.seattle.gov/humanservices/funding/>.

HSD intends to invite agencies to make a proposal for investments through two different procurement processes in 2012: (1) Request for Investments (RFI) and (2) Letters of Intent.

Requests for Investments and Letters of Intent will indicate the amount and type of funding anticipated for specific investment areas, investment outcomes, priorities for investments and program models, eligible activities and performance requirements for contracts awarded through the RFI.

All agencies submitting proposals for investment through the competitive RFI and by Letter of Intent will demonstrate their ability to deliver established outcomes for clients by providing specific services. Applications in each process will be reviewed for ability to deliver services that meet investment outcomes and goals. Applicants will also be asked to demonstrate how they will incorporate specific standards and principles, such as cultural and linguistic relevance, in their program model.

- The 2012 RFI will be an open, competitive proposal process to award contracts in specific service areas. Process is open to eligible new applicants and current contractors. Agency and program eligibility will be detailed in the RFI.
- The Letter of Intent process will invite current HSD contractors in specific program areas to submit an application for commitment of funding consistent with the new Investment Plan funding guidelines. HSD will reserve funding for existing programs at current contract levels.

The table below shows some of the program service areas that will be included in the different types of procurement processes in 2012.

Priority Investment Area (estimated funding)	HSD Investment Process/Funding Cycle	
	2012 Request for Investment Open to Eligible Applicants	2012 Letter of Intent Current Contractors Only
Homelessness Prevention \$1,618,000*	<i>* Investments awarded for 2012 contracts through 2011 RFI.</i>	
Homelessness Intervention \$15,547,000	<i>RFI procurement processes planned in 2012 for:</i> <ul style="list-style-type: none"> • Community drop-in centers, day and employment services • Hygiene centers <hr/> <ul style="list-style-type: none"> • Coordinated child care, behavioral health and parenting services <hr/> <ul style="list-style-type: none"> • Homeless Youth & Young Adult Services RFI (planned for 2013) 	<i>Current contractors invited to submit applications for:</i> <ul style="list-style-type: none"> • Shelter and Enhanced Shelter - adults and households with children. • Confidential shelter for survivors of domestic violence. • Transitional housing - adults, households with children, survivors of domestic violence.
Housing Placement, Stabilization & Support \$2,230,000	<i>HSD will issue an RFI or combine funding with other regional funders for:</i> <ul style="list-style-type: none"> • Rapid Re-housing/Housing Placement and Housing Stabilization • Housing Focused Supportive Services 	<ul style="list-style-type: none"> • Housing First Supportive Services

Population Focus

Homeless prevention, intervention and housing program will assist households experiencing homelessness and at-risk of homelessness. Investments will focus on HSD's core service population groups:

- Children and their families
- Youth and young adults
- Domestic violence survivors
- Adults who are experiencing homelessness and at-risk of homelessness
- Aging individuals and people living with disabilities and their families

Within these broader service groups, HSD will set funding priorities or emphasize investments to ensure services are accessible and serving populations within specific geographic or cultural communities, such as LGBT, communities of color, immigrants, refugees, English language learners.

Investment Principles

Agencies seeking investments and awarded contracts will be expected to adhere to investment requirements that include the **five guiding principles** listed below. Agencies will demonstrate the ability to meet all of the investment principles.

The specific expectations and requirements for agencies will be detailed in funding allocation (Request for Investment) processes and in service agreements with HSD.

1. **Commitment to provide culturally relevant and linguistically competent services.** Agencies will demonstrate that programs and their staff are working effectively in cross-cultural situations, supported by agencies policies, management and program staff actions. Cultural competency within an agency is demonstrated through a commitment to clients, accessibility of services, and relevance to the needs of the clients.

For example, agencies will demonstrate capacity and/or partnerships to communicate, engage and effectively provide services to persons for whom English is not a primary language. Agencies will provide a written policy on cultural competency, including standards for services and staff.

2. **Maintaining high quality standards for facilities and program operations.** Program services will promote the general health and safety of clients. Programs will meet facility and service standards for safety, cleanliness, and accessibility. Agencies will uphold operational and management standards to provide fiscal and program accountability. Agencies will:
 - **Demonstrate their services are client-centered and strength-based** and the use of individualized service planning to coordinate housing focused supportive services. Programs will seek input from current and/or former clients in areas of program planning, program development, policy development and program evaluation, including exit and/or post exit interviews or surveys, focus groups, and/or client meetings.
 - **Integrate financial empowerment into services:** Agencies will provide information and services to increase the services accessed by clients to increase financial stability and self-sufficiency.

Programs will assist clients to access benefits through connections with programs such as PeoplePoint and Washington Connection Web portal.

- **Demonstrate sound financial practices and policies**, including adequate accounting and administrative procedures and controls to safeguard proper use of funds. Programs will provide line-item budgets that show reasonable expenses for proposed services.
3. **Commitment to neighborhood health and safety standards.** Services and housing are contributors to the health and safety of neighborhoods. Through tools such as good neighbor agreements, agencies will work with community members, businesses and law enforcement to ensure they can provide a safe, clean environment that supports clients' rights to receive services as well as provide opportunities to contribute to the community's overall health and safety. The City of Seattle has an expectation that residents will work with shelters and service agencies in their neighborhoods to maintain a healthy, safe environment for everyone.

Good neighbor plans will include a process for communicating with neighboring businesses and residents, policy/procedure to address neighborhood concerns, written policy concerning the rights and responsibilities of clients, program rules and restrictions, and opportunities for providers, clients and community members to participate in supporting program and client success in healthy and safe neighborhoods.

Agencies providing services to domestic violence survivors need to protect the safety and confidentiality of their clients. Guidelines will be modified for facilities that by their nature require confidentiality of location to protect the safety or personal privacy of clients, such as domestic violence shelter, transitional housing and service programs.

4. **Commitment to coordinate and integrate services with community networks and with mainstream service systems.** HSD expects agencies to build collaborative partnerships to leverage resources and increase service capacity. A collaborative relationship exists when agencies are creating solutions together that no one party to the collaboration could separately achieve. Collaborative partnerships may be forged as part of formal or informal agreements to share, integrate, and/or streamline service delivery to achieve specific program or system goals or outcomes.

Agencies and programs will:

- Address services gaps and increase access to resources by communities of color through collaborative services, building capacity and relationships.
- Coordinate with City departments and HSD divisions to maximize access to services for clients.
- Demonstrate capacity to locate and leverage new community partners on an ongoing basis.
- Demonstrate linkage agreements and partnerships with providers for appropriate, tailored services to promote housing access and stability, such as case management; health care; substance abuse detox and recovery treatment; mental health assessment and treatment; employment training, placement, and retention; housing placement; child care and after-school programs (for programs serving families); legal assistance; credit counseling; and life skills training.
- Participate in system-wide strategies designed to improve information, resources, and services. For example, agencies will participate in systemwide strategies, such as Family Housing Connection

and direct clients to use this resource in the coordinated effort to decrease homelessness and rapidly re-house families.

5. **Commitment to collect and submit high-quality data and use data to review and evaluate results.** Safe Harbors Homeless Management Information System (HMIS) will be the central, systemwide platform for collecting information about households who apply for and receive services from prevention, intervention and housing programs serving at-risk and homeless households.

For agencies with prior experience working with the HMIS system, evaluation criterion will focus on the completeness of data/data entry of universal data elements into the HMIS system, and where applicable, the utilization of services (shelter bed utilization), and the timeliness of reporting.

Agencies with no prior experience will need to demonstrate capacity to use HMIS for “real time” data entry for required data elements and to pull reports on service, and to facilitate the training of staff in order to maintain and distribute the information as required.

An example of the contents of an RFI is included in the table below.

RFI CONTENTS	INFORMATION TO BE INCLUDED-HIGHLIGHTS
I. Introduction	Timeline & Available Funding
II. Investment Background	<ul style="list-style-type: none"> a. Communities Supporting Safe & Stable Housing Plan b. Services Eligible for Investment c. Eligible and Priority Populations d. Cultural and Linguistic Competency e. Expected Performance Commitments
III. HSD Guiding Principles	Vision, Mission, Values
IV. Program Requirements	<ul style="list-style-type: none"> a. Service/Program Models b. Criteria for Eligible Clients c. Required Service Components, includes Five Principles d. Criteria for Key Staff e. Expected Performance Commitments & Milestones
V. Agency Eligibility	Standard HSD Requirements
VI. Client Data & Program Reporting Requirements	Standard HSD & HMIS Requirements
VII. Contracting Requirements	Standard HSD Requirements
VIII. Selection Process	Standard HSD Requirements
IX. Appeals Process	HSD Process for Appeals
X. Application - Instructions and Materials	<ul style="list-style-type: none"> a. Submission Instructions & Deadline b. Format Instructions c. Proposal Narrative & Rating Criteria <ul style="list-style-type: none"> • Program Design Description • Capacity and Experience • Partnerships and Collaboration • Cultural Competency • Budget and Leveraging d. Proposal Checklist
XI. List of Attachments & Related Materials	<ul style="list-style-type: none"> a. Attachment 1: Complete Proposal Packet Checklist b. Attachment 2: Proposal Cover Sheet

	c. Attachment 3: Proposed Line Item Budget d. Attachment 4: Proposed Detailed Personnel Budget
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RFI Frequency. HSD plans to initiate an RFI cycle for homeless prevention, intervention and housing stabilization in shorter investment cycles, with a formal process occurring at least every four years. HSD may elect to waive, initiate or delay an RFI process to leverage or achieve investment goals for a specific population group or focus area, or if continued funding in the program area decreases, is unstable or unknown.

VIII. HSD's Commitment to Communities Supporting Safe & Stable Housing

The City of Seattle recognizes the value of human services and the commitment of community agencies to engage and to connect persons who are homeless with safe shelter and supportive services. At the same time, the City and its partners recognize that shelters and emergency interventions alone will never be a permanent solution to homelessness. Housing, education, jobs, healthcare, and supportive, tailored services are needed by individuals and families who experience or are at risk of becoming homelessness to increase stability and self-sufficiency.

We know that homelessness cannot be ended without significant resources from federal, state and local levels of government, from contributions of charitable foundations, businesses, community organizations and volunteers. The support of many systems working in close partnership with the community is needed to assist households to achieve long-term housing stability and maximum self-sufficiency.

The Communities Supporting Safe & Stable Investment Plan creates a new framework for HSD and for its providers. The plan clarifies funding principles that HSD believes will contribute to better outcomes for the individuals and families seeking stable housing and support. The plan signals new ways of doing business for the City and the agencies that provide the vital services in our community. HSD is investing in clients, programs and systems to achieve individual and collective goals.

Technical Assistance and Support

HSD will provide technical assistance and support to agencies interested in applying for funding. HSD grants and contract specialists will also provide additional, technical support through contracting and monitoring of programs that receive a funding commitment. Specialists will visit programs to ensure that services are provided according to program standard of success. Staff will also connect agencies with technical assistance support with data collection and reporting through Safe Harbors HMIS. The department will convene its providers and provide training and opportunities for collaboration and collective problem solving.

Data-Driven Design and Evaluation

HSD will review and evaluate outcomes annually and use data provided by contractors to inform and redirect the course for future investments. HSD and community partners will use data reported into the Safe Harbors HMIS to evaluate program and system performance in meeting investment goals. Program performance will be evaluated, monitored and measured using local and federal standards outlined in the Homeless Assistance and Rapid Transition to Housing Act (HEARTH). New strategies will be implemented using data analyses, evaluation, and evidence-based models.

To ensure new models obtain the desired results, formal evaluation will occur annually, with quarterly review of progress towards milestones and outcomes taking place with grant recipients. This intensive evaluation will enable HSD and community partners to identify early in the investment cycle what is working and what course corrections are needed. HSD is committed to being fluid and flexible to ensure new models and investments improve services.

Ongoing evaluation of program and system data will also enable HSD and its partners to support successful models, to implement new pilots and innovative programs, to respond to gaps in the service system, and thoughtfully create systems to improve service delivery.

Leveraging City Funding

HSD investments in homeless prevention and services are allocated from local and federal funding sources, including the City of Seattle General Fund, Seattle Housing Levy, and federal grants, primarily from the U.S. Department of Housing and Urban Development (HUD). Homelessness prevention, intervention, and housing and stabilization contracts managed by HSD total more than \$35 million annually and make up more than one-third of HSD's overall annual contracts budget.

The Seattle General Fund is a significant funding source that leverages grant revenues. In order to maximize the impact of local funding, HSD aligns its strategies with other City of Seattle agencies, CEH funders, and with implementation of local and federal initiatives. A description of HSD funding sources is found in Section IX.

System Collaboration

In addition to investing financially in programs to achieve outcomes, HSD will support policy changes and coordinate and leverage investments with initiatives at the local, county and federal level to achieve City of Seattle and the community's Ten-Year Plan to End Homelessness goals. HSD will work with its investment partners to:

- a. **Increase access to safe, affordable, appropriate housing** for families and individuals who experience homelessness
- b. **Support strategies that improve the information, resources and services** accessed by clients and the accountability of the system in meeting client needs
- c. **Engage community members, faith-based institutions, business leaders, charitable foundations, stakeholders and clients in the work to end homelessness;** and provide leadership development, technical assistance and support to ensure their successful and effective participation
- d. **Forge partnerships with mainstream service systems** such as school systems, child welfare, hospitals, Veteran's Administration, criminal justice/jails/corrections, and mental health to increase housing and service supports for individuals who are part of their systems of care
- e. **Integrate investments with other City initiatives,** including those not solely focused on the issue of homelessness: City of Seattle's Race & Social Justice Initiative, the Youth & Families Initiative, the implementation of the Seattle Housing Levy, the Seattle Jobs Plan, and the Families and Education Levy

Seattle Families & Education Levy

The Investment Plan aligns with the Families and Education Levy's emphasis on serving children and families most at risk. The Plan calls for specialized services in early education and afterschool support for children who are homeless, and prioritizes children and families for preventative, intervention and stabilization services.

Coordinating Resources with Local and Federal Initiatives

HSD is aligning investments, system building and collaborative efforts with local and federal initiatives to leverage federal, state and local resources for homeless prevention and services. HSD is building on the work of companion plans noted below to accomplish the goals expressed in this strategic Investment Plan. It is notable that all of the plans listed include a focus on rapid re-housing of those who are homeless and timely services that maintain stable housing.

Federal Strategic Plan to Prevent and End Homelessness

HSD's Investment Plan is aligned with Opening Doors: The Federal Strategic Plan to Prevent and End Homelessness.⁵ The City of Seattle shares the federal vision that “no one should experience homelessness — no one should be without a safe, stable place to call home.” The federal plan has four broad goals: (1) finish the job of ending chronic homelessness in five years; (2) prevent and end homelessness among veterans in five years; (3) prevent and end homelessness for families, youth, and children in 10 years; and (4) set a path to ending all types of homelessness.

HSD supports themes in the federal plan to increase leadership, collaboration and civic engagement, access to stable and affordable housing; increase economic security; improve health and stability; and retool the homeless crisis response system.

Affordable Care Act & the King County Health Care Reform Integrated Planning Team

The Patient Protection and Affordable Care Act of 2010 is overhauling the nation's current system for health care services. Public Health – Seattle King County and the King County Department of Community and Health Services have convened a coalition of safety net stakeholders, the Health Care Reform Integration Planning Team, to assure a more accessible, integrated, accountable system of care for the county's low-income residents. The City of Seattle one of the many stakeholders helping to design and implement strategies that help shift us toward a system where health care, behavioral health, and related support services are well-integrated and coordinated to achieve improved individual and population health outcomes.

Committee to End Homelessness - Local Initiatives

HSD supports the goals of the Committee to End Homelessness in King County and the Ten-Year Plan to End Homelessness. CEH inspires a unity of purpose and facilitates cooperation and better alignment among public, private and nonprofit sectors.

The City of Seattle is one of the major funders of the Committee to End Homelessness in King County (CEH) and the Ten-Year Plan.⁶ The recent Mid-Plan Review of the Ten-Year Plan identifies priorities for investments

⁵ U.S. Interagency Council on Homelessness, *Opening Doors: The Federal Strategic Plan to Prevent and End Homelessness, 2010*.

⁶ The Committee to End Homelessness Funders Group includes King County, City of Seattle, United Way of King County, King County Housing Authority, Seattle Housing Authority, Building Changes, A Regional Coalition for Housing, Suburban Municipality representatives from the City of Bellevue and the City of Renton, the Veterans Administration Puget Sound Health Center, and the Washington Department of Social & Health Services.

and system change over the next five years: housing production; homelessness prevention; chronic homelessness; families; homeless veterans; youth and young adults; and immigrants and refugees.⁷

United Way Campaign to End Chronic Homelessness

The United Way of King County's \$25 million Campaign to End Chronic Homelessness has leveraged funding from the City of Seattle, King County, the state of Washington, Seattle and King County Housing Authorities, and the federal government to move 1,000 of our community's most vulnerable people into permanent housing with on-site, tailored supportive services, such as drug and alcohol counseling, mental health care and job coaching. HSD supports funding partners of the Campaign to End Chronic Homelessness and the implementation of the Client Care Coordination initiative.

Family Homelessness Initiative

The Bill & Melinda Gates Foundation and the Washington Families Fund (led by Building Changes) partnered with King County to lead a systemwide discussion of how to dramatically revise the way in which family homelessness is addressed. The resulting initiative, *Moving Forward: A Strategic Plan for Preventing and Ending Family Homelessness*, envisions a more streamlined, accessible system to prevent families in crisis from becoming homeless, rapidly house those who experience homelessness, and link families to the services they need to remain stably housed.

HSD is one of the key planning and investment partners supporting the implementation of family homeless system change and transformation. HSD's funding will align with implementation of the Family Homelessness Initiative.

The Family Initiative focuses on creating change in five key areas that will have the most significant impact on an overall system change.

1. **Coordinated Entry and Assessment** - To give families a convenient and standard way to find the services and housing they need as quickly as possible.
2. **Prevent Homelessness for Families Most at Risk** - To keep families who are on the edge of homelessness housed and quickly connect them to the services they need.
3. **Move Families Quickly to Stable Housing** - To help families regain stability by moving into non-time limited housing as quickly as possible.
4. **Focus Support Services on Housing Stability** - To provide individual families with the right services at the right time and connect families to services they need and want to maintain housing stability and self-sufficiency.
5. **Increase Collaborations with Mainstream Systems** - To assist families in accessing the services, housing and income supports they need to maintain housing stability.

⁷ Committee to End Homelessness King County, *A Roof Over Every Bed: Our Community's Ten Year Plan to End Homelessness, 2005*; and *Moving Forward: Mid-Plan Review Report, 2011*.

King County's Five-Year Plan to End Homelessness Among Veterans

The Investment Plan also aligns with the CEH Five-Year Plan to End Homelessness Among Veterans in King County. Specifically, the plan calls for outreach to build investment across systems, including the Veteran's Administration, stresses the importance of providing tailored services that address the complex needs of homeless adults, including veterans, and the need for preventative services that are flexible and client-centered.

Youth and Young Adult Initiative

A group of public and private funders of youth/young adult programs are meeting regularly to discuss systems alignment opportunities and to develop and propose a more effective, coordinated regional response to youth/young adult homelessness. The funders group, convened by the United Way, a group that includes the Medina Foundation, the Champion Foundation, and the Raikes Foundation, along with HSD and other public funders.

A vision, provided by youth and young adults experiencing homelessness in King County, has informed the development of a proposed new approach to addressing youth and young adult homelessness in our communities. The vision that youth/young adults identified included:

- Availability of supports for families, parents and youth/young adults, before the crisis, to prevent the breakup of the family unit
- A network of providers offering coordinated services that are accessible equally throughout the county
- A transparent system that puts information in the hands of youth/young adults, such as menus of available services and "user reviews" to inform their decisions
- A system that supports youth/young adults to build personal accountability and to develop skills that will support their growth and self-sufficiency
- Involving youth/young adults in the solutions, through mentorship and employment opportunities

There are three priority recommendations and action steps for the Youth/Young Adult Initiative:

1. **Coordinated engagement** of youth and young adults to prevent homelessness and move closer to our aspirational goal of ending homelessness: equal access to appropriate types of housing and services from multiple points throughout King County.
2. **Prevention programs:**
 - Family Preservation Strategy: Targeted prevention services for families that are experiencing crises to prevent youth/young adults leaving the home and becoming homeless.
 - Early Intervention for Runaways Strategy: Education, outreach, and immediate response when youth/young adults do leave home so they know where to turn to find help and a safe place to stay.
3. **Data coordination:** A coordinated system for assessing community progress towards goal of ending youth/young adult homelessness while supporting providers to coordinate services, measure outcomes, make adjustments, and improve service delivery.

CEH Task Force on Immigrants & Refugees

This CEH Task Force was chartered to develop recommendations on strategies to increase access to housing and supportive services among immigrants and refugees who are homeless (or at risk of homelessness).

The Immigrant & Refugee Task Force recommendations comprise four distinct themes:

1. **Progressive and Supportive English Learning Programs:** address the unique foundational barriers/challenges of immigrants and refugees.
2. **Policy Boards to Develop an Immigrant and Refugee Lens:** eliminate the institutional barriers created when immigrant and refugee issues are dealt with as an afterthought.
3. **Cultural Competency in Mainstream Homeless System:** enhance the current service delivery system and how to make it more responsive.
4. **Efficiency Gains in Existing Resources:** improve the current resources so they serve more immigrants and refugees along with other vulnerable populations.

CEH Single Adult Shelter Task Force

The countywide Single Adult Shelter Task Force was created to explore transitioning the shelter system for single adults towards an emphasis on diversion and/or placement into housing. The task force will

- Analyze data on people staying in shelter to determine percentages of long-term stayers and frequent users, and whether people are cycling from shelter to shelter.
- Conduct an inventory of the shelter beds in King County for single adults; this includes a special, separate review of winter shelter programs operating throughout the county.
- Explore resources targeting long-term stayers and frequent users with disabilities.

The Task Force will complete its second phase of work in 2012 around three primary focus areas:

1. Acknowledge the important role of shelter in meeting the goals of the Ten-Year Plan to End Homelessness.
2. Prepare for action that is informed by data.
3. Explore whether a surge or infusion of resources could result in measurable, immediate impact to move more people from shelter into housing.

Shelters are a critical component in our community's continuum of services. Shelters provides safety and responds to basic human needs for survival; act as a point of engagement and connections to other services and community resources; and may also provides a place where rapid movement can begin. The CEH Single Adult Shelter Task Force noted, "over the last five years, the Ten-Year Plan's aggressive housing production goals and other strategies have enabled thousands of individuals to move from homelessness to housing each year, yet current economic conditions are contributing to severe reductions to safety networks and the number of individuals experiencing homelessness with little or no resources has increased. The challenge for shelters is that demand exceeds supply at all levels – for basic shelter, for critical services, and for affordable housing."

HSD future investments will be informed by the work and recommendations of the Single Adult Shelter Task Force.

Communities Supporting Safe & Stable Housing

Human Services Investment Plan for Homeless Services: 2012-2018

IX. Current Human Service Investments in Homeless Services

Funding Sources

HSD plans to use the following funding sources in 2013-2018 for Communities Supporting Safe & Stable Housing investments for homeless services.

Funding Sources - City of Seattle

- The **City of Seattle General Fund** makes up approximately half of the funding or an estimated \$16 million invested in prevention, intervention, and housing stabilization and support programs in 2012. General Fund is a flexible funding source and is used for a range of program operating, direct assistance, and supportive service activities for households who are experiencing, at risk of homelessness and formerly homeless households who are transitioning or in need of longer-term support.
- The **Seattle Housing Levy** is a local property tax measure that was overwhelmingly renewed by voters in November 2009. The levy will generate up to \$145 million over seven years for affordable housing programs. The Housing Levy, managed by the Seattle Office of Housing, is made up of five programs that include a Rental Assistance Program that is administered by HSD.⁸

The Levy's Rental Assistance Program helps low-income families and individuals at risk of imminent housing loss and homelessness. Levy funds can also be used for "rapid re-housing" when families or individuals have already lost their homes. The levy rental assistance funds are intended to help stabilize housing for 605 households annually from 2012 through 2016. Approximately \$849,000 annually from the Housing Levy is available for rental assistance, providing a total of \$4,248,000 over five years.⁹

⁸ Since 1981, Seattle voters have approved one bond and four levies to create affordable housing. Measures have funded over 10,000 affordable apartments for seniors, low- and moderate-wage workers, and formerly homeless individuals and families, provided down-payment loans to more than 600 first-time homebuyers and rental assistance to more than 4,000 households. The current, voter-approved 2009 Housing Levy programs include Rental Production & Preservation; Operating & Maintenance Fund; Rental Assistance; Homebuyer Assistance; and Acquisition & Opportunity Loan Fund. Additional information on the Seattle Housing Levy is available at: <http://www.seattle.gov/housing/levy/default.htm#2009Levy>.

⁹ The 2009 Housing Levy Administrative and Financial Plan 2012-2013 sets the program policies for Levy Rental Assistance Program for a two-year term. http://www.seattle.gov/housing/levy/docs/Levy_A+F_Plan_2012-2013.pdf.

Funding Sources - Federal

Federal funding sources make up half of total investments granted to nonprofit agencies through contracts monitored by HSD. Federal funding is awarded to Seattle/King County through block grant programs¹⁰ and through a competitive funding process for HUD homeless assistance grant funding.

The outlook for federal funding programs must be approached with caution as Congress actively seeks to reduce government spending over the next decade. HSD anticipates decreases to the federal Community Development Block Grant (CDBG) and Housing Opportunities for Persons With AIDS (HOPWA) funds received directly from HUD. In 2010-2011, the national CDBG program allocation was reduced by 17% and further reduced by an additional 14% the following year, which has resulted in the lowest allocation of CDBG funding in nearly two decades.

- The **HUD Homeless Assistance Grant** program represents the primary federal funding source for investments in homeless assistance programs. The City of Seattle and King County have successfully applied for HUD Homeless Assistance Funds¹¹ on behalf of a regional consortium of service providers since 1995. Community-based organizations join with the City and County to submit the annual joint application through a competitive process for funding to provide essential housing and supportive services for people who are homeless.

The Seattle/King County Continuum of Care was awarded \$22.8 million this year. Grants are awarded to more than 70 programs operating throughout the county, supporting a total of 1,776 units of housing. Funding supports both permanent supportive housing for persons with disabilities and transitional housing, as well as job training, mental health counseling, substance abuse treatment and child care services for homeless youth, children and their families, and individuals. These grants also include funding for the Safe Harbors Homeless Management Information System, which collects data required by HUD on services provided throughout the Seattle/King County Continuum of Care to homeless people in programs throughout King County.¹²

HSD administers roughly half or \$11.5 million of the HUD Homeless Assistance direct grant awards in Seattle/King County.¹³

¹⁰ Community Development Block Grant (CDBG), Emergency Shelter Grant (ESG) and Housing Opportunities for Persons with AIDS (HOPWA) funding are governed by the policies and strategies outlined in [Seattle's Consolidated Plan for Housing and Community Development](#), which adopts the CEH 10-Year Plan to End Homelessness and will reflect the Safe and Stable Housing initiative in future updates to the Consolidate Plan.

¹¹ Homeless Assistance grants are sometimes referred to as "McKinney" funding, as a reference to the former federal McKinney-Vento Act that originally authorized the program.

¹² "Continuum of Care" refers to the local body that coordinates administration and funding of services for homeless people for HUD funding. In Seattle/King County, the City of Seattle and King County jointly provide administrative support to the Committee to End Homelessness Funders Group as the lead for McKinney Continuum of Care planning and funding.

¹³ A number of homeless assistance programs in Seattle receive HUD homeless assistance grants directly from HUD, under a separate funding process, with contracts administered directly by HUD.

- HSD’s **Community Development Block Grant (CDBG)** funding from HUD will provide an estimated \$3.7 million annually for homelessness prevention and intervention programs in 2012. This represents about one-third of the City of Seattle’s total CDBG allocation. Federal regulations restrict the amount of CDBG funds that may be used for “public” services (i.e., human services). The City of Seattle currently dedicates the maximum amount allowed for human services and dedicates funds to assist persons who are homeless and at-risk of homelessness to access more stable housing.
- The **Housing Opportunities for Persons with AIDS (HOPWA)** program is the only federal program dedicated to the housing needs of people living with HIV/AIDS.

HSD receives a grant under the HOPWA formula-based program and makes investments in projects and programs that benefit low-income persons medically diagnosed with HIV/AIDS in Seattle, the balance of King County, and Snohomish County. HOPWA funds may be used for a wide range of housing, social services, program planning, and development costs. An essential component in providing housing assistance for this targeted special needs population is the coordination and delivery of support services, similar to program models sought through this initiative.

Locally, HSD targets use of HOPWA funding to low-income persons living with HIV/AIDS and their families who are homeless or at risk of homelessness. Program planning and implementation is closely aligned and coordinated with services funding provided by federal Ryan White Comprehensive AIDS Resource Emergency (CARE) Act, Title I, managed by the HIV/AIDS Program of Public Health - Seattle & King County.

- The Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act created the new **Emergency Solutions Grant (ESG) program**, replacing the former Emergency Shelter Program. The new federal program emphasizes homelessness prevention and rapid re-housing as priorities, while continuing assistance for emergency shelter and outreach programs allowed by the former Emergency Shelter Program.

2012 Investments and Program Areas

HSD's homelessness prevention, intervention and housing stabilization/supportive housing contracts total more than \$35 million annually and make up almost one-third of the department's overall annual contracts budget. HSD allocates funding primarily from the City of Seattle General Fund and from federal grants from the U.S. Department of Housing and Urban Development.

Homelessness Prevention	\$ 1,618,000
Emergency Shelters	\$ 6,058,563
Transitional Housing & Services	\$ 8,380,377
Day Centers, Homeless Employment Programs, Hygiene Centers	\$ 3,599,238
Domestic Violence Shelters & Transitional Housing	\$ 1,050,200
Meal Programs - Homeless/Formerly Homeless	\$ 482,741
Homeless Families - Childcare, behavioral health and parenting services	\$ 336,136
Resources for Housing Transition	\$ 102,202
Homeless Youth Services (shelter, transitional living programs, PRO Youth)	\$ 2,960,597
LGBT Youth Services	\$ 152,437
Permanent Supportive Housing	\$ 6,125,010
Housing Stability Services	\$ 2,827,056
Health Care for the Homeless	\$ 1,608,124
Total HSD Investments - Local and Federal Funding	\$ 35,300,681

X. Conclusion

The Communities Supporting Safe & Stable Housing Investment Plan was created in response to the need for a comprehensive guide for HSD investments in preventing homelessness and moving closer to our ultimate, aspirational goal of ending homelessness. By clearly identifying the principles and standards that HSD investments will support and how they align with regional efforts, a more strategic method of funding needed services emerges. The next step, monitoring outcomes and making course adjustments, will ensure these strategies result in stronger outcomes for clients.

The Seattle Human Services Department would like to thank the clients, providers, funders, community members, stakeholders as well as staff from a variety of city and county departments who participated in the development of the Investment Plan.

For more information on the Seattle Human Services Department and Communities Supporting Safe & Stable Housing, please visit www.seattle.gov/humanservices/.

Appendix A: Investment Plan Release and 2012 RFI Schedule

<p>Briefings with Mayor Michael McGinn Seattle City Councilmembers</p> <p>Seattle Human Services Department Contract Providers</p> <p>Communities Supporting Safe & Stable Housing Draft of Investment Plan Released for Public Comment</p>	<p>Week of April 30, 2012</p> <p>May 11, 2012</p> <p>May 11, 2012</p>
<p>Public Review and Comment and Comment Period Comments to: David.Takami@seattle.gov or David Takami Seattle Human Services Department P.O. Box 34215 Seattle, WA 98124-4215</p> <p>Comments accepted until 5:00 p.m., Thursday, May 31, 2012</p>	<p>May 11 - May 31, 2012</p>
<p>Final Investment Plan Issued</p>	<p>June 27, 2012</p>
<p>Funding Allocation Process Begins: HSD Issues Request for Investment (RFI) and Letter of Intent</p>	<p>Week of June 25, 2012</p>
<p>RFI and Letter of Intent Information Sessions</p>	<p>Late June and early July 2012</p>
<p>Due Date for RFI and Letter of Intent proposals</p>	<p>Late August, 2012</p>
<p>HSD and Community Rating Panel Review of Proposals</p> <p>Recommendations by Community Review Panel</p>	<p>September- November, 2012</p> <p>November, 2012</p>
<p>Briefings with Mayor Michael McGinn Seattle City Councilmembers</p>	<p>November, 2012</p>
<p>HSD Director Announces Funding Awards</p>	<p>November 20, 2012</p>
<p>Appeal Period Ends</p>	<p>December 11, 2012</p>
<p>Finalize Contracts</p>	<p>December, 2012</p>
<p>Contracts Initiated</p>	<p>January 1, 2013</p>

Appendix B: Investment Plan Public Comments

The public review period for the draft Communities Supporting Safe & Stable Housing Investment Plan was May 11 to May 31, 2012. A community meeting was held in Seattle City Hall, Bertha Knight Landes Room to introduce the draft plan and investment framework for 2013 to 2018. Participants included community members, providers and staff. Twenty-seven (27) comments were received. A summary of the *common themes* and responses are presented below.

Common Themes	Response
<p>Investment Principles: Commitment to Neighborhood Health & Safety</p> <p>Comments and questions were related to purpose of Good Neighbor Plans; requests for additional clarification on these requirements; the responsibilities of service providers and potential costs associated with implementation of plans; and accountability, acceptance, and inclusion; protecting the confidential locations (e.g. domestic violence housing).</p>	<p>Good Neighbor Agreements are one of the tools to help our service providers, businesses and neighbors work together to create safe environments for our clients and for the people who live and work in the immediate neighborhood. These agreements are critical to make certain that clients are served in the most supportive environment possible.</p> <p>The specific requirements for Good Neighbor Plans/Agreements will be detailed in HSD funding allocation processes (Request for Investments) and in contracts with our providers.</p>
<p>The Need for Shelter</p> <p>Comments included concerns that plan did not focus on immediate needs for shelter and unmet needs for shelter; case management and other services would be required in shelters – these services are costly and are not needed by all program participants. Concerns about shifts in investments from intervention to models that are not addressing immediate needs of those without shelter.</p>	<p>The City of Seattle's Human Services Department remains firmly committed to providing emergency shelter for those who need it and recognizes that shelter is a critical first step in getting people off the streets and on the pathway to stable housing. Funding in the investment category of "Intervention," which includes overnight shelter, transitional housing and day centers, will remain unchanged for 2013 and 2014.</p> <p>Federal government last year cut Seattle's Community Block Grant allocation by 17 percent potentially affecting shelter funding, the City stepped in to "backfill" the shortfall with General Fund dollars.</p>
<p>Needs for Housing and Services</p> <p>The need for more affordable housing for all population groups was commented on by many people. Housing models need to include shelter, low barrier housing, transitional, rapid rehousing and housing first models. Comments also noted needs for services to address mental illness, chemical dependency, health, and jobs/employment/training.</p> <p>Housing First, Harm Reduction and Needs of Chronically Homeless Individuals</p> <p>Suggestions were made that the plan should include more information, emphasis and priority on Housing First and harm reduction models. Special needs of chronically homeless, aging, disabled adults were noted in several comments, along with suggestions of additional information that should be included in the Investment Plan.</p>	<p>The plan reflects these needs. Additional information was added to the plan to emphasize these needs.</p> <p>The draft HSD plan clearly identifies Housing First as one of the important models eligible for funding, and in fact provides additional funding for these and other Housing Placement, Stabilization and Support programs over a six-year period .</p>

Common Themes	Response
<p>Specialized services for Domestic Violence Survivors Suggestion that all providers assisting women and women with children to have basic level of competence in screening and responding to Domestic Violence issues. Comments that policies need to recognize and balance clients' privacy and confidentiality with desire to collect data.</p> <p>Specialized services for Youth/Young Adults Support needed for both specific services for sub-population groups; at the same time, need for all service providers to effectively serve youth of color, LGBT and sexually exploited youth. Comments that services and investments should be integrated.</p>	<p>The plan reflects these needs. Additional information was added to the plan to emphasize these needs.</p> <p>The plan reflects these needs. Additional information was added to the plan to emphasize these needs.</p>
<p>Investment Priorities Comments received from agencies noted that many providers already practice these principles; concerns raised that implementation of principles could add costs for programs, especially for programs operated by smaller agencies. More details requested on standards, measures and evaluation for these principles.</p>	<p>No additions or changes to the plan were made.</p> <p>The cost to administer program requirements will be monitored by HSD. The specific requirements for Investment Principles will be detailed in HSD funding allocation processes (Request for Investments) and in contracts with our providers.</p>
<p>Resources and Leveraging Funding</p> <p>Comments suggest that more funding is needed. Concerns and disappointment that resources are not projected to increase over time. Questions about leveraging federal resources, specifically policies to use City funding to leverage HUD funding ("McKinney" resources).</p> <p>Comments encouraged the City to look at totality of its funding and integrate investments across areas (e.g. neighborhood investments with service investments; investments for youth, families, education, and violence prevention.)</p>	<p>No addition or changes to the plan were made.</p> <p>The importance of leveraging of federal, local and philanthropic funding is discussed in the plan. The specific strategies for leveraging these resources are developed using the framework outlined in the investment plan to respond to opportunities and changes in the funding environment.</p>
<p>Community Engagement</p> <p>Comments received noted and appreciated the extensive community engagement process. Others asked questions about the specific involvement of key stakeholders, including people who are homeless and formerly homeless in the planning discussions; and requests to be included in future conversations to develop solutions.</p>	<p>No additions to the plan were made. The plan describes ways in which HSD involved members of the community, including individuals and family members who were experiencing, at-risk of and formerly homeless.</p>