Single Adult Advisory Group (SAAG) Agenda
Wednesday, February 10th 2:30 – 4:30
Mercer Island Community Center

**Problem Statement:** “There is an increase in those falling into homelessness (it is not rare enough), an increase in length of stay (it is not brief enough), all while exits to permanent housing have remained stable (it is not one-time)”

<table>
<thead>
<tr>
<th>2:30 pm</th>
<th>Welcome</th>
<th>Daniel</th>
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<tr>
<td>2:40</td>
<td><strong>Key Developments</strong></td>
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<td>• Veterans</td>
<td>Janine</td>
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<td></td>
<td>• Long Term Shelter Stayers</td>
<td>Josh</td>
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<td>• HMIS Transition</td>
<td>Kira</td>
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<td>• Coordinated Entry for All</td>
<td>Gretchen</td>
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<td>• Leadership: Co-chairs and Rep to Data &amp; Evaluation Committee</td>
<td>Gretchen</td>
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<td>• All Home Common Stakeholder Meeting – 2nd Wednesday of the month</td>
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<td><strong>Result:</strong> Group understands work products associated with Single Adult and All Home</td>
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<tr>
<td>3:15</td>
<td><strong>Single Adult Strategic Plan Development</strong></td>
<td>Kira</td>
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<td>• Timeline, SWAP and Focus Strategies Update</td>
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<td>• Framework for Single Adult Strategic Plan – RARE</td>
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<td><strong>Result:</strong> Group reviews and shapes SA AG recommendations within the Single Adult Strategic Planning (RARE), understands timeline for completion of the Strategic Plan, and integration of SWAP and Focus Strategies’ work.</td>
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<td>4:00</td>
<td><strong>Single Adult Advisory Group 2016 Workplan</strong></td>
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<td>Develop 2016 Workplan, aligned with All Home initiatives, SA AG Strategic Plan Roll Out,</td>
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<td><strong>Result:</strong> Group shapes SA AG workplan for 2016</td>
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Next Meeting: Wednesday March 9th, 2:30 – 4:30 pm, Mercer Island Community Center
Bus schedule / transit suggestions from Mercer Island Park & Ride (1/4 mile from community ctr)
Announcements / Good of the Order

- **Long Term Shelter Stayers:** Workgroup is moving to quarterly meetings. Keys to Home (McKinney Project) has housed one individual, with 3 pending imminent move in, and 19 individuals in ‘documentation’. SAHMSA has moved in ~ 26 as of December. Move Ins stalled as LTSS hesitant to move out of shelter and what they consider ‘home’ – a known phenomenon. Proposal is to reduce number of days of residency requirement from 540 \(\rightarrow\) 360 to expand the pool and increase throughput.

- **HMIS Transition:** As previous reported, Oversight of HMIS is transitioning from Seattle to King County, and we have signed a contract with a new vendor – Bit Focus, who will also provide system support. Adsystech will sunset March 13th, and BitFocus will go live April 1st. Transition teams are working on a data plan during the period that the system goes dark. BitFocus will hold more frequent partner meetings using technology such as GoToMeeting.

- **All Home Evaluation Committee:** Daniel Malone is stepping down and nominates Dan Burton from DESC as the Single Adult rep to the All Home Evolution Committee. Nomination affirmed by the SA AG.

- **All Home / All Population Stake Holder Meeting:** All Home is initiating hold Stakeholder meetings the third Wednesday of the month 9:30 – 11 am, open to anyone in an effort to dedicated time and space to present and discuss initiatives in depth. One does not need to be a member of an advisory group or workgroup to attend. The Feb 17th session will focus on the upcoming RFP for Housing Locator/Landlord Liaison Project and what is needed within a community-based housing locator project.

- **Encampment Sweeps:** SA AG members discussed recent sweeps of unauthorized encampments in Seattle. The All Home Executive Committee (EC) discussed this as well and agreed any statement should cover all jurisdictions, not just Seattle. Mark Putnam is drafting a statement for the EC review, while this would typically be addressed through the newly formed Policy Committee. SA AG members asked that sweeps/outreach be included in the SA Strategic Plan. John Gilvar noted this is a public health issue – if people are further displaced and go deeper into hiding it’s harder to provide healthcare.

Coordinated Entry & Assessment for All (CEA for All)

Kira shared a revised visual of CEA for All that illustrates Regional Access Points and client flow. She advised members to regularly check the All Home webpage on Coordinated Entry to stay abreast of developments. Bit Focus has a website to keep people abreast of the HMIS transition. Sign up for alerts here:

http://www.allhomekc.org/coordinated-entry-for-all/

Executive Committee CEA policy decisions made/ in que build on the CEH/IAC affirmations for CEA from March 2015. Specifically:

- Eligibility for CEA for all will be those who are literally homeless, people fleeing DV and imminently homeless YYA.
- Access to CEA for All will incorporate regional access points, with mobile assessment opportunities. These will be dispersed geographically (~8 – anticipating ~3 in Seattle, ~3 South KC, ~2 North & East KC)
- CEA for All will utilize a common assessment tool (EC selected the VI-SPDAT) to assess and triage people towards housing intervention. (All Home/CEA leads are working on plans to address the low-scoring folks who demonstrate high needs.)
- Programs to participate – HUD guidance is that ALL programs participate. That is already true for all Family programs, while the EC affirmed the need for technical assistance to develop a transition plan for Emergency Shelter for YYA and SA.
- Emily Myers and Chloe Gale attended the January 6th Exec Committee to share perspectives from a population-group perspective. They shared the need for transparency in decision making and transparency for clients on how to access the system; critical need to keep clients at the center of all decisions; assure occupancy of units doesn’t lag due to bottlenecks; protocol in use of the assessment tool that incorporates provider expertise; and the acknowledgment that Coordinated Entry doesn’t create housing, and we must address the critical need for more housing.

- Next things to tee up are how system will function at an operational level – including issues of prioritization and matching functions. This is a meaty topic for the Single Adult population given the inventory of PSH for SA (and associated costs and services) and the SA CE Leadership Team will be digging into this in the coming weeks. As CE for SA will ‘go live’ in a phased approach, the Team has a little more time to wrestle with these questions.
SA Discussion:

- The access point and client flow visual incorporates feedback from the SA CE LT. Members wanted more info on funding for Regional Access Points, and how sites be selected with an equity lens - noting that equal systems is not the same as equity.

- Q: How will mobile and community-based assessment teams will be incorporated. A: RAP's will host mobile outreach team, and community-based outreach teams will be 'leveraged' to conduct assessments and refer into the system.

- Q: How will we screen for RRH and the ‘middle bandwidth’ (those scoring 4-7 on the VI-SPDAT) knowing we have inadequate PSH for all who need it. Will those scoring for PSH be triaged to RRH since that’s what available, or will RRH be held open for those scoring in the RRH range? A: this is to be determined.

- Q: How will congregate housing be included – it works best when there is strong client choice and residents operate with shared goals for self sufficiency (and oftentimes sobriety.)  A: this is to be determined.

- Q: How will we address issues of HMIS consent. A: This issue has been raised and is on the EC radar. Advocating for change sits with the Policy & Advocacy committees. Addressing the practical realities of the issue will be part of the conversations with Single Adult CE LT as we work through phased implementation.

- Comment: Don’t disrupt points that are working well.

- Comment: If veterans go first they’ll be driving the overall approach for Single Adults. And while it’s true there are lessons to be learned from Vets CE, recognize also that some lessons work on a small-scale for vets and may not work for single adults.

SWAP – System Wide Analytics Project

Amanda and Rose attended today’s meeting to share that they are going to all population advisory groups to seek input on what modeling advisory groups would like to see through the SWAP tool. The All Home leadership team has weekly conversations with Focus Strategies, who will also do some of this modeling as part of the SA Strategic Plan. Suggestions for SWAP modeling:

- What if we increase funding in certain stock type or program model
- What if we reinvest from program A → B
- If we influence length of stay in ES/TH how does that free up / cost more money
- What happens if we maintain status quo
- What happens if we increase graduation rates to subsidized housing options, but more limited services
- What happens if we increase graduation rates to NON-subsidized housing options, with no services
- What is the interaction with Employment, Behavioral Health, Criminal Justice, Crisis systems and how do investments in THOSE systems affect housing needs/costs
- What is likely to happen once we have the PSH Medicaid benefit in place? How can those dollars be reinvested?

Questions:

- What do we define as success?
- Does SWAP capture costs of Voucher (A: Yes – at an aggregate level)
- How to capture value of leveraged service variables, and how that supports success

Focus Strategies is also working on the single adult typology. Focus Strategies will visit again in the spring to present their draft report. All Home will convene a stand alone meeting to hear their recommendations, why they recommend those things, and provide a forum for SA AG to give guidance on what components to ultimately include in the SA Strategic Plan.

Single Adult Strategic Plan

With limited time remaining, Gretchen reviewed the framework of the draft SA Strategic Plan and asked members to review and provide feedback via email as to whether the right elements were elevated from the group’s brainstorm sessions on Rare/Brief/One-Time. See SA Committee webpage on All Home website: SA AG Strategic Planning Sessions Oct-Dec 2015

All Home staff will seek consumer feedback to the plan, beginning with a presentation to the All Home Consumer Advisory Council, and supplemented with additional focus groups/surveys (noting a specific need to reach out to and include immigrants, people of color, etc.)

Josh suggested that the plan also include an implementation component that identifies WHO is responsible for which elements, WHEN those elements will be tee’d up, and WHAT DATA is driving the work.

Next Meeting – Wednesday, February 10th, 2:30 – 4:30 pm, Mercer Island Community Center

Topics for discussion: SA Strategic Plan-Brief & One Time Components, SWAP Modeling, 2016 SA Calendar & Workplan
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<thead>
<tr>
<th>Date</th>
<th>Action Description</th>
<th>Row Number Description</th>
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<tbody>
<tr>
<td>February</td>
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<tr>
<td>1st - 5th</td>
<td>2/4: REFINE Section: Rare SWAP Modeling / SA Analysis</td>
<td>Row 1: AH/All Home Staff</td>
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<td>SA AG READ: Section RARE</td>
<td>Row 2: SA AG: Single Adult Advisory</td>
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<td>Modeling Typology Analysis</td>
<td>Row 3: CE/Community Engagement</td>
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<td>8th - 12th</td>
<td>2/10: SOLICIT SA AG input to Rare</td>
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<td>2/10: MEET &amp; PROVIDE feedback to Rare</td>
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<td>2/10: Provide Feedback to SWAP work as necessary</td>
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<td>Modeling Typology Analysis</td>
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<td>14th - 19th</td>
<td>INCORPORATE SA AG feedback to Rare</td>
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<td>PROVIDE written / email comment</td>
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<td>SHARE ideas on Stakeholder strategies (outside of SA AG)</td>
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<td>Modeling Typology Analysis</td>
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<td>22nd - 26th</td>
<td>DRAFT Brief + One Time</td>
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<td>PROVIDE written / email comment</td>
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<td>SHARE, SEEK FEEDBACK on Modeling/Typology from Client Group (KZ, MP, AT)</td>
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<td>March</td>
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<td>29th - 4th</td>
<td>SEND SA Strategic Plan Brief+1 Time to SA AG</td>
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<td>READ Brief + 1 Time Sections</td>
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<td>REFINE Modeling based on Client Group feedback</td>
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<td>7th - 11th</td>
<td>3/9: PRESENT Brief + 1 Time</td>
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<td>3/9: MEET/PROVIDE Feedback to Brief + 1 Time (SA AG)</td>
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<td>REFINE Modeling based on SA AG feedback</td>
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<td>14th - 18th</td>
<td>FORWARD SA AG Feedback on R, B + 1 Time to FS</td>
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<td>INCORPORATE SA AG Feedback into Modeling &amp; Recommendations</td>
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<td>21st - 25th</td>
<td>CONVENE Special Session with SA AG to discuss FULL Strategic Plan</td>
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<td>ATTEND Special Session to discuss Full Draft Strategic Plan</td>
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<td>DRAFT SA Strategic Plan Recommendations</td>
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<td>28th - 1st</td>
<td>3/30 (?) CONVENE on-site meeting with FS to hear Recommendations</td>
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<td>READ FS Strategic Plan Recommendations</td>
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<td>SEND SA Strategic Plan Recommendations</td>
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### April

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<tr>
<td>Apr 4 - 8th</td>
<td><strong>CONVENE Special Session to Integrate FS Recommendations into SA Strategic Plan</strong></td>
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<td>SEND SA AG Packet for regular meeting 4/13</td>
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<td><strong>ATTEND Special Session to Integrate FS Recommendations into SA Strategic Plan</strong></td>
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<td>READ SA AG packet for 4/13 meeting</td>
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<td>Apr 11 - 15th</td>
<td><strong>4/13: HOLD April SA AG. Continue discuss Strategic Plan/FS Recommendations</strong></td>
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<td><strong>4/13: ATTEND April SA AG. Discuss Strategic Plan/FS Recommendations</strong></td>
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<td>Apr 18-22 22nd</td>
<td><strong>REFINE/INTEGRATE SA AG feedback, FS Recommendations into Final SA Strategic Plan</strong></td>
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<td><strong>REFINE/INTEGRATE SA AG feedback, FS Recommendations into Final SA Strategic Plan</strong></td>
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<tr>
<td>Apr 25 - 29th</td>
<td><strong>REFINE/INTEGRATE SA AG feedback, FS Recommendations into Final SA Strategic Plan</strong></td>
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### May

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<tr>
<td>May 2 - 6th</td>
<td><strong>SEND Final SA Strategic Plan to SA AG</strong></td>
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<td><strong>READ Final SA Strategic Plan</strong></td>
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<td>May 9 - 13th</td>
<td><strong>5/11: HOLD SA AG to affirm final SA Strategic Plan</strong></td>
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<td><strong>5/11: ATTEND SA AG to affirm final SA Strategic Plan</strong></td>
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<td><strong>HOLD stakeholder session to present final plan</strong></td>
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<td><strong>ATTEND community session to hear final Strategic Plan</strong></td>
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<td>May 16 - 20th</td>
<td><strong>SEND Final SA Strategic Plan to SA AG</strong></td>
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<td><strong>READ Final SA Strategic Plan</strong></td>
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<td>May 23 - 27th</td>
<td><strong>SEND Final SA Strategic Plan to SA AG</strong></td>
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<td><strong>READ Final SA Strategic Plan</strong></td>
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Strategic Plan to Prevent and End Single Adult Homelessness in King County by ____

2016 Strategic Plan for Single Adults

what we’ve done, what we’ve learned, what we’re doing next, and how we’ll know it worked
All Home Strategic Plan

In June 2015, All Home (formerly the Committee to End Homelessness) adopted a four year strategic plan to end the experience of homelessness among residents of King County. The plan articulates goals and strategies in the following areas:

1. Advocate and act to address the true causes of homelessness to make homelessness rare;
2. Address crisis quickly, and align resources to meet the needs and strengths of people experiencing homelessness to make homelessness brief and one-time; and
3. Engage and activate the entire community to end homelessness.

Introduction

As identified by the All Home Single Adult Advisory Group, “There is an increase in those falling into homelessness (it is not rare enough), an increase in length of stay (it is not brief enough), all while exits to permanent have remained stable (it is not one time.”

This despite that in King County, there is an extensive network of facility based, emergency shelter, transitional housing, safe haven and permanent housing programs that are specifically dedicated to assist individual adults experiencing homelessness. Our community has been a national leader in the creation of homeless housing – implementing one of the very first permanent supportive housing (PSH) models in the nation with the opening of DESC’s Union Hotel and Catholic Community Services The Wintonia, both opened in 1994. Since 2005 and the launch of the Ten Year Plan to End Homelessness, our community brought online an additional 2,812 new units of capital and leased PSH for Single Adults, and 1,222 Service Enriched units for single adults -- demonstrating extraordinary levels of compassion and cost effectiveness. And yet, tonight, more than 1,700 individual adults will sleep in a Seattle and King County emergency shelter program, and an additional 3,700 will remain outside.

In 2012 the Single Adult Shelter Task Force recommended an investment approach to 1) Open the front door to shelter - increase resources and build shelter system capacity in order that shelter can act as a point of engagement; 2) Open the back door to housing - targeting resources to assist long-term stayers, thereby freeing up beds and increasing capacity within the existing shelter system; and 3) Increase investment in affordable and homeless housing appropriate to this population.

What other primary one or two introductory paragraphs to include here?
what do we know about Single Adults experiencing homelessness?

The All Home HEART dashboard highlights the data elements that tell us there is an increase in those falling into homelessness (it is not rare enough), an increase in length of stay (it is not brief enough), all while exits to permanent have remained stable (it is not one time.)

KING COUNTY QUARTERLY SYSTEMS PERFORMANCE - Q3 2015
SINGLE ADULT PROGRAMS

Housing First Works
Client Care Coordination (CCC), created through the efforts of King County and United Way of King County (UWKC), aligns efforts among mental health, corrections, psychiatric emergency services, shelters, and medical emergency services to assess and identify the individuals who are the most frequent users of emergency response services or who are highly vulnerable and surviving on the streets. Over 300 individuals were placed into CCC units between 2009 and 2011, with a goal to reduce costly emergency services and introduce some stability into very uncertain lives. Preliminary analysis completed in 2011 compared system usage six months prior to housing placement and six months post housing placement for 117 high utilizer tenants placed through CCC. Results showed significant reductions in the use of the jail, the Sobering Center, community psychiatric hospitals and psychiatric emergency services, as shown in the adjacent chart.
Long Term Shelter Stayers

The Single Adult Shelter Task Force identified that the majority of shelter residents stay only briefly.

- Fifty percent stayed 60 days or less.
- Seventy-four percent stay 180 days or less
- A much smaller group (less than 10%) appears to be stuck—what the task force called Long-Term Shelter Stayers.

These individuals tended to be older with higher rates of disability. While only 26% of the individuals among this cohort were long-term stayers, they consumed 74% of the beds during the time study.

This finding launched the Long Term Shelter Staying initiative to transition this cohort to permanent housing, thereby freeing up shelter capacity in the larger system.

Discharge Planning: Feeder Systems and Criminal Histories

Housing problems, including homelessness, are common among single adults leaving institutions such as jails, foster care, treatment programs, and hospitals. Research by Dennis Culhane indicates that 24.4% of single adults become homeless upon discharge from an institution, with nearly 70% of those exiting jails or treatment facilities.

Policies that criminalize homelessness are costly and do little to decrease homelessness and tend only to exacerbate mental and physical health problems, create or increase criminal records, and result in the loss of key personal documents that make it even harder for people to exit homelessness. A 2013 report, Factors Associated with Adult Homelessness in Washington State, reflects that individuals with a history of incarceration were 7.6 times more likely to experience adult homelessness. Those with criminal history are also more likely to be unemployed, the second highest predictor of homelessness. Reducing criminalization, and policies that unnecessarily create a criminal history, is an important step in making homelessness rare.

A proven discharge strategy is provision of subsidized housing with associated support services. A recent study conducted by Washington State University found that ex-offenders leaving Washington State prisons who receive housing vouchers commit fewer and less-violent crimes than offenders who don’t, and cost savings are more than double what was projected.

Creation and Access to Affordable Housing

A review of 300 cities and states that receive federal homeless funding found a median rent increase of $100 was associated with a 15% increase in homelessness in urban areas, and a 38% increase in rural or suburban areas (Journal of Urban Affairs, New Perspectives on Community-Level Determinants of Homelessness, 2012.) This trend is observable in the rise in our region’s annual census of unsheltered persons and suburbanization of poverty and homelessness in South King County. Affordable housing needs to be regionally distributed, with assurance of necessary supports based on local needs.

The chart to the right provides data on the number of
households in King County who are particularly vulnerable – those who are extremely low income (30% or below of Area Median Income, or AMI) and also severely cost burdened (paying 50% or more of their income towards housing costs). The second, similar chart on this page is specific to the City of Seattle and borrows from work of the Seattle Housing Affordability and Livability Agenda (HALA)

**Income: Employment supports**

Employment: Aerospace Manufacturing Project (AMP), an in-house pilot project within the King County Veterans Program (KCVP), helps veterans get jobs in King County’s aerospace and manufacturing industries. Services are delivered through a training hub in Renton, along with new services for homeless veterans at the YWCA WorkSource affiliate in downtown Seattle. The project served 217 clients in 2012 through 2013. Among homeless veterans, those choosing employment-focused case management services had an employment rate of 85 percent and increased their annual income by over $20K, substantially better than the 31 percent placement rate and wage gains of just over $6K among those receiving generalized case management.

**Coordinated Entry and Re-Aligning Single Adult Housing and Services**

Perhaps the most significant systems shift will be retooling the existing homeless system, beginning with the development of coordinated entry and assessment. The purpose of a coordinated entry/access system is to ensure that all people experiencing a housing crisis have fair and equal access and are quickly identified, assessed for, and connected to housing and homeless assistance based on their strengths and needs. It uses standardized tools and practices, incorporates a system-wide housing first approach, and coordinates assistance so that those with the most severe service needs are prioritized. This will result in freeing up more intensive (and expensive) interventions for individuals that need them, while also allowing us to serve many times more people, more quickly.

**An aging population with significant health concerns**

Nationally, and locally, the trend is that the homeless population living on the streets is aging, and while the majority are in their 40s and 50s they are suffering from ailments common for those in their 70s. The health problems of this population could translate into hundreds of millions of dollars in additional costs especially in health care and more specifically in emergency medical care. These findings have been reported by Dennis P. Culhane in a 2013 Report, *The Aging of Contemporary Homelessness*, and a 2013 segment on National Public Radio

Additionally, our community faces a housing crisis for affordable housing for older adults in general. A 2009 report, *A Quiet Crisis: Age Wave Maxes Out Affordable Housing*, highlights that by 2025, the number of seniors in King County will double, representing 23 percent of King County’s total population; the number of seniors living in poverty will more than
double, and the need for affordable housing will greatly surpass the supply -- an additional 936 subsidized units will need to be created each year until 2025 just to maintain the current ratio of affordable housing to poor seniors.

The Regional Veterans Initiative / Welcome One Home Campaign to end Veteran homelessness identified that two-thirds of Veterans who are homeless are 50 years or older, with a median income of $727. Veterans age 62+ had a higher Median Income, likely due to eligibility and receipt of retirement and disability benefits. The data highlights the challenges of finding long-term affordable housing for a cohort that is nearing the end of their participation in the work world, rather than on a career path with opportunities to increase income.

**Single Adult homelessness initiative- cross-cutting priorities**

*What are the 4 – 6 values that drive selection of SA AG Strategic Plan Priorities. Below are GB suggestions.*

- Belief that homelessness is unacceptable, and it is the role of our community and public funders to respond
- Transparent, Equitable, Accessible
- Prioritization of Most Vulnerable
- Belief in Recovery, person-centered approach
- Use Data to inform our work

**comprehensive Single Adult homelessness initiative recommendations**

*How to Read this Plan / Interpret Symbols, Context*

Our direction moving forward builds on what we have learned from the first ten years of our Continuum of Care’s efforts to end homelessness. The following pages detail activities in the following strategic areas:

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<td>Making Single Adult homelessness <strong>rare</strong>,</td>
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<td>Making Single Adult homelessness, when it does occur, a <strong>brief and one-time</strong> occurrence;</td>
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<td>Each section also contains</td>
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<td><strong>What we've learned</strong>: key lessons and findings related to the issue.</td>
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<tr>
<td><strong>What we’re doing next</strong>: recommendations for the next four years, including priority activities (including estimated costs)(^1) and system activities. Partners are also identified.(^2)</td>
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<td><strong>How we'll know it worked</strong>: how we will measure whether we are making progress in each area, including annual benchmarks and quarterly measures.</td>
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1 Appendix __ provides a summary of costs and timelines for the implementation of priority activities.

2 Key partners in each area are identified; however, these lists are not comprehensive or exhaustive.
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<thead>
<tr>
<th>what we’re doing next</th>
<th>how we’ll know it worked</th>
<th>page in plan</th>
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<tbody>
<tr>
<td>High Level Strategies from October, refined with Focus Strategies Recommendations</td>
<td>SA AG to help identify milestones, markers, benchmarks, etc.</td>
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<td>Prevention</td>
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<td>Increasing Income</td>
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<td>Discharge Planning / Feeder Systems</td>
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<td>Creation and Access to Affordable Housing</td>
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<td>High Level Strategies from November, refined with Focus Strategies Recommendations</td>
<td>SA AG to help identify milestones, markers, benchmarks, etc.</td>
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<td>Crisis response – role and capacity of interim survival mechanisms</td>
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<td>Equitable, transparent &amp; effective access to housing &amp; homeless services (a.k.a. CEA)</td>
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<td>Streamline/reduce documentation and screening criteria</td>
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<td>Aligned navigation &amp; housing search activities</td>
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<td>Flexibility in housing to meet individuals’ needs as their circumstances change – program transfers and graduation</td>
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<tr>
<td>Improving access to appropriate Long Term Care programs and gaps in type of Long Term Care</td>
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<td>Understand the demand – Single Adult Typology</td>
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On any given night, we know that over 3,700 single adults are sleeping in a place not meant for human habitation. They may be sleeping in a car, in a tent or under a bridge. Another 3,000 individuals are in shelter. As identified by the Single Adult Advisory Group, as part of its Strategic Planning effort "There is an increase in those falling into homelessness (it is not rare enough), an increase in length of stay (it is not brief enough), all while exits to permanent housing have remained stable (it is not one-time/episodic)"

Making homelessness rare among single adults requires identifying why people become homeless and creating and targeting preventive supports towards those who may be more likely to experience homelessness. When a single adult is at imminent risk of homelessness, we need quick and appropriate interventions as soon as possible. The Single Adult Advisory Group identified four core strategies to make homelessness Rare among single adults:

- **PREVENTION**: Identify individuals at imminent risk of homelessness, and prevent that occurrence
- **INCOME**: Support opportunities for single adults to increase income
- **ACCOUNTABILITY**: Work with Partner and Feeder Systems to end practices of discharging people into homelessness
- **HOUSING**: Create more affordable housing, and enhance access to same

Strategies proposed in the single adults plan are supported by the All Home Strategic Plan.

1. **PREVENTION**
   - Strategy 1.1: Advocate and align systems to prevent people from experiencing homelessness.

2. **INCOME SUPPORTS**
   - Strategy 2.6: create employment and education opportunities to support stability.

3. **DISCHARGE PLANNING / ACCOUNTABILITY OF FEEDER SYSTEMS**
   - Strategy 1.1: advocate and align systems to prevent people from experiencing homelessness.
   - Strategy 1.3: expand evidence-based pre-adjudication and post-conviction sentencing alternatives that minimize involvement in the criminal justice system for people experiencing homelessness.
   - Strategy 2.2: foster collaboration between first responders, service providers, and local communities to increase housing stability for those experiencing homelessness.

4. **CREATION AND ACCESS TO AFFORDABLE HOUSING**
   - Strategy 1.2: advocate and support partners to preserve existing and create more affordable housing for those making below 30% area median income.
   - Strategy 2.3: assess, divert, prioritize, and match people with housing and supports.
   - Strategy 2.5: increase access to permanent housing.

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[^1]: 2015 Point in Time Census, held January 23, 2015
**What will it take?**

Any one strategy alone will not effectively support these efforts. As well, addressing and reducing homelessness will require Federal and State action in addition to local efforts. King County and the City of Seattle’s decision to declare homelessness as a State of Emergency has further exposed the need of a State and Federal response. It will require:

- Shifting the existing system to be able to quickly respond to the crisis of homelessness and to have the capacity to serve single adults when they need assistance
- Integrating employment strategies
- Engaging new partners and landlords to expand creative housing solutions for all single adults
- Engaging a larger network of partners to support single adults in stabilizing in housing over time

**what we’ve done - RARE**

1. Advocacy for Housing And Essential Needs (HEN) – two sentences on HEN, how it serves 1,300, helping them to obtain and maintain housing options.
2. Other efforts around RARE specific to single adults? Diversion efforts for SA just beginning. Most past efforts have focused on Brief/One Time.

**what we’re doing next – RARE**

**PREVENTION**

- Increase resources for rental assistance, utility assistance and landlord mediation to keep people in housing.
- Advocate for a strong safety net that supports housing stability – community-based supports, treatment on demand, employment services, availability of soft skills training (budgeting, conflict resolution)
- Integrate diversion into single adult strategies
- Need follow-up case management/community-based relationships for at least 3-6 months (critical time period) when someone enters housing to help them stabilize.

**INCOME**

- Integrate employment services at places where single adult seek services (recognizing they may not know about / travel to WorkSource sites)
- Expand and bring to scale supported employment and other employment training programs
- Engage businesses and partners in creating and opening up employment opportunities for people experiencing homelessness
- Bring to scale efforts to help single adults access entitlements and benefit supports for which they are eligible

**DISCHARGE PLANNING**

- Actively track, support and apply for a Medicaid benefit in Permanent Supportive Housing.
- Become knowledgeable of housing supports available in partner systems (e.g., mental health, developmental disability) and advocate for their funding and infrastructure needs in order they can full support their cohort
- Capitalize on respective areas of expertise; initiate partnerships and provide technical assistance on housing options so partners have knowledge and tools as part of their discharge planning efforts
- Create Pools of Navigators to fill the gap of people who do exit without housing supports
CREATION AND ACCESS TO AFFORDABLE HOUSING

✓ Engage businesses, landlords and community to foster a sense of responsibility to create/sustain affordable housing
✓ Maximize use of the Low Income Housing Tax Credit to create homeless housing for single adults
✓ Reduce screening criteria
✓ Expansion of loss guarantee / 100K @ Oregon model (need to flesh this out)

**how we’ll know it worked - RARE**

Need SA AG feedback on milestones / data elements to track to make sure strategies are successful.

- Reducing the number of single adults that enter the system
- Quickly identify the most appropriate intervention depending on the single adults needed.
Early Planning / Single Adult Strategic Plan – phases, participants and products 2015 (2016 cont’d next page)

Timeline

- **Sept**
  - CEH Committees: SAAG Mtg FHI Plan
  - CEH Staff: Budget Ask/Data Collection
  - Focus Strategies: SA Focus Group Q’s
  - Funding & Contracting: Sea: Mayor’s Office Budget

- **Oct**
  - CEH Committees: SAAG Mtg FHI Plan
  - CEH Staff: Data (SWAP) Analysis
  - Focus Strategies: Innovative practices research complete
  - Funding & Contracting: Sea: Council Budget

- **Nov**
  - CEH Committees: SAAG Mtg CEH Funders Coord Board FHI Plan
  - CEH Staff: Complete BYC
  - Focus Strategies: Typology Analysis Assessment
  - Funding & Contracting: KC: BSFK

- **Dec**
  - CEH Committees: SAAG Mtg CEH Funders Coord Board FHI Plan
  - CEH Staff: Upload BYC to Predictor/Scenario Modeling
  - Focus Strategies: SPP Range of modeling complete
  - Funding & Contracting: Sub Cities: early planning for 2016 common app

- **Jan**
  - CEH Committees: SAAG Planning FHI Plan
  - CEH Staff: Complete BYC CAC Focus Group
  - Focus Strategies: SA Focus Group Q’s / Key Stakeholder Interview
  - Funding & Contracting: Sea: HSD Contracts / New City Council

Abbreviations / Definitions:

- **FHI**: Family Homelessness Initiative, an initiative within the Committee to End Homelessness for Families, scheduled to update the FHI Strategic Plan 2015.
- **BSFK**: Best Starts for Kids, an initiative to improve the health and well-being of children and vulnerable communities in King County by investing in prevention and early intervention for children, youth, families, and communities.
- **SWAP**: System Wide Analytics and Project (SWAP) suite of tools. More info available here: [http://focusstrategies.net/swap/](http://focusstrategies.net/swap/)
- **BYC**: Base Year Calculator: assembles data from a community’s Point in Time Count (PIT); Housing Inventory Count (HIC); HMIS data; and program budget data to create a “base year” of performance data from which to begin modelling.
- **SPP**: System Performance Predictor: Excel-based tool that takes an import of data from the BYC and allows communities to make project-by-project and year-by-year changes over a five-year time period. The SPP models changes to all key elements of homeless system.

**Seattle Budget Processes**: MO Budget = Mayor’s Budget, BIP = Budget Issue Papers
Refined Planning / Single Adult Strategic Plan – phases, participants and products 2016

Timeline

Jan
Feb
March
April
May
June
July

All Home Committees
SAAG Planning FHI Plan Draft
CB/Exec Comm/Funder Mgs
SAAG Draft Plan FHI Plan
CB/Exec Comm/Funder Mgs
Population Advisory Groups Final SA Plan
CB/Exec Comm/Funder Mgs
Population Advisory Groups

All Home Staff
Complete BYC CAC Focus Group
SWAP Modeling SA Analysis
SWAP Update w/ Advisory Grps
SWAP Modeling SA Analysis Initial Findings w/ SA/ Data/ Eval
Community Presentation of SWAP/Draft Rpt Integrate w/ SA Plan
Distribution of Final Report Webinar/Comm. Mgs/Website
Highlight Success Stories/What’s working

Focus Strategies
SA Focus Group Q’s/Key Stakeholder Interviews
SFP Range of modeling Typology Analysis
Conf’d Modeling/Analysis Draft Rpt 3/30
Present Draft/Visit #2
Final Report

Barbara Poppe
Init. Priorities for HIP Framework
Onsite #2
Memo #2: Updated Priorities
Draft HIP
Onsite #3 Community Engagement
Final HIP

King County

City of Seattle
2016 HSD Contracts New City Council
2017 BIP starts
2017 BIP
Portfolio Contracts

County Budget to Exec
Budget to Council