

Snohomish County Investing in Families Landscape Assessment

January 2010

Produced by the Snohomish County Investing in
Families Steering Committee and Pillar Work Groups

Section I. What is the Landscape Assessment?

What is the purpose of the Landscape Assessment?

As one of the three counties (Snohomish, King, and Pierce) receiving support through the Washington Families Fund, Snohomish County has vowed to reduce family homelessness by 50 percent in the next decade. The Washington Families Fund, an unprecedented public-private partnership led by Building Changes, is engaged in a bold new approach to end homelessness among families with children. The strategies guiding this work emanate from the lessons learned in the Sound Families Initiative, a multiyear, \$40 million investment by The Bill & Melinda Gates Foundation to triple the number of service-enriched housing units for homeless families in Pierce, King, and Snohomish Counties in Washington State.

The first step in this effort is the completion of a Landscape Assessment. Members of the Snohomish County Investing in Families Steering Committee have worked collaboratively over a period of eight months to develop this report. Committee members were selected because they have significant expertise in areas such as housing, workforce development, homelessness prevention, and/or postsecondary education. They met regularly to recommend Landscape Assessment content and to review and approve products emerging from this work.

The purpose of this Landscape Assessment is to establish a deep understanding of the current Snohomish County provider and funder landscape and systems to serve homeless families and prevent homelessness. Steering Committee members expect that this document will help inform the priorities and design of effective programming around the five pillars of homelessness identified in The Bill & Melinda Gates Foundation research.

The five pillars include:

- (1) **Prevention** aimed at keeping families on the edge of homelessness housed and linked with appropriate services.
- (2) **Coordinated entry** aimed at providing consistent, effective, and swift access to needed services for families.
- (3) **Rapid re-housing** aimed at helping families stabilize in permanent housing whenever possible.
- (4) **Tailored services** that provide the right services at the right level and right time to meet families' needs.
- (5) **Economic opportunities** that help families advance toward self-sufficiency.

Steering Committee members also expect the information presented in this document will help inform the areas where investments in the development of a high-performing system for serving families that are homeless and at risk of homelessness would have the greatest influence. This information will be a primary reference and driver for priority and strategy setting, including those areas which The Bill & Melinda Gates Foundation have identified as a focus for strategic investment and evaluation.

They include:

- (1) **Service delivery** strategic investments into developing, demonstrating, and deploying promising practices that reduce family homelessness.
- (2) **Organizational** strategic investments that increase collaboration and coordination among stakeholders to improve the delivery of services that reduce family homelessness.
- (3) **System level** strategic investments into the effective collection, analysis, and evaluation of data that inform policy, resource allocation, and continuous improvement of services that reduce family homelessness.
- (4) **System level** strategic investments into advocacy for a more efficient use of existing funds and stimulating new funding at the Federal, State and county levels to reduce family homelessness.

What approaches did we use to collect data for the Landscape Assessment?

Many different strategies were employed to gather the information in this report. These included collecting data on:

The Environment

- The conditions, such as the economy, income, minimum wage, median home cost, foreclosure rate, and population characteristics in Snohomish County to better understand the circumstances and changes facing the area.

Homeless and Families at Risk of Homelessness

- The numbers and/or characteristics of homeless families in different prevention and intervention systems (Homeless Management Information System (HMIS); Services, Knowledge and Information Exchange System (SKIES); School District reports; Community Case Management (CCM) database; Emergency Shelter Assistance Program records; Point in Time (PIT) Count).
- The causes of homelessness, drawing upon Community Case Management, Snohomish County Department of Human Services, and other data.
- The number of cost-burdened households.
- The number of households requiring energy assistance.
- The number of households experiencing foreclosure.
- The needs of homeless families, drawing upon Snohomish County Human Services Department, Sound Families, Business Government Community Connections (BGCC), and other research.

Housing Stock

- The number of family beds and family units in shelters, transitional, permanent, and subsidized housing.
- The number of affordable housing units.

Prevention and Intervention Services

- The prevention and intervention services available to homeless families through the Snohomish County Continuum of Care, WorkSource Snohomish County workforce development system, and Snohomish County Human Services Department.
- Gaps in housing and services.
- Provider perspectives regarding service needs of homeless families drawing upon the research of Westat and BGCC.

Funding

- The availability of Snohomish County, City of Everett, WorkSource Snohomish County, United Way of Snohomish County, Everett Housing Authority, and Housing Authority of Snohomish County funds for homeless families.

This document focuses largely on collecting information about homeless families as this is a priority of The Bill & Melinda Gates Foundation.

What are the data collection challenges of this report?

Though a rich and diverse body of data is collected on homeless families during the development of the Landscape Assessment the Steering Committee was faced with significant challenges such as defining the number of homeless families and families at risk of homelessness. Methodologies for determining these numbers are presented later in this report.

Because there is no community-wide data system that tracks homeless families within and across systems, the challenges of defining and counting homeless families are significant. Many of the same families are involved in numerous provider systems, leading to the possibility of over-representation in the estimates of homeless families. Additionally, some served in those systems are not defined as homeless. Also, because there is no cross-system tracking of the same families, this Landscape Assessment does not include precise data on the number of people who experience recurring homelessness or who transition out of homelessness every year, measures which would help assess the efficacy of the community's current efforts to serve homeless families and prevent homelessness. In addition, because there is no cross-system way to track and connect family demographics and needs with the type and amount of services families receive and their housing, income, and stability, information about effectiveness of service alignment and level of services on outcomes is limited.

Another factor to consider when looking at homeless prevention and intervention data is that it frequently does not shed light on the need for services but rather the limited funding available for those services, pointing to the

need to look, for example, at the number of people who were turned away from services. The absence of a centralized data collection system makes it impossible to know who is being represented in each count and why.

While these issues prove challenging, they are also identified by the Steering Committee as areas which can be addressed through investment in future system-building efforts.

How is this report organized?

The balance of this report is divided into six sections:

Section II. Who are the Homeless Families? – Provides an overview of the need to promote a common understanding of homelessness including a single set of definitions of key terms; a description of the data sources used to track homeless and families at risk of homelessness; information about the number and needs of homeless families; and conditions that influence homelessness.

Section III. What Are the Main Needs of Homeless Families and Those at Risk of Becoming Homeless? – Describes the primary needs of homeless families and those at risk of becoming homeless.

Section IV. Where Do Homeless Families and Those at Risk of Homelessness Turn for Help? – Provides an overview of housing and services in place to serve homeless families and families at risk of homelessness and explains how these services are and are not coordinated and aligned.

Section V. What Are the Unmet Housing and Service Needs of Homeless Persons and Those at Risk of Becoming Homeless? – Outlines some of the areas where housing and services are missing or in low supply.

Section VI. What Are the Challenges of Meeting the Data, Policy, and System Building Needs Necessary to Better Serve Families and Prevent Homelessness? – Offers a brief description of some of the major infrastructure and system development challenges that exist and that will likely need to be addressed to build a homeless family service delivery system that addresses and connects the work of the five pillars of homelessness described in Section I of this document.

Section VII. Conclusion – Provides a summary of the information collected and lays out next steps for how this information will be used.

This report also contains more detailed tables, charts, and figures in the Appendices which also include a glossary of housing funding sources (*Appendix A: Glossary of Housing Funding Sources*) and other information which identifies the sources used to develop this report.

The Landscape Assessment is Part I of a larger three part document to be developed by the Steering Committee and Snohomish County. Part II will be the Strategic Plan. Part III will be the Implementation Plan. The estimated completion date for Part II is March 2010 and the estimated completion date for Part III is May 31, 2010.

Section II. Who are the homeless families?

Why do we need to promote a common understanding of family homelessness?

The need and readiness to promote a common understanding of family homelessness service system needs, and effectiveness was voiced in many of the Steering Committee discussions and during interviews conducted as part of the Landscape Assessment development process.

The crisis of homelessness has been persistent and intractable, and despite significant investments committed to end homelessness in Snohomish County, the number of homeless families remains high. This underscores the need to assess the work underway and to determine if a collective focus on the issue may result in a more efficient, streamlined system, one in which families, institutions, policies,

and practices are mutually supportive, working together to prevent and end family homelessness. In the current system there are many gaps in the integration of vital services, such as housing and higher education. By promoting a common understanding of family homelessness, these and other systems responding to families that are homeless and at risk of homelessness will become more strategic partners, stretching their reach, integration, and effectiveness.

“Homeless people reflect a cross-section of America. They are individuals, families, and children. They are people who work but who do not earn enough to pay for housing. They are women and children escaping from domestic violence. They are the mentally ill and those with substance abuse problems. They are teenagers who have been forced out due to family violence. They are young adults, especially those aging out of the foster care system. They are the unemployed – those looking for work – and those, young and old, who have never worked due to disability, mental illness, or drug and alcohol abuse. They are individuals who were precipitously impoverished by a sudden financial crisis, those who suffered a prolonged illness with no medical coverage, or those who lost their job and had no savings to keep afloat.” ~Snohomish County, 2006

What are key definitions agreed upon by the Steering Committee?

There are several definitions of “homeless,” “family,” and “at risk of homelessness.” The Steering Committee has agreed upon the following definitions in the development of its work.

Homeless

An individual or family is considered to be homeless if it meets the McKinney-Vento definition used by the United States Department of Education. By this definition, homeless:

(A) means individuals who lack a fixed, regular, and adequate nighttime residence and (B) includes (i) children and youths who are sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason; are living in motels, hotels, trailer parks, or camping grounds due to the lack of alternative adequate accommodations; are living in emergency or transitional shelters; are abandoned in hospitals; or are awaiting foster care placement;(ii) children and youths who have a primary nighttime residence that is a public or private

place not designed for or ordinarily used as a regular sleeping accommodation for human beings (within the meaning of section 103(a)(2)(C)); (iii) children and youths who are living in cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations, or similar settings; and (iv) migratory children (as such term is defined in section 1309 of the Elementary and Secondary Education Act of 1965) who qualify as homeless for the purposes of this subtitle because the children are living in circumstances described in clauses (i) through (iii).

Family

The Steering Committee has agreed to consider one or more persons in the following configurations to be a family:

- Single woman awaiting family reunification
- Single woman (age 20 or older) with child(ren) (under 18)
- Single pregnant woman with no child(ren)
- Single pregnant woman with child(ren)
- Pregnant woman with partner
- Single male awaiting family reunification
- Single male with child(ren)
- Two parents awaiting reunification
- Two parent family with child(ren)
- Pregnant or parenting teen (under 20)
- Unaccompanied runaway and homeless youth (under 18)

At Risk of Homelessness

The Steering Committee recognizes a wide range of methodologies, discussed in further detail below, used to identify families at risk of homelessness. The Committee has identified the need for an “Early Warning System” for identifying families at risk of homelessness based on individual/family conditions. Once this Early Warning System is developed, the operational definition of at risk of homelessness will be established using the system rubrics.

The data sources discussed in the following section are not all based on these definitions. Therefore the Steering Committee has established a methodology, also discussed in further detail below, for creating a baseline for the number of families that are homeless. A baseline for families at risk of homelessness will be developed concurrently with the development of the Early Warning System.

What data sources track homeless families?

There are many different data sources in place to capture information about homeless families although not all use the above definitions. These include the Homeless Management Information System (HMIS); the Services,

Knowledge and Information Exchange System (SKIES) database, Department of Social and Health Services (DSHS) databases, School Districts databases, Emergency Shelter and Assistance Program (ESAP) databases, the Community Case Management (CCM) database, and the Point in Time (PIT) Count. Each of these sources also uses different data collection approaches and methodologies.

The data provide useful information about demand and usage trends, especially when coupled with other inputs to determine the context driving change or perceived reasons for changes. For instance, an interview with a School District Administrator revealed a picture that mirrored the data, underscoring the pressures caused by a declining economy and home foreclosures on the stability and attendance of children in school. Similarly, the demands of serving an increasing number of families were noted by providers who worried that people on the CCM wait list would become more vulnerable while they waited for housing since they were not receiving case management during this period. The main data sources used to track homeless families and families at risk of homelessness are provided below.

Data Sources	What are the Data Telling Us?
<p>HMIS: HMIS provides usage information on homeless services to identify gaps in service delivery, report resources for homeless services providers and funders, and reduce duplicate efforts for both providers and recipients of homeless services. HMIS is a partnership between the local Continuum of Care and County government. The Snohomish County Continuum of Care is a collection of public, private, and non-profit social services agencies working together to end homelessness in Snohomish County. HMIS is a required aspect of the Continuum of Care’s responsibilities consistent with U.S. Department of Housing and Urban Development and State of Washington requirements. It is required that all agencies receiving federal McKinney Vento dollars or State Homeless Assistance dollars must participate in HMIS. HMIS collects data from agencies serving those who are identified as homeless or at imminent risk of homelessness. The data collected creates an unduplicated count of the number of people accessing services, whether it be housing, prevention services, medical, or drop-in services.</p>	<p>HMIS data substantiate the PIT Count data, discussed below, for sheltered numbers. Other analyses will be conducted in the coming months.</p>

<p>SKIES: SKIES is the statewide case management and reporting database used by the public workforce development system, WorkSource Washington, including the local system, WorkSource Snohomish County. It is an open database through which trained workforce development professionals collaborate to assist consenting individuals to achieve the goals in a unified employment plan. Not all agencies and programs that utilize SKIES are required to collect information on an individual's housing status nor are all required to collect information on an individual's family status. Further, the definition of "family" used by those agencies and programs required to collect such data is very different from other definitions used and dramatically undercounts the number of individuals living in families.</p>	<p>SKIES data show that between July 1, 2005 and June 30, 2009, the WorkSource Snohomish County system served 1,118 homeless individuals with more than 70 percent receiving services through WorkSource Everett. It cannot be determined how many of these individuals were members of homeless families although at least 84 (8 percent) were single parents, 17 were pregnant or parenting teens (2 percent), and at least 244 (21 percent) were public assistance recipients. At least 687 (61 percent) were low-income as defined by the U.S. Department of Labor. Of all homeless individuals served, 287 (26 percent) were females and 831 (74 percent) were males. These individuals were from all age groups served with 172 (15 percent) being 15-21 years old, 196 (18 percent) being 22-30, 179 (16 percent) being 31-40, 292 (26 percent) being 41-50, 221 (20 percent) being 51-60, and 53 (5 percent) being 61 years of age or older. 271 (24 percent) had not obtained a secondary credential, 214 (19 percent) had a GED certificate but no postsecondary education, and 349 (31 percent) had a high school diploma but no postsecondary education for a total of 74 percent of all homeless individuals served having no postsecondary education. One in four was a homeless veteran and one in five was a youth offender. A total of 197 (18 percent) were foster children. All races were represented with African Americans being dramatically over-represented. The most common condition among the homeless individuals served was that they did not have a job with 1,021 (91 percent) being unemployed. About one in every three homeless adults and older youth who enroll in a Workforce Investment Act program gets a job. For adults who get a job, the average hourly wage is</p>
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	\$12.00 per hour. For older youth, it is minimum wage.
DSHS: Homelessness indicators derived from the DSHS Automated Client Eligibility System (ACES) identified adults as homeless if they were part of an assistance unit where the head of household experienced one of the following: lived in a battered spouse shelter; lived in an emergency housing shelter; was homeless with housing (e.g. couch surfing; or was in an inappropriate living situation without housing; or had nominal rent recorded as their shelter expense, which is commonly used by case workers to indicate couch surfing.	In 2008, 2,557 Snohomish County adults who were receiving Medicaid through Family Medical or Pregnant Women Coverage experienced homelessness.
School Districts: Each school district in Snohomish County collects data annually on the number of homeless students and reports that data to the Office of the Superintendent of Public Instruction (OSPI). School officials determine who meets the criteria for homelessness based on the McKinney-Vento definition. With the recession and rising unemployment, school districts are seeing more working class families who were faring well previously becoming homeless. ¹ This is particularly disturbing as it can take years for a child to recover from the trauma of homelessness and catch up with their classmates who have adequate housing. ²	At least 1,670 students in Snohomish County were homeless during the 2008-2009 school year. This is a 14 percent increase over the number of students who were homeless for the 2007-2008 school year although there are some discrepancies in the data reported to OSPI. ³ In the 2007-2008 school year, most of these youth were in shelters or doubled up.
ESAP: These statistics are collected by the thirteen agencies in Snohomish County that receive ESAP funds to provide shelter and prevention services. The number of families served and the number turned away are reported to the Snohomish County	In 2008, 284 families received shelter services in Snohomish County. They consisted of 1,482 individuals, including 520 children under 18. That same year, 740 families with children received some type of prevention and intervention services in Snohomish County. The number of families receiving

¹ Snohomish County Office of Housing, Homeless, and Community Development, 2008

² Kaitlin, 2009

³ Manry, 2009

<p>Department of Human Services annually.</p>	<p>shelter services has declined each year since 2004 from a high of 411 to 284. During this same time period the number of families receiving prevention and intervention services has almost doubled.</p>
<p>CCM: CCM maintains a web-based wait list for all families who are homeless and seeking housing through Snohomish County's Continuum of Care. CCM uses case management software as an intake, placement, and reporting tool. The data available include: unduplicated number of people seeking housing, family type, location, ages of family members, life experiences and factors contributing to homelessness, request for area of placement, and more.</p>	<p>At the end of June 2009, there were 1,114 households (2,729 family members) seeking shelter and/or transitional housing in Snohomish County through the CCM intake process. Of these households, 88 percent reported being homeless at the time of intake. The number of families with children on the wait list for emergency shelters was 659, up 18 percent from May 2009 when 558 families were on the waiting list. There were 930 households with children seeking transitional housing in June 2009, 199 more families than were seeking transitional housing in May 2009.</p>
<p>PIT Count: The PIT Count provides a snapshot of homelessness in Snohomish County and is not a comprehensive count of all homeless persons. The PIT Count consists of a street count, a survey, a sheltered count in facilities, and a count in jails on a single night. For the street count, volunteers fan out across the county to a variety of areas where people who are homeless are known to be. The heads of households who are homeless are asked to complete a survey.</p>	<p>As part of the 2009 PIT Count, households were also asked if they had children under 18 not living in their household and if so, would they live in their household if they had a better place to live. There were 85 single parent household heads interviewed and 35 two parent household heads interviewed on this topic. Of the 85 single parent households, two-thirds (representing 56 families) answered that they would have their children live with them if they had a better place to live and of the 35 two parent households, 43 percent (representing 15 families) said the same.⁴ According to the PIT Count, the number of homeless families with children in Snohomish County increased from 336 in 2008 to 400 in 2009.</p>

⁴ Snohomish County Office of Housing, Homeless, and Community Development, 2008 and 2009

Steering Committee members also shared information about homeless unaccompanied youth, that is, youth who are unable to return home to parents or guardians because their situation has been determined unsafe or they have been refused access and have no other appropriate housing options. Based on intake data from Cocoon House, two-thirds of sheltered youth have been forced out of their homes by their parents/guardians and approximately 25 percent are runaways. Intake statistics show that the majority have been physically and/or sexually abused as well as emotionally abused and neglected. Approximately 60 percent report experiencing depression and only 60 percent regularly attend school. The majority have witnessed substance abuse in the home and most have had life-long exposure to domestic violence, criminal involvement, and other unhealthy activities. Snohomish County data confirm that there are more than 300 homeless and disconnected youth on the streets at any time, far more than the County's 14 emergency shelter beds provided by Cocoon House can adequately serve.

How many homeless families are there in Snohomish County?

As may be seen from the above analysis, there has been no single way to track the number of homeless families in Snohomish County, and some of the same people may be counted in multiple systems. The Steering Committee devised a method for determining the number of homeless families. This methodology utilizes data from two sources and is predicated on two key criteria: (1) the data can be captured in a consistent and reliable manner and (2) the methodology is replicable at different points in time. The methodology takes into account both the demand for and the usage of housing.

The methodology was applied on July 1, 2009 to determine that at that point in time, there were 1,064 homeless families in Snohomish County, which will serve as the baseline for determining the efficacy of future investments.

I. Families Seeking Housing Based on CCM Analysis of Families with Children (July 2009)

Defined Category	Unduplicated Families
Single Woman Awaiting Reunification	15
Single Woman with Child(ren)	429
Pregnant Woman	28
Pregnant Woman with Partner	16
Single Male Awaiting Reunification	5
Single Male with Child(ren)	13
Two Parents Awaiting Reunification	4
Two Parent Family with Child(ren)	143
Pregnant or Parenting Teen	36
Total Families	689

II. Families Receiving Housing Based on Counts of Available Emergency Shelter and Transitional Housing Units

Defined Category	Unduplicated Families
Emergency Shelter Units	43
Transitional Housing Units	332
Total Units/Families	375

III. Total Number of Homeless Families

Defined Category	Unduplicated Families
Total (I. + II.)	1,064

Who are homeless families?

Anyone could represent the face of family homelessness in Snohomish County including:

- One of the many students in Snohomish County who were homeless during the 2008-2009 school year with not a single Snohomish school district being exempt from family homelessness.⁵
- One of the 284 families with children who received shelter services in Snohomish County in 2008 which is of great concern since children who are homeless endure worse physical and mental health and suffer poorer emotional, behavioral, and educational outcomes than children who have safe and stable housing.⁶
- A senior citizen raising his or her grandchildren which is especially worrisome as projections indicate that 52 percent of all cost-burdened households earning less than 30 percent of area median income in 2017 will be seniors.⁷
- One of the 400 Washington youth who age out of foster care every year without having been adopted or reunited with their birth families.⁸
- A veteran returning to civilian life, often with complex health and readjustment issues, with homeless veterans being dramatically over-represented in the homeless population.⁹
- A two-parent family with one parent having a disability: while only 10 percent of the people in the general population have a disability, conservative estimates are that up to 50 percent of individuals in shelters have disabilities.¹⁰

⁵ Office of Superintendent of Public Instruction, 2009

⁶ Snohomish County Office of Housing, Homeless, and Community Development, 2008

⁷ Snohomish County Human Services Department, 2007

⁸ Children's Alliance, 2008

⁹ National Homelessness Research Institute at the National Alliance to End Homelessness, 2007

- One of the 270 of Snohomish County's 3,853 domestic violence survivors who were interviewed in the 2009 PIT Count, almost half of whom reported substance abuse as a top condition and 29 percent reported mental illness as a top condition.^{11,12}
- A person of color seeking reunification with his or her children: while people of color comprise approximately 23 percent of the general population in Snohomish County, they represent 65 percent of those who are homeless.¹³

What are the individual/family conditions that cause homelessness?

The most frequently identified individual/family conditions that cause homelessness include job loss, inability to pay for rent/mortgage, domestic violence, and drug or alcohol use. For example:

- CCM data for 2008 showed that losing a job and being unemployed, the breakup of the family, and domestic violence combined for 51 percent of the top ten contributing factors for homelessness reported by the head of household.¹⁴
- Evaluation data for Sound Families reported that the primary causes of homelessness included: loss of primary income/no income (36 percent), lack of affordable housing (35 percent), domestic violence (34 percent), lack of living wage (29 percent), and drug abuse (27 percent).¹⁵
- 2009 PIT Count data on households with children identified: job loss/unemployment (42 percent), inability to pay rent or mortgage (40 percent), victim of domestic violence (29 percent), and drug or alcohol use and family break up (27 percent).¹⁶ *See Appendix B: 2009 Point in Time Data on Households with Children.*

Some of these causes point to the need for stronger prevention systems to help with rent assistance and foreclosure prevention. Others underscore the value of promoting strong connections between prevention services and the WorkSource Snohomish County economic opportunity system since unemployment, underemployment, and inadequate income are prominent challenges.

¹⁰ Snohomish County Planning & Development Services Department, 2005

¹¹ Snohomish County Office of Housing, Homeless, and Community Development, 2009

¹² Washington Association of Sheriffs and Police Chiefs, 2008

¹³ Committee to End Homelessness, 2009

¹⁴ Volunteers of America Western Washington, 2009

¹⁵ Snohomish County Office of Housing, Homeless, and Community Development, 2009 and Northwest Institute for Children and Families, 2008

¹⁶ Snohomish County, 2009

What are systemic conditions that impact family homelessness?

Additionally, provider interviews spotlight systemic conditions contributing to the high rate of family homelessness. Some of the key questions that need to be addressed are:

- ✓ Do we need to build more affordable housing?
- ✓ Do we need to have more housing options for victims of domestic violence?
- ✓ Do we need stronger aging-out services for foster youth?
- ✓ Do we need better reintegration services for veterans?
- ✓ Do we need stronger discharge planning from hospitals, correctional institutions, mental health facilities, and treatment programs?

Providers interviewed as part of the Landscape Assessment were vocal about the need to make these kinds of system improvements. The data support their concerns, showing, for example, that inmates with mental illness or chemical dependency have a higher rate of recidivism due to a lack of adequate community services including treatment and housing.¹⁷

What other conditions in Snohomish County influence homelessness?

In addition to the individual and family conditions discussed above that are correlated with disproportionate representation in homelessness rates, there are “immutable” **environmental conditions** in Snohomish County that have implications for the development of a more effective response to addressing the number of homeless families and families at risk of homelessness. These include:

- Snohomish County is large, covering 2,090 square miles, much of which is inadequately or not well-connected by public transportation.¹⁸ Many people live in areas of the county with a very small and narrow job base.
- The population is growing and becoming increasingly diverse. By 2020 fifteen percent of the County’s population will be comprised of individuals who are limited or non-English speaking.¹⁹ *See Appendix C: Select Demographic Data for Snohomish County.*

There are also **economic conditions** that have a significant impact on the number of homeless families at any given point in time regardless of the effectiveness of the response developed. These include the fact that:

¹⁷ Snohomish County, 2008

¹⁸ Snohomish County, 2008

¹⁹ Snohomish County Human Services Department, 2006

- Truly “affordable” housing is severely limited: from 2000 to 2008 the median home price increased by 77 percent in Snohomish County while the median income increased by only 20 percent.²⁰
- Though median wages are relatively high in Snohomish County, so is the cost of housing and the cost of living in general. See *Appendix D: Snohomish County Minimum Wage vs. Family Budget*.
- Snohomish County’s economy is highly dependent upon the cyclical aerospace industry and the unemployment rate has more than doubled since January 2008. At 10.1 percent, Snohomish County currently qualifies as an economically distressed county with an unemployment rate that is higher than the rates for the State and the nation.²¹

The complex relationship between the affordability of housing and income in this cyclical economic environment and its implications for crafting a more effective response to family homelessness is discussed in further detail below.

What constitutes affordable housing and what are the barriers to creating affordable housing?

Consistent with the Snohomish County Tomorrow interjurisdictional planning body, the Steering Committee has adopted the United States Department of Housing and Urban Development definition of affordable housing, that is, that a household pays no more than 30 percent of its annual income for housing.²² Families that spend more than 30 percent of their annual income on housing are considered to be cost burdened. Affordable housing includes subsidized and income-restricted housing as well as all public and private housing stock that is affordable for low- and moderate-income families based on this definition.

In October 2009, the median sale price of all homes in Snohomish County was \$280,000.²³ Using the National Association of Realtors Housing Affordability Index methodology for establishing monthly payment, this translates into a monthly payment of \$1,236.²⁴ A family would need to earn \$23.77 per hour, \$4,120 per month, and \$49,440 per year to make that payment without being cost burdened.

In contrast, an entry-level worker, working full time at minimum wage would earn \$8.55 per hour, \$1,482 per month, and \$17,784 per year and could not pay more than \$445 per month in rent or a mortgage payment without becoming cost burdened, a discrepancy of nearly \$800 per month.

Given these economic realities, it is probably not possible to provide housing to families supported by an entry-level wage earner without subsidy. The Snohomish County Consolidated Plan identifies three main barriers to creating housing that is affordable for these entry-level workers and their families: (1) increased housing

²⁰ Washington Center for Real Estate Research, 2009 and Office of Financial Management, 2008

²¹ HeraldNet, 2009

²² Snohomish County, 2009

²³ Northwest Multiple Listing Service, 2009

²⁴ National Association of Realtors, 2009

demand due to population growth; (2) the high cost of land, development, and construction; (3) and limited funding for affordable housing.²⁵ This situation clearly points to the need for economic opportunities in a high-performing system to prevent and end family homelessness. Prevention is predicated on identification. The complexities of and possible methodologies for identifying families at risk of homelessness are discussed below.

How many families are at risk of becoming homeless in Snohomish County?

Given the complex impact of individual/family, systems, environment, and economic conditions on the number of families that are risk of homelessness, a number of methodologies could be employed to establish an estimate of the number of families at risk of homelessness. Each of these has its strengths and limitations as discussed below.

Poverty Rate/Median Family Income Estimate

It could be estimated that any family living in poverty is at risk of being homeless. With nearly ten percent of Snohomish County residents living in poverty, this estimate would include nearly 70,000 individuals. One of the strengths of utilizing the poverty rate to estimate the number of families at risk of homelessness is that it is supported by research and uses a well-established methodology. One of the disadvantages is that it is not calculated frequently enough to serve as an indicator of the efficacy of system improvements nor be sensitive to rapidly changing economic conditions that can “mask” the efficacy of those efforts. Using a multiplier of the Median Family Income (50 percent, 80 percent, 100 percent, or 120 percent of Median) has the same benefits and limitations as using the Poverty Rate as an indicator.

Cost Burdened Estimate

Another option would be to establish an estimate based on the number of households that are considered cost burdened due to: (1) having an income is below 80 percent of Area Median Income and (2) paying more than 30 percent of that income for housing. Using this method, at least 53,676 Snohomish County households were cost burdened in 2000, representing 24 percent of all households.²⁶ Using this method, by 2017, more than 73,400 households in Snohomish County will be cost burdened, a 37 percent increase in the number of families at risk in 2000.²⁷ This method is more “sensitive” and arguably more exact than the poverty rate estimate methodology while having the other strengths of that methodology. It also has the same limitations.

Emergency System Demand Estimate

Another method for estimating how many families are at risk of becoming homeless would be to measure the demand on emergency systems. There is no standard methodology for collecting this information. The advantage, however, of using this type of information is that it is highly responsive to economic conditions in “real time” and their impact on the number of families that might be at risk. For example, over the past three

²⁵ Snohomish County, 2009

²⁶ U.S, Census, 2000

²⁷ Snohomish County, 2009

years, as economic conditions have deteriorated, there has been a profound increase in the number of households requiring energy assistance as seen in the table on the following page.²⁸

Program Year	Number of Households	Average Grant	In Crisis
2007	5,892	\$360	1,299
2008	5,958	\$397	1,918
2009 (as of July 1)	8,552	\$402	2,446
2009 Projected	9,414	\$402	2,700

These data underscore the vulnerability of many Snohomish County residents during prosperous times, such as 2007 when the unemployment rate bottomed out at 3.9 percent, and the impact of economic volatility on the number of vulnerable families that must choose between heat and homes.

Similarly, North Sound 2-1-1 has seen a dramatic surge in requests over the past four years. Annual incoming contacts totaled 19,532 in 2005 and rose to 50,264 by the end of 2008, with the first quarter of 2009 showing record high incoming contacts. The large majority of calls to North Sound 2-1-1 from January 1 through March 31, 2009 were by individuals requesting emergency shelter (1,101 people), rent or mortgage assistance (1,753 people), and utility assistance (1,916 people). There were also a number of calls for food (538 people), household items (569 people), low cost housing (545 people), mental health (448 people), and legal assistance (610 people).²⁹

The rising rate of foreclosures during the current economic downturn also sheds light on the number of persons at risk of becoming homeless.³⁰ The implications of this type of data for prevention and intervention systems are strong, suggesting the need to make foreclosure prevention a more prominent feature of such systems.

The experience of Sound Families also underscores the importance of designing a system that prevents homelessness as well as responds to the initial and ongoing needs of homeless families. Knowing the initial and long-term needs of homeless families and those at risk of homelessness is a crucial part of this work. The next section explores this issue.

²⁸ Snohomish County Human Services Department, 2009

²⁹ North Sound 2-1-1, 2009

³⁰ RealtyTrac, 2009

Section III. What are the needs of homeless families and those at risk of becoming homeless?

What are the primary needs of homeless families and those at risk of becoming homeless?

All homeless families and families at risk of homelessness need safe, stable, and secure housing. As noted above, the most frequently identified individual/family conditions that cause a loss of housing include job loss and the inability to pay for rent/mortgage. These causes clearly point to the need for economic opportunity services coupled with other subsidies to both prevent and end homelessness. Homeless family wage earners frequently need intensive support to access and benefit from the economic opportunity services available through community colleges and the WorkSource economic opportunity system. These specific economic opportunity services are particularly important given that 10 of the 33 family heads (30 percent) interviewed by BGCC were experiencing homelessness for the second time with the heads of households of 8 families reporting that their wages were too low and that they did not have the skills to earn more.

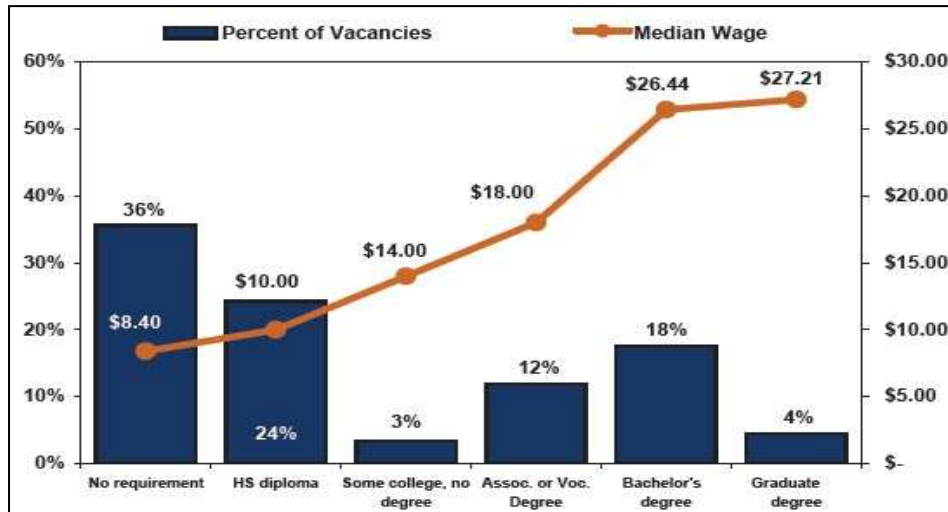
Education services need to include assistance with career planning, help with financial aid application preparation, support and social networking opportunities while in school, and guidance navigating student services and supports available both on and off campus. More intensive job placement and retention support following the completion of training is also needed.

WorkSource staff need to have a more in-depth understanding of the needs of homeless families and the services available to meet those needs. They also need to be able to offer transitional economic opportunity services including subsidized work experiences that help new labor force entrants and individuals who need to change careers obtain work skills coupled with intensive case management and coaching in a supportive employment model.

It is important to note that there is a lack of affordable housing stock and a great need for more affordable housing. Ongoing subsidies will be necessary to support families in housing unless more affordable housing is created or more opportunities are provided to increase families' earnings, making more market rate housing affordable to them. As noted above, there are economic forces making it unlikely that housing that is affordable for families attempting to survive on entry-level wages without subsidy can be built.

Recognizing the need for this balance and the interdependent relationship between the need for affordable housing and the need for living wages, this Landscape Assessment identifies the economic opportunity services needed to increase wages. Many jobs obtained by homeless individuals do not offer opportunities for advancement. As noted above, it is important that homeless families have the career planning support needed to help them move from entry-level jobs to jobs that offer a living wage in growth industry clusters with career advancement opportunities through short-term training offering "stackable," industry-recognized certificates needed for job promotion. The Snohomish County Blueprint Partnership has identified and continuously

monitors key industry clusters and disseminates findings through <http://www.snocoblueprint.org>. Workforce Development Council Snohomish County also continuously maps career advancement opportunities in these clusters through <http://www.careertrees.org>. As is readily apparent from the career trees and the following chart, higher wages correlate closely with more education. The median wage rises with every higher level of education.³¹



In Snohomish County, labor market and economic analysis clearly demonstrates that the long-term demand for workers at all levels will outstrip supply, that is, the number of prepared workers available to take positions in the workforce. Given the demand for workers at the 2-year postsecondary level, the supply of workers with postsecondary education or training that is one year but less than four years in length is of particular concern. The supply at this level, termed “mid-level preparation,” consists of individuals in community and technical colleges, private career schools, and apprenticeships, with the supply of community and technical college students including both workforce education students and academic transfer students who do not transfer to 4-year institutions.

In any given year, 84 percent of mid-level preparation program completers are estimated to enter the workforce. Each year, there is a supply of approximately 25,000 newly prepared workers coming out of community and technical colleges, private career schools, and apprenticeships. Employers in Washington State, however, will have an average of 30,391 annual job openings at this level of education and training between 2007 and 2012. Thus, supply is only 83 percent of demand. Even if mid-level preparation grows at the same rate as the age-specific population (in other words, current participation rates are maintained) supply will still fall short of employer demand.³² This means that homeless families have the potential for earning a living wage if they can access the education and training necessary to do so. This analysis has significant promise for addressing a key finding from the Sound Families Initiative that many families had difficulty paying the rent and bills on time and

³¹ Washington State Employment Security Department, 2008

³² Washington Higher Education Coordinating Board, 2006

maintaining stable employment with wage increases that keep up with inflation. This analysis also points to the need for strong wage progression training such as the offerings available through Snohomish County's three community colleges, Everett Community College, Edmonds Community College, and Cascadia Community College, collectively serving approximately 20,000 students.

The State Board for Community and Technical Colleges indicates that the experiences and outcomes of adult learners differ from those of traditional college-aged students. Compared with community college students who enroll soon after high school at ages eighteen to 24, those who start at ages 25-64 are more likely to earn a certificate and less likely to earn an associate degree. These older first-time students are also far less likely to transfer to a four-year institution and earn bachelor's degrees. Indeed, among students who entered a community college for the first time in 1995-96, 60 percent of older first-time students did not earn any credential or transfer to a baccalaureate program after six years, compared with 40 percent of younger, first-time students. Additionally, studies show that adults who have been out of school for a significant period of time frequently require remedial courses. Further, immigrants and refugees frequently require additional courses in English.³³

These findings have significant implications for serving homeless families and families at risk of homelessness for several key reasons. An increasing percentage of students entering postsecondary education require remediation, frequently in the form of adult basic education (ABE) and English as a Second Language (ESL).³⁴ This is significant in that research clearly demonstrates that less than one-third of adult education and English language students in community colleges in Washington State earn a credential beyond a GED certificate. Researchers draw the conclusion that, "Despite the great need of this population for further educational attainment, our systems do not have the capacity to serve them at all."³⁵ This is dramatically highlighted by a recent article on the backlog of students waiting for financial aid determinations.³⁶

That our economic opportunity system **does** have effective models for serving these students has been demonstrated by the Integrated Basic Education and Skills Training (I-BEST) model implemented on a pilot basis by community colleges throughout our state. The Washington State Board for Community and Technical Colleges' December 2005 evaluation found that participating students earned **five times more college credits** on average, and were **fifteen times more likely to complete workforce training** than traditional ABE/ESL students. However, this nationally-recognized model is not available in all schools, nor does I-BEST offer integrated instruction for all key industry clusters.³⁷

Within workforce education, results for students overall are more promising than are the results for traditional ABE/ESL training. About eight out of ten workforce students who progress beyond a quarter (fifteen credits) of training eventually exit programs "prepared for work," with little difference in outcomes between any student

³³ Washington State Board for Community and Technical Colleges, 2005

³⁴ Washington State Board for Community and Technical Colleges, 2005

³⁵ Washington State Board for Community and Technical Colleges, 2005

³⁶ The Daily Herald, 2009

³⁷ Washington State Board for Community and Technical Colleges, 2005

groups. However, Latino, African American, and Native American students are a little more likely to leave early (with fewer than fifteen credits) and are less likely to obtain credentials or complete longer training even when they progress beyond the fifteen credit mark.

The above analysis confirms the need to help wage earners in homeless families and families at risk of homelessness obtain and retain employment so they are able to earn the wages needed to house their families. As the above analysis also shows, however, jobs are not enough. Family wage earners need assistance with career planning, access to education, the support needed to persist and succeed in education, and job placement services, coupled with the services identified below, to realize the wage progression needed to house their families without being cost-burdened and at perpetual risk of homelessness due to job loss.

What are additional pressing needs?

In addition to the need for housing and services that help family wage earners obtain and retain employment that offers a living wage and opportunity for career advancement, families need financial services including benefit cliff counseling that is designed to help them plan for the change in their housing and employment as well as for changes in subsidies.

Financial asset development service providers need to offer a full menu of financial literacy and asset building services to homeless families, including the services needed to prevent recurring homelessness, such as assistance with planning for a loss of benefits. This is highlighted by the BGCC interviews in which 10 out of the 19 families that were receiving Temporary Assistance to Needy Families (TANF) were receiving TANF for the second time and two were receiving TANF for the third time. Two-thirds of those repeat recipients indicated that they would have been less likely to become homeless again had they been better prepared for the impact of reduced subsidies on their lives. The loss of child care subsidies was most commonly cited as problematic. Furthermore, the BGCC interviews showed that at least 8 families that appeared eligible for tax credits did not apply for an Earned Income Tax Credit (EITC). The BGCC data is consistent with a review of EITC data for Snohomish County families which indicate that 20 percent of those eligible for the EITC do not claim it.³⁸

Additionally, families with legal issues are disproportionately represented among the homeless. Past rental issues and evictions can affect credit and the ability to secure housing as can a criminal record. Many homeless families are unable to obtain the legal services needed to mitigate these issues and remove this barrier to housing. Of those families interviewed by BGCC, 12 (36 percent) experienced legal problems including the need for legal assistance to reopen bank accounts, negotiate child support payment or receipt, and address child reconciliation issues. Some needed assistance with debt consolidation, reinstatement of driver's licenses, immigration-related issues, and domestic violence related problems.

³⁸ Northwest Area Foundation, 2009

Further, the Snohomish County data on homeless families provide insight into additional conditions and associated needs. For example, as shown in Appendix B, the 2009 PIT Count **conditions** data for families with children show that 45 percent of families experienced substance abuse, 36 percent had untreated dental problems; 26 percent reported mental illness, and 15 percent reported having a permanent disability. These conditions underscore the necessity for strong linkages to mental health, substance abuse, and dental and medical care provider systems.

Many data sources describing the needs of homeless families identify the same high priority needs as those mentioned in the 2009 Point in Time Count **causes** data provided in Appendix B: affordable housing, job search, case management, child care, and reliable transportation. The 2009 in-person interviews with 33 homeless families by BGCC revealed that these same conditions and needs were mentioned frequently by the families themselves. They were also frequently interdependent. For example, one woman said, “I need transportation and child care in order to go to school.” Another person said, “I need dental care in order to get hired to a job.” Yet another reported, “With all of these legal problems I can’t focus on anything but them right now.” The hierarchy of needs, from a family perspective, was useful to know and usually began with identifying the need to get safe affordable housing, followed closely by job search. Also in the BGCC interviews, some needs, such as budgeting and financial literacy, were much more likely to be mentioned by people who were homeless for the second or third time, suggesting again the benefit of incorporating financial literacy and asset building opportunities into the service delivery plans developed with families. This may be particularly relevant as studies indicate that homeless individuals are more likely to keep jobs and participate in training when they also receive skill development in areas such as budgeting, creating savings accounts, and learning to pay bills on time.³⁹

Recognition of the interdependency of service needs is particularly important given that an examination of the needs of homeless families in isolation from other information about family subsidies may not present an accurate view of the actual needs of families. For example, frequently during the BGCC interviews, families that were receiving TANF and associated childcare subsidies reported a low need for child care, even though this resource was essential to advance their current goals to go to school or get a job. In contrast, 6 of the 10 families that reported this was their second incidence of homelessness cited the loss of child care subsidies as a contributing factor, clearly illustrating the need for the right blend of services at the right time to address these complex interdependencies.

³⁹ Northwest Institute for Children and Families, 2008

Section IV. Where do homeless families and those at risk of becoming homeless turn for help?

What housing and services are in place to serve homeless families and prevent homelessness?

Depending on the most common and urgent needs of homeless families and families at risk of homelessness, most turn to services that are delivered by one or both of two systems: (1) housing and (2) economic opportunity. A brief description of the main features of the each of these distinct systems follows.

Housing and Homeless Family System:

The Housing and Homeless Family System includes Family Support Centers, Community Case Management, Emergency Shelter, Transitional Housing, Permanent Housing, and Dedicated Affordable Housing Units. A description of each is presented below.

FAMILY SUPPORT CENTERS

The Snohomish County network of Family Support Centers is frequently the first point of contact for many families seeking assistance with housing and related needs. Family Support Centers play a vital role by providing a variety of services for Snohomish County families including prevention and early intervention services. The seven centers are located in throughout the county with one center each in Darrington, Lake Stevens, Lynnwood, Stanwood, and Sultan as well as two centers in Everett. Family Support Centers represent a key community resource that helps families on their journeys to stable housing, self-sufficiency, and participation in community life. Familias Unidas, based in Everett, is a center that serves as a vital resource for Latino families by providing bilingual, culturally-appropriate services, access to resources, and systems navigation support.

COMMUNITY CASE MANAGEMENT

The Community Case Management (CCM) collaborative effort, operated by Volunteers of America Western Washington, maintains a centralized waiting list for emergency shelter and transitional housing for most individuals (excluding single men and unaccompanied minors) and families who are homeless throughout Snohomish County. The collaboration launched in 2007 with a mission to shorten the duration of homelessness and to lessen the impacts and experience of being homeless. CCM has multiple functions, the primary one being to provide a single point of entry into the housing continuum for individuals and families who are homeless. CCM does this by centralizing the intake process for seven major housing providers in Snohomish County: Everett Gospel Mission, Housing Hope, Interfaith Association of Northwest Washington, Monroe Women's Gospel Mission, Salvation Army (Everett and Snohomish County), Volunteers of America Western Washington, and YWCA of King and Snohomish Counties. The majority of providers use CCM, including all family shelter and transitional housing providers. There are providers of emergency shelter and emergency

shelter vouchers that do not use CCM due to their specialized needs. For example, one entity operates a housing program that works with specific populations who are typically referred by a medical case manager.

A family comes into contact with CCM in two main ways. The first way is by calling North Sound 2-1-1. If a family expresses a need for housing, staff transfers or refers the family to the CCM intake line. A family could also get connected to CCM through a participating provider such as the YWCA or the Everett Gospel Mission. The family may walk into or call the participating provider and inform staff about housing needs; staff then refers the family to the CCM. A second function of CCM is to provide Community Voice Mail to individuals who are placed on the waiting list for emergency shelter or transitional housing. Community Voice Mail serves as the primary means by which service providers contact individuals when a space becomes available to place them in shelter or transitional housing. This service is useful for other purposes as well.

EMERGENCY SHELTER

There are 12 providers or agencies that operate emergency shelter facilities or provide emergency shelter vouchers to families who are experiencing homelessness in Snohomish County. Of these there are six providers or agencies that operate year-round emergency shelter facilities that serve families with children in Snohomish County, one agency that operates a cold weather shelter that can serve families with children, and eight agencies that have programs that provide emergency shelter vouchers to children. *See Appendix E: Snohomish County Emergency Shelter Facilities.*

The six providers that operate year-round emergency shelter facilities with children are Domestic Violence Services of Snohomish County, Everett Gospel Mission, Housing Hope, Interfaith Association of Northwest Washington, the Tulalip Tribes, and the YWCA. There are 49 units that can serve households with children for a total of 135 beds. Of these, seven units (19 beds) are designated for victims of domestic violence. A majority of the emergency shelter facilities (24 units) are located in Everett. For units outside of Everett there is one unit in Stanwood, six units in Tulalip, and five units in Lynnwood. The locations of the seven units that Domestic Violence Services operates are kept confidential. Many shelters have eligibility and length-of-stay restrictions making it difficult for some families to transition to other housing options.

TRANSITIONAL HOUSING

According to the most current housing inventory for Snohomish County, there are 367 units (1,055 beds) of transitional housing for families in Snohomish County and 35 units (113 beds) under development. The transitional housing units are dispersed through the county more widely than the shelter units are. Almost half of the units are in Everett (132 units). The other locations for transitional housing units for families are: Lynnwood, Marysville, Snohomish, Stanwood, Arlington, Sultan, Mill Creek, Mountlake Terrace, Monroe, and Edmonds. *See Appendix F: Snohomish County Transitional Housing Facilities.* As is the case with emergency housing, there are different eligibility criteria and length-of-stay variations, ranging up to two years, for transitional housing. The menu of services available to families varies by site and may or may not include case

management, personal and financial goal setting, assistance finding employment, help resolving legal issues, help finding permanent housing, and other services.

PERMANENT SUPPORTIVE HOUSING

There are 180 permanent supportive housing units for families in Snohomish County with a total of approximately 500 beds. *See Appendix G: Snohomish County Permanent Supportive Housing Facilities.* Permanent housing providers include a wide range of agencies such as Catholic Community Services, Housing Hope, Salvation Army, Volunteers of America Western Washington, YWCA, and the Housing Authority of Snohomish County (HASCO). The units operated by these agencies are mostly concentrated in Snohomish County's urban core with few options available in rural areas. This is of particular importance given that school district data show that homeless families may be found in every Snohomish County community.

DEDICATED AFFORDABLE UNITS

Nonprofit agencies and public housing authorities provide a range of housing assistance, including rental subsidies, first-time homebuyer assistance, emergency home repair, emergency shelter, weatherization services, and the development and management of new affordable housing units. Housing provided by nonprofits and housing authorities is dedicated for low and moderate-income families, and frequently has affordability requirements through the sources of funding (particularly federal and state housing funds). The total number of low and moderate-income households served by nonprofits and housing authorities is 14,000 countywide. The inventory of existing assisted housing for low-income households includes dedicated housing units (often called "project-based" assistance), and assistance made to households that then must find rental housing in the private market (often called tenant-based or voucher programs). Snohomish County Tomorrow estimates that as of February 2008, there were 8,869 units of project-based housing dedicated to people with low-incomes, and 5,131 tenant-based vouchers. Appendix H summarizes the 14,000 dedicated affordable units in the county. *See Appendix H: Snohomish County Site-Specific Assisted Housing Units.*

Appendix I summarizes the distribution of both project-based assisted housing units and tenant-based vouchers by jurisdiction in Snohomish County, as of February, 2008. Since tenant-based vouchers may be used across jurisdictions, this table shows only a point-in time distribution of the use of these rental vouchers. *See Appendix I: Snohomish County Project-Based Assisted Housing Units and Tenant-Based Vouchers.*

Examples of how these housing and homeless family system components are currently coordinated include:

- For shelters that have transitional housing programs, families often move from that agency's shelter into that agency's transitional housing program;
- Families in Housing Hope's shelter typically move into that agency's transitional housing program;
- Families in the YWCA program transition from using a motel voucher from YWCA into a YWCA shelter and then enter the YWCA transitional housing program;

- Volunteers of America Western Washington shelter staff place families in one of their transitional housing units, or depending on the intake and the agency's capacity, and refer families to Domestic Violence Services, the YMCA, or Housing Hope;
- Everett Gospel Mission shelter typically refers families to the Volunteers of America Western Washington or Housing Hope transitional housing;
- The Interfaith Family Shelter coordinates placement with Housing Hope, the YWCA, Intercommunity Mercy Housing, Everett Housing Authority, and Volunteers of America Western Washington; and
- Some shelters that do not have transitional housing programs, like the Everett Gospel Mission and the Interfaith Family Shelter, refer families to a number of different agencies but do not have a specific referral agreement in place.

Most of the providers within this system are also part of a network of providers who offer prevention, outreach, and supportive services as part of the U.S. Department of Urban Development Continuum of Care. The table below has been modified to show housing, as this category is not usually featured in the Continuum of Care categories. Available *prevention services* include housing, mortgage assistance, rental assistance, utilities assistance, counseling/advocacy, and legal assistance. Available *outreach services* include street outreach. *Supportive services* include case management, life skills, alcohol and drug treatment, mental health counseling, health care, HIV/AIDS, education, employment, childcare, and transportation.

Provider Organizations	Prevention					Outreach			Supportive Services										
	Housing	Mortgage Assistance	Rental Assistance	Utilities Assistance	Counseling/Advocacy	Legal Assistance	Street Outreach	Mobile Clinic	Law Enforcement	Case Management	Life Skills	Alcohol & Drug Treatment	Mental Health Counseling	Healthcare	HIV/AIDS	Education	Employment	Childcare	Transportation
American Red Cross				X															
Catholic Community Services	X	X	X	X	X					X	X	X	X		X		X	X	X
Cocoon House	X				X	X	X			X	X	X	X	X	X	X	X		X
Columbia Legal Services						X													
Community Housing Resource Board						X													
Compass Health					X		X			X	X		X				X		
Domestic Violence Services of Snohomish County	X		X		X	X				X	X					X		X	X
Everett Gospel Mission	X	X	X				X			X			X						X
Everett Housing Authority	X		X								X								
Evergreen Manor					X					X	X	X	X		X	X		X	X

Provider Organizations	Prevention						Outreach			Supportive Services									
	Housing	Mortgage Assistance	Rental Assistance	Utilities Assistance	Counseling/Advocacy	Legal Assistance	Street Outreach	Mobile Clinic	Law Enforcement	Case Management	Life Skills	Alcohol & Drug Treatment	Mental Health Counseling	Healthcare	HIV/AIDS	Education	Employment	Childcare	Transportation
Fresh Start Ministries					X		X			X	X								
Friends of Youth									X	X		X			X	X			
Housing Authority of Snohomish County	X		X																
Housing Hope	X	X	X		X				X	X	X		X		X	X	X	X	X
Life Changes Ministry	X								X										
NAMI of Snohomish County					X										X				
Northwest Justice Project						X													
Pacific Treatment							X												
Public Utility District No. 1 Snohomish County				X															
Salvation Army	X	X	X	X	X		X		X	X	X		X		X	X	X	X	X
Sea Mar Community Health Center											X	X							
Snohomish County Project Self-Sufficiency		X	X	X															
Snohomish County Veterans Assistance Office		X	X	X		X			X										
Snohomish Health District	X	X	X		X				X	X		X	X	X	X				
Solid Ground		X	X																
St. Vincent DePaul of Snohomish County		X	X	X	X											X			
Street Net							X												
The Interfaith Association Northwest	X	X	X	X	X		X		X	X	X	X	X		X	X			X
Tomorrow's Hope Childcare													X					X	
Tulalip Tribes Social Services		X	X	X	X			X	X	X	X	X	X		X				
Volunteers of America Western Washington	X	X	X		X				X	X					X	X			X
Department of Social & Health Services		X	X	X							X		X						
WorkSource Snohomish County									X								X		
YWCA	X	X	X	X	X	X			X	X		X			X	X	X	X	X

It should be noted that families may turn to entities and individuals not listed above, such as churches and school district Homeless Liaisons, to address their housing and other needs. Currently, the efforts of these providers to meet the needs of homeless families and families at risk of homelessness are not consistently and systematically coordinated.

FUNDING

A complex array of funding is in place to support the Housing and Homeless Family System. Snohomish County estimates it will receive \$5,245,137 in federal housing and community development formula funding for the 2009 program year under the CDBG, HOME, and ESG programs. An additional \$174,155 is available from prior year contingency, recaptured/returned funds, and unprogrammed funds for a total of \$5,419,292 in funds available for allocation. (Funding is estimated, actual funds received may vary.) The County anticipates these funds will help leverage a significant amount of dollars from other public and private resources. All of the projects selected to receive funds in 2009 will address strategies and objectives set forth in the 2005-2009 Housing and Community Development Consolidated Plan. The estimated funds will be allocated as follows: \$2,674,620 for affordable housing projects and programs, \$1,139,331 for public facility and infrastructure projects and contingency funds, and \$665,595 to programs providing public services. The affordable housing projects will help make decent and safe, affordable housing available and accessible to low- and moderate-income households. The community development projects will create more suitable living environments and sustainable communities by making public services, public facilities, public infrastructure, housing, and shelters more available, accessible, and affordable to low- and moderate-income persons and communities.

In addition to administering these ongoing federal grant programs and funded activities, Snohomish County is also undertaking additional housing and community development activities during the 2009 program year in support of its housing and non-housing community development goals with one-time resources that are being expended in a very short timeframe as required by statute. These activities include administering new federal funds made available under the Housing and Economic Recovery Act of 2008 (HERA) and the American Recovery and Reinvestment Act of 2009 (ARRA). Additionally, Snohomish County is revising the project selection timeline for affordable housing projects; administering the local housing trust fund; administering the local fund for ending homelessness; managing the preparation of the 2009 federal funding application for Continuum of Care homeless programs; continuing implementation of two key local efforts, Project Ladder which supports foster youth and families receiving public assistance move toward self-sufficiency and Project Anchor which provides an array of prevention services; and working with local homeless service providers to support implementation of the 10-year plan to end homelessness developed by the Homeless Policy Task Force.

The table below shows ongoing Snohomish County funds available for homelessness and non-homeless.⁴⁰ See *Appendix A: Glossary of Housing Funding Sources*.

	2007	2008	2009
FEDERAL			
CDBG Services	\$566,444	\$534,206	\$489,245
CDBG Housing Rehab	\$866,981	\$837,960	\$891,100
CDBG PF&I	\$1,108,810	\$1,265,261	\$916,251
ESG	\$159,095	\$155,308	\$128,600
HOME	\$1,609,136	\$2,171,765	\$1,574,917
SHP (OHHCD only)	\$1,014,958	\$1,102,317	\$1,194,702
STATE			
HGAP	\$651,815	\$1,248,297	\$938,363
THOR	\$185,969	\$185,969	\$172,584
ESAP	\$466,654	\$510,717	\$374,905
COUNTY			
EHP	\$1,000,000	\$2,045,793	\$1,900,000
AHTF Capital	\$1,165,438	\$768,428	\$581,484
AHTF O&M	\$213,400	\$289,258	\$268,248
TOTAL	\$9,008,700	\$11,115,279	\$9,439,399

The table below shows, of the total funds, the amount Snohomish County deploys specifically for homeless families.⁴¹

	2007	2008	2009
FEDERAL			
CDBG Services	\$195,488	\$201,750	\$184,761
CDBG Housing Rehab	--	--	--
CDBG PF&I	\$173,583	\$88,781	--
ESG	\$84,128	\$120,516	\$103,808

⁴⁰ HOME and AHTF funds do not include City of Everett set-asides. OHHCD SHP homeless funding varied slightly due to a one time COL increase for leasing unit.

⁴¹ Based on information from the Snohomish County Office of Housing, Homelessness, and Community Development, above listed funds serve homeless families exclusively or in combination with homeless individuals. OHHCD SHP homeless funding varied slightly due to a one time COL increase for leasing units. SHP funds are based on HUD awards, which HUD generally contracts for in the following year. EHP funds are available for families and individuals, and EHP vouchers are not included. HOME and AHTF funds do not include City of Everett set-asides.

	2007	2008	2009
HOME	--	--	--
SHP (OHHCD only)	\$543,398	\$543,396	\$546,699
STATE			
HGAP	\$263,950	\$864,225	\$830,178
THOR	\$185,969	\$185,969	\$172,584
ESAP	\$405,052	\$438,521	\$306,153
COUNTY			
EHP	\$734,206	\$1,209,521	\$1,273,094
AHTF Capital	--	--	--
AHTF O&M	\$112,500	\$132,391	\$112,693
TOTAL	\$2,502,786	\$3,583,320	\$3,345,209

Additionally, The City of Everett receives CDBG funds directly from the U.S. Department of Housing and Urban Development. Fifteen percent of the City's CDBG funds are allocated to public service activities while 85 percent are allocated to non-public service activities (capital projects). The City of Everett also receives HOME funds passed through Snohomish County in accordance with an interlocal agreement. Additionally, The City of Everett also has an interlocal agreement with Snohomish County for Affordable Housing Trust Funds which are collected as part of document recording fees and administered through the State of Washington before being passed through to the City of Everett from Snohomish County. The City of Everett allocates \$3.00 per capita for Human Needs funding from its general fund. The City of Everett funds available to address the needs of individuals who are homelessness and those at risk of homelessness are provided in the following table.

City of Everett Program Grant Funding

	2009 Non-Public Service Housing Funding	2009 Public Service Housing Funding
CDBG	\$550,253	\$50,552
HOME	\$479,323	--
AHTF	\$198,893	--
Human Needs	--	\$48,500
TOTAL	\$1,327,521 (Non-Public Service Housing Funding + Public Service Housing Funding)	

United Way allocates funding to support homelessness and contributing factors, and invests in prevention, coordinated entry, rapid re-housing, tailored services, and economic opportunity strategies as shown in the table on the following page.

United Way of Snohomish County Program Grant Funding

	June 2007-June 2008	June 2008-June 2009
PREVENTION		
Food Bank/Nutrition Program	\$122,083	\$117,200
Emergency Services	\$71,250	\$68,400
Utility Assistance/Basic Needs	\$19,900	\$19,104
COORDINATED ENTRY		
North Sound 2-1-1 (General 2-1-1 Funding)	\$100,000	\$100,000
RAPID RE-HOUSING		
Disaster Assistance and Relief for Victims of Family Fires	\$80,000	\$76,800
Housing for Mentally Ill/People with Substance Abuse Challenges	\$47,500	\$45,600
Teen Shelter/Housing Program	\$191,000	\$183,360
Other Transitional Housing	\$85,025	\$81,624
TAILORED SERVICES		
Counseling/Mental Health Programs	\$136,000	\$130,560
Health Care	\$27,500	\$26,400
Services to Families in Shelters and Transitional Housing	\$17,100	\$16,416
Case Management and Other Supportive Services	\$263,500	\$252,960
Services Targeting Homeless Teens	\$50,000	\$48,000
ECONOMIC OPPORTUNITY		
Self-Sufficiency, Life Skills, Employment Readiness Programs	\$45,000	\$43,200
Child Care Assistance	\$84,400	\$81,024
TOTAL	\$1,340,258	\$1,290,648

In response to the 2001 Bill and Melinda Gates Foundation's regional Sound Families Initiative, in which the Foundation committed \$40 million in capital and supportive service funds to establish 1,500 units of housing for families with children regionally, the Housing Authority of Snohomish County (HASCO) and Everett Housing Authority (EHA) initiated the Project-Based Voucher (PBV) Program in Snohomish County. HASCO and EHA agreed to pledge project-based vouchers to ensure adequate operating income for the Sound Families housing

units in Snohomish County since the homeless families served could not afford to pay market rents. As of May 2009, HASCO is partnering with 6 different social service agencies to provide 304 project-based vouchers at 23 different sites for Sound Families participants. EHA partners with 6 agencies to provide 99 project-based vouchers at 7 Sound Families Initiative sites. U.S. Department of Housing and Urban Development rules require the housing authorities to offer all PBV residents a tenant-based exit voucher one year after occupancy with each homeless family housed in a PBV unit for a year being issued a regular, tenant-based exit voucher.

The following table summarizes the EHA and HASCO Committed Project-Based units for Sound Families Initiative participants in Snohomish County and the funding for the those units for 2007 and 2008. The totals for 2009 are projected through the end of the year and the 2010 totals are projected based on the full leasing of all committed units.

Project-Based Voucher Housing Assistance Payment Funding

	2007	2008	2009	2010
EVERETT HOUSING AUTHORITY				
Committed Units	85	85	99	99
Total Funding	\$628,692	\$717,746	\$901,643	\$1,126,342
HOUSING AUTHORITY OF SNOHOMISH COUNTY				
Committed Units	150	304	304	304
Total Funding	\$1,227,105	\$1,676,380	\$2,206,463	\$3,002,304
TOTAL COMMITTED UNITS	235	389	403	403
TOTAL FUNDING	\$1,855,797	\$2,394,126	\$3,108,106	\$4,128,646

HASCO also operates the Shelter Plus Care Program for Snohomish County as part of the Continuum of Care. In 2009, HASCO is receiving \$2,630,880 for this effort.

Additionally, while this Landscape Assessment focuses on services to homeless families and families at risk of homelessness, it is important to note that Washington Families Fund is making significant investments in housing units available to homeless families in Snohomish County as is shown in the table on the following page.

Grantee Name	No. of Units	Year of Award	No. of Years	1st Year Amt	Total Award
YWCA of Seattle- King Cty-Snohomish Cty	12	2005	10	38,200	382,000
Volunteers of America Western Washington	15	2006	10	30,000	300,000
Housing Hope - Hope Village	9	2007	10	18,000	180,000
Housing Hope - Maple Leaf	12	2007	10	23,500	235,000
Volunteers of America Western Washinton	5	2007	5	37,500	187,500
Housing Hope	26	2008	10	71,500	715,000
					1,999,500
Snohomish County	79				

Finally, Washington State Housing Trust Fund dollars are being used to provide loans and grants to increase the number of units and beds available to Snohomish County individuals and families, with some beds being dedicated to low-income households, homeless families with children, and victims of domestic violence.

Economic Opportunity System

Many families need job search and training assistance services provided through WorkSource Snohomish County and community college partners. In this system, the majority of federal and state funds are administered in two ways: (1) by Washington State agencies through programs that these agencies operate directly or pass through to community and technical colleges and K-12 school districts, and (2) by Workforce Development Council Snohomish County which passes funds through to economic opportunity subcontractors.

WORKSOURCE SNOHOMISH COUNTY

Many economic opportunity services are delivered through the federally-mandated one-stop workforce development system known locally as WorkSource Snohomish County. This system has a number of portals including two comprehensive one-stop centers, WorkSource Everett and WorkSource Lynnwood, two specialized centers, the WorkSource Youth Center and the WorkSource Aerospace Center, and smaller affiliated and connection sites including locations in Monroe and Bothell. The table on the following pages offers the most comprehensive list of WorkSource Snohomish County provider organizations and the economic opportunity and other services offered by each.

Provider Organizations												
	In-Center	Affiliate Site	Off-Site		WIA Eligibility	Outreach, Intake, Orientation	Initial Assessment	Job Search and Placement	Provision of Information	Financial Aid Eligibility	Follow-up Services	Other Partner Services
EMPLOYMENT SECURITY DEPARTMENT						X	X	X	X		X	X
Claimant Placement Program	X											
Labor Market Information	X											
Local Veterans' Employment Representative/Disabled Veterans' Outreach Program	X											
Tax	X											
Trade Act	X											
Unemployment Insurance	X											
Veterans	X											
Wagner-Peyser	X	X										
Worker Profiling	X		X									
WorkFirst (employment services only)	X											
WIA – FEDERAL GRANTEEES												
Job Corps	X				X	X	X	X	X		X	X
Senior Community Service Employment Program – Employment Security Department	X				X	X	X	X	X		X	X
OTHER FEDERAL GRANTEEES												
Department of Labor YouthBuild			X		X	X	X	X	X		X	X
DSHS (or contractors)												
Food Stamps	X		X									X
Vocational Rehabilitation Title I	X		X			X	X	X	X		X	X
CASCADIA COMMUNITY COLLEGE						X	X	X	X	X	X	X
Adult Education and Literacy	X		X									
Carl Perkins (post secondary)			X									
English as a Second Language			X									
Post Secondary Education			X									
Worker Retraining Program			X									

Provider Organizations												
	In-Center	Affiliate Site	Off-Site		WIA Eligibility	Outreach, Intake, Orientation	Initial Assessment	Job Search and Placement	Provision of Information	Financial Aid Eligibility	Follow-up Services	Other Partner Services
EDMONDS COMMUNITY COLLEGE						X	X	X	X	X	X	X
Adult Education and Literacy	X											
Carl Perkins (post secondary)			X									
English as a Second Language			X									
Post Secondary Education			X									
Worker Retraining Program			X									
EVERETT COMMUNITY COLLEGE						X	X	X	X	X	X	X
Adult Education and Literacy	X	X										
Carl Perkins (post secondary)	X	X										
English as a Second Language	X	X										
Post Secondary Education			X									
Worker Retraining Program	X	X										
WIA-LOCAL SERVICE PROVIDERS												
Workforce Investment Act I-B Adult (Arbor Education and Training)	X		X		X	X	X	X	X	X	X	X
Workforce Investment Act I-B Youth (Center for Career Alternatives)	X				X	X	X	X	X	X	X	X
Workforce Investment Act I-B Dislocated Worker (Arbor Education and Training)	X		X		X	X	X	X	X	X	X	X
OTHER												
Refugee and Immigrant Forum	X		X									X
Snohomish County PFLAG/GWBE	X		X							X		X
TRAC Associates			X									X
Volunteers of America Western Washington			X									X
Workforce Development Council Snohomish County	X		X									X
YouthNet												X

Off site services are available at a variety of locations including libraries, community services offices, and college campuses.

K-20 EDUCATION

Many families turn to educational resources either directly or through the WorkSource Snohomish County system. Their children may be one of the 55,000 children enrolled in one of Snohomish County's 136 public elementary schools, one of the 29,300 students enrolled in the County's 60 middle schools, or one of the 35,000 students enrolled in the County's 65 public high schools.⁴² Family members may also be one of the 20,000 students enrolled in local community and technical colleges. To assist and retain students who are risk of homelessness as well as those who are already homeless, many community and technical colleges provide case management services through federal and state grant programs such as TRIO programs for first generation college-bound students, the Basic Food Employment and Training Program, Opportunity Grants for low-income students, and WorkFirst funded programs for students who are public assistance recipients. These services include the identification of emergency services within the community and the leveraging of federal, state, and private funds to assist with the cost of tuition, books, and fees. These services also include the development of work study positions and the provision of job search assistance to students prior to graduation. Educational services are also available through the branch campuses of four-year institutions of higher education in Snohomish County.

FINANCIAL ASSET DEVELOPMENT

Some families also access financial asset development assistance. Recognizing the need for financial asset development tools in Snohomish County, Snohomish County Human Services Department, Workforce Development Council Snohomish County, and United Way of Snohomish County joined forces to launch a Financial Asset Development Coalition to provide Snohomish County residents with financial asset building tools. The Coalition has expanded to include many additional partners. This group works to increase the number of low-income people receiving tax assistance and Earned Income Tax credit refunds; provide financial literacy professional development training to community agency staff; develop and promote public and lending policies for asset building; and increase asset ownership among low-income families. The Financial Asset Development Coalition also hosts a website, **Snohomish County Thrives** (<http://www.snocothrives.com>), which offers an array of tools and resources for residents of Snohomish County. The following providers offer financial asset development training to individuals and groups in Snohomish County: ClearPoint Counseling Solutions, El Centro de la Raza, Everett Housing Authority, Home for Good, Housing Hope, Las Americas Business Center, Snohomish County Legal Services, Solid Ground, United Way of Snohomish County, and Volunteers of America Western Washington.

⁴² Public School Review, 2009

FUNDING

Federal and state statutes and executive orders require that funds from the following programs be integrated under the umbrella of the WorkSource Snohomish County system:

- Wagner-Peyser Act
- Workforce Investment Act Title I-B Adult Program
- Workforce Investment Act Title I-B Dislocated Worker Program
- Workforce Investment Act Title I-B Youth Program
- Workforce Investment Act Title II Adult Education and Literacy Programs
- Title I of the Rehabilitation Act of 1973
- Section 403(a)(5) of the Social Security Act
- Title V of the Older American Act of 1965
- Carl D. Perking Vocational and Applied Technology Education Act Postsecondary Vocational Education Activities
- Chapter 2 of Title II of the Trade Act of 1974
- Chapter 41 of Title 38 of the United States Code
- Community Services Block Grant Employment and Training Activities
- Department of Housing and Urban Development Employment and Training Activities
- State Unemployment Compensation Programs
- Part A of Title IV of the Social Security Act
- Section 6(d)(4) of the Food Stamp Act of 1977
- Section 6(o) of the Food Stamp Act of 1977 Work Programs
- The National and Community Service Act of 1990

Expenditure requirements under many of these programs limit the ability to “re-purpose” funds to serve specific target populations such as homeless families to the exclusion of other individuals the programs are required to serve by statute. Three programs, however, provide flexibility to local workforce investment boards which would allow for the “re-purposing” of a portion of these funds to prioritize service to otherwise eligible homeless families and families at risk of homelessness provided other statutory priority requirements are met. These programs and the amounts available in Program Year (PY) 2009 (July 1, 2009 through June 30, 2010) are identified below:

Program	PY 2009 Allocation
Workforce Investment Act Title I-B Adult Program	\$1,140,434
Workforce Investment Act Title I-B Dislocated Worker Program	\$1,304,235
Workforce Investment Act Title I-B Youth Program	\$1,178,390
TOTAL	\$3,623,059

Additionally, Workforce Development Council Snohomish County may have a limited amount of American Recovery and Reinvestment Act of 2009 Youth Program funds that can be re-purposed to serve otherwise eligible homeless youth provided these funds are spent by June 30, 2010.

Appendix J: Inventory of Current Resources, provides a description of the relevant funding sources discussed above to address the needs of Snohomish County families that are homeless and at risk of homelessness.

It should be noted that the housing and economic opportunity service providers have created exemplary partnerships and programs and are recognized nationally as innovators. They have worked together to leverage resources and integrate programs and services in new and exciting ways. The creation of the current CCM collaboration is one such example. This work has been done within the context of complex systems as illustrated above. Staff at all levels in these systems work diligently to minimize this complexity and its impact on the families they serve. However, there are extensive challenges resulting from this complexity, often resulting in gaps in service and unmet needs among the families served. These gaps and unmet needs are described in the next section. Data collection, other system building, and public policy challenges to addressing these barriers to a high-performing system that fills the gaps and meets families' needs are described in Section VI.

Section V. What are the system and services gaps resulting in unmet housing and service needs of homeless families and those at risk of becoming homeless?

What are the gaps by pillar?

In Section I, we described the five pillars of homelessness emerging from the research conducted by The Bill & Melinda Gates Foundation. A summary of the gaps revealed through the Landscape Assessment review related to each of these pillar is presented below. In some cases the issues raised are similar in more than one pillar, underscoring the need to align services across pillars into a single, high-performing system.

Prevention

- Very few resources are available to identify families in need of prevention services. The current system does not intervene early enough or aggressively enough to serve families are at risk of homelessness.
- The K-12 system is currently underutilized as a first line of defense against homelessness for vulnerable families.
- Vulnerable families requiring prevention support do not have access to case management assistance as needed to retain their housing.
- Prevention assistance is not offered in tandem with referrals to other services, often resulting in underlying issues remaining unaddressed.
- Resources to address the need for childcare subsidies, utility assistance, rent or cash assistance, *pro bono* legal aid, advocacy support, and dental care are in limited supply or unavailable. Emergency rental funds and legal supports to address foreclosure assistance are insufficient.
- Tenant advocacy, mediation, and legal representation need to be included in community education, outreach, and case management systems. The incorporation of these services could significantly reduce the number of evictions.

Coordinated Entry

- Currently, families on the CCM wait list do not routinely receive information or advocacy support to access services.

- Many housing and economic opportunity providers lack information about each other's services. Cross training among different provider systems, prioritizing those focused on housing, employment, and child welfare are needed to ensure streamlined and coordinated access to services.
- Families and providers need to receive accurate and up to date information about program eligibility and program offerings including the length of time to achieve different intended results of participating in different programs.
- Families and providers need information about the availability of resources including the length of time to access financial aid and other supports needed to access resources.
- Some families need tailored supports such as translation and more extensive advocacy to navigate and secure referral resources.
- Frequently, services are provided that consider the needs of the individual rather than the whole family. As a result, the efforts of families to move ahead are sometimes jeopardized by the unmet needs of individual family members.
- Families' needs and services are not well-matched. Frequently, the match between the available benefits and length of services available to clients is inadequate to help many become self-sufficient.
- The current system does not generate all the information necessary to understand who is accessing services, the unmet need for services, or the experiences of families as they transition through different programs. In addition, the experiences of families are not documented after they exit shelter or subsidized housing, impeding efforts to understand the points at which interventions most need to occur to further family economic self-sufficiency and prevent recurring homelessness.

Rapid Re-housing

- There are not enough affordable housing units or housing subsidies for families who become homeless. This shortage is particularly marked in rural areas of Snohomish County. The lack of affordable housing acts as a deterrent to families at every point in the housing continuum; resulting in some families re-entering shelter or experiencing recurring homelessness.
- A system to help families move to permanent housing is not in place to ensure that they get the right level of services at the right time, tailored to their personal needs.

- In the current system, families do not receive adequate services in shelter or transitional housing programs to help them become housing ready and self-sufficient. The family plans are often focused only on the individual and not the family, resulting in many families remaining vulnerable after they move to permanent housing. Furthermore, these plans do not typically include strategies to ensure that families re-develop social networks that can support them as they change housing venues.
- Resources for housing search and tenant-family match planning are largely unavailable for families living in facility-based programs. As a result families' housing choices may not be well aligned with housing and/or economic opportunity strategies or with the need to access vital substance abuse, mental health, or other services.
- Programs that focus sufficiently on marketing to landlords and to the recruitment of landlords using incentives are not in place.
- Some families who access Section 8 vouchers have not developed the skills needed to live independently, making them vulnerable to eviction, to underemployment, and a host of other problems.

Tailored Services

- A nimble system to match family needs with services is not in place. Family-driven case management needs to be systematically established to support the changing needs and priorities of families.
- Families' needs, not homeless status, should drive the availability of services. Currently, most services are not available until a family becomes homeless.
- Case managers who understand and are committed to promoting integrated housing and economic opportunity strategies are needed. Though the experiences of families in each of these systems influence their success in both, these systems have traditionally operated separately.
- Many families are served by multiple case management systems. As a result, families sometimes repeat assessments or develop plans that are not mutually supporting. Efforts to address these issues are essential to build cross-system connections, communication, and training to ensure that there is a strong foundation of information and case management expertise to support families regardless of where they are served.
- Case management focused on whole families is needed. The needs of children should be addressed in Family Self-Sufficiency Plans, as should the needs of all adults. This will position the whole family to advance toward optimal self-sufficiency.

- Services for families placed in Section 8 and permanent housing have not been available although many families are still vulnerable at the time they make these transitions.
- Customer service feedback loops are needed to show where the system is working well or may need to be improved.
- The lack of flexible funding and sufficiently funded subsidies results in many families not getting sufficient services when needed and/or for the length of time needed.
- The policies and practices of different service systems frequently conflict or are redundant, slowing the pace of many families to become self-sufficient.
- Better and ongoing data about family experiences is needed to guide the continuous improvement of the system developed.

Economic Opportunity

- Economic opportunity providers need better housing information to serve homeless families. Conversely, housing providers need better economic opportunity information to advocate for homeless families to access education and employment supports. Some also need training to understand the potential that many families have once they receive these vital resources to become effective and informed champions for these services.
- Families frequently need career planning support to identify opportunities for wage advancement as well as support that is sufficient in length to help them raise their skills and wage earning capacity.
- Bridges to college and work strategies to raise foundation skills are essential and need to be offered more aggressively in non-traditional venues and modalities. Ongoing efforts to compress these educational offerings, make them credit bearing, integrate them with career and technical education offerings, fully articulate them with sequential career and technical education, and provide social networking and other supports are needed to help families make more rapid progress on their education and work pursuits.
- Adequate information about the effect of work income on family benefits need to be incorporated into family case management and permanent housing search efforts so that families can make informed choices.

- Policies that are supportive of family wage progression efforts are essential and need to become part of the dialogue and ongoing work of the system. This work will include considerable increases in cross-system program coordination and policy advocacy among workforce development professionals, K-20 educators, homeless advocates, and housing professionals.

The identification of these gaps is predicated on data from a variety of sources, as described below.

What system gaps resulting in unmet needs do housing and 2-1-1 data reveal?

A lack of safe and secure housing is the single unifying unmet need faced by homeless families. As the housing data presented above demonstrate, there are an inadequate number of family shelter beds, transitional housing units, permanent housing units, and subsidy options including Section 8 and other housing vouchers. Additionally, data from 2-1-1 regarding callers requesting emergency shelter clearly document that the need is county-wide. With more than 25% of callers requesting emergency housing calling from rural areas, there is frequently a mismatch between the location of families in need and the location of housing options with these rural areas being particularly underserved. This has significant implications for helping families stay in their communities and their children staying in their home schools.

What are the unmet needs identified by families?

The unmet needs identified by the 33 families interviewed by BGCC aligned with the five pillars as follows. See *Appendix K: BGCC Full Report for a complete summary.*

Prevention

- Rental and utility assistance is extremely limited.
- Advocacy with creditors is needed.
- Prevention services need to address non-emergent needs in addition to emergencies.

Coordinated Entry

- Families need to receive referrals and support while on the CCM wait list.
- Providers need to offer more bilingual services.
- Providers need to ensure that referrals, such as referrals to training programs, match goals.

Rapid Re-housing

- Families need more support to engage in housing search including help obtaining references and negotiating with landlords.

Tailored Services

- Families need access to consistent case management support, preferably with limited case manager turnover, that addresses the needs of the whole family.
- Case management needs to be consistent enough, long enough, and intensive enough to help families throughout their journey to housing stability and self-sufficiency.
- Families need help building the social networks required to continue realizing success when case management is no longer available.

Economic Opportunity

- Family heads need help applying for financial aid.
- Families need access to computers and computer training.
- Family heads need to be able to study for short-term certificate programs that lead to jobs.
- Family wage earners need alternative and compressed program offerings such as distance learning or evening courses, coupled with home-based child care and/or reliable transportation.

Families also reported needing help with linking housing to other services that will help ensure long-term success.

What are the system gaps and resulting unmet needs identified by service providers?

Other than housing, the most frequently mentioned gaps identified by homeless providers in the BGCC and Westat interviews were very similar. In the surveys Westat distributed electronically to 13 homeless service providers, agency staff indicated the services and/or resources that were most difficult for them to attain for clients. The top ten services mentioned were appropriate employment (54 percent); mental health care and counseling (46 percent); dental care (39 percent); affordable housing (31 percent); substance abuse service, detox and counseling (31 percent); affordable childcare (23 percent); legal assistance (23 percent), medical care (23 percent), transportation (15 percent), and education and vocational training (8 percent).⁴³ See *Appendix L: Westat Full Report*.

Other local data confirm some of these unmet needs. For example, the absence of weekend and evening child care posed a challenge for many families interviewed and were revealed in Snohomish county data as being in short supply, as fewer than an quarter of child care providers offer care past 6:30 p.m., overnight, or on the weekend.⁴⁴ This also makes it difficult for a parent to accept employment involving evening or weekend shifts. Transportation also posed a barrier as there is no fixed route service to more than 600 square miles of

⁴³ Westat Research Group, 2009

⁴⁴ Volunteer of America Western Washington, 2007

Snohomish County. Also, public transportation is not available for many workers who must work mid-day or late night hours.⁴⁵

Most of these gaps were also named in the 30 provider interviews conducted by BGCC although in a different order, with employment services and legal help being the highest services gaps identified. In addition, in the BGCC provider survey, budgeting assistance was identified as one of the top ten service gaps. Some of the highlights and recurring themes from the provider interviews are provided in Appendices K and L and are described below.

Lack of Systems Integration

- Providers identified the need to strengthen housing and economic opportunity system connections so that both of these systems become more knowledgeable about the others' resources, better able to make informed referrals, and work in tandem when desired as part of joint tailored services case planning efforts.
- Providers identified the need to incorporate child welfare planning into case management as some families were not likely to successfully pursue education and training goals in their case plans if they did not incorporate child welfare system goals.
- Providers identified the need to more strategically align support service dollars across systems so that families are able to receive needed assistance while enrolled in training or education.
- Providers need access to flexible funds to provide supportive services when and where they are needed and would like to see funders flexibly coordinate their funds so they can be better used to fill service gaps.

Gaps in Case Management and Tailored Services

- Providers reported that when a family enters the housing system and gets placed on the wait list, family members do not receive case management services. The absence of these services for families who are on the CCM wait list was mentioned as a significant problem, especially given the length of time that families are on the wait list. The data present a picture of "lost opportunity." As of June 2009, there were 659 families with children on the wait list for emergency shelter. During that same month, there were only 11 placements from the wait list into emergency shelter. For the 6 months prior to May 2009, there were 118 placements into shelter. In May 2009, the wait time for shelter for a single woman with children was 9 months. For a family with children, it was 6 months. For a single male with children, there was a 7 month wait. For a pregnant woman, the wait time was 8 months. For a pregnant woman with male partner, the wait time for shelter was 6 months. For a family seeking reunification, the wait time for

⁴⁵ Community Transit, 2008

shelter was 13 months. Many providers felt that the positive results of working with families during these wait times would be significant.

- Providers emphasized the need to have more mental health, counseling, and treatment services for families residing in shelters.
- Providers identified the need to offer stronger wrap-around services for Section 8 housing residents, especially for the most vulnerable residents. In addition, some providers emphasized that the provision of these services would result in more families achieving self-sufficiency and open up Section 8 housing to additional families.

Gaps in Services to Specific Populations

- Providers reported that it is particularly challenging to place large families into shelters.
- Services are particularly limited for couples or women with male children over the age of twelve.
- Youth aging out of foster care and GLBT youth have some unique and intensive needs that must be addressed including family strengthening and life transition needs.

Gaps in Rural Services

- Providers reported that service gaps are exacerbated in the rural areas of Snohomish County where resources are particularly scarce. They also noted that there are several opportunities for collaboration with entities serving these rural areas to strengthen the housing, economic opportunity, and other services available to homeless families and families at risk of homelessness. Two such networks include the Family Support Centers throughout Snohomish County and the Sno-Isle Regional Library System with which Washington State Department of Social and Health Services, Workforce Development Council Snohomish County, and the WorkSource Snohomish County system are collaborating to create more access points for economic opportunity services.

It is important to note that the main unmet needs that homeless families identified often differed from the gaps identified by providers. The unmet needs named by families frequently reflected the personal needs that families felt were not getting addressed. Providers tended to identify the services that they thought families needed that were in short supply, resulting in system gaps. Homeless families, however, were more focused on the types of services they wanted. In addition, homeless families identified unmet needs for things that they had trouble negotiating, such as filling out a college scholarship or job application, while providers often mentioned the gaps as services that they had trouble finding.

This review suggests that a plan designed to address gaps in services must consider a wide number of factors including family preferences, conditions in the environment, service availability, integration, and access. The next section examines some of the challenges in building a system that supports such an effort.

Section VI. What are the data, other system building, and public policy challenges to better serving families and preventing homelessness?

What are the data collection challenges?

During the Landscape Assessment process many different challenges related to data, system building, and public policy enabling providers to better serve families and prevent homelessness were raised. HMIS was frequently discussed. Westat concluded that the HMIS system in Snohomish County has the capacity to capture significant amounts of data on homeless families, including assessment information, family structure, housing, education, and employment histories; health, mental health, and substance abuse data; as well as services receipt and outcomes. They reported, however, that currently the HMIS database is populated almost exclusively with U.S. Department of Housing and Urban Development required universal data elements since those are the only data elements that are exported into HMIS by agencies which do not do direct data entry into that system.

This is of concern since it results in an absence of information on families over time. The benefits of collecting such information was clearly evident from the Sound Families research which found that remaining challenges made it hard for formerly homeless families to pay their bills on time, afford basic necessities, and build a savings account. Many had trouble maintaining stable employment and realizing wage increases, and many would have benefited from accessing further education. If longer term tracking and response systems were in place to help families continue advancing toward self-sufficiency, it is likely that the rate of recurring homelessness would decrease.

Such tracking using outside information from sources such as the employer tax and unemployment insurance databases is routinely performed through the economic opportunity system's primary database, SKIES, and by DSHS, but HMIS currently lacks this capacity.

Westat also noted that providers generally do not seem to be interested in an open data system across the various service agencies, adding that most providers do not believe that a centralized system would meet all of their specific data needs, nor did providers believe that they could have a centralized open system without having to double-enter data. In addition, Westat reported that almost all of the service and housing providers were frustrated with the HMIS data entry and reporting requirements and felt that they did not have the resources to meet additional demands for technical support.

They also noted that a number of providers, such as family support centers and churches, do not currently utilize HMIS, making it harder to have a complete count of the individuals and families experiencing homelessness in Snohomish County. Additionally, Westat reported that providers wanted to know what happened to their clients even after they leave transitional and supportive housing, and wished that HMIS

included more outcome measures. They raised the issue of confidentiality, explaining that any open real-time data system would have significant confidentiality and Health Insurance Privacy and Portability Act (HIPPA) related issues, especially pertaining to medical, mental health, and substance abuse conditions and services. Providers felt that while those concerns could be addressed, doing so would place an additional burden on already over-taxed agencies.

Westat recommended that the Washington Families Fund work with Snohomish County administrators to determine if it is possible to create a bridge between the agencies' existing systems and HMIS that could replicate a real-time data entry system but avoid the problem of double-entry. If not, Westat indicated that they would recommend that Washington Families Fund explore whether it were possible or not to provide resources to support double-entry. They also recommended that additional resources such as technical support or a full-time data entry staff member would help agencies more easily meet data-reporting requirements. Westat pointed out that there are more effective ways to express how useful HMIS can be to an organization to persuade participation among organizations that are not required to do so or are concerned about confidentiality issues. Westat also noted that longitudinal outcome measures can be added to the existing data elements in the system.

It was also felt that developing common definitions and descriptors to describe families' situations and needs is essential to developing a comprehensive and effective data set in HMIS. This has implications for the development of tools and staff training among both housing and economic opportunity providers which will need to be addressed.

What are the other system building challenges?

The data collected during the provider interviews and review of the Landscape Assessment data revealed that there was a need to:

- Create an "Early Warning System" to identify families at risk of homelessness before it becomes inevitable that they will become homeless.
- Create a series of front-end screening and assessment tools that can be used by multiple providers.
- Create processes and protocols for integrated, team-based case management across systems.
- Create stronger linkages between housing system prevention services and the services provided by other systems.
- Strengthen reintegration systems for offenders, foster youth, GBLT youth, and for people exiting health care, treatment, and the military.
- Create a coordinated entry process for accessing prevention and intervention services.
- Provide case management and other services that advance self-sufficiency to families on the CCM wait list.
- Dramatically reduce the length families are on the CCM wait list through the availability of the amount and types of housing families need.

- Devise strategies to make funds for tailored services available to families when and where they need them.
- Ensure services are flexible and can be customized for economic upswings and downturns.
- Implement case management and longer-term services to vulnerable families participating in programs, such as Section 8 housing, that do not provide these services now.
- Build more integration between the housing and economic opportunity systems.
- Implement more subsidized and supportive transitional economic opportunity services to help families make the transition to the world of work or within a rapidly churning economy.
- Implement ongoing economic opportunity services for families that have been placed into permanent housing to ensure their ability to achieve self-sufficiency.

What are the public policy challenges?

A number of public policy challenges were also identified in this process. Most of the issues centered around statutes that necessitate the distribution of federal and state funds through narrow and prescriptive categorical funding streams that cannot be easily aligned to meet the array of needs experienced by a given homeless family or family at risk of homelessness. Different programs, designed ostensibly to serve the same families, have different eligibility requirements, different definitions, different data collection requirements, and allow for the use of funds to pay for different, and not necessarily complementary, services. Most of these programs consider their funds to be funds of “last resort,” posing a challenge to providers trying to work together to help a given family develop and implement a self-sufficiency plan.

As the housing and economic opportunity system partners work together to address these challenges, flexible funding is needed to help fill the gaps created by these funding “silos.”

Section VII. Conclusion

Snohomish County has an enthusiastic and dedicated group of professionals who contributed their time and expertise to the development of this Landscape Assessment. The data on family needs, causes of homelessness, housing and services, system gaps, and opportunities and challenges for system building provide the foundation needed to develop effective goals, objectives, and strategies for transforming the current array of housing, economic opportunity, and tailored services into a high-performing system for ending family homelessness in Snohomish County. The groundwork laid during this process to identify common definitions and methodologies for estimating the number of families that are homeless and at risk of homelessness will provide the baseline needed to determine the efficacy of these strategies as they are implemented to the benefit of the families served and our county.

Appendix A: Glossary of Housing Funding Sources

Federal Funds

Community Development Block Grants (CDBG): The primary objective of the CDBG program is the development of viable urban communities. CDBG funds can be used for a wide variety of projects, services, facilities and infrastructure.

Emergency Shelter Grant (ESG) Program: ESG funds may be used for homeless assistance and homeless prevention activities, including the costs of operating emergency shelters, essential social services to the homeless, and homelessness prevention.

The HOME Investment Partnerships (HOME) Program: Only housing-related activities can be funded with HOME funds, including transitional housing and permanent rental housing, tenant-based rental assistance, home rehabilitation assistance for low- and moderate-income homeowners, home purchase assistance, and operating assistance for Community Housing Development Organizations (CHDO).

HUD Supportive Housing Program (SHP): The Supportive Housing Program is designed to develop supportive housing and services that will allow homeless persons to live as independently as possible.

State Funds

The Homeless Grant Assistant Program (HGAP): The HGAP provides grants to Washington State counties for innovative projects that reduce homelessness and demonstrate systems change by integrating criminal justice, social service, health, and other state and local systems.

Transitional Housing, Operating, and Rent (THOR): The THOR program provides homeless families with children with up to two years of rental assistance, transitional facility operating subsidies, and case management to help transition to permanent housing and self-sufficiency.

Emergency Shelter and Assistance Program (ESAP): ESAP funds may be used to provide emergency shelter, homeless prevention, and case management to individuals and families who are homeless or at risk of becoming homeless.

Local Funds

1359/2163 Ending Homelessness Program (EHP): EHP funds are to be used for services, capital, and operating needs specifically targeted at goals aimed at ending or preventing homelessness in Washington State under locally-generated 10 Year Plans.

Affordable Housing Trust Fund Program (AHTF): The AHTF must be used by the county and its cities for housing projects affordable to persons with incomes at or below 50 percent of area median. AHTF resources can be used for a wide range of low-income housing projects and programs, including acquisition, construction, or rehabilitation of housing; operation and maintenance costs; rental assistance vouchers for housing; and operating costs for emergency shelters and licensed overnight youth shelters.

Appendix B: 2009 Point in Time Data on Households with Children⁴⁶

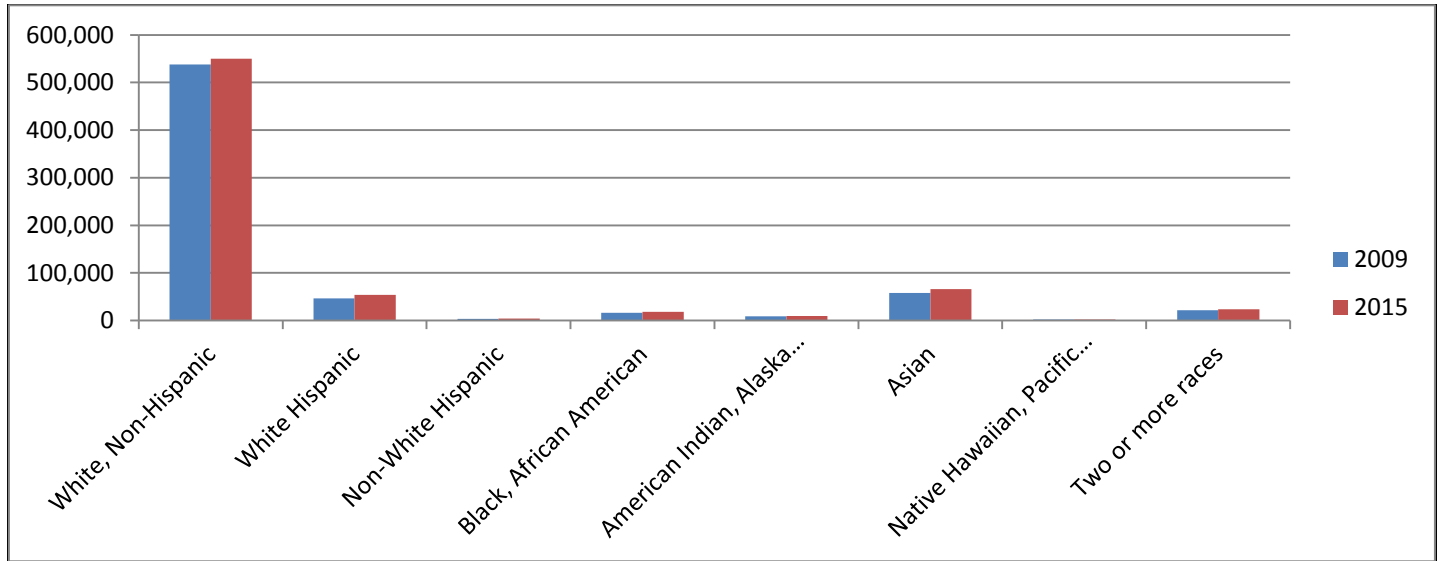
Need	Percentage	Causes	Percentage	Conditions	Percentage
Affordable housing	72%	Job loss/unemployed	42%	Substance abuse	45%
Job search	26%	Unable to pay rent or mortgage	40%	Untreated dental	37%
Case management	21%	Victim of domestic violence	30%	Mental illness	27%
Child care	20%	Drug or alcohol use	30%	Permanent physical/medical disability	15%
Reliable transportation	18%	Family break-up	28%	Development disability	11%
Safe place to stay	16%	Temporary living situation ended	16%	Uncorrected visual	11%
Alcohol/drug treatment	13%	Evicted for non-payment of rent and/or utilities	14%	Temporary physical disability	9%
Mental health assistance	13%	Mental health issues	13%	Illiteracy	4%
Budget assistance	13%	Medical problems/illness	9%	HIV/AIDS	0%
Educational information	10%	Need additional job skills	9%		
Dental care	9%	Poor credit rating	8%		
Medical assistance	9%	Kicked out of home	7%		
Food	9%	Convicted of a criminal offense	5%		
Personal or family	9%	Evicted for other reasons	5%		

⁴⁶ Snohomish County, 2009

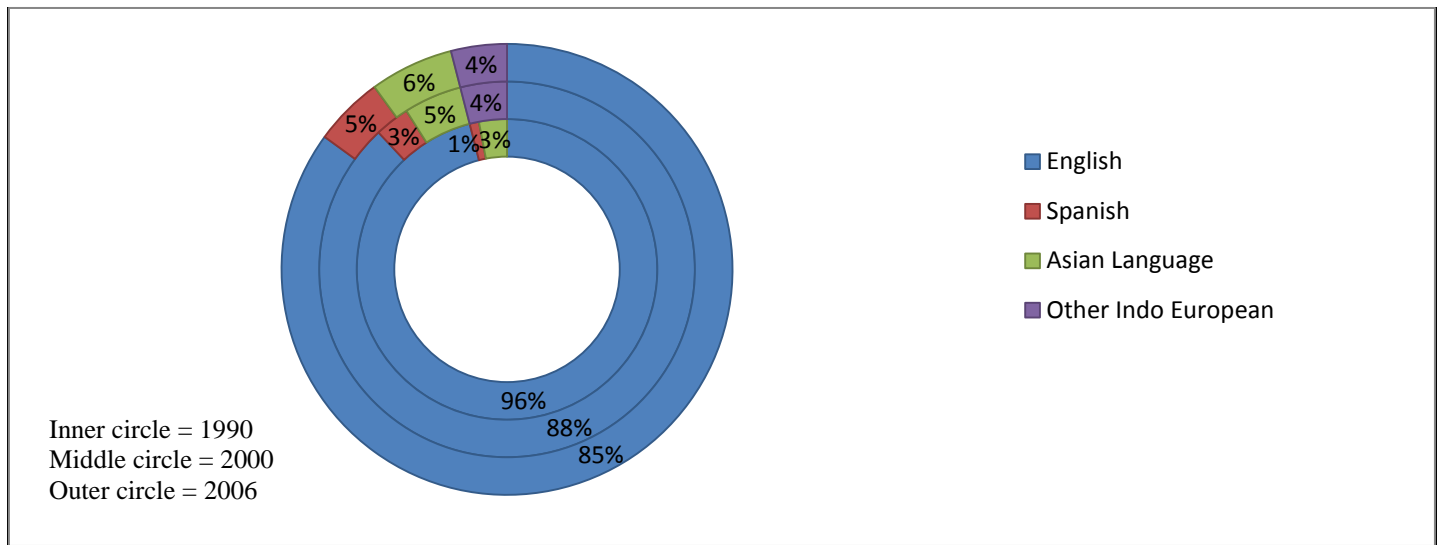
Need	Percentage	Causes	Percentage	Conditions	Percentage
counseling					
Legal assistance	8%	Discharged from an institution or jail	3%		
Credit counseling	7%	Lack of child care	3%		
Clothing	7%	Medical costs	2%		
Bus ticket	6%	TANF termination	1%		
Do not know where to start	6%	Refugee	1%		
Utility assistance	5%	Aged out of foster care	.5%		
Medication	5%	Exhausted unemployment	.5%		
Place to clean up/shower	4%				
Laundromat	3%				
Program information	3%				
Resume assistance	2%				
Help getting food stamps	2%				
Personal storage	1%				
Eviction prevention information	1%				
Pet placement for housing	1%				

Appendix C: Select Demographic Data for Snohomish County

Snohomish County Race/Ethnicity Distribution 2009 and 2015⁴⁷



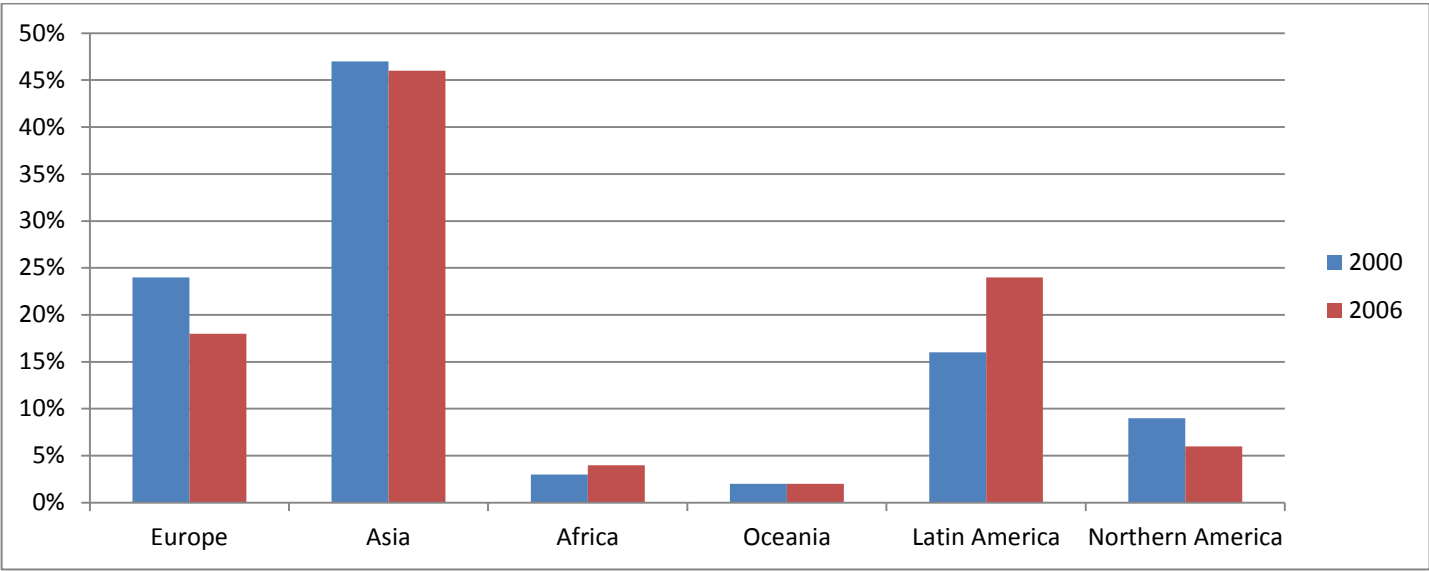
Languages Spoken at Home in Snohomish County⁴⁸



⁴⁷ Economic Modeling Specialists Inc, 2009

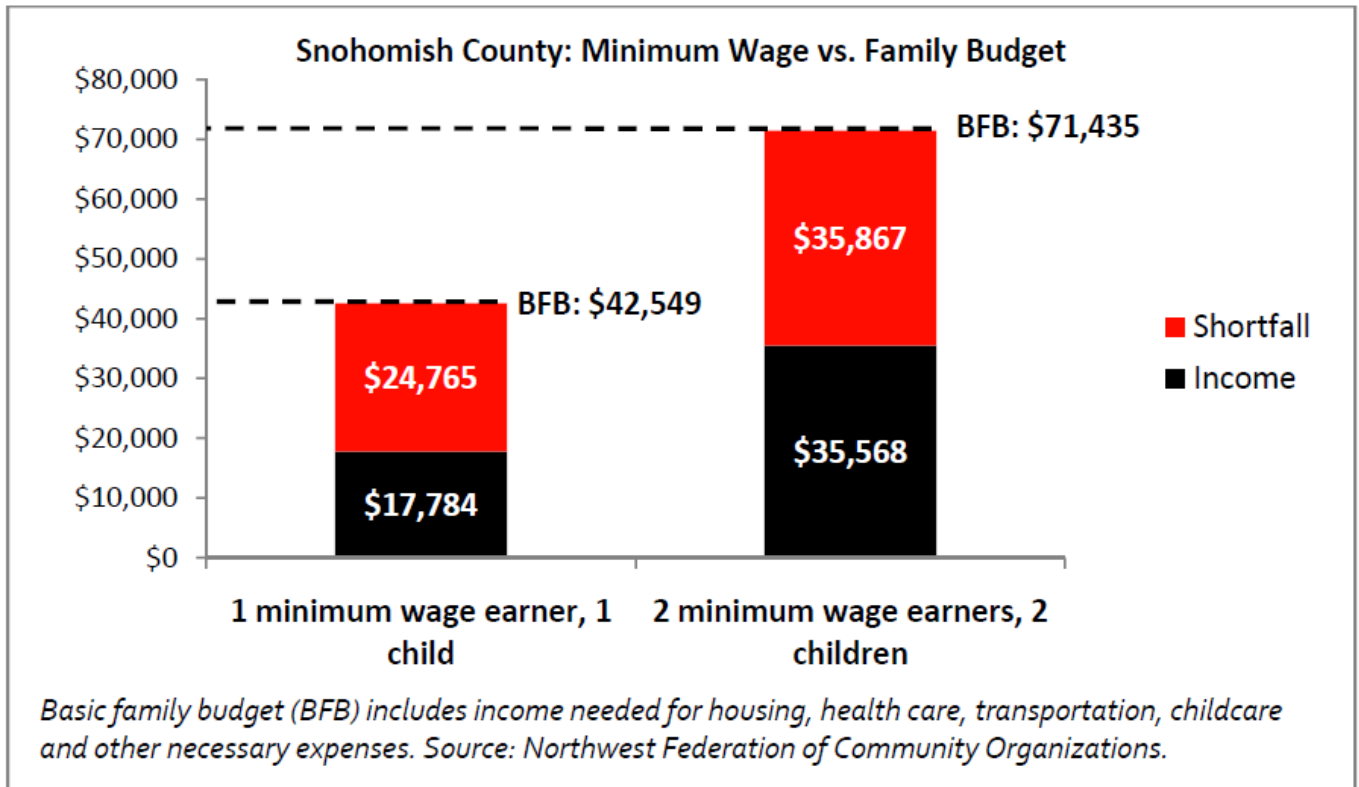
⁴⁸ United Way of Snohomish County, 2008

Continent of Birth for Snohomish County Foreign Born Residents⁴⁹



⁴⁹ United Way of Snohomish County, 2008

Appendix D: Snohomish County Minimum Wage vs. Family Budget⁵⁰



⁵⁰ Economic Opportunity Institute, 2008

Appendix E: Snohomish County Emergency Shelter Facilities

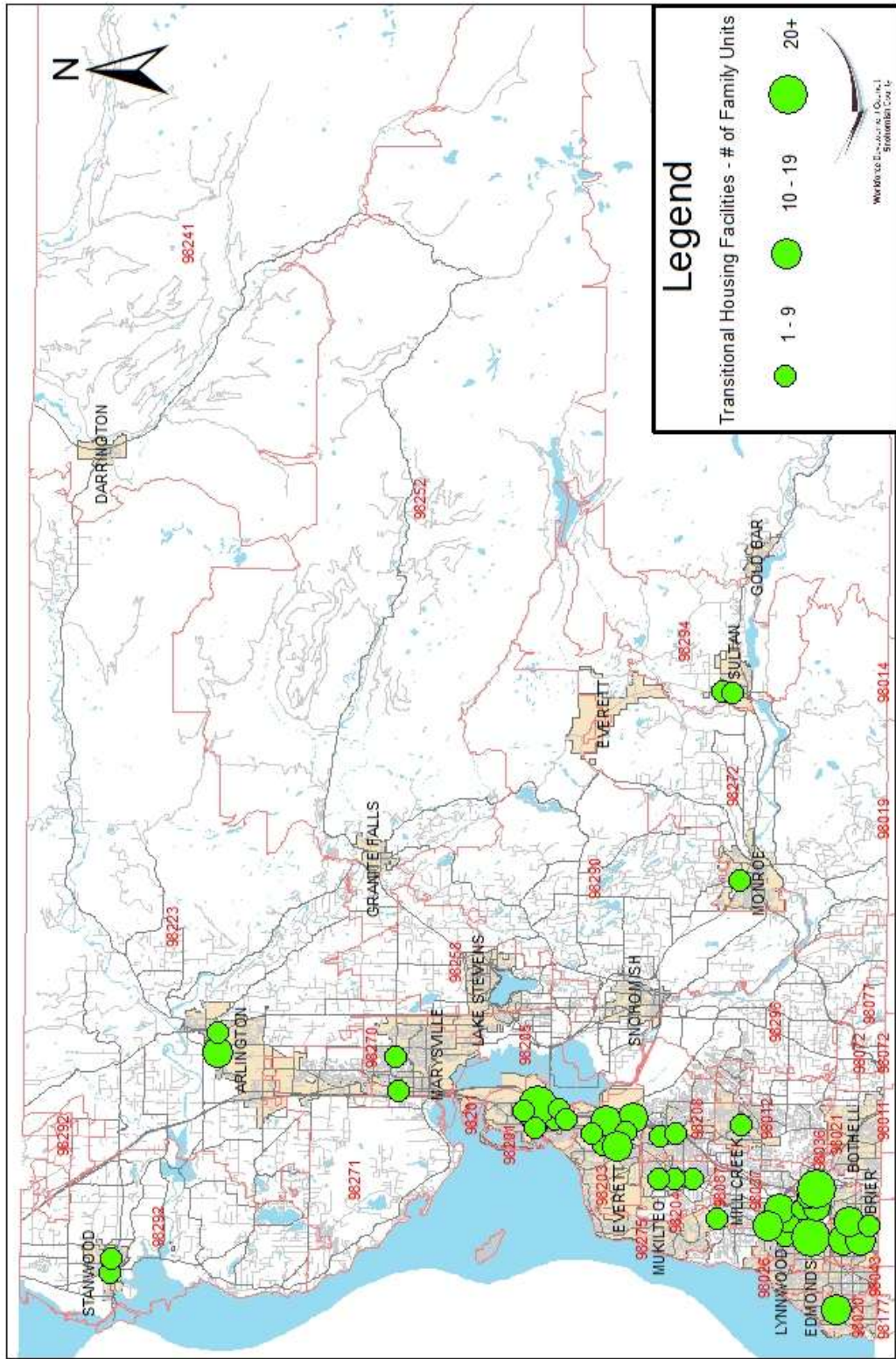
Agency	Facility/Program	City	Zip	Family Beds	Family Units
Catholic Community Services	Emergency Shelter Voucher	Everett	98201		
Domestic Violence Services of Snohomish County	Emergency Shelter Voucher	Confidential	Confidential		
Domestic Violence Services of Snohomish County	DV Shelter	Confidential	Confidential	19	7
Everett Gospel Mission	Women's Mission	Everett	98203	20	9
Housing Hope	Lervick Family Village	Stanwood	98292	5	1
Housing Hope	Windermere Crossroads	Everett	98201	25	5
Salvation Army	Emergency Shelter Voucher	Everett	98201		
Snohomish County Veterans Assistance	Snohomish County Veterans Emergency Voucher	Everett	98201		
Snohomish Health District	Emergency Shelter Voucher	Everett	98201		
TIANW	Interfaith Family Shelter	Everett	98201	40	10
Tulalip	Tulalip Shelter	Tulalip	98271	14	6
Tulalip	Emergency Shelter Voucher	Tulalip	98271		
VOA	Emergency Shelter Voucher	Everett	98201		
YWCA	Homeward Bound	Lynnwood	98036	12	5
YWCA	Emergency Shelter Voucher	Everett	98201		
The Salvation Army	Cold Weather Shelter/Overflow	Everett	98201		

Appendix F: Snohomish County Transitional Housing Facilities

Agency	Facility/Program	City	Zip	Family Beds	Family Units
Catholic Community Services	Lincoln Way	Lynnwood	98037	4	1
Catholic Community Services	Timber Hill	Everett	98203	20	10
Catholic Community Services	Autumn Leaf	Marysville	98270	14	7
Catholic Community Services	Whispering Pines	Lynnwood	98037	10	5
Catholic Community Services	Westwood Crossing	Marysville	98270	10	5
Catholic Community Services	TBRA-HIV/AIDS	Everett		2	1
Domestic Violence Services of Snohomish County	Transitional Housing	Confidential	Confidential	60	19
Housing Hope	Avondale	Everett	98204	32	6
Housing Hope	Beachwood	Marysville	98270	26	5
Housing Hope	NCV Building C	Everett	98203	18	6
Housing Hope	HH Village	Everett	98203	50	13
Housing Hope	HH Village Expansion	Everett	98203	36	9
Housing Hope	Kennedy	Everett	98201	42	7
Housing Hope	Lervick	Stanwood	98292	15	5
Housing Hope	Maple Leaf Meadows	Arlington	98223	48	12
Housing Hope	New Century House	Everett	98203	12	6
Housing Hope	NCV Building A	Everett	98203	28	14
Housing Hope	Stanwood TH House	Stanwood	98272	5	1
Housing Hope	Winters Creek North	Sultan	98294	18	4
Housing Hope	Arlington	Arlington	98223	10	2
Housing Hope	Winters Creek South	Sultan	98294	10	3
Life Changes Ministry	Mill Creek House	Everett	98201	18	1
Salvation Army	Transitional Housing	Everett	98201	70	20
Snohomish Health District	Heatherwood Apartments	Everett	98201	10	5
Snohomish Health District	Mill Point Apartments	Mill Creek	98012	10	5
Snohomish Health District	Westwood Crossing	Everett	98201	10	5
Snohomish Health District	Whispering Pines	Lynnwood	98037	10	5

Volunteers of America Western Washington	Center House/TH for families	Everett	98204	24	8
Volunteers of America Western Washington	Kiwanis House	Lynnwood	98036	15	5
Volunteers of America Western Washington	Lincoln Way Apartments	Lynnwood	98037	45	13
Volunteers of America Western Washington	Meadowdale	Lynnwood	98037	30	10
Volunteers of America Western Washington	THOR Scattered	Everett	98201	20	4
YWCA	Homeward Bound	Lynnwood	98036	24	8
YWCA	Edmonds Highland	Edmonds	98020	36	12
YWCA	Project Reunite	Everett	98208	18	8
YWCA	THOR Scattered	Everett	98201	15	5
YWCA	Trinity Apartments	Lynnwood	98036	60	20
YWCA	Somerset	Lynnwood	98036	42	14
YWCA	Victorian Woods	Mountlake Terrace	98043	45	15
YWCA	Victorian Woods (under development)	Mountlake Terrace	98043	38	12
YWCA	Somerset (under development)	Lynnwood	98036	9	3
YWCA	Wear 2 Live (under development)	Lynnwood	98036	57	19
YWCA	Center House	Everett	98204	2	1
YWCA	Family Tree Apartments	Everett	98208	24	8
YWCA/HASCO	East Terrace	Mountlake Terrace	98043	36	12
YWCA/HASCO	Fairview	Monroe	98272	21	7
YWCA/HASCO	East Terrace (under development)	Mountlake Terrace	98043	9	1

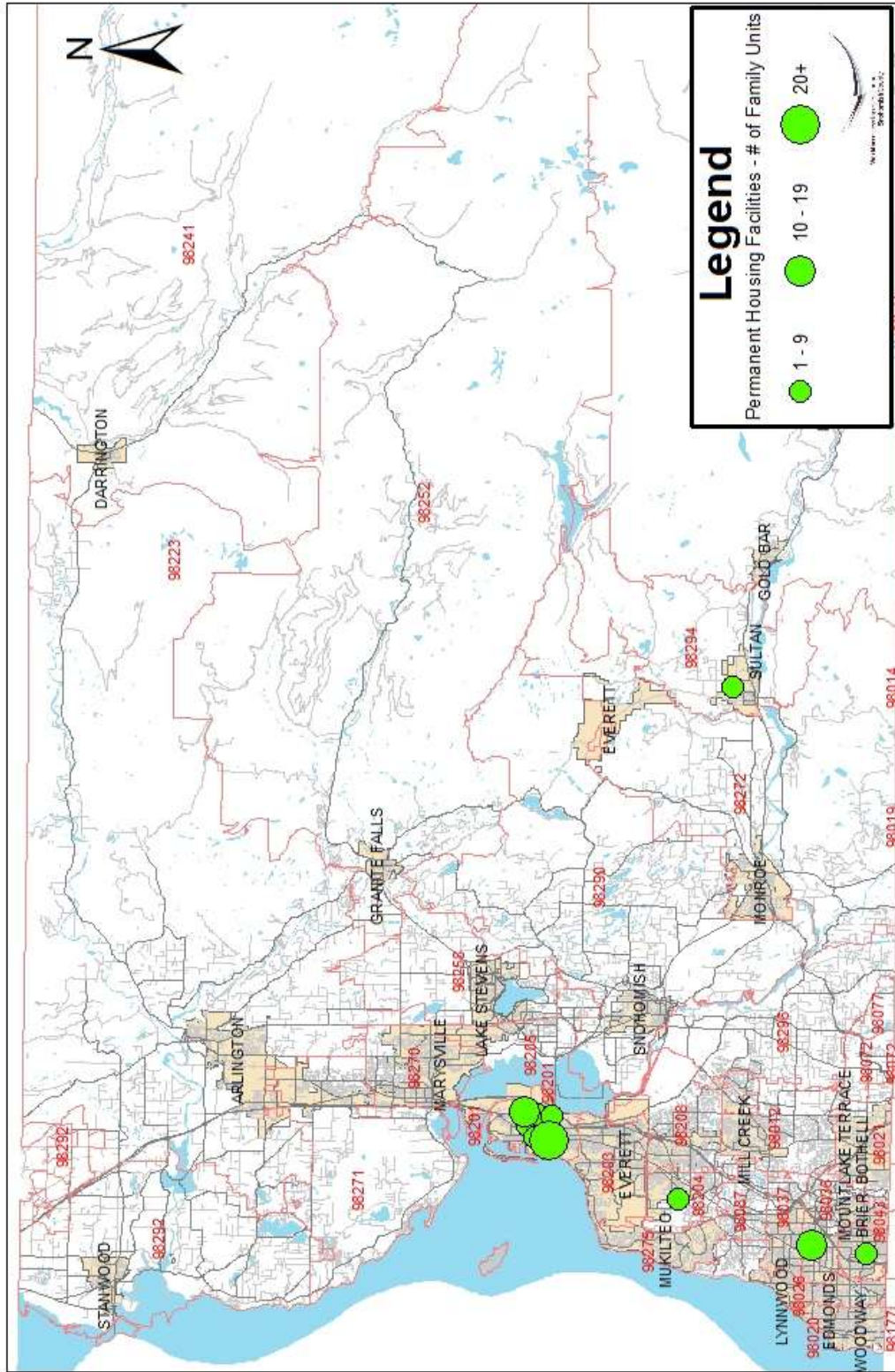
Snohomish County Transitional Housing Facilities



Appendix G: Snohomish County Permanent Supportive Housing Facilities

Agency	Facility/Program	City	Zip	Target Population A	Target Population B	Family Beds	Family Units
CCS	PBRA-HIV/AIDS	Everett	98201	SMF+HC	HIV	2	1
CCS	HIV/AIDS Duplex	Mountlake Terrace	98053	HC	HIV	4	2
CCS	Project Ladder-Families	Lynnwood	98037	HC		28	13
CCS	Project Anchor	Everett	98201	HC		10	4
Housing Hope	Avondale	Everett	98204	HC		40	8
Housing Hope	Winters Creek North	Sultan	98294	HC		34	7
Salvation Army	EHP Permanent Housing	Everett	98201	SMF+HC		20	5
VOA	Sky Valley Chr Leasing	Everett	98201	SMF+HC		20	10
TIANW	Interfaith Housing Partnership	Everett	98206	HC		15	5
YWCA	SHP Longer Term Leasing for Disabled	Everett	98201	SMF+HC		14	5
YWCA/ HASCO	Shelter Plus Care (#5, #40)	Everett	98201	SMF+HC		380	120

Snohomish County Permanent Supportive Housing Facilities



Appendix H: Snohomish County Site-Specific Assisted Housing United

Jurisdiction	Units for Seniors	Units for Families	Units for Individuals	Total Units
Arlington	320	180	7	507
Darrington	20	–	–	20
Edmonds	178	120	31	329
Everett	744	1,484	437	2,665
Granite Falls	30	–	–	30
Lake Stevens	112	55	–	167
Lynnwood	485	753	21	1,259
Marysville	338	470	176	984
Mill Creek	45	277	–	322
Monroe	124	52	3	179
Mountlake Terrace	–	113	2	115
Mukilteo	–	–	61	61
Snohomish City	144	96	14	254
Stanwood	144	46	32	222
Sultan	26	7	7	40
Non-SW Unincorporated UGA	–	109	6	115
Rural Unincorporated	68	128	–	196
SW Unincorporated UGA	326	774	27	1,127
Unidentified Location	–	257	20	277
Totals for Project- Based Units	3,104	4,921	844	8,869
Countywide Total Number of Tenant-Based Rental Subsidies				5,131
Countywide Total of Project-Based and Tenant-Based Units				14,000

Appendix I: Snohomish County Project-Based Assisted Housing Units and Tenant-Based Vouchers

Jurisdiction	Total Units
Arlington	625
Bothell (Snohomish County portion)	17
Brier	1
Darrington	29
Edmonds	337
Everett	4,291
Gold Bar	5
Granite Falls	61
Index	2
Lake Stevens	267
Lynnwood	1,822
Marysville	1,324
Mill Creek	457
Monroe	236
Mountlake Terrace	236
Mukilteo	121
Snohomish City	334
Stanwood	268
Sultan	69
Woodway	1
Unincorporated County (Urban)	2,718
Unincorporated County (Rural)	871
Unidentified location	492
Total	14,000

Appendix J: Inventory of Current Resources

Program Name: Community Development Block Grant – Services		
Agency Receiving Funds: Snohomish County Office of Housing, Homelessness, and Community Development		
Source of Funds:	Federal	Department of Housing and Urban Development
Program Description: The program is designed to help entitlement communities carry out affordable housing and community development activities directed toward revitalizing neighborhoods, economic development, and providing improved community facilities and services. Snohomish County, in partnership with 18 cities and towns, receives funds as an Urban County Consortium for which it administers the funds.		
Pillar(s) Addressed:	Rapid Re-housing Tailored Services Economic Opportunity	
Target Population(s): Services are designed to benefit low and moderate-income individuals.		
Allowed Uses: Funds may be used for services to the homeless, drug intervention, domestic violence services, basic health services, youth programs, child care, crime prevention, and fair housing counseling.		
Funding Priorities: Funding priorities are established in the Consolidated Plan prepared every five years and updated through an annual Action Plan.		
Current Use: Provision of services to homeless and non-homeless individuals and families including emergency housing vouchers, case management, supportive services, and economic opportunity services.		
Funding Amount: \$489,245		
2009 Families Funding: \$184,761		
Funding Cycle/Process: Snohomish County issues applications every other year for a two year period.		
Contact Information: Dean Weitenhagen, (425) 388-3267		
Date Completed: 1/26/10		
Comments (including challenges and opportunities): Funding has declined. Priority for use of funds is determined through a collaborative process.		

Program Name: Community Development Block Grant – Housing Rehabilitation		
Agency Receiving Funds: Snohomish County Office of Housing, Homelessness, and Community Development		
Source of Funds:	Federal	Department of Housing and Urban Development
Program Description: The program is designed to help entitlement communities carry out affordable housing and community development activities directed toward revitalizing neighborhoods, economic development, and providing improved community facilities and services. Snohomish County, in partnership with 18 cities and towns, receives funds as an Urban County Consortium for which it administers the funds.		
Pillar(s) Addressed:	None	
Target Population(s): Services are designed to benefit low and moderate-income individuals.		
Allowed Uses: Funds may be used support acquisition for rehabilitation, energy improvements, removal of material and architectural barriers, code enforcement, historic preservation, and lead based paint testing and abatement.		
Funding Priorities: Funding priorities are established in the Consolidated Plan prepared every five years along with an annual Action Plan.		
Current Use: Provision of housing rehabilitation services for homeowners		
Funding Amount: \$891,100		
2009 Families Funding: \$0		
Funding Cycle/Process: Snohomish County issues applications annually.		
Contact Information: Dean Weitenhagen, (425) 388-3267		
Date Completed: 1/26/10		
Comments (including challenges and opportunities): Funding has declined. Priority for use of funds is determined through a collaborative process.		

Program Name: Community Development Block Grant – Public Facilities and Infrastructure		
Agency Receiving Funds: Snohomish County Office of Housing, Homelessness, and Community Development		
Source of Funds:	Federal	Department of Housing and Urban Development
Program Description: The program is designed to help entitlement communities carry out affordable housing and community development activities directed toward revitalizing neighborhoods, economic development, and providing improved community facilities and services. Snohomish County, in partnership with 18 cities and towns, receives funds as an Urban County Consortium for which it administers the funds.		
Pillar(s) Addressed:	Rapid Re-housing	
Target Population(s): Services are designed to benefit low and moderate-income neighborhoods.		
Allowed Uses: Funds may be used support acquisition, disposition, public facilities and infrastructure, clearance and demolition, rehabilitation, street and sewer improvements, homeownership assistance, and housing for the homeless.		
Funding Priorities: Funding priorities are established in the Consolidated Plan prepared every five years along with an annual Action Plan.		
Current Use: Provision of capital support to shelter and other facilities as well as use for other public facilities and infrastructure projects.		
Funding Amount: \$916,251		
2009 Families Funding: \$0		
Funding Cycle/Process: Snohomish County issues applications annually.		
Contact Information: Dean Weitenhagen, (425) 388-3267		
Date Completed: 1/26/10		
Comments (including challenges and opportunities): Funding has declined. Priority for use of funds is determined through a collaborative process.		

Program Name: Emergency Shelter Grant Program (Federal Portion of the Emergency Shelter and Homelessness Prevention Program)		
Agency Receiving Funds: Snohomish County Office of Housing, Homelessness, and Community Development		
Source of Funds:	Federal	Department of Housing and Urban Development
Program Description: These funds are combined with State Emergency Shelter Assistance Program funds to provide emergency shelter, homeless prevention, and case management to individuals and families who are homeless or at risk of homelessness. The shelter portion of the funds is intended to reduce shelter stays and help individuals and families transition to permanent housing. The prevention portion of the funds is used to keep families from becoming homeless through the provision of emergency rental assistance.		
Pillar(s) Addressed:	Prevention Coordinated Entry Rapid Re-housing Tailored Services	
Target Population(s): Services are designed to benefit homeless individuals and individuals at risk of homelessness.		
Allowed Uses: Funds may be used to improve the quality of existing emergency shelters for the homeless, make available additional shelters, meet the costs of operating these facilities, provide essential social services to the homeless, and help prevent homelessness.		
Funding Priorities: Funding priorities are established in the Consolidated Plan prepared every five years along with an annual Action Plan.		
Current Use: Provision of services to support projects in emergency shelters and transitional housing.		
Funding Amount: \$128,600		
2009 Families Funding: \$103,808		
Funding Cycle/Process: Snohomish County issues applications every other year for a two year period.		
Contact Information: Dean Weitenhagen, (425) 388-3267		
Date Completed: 1/26/10		
Comments (including challenges and opportunities): The passage of the HEARTH Act and anticipated regulations will increase reporting and performance accountability, will emphasize prevention and rapid re-housing, and redefine and re-focus funds for services. These changes will have implications for projects funded in the future. Priority for use of funds is determined through a collaborative process.		

Program Name: HOME Investment Partnerships Program		
Agency Receiving Funds: Snohomish County Office of Housing, Homelessness, and Community Development		
Source of Funds:	Federal	Department of Housing and Urban Development
Program Description: The program funds the development of affordable housing in entitlement communities. Snohomish County, in partnership with 18 cities and towns, receives funds as an Urban County Consortium for which it administers the funds. Snohomish County distributes 21% of the funds to the City of Everett for eligible housing activities within the city limits.		
Pillar(s) Addressed:	Rapid Re-housing	
Target Population(s): Services are designed to benefit low and, for some services, moderate-income households.		
Allowed Uses: Funds may be used for capital costs to develop transitional housing and permanent rental housing, tenant-based rental assistance, home rehabilitation assistance, home purchase assistance, and the operation of Community Housing Development Organizations (CHDOs). At least 15% of the HOME allocation must be set aside for capital projects developed by CHDOs.		
Funding Priorities: Financing of capital costs and organizational capacity-building.		
Current Use: Funds are used for acquisition, demolition, construction, and bridge financing for the creation of affordable housing for the target population. Funds are also used to support CHDO operations.		
Funding Amount: \$1,574,917		
2009 Families Funding: \$0		
Funding Cycle/Process: Snohomish County issues applications in annual funding cycles.		
Contact Information: Dean Weitenhagen, (425) 388-3267		
Date Completed: 1/26/10		
Comments (including challenges and opportunities): Priority for use of funds is determined through a collaborative process.		

Program Name: Supportive Housing Program		
Agency Receiving Funds: Snohomish County Office of Housing, Homelessness, and Community Development		
Source of Funds:	Federal	Department of Housing and Urban Development
Program Description: The program is designed to help entitlement communities provide housing, operating costs, and services. Snohomish County, in partnership with 18 cities and towns, receives funds as an Urban County Consortium for which it administers the funds.		
Pillar(s) Addressed:	Rapid Re-housing Tailored Services	
Target Population(s): Services are designed to benefit low-income individuals.		
Allowed Uses: Funds may be used to finance transitional housing (operations and supportive services), supportive services only, safe havens, permanent supportive housing, and operation of the Homeless Management Information System (HMIS).		
Funding Priorities: Funding priorities are established in the Consolidated Plan prepared every five years along with an annual Action Plan.		
Current Use: Provision of leasing agreements and services for homeless individuals and families in transitional and permanent supportive housing.		
Funding Amount: \$1,194,702 (Snohomish County share only)		
2009 Families Funding: \$546,699		
Funding Cycle/Process: Applications are accepted and prioritized in Spring/Summer each year through the Continuum of Care process conducted in collaboration with the Homeless Policy Task Force. The County is currently examining the timing of applications for greater efficiency.		
Contact Information: Dean Weitenhagen, (425) 388-3267		
Date Completed: 1/26/10		
Comments (including challenges and opportunities): The passage of the HEARTH Act and anticipated regulations will increase reporting and performance accountability, will emphasize prevention and rapid re-housing, and redefine and re-focus funds for services. These changes will have implications for projects funded in the future. Priority for use of funds is determined through a collaborative process.		

Program Name: Homeless Grant Assistance Program	
Agency Receiving Funds: Snohomish County Office of Housing, Homelessness, and Community Development	
Source of Funds:	State Department of Commerce
Program Description: The program is designed to support operations and supportive services costs of housing projects or units within housing projects that are prioritized under the locally-generated 10 Year Plan.	
Pillar(s) Addressed:	Prevention Rapid Re-housing Tailored Services Economic Opportunity
Target Population(s): Services are designed to benefit low-income individuals with priority for innovative projects that reduce homelessness and demonstrate systems change by integrating criminal justice, social services, health, and other state and local systems.	
Allowed Uses: Operation and maintenance of owned structures, project-based leasing, rental assistance, and supportive services.	
Funding Priorities: Local priorities have been on the development of comprehensive pilot projects.	
Current Use: HGAP funds are used to support Project Ladder, a pilot project for homeless families on Temporary Assistance to Needy Families (TANF) with families experiencing domestic violence having priority and for youth aging out of foster care and other youth-serving institutions. Rapid re-entry services are provided with long-term supportive services and rental housing subsidy. Funds are also used to support Project Anchor which provides tiered short- and long-term rental assistance and case management support to low-income individuals and families at imminent risk of homelessness due to eviction or institutional discharge.	
Funding Amount: \$938,363	
2009 Families Funding: \$830,178	
Funding Cycle/Process: Snohomish County submits applications according to state timelines.	
Contact Information: Dean Weitenhagen, (425) 388-3267	
Date Completed: 1/26/10	
Comments (including challenges and opportunities): The continuation of state funding to be determined through the current legislative session.	

Program Name: Temporary Housing Operations and Rent	
Agency Receiving Funds: Snohomish County Office of Housing, Homelessness, and Community Development	
Source of Funds:	State Department of Commerce
Program Description: The program is designed to help low-income individuals access temporary housing and the supports needed to transition to permanent housing. Use of funds is determined through a collaborative process involving an ad hoc advisory group comprised of Homeless Policy Task Force members.	
Pillar(s) Addressed:	Rapid Re-housing Tailored Services
Target Population(s): Services are designed to benefit individuals and families that are homeless or at imminent risk of homelessness.	
Allowed Uses: Hospital discharge planning, rental assistance for 91 days up to 24 months, and case management.	
Funding Priorities: Rental assistance and case management for the target population and sub-populations.	
Current Use: Use for hospital discharge planning, rental assistance, and case management for general target population as well as harder-to-serve populations including chronically homeless individuals, families involved with the child welfare system, individuals or families with an adult member diagnosed with a mental health or chemical dependency disorder, individuals or families with an adult member exiting an institutional setting, and youth exiting out of systems.	
Funding Amount: \$172,584	
2009 Families Funding: \$172,584	
Funding Cycle/Process: Applications are typically solicited every two years for awards; however, due to the state funding circumstances this funding cycle has been amended to an 18 month cycle and is subject to change based on direction from the state.	
Contact Information: Dean Weitenhagen, (425) 388-3267	
Date Completed: 1/26/10	
Comments (including challenges and opportunities): Priority for use of funds is determined through a collaborative process.	

Program Name: Emergency Shelter Homelessness Prevention Program (State Portion of the Emergency Shelter Assistance and Homelessness Prevention Program)	
Agency Receiving Funds: Snohomish County Office of Housing, Homelessness, and Community Development	
Source of Funds:	State Department of Commerce
Program Description: These funds are combined with Federal Emergency Shelter Grant funds to provide emergency shelter, homeless prevention, and case management to individuals and families who are homeless or at risk of homelessness. The shelter portion of the funds is intended to reduce shelter stays and help individuals and families transition to permanent housing. The prevention portion of the funds is used to keep families from becoming homeless through the provision of emergency rental assistance.	
Pillar(s) Addressed:	Prevention Coordinated Entry Rapid Re-housing Tailored Services
Target Population(s): Services are designed to benefit homeless individuals and individuals at risk of homelessness.	
Allowed Uses: Funds may be used for emergency shelter, emergency rental assistance, case management, and coordinated entry.	
Funding Priorities: The Department Commerce is adding priorities for funding including the creation of a common assessment tool/process.	
Current Use: Provision of emergency shelter and rental assistance payments to Snohomish County residents including residents of the City of Everett.	
Funding Amount: \$374,905	
2009 Families Funding: \$306,153	
Funding Cycle/Process: Funds are awarded through a collaborative process with the Homeless Policy Task Force. Typically the funds are awarded biannually, but due to changes within the state's systems, the funding cycle has been reduced to a one year by year commitment.	
Contact Information: Dean Weitenhagen, (425) 388-3267	
Date Completed: 1/26/10	
Comments (including challenges and opportunities): There will also be bonuses for high-performing counties including those implementing coordinated entry practices. Priority for use of funds is determined through a collaborative process.	

Program Name: Ending Homelessness Program	
Agency Receiving Funds: Snohomish County Office of Housing, Homelessness, and Community Development	
Source of Funds:	Local Snohomish County
Program Description: Funds collected for this program are to be used for services, capital, and operating needs specifically to end or prevent homelessness under the locally-generated 10 Year Plan.	
Pillar(s) Addressed:	Prevention Coordinated Entry Rapid Re-housing Tailored Services and Services Economic Opportunity
Target Population(s): Services are designed to benefit homeless individuals and individuals at risk of homelessness.	
Allowed Uses: Construction, prevention, coordinated entry, and supportive services.	
Funding Priority(ies): Increase housing for the homeless by 2,500 units, expand homelessness prevention services, develop a community-wide access system, base the development of housing stock and services on demonstrated need and data, maintain existing effective housing and services, develop housing coupled with services for chronically homeless individuals, strengthen connections with mainstream resources, and conduct HMIS-related projects.	
Current Use: Provision of prevention services, community case management, vouchers for homeless individuals and families, and permanent supportive housing.	
Funding Amount: \$1,900,000	
2009 Families Funding: \$1,273,094	
Funding Cycle/Process: Snohomish County issues an application annually each Winter/Spring.	
Contact Information: Dean Weitenhagen, (425) 388-3267	
Date Completed: 1/26/10	
Comments (including challenges and opportunities): Capital projects are not being funded at this point in time due the limited funding available.	

Program Name: Affordable Housing Trust Fund - Capital		
Agency Receiving Funds: Snohomish County Office of Housing, Homelessness, and Community Development		
Source of Funds:	Local	Snohomish County
Program Description: The Affordable Housing Trust Fund (AHTF) was established by Snohomish County with 60 percent of the funds being retained by the County and its cities for housing projects affordable to very low-income persons. Snohomish County, in partnership with 18 cities and towns, receives funds as an Urban County Consortium for which it administers the funds. Fifteen percent of the funds are set aside to support operation of emergency shelters and licensed overnight youth shelters. Up to \$150,000 may be used for low-income/homeless rental properties for operation and maintenance costs. Twenty one percent of the funds are distributed to the City of Everett as a set-aside for eligible housing activities within the city limits.		
Pillar(s) Addressed:	Rapid Re-housing	
Target Population(s): Services are designed to benefit very low-income individuals.		
Allowed Uses: Acquisition, construction, or rehabilitation of housing projects or units within housing projects affordable to very low-income persons.		
Funding Priorities: Capital projects.		
Current Use: Funds are used to pay for acquisition, development, construction, and soft costs associated with capital affordable housing projects for target population members including youth and elderly community residents as well as first-time homebuyers through sweat equity programming.		
Funding Amount: \$581,484		
2009 Families Funding: \$0		
Funding Cycle/Process: Snohomish County issues an annual renewal application in the Fall for existing contractors. New applications are accepted each year in the Fall.		
Contact Information: Dean Weitenhagen, (425) 388-3267		
Date Completed: 1/26/10		
Comments (including challenges and opportunities): Priority for use of funds is determined through a collaborative process.		

Program Name: Affordable Housing Trust Fund – Operations and Maintenance		
Agency Receiving Funds: Snohomish County Office of Housing, Homelessness, and Community Development		
Source of Funds:	Local	Snohomish County
Program Description: The Affordable Housing Trust Fund (AHTF) was established by Snohomish County with 60 percent of the funds being retained by the County and its cities for housing projects affordable to very low-income persons. Snohomish County, in partnership with 18 cities and towns, receives funds as an Urban County Consortium for which it administers the funds. Fifteen percent are set aside to support operation of emergency shelters and licensed overnight youth shelters. Up to \$150,000 may be used for low-income/homeless rental properties for operation and maintenance costs. Twenty one percent is distributed to the City of Everett as a set-aside for eligible housing activities within the city limits.		
Pillar(s) Addressed:	Rapid Re-housing	
Target Population(s): Services are designed to benefit very low-income individuals.		
Allowed Uses: Building operations and maintenance costs within housing projects built with AHTF funds and operating costs for emergency shelters and overnight youth shelters.		
Funding Priorities: Operation of projects for homeless and non-homeless individuals and families.		
Current Use: Funds are used to operate and maintain affordable housing for the target population including youth and elderly community residents.		
Funding Amount: \$268,248		
2009 Families Funding: \$112,693		
Funding Cycle/Process: Snohomish County issues an annual renewal application in the Fall for existing contractors. New applications are accepted each year in the Fall.		
Contact Information: Dean Weitenhagen, (425) 388-3267		
Date Completed: 1/26/10		
Comments (including challenges and opportunities): Priority for use of funds is determined through a collaborative process.		

Program Name: Shelter Plus Care Program		
Agency Receiving Funds: Housing Authority of Snohomish County		
Source of Funds:	Federal	Department of Housing and Urban Development
Program Description: The program provides rental assistance for harder-to-serve homeless persons with disabilities in connection with supportive services funded from sources outside the program.		
Pillar(s) Addressed:	Rapid Re-housing Tailored Services	
Target Population(s): Services are designed to benefit harder-to-serve homeless persons with disabilities.		
Allowed Uses: Funds may be used to finance long-term housing for homeless persons with disabilities; primarily those with serious mental illness, chronic problems with alcohol and/or drugs, and/or AIDS or related diseases; and their families. The program allows for a range of housing choices coupled with supportive services funded by other sources.		
Funding Priorities: Funding priorities are established in the Consolidated Plan prepared every five years along with an annual Action Plan.		
Current Use: The program is managed for the Housing Authority by the YWCA of Seattle-King County-Snohomish County which partners with a wide range of human services organizations that provide case management and supportive services to members of the target population with other funds.		
Funding Cycle/Process: The program is funded through the annual Continuum of Care process conducted in collaboration with the Homeless Policy Task Force.		
Funding Amount: \$2,630,880		
Contact Information: Bob Davis, (425) 290-8499 x 532		
Date Completed: 1/28/10		
Comments (including challenges and opportunities): The passage of the HEARTH Act and anticipated regulations will increase reporting and performance accountability, will emphasize prevention and rapid re-housing, and redefine and re-focus funds for services. These changes will have implications for projects funded in the future. Priority for use of funds is determined through a collaborative process.		

Program Name: Community Development Block Grant – Housing Rehabilitation and Public Facilities and Infrastructure		
Agency Receiving Funds: City of Everett		
Source of Funds:	Federal	Department of Housing and Urban Development
Program Description: The program is designed to help entitlement communities carry out affordable housing and community development activities directed toward revitalizing neighborhoods, economic development, and providing improved community facilities and services.		
Pillar(s) Addressed:	Rapid Re-housing	
Target Population(s): Services are designed to benefit low and moderate-income individuals.		
Allowed Uses: Funds may be used support acquisition for rehabilitation, energy improvements, removal of material and architectural barriers, code enforcement, historic preservation, and lead based paint testing and abatement of housing and for acquisition, disposition, clearance and demolition, rehabilitation, and street and sewer improvements for public facilities and infrastructure.		
Funding Priorities: Funding priorities are established in the Consolidated Plan prepared every five years along with an annual Action Plan.		
Current Use: Provision of funds to rehabilitate housing for low-income individuals and families.		
Funding Amount: \$550,253		
Funding Cycle/Process: An application is issued for all City of Everett programs annually.		
Contact Information: Ross Johnson, (425) 257-7185		
Date Completed: 1/28/10		
Comments (including challenges and opportunities): Funding has declined. Priority for use of funds is determined through a collaborative process.		

Program Name: Community Development Block Grant - Services

Agency Receiving Funds: City of Everett		
Source of Funds:	Federal	Department of Housing and Urban Development
Program Description: The program is designed to help entitlement communities carry out affordable housing and community development activities directed toward revitalizing neighborhoods, economic development, and providing improved community facilities and services.		
Pillar(s) Addressed:	Rapid Re-housing Tailored Services Economic Opportunity	
Target Population(s): Services are designed to benefit low and moderate-income individuals.		
Allowed Uses: Funds may be used for services to the homeless, drug intervention, domestic violence services, basic health services, youth programs, child care, crime prevention, and fair housing counseling.		
Funding Priorities: Funding priorities are established in the City's Consolidated Plan prepared every five years and updated through an annual Action Plan.		
Current Use: Provision of services to homeless and non-homeless individuals and families including case management, supportive services, and economic opportunity services.		
Funding Amount: \$50,552		
Funding Cycle/Process: An application is issued for all City of Everett programs annually.		
Contact Information: Ross Johnson, (425) 257-7185		
Date Completed: 1/28/10		
Comments (including challenges and opportunities): Funding has declined. Priority for use of funds is determined through a collaborative process.		

Program Name: HOME Investment Partnerships Program

Agency Receiving Funds: City of Everett		
Source of Funds:	Federal	Department of Housing and Urban Development
Program Description: The program funds the development of affordable housing in entitlement communities. Funds are distributed to the City of Everett by Snohomish County.		
Pillar(s) Addressed:	Rapid Re-housing	
Target Population(s): Services are designed to benefit low and, for some services, moderate-income households.		
Allowed Uses: Funds may be used for capital costs to develop transitional housing and permanent rental housing, tenant-based rental assistance, home rehabilitation assistance, and home purchase assistance.		
Funding Priorities: Financing of capital costs and organizational capacity-building.		
Current Use: Funds are used for acquisition and rehabilitation that creates single and multi-family affordable housing.		
Funding Amount: \$479,323		
Funding Cycle/Process: An application is issued for all City of Everett programs annually.		
Contact Information: Ross Johnson, (425) 257-7185		
Date Completed: 1/28/10		
Comments (including challenges and opportunities): Priority for use of funds is determined through a collaborative process.		

Program Name: Affordable Housing Trust Fund		
Agency Receiving Funds: City of Everett		
Source of Funds:	Local	City of Everett
Program Description: The Affordable Housing Trust Fund (AHTF) was established by Snohomish County with a portion of the funds being distributed to the City of Everett through an interlocal agreement for housing projects within the city limits that are affordable to very low- and low-income persons.		
Pillar(s) Addressed:	Rapid Re-housing	
Target Population(s): Services are designed to benefit very low- and low-income individuals.		
Allowed Uses: Acquisition, construction, and rehabilitation of housing projects or units within housing projects affordable to very low-income persons.		
Funding Priorities: Capital projects.		
Current Use: Provides funds to acquire facilities for shelters, rehabilitate shelter, and maintain and operate shelters.		
Funding Amount: \$198,893		
Funding Cycle/Process: An application is issued for all City of Everett programs annually.		
Contact Information: Ross Johnson, (425) 257-7185		
Date Completed: 1/28/10		
Comments (including challenges and opportunities): Priority fo ruse of funds is determined through a collaborative process.		

Program Name: Human Needs Program		
Agency Receiving Funds: City of Everett		
Source of Funds:	Local Public	City of Everett
Program Description: This program funds a wide range of social services programs to meet the housing and related needs of low-income individuals and families.		
Pillar(s) Addressed:	Rapid Re-housing Tailored Services and Services	
Target Population(s): Low-income individuals and families.		
Allowed Uses: Funds may be spent to meet a broad spectrum of human needs.		
Current Use: Funds are used to meet a broad spectrum of human needs.		
Funding Amount: \$48,500		
Funding Cycle/Process: An application is issued for all City of Everett programs annually.		
Contact Information: Ross Johnson, (425) 257-7185		
Date Completed: 1/28/10		
Comments (including challenges and opportunities): These funds are quite flexible and used to address gaps in service as needed by City of Everett residents.		

Program Name: Multi-Year Program Grants		
Agency Receiving Funds: United Way of Snohomish County		
Source of Funds:	Private	Donor Contributions
Program Description: United Way of Snohomish County makes strategic investments in multi-year grants in three year cycles. United Way's three vision councils, Kids Matter, Families Matter, and Community Matters engage in an in-depth study of community conditions using a multi-faceted learning approach which includes a review of research and panel presentations from issue experts. The councils use this approach to make recommendations on how to best focus grant allocations. Each council determines priority investment areas and presents their recommendations to the Vision Council Coordinating Committee. The Coordinating Committee, in turn, makes recommendations to the Board of Directors which determines allocations to each council and makes decisions regarding priority investment areas.		
Pillar(s) Addressed:	Coordinated Entry Prevention Rapid Re-housing Tailored Services and Services/Type: Various Economic Opportunity/Type: Various	
Target Population(s): Snohomish County residents in need.		
Allowed Uses: There are no external restrictions on allowed uses other than for designated contributions. Funds cannot be used for capital expenditures.		
Funding Priorities for the Upcoming Grant Cycle: Kids Matter – childcare; children/youth development; intervention for children and youth experiencing homelessness, in foster care, having mental health issues, and having substance abuse issues, and experiencing family conflict Families Matter – housing and shelter including supportive services, case management, and prevention; emergency stabilization including rent/mortgage assistance, transportation, utility, and other assistance; food and nutrition; mental health and substance abuse services; life skills for self-sufficiency Community Matters – improve access to resources for isolated populations; transportation for underserved/un-served areas; inclusive services for multi-cultural and diverse populations		
Current Use: Kids Matter – programs and services related to children/youth development, including parent and care-taker support and foster care. Families Matter – programs and services that address basic needs Community Matters – programs and services that connect people to community and ensure access to services		
Funding Amount: To be determined through campaign process currently underway. In 2009, \$2.8 million were issued in the third year of the current multi-year grant cycle.		
2009 Families Funding: While many programs serve families that are homeless or at risk of homelessness, \$231,360 is dedicated specifically to serving unaccompanied minors with housing and other services and \$16,416 is targeted to serving families in shelter and transitional housing.		
Funding Cycle/Process: United Way of Snohomish County is currently in the middle of its three year funding application for 2010-2013.		
Contact Information: Barbara Davis, (425) 374-5502		
Date Completed: 1/26/10		
Comments (including challenges and opportunities): Need outpaces the funds available to allocate.		

Program Name: Project-Based Vouchers		
Agency Receiving Funds: Everett Housing Authority		
Source of Funds:	Federal	Department of Housing and Urban Development
Program Description: The purpose of Project-Based Vouchers is to ensure adequate operating income for the housing units for homeless families developed under the Sound Families Initiative.		
Pillar(s) Addressed:	Rapid Re-housing	
Target Population(s): Homeless families unable to pay market rate.		
Allowed Uses/Funding Priorities: Project-Based Vouchers may be used to pay for homeless families to reside in the housing units developed under the Sound Families Initiative.		
Current Use: Everett Housing Authority partners with 6 agencies to provide 99 Project-Based Vouchers for Sound Families Initiative families at 7 sites.		
Funding Amount: \$1,126,342		
2009 Families Funding: \$1,126,342		
Contact Information: Bud Alkire, (425) 303-1102		
Date Completed: 1/28/10		
Comments (including challenges and opportunities): One of the significant challenges with these vouchers is that the Housing Authority must, by regulation, offer recipients of Project-Based Vouchers with tenant based vouchers following exit from the Project-Based Voucher site after one year of occupancy. When a Project-Based Voucher recipient moves out of a Sound Families unit, the family must be provided with a tenant based voucher and the new family entering the Sound Families unit must be provided with a new Project-Based Voucher. Over time, this is resulting in an ever-increasing number of vouchers reserved specifically for current and former Sound Families Initiative families at a time with the total number of vouchers available is fixed and inadequate to meet local need.		

Program Name: Project-Based Vouchers		
Agency Receiving Funds: Housing Authority of Snohomish County		
Source of Funds:	Federal	Department of Housing and Urban Development
Program Description: The purpose of Project-Based Vouchers is to ensure adequate operating income for the housing units for homeless families developed under the Sound Families Initiative.		
Pillar(s) Addressed:	Rapid Re-housing	
Target Population(s): Homeless families unable to pay market rate.		
Allowed Uses/Funding Priorities: Project-Based Vouchers may be used to pay for homeless families to reside in the housing units developed under the Sound Families Initiative.		
Current Use: The Housing Authority of Snohomish County partners with 6 agencies to provide 304 Project-Based Vouchers for Sound Families Initiative families at 23 sites.		
Funding Amount: \$3,002,304		
2009 Families Funding: \$3,002,304		
Contact Information: Bob Davis, (425) 290-8499 x 532		
Date Completed: 1/28/10		
Comments (including challenges and opportunities): One of the significant challenges with these vouchers is that the Housing Authority must, by regulation, offer recipients of Project-Based Vouchers with tenant based vouchers following exit from the Project-Based Voucher site after one year of occupancy. When a Project-Based Voucher recipient moves out of a Sound Families unit, the family must be provided with a tenant based voucher and the new family entering the Sound Families unit must be provided with a new Project-Based Voucher. Over time, this is resulting in an ever-increasing number of vouchers reserved specifically for current and former Sound Families Initiative families at a time with the total number of vouchers available is fixed and inadequate to meet local need.		

Program Name: Workforce Investment Act Title I-B Adult Program		
Agency Receiving Funds: Workforce Development Council Snohomish County		
Source of Funds:	Federal	Department of Labor
Program Description: This program provides services to adults through one-stop career centers at three levels of service: (1) core services available to all job seekers, (2) intensive services available to individuals who are not able to obtain employment through core services with priority for low-income adults, and (3) training services available to individuals who are not able to obtain employment through core and intensive services with priority for low-income adults.		
Pillar(s) Addressed:	Prevention: Economic Opportunity and Supportive Services Tailored Services: Case Management and Supportive Services Economic Opportunity/Type: Education, Training, Job Readiness, Job Placement, Wage Progression, Financial Asset Development, Financial Literacy	
Target Population(s): Adults, age 18 or over, with priority for low-income adults and veterans and eligible family members.		
Allowed Uses: Economic opportunity, case management, and supportive services.		
Funding Priorities: Low-income adults, veterans and eligible family members.		
Current Use: 75% low-income adults with an absolute priority for veterans and eligible family members. Training must be in one of nine industry clusters identified for economic development in Snohomish County.		
Funding Amount: \$1,140,434		
2009 Families Funding: \$0		
Funding Cycle/Process: Workforce Development Council Snohomish County issues competitive requests for proposals which may be on an annual basis with the option of extending successful contractors for an additional year (s).		
Contact Information: Amy Persell, (425) 921-3487		
Date Completed: 1/26/10		
Comments (including challenges and opportunities): It is unclear what the allocation will be for PY 2010 (7/1/10-6/30/11) and beyond. It is also unclear whether the Workforce Investment Act will be reauthorized in the near future which could create significant changes in allowable uses of funds.		

Program Name: Workforce Investment Act Title I-B Dislocated Worker Program		
Agency Receiving Funds: Workforce Development Council Snohomish County		
Source of Funds:	Federal	Department of Labor
Program Description: This program provides services to dislocated workers through one-stop career centers at three levels of service: (1) core services available to all job seekers, (2) intensive services available to individuals who are not able to obtain employment through core services, and (3) training services available to individuals who are not able to obtain employment through core and intensive services.		
Pillar(s) Addressed:	Prevention: Economic Opportunity and Supportive Services Tailored Services: Case Management and Supportive Services Economic Opportunity/Type: Education, Training, Job Readiness, Job Placement, Wage Progression, Financial Asset Development, Financial Literacy	
Target Population(s): Dislocated workers, age 18 or over, with priority for veterans and eligible family members.		
Allowed Uses: Economic opportunity, case management, and supportive services.		
Funding Priorities: Dislocated workers with priority for veterans and eligible family members.		
Current Use: 100% dislocated workers with an absolute priority for veterans and eligible family members. Training must be in one of nine industry clusters identified for economic development in Snohomish County.		
Funding Amount: \$1,304,235		
2009 Families Funding: \$0		
Funding Cycle/Process: Workforce Development Council Snohomish County issues competitive requests for proposals which may be on an annual basis with the option of extending successful contractors for an additional year (s).		
Contact Information: Amy Persell, (425) 921-3487		
Date Completed: 1/26/10		
Comments (including challenges and opportunities): It is unclear what the allocation will be for PY 2010 (7/1/10-6/30/11) and beyond. It is also unclear whether the Workforce Investment Act will be reauthorized in the near future which could create significant changes in allowable uses of funds.		

Program Name: Workforce Investment Act Title I-B Youth Program

Agency Receiving Funds: Workforce Development Council Snohomish County	
Source of Funds:	Federal Department of Labor
Program Description: This program helps low-income youth, ages 14-21, acquire the educational and occupational skills, training, and support needed to achieve academic and employment success and successfully transition to careers and productive adulthood.	
Pillar(s) Addressed:	Prevention: Economic Opportunity and Supportive Services Tailored Services: Case Management and Supportive Services Economic Opportunity/Type: Education, Training, Job Readiness, Job Placement, Wage Progression, Financial Asset Development, Financial Literacy
Target Population(s): Low-income youth with barriers to employment.	
Allowed Uses: Ten program elements including economic opportunity, case management, and supportive services.	
Funding Priorities: All ten program elements with no more than 70% being spent on in-school youth.	
Current Use: All ten program elements with 50% being spent on in-school youth.	
Funding Amount: \$1,178,390	
2009 Families Funding: \$0	
Funding Cycle/Process: Workforce Development Council Snohomish County issues competitive requests for proposals which may be on an annual basis with the option of extending successful contractors for an additional year (s).	
Contact Information: Amy Persell, (425) 921-3487	
Date Completed: 1/26/10	
Comments (including challenges and opportunities): It is unclear what the allocation will be for PY 2010 (7/1/10-6/30/11) and beyond. It is also unclear whether the Workforce Investment Act will be reauthorized in the near future which could create significant changes in allowable uses of funds.	

Appendix K: BGCC Full Report

BGCC Interviews: Life Domain Ratings⁵¹

Life Domain	Benchmark Rating	Self-Assessment
Access to Services	Thriving	7 (21%)
	Safe	10 (31%)
	Stable	12 (36%)
	Vulnerable	4 (12%)
	In Crisis	0 (0%)
Career Resiliency and Training	Thriving	0 (0%)
	Safe	0 (0%)
	Stable	4 (12%)
	Vulnerable	20 (61%)
	In Crisis	9 (27%)
Childcare	Thriving	10 (36%)
	Safe	13 (45%)
	Stable	1 (4%)
	Vulnerable	3 (11%)
	In Crisis	1 (4%)
Education	Thriving	1 (3%)
	Safe	3 (9%)
	Stable	18 (55%)
	Vulnerable	10 (30%)
	In Crisis	1 (3%)
Employment	Thriving	0 (0%)
	Safe	0 (0%)
	Stable	2 (29%)
	Vulnerable	2 (29%)
	In Crisis	3 (42%)
Financial Life Skills	Thriving	6 (18%)
	Safe	10 (31%)
	Stable	8 (24%)
	Vulnerable	4 (12%)
	In Crisis	5 (15%)
Legal	Thriving	0 (0%)

⁵¹ Visit <http://www.worksourceonline.com/js/matrix.htm> for a full description of each life domain and rating scales.

	Safe	0 (0%)
	Stable	4 (30%)
	Vulnerable	6 (47%)
	In Crisis	3 (23%)
Mental Health	Thriving	1 (13%)
	Safe	3 (36%)
	Stable	2 (25%)
	Vulnerable	1 (13%)
	In Crisis	1 (13%)
Physical Health	Thriving	1 (3%)
	Safe	6 (18%)
	Stable	18 (55%)
	Vulnerable	2 (6%)
	In Crisis	6 (18%)
Substance Use	Thriving	18 (55%)
	Safe	6 (18%)
	Stable	5 (15%)
	Vulnerable	4 (12%)
	In Crisis	0 (0%)
Support System	Thriving	4 (12%)
	Safe	5 (15%)
	Stable	7 (22%)
	Vulnerable	13 (39%)
	In Crisis	4 (12%)
Transportation	Thriving	3 (9%)
	Safe	10 (30%)
	Stable	15 (46%)
	Vulnerable	4 (12%)
	In Crisis	1 (3%)

BGCC Interviews: Gaps Comparison by Homeless Families and Service Providers

Life Domain	Gaps Identified by Families	Gaps Identified by Providers
Access to Services	<ul style="list-style-type: none"> - Short-term job assistance - Pro bono legal help for tickets and fines - Transportation - Help getting paid work - Experience in temporary jobs - Affordable childcare once TANF benefits decline 	<ul style="list-style-type: none"> - Childcare - Transportation - Employment services that homeless people want - Pro bono legal help
Career Resiliency and Training	<ul style="list-style-type: none"> - Worker retraining and jobs - Short term job placement - Permanent job placement - Financial aid advice - Subsidized placements with employers 	<ul style="list-style-type: none"> - Stronger referral systems between housing, employment, and colleges - Job counseling to people at risk of losing their home - Training in short-term certificates - Special assistance at WorkSource Snohomish County centers for homeless families - Skill building classes
Childcare	<ul style="list-style-type: none"> - Evening childcare - Sick childcare - Enough childcare - Special needs advocates for children - Special needs childcare 	<ul style="list-style-type: none"> - Sick childcare - Evening childcare - Special needs childcare
Education	<ul style="list-style-type: none"> - Tutors to help families in school - Computer classes at apartment complexes - Transportation to college or GED classes - Help applying for applications or scholarships - Advice for selecting college courses 	<ul style="list-style-type: none"> - Strong college-based student advising, tutoring, and coaching - On-site recruitment and registration at low-income housing complexes and libraries - Transportation to college campuses - Counseling about linking school and career goals - College prep classes located throughout Snohomish County

Life Domain	Gaps Identified by Families	Gaps Identified by Providers
Employment	<ul style="list-style-type: none"> - Skill-building classes - Work opportunities that include part-time and seasonal work - Work opportunities connected to career or college interests 	<ul style="list-style-type: none"> - Connection to and awareness of WorkSource Snohomish County services - Linkages to a continuum of job services
Financial Life Skills	<ul style="list-style-type: none"> - Budgets that change when a family moves or loses or change benefits - Financial literacy connected to buying a car or paying bills - Crisis housing support to pre-empt foreclosures - Emergency bank of temporary jobs - Help applying for loans and bank accounts 	<ul style="list-style-type: none"> - Resources to support college scholarships - Budgeting support - Help addressing benefit cliffs - Banking practices tools - Provision of information to all family members about predatory lending
Legal	<ul style="list-style-type: none"> - Help with fines - Help with court ordered restitution - Help with child support nonpayment - Help with child custody hearings - Help with overdue student loans 	<ul style="list-style-type: none"> - Support to manage absent parents who owe child support - Support to manage probation violations - Enough domestic violence services - Help for overdue tickets and fines - Help for banking problems
Mental Health	<ul style="list-style-type: none"> - Full coverage for state-ordered parenting sessions - SSI consideration first time applicants - Ability to ease into work, school, and mandated community service 	<ul style="list-style-type: none"> - More frequent counseling sessions than subsidies allow - Transportation to help families access treatment - Treatment to non-custodial parents to facilitate relationship with family - More pressure on SSI to award benefits to first time applicants
Physical Health	<ul style="list-style-type: none"> - Dental care for adults - Affordable health insurance - Health care for low-income part-time workers - State funding for basic health care - Help paying for orthodontia for teens 	<ul style="list-style-type: none"> - Dental care - Medical care and insurance for low-wage workers - Affordable or fully subsidized health insurance for all families

Life Domain	Gaps Identified by Families	Gaps Identified by Providers
Substance Use	<ul style="list-style-type: none"> - Better post-treatment exit plans - Urinalysis s at non-work hours 	<ul style="list-style-type: none"> - Integrating treatment, housing, and employment plans - Ensuring a support network is in place when substance users move
Support System	<ul style="list-style-type: none"> - Backup childcare - Sick baby care - Connection to resources after a move - Support system for people who have recently exited treatment programs or jail 	<ul style="list-style-type: none"> - Service for people with multiple crises - Services for ex-foster youth who become parents - Services for people with child custody problems
Transportation	<ul style="list-style-type: none"> - Ability to buy a car - Ability to buy car insurance - Ability to get a license - Bus travel on nights and weekends - Affordable bus passes for families - Affordable car repair 	<ul style="list-style-type: none"> - Full geographic bus coverage - Affordable transportation - Affordable car insurance - Affordable car repair

BGCC Interviews: Homeless Family Comments

Life Domain	Interview
Access to Services	Felicia, a Hispanic woman with a four year old son said, “My TANF ended awhile ago and though I am in Section 8 housing which is great, I want to work. I want my son to see me work. But I will never be able to afford childcare. In fact I provide it for friends informally which is why I am able to barely pay my rent.”
Career Resiliency and Training	Janna, an African American woman and victim of domestic violence, had almost no formal job experience, except a two-month part time job working in a church. The parent of two children, Janna is receiving TANF, spending a lot of time in court, and “struggling to keep it together.” About to move into Section 8 housing, she is afraid that, “life will stop and I won’t ever move on. I want to work, but would like to start with a part-time job until my oldest is in elementary school. When she took a college assessment test she scored pretty poorly. “I need to take some pre-college classes. My skills are not what they need to be. I was thinking of becoming a nurse.” Some obstacles she has to consider include a hearing and back injury, and a seven old daughter in counseling—circumstances which she called, “my legacies of abuse.”
Childcare	As Kara, mother of a six month and nine-year-old said, “I go to one place to leave my daughter, another with my son for before and after school, then off to class, back to the bus – my family spends hours going here and there – rather than what we should be doing – moving forward.”
Education	When nineteen year old Elisa became homeless she dropped out of a GED program and began working in a string of minimum wage part-time jobs. She lives with a changing cast of friends, most in the same situation. The single parent of a one-year-old, she described herself as “wishing I had finished high school or at least knew what I wanted or had something going on.” A close encounter, as she put it, with the child welfare system led her to apply for TANF, to try to see “what I can learn to do.” Though scared about starting the program, she is confident things might be changing for the better. She said, “the hardest thin, for me has been no one to talk to about my fear of school,” explaining that as a foster child she was not a good student and had once been placed in special education classes for a year before they found out she was very shy. She said there is “no education place for people like me to talk to people about what to do with their lives. The college should have something like that – and maybe have tutors who work with homeless families who are trying to continue their education but need a little more support to do that.”

Life Domain	Interview
Employment	<p>“I am so worried about work. It does not exist. I hear about green jobs – and jobs for people – where are they?” a young single mother said, noting she had submitted 70 job applications when finally she got offered an evening overnight barista job. She had to turn down the job for two reasons: the lack of safe late night bus transportation and no access to overnight childcare.</p>
Financial Life Skills	<p>Vera is a 53 year old woman who has, in her own words, “seen it all.” Raising her two adolescent grandchildren while their father is in jail has been tough and calls from the school to intervene have taken a toll. Vera said her life started to skid further when her husband died and she realized that she had very little sense about how to “run my budget.” One thing led to another, and the family found itself without a home. Vera said, “I need help to make sense of subsidies – I never needed them before.”</p>
Legal	<p>“Nothing is harder than getting back on track. I messed up big time and I should have to pay but if it gets to the point I can’t live what is the point. I need help making some deals with my creditors so that I can pay. And my tickets go up all the time. I will never get my license again at this rate,” Sandra noted, adding, “I struggle every day. Why not just do drugs again? What is the point?” Facing her third bout of homelessness, in as many years, Sandra has three children in the foster system, and one that has recently been returned to her care. She knows she has “to hold it together to keep her daughter safe and fed,” but seems extremely vulnerable.</p>
Mental Health	<p>Patrick Shannon regretted his response to being laid off. “Self medicating didn’t help neither,” Patrick noted, recalling how his involvement in the transitional housing program was a “godsend.” Since moving in he became engaged in an outpatient program and began thinking about another career. When looking back to the time when he put his name on the coordinated entry list Patrick lamented, “I wish someone had seen then how depressed I was and referred me for help because I did not believe my wife when she told me. I was at the end of my rope – nothing to hold on to – I know I can’t turn back the clock – just wish I could.”</p>
Physical Health	<p>Thirty-four year old Jackie smiled and said, “Would you like to go to a job interview with this mouth?” The two front teeth lost in an uninsured car accident had left Jackie feeling embarrassed about her appearance and in pain. Looking at her reflection in a nearby mirror Jackie said, “I need some expensive dental work. This kind of thing affects whether you get a job, especially bad for me as I want to be a receptionist.”</p>

Life Domain	Interview
Substance Use	<p>“I was on meth and so much more and stayed in recovery for eight months before I became homeless. My hours in a restaurant job were cut back and my rent got later and later. Now I am getting it together, but my past makes it hard to get a decent job. I think we need to identify people who are willing to give people like me – who have felonies but are making an effort to change a chance,” Matt Sharpe said, noting “my girlfriend and two-year-old daughter are the reason I got to keep trying.”</p>
Support System	<p>“People don’t understand that when you are homeless sometimes you are on a virtual makeover – except you don’t own a makeup kit,” Shireen said, pointing to her three young sons. “Everything has to be recreated. Even though I moved into a Section 8 I had to basically start from scratch and rebuild my life. The first thing families need to do is say, okay where is the library, where is the Wal-Mart, where is the clothing bank, etc.”</p>
Transportation	<p>“Most homeless families have a lot of trouble when it comes to transportation. It is so hard to get from Point A to Point B and C and D if you have more than one kid, are going to work, and to the many meetings you have,” said a Fatya, an Iraqi mother of two, adding, “sometimes I spend 3 or 4 hours a day on or waiting for a bus.”</p>

Appendix L: Westat Full Report

Capacity and Number of Households Served

	Shelter	Transitional Housing	Permanent Housing
Housing Programs			
Number of Programs	7 programs	23 programs	6 programs
Households Served Annually (2008)			
Total #	230 households	429 households	24 households
Mean Served per Provider	76.7 households (Range: 47-108)	21.5 households (Range: 18-108)	12 households (Range: 4-20)
<i>Missing</i>	<i>4 programs</i>	<i>3 programs</i>	<i>4 programs</i>
Capacity			
Total # of units	225 units	408 units	307 units
Length of Stay Restrictions			
≤ 30 days	20% (1)	0%	0%
≤ 90 days	20% (1)	0%	0%
≤ 1 year	20% (1)	0%	0%
≤ 2 years	40% (2)	100% (17)	0%
No restrictions	0%	0%	100% (6)
<i>Missing</i>	<i>2 programs</i>	<i>5 programs</i>	<i>0 programs</i>

	Shelter	Transitional Housing	Permanent Housing
Average Length of Stay			
≤ 30 days	25% (1)	0%	NA
≤ 90 days	25% (1)	0%	NA
≤ 1 year	0%	6% (1)	NA
≤ 2 years	50% (2)	92% (16)	NA
<i>Missing</i>	<i>3 programs</i>	<i>5 programs</i>	<i>0 programs</i>
Type of Housing Stock			
Facility-based	80% (4)	95% (19)	67% (4)
Scattered Site	20%(1)	10% (2)	17% (1)
Revolving Shelter	0%	0%	0%
Tenant Vouchers	60% (3)	5% (1)	17% (1)
<i>Missing</i>	<i>2 programs</i>	<i>3 programs</i>	<i>0 programs</i>

Eligibility Requirements

Eligibility Criteria	Shelter	Transitional Housing	Permanent Housing
Eligible Family Compositions			
No restrictions	17% (5)	0%	17% (1)
Single Females	50% (3)	10% (2)	50% (3)
Single Males	33% (2)	15% (3)	33% (2)
Families – 2 parents	83% (5)	95% (19)	100% (6)
Families – 1 parent	83% (5)	95% (19)	100% (6)

Eligibility Criteria	Shelter	Transitional Housing	Permanent Housing
Couples without children	50% (3)	80% (16)	50% (3)
<i>Missing</i>	<i>1 program</i>	<i>3 programs</i>	<i>0 programs</i>
Programs with an Age Limit for Children			
Children <12 years old	0%	0%	0%
Females > 12 years old	0%	0%	0%
Males > 12 years old	14% (1)	5% (1)	0%
<i>Missing</i>	<i>0 programs</i>	<i>0 programs</i>	<i>0 programs</i>
Eligible by Gender of Head of Household			
No gender restrictions	71% (5)	87% (20)	83% (5)
Male only	0%	0%	0%
Female only	29% (2)	13% (3)	17% (1)
<i>Missing</i>	<i>0 programs</i>	<i>0 programs</i>	<i>0 programs</i>
Eligible by Age of Head of Household			
No age restrictions	50% (3)	84% (16)	40% (2)
Youth (< 18)	0 %	0%	0%
Young adults only (18-25 year olds)	17% (1)	0%	0%
Adults (> 18)	33% (2)	16% (3)	60% (3)

Eligibility Criteria	Shelter	Transitional Housing	Permanent Housing
<i>Missing</i>	<i>1 program</i>	<i>4 programs</i>	<i>1 program</i>
Criteria that make People Ineligible			
Current substance abuse	71% (5)	86% (19)	33% (2)
Current domestic violence	43% (3)	82% (18)	33% (2)
Drug manufacturing	57% (4)	86% (19)	33% (2)
Owe time to the legal system	14% (1)	5% (1)	17% (1)
History of sex crimes	57% (4)	86% (19)	33% (2)
Crimes against children	43% (3)	77% (17)	17% (1)
Arson	14% (1)	9% (2)	17% (1)
Other felonies	43% (3)	23% (5)	33% (2)
Untreated mental illness	14% (1)	0%	0%
<i>Missing</i>	<i>0 programs</i>	<i>1 program</i>	<i>0 programs</i>

Required and Typical Client Characteristics

Client Characteristics	Shelter		Transitional Housing		Permanent Housing	
	# of Programs Requiring Characteristic	# of Programs where Characteristic is Typical	# of Programs Requiring Characteristic	# of Programs where Characteristic is Typical	# of Programs Requiring Characteristic	# of Programs where Characteristic is Typical
Chemical Dependence - Active	0%	71% (5)	0%	91% (21)	0%	50% (3)
Chemical Dependence - Recovery	0%	86% (6)	0%	91% (21)	0%	50% (3)
Chronically Homeless	29% (2)	14% (1)	9% (2)	4% (1)	17% (1)	0%
Developmental Disability	0%	14% (1)	0%	4% (1)	0%	17% (1)
Domestic Violence	0%	57% (4)	0%	22% (5)	0%	50% (3)
Ex- Offender/ Corrections	0%	57% (4)	0%	78% (18)	0%	33% (2)
Foster Youth	0%	0%	0%	0%	0%	0%
HIV/AIDS	0%	0%	0%	0%	0%	0%
Mental Health	0%	86% (6)	4% (1)	91% (21)	0%	67% (4)
Pregnant/New Parent	0%	71% (5)	1%	78% (18)	0%	50% (3)
Specific Race/Ethnicity	0%	0%	0%	0%	0%	0%
Refugees/Immigrants	0%	0%	0%	4% (1)	0%	0%

	Shelter		Transitional Housing		Permanent Housing	
Runaway/Homeless Youth	0%	29% (2)	0%	70% (16)	0%	17% (1)
Sexual Assault Victims	0%	43% (3)	0%	74% (17)	0%	17% (1)
Veterans	0%	0%	0%	0%	0%	0%

Services Provided

	Shelter			Transitional Housing			Permanent Housing		
Services Provided – % of programs who provide these services:	By Own Staff	Through Referral	Through MoA	By Own Staff	Through Referral	Through MoA	By Own Staff	Through Referral	Through MoA
Case Management									
Basic action planning with intake & referral	100% (7)	14% (1)	0%	96% (22)	4% (1)	4% (1)	83% (5)	0%	0%
Action plan & regular follow up while in residence	100% (7)	0%	0%	96% (22)	0%	4% (1)	83% (5)	0%	0%
Post program follow up after placement	86% (6)	14% (1)	0%	91% (21)	4% (1)	4% (1)	83% (5)	0%	0%
Intensive aftercare	29% (2)	14% (1)	0%	13% (3)	9% (2)	0%	33% (2)	0%	0%
Rental & Housing Assistance									
Centralized	43% (3)	14% (1)	43% (3)	22% (5)	9% (2)	74% (17)	33% (2)	17% (1)	3% (2)

	Shelter			Transitional Housing			Permanent Housing		
Services Provided – % of programs who provide these services:	By Own Staff	Through Referral	Through MoA	By Own Staff	Through Referral	Through MoA	By Own Staff	Through Referral	Through MoA
Housing Wait List									
Housing Search	71% (5)	14% (1)	0%	91% (21)	9% (2)	4% (1)	83% (5)	17% (1)	0%
Short Term \$ (<6 month subsidy)	86% (6)	29% (2)	0%	87% (20)	17% (4)	0%	67% (4)	50% (3)	0%
Mid Term \$ (7-23 month subsidy)	57% (4)	14% (1)	0%	78% (18)	13% (3)	0%	17% (1)	50% (3)	0%
Long Term \$ (24+ month subsidy)	73% (3)	14% (1)	0%	74% (17)	13% (3)	0%	17% (1)	50% (3)	0%
Permanent (No Expiration)	0%	0%	0%	78% (18)	9% (2)	0%	17% (1)	33% (2)	0%
Behavioral Health & Health Care									
Alcohol/CD	0%	86% (6)	43% (3)	0%	100% (23)	74% (17)	0%	83% (5)	17% (1)

	Shelter			Transitional Housing			Permanent Housing		
Services Provided – % of programs who provide these services:	By Own Staff	Through Referral	Through MoA	By Own Staff	Through Referral	Through MoA	By Own Staff	Through Referral	Through MoA
Treatment									
Dental	0%	71% (5)	14% (1)	0%	96% (22)	4% (1)	0%	50% (3)	17% (1)
Domestic Violence Services	0%	57% (4)	14% (1)	9% (2)	96% (22)	4% (1)	17% (1)	67% (4)	0%
Health care	0%	71% (5)	14% (1)	0%	96% (22)	4% (1)	17% (1)	50% (3)	17% (1)
HIV/AIDS	0%	71% (5)	14% (1)	0%	96% (22)	4% (1)	17% (1)	67% (4)	0%
Mental Health/Counseling	29% (2)	57% (4)	14% (1)	13% (3)	87% (20)	9% (2)	33% (2)	50% (3)	0%
Mobile Clinics	0%	43% (3)	0%	0%	26% (6)	0%	0%	33% (2)	0%
Benefits, Income & Financial Assistance									
Benefits Sign Up	29% (2)	43% (2)	0%	17% (4)	13% (3)	4% (1)	67% (4)	33% (2)	0%
Budgeting/Credit Repair/ Financial Literacy	71% (5)	0%	14%(1)	91% (21)	0%	9% (2)	50% (3)	17% (1)	17% (1)

	Shelter			Transitional Housing			Permanent Housing		
Services Provided – % of programs who provide these services:	By Own Staff	Through Referral	Through MoA	By Own Staff	Through Referral	Through MoA	By Own Staff	Through Referral	Through MoA
Financial Assist: One Time \$	71% (5)	57%(4)	0%	91% (21)	87% (20)	0%	83% (5)	50% (3)	0%
Mortgage Assistance	29% (2)	0%	0%	13 % (3)	9% (2)	0%	17% (1)	17% (1)	0%
Tenant/Landlord Education	57% (4)	14% (1)	14% (1)	91% (21)	9% (2)	9% (2)	67% (4)	0%	17% (1)
Utility Assistance	57% (4)	29% (2)	14% (1)	83% (19)	13% (3)	4% (1)	83% (5)	33% (2)	0%
Education & Employment									
Education— HS/GED Completion	29% (2)	57% (4)	0%	70% (16)	30% (7)	0%	17% (1)	50% (3)	0%

	Shelter			Transitional Housing			Permanent Housing		
Services Provided – % of programs who provide these services:	By Own Staff	Through Referral	Through MoA	By Own Staff	Through Referral	Through MoA	By Own Staff	Through Referral	Through MoA
Employment Prep & Job Search	71% (5)	14% (1)	14% (1)	91% (21)	13% (3)	9% (2)	67% (4)	17% (1)	0%
ESL/Literacy	0%	71% (5)	0%	0%	96% (22)	0%	0%	67% (4)	0%
Vocational Training	29% (2)	43% (3)	0%	70% (16)	26% (6)	4% (1)	17% (1)	33% (2)	0%
Children’s & Parenting Services									
Children’s Case Management	71% (5)	43% (3)	0%	83% (19)	22% (5)	4% (1)	67% (4)	50% (3)	0%
Child Care	29% (2)	57% (4)	14% (1)	70% (16)	83% (19)	9% (2)	17% (1)	50% (3)	17% (1)
Children’s Services	43% (3)	29% (2)	14% (1)	78% (18)	83% (19)	4% (1)	50% (3)	17% (1)	17% (1)
Parenting/Family Reunification	43% (3)	57% (4)	0%	22% (5)	22% (5)	9% (2)	83% (4)	50% (3)	0%
Other Services									
Community Information Line	14% (1)	57% (4)	14% (1)	9% (2)	83% (19)	3% (13)	0%	50% (3)	17% (1)

	Shelter			Transitional Housing			Permanent Housing		
Services Provided – % of programs who provide these services:	By Own Staff	Through Referral	Through MoA	By Own Staff	Through Referral	Through MoA	By Own Staff	Through Referral	Through MoA
Eviction Prevention	71% (5)	29% (2)	0%	96% (22)	13% (3)	4% (1)	83% (5)	33% (2)	0%
Food/Clothing (including vouchers)	86% (6)	43% (3)	14% (1)	96% (22)	83% (19)	9% (2)	83% (5)	33% (2)	0%
General Life Skills	86% (6)	14% (1)	0%	96% (22)	4% (1)	13% (3)	83% (5)	17% (1)	17% (1)
Legal	0%	71% (5)	14% (1)	0%	91% (21)	9% (2)	0%	50% (3)	17% (1)
Recreation	43% (3)	57% (4)	0%	78% (18)	87% (20)	0%	33% (2)	50% (3)	0%
Resource Center I & R	29% (2)	14% (1)	0%	17% (4)	13% (3)	4% (1)	33% (2)	0%	0%
Street Outreach	14% (1)	29% (2)	0%	9% (2)	13% (3)	0%	17% (1)	17% (1)	0%
Temporary Mailing Address	57% (4)	14% (1)	0%	78% (18)	13% (3)	0%	33% (2)	17% (1)	0%
Transportation	86% (6)	29% (2)	0%	91% (21)	17% (4)	0%	83% (5)	33% (2)	0%
Other	14% (1)	0%	0%	4% (1)	0%	0%	17% (1)	0%	0%

Westat Data on Services & Resources that are Difficult to Obtain for Clients

Services Difficult to Obtain	All Survey Respondents (N=13)
Appropriate Employment	54% (7)
Mental Health Care/Counseling	46% (6)
Dental Care	39% (5)
Affordable Housing	31% (4)
Substance Abuse Services, Detox and Counseling	31% (4)
Affordable Child Care	23% (3)
Legal Assistance	23% (3)
Medical Care	23% (3)
Transportation	15% (2)
Educational and Vocational Training	8% (1)