

2. Ongoing Review and Coordination: Briefly describe how often (e.g., monthly) the above group meets to review progress and coordinate efforts. Include a summary of what information is reviewed during these meetings.

The King County Regional Veterans Initiative (RVI) is threading together the multiple initiatives and work focused on ending Veteran homelessness; which includes the 5 Year Plan to End Homelessness Among Veterans in King County, the 25 Cities Initiative, the SSVF Priority 1 Community Plan, the Veterans Housing Options Group, and the Mayors Challenge to End Veteran Homelessness. The RVI is also serving as the bridge to the CoC and its initiatives; which includes, but is not limited to, the WA State Department of Commerce requirement for the coordinated entry of single adults, the new Committee to End Homelessness Strategic Plan (the 10 year plan sunsets in 2015), the HUD requirement for prioritization of chronically homeless individuals into Permanent Supportive Housing, and the One Home Campaign to coordinate landlord engagement for all populations. There are significant coordination and alignment demands without allocated staff resources to ensure that Veteran providers are involved in meeting these requirements, which may or may not correspond to VA and SSVF requirements/priorities.

The review and coordination work is divided into two groups, who are mutually responsible for coordinating and sharing information:

Principal Members (Veterans Operational Leadership Team): These members, identified above in Section 1, began meeting weekly on April 7th, 2015 to design, build, and implement a new coordinated entry system for single adults, with Veterans as a Phase1 sub-group. This team is working with Safe Harbors to create, using HMIS as a platform, the "One List" of homeless Veterans, who are identifiable by name. This list is being populated through the use of the VI-SPDAT, which is now being used by the Principal Members as well as a number of community partners to broaden the potential points-of-entry. The "One List" is being reviewed at the weekly meetings, and Veterans are matched with an appropriate housing resource for support in transitioning to permanent housing. This involves a prioritization process for linking Veterans to permanent housing resources based upon VI-SPDAT scores and HUD Notice CPD-14-012, while also incorporating the Veteran's choice. As part of these efforts, this group is also conducting outreach to community providers to assist in reaching functional zero. Overall, we are working to operate as one team comprised of multiple agencies, involving our 25 Cities identified workgroups, to establish a system in which if a Veteran becomes homeless they are quickly identified, sheltered, and rapidly re-housed using a Housing First philosophy.

Mayors Challenge Members: These members meet monthly under the umbrella of the Mayors Challenge. Members include: Mark Putnam, Director, Committee to End Homelessness King County; Kathy Gerard, Program Director, Community Housing and Outreach Services Program, VA Puget Sound; Katy Miller, Regional Coordinator, United States Interagency Council on Homelessness; Jason Johnson, Director, Community Support & Assistance, City of Seattle; Pat Lemus, Special Projects Manager, King County Department of Community and Human Services; Meghan Deal, Associate Director, Community Housing and Outreach Services Program, VA Puget Sound; Gretchen Bruce, Committee to End Homelessness King County; and Dawn Barrett, King County Regional Veterans Initiative/lead of 25 Cities Design Team. The group provides centralized leadership and urgency within the CoC to reach functional zero; sets targets to make progress on the take down target of 1120 (estimated number of homeless Veterans needing interventions to reach functional zero during the period of Jan. 1 – Dec. 31, 2015); track the prior month's permanent housing placements based upon HMIS and HOMES data; increase monthly permanent housing placement rates; determine solutions; conduct outreach to community leaders and funders, and cities to close the permanent housing resource gap of 395 units (based upon the new updated VA customized CoC tool); provide communication to internal and external stakeholders; remove policy, funding, and resource barriers as they arise; and make successes visible to the broader community.

3. Annual Demand, Goals, and Strategies for Achieving and Sustaining Functional Zero: Identify the estimated number of Veterans who are homeless annually and the community/CoC goals and strategies for achieving a functional end to Veteran homelessness by the end of 2015 (overall community/CoC goals, not just SSVF grantees). If one or more of the goals and strategies below have not yet been established for the community, leave blank and identify the date by which they will be established. See the **Ending Homelessness Among Veterans Overview** for additional guidance.

3A. Estimated Annual Number of Homeless Veterans: Identify the total unduplicated number of Veterans expected to be homeless in 2015 using data from the SSVF Edition of the Veteran Homelessness Gaps Analysis Tool FY15Q3 or data assumptions that have already been adopted by the community, such as the *VA CoC Gaps Analysis Tool (GAT)*.

Estimated Annual Total:	1,344
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3B. Community/CoC Goals: Identify your community's/CoC's key goals and targets.

A. Permanent Housing Placement Target & SSVF Rapid Re-Housing Placement Target:
Complete and attach *SSVF Edition of Veteran Homelessness Gaps Analysis Tool FY15Q3 OR an CoC Gaps Analysis Tool – Strategy 4 (SSVF) Worksheet*

B. Length of Time Homeless Goal (max or average days):	120	days
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C. January 2016 Point-in-Time (PIT) Count Goal	Sheltered	Unsheltered	Total
Number of Veterans expected to be counted as homeless during the CoC's January 2016 PIT count:	538	0	538
Of number above, how many will also be counted as chronically homeless:	145	0	145

3C. Implementation Strategies: What strategies are being used to achieve and sustain functional zero?

	Yes/No/Under Dev
A. Has your community identified every Veteran who is homeless right now by name?	Under Dev
B. Does every Veteran who is homeless now have a Housing Plan and access to safe (and low barrier as needed) shelter and/or permanent housing?	Under Dev
C. Is every Veteran who becomes homeless rapidly engaged and offered shelter and/or housing that meets their needs?	Under Dev
D. Are sufficient SSVF resources allocated to ensure there are no RRH gaps or turn-aways?	Yes
E. Are you using SSVF to rapidly re-house Veterans who are waiting on VASH or other PSH assistance if VASH/PSH is not available immediately or in near future?	Yes

4. Other Strengths and Challenges: Briefly describe any additional strengths and/or challenges relevant to your achieving VA and local goals.

<p>Strengths:</p> <ul style="list-style-type: none"> • The Principal Members group are well connected to the CoC and stakeholders in the community. • There is a well-established point of entry through the Veterans Housing Options Group (multi-agency entry system) • Broad outreach system that meets and engages Veterans in community settings. • The SSVF grantees are recognized and respected providers of Veteran services in King County. • The individuals and organizations that comprise the Principal Members group operate in a CoC with a history and commitment to serving Veterans. • King County has launched and is actively implementing a Regional Veterans Initiative, which is charged with coordinating Veteran services throughout the County. • CPC, the P1 grantee and largest P2 grantee, has extensive experience with SSVF as an original 2011 grantee. • There is a strong local commitment to the “housing first” model. • King county has a successful history of housing Veterans, and has housed more Veterans over the past year than many communities have over multiple years. <p>Challenges:</p> <ul style="list-style-type: none"> • Approximately 9 local initiatives demanding time and coordination of the Veteran system and CoC, and all of them are considered a priority. • Identifying all of the unsheltered homeless Veterans in a community with a geography of 2,307 square miles (twice the size of Rhode Island). • The shelter and GPD/other bridge housing lacks capacity to serve the number of unsheltered homeless Veterans (and other homeless people) living in King County. (2016 PIT count 3,773). • Locating independent landlords with affordable rents in a very competitive market with a 2% vacancy rate, ever increasing rents, with no established rent control. (Seattle is the fastest growing city in the United States). • Managing complex data systems and data sharing agreements among multiple partners for purposes of creating joint case plans and tracking actual Veteran housing placements. • Creating a coordinated entry system for single adults while operating in the existing system creates serious challenges. • Assisting all stakeholders to understand the collaborative nature of SSVF efforts.

2. Ongoing Review and Coordination: Briefly describe how often (e.g., monthly) the above group meets to review progress and coordinate efforts. Include a summary of what information is reviewed during these meetings.

MDC SSVF and CCS SSVF program managers meet montly with VA outreach and VASH programs to discuss programatic changes and streamlining processes. SSVF/VA perform needed referrals in an on-demand basis as veterans are identified as potential candidates for either program. The Pierce County planning group will meet every 2 weeks to discuss the community plan to end veteran homelessness and the benchmarks are set on the following: 1. Master list; 2. Current numbers of veterans in service vs. to be served; 3. Openings in various RRH programs for permanent housing and 4. Adjust the plan as necessary to meet the RRH demands of homeless veterans in Pierce County. Emergency shelter lists are shared twice a month or more often with SSVF providers as well as centralized intake will share their active list of veteran status households who need RRH. CCS and MDC SSVF programs will meet semi-weekly to go over data and update the masterlist of homeless veterans in Pierce County. The masterlist is a work in progress--developing best practices around confidentiality and low barriers.

3. Annual Demand, Goals, and Strategies for Achieving and Sustaining Functional Zero: Identify the estimated number of Veterans who are homeless annually and the community/CoC goals and strategies for achieving a functional end to Veteran homelessness by the end of 2015 (overall community/CoC goals, not just SSVF grantees). If one or more of the goals and strategies below have not yet been established for the community, leave blank and identify the date by which they will be established. See the **Ending Homelessness Among Veterans Overview** for additional guidance.

3A. Estimated Annual Number of Homeless Veterans: Identify the total unduplicated number of Veterans expected to be homeless in 2015 using data from the SSVF Edition of the Veteran Homelessness Gaps Analysis Tool FY15Q3 or data assumptions that have already been adopted by the community, such as the *VA CoC Gaps Analysis Tool (GAT)*.

Estimated Annual Total:	464
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3B. Community/CoC Goals: Identify your community's/CoC's key goals and targets.

A. Permanent Housing Placement Target & SSVF Rapid Re-Housing Placement Target:
Complete and attach *SSVF Edition of Veteran Homelessness Gaps Analysis Tool FY15Q3 OR an CoC Gaps Analysis Tool – Strategy 4 (SSVF) Worksheet*

B. Length of Time Homeless Goal (max or average days):	30	days
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C. January 2016 Point-in-Time (PIT) Count Goal	Sheltered	Unsheltered	Total
Number of Veterans expected to be counted as homeless during the CoC's January 2016 PIT count:	40	21	61
Of number above, how many will also be counted as chronically homeless:	40	8	48

3C. Implementation Strategies: What strategies are being used to achieve and sustain functional zero?

	Yes/No/Under Dev
A. Has your community identified every Veteran who is homeless right now by name?	Under Dev
B. Does every Veteran who is homeless now have a Housing Plan and access to safe (and low barrier as needed) shelter and/or permanent housing?	Under Dev
C. Is every Veteran who becomes homeless rapidly engaged and offered shelter and/or housing that meets their needs?	No
D. Are sufficient SSVF resources allocated to ensure there are no RRH gaps or turn-aways?	Yes
E. Are you using SSVF to rapidly re-house Veterans who are waiting on VASH or other PSH assistance if VASH/PSH is not available immediately or in near future?	Yes

4. Other Strengths and Challenges: Briefly describe any additional strengths and/or challenges relevant to your achieving VA and local goals.

7/1/15 Update: Since our previous submission, Tacoma's Mayor Strickland has signed the Mayor's Challenge. We are hoping this will strengthen community resources devoted to seeking and engaging homeless veterans. At this time, our community simply does not have the beds to house every homeless veteran as we engage them, nor do we have the resources to create a full, wraparound Housing Stability Plan for every homeless veteran we screen, regardless of SSVF eligibility. However, the SSVF grantees maintain a practice of guiding all homeless veterans to other services, even if they are ineligible for SSVF. Grantees continue to provide outreach, services and program outlined below.

5/1/15 Original Response

Strengths: *Outreach and Integration, Team Work Outreach and Integration*

SSVF teams actively outreach throughout Pierce County with community partners. Both teams outreach to encampment sites, freezing nights, 24 hour restaurants, shelters, VA building 148, Domiciliary, Veteran Housing Option Group (VHOG), Community Partners, Retsil GPD program, Heroes to Hometown, Hospitality Kitchen, Nativity House, Coalition Meetings, CoC meetings, Landlord meetings, and other opportunities as they arise.

Shelter: Regularly scheduled outreach performed on site on a weekly basis. In addition, a weekly roster is sent to SSVF and VA outreach teams to connect all Veterans being served in the shelters. This will include: Nativity House, Tacoma Rescue Mission, Adams Street Shelter, Freezing Nights, etc.

VA integration: VA Outreach and SSVF teams meet on a monthly basis to discuss program changes, updates, coordinated referrals, problems that have arisen, and update budgets. VA Outreach, VASH, and SSVF teams meet quarterly for team building exercises, and to introduce new team members.

SSVF: Community Plan Summary

Date Completed/Revised: 7/1/2015

Continuum of Care Name:	Everett/Snohomish County CoC	CoC Number:	WA-504
CoC Representative:	Jerry Gadek	Title:	Veterans Service Officer, Snohomish County Human Services
Phone/Email: (425) 388-7367 gerard.gadek@snoco.org			
Person Completing this Summary:	Jerry Gadek	Title:	Veterans Service Officer, Snohomish County Human Services
Phone/Email: (425) 388-7367 gerard.gadek@snoco.org			

- 1. Primary Planning and Coordination Group:** Identify the primary group responsible for planning and coordinating efforts to prevent and end homelessness among Veterans in the CoC. List the principal members of this group and their affiliation.

Primary Group Name: Snohomish County Veterans Homelessness Committee	
Principal Members	Affiliation
Cammy-Hart Anderson	Snohomish County Human Service Division Manager
Christine Horner	Dept of VA Supportive Housing Supervisor
Sarah Jayne Barrett	Catholic Community Services Director of Housing Svcs
Mike Schanche	Office of Congressman Rick Larsen
Jerry Gadek	Snohomish County Veterans Services
Kevin Logan	Workforce Snohomish Serve Center
Marli Bricker	Therapeutic Health Services
Boone Sureepisarn	Bridgeways
Jesse Bennett	Naval Station Everett Fleet & Family Support
Bob Reese	Volunteers of America Regional Vice President
Manu Morgan	Housing Authority of Snohomish County Director of TBA
Argelia Grassfield	YWCA
Walter Ewing	American Legion
Renard Robinson	CCS SSVF
Curtis Paramore	CCS SSVF
Mike Schulte	WorkSource of Snohomish County
Emily Grossman	SnoCo Office of Housing & Community Development
Karla McConnell	Washington State Department of Corrections

2. Ongoing Review and Coordination: Briefly describe how often (e.g., monthly) the above group meets to review progress and coordinate efforts. Include a summary of what information is reviewed during these meetings.

The Snohomish County Veterans Homelessness Committee (VHC) was established in the summer of 2010 as a result Washington State's Summit to End Veterans' Homelessness. The VHC is an action-based partnership of providers that meets on the 2nd Wednesday of every month. The VHC targets those issues most impacting veterans' homelessness and aggressively strategizes methods for implementing community-wide changes in an effort to end veterans' homelessness. Efforts have included maintaining key data across multiple data-collection systems, annual evaluation of program effectiveness, collaboration among non-profits, government, and private sector, and continued development of supportive services' delivery. The VHC developed the "Housing the Ninety-Nine" initiative in February of 2012, a new program that initiated community-wide outreach and simplified access to housing services for any homeless veteran within the boundaries of Snohomish County. The initiative is currently in its third year and has been recognized by both the state and HUD as a best practice. The VHC also ensures that the veterans continuum of care is serviced in coordination with the overall Snohomish County Continuum of Care, especially in the areas of providing Coordinated Entry and Client Navigation Services to our homeless veterans. The majority of the VHC also participates in the Homeless Management Information System, the main data collection port for the entire county.

3. Annual Demand, Goals, and Strategies for Achieving and Sustaining Functional Zero: Identify the estimated number of Veterans who are homeless annually and the community/CoC goals and strategies for achieving a functional end to Veteran homelessness by the end of 2015 (overall community/CoC goals, not just SSVF grantees). If one or more of the goals and strategies below have not yet been established for the community, leave blank and identify the date by which they will be established. See the **Ending Homelessness Among Veterans Overview** for additional guidance.

3A. Estimated Annual Number of Homeless Veterans: Identify the total unduplicated number of Veterans expected to be homeless in 2015 using data from the SSVF Edition of the Veteran Homelessness Gaps Analysis Tool FY15Q3 or data assumptions that have already been adopted by the community, such as the *VA CoC Gaps Analysis Tool (GAT)*.

Estimated Annual Total:	101
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3B. Community/CoC Goals: Identify your community's/CoC's key goals and targets.

A. Permanent Housing Placement Target & SSVF Rapid Re-Housing Placement Target:
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B. Length of Time Homeless Goal (max or average days):	28	days
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C. January 2016 Point-in-Time (PIT) Count Goal	Sheltered	Unsheltered	Total
Number of Veterans expected to be counted as homeless during the CoC's January 2016 PIT count:	29	29	58
Of number above, how many will also be counted as chronically homeless:	9	9	18

3C. Implementation Strategies: What strategies are being used to achieve and sustain functional zero?

	Yes/No/Under Dev
A. Has your community identified every Veteran who is homeless right now by name?	Yes
Is this list updated regularly?	Under Dev
Is this list reviewed at least bi-weekly by key community partners to ensure Veterans have a permanent housing plan and those plans are achieved?	Under Dev
B. Does every Veteran who is homeless now have a Housing Plan and access to safe (and low barrier as needed) shelter and/or permanent housing?	Under Dev
C. Is every Veteran who becomes homeless rapidly engaged and offered shelter and/or housing that meets their needs?	Yes
If so, is this true no matter where they are initially engaged in your community or what shelter or unsheltered location they may be in?	Yes
D. Are sufficient SSVF resources allocated to ensure there are no RRH gaps or turn-aways?	Yes
E. Are you using SSVF to rapidly re-house Veterans who are waiting on VASH or other PSH assistance if VASH/PSH is not available immediately or in near future?	Yes

4. Other Strengths and Challenges: Briefly describe any additional strengths and/or challenges relevant to your achieving VA and local goals.

Snohomish County's strength lies in the partnership that is the VHC. As shown in our annual Veterans Partnership Report, we continue to analyze and build upon services to house and stabilize our veteran population. Our focus areas include Housing with Services, Homeless Prevention and Rapid Rehousing, Shelter, Medical/Dental Services, Transportation, Substance Abuse Assessment & Treatment, Legal Assistance, Employment & Training, Data Collection & Management, Outreach, and Access to VA Services. The biggest single challenge we are facing at this time is the astronomical rise in apartment rents, along with the critical lack of affordable housing options. At any given moment, vacancy rates have dipped well below 3% and basic rents have increased 15-20%. This impacts not only our VASH options and SSVF placement, but it also limits the number of clients that can be served in some of our mainstream programs, such as Shelter Plus Care and other supportive housing programs.

2. Ongoing Review and Coordination: Briefly describe how often (e.g., monthly) the above group meets to review progress and coordinate efforts. Include a summary of what information is reviewed during these meetings.

This is a new group that will be meeting monthly. We are looking to add additional members to this meeting from VASH, the medical center, our HVRP grantee, and other nonprofit providers. We will be evaluating our monthly take down numbers and work to streamline VASH and SSVF as well as identify other resources in the area that could be used to house veterans.

3. Annual Demand, Goals, and Strategies for Achieving and Sustaining Functional Zero: Identify the estimated number of Veterans who are homeless annually and the community/CoC goals and strategies for achieving a functional end to Veteran homelessness by the end of 2015 (overall community/CoC goals, not just SSVF grantees). If one or more of the goals and strategies below have not yet been established for the community, leave blank and identify the date by which they will be established. See the **Ending Homelessness Among Veterans Overview** for additional guidance.

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Estimated Annual Total:	166
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3B. Community/CoC Goals: Identify your community's/CoC's key goals and targets.

A. Permanent Housing Placement Target & SSVF Rapid Re-Housing Placement Target:
Complete and attach *SSVF Edition of Veteran Homelessness Gaps Analysis Tool FY15Q3 OR an CoC Gaps Analysis Tool – Strategy 4 (SSVF) Worksheet*

B. Length of Time Homeless Goal (max or average days):	45	days
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C. January 2016 Point-in-Time (PIT) Count Goal	Sheltered	Unsheltered	Total
Number of Veterans expected to be counted as homeless during the CoC's January 2016 PIT count:	6	2	8
Of number above, how many will also be counted as chronically homeless:	2	0	2

3C. Implementation Strategies: What strategies are being used to achieve and sustain functional zero?

	Yes/No/Under Dev
A. Has your community identified every Veteran who is homeless right now by name?	Yes
Is this list updated regularly?	Yes
Is this list reviewed at least bi-weekly by key community partners to ensure Veterans have a permanent housing plan and those plans are achieved?	Under Dev
B. Does every Veteran who is homeless now have a Housing Plan and access to safe (and low barrier as needed) shelter and/or permanent housing?	Yes
C. Is every Veteran who becomes homeless rapidly engaged and offered shelter and/or housing that meets their needs?	Yes
If so, is this true no matter where they are initially engaged in your community or what shelter or unsheltered location they may be in?	Yes
D. Are sufficient SSVF resources allocated to ensure there are no RRH gaps or turn-aways?	Yes
E. Are you using SSVF to rapidly re-house Veterans who are waiting on VASH or other PSH assistance if VASH/PSH is not available immediately or in near future?	Yes

4. Other Strengths and Challenges: Briefly describe any additional strengths and/or challenges relevant to your achieving VA and local goals.

Strengths: Through VASH, SSVF, and the local medical center, we see sufficient resources to achieve our goal. Clark County is already participating in coordinated access and has systems in place to provide other assistance (when available) to veteran families who may need to wait for VA funded programs. Challenges: Vancouver, WA has seen significant increases in costs of rent and a decrease in available units, making it challenging to find housing. Washington landlord tenant law is very much in the favor of the landlord and allows the landlord to require expensive and excessive fees when renting to a homeless veteran family.