DESC serves nearly 10,000 clients in 25 innovative and integrated programs across 17 locations because there’s no such thing as a throwaway person.
Mission Statement

DESC works to end the homelessness of vulnerable people, particularly those living with serious mental or addictive illnesses. Through partnerships and an integrated array of comprehensive services, treatment and housing, we give people the opportunity to reach their highest potential. At DESC, uncommon efforts produce uncommon results that eliminate homelessness one person at a time.

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People end up at DESC when all other avenues for survival are gone. When family, friends and even agencies charged with providing critical services have turned them away.

**We are their last refuge.**

Your support allows us to create and test innovative programs for people whose needs are complex and not adequately addressed by conventional services. Your gifts don’t just provide shelter, food and services for the most vulnerable among us, they provide hope. Our work together means that DESC’s doors will always be open to them, no matter how many have been closed to them in the past.

**Thank You.**
Housing First

Pioneered by DESC, the Housing First model is now a recognized best practice promoted in local and national policy. All levels of government funders now require that housing providers use a Housing First approach in projects serving high-needs homeless individuals and families.

DESC has been the pioneer of this model since the 1990s, developing housing and participating in innovative academic research demonstrating the efficacy of our model. We provide technical assistance to organizations across the US and Canada in financing, developing and operating Housing First programs.

Guided by Housing First principles, DESC operates the lowest-barrier housing in Seattle, in keeping with our belief that there is no such thing as a throwaway person.

1,226
units of Permanent Supportive Housing managed by DESC

542
homeless men and women connected to housing by DESC in 2015
Housing First Principles

Housing is a basic human right, not a reward for clinical success.

Once the chaos of homelessness has been eliminated from a person’s life, clinical and social stabilization occur faster and are more enduring.

Case Study: Marilyn* has lived in DESC’s permanent supportive housing for the last four years. (She received regular outreach visits from our HOST team before that, and they finally convinced her to accept housing.) Her love of animals combined with severe mental illness leads to the frequent adoption of pets but an inability to care for them well. During her time at DESC we’ve found many stowaways in her apartment, including parakeets, two guinea pigs and a wild raccoon.

During a recent apartment check, staff found that Marilyn had welcomed the neighborhood’s pigeon population into her apartment. The birds, coming and going through her window, were fed and had free rein of Marilyn’s home. Of course, living with pigeons is extremely toxic, so her care team took steps to clean the apartment immediately.

Marilyn’s unit was restored to a healthy and sanitary condition, and she kept her Housing First apartment. She was disappointed that she couldn’t keep the pigeons inside, but now visits with them through her screened window.

* Name has been changed
DESC serves the most vulnerable and marginalized people in our society – chronically homeless men and women with serious mental and physical disabilities and challenges.

**We recognize every person’s inherent value.**

[vulnerable] In need of care, support or protection because of age, disability or risk of abuse or neglect.

[marginalized] Placed in a powerless or unimportant position within a society or group.
What’s new?

We’re using naloxone to save lives, and training other agencies to do the same

DESC advocated for the passage of Washington State’s “Naloxone Law,” which went into effect in July of 2015. The law expands access to this lifesaving drug to organizations like DESC, allowing our staff to distribute and administer naloxone to clients at risk of having an opioid overdose. We’ve trained staff and made naloxone kits available organization-wide. We also work to help our clients procure their own kits to have on hand. DESC has also provided training and support for other agencies looking to use this lifesaving drug.

5 Overdose reversals in 2015 when DESC staff administered naloxone
What’s next?

The Medicaid Transformation Waiver comes to DESC

DESC has been at the forefront of state-wide advocacy to transform Medicaid to include a targeted benefit for services in supportive housing. The benefit would allow housing providers to bill Medicaid for supportive services provided to eligible tenants. This would significantly increase available resources to pay for the intensive, individualized services that DESC already provides in our permanent supportive housing. Integrated services are a cornerstone of the Housing First model and what makes it so effective.

Washington state has submitted a waiver request to the federal Centers for Medicare and Medicaid Services that would allow for the creation of this benefit. Leaders, housing staff and tenants at DESC have met with legislators to share our model of supportive housing, helping to illuminate the need and discussing existing financial models and their limitations.
Housing is Health Care

Housing First for people with serious psychiatric problems eliminates homelessness and significantly reduces psychiatric hospitalizations.

Researchers from DePaul University and King County examined the effects of a DESC Housing First program for people with serious psychiatric problems. Tenants showed high housing retention (90%) and a significant (44%) reduction in days hospitalized, in stark contrast to a comparison group who received “usual care” in the community.

See: Housing First as an effective model for community stabilization among vulnerable individuals with chronic and non-chronic homelessness histories - Journal of Community Psychology (Volume 44 Issue 3, April, 2016)

Housing First reduces use of Emergency Medical Services

The peer-reviewed journal Prehospital Emergency Care includes a paper examining the use of EMS services by DESC supportive housing tenants before and after being housed. In the study University of Washington researchers found an average reduction of 54% in the number of contacts with EMS in the two years after obtaining housing.

See: Housing First is Associated with Reduced Use of Emergency Medical Services - Prehospital Emergency Care (Volume 18 No. 4, October-December 2014)
People living with mental illness and substance use disorders must overcome huge obstacles to access health care in a traditional setting.

Integrating mental health, substance use and physical health services and making them available in places people are comfortable (such as in DESC housing or clinical office locations) produces the best outcomes for our clients.
Every day, we’re finding better ways to coordinate across programs and work with other agencies to make care as seamless and comprehensive as possible.
Survival Services

DESC’s survival shelters, located in Pioneer Square, Queen Anne and South Lake Union, provide a total of 381 beds each night for vulnerable men and women. DESC’s shelter program continues to be at the forefront of providing accessible low-barrier shelter to individuals with mental health problems, substance use disorders, physical disabilities and other vulnerabilities. Shelters serve as accessible entry points to a wide array of coordinated care including case management and permanent supportive housing.

Our Queen Anne Shelter, operated in partnership with the city of Seattle, opened in November, 2015. It provides shelter for 100 men each night. The program opens in the afternoon to provide access to an on-site case manager, and provides light meals in the morning and evening.
Before DESC and King County partnered to create the Crisis Solutions Center (CSC), first responders had few options when called to address a behavioral health crisis. They could take the person in crisis to jail or an emergency room, or they could do nothing. For the last five years, the CSC has provided a therapeutic option: linking those in crisis to care and treatment appropriate to their needs. It’s also less expensive than either a jail cell or hospital bed.

**Better outcomes while using fewer resources. That’s a win-win for people in crisis and first responders.**

At the CSC, mental health and chemical dependency specialists work to stabilize people experiencing a crisis in a voluntary setting. They refer participants to long-term assistance and housing that is tailored to each person’s needs.

2,897 People experiencing a mental health or chemical dependency crisis who were served by the CSC in 2015.
Keys to Home was launched in 2015 as a 165 unit permanent supportive housing project that focuses on assisting long-term shelter stayers to obtain and maintain housing in the community. Participants receive a rent subsidy and ongoing intensive supportive services from Keys to Home staff while leasing their units directly from a landlord in the private market. Staff visit with tenants in their homes, helping them build the support they need in the community to stabilize after very long periods of homelessness.
HOME is a multidisciplinary team of providers working to secure housing for people who are chronically homeless, high utilizers of the shelter systems and also live with a substance use disorder. HOME teams address the clinical and case management needs of clients, including mental health treatment, chemical dependency services, benefits acquisition, peer support and housing placement.

The goal of the project is to house 135 long-term shelter stayers over the course of three years.

Tenants housed through HOME in 2015 35
The SAGE (Support, Advocacy, Growth, and Employment) program offers case management, counseling and medication management for clients living with serious and persistent mental illness.

SAGE case management and therapy provides low-barrier access to services that include psycho-education for symptom stabilization and insight development, community and agency resource brokering, psychiatric diagnosis and treatment including medication, facilitation of medical and dental care, supportive counseling, and payee services to help with financial management.

SAGE case managers work closely with DESC’s Chemical Dependency and Supported Employment programs to offer truly wrap-around support.

In 2015, SAGE served over 2,026 clients in the Seattle community.
**Case Study:** When Scott* came to DESC he had been homeless for 14 years, nearly half of his life. He began working with a SAGE case manager in May of 2015. Though charming and mild-mannered, Scott was living with depression and anxiety. He did not have much hope that things would change for the better.

Scott’s case manager helped him to access the integrated care available at DESC. He received medication and cognitive behavioral therapy to help with the depression and anxiety along with orthotic inserts for his club foot and medications for a slight tremor.

We helped Scott apply to a job training program he expressed interest in, and then encouraged him to apply again after he didn’t get in the first time. At his graduation he received special recognition for being on time every day during the four months of instruction.

Along the way, case management and cognitive behavioral therapy helped to keep Scott on track. His case manager reminded him of his past successes and helped him figure out what thoughts and situations were making him feel depressed or unhappy. He also helped Scott to figure out how to relax when he’s feeling anxious.

After graduation from job training, Scott worked with a specialist in DESC’s Supported Employment program, eventually landing a full-time permanent job. He also secured housing through the Rapid Re-housing program.

* Name has been changed
Many DESC clients are considered “unemployable,” not just by traditional employers, but by vocational and employment programs as well. Of course, at DESC we believe that our clients should have access to job programs so that they can meet their personal goals. Our evidence-based Supported Employment Program is integrated with our behavioral health and chemical dependency programs to provide wrap-around support for people who face significant challenges in the workplace.

**DESC’s Supported Employment Program** provides long-term job coaching for our clients, with a focus on finding competitive work quickly. We also work with local business partners, providing tools to both employers and our clients.

**Case Study:** Jeff* had not worked for a number of years when he arrived at DESC’s main shelter. He eventually engaged with mental health services and DESC’s Supported Employment program and secured work with a downtown company. During the first week of his job, Jeff relieved himself outside while wearing his company-provided uniform and in view of many, including his supervisor. The employer called Jeff’s Employment Specialist right away, willing to talk through the issue instead of firing him on the spot.

So how did this happen? Nobody had ever told Jeff about the facilities that he could access as a paid employee. They hadn’t considered that he needed to be told, and he hadn’t realized he could ask. With this new, tiny but critical piece of information, and a bit of intervention and problem-solving by DESC, he is still working at this job today and has just moved into his first Seattle apartment.

*name has been changed
Connections

A comprehensive daytime service and referral center, our Connections program addresses the needs of homeless men and women by providing vocational and housing services, computer access, hygiene facilities and skills training to help them establish self-sufficiency. Unlike other DESC programs, Connections serves people whose homelessness is primarily caused by economic conditions.

The goal of Connections is to eliminate barriers that prevent homeless men and women from securing and retaining jobs and housing. Services range from job search and interview coaching to providing the clothing and equipment a client needs to succeed in an interview and accept the job offered.

We also offer lockers so that homeless job seekers can leave their few possessions with us during interviews, and mail services – because most companies won’t even review applications when the address listed is “none.”

1,695 People served by Connections in 2015
In-kind gifts provide DESC clients with emergency clothing, hygiene supplies, coffee and a gift bag each holiday season. Outreach workers use gifts of new socks to build relationships with people living outside in order to gain their trust. Hygiene counters in the Emergency Shelter and other programs are stocked with soap and shampoo. Tenants in supportive housing receive household supplies. The program also provides move-in kits to all new residents of DESC housing programs. With the shower curtain hung, the bed made, and the table set, we’re not just welcoming people inside, we’re bringing them home. Thanks to everyone who donated, sorted and distributed these gifts across our programs!

The official value of in-kind donations to DESC in 2015?

$661,916

The actual value of your last roll of toilet paper or the first clean socks you’ve worn in weeks?

Priceless
In-Kind Gifts

All 97 apartments of our newest building, DESC’s Interbay Place, were fully furnished by in-kind donations. All apartments were set up to be move-in ready by teams of dedicated volunteers!
Volunteers

738 amazing people volunteered at DESC in 2015. They provided $509,320 worth of services and an unmeasurable amount of support and compassion to our clients. Groups of volunteers cooked meals, cleaned, staffed the coffee counter, folded, transported mountains of donated clothing, and painted unending hallways. On behalf of the men and women you served in 2015, THANK YOU!
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Our deepest thanks to the Medina Foundation

DESC is deeply grateful to the Medina Foundation, which has been a consistent and generous supporter of our work ever since their first grant to DESC in 1979, the year of our founding. Since then, the Foundation has granted a cumulative total of more than $700,000 to help meet the needs of vulnerable, chronically homeless adults who are also living with serious mental illnesses or substance use disorders. Daniel Malone, the Executive Director of DESC, says that “the Medina Foundation’s support has saved and improved the lives of many, many people who might otherwise have perished on the streets. The compassionate and committed family members, trustees and staff of private granting organizations like the Medina Foundation make it possible to fill in gaps in our public funding contracts that allow too many people to slip through the cracks. Thank you!”

The Medina Foundation was begun in 1947 by Norton Clapp, a grandson of Matthew G. Norton, co-founder of the Weyerhaeuser Company. Norton Clapp served as President of the Weyerhaeuser Company during the 1960s and 1970s, and was dedicated to what he felt was his family’s responsibility to help make the communities of the Puget Sound region better places to live for everyone. Today, his descendants and their families continue to carry on that legacy, with total cumulative gifts of over $93 million that have supported education and innovative organizations doing critical work in the human services field.

Jennifer Teunon of the Medina Foundation noted that the organization “is honored to support DESC’s important work. The issue of homelessness is of great concern to the Foundation, and DESC is a leader in our community, helping almost 10,000 people a year. DESC’s pioneering work in Housing First has demonstrated tremendous impact by reducing costs on emergency services and becoming a national model—proving that having a home is the first and most critical step to stabilizing and improving a life.”
## Financial Summary

**Consolidated Statement of Financial Position–DESC & Related Partnerships**

<table>
<thead>
<tr>
<th>Assets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Cash Equivalents</td>
<td>$2,803,612</td>
</tr>
<tr>
<td>Accounts Receivable &amp; Prepaid Expenses</td>
<td>$3,588,272</td>
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<tr>
<td>Restricted Assets &amp; Housing Reserves</td>
<td>$9,290,850</td>
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<tr>
<td>Land, Buildings, Furnishings &amp; Leasehold Improvements (Net)</td>
<td>$95,566,164</td>
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<tr>
<td>Notes Receivable, Construction in Progress &amp; Other Assets</td>
<td>$16,677,841</td>
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**Total Assets** $127,926,739

<table>
<thead>
<tr>
<th>Liabilities</th>
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<tbody>
<tr>
<td>Accounts Payable</td>
<td>$1,056,731</td>
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<tr>
<td>Client Custodial Accounts &amp; Other Liabilities</td>
<td>$6,946,695</td>
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<td>Notes Payable</td>
<td>$60,824,376</td>
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<td>$68,827,802</td>
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<tr>
<td>Net Assets</td>
<td>$59,098,937</td>
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**Total Liabilities & Net Assets as of 12/31/15** $127,926,739

**Consolidated Statement of Activities–DESC & Related Partnerships**

<table>
<thead>
<tr>
<th>Revenue</th>
<th></th>
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<tbody>
<tr>
<td>Contributions and In-Kind Gifts</td>
<td>$2,672,238</td>
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<td>Public Grants and Contracts</td>
<td>$20,086,446</td>
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<td>Housing Rents and Related Income</td>
<td>$4,956,924</td>
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<td>Medicaid and other insurance</td>
<td>$4,508,032</td>
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<td>Interest</td>
<td>$26,820</td>
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<td>Real Estate Development Income</td>
<td>$713,436</td>
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<td>Other</td>
<td>$369,432</td>
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**Total Revenue** $33,333,328

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<tr>
<th>Expenses</th>
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<tr>
<td>Clinical Programs</td>
<td>$13,150,497</td>
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<tr>
<td>Housing Programs</td>
<td>$15,609,957</td>
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<td>Real Estate Development</td>
<td>$436,194</td>
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<tr>
<td>Fund Raising</td>
<td>$581,447</td>
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<tr>
<td>Management &amp; Administration</td>
<td>$3,567,077</td>
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**Total Expenses** $33,345,172

<table>
<thead>
<tr>
<th>Non-Operating Revenue and Expense</th>
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<tbody>
<tr>
<td>Depreciation and Amortization</td>
<td>$(4,549,168)</td>
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<tr>
<td>Contributions – Capital Improvements Projects</td>
<td>$948,486</td>
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<tr>
<td>Contributions – Hobson Innovation Fund</td>
<td>$125,470</td>
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<tr>
<td>Net Income (Loss)</td>
<td>$(3,612,526)</td>
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</tbody>
</table>

## Financial Summary

The information presented above is based on DESC’s 2015 audited financial statements.

If you have any questions, or would like a copy of the full report, please contact Megan Mayes, Director of Fund Development, at 206-515-1553.