HOUSING AND HEALTH TO END HOMELESSNESS
Letter from the Executive Director

Daniel Malone

I recognize it seems strange writing about 2020 when so much of 2021 has already passed. These annual reports often come out long after the year has ended mostly due to the amount of time it takes for the completion of our audited financial statements. It is worth saying a bit about 2020, though, given how momentous it was. And how much we couldn’t wait to put it in the rearview mirror.

DESC had important ideas going into 2020, especially with regard to how to better configure our survival services—shelters—to meet the needs of the highly vulnerable people we prioritize. The COVID-19 pandemic effectively upended just about everything we were doing, but in some ways it also accelerated progress that had been slow or elusive to that point.

Everyone reading this can relate to the struggles brought on by the pandemic, so I won’t dwell on them too much. Suffice it to say we had to adjust nearly all aspects of our services, then readjust as we learned and discovered new hurdles to clear.

The great news is that our swift and sustained focus on COVID prevention and response gave us a lower infection and illness rate than in the King County community as a whole. And I can’t say strongly enough how worried we were about the high risk of severe illness and death the virus posed to our clients, a large portion of whom live with significant underlying health complications. We are glad for the pandemic success we have had, but it has come at a cost. Lots of people are struggling.

Throughout it all, our dedicated DESC staff quickly adjusted, stepping up to meet new challenges and creatively solve problems, to benefit our clients.

Within all this we found some opportunities. We were quickly able to shift from operating our largest shelter program (and the original DESC) from a crowded congregate setting to a hotel environment with much more appropriate and private accommodations for people. That proved to be both a great response to the pandemic, and a great improvement in how we can meet the survival shelter needs of people who need substantial care and support. That new way is going to be the norm going forward.

In 2020 we were also able to complete the first phase of Hobson Place, our newest permanent supportive housing program, with the second phase including more supportive housing, and an innovative integrated physical and behavioral health care clinic well underway.

At the same time we are developing four more supportive housing programs, a pace we haven’t previously been able to achieve, but which is absolutely critical to solving our region’s homelessness crisis. And we continued to expand our behavioral health services during the pandemic.

A major advance for us this year has been progress on our commitment to making DESC the most equitable and just place it can be, for our clients and staff alike. We completed an equity audit and brought into our leadership structure our first Director of Organizational Equity and Inclusion.

All of this is possible thanks to the support and generosity of you and all of our partners, including our staff. Thank you for helping ensure we can succeed in these difficult times and beyond!
Thank you for volunteering your time and talents, and donating goods, services and funds.

Our Mission Statement

DESC helps people with the complex needs of homelessness, substance use disorders, and serious mental illness achieve their highest potential for health and well-being through comprehensive services, treatment, and housing.

All numbers cited in this report are annual totals from 2020 unless otherwise stated.

DESC is a 501(c)(3) nonprofit, Tax ID: 91-1275815
DESC’s 2020 Work at a Glance

| 7,921 | 1,488 | 2,699 | 262 |
| clients served | supportive housing tenants | new clients | people connected to housing from homelessness |

Housing First

DESC helped pioneer the Housing First movement. We continue to develop the housing Seattle needs, from the ground up.

Housing is health care. Once people have safe housing, they’re able to recover from trauma and make good use of treatment resources. Over decades we have learned again and again that housing is a first step toward effective treatment for behavioral health or substance use disorders. Learn more at desc.org/what-we-do/housing.

Housing + health care

Hobson Place Phase 1, 85 studio apartments with wrap-around supportive services opened on Oct. 7, 2020.

DESC began Phase 2 construction in May 2020. The new wing will offer 92 units of supportive housing and a unique partnership with Harborview Medical Center—to provide the first local, full-scale, health care clinic specifically designed to meet the complex needs of people living with disabilities who have experienced chronic homelessness. The clinic, to open in early 2022, will serve DESC’s clients and the broader community.

Hobson Place—

85 new homes {Phase 1}

Integrated Clinic & 92 new homes {Phase 2}
Supportive Housing Program

1811 Eastlake
Aurora House
Canaday House
Clement Place
Cottage Grove Commons
The Estelle
Evans House
Hobson Place
Interbay Place
Kerner-Scott House
Keys to Home
Lyon Building
The Morrison
Rainier House
The Union Hotel
Scattered Sites

Learn more about Housing First at desc.org/what-we-do/housing/housing-first.

Today

14 buildings
481,891 nights of supportive housing provided
1,488 tenants in DESC housing

Tomorrow

92 homes in Hobson Place Phase 2 open January 2022
100 homes in Bitter Lake open 2022
125 homes in Green Lake open 2022
95 homes in Burien open 2023
95 homes in Woodland open 2023
Teams of mental health, substance use disorder and medical professionals work together to meet each client’s unique needs in order to interrupt cycles of homelessness and instability. They help people make smooth transitions to services and housing, and give them access to the tools they need to stay housed.
Direct Outreach & Clinical Programs

Outreach programs

DESC's outreach programs deliver survival and support services directly to the residents of the city who most need help to organize their lives and receive health care services.

We help people who are experiencing homelessness in conjunction with conditions such as untreated schizophrenia, bipolar disorder and other serious mental illnesses, and who frequently suffer from co-existing substance use disorders. We go to them wherever they are in the city, building trust and connecting them to resources.

Clinical care

We also offer outpatient mental health care with low barriers to entry. Case managers provide counseling, manage medication and coordinate each person’s care across DESC programs and with other agencies.

Health Services

Learn more at desc.org/what-we-do/health-services.

- COAT (Community Outreach and Advocacy Team)
- HOST (Homeless Outreach Stabilization and Treatment)
- Onsite medical services
- PACT (Program of Assertive Community Treatment)
- SAGE (Support, Advocacy, Growth and Employment)
- SHARP (Services and Housing to Access Recovery)
- Substance Use Disorder Treatment
- Supported Employment
- BAT & OTN Team (Buprenorphine Assisted Treatment & Opioid Treatment)
- Street medicine
- Pathfinder
- CRP (Crisis Respite Program)
Mobile Crisis Team

Our Mobile Crisis Team (MCT) of 43 mental health and substance use disorder professionals has extensive training in crisis de-escalation and response. The MCT accepts referrals from first responders throughout King County, including police, firefighters and EMTs. When MCT receives a referral, they travel to the individual from our locations in Seattle’s Central District, Kent or Bellevue, to connect the person in crisis to other services.

Crisis Solutions Center

One option is to offer treatment and support at DESC’s Crisis Solutions Center (CSC). While there, a person can stabilize and be connected to longer-term services that will meet their needs. The CSC’s goal is to reduce chronic homelessness and unnecessary involvement in the criminal legal and emergency medical systems.

At the Crisis Solutions Center, nurses, psychiatrists, peer providers, social workers and substance use disorder specialists work together to provide trauma-informed care.

3,334 people served by the Crisis Solutions Center

2,657 Mobile Crisis Team outreach referrals

12 nurses provide inpatient care
Survival Services

The best intervention for a person experiencing chronic homelessness is supportive housing. As we create a city where enough affordable housing is available, emergency shelters can save lives by providing safe indoor spaces and connecting people to other resources and services.

During the pandemic we learned that our shelter guests are much better able to stabilize and make progress when given access to their own rooms. We moved hundreds of guests out of congregate settings and into hotels in Seattle and Renton. Now that we know how much better people’s needs are met in non-congregate settings, we don’t ever want to go back.

We’re working with King County to find and purchase hotels for this purpose. People in crisis deserve enough privacy, stability and care to be able to heal.

169,561 bed nights in shelter and hotel programs

Emergency Shelter

In 2020, several programs were moved to Exhibition Hall at Seattle Center and a hotel in Renton.

Exhibition Hall (COVID response: March 2020 – June 2021)
Renton hotel (COVID response: March 2020 – present)

- Main Shelter closed, program moved in April 2020 due to COVID risk
- Queen Anne Shelter closed, program moved in April 2020 due to COVID risk
- Kerner-Scott Women’s Shelter
- Navigation Center
- West Wing Shelter

Learn more at www.desc.org/what-we-do/survival-services/.

Beginning in April 2020, 235 of DESC’s shelter clients were able to stay in clean, secure, private rooms at a Renton hotel. King County leased it as temporary shelter, and provided it to DESC as an alternative to DESC’s large congregate shelter. —photos courtesy of Tosin Arasi
COVID forced us to make many changes in order to limit transmission of the virus and protect our clients and staff.

The need for personal protective equipment was one major change. At the start of the pandemic, we relied on many wonderful volunteers to create cloth facial coverings from basic supplies we provided. The masks were distributed to staff and clients throughout DESC.

Nathan Sawyer, DESC’s Pioneer Thrift manager, coordinated all of the deliveries of mask supplies to volunteers, and the pickups of completed masks.

“It was so amazing how hundreds of people in the community volunteered thousands of hours and so many mask-making supplies to keep our clients and ourselves safe,” Nathan says. “Over 10,000 hand-sewn masks were donated to us!”

Thank you, 2020 volunteers!
Ongoing volunteers
Landon Allred
Greg Anacker
Virginia Anderson
Todd Archibald
Sarah Austin
Wesley Austin
Sarah Bak
Tommy Barquinero
Karen Bidwell
Christine Bompous
Amy Bosch
Phil Boyer
Eric Brandon
Karen Breckenridge
Don Brown
Nadine Brumbaugh
Brooke Buettner
Janna Buss
Peter Caron
Lois Cassidy
Natalie Castillo
Elise Chayet
Alison Christie
James Clark
Brad Conner
Colleen Cooke
John Cram
Doris Devries
Marie Dunn
Richard Eastlick
Sheila Eastlick
Lynn Frasier
Rebecca Fraser
Christoph Gaebler
Candace Gnyp
Peggy Greenwood
Steve Grey
Avery Guilbert
Mary Louise Halm
Lance Hang
Judith Hatch
Brendan Hennessey
Elmie Hill
Sarah Hill
Chris Hollinger
Angella Hould
Connie Huffine
Rachel Hutchings
David Irwin
Kasia Jarmolowicz
Emilia Jones
Manya Jones
Louise Kato
Lee Kellogg
Margaret Klockars
Lorraine Kunimoto
Laura Larson
Agnes Lee
Margot Lewis
Susan Lin
Richard Lippold
Juan Martinez
Marcia Mason
Scott Mayhew
David McCracken
Marcia McCracken
Rob McGuire-Dale
Cara McGough
Gayle McKool
Juanita McLaughlin
Donald Mitchell
Matthew Mitchell
Carol Mooney
Fiona Morgan
Chris Murray
-V- Nace
Katharine Nyden
Matthew Offenbacher
Christen Offner
Debbie Palmer
Sarah Parkhurst
Claudia Patton
Michael D. Pierson
Suzie Poffenbarger
Pat Prentice
Danie Quinn
Adel Reynolds
Kate Rheta
Sheila Richardson
Kaitlynn Riddle
Rebecca Roth
Fabiana Sahara
Steven Seick
Anne Seller Davis
Katherine Seymour
Alex Siciliano
Jeffrey Smith
Mark Smith
Maria Spear
Andrew Tait
Hannah Tait
Candida Taylor
Julie Taylor
Adam Templeton
Shelli Todd
Matthew Van Duyn
Kimberlie Vaughn
Corie Walsh
Michele Wang
Leah Watkins
Veronica Ward
Jeremy Weatherly
Philip White
Janetmarie Wolfe
Julie Zander
Bill Zook

Groups
Horizon Realty
Anne Almson
Nicole Persons
Cassidy Smith
Emmett Maki
Laura Hoelzl
Brandon Thomas
Caanan Adams
Nolan Lechner
Erica Murray
Kerrig Murray
Vanessa Bartlett
Aisha Martin
Ben Niese
Collin Marshall
Gregory Gilson
Sophia Engle
Jenna Beckel
Drew Geiger

MAC Cosmetics
Bethany Bunce
Belinda Garcia
Cynthia Hernandez
Joanna Hubbard
Amanda Lampert
Jesse Pyle
Megan Ridenour

Paychex
Destine Bailey
Kirsten Bolden
Kendal Detrick
Jessica Dunson
Brittany Foster
Errol Franada
Mike Gerlitz
Jeff Hunlock
Rebecca Kerin
Sam Khounnala
Gina Leonard
Lindy Lindquist
Jennifer Mapes
Michael Marques
Jamie Martinez
Janiphr Moxley
Michelle Nagy
Mark Padgett
Shon Roe
Alix Sappington
Kati Saundersen
Ashley Sokel
Christopher Thrower

Phi Alpha Delta
Krithi Basu
Cooper Dincu
Hannah Elzeg
Joey Golden
Audrey Koreski
Callista Ordzene
Ethan Silver
Daniel Simic
Zoe Toupin
Gabby Vanderlaan
Lauren Watkins

Puget Sound Oncology Nursing Society
Joel Beckerman
Lily Beckerman
Dennis Bigelow
Lolinda Bigelow
Denae Davis
Steve Grey
Anthony Indelicato
Jennifer Lynch
Sandra Olson
Carol Oshima
Laure Thibert
Nancy Thompson
Kay Walz
Lisa Westmoreland
Javiera Zambrano

Walsh Construction
Eric Brandon
Angella Hould
Lee Kellogg
Juan Martinez
Juanita McLaughlin
Mark Smith

Washington for Pete
Carrie Barnes
Kaitlyn Barnes
Nathaniel Barnes
Barry Barnes
Abigail Barns
Ayden Duchouhay
Luisa Grutz-Bianchi
Krista Painter
Aviva Richman

Zillow
Rachel Blaine
Kyle Carmack
Jess Gandy
Abigail McCarthy
Robyn O’Brien
Linda Ouk
Alex Phay
Terry Pooler

Ongoing
Holy Rollers
Awake in Action
Casting Forward
Ordinary Efforts
You have donated $5,352,819 in in-kind gifts in warm meals, clothing, furnishings, stock and so much more.

These are sometimes lifesaving items and always appreciated!

Volunteers from the Puget Sound Oncology Nursing Society sorted donated clothing.

14,707 hours ÷ 361 volunteers = 41 hours of time each donated

Even though COVID reduced options for volunteering

Thank you, interns

Megan Bagley
Randy Foss
Adrienne
Burrington
Julia Durant-Storey
Laura Wittmann
Elias Daniels
Ivy Kim-Aguilar
Liam Malpass
Pam DeKeyser
Jong Oh

Allison Covey
Tabitha Brown
Tristin Pendergrast
Elliott McMurray
London
Rachel Hernandez
Zaryn Averan
Vincent Davis
Kyle Ward
Jessica Kalvig
Espi Garcia

Valerie Garibay
Zenith Savery
Ashley Perkins
Steve Schrock
Lizzy Chao
Elena Lecoq
Research & Innovation

Characteristics of COVID-19 in Homeless Shelters—A Community-Based Surveillance Study

Announced: Sept. 15, 2020

A University of Washington study of 1,434 residents and staff at 14 adult and family homeless shelters in King County showed the need for routine viral testing outside of clinical settings for those experiencing homelessness. It also showed that people in shelters may be at greater risk for outbreaks due to overcrowding and shared bathrooms.

The study appeared in a peer-reviewed article in Annals of Internal Medicine in January 2021.

The study, conducted from January through April 2020, began as an "offshoot" of the November 2019 Seattle Flu Study conducted at various community locations, including DESC’s main shelters. That study researched the trial of onsite testing and treatment to manage flu outbreaks in a setting where they could easily spread.

Read the study at https://bit.ly/3k6hUBr.

Combining behavioral harm-reduction treatment and extended-release naltrexone for people experiencing homelessness and alcohol use disorder

Published: March 2021

In a new study, people experiencing homelessness and alcohol use disorder saw improved health while receiving both behavioral and medication treatment. During the three-month treatment, participants reported using less alcohol, suffering less harm from alcohol use and enjoying better physical health quality of life, according to the paper published March 10 in "Lancet." Results plateaued when treatment ended.

The study originated at DESC in partnership with the UW. The study’s lead author, Susan Collins, co-directs the Harm Reduction Research and Treatment (HaRRT) Center at the University of Washington School of Medicine.

Read the study at https://bit.ly/3kamv5w.

Impact of Hotels as Non-Congregate Emergency Shelters

Published: November 2020

In April 2020, our community responded to the COVID-19 pandemic by relocating over 700 people from crowded congregate emergency shelters into hotel settings. By November 2020, over 1,100 people had been temporarily sheltered in hotels.

DESC had been calling for these measures to protect our vulnerable clients. We shifted major operations from congregate to non-congregate settings.

The county, and the region, aimed to reduce transmission of the virus and protect vulnerable people experiencing homelessness by putting fewer people together in shelter situations. King County, the City of Seattle and homeless service providers alleviated crowding by opening new congregate shelters in spaces that were big enough to allow for physical distancing.

Researchers from the University of Washington and the King County Department of Community and Human Services studied the effects and results of these actions. The data showed that the moves limited COVID-19 spread among those in hotel rooms versus those in congregate shelters.

The study also found additional positive results for people staying in hotel rooms. Thanks to having consistent, clean private rooms with bathrooms, they experienced:

- feeling more stable;
- improved mental and overall health and well-being, shown through better sleep and hygiene;
- less interpersonal conflict, due to lower anxiety, and subsequently, fewer emergency 911 calls;
- more time to plan for future goals such as finding permanent housing, a job or more education;
- more people leaving temporary shelter to live in permanent housing, and greater participation in homeless housing services.

Read the study at https://bit.ly/3hzFJ2R.

DESC participated in the research on this page. We rigorously evaluate our work to find evidence-based solutions for people who experience chronic homelessness.
Financial Summary
For the year Jan. 1-Dec. 31, 2020

Statement of Financial Position—DESC & Related Partnerships

<table>
<thead>
<tr>
<th>Assets</th>
<th></th>
<th>Liabilities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Cash Equivalents</td>
<td>$6,128,543</td>
<td>Accounts Payable</td>
<td>$6,146,734</td>
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<td>Accounts Receivable &amp; Prepaid Expenses</td>
<td>$9,939,102</td>
<td>Deferred Revenue</td>
<td>$8,783,358</td>
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<td>Restricted Assets &amp; Housing Reserves</td>
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<td>Client Custodial Accounts &amp; Other Liabilities</td>
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<td>Land, Buildings, Furnishings &amp; Leasehold Improvements (Net)</td>
<td>$168,219,992</td>
<td>Notes Payable</td>
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<td>Notes Receivable, Construction in Progress &amp; Other Assets</td>
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<td>Total Liabilities</td>
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<td>Total Assets</td>
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<td>Net Assets</td>
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<td></td>
<td>Total Liabilities &amp; Net Assets</td>
<td>$240,208,078</td>
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Statement of Activities—DESC & Related Partnerships

Operating Revenue

- Public Grants & Contracts: $46,073,366
- Medicaid & Other Health Insurance: $8,180,581
- Contributions: $5,869,131
- Housing Rents & Related Income: $5,794,094
- Contributions In-Kind: $5,352,819
- Real Estate Development Income: $1,589,782
- Other: $383,382
- Interest: $151,832
- United Way of King County: $50,000
- Total: $73,444,987

Contributions to DESC

- Private Grants & Contributions: $5,869,131
- In-Kind Contributions: $5,352,819
- Value of Volunteer Service*: $400,030
- Total: $11,621,980

* Value assessment from independentsector.org; not part of audited financials
### Operating Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<td>Housing Programs</td>
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<tr>
<td>Clinical Programs</td>
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<td>Management &amp; Administration</td>
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<td>Real Estate Development</td>
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<td>Fundraising</td>
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<td><strong>Total</strong></td>
<td><strong>$64,683,352</strong></td>
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<tr>
<td>Operating Surplus (Deficit)</td>
<td><strong>$8,761,635</strong></td>
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**Non-Operating Revenue & Expense**

- Depreciation, Amortization & Accrued Interest: ($7,943,572)
- Other Non-Operating Revenue: $161,520

**Net Income (Loss)**: $979,583

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This information is based on DESC’s 2020 audited financial statements. Please contact Director of Fund Development Megan Mayes at mmayes@desc.org with questions or for a copy of the full report.

And a very big thank you to Alexi, Bill, Mario and Vernon, whose photos grace these pages.