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DATE: November 27, 2019
TO: Department of Commerce
FROM: Jackie Henderson, Director
Island County Human Services
RE: Island County 5 Year Homeless Housing Plan

Attached please find the 2019-2024 Island County-5 Year Homeless Housing Plan.

I have reviewed and approve this Plan in accordance with our local jurisdiction process.
We will be presenting this Plan to our County Commissioners in the near future.

Thank you,

Jackie Henderson, Director
Island County Department of Human Services



5 Year Homeless Housing Plan

Island County Homeless Crisis Response System

2020-2024

December 2, 2019

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Acknowledgments

Island County thanks the many individuals who participated in the creation of the 2019 5 Year Homeless Housing Plan. A broad group of community stakeholders committed considerable time and expertise to this process.

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Teri Anania, Housing Authority of Island County
Tim Callison, Mayor, City of Langley
Vivian Rogers Decker, Oak Harbor School District Homeless Liaison

Island County also recognizes the many other organizations, agencies, businesses and community partners that make up our homeless crisis response system serving our most vulnerable every day.

American Behavioral Health Systems
CADA-Citizens Against Domestic and Sexual Abuse
Camano Island Fire and Rescue
Central Whidbey Fire and Rescue
Civic organizations
Community Resource Center of Stanwood Camano
Compass Health
Coupeville Marshal
DSHS-WA State Department of Social & Health Services
Garage of Blessings
Gifts from the Heart
Good Cheer
Habitat for Humanity
Helping Hand
Housing Authority of Island County
Island County Churches and Faith Based Organizations
Island County Sheriff
Island County Veteran's Services
Island Senior Resources
Island Transit
Langley Police Department
Mighty To Save
North Whidbey Fire and Rescue
North Whidbey Help House
Oak Harbor Fire Department
Oak Harbor Police Department
Opportunity Council
Oxford House
Point in Time Count Volunteers and Donors
Realtors and Property Management Companies
Ryan's House for Youth
SeaMar
South Whidbey Fire/EMS
SPIN Café
Sunrise Services
Whidbey Health – Emergency Department
Whidbey Homeless Coalition
WorkSource
And many other community volunteers

Introduction

Work Plan

In July 2019, Island County Human Services assembled a task force to guide the creation of the Homeless Housing Plan. The Homeless Housing Task Force members attended multiple meetings over four months and finalized the Plan by November 2019. Task Force members included an elected official, a city department head, Human Services staff, Jail Director, housing providers, behavioral health providers, hospital social work supervisor, shelter manager, community members and those with lived experience. This Plan represents the voice of many working together to improve the lives of our most vulnerable.

The Task Force analyzed the current state of homelessness in Island County reviewing annual Point in Time Count Data, Housing Support Center/HMIS data, and current resources; including funding, housing programs, supportive services and subsidized housing inventories.

Extensive discussions provided helpful input around current homeless crisis response system challenges, system gaps that create barriers to housing, types of housing and other services needed to scale our overall system to address the needs of all homeless subpopulations. Significant discussion on Prevention highlighted the need for more work to be done in other systems upstream in people's lives to reduce those entering the door to homelessness. Special emphasis was put on our most vulnerable homeless populations including those living unsheltered, the chronically homeless, and youth and senior homeless households. Finally, strategic thinking on what is needed over the next five years to continue making progress in reducing homelessness in Island County provided the goal and action steps detailed in the Action Plan Matrix.

This Plan follows Commerce guidelines and addresses the five required State Objectives, and introduces the shift from Continuum of Care to Homeless Crisis Response System. Local government, the for-profit and non-profit sectors, and community advocates are diligently working to address the housing shortage in our community and the intent of this plan is not to duplicate those efforts. However, the Homeless Crisis Response System cannot be effective without the availability of housing. Island County outcomes will not improve without added capacity to the housing market and specific allocation of resources directed to our extremely low to moderate income households. Improved outcomes rely heavily on the expectation that additional housing capacity will be added to the system so that those experiencing homelessness are able to move quickly from the Homeless Crisis Response System to stable, permanent housing

The Task Force sees this Plan as a living document to be evaluated and updated as new data, best practices and opportunities emerge. The Task Force recommends an annual review with formal updates as required by Commerce. Implementation of this Plan will begin in early 2020.

Vision, Mission and Purpose

The **vision** for the 2019 Homeless Housing Plan is that no person is left outside. The **goal** of the plan is that homelessness in Island County is prevented, and in cases when it does occur, that it is a brief, rare and a one-time experience. The **mission** is to support a Homeless Crisis Response System that effectively reduces the number of homeless households, both sheltered and unsheltered and when scaled appropriately can house all homeless subpopulations reaching Functional Zero.

The **purpose** of Island County's Homeless Housing Plan is to make clear the action plan of the homeless crisis response system over the next five years and to guide funding decisions on behalf of the county. Island County hopes this plan equips the community with the tools necessary to take action on the issues of homelessness to ensure no person is left living outside.

This Plan is intended to complement the work of other housing plans such as the Skagit County HOME Consortium Plan, Housing Element of the Island County Comprehensive Plan, the Island County Community Health Improvement Plan and other local plans that address homelessness and affordable housing.

This plan does not intend to be a comprehensive list of existing strategies and programs already in place. Instead, it anticipates that the existing continuum of housing and homeless services that has been developed is maintained, with improvements that reflect evidence-based practices

It is important to note that this plan does not attempt to solve our affordable/workforce housing challenge, however it does include recommendations for adding specialized housing needed for our most vulnerable people.

History of the Plan

Prior to 2005, there had been no statewide, integrated approach to homelessness in Washington. In 2005, the Washington State Legislature passed the Homeless Housing and Assistance Act (HB 2163) which outlined several bold policies to prevent and reduce homelessness. The bill, and subsequent legislation requires county auditors to include a surcharge on certain recorded documents. The fund created by this surcharge is known as the Homeless Housing Fund. 2014 legislation requires that a certain percentage of State Consolidated Homeless Grant (CHG) funding from document recording fees, be used for rental assistance in the for-profit rental market. Island County has complied with this mandate since then, as the majority of its rental assistance funding goes to the for-profit rental market. In 2016, the Governor's office mandated a more focused approach to prioritizing our most vulnerable homeless households.

Washington State's first Homeless Housing Strategic Plan was first submitted in 2006 with four updates since then, most recently updated in January 2018. This update includes a statewide vision that directs our efforts and resources to ensure that people have a safe place to live. The Plan's guiding principles and goals support the state's homeless housing policies and funding so that Commerce, contracted local governments, service providers and partnering agencies have clear expectations and benchmarks to guide this important work.

In 2006, in compliance with the Washington State Legislature's mandate, a committee serving under the Budget Office for Island County developed the first Island County Ten-Year Plan to End Homelessness. The Island County Ten-Year Plan was updated in 2008 and again in 2010 with few changes.

Since 2011, Island County Department of Human Services has overseen all activities related to the Homeless Housing Fund. The Island County Homeless Housing Plan was most recently updated in 2016. The original committee that developed the Ten-Year Plan has been merged into the Housing Advisory Board. The Housing Advisory Board reviews all funding applications and makes recommendations to the Island County Board of County Commissioners. The County Commissioners make the final determinations regarding funding.

A committee now named the Housing Provider Network, consisting of representatives from key stakeholders and all agencies receiving County funding, has contributed over the years by identifying gaps and challenges in their daily work and provided recommendations and priorities that have been incorporated into updates to Island County Homeless Housing Plans.

New Legislation: 2018

In March 2018, Washington Legislature passed HB1570 (RCW 43.185C.040) increasing the amount of funding for addressing homelessness by increasing fees on some recorded documents, specifying additional performance and reporting requirements and changing required components for Homeless Housing Plans.

This law requires each local homeless housing task force to develop and recommend to its local government legislative authority, a five-year homeless housing plan for its jurisdiction consistent with Local Plan Guidelines from Commerce. Performance in meeting the local plan objectives will be assessed annually by Commerce as part of the legislatively required annual reporting process.

Until the underlying social issues that lead people to become homeless are addressed, the Homeless Crisis Response System's role is *to prevent homelessness* whenever possible and to help people after becoming homeless to *quickly regain stable housing* and overcome the barriers to sustaining that housing.

Roles & Responsibilities

Multiple government entities are responsible for setting policies, procedures and guidelines for solving homelessness. Below is a list of responsible parties.

US Department of Housing & Urban Development (HUD): HUD promotes community-wide commitment and support to end homelessness. HUD provides grants to nonprofit agencies, and state and local governments through an annual competitive process and through HOME Funds.

Washington State Legislature: Establish laws to promote state wide policies for ending homelessness and serving the most vulnerable.

Washington State Department of Commerce: Commerce administers several state and federal funding sources that support homeless programs statewide, including Consolidated Homeless Grants, and programs in the Office of Homeless Youth. Commerce also manages and provides technical assistance for the state's Homeless Management Information System (HMIS) to collect data and measure system performance

Island County: The Board of Island County Commissioners determines allocations of homeless services funding and assures oversight of the community's Homeless Crisis Response System.

Island County Human Services: The Human Services Department is the lead grantee with Commerce and provides oversight and staffing to contract and directly coordinate with homeless service providers and community stake holders. The staff also provides Notices of Funding availability when homeless service funds are allocated, monitors grantee contracts, conducts state and county reporting, participates on statewide committees, and performs other duties as required by the County and Commerce.

Considerable local funding and staff time is also provided for opioid outreach, behavioral health outreach and case management, jail transition, and embedded social worker with law enforcement that has directly improved housing outcomes. Time permitting, the Housing Navigator does outreach to overnight shelter and daytime drop in center.

Staffing and oversight is provided to the Housing Advisory Board who review data and funding requests and makes funding recommendations to the County Commissioners and also staffs the Housing Provider Network. It is also responsible for organizing and implementing the annual Homeless Point in Time Count.

City and towns: The cities and towns of Island County frequently deploy public services in response to challenges with homelessness, but receive limited homeless service funds. In Island County, city and towns provide representatives to the Housing Advisory Board providing leadership and recommendations on funding.

Progress Made

2016 Homeless Plan Goals & Accomplishments

Action steps identified in the 2016 Homeless Housing Plan and implemented during the last two and a half years resulted in some additional housing resource in the Homeless Crisis Response System.

Housing Inventory Goals

Goal #1 – Continue to develop housing, filling gaps in our overall continuum. The goal is to develop a full continuum of housing making homelessness a brief experience with rapid re-entry into permanent housing.

Action #1 – Develop Overnight Emergency Shelter.

Progress: In 2017, Island County Human Services staff gave a Point-in Time Count presentation to the Oak Harbor Faith Community Network. During that meeting, the need for a night to night emergency shelter was discussed. Two church representatives stepped forward and agreed to be part of a community conversation on how to accomplish this. Other community members joined and created the Shelter Planning Committee. After months of planning, Whidbey Homeless Coalition and The Christian Reformed Church established a partnership and on April 13, 2017, The Haven opened. It is Island County's first low barrier, night to night, 30 bed emergency shelter. Currently, Whidbey Homeless Coalition partners with three churches, rotating every several months serving some of our most vulnerable homeless individuals and families.

Goal #2 – Increase affordable permanent housing and permanent supportive housing.

Action #1- Work with Affordable Housing Developers.

Progress: County Commissioners, City Mayors, representatives from numerous Island County departments, community leaders, and for-profit and non-profit agencies have worked with local and regional developers to address the need for affordable/workforce housing in Island County. Developing new and or repurposed units has been met with numerous challenges and barriers, however, some progress has been made.

1. Through the work of the North Whidbey Affordable Housing Task Force, led by Commissioner Jill Johnson and Oak Harbor Mayor Bob Severns, a partnership was made between a local landowner and the Low Income Housing Institute (LIHI), a regional affordable housing developer. LIHI is currently working on a 51 unit affordable housing project in Oak Harbor, that when completed will be

available to households at 60% AMI and below. Half of the units will be reserved for veterans.

2. Habitat for Humanity has built 8 new homes, rehabbed and sold 9 homes and provided critical home repairs to prevent displacement to 6 homes. Their goal is to increase new builds by 15% adding 15 new homes over the next 5 years and provide critical repairs to 40 homes.
3. Through the work of the District 1-Workforce Housing Group, led by Commissioner Helen Price Johnson, numerous local non-profits, developers and landowners have expressed their desire to be part of the solution and their interested in developing affordable housing for Island County workforce. A few developments are in the pre-planning stages.
4. Two Oxford Houses - Human Services staff, Walden Construction and OH Christian Reformed Church worked with Oxford House regional staff and since 2016, two Oxford Houses have opened in Oak Harbor. These homes offer permanent, clean and sober living for those coming out of treatment or for those committed to living a sober lifestyle. The first Oxford House serves single men and the newest Oxford House serves women and children. These are self-governed by the residents who are responsible for paying their rent.
5. Island County along with Oak Harbor, Coupeville and Langley, established an MOU with Skagit and Whatcom Counties to develop a regional consortium to access Federal HOME funds for homeless and affordable housing solutions. Many households have received rental assistance from these funds.
6. HB 1406 – 2019 legislative session approved a local revenue sharing program for local governments. It provides a small percent of local sales and use tax credited against the state sales tax for housing investments. This is NOT a new tax, but a credit from the state. Island County is currently working with all jurisdictions to establish local use of those funds once collection begins in early 2020.

Action #2 – Community Member Involvement.

Progress: Since 2016, broad community interest and concern about housing and housing affordability continue across all jurisdictions in Island County. Many meetings and discussions have occurred since the 2016 plan.

Island County Commissioners, city mayors, county and city staff, homeless service providers, faith based communities, other non-profits and many community leaders have made affordable housing/workforce housing a priority. They have led or participated in the NW Affordable Housing Task Force, District 1-Workforce Housing Task Force, and the Camano Housing Task Force.

The Island County Health Department led a community process and developed the Island County Community Health Improvement Plan. Housing was identified as one of the highest priorities for our community health and supportive housing our greatest need.

Outcomes from this work have contributed to a much more educated community with a deeper understanding of the complexities involved in developing affordable housing. This work and community leadership resulted in recommendations that have informed updates to the Housing Element of the IC Comprehensive Plan. It has also raised community awareness and connected land owners with potential developers.

Action #3 – Increase Permanent Supportive Housing Units

Progress: The need for this housing model has often been discussed since 2016, however to date, no Permanent Supportive Housing has been developed. This low barrier housing model along with required specialized services would stabilize our most vulnerable homeless and aging populations struggling with more significant physical and behavioral health conditions.

Participants on the 5 Year Plan Homeless and Housing Task Force unanimously agree that this type of housing, with required specialized services, remains our **most urgent need**. Without this type of housing, a significant segment of our homeless population, and in this case, the extremely vulnerable segment of our doubled-up or couch surfing population remain on the street, or in unsafe housed conditions while cycling through our jails, hospital and court system. Recidivism rates are very high in this population.

Non-Housing Inventory Goals

Goal #1 – Prevent people from becoming homeless and or minimize their time in homelessness through prevention, diversion, rapid rehousing and other reentry strategies.

Action #-1 Expand county-wide, Centralized Coordinated Entry System-

A committee, now named the Housing Advisory Board and other community stakeholders, met over nine months between 2013 and 2014 and developed a plan for implementing the mandated Coordinated Entry System for Island County. From 2014-2016, Island County Human Services partnered with Sunrise Services after receiving a grant from NSBH to develop and operate a transitional housing program that also provided an opportunity to run a small “Pilot” Coordinated Entry System.

Progress: In August 2016, Island County Department of Human Services developed the system for Coordinated Entry and opened the Housing Support Center. This is the first stop for accessing all housing and supportive services administered by our Housing Partner Agencies. This reorganization significantly shifted and streamlined how we connect the homeless to housing and supportive services.

Specific progress and innovation within the Coordinated Entry system include:

- Prevention and Diversion
- Identifying and Prioritizing the most vulnerable
- Continued light touch case management while waiting for housing solutions
- Expansion of Human Services behavioral health outreach teams resulting in increased collaboration with the Housing Support Center has improved housing outcomes for most vulnerable homeless
- System Efficiency-HMIS trainings and improved data entry
- Partnership with Stanwood Camano Community Center as a satellite coordinated entry access point for Camano residents.
- The work of the Coordinated Entry planning committee was significant and greatly contributed to the update of the 2016 Homeless Housing Plan.

Action #2 – Develop Landlord Liaison program

Progress: Housing Support Center staff along with our partner housing and service provider agencies work daily with our for-profit landlords and public and subsidized housing landlords. No formal Landlord Liaison program has been developed since 2016. However, in January 2019, Commerce provided new Coordinated Entry guidelines that include the requirement for a more formal Landlord Liaison program. This work will be ongoing and is a recommendation in the new 5 Year Homeless Housing Plan.

Goal # 2 - Develop housing with a “Housing First” model to insure an adequate supply of accessible, affordable and safe housing for homeless, formerly homeless and very low income households with more complex barriers to accessing housing.

Action #1 – Planning and developing housing with the Housing First model is Ongoing.

Progress: No Housing First units have been added to our housing continuum since the 2016 Plan, but work will be ongoing and is a part of this 5 Year Plan.

Goal #3 – Ensure access to appropriate services and remove barriers

Action #1 - Maintain and expand sufficient and coordinated supportive services to support long-term housing stability and household safety and independence. Encourage strong collaboration among all homeless housing and service provider agencies, with employment services agencies, and work to develop additional services to fill any system gaps.

Provide various training for adults, minors, young adults, veterans and parents with minors. Begin to focus on integrating housing stability plans and related services to community integrated behavioral health care systems and in future health care systems.

Progress: Implementing the coordinated entry system in 2016 has required greater communication, collaboration and triage work around homeless client needs and as a result has built strong collaboration between the Housing Support Center, housing and service providers, Human Services Outreach teams, other faith based non-profit providers, and many other agencies.

This 2020-2024 Plan builds on these accomplishments to further improve the Island County Homeless Crisis Response System.

Scope of Homelessness in Island County

Overview

In Island County, 50% of renter households pay more than they can afford for housing. Lower income households are disproportionately cost-burdened. 26% of Island County households have an income of less than \$35,000. These households can only afford rent of less than \$875.00 per month or a home with a value of less than \$87,500. Due to the deficit of affordable housing, households must choose from available housing, which is often more expensive leaving them cost-burdened, paying more than 30% of their income toward rent and utilities. It is estimated that Island County has a deficit of approximately 3,792 units for households at incomes at 60% AMI and below (\$49,999 and below), with the largest deficit being for households with **incomes at 30% AMI and below (\$24,999 and below)**.

Homelessness happens to people of all ages, genders, educational levels, races, income levels and household types. It happens to good people in our community who work hard to be self-sufficient but live on the brink of economic instability. Health issues, low paying-part time jobs, job loss, family break-up, domestic violence, death of a spouse, mental illness or substance abuse disorders can also push people in to homelessness. Whatever the underlying reason for their homelessness, they live in crisis. The longer one remains unhoused the reality of their lives quickly shifts from solution-oriented thinking to survival thinking. Visible or hidden, these people and our communities would be healthier with a decent place to live.

Since opening the Housing Support Center and implementing the Island County Coordinated Entry system in August 2016, there has been a monthly average of 39 new households that are homeless or at risk of losing their housing, seeking assistance at the Housing Support Center. Some may only experience one episode, while others may experience multiple episodes over several years and are described as chronically homeless. Fortunately, since implementing our Coordinated Entry system, we have much better data on the homeless population, the causes of their crisis and their needs to guide our efforts.

Data about homelessness is collected from three sources in Island County:

1. Annual Homeless Point-in Time Count
2. Homeless Management Information System (HMIS) through the efforts at the Housing Support Center and contracted partner housing and service agencies
3. School Districts for Youth Homeless

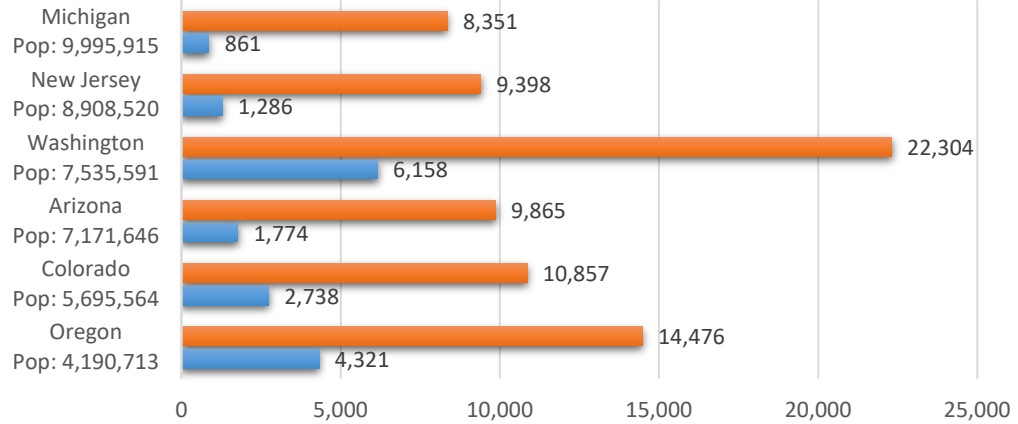
Data from these sources do not always provide a consistent picture, since each source may define homelessness differently or collect data differently.

The following charts and information provide specific data for Island County in these three categories.

❖ Annual Homeless Point in Time Count Overview

The Point in Time Count (PIT) is required by Commerce and HUD in order to receive homeless grant funds. The information from the count is compiled and submitted to WA State and HUD and is used for our local planning. The PIT Count survey's sheltered and unsheltered people experiencing homelessness during one day at the end of January. Island County has conducted an annual PIT Count since 2006. The count provides limited information about the full scope of homelessness. Many communities consider the PIT Count to undercount homelessness by a factor of two or three. However, it provides the longest running data we have at the local, state and federal level providing relevant trends for planning. See how Washington State compares in the chart below.

2018 Homeless Populations by State



	Oregon Pop: 4,190,713	Colorado Pop: 5,695,564	Arizona Pop: 7,171,646	Washington Pop: 7,535,591	New Jersey Pop: 8,908,520	Michigan Pop: 9,995,915
Homeless Persons	14,476	10,857	9,865	22,304	9,398	8,351
Chronically Homeless Persons	4,321	2,738	1,774	6,158	1,286	861

■ Homeless Persons
 ■ Chronically Homeless Persons

*Homeless data collected at HUD Exchange <https://www.hudexchange.info/resources/documents/2007-2018-PIT-Counts-by-State.xlsx>. State population data collected at https://en.wikipedia.org/wiki/List_of_states_and_territories_of_the_United_States_by_population.

In 2018 in Island County, there were 171 people counted in the 2018 Point in Time Count. Of those 171 people, 37 (22%) were chronically homeless. This population represents the most vulnerable in our community and are more likely to cycle through local jails and emergency rooms. In 2019, there were 166 people experiencing homelessness counted in the Point in Time Count, a 4% reduction overall. There were 46 people (28%) who were chronically homeless, a 6% increase from 2018.

2019 Homeless Point in Time Count Findings

Total- 166 people surveyed reported living homeless (4% reduction from 2018)

- 79 Unsheltered
- 87 Sheltered

Out of these 166 people, 46 (28%) reported being **Chronically Homeless**.

A Closer Look at the 79 Unsheltered People in Island County's 2019 Point in Time Count

Top 4 causes of unsheltered homelessness:

- Job loss
- Loss of housing by eviction or rent increase
- Alcohol/substance abuse
- Mental Illness

41 (52%) of those living unsheltered reported **one or more disabilities**

Household makeup

- 57 were single
- 2 families with children
- 7 households with two or more adults

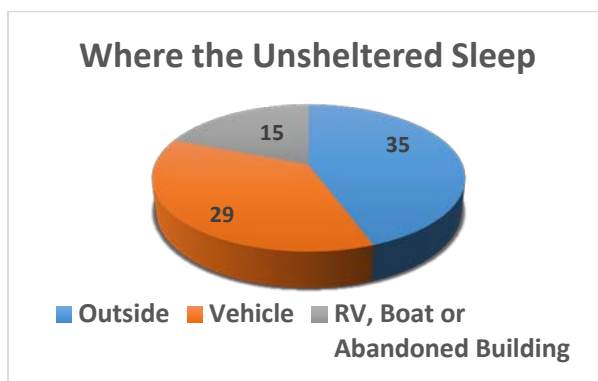
Gender - 51 (65%) Males 28 (35%) Females

Ages of those living unsheltered

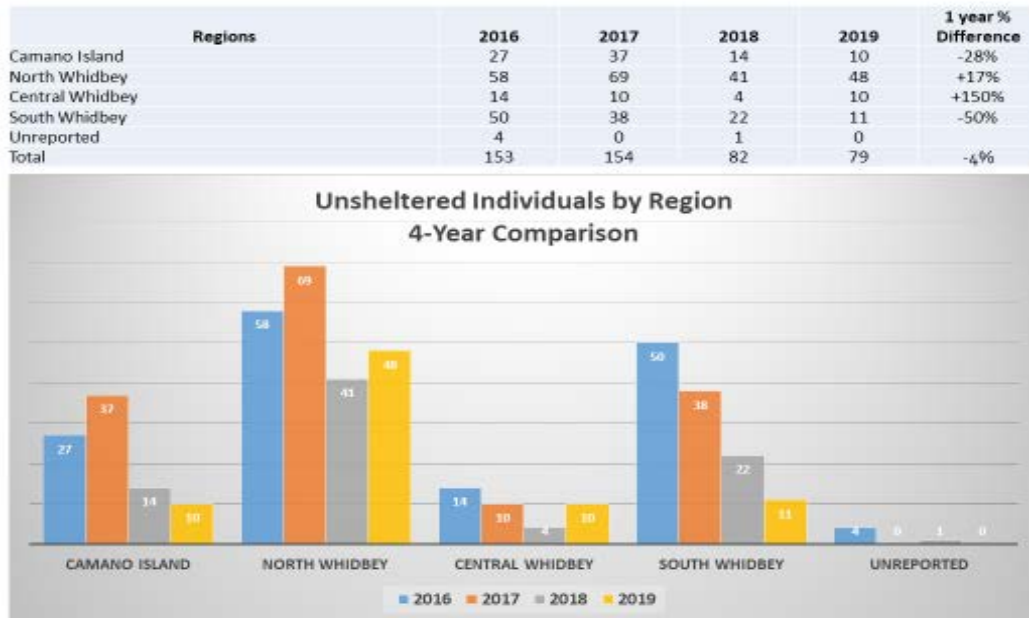
18-24 years - 18 (23%)
24-35 years- 11 (14%)
35-44 years - 14 (18%)
45-54 years - 14 (18%)
55 and above - 18 (23%)

Income of Unsheltered

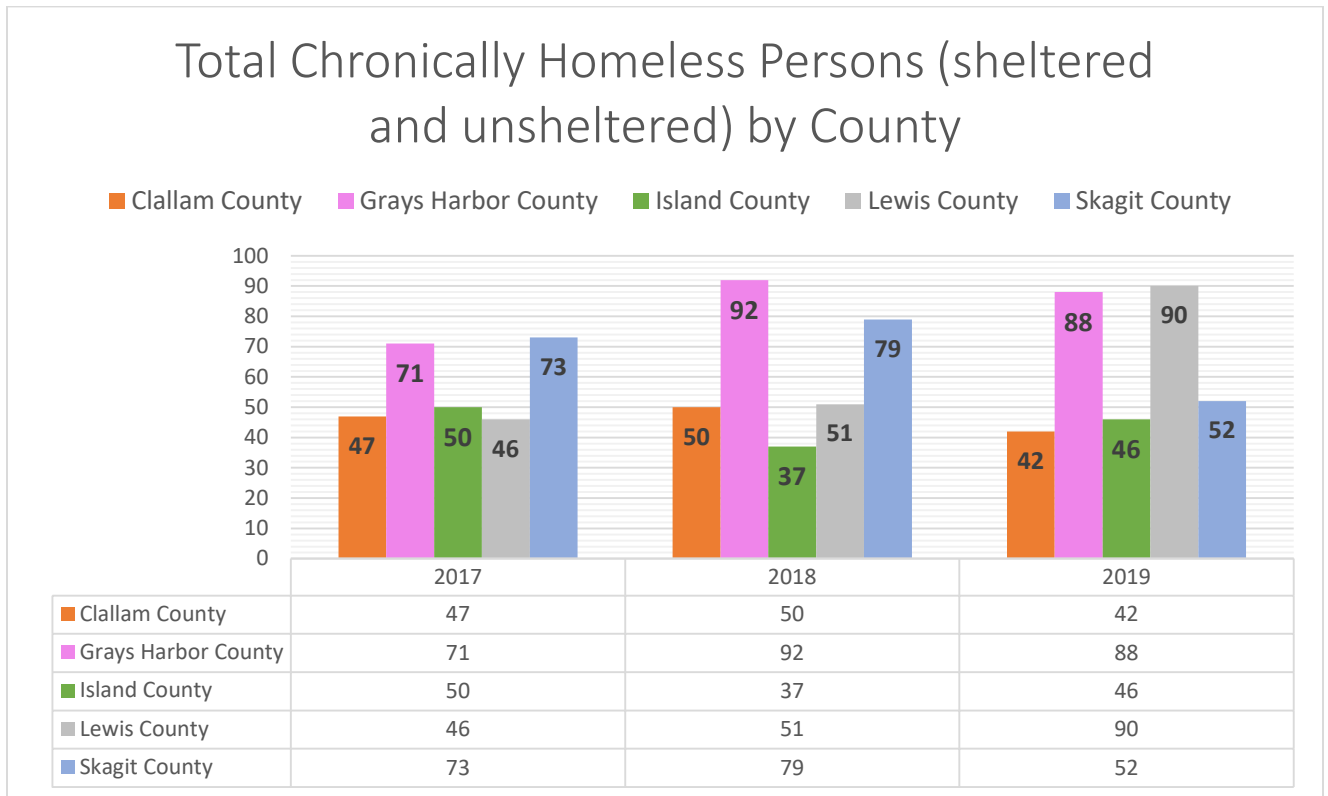
28 - No Income
16 - Government Subsidy (SSI, SSDI, ABD)
7 - Employed
5 - Panhandling, Family and Friends
18 - Unreported



Unsheltered - 4 Year Comparison of Island County by Region



Chronically Homeless- Five County Comparison



*Data collected at <http://www.commerce.wa.gov/wp-content/uploads/2019/06/hau-pit-statewide-results-2019.xlsx>

Supportive Housing is the best practice for ending homelessness for people with disabilities and who experience recurring or long term homelessness. Supportive Housing remains our most critical housing gap.

❖ **Homeless Management Information System (HMIS) and Housing Support Center**

As mentioned before, it is difficult to ascertain an accurate number of people experiencing homelessness. The PIT Count provides information about households who choose to participate during one day per year, regardless of whether they are seeking or receiving services. The Homeless Management System provides information only on those clients who seek and access services.

The Homeless Management Information System (HMIS) is the tool used to collect information about homelessness in Island County and across WA State. This is a federal and state managed database of information that is required to be collected by homeless housing and service providers about every client who receives homeless assistance provided by federal or state funding. Faith based or privately funded programs are not required to participate.

Required HMIS data includes demographic information such as gender, age, prior living situation, length of time homeless, education level, ethnicity, general health, causes of homelessness and family composition. Clients must provide signed consent to have identifying information entered into the system. When a client is referred to a particular housing or homeless services program, information about their participation is also recorded in HMIS.

HMIS information is used at the state level to develop state-wide statistics and models. At the local level it provides accurate information about clients who access services. Its limitation is that clients who are not using services, either by choice or because needed services are not available, are not included. Thus it also provides limited information about under-served populations or gaps in services

Housing Support Center – In 2018, 534 households, including single adults and families with children sought and qualified for homeless services in Island County through the Housing Resource Center. At the time of their assessment, 259 were at risk of losing their housing and seeking prevention rental assistance. 198 literally homeless were living in places not fit for habitation or in temporary shelters.

Housing Support Center- 3 Year Averages (2016-2019)

527 – Average number of households which sought and qualified for services

- 53% of these households were at imminent risk of losing housing at intake and were seeking prevention rental assistance.
- 38% reported being literally homeless living unsheltered or in Emergency Shelter

- 9% of households did not qualify for services

Of the 527 households seeking services:

- 54% received assistance and moved to successful housing outcomes
- 44% did not receive services because there was no immediate housing solution to meet their needs.
 - This metric reflects whether the homeless crisis response system has adequate capacity to assist all households who need it. When household visit the HSC, they are quickly assessed and referred to appropriate housing programs if available.

When households are unable to be served, they are placed on the Housing Interest Pool, and may receive light touch case management that assists with connecting them to other services and resources if they stay engaged with the Housing Support Center.

The most common reasons why people are unable to be served:

- Exceed income threshold
- lack of income to sustain housing after assistance is given
- significant mental health issues
- active drug addiction
- poor credit, past evictions
- felony convictions

Single males make up the largest demographic of literally homeless, though women are more likely to be head of households. The vast majority have no income or income around 30% AMI \$1296/month, making it extremely difficult to secure and maintain long term housing.

Increasing rents and stagnant wages for our low to extremely low income population continue to precipitate households being pushed into homelessness. Our seniors and disabled on fixed incomes are particularly vulnerable to rent increases.

Overall, Island County providers are doing a very good job providing housing and services to clients referred from the Housing Support Center. The focus on prioritizing the most difficult to serve, has put a strain on our providers and has slowed exits primarily because of a lack of supportive housing for clients needing specialized services to exit from temporary housing programs to traditional permanent housing models.

❖ **Youth Homelessness in School Districts**

Homelessness has a particularly troubling impact on children. Homeless children often are impacted by adverse childhood experiences (ACEs) resulting in impediments to growth, repeating a grade, and reduced high school completion rates. Homelessness also puts children

at greater risk of serious physical health problems. All of these factors contribute to the cycle of homelessness.

A complicating factor to understanding the true picture of homelessness is the fact that there is no single federal definition of homelessness in the United States and as a result there are varying numbers of homelessness reported.

The McKinney-Vento Act defines homeless children as “individuals who lack a fixed, regular, and adequate nighttime residence”. All school districts across the state are required to collect information about student homelessness and submit it to the state Office of the Superintendent of Public Instruction.

Four School Districts - 608 students in Island County school districts during the 2017-2018 school year were identified as homeless per the McKinney Vento federal definition. Most of these students were living doubled-up.

Total Homeless Students in all Washington State School Districts from 2013-2018

School Year	Number of Homeless Students in Washington State
2013-2014	32,539
2014-2015	35,511
2015-2016	38,017
2016-2017	39,450
2017-2018	40,365

*Data collected at <https://www.k12.wa.us/sites/default/files/public/homelessed/pubdocs/2018-12homelessstudentedoutcomes.pdf>

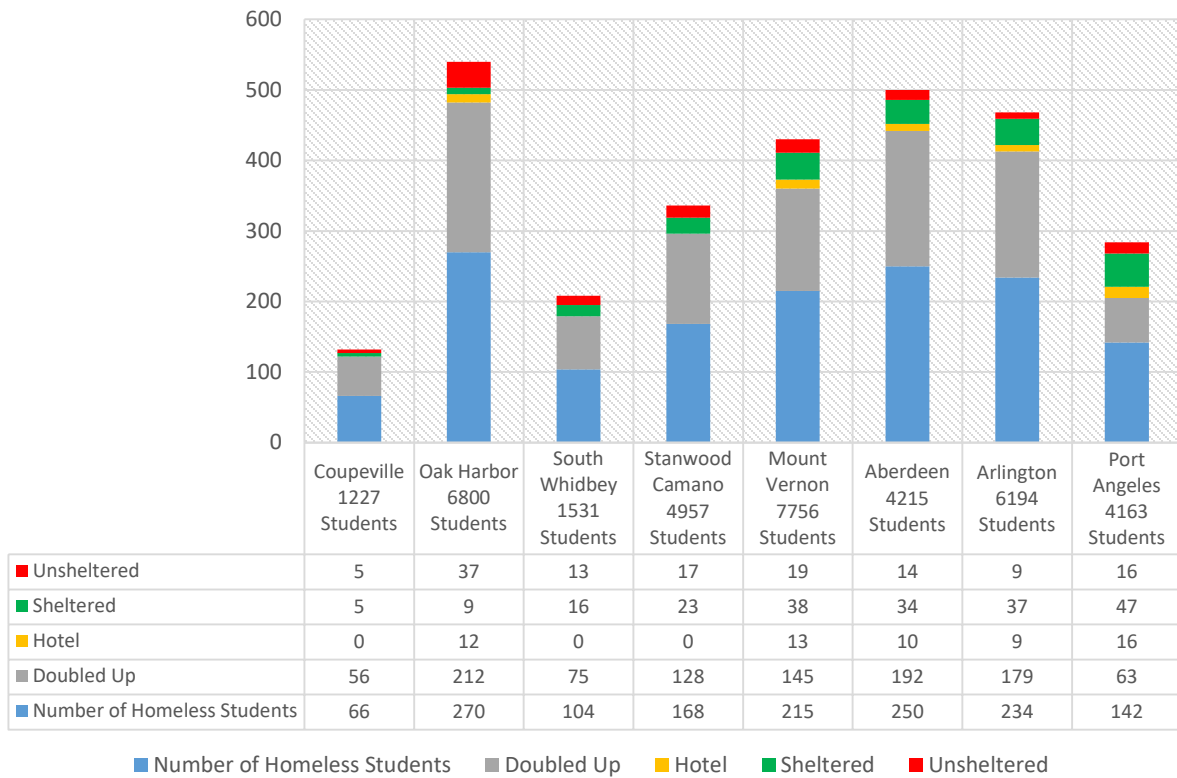
Total Homeless Students in Island County School Districts – 2013-2018

School Year	Number of Homeless Students in Island County
2013-2014	462
2014-2015	513
2015-2016	524
2016-2017	548
2017-2018	608

*Data collected at <https://www.k12.wa.us/student-success/access-opportunity-education/homeless-education/homeless-education-student-data>

According to the Homeless Education Student Data collected for the 2017-2018 school year, there were 608 homeless students in Island County. They include unsheltered, sheltered, doubled-up and living in a hotel. It also identifies the students who are unaccompanied meaning they are living without their immediate family. The chart below shows data for each of the school districts in Island County along with a few other local Washington school districts.

Homeless Student Count by School District



*Data collected at <https://www.k12.wa.us/student-success/access-opportunity-education/homeless-education/homeless-education-student-data>

The numbers above represent only the people who have been documented through services or schools. Throughout the year many more face the prospect of losing their home due to financial conditions, DV, health crisis, chronic mental health and/or chemical dependence conditions. Whatever the underlying reason for their homelessness, they are in crisis. Visible or hidden, everyone deserves a safe and decent place to live.

The biggest drivers of homelessness in Island County are rising rents, lack of living wage job opportunities and a lack of diverse housing options, especially affordable housing for low to moderate income individuals and families. Low vacancy rates exist in the for-profit rental market and existing affordable housing is limited with long wait lists.

Current Resources

Funding

Funding for homeless services in Island County varies from year to year as sources depend on grants and tax revenue, but estimates for 2019 are included below. The funding sources for homeless housing services in Island County include the following and total approximately \$900,800.

Document Recording Fees (local): Island County is eligible for and receives fees authorized by RCW 36.22.178 and RCW 36.22.179. Island County intends to award funds for projects that employ strategies established in the Homeless Housing Plan. Program guidelines are partially set by the Washington State Department of Commerce, and Island County must adhere to them. In 2019, this funding provided approximately \$704,900 for homeless housing programs.

Consolidated Homeless Grant (state): Island County is the “Lead Agency” for the Consolidated Homeless Grant Program (CHG). CHG combines state homeless resources into a single grant opportunity under the administration of the Washington State Department of Commerce. Program guidelines are set by Commerce and Island County must adhere to them. In 2019, this funding source amounted to approximately 195,905.

House Bill 1406 (local): The 2019 Legislative session approved a local revenue sharing program. Island County passed a resolution and ordinance to take advantage of this credit against the state sales tax with specific eligible uses for affordable housing and rental assistance Funds will not be received until early 2020 and local jurisdictions have not yet decided uses of these funds.

Skagit HOME Consortium – Skagit, Island and Whatcom counties entered into an agreement to qualify as a consortium for receiving HUD funds for housing programs and projects. Use of these funds are currently allocated to rental assistance and housing development. Opportunity Council contracts with the Consortium to manage funds for rental assistance and receives referrals from the Housing Support Center.

Balance of State/Continuum of Care (BoS/CoC) The Department of Commerce is the collaborative applicant for the WA Balance of State/CoC that is composed of 34 small to medium sized counties in Washington, including Island County. Island County Housing Authority and COMPASS Health currently receive small grants from this source for Island County. (King, Snohomish, Pierce, Clark and Spokane counties are separate Continuum of Care (CoC) and each apply directly for these funds).

Allowable Interventions

The allowable interventions and services that Island County may directly fund through the sources outlined above, by legislative statute, include:

Coordinated Entry and Assessment: Coordinated Entry is the system by which homeless households are matched to services. Assessments occur at intake **determine vulnerability, prioritization and eligibility for services.**

Services-only interventions: Street outreach is a services-only strategy for engaging people experiencing homelessness, building relationships for the purpose of connecting them to emergency shelter, treatment, housing or other critical resources.

Diversion: The Diversion process takes place during a family's initial contact at Coordinated Entry/Housing Support Center. Through an exploratory conversation with a trained Housing Navigator, families are prompted to consider safe housing options based on their own available resources. This program may offer a combination of short term services and a one-time financial assistance.

Targeted Prevention: Targeted Prevention resolves imminent homelessness with housing-focused case management and temporary short term rent subsidy.

Temporary housing interventions: Temporary housing interventions are those in which the household must leave the shelter or unit at the end of their program participation. Households are considered homeless while enrolled in temporary housing interventions.

- **Emergency Shelter (ES)** provides short-term, temporary lodging for people experiencing homelessness and includes, drop in shelters, continuous-stay shelters, and motel or hotel subsidized stays. Stays typically last up to three months, but clients are not required to exit after 90 days. Drop-in shelters offer night-by-night living arrangements that allow households to enter and exit on an irregular or daily basis. Continuous stay shelters offer living arrangements where households have a room or bed assigned to them throughout the duration of their stay.
- **Transitional Housing** is subsidized, facility-based housing that is designed to provide long-term temporary housing and to move households experiencing homelessness into permanent housing. Lease or rental agreements are required between the transitional housing project and the household. Transitional Housing Programs are typically intended to provide housing up to two years. (TH is increasingly viewed by the state as a less desirable intervention due to poor outcomes and high cost per exit. However, TH is still viewed as vital housing intervention for Youth).

Permanent Housing interventions: Permanent housing is housing in which the household may stay as long as they meet the basic obligations of tenancy.

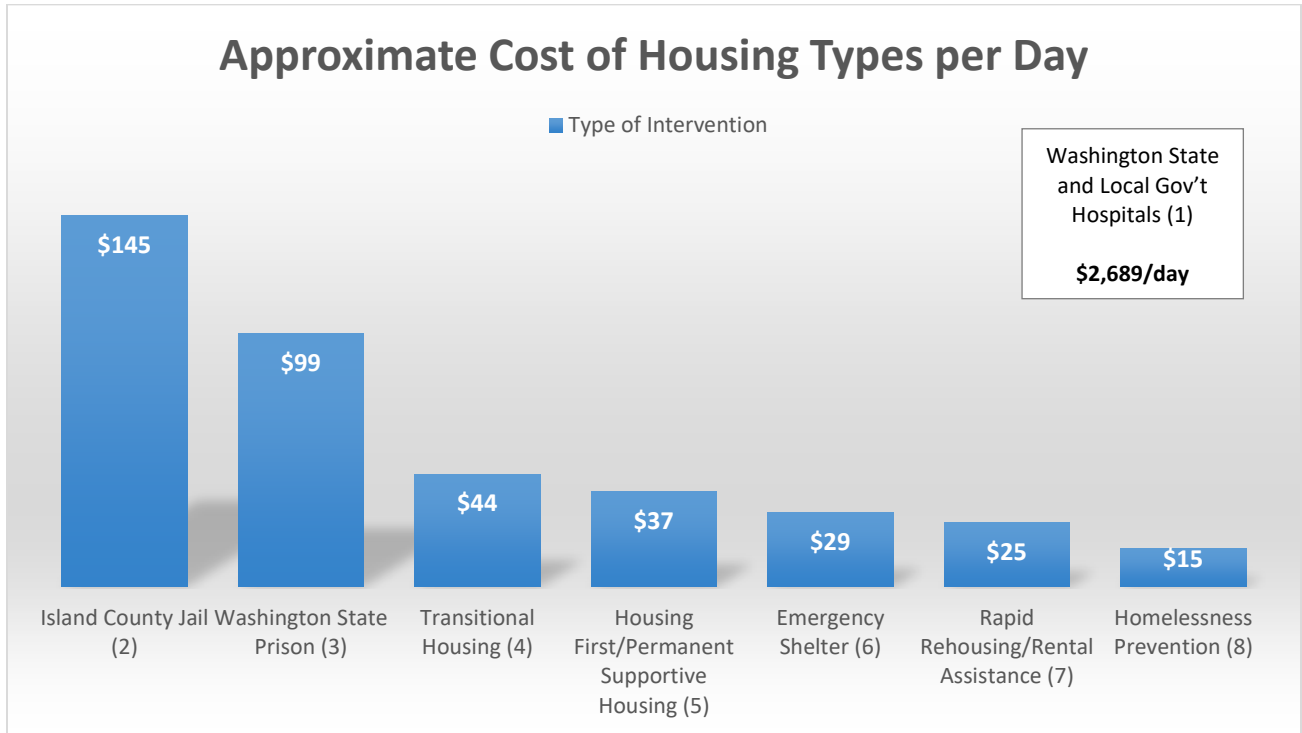
- Rapid Re-Housing (RRH) quickly moves households from homelessness into permanent housing that may include Housing Identification Services (recruit landlords to provide housing and assist to secure housing), Financial Assistance (provide assistance to cover deposits as well as rent/utility payments, and Case Management and Services (Assist clients with plans and connections to community resources that help households maintain housing stability).
- Permanent Supportive Housing (PSH) is subsidized, non-time limited housing with specialized supportive services for homeless households that include a household member with a permanent disability. Supportive services must be made available but participation is voluntary. PSH may be provided as a rent assistance (scattered site) or facility-based model. For facility-based models, a lease or rental agreement is required between the PSH project and the household. The services and the housing are available permanently.

The chart below shows current # of beds/units in Island County that are primarily used when connecting residents experiencing homelessness to positive housing outcomes in Island County.

Homeless Housing Inventory & Costs

Island County Housing Inventory	
Night to Night Shelter	30 Beds
90 Day Emergency Shelter	30 Beds
Transitional Housing	28 Beds
Youth 90 Day Emergency Shelter	16 Beds
Youth Transitional Housing	12 Beds
Shelter + Care	8 Beds
Permanent Supportive Housing	0 Beds
Subsidized Housing	221 Units
Subsidized Housing for Seniors and People with Disabilities	236 Units

We continually assess the cost of housing intervention versus number of households served in ongoing planning and funding decisions. See below how the costs of different housing interventions compare.



(1) 2010 Kaiser State Health Facts
 (2) Island County Sheriff's Office, 2019
 (3) Washington State Prison, 2016
 (4)(6)(7)(8) Washington State Department of Commerce, State Homeless Housing System Overview
 (5) 1811 East Lake Project, Seattle, DESC.

Island County's Homeless Crisis Response System currently serves approximately 61% of households that seek and qualify for services. Additional funding and housing stock will be required in order to serve all qualifying homeless households. Supportive Housing remains the largest housing gap for serving our most vulnerable homeless population.

2020 Homeless Housing Plan Overview

Planning Process

Despite strong leadership and an improved homeless response system for engaging and delivering services to our neighbors living without a stable or safe place to live, homelessness still persists in Island County. This planning process revealed specific barriers and gaps that represent some of the underlying causes of Island County's inability to meet the needs of all homeless residents.

In order to meet the goals in this Plan for Island County and across our state, it is widely recognized that the responsibility must include the broader "Homeless Crisis Response System" that includes not only the coordinated entry and housing provider agencies, but all other systems that serve the homeless population within each county. This plan includes recommendations to begin creating partnerships with other systems in order to reach the goal of preventing and/or making homelessness rare, brief and one time.

Barriers and Gaps

The Task Force identified the following broad system gaps:

- Deficient amount of funding and funding restrictions
- Limited Capacity in all types of housing stock and with Housing Providers' capacity to scale services to meet the need
- Lack of cross system collaboration

More specific gaps were identified within the Homeless Crisis Response System:

- Housing and services for homeless individuals entering the community from jails, correctional facilities, foster care, hospital, treatment facilities, mental institutions, and those who are chronically unsheltered
- Low Barrier/Housing First-Harm Reduction Housing (for chronically unsheltered and other high-needs populations)
- Integration of planning across systems serving homeless populations
- Support for those struggling with addictions
- Need Units/beds of Medical Respite Care to provide medical oversight for sick and injured homeless individuals.
- Additional units of affordable housing when homeless households are ready to reenter mainstream.
- Need to continue to improve case management and coordination between housing providers and other systems of care to meet needs of the most vulnerable
- Transportation when Island Transit not available

- Regulations not supporting certain types of housing
- Emergency shelter with shower, laundry and acceptance of pets

“A reminder-The Cost of Doing Nothing-Social Impact of Homelessness”

Homelessness not only has huge impacts on the individuals, it is also expensive for our community. Homelessness almost always escalates an already unstable family situation. Youth and adults with mental illness or drug and alcohol addictions get worse when they do not have stable housing to get the attention they need.

Homelessness costs our community in other ways as well. Each year, Island County residents tax dollars are spent caring for homeless people through our emergency services - 911, emergency rooms and clinics, law enforcement, fire and rescue units, jails, public health and human services systems, the judiciary system and informal crisis response partners.

Communities that have done cost analysis studies report the “hidden” community expense of supporting one chronically homeless person is approximately \$40,000 per year. In the 2019 Point-in Time count, 46 people were identified as chronically homeless. Using this measure, Island County’s “hidden” community expense of supporting our chronically homeless people is approximately \$1,840,000 per year.

Defining Success

Performance measures help evaluate the effectiveness of a homeless crisis response system as they work to make homelessness rare, brief and one time. In an effort to make sure local work is producing the desired effect, Commerce established system performance measures for separate programs, to be tracked from a baseline of local data in 2016.

The Department of Commerce has identified the following as the most critical homeless system performance measures:

- ✓ **Reduce length of time homeless**
- ✓ **Increase Exits to Permanent Housing and Increased Income**-Households exiting housing programs to stable housing destinations is the ultimate goal of the Homeless Crisis Response System. Increased income indicates a higher likelihood of self-sufficient housing in the future.
- ✓ **Reduce returns to homelessness**
- ✓ **Increase from baseline the number of unsheltered households moved into temporary or permanent housing programs by 10% each year**

National research indicates that many households who report needing assistance to prevent homelessness may actually be resilient enough to resolve the issue independently, whereas those who are most vulnerable should be prioritized for assistance.

Department of Commerce and HUD require local communities to develop tools specific to assessing vulnerability and prioritize housing and services to the most vulnerable. As we continue to re-orient our homeless crisis response system towards prioritizing the most vulnerable, it must be recognized that without supportive housing options, some of our most vulnerable will remain homeless.

Per Commerce guidelines, Homeless Crisis response systems must meet or demonstrate progress toward the targets of identified performance measures. Below is a chart showing Island County 2016 baseline performance by program type and suggested performance targets by Department of Commerce.

**Island County Actual Baseline Measures and
Department of Commerce System Wide Performance Targets by Intervention**

Program	Island County Current Baseline	Expected Change from Baseline	Department of Commerce Performance Target
Emergency Shelter	42% Exits to Permanent Housing (PH)	Increase by at least 5%	60% Exits to Permanent Housing (PH)
Transitional Housing	67% Exits to PH	Increase by at least 5%	80% Exits to PH
Rapid Re-Housing	86% Exits to PH	Maintain	80% Exits to PH
Permanent Supportive Housing	89% Retention or Exits to PH	Maintain	90% Retention or Exit to PH
All System	29% Total Households Unsheltered and/or Feeling Domestic Violence	Increase by at least 5%	60% Total Households Served Be Unsheltered

Objectives and Action Plan-Matrix

The attached matrix includes the five State and two local objectives with action steps recommended for Island County to continue to improve our overall Homeless Crisis Response System and serve as a working document for future work and planning.

Objectives and Action Plan: Detail Matrix

State Objective 1: Quickly identify and engage all people experiencing homelessness under the state definition, and all unaccompanied youth under any federal definition, through outreach and coordination between every system that encounters people experiencing homelessness.

Core Strategy 1: Identification and engagement: People experiencing homelessness are quickly identified and engaged.

<u>TASKS</u>	<u>RESPONSIBLE PARTY(IES)</u>	<u>START DATE</u>	<u>DATE COMPLETED/VERIFIED</u>
a) Adult and Family Homeless Crisis Response Team: Create partnerships with other systems that serve the adult homeless population to improve coordination on shared clients or those not seeking services at Housing Support Center to increase exits to positive housing solutions for Whidbey and Camano.	ICHS-Housing Law & Justice Committee Community Treatment Team ICHS-Outreach teams Hospital The Haven Shelter Camano Crisis Team	2020	On-going
b) Master Names List: Develop a system to build and maintain an active master names list at the Housing Support Center of adults experiencing homelessness to engage, track their status and increase exits to positive housing solutions.	ICHS – Housing Housing Support Center IC Behavioral Health Outreach Teams Law & Justice Committee Community Treatment Team Crisis Oversight Meetings	2020	2021 and on-going

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<p>c) Youth Homeless Crisis Response Team-Create partnerships with all systems that serve homeless youth to work together to engage, build relationships and increase positive outcomes.</p>	<p>Office of Homeless Youth-Commerce Ryan’s House For Youth NW Youth Services McKinney Vento Liaisons Student Support Advocate Juvenile Courts ICHS-Housing</p>	<p>2020</p>	<p>On-going</p>
<p>d) Point In Time Count: Lead and implement the countywide annual Homeless Point In Time Count and enter data in HMIS.</p>	<p>ICHS-Housing & Behavioral Health Regional Leads Community Volunteers Housing Provider Network Full Homeless Crisis Response Teams</p>	<p>2012</p>	<p>On-going annually</p>
<p>e) Youth Outreach: Formalize Outreach Program to unaccompanied youth in Island County following BoS/CoC Demonstration Project funding and guidance.</p>	<p>Ryan’s House for Youth Office of Homeless Youth Northwest Youth Services McKinney Vento Liaison School Based Counselors ICHS Housing The HUB</p>	<p>2020</p>	<p>On-going</p>
<p>f) Youth Peer Network: Develop a youth peer network/program to provide support and mentoring for youth experiencing housing instability and homelessness.</p>	<p>Ryan’s House for Youth Office of Homeless Youth Northwest Youth Services McKinney Vento Liaison School Based Counselors Big Brothers, Big Sisters Youth Dynamics Brown Bag Program Student Support Advocate The HUB</p>	<p>2020</p>	<p>On-going</p>
<p>g) Increase awareness of alternative Coordinated Entry access point for households experiencing domestic violence: Add DV resource to Coordinated Entry flyers and other marketing materials.</p>	<p>ICHS-Housing</p>	<p>2020</p>	<p>2020</p>

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<p>h) Camano Island Youth Outreach: Meet with Stanwood/Camano School District Homeless Liaisons and Youth providers to define needs of homeless families with children and unaccompanied Youth.</p>	<p>ICHS-Housing McKinney Vento Homeless Liaisons Stanwood Camano Community Resource Center</p>	<p>2020</p>	<p>On-going</p>
<p>i) Marketing Materials: Review and update as needed information on flyers, website and resource lists for both Whidbey Island residents and Camano Island residents to access Coordinated Entry, Housing Resources and Supportive Services.</p>	<p>ICHS-Housing</p>	<p>2016</p>	<p>On-going</p>

Core Strategy 2: Prevent discharges to homelessness: People are not discharged into homelessness from other systems of care.

<u>TASKS</u>	<u>RESPONSIBLE PARTY(IES)</u>	<u>START DATE</u>	<u>DATE COMPLETED/VERIFIED</u>
<p>a) Medical discharge coordination: Improve coordination between the Housing Support Center, Whidbey Health Hospital and Clinics, and The Haven to increase positive housing solutions when homeless.</p>	<p>Whidbey Health Whidbey Health Clinics WHC – The Haven Outreach Teams ICHS-Housing</p>	<p>2020</p>	<p>On-going</p>
<p>b) Behavioral health and/or substance abuse treatment discharge coordination: Improve coordination between Housing Support Center, behavioral health providers and outreach teams to improve housing placements at discharge.</p>	<p>Compass Behavioral Health Organizations IC Outreach Behavioral Health Whidbey Health Medical Center Whidbey Health Clinics WHC – The Haven Stabilization Center Staff ICHS-Housing</p>	<p>2019</p>	<p>2021</p>

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<p>c) Jail discharge coordination: Improve coordination between the Housing Support Center, Island County jail, and Outreach Teams to improve housing placements at discharge.</p>	<p>IC Jail Law Enforcement Coordinated Entry IC Corrections Officers Jail Transition Coordinator IC Outreach Behavioral Health</p>	<p>2019</p>	<p>2021</p>
<p>d) Justice System: Increase knowledge of current work being done with court systems and behavioral health systems in the “Stepping Up” program and consider collaborations with the Housing Support Center for those experiencing homelessness and being diverted from incarceration to avoid criminal histories.</p>	<p>Law Enforcement Corrections Officers Jail Transition Coordinator IC Outreach Behavioral Health Island County Courts ICHS-Housing</p>	<p>2020</p>	<p>On-going</p>
<p>e) Identify families with school age children at risk of homelessness: Increase coordination with Homeless Liaisons, Youth providers and Housing Support Center to increase understanding of housing needs for families with school age children living “at risk” in doubled up housing.</p>	<p>Student Support Advocate School Based Mental Health Counselors McKinney Vento Homeless Liaison ICHS-Housing</p>	<p>2021</p>	<p>On-going Annually each school year</p>

State Objective 2: Prioritize housing for people with the greatest needs.

Core Strategy 1: Prioritize households based on need: Island County Coordinated Entry Program will prioritize housing for most vulnerable.

<u>TASKS</u>	<u>RESPONSIBLE PARTY(IES)</u>	<u>START DATE</u>	<u>DATE COMPLETED/VERIFIED</u>
a) Prioritize based on need: Prioritize assistance for people who are the most vulnerable, unsheltered, and/or chronically homeless through an intake assessment, vulnerability tool and all other relevant information provided.	ICHS-Housing Housing Support Center Partner Agencies IC Outreach Behavioral Health	2018	On-going
b) Remain current: Coordinated Entry continually track openings in housing programs and other housing inventory and monitor changes in the crisis response system.	ICHS-Housing Housing Support Center Housing Provider Agencies Subsidized Housing managers	2016	On-going
c) Coordinated Entry and Youth: Coordinated Entry system will work with Youth providers and Office of Homeless Youth to insure appropriate access to housing and services for homeless youth.	ICHS-Housing McKinney Vento Liaison Northwest Youth Services Ryan’s House for Youth School Based Mental Health Counselors	2018	2021
d) Coordinated Entry Alignment: Review state and federal coordinated entry requirements to ensure system alignment	ICHS-Housing Department of Commerce	2016	On-going

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Core Strategy 2: Increase Emergency Shelter: Immediate emergency shelter is available for all who want it, including a low-barrier shelter option.

<u>TASKS</u>	<u>RESPONSIBLE PARTY(IES)</u>	<u>START DATE</u>	<u>DATE COMPLETED/VERIFIED</u>
a) Low-barrier shelter beds in Island County: Create permanent location for 30 bed low barrier night to night shelter with showers and laundry.	Shelter Planning Team Whidbey Homeless Coalition	2018	Requires additional funding
b) Cold weather shelter in South Whidbey: Explore need for cold weather shelter for 10 people in South Whidbey	South Whidbey Faith Based Community Whidbey Homeless Coalition Langley Emergency Management ICHS	2020	Would require agency and location
c) Cold weather shelter for Camano Island: Explore the need for a warming shelter with Camano and Stanwood, and review best practices and models.	CRC of Stanwood Camano ICHS Fire Stations	2020	2021
d) Tiny Houses: Promote opportunities for tiny houses to be used as emergency housing – in villages, clusters, or individually sited.	Municipalities IC Planning ICHS-Housing	2021	ongoing
e) Respite beds: Begin discussions with Whidbey Health and other health systems to consider creation of respite housing beds and access criteria for short-term stays for people with medical needs that are not able to be supported in other shelters.	ICHS-Housing Whidbey Health IC Health Department	2021	Requires additional resources

State Objective 3: Operate an effective and efficient homeless crisis response system that swiftly moves people into stable permanent housing.

Core Strategy 1: Coordinated Entry Program: Island County Coordinated Entry Program ensures easy access and appropriate connections to crisis response housing and services.

<u>TASKS</u>	<u>RESPONSIBLE PARTY(IES)</u>	<u>START DATE</u>	<u>DATE COMPLETED/VERIFIED</u>
a) Inform: Continually inform community about coordinated entry system, Housing Support Center, and appropriate housing and supportive services available.	ICHS – Housing ICHS – Outreach teams Housing Provider Network Law Enforcement Whidbey Health Center	2016	On-going
b) Prioritize based on need: Prioritize assistance for people who are the most vulnerable, unsheltered, and/or chronically homeless.	ICHS – Housing Partner Agencies	2018	On-going
c) Trainings: Organize and provide all trainings required by Department of Commerce for Coordinated Entry staff and partner agencies.	ICHS – Housing Department of Commerce Housing Provider Network	2020	On-going
d) Coordinated Entry Policy and Procedures: Annual review of Coordinated Entry policies and procedures	ICHS-Housing Housing Provider Network	2016	On-going annually

Core Strategy 2: Prevention and Diversion: People are prevented from losing their homes through targeted prevention and diversion programs that keep people out of shelter or living outside.

<u>TASKS</u>	<u>RESPONSIBLE PARTY(IES)</u>	<u>START DATE</u>	<u>DATE COMPLETED/VERIFIED</u>
a) Prevention: Continually inform community about targeted Prevention Rental Assistance through Coordinated Entry/Crisis Response System	ICHS-Housing Housing Providers Housing Provider Network	2016	Ongoing

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b) Diversions: Divert people in crisis from entering the homeless housing system.	ICHS – Housing ICHS – Outreach Partner Agencies	2018	On-going
c) Collaborate: Meet with faith based organizations and philanthropists to consider pooling funds to pay for specific needs where current funding cannot be used.	Whidbey Island Faith Based Communities Whidbey Homeless Coalition ICHS Helping Hand First Reformed Church	2020	2021

Core Strategy 3: Provide supportive services: Supportive services and tenancy supports are provided for people moving out of homelessness to remain in their housing. Sturdy connections to employment and education are provided for people moving out of homelessness to increase incomes.

TASKS	RESPONSIBLE PARTY(IES)	START DATE	DATE COMPLETED/VERIFIED
a) Continue Implementation of Medicaid Supported Housing Program: Implement Medicaid Transformation Project Supported Housing Program – Foundational Community Supports (FCS). Analyze cost effectiveness of FCS program.	ICHS – Housing ICHS – Behavioral Health outreach	2019	On-going
b) Employment and Education planning: Increase employment opportunities. Incorporate employment and education goals into housing stability plans.	Housing Provider Network WorkSource Housing Provider Agencies/Case Managers	2020	On-going
c) Senior Services: Strengthen collaboration with Senior Services and the Housing Support Center to provide better support for low income seniors in our community who are at risk of homelessness.	ICHS- Housing Senior Services Housing Provider Network	2020	On-going

Core Strategy 4: Connection with Services and resources: Households are connected with appropriate existing supports and benefits to avoid homelessness.

<u>TASKS</u>	<u>RESPONSIBLE PARTY(IES)</u>	<u>START DATE</u>	<u>DATE COMPLETED/VERIFIED</u>
a) Resource Guides: Develop and distribute resource brochures about housing and homelessness services to include resources for specific populations, such as youth, seniors, veterans, and jail inmates	ICHS-Housing Housing Provider Network Stanwood Camano Community Center Senior Services	2021	On-going
b) Youth Resources Guide: Promote the Development and distribution of information on Youth Resources to homeless youth	Ryan’s House for Youth Housing Providers ICHS-Housing	2020	On-going
c) Education in Schools/Parents: Advocate with school Boards, School Administration and Families to establish expanded educational opportunities related to basic life skill training to minimize entry into homelessness.	School based Counselors Opportunity Council School District Administration Skagit College District Parent Advisory Committee	2021	On-going
d) Camano Island Resource Guide: Review and update resource list including shelters and other homeless housing options in Stanwood and other surrounding communities including after-hour resources.	Stanwood Camano Community Center ICHS-Housing Housing Hope-Snohomish	2020	On-going

Core Strategy 5: Performance measurement: Performance measures and data are used to drive decision-making and evaluate program progress.

<u>TASKS</u>	<u>RESPONSIBLE PARTY(IES)</u>	<u>START DATE</u>	<u>DATE COMPLETED/VERIFIED</u>
a) Report on countywide performance measurement: Provide periodic reports on county-wide performance indicators and metrics to track progress	Department of Commerce ICHS- Housing	2020	On-going
b) Contracts: Maintain homeless housing service contracts that meet performance measures and compliance.	ICHS- Housing Partner Agencies	Annually	On-going
c) Provide technical assistance on performance measurement: Provide technical assistance to homeless housing and services providers on performance indicators and data analysis	Department of Commerce ICHS-Housing Housing Providers	2021	On-going
d) Coordinated Entry Oversight: Review Commerce CE guidelines, local policies and procedures on regular basis with Housing Provider Network to provide oversight to CE System.	ICHS-Housing Housing Provider Network Commerce	2020	On-going
e) Review assessment tools: Continually meet with the Coordinated Entry Oversight Team to review and improve all assessment tools based on Department of Commerce requirements and local needs.	ICHS – Housing Coordinated Entry Oversight Team Commerce	2020	On-going
f) Camano Island Coordinated Entry: Continue to work with Stanwood Camano Community Resource Center to monitor scope of homeless on Camano and future programming needs.	ICHS-Housing Stanwood Camano Community Center Housing Hope/Snohomish County	2019	On-going

Core Strategy 6: Data Collection and Sharing: Accurate data is collected and shared between organizations in the response system, and is shared (to the extent legal) with other systems of care working with people experiencing homelessness.

<u>TASKS</u>	<u>RESPONSIBLE PARTY(IES)</u>	<u>START DATE</u>	<u>DATE COMPLETED/VERIFIED</u>
a) HMIS: Promote regular HMIS training to all users to insure quality data entry. Periodically present Data on state of homelessness from Point In Time Count results and HMIS data.	ICHS – Housing Department of Commerce Housing Provider Network	2016	On-going

Core Strategy 7: Best investments of funding: Strategic investments of public funds are prioritized.

<u>TASKS</u>	<u>RESPONSIBLE PARTY(IES)</u>	<u>START DATE</u>	<u>DATE COMPLETED/VERIFIED</u>
a) Align funding sources: Review data and when appropriate, realign existing funding and/or new funding resources to meet funding requirements, maximize efficiency, and improve outcomes.	Housing Advisory Board ICHS-Housing	2016	On-going

Core Strategy 8: Partner with landlords: Existing housing units are used whenever possible through partnerships with Housing Authority, for-profit and non-profit landlords.

<u>TASKS</u>	<u>RESPONSIBLE PARTY(IES)</u>	<u>START DATE</u>	<u>DATE COMPLETED/VERIFIED</u>
a) Source of income discrimination/landlord mitigation program: Produce and distribute materials to educate and inform landlords about new laws prohibiting source of income discrimination and the state landlord mitigation program.	ICHS-Housing Opportunity Council	2021	On-going

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b) Develop Landlord Liaison Program: Engage landlords to forge partnerships increasing access to more units for housing.	ICHS-Housing Opportunity Council	2022	2024
c) Homeless Preference for Section 8 and Public Housing: Continue discussions with Housing Authority to consider adopting a homeless preference for Section 8 and Public Housing units.	ICHS-Housing IC Housing Authority Department of Commerce	2020	2021

Core Strategy 9: Evidence-based practices: Evidence based practices are incorporated into the response system, including progressive engagement, harm reduction, trauma-informed care, person-centered care, motivational interviewing, and others.

<u>TASKS</u>	<u>RESPONSIBLE PARTY(IES)</u>	<u>START DATE</u>	<u>DATE COMPLETED/VERIFIED</u>
a) Training on evidence-based practices: Provide training to providers and volunteers on trauma-informed care and on other evidence-based practices to expand organizational capacities and improve outcomes (<i>e.g.</i> progressive engagement, harm reduction, motivational interviewing)	ICHS-Housing Homeless & Housing Providers Agencies providing training Housing Provider Network	2020	On-going
b) Standards of Care: Develop with Shelter providers standards of care, code of ethics and enforcement methods to ensure safety and well-being of clients and staff.	ICHS-Housing Housing Provider Network Homeless Housing providers	2020	On-going

State Objective 4: Project the impact of the fully implemented local plan on the number of households housed and the number of households left unsheltered, assuming existing resources and state policies.

Using the Modeling Tool provided by the Department of Commerce, it is projected that 230 households who are homeless or at imminent risk of homelessness will be served annually by 2024 in Island County. This number includes the addition of 7 units projected to be built by 2024. It is also projected that the Point in Time Count will include 74 unsheltered individuals. These projections are made with the assumptions that current resources and state policies remain in place. According to the Modeling Tool, an additional \$29,364 will be required annually to maintain the current needs with the cost of inflation. This works out to be \$156,527 over the next 5 years. Complete Modeling Tool attached.

State Objective 5: Address racial disparities among people experiencing homelessness.

Core Strategy 6: Examine and address disparities in current homeless crisis response system: Complete analysis using racial equity tool, identify areas where inequity exists in current system and find solutions to address these inequities.

<u>TASKS</u>	<u>RESPONSIBLE PARTY(IES)</u>	<u>START DATE</u>	<u>DATE COMPLETED/VERIFIED</u>
a) Review Racial Disparity Data: Choose Racial Disparity Tool to assess racial disparity issues related to homelessness. Create a plan to address racial disparity where needed.	ICHS-Housing Housing Provider Network	2020	On-going
b) Equal Access: Research options for translation of assessment tools, website, marketing tools to other languages and add resources for hearing and sight impaired.	ICHS-Housing Island County Human Resources	2020	On-going

Local Objective #1: Preserve existing and Increase new Affordable Housing.

Core Strategy 1: Affordable Housing: Increasing the availability of housing that is affordable to people with low incomes is promoted.

<u>TASKS</u>	<u>RESPONSIBLE PARTY(IES)</u>	<u>START DATE</u>	<u>DATE COMPLETED/VERIFIED</u>
a) Affordable and Workforce Housing Work Group: Convene an Affordable/Workforce Housing work group across jurisdictions including industry experts, city representatives and key stakeholders to develop and implement a plan to preserve and create new affordable/workforce housing units.	ICHS-Housing All municipalities IC Planning Industry Experts Developers Habitat for Humanity	2021	On-going
b) Affordable Housing Inventory and Needs Report: Map existing inventory of current Subsidized/Affordable Housing and trailer parks. Then map similarly zoned parcels for future development of Affordable/Workforce Housing.	Island County Planning City Planning for: Oak Harbor, Coupeville, and Langley Island County Mapping Island County Human Services Housing Authority	2022	2024
c) Policies supporting affordable housing and Permanent Supportive Housing: Promote incentives to developers of affordable housing and supportive housing such as; expedite permitting, mitigate fees, flexible property and sales tax. Require deed restrictions to maintain long term affordability.	All municipalities- Mayors and Councils Island County Commissioners Island County Planning ICHS-Housing	2020	On-going

Island County 5-Year Homeless Housing Plan – 2020-2024

<p>d) Alternative housing models: Promote the development of planning policies that allow alternative housing models including SROs, boarding houses, home sharing programs, tiny houses, small cottage communities, and conversion of motels, and group homes for people with disabilities, substance abuse issues, mental health services and seniors.</p>	<p>All Municipalities IC Planning ICHS-Housing IC Commissioners</p>	<p>2020</p>	<p>On-going</p>
<p>e) Supportive Housing/Housing First: Continue discussions with developers to build new units of low barrier supportive housing, including but not limited to units employing a Housing First model, to serve people with behavioral and/or physical health issues that includes onsite specialized supportive services.</p>	<p>Regional Housing Developer ICHS- Housing Housing Advisory Board</p>	<p>2020</p>	<p>On-going</p>
<p>f) LIHI Affordable Housing Project: Support LIHI project of 50 new affordable housing units for households living at 60% AMI and below. Twenty-five of these units will be reserved for veterans.</p>	<p>Low Income Housing Institute (LIHI) ICHS-Housing</p>	<p>2018</p>	<p>2024</p>
<p>g) Preserve Existing Subsidized Affordable Housing: Chart when mortgages mature on all USDA 515 rental properties. Consider enacting local law to require certain actions before prepayment or sale of all properties with existing federal subsidies.</p>	<p>ICHS – Housing County and municipalities</p>	<p>2020</p>	<p>On-going</p>
<p>h) Camano Island Workforce Housing: Begin discussions with Snohomish County to consider possible collaboration for providing Workforce Housing for Camano Island residents.</p>	<p>Camano Housing Task Force ICHS-Housing</p>	<p>2021</p>	<p>On-going</p>

Local Objective #2: Expand Community Engagement.

Core Strategy 1: Community Engagement: Promote and develop strategies to increase avenues for engagement with Foundations, Philanthropic Groups, for-profit businesses, non-profits, government agencies and community members with the Crisis Response System and Housing Resources.

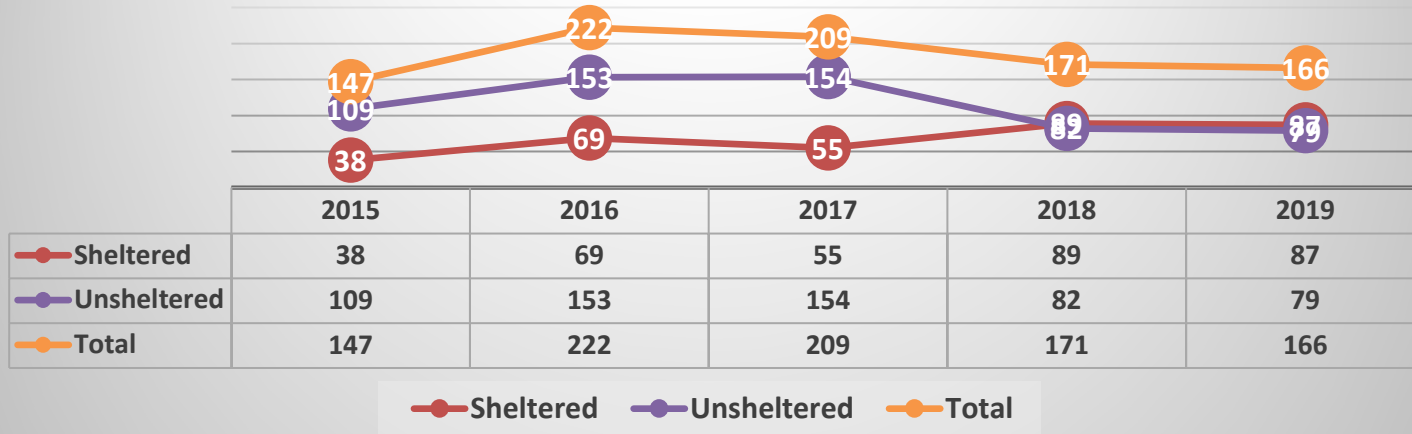
<u>TASKS</u>	<u>RESPONSIBLE PARTY(IES)</u>	<u>START DATE</u>	<u>DATE COMPLETED/VERIFIED</u>
a) Volunteer Opportunities: Work with community partners to create list on specific volunteer opportunities to promote opportunities for personal connection with those struggling with homelessness.	ICHS-Housing Housing Provider Network	2021	On-going
b) Additional Funding: Advocate for, create and attract opportunities for additional funding to Island County for Homeless housing and services from Philanthropic groups, Foundations, grants and other community opportunities.	ICHS-Housing Housing Provider Network	2022	2024
c) <u>Camano/Stanwood Collaboration:</u> Reach out to Snohomish County Human Services on ways to collaborate to better serve Camano residents with housing needs.	ICHS- Housing Camano Crisis Response Team	2021	On-going

State Recommendations

1. Increase in state behavioral health services.
 - a. Lobby for increased resources for detox beds, safe and sober housing and ongoing operation costs and case management necessary for people exiting treatment. Service providers report investing enormous amount of time building relationships and trust to move them toward behavioral health treatment, but in most cases if entering as homeless, there is nowhere for them to go once they are stabilized or exited from treatment.
 - b. Provide funds needed to reach state performance measures for serving the most vulnerable.
2. Create an annual reporting calendar. Commerce to produce a calendar that includes report name and deadline dates from all Commerce Departments related to homelessness to assist counties with local planning especially for small, rural counties with limited staff.
3. Lobby for increasing resources for appropriate housing and case management specific for senior citizens and people with disabilities or significant medical challenges who are also experiencing homelessness. Island County coordinated entry and service providers are seeing an increase in senior citizens and people with major medical barriers seeking housing services.
4. Assist in strengthening collaboration between Department of Social and Health Services (DSHS) and local crisis response systems. In Island County, DSHS is not an active participant in our current crisis response system. We recognize DSHS serves many people in Island County, but better partnership with the local crisis response system would increase positive outcomes for those experiencing homelessness.
5. Lobby to standardize criteria on all low income housing receiving public dollars to streamline policies around allowable criminal backgrounds and credit history. In addition reduce restrictions for those with criminal history or poor credit applying for low income housing. Increase resources to expand local support for assisting people in expunging their criminal records to reduce barriers in housing.
6. Lobby for regulation of credit agencies. Eliminate the perpetual accrual of penalty fees on unpaid debt. Clients report unpaid debt more than doubling due to perpetual accrual without opportunity for negotiation or set up of payment plan.
7. Relax development regulations on model or pilot low income housing initiatives such as tiny homes and cluster housing developments (i.e. remove subdivision status)
8. Require the state when entering into contracts with businesses to require hiring a certain percentage of those experiencing homelessness.

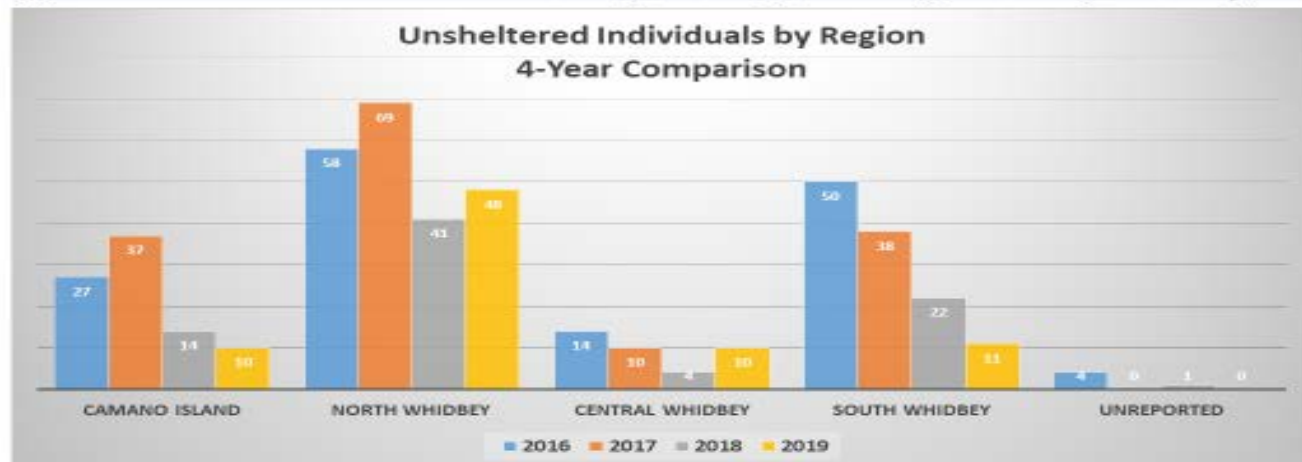
ADDENDUM 1

Sheltered and Unsheltered Point In Time Count 2019
5 Year Comparison



Regions	2016	2017	2018	2019	1 year % Difference
Camano Island	27	37	14	10	-28%
North Whidbey	58	69	41	48	+17%
Central Whidbey	14	10	4	10	+150%
South Whidbey	50	38	22	11	-50%
Unreported	4	0	1	0	
Total	153	154	82	79	-4%

Unsheltered Individuals by Region
4-Year Comparison



**Island County Actual Baseline Measures and
Department of Commerce System Wide Performance Targets by Intervention**

<i>Program</i>	<i>Island County Current Baseline</i>	<i>Expected Change from Baseline</i>	<i>Department of Commerce Performance Target</i>
Emergency Shelter	42% Exits to Permanent Housing (PH)	Increase by at least 5%	60% Exits to Permanent Housing (PH)
Transitional Housing	67% Exits to PH	Increase by at least 5%	80% Exits to PH
Rapid Re-Housing	86% Exits to PH	Maintain	80% Exits to PH
Permanent Supportive Housing	89% Retention or Exits to PH	Maintain	90% Retention or Exit to PH
All Systems	29% Total HH Served are Unsheltered and/or Fleeing Violence	Increase by at least 5%	60% Total HH Served Be Unsheltered

2019 AMI for Island County

- 100% AMI is \$73,900 for family of 4
 - Low Income-Households with less than 80% AMI
 - Very Low Income – Households with less than 50% AMI
 - Extremely low Income – Households with less than 30% AMI
- Current Market Rent for a 3 Bedroom unit in Island County is \$1800

% of Area Median Income-Family of 4	Annual Income	Monthly Income	Weekly Income	Hourly Income	Affordable Monthly Rent @ 30% of Income
120%	\$88,680	\$7390	\$1705.38	\$42.63	\$2217
100%	\$73,900	\$6158	\$1421.15	\$35.53	\$1847.50
80%	\$59,100	\$4925	\$1136.54	\$28.41	\$1477.50
60%	\$44,340	\$3695	\$852.69	\$21.32	\$1108.50
50%	\$36,950	\$3079	\$710.58	\$17.76	\$923.75
30%	\$25,750	\$2146	\$495.19	\$12.38	\$643.75

10 Year Median Income Comparison for Island County:

Year	Area Median Income for family of 4	% Change
2009	\$77,900	
2010	\$74,100	-4.88%
2011	\$71,500	-3.51%
2012	\$72,500	1.40%
2013	\$68,900	-4.97%
2014	\$72,300	4.93%
2015	\$74,200	2.63%
2016	\$70,500	-4.99%
2017	\$75,400	6.95%
2018	\$75,900	0.66%
2019	\$73,900	-2.64%

Island County

Current State

Instructions

Data in cells highlighted in sage green are from the HMIS and annual report, and can be adjusted if better data on the current system is available.

Unhighlighted cells are calculated and should not be modified

Interventions

	Emergency Shelter	Transitional Housing	Rapid Rehousing	Permanent Supportive Housing	Permanent Housing dedicated to homeless persons	Total	Source in Golden
Households served at a point in time (occupied units)	10	11	12	18	-	51	CY
Annual Spending	\$ 170,066	\$ 119,412	\$ 337,387	\$ 178,658	\$ -	\$ 805,523	CT
Households served in housing type annually	65	23	114	21	-	223	AU
Cost per household served in year	\$ 2,616	\$ 5,192	\$ 2,960	\$ 8,508	\$ -		
Exited households	59	13	104	4	-	180	BJ
% of households who exit	91%	57%	91%	19%	0%		
Cost per exit	\$ 2,882	\$ 9,186	\$ 3,244	\$ 44,665	\$ -		
Successful exits	26	6	94	1	-	127	BN
% Successful exits	44%	46%	90%	25%	0%		
Cost per successful exit	\$ 6,541	\$ 19,902	\$ 3,589	\$ 178,658	\$ -		
Cost per unit/slot	\$ 17,007	\$ 10,856	\$ 28,116	\$ 9,925	\$ -		
Average length of stay for households served during year	56	175	38	313	0		
Failed/unknown exits	33	7	10	3	-	53	
Returned to homelessness after successful exit	7	-	10	-	-	17	CR
Returned to homelessness after successful exit %	27%	0%	11%	0%	0%		
Net successful interventions	25	16	94	18	-	153	

Supply vs. Demand

TOTAL interventions	223
Successful interventions	153
Unsuccessful interventions	70
Unsheltered not served annually (PIT x3)	207
TOTAL demand for successful interventions	430
Deficit of successful interventions	277

Current Point in time count of unsheltered households 69

Future State

Demand change - change in households facing unsheltered homelessness annually: - (Negative values are fewer households needing homeless housing interventions due to reasons such as income increases)

Interventions

	Emergency Shelter	Transitional Housing	Rapid Rehousing	Permanent Supportive Housing	Permanent Housing dedicated to homeless persons	TOTAL	
Households served at a point in time (occupied units)	10	11	12	18	7	58	
Annual Spending	\$ 170,066	\$ 119,412	\$ 337,387	\$ 178,658	\$ -	\$ 805,523	
Households served in housing type annually	65	23	114	21	7	230	
Cost per household served in year	\$ 2,616	\$ 5,192	\$ 2,960	\$ 8,508	\$ -		
Exited households	59	6	104	4	-		
% of households who exit	91%	57%	91%	19%	0%		
Cost per exit	\$ 2,882	\$ 18,399	\$ 3,244	\$ 44,665	\$ -		
Successful exits	30	5	94	1	-		
% Successful exits	50%	80%	90%	25%	0%	76%	
Cost per successful exit	\$ 5,765	\$ 22,999	\$ 3,605	n/a	n/a		
Cost per unit/slot	\$ 17,007	\$ 10,856	\$ 28,116	\$ 9,925	\$ -		
Average length of stay for households served during year	56	175	38	313	352	50	
Failed exits	30	1	10	3	-	44	
Returned to homelessness after successful exit	3	0	5	-	-	8	
Returned to homelessness after successful exit %	10%	5%	5%	0%	0%		
Net successful interventions	33	21	99	18	7	178	

Supply vs. Demand

TOTAL interventions	230
Successful interventions	178
Unsuccessful interventions	52
Change in successful interventions	25

Instructions

Data in cells highlighted in slate blue default to the values in the "Current State" table above, but can be modified to see the impact of the change. Cells modified with values different than the current state are highlighted in bright blue.

Unhighlighted cells are calculated and should not be modified

TOTAL demand for successful interventions	430
Deficit of successful interventions	252

No inflation

Forecast point in time count of unsheltered households	63
Forecast change in point in time count of unsheltered households	(6)
% Forecast change in point in time count of unsheltered households	-9%

2024 after population growth and rent-driven increase in need

TOTAL demand for successful interventions	474
Households housed annually	230
Successful interventions	178
Deficit of successful interventions	296
Forecast point in time count of unsheltered households	74
Forecast change in point in time count of unsheltered households	5
% Forecast change in point in time count of unsheltered households	7%

Change Current State vs. Future State

	Emergency Shelter	Transitional Housing	Rapid Rehousing	Permanent Supportive Housing	Permanent Housing dedicated to homeless persons	TOTAL
Households served at a point in time (occupied units)	-	-	-	-	7	7
Annual Spending \$	-	-	-	-	-	-

Annual increase in funding and beds needed to keep pace with population growth, rent-driven increase in need, rent inflation, and general

	Emergency Shelter	Transitional Housing	Rapid Rehousing	Permanent Supportive Housing	Permanent Housing dedicated to homeless persons	TOTAL
Households served at a point in time (occupied units)	10	11	12	18	7	59
Cost per unit/slot each year \$	17,347	11,073	28,425	10,124	-	66,968
Annual Spending \$	176,919	124,224	347,886	185,858	-	834,887
Annual increase in households served at a point in time (units) needed to keep pace with need and cost inflation	0	0	0	0	0	1
Net annual cost increase per unit/slot each year \$	340	217	309	199	-	-
Net increase in annual spending necessary to keep pace with need and cost inflation \$	6,853	4,812	10,499	7,200	-	29,364
% Net annual increase in households served at a point in time (occupied units)	2%	2%	2%	2%	2%	2%
% Net additional cost per unit/slot each year	2%	2%	1%	2%	#DIV/0!	
% Net increase in annual spending	4%	4%	3%	4%	#DIV/0!	4%

Five year increase in funding and beds needed to keep pace with population growth, rent-driven increase in need, rent inflation, and general

	Emergency Shelter	Transitional Housing	Rapid Rehousing	Permanent Supportive Housing	Permanent Housing dedicated to homeless persons	TOTAL
Households served at a point in time (occupied units)	11	12	13	20	8	64
Cost per unit/slot each year \$	18,777	11,985	29,699	10,958	-	71,420
Annual Spending \$	206,861	145,248	392,630	217,312	-	962,050
Five year increase in households served at a point in time (units) needed to keep pace with need and cost inflation	1	1	1	2	1	6
Net annual cost increase per unit/slot each year \$	1,770	1,130	1,583	1,033	-	-

Net increase in annual spending necessary to keep pace with need and cost inflation	\$ 36,795	\$ 25,836	\$ 55,242	\$ 38,654	-	\$ 156,527
% Net annual increase in households served at a point in time (occupied units)	3%	5%	1%	10%	10%	3%
% Net additional cost per unit/slot	10%	10%	6%	10%	#DIV/0!	
% Net increase in spending	22%	22%	16%	22%	#DIV/0!	19%