

Skagit County

10-Year Plan to End Homelessness

June 2012

Skagit County Community Services Department

For more information about Skagit County's Plan to End Homelessness, please contact:

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Homelessness in Skagit County

At any point in time, at least 957 people in Skagit County are homeless (2011 Homeless Count). Throughout the year, hundreds more face the prospect of losing their homes due to precarious financial conditions, domestic violence, health crises, and chronic mental health and chemical dependency conditions. People being released from psychiatric hospitalization and incarceration face challenging community re-entry issues. Furthermore, the rising cost of housing and stagnant wages increases the risk of people losing their housing, and makes it increasingly difficult to find affordable housing.

Background

The Homeless Housing Assistance Act of 2005. The 2005 Washington State Legislature passed Engrossed Second Substitute House Bill 2163, an ACT Relating to preventing and ending homelessness in the State of Washington. HB 2163 requires county auditors to charge a surcharge on recorded documents to fund strategies designed to prevent or reduce homelessness. Only those strategies and activities outlined in the county's plan can receive 2163 funding. Skagit County's 2163 fund had revenue in 2011 of \$515,883.¹

Anticipated Trends

Homelessness is a dynamic social phenomenon affected by socioeconomic forces that are difficult to predict. However, recent past trends and near-term future trends that are likely include:

- Continued high unemployment that results in more families and individuals experiencing extreme housing cost burden,
- Stagnation in the development of new, affordable multi-family housing, resulting in upward pressure on rent prices,
- Decreased access to, and reduced public assistance programs such as Temporary Assistance to Needy Families (TANF) and the State's Disability Lifeline program,
- Local initiatives to increase collaborative solutions to homelessness as demonstrated by the annual Project Homeless Connect events, local training and planning through the HEARTH Academy, securing additional federal Supportive Housing Funds, partnerships between housing service providers and a wide range of groups including the Department of Corrections, Skagit Valley College, chemical dependency service providers, mental health service agencies, and the active collaboration of the Skagit County Coalition to End Homelessness.
- Increased resources to reduce homelessness among veterans, especially new Veterans Affairs Supportive Housing (VASH) vouchers and the Supportive Services for Veteran Families grant.

Respecting Diversity of Service Providers

Understanding that true collaboration relies on and respects diversity, Skagit County is committed to cultivating a heterogeneous spectrum of services and organizations that may differ from one another in terms of mission, goals, ethos, size, and populations served. Respect for different organizational approaches to care will more effectively advance our shared goals of social justice, health, and safety for all of Skagit County's citizens.

¹ HB 2163 was amended later to add additional surcharges (e.g. HB 1359 and HB 2331). Because the later legislation amends the original legislation, we refer to these funds collectively as "2163". It is important to note that a large portion of these surcharges is scheduled to sunset in 2013, effectively reducing by about half the revenue stream creating by these surcharges.

Measureable Goals to End Homelessness

Community partners implementing the 10-Year Plan will make progress toward these measureable goals:

- Reduce the prevalence of homelessness.**
- Reduce the amount of time people spend in a state of homelessness.**
- Reduce homeless recidivism.**

Strategies to End Homelessness

A growing body of research shows that community-wide efforts to achieve these measurable goals should include several basic strategies in order to achieve the larger goal of significantly reducing homelessness and its associated public costs. This section includes a detailed description of strategies and associated activities needed to implement them, along with a list of potential resources that may be used for these activities. Each strategy section also includes a set of outcome measures that can be used to measure progress.

<p>Strategy 1. Centralize and coordinate the process of intake, assessment and referral.</p> <p>By centralizing intake and program admissions decisions, a coordinated entry process makes it more likely that families and individuals will be served by the right services more quickly. In a coordinated system, each system entry point uses the same assessment tool and makes decisions on which programs families are referred to based on a comprehensive understanding of each program’s specific requirements, target population, and available beds and services. A vision for the centralized intake system that emerged from the 10-Year Plan process includes these features:</p> <ul style="list-style-type: none"> • Staffed, physical presence at a central location. • Core staffing for intake assessment and central data management. • All participating programs use the central database. • Data sharing to facilitate client services and county-wide performance evaluation. • “Housing Help Centers” linked to the coordinated system to accommodate geographic disparity, and consumer choice and convenience. Housing Help Center staff will be trained to use the standardized intake and triage process and to use HMIS and other data management tools to facilitate speedy referral and performance measurement. • Advisory committee with equal representation of all participating agencies. 	
Activities	Resources
<p><u>Near-term priorities</u></p> <ul style="list-style-type: none"> • Establish a centralized, coordinated point of entry via County Community Services RFP process • Establish a stakeholder policy advisory committee • Develop a common intake tool • Conduct triage/referral to services • Ensure that the confidentiality of domestic violence survivor identity is preserved in data systems even as these clients are served by multiple agencies • Locate “Housing Help Centers” at coordinated points of entry (“no wrong door”) at strategically established provider locations • Work with stakeholders and funders to establish new resources to end homelessness <p><u>Longer-term activities</u></p> <ul style="list-style-type: none"> • Provide HMIS maintenance, training and support • Establish in Homeless Management Information System (HMIS) a central intake function • Conduct outreach and training for referral-only partners (e.g. hospital, schools, jail) • Conduct landlord outreach and evaluation of landlord satisfaction 	<ul style="list-style-type: none"> • County 2163/1359/2331/2048 funds • WA Dept. of Commerce Consolidated Homeless Grant • WA Dept. of Commerce technical assistance

<p>Performance measures (data source)</p> <p><u>Output measures</u></p> <ul style="list-style-type: none">• Annually, 500 households gain access to housing services through the coordinated intake system. (HMIS)• Over the next three years, 75 unduplicated landlords and property management firms rent units to households that obtain permanent housing placements (HMIS).• All housing and shelter providers in Skagit County participate in HMIS. (HMIS) <p><u>Outcome measures</u></p> <ul style="list-style-type: none">• 90% of eligible households who apply for assistance through the coordinated intake system are enrolled in a program. (HMIS)• The average time between intake and program enrollment is less than 14 days. (HMIS)• 75% of landlords/property managers intend to continue renting to clients served by the coordinated system. (Landlord satisfaction survey)
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<p>Strategy 2. Rapidly re-house families who become homeless. Helping families and individuals rapidly return to their own housing is a proven, cost-effective strategy to reduce homelessness. Relatively small amounts of assistance have been remarkably effective in helping people regain housing stability. Public and private funders are increasingly encouraging community providers to invest significantly in this strategy while also maintaining the capacity for more intensive services for people who have the most significant barriers to retaining housing. Rapid re-housing is enhanced and can serve more families when there is greater access to high quality, low cost housing units. Therefore, landlord outreach and community support for the development of additional, affordable multi-family are key, allied strategies to make increase the impact of rapid re-housing.</p>	
<p>Activities</p> <p><u>Near-term priorities</u></p> <ul style="list-style-type: none"> • Provide housing counseling and search assistance • Provide time-limited financial assistance through a centrally coordinated rent assistance program • Facilitate speedy exit from emergency shelter by linking a portion of rapid rehousing resource to this activity • Staff activities to issue financial assistance from the centrally coordinated assistance program <p><u>Longer-term activities</u></p> <ul style="list-style-type: none"> • Increase capacity of partner agencies to provide housing counseling, housing search and time-limited case management assistance • Expand the capacity of for rapid re-housing by developing new resources to support it. 	<p>Resources</p> <ul style="list-style-type: none"> • County 2163/1359/2331 • WA Dept. of Commerce Consolidated Homeless Grant • HUD Emergency Solutions Grant • Supportive Services for Veteran Families Grant • County Veterans funds • Housing Authority resources (e.g. new housing development, Housing Choice Voucher homeless preference policies)
<p>Performance measures (data source)</p>	
<p><u>Output measures</u></p> <ul style="list-style-type: none"> • Rehouse with short-term assistance (<3 months) 150 homeless households with income <50% AMI (HMIS) • Rehouse with medium-term assistance (4-6 months) 75 homeless households with income <30% AMI (HMIS) <p><u>Outcome measures</u></p> <ul style="list-style-type: none"> • 80% of assisted households exit to permanent housing (HMIS) • Average cost per exit to permanent housing < \$1,200 (HMIS and agency cost data) • <10% percent of households that exit to permanent housing return to homelessness within 12 months of exit date. (HMIS) • <10% percent of households that exit to permanent housing return to request prevention assistance within 12 months of exit date. (HMIS) 	

<p>Strategy 3. Target homeless prevention assistance to people most at risk of losing housing.</p> <p>In general, people who are likely to become homeless have extremely low incomes or have no income at all. They may also have criminal histories, behavioral health issues, and poor employment histories. Risk factors that make finding and maintaining housing more challenging may be used to screen people into assistance rather than screening them out. An effective prevention targeting approach should serve people with characteristics similar to those who actually become homeless in the community. Another approach to prevention targeting, known as homelessness diversion, is to structure assistance so that it serves people as they are about to enter shelter. Although it makes resolving a housing crisis challenging, this approach has the virtue of ensuring that most people served would be homeless without assistance.</p>	
<p>Activities</p> <p><u>Near-term priorities</u></p> <ul style="list-style-type: none"> • Increase collaborative discharge planning activities with organizations and institutions that may otherwise discharge people with severe housing barriers to homelessness (e.g. hospitals, County jail, WA Dept. of Corrections, psychiatric hospital, juvenile detention, and foster youth). • Develop a prevention screening tool and process that focuses on people who are most at risk of becoming homeless. • Centrally locate one or more physical locations where people at risk of homelessness can access prevention services. • Develop a diversion process that steers people who are likely to become homeless toward the least intensive and costly services that are likely to be effective. Low-cost interventions such as housing counseling, renter education, and financial literacy programs should be components of a diversion program. <p><u>Longer-term activities</u></p> <ul style="list-style-type: none"> • Collect data about people who seek services but are turned away from services (e.g. ineligible or screened out, or refuse services) to better determine prevention and diversion effectiveness. 	<p>Resources</p> <ul style="list-style-type: none"> • County 2163/1359/2331 • WA Dept. of Commerce Consolidated Homeless Grant • Commit County’s Consolidated Homeless Grant Re-entry bonus funds to re-entry clients • WA Dept. of Commerce Housing and Essential needs program • HUD Emergency Solutions Grant • Supportive Services for Veteran Families Grant • County Veterans funds • Housing Authority
<p>Performance measures (data source)</p> <p><u>Output measures</u></p> <ul style="list-style-type: none"> • Provide homeless prevention financial assistance to 100 households at imminent risk of homelessness. (HMIS) • Provide supportive services only (diversion case management or housing counseling) to 100 households. (HMIS) • Provide homeless prevention financial assistance to 48 persons re-entering the community from a state or local institution. (HMIS) • Provide homeless prevention assistance to 30 individuals per year who would otherwise be homeless when their 90-day Dept. of Correction vouchers expire (HMIS, DOC) <p><u>Outcome measures</u></p> <ul style="list-style-type: none"> • 90% of assisted households exit to permanent housing (HMIS) • Average cost per exit to permanent housing < \$700 (HMIS and agency cost data) • <10% percent of households that exit to permanent housing return to homelessness within 12 months of exit date. (HMIS) • <10% percent of households that exit to permanent housing return to request prevention assistance within 12 months of exit date. (HMIS) • Households receiving homeless prevention help have similar demographics as households in shelter. 	

<p>Strategy 4. Provide interim housing through emergency shelter and transitional housing to those who need it most. Emergency shelter and transitional housing provide essential interim housing services to people with severe barriers to obtaining and retaining housing, especially to people in crisis such as those who are fleeing domestic violence and/or sexual assault. Because people served in these programs remain in a state of homelessness, the community should collaborate in ways that minimize length of stay and facilitate transition to stable housing. Because transitional housing tends to be a relatively expensive housing intervention, it should be targeted toward those who have not succeeded with other, less intensive housing assistance services (e.g. rapid re-housing).</p>	
Activities	Resources
<p><u>Near-term priorities</u></p> <ul style="list-style-type: none"> • Target these housing resources to people with the highest housing barriers, including those clients who are re-entering the community from state and County institutions who would otherwise be homeless. • Support existing emergency shelter and transitional housing operations. • Develop a common understanding of what is meant by “transitional housing.” • Increase collaborative efforts between shelter and transitional housing programs and other service providers who provide permanent supportive housing and behavioral health services. <p><u>Longer-term activities</u></p> <ul style="list-style-type: none"> • Provide additional transitional beds for minors, with and without children. • Increase the capacity for interim housing for people with chronic and severe mental illness to mitigate their vulnerability to violence, the elements, and mental decompensation. 	<ul style="list-style-type: none"> • County 2163/1359/2331 • WA Dept. of Commerce Consolidated Homeless Grant • HUD Emergency Solutions Grant • Runaway and Homeless Youth (including maternity group home funding) • United Way • Tenant-based rental assistance (TBRA) • Washington State Families Fund
Performance measures (data source)	
<p><u>Output measures</u></p> <ul style="list-style-type: none"> • Provide emergency shelter services to 400 households. (HMIS) • Provide transitional housing services to 100 households. (HMIS) <p><u>Outcome measures</u></p> <ul style="list-style-type: none"> • 50% of shelter residents exit to permanent housing. (HMIS) • 85% of transitional housing residents exit to permanent housing. (HMIS) • 75% of transitional housing residents gain income from employment or benefits. (HMIS) • The average time between intake and program enrollment is less than 7 days. (HMIS) 	

Strategy 5. Increase the supply of permanent and permanent supportive housing. Supportive housing is a successful, cost-effective combination of affordable housing with services that helps people live more stable, productive lives. Supportive housing works well for people who face the most complex challenges—individuals and families who are not only homeless, but who also have very low incomes and serious, persistent issues that may include substance use, domestic violence/sexual assault, mental illness, and HIV/AIDS.

Supportive housing is permanent housing. It may be provided in scattered site, individual private market apartments, or in specially designed housing for this purpose. In both configurations, intensive, wrap-around services are provided by professional support staff. People who live in supportive housing sign leases and pay rent, just like their neighbors. Supportive housing is not the same thing as shelters, but they complement each other. Shelters work well for what they're designed for—emergencies and short-term situations—not as long-term housing.

Supportive housing is cost-effective. It costs less money to house someone in stable, supportive housing than it does to keep that person homeless and stuck in the revolving door of high-cost crisis care and emergency housing.

Activities	Resources
<p><u>Near-term priorities</u></p> <ul style="list-style-type: none"> • Establish and strengthen coordination between the Homeless Coalition and the Skagit County Affordable Housing Advisory Committee. • Maintain and increase permanent supportive housing for individuals and families who have one or more behavioral health and/or physical disabilities. • Increase permanent supportive housing for veterans. • Conduct outreach to landlords and to people who may be willing to share their housing to prevent and end homelessness. <p><u>Longer-term activities</u></p> <ul style="list-style-type: none"> • Encourage the development of housing that is affordable to very low-income families, individuals and youth. • Maximize the use of Housing Authorities' resources toward ending homelessness. • Cultivate strong public/private partnerships empower leaders toward building the community capacity to develop new multi-family and innovative housing with long-term affordability. 	<ul style="list-style-type: none"> • County 2163/1359/2331 • WA Dept. of Commerce Consolidated Homeless Grant • HUD McKinney-Vento • HUD Supportive Housing Program • HUD-VASH vouchers • Project based Section 8 vouchers • Behavioral health sales tax • Housing Choice Vouchers • Economic Development Initiative funds • Municipal general funds • Real estate excise tax • Surplus publicly owned land • General obligation bonds • Real estate property tax • Distressed/Rural sales and use tax • HUD Shelter Plus Care
Performance measures	
<p><u>Output measures</u></p> <ul style="list-style-type: none"> • Produce 20 new units of service-enriched, permanent supportive housing for people with co-occurring disorders. • Produce 25 units of permanent supportive housing for veterans through the VASH program. • Produce 200 units of new housing that is affordable to families and individuals at or below 50% AMI. • Preserve through weatherization and home repair 100 units of existing housing that is affordable to very low-income families and individuals at 50% AMI. <p><u>Outcome measures</u></p> <ul style="list-style-type: none"> • 50% reduction in the number of chronically homeless individuals encountered during the annual PIT Count • 50% reduction in the number of homeless veterans encountered during the annual Point-in-Time Count • 75% reduction in the number of unsheltered families encountered during the annual Point-in-Time Count 	

Strategy 6. Link people to services that improve housing stability. Skagit County has strong interagency collaborations in place. The objective now is to expand on what already exists in the community to support a tiered or progressive engagement system for determining the amount and types of supportive services needed by each individual household and explore avenues to remove barriers encountered by those who are homeless. This can't happen without better access to mainstream and community-based resources. Homeless families and individuals require the basic needs of shelter, food, clothing, health and dental care. Beyond this, supportive services such as case management, life skills information, employment support, counseling, substance abuse recovery assistance, education, transportation and childcare must be adequate, accessible and affordable to people who are experiencing homelessness.

Recognizing that clients with more complex needs will comprise a greater proportion of interim housing residents, employees staffing these programs will need more training and there will be increased needs for consultations with professionals outside of the housing providers (e.g. behavioral health).

Activities	Resources
<p><u>Near-term priorities</u></p> <ul style="list-style-type: none"> • Maintain and expand outreach activities to specific subpopulations who may experience a housing crisis, including youth, veterans, seniors, people who are chronically homeless, those with behavioral health disorders, and survivors of domestic violence. • Provide training opportunities for service provider staff to keep them up to date on helping clients access benefits and services (e.g. SOAR training, resource networking, training on responses to behavioral health crises). • Develop deeper collaborative relationships and train staff at housing providers to link clients to medical and behavioral health services. • Conduct at least annually, Skagit Project Homeless Connect events to facilitate access to a wide variety of services and to make lasting connections between clients and service providers. • Ensure that all clients who receive housing assistance also receive an appropriate level of case management support through the housing provider or through another collaborating agency (e.g. mental health or other service provider). • Collaborate with partners to increase employment and employment services to people who are experiencing a housing crisis and who are underemployed. • Create a stronger "Community Resource Center" model for general intake where a more holistic assessment of needs can be conducted in-person. • Increase community capacity to engage with homeless youth more effectively though more intensive outreach and/or development of a staffed drop-in center. • Provide education and training opportunities to help people who experience a housing crisis increase income and better manage their money: financial literacy and renter education, and individualized employment services training. • Link housing services to developmentally appropriate vocational programs for 13-25 year olds 	<ul style="list-style-type: none"> • Behavioral health sales tax • NSMHA/RSN funding • Runaway and Homeless Youth street outreach funding • United Way • SAMHSA • HUD Emergency Solutions Grant • County 2163/1359/2331 • WA Dept. of Commerce Consolidated Homeless Grant

Performance measures

Output measures

- 400 households per year are served by Project Homeless Connect outreach events, and linked to health care, insurance, identification, and housing placement.
- A committee to address system changes to allow for a safety net for returning veterans is established.
- A committee to address system changes to allow for earlier intervention and services to offenders is established.
- Memorandums of Agreement are in place with providers, to allow for greater interagency collaboration to better serve people who are chronically homeless and who have behavioral health disorders.
- SSI/SSDI Outreach, Access and Recovering (SOAR)-type assistance is available for 100 households annually.
- Budgeting and income building classes, and 1:1 support are provided to 300 individuals per year.

Outcome measures

- Average length of stay in homelessness decreases due to increased income associated with securing employment or public assistance. (HMIS)
- Increased general health status of people who have experienced homelessness. (BRFSS or Low-Income Needs Assessment surveys)

<p>Strategy 7. Measure and report progress toward goals. Skagit County’s Homeless Management Information System (HMIS) is a database for keeping track of the services and housing assistance provided to people who have experienced homelessness. HMIS is becoming an increasingly important tool for planning needed services, allocating scarce resources, and measuring performance of public and private investments toward ending homelessness. This objective data can be used to identify system gaps and barriers and plan future strategies to assist those who are homeless. Data can be effectively used to measure progress in reducing the incidence of homelessness, homeless recidivism, length of time in homelessness, cost of housing and services, and other outcomes that are a result of strategic implementation. HMIS data can also be used to educate the public on the issues of homelessness and increase civic participation in solutions.</p> <p>Measureable Goals to End Homelessness Community partners implementing the 10-Year Plan will make progress toward these measureable goals:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Reduce the prevalence of homelessness. <input checked="" type="checkbox"/> Reduce the amount of time people spend in a state of homelessness. <input checked="" type="checkbox"/> Reduce homeless recidivism. 	
Activities	Resources
<p><u>Near-term priorities</u></p> <ul style="list-style-type: none"> • Create an HMIS Coordinator position within the centralized intake system (see Strategy 1). • Work with Dept. of Commerce and local providers to ensure that Skagit County can account for, and maximize funding received for delivering housing services to the re-entry population. <p><u>Longer-term activities</u></p> <ul style="list-style-type: none"> • Engage all housing and shelter providers to collect, manage, and share data in HMIS. 	<ul style="list-style-type: none"> • County 2163/1359/2331 • WA Dept. of Commerce Consolidated Homeless Grant
Performance measures	
<p><u>Output measures</u></p> <ul style="list-style-type: none"> • All housing and shelter providers regularly use HMIS • Quarterly and annual performance reports are delivered promptly to the 10-Year Plan Advisory Committee and other coalitions <p><u>Outcome measures</u></p> <ul style="list-style-type: none"> • Programmatic and resource allocation decisions are driven by performance data 	

<p>Strategy 8. Develop new resources to implement the 10-Year Plan. Perhaps the most important resource needed to end homelessness is more housing units that are affordable to people with very low income. Very few units of new affordable housing were produced in recent years. Nevertheless, the population continues to grow, resulting in declining vacancy rates and increased pressure on rent prices. Increasing the supply of affordable housing through the use of new or improved policies and new funding sources is one of the most lasting and effective ways to prevent increases in homelessness.</p> <p>There will also be new opportunities for grant funding that is currently not being used locally (or from future grant programs that do not yet exist) to support the activities of this plan. These should be aggressively pursued in a manner that is collaborative and strategic.</p>	
<p>Activities</p> <p><u>Near-term priorities</u></p> <ul style="list-style-type: none"> • Explore the feasibility of establishing a local, countywide housing investment fund that is primarily designed to develop new, high quality housing that is affordable to very low and extremely low-income families. Such a fund would leverage many times the local revenue raised to maximize its impact. • Develop a list of funding sources that other communities use to implement their 10-Year Plans but that are not currently used in Skagit County. Assign research, grant writing and grant implementation and management tasks to Coalition member to increase the size of the “local resource pie.” <p><u>Longer-term activities</u></p> <ul style="list-style-type: none"> • Explore the feasibility of regional partnerships to mutual advantage of multiple communities (e.g. the recently implemented Supportive Services for Veteran Families program). 	<p>Resources</p> <ul style="list-style-type: none"> • Project based Section 8 vouchers • Housing Choice Vouchers • Economic Development Initiative funds • Municipal general funds • Real estate excise tax • Surplus publicly owned land • General obligation bonds • Real estate property tax • Distressed/Rural sales and use tax • Shelter Plus Care • Family Unification vouchers • SAMHSA grants • WA State Housing Trust Fund • Non-entitlement Community Development Block Grant
<p>Performance measures</p> <p><u>Output measures</u></p> <ul style="list-style-type: none"> • Identify, pursue and secure 10 new sources of revenue over five years <p><u>Outcome measures</u></p> <ul style="list-style-type: none"> • Increase in new funds available to end homelessness by 75% in five years. 	

<p>Strategy 9. Establish an advisory committee that is accountable to the 10-Year Plan.</p> <p>Skagit County service providers, local governments, community leaders will actively support the 10-Year Plan to End Homelessness if they are familiar with its goals, objectives and rationale, and if there is a visible forum to regularly monitor and report progress toward plan implementation.</p> <p>The Homeless Coalition, Shelter Providers Network and other coalitions should review the existing structure of partnerships and collaborative toward the end of creating a new structure that maximizes the productivity of the hundreds of hours of meeting time devoted to these related processes. Perhaps the Homeless Coalition will re-emerge from this review with a new structure and bylaws that are focused more on accountability to the 10-Year Plan, with subcommittees established to monitor and report progress by each of the plan’s major strategies.</p>	
<p>Activities</p> <p><u>Near-term priorities</u></p> <ul style="list-style-type: none"> • Identify stakeholders to engage (especially those who are not currently engaged with the Homeless Coalition). • Identify broad issue that need ongoing or standing committees. • Convene a multi-agency meeting of Homeless Coalition, shelter provider network, and HEARTH Academy participants to develop a proposed oversight process for the 10-Year Plan. • Refine and implement the proposed oversight process. • Establish a youth homeless services subcommittee comprised of local service providers and other stakeholders. This subcommittee will provide guidance to ensure that the unique needs of youth concerning shelter and housing are integrated within the local coordinated housing system <p><u>Longer-term activities</u></p> <ul style="list-style-type: none"> • Annually report to the community on the progress of each 10-Year Plan strategy. • Update and adjust the Plan strategies based on performance data and external factors that are beyond the control of the participating partner organizations. 	<p>Resources</p> <ul style="list-style-type: none"> • County 2163/1359/2331 • Dues
<p>Performance measures</p> <p><u>Output measures</u></p> <ul style="list-style-type: none"> • Establishment of a new oversight process. • Annual progress reports are delivered in a timely manner. • Establishment of a Youth Homeless Services Subcommittee producing a plan for effective integration of 	

youth services within the local coordinated housing system

Outcome measures

- Community leaders are supportive of continued public investment in 10-Year Plan strategies.
- Significant reduction in the number of homeless households and the average length of stay in homelessness.

Anticipated Resources

The following table lists existing resources that can be used in Skagit County to fund activities under the nine strategies outlined in this plan. An “X” indicates that activities under the strategy are generally eligible under that funding source’s rules. Potential funding sources are those not yet being used in the communities of Skagit County for the purpose of ending homelessness.

			Skagit County 10-Year Plan Strategy								
Status	Resource	Anticipated annual funding	Strat 1	Strat 2	Strat 3	Strat 4	Strat 5	Strat 6	Strat 7	Strat 8	Strat 9
Existing	County 2163/1359/2331/2048	\$ 600,000.00	X	X	X	X	X	X	X	X	X
Existing	County 2060	\$ 118,000.00				X	X				
Existing	County Veterans Funds	\$ 40,000.00		X	X						
Existing	HUD Emergency Solutions Grant	\$ 100,000.00		X	X			X			
Existing	HUD McKinney-Vento funding: SHP	\$ 50,000.00				X	X				
Existing	HUD-VASH vouchers	\$ 144,000.00					X				
Existing	Mount Vernon CDBG program	\$ 25,000.00				X					
Existing	Supportive Services for Veteran Families Grant	\$ 122,000.00		X	X						
Existing	WA Dept of Commerce Consolidated Homeless Grant	\$ 268,000.00	X	X	X	X	X	X	X		
Existing	WA Dept of Commerce Housing and Essential Needs	\$ 400,000.00		X	X						
	Subtotal existing funding	\$ 1,867,000.00									
Potential	Behavioral health sales tax					X	X	X			
Potential	Distressed/Rural sales and use tax						X				
Potential	General obligation bonds						X				
Potential	Housing Authority resources						X				
Potential	Housing Choice Vouchers						X				
Potential	HUD McKinney-Vento funding: Shelter Plus Care						X				
Potential	Mount Vernon and Anacortes CDBG grants						X				
Potential	Municipal general funds		X	X	X	X	X	X	X	X	X
Potential	Project-based Section 8 vouchers						X				
Potential	Real estate excise tax						X				
Potential	Real estate property tax		X	X	X	X	X	X			
Potential	Runaway and Homeless Youth Act funds					X		X			
Potential	Surplus publicly owned lands						X				
	Subtotal potential funding	\$ -									
	Total existing, potential, and needed funding	\$ 1,867,000.00									

Planning process information

The following organizations and individuals were involved in the planning process.

Jurisdiction:		Skagit County
Date of original plan adoption:		2005
Jurisdiction contact person:		Jennifer Kingsley Skagit County Community Services
Planning group:	Skagit County Homeless Coalition	
Participants:		
Name	Agency	
Nicole Finley	Anacortes Family Center	
Zay McShane	Anacortes Family Center	
Paula Plummer	Attorney	
Nancy Cole	Compass Health	
Trish Heath	Crossroad Community Develop.	
Thad Allen	Dept of Corrections	
John Boggs	East County Resident	
Marie Marchand	Friendship House	
Jessica Walker	Habitat for Humanity	
Teresa Pugh	Habitat for Humanity	
Karen Linden	Housing Authority of Skagit County	
Hannah Fisk	Northwest Youth Services	
Jaclyn Garuti	Northwest Youth Services	
Kelsey Kok	Northwest Youth Services	
Lauren Mehl	Northwest Youth Services	
Michelle Richards	NW Regional Council	
Paul Schlisser	Paul Schissler Associates	
Patti Santangelo	Pilgrim Church	
Bill Kluin	Safe Harbor Free Clinic	
Marcela Martinez	Seamar	
Anita Perez	Skagit County Community Action	
Bill Henkel	Skagit County Community Action	
Caroline Nazareno	Skagit County Community Action	
Jasmine Jenkins	Skagit County Community Action	
Jen Milton	Skagit County Community Action	
Jessica Lawson	Skagit County Community Action	
Justin Keefe	Skagit County Community Action	
Lynn Christofersen	Skagit County Community Action	
Mary Evitt	Skagit County Community Action	
Melissa Self	Skagit County Community Action	
Melissa Vogt	Skagit County Community Action	
Quinn Slayton	Skagit County Community Action	
Ross Howell	Skagit County Community Action	
Bob Hicks	Skagit County Community Services	
Faviola Lopez	Skagit County Community Services	
Rebecca Clark	Skagit County Community Services	
Carol Totten	Skagit County Mobile Outreach	

Planning group:		Skagit County Homeless Coalition (continued)
Participants:		
Erin Smith		Skagit Domestic Violence and Sexual Assault Services
Heidi Harding		Skagit Domestic Violence and Sexual Assault Services
Mike Manley		Sunrise Services
Debra Lancaster		United Way
Greg Winter		WHSC
Bob Shrumm		YMCA Oasis
Justin Krupa		YMCA Oasis
Planning group:	Skagit County HEARTH Academy Group	
Participants:		
Name	Agency	
Zay McShane	Anacortes Family Center	
Nancy Cole	Compass Health	
Trish Heath	Crossroad Community Develop.	
Thad Allen	Dept of Corrections	
Marie Marchand	Friendship House	
Hannah Fisk	Northwest Youth Services	
Jaclyn Garuti	Northwest Youth Services	
Kelsey Kok	Northwest Youth Services	
Paul Schlisser	Paul Schissler Associates	
Anita Perez	Skagit County Community Action	
Bill Henkel	Skagit County Community Action	
Melissa Self	Skagit County Community Action	
Bob Hicks	Skagit County Community Services	
Rebecca Clark	Skagit County Community Services	
Erin Smith	Skagit Domestic Violence and Sexual Assault Services	
Mike Manley	Sunrise Services	
Debra Lancaster	United Way	
Greg Winter	WHSC	
Bob Shrumm	YMCA Oasis	
Justin Krupa	YMCA Oasis	