

FIVE YEAR HOMELESS PLAN

Last Updated: October 2019

San Juan County

Department of Health and Community Services
December 2019 to December 2024

1 [Table of Contents](#)

2 Plan Creation..... 3

3 Homeless Housing Task Force..... 3

4 Background: San Juan County Homeless Services and Plans..... 4

5 History of Homeless Plans..... 4

6 Homeless Services in San Juan County 4

7 Background: Homelessness in San Juan County 5

8 How Many People are Living in Homelessness? 5

9 Who are the People Living in Homelessness? 5

10 Gaps in San Juan County 6

11 Temporary Homeless Encampments 8

12 Coordinated Entry in San Juan County 8

13 Summary of Goals..... 8

14 **Goal 1:** No person living in San Juan County is without access to shelter or housing for a single night.... 11

15 **Goal 2:** Develop and fund housing case management to be provided to those experiencing homelessness

16 or at risk of becoming homeless..... 12

17 **Goal 3:** Increase and maintain affordable housing stock. 12

18 **Goal 4:** Promote collaboration and communication between local government, service providers, and

19 the general public through education and outreach..... 13

20 Recommendations to the State 13

21 Definitions and Sources 15

22 Appendix A: State Objectives Crosswalk..... 16

23 Appendix B: 2019 Baseline Data and 2021 Milestones 17

24 Appendix C: Implementation Cost Estimate 20

25 Appendix D: Timeline Estimates 23

26 Appendix E: Impact Projection..... 25

27

Plan Contact Person:
Name: Ryan Page
Organization: San Juan County Health & Community Services
Address: 145 Rhone St, Friday Harbor, WA 98250
Phone: 360-370-0590
Email: ryanp@sanjuanco.com

1 Plan Creation

2 In the summer of 2018 San Juan County assembled a Homeless Housing Task Force to assist the Housing
3 Advisory Committee (HAC) and Health & Community Services Department (H&CS) draft the 5-year
4 Homeless Plan following the passage of House Bill 1570. The Homeless Housing Task Force met monthly
5 to organize and draft the plan with input from various stakeholders. Two community members involved
6 in the creation of the plan had lived experience of homelessness.

7 In creating this plan, the Task Force and staff attempted to engage with as many stakeholders of the
8 homeless crisis response system in San Juan County as possible. Efforts were made to engage law
9 enforcement, Juvenile Court services, school districts, drug abuse treatment and mental health
10 providers, and community members interested in homelessness.

11 In the summer of 2019, the Task Force then handed off the plan to the HAC to be finalized for
12 consideration to the County Council. The HAC is the primary advisory body to the County Council on
13 matters pertaining to homelessness and affordable housing.

14 The HAC, H&CS and San Juan County Council will be the parties primarily responsible for ensuring
15 implementation and success of the 5 Year Homeless Housing Plan. These parties will foster continued
16 collaborative relationships with local service organizations and stakeholders.

17 Homeless Housing Task Force

18 The Task Force was made up of the following individuals:

Name	Agency & Position
Abby Anderson	San Juan County AmeriCorps VISTA, Housing and Asset Coordination VISTA
Jennifer Armstrong	San Juan Island Family Resource Center, Executive Director
Ashley Strutz	San Juan Island Family Resource Center, Program Coordinator
Lisa Byers	OPAL Community Land Trust, Executive Director
Sandy Bishop	Lopez Community Land Trust, Executive Director
Barbara Gurley	Lopez Island Family Resource Center, Executive Director
Ryan Page	SJC Health and Community Services, Housing Program Coordinator
Necia Quast	Community Member

19

20 The task force also received feedback and guidance from stakeholders and organizations.

21 The Homeless Housing Task Force is committed to Housing First methodologies and mindset with
22 appropriate follow-up to ensure stable housing. According to the Department of Housing and Urban
23 Development, Housing First is defined as:

24 “...an approach to quickly and successfully connect individuals and families experiencing homelessness
25 to permanent housing without preconditions and barriers to entry, such as sobriety, treatment or
26 service participation requirements. Supportive services are offered to maximize housing stability and
27 prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to
28 permanent housing entry.”¹

¹ Housing and Urban Development, Housing First in Permanent Supportive Housing Brief

1 Along with Housing First, the Homeless Housing Task Force has identified the following values for San
2 Juan County to embrace in the path to eliminating homelessness over the next five years:

- 3 ➤ *Every person should be treated with dignity and respect, and empowered in their own journey*
4 *and path to a safe, stable life.*
- 5 ➤ *Homeless and housing services provide trauma-informed practices to all households.*

6 Background: San Juan County Homeless Services and Plans

7 History of Homeless Plans

8 In 2005, the Washington State Legislature passed the Homeless Housing and Assistance Act, which
9 enacted a \$10 recording fee for state and local government to develop and support a plan to eliminate
10 homelessness. By the start of 2018, the recording fees had increased to \$40 and were set to terminate
11 in June of 2019. In March of 2018, the Washington State Legislature passed House Bill 1570, which
12 eliminated the sunset date and increased the recording fee to \$62, beginning June 2018. Thus, a
13 permanent funding source for local governments and the Department of Commerce to organize and
14 carry out individualized plans to end homelessness was created.

15 In response to the 2005 Homeless Housing and Assistance Act, San Juan County (SJC) assembled the
16 Affordable Housing Fund Commission, made up of four representatives—one from San Juan County
17 Health and Community Services, one from a local housing provider, one from the Town of Friday Harbor,
18 and a formerly homeless individual. The Commission was tasked with creating a 10-Year Homeless Plan
19 in order to address the issue of homelessness in San Juan County. This was the last time a homeless plan
20 was created for the county.

21 The main methods of homeless prevention and support in San Juan County before the creation of the
22 2005 plan were rental assistance, domestic violence emergency shelters, and individual church-based
23 services—all of which are still occurring today. The 10 Year Homeless Plan identified the following
24 objectives:

- 25 • Reduce the number of homeless families
- 26 • Reduce the number of non-chronically homeless individuals
- 27 • Reduce the number of homeless youth
- 28 • Conduct adequate data collection to efficiently manage limited resources for
29 homelessness.

30 As a result of this plan, San Juan County developed the Senior and Disabled Rental Subsidy Program,
31 expanded Emergency Rental Assistance Funds to the Resource Centers, and began to participate in the
32 Point in Time Count (PIT), using the Homeless Management Information System (HMIS) to track
33 homeless individuals. These programs are still active today, along with many additional programs and
34 services that have been developed to eliminate homelessness.

35 Homeless Services in San Juan County

36 There are many organizations that work to help individuals experiencing homelessness through
37 monetary and emotional support, housing development, connection to services, and protection. Some
38 of these organizations are:

39

SJC Health and Community Services	OPAL Community Land Trust
San Juan Island Family Resource Center	Lopez Community Land Trust
Orcas Community Resource Center	San Juan Community Home Trust
Lopez Island Family Resource Center	SJC Veterans Advisory Board
Safe San Juans	SJC Housing Advisory Committee
Northwest Workforce Development Council	Opportunity Council
Various Community Churches	Severe Weather Shelters

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37

Background: Homelessness in San Juan County

How Many People are Living in Homelessness?

In January of 2019, the annual Point in Time Count took place across the County and counted 149 individuals living in or at risk of homelessness. 67 individuals were identified as “literally homeless”—living in a car, tent, or place not meant for human habitation, and 82 individuals were identified as “at risk of becoming homeless”—living doubled up with family or friends or couch surfing.

Out of the 67 individuals living in homelessness, 48 were living in an RV or boat lacking one of five basic amenities: drinking water, ability to cook hot food, ability to bathe, restroom, and heat. The Point in Time Count excludes individuals living in a home or similar structure that is lacking basic amenities, which leaves out a significant portion of individuals living in San Juan County. There is no way to officially conduct a count of the substandard structures that households are living in, however the Community Land Trusts and Resource Centers on each island encounter this issue with their prospective and current clients daily.

In 2018, the annual Point in Time Count counted 120 individuals living in or at risk of homelessness. 57 individuals were identified as “literally homeless and 63 individuals were identified as “at risk of becoming homeless.”

The Point in Time Count is the main data source for information on people experiencing homelessness in the County. The count is a snapshot, and can fluctuate greatly from year to year. By improving the county’s best practices, it may be possible to document trends over time.

Who are the People Living in Homelessness?

The 2019 Point in Time Count demonstrated that the islands are almost evenly split, with Lopez having 37% of the homeless population, Orcas at 35%, and San Juan coming in at 29%. When asked about circumstances that may have led to their current housing situation, job loss or unemployment, mental illness, and substance abuse were the most common among respondents. **Respondents were able to choose multiple circumstances**, so a respondent could potentially have listed all of the below circumstances as having led to their housing situation.

Circumstance that lead to housing situation	Percentage of respondents
Job Loss/Unemployment	21.7%
Mental Illness	17.5%
Alcohol/substance abuse	15%
Physical Health/Disability	12.5%
Eviction/Loss of Housing	10%
Family Rejection/Kicked out	10%
Lack of job training/unable to work	9.2%
Domestic Violence	5.8%

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30

Gaps in San Juan County

One of the largest issues facing San Juan County residents is the lack of available housing stock on the islands. According to the 2015 American Community Survey, 43% of the homes on the island were considered vacant—the majority being labeled "for seasonal, recreational, or occasional use"². This leaves only 57% of housing units in the county available for year-round residents, and the number of homes considered vacant is only expected to increase.

In conjunction with the lack of available housing, development of housing on the islands has decreased—only developing an estimated 306 units between 2010 and 2015³, while seeing a population increase of over twice that amount. According to the Housing Affordability Index, San Juan County was consistently the least affordable county in the state in which to purchase a home in 2017⁴. The gap between what the average person in San Juan County can afford and the average price of a home is \$170,000⁵.

In addition to the lack of available housing, there are gaps within the behavioral health continuum of care in San Juan County. Compass Health provides outpatient behavioral health services primarily to Medicaid eligible persons. The Community Wellness Program (CWP) provides short-term, solution-focused mental health counseling to eligible persons. The Resource Centers participate in the CWP to provide intake and eligibility determination for mental health counseling services, assist individuals with case management, health insurance enrollment, and referrals to other services.

Supportive services in the county lack the necessary recovery supports for individuals overcoming addiction, managing mental illness, exiting homelessness or an institution, or requiring multi-faceted or specialized services. A report produced by the North Sound Behavioral Health Organization found the following challenges to delivering Substance Use Disorder (SUD) Services in San Juan County:

- The county has a serious workforce shortage of those who can address SUD related needs, and services are concentrated on only one island.
- There is insufficient access to assessment services on all but San Juan Island, and wait times for services are long.

² U.S. Census Bureau, 2000 Census, 2010 Census, 2011-2015 American Community Survey 5-Year Estimates
³ U.S. Census Bureau, 2000 Census, 2010 Census, 2011-2015 American Community Survey 5-Year Estimates
⁴ Washington Center for Real Estate Research, Housing Market Snapshot State of Washington and Counties
⁵ U.S. Census Bureau, 2000 Census, 2010 Census, 2011-2015 American Community Survey 5-Year Estimates

- 1 • There are no SUD medical providers, outpatient SUD services are all that is available in the county,
2 and there is a lack of age-appropriate care.
3
- 4 • With medications, there is no step-down, no ongoing monitoring, and no timeliness in
5 administration.
6
- 7 • The county’s unique island geography negatively impacts the delivery of available services:
8
 - 9 ○ Required ferry travel frequently results in costly time away from employment as well as
10 unworkable time requirements to access services. For example, Intensive Outpatient (IOP)
11 treatment may only be available on San Juan Island, but a single IOP session can easily require
12 up to a full day if someone has to travel from one island to another for services;
13
 - 14 ○ There are no economies of scale.
- 14 • Perceived lack of recovery supports:
 - 15 ○ Advocacy, case management and long-term aftercare are lacking;
 - 16 ○ There is no coordinated community care or family support for people coming out of treatment;
 - 17 ○ A “deliberate community” of peer support is virtually non-existent;
 - 18 ○ No safe, clean, sober housing exists in the county (such as a Recovery House or transitional
19 housing);
 - 20 ○ Affordable housing issues are severe, and funding to address those issues is lacking;
 - 21 ○ Wages aren’t in step with the high cost of living in the county;
 - 22 ○ Support systems in SJC are not well integrated. There are no standardized protocols with
23 medical clinics and fire departments. There are no navigators or care coordinators to get
24 people into treatment at SUD agencies, provide hands-on support, or a warm hand off.
25
- 26 • Public knowledge of the issues is limited and the stigma associated with SUDs is costly:
 - 27 ○ Criminal records associated with SUD prevent people from renting and lead to labeling;
 - 28 ○ Not-in-my-back-yard (NIMBY) thinking is prevalent as the broader population does not
29 understand SUD issues;
 - 30 ○ Employment opportunities are limited, especially living wage jobs available to those with a
31 criminal record.
32

33 There are no long-term homeless shelters or permanent supportive housing in San Juan County. There
34 are temporary cold-weather shelters that operate when there is inclement weather; these shelter
35 programs are largely volunteer based and still in their infancy. The systems for addressing the needs of
36 households who become homeless suddenly or unexpectedly are ad-hoc at best.

37 The overwhelming feedback from stakeholders was that the number one issue relating to homelessness
38 was the lack of available affordable housing, including supportive or transitional housing, in the County.
39 The following are some of the most critical gaps in homeless services in San Juan County:

- 40 • Lack of permanent affordable housing;
- 41 • Lack of adequate supportive case management services to help homeless families and
42 individuals move toward self-sufficiency;
- 43 • Lack of mental health services;
- 44 • Lack of substance abuse services
- 45 • Lack of emergency housing;
- 46 • No transitional housing;

- 1 • No permanent supportive housing;

2 Temporary Homeless Encampments

3 In response to the Ninth Circuit decision in the *Martin V. Boise* regarding the enforcement of public
4 camping ordinances against homeless individuals, San Juan County ceased enforcing any laws that did
5 not comply with the court's decision.

6 Health & Community Services will work with the Sherriff's office and other appropriate County
7 departments to ensure ongoing compliance with this decision and participate in any necessary future
8 planning regarding temporary homeless encampments.

9 Coordinated Entry in San Juan County

10 Given the fragmented nature of the geography of San Juan County, and the relatively few service
11 providers of homeless services, Coordinated Entry has not been a historical priority in the County.
12 Historically each island has had one provider receiving either federal, state or local homelessness
13 dollars. In the rare instances in which a provider is able to find a housing solution for a homeless client
14 on a different island, the provider on one island would simply call the other to coordinate efforts.

15 Recently there has been increased efforts to improve Coordinated Entry in the County, with increased
16 trainings and usage of HMIS. While the island's geography will continue to be fragmented, Health &
17 Community services will continue to improve Coordinated Entry processes and monitor local provider's
18 compliance with state and federal Coordinated Entry requirements as part of ongoing monitoring of
19 local homeless assistance programs, including reviewing each service providers prioritization policies.

20 Summary of Goals

21 Local Goals:

22 **Overarching Goal: To eliminate homelessness in San Juan County.**

23 The first line of the San Juan County Mission Statement reads, "Provide those public services
24 necessary for the health, safety, and general well-being of the citizens of San Juan County." With
25 this in mind, the Homeless Housing Task Force set the goal for San Juan County for the next five
26 years to work towards the elimination of homelessness in the County. This goal, while lofty at
27 the outset of this plan, can be reasonably achieved following the sub-goals and strategies
28 summarized below:

29 **Local Goal 1: No person living in San Juan County is without access to shelter or housing for a single** 30 **night.**

31 By focusing on the unique circumstances of various subpopulations and eliminating barriers to
32 housing and temporary shelter, this goal aims to provide individuals access to the appropriate
33 services and shelter opportunities so that each night there is a safe, healthy place available to
34 them and they take it.

35 36 **Local Goal 2: Develop and fund housing case management to be provided to those experiencing** 37 **homelessness or at risk of becoming homeless.**

38 Maintaining housing can be the largest hurdle for many people who fall into homelessness.
39 Expanding case management and wrap-around supportive services to focus on gaining life skills,

1 independence, and increasing self-empowerment can increase housing retention for individuals
2 at risk of falling into homelessness.

3
4 **Local Goal 3: Increase and maintain affordable housing stock and provide specialized housing for**
5 **individuals exiting homelessness or at risk of becoming homeless.**

6 Increasing the availability and accessibility of housing leads to a County where Housing First is a
7 tangible reality. With more housing units and more ways for individuals to remain in their
8 homes, homelessness becomes an issue that is easier to resolve.

9
10 **Local Goal 4: Promote collaboration and communication between local government, service**
11 **providers, and the general public through education and outreach in order to provide a safe,**
12 **empowering community.**

13 Bringing together the service providers in the county to work collaboratively and in harmony
14 with each other will allow clients to have wraparound and fully supportive services focused on
15 maintaining dignity and opportunity for clients. Educating the public and acknowledging their
16 impact on the community as a whole will result in a more compassionate, service-oriented
17 county.

18 **State objectives:**

19 In addition to these broad local goals, the Washington State Department of Commerce’s local plan
20 guidance includes five (5) mandatory objectives for all local plans.

21 This plan’s engagement with the required State objectives must be understood in the context of the
22 current homeless crisis responses system in San Juan County.

23 The system as it currently exists is primarily focused on homeless prevention activities, as there are no
24 transitional or supportive housing projects in the County. All individuals served by the system who exit
25 homelessness do so into permanent housing. The lack of these available projects means that programs
26 are geared towards preventing people from losing their housing, or swiftly moving them into new
27 housing if they do become homeless. The lack of available housing can at times make this task extremely
28 arduous.

29 The severe lack of available housing also leads to many different unique living situations that sometimes
30 conflict with the State’s definition of homelessness. Stakeholders made it clear that many of the
31 homeless youth in our community live in very unstable conditions, but do not meet the benchmark
32 criteria under the State’s definition to be categorized as homeless. It is necessary for service providers in
33 the San Juan County homeless crisis response system to implement appropriate prioritization policies
34 consistent with state guidelines that prioritize resources for those most at-risk and literally homeless,
35 however unstably housed youth were highlighted as a top priority for the response system regardless of
36 the duration of their current accommodations.

37 The State mandated objectives are:

38
39 **Objective 1: Quickly identify and engage all people experiencing homelessness under the state**
40 **definition, and all unaccompanied youth under any federal definitions, through outreach and**
41 **coordination between every system that encounters people experiencing homelessness.**
42

1 *This objective addressed by Actions 1.E, 2.A, 2.B, 4.A.*

2
3 **Objective 2: Prioritize housing for people with the greatest need.**

4
5 *This objective addressed by Actions 1.B, 1.D, 1.E, 4.A, 4.B, 4.C and the overarching goal of*
6 *eliminating homelessness.*

7
8 **Objective 3: Operate an effective and efficient homeless crisis response system that swiftly moves**
9 **people into stable permanent housing.**

10
11 *This objective addressed by Actions 1.A, 1.B, 1.C, 1.D, 3.A, 4.A, 4.B.*

12
13 **Objective 4: Project the impact of the fully implemented local plan on the number of households**
14 **housed and the number of households left unsheltered, assuming existing resources and state**
15 **policies.**

16
17 *See Appendix E.*

18
19 **Objective 5: Address racial disparities among people experiencing homelessness.**

20
21 *Given the small demographic of those experiencing homelessness relative to the State at large, it*
22 *can be difficult to ascertain racial disparities as the available data may not rise to the level of*
23 *statistical significance. According to the Racial Equity Analysis Tool provided by the Department*
24 *of Commerce, the race and ethnicity percentages of those experiencing homelessness in San Juan*
25 *County relatively mirrors the overall population percentages.*

26
27 *The largest disparity in overall population versus those experiencing homelessness was in the*
28 *racial category of “Other/Multi-Racial.” People identifying as “Other/Multi-Racial” make up 4%*
29 *of the total County population, but 11% of the homeless population counted during the 2017*
30 *Point in Time (PIT) Count. However, a closer reading of the data shows the total number of*
31 *persons counted identifying as “Other/Multi-Racial” during that PIT count was 6. Given the scant*
32 *numbers and potential for varied year to year swings, it is difficult to draw any conclusions from*
33 *this information.*

34
35 **NOTE:** The 2019 Point in Time Count Data will function as the baseline data for performance goals. See
36 Appendices for more information about the baseline data for Goals, cost estimates, 2021 milestones
37 and timelines.

- 1 **Goal 1: No person living in San Juan County is without access to shelter or housing**
- 2 **for a single night.**

Adults Experiencing Homelessness

Ensure that households and individuals at-risk or facing homelessness have access to a safe place to sleep every night of the year

Strategies/Activities:	Measure:	Goal:
1.A Expand emergency rental assistance to the resource centers to assist with rapid rehousing.	Percentage of individuals receiving emergency housing assistance services per year.	100% of individuals who qualify for and seek eviction prevention and rapid rehousing services, receive assistance by 2024.
1.B Support cold weather shelters through volunteer recruitment, outreach, and planning efforts so households have a safe, warm place to sleep if housing is not available.	Percentage of nights below 32 degrees a shelter is in place.	There is a shelter in place 100% of nights where the temperature drops below 32 degrees on each ferry served island by 2024.

Youth Experiencing Homelessness

Ensure that youth at-risk or facing homelessness have access to a safe place to sleep.

Strategies/Activities:	Measure:	Goal:
1.C Assist in creating a host home program that recruits and trains host homes/families to provide temporary homes to youth. Host home programs match youth with a host, provide case management to youth, and support to hosts so at-risk youth or youth experiencing emergencies have a safe place to sleep.	Number of host homes in the county.	3 host homes available to use by 2024.
1.D Pursue funding sources for youth homelessness programs and initiatives in the county.	Funding source application submittal.	Receive funding for 1 youth homelessness program or initiative.

Chronically Homeless Individuals

Ensure that chronically homeless individuals have access to safe places to sleep both temporarily and long-term.

Strategies/Activities:	Measure:	Goal:
1.E Work with service providers to develop an outreach program to facilitate individuals with substance use disorders, poor credit/financial history, past criminal history, or other limitations to securing housing.	Number of chronically homeless individuals counted in the Point in Time Count.	50% reduction in the number of chronically homeless individuals counted in the Point in Time Count by 2024.

- 1 **Goal 2:** Develop and fund housing case management to be provided to those
- 2 experiencing homelessness or at risk of becoming homeless.

Adults Experiencing Homelessness:

Collaborate with San Juan County's Human Services Department to ensure that households have easy access to support in order to maintain housing and prevent homelessness.

Strategies/Activities:	Measure:	Goal:
2.A Develop funding for accessible housing case management program.	Number of households receiving housing case management support through the Family Resource Centers.	75 households per year receiving housing case management support by 2024.

Youth Experiencing Homelessness

Ensure that youth have support and access to appropriate case management to prevent homelessness and increase their self-empowerment

Strategies/Activities:	Measure:	Goal:
2.B Create and fund a part-time case management position focused on providing homeless prevention services to youth.	Number of youth receiving appropriate and specialized case management.	20 youth per year receiving appropriate and specialized case management by 2024.

- 3 **Goal 3:** Increase and maintain affordable housing stock.

Strategies/Activities:	Measure:	Goal:
3.A Pursue funding sources to subsidize the construction and preservation of affordable housing.	Percent increase in affordable housing units (Health & Community Services Affordable Housing Inventory).	25% increase in the number of affordable housing units built or preserved by 2024
3.B Incentivize long-term rentals through county ordinances.	Percent increase of long-term rental housing units in the county (American Community Survey).	10% increase of long-term rentals by 2024.
3.C Develop and fund a home improvement program to enable households living in substandard housing to maintain housing and have a safe place to live.	Number of housing units that receive home improvement services through funding sources or volunteer action.	20 housing units across the county receive home improvement services by 2024.

- 4
- 5

- 1 **Goal 4:** Promote collaboration and communication between local government,
- 2 service providers, and the general public through education and outreach.

Strategies/Activities:	Measure:	Goal:
4.A Ensure that the Homeless Management Information System (HMIS) is being used for Coordinated Entry consistently by providers serving homeless populations, and that providers are in compliance with state and federal Coordinated Entry data collection requirements.	Percentage of providers using HMIS and in compliance with coordinated entry data collection requirement.	100% continued participation and compliance in HMIS through 2024.
4.B Maintain consistency while conducting the Point in Time count in order to gather and sustain accurate, quality data.	Year to year PIT variance.	Less than 25% variance year to year in total number of individuals counted in the PIT.
4.C Create a best practices manual/toolkit for providers serving the homeless population to ensure that their work is trauma-informed, focused on empowerment and increased opportunity. Manual/toolkit will encourage recognizing and addressing potential racial disparities among people experiencing homelessness.	Number of individuals/organizations that use, share, and contribute to the manual.	15 individuals/organizations that use, share, and contribute to the manual by 2024.

3 **Recommendations to the State**

4 Per Dept. of Commerce guidance, the County may include in their plans “recommendations to the state
 5 for changes in state laws, policies and resources that may be necessary to further reduce homelessness
 6 and work toward the goal of ending homelessness as defined under federal criteria.

7 Recommendations of any variety are encouraged. But ideally recommendations are specific, include
 8 an estimate of the impact on homelessness if adopted, and when applicable include cost estimates.
 9 Commerce is available to assist local governments with producing estimates of the impacts and
 10 costs of recommendations to the state.

11
 12 Recommendations to the state can include but are not limited to changes regarding:

- 13 • State homeless housing program contract requirements
- 14 • State data collection and reporting

- 1 • State technical assistance and training
- 2 • Refinements, additions, or replacements for existing homeless system performance
- 3 measures and benchmarks
- 4 • State behavioral health polices and investments
- 5 • State land use laws and policies
- 6 • State affordable housing resources
- 7 • Local taxing authority
- 8 • Criminal and civil law and enforcement
- 9 • Transportation policy
- 10 • Social services
- 11 • Supports for people with disabilities
- 12 • Etc.”
- 13

14 San Juan County would like to make the following recommendations:

15 **Recommendation 1:**

16 Recommend that the limit on public funds for host home programs in SHB 2440 be lifted; Currently the
17 law states that: Host home programs not receive more than \$100,000 per year of public funding,
18 including local, state, and federal funding.

19 This change would potentially allow the county to seek funds or directly fund a host home program at a
20 level necessary to reach all youth in need.

21 We also recommend that the language in SHB 2440 that states: “A host home/family not receive any
22 local, state, or government funding” be amended. Currently the language is not clear on whether it
23 refers only to public funds or also to private funds.

24 At a minimum the law should clarify that a youth host program could provide financial support to youth
25 host homes from available private funding. Even better would be to allow for the possibility of some
26 such homes also receiving some public monies, if this can be done without then imposing more
27 burdensome regulation requirements for the host homes.

28 **Recommendation 2:**

29 Invest \$200 million annually in the Housing Trust Fund. The Housing Trust Fund invests in affordable
30 homes across Washington, including San Juan County, but in recent years it has been considerably
31 underfunded. A \$200 million investment in the Housing Trust Fund will create opportunities for funding
32 affordable housing in San Juan County that is desperately needed.

33 **Recommendation 3:**

34 Commit to Homeless definitions for a significant length of time. Frequent changes in definitions at the
35 state level, such as the definition of inadequate structures or chronically homeless individuals, can
36 significantly affect locally collected homeless data. At this time, the public does not fully trust available
37 homeless data due to frequently shifting definitions.

38 **Recommendation 4:**

39 Create a program to fund housing specific case management for individuals who may need case
40 management but do not have a qualifying mental health illness or substance abuse issues. Navigating

1 the manifold housing programs and subsidies that exist is an onerous task for which local service
2 providers do not receive any funding.

3 Definitions and Sources

4 **Homelessness:**

- 5 • People who are living in a place not meant for human habitation, in emergency shelter, in
6 transitional housing, or are exiting an institution where they temporarily resided if they were in
7 shelter or a place not meant for human habitation before entering the institution.
- 8 • People who are losing their primary nighttime residence, which may include a motel or hotel or
9 a doubled up situation, and lack resources or support networks to remain in housing.
- 10 • Families with children or unaccompanied youth who are unstably housed and likely to continue
11 in that state. This applies to families who have not had a lease or ownership interest in a
12 housing unit in the last 60 or more days, have had two or more moves in the last 60 days, and
13 who are likely to continue to be unstably housed because of disability or multiple barriers to
14 employment.
- 15 • People who are fleeing or attempting to flee domestic violence, dating violence, sexual assault,
16 stalking, or other dangerous or life-threatening situations related to violence; have no other
17 residence; and lack the resources or support networks to obtain other permanent housing.

18 **Chronically Homeless Household:**

19 A person who:

20 A. Is homeless and lives in a place not meant for human habitation, a safe haven, or in an emergency
21 shelter; and

22 B. Has been homeless and living or residing in a place not meant for human habitation, a safe haven, or
23 in an emergency shelter continuously for at least 1 year or on at least four separate occasions in the last
24 3 years where the combined length of time homeless in those occasions is at least 12 months; and

25 C. Has a disability.

26 **Youth:** Any person under the age of 25.

27 **Host Home:** a private home that volunteers to host youth aged 12-18 in need of temporary placement
28 and are associated with a host home program. Generally, hosts provide family-like environments to
29 youth and are expected to provide shelter, food, light transportation (if needed), day-to-day support,
30 and mentoring, and to coordinate with a host home program to provide additional services the youth
31 might need.

32 *Definitions adapted from the Department of Housing and Urban Development to fit the needs and*
33 *specifications of San Juan County.*

34

35

36

Appendix A: State Objectives Crosswalk

State Objective	Local Actions addressing State Objective
Objective 1	1.E, 2.A, 2.B, 4.A.
Objective 2	1.B, 1.D, 1.E, 4.A, 4.B, 4.C and the overarching goal of eliminating homelessness.
Objective 3	1.A, 1.B, 1.C, 1.D, 3.A, 4.A, 4.B.
Objective 4	Appendix E
Objective 5	4.C

Appendix B: 2019 Baseline Data and 2021 Milestones

Goal 1

Strategies/Activities:	Measure:	2019 Baseline:	2021 Milestone	2024 Goal
1.A Expand emergency rental assistance to the resource centers to assist with rapid rehousing.	Percentage of individuals receiving emergency housing assistance services per year.	83%	95%	100%
1.B Support cold weather shelters through volunteer recruitment, outreach, and planning efforts so households have a safe, warm place to sleep if housing is not available.	Percentage of nights below 32 degrees a shelter is in place.	100% on Orcas and San Juan Island	100% on Orcas and San Juan Island	100% on Orcas and San Juan Island
1.C Assist in creating a host home program that recruits and trains host homes/families to provide temporary homes to youth. Host home programs match youth with a host, provide case management to youth, and support to hosts so at-risk youth or youth experiencing emergencies have a safe place to sleep.	Number of host homes in the county.	0	Define scope of program, begin recruitment of suitable homes.	3
1.D Pursue funding sources for youth homelessness programs and initiatives in the county.	Funding source application submittal.	0	1 funding source application submitted	1
1.E Work with service providers to develop an outreach program to facilitate individuals with substance use disorders, poor credit/financial history, past criminal history, or other limitations to securing housing.	Number of chronically homeless individuals counted in the Point in Time Count.	9	Define scope of program, roles for service providers identified.	4

Goal 2

Strategies/Activities:	Measure:	2019 Baseline:	2021 Milestone	2024 Goal
2.A Develop funding for accessible housing case management program.	Number of households receiving housing case management support through the Family Resource Centers.	0	Funding identified.	75 per year
2.B Create and fund a part-time case management position focused on providing homeless prevention services to youth.	Number of youth receiving appropriate and specialized case management.	0	Job description created, training programs and methodology identified.	20 per year

Goal 3

Strategies/Activities:	Measure:	2019 Baseline:	2021 Milestone	2024 Goal
3.A Pursue funding sources to subsidize the construction and preservation of affordable housing.	Percent increase in affordable housing units (Health & Community Services Affordable Housing Inventory).	343	400 affordable housing units County Wide	429
3.B Incentivize long-term rentals through county ordinances.	Percent increase of long-term rental housing units in the county (American Community Survey).	2,000 renter-occupied units (2017 ACS)	Framework for a draft ordinance/s completed.	2,200
3.C Develop and fund a home improvement program to enable households living in substandard housing to maintain housing and have a safe place to live.	Number of housing units that receive home improvement services through funding sources or volunteer action.	0	Home improvement program developed.	20 per year

Goal 4

Strategies/Activities:	Measure:	2019 Baseline:	2021 Milestone	2024 Goal
4.A Ensure that the Homeless Management Information System (HMIS) is being used for Coordinated Entry consistently by providers serving homeless populations, and that providers are in compliance with state and federal Coordinated Entry data collection requirements.	Percentage of providers using HMIS and in compliance with coordinated entry data requirements.	100%	100%	100%
4.B Maintain consistency while conducting the Point in Time count in order to gather and sustain accurate, quality data.	Year to year PIT variance.	25% (2018 to 2019)	<25%	<25%
4.C Create a best practices manual/toolkit for providers serving the homeless population to ensure that their work is trauma-informed, focused on empowerment and increased opportunity. Manual/toolkit will encourage recognizing and addressing potential racial disparities among people experiencing homelessness.	Number of individuals/organizations that use, share, and contribute to the manual	0	Draft best practices manual/toolkit created.	15

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9

Goal 1

Strategies/Activities:	2024 Goal	Cost of Implementation	Assumptions
1.A Expand emergency rental assistance to the resource centers to assist with rapid rehousing.	100%	\$36,955	19 households unserved in 2018 due to lack of funds. Average cost per household served in rental assistance program was \$389. $389 \times 19 = \$7,391$. $\$7,391 \times 5 = \$36,955$
1.B Support cold weather shelters through volunteer recruitment, outreach, and planning efforts so households have a safe, warm place to sleep if housing is not available.	100% on Orcas and San Juan Island	\$22,079	4% of staff time estimated x 5 years
1.C Assist in creating a host home program that recruits and trains host homes/families to provide temporary homes to youth. Host home programs match youth with a host, provide case management to youth, and support to hosts so at-risk youth or youth experiencing emergencies have a safe place to sleep.	3	\$44,158	10% of staff time estimated x 4 years
1.D Pursue funding sources for youth homelessness programs and initiatives in the county.	1	\$8,832	2% of staff time estimated x 4 years
1.E Work with service providers to develop an outreach program to facilitate individuals with substance use disorders, poor credit/financial history, past criminal history, or other limitations to securing housing.	4	\$22,080	4% of staff time estimated x 5 years

Goal 2

Strategies/Activities:	2024 Goal	Cost of Implementation	Assumptions
2.A Develop funding for accessible housing case management program.	75	\$98,495	75 clients x 8 hours average x \$30/hr reimbursement x 5 years = \$72,000. 6% of staff time estimated x 4 years = \$26,495
2.B Create and fund a part-time case management position focused on providing homeless prevention services to youth.	20	\$160,271	\$30/hr x 20 hours per week + 50% benefits x 3 years = \$140,400 6% of staff time estimated x 3 years = \$19,871

Goal 3

Strategies/Activities:	2024 Goal	Cost of Implementation	Assumptions
3.A Pursue funding sources to subsidize the construction and preservation of affordable housing.	409	\$55,198	10% of staff time estimated x 5 years
3.B Incentivize long-term rentals through county ordinances.	2,200	\$6,624	6% of staff time estimated x 1 year
3.C Develop and fund a home improvement program to enable households living in substandard housing to maintain housing and have a safe place to live.	20	\$44,158	10% of staff time estimated x 4 years

Goal 4

Strategies/Activities:	2024 Goal	Cost of Implementation	Assumptions
4.A Ensure that the Homeless Management Information System (HMIS) is being used for Coordinated Entry consistently by providers serving homeless populations, and that providers are in compliance with state and federal Coordinated Entry data collection requirements.	100%	\$0	Work is ongoing as part of current work program, no new cost associated
4.B Maintain consistency while conducting the Point in Time count in order to gather and sustain accurate, quality data.	<25%	\$0	Work is ongoing as part of current work program, no new cost associated
4.C Create a best practices manual/toolkit for providers serving the homeless population to ensure that their work is trauma-informed, focused on empowerment and increased opportunity. Manual/toolkit will encourage recognizing and addressing potential racial disparities among people experiencing homelessness.	15	\$13,248	4% of staff time estimated x 3 year

Total:		\$512,098	~50% of staff time per year
---------------	--	------------------	-----------------------------

*All Staff time costs are based on 2020 Housing Program Coordinator Salary/Benefits

- 1
- 2
- 3
- 4

Appendix D: Timeline Estimates

Start of Strategy/Activity	Ongoing Strategy/Activity	Completion of Strategy/Activity
----------------------------	---------------------------	---------------------------------

Goal 1

Strategies/Activities:	Measure:	2020	2021 Milestones	2022	2023	2024
1.A Expand emergency rental assistance....	Percentage of individuals receiving emergency housing assistance services per year.		95%			Ongoing (as funding allows)
1.B Support cold weather shelters....	Percentage of nights below 32 degrees a shelter is in place.		100% on Orcas and San Juan Island	Identify shelter/volunteer group on Lopez to develop Cold Weather Shelter		Ongoing
1.C Assist in creating a host home program....	Number of host homes in the county.		Define scope of program, begin recruitment of suitable homes.			Ongoing
1.D Pursue funding sources for youth homelessness programs....	Funding source application submittal.		1 funding source application submitted		Completed	
1.E Work with service providers to develop an outreach program....	Number of chronically homeless individuals counted in the Point in Time Count.		Define scope of program, roles for service providers identified.			Ongoing

Goal 2

Strategies/Activities:	Measure:	2020	2021	2022	2023	2024
2.A Develop funding for accessible housing case management program.	Number of households receiving housing case management support through the Family Resource Centers.		Funding identified.			Ongoing

2.B Create and fund a part-time case management position focused on providing homeless prevention services to youth.	Number of youth receiving appropriate and specialized case management.		Job description created, training programs and methodology identified.			Ongoing
--	--	--	---	--	--	----------------

Goal 3

Strategies/Activities:	Measure:	2020	2021	2022	2023	2024
3.A Pursue funding sources to subsidize the construction and preservation of affordable housing.	Percent increase in affordable housing units (Health & Community Services Affordable Housing Inventory).		400 affordable housing units County Wide			Ongoing
3.B Incentivize long-term rentals through county ordinances.	Percent increase of long-term rental housing units in the county (American Community Survey).		Framework for a draft ordinance/s completed.	Completed		
3.C Develop and fund a home improvement program....	Number of housing units that receive home improvement services through funding sources or volunteer action.		Home improvement program developed.			Ongoing

Goal 4

Strategies/Activities:	Measure:	2020	2021	2022	2023	2024
4.A Ensure that the Homeless Management Information System is being used for Coordinated Entry consistently....	Percentage of providers using HMIS and in compliance with coordinated entry data requirements.	Ongoing	100%			Ongoing
4.B Maintain consistency while conducting the PIT count....	Year to year PIT variance.	Ongoing	<25%			Ongoing
4.C Create a best practices manual/toolkit....	Number of individuals/organizations that use, share, and contribute to the manual		Draft best practices manual/toolkit created.	Completed		

1

2

Appendix E: Impact Projection

Objective 4 of the Department of Commerce’s Local Plan Guidance requires local plans to:

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.

Measure of success:

a) An estimate of people experiencing homelessness that will be housed during 2024 after successful implementation of the local plan using existing resources, and the count of households left unsheltered at a point in time in 2024, based on credible data and research; including the data, assumptions, calculations, and related citations necessary for outside parties to review and reproduce the estimate.

The 2019 annual Point in Time (PIT) Count counted 67 individuals considered homeless and 82 individuals at risk of homelessness. This appendix creates an approximate estimate on the number of people experiencing homelessness that will be housed in 2024 by breaking down each strategy/activity of the Five Year Homeless Plan and estimating the number of people that will be housed from that activity when applicable.

It is worth re-stating here that this plan’s engagement with the State objectives must be understood in the context of the current homeless crisis responses system in San Juan County.

The system as it currently exists is primarily focused on homeless prevention activities, as there are no transitional or supportive housing projects in the County. All individuals served by the system who exit homelessness do so into permanent housing. The lack of these available projects means that programs are geared towards preventing people from losing their housing, or swiftly moving them into new housing if they do become homeless. The lack of available housing can at times make this task extremely arduous. It can also make projecting future outcomes extremely difficult or vague.

The projection is based on the assumptions made in the below table and assuming full successful implementation of the Five Year Homeless Plan. It is projected that in 2024 the number homeless individuals counted in the Point in Time Count will be **34**. It is also projected that 108 individuals at-risk of homelessness will be prevented from homelessness by the strategies/activities laid out in this plan.

Many of the strategies/activities of this plan call for new programs to be created to address homeless issues in our County. The potential for wide-reaching impact of some of these programs is at this moment unclear, and makes for accurate projections too difficult. Additionally, the number of at-risks individuals projected to be served is higher than the number counted in the 2019 PIT count. This is not surprising as many of these at-risk families become at-risk of losing their housing throughout the year, not only during the month of January. Additionally, an increase in the number of at-risk individuals seeking housing services is expected to increase as housing availability and affordability issues continue to affect the County.

Full table of projections and assumptions below:

Five Year Homeless Plan Impact Projection

Goal 1

Strategies/Activities:	Expected Number of Homeless Housed/Prevented from Homeless per year in 2024	Expected Number of At-Risk of Homeless individuals Prevented from Homeless per year in 2024	Assumptions
1.A Expand emergency rental assistance to the resource centers to assist with rapid rehousing.	0	38	19 households unserved in 2018 due to lack of funds. 2024 Goal is to reach 100% served. Multiplied x2 for average household size.
1.B Support cold weather shelters through volunteer recruitment, outreach, and planning efforts so households have a safe, warm place to sleep if housing is not available.	0	0	Cold weather shelters are only temporary and do not provide permanent housing.
1.C Assist in creating a host home program that recruits and trains host homes/families to provide temporary homes to youth. Host home programs match youth with a host, provide case management to youth, and support to hosts so at-risk youth or youth experiencing emergencies have a safe place to sleep.	3	0	3 Host Homes expected to be created each housing 1 youth by 2024.
1.D Pursue funding sources for youth homelessness programs and initiatives in the county.			Too many variables to reasonably project impact.
1.E Work with service providers to develop an outreach program to facilitate individuals with substance use disorders, poor credit/financial history, past criminal history, or other limitations to securing housing.	5	0	5 chronically homeless individuals projected to be housed by 2024
Sub-Total:	8	38	

Goal 2

Strategies/Activities:	Expected Number of Homeless Housed/Prevented from Homeless per year in 2024	Expected Number of At-Risk of Homeless individuals Prevented from Homeless per year in 2024	Assumptions
2.A Develop funding for accessible housing case management program.	25	50	75 clients per year prevented from homelessness due to increased access to housing case management. Assumption is that 1/3 served will be homeless, and 2/3 at-risk of homelessness
2.B Create and fund a part-time case management position focused on providing homeless prevention services to youth.			Too many variables to reasonably project impact.
Sub-Total:	25	50	

Goal 3

Strategies/Activities:	Expected Number of Homeless Housed/Prevented from Homeless per year in 2024	Expected Number of At-Risk of Homeless individuals Prevented from Homeless per year in 2024	Assumptions
3.A Pursue funding sources to subsidize the construction and preservation of affordable housing.			Too many variables to reasonably project impact.
3.B Incentivize long-term rentals through county ordinances.			Too many variables to reasonably project impact.
3.C Develop and fund a home improvement program to enable households living in substandard housing to maintain housing and have a safe place to live.	0	20	20 households expected to be served per year.
Sub-Total:	0	20	

Goal 4

Strategies/Activities:	Expected Number of Homeless Housed/Prevented from Homeless per year in 2024	Expected Number of At-Risk of Homeless individuals Prevented from Homeless per year in 2024	Assumptions
4.A Ensure that the Homeless Management Information System (HMIS) is being used for Coordinated Entry consistently by providers serving homeless populations, and that providers are in compliance with state and federal Coordinated Entry data collection requirements.			Does not directly correlate to numbers of individuals housed/prevented from homelessness.
4.B Maintain consistency while conducting the Point in Time count in order to gather and sustain accurate, quality data.			Does not directly correlate to numbers of individuals housed/prevented from homelessness.
4.C Create a best practices manual/toolkit for providers serving the homeless population to ensure that their work is trauma-informed, focused on empowerment and increased opportunity. Manual/toolkit will encourage recognizing and addressing potential racial disparities among people experiencing homelessness.			Does not directly correlate to numbers of individuals housed/prevented from homelessness.
Grand Total:	33 Homeless Served Per Year	108 At-Risk Served Per Year	

- 1
- 2
- 3
- 4
- 5