

HEADING HOME:
KITSAP HOMELESS HOUSING PLAN
2008 UPDATE



**Kitsap Regional
Coordinating Council**



HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

TABLE OF CONTENTS

Community Action Plan Elements

1. Executive Summary	3
2. Introduction	5
3. Scope of the Problem	
Homelessness in Kitsap County	9
Barriers, Gaps & Solutions	16
4. Plan Principles	19
5. Key Action Areas	21
6. Objectives & Strategies	24
7. Priorities	33
8. Defining & Documenting Success	34
9. Conclusion	37

State Plan Elements

1. Contact Information	39
2. Homeless Populations & Subpopulations	40
3. Housing Activities Charts	41
4. Homeless Service Needs	44
5. Summary of Homeless Strategic Plan (Matrix)	46
6. Recommendations for State Legislative & Policy Changes Needed	47

Appendix

A. Kitsap Continuum of Care Coalition Agencies	49
B. Homeless Housing Update Plan: Writing Group	50
C. Homeless Summit Participants	51
D. Local Survey of Homeless Results	53
E. Housing Inventory Survey	58
F. Plan Update Process & Timeline	60
G. Sources of Capital Funding for Subsidized Housing	61

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

EXECUTIVE SUMMARY

History

The Washington State Legislature approved the 2060 Low Income Housing Program in 2002. It provides a source of grant funding for low income housing capital projects and operations & maintenance, but it does not fund services.

Successful transition from homelessness to self-sufficiency has been demonstrated to require services (debt counseling, job training, etc.) Historically there has been no statewide, integrated approach to homelessness. Engrossed Second Substitute House Bill 2163, passed in 2005, attempts to remedy these concerns:

- It creates a State Council on Homelessness, whose mission is to align State policies and practices across many State agencies & departments towards a single goal: reducing homelessness.
- It requires the Washington State Department of Community, Trade, and Economic Development (CTED) to:
 - Oversee the implementation of the provisions of 2163;
 - Create a statewide strategic plan to house homeless persons;
 - Assist local governments in developing 10-year Homeless Housing Plans, with the goal to reduce homelessness by 50% by 2015;
 - Coordinate an annual census of homeless persons.
- It creates a funding source for programs that directly address the goals identified in these 10-year Homeless Housing Plans.

The Kitsap Continuum of Care Coalition accepted the task of developing the plan for Kitsap. The Kitsap Continuum of Care Coalition has coordinated goals and actions for the initial years of the 10-Year Plan with the ongoing federally-mandated Kitsap County Consolidated Plan and the Continuum of Care Plan for the Homeless.

Mission

Develop a 10-Year Homeless Housing Plan by assessing needs, analyzing data, coordinating and linking resources to avoid duplications, and identifying community-wide collaborative approaches. The Plan shall include objectives, strategies and actions that will end homelessness by providing the spectrum of subsidized housing, services, and affordable permanent housing that enable individuals and families to become self-sufficient.

Scope of the Plan

This plan addresses issues of homelessness throughout Kitsap County. The Kitsap Homeless Housing Plan 2008 Update Committee, a subcommittee of the Kitsap Continuum of Care Coalition, analyzed the needs of homeless people in Kitsap County by reviewing the Homeless

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Point In Time count, intake data, anecdotal information from providers in the community, and by conducting focus groups with homeless and formerly homeless individuals.

Definitions

The Kitsap County Homeless Housing Plan includes the following definitions of homelessness:

- Chronic – experience homelessness for a year or longer or three or more episodes of homelessness in three years.
- Episodic – multiple episodes of homelessness that are short or long term.
- Situational or transitional – one time and short-term experience.

Annual Homeless Count

The Homeless Count Committee, which is a sub-committee of the Continuum of Care Coalition, conducted comprehensive Point In Time Counts of the Kitsap County homeless population annually beginning January 2005. Future counts will be compared to this baseline data to determine if goals and objectives are being met.

Homeless Housing Plan

The Homeless Housing Plan includes five action areas, comprising nine objectives, and their associated strategies:

- 1. Increase the efficiency of the housing system through data collection, planning and advocacy**
- 2. Prevent homelessness**
- 3. Increase all types of low-income housing with services**
- 4. Provide supportive services for all homeless populations**
- 5. Focus on under-served homeless populations**

The Plan in its entirety is
available online at
www.kitsapregionalcouncil.org
under the Affordable Housing
Section.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

INTRODUCTION

Homelessness is Here

Here in Kitsap County, homelessness is not as obvious as it may be on the streets of Seattle, but it affects hundreds of people directly, every day, right here in our communities. These are our friends, neighbors, co-workers, and community members.

According to the 2008 Point In Time Homeless Count, on any given day there are estimated to be more than 700 people living on the streets, in vehicles, and in the woods of Kitsap County, in shelters, in transitional housing, or with friends & family in temporary situations.

Homelessness happens to people of all ages, education levels, races, income levels, and family make-ups. It happens to good people in our community who work hard to be self-sufficient but live on the edge of economic stability. Health issues, poor credit, job loss, family break-up, mental illness or addictive behavior can push people into homelessness. Whatever the reason they became homeless, they are in crisis. Visible or hidden, they deserve a safe and decent place to live.

Causes of Homelessness

Homelessness was a relatively rare phenomenon until the 1980s, when many economic and social changes converged to cause its dramatic rise. These changes included:

- the lack of growth in real earnings for those with low incomes
- a growing scarcity of appropriate, affordable housing
- demolition of old buildings that provided inexpensive single room occupancy (SRO) opportunities, and
- the closing of institutions (i.e. beds at Western State Hospital) that had long served the mentally ill.

The number of homeless families and individuals continued to rise during the 1990's. Factors included:

- the on-going deinstitutionalization of the mentally ill without the development of adequate community based housing,
- foreign out-sourcing of manufacturing jobs that paid a living wage,
- the rise of a service economy with low paying jobs, and
- flat and/or reduced spending on social programs at the state and federal level.

To compound the issue, the impact of welfare reform pushed thousands of families into the position of choosing between paying rent and feeding their children.

In addition, many of our community's low-income persons are at-risk at becoming homeless – often a paycheck away from losing their housing. While economic problems and evictions are often the final

Profile of Homelessness **“Stacy”**

Her husband kicked her and her five children ages 1-9 years of age (the youngest are twins) out of their home.

She takes the school-aged children to school and drops off the youngest at daycare paid for by the KCR homeless child care program so she can continue to attend college and hopefully graduate at the end of this year.

She is waiting for child support to help her get into a house. She needs gas for her car and her oil changed. She doesn't want to lose the car because she doesn't know how she can get around with out it and her husband has threatened to have the car repossessed.

Her family needs sleeping bags and hygiene stuff to help her and the children keep clean. It would be great if she could get some money to wash their clothes which she considers a luxury at this time.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

event leading to homelessness, persons with mental illness and/or substance abuse are particularly vulnerable. They are often unable to maintain a job (or if they do, it is at very low pay), have difficulty with medicines (or self-medicate) and require multiple services to sustain self-sufficiency. Others at-risk are members of dysfunctional families who are often victims of domestic violence, runaway or abandoned youth and large families. The combination of rising housing costs, limited income and insufficient subsidized housing are other major factors leading to homelessness. Homelessness has become a countywide issue in Kitsap.

Social Impact of Homelessness: The Cost of Doing Nothing

Homelessness not only has huge impacts for the individuals experiencing it, it is also expensive for our communities.

Homelessness almost always intensifies an already unstable family situation. Homeless children often do poorly in school. Youth and adults with mental illness or drug and alcohol problems get worse when they do not get the behavioral and/or medical attention they need.

Homelessness costs in other ways, as well. Each year, Kitsap County residents' tax dollars are spent caring for homeless people through our emergency services ~ 911, emergency rooms and clinics, jails, detoxification programs, child protective services and more.

Harrison Hospital estimates that it spent \$250,000 in 2007 treating homeless people who could not pay for their emergency treatment.¹

Children who are homeless lack the stability to succeed in school, leading to higher drop-out rates, lower education levels, and less employability ~ thus perpetuating the cycle of homelessness.

Numerous studies have found that housing instability and homelessness lower academic performance, increase the chances of repeating a grade, and reduce high school completion rates. Homelessness also puts children at greater risk of serious physical health problems.²

Homeless adults have a hard time gaining employment and holding a job. Evictions and foreclosures hurt landlords, banks, and neighborhoods. Law enforcement spends countless hours responding to complaints about "tent cities" and overnight parking.

Cost studies around the nation, however, have proven that these individuals and families can succeed in transitioning back to stable housing if they get appropriate supportive services. Once housed, their use of emergency services declines sharply and the

Profile of Homelessness

"Donna"

She and her three children left her abusive partner and came to WA from the East coast because she had been here before and had a couple of friends here.

Staying with them was not entirely safe or a permanent solution so she entered a Kitsap emergency shelter program.

Within days she had her children in daycare and was job hunting. She then got a job and went back to college to take a computer class (she already has a Masters Degree). After completing a job training course she was able to secure a more sufficient job.

She was in Transitional Housing for a short time and now is able to afford to rent her own place.

¹ Harrison Medical Center, 2007 Statistics.

² The Center for Budget and Policy Priorities, Report: Recession Could Cause Large Increases in Poverty and Push Millions into Deep Poverty, 11/24/08.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

stability of their family improves. The result: a decrease in expenses for society, and a more livable community for all of us.

Yes, there will be a cost to implement this plan, but it will not cost as much as it will to continue to try to manage homelessness through expensive public emergency systems in the years to come.

History of the Plan

This plan is part of a national movement to end chronic homelessness. As part of that national effort Washington State passed legislation in 2005 (ESSHB 2163) mandating that each WA county in the state focus on reducing homelessness. Each county is required to (1) develop a Homeless Housing Plan with the goal of reducing homelessness by 50% by 2015 and (2) to collect funds to pay for its implementation through a document recording surcharge at the county Auditor level.

As required, the Kitsap Continuum of Care Coalition (see Appendix A for a list of Coalition members) developed the first Kitsap Homeless Housing Plan, which was approved by the Kitsap Regional Coordinating Council in December 2005, with a revision in July 2006.

2008 Plan Update

In mid-2008, the Kitsap Continuum of Care Coalition tasked the Homeless Housing Plan Update Committee (see State Plan – Section 1 for a list of Committee members; Appendix B for a list of Writing Group members) to oversee the process of updating the plan further. One of the goals of the update was to create a “bottom up” plan, focusing on goals and gaps in what’s currently being provided and to include strategic thinking about what is needed to reduce homelessness in Kitsap County.

Input for the plan was gathered not just from Kitsap Continuum of Care Coalition members, but also through other agencies & organizations who touch homelessness. The first Kitsap Homelessness Summit was held with participation from over 100 local agencies’ representatives and community stakeholders (Appendix C), who were invited to submit ideas and suggestions for strategies to address homelessness.

Input for the update was also gathered from the homeless themselves through a survey (Appendix D) about local housing & services and through focus groups among homeless individuals in shelters. The Update Committee also looked at plans from other counties, and invited speakers from other communities to make presentations about their successful programs. A Housing Inventory Survey (Appendix E) that included public, private, and non-profit providers of subsidized housing was conducted. Appendix F includes more information about the update timeline and process.

This update to the plan includes a Community Action Plan section and a State Plan section. The Community Action Plan, though not required by WA State, is an opportunity to put homelessness in Kitsap in its appropriate context, outline the scope of the problem, and discuss proposed

Profile of Homelessness **“Hansen Family”**

The family, including parents and a daughter age 4 and a son age 2 had been staying with his stepfather. While the father was out looking for work, the step-father assaulted the mother and terrified the children.

They thought they could put up with this treatment because they had no where else to go, but soon the apartment manager evicted the family.

The husband is afraid to leave his family so they all go in search of employment for him together; the family waits hidden in their car, making it even harder to find work.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

solutions. The State Plan section is comprised of elements required by WA State: primarily charts of information and a matrix containing specific data about new proposed objectives, strategies, and activities. Together, these two sections complete the picture of what will be required to reduce homelessness in Kitsap County.

Purpose of the Plan

The Homeless Housing Plan Update Committee identified three main purposes of the plan, in addition to fulfilling the legislative mandate:

- Blueprint for Implementation: A clear and concise agreement about the community's plan to reduce homelessness.
- Tool for Advocacy: An informational focal point to inspire the local community and leadership to embrace homelessness as a priority for action.
- Reference for Funders: An articulation of the community's priorities for funding, and to meet the federal, state, and local requirements that the funded programs be part of the community's homelessness plan.

The plan lays out broad objectives and strategies to guide government, non-profit agencies, and other partners to attain these desired outcomes necessary to reduce homelessness.

Future Plan Updates

The Homeless Housing Update Committee recommends updating the plan periodically to reflect the changing factors that affect homelessness, recent successes in reducing homelessness, new innovations in homeless housing programs, and new legislation. A reasonable expectation would be a smaller-scale update in 2011 and updates to appendices every two years.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

SCOPE OF THE PROBLEM: Homelessness in Kitsap County

Understanding the scope of homelessness in Kitsap County is an important step in developing a plan to reduce it. Reliable statistics on the homeless population are difficult to obtain. There is a constant flow of people becoming homeless while others move out of homelessness into housing. Many may only experience one episode of homelessness, while others (often termed “chronically homeless”) may experience it multiple times over several years. One tool Kitsap County has used to understand the scope of the problem is the Homeless Point In Time Count.

Point-In-Time Count

Kitsap County has conducted an annual Point In Time Count of the homeless since 2005. The count is required by WA State in order to receive funds to address homelessness. At this time, the annual Point In Time count is the only county-wide data collection method to gather information about homelessness. Each year occurs in January during a specific 24-hour period in all WA counties. The information from the count is compiled and submitted to WA State and is used locally for planning purposes. The following table shows data compiled from annual Point In Time count from 2005-2008.

Table 1. Comparison of Kitsap Point in Time Count Totals

	2005	2006	2007	2008
Male	643	492	279	430
Female	474	429	222	285
Total all Homeless	1,117	921	501 ³	715

The numbers of individuals who have been counted in the annual Point In Time Count have declined between 2005 and 2008³ by 35%. This decrease in the number of homeless counted may be due to several factors, perhaps reflecting new funding for services and facilities:

- Increased availability of housing services directed to homeless individuals & households.
- Increased number of housing units available to homeless individuals & households through development and preservation.
- Homeless prevention programs being implemented.

However, the Point In Time Count data is believed by local service agencies to be an inaccurate measure of the true scope of homelessness in Kitsap:

- The method used to conduct the count has not been statistically reliable from one year to the next.
- Weather, count locations, and effective advertising have a substantial impact on the number of homeless counted.
- The count is voluntary, so it relies on homeless individuals’ coming forward to be counted. Since homelessness carries a strong stigma in our society, many people don’t consider themselves homeless (though they technically meet the definition), don’t want to admit to being homeless, or don’t want to be identified for safety or legal reasons.
- Across the state, overall statistics reflect a less than 1% decrease in homelessness between 2006 and 2008.⁴

³ Lower Count numbers in 2007 are attributed to extremely cold weather and inadequate advertising for the event which resulted in a lower homeless turn out. 2007 Counts were lower than expected in counties throughout the state.

⁴ CTED Ten Year Homeless Plan: 2008 Annual Report.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Thus, it is difficult to assess whether Kitsap's recorded decline in homelessness is the result of fewer people becoming homeless or more homeless people simply not being counted. Anecdotal information from Kitsap service providers and waitlist statistics indicate that the Point In Time Count numbers do not reflect the true scope of the homeless population. (This is one of the reasons that improved data collection is essential.) Whatever the reason for yearly differences, the fact remains: there are hundreds of people experiencing homelessness in Kitsap County.

Who are Kitsap County's Homeless People?

Though the Point In Time Count may under-report the number of homeless, it does reveal important data about the causes and demographics of homelessness overall.

Table 2 (next page) presents a demographic "snapshot in time" of the homeless in Kitsap County. The number of homeless counted in 2008 was 707 people. From that data 132 (one in five or 18%) of those counted are children and youth under the age of 18. Among adults, homelessness is spread rather equally between age groups, although only a few (35) are seniors.

The homeless in Kitsap suffer multiple disabilities, often manifested in mental health issues and/or alcohol or drug abuse. Poor health conditions are also widespread.

The 2008 Count also details their living situation. Of the 700+ people counted:

- Less than half are served by current facilities: 85 in emergency shelters and 200 in transitional housing
- About that many (260) are "temporarily couch-surfing" with friends or family
- A substantial number ~ 150 ~ are living unsheltered on the streets, in the woods, or in their vehicles

Two-thirds of Kitsap's homeless individuals are homeless only for a short period of time – less than one month – before being sheltered through one of Kitsap's social service agencies or overcoming homelessness on their own. At the same time, more than 100 homeless people are considered to be "chronically homeless" (*i.e.* they have been without housing 1+ years or have 4 episodes of homelessness in three years).

The reasons survey participants gave for becoming homeless are varied. Having a poor credit rating topped the list, with alcohol and drug abuse a close second. Poor credit affects not only those buying a home or trying to refinance one, but renters as well. It also severely limits the number of rental units available; most landlords do not want to risk renting to a tenant with poor credit history.

The Point In Time Count does not reveal how many people have experienced homelessness over the course of a year, merely how many are homeless on a particular day in January.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Table 2. Detail of 2008 Homeless Count Statistics

2008 Homeless Count in Kitsap County			
Age of Homeless		Disabilities Reported	
	Individuals		Individuals
0-17	132	Mental Health	230
18-25	145	Alcohol or drug abuse	215
26-35	135	Untreated dental problems	175
36-45	163	Physical/medical (permanent)	169
46-55	110	Dually diagnosed	101
56-64	26	Visual	83
65+	8	Physical (temporary)	78
		Literacy	46
		Developmental	44
		HIV/AIDS	3
		Other	37
Current Living Status		Length of Time Homeless	
	Households		Households
Emergency Shelter	84	One month or less	297
Transitional Housing	201	2-3 months	0
Temporarily living with family or friends	266	4-12 months	45
		More than one year	107
Out of doors (street, tent)	77		
Vehicle	73		
Abandoned building	6		
What situations have caused you to be homeless?			
(Note: survey participants could choose more than one)			Households
Poor credit rating			213
Alcohol or drug use			199
Job lost			168
Temporary living situation ended			163
Unable to pay rent/mortgage			142
Convicted of a felony			130
Mental illness			120
Medical problems			106
Medical costs			94
Family break-up			91
Domestic violence victim			81
Evicted for other reasons			71
Evicted for non-payment			69
Discharged from an institution or jail			62
Lack of job skills			57
Convicted of a misdemeanor			39
Other			59

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Housing Costs and Affordability

Many factors contribute to homelessness, but in most cases the underlying cause is the gap between income and the cost of available housing. In general, housing costs are well beyond the affordability of low-income households.

Housing is considered “affordable” when it costs no more than 30% of household income. In Kitsap County, the Fair Market Rent (FMR) for a two-bedroom apartment is \$797. In order to afford this level of rent plus utilities, without paying more than 30% of income on housing, a household must earn \$2,657 monthly or \$31,880 annually. Assuming a 40-hour work week, 52 weeks per year, this level of income translates into a Housing Wage of \$15.33. In Washington State a minimum wage worker earns \$8.07⁵.

In order to afford the Fair Market Rate for a two-bedroom apartment a minimum wage earner must work 76 hours per week, 52 weeks per year. Or, a household must include 2 minimum wage earners working full time to make the two-bedroom FMR affordable.⁶

Homeownership is an even greater challenge for low-income households. While homeownership may be an important part of asset building for many Americans, it remains out of reach for others who are struggling just to put food on the table and gas in their car. As home prices have climbed higher, the supply of affordable homes has been shrinking. Home prices grew out of reach for many, giving rise to aggressive targeting by subprime lenders toward households, who under traditional lending, would not qualify for home loans. The resulting “subprime meltdown” may be forcing even more people into foreclosure and homelessness.

What is Kitsap County doing to end homelessness?

Kitsap County has, over the years, worked together as a community to address the needs of the homeless. Service providers, housing providers, funders and advocates have worked through the Kitsap Continuum of Care Coalition to coordinate efforts to not only address the current need but also prevent and reduce homelessness in the future.

When individuals or families are in danger of becoming homeless, or have already lost their housing, the goal is to get them into housing and provide services that best meet their needs. This “system” involves many agencies and multiple funding sources. The following table illustrates what currently available housing in Kitsap County.

⁵ 2008 Washington State minimum wage.

⁶ Out of Reach 2007-2008, National Low Income Housing Coalition. Data reflects the Bremerton-Silverdale MSA.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Table 3. Available Subsidized Housing

Short-Term Housing Subsidies (Prevention measures including short-term rental & mortgage assistance)	Dollar amount available varies from year to year.
Emergency Shelter (1-90 days stay – no cost)	Existing Beds: 104
Transitional Housing (Case managed - up to 2 year stay – 30% of income is paid in rent)	Existing Beds: 355
Supportive Housing (On-site 24 hour services – limit on stay varies with program– 30% of income paid in rent)	Existing Beds: 233
Permanent Subsidized Housing (low or no services – no time limit on stay – below 80% of area median income to qualify)	Existing Units: 2,719
Rent Subsidies (Section 8 rental vouchers)	1,226 Housing Choice Vouchers

Existing Funding Sources

In order to fund these programs Kitsap County housing and services providers rely on a number of federal, state, local and private funding sources of funds. There are some sources specifically “targeted” towards the homeless (shown in Table 4). These funds are restricted to services and projects which directly benefit homeless individuals and families.

Other funding sources, while not “targeted” towards the homeless, must be used to benefit low-income individuals and families in need and as such are used to indirectly address homelessness. Table 5 describes the various funding sources and uses; it includes public funds only and does not include private funding sources:

Table 4. Available “Targeted” Funds

Sources of Funds	Use of Funds	Average annual allocation (2004-2008)
Federal		
HUD McKinney-Vento Homeless Assistance	Funds are used to provide supportive housing and rental assistance.	\$314,172
Emergency Shelter Grant (ESG)	Funds are used to operate emergency shelters, provide rent & mortgage assistance and case management.	\$59,937
Emergency Food & Shelter Program (EFSP)	Funds are used to provide food, shelter, rent, mortgage and utility assistance.	\$76,662
Veterans Administration	Funds are used to operate transitional housing for veterans.	\$231,496
State		
Emergency Shelter & Assistance Program (ESAP)	Funds are used to operate emergency shelters, provide rent & mortgage assistance and case management.	\$161,203
Transitional Housing Operating & Rent (THOR)	Funds are used to provide rental assistance, operation & maintenance of transitional housing facilities and case management.	\$36,075
Local		
Homeless Housing Grant Program	Funds are used for capital construction costs, rent & mortgage assistance, case management, service	\$593,219

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

	delivery costs, and homeless prevention.	
Total of "Targeted" funds		\$1,472,764

Table 5. Other Funding Sources

Sources of Funds	Use of Funds	Average annual allocation (2004-2008)
Federal		
Community Development Block Grant (CDBG) & HOME	Funds are used to provide services; acquire, rehabilitate and construct shelters, supportive housing and rental housing; provide home ownership assistance; and for the development and construction of public facilities.	\$2,306,639
Low Income Home Energy Assistance Program (LIHEAP)	Funds are used to provide energy assistance to prevent homelessness.	\$77,500
Local		
Affordable Housing for All Grant program (AHFA)	Funds are used for rental assistance, operation & maintenance, and acquisition/rehab or construction of shelters, transitional and supportive housing.	\$535,386
County Veterans Assistance	Funds are used to provide emergency financial assistance to veterans including rent and mortgage assistance.	\$300,000

A number of funding sources also are available for capital acquisition and construction of subsidized affordable housing. These funds are listed in Appendix G.

More Resources Needed

Unfortunately, even with all these existing programs and funds directed at housing and services each year, they are still not adequate to serve all those who are homeless and in need. Most agencies have a waitlist of people seeking housing and services. There are too few shelter beds, transitional housing, permanent supportive housing and permanent affordable housing units to meet the demand, as evidenced by the fact that all of these housing programs run at capacity, with many hundreds each day who can not be served.

Kitsap Community Resources, a primary provider of housing and services for homeless families in Kitsap, has 125+ families on their waiting list for their shelter assistance program.⁷

Funding levels are declining, expenses to provide housing and services are increasing, and economic indicators point to an influx of homeless households. Of particular challenge is securing the necessary on-going operating costs for existing programs, while at the same time working to develop additional housing and services to fill the existing gap.

Clearly challenges are in the forecast ahead for our communities and in particular for those already living on the edge of economic sustainability, and for the Kitsap social service agencies dedicated to ensuring that everyone has a home.

⁷ Kitsap Community Resources, as of December 2008.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

SCOPE OF THE PROBLEM: Barriers & Gaps

The update process of the Kitsap Homeless Housing Plan revealed specific barriers and gaps to our community's capacity to reduce homelessness. These barriers and gaps are the underlying causes of Kitsap's inability to meet the needs of all homeless residents at this time. They include:

- Lack of reliable data
- Insufficient funding
- Increased demand
- Limited capacity – both in housing supplies & services, and in agencies' ability to expand

This section of the plan describes each of these barriers and gaps. The solutions to these are then detailed with specific strategies for action in the Key Action Areas and Objectives and Strategies section of the plan.

Lack of Reliable Data

Comprehensive, reliable data is not currently available about the size and scope of homelessness. While each Kitsap social service provider collects their own data according to their needs and funding requirements, this data collection is not consistent across agencies. It is not currently collated or tabulated.

As discussed earlier, the Point In Time Homeless count provides limited, and, most likely, incomplete data. This lack of reliable data makes it difficult for funders, service providers, and advocates to understand fully what gaps and barriers exist.

Accurate data about the size and scope of homelessness is crucial to determining effective strategies to address the issue.

Inadequate Funding

Funding is integral to reducing homelessness in Kitsap County. It provides the financial support for highly visible projects such as constructing housing and facilities and delivers assistance for vital behind-the-scenes operations such as staff wages, facility maintenance and supplies.

While Kitsap County agencies do have funding sources targeted to reducing homelessness, these sources are declining, while the demand for services continues to grow. Faced with the current economic crisis, funding is expected to be severely limited over the coming years. More expensive operating costs mean that funding does not stretch as far as it once did.

Most funding sources have either been reduced or have stagnated over the past three to five years. Please see Appendix G for a detailed graph of federal, state and local funding sources and Table 4 for levels of "Targeted Funds".

The primary funding sources utilized in reducing homelessness include a variety of federal, state and local resources such as:

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Table 6. Primary Sources of Homelessness Funding

Federal	State	Local
Community Development Block Grant Funds (CDBG)	Emergency Shelter Assistance Program (ESAP)	2163 Funds
HOME Funds	Housing Trust Fund (HTF)	2060 Funds
McKinney Funds	Transitional Housing Opportunities and Rent (THOR)	United Way of Kitsap County
Federal Emergency Management Act Funds (FEMA)	Homeless Grant Assistance Program (HGAP)	Local Foundations
Tax Funds	Washington Family Funds (WFF)	Service Clubs
Emergency Shelter Grant (ESG)		
Veteran's Assistance Per Diem		

Increased Demand

Just as funding sources have continued to decrease over the years, the numbers of homeless and requests for homeless services have grown. Kitsap homeless housing providers report long waitlists. Homeless services, such as emergency shelters, are also being strained. At the time of the Homeless Count in 2007, 60 individuals were being housed in emergency shelters. In 2008, the Homeless Count showed 84 individuals were utilizing the same emergency shelter facilities and hundreds of homeless individuals remained unsheltered as well.

The current economic downturn is resulting in increasing lay-offs, decreasing job opportunities, and a dramatic rise in foreclosures ~ all factors that contribute to increasing homelessness.

Limited Capacity

Capacity issues exist on two levels in our community. The underlying issue is that the existing emergency, transitional, supportive and permanent affordable housing is not adequate to meet the demand.

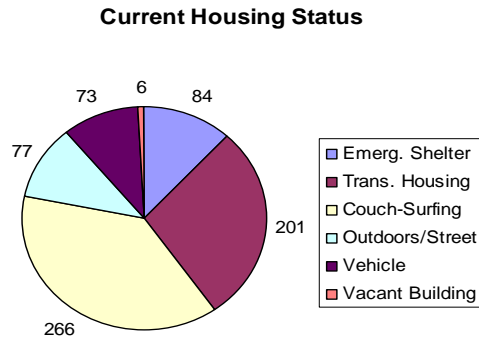
Currently, only 104 emergency shelter beds and 355 transitional housing beds are available in Kitsap County. At any given time, hundreds of individuals and families are waiting for shelter beds to become available. Social service agencies have been unable to house all those making requests and others remain on waitlists until a unit becomes available for increased periods of time.

On a second level, some agencies' abilities to manage the expansion of an existing program or develop a new one are limited. This may be due to a need for more specific expertise and experience in agencies. For example, chronic, youth, and individuals re-entering the community from institutions (sometimes called "re-entry population") are homeless populations that require more specific expertise in our county. In addition, agencies are reluctant to take on expanding or

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

creating new programs without assurance that they have funding for the on-going operation and maintenance of these programs.

Since there are not sufficient homeless housing units or beds available to meet the demand, homeless individuals and families are forced to find shelter in temporary or unsuitable conditions. From the 2008 Point In Time Count:



These identified barriers and gaps in the homeless housing system in Kitsap are the areas that need our focused efforts. Solutions to these barriers and gaps are proposed in the Key Action Areas and Objectives and Strategies sections of the plan.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

PLAN PRINCIPLES

The following vision, mission, values, and goals are the foundational principles that support the objectives, strategies, and activities that make up this plan:

Mission Statement: *Captures the purpose of the plan and the basic reason for existence*

Everyone deserves a safe, decent, and affordable place to live.

Vision: *Gives the plan its direction, a description of what the plan will do*

To reduce homelessness by 50% in Kitsap County by 2015, with an overall goal of ending homelessness.

Values: *The principles and ethical component of the plan*

Efficiency – Increase efficiency of existing housing & services system through coordination, collaboration, and communication between agencies for the benefit of the homeless population.

Flexibility – Emphasize ability of housing and services strategies to easily adjust to emerging trends and needs, both in the homeless population and in the housing market.

(Funding) Sustainability – Implement strategic distribution of available funding streams, identify and pursue additional funding sources.

Innovation – Incorporate best practices, new research, and case studies

Awareness – Ensure that our community, through education and outreach, is a place where all are accepted and build public and political will to focus on the problem.

Defining and Documenting – Define success and collect accurate data about the problem and solutions.

Goals: *Statement of what this plan is to achieve in the long run, answers the question “what will be achieved?”*

1. Provide safe, decent, affordable housing for all diverse homeless populations.
2. Ensure access to the services necessary for all diverse homeless populations.
3. Prevent homelessness and the reoccurrence of homelessness.
4. Decrease the amount of time that people are homeless.
5. Minimize the experience of being homeless.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Definitions:

For the purposes of this Plan, “homelessness” is defined as an individual or family who is not able to acquire and maintain permanent, safe, affordable, and decent housing.

Homeless Population in Kitsap County –

Includes those who currently have some specific supportive services:

- Mentally Ill
- Substance Abusers
- Veterans
- Domestic Violence
- Families
- Physically Disabled
- Developmentally Disabled
- Elderly

These populations also includes those who are identified as needing services, but where services are not being adequately provided at this time:

- Individuals with a criminal history
- Level 2 and Level 3 Registered Sex Offenders
- Chronically Homeless (to include those with pets)
- Teens/Youth
- Immigrants
- Medically Fragile

Emergency Shelter – Allows a stay of up to 90 days at no cost. Generally, includes supportive services such as job search assistance, child care, financial counseling, etc...

Transitional or Supportive Housing – Allows a stay of 1-2 years with rent typically set at 30% of client’s income. Supportive services are included to prepare individuals to obtain housing and live self-sufficiently.

Permanent Supportive Housing – Permanent Housing offered at below market rates that can serve particular populations in need of ongoing supportive services and assistance, such as the mentally or developmentally disabled, those with chronic substance abuse, or others with special needs.

Supportive Services – Services, other than providing physical housing, that assist an individual or household remove barriers to acquiring and maintaining housing. (Objective 8 includes a list of examples.)

Community Land Trust – An affordable housing program wherein a nonprofit community land trust acquires and holds land, on behalf of the community, and leases it to individuals who own buildings on the land, thereby maintaining affordable housing.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

KEY ACTION AREAS

Five areas for actions are identified as the critical path to reducing homelessness. These are the major focus areas of the plan.

1) Increase the efficiency of the housing system through data collection, planning and advocacy

At a time when demand is increasing and resources are decreasing, doing more with less is imperative. Increasing the efficiency of the homeless housing system is one way to accomplish this. To increase efficiency we need better data, good planning, and the community will to work on solutions to this complex problem.

Trusted, accurate and comprehensive data is essential to assess which housing and services programs are effective, where gaps persist, and what more is needed. At this time data collection varies between agencies and is not regularly compiled for county-wide statistics.

With good data, good planning can be a county-wide collaborative multi-agency endeavor. Planning includes increasing collaboration and communication among agencies working on homelessness. It will allow increased efficiency, decreased duplication of services, strategic evaluation of service delivery, and accurate measurement toward performance measures.

Ensuring that the **Homeless Point In Time Count** is implemented consistently each year will increase the value of the collected data, because the year to year comparisons will not be skewed by different implementation methods.

Developing and implementing the **Kitsap Homeless Management Information System (HMIS)** will ensure collection of detailed data about every person receiving homeless housing services. This ambitious project is mandated by WA state, with oversight by the Department of Community, Trade, and Economic Development. Reports from the HMIS will provide detailed data about homelessness and homeless programs. In the future, HMIS can be used to create a single-point-of-entry system for all people seeking homeless housing & services.

A **Quarterly Indicators of Homelessness** will give providers information to make projections about the need for homeless housing and services in the future.

A **Strategic Analysis of Funding Sources** for homeless housing and services will increase efficient use of existing funds.

Improving coordination between agencies will be through participation in the Kitsap Continuum of Care Coalition, developing a **coordinated waitlist system** and a **coordinated intake system**.

Advocacy in our local community and to our elected officials is also critical. Raising awareness of the issue within our community is essential to creating the community that will to work on the problem. **Leadership** on the issue of homelessness by our elected officials is the key to making the policy changes that are needed to pave the way for increased affordable housing. Advocacy at the state and federal level increases the likelihood of the needed funding streams to implement this plan flowing into Kitsap County. Strategies to improve advocacy and leadership include

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

creating a **Leadership Task Force on Homelessness**, and supporting the Continuum of Care Coalition's **Community Outreach and Education Committee**.

2) Prevent homelessness

The most cost-effective way to decrease homelessness is to prevent the endless flow of individuals and families who become homeless. In most cases, a household on the brink of homelessness can avert the crisis with a small amount of financial support and the necessary supportive services to regain financial stability. Contrast this minimal cost for prevention with the immense cost to the family, to social service agencies, and the community when someone becomes homeless. By focusing on preventing homelessness, we can most effectively reduce homelessness.

Preventing homelessness will take the form of **gap assistance** to prevent eviction, foreclosure, or job loss. It includes mortgage assistance, utility assistance, transportation assistance, day care, and food assistance.

Long term prevention includes **job training, financial literacy, and education**.

3) Increase all types of low-income housing with services

Each type of housing in the subsidized housing continuum plays a key role in moving people from homelessness to self-sufficiency. Emergency shelters provide immediate relief from homelessness and the opportunity for service providers to assess the needs of each individual. Transitional housing, with supportive services, provides the time needed for a homeless household to get stabilized. Permanent supportive housing is needed for individuals who can not be self-sufficient. Affordable housing is a necessary option for many low-income people in our community, whether they've experienced homelessness or not.

More of each of these types of subsidized housing is needed to meet the needs of the homeless in our community, if they are to succeed in being re-housed. This will require **maintaining existing funding sources** and **developing new funding sources** to support additional units of homeless housing with services.

In the meantime, to address the current lack of capacity, we must explore **innovative solutions** to assist homeless people while they wait for shelter. For example, Kitsap County is currently undertaking a "Safe Parking Lot" pilot project to meet increased demand for shelter. The project will provide safe and stable overnight parking with hygiene facilities for families living in their vehicle.

Other proposed solutions include developing relationships with private landlords and developers to increase access for homeless people to **existing housing stock**.

Evaluating and removing unnecessary regulatory barriers to developing new affordable housing and creating incentives for developers can attract development of additional units of affordable housing.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Existing agencies also require **assistance with expertise and experience** to expand their programs. This assistance can take the form of developing pilot projects, leveraging the experience of other communities, and developing funding to hire additional staff with expertise.

4) Provide Supportive Services for all homeless populations

Supportive services provide the tools for people to overcome the crises and dire circumstances that made them homeless. Housing alone is usually not enough to enable them to make this transition.

Supportive services include a **wide range of activities** including providing a phone number for potential employers to be able to contact individuals, mental health counseling, financial literacy classes, substance abuse recovery programs, job training, childcare, and many others.

Current supportive services must be **expanded to meet the needs of all homeless people** requiring these services to overcome homelessness.

5) Focus on under-served populations

Certain homeless populations require specific services or housing situations to be able to acquire and sustain housing. Many programs exist to serve particular populations, such as veterans, mentally ill, and victims of domestic violence. However, several homeless sub-populations in Kitsap still lack the programs needed to achieve housing. These sub-populations include the **chronically homeless, homeless youth, and individuals who have re-entered the community** from institutions such as prisons, jails, mental institutions, and foster care.

Because of their special needs, these populations have little hope of regaining housing without programs specifically geared to their needs. Kitsap needs to develop these programs in order to move these sub-populations out of homelessness.

By focusing efforts on these action areas we can take the steps necessary to ensure that all individuals can have safe, decent and affordable housing.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

OBJECTIVES & STRATEGIES

Objectives and Strategies: *Objectives answer “how will the goal be achieved?” Strategies are the series of actions that will be followed to achieve the objective.*

For each of the five Key Action areas identified in the previous section the following objectives and strategies have been identified:

- Increase Efficiency (Objectives 1 & 2)
- Prevention (Objective 3)
- Housing with Services (Objectives 4 – 7)
- Supportive Services (Objective 8)
- Under-Served Populations (Objective 9)

The Summary of Strategic Plan (Matrix) in the State Plan includes more detailed information about activities that support some of the proposed new strategies. These strategies are indicated in this list with an asterisk (*).

INCREASE SYSTEM EFFICIENCY

Objective 1 – Implement effective data collection, improve coordination efforts across agencies, and increase agency capacity and funding.

Existing Strategies:

Strategy 1A – Point In Time Count – Develop and document a consistent methodology for the annual Point In Time Homeless Count.

Strategy 1B – Kitsap Continuum of Care Coalition – Support and improve the Kitsap Continuum of Care Coalition as a forum for agency communication and collaboration.

Short Term Strategies:

Strategy 1E – HMIS – Implement and maintain a county-wide HMIS system in order to:

- To comply with state requirements
- Compare data among providers to improve, refine, and update processes
- Allow agencies to measure and report outcomes
- Define and document successes

Strategy 1F – Quarterly Indicators of Homelessness – Develop and implement a Quarterly Indicators of Homelessness report to be available to Continuum of Care Coalition members and the broader community.

Strategy 1G – Strategic Analysis of Funding Sources – Assess the various funding sources at work in Kitsap County to better understand the allowable uses and stability of each source and to maximize their uses in Kitsap.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Strategy 1H – Leadership Task Force – Create a standing county-wide Leadership Task Force on Homelessness to provide leadership for implementation of this Homeless Housing Plan and overall strategic planning across agencies and funders.

Strategy 1I – Coordinated Wait-List – Implement a coordinated housing waitlist system for all Kitsap agencies serving the homeless.

Long Term Strategies:

Strategy 1J – Coordinated Intake System – Implement a coordinated intake system for all homeless persons in order to:

- Decrease the amount of time one is homeless
- Lessen the painful experience of being homeless
- Ensure proper housing availability for all homeless populations
- Improve our ability to collect and report on data
- Increase efficiencies among the providers in the Continuum of Care network

All housing providers in Kitsap County will be a part of this coordinated intake system.

Objective 2 – Use community education and legislative advocacy to integrate broader policies to decrease homelessness and increase affordable housing.

Existing Strategies:

Strategy 2A – Increase Funding – Work with legislators and funding sources to increase funding available for homeless programs.

Strategy 2B – Outreach and Education Committee – Support the Continuum of Care's Community Outreach and Education Committee in order to better educate and inform the community and our elected officials on the issues of homelessness.

Strategy 2C – Homelessness Summit – Host an annual homeless summit in order to keep raising awareness of the issues of homelessness in our community.

Short Term Strategies:

Strategy 2D – Affordable Housing Forum – Coordinate an affordable housing forum in collaboration with planners, builders, landowners, developers, and public officials to introduce public and professionals to affordable and self-help construction techniques and possibilities.

Strategy 2E – Fees Exemptions – Evaluate the possibility of exempting impact fees and other jurisdictional development fees for affordable housing projects.

Strategy 2F – Inclusionary Zoning – Explore the effectiveness of development incentives and inclusionary zoning in local planning regulations to require set aside of units that are affordable at 30% of the average median income.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Strategy 2G – Analysis of Impediments – Implement recommendations made in the 2005 Analysis of Impediments to Fair Housing – specifically 4 and 5.

Long Term Strategies:

Strategy 2H – Fees & Taxes – Pursue funding sources from fees and assessment taxes to increase housing options for homeless and persons at risk of homelessness

Strategy 2I – Drug & Alcohol Rehabilitation – Study and evaluate local cost effectiveness of providing drug and alcohol rehabilitation instead of incarceration (expanding the Drug Court).

Strategy 2J – Expand State Uses of Funds – Advocate for WA State to expand the allowable uses of funds (e.g. ESG not tied to specific site).

Strategy 2K – Local Housing Trust Funds – Establish Housing Trust Funds for Kitsap County and each of the cities in Kitsap.

Strategy 2L – Cultural Expectations – Re-examine, discuss, and educate our community on the cultural expectations of what appropriate housing and costs look like and how that is/has changed.

PREVENTION

Objective 3 – Focus on the prevention of homelessness

Existing Strategies:

Strategy 3A – Gap Assistance – Provide Gap Assistance to those in need to prevent eviction and foreclosure, to include:

- Support to Foodbanks
- Emergency Rental and Mortgage Assistance
- Assistance with Rental Deposits/First or Last Month Rent/Credit Check/Damage Deposit
- Utility Assistance
- Transportation Assistance

Strategy 3B – Economic Independence – Provide education and training to support economic independence through living-wage jobs, to include:

- Literacy Education and Tutoring
- Financial and Debt Counseling
- Employment and Job Training
- English as a Second Language
- Assistance with High School Completion/GED

Short Term Strategies:

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Strategy 3C – Landlord/Tenant Mediation – Provide mediation and assistance to landlords and their tenants in order to prevent evictions.

Strategy 3D – Discharge Planning – Provide discharge planning for those individuals being released from institutions. This will include those being released from:

- Correctional Facilities
- Hospitals
- Homeless Programs
- Foster Care

Strategy 3E – Foreclosure Prevention – Develop a foreclosure prevention program using the Community Land Trust model.

Long Term Strategies:

Strategy 3F – Economic Independence – Provide education and training to support economic independence through living-wage jobs, to include:

- Access to Higher Education/Trade Education
- Coordinated Web based Single Point of Entry for Employment

HOUSING WITH SERVICES

Objective 4 – Build, maintain, and preserve Emergency Shelter Programs with supportive services

Existing Strategies:

Strategy 4A – Existing Emergency Shelters – Support the operations of existing Emergency Shelters to include:

- Family Shelters
- Women’s Shelters
- Men’s Shelters
- Shelters for Victims of Domestic Violence
- Shelters for Veterans

Short Term Strategies:

Strategy 4B – Alternatives to Emergency Shelters* – Explore short term solutions to supplement the low supply of emergency shelter such as:

- Providing “pieces of home” (access to mailboxes, voicemail, storage facilities, cooking facilities, meal sites, etc.)
- Safe Parking Lots
- Tent/Yurt Cities

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

- Motor Home Cities
- Repossessed Houses as Shelter
- Single Room Occupancy Units
- Hotel/Motel Emergency Vouchers
- Mental Health Stabilization Beds

Strategy 4C – More Women’s Emergency Shelters – Build additional Emergency Shelter beds with supportive services for homeless women.

Strategy 4D – Hygiene Center* – Build a hygiene center with supportive services to address the immediate and everyday needs of the homeless and chronically homeless.

Strategy 4E – Veterans Emergency Beds – Create emergency shelter beds for homeless veterans.

Long Term Strategies:

Strategy 4F – Increase Emergency Shelters for Families* – Create more Emergency Shelter beds for individuals and families.

Strategy 4G – Increase Emergency/Transitional Units – Create more units that can be used for families to transition from emergency shelter to transitional housing while staying in place.

Objective 5 – Build, maintain, and preserve Transitional and Supportive Housing Units with services for all homeless populations

Existing Strategies:

Strategy 5A – Existing Transitional/Supportive Housing – Continue to support the operations of existing Transitional and Supportive Housing in our community to include:

- Housing for Families
- Housing for Single Men and Women
- Housing for Victims of Domestic Violence
- Housing for the Mentally Ill
- Housing for those with Disabilities
- Housing for Veterans

Short Term Strategies:

Strategy 5B – Plan for Future Transitional Housing – Preserve and acquire property to be utilized as transitional housing.

Strategy 5C – Increase Transitional Housing from Existing Stock – Increase available Transition housing by working with private landlords. This will include:

- Landlord Incentive Fund/Risk Pool for guaranteed rent and damage payments
- Agreements with private landlords to provide housing

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

- Supportive Services for clients in private housing

Long Term Strategies:

Strategy 5D – Add Transitional/Supportive Housing – Create additional Transitional and Supportive housing units.

Strategy 5E – Transitional Housing for Veterans with Families – Set aside transitional housing for homeless veterans and their families.

Objective 6 – Build, maintain, and preserve Permanent Supportive Housing Programs for those members of our community who require ongoing care, to include:

- **Mentally Ill individuals**
- **Adults with physical and developmental disabilities**
- **Chronic Substance Abusers**
- **Elderly and Frail**
- **Chronically Homeless**

Existing Strategies:

Strategy 6A – Existing Permanent Supportive Housing – Continue to support the operations of existing Permanent Supportive Housing Programs in our community to include programs for:

- Physically and Developmentally Disabled
- Mentally Disabled
- Disabled Veterans
- Chronic Substance Abusers

Short Term Strategies:

Strategy 6B – Plan for Future Permanent Supportive Housing – Preserve and acquire property to be utilized as permanent supportive housing.

Strategy 6C – Unconditional Housing – Convene a task force to research “Unconditional Housing” and how this could fit into our homeless housing plan. Recommendations from this task force to be funded and integrated into the next update of the Kitsap Homeless Housing Plan.

Long Term Strategies:

Strategy 6D – Create Additional Permanent Supportive Housing – Create additional units of Permanent Supportive housing.

Strategy 6E – Create Housing First Units for Veterans – Create Housing First units for 8 to 12 veterans.

Objective 7 – Build, create, preserve, and maintain more Affordable Housing across the spectrum for all low and moderate income populations.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Existing Strategies:

Strategy 7A – Support Existing Affordable Housing – Support operations and maintenance for existing programs that allow for lower cost housing such as:

- Offering Self Help Housing Programs to create housing
- Offering affordable homeownership under Community Land Trust Models
- Housing Rehab & Weatherization Programs
- Down Payment Assistance Programs
- On-going Rental Assistance Programs

Short Term Strategies:

Strategy 7B – Encourage Development of Affordable Housing – Encourage non-profit and private developers to create and rehabilitate additional units of affordable housing.

Strategy 7C – Plan for Future Affordable Housing – Preserve and acquire property to be utilized and developed as affordable housing.

Long Term Strategies:

Strategy 7D – Additional Affordable Housing* – Build additional units of affordable housing for low and moderate-income households.

Strategy 7E – Flexible Housing – Build “flexible housing” that can be used in Housing First-types of programs, allowing homeless households to be quickly placed in Permanent Affordable Housing with the appropriate level of supportive services provided as needed.

SUPPORTIVE SERVICES

Objective 8 – Provide Supportive Services to all Homeless Populations

Existing Strategies:

Strategy 8A – Provide the following supportive services, as needed, to all homeless populations:

- Access to Preventative and Immediate Health Care On Demand
- Job Counseling and Placement Services
- Financial Counseling
- Mental Health Counseling On Demand
- Legal Services
- Transportation Services
- Substance Abuse Treatment On Demand
- Services for Domestic Violence Victims
- Services for Veterans

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Short Term Strategies:

Strategy 8B – Increase Supportive Services – Expand existing supportive services to meet the needs of all homeless households.

Strategy 8C – Outreach to Veterans – Expand outreach to veterans to improve linkage with benefits and entitlements.

Long Term Strategies:

Strategy 8D – Provide Dental Care – Provide preventative and immediate dental care on demand to all homeless populations:

Objective 9 – Reduce Homelessness among populations currently underserved in our community.

Strategy 9A – Youth – Reduce the number of homeless youth through the following programs:

Existing Strategies:

Strategy 9A.1 – Street Outreach & Drop In Services* – Expand existing street outreach & drop-in services for youth 11-25 to include counseling, materials, and referral support.

Short Term Strategies:

Strategy 9A.2 – Intensive Case Management* – Provide intensive case management for homeless youth ages 18-25 in order to connect them with services for long-term stabilization.

Strategy 9A.3 – Job Counseling* – Provide linkages with Pathways and other job counseling and training centers.

Strategy 9A.4 – Health Services* – Refer youth to substance abuse programs, STD/HIV prevention programs, and health and mental health services.

Long Term Strategies:

Strategy 9A.5 Overnight Shelter/Transitional Housing* – Develop a linked overnight shelter for youth ages 16-20 and a transitional living facility for young adults ages 18-25.

Strategy 9A.6 – Additional Drop-In Services* – Expand drop-in services for teens with the addition of a second site located at the Boys and Girls Teen Center.

9A.7 – Job Placement/Support* – Fund a part-time position to act as a liaison with the business community to place and support youth in job opportunities.

Strategy 9A.8 – Medical Services* – Provide medical services and assistance in drop in centers.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Strategy 9B – Re-Entry – Reduce the number of individuals entering homelessness from correctional facilities, mental health institutions, hospitals and foster care.

Short Term Strategies:

Strategy 9B.1: Re-Entry Supportive Services – Develop and implement a rental program that includes case management, rental assistance and landlord incentives for individuals re-entering the community from correctional facilities.

Strategy 9B.2 – Additional Permanent Supportive Housing – Develop additional permanent supportive housing (similar to Max Hale Center).

Strategy 9B.3 – Employment Single-Point-of-Entry – Develop a County-wide single point of entry employment system to assist the re-entry population in accessing employment.

Strategy 9B.4 – Coordinated Discharge Program – Develop and implement a coordinated discharge program to provide housing and supportive services to clients before exiting institutions.

Strategy 9B.5 – Veterans Re-Entry – Develop a program to link veterans being released from Kitsap County Jail with veterans programs and housing.

Long Term Strategies:

Strategy 9B.6 – Increase Transitional Housing with Supportive Services for Re-Entry – Provide transitional housing and supportive services as needed to all individuals entering the community from correctional institutions, mental health institutions, hospitals & foster care.

Strategy 9C – Chronically Homeless – Reduce the number of chronically homeless individuals.

Short Term Strategies:

Strategy 9C.1 – Chronic Homeless Work Group – Create a Chronic Homeless Work Group, under the Continuum of Care Coalition, to review data and develop recommendations for housing & service solutions specifically targeted to chronically homeless.

Strategy 9C.2 – Create Housing for Mentally Ill* – Create emergency, transitional, and permanent supportive housing for those who are mentally ill and/or have addictions.

Long Term Strategies:

Strategy 9C.3 – Chronic Homeless Outreach – Implement a program specifically targeting outreach to the chronically homeless, with the goal of improving their connections with housing and supportive services.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Strategy 9C.4 – Unconditional Housing – Build housing with services for the specific needs of the chronically homeless population, including “Unconditional Housing.”

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

PRIORITIES

Prioritizing the many activities needed to end homelessness is challenging. The complexity of homelessness requires a wide and varied web of activities to solve it. At the same time, there is not enough funding to implement all of the recommended activities immediately. Therefore, some degree of prioritization is needed.

The plan identifies different types of activities, as outlined in the Key Actions section of the plan. The challenge is balancing the uses of funds between these activities.

The Kitsap Continuum of Care Coalition sets priorities each year for the Kitsap Homeless Housing Assistance Act Grant Program, the funding stream specified by WA State to fund activities in the Kitsap Homeless Housing Plan. These priorities focus on the specific areas identified by the Kitsap Continuum of Care Coalition as those most needing funding in the coming year. Setting the priorities annually allows the Coalition to respond to changes affecting homelessness and shifts in the homeless housing environment.

The annual priorities set by the Coalition are also coordinated with other plans and planning documents required by various state and federal funding sources:

- The Consolidated Plan: Required by HUD for CDBG & HOME funds.
- Countywide Planning Policies: State-mandated section on Affordable Housing
- The Report on Impediments to Fair Housing: Required by HUD for CDBG & HOME funds

The Leadership Task Force on Homelessness will be charged with working with the Kitsap Continuum of Care Coalition to develop annual community priorities for implementation of this plan, balancing emergent priorities and long-term needs.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

DEFINING & DOCUMENTING SUCCESS

Defining Success

For a long time success in homeless programs was defined by how many people received housing services. Over time, the idea of what constitutes success has shifted to focus on outcomes for the individuals served. It is not enough to say that services were received, but instead we must determine the efficacy of those services in reducing homelessness. This can be a difficult proposition, since long-term follow-up of people who received housing or services is difficult and impractical.

In addition, determining success in the realm of reducing overall homelessness is an elusive proposition. Several factors contribute to the challenge:

- **Dynamic Population** The homeless population is not static: there is a constant influx of people who are becoming homeless at any given time, while at the same time previously homeless people are being housed. While hundreds of homeless people may have been housed over a period of time, more have become homeless over the same period. Therefore, the overall number of homeless may have stayed the same or increased.
- **Prevention Efforts** Many of our efforts are geared at preventing homelessness and evaluating the long-term effectiveness of these programs is difficult to measure.
- **Inaccurate Data & Counts** There are numerous homeless people who either do not consider themselves to be homeless because they are “staying with friends” or “living in their car” or who do not want to be counted due to a variety of personal issues. Our community experiences these people and their homelessness, but they are not included in our voluntary homeless counts.

Challenges notwithstanding, it is crucial that we develop ways to assess whether the time, effort, and financial commitments to the issue of homelessness are effective.

Three main tools will be used or implemented to assist with evaluating success:

- **Annual Point In Time Count**
Each January the Kitsap Continuum of Care Coalition is mandated to carryout a countywide count of homeless people, both sheltered (currently receiving subsidized emergency or transitional housing) and un-sheltered (living on the streets, in cars, with friends, or identified as incarcerated transients.) Participation by homeless people is voluntary. Data collected from this effort provides the state with basic statistics about Kitsap’s progress in reducing homelessness, and provides the Continuum of Care Coalition agencies with information about the housing and services gaps.
- **Homeless Management Information System**
This state- and federally-mandated database project collects detailed data about users of homeless housing and services. The collected data is used by the state to analyze the resources necessary to move individuals from homelessness to self-sufficiency. On a local level, it facilitates coordination between agencies and delivery of services to homeless individuals.

Kitsap will implement its HMIS System by mid-2009.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

- Report of Homeless Indicators

In addition, the Kitsap Continuum of Care Coalition will implement a quarterly Report of Homeless Indicators, which will incorporate various statistics to predict the trend of homelessness in Kitsap. Predictors of homelessness include data such as requests for assistance from DSHS, Employment Security Claims, and foreclosure rates. This Report will also assist the Continuum of Care agencies to project the capacity needed to meet the need.

Documenting Success

To assess Kitsap's success at reducing homelessness, the following performance measures provide ways to gauge the success of the strategies employed. These performance measures will be reviewed annually.

Table 7. Performance Measures

	Category	Standard	Metric	Source
1	Overall	Reduce the number of people who are homeless in Kitsap County	# of people unsheltered, sheltered, or in temporary housing	Point in Time Count
2	System Efficiency (Obj. 1)	Increase the efficiency of the homeless housing system	average # of days before getting into housing (when capacity is not a limiting factor)	HMIS (Self-reporting question)
3	System Capacity (Obj. 2)	Increase the capacity of the homeless housing system	average # of people on waitlists	Waitlists
4	Prevention (Obj. 3)	Prevent additional people from experiencing homelessness	# of new people who have become homeless	New Unique HMIS Entries
5	Stability (Obj. 4, 5, 6, 7 & *)	Prevent people from returning to homelessness	# people who maintain housing and # of people who return to the homeless system	HMIS
6	Existing Stock (Obj. 5)	Increase access to existing units (rental stock) for people who experience homelessness	# fully funded units available through rental subsidy	Agency Reporting
7	New Stock (Obj. 7)	Increase access to new subsidized housing units for people who experience homelessness	# fully funded units available through new development	Annual HHAA CTED Report
8	Chronic Homeless (Obj. 9)	Increase the number of chronically homeless people who move into housing	# chronically homeless people who have entered housing	HMIS
9	Re-Entry (Obj. 9)	Increase the number of people who are housed upon discharge from institutions in Kitsap	# people who were previously discharged from an institution that move into housing	HMIS, Agency Reporting

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

10	Youth (Obj. 9)	Increase the number of homeless youth who pursue housing	# of youth who access housing and/or related services	HMIS
----	-------------------	--	---	------

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

CONCLUSION

Ending Homelessness Requires Commitment

Reducing homelessness will require its being one of our community's top priorities. It will require us to integrate specific strategies to decrease homelessness and to implement broader policy changes to achieve an overall increase in affordable housing.

Our county's Homeless Housing Plan is an expression of a collective commitment to actively seek long-term and sustainable solutions to the issue rather than to simply manage episodes of homelessness as they occur.

We will need to examine our assumptions about this issue in the past, to honestly and critically assess our current activities and initiatives, and ultimately do business differently ~ changing systems, redirecting existing resources, and securing commitments for additional funding.

Support and endorsement of the plan from key stakeholders in the public, private and non-profit sectors will be needed:

- County Commissioners, Mayors, City Council Members
- Tribes
- Federal, State and County Agencies / Department Heads
- Business & Civic Leaders
- Communities of Color and their Institutions and Organizations
- General Public / Homeless Population
- Housing Developers & Service Providers
- Non-profit organizations
- Foundations
- Faith-based organizations

The support of these stakeholders will be necessary to accomplish policy changes that will result in reducing the number of homeless people in Kitsap County.

Moving Forward to Reducing Homelessness

It is evident that a new approach is needed since people keep falling into homelessness; those who are chronically homeless recycle through the system using precious resources without successfully regaining housing; and too many people are turned away from assistance because of lack of space. This Plan proposes strategies to correct the flaws. That will require investment. It builds on the successful programs we already have in place, expanding capacity to meet the level of need and putting in place policies and agreements to knit them together into one comprehensive and effective countywide system of care.

The Future of Homelessness

Many social factors beyond the control of Kitsap community members contribute to the epidemic of homelessness: low minimum wage, declining job market, skyrocketing housing prices, and the foreclosure crisis. Huge efforts will be needed to meet the needs of people who become homeless.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

It is projected that the nation is likely to experience the sharpest increases in severe poverty in over 30 years, with about 1 million more families with children falling into deep poverty (below half the poverty line) and thus being at risk of housing instability and homelessness, if unemployment reaches the 9 percent level predicted by Goldman Sachs. Increased homelessness could have adverse long-term consequences, especially for children.⁸

However, with a clear plan to reduce homelessness, the community's investment of resources, and an unwavering commitment to those less fortunate, we can make safe, decent, and affordable housing for everyone a reality.

⁸ The Center for Budget and Policy Priorities, Report: Recession Could Cause Large Increases in Poverty and Push Millions into Deep Poverty, 11/24/08.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Section 1 – Contact Information

Jurisdiction:	Kitsap County
Other Jurisdictions Represented in this Plan:	None
Date of Plan Adoption	February 2009

Jurisdiction Contact Person		Plan Contact Person	
Name:	Kirsten Jewell	Name:	Terry Schroeder
Title:	Project Coordinator	Organization:	Kitsap Continuum of Care
Address:	P.O. Box 1934 Kingston, WA 98346-9201	Address:	1201 Park Avenue Bremerton, WA 98312
Phone:	360-377-4900/360-297-4300	Phone:	360-473-2028
Email:	Kirsten@kitsapregionalcouncil.org	Email:	tschroeder@kcr.org
Fax:	360-297-7762	Fax:	360-792-8708

Planning Group Name:		Heading Home: Kitsap Homeless Housing Plan 2008 Update Comm.	
Name	Agency	Representing	
Kirsten Jewell	Kitsap Regional Coordinating Council	Council of Governments, Funding Source	
Terry Schroeder	Kitsap Continuum of Care Coalition	Service Provider Group	
Shannon Bauman	Kitsap County CDBG	Funding Source	
Kallie Wood	Kitsap County CDBG	Funding Source	
Phedra Elliott	City of Bremerton CDBG	Funding Source	
Denise Solada	Archdiocesan Housing Authority	Housing Service Provider	
Darlene Cook	Kitsap Community Resources	Homeless Service Provider, Continuum of Care Coalition Chair	
Tim Thompson	Department of Corrections	Service Provider	
Major James Baker	Salvation Army	Service Provider	
Monica Bernhard	Bremerton Foodline	Service Provider	
Alex Boede	Housing Authority of the City of Bremerton	Housing Service Provider	
Jackie Brown	YWCA – Alive Shelter	Homeless Service Provider	
Kathy Cooper	The Housing Resources Board	Homeless and Housing Service Provider	
Ann E. Garner	Housing Authority of the City of Bremerton	Housing Service Provider	
Judy Combes	Department of Corrections	Service Provider	
Julie Graves	Kitsap County Consol. Hsg. Auth.	Housing Service Provider	
Bev Kincaid	Sound Grants	Homeless Advocate	
Siri Kushner	Kitsap County Health District	Health Care Provider	
Larry Eyer	Kitsap Community Resources	Service Provider	
Pat Millen, OSF	Catholic Community Services	Homeless Service Provider	
Sheila Gilliam	Kitsap Mental Health Services	Mental Health Service Provider	
Raelena Rodriguez	North Kitsap Fishline	Service Provider	
Rochelle Doan	Kitsap Mental Health Services	Mental Health Service Provider	

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Section 2 - Homeless Population and Subpopulations

Table already completed for most counties as part of HUD McKinney Process.

Part 1: Homeless Population	Sheltered		Unsheltered	Total
	Emergency	Transitional		
1. Homeless Individuals	57	107	145	309
2. Homeless Families with Children	11	31	2	44
2a. Persons in Homeless Families with Children	27	94	9	130
Total (lines 1 + 2a only)	84	201	154	439
Part 2: Homeless Subpopulations	Sheltered		Unsheltered	Total
1. Chronically Homeless	43		58	101
2. Severely Mentally Ill	88		40	128
3. Chronic Substance Abuse	62		55	117
4. Veterans	30		34	64
5. Persons with HIV/AIDS	1		0	1
6. Victims of Domestic Violence	73		7	80
7. Unaccompanied Youth (Under 18 years of age)	0		0	0
8. Single Adult Men (Optional)				
9. Single Adult Women (Optional)				
10. Chronically Physically Disabled	56		41	97

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Section 3 – Housing Activity Charts

<i>Emergency Shelter</i>											
Provider Name	Facility Name	HMIS		Geo Code	Target Pop		2008 Year-Round Beds				
		Part. Code	Number of Year-Round Beds		A	B	Family Units	Family Beds	Indiv. Beds	Total Year-Round	
Current Inventory			Ind.	Fam.							
St. Vincent De Paul	Women's Shelter	N			539035	M		2	11		11
YWCA	ALIVE Shelter	DV			539035	FC		1	17		17
Catholic Community Serv	Benedict House	N			539035	SM				14	14
Kitsap Community Resources	South Court	PS	6		539035	FC		3	6		6
Kitsap Community Resources	8th Street Shelter	PS	1		539035	FC		1	4		4
Kitsap Community Resources	One Church One Family	PS	2		539035	FC		2	10		10
Kitsap Community Resources	South Park	PS	3		539035	FC		3	12		12
Kitsap Community Resources	Duplex I	PS	2		539035	FC		2	12		12
Kitsap Community Resources	Duplex II	PS	2		539035	FC		2	12		12
	TOTALS			16				16	84	14	98
Under Development			Anticipated Occupancy Date								
St. Vincent de Paul	Women's Shelter *		December 1, 2009							17	17
						TOTALS		0	0	17	17
Unmet Need						TOTALS					

*This shelter will replace the current shelter, so there will be a net gain of 6 beds.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

<i>Transitional</i>											
Provider Name	Facility Name	HMIS			Target Pop		2008 Year-Round Beds				
		Part. Code	Number of Year-Round Beds	Geo Code	A	B	Family Units	Family Beds	Indiv. Beds	Total Year-Round	
Current Inventory											
Ind. Fam.											
Housing Resources Board	Island Home	N			539035	FC		10	26		26
BHA/Kitsap Community Resources	McKinney Program	PS		75	539035	FC		25	75		75
Catholic Community Services	Benedict House	N			539035	M		1	2	10	12
KCCHA/Kitsap Community Resources	Rotary Duplex (Martin Avenue)	PS		12	539035	FC		2	12		12
KCCHA	Liberty Bay	N			539035	SMF				5	5
Kitsap Community Resources	Opal Court	PS		27	539035	FC		9	36		36
KCCHA/Kitsap Community Resources	Lippert	PS		30	539035	FC		7	28		28
KCCHA/YWCA	Eli's Place	DV			539035	FC	DV	2	8		8
AGAPE UNLIMITED	Koinonia Inn	N			539035	FC		1	14		14
Kitsap Mental Health Services	Burwell House	N			539035	SMF				10	10
Washington Department of Veteran Affairs	Building 9 for Veterans	N			539035	SMF	VET			40	40
Kitsap Community Resources	Frank Chopp*	PS			539035	FC		2	6		6
Kitsap Community Resources	Hewitt	N			539035	FC		6	24		24
Kitsap Community Resources	Olympic College	N			539035	FC		6	28		28
	TOTALS							79	291	65	356
Under Development											
Anticipated Occupancy Date											
Washington Department of Veteran Affairs	Building 9 for Veterans**			July 1, 2009	539035	SMF	Vet			20	20
						TOTALS				20	20
Unmet Need						TOTALS					

*2 units are currently used, with a possibility of a total of 6

**This will be an additional 20 beds at this site.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

<i>Permanent Supportive</i>											
Provider Name	Facility Name	HMIS			Target Pop		2008 Year-Round Beds				
		Part. Code	Number of Year-Round Beds	Geo Code	A	B	Family Units	Family Beds	Indiv. Beds	Total Year-Round	
Current Inventory		Ind.	Fam.								
AGAPE UNLIMITED	Sisyphus II Housing-Tenant Base	N		539035	M		1	4	7	11	
Kitsap Mental Health	Supported Living Program	N		539035	SMF				36	36	
KCCHA	Liberty Bay	N		539035	SMF				12	12	
KCCHA	Chico Passage	N		539035	SMF				6	6	
Kitsap Tenant Support	Community Based	N		539035	SMF				17	17	
AGAPE UNLIMITED	Sisyphus II Housing-Tenant Base	N		539035	M		9	28	5	33	
AGAPE UNLIMITED	Sisyphus II Housing-Tenant Base	N		539035	SMF				18	18	
Kitsap Mental Health	Burwell House	N		539035	SMF				5	5	
Kitsap Mental Health	Supported Living Program	N		539035	FC		2	6		6	
Archdiocesan Housing Authority	Max Hale Center	N		539035	M		20	40	33	77	
TOTALS							12	44	111	155	
Under Development		Anticipated Occupancy Date									
						TOTALS					
						TOTALS					
Unmet Need						TOTALS					

Section 4 - Homeless Services Needs in Kitsap County

Homelessness is an increasing problem in the United States, as a whole, as well as in Kitsap County, Washington. Homeless persons of all types, families with children as well as individuals, face a complex web of challenges that make it difficult to regain independence. Research shows that well coordinated support services can make the difference between a successful transition and repeated episodes of homelessness. Private land lords have indicated that they are more willing to rent to a homeless person, if there is a case manager that they can work with, as well.

The need for housing is basic to an individual's health and safety. The ability to be healthy, get healthy and stay healthy is directly related to having shelter. Shelter provides a place to recuperate when ill, a place that offers protection from the elements, a clean and sanitary place to prepare nutritious meals, and a place to get adequate rest. All of these are essential to physical health. Housing provides a safe, secure and stable environment for one's positive mental health and promotes dignity. Having shelter promotes safety.

By providing supportive services as well as housing, homeless persons can be stabilized while permanent solutions to their situation can be developed. Needs and barriers vary from person to person so case managers need to develop a plan with each household. The success of the plan is measured by the achievements or outcomes of the formerly homeless individuals or families as they achieve self-sufficiency and maintain affordable, permanent housing. Currently, many people in Kitsap County who are in need of supportive services are unable to access them. Funding for additional case management, life skills counseling, mental health treatment, and readily available substance abuse treatment are desperately needed.

The Kitsap County Homeless Count conducted in January 2008 clearly shows a need for more housing linked to supportive services. A total of 715 persons were self-identified as being homeless (including 266 who were temporarily living with family or friends). Most agencies that offer housing for homeless or formerly homeless persons provide some supportive services, with just over 600 beds countywide (see Housing Activity Charts).

Working with case managers allows participants to identify and work toward goals, provides one-on-one support and guidance, assistance and referral to community services, support toward independent housing, employment, public assistance, health care and schooling. Service agreements between agencies allow participants to access the services each agency provides. Supportive services are necessary to help homeless persons obtain and maintain stable housing.

Conventional wisdom and experience indicates that it is less costly to help people stay in their housing than to provide housing once they are homeless. Kitsap County currently has 5 agencies that provide some type of short-term rental assistance. Each agency has limited funding and each funding source dictates specific populations that

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

can be assisted with that funding. Currently, there is no year-round program that provides a consistent funding stream to assist all segments of the homeless population. There is very little funding available to provide mortgage assistance. It is counterproductive to encourage self-sufficiency and then not offer support to those low-income families and individuals who are accomplishing that by purchasing a home. In order to have a stable prevention process, we need the funding necessary to keep at-risk households from becoming homeless. In Kitsap County, 47% of persons who own their own home (both with and without a mortgage payment) pay more than 30% of their household income toward housing costs.¹

Rents in Kitsap County are out of balance with the average income and any unexpected or extraordinary expense can cause even those with stable incomes to become homeless.

There are 45% of persons who pay monthly rent who are paying over 30% of their household income on housing costs.² Hundreds of people each year in Kitsap County, in need of rental assistance and at risk of homelessness, are turned away because of lack of funding. The median monthly rent is \$825.00.³ The wage per hour for a family to rent an average one-bedroom apartment is \$12.00/hour; for an average two-bedroom apartment it is \$13.89/hour.⁴

Outreach to the homeless population is an ongoing and evolving process. Area food banks and other service providers give information to clients regarding services available in the county; Peninsula 2-1-1 refers callers to appropriate service providers, Kitsap Community Resources publishes a Community Resources Guide in printed form and on their website, and the Kitsap Continuum of Care Coalition strives to assist agencies with a county-wide effort to reach those in need. However, in the current climate of reduced funding and more stringent program requirements, many creative approaches to outreach are not even considered because funding cannot be spared from direct services to accomplish them.

Some of the populations who require more outreach are homeless youth, the chronically homeless, those coming out of correctional facilities and larger families. Many of these people have a distrust of government, have an unconventional lifestyle or have been turned away in the past and are not aware of the help that is currently available to them. Funding specifically for outreach must be in place so that providers can inform all populations of support services and housing available to them.

The Kitsap Continuum of Care Coalition is working to coordinate available services so that clients are able to access current programs. Service providers must be able to access additional funding to address all the needs of the current homeless populations, to provide supportive services and outreach and to prevent those at risk from becoming homeless.

1. *American Community Survey, 2006*

2. *American Community Survey, 2006*

3. *American Community Survey, 2006*

4. *Minimum wage: <http://www.laborlawcenter.com/state-Minimum-Wage-rates.asp?gclid=CKTRsbeL25ICFRwqagodUmxa-w>*

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Section 5 – Summary of Strategic Plan (Matrix)

See attached Excel Worksheet.

Section 6 – Recommendations for State Legislative and Policy Changes Needed to Address Homelessness

Introduction

Kitsap County's community of homeless housing and service providers has been working together for more than 20 years to prevent and address homelessness. Kitsap Continuum of Care Coalition members have collaborated to develop projects and programs which maximize the use of federal, state and local funds. While these efforts have in many ways been successful, homelessness continues.

Maintaining existing housing and supportive services necessary to address homelessness in Kitsap County continues to be a challenge in the face of declining funding at many levels. Funds are often restricted to capital development of new units of affordable housing or the operation and maintenance of existing facilities. The funds available for provision of supportive services are limited and often not adequate to address the need. If we are to maintain the housing and services we currently have, it will take an ongoing commitment at the Federal and State level to fully fund existing programs.

While maintaining existing housing and services is critical, more is needed. The reasons for homeless are many but the underlying issue of people living in their cars, on the street or couch surfing remains. In order to achieve a real and measurable reduction in homelessness in Kitsap County we recommend supporting the Washington State Coalition for the Homeless 2009 Legislative Agenda, which includes:

:

- Provide shelter for the unsheltered homeless population and prevent homelessness by allocating \$13.5 million for the State's Emergency Shelter Assistance Program (ESAP) for the 2009-2011 biennium.
- Provide short term rental assistance for homeless and at risk families and individuals by allocating \$15 million for the State's Transitional Housing Operating and Rent Program (THOR) for the 2009-2011 biennium.
- Maintain and increase the number of housing units available to extremely low-income households by increasing operating and maintenance funding.
- Provide permanent supportive housing for special needs populations.
- Ensure the success of people exiting state systems of care by:
 - Reinstating Dept. of Corrections (DOC) transition funding and making permanent the State's Re-Entry Housing Pilot Program.
 - Maintaining funding for the State's Independent Youth Housing Program.
- Ensure continued production of affordable housing by maintaining funding for the Housing Trust Fund at \$200 million.
- Prevent homelessness and ensure the success of the Homeless Housing and Assistance Act passed in 2005 by requiring state agencies, especially DOC and DSHS, to track the housing status of people leaving their care and develop plans that outline the resources and policy changes needed to avoid discharging people into homelessness by 2011.
- Eliminate evictions as a cause of homelessness by limiting access to civil court records, setting screening criteria, allowing portable screening reports and requiring longer notice for terminating tenancy without cause.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

- Ensure that hardworking families and individuals do not have to choose between paying rent and putting food on the table by enacting a Living Wage in Washington State.
- Increase access to market-rate housing for low income tenants by ending source of income discrimination in housing.
- Improve access to and quality of mainstream services.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Appendix A. Kitsap Continuum of Care Coalition Member Agencies

Agape Unlimited
Archdiocesan Housing Authority
Bremerton Foodline
Bremerton Ministerial Association
Catholic Community Services
Department of Social & Health Services
Habitat for Humanity
Helpline House – Bainbridge Island
Hope In Christ Ministries/The Coffee Oasis
Housing Authority of the City of Bremerton
Housing Resources Board
Kitsap Community Resources
Kitsap County Behavioral Health
Kitsap County Block Grant Program
Kitsap County Consolidated Housing Authority
Kitsap County Division of Aging & Long Term Care
Kitsap County Health District
Kitsap County Sheriff's Office
Kitsap County Veteran's Assistance Program
Kitsap Mental Health Services
Kitsap Regional Coordinating Council
One Church One Family
Stand Up for Kids
Peninsula Community Health Services
Sound Institute of Children & Family Services
Society of St. Vincent de Paul Assistance Office & Foodbank
The Salvation Army
United Way of Kitsap County
Washington Department of Veteran's Affairs – Building 9 Transitional Program
Washington State Employment Security
WorkSource Kitsap County
YWCA of Kitsap County

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Appendix B. Homeless Housing Update Plan Committee: Writing Group

Agency	Representative
Archdiocesan Housing Authority	Denise Solada
Catholic Community Services	Sister Pat Millen
Kitsap Community Resources	Darlene Norris-Cook
Kitsap Continuum of Care Coalition	Terry Schroeder
Kitsap County Community Development Block Grant Program	Shannon Bauman, Kallie Wood
City of Bremerton Community Development Block Grant Program	Phedra Elliott
Kitsap County Health District	Siri Kushner
Washington State Department of Corrections – Department of Community Corrections	Tim Thompson

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Appendix C. List of Participants at the 2008 Homelessness Summit

Organization	First Name	Last Name
Adrian Property Management	Jim	Adrian
AGAPE, Unlimited	Diana	Gilman
ALIVE Shelter	Alisa	Erhardt
American Red Cross	Sandra	Mead
Author	Richard	Lemieux
Bremerton African American Ministerial Alliance	Bishop Larry	Robertson
Bremerton Foodline	Monica	Bernhard
Bremerton Housing Authority	Kurt	Wiest
Bremerton Police Department	Wendy	Davis
Building 9 for Veterans Transitional Housing Program	Steve	Cline
Building 9 for Veterans Transitional Housing Program	Todd	Wagner
Catholic Community Services	Donna	Jones
Catholic Community Services - Benedict House	Rick	Cortes
Catholic Community Services - Benedict House	Pat	Millen, OSF
Central Kitsap School District	Julie	McKean
Central Kitsap School District	Chris	Wyatt
Children's Administration	Lynne	Greenwald
City of Bremerton - CDBG	Marie	Vila
City of Bremerton - CDBG	Phedra	Elliott
CK Food Bank	Hoyt	Burrows
Communitas	Chris	Houlton
Community Advocate	Kim	Abel
Community Advocate	Charlotte	Garrido
Community Advocate	Sally	Santana
Community Member	Patty	Lent
Cornerstone Christian Fellowship - Taking it to the Streets Ministries	MaryAnn	Smith
Department of Corrections - Community Corrections	Anne	Cross
Department of Corrections - Community Corrections	Judy	Combes
Division of Children & Family Services	Tom	Stokes
DSHS - Bremerton CSO	Vicky	McLaurin
DSHS - Bremerton CSO	Danielle	Perez
DSHS - Bremerton CSO	Margaret	Swigert
Family of God Lutheran Church	MaryAnn	Guerrero
Family of God Lutheran Church	Bob	Troutner
Family of God Lutheran Church	Pat	Troutner
God's Kitchen/Peace Lutheran Church	Glenda	Negrones
Grays Harbor Family Center	Michael	Curry
Habitat for Humanity of Kitsap County	Greg	Alkire
Harper Church	Charlotte	Cummings
Harper Evangelical Free Church	Joel	Faust
Harrison Medical Center	Linda	Batway
Health, Housing & Human Services Council	Debbie	Kuffel
Holly Ridge Center	Roxanne	Bryson
Hope in Christ Ministries/The Coffee Oasis	Dave	Frederick
Housing Authority of the City of Bremerton	Alex	Boede
Housing Resources Board	Kathy	Cooper
Housing Resources Board	Julie	Stone
Juvenile Department	Sarese	Milton
Kitsap Community Resources	Darlene	Cook
Kitsap Community Resources	Larry	Eyer
Kitsap Community Resources	Cindy	Gordon
Kitsap Community Resources	Jim	Stowers

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Kitsap Continuum of Care Coalition	Terry	Schroeder
Kitsap County Consolidated Housing Authority	Julie	Graves
Kitsap County Health District	Siri	Kushner
Kitsap County Sheriff's Office	Gary	Simpson
Kitsap Mental Health Services	Manny	Cruz
Kitsap Mental Health Services	Sheila	Gilliam
Kitsap Mental Health Services	Rick	Herrell
Kitsap Mental Health Services	Joe	Roszak
Kitsap Regional Coordinating Council	Kirsten	Jewell
Kitsap Regional Library	Kathleen	Wilson
Kitsap Unitarian Universalist Fellowship	Pastor Liz	Stevens
Legacy Management	Michelle	Ingersol
Legacy Management Group	Wendy	Pearsall
Legacy Management Group - Conifer Ridge	Susan	Bondurant
Legacy Management Group - Robinswood	Carrie	Gleason
Legacy Management Group - Winton Woods	Shannon	Buchan
Legacy Management Group - Woodcreek	Donna	Lagrone
Low Income Housing Institute	Michelle	Williams
Max Hale Center	Denise	Solada
New Life Assembly of Bremerton	Eric	Roberts
North Kitsap Fishline	Rae	Rodriguez
One Church One Family	Pat	Bachman
One Church One Family	Rick	Best
Peninsula Community Health Center	Sandra	Harty
Pierce County Human Services	Troy	Christensen
Prince of Peace Church/Belfair	Ann	Montgomery
Rice Fergus Miller	Jamie	Osterman
Serenity House	Kathy	Wahto
Soroptimists of Port Orchard	Tomi	Bonneville
Soroptimists of Port Orchard	Sharron	King
Sound Institute	Ann	Rudnicki
St. Vincent de Paul/Bremerton	Denise	Agee
St. Vincent de Paul/Poulsbo	Kurt	Brown
St. Vincent de Paul/Poulsbo	Mary	Brown
StandUp for Kids	Jo	Clark
State Legislature	Senator Derek	Kilmer
Sylvan Way Ministries	Pastor Ric	Glomstad
Taking It to the Streets Ministries	Pastor Art	Speight
The Salvation Army	Major Jim	Baker
The Willow Charitable Foundation	Kristina	Boewe
United States Interagency Council on Homelessness	Paul	Carlson
United Way of Kitsap	Bev	Kincaid
Volunteers of America	Bill	Humphreys
Washington State Housing Finance Commission	Karen	Carlson
YWCA Alive	Jackie	Brown
YWCA Alive	Cassy	Israel
YWCA of Kitsap	Katie	Barker
YWCA of Kitsap	Teresa	Bonn
YWCA of Kitsap	Debbie	Brockman
YWCA of Kitsap	Charlene	Edmond
YWCA of Kitsap	Monica	Hudgens
YWCA of Kitsap	Linda K.	Joyce
YWCA of Kitsap	Julie	LaBelle
YWCA of Kitsap	Cynthia	Mason
YWCA of Kitsap	Judy	Uchida

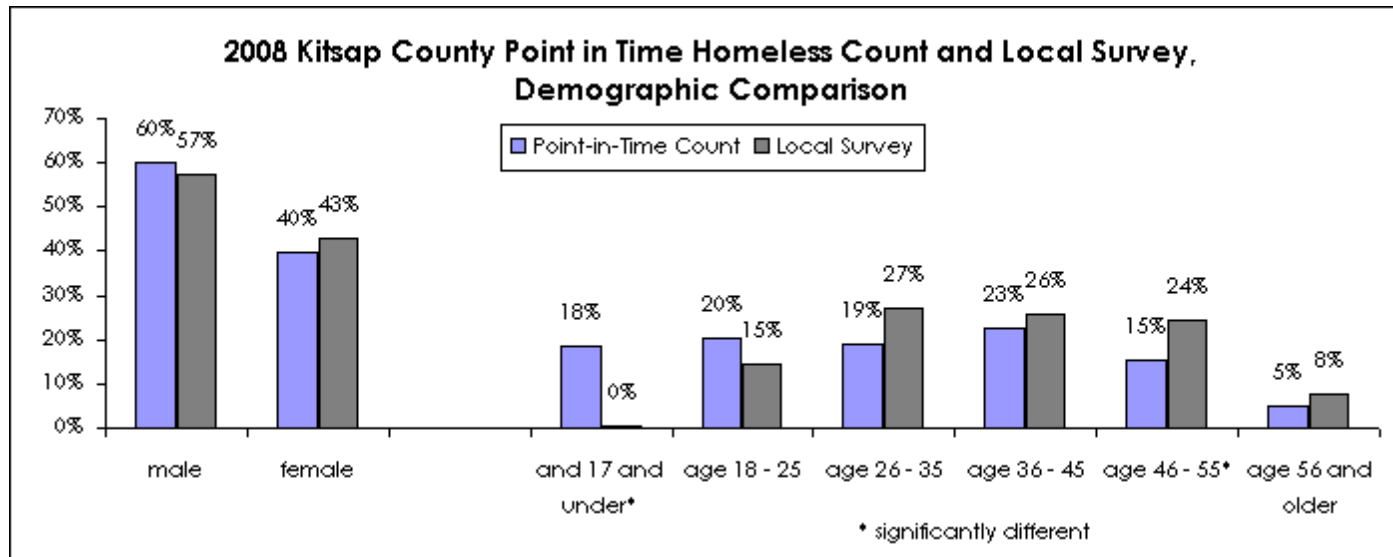
HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Appendix D. Point In Time Homeless Count – Local Survey Results

Kitsap County Point in Time Count, January 2008

RESPONDENTS

	Point-in-Time Count				Local Survey				Comparison
	#	%	95% confidence interval		#	%	95% confidence interval		
	#	%	lower	upper	#	%	lower	upper	
total persons	715				311				
total households	569				x				
male	430	60%	57%	64%	172	57%	50%	61%	not different
female	285	40%	36%	43%	129	43%	36%	47%	not different
and 17 and under*	132	18%	16%	21%	1	0%	-	-	PIT significantly higher
age 18 - 25	145	20%	17%	23%	44	15%	10%	19%	same
age 26 - 35	135	19%	16%	22%	82	27%	21%	33%	same, Local almost higher
age 36 - 45	163	23%	20%	26%	78	26%	20%	31%	same
age 46 - 55*	110	15%	13%	18%	73	24%	18%	30%	Local significantly higher
age 56 and older	34	5%	3%	7%	23	8%	5%	11%	same



HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Point-in-Time Homeless Count - Local Survey

Results

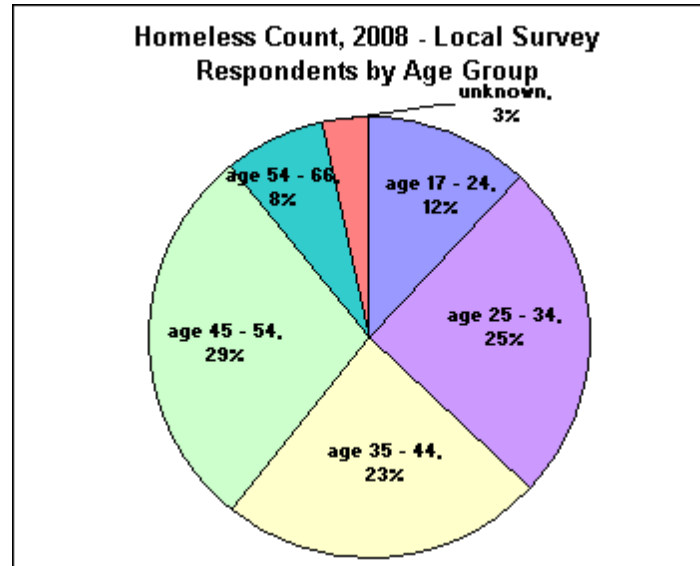
Kitsap County Point in Time Count, January 2008

Total survey respondents

311

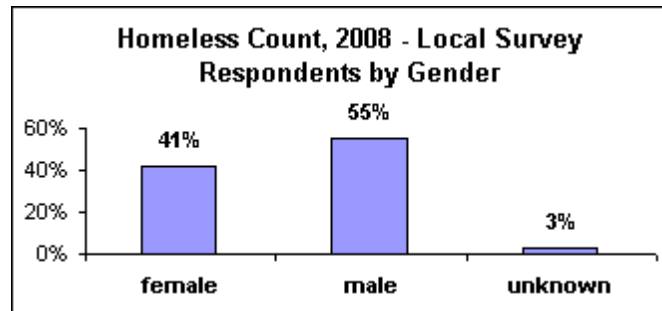
Age

Range	17 to 66	
Average	38.8	
	#	%
age 17 - 24	38	12%
age 25 - 34	77	25%
age 35 - 44	73	23%
age 45 - 54	89	29%
age 54 - 66	24	8%
unknown	10	3%
Total	311	100%



Gender

	#	%
female	129	41%
male	172	55%
unknown	10	3%
Total	311	100%



HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Point-in-Time Homeless Count - Local Survey

Results

Kitsap County Point in Time Count, January 2008

Total survey respondents 311

Do you have health insurance or medical coverage?

	total		female		male		age 17-24		age 25-34		age 35-44		age 45-54		age 55-66	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Yes	181	61%	95	75%	85	51%	22	59%	51	69%	47	65%	44	49%	15	65%
No	117	39%	32	25%	83	49%	15	41%	23	31%	25	35%	45	51%	8	35%
Total	298	100%	127	100%	168	100%	37	100%	74	100%	72	100%	89	100%	23	100%

Have you accessed emergency medical services while homeless?

	total		female		male		age 17-24		age 25-34		age 35-44		age 45-54		age 55-66	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Yes	126	44%	58	47%	67	41%	11	30%	33	45%	29	43%	40	46%	11	52%
No	163	56%	65	53%	96	59%	26	70%	40	55%	39	57%	47	54%	10	48%
Total	289	100%	123	100%	163	100%	37	100%	73	100%	68	100%	87	100%	21	100%

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Point-in-Time Homeless Count - Local Survey Results

Kitsap County Point in Time Count, January 2008

Total survey respondents 311

If you had housing provided by an agency in Kitsap in the last month:

How long did it take you to get housing after you requested it?

		female		male		age 17-24		age 25-34		age 35-44		age 45-54		age 55-66	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%
Range # of days	0 to 1279	1 to 365		0 to 1279		1 to 150		1 to 1279		0 to 730		1 to 365		5 to 365	
Average # days	69.7	37.5		102.9		40.7		86.3		80.5		36.4		127.5	
3 responses over 365 removed															
Range # of days	0 to 365	1 to 365		0 to 365		1 to 150		1 to 365		0 to 150		1 to 365		5 to 365	
Average # days	42.4	37.5		46.6		40.7		38.6		27.3		36.4		127.5	
Question response	#	%		#	%		#	%		#	%		#	%	
0 to 7 days	26	29%		14	33%		2			8	34%		5	28%	
8 to 14 days	16	18%		6	14%		1			4	32%		7	25%	
15 to 21 days	5	6%		3	7%		0			1	28%		1	25%	
22 to 30 days	14	16%		6	14%		1			5	28%		7	25%	
31 to 60 days	15	17%		9	21%		1			5	28%		4	25%	
61 to 90 days	2	2%		1	2%		0			1	28%		0	25%	
91 or more days	11	12%		3	7%		1			2	28%		1	25%	
Other responses:	months!	2		waiting	6		still waiting	2							

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

How many agencies did you have to ask before you received housing?

		female		male		age 17-24		age 25-34		age 35-44		age 45-54		age 55-66		
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Range # of agencies	0 to 20	0 to 20		0 to 20		1 to 7		0 to 6		0 to 20		0 to 8		0 to 4		
Average # agencies	2.2	2.3		2.3		1.8		1.7		3.3		2.1		1.5		
	#	%">														
Question response	107	34%	52	40%	49	28%	8	21%	32	42%	30	41%	26	29%	8	33%
0	8	9%	3	6%	3	6%	0		3		2		1		2	
1	56	63%	25	48%	27	55%	7		16		13		15		2	
2	20	22%	14	27%	6	12%	0		7		6		4		3	
3	9	10%	4	8%	5	10%	0		4		4		1		0	
4	2	2%	0		2	4%	0		0		0		1		1	
5	3	3%	0		3	6%	0		1		0		2		0	
6	3	3%	2	4%	1	2%	0		1		1		1		0	
7+	6	7%	4	8%	2	4%	1		0		4		1		0	
Other responses:	a lot!	1	all of them		1											

Additional survey information is available from the Kitsap Continuum of Care Coalition or the Kitsap County Health District.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Appendix E. Kitsap County Housing Inventory Survey Fall 2008

Facility Name	# sites surveyed
Agape Unlimited	4
Archdiocesan Housing Authority	2
Cambridge Management	1
Catholic Community Services	1
Department of Veteran's Affairs	1
Foundation Property Management	1
Housing Authority of the City of Bremerton	6
Housing Resources Board	7
Kitsap Community Resources	9
Kitsap County Consolidated Housing Authority	28
Kitsap Mental Health Services	3
Private Landlord	10
YWCA	2
Total	75

Sites by Type & Number of Units	# sites	# units
Section-8	17	989
Transitional Shelter	11	98
Emergency Shelter	7	19
Permanent Supportive	7	102
Affordable Housing	3	11
HOME & HTF Funded	2	20
Conventional Public	1	582
HUD	1	71
Mobile Home Park (owner occupied)	1	88
SRO	1	33
USDA rental Assistance, Tax Credit	1	48
USDA Rural Development	1	40
Workforce Housing/Affordable Rent	1	270

Note: 2 sites report as trans. & emerg., 1 site reports as trans & perm.

HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Appendix E. Kitsap County Housing Inventory Survey Fall 2008

Sites by Requirement & Number of Units	# sites with requirement*	# units
Income	39	1524
Senior (age)	15	1354
Disability	14	1162
Homeless	9	48
Chemically dependent & in treatment	3	24
Domestic Violence	2	3
Families/have children	2	35
Veteran	1	30
Parenting/Pregnant/Involved with CPS	1	1

*sites and units are counted individually for each requirement.

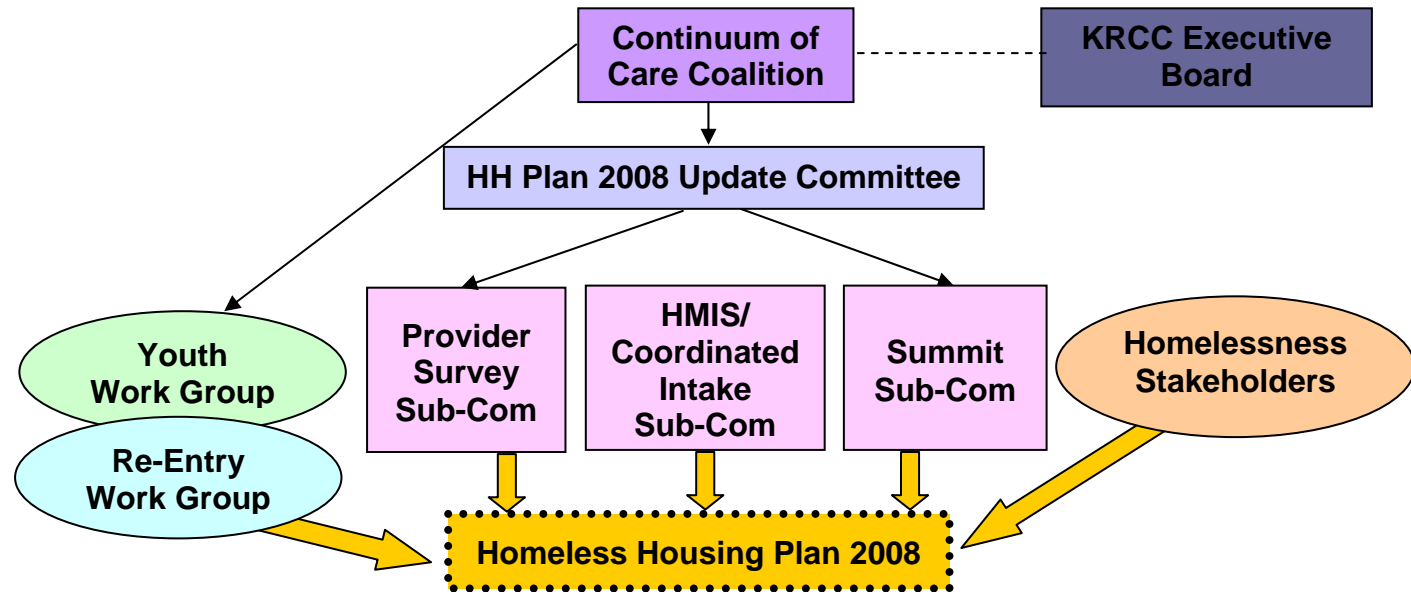
HEADING HOME: KITSAP HOMELESS HOUSING PLAN 2008

Appendix F. Kitsap Homeless Housing Plan: 2008 Update Process & Timeline

GOAL of PLAN: To outline the scope of the problem of homelessness in Kitsap County and the steps we will take to reduce homelessness in Kitsap County by 50% by 2015 (as mandated by Washington State legislature).

GOAL of PLAN UPDATE: Improve existing Kitsap Homeless Housing Plan to reflect previous successes, current data, stakeholder input, and new Action Plan.

- UPDATED PLAN COMPONENTS**
- Define success
 - Develop goals & strategies
 - Develop measurable standards for results
 - Develop reliable data collection methods
 - Celebrate successes!



	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
GATHER DATA	Collect Existing Data		Review Existing Data						PLAN to KRCC Board for Review & Approval
STAKEHOLDERS INPUT		Homeless Count Local Questions	Providers' Survey	Homeless Focus Groups		Summit Event			
ANALYZE DATA & INPUT	Develop Recs from Work Groups & Sub-Com: ①Youth ②Re-Entry ③HMIS/Intake								
DEVELOP PLAN	Review Other Plans		Review Best Practices		Draft Goals & Strategies		Final Drafting		

Appendix G. Sources of Subsidized Capital Housing Funding

