



Housing Matters

3 Year Housing and Homelessness Strategy for
Mason County Washington

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Homeless Housing & Assistance Act

The Washington State Legislature passed the Homeless Housing and Assistance Act (Chapter 43.185C RCW) in 2005 in response to the “unacceptably high” number of homeless people in the state.

The Legislature deemed that “the support and commitment of all sectors of the statewide community is critical to the chances of success in ending homelessness.” The act assigned responsibilities to local jurisdictions to prepare homeless housing plans that reduce homelessness by 50% by July 1, 2015 (RCS 43.185C.050). The Department of Commerce Homeless Program prepared its Temporary Guidelines for Local 10-Year Homeless Housing Plans to guide this process.

The objective of this strategic plan is to partner plans with tangible measurable goals to help Mason County’s homeless citizens. The plan includes reaching out to new resources, the private sector, economic development partners, corporations, private citizens, service providers and those experiencing homelessness.

The primary focus of this plan is to bring about countywide systems changes to improve overall service, including but not limited to, a county wide Coordinated Entry System. Additionally, the plan will outline ways in which we can work to increase the supply of affordable housing for our community through new partnerships and working to identify new or additional federal, state and local resources to increase the supply of affordable housing.

The result of these efforts will be a framework for a more streamlined process designed to prevent families in crisis from becoming homeless, utilizing diversion, rapidly re-house those who experience homelessness, serve the most vulnerable populations and link families to services needed to remain stably housed.

Housing Coalition Mission and Vision Statements

Mission Statement

The Mason County Housing Coalition is dedicated to increasing safe, stable housing for homeless and at risk individuals and families as a building block toward self sufficiency.

Vision Statement

Mason County Housing Coalition is committed to assisting individuals and families who become homeless, or at risk of becoming homeless, regain housing stability and add to their quality of life. Mason County Housing Coalition will plan and implement a comprehensive and responsive Continuum of Care that exemplifies excellence in the stewardship of community resources.

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Understanding the Scope of the Problem

A review of the data provided in the Mason County Point in Time County summary indicates a stark increase in homeless individuals from 2014 to 2015. Where progress had been made in 2012, worsening economic conditions, lack of new employment opportunities, job losses, reduction in public assistance programs and lack of affordable housing have contributed to our increase in homelessness.

Point in Time count data comes from the annual Point in Time count required by the Department of Housing and Urban Development (HUD) and Washington State via the Homelessness Housing and Assistance Act (ESSHB 2163 – 2005 and RCW 43.158C.030). The count is completed each year through a collaboration of private, non-profit, governmental and citizen staff and volunteers. Communities conduct sheltered counts of people living in emergency shelter or transitional housing on an annual basis. Every other year, HUD requires communities to conduct unsheltered counts of people living in a place unfit for human habitation, such as in an abandoned building, encampment or park). The Department of Commerce provides survey forms, training and support for counties.

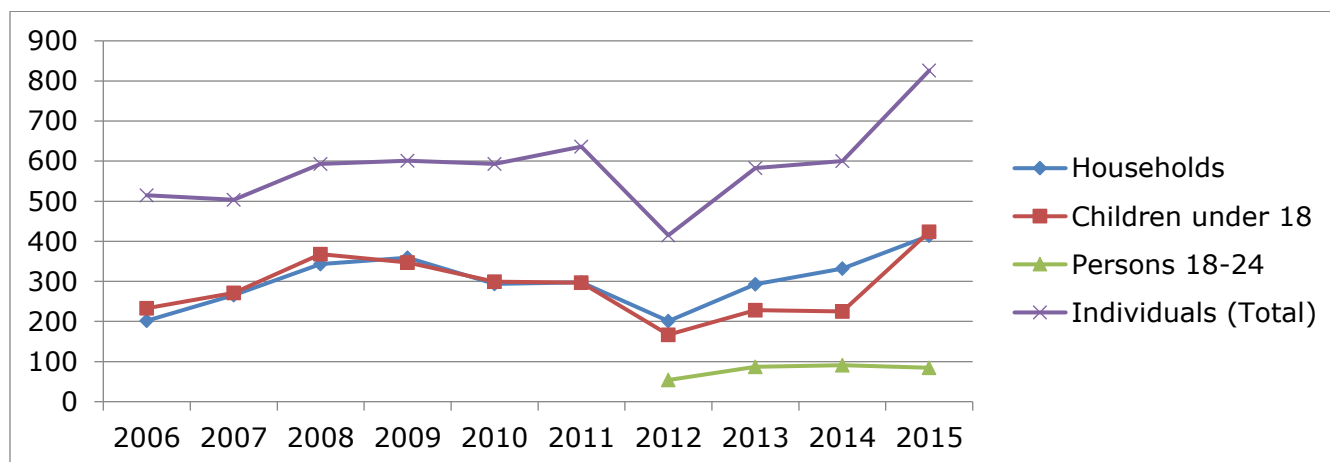
The Point in Time count is the responsibility of the County Consolidated Housing Grant administrator and the County. In the past, the count was primarily focused in the city of Shelton and Belfair through partnerships with local shelters and non profits offering meals. However, through newly established communication with our law enforcement representatives, we have discovered that there are 21 or more homeless encampments throughout the county, some of which are very remote and make it difficult for inhabitants to make to population centers.

We are in the process of reviewing training from HUD, the Department of Commerce and best practices from other counties to identify and implement best practices in future counts to ensure that we are capturing the best possible data to use for problem solving and better understanding the challenges faced by our homeless populations.

In addition to ensuring we are capturing data from homeless encampments, we are also working to improve our Homeless Veteran count. In future counts we will look to partner with our Veteran Advisory Board and recruit veteran volunteers to help with the count.

Homelessness in Mason County

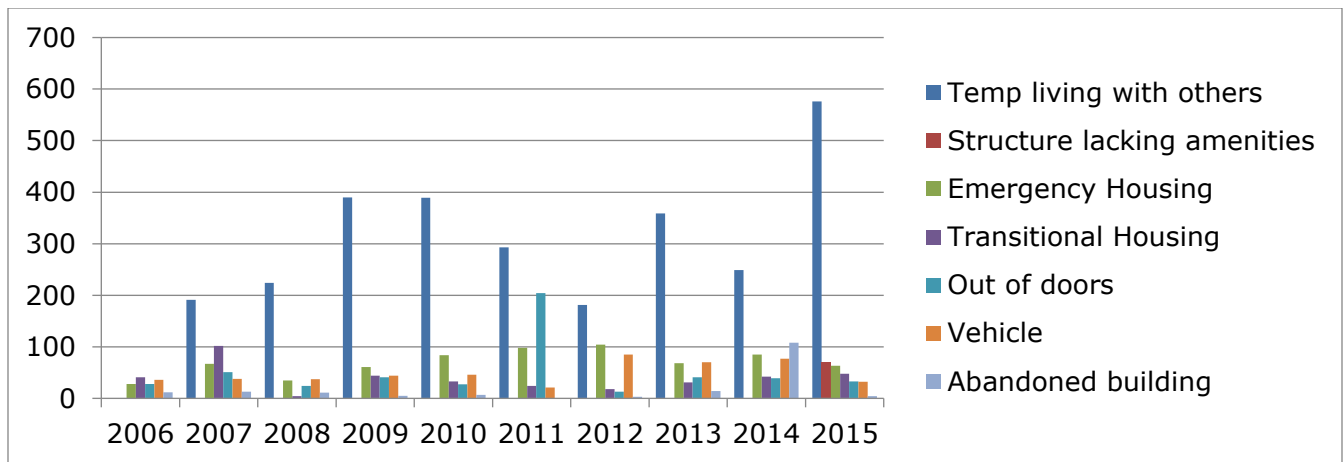
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Households	202	266	343	359	294	298	201	293	332	414
Children under 18	233	271	368	347	299	297	167	228	225	424
Persons 18-24							54	87	91	85
Individuals (Total)	515	504	593	601	593	636	415	583	600	826



Understanding Where Homeless Individuals Shelter in Mason County

A majority of homeless citizens in Mason County reported that they were temporarily living with others in 2015, with the second highest number of homeless individuals living in a structure (such as an RV or garage) that lacks amenities like running water, lavatory facilities or heat. Additionally, our homeless citizens are finding shelter in emergency housing, transitional housing, and living out of doors, in their vehicle or in abandoned buildings.

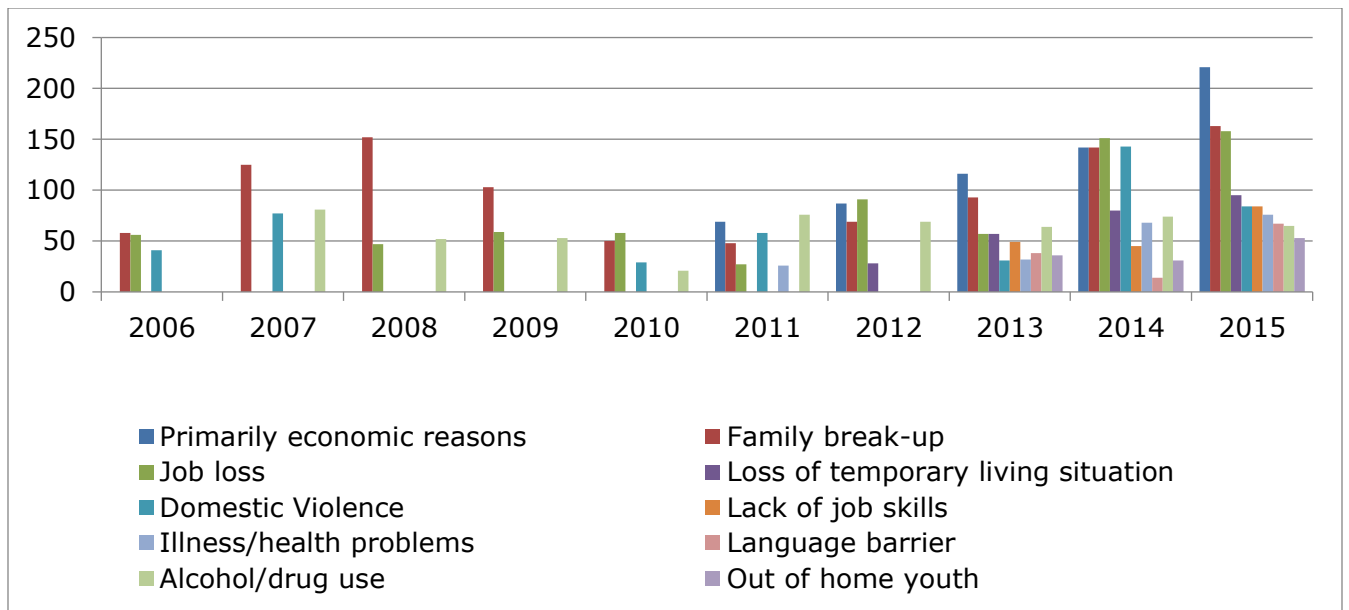
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Temp living with others		191	224	390	389	293	181	359	249	576
Structure lacking amenities										70
Emergency Housing	28	67	35	61	84	98	104	68	85	63
Transitional Housing	41	102	4	44	33	24	18	31	42	48
Out of doors	28	51	24	41	27	204	13	41	39	33
Vehicle	36	38	37	44	46	21	85	70	77	32
Abandoned building	12	13	11	5	7		3	14	108	4



Understanding the Cause of Homelessness in Mason County

A review of the data provided in the Mason County Point in Time County summary that the top 10 reasons for homelessness in Mason County are economic, family break-up, job loss, loss of a temporary living situation, domestic violence, lack of job skills, illness and or health problems, language barriers, substance abuse and out of home youth. This data reinforces the comment from our State Legislature that “the support and commitment of all sectors” is critical to the chances of success in ending homelessness.

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Primarily economic reasons						69	87	116	142	221
Family break-up	58	125	152	103	50	48	69	93	142	163
Job loss	56		47	59	58	27	91	57	151	158
Loss of temp. living situation							28	57	80	95
Domestic Violence	41	77			29	58		31	143	84
Lack of job skills								49	45	84
Illness/health problems						26		32	68	76
Language barrier								38	14	67
Alcohol/drug use		81	52	53	21	76	69	64	74	65
Out of home youth								36	31	53
Mental illness									36	47
Eviction							45	34	53	45
Conviction								42	47	24
Medical costs									12	21
Lack of childcare									5	9
Discharged from an institution									15	6
Transient on the road									12	6
Aged out of Foster care									6	1



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Existing Resources

Using definitions provided by HUD and the Department of Commerce, existing resources at the time of publication have been identified below. In an effort to identify gaps, resource availability has been identified by commission district. Although some services are available to anyone within the county, if the service itself is only provided in a specific district (such as a physical shelter), only that commission district is noted. If services are provided from a centralized location, however the service itself can be used anywhere within the county (such as utility assistance), all commission districts are noted.

Homeless Prevention				
A project that offers services necessary to prevent a person from becoming homeless (keeps them from moving into an emergency shelter or place not meant for human habitation.				
Service Examples:				
<ul style="list-style-type: none"> • Utility payments. • Rental assistance. 				
Agency	Services Provided	District 1	District 2	District 3
Community Action Council 807 W Railroad Shelton WA 98584 360-426-9726	Utility Assistance	✓	✓	✓
Turning Pointe PO Box 2014 210 Pacific Court Shelton WA 98584 360-426-2922	Utility Assistance Rental Assistance	✓	✓	✓
Crossroads Housing 71 Sargison Loop Shelton WA 98584 360-427-6919	Rental Assistance			✓

Rapid Re-housing

Rapid re-housing provides housing relocation, stabilization and short to medium term financial assistance as necessary to help an individual or families experiencing homelessness move as quickly as possible into permanent housing.

Service Examples:

- Rental application fee.
- Moving cost assistance.
- Security deposit.
- First month's rent.
- Rental assistance.
- Utility Payments.

Agency	Services Provided	District 1	District 2	District 3
Turning Pointe PO Box 2014 210 Pacific Court Shelton WA 98584 360-426-2922	Rental application fee Moving cost assistance Security deposit First month's rent Rental assistance Utility payments	✓	✓	✓

Transitional Housing

Transitional housing is housing where all program participants have signed a lease or occupancy agreement for the purpose of facilitating the movement of homeless individuals or families into permanent housing within in 24 months.

Service Examples:

- Up to 24 months of financial assistance. The individual or family must leave the housing unit when assistance ends.
- Case management may be provided.

Agency	Services Provided	District 1	District 2	District 3
Crossroads Housing 71 Sargison Loop Shelton WA 98584 360-427-6919	Rental Assistance	✓	✓	✓

Permanent Supportive Housing

Permanent supportive housing offers permanent housing and supportive services to assist persons with a disability experiencing homelessness so that they may live independently.

Service Examples:

- Case management may be provided.

Agency	Services Provided	District 1	District 2	District 3
None available				

Emergency Shelter

Emergency shelter offers temporary shelter (less than 90 days) for persons experiencing homelessness in general or for a specific population, which does not require occupants to sign leases or occupancy agreements

Service Examples:

- Shelter bed night services.
- Voucher bed night services.

Family Emergency Shelter

Agency	Services Provided	District 1	District 2	District 3
Turning Pointe PO Box 2014 210 Pacific Court Shelton WA 98584 360-426-2922	Shelter bed night services Voucher bed night services <i>**Domestic Violence Shelter</i> <i>**No men</i>			✓
Crossroads Housing 71 Sargison Loop Shelton WA 98584 360-427-6919	Shelter bed night services			✓

Men's Emergency Shelter – No Children

Agency	Services Provided	District 1	District 2	District 3
None available				

Women's Emergency Shelter – No Children

Agency	Services Provided	District 1	District 2	District 3
Turning Pointe PO Box 2014 210 Pacific Court Shelton WA 98584 360-426-2922	Shelter bed night services Voucher bed night services <i>**Domestic Violence Shelter</i>			✓

Affordable Housing

Providers of affordable housing.

Service Examples:

- Affordable housing available for rental and/or purchase.

Agency	Services Provided	District 1	District 2	District 3
Habitat for Humanity PO Box 1549 Shelton WA 98584 360-426-8134	Homes and home loans for low-income individuals and families. Approximately 1 home built per year. Majority of builds in Dist. 3.	✓	✓	✓
Mason County Housing Authority – Properties 13221 SW 68 th Pkwy #310	Low-income and subsidized apartments.	✓	✓	✓

Portland OR 97223 503-682-7788				
Community Action Council 807 W Railroad Shelton WA 98584 360-426-9726	Low-income and subsidized apartments for Seniors.	✓		

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Goals at a Glance

Goal 1: Increase leadership, collaboration, innovation and civic engagement in our community Efforts.

Rationale:

Ending homelessness can only occur where there is a strong and informed community commitment and partnership as evidenced by the involvement and support of business leaders, civic leaders, chambers of commerce, public officials, community volunteers, the economic development council and providers of housing, human services and health care.

Although significant progress has been made, collaboration across all sectors must be increased to establish and implement action plans that will end homelessness. There must also be additional ongoing opportunities for citizen engagement through educational programs, volunteerism and public-private partnerships.

Innovation in the use of resources, interaction with our partners and how we work with our homeless citizens has to be a key factor in the development of model programs and inform our work.

What impact will achieving this goal have?

Greater involvement, creative problem solving, better coordination and more innovation will generate new ways to achieve our goals and garner more support for achieving them.

Goal 2: Create a collaborative system of service delivery and access that effectively and efficiently connects people to services that meet their basic needs and support housing stability.

Rationale:

For this plan to be successful, it is necessary that services for persons who experience homelessness operate as a cohesive, comprehensive system. The system must incorporate all services in the community, whether they are part of the non-profit, government or non-governmental sector. The assistance provided must also ensure that the basic needs for shelter and food are met as well as access to stable housing.

Our current system is moving in the direction of better collaboration, but additional improvements must be made. A successful model for coordinated service delivery is through networks of agencies and community volunteers who collaboratively provide services to address specific issues, such as chronic homelessness, homeless families or healthcare.

Some challenges to achieving this goal are the number of current service providers, multiple service locations, geography and multiple access points with limited coordination and data-sharing among them. There is no single pathway for a person to follow to obtain the services they need nor is there a coordinated assessment process and provision of referrals, resulting in duplication of effort as clients must reassessed at every entry point.

Recognizing this as a common problem faced by communities, the Department of Commerce

has combined state homeless resources into the Consolidated Homeless Grant, a single grant opportunity, for county governments and other designated entities and is designed to support an integrated system of housing assistance to prevent homelessness and secure permanent housing for households who are unsheltered or in temporary housing.

Additional barriers to service include a lack of standard criteria for program entry, limited prevention funds, inadequate emergency shelter space and inadequate affordable housing.

What impact will achieving this goal have?

People experiencing homelessness will find an organized system that is easy to access, easy to navigate and efficiently directs them to available services housing. Service providers will more effectively and efficiently connect clients with needed services by having a defined system of services and access to accurate, real-time information.

Goal 3: Increase and maintain the supply of and access to affordable housing.

Rationale:

One of the fundamental causes of homelessness is the gap between a household's income and the cost of housing. People are generally extremely poor at the time they become homeless and have expended their financial and social support resources. An adequate supply of housing that is affordable is a permanent, cost effective solution to homelessness that provides benefits for the entire community.

The relatively high cost of housing and lack of available housing in Mason County poses a challenge to lower income families.

The most recent data from the Department of Commerce 2015 Housing Needs Assessment shows that for every 100 households earning less than 50% of the Median Family Income of \$60,200 in Mason County, there are only 33 affordable units available within the affordability guidelines. The same report shows that 31-35% of Mason County households are cost-burdened – paying more than 30% of their income for housing, the accepted standard for housing affordability. According to the Comprehensive Housing Affordability Strategy (CHAS) Data Report in 2000 there were 643 renter households at risk of homelessness, meaning they earned less than 50 percent of their incomes from rent. Such households are at risk of homelessness through a single event such as loss of employment or a medical emergency.

Compelling evidence of the housing affordability crisis was demonstrated when in (Date), applications were accepted for Mason County Housing Vouchers, a federally funded rental subsidy. The last time the Housing Authority waitlist was opened up, was March 2015. In the seven days before closing, total applicants to Bremerton Housing Authority was 3,048 of which 265 were from Mason County and only 25 were randomly selected from Mason County for assistance.

What impact will achieving this goal have?

There will be an increase in the number of affordable housing opportunities available to people who were previously homeless or at risk of homelessness. This will help reduce the number of people who are homeless.

Goal 4: Develop sustainable resources to support our ongoing community effort.

Rationale:

Predictable and sustainable funding for our programs is required to achieve the goals of our plan. In an era of diminished federal funding and economic uncertainty, it is important to identify new and diversified revenue sources, create partnerships to leverage new resources and ensure existing funding supports high performing programs.

What impact will achieving this goal have?

A net increase in funding for homeless programs and services creating a level of services and housing more closely aligned with community needs.

Goal 5: Create and promote coordinated entry points. No wrong door.

Rationale:

“Coordinated Entry” is one of the five pillars of service. National research conducted by The Bill & Melinda Gates Foundation identified five pillars of effective practices which, when put into action, end homelessness. The four complimentary pillars to Coordinated Entry are Prevention, Rapid Rehousing, Tailored Services and Economic Opportunities. Both King and Pierce Counties are using the five pillars to guide their respective efforts to end homelessness.

In Mason County there continues to be confusion about where to send someone for the housing and homelessness services they need, with many service providers within County and some key services, such as those provided by the Mason County Housing Authority, being contracted to providers that are outside of county.

What impact will achieving this goal have?

Better communication and understanding of services provided within County will expedite service, reduce duplication. Process standardization and communication will save time and money.

Goal 6: Strategic planning performance measurement, reporting and accountability.

Rationale:

The ultimate goal of strategic planning and performance measurement reporting is to assure that services meet the needs of the populations being served. Strategic planning and performance reporting also assists in maintaining a focus on the quality of services and the benefits services provide.

Enhanced measurement and reporting will help the coalition and the communities identify important activities, establish performance goals, objectives or standards. Established goals and standards create the opportunity to compare logically what is being accomplished. In order to support the goals of the Housing Coalition, relevant data must be collected.

The point of collection the data is to gather new insights, draw conclusions, provide accountability and identify what, if any, improvements are necessary.

The point of collection the data is:

- To improve management practices and the confidence of our communities and the populations we serve in the capability of the Housing Coalition in achieving program results of the highest quality. This is accomplished by developing and effectively utilizing long-term strategic planning techniques, key performance standards or goals and measures and improved practices in publicly reporting their progress.
- To improve program effectiveness and accountability by promoting a new focus on results, service quality, and community satisfaction. This can be accomplished by evaluating programs for efficiencies or opportunities for enhanced effectiveness. 2
- To improve oversight review and decision-making by providing measurable, impartial information on the relative effectiveness and efficiency of program implementation and spending.
- Reinforce sustainability through measurement and reporting.

Strategic planning/performance measurement reporting relies on careful evaluation of an organization's capabilities and environment and leads to priority-based allocation of fiscal resources. Producing identifiable, measurable and meaningful results contained in the performance measurement report is essential to a successful process.

What impact will achieving this goal have?

A successful strategic planning/performance measurement reporting process provides many benefits to agencies and those affected by their operations. Strategic planning improves an agency's ability to anticipate and accommodate the future by identifying issues, opportunities, and problems. Enhanced decision-making will be achieved by strengthening communications.

This will create a greater alignment of available funding to needed services, enhanced reporting and increased levels of accountability.

Action Plan

Below are the broad goals that must be achieved to move toward the end of homelessness in Mason County. In addition, there are specific objectives and actions plans that break down the goal into manageable parts and tie the plan in with the Comprehensive Plan for Mason County.

This Action Plan lists steps to achieve each objective and identifies lead agencies and timelines by which each action should be achieved.

Goal 1: Increase leadership, collaboration, innovation and civic engagement in our community Efforts.			
Objective 1.1: Strengthen the capacity of key public and private organizations to prevent and end homelessness.			
Action Steps	Lead	Benchmark	Date
Ensure that the Housing Coalition has full representation from all key groups, including the private sector and homeless and/or formerly homeless persons.	Housing Coalition	Membership will reflect this.	Ongoing
Implement a Landlord Liaison Project as a partnership among landlords, property managers, participating human services agencies, Department of Commerce and homeless people with barriers to accessing permanent housing.	Housing Coalition and Key Stakeholders	Identify viability. If viable, work toward implementation.	January 2017
Objective 1.2: Increase community knowledge about homelessness and our community's efforts, successes and challenges.			
Action Steps	Lead	Benchmark	Date
Create a Mason County Housing Coalition Website to serve as the primary online information source about preventing and ending homelessness.	Housing Coalition	Website posted and up to date.	January 2017
Update Mason County Public Health & Human Services website content with regard to Housing.	Mason County Public Health	Website updated and kept up to date.	January 2017
Create a Mason County Housing Coalition FaceBook page to share current and up to date information, for example: information regarding housing voucher & utility assistance voucher application availability	Housing Coalition	FaceBook page created and up to date, managed by a Coalition Committee.	January 2017

and services.			
Media plan to regularly share information to increase community knowledge about homelessness and our community's efforts, successes and challenges.	Housing Coalition	Media articles and radio interviews.	December 2016
Publish and widely distribute annual reports documenting progress toward achieving plan goals, needs, gaps and community members served. Report to consolidate information from all agencies providing services.	Housing Coalition and Mason County Public Health	Reports created, distributed and posted on Housing Coalition and Mason County Public Health and Human Services website.	August 2017
Provide ongoing opportunities for people to engage in and learn about the efforts to end homelessness.			Ongoing
Objective 1.3: Maintain and expand partnerships with all those who wish to be part of the effort.			
Action Steps	Lead	Benchmark	Date
Create a Community Advisory Committee to provide community input on development of a Housing Resource Center.	Housing Coalition	Appoint a committee with regular meetings scheduled and ongoing recruitment efforts.	December 2016
Create partnerships with higher education institutions to provide interns and volunteers to support the system and key services.	Housing Coalition & Other Stakeholders	Agreements and programs with local institutions developed.	April 2017
Identify partners and programs for employment, training and retraining for citizens who are homeless and at-risk of homelessness.	Housing Coalition & Other Stakeholders	Programs developed, existing programs promoted to those needing services.	January 2017
Partner with city and county law enforcement. Create enhanced lines of communication between law enforcement and service providers.	Housing Coalition & Other Stakeholders	Create communication tools for law enforcement to use in communications with homeless persons within the county.	September 2016

Goal 2: Create a collaborative system of service delivery and access that effectively and efficiently connects people to services that meet their basic needs and support housing stability.

Objective 2.1: Mobilize and support the coordination of community providers, volunteers and institutions to create or strengthen networks that address critical components of the services system such as chronic homelessness and homeless families.

Action Steps	Lead	Benchmark	Date
Identify new and existing key networks as well as current and potential members of each network.	Housing Coalition	Key networks and members identified.	December 2016
Ensure community providers and resources are known			

Objective 2.2: Ensure that the system reaches and effectively serves all those in need, including special needs populations, using person-centered principles and practices.

Action Steps	Lead	Benchmark	Date
Expand and enhance outreach using appropriate staffing and skills to reach chronically homeless persons and families, individuals existing institutions, veterans, disconnected youth and other special needs populations.	Housing Coalition	Year over year comparison of those served.	August 2017
Enhance existing and create new partnerships with the corrections, behavioral health, health and foster care systems to prevent people being discharged to homelessness. Include reviews of discharge policies and pre-discharge housing planning.	Housing Coalition and Other Stakeholders	Protocols understood and communicated to the service providing community. Gaps identified with plans created to address them.	January 2017
Assist persons experiencing homelessness and those at-risk to access all available behavioral and/or physical health services for which they are eligible.	Housing Coalition and Other Stakeholders	Protocols understood and communicated to the service providing community. Gaps identified with plans created to address them.	January 2017

Objective 2.3: Continually enhance the professionalism, effectiveness and accountability of the services system.

Action Steps	Lead	Benchmark	Date
Ongoing evaluation reports.	Public Health	Reports developed, reviewed and circulated.	May 2017

Goal 3: Increase and maintain the supply of and access to affordable housing.

Objective 3.1: Continue to develop affordable housing units through new construction and conversion of existing transitional housing to permanent housing, as determined by data and community needs.

Action Steps	Lead	Benchmark	Date
Review the zoning and other housing related codes to identify barriers to affordable, accessible housing.	Mason County, Housing Coalition and Key Stakeholders	Opportunities identified with plans created to address them. Recommendations made and either approved or denied.	December 2017

Objective 3.2: Avoid losses of existing affordable housing units through ongoing review of rehabilitative needs, financing and program requirements.

Action Steps	Lead	Benchmark	Date
Conduct regular reviews of existing affordable housing to identify and address deficiencies or potential loss of units.	Housing Coalition and Public Health	No net loss of affordable housing units.	Ongoing

Objective 3.3: Increase financial subsidies and other support for access to rental housing.

Action Steps	Lead	Benchmark	Date
Explore use of TANF to support rapid rehousing programs.	Housing Coalition, Mason County and Bremerton Housing Authorities	Review conducted.	December 2016
Explore use of HOME and other funds for temporary rental subsidies target to very low income households and/or person with disabilities.	Housing Coalition and Public Health	Other funds identified, applied for and allocated.	June 2018
Research viability Housing Broker services to support rapid rehousing.	Housing Coalition	Conduct research to identify sources.	December 2017
Identify non-federal, ongoing source(s) of funds for a short-term "housing first" program that helps potential renters overcome one-time barriers to renting existing market rate housing units.	Housing Coalition and Public Health	Conduct research to identify sources.	December 2017
Research and work with HUD to update fair market rents for Mason County.	Housing Coalition and Key Stakeholders	Fair market rents updated.	December 2018

Objective 3.4: Continue to create partnerships with non-profit and private sector housing developers for development of affordable housing.

Action Steps	Lead	Benchmark	Date
Identify and promote financial and tax incentives to promote development of affordable	Housing Coalition	Additional affordable housing units developed.	June 2018

housing.			
Encourage developer interest in affordable housing development.	Housing Coalition and Public Health and Key Stakeholders	Increase in builder interest in affordable housing development.	Ongoing
Promote private development of affordable housing through outreach and education of housing industry professionals.	Housing Coalition	Create and implement educational presentations for housing industry.	Ongoing
Objective 3.5: Ensure an adequate supply of housing that is appropriate for special needs populations.			
Action Steps	Lead	Benchmark	Date
Increase scattered site housing options in market rate units with supports provided in the community or in the home.	Housing Coalition	Relationships with private landlords established.	June 2017
Create and implement plans to address permanent housing needs and funding for: <ul style="list-style-type: none"> • Veterans and their families • Very low-income families • Disconnected youth • People discharged from prisons, health care and mental health care facilities 	Housing Coalition, Public Health and Key Stakeholders	Plans developed, funding and partners identified.	December 2017
Promote and/or incentivize inclusion of Universal Design and visitability features in affordable housing units.	Housing Coalition	Increase in the number of affordable, accessible units.	December 2019
Increase supportive housing and rapid housing availability.	Housing Coalition and Key Stakeholders	Plans developed, funding and partners identified.	December 2018

Goal 4: Develop sustainable resources to support our ongoing community effort.

Objective 4.1: Increase the availability of funding for proven assistance programs and new initiatives that end in homeless.

Action Steps	Lead	Benchmark	Date
Identify diverse and flexible funding that can respond to identified needs without regard to program requirements such as a Housing Investment Fund.	Housing Coalition, Public Health	Research conducted and sources identified.	March 2017
Develop and implement outcome-based funding requirements so that funding is directed to the most effective.	Housing Coalition	Outcomes established to guide the funding allocation.	June 2017

programs.			
Review feasibility of Social Impact Bonds.	Housing Coalition and Key Stakeholders	Develop a briefing paper.	June 2017
Support and participate in policy and resource development initiatives at the state level to promote resources that will support plan objectives.	Housing Coalition	State resources allocated to homelessness are maintained or increased.	Ongoing
Objective 4.2: Identify and obtain new non-monetary resources, in addition to preserving and expanding existing resources.			
Action Steps	Lead	Benchmark	Date
Seek to establish social enterprises as part of or in conjunction with the Housing Coalition.	Housing Coalition	Programs expanded or initiated.	2018
Research viability and plan for possible implementation of 2263 Countywide.	Housing Coalition & Key Stakeholders	If viable, planning for implementation.	September 2016
Work to preserve the document recording fees by helping decisions makes understand the importance and results of the funding investment.	Housing Coalition & Key Stakeholders	Recording fees legislation renewed.	2019
Objective 4.3: Coordinate and increase resource development activities for homeless services in the City and County to ensure a net increase in available funding.			
Action Steps	Lead	Benchmark	Date
Exchange ideas and information about fundraising plans and activities.	Housing Coalition	Regular information exchange at meetings.	Ongoing
Implement collaborative fundraising activities and grant applications, as appropriate.	Housing Coalition	Grants developed and submitted.	Ongoing
Seek to establish coordinated funding decision-making among County funders to promote effective support of key programs and ensure that grant proposals align with established goals.	Housing Coalition	Grant requests are coordinated and aligned with system goals.	2017
Support state-level efforts to stabilize or increase funding for homelessness.	Housing Coalition	State funding is stable or increased.	Ongoing

Goal 5: Create and promote coordinated entry points. No wrong door.

Objective 5.1: Coordinate entry assessment and standardized provision of services.

Action Steps	Lead	Benchmark	Date
Design and plan coordinated	Housing	Plan designed and	June 2016

entry system.	Coalition & Key Stakeholders	communicated to Housing Coalition.	
Standards of service identified, communicated and agreed upon.	Housing Coalition & Key Stakeholders	Standards of service identified, communicated and agreed upon.	May 2016
Objective 5.2: Create cohesive processes for coordination of a decentralized system.			
Action Steps	Lead	Benchmark	Date
Identify processes for community wide decentralized system.	Housing Coalition & Key Stakeholders	Processes identified, communicated to housing coalition and service providers. Consensus reached.	June 2016
Objective 5.3: Create data sharing culture and encourage use of HMIS.			
Action Steps	Lead	Benchmark	Date
Create community wide data sharing agreements.	Housing Coalition & Key Stakeholders	Data sharing agreements in place.	June 2016
Implement data sharing in HMIS.	Housing Coalition & Key Stakeholders	Data sharing in HMIS in place.	July 2016

Goal 6: Strategic plan performance measurement, reporting and accountability.

Objective 6.1: Strategic plan performance measurement, reporting and accountability.

Action Steps	Lead	Benchmark	Date
Ensure availability of high quality, timely data on homelessness to facilitate targeting interventions, evaluating results, strategic planning and resource allocation.	Housing Coalition and HMIS Partners	Monthly reports defined and created based on HMIS data to be distributed.	April 2017
Input and maintain housing information in InsightVisions for ongoing community updates and improvement through Moving Mason Forward.	Mason Matters and Housing Coalition	Community updates provided on a regular ongoing basis.	Ongoing

Implementation, Monitoring and Evaluation

Successful implementation of this plan will require the participation of multiple partners who will be engaged in a wide variety of service activities, policy development and program initiatives. An appropriate governance structure will be necessary to coordinate and oversee plan efforts, review and refine plan contents, evaluate results and develop the resources needed for proposed actions.

A monitoring, evaluation and reporting process will be necessary to measure progress and create support for the ongoing work of the system. This evaluation process will also determine if changes are needed to plan to reflect goals completed, or new initiatives and funding. Regular progress reports will be developed and widely circulated. A more detailed annual review will be conducted and will incorporate any needed amendments to the plan. Agencies requesting renewal of existing grants will undergo a rigorous performance review to determine if additional funding is warranted.

The additional process is informed by the quantity and quality of data collected on system activities. A comprehensive and accurate Homeless Management Information System will be essential to the evaluation process.