

Emergency
Temporary
Aid and
Sheltering

THREE-PHASE APPROACH



October 3, 2017



Mitigation



Temporary
Transitional
Centers



Emergency
Temporary Aid
and Sheltering
THREE-PHASE
APPROACH

Priorities and Vision

- Services are available.
- Laws regarding public and private property will be enforced.
- No one has to live on the streets in Tacoma.

Short-Term
Transitional
Housing
Options

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Revised Plan and Authorized Budget

May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Cost
Phase 1 – One Mitigation Site								\$170k
Phase 2 – Stabilization Site								\$2.3M
Insurance: \$100k								
BIA (\$160k) + Additional Shelter Capacity (\$200k): \$360k								
Transitional Pallet Shelters: \$360k								
Contingency: \$110k								

Estimated 2017 Cost: \$3.4 M

Recommendations

1. Continue Stability Site & Enhanced Enforcement Operations Through 2018

2. Modify Operational Model at Stability Site

3. Expand Stabilization Capacity

4. Establish Readiness Site

5. Focus on Ongoing Regional Collaboration for Increased Permanent Supportive Housing Capacity

Recommendation #1

Continue Stability Site & Enhanced Enforcement Operations Through 2018

- **Stabilization site accomplishing intended purpose**
 - Address health and safety issues for those experiencing homelessness and address impacts on community
 - Assist individuals with significant barriers to transitioning to long-term housing and those who are chronically homeless
 - Enforce laws



Recommendation #1

Continue Stability Site & Enhanced Enforcement Operations Through 2018

- **Key Findings and Statistics**
 - Health and Safety
 - On average, stabilizing 84+ individuals each week
 - Providing basic need amenities and security
 - Stability and Housing Assistance
 - 76 (84%) residents at stabilization site require permanent supportive housing - which is not readily available
 - Throughout Pierce County, approximately 15 people are placed in permanent supportive housing each month



Recommendation #1

Continue Stability Site & Enhanced Enforcement Operations Through 2018

- Key Findings and Statistics

- Stability and Housing Assistance (Continued)

- 47 (52%) individuals have developed housing stability plans
 - 15+ service providers (335 visits in last month) at site to address housing barriers
 - Additional time required to establish trust and create progress incentives
 - 9 residents have transitioned from site into housing

Recommendation #1

Continue Stability Site & Enhanced Enforcement Operations Through 2018

- Key Findings and Statistics

- Enhanced enforcement effective in managing health and safety impacts

- 327 Homeless encampments removed (City-wide)
 - 91 Drug related arrests (City-wide)
 - 49 Enforcement actions (City-wide - primarily trespassing)
 - 41 Human habitation of vehicle citations (City-wide)
 - 34 Unlawful camping citations (City-wide)
 - 396 Traffic citations issued (Surrounding stability site)

Recommendation #1

Continue Stability Site & Enhanced Enforcement Operations Through 2018

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Cost
Recommendation #1 - Continue Stabilization Site												\$2.0 M
Recommendation #1 - Enhanced Enforcement												\$1.0 M

- **Stabilization Site**
 - Includes site management, utilities, supplies and maintenance

Contingency (20%): **\$0.6 M***

- **Enforcement**
 - Three new police officers and one sergeant
 - Retain two NCS outreach workers
 - One special enforcement team (SET) mission per week

Estimated Cost: \$3.6 M

Stabilization Site Cost Per Person Per Night
(Ongoing operations only - excludes enforcement):

\$60

*Includes potential cost increases related to modified operations model

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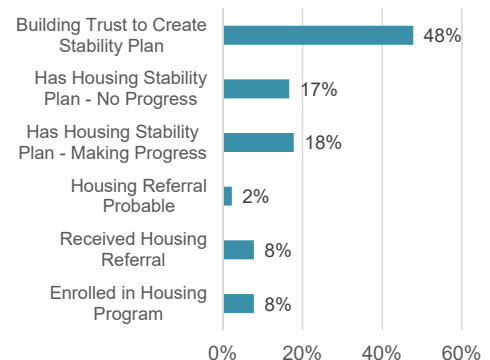
Recommendation #2

Modify Operational Model at Stability Site

• Key Findings and Statistics

- Slow rate of transition from Stability Site to housing (nine in three months)
- Experts/Site Managers believe incentives will encourage further housing progress
 - 48% have no stability plan
 - 17% with stability plans not making progress

Housing Progress



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Recommendation #2

Modify Operational Model at Stability Site

- Emphasize with residents that stability site not permanent housing option
 - Stability site a “stepping stone” to permanent housing
 - Engagement with on-site case management necessary
 - Incentives and behavioral agreements to support positive change and encourage residents to take personal action

Recommendation #3

Expand Stabilization Capacity

- Key Findings and Statistics
 - Continued need in Tacoma to address encampments and homelessness health and safety issues
 - Since emergency declaration:
 - 327 Homeless encampments removed
 - 882 Homeless individuals contacted
 - 361 Living in vehicle contacts

Recommendation #3

Expand Stabilization Capacity

Homeless Outreach Team Encampment Statistics for the week of September 18-24

DATE	LOCATION	# SITES	# OF PEOPLE	DATE	LOCATION	# SITES	# OF PEOPLE
9-18-17	Portland / Puyallup	1	2	9-20-17	S 23 rd / A St	1	4
9-18-17	25 th & A Street	1	1	9-20-17	425 STW	1	10
9-18-17	1100 STW	1	2	9-20-17	200 E 26 th	1	1
9-18-17	25 th & A Street	0	0	9-20-17	706 West Street	1	3
9-18-17	Portland / Puyallup	0	0	9-21-17	518 S 7 th St	1	5
9-18-17	Firemans Park	1	10	9-21-17	801 A Street	1	3
9-18-17	McCormick Park	0	0	9-21-17	2502 S Tyler St	1	1
9-18-17	430 E 25 th	1	1	9-21-17	600 S Pearl St	1	1
9-18-17	7600 TMB	1	4	9-22-17	100 S 24 th St	1	2
9-18-17	2300 N Pearl St	0	0	9-22-17	Puyallup / Portland	1	2
9-19-17	S 84 th / Hosmer	1	3	9-22-17	1300 E 25 th St	1	2
9-19-17	S 23 rd / Dock St	1	7	9-22-17	2300 Scott Pierson Trl	1	2

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Recommendation #3

Expand Stabilization Capacity

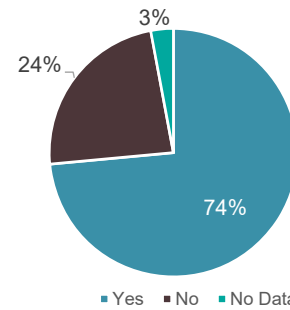
September 19 th – 26 th Statistics	Count
Stability Site – Average Daily Turn-Aways	1
Stability Site Waitlist – Interested and Awaiting Openings	52
Nativity House – Shelter Average Daily Turn-Aways	80
Tacoma Rescue Mission – Shelter Average Daily Turn-Aways	2

Recommendation #3

Expand Stabilization Capacity

- In 2017, City contracted \$200 K for additional 20 bed shelter capacity
- In 2018, recommend continuing funding for:
 - Additional 20 bed shelter capacity
 - Goal to serve 80 unaccompanied women, mentally/physically vulnerable, and/or reported domestic violence survivors
 - Shelter, food, transportation, and mental health services provided

% of Female Residents that are Survivors of Domestic Violence



Of 34 females at site, 25 are survivors of domestic violence

Recommendation #3

Expand Stabilization Capacity

- Faith-Based & Non-Profit Organization Sheltering & Interim Regulation Changes
 - Add non-profits and change restrictions for temporary homeless sheltering sites
 - Extend current consecutive days from 93 to 185 days per site with inclement weather season provision
 - Shorten recurrence period from two years to six months
 - Allow indoor sheltering as long as it meets applicable codes
 - Allow a maximum of 6 sheltering sites (from 2) concurrently

Recommendation #3

Expand Stabilization Capacity

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Cost
Recommendation #3 – Expand Sheltering Capacity												\$480 k
Recommendation #3 – Associated Mental Health Services												\$100 k
Recommendation #3 – Faith-Based & Non-Profit Organization Sheltering												TBD

Expanded Sheltering Per Person Per Night
(Ongoing operations only - excludes mental health services):

\$66

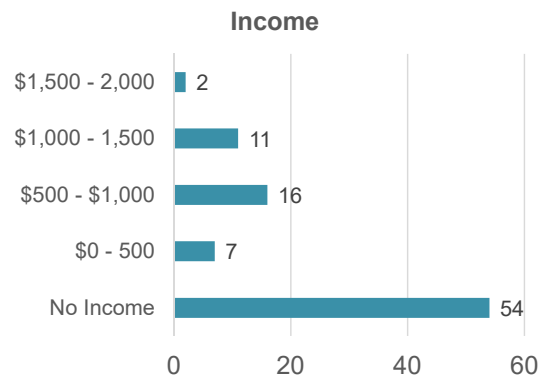
Estimated Cost: \$580 k

Recommendation #4

Establish Readiness Site

Key Stabilization Site Findings and Statistics

Work Status	Resident Count
Earned Income	3-5
Work Ready	9
Eagerly Work Ready	6
Work Able	15



Establish Readiness Site

- **Objective**

- Maintains focus and capacity at stability site for those with highest need for stabilization
- Create additional opportunities individuals demonstrating readiness:
 - Incentivizing work, training, and self reliance
 - Securing livable wage jobs
 - Establishing positive rental history
 - Securing housing

Establish Readiness Site

- **Pacific Lodge (Formerly Calico Cat)**

- **Purchase/Rehab Facility**

- Unit mix:
 - 12 – 1 bedroom / 1 bath
 - 8 – 2 bedroom / 1 bath

- **Capacity**

- 20 – 28 residents

Lodge closed in November 2016 due to multiple violations

- 17 out of 20 rooms tested positive for methamphetamines

- **Site Management**

- **Length of Stay**

- Average 6 months with maximum up to 18 months
- Stay contingent upon ongoing, documented participation in employment services

- **Services Provided**

- Training and employment navigation and retention services
- Financial empowerment services
- Housing navigation services

Recommendation #4

Establish Readiness Site

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Cost
Recommendation #4 – Establish Readiness Site (purchase, management, and services)												\$1.9M –\$2.9 M

Estimated Cost: \$1.9 M – 2.9 M

Readiness Site Per Person Per Night
(Ongoing operations only - excludes purchase and
one-time capital improvement costs):

\$42

Recommendation #5

Ongoing Regional Collaboration for Increased Permanent Supportive Housing Capacity

- **Moving Beyond Emergency Response**
 - Moving individuals out of Stability Site requires high level of coordination and integration with regional housing providers and funders
 - Key findings demonstrate system capacity issues and need to address root causes and prevention issues

Ongoing Regional Collaboration for Increased Permanent Supportive Housing Capacity

- **Key Findings & Statistics (Stability Site Population)**
 - 76 residents (84%) at stability are chronically homeless and have one or more disabilities, requiring permanent supportive housing
 - Currently throughout Pierce County:
 - 357 single individuals and 43 households (additional 129 individuals) are waiting for a permanent supportive housing unit
 - 15 people are placed in permanent supportive housing each month (180 per year)

Ongoing Regional Collaboration for Increased Permanent Supportive Housing Capacity

- **Key Findings & Statistics (County-wide)**
 - 13,000+ households were screened by Coordinated Entry in 2016
 - 7,500 of households were eligible for housing
 - 600 placements were available throughout system
 - 75 new individuals are entered into the Homeless Management Information System (HMIS) each week
 - If rate persists, estimated 3,900 new homeless individuals in Pierce County this year (2017)
 - 6,704 unique households on Tacoma Housing Authorities' property wait list with an average wait time of 2-6 years

Ongoing Regional Collaboration for Increased Permanent Supportive Housing Capacity

- Recommendations

- Co-creation of County-wide Homeless Solutions Policy Workgroup
 - Greater system efficiencies
 - Better understanding and coordination of issues, gaps and strategies, data collection and analysis, and accountability for homeless system partners
 - Funding availability
 - Economies of scale, equitable resource allocation, cost sharing opportunities

Ongoing Regional Collaboration for Increased Permanent Supportive Housing Capacity

- Recommendations

- Co-creation of legislative agendas and priorities to address larger systemic issues
 - Regional collaboration with Seattle, King, Pierce, and Thurston Counties
- Finalize recommendations for additional housing stabilization measures

Combined Costs

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2018 Cost
Recommendation #1 & #2 - Continue Stabilization Site and Enforcement												\$3.4 M
Recommendation #3 – Expand Stabilization Capacity												\$0.6 M
Recommendation #4 – Establish Readiness Site												\$1.9 M - \$2.9 M
Recommendation #5 – Ongoing Regional Collaboration												TBD

Estimated Cost: \$5.9 - \$6.9 M

Sources of Funding

- **General Fund**
- **Mental Health and Chemical Dependency Sales Tax**
 - Restrictions: providing for the operation or delivery of chemical dependency or mental health treatment programs and services and for the operation or delivery of therapeutic court programs and services
- **Community Development Block Grant Funding (CDBG)**
 - Restrictions: can acquire land or buildings or rehabilitate buildings for low income households (such as shelters and housing)
- **Real Estate Excise Tax (REET 2)**
 - Restrictions: acquisition, construction, improvement, or rehabilitation of facilities to provide housing for the homeless

*Based on alignment of purpose and availability at Mid-Biennium Modification (Late November)

Other Considerations: Investing to Mitigate Homelessness

- **2017 Homelessness Study by UC, Irvine & United Way**
 - Housing the homeless saved 40% in societal costs
 - Average annual cost of a chronically homeless individual: \$86,000
 - Average annual cost of an individual in permanent supportive housing: \$52,000
 - Societal annual cost savings: \$34,000 per individual
- **2013 Study by University of New Mexico and Albuquerque**
 - Similar findings as UC, Irvine study
 - Housing the homeless saved 31% in societal costs

Other Considerations: City of Tacoma Direct Cost of Homelessness

Department	Expense	2016 Cost Estimate*
Neighborhood & Community Services	Site reclamation, homeless site clean-ups, direct outreach to homeless individuals	620,000
Police	3,000 calls for service	600,000
Fire	457 calls for service	490,000
Environmental Services	Site clean-up	70,000
TOTAL		\$1,780,000

*Department estimates vary greatly in levels of certainty. Does not include funding to address root causes of homelessness (\$10.9 M budgeted in 2017-2018).

Other Considerations: Investing to Mitigate Homelessness

- **Societal Costs**

- True cost analysis of homelessness in Tacoma would require in-depth study
- Not included in City of Tacoma direct costs:
 - Uncompensated care to include: emergency room, inpatient medical and mental health visits, and outpatient medical and behavioral health visits
 - Social service, prosecution, jail, loss of rental income, and evictions
- Applying UC, Irvine chronic homeless societal cost analysis to Tacoma's 376 chronically homeless individuals currently reported in HMIS system:

Societal costs = \$33.5 M annually

Next Steps

- **October 3rd**
 - Extend Emergency Declaration Ordinance (First and Final Reading)
 - Extend Unlawful Camping Ordinance (First and Final Readings)
- **October 10th**
 - Extend and Modify Emergency Temporary Shelters Interim Regulations Ordinance (First Reading)
 - Public Hearing on Interim Regulations
- **October 17th**
 - Extend and Modify Emergency Temporary Shelters Interim Regulations Ordinance (Second Reading)
- **November 21st**
 - Study Session on Recommended Mid-Biennial Modifications

Emergency Temporary Aid and Sheltering

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October 3, 2017

