

# HOMELESSNESS

City Council Priorities 2018-2020

## Current State

Over 300 individuals sleep outside in the City of Tacoma, this number has increased by 65 percent in the last five years. The shelter system is at capacity. Individuals sleeping outside in public and private locations impact resident safety and health as well as their own. The City of Tacoma declared a State of Public Health Emergency to address these impacts. This declaration will expire on December 31, 2018. Current efforts to address the human safety and health impacts of chronic homelessness are inadequate, there is no coordinated regional system and there are inadequate services to address root causes.

COMPONENTS	DESCRIPTION OF CURRENT PROGRAMS & POLICIES	2017-2018 BUDGET	FUNDING SOURCES
Long Term Strategy	<ul style="list-style-type: none"> <li>There is no long term strategy, which makes it difficult to adequately fund and implement services at a level that will comprehensively address the homelessness issue.</li> <li>Efforts to create a regional long term strategy have been unsuccessful.</li> <li>The last Community Needs Assessment was conducted in 2016 and identified gaps in service at that point in time; much has changed.</li> <li>Resources are allocated based on current biennium and Tacoma 2025 goals.</li> </ul>	No current budget specifically allocated to long term strategy.	
Sheltering for Adults and Families	<ul style="list-style-type: none"> <li>Existing shelters are at capacity.</li> <li>Tacoma hosts the only shelters in Pierce County.</li> <li>No shelter space available for couples who are reluctant or unable to cope with sheltering separately.</li> <li>Once sheltered, there is no place to go, limiting "through put."</li> <li>There is a lack of funding to provide shelter services.</li> <li>The stability site, which accepts adults only, operates at capacity.</li> </ul>	Emergency Response (\$3.5M)	General Fund (\$2.5M) MHSUD (\$1M )
		Human Service Contracts (\$2.1M)	General Fund (\$840k) HUD ESG (\$40k) HUD CDBG (\$50k) MSHUD (\$1.1M)
Sheltering for Youth	<ul style="list-style-type: none"> <li>Only one temporary facility for young adults (18-24 years old)</li> <li>Lack of available crisis beds (sex trafficked youth, youth exiting foster care, and other trauma impacted youth).</li> <li>Accurately assessing the needs of youth and young adults is difficult.</li> <li>There is a lack of funding to provide shelter services.</li> </ul>	Human Services Contracts \$800k	MHSUD Fund (\$800k)
Permanent Supportive Housing	<ul style="list-style-type: none"> <li>Not enough available units.</li> <li>Competition for market rate housing drives down availability of units.</li> <li>Permanent supportive housing is expensive to build and maintain</li> </ul>	Human Services Contracts \$1.1M	General Fund (\$400k) HUD ESG (\$30k) MSHUD (\$650k)
Encampments	<ul style="list-style-type: none"> <li>Shelters are at capacity</li> <li>City performs cleanups only on City property (unless emergency abatement).</li> <li>Hard to manage - new sites are populated quickly, individuals refuse services and migrate between locations.</li> <li>Highly visible to public, impactful to public health and safety and detrimental to comprehensive economic development strategy.</li> <li>Tacoma hosts the only shelters in Pierce County; the City experiences an influx of homeless individuals from other jurisdictions.</li> </ul>	Encampment Removal Contracts \$200k Human Services Contracts \$1.1M	Environmental Svcs. (\$200k) General Fund (\$400k) MHSUD (\$630k)

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## Homelessness

Significant reduction in the number of people experiencing chronic homelessness and a reduction in homelessness recurrence (which will reduce health and safety impacts).  
A coordinated regional strategy and system of service providers which support prevention and intervention and address root causes, enough shelters and services with strong partnerships between the City and a diverse set of partners.

COMPONENT	STRATEGY/ APPROACH	POLICY OUTLOOK	IMPLEMENTATION STEPS	ALTERNATIVES AND COST FOR FULL IMPLEMENTATION 2018-2020	IMPACT BY 2020		LONG TERM IMPACTS (IF NEEDED)
					COMMUNITY HEALTH & SAFETY	ROOT CAUSES	
Long term Strategy	Create a regional consortium to address the issues contributing to homelessness and serve the needs of individuals experiencing homelessness.	<ul style="list-style-type: none"><li>Allocating resources to the long term effort may impact resources available for near-term services; service provider funding may be impacted.</li><li>Legislative action must be prioritized across jurisdictions to make a lasting and effective impact.</li><li>Differing perspective on the City’s role and approaches may cause delays in decision-making.</li></ul>	<ul style="list-style-type: none"><li>Identify regional partners and convene a work group.</li><li>Review how to leverage State legislation to access revenue.</li><li>Utilize research to assess needs of marginalized populations and develop evidence-based approaches.</li><li>Develop approaches to keep people in their homes.</li></ul>	Build a regional consortium to analyze regional need and develop a long term strategy. (\$\$)	Low	Low	High Impacts in the long run on health, safety, root causes, and building regional partnerships.
				Create additional mental health interventions in partnership with local courts and law enforcement (co-responder, mental health courts). (\$\$)	Medium	Low	
				Legislative action to create a housing trust fund through developer-paid fees. (\$\$)	Low	Low	
				Implement tenant protections to prevent evictions. (\$)	Low	Low	
Increase Sheltering for Adults and Families	Expand the night and day shelter opportunities available in the City of Tacoma. May include: day sheltering, more flexible sheltering options, low barrier, and increased services in existing shelters.	<ul style="list-style-type: none"><li>Distribution of shelter sites is controversial.</li><li>Regional partnerships to fund and expand sheltering is difficult but required.</li><li>Requires non-traditional approaches not normally undertaken by local jurisdictions.</li><li>Differing perspective on the City’s role and approaches may cause delays in decision-making.</li><li>Homeless Emergency Declaration sunsets on 12/31/18, potentially displacing 100 individuals at the stability site.</li></ul>	<ul style="list-style-type: none"><li>Review existing contracts for sheltering to determine flexibility to add capacity.</li><li>Determine what sheltering approaches are needed and whether capacity can be gained in existing shelters or additional facilities are required.</li><li>Review Building Code and Zoning Code requirements.</li><li>Build regional partnership and coordination.</li></ul>	Continue stability site under current model. (\$\$\$)	High	Low	High impacts in the long run on health and safety.
				Develop an additional stability site based on the current model. (\$\$\$)	High	Low	
				Harden the current stability site to function as a campus (different model). (\$\$\$)	High	Low	
				Expand opportunities for privately located accessory dwelling units or tiny homes. (\$)	Medium	Medium	
				Incentivize faith-based and non-profit organizations to participate (\$)	Medium	Low	
				Contract with Service Providers to expand capacity of existing facilities (\$\$\$)	High	Medium	
				Secure a funding partner to bring in capital for a facility. (\$\$)	Low	Low	
				Secure a service provider to operate via vendor contract. (\$\$\$)	Low	Low	



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## Future State

City Council Priorities 2018-2020

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					COMMUNITY HEALTH AND SAFETY	ROOT CAUSES	
Increased Sheltering for Youth	Expand the night and day shelter opportunities available in the City of Tacoma. May include: day sheltering, more flexibility sheltering, and increased services in shelters.	<ul style="list-style-type: none"> <li>Distribution of shelter sites is controversial, complicated by the specialized needs and legal/regulatory requirements for serving minors and unaccompanied youth.</li> <li>Transitioning the current temporary site (Beacon Center) will add shelter and service capacity for youth but requires transitioning seniors to another location and significant capital investment to upgrade the existing building.</li> <li>Requires approaches not normally undertaken by local jurisdictions.</li> <li>Lack of community consensus on approach to serve this population and City role.</li> </ul>	<ul style="list-style-type: none"> <li>Review options to develop additional capacity at existing facilities.</li> <li>Determine whether current temporary shelter site is appropriate.</li> <li>Review Building Code and Zoning Code requirements in consideration of potential future sites.</li> <li>Reconstitute the regional partnership and coordination of service delivery.</li> </ul>	Secure a funding partner to bring in capital for the facility. (\$\$)	Medium	Low	High impacts on health and safety in the long run.
				Secure a service provider to operate via vendor contract. (\$\$\$)	High	Low	
Permanent Supportive Housing	Housing for people who are chronically homeless and have a co-occurring disorder (such as behavioral health or substance use disorders). These individuals cannot sustain housing without permanent supports.	<ul style="list-style-type: none"> <li>Requires regional partnerships and coordination that include long-range funding commitments.</li> <li>Property owner or operator resistance to providing units for this purpose.</li> <li>Legislative actions might be required (code changes).</li> </ul>	<ul style="list-style-type: none"> <li>Acquire land and build facilities.</li> <li>Determine long-term funding strategy.</li> <li>Build regional partnership and coordination.</li> <li>Identify property owners willing to provide supportive housing units.</li> </ul>	Contract with service providers to expand capacity of existing facilities. (\$\$\$)	Medium	High	High impacts on public health and safety and regional coordination and partnerships in the long run.
				Incentivize property owners to provide supportive housing units. (\$)	High	High	
				Apply for available County funding to construct PSH units. (\$)	Low	Low	
				Secure a funding partner to bring in capital for the facility. (\$\$)	Low	Low	
				Secure a service provider to operate via vendor contract in a new facility. (\$\$\$)	Low	Low	

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COMPONENT	STRATEGY/ APPROACH	POLICY IMPLICATIONS	IMPLEMENTATION STEPS	ALTERNATIVES AND COST FOR FULL IMPLEMENTATION 2018-2020	IMPACT BY 2020		LONG TERM IMPACTS (IF NEEDED)
					COMMUNITY HEALTH AND SAFETY	ROOT CAUSES	
Encampments	Eliminate unauthorized encampments, and mitigate the impacts of existing encampments.	<ul style="list-style-type: none"><li>• Lack of shelter availability impacts ability to enforce.</li><li>• Diversity of community consensus on approach and availability of City resources to “chase the problem” results in low public confidence in efforts to mitigate the impacts and address the root causes.</li><li>• Requires regional partnerships and coordination (WSDOT-owned property requires attention)</li><li>• Legislative actions might be required (code changes).</li></ul>	<ul style="list-style-type: none"><li>• Build regional partnership and coordination.</li><li>• Quickly identify and legislate locations for authorized temporary shelter sites.</li><li>• Apply crime prevention through environmental design principles to chronic encampment locations.</li><li>• Review existing nuisance codes and abatement policies.</li></ul>	WSDOT cleans encampments on their property or reimburses the City for costs (\$\$)	High	Low	High impacts on public health and safety in the long run.
				Incentivize organizations to develop authorized temporary shelter sites. (\$)	High	Low	
				Fund private property encampment cleanup. (\$\$\$)	High	Low	
				Contract with service providers to expand outreach capacity (\$)	Low	High	
				Increase funding for biohazardous material removal. (\$)	High	Low	
				Increase code compliance staffing. (\$)	High	Low	