# Emergency | THREE-PHASE Temporary | APPROACH Sheltering | • • •

October 3, 2017



Mitigation

Temporary
Transitional
Centers

Emergency Temporary Aid and Sheltering THREE-PHASE APPROACH

Short-Term
Transitional
Housing
Options

# 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.



### **Revised Plan and Authorized Budget**

MayJunJulAugSeptOctNovDecCostPhase 1 – One Mitigation Site\$170kPhase 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





- 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







- 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



- 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

- 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)



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Cost
Recommendation #1 - Continue Stabilization Site										\$2.0 M			
	Reco	ommen	dation	#1 - Er	nhanced	d Enfor	cement	t					\$1.0 M

- Stabilization Site
  - Includes site management, utilities, supplies and maintenance
- **Enforcement** 
  - Three new police officers and one sergeant
  - Retain two NCS outreach workers
  - One special enforcement team (SET) mission per week

\*Includes potential cost increases related to modified operations model

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

#### **Estimated Cost: \$3.6 M**

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

\$60





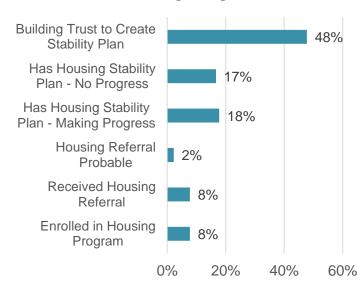


# Modify Operational Model at Stability Site

## 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**



# 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

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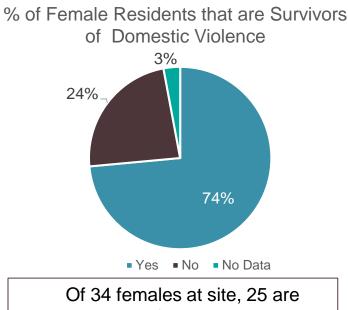
- Key Findings and Statistics
  - Continued need in Tacoma to address encampments and homelessness health and safety issues
    - Since emergency declaration:
      - 327 Homeless encampments removed
      - 882 Homeless individuals contacted
      - 361 Living in vehicle contacts

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

DATE	<u>LOCATION</u>	# SITES	# OF	DATE	<u>LOCATION</u>	# SITES	<u># OF</u>
			<u>PEOPLE</u>				<u>PEOPLE</u>
9-18-17	Portland / Puyallup	1	2	9-20-17	S 23 <sup>rd</sup> / A St	1	4
9-18-17	25 <sup>th</sup> & A Street	1	1	9-20-17	425 STW	1	10
9-18-17	1100 STW	1	2	9-20-17	200 E 26 <sup>th</sup>	1	1
9-18-17	25 <sup>th</sup> & 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 <sup>th</sup> 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 <sup>th</sup>	1	1	9-21-17	600 S Pearl St	1	1
9-18-17	7600 TMB	1	4	9-22-17	100 S 24 <sup>th</sup> St	1	2
9-18-17	2300 N Pearl St	0	0	9-22-17	Puyallup / Portland	1	2
9-19-17	S 84 <sup>th</sup> / Hosmer	1	3	9-22-17	1300 E 25 <sup>th</sup> St	1	2
9-19-17	S 23 <sup>rd</sup> / Dock St	1	7	9-22-17	2300 Scott Pierson Trl	1	2

September 19 <sup>th</sup> – 26 <sup>th</sup> 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

- 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



survivors of domestic violence

- 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

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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			
Rec	ommen	dation	#3 – Fa	aith-Bas	sed & N	lon-Pro	ofit Orga	anizatio	n Shelt	tering		TBD

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

**Estimated Cost: \$580 k** 

\$66





#### Key Stabilization Site Findings and Statistics

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



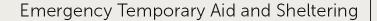
### Objective

- 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









- 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







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

## 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



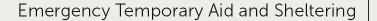
- Key Findings & Statistics (Stability Site Population)
  - 76 residents (84%) at stability are chronically homeless and have one or more disabilities, requiring permanent supportive housing
  - Currently throughout Pierce County:
    - 357 single individuals and 43 households (additional 129 individuals)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



- 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







#### 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

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#### 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



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#### **Combined Costs**

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2018 Cost	
Rec	Recommendation #1 & #2 - Continue Stabilization Site and Enforcement										\$3.4 M		
Rec	Recommendation #3 – Expand Stabilization Capacity								\$0.6 M				
Rec	Recommendation #4 – Establish Readiness Site								\$1.9 M - \$2.9 M				
Rec	ommen	dation	#5 – O	ngoing	Regior	nal Coll	aboratio	on				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

<sup>\*</sup>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
<b>Environmental Services</b>	Site clean-up	70,000
	TOTAL	\$1,780,000

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



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