Emergency Temporary Aid and Sheltering | THREE-PHASE APPROACH
Agenda

– State of Emergency Background
– Three-Phase Approach
– Budgetary Impacts
– Staff Recommendation
– Next Steps
State of Emergency Background

May 2, 2017 Resolution
- Directed City Manager to promptly prepare and present to the City Council an Emergency Temporary Aid and Shelter Program

May 9, 2017 Ordinance
- Authorized a public health emergency
- Enter into contracts and incur obligations necessary to combat emergency situations
- Provide appropriate emergency assistance to persons occupying homelessness encampments
- Review conditions within 120 days after effective date of ordinance (September 6, 2017)
- Sunsets at 11:59 PM on October 9, 2017
Emergency Temporary Aid and Sheltering
THREE-PHASE APPROACH

Mitigation

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.

Temporary Transitional Centers

Short-Term Transitional Housing Options
What Program is and is Not

Program is:
- Emergency response to health and safety issues relating to homeless encampments

Program is Not:
- Solution to end homelessness
- Comprehensive program to address root causes
Ongoing City Funding for Homelessness

$10.9 M in 2017-2018 Budget for Homelessness Services

- Includes services for:
  - Prevention & Diversion
  - Transitional Housing
  - Encampment Clean-Up
  - Rapid Rehousing
Mitigation

Phase 1
Mitigation

Purpose
- Provide short-term mitigation services to meet essential needs and increase health and safety
- Reduce impacts of homelessness on citizens, businesses, and individuals experiencing homelessness

Objectives
- Identify and establish homeless congregation sites for mitigation
- Stabilize and provide immediate services for mental health, chemical dependencies, and housing
- Enforce illegal activity
- Complete assessments to inform immediate service needs and next steps
Mitigation

First Mitigation Site Established
– East 18th and Portland Avenue

Selection Criteria
– Number of occupants at encampment
– Proximity to other unauthorized encampments in surrounding area
– Poor health and safety conditions
Mitigation

Amenities

- 24-hour security
- Portable toilets
- Handwashing stations
- Potable water
- Waste receptacles and regular pick-up

Services including but not limited to:

- Screening for housing options
- Mental health/substance use disorder services/counselling
- Needle exchange services
- Transportation to shower/laundry facilities
- ID/License assistance
- Domestic violence victims
- Veterans outreach
- Meals
- Dental/Physical health assessments
- Prenatal care

Enforcement

- Illegal activity
Key Metrics

1. Health and Safety at Site
   - Waste Disposal Services – 5,850 pounds of waste disposed
   - Sanitary Services – 6 toilets and hand washing stations

2. Identify and Assess Need
   - 71 daily count of individuals
   - 40 number of tents and 15 vehicles
   - 67% of individuals with basic assessments
     - To identify services needed by individuals, resources of individuals, and barriers faced by individuals

3. Health and Safety in Neighborhood
   - 9 calls for service to the Police Department at site and adjacent properties
   - 41 outreach contacts at nearby businesses and residences

4. Connect to Services
   - Future reporting - outreach contacts made by service providers
   - Future reporting - residents receiving services

5. Ongoing Enforcement Efforts
   - 35 arrests with 43 charges through Police enforcement efforts at other sites
   - Clean up and reclamation efforts at 5 other sites
Phase 2

Temporary Transitional Centers
2 Temporary Emergency Shelters

Purpose
– Establish emergency temporary sheltering and provide associated services for transitioning to permanent housing solutions

Objectives
– Identify City-owned locations for temporary sheltering sites
– Provide temporary shelter under safe and sanitary living conditions
– Create two-tiered system for temporary sheltering (Transition & Stability Sites)
– Assess immediate service needs and long-term housing stability options
2 Temporary Emergency Shelters

Transition Sites
- Intended for individuals and families with fewer barriers for transitioning to long-term housing
- Screened entry

Stability Sites
- Intended for assisting individuals with history of chronic homelessness with significant barriers to transitioning to long-term housing
- Fewer restrictions for entry

Contracted Site Management
- Transition and stability sites managed by contract with community partners
2 Temporary Emergency Shelters

Selection Criteria
- Located on City-owned property
- Physical site can accommodate easy access of services
- Adjacent to existing encampments and transportation options
- Lowest possible impact to residents, businesses, and critical areas

Services and Amenities
- Include all amenities and services provided at mitigation sites
- Additional services:
  - On-site showers
  - On-site laundry units
  - Perimeter fencing
Example Transition Site
2 Temporary Emergency Shelters

Transition Site Pallet Shelter
Example Stability Site

Emergency Temporary Aid and Sheltering | THREE-PHASE APPROACH
2 Temporary Emergency Shelters

Stability Site Fabric Structure
Phase 3

Short-Term Transitional Housing
Short-Term Transitional Housing

Purpose

– Coordinate with existing service providers and neighboring jurisdictions to create pathways to permanent housing and enhance related policies at the state and local level

Emergency Response Objectives

– Identify readily available, short-term housing opportunities
– Change policies and ordinances hindering housing options

Long-Term Objectives

– Identify public-private partnerships to develop housing options throughout Pierce County
– Identify and coordinate with existing service providers to increase the capacity of the current system
– Enhance current and establish new, innovative pathways to permanent housing
3 Short-Term Transitional Housing

Emergency Response Action Plan

- Search for Readily Available Temporary Housing
  - Identify existing units at hotel/apartment properties that can be converted into temporary housing
  - Increase housing voucher availability
Transitional Housing – Long-Term Options

Long-Term Action Plan

– Identify and Research Other Long-Term Options
  • Tiny homes
  • Container homes
  • Micro units
  • Campus development vs. scattered sites
  • Shared housing expansion
Budgetary Impacts

- Mitigation Site Costs
- Stability and Transition Site Costs
- Transitional Housing Costs
Cost Assumptions & Caveats

Phase 1 and Phase 2 Sites
- Site preparation variable and highly dependent upon site selection

Cost Scenarios Include
- $250,000 for increased City insurance requirements
- 25% contingency for unknowns
Cost Assumptions & Caveats

1. Phase 1 mitigation sites
   - In general, costs not dependent on number of individuals served

2. Phase 2 sites
   - Transition site serves estimated 40 individuals
   - Stabilization site serves estimated 80 individuals

3. Phase 3
   - Costs dependent on service provided, number served, and duration
## Site Cost Estimates

<table>
<thead>
<tr>
<th>Emergency Aid and Sheltering Phase</th>
<th>Per Site Set-up Costs</th>
<th>Ongoing Monthly Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 1 Mitigation Site</td>
<td>$45,000</td>
<td>$70,000</td>
</tr>
<tr>
<td>Phase 2 Transition Site</td>
<td>$346,000</td>
<td>$214,000</td>
</tr>
<tr>
<td>Phase 2 Stability Site</td>
<td>$620,000</td>
<td>$214,000</td>
</tr>
</tbody>
</table>
## Scenario A

### Phase 1 – Mitigation Sites (4 revolving sites)

- **May**: $750k

### Phase 2 – Stabilization Sites

- **Site 1**: $2.1M
- **Site 2**: $2.1M
- **Transition Site**: $2.0M

### Insurance

- $250k

### Contingency

- $1.7M

**Estimated Cost: $8.9 M**

4 revolving mitigation sites, 2 stabilization sites, 1 transition site
Scenario B

Estimated Cost: $6.3 M

4 revolving mitigation sites, 1 stabilization site, 1 transition site

Phase 1 – Mitigation Sites (4 revolving)
- Cost: $750k

Phase 2 – Stabilization Site 1
- Cost: $2.1M

Phase 2 – Stabilization Site 2
- Cost: $0

Phase 2 – Transition Site
- Cost: $2.0M

Insurance: $250k
Contingency: $1.2M
Scenario C

<table>
<thead>
<tr>
<th>Month</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>May</td>
<td></td>
</tr>
<tr>
<td>Jun</td>
<td></td>
</tr>
<tr>
<td>Jul</td>
<td></td>
</tr>
<tr>
<td>Aug</td>
<td></td>
</tr>
<tr>
<td>Sept</td>
<td></td>
</tr>
<tr>
<td>Oct</td>
<td></td>
</tr>
<tr>
<td>Nov</td>
<td></td>
</tr>
<tr>
<td>Dec</td>
<td></td>
</tr>
<tr>
<td>Phase 1 – One Mitigation Site</td>
<td>$380k</td>
</tr>
<tr>
<td>Phase 2 – Stabilization Site 1</td>
<td>$2.1M</td>
</tr>
<tr>
<td>Phase 2 – Stabilization Site 2</td>
<td>$0</td>
</tr>
<tr>
<td>Phase 2 – Transition Site</td>
<td>$0</td>
</tr>
</tbody>
</table>

Estimated Cost: $3.4 M

2 non-consecutive mitigation sites, 1 stabilization site

Insurance: $250k
Contingency: $680k
## Scenario Cost Summary

<table>
<thead>
<tr>
<th></th>
<th>Scenario A</th>
<th>Scenario B</th>
<th>Scenario C</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4 Revolving Mitigation Sites</strong></td>
<td>4 Revolving Mitigation Sites</td>
<td>2 Non-consecutive Mitigation Sites</td>
<td></td>
</tr>
<tr>
<td><strong>2 Stability Sites</strong></td>
<td>2 Stability Sites</td>
<td>1 Stability Site</td>
<td>1 Stability Site</td>
</tr>
<tr>
<td><strong>1 Transition Site</strong></td>
<td>1 Transition Site</td>
<td>1 Transition Site</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$8.9 M</td>
<td>$6.3 M</td>
<td>$3.4 M</td>
</tr>
</tbody>
</table>

**Phase 3 – Additional $2.0 M to $20+ M**
Staff Recommendation

Scenario C - $3.4 M

- Two non-consecutive mitigation sites and one stabilization site
- Funded through one-time funding
  - $2.2 M – Tacoma Rail Mountain Division sale of property
  - $1.2 M – Excess reserves from favorable 2015-2016 Biennium End
- Report back in August with more informed recommendations based on experience
  - Second mitigation site
  - Additional stabilization or transition sites
Recommended Stability Site
Community Education & Outreach

1. Site Specific Communications
   - Direct interactions with community and businesses

2. Other Communications
   - Dedicated program website
   - Informational materials
   - Awareness building efforts
   - Weekly media updates
   - Media coverage
Next Steps

• Tonight
  – Consideration of motion to direct City Manager to proceed with Staff Recommendation
  – Adopt interim zoning ordinance for emergency shelters

• Future
  – Amend human habitation of vehicle ordinance
  – Consider policies impacting homelessness response
    • Permitted vehicle habitation
    • Camping prohibition
    • Sidewalk-use restrictions
    • Funding sources
Emergency Temporary Aid and Sheltering | THREE-PHASE APPROACH