

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

Mitigation



Temporary
Transitional
Centers



Short-Term
Transitional
Housing
Options

Emergency
Temporary Aid
and Sheltering
THREE-PHASE
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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.

What Program is and is Not

Program is:

- Emergency response to health and safety issues relating to homeless encampments

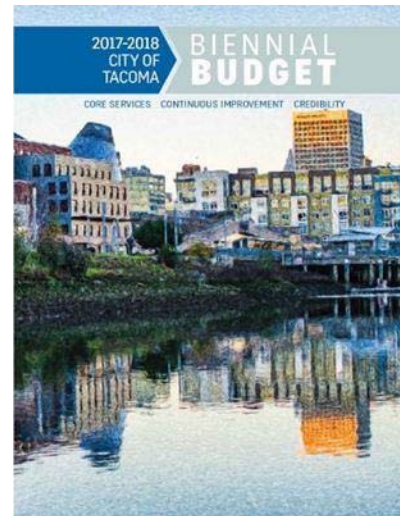
Program is Not:

- 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





Phase 1



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

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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



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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



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Key Metrics

• Health and Safety at Site

- Waste Disposal Services– 5850 pounds of waste disposed
- Sanitary Services – 6 toilets and hand washing stations

• 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

• 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

• Connect to Services

- Future reporting - outreach contacts made by service providers
- Future reporting - residents receiving services

• 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



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

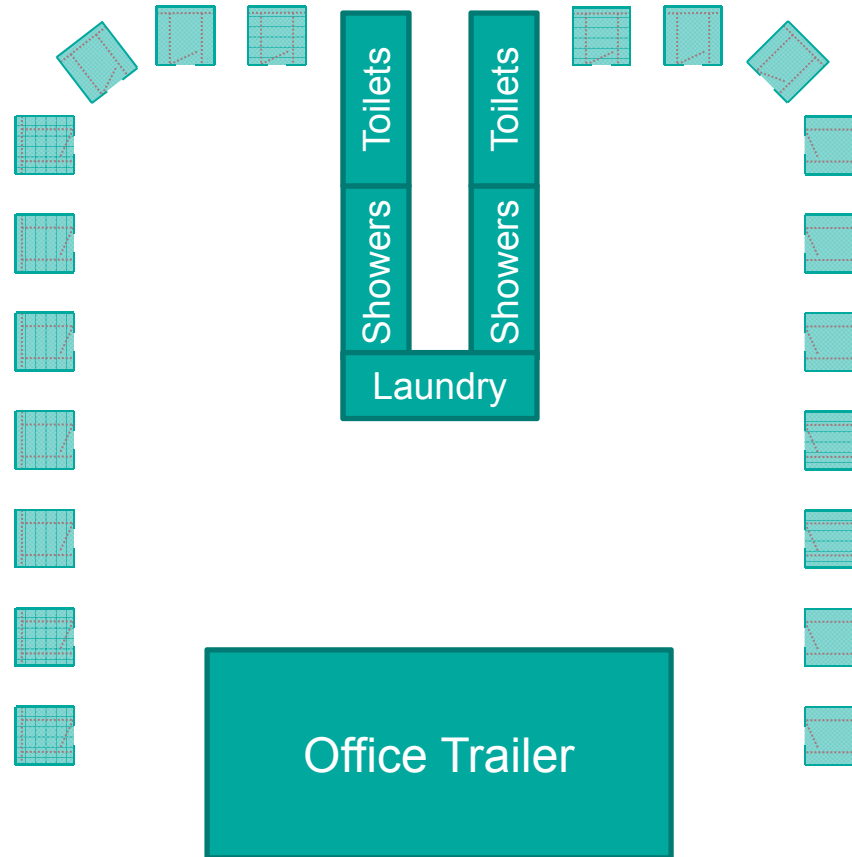
- Located on City-owned property
- Physical site can accommodate easy access of services
- Adjacent to existing encampments and transportation options
- Lowest possible impact to residents, businesses, and critical areas

Services and Amenities

- Include all amenities and services provided at mitigation sites
- Additional services:
 - On-site showers
 - On-site laundry units
 - Perimeter fencing

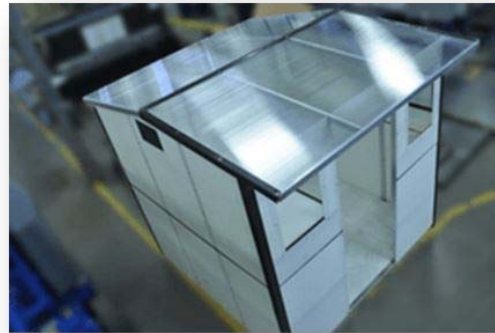
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Example Transition Site



2 Temporary Emergency Shelters

Transition Site Pallet Shelter



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Example Stability Site



2 Temporary Emergency Shelters

Stability Site Fabric Structure



Short-Term
Transitional
Housing

Phase 3

3 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

3 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

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2

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

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Site Cost Estimates

Emergency Aid and Sheltering Phase	Per Site Set-up Costs	Ongoing Monthly Costs
Phase 1 Mitigation Site	\$45,000	\$70,000
Phase 2 Transition Site	\$346,000	\$214,000
Phase 2 Stability Site	\$620,000	\$214,000



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Scenario A

May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Cost
Phase 1 – Mitigation Sites (4 revolving sites)								\$750k
Phase 2 – Stabilization Site 1								\$2.1M
Phase 2 – Stabilization Site 2								\$2.1M
Phase 2 – Transition Site								\$2.0M

Estimated Cost: \$8.9 M

Insurance: \$250k
Contingency: \$1.7M

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



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2

Scenario B

May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Cost
Phase 1 – Mitigation Sites (4 revolving)								\$750k
Phase 2 – Stabilization Site 1								\$2.1M
Phase 2 – Stabilization Site 2								\$0
Phase 2 – Transition Site								\$2.0M

Estimated Cost: \$6.3 M

Insurance: \$250k
Contingency: \$1.2M

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



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2

Scenario C

May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Cost
Phase 1 – One Mitigation Site			Phase 1 – One Mitigation Site					\$380k
		Phase 2 – Stabilization Site 1						\$2.1M
		Phase 2 – Stabilization Site 2						\$0
		Phase 2 – Transition Site						\$0

Estimated Cost: \$3.4 M

Insurance: \$250k
Contingency: \$680k

2 non-consecutive mitigation sites, 1 stabilization site



Scenario Cost Summary

Scenario A

Scenario B

Scenario C

4 Revolving Mitigation Sites	4 Revolving Mitigation Sites	2 Non-consecutive Mitigation Sites
2 Stability Sites 1 Transition Site	1 Stability Site 1 Transition Site	1 Stability Site
\$8.9 M	\$6.3 M	\$3.4 M

Phase 3 – Additional \$2.0 M to \$20+ M



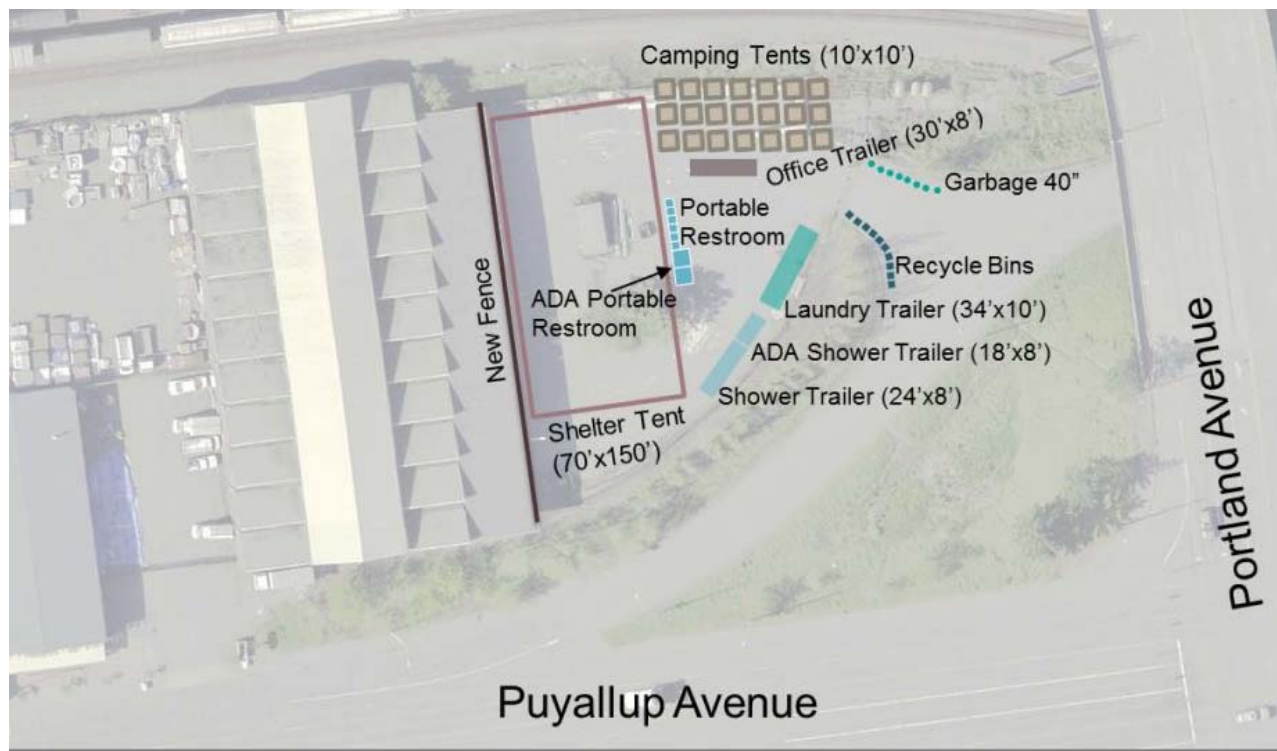
Staff Recommendation

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

2

Recommended Stability Site



Community Education & Outreach

1 2

3

Site Specific Communications

- Direct interactions with community and businesses

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

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