Emergency Temporary Aid and Sheltering

THREE-PHASE APPROACH

October 3, 2017

Mitigation

Temporary Transitional Centers

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

<table>
<thead>
<tr>
<th>Phase 1 – One Mitigation Site</th>
<th>Cost</th>
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<tbody>
<tr>
<td>May</td>
<td>$170k</td>
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<td>Nov</td>
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<td>Dec</td>
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<tr>
<td>Phase 2 – Stabilization Site</td>
<td>$2.3M</td>
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<tr>
<td>Insurance: $100k</td>
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<tr>
<td>BIA ($160k) + Additional Shelter Capacity ($200k): $360k</td>
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<tr>
<td>Transitional Pallet Shelters: $360k</td>
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<tr>
<td>Contingency: $110k</td>
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</table>

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
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)
Recommendation #1

Continue Stability Site & Enhanced Enforcement Operations Through 2018

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<thead>
<tr>
<th>Jan</th>
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<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommendation #1 - Continue Stabilization Site</td>
<td>$2.0 M</td>
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<tr>
<td>Recommendation #1 - Enhanced Enforcement</td>
<td>$1.0 M</td>
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</tbody>
</table>

Contingency (20%): $0.6 M*

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

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

| Building Trust to Create Stability Plan | 48% |
| Has Housing Stability Plan - No Progress | 17% |
| Has Housing Stability Plan - Making Progress | 18% |
| Housing Referral Probable | 2% |
| Received Housing Referral | 8% |
| Enrolled in Housing Program | 8% |
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
### Homeless Outreach Team Encampment Statistics for the week of September 18-24

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
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<tbody>
<tr>
<td>Stability Site – Average Daily Turn-Aways</td>
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<tr>
<td>Stability Site Waitlist – Interested and Awaiting Openings</td>
<td>52</td>
</tr>
<tr>
<td>Nativity House – Shelter Average Daily Turn-Aways</td>
<td>80</td>
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<tr>
<td>Tacoma Rescue Mission – Shelter Average Daily Turn-Aways</td>
<td>2</td>
</tr>
</tbody>
</table>
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

- Yes: 24%
- No: 74%
- No Data: 3%

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

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**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

<table>
<thead>
<tr>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
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<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Cost</th>
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</thead>
<tbody>
<tr>
<td>Recommendation #3 – Expand Sheltering Capacity</td>
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<td>Recommendation #3 – Associated Mental Health Services</td>
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<td>$100 k</td>
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<tr>
<td>Recommendation #3 – Faith-Based &amp; Non-Profit Organization Sheltering</td>
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</tbody>
</table>

Estimated Cost: $580 k

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

$66

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**Recommendation #4**

Establish Readiness Site

**Key Stabilization Site Findings and Statistics**

<table>
<thead>
<tr>
<th>Work Status</th>
<th>Resident Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earned Income</td>
<td>3-5</td>
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<tr>
<td>Work Ready</td>
<td>9</td>
</tr>
<tr>
<td>Eagerly Work Ready</td>
<td>6</td>
</tr>
<tr>
<td>Work Able</td>
<td>15</td>
</tr>
</tbody>
</table>

Income Distribution:

- $0 - $500: 7
- $500 - $1,000: 16
- $1,000 - $1,500: 11
- $1,500 - $2,000: 2
- No Income: 54

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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

Recommendation #4

Pacific Lodge (Formerly Calico Cat)

- Purchase/Rehab Facility
  - Unit mix:
    - 12 – 1 bedroom / 1 bath
    - 8 – 2 bedroom / 1 bath
- Capacity
  - 20 – 28 residents

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

Lodge closed in November 2016 due to multiple violations

- 17 out of 20 rooms tested positive for methamphetamines
Recommendation #4

Establish Readiness Site

<table>
<thead>
<tr>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
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<th>Dec</th>
<th>Cost</th>
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<td>$1.9M – $2.9M</td>
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</tbody>
</table>

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
• **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)

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• **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
Recommendation #5

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

• 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

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<tr>
<th>Jan</th>
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<th>Dec</th>
<th>2018 Cost</th>
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<tbody>
<tr>
<td>Recommendation #1 &amp; #2 - Continue Stabilization Site and Enforcement</td>
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<td>$3.4 M</td>
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<tr>
<td>Recommendation #3 – Expand Stabilization Capacity</td>
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<td>$0.6 M</td>
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<tr>
<td>Recommendation #4 – Establish Readiness Site</td>
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<td>$1.9 M - $2.9 M</td>
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**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

<table>
<thead>
<tr>
<th>Department</th>
<th>Expense</th>
<th>2016 Cost Estimate*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neighborhood &amp; Community Services</td>
<td>Site reclamation, homeless site clean-ups, direct outreach to homeless individuals</td>
<td>620,000</td>
</tr>
<tr>
<td>Police</td>
<td>3,000 calls for service</td>
<td>600,000</td>
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<tr>
<td>Fire</td>
<td>457 calls for service</td>
<td>490,000</td>
</tr>
<tr>
<td>Environmental Services</td>
<td>Site clean-up</td>
<td>70,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>$1,780,000</strong></td>
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</table>

*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:
    \[
    \text{Societal costs} = 33.5 \text{ M annually}
    \]

Next Steps

• October 3\textsuperscript{rd}
  – Extend Emergency Declaration Ordinance \textit{(First and Final Reading)}
  – Extend Unlawful Camping Ordinance \textit{(First and Final Readings)}

• October 10\textsuperscript{th}
  – Extend and Modify Emergency Temporary Shelters Interim Regulations Ordinance \textit{(First Reading)}
  – Public Hearing on Interim Regulations

• October 17\textsuperscript{th}
  – Extend and Modify Emergency Temporary Shelters Interim Regulations Ordinance \textit{(Second Reading)}

• November 21\textsuperscript{st}
  – Study Session on Recommended Mid-Biennial Modifications