Homeless Services and Strategy Update
City of Tacoma | Neighborhood and Community Services

City Council Study Session
December 19th, 2023

Overview

- Inclement Weather Response
- Implementation of Tacoma Municipal Code 8.19
- Shelter Update
- Strategy Update
Inclement Weather Response

<table>
<thead>
<tr>
<th>Type</th>
<th>Shelter</th>
<th>Number of Beds</th>
<th>Opening Date</th>
<th>Anticipated Standdown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seasonal</td>
<td>Tacoma Rescue Mission- Holy Rosary</td>
<td>50</td>
<td>November 15th, 2023</td>
<td>March 31st</td>
</tr>
<tr>
<td>Inclement Weather</td>
<td>Tacoma Rescue Mission- Holy Rosary</td>
<td>20</td>
<td>November 15th, 2023</td>
<td>March 31st</td>
</tr>
<tr>
<td>Inclement Weather</td>
<td>Catholic Community Services- Nativity House</td>
<td>80</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Inclement Weather</td>
<td>Valeo Vocations- Beacon Young Adult Shelter</td>
<td>20</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

Total Additional Capacity 170

Implementation of TMC 8.19

Since November 15th  March 14th Update  June 13th Update  September 12th Update  December 10th Update  Total

<table>
<thead>
<tr>
<th>Encampment Removals</th>
<th>23</th>
<th>39</th>
<th>39</th>
<th>60</th>
<th>161</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encampment Removals in prohibited areas</td>
<td>23</td>
<td>31</td>
<td>36</td>
<td>50</td>
<td>140</td>
</tr>
<tr>
<td>Debris Removed</td>
<td>480K lbs.</td>
<td>&lt;550K lbs.</td>
<td>&lt;300K lbs.</td>
<td>&lt;270K lbs.</td>
<td>1,600,000 lbs.</td>
</tr>
<tr>
<td>Outreach Stats</td>
<td>645</td>
<td>831</td>
<td>998</td>
<td>697</td>
<td>3,171</td>
</tr>
<tr>
<td>Interested in Services</td>
<td>396 (61%)</td>
<td>438 (51%)</td>
<td>456 (50%)</td>
<td>350 (50%)</td>
<td>1,680</td>
</tr>
<tr>
<td>Placed in Shelter</td>
<td>71 (11%)</td>
<td>52 (6%)</td>
<td>80 (8%)</td>
<td>88 (11%)</td>
<td>291</td>
</tr>
</tbody>
</table>

No arrests performed under TMC 8.19
Implementation of TMC 8.19

Homeless Engagement Alternative
Liaison Team Outreach Stats

<table>
<thead>
<tr>
<th></th>
<th>3 1/2 months before the implementation</th>
<th>June 13th Update</th>
<th>September 12th Update</th>
<th>December 19th Update</th>
<th>Total after implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offered Services</td>
<td>194</td>
<td>501</td>
<td>443</td>
<td>721</td>
<td>47%</td>
</tr>
<tr>
<td>Accepted Services</td>
<td>95</td>
<td>322</td>
<td>233</td>
<td>353</td>
<td>330</td>
</tr>
<tr>
<td>Acceptance Rate</td>
<td>49%</td>
<td>64%</td>
<td>54%</td>
<td>49%</td>
<td>69%</td>
</tr>
<tr>
<td>Offered Services</td>
<td>208</td>
<td>144</td>
<td>388</td>
<td>277</td>
<td>223</td>
</tr>
<tr>
<td>Accepted Services</td>
<td>110</td>
<td>74</td>
<td>205</td>
<td>143</td>
<td>108</td>
</tr>
<tr>
<td>Acceptance Rate</td>
<td>53%</td>
<td>51%</td>
<td>53%</td>
<td>52%</td>
<td>48%</td>
</tr>
</tbody>
</table>

Reasons for Service Refusal

- Do not want to give up RVs/structures or tents: 61%
  - Desire to live outside
  - Concerns about specific models of shelter
- Exhausted all shelter or banned: 14%
- Shelter Location/Design: 10%
  - Location within the City
  - Congregate vs. Non-congregate
- Concerns about shelter expectations and rules: 7%
- Concerns about access to Mental Health or Drug assistance services and support: 4%
- Concerns about physical and emotional safety: 2%
- Currently staying in a temporary shelter location: 2%

Information collected beginning June 2023
### Implementation of TMC 8.19

#### Capacity of Emergency, Temporary, and Safe Parking Beds

<table>
<thead>
<tr>
<th>Dates</th>
<th>3 ½ months before the implementation</th>
<th>3 ½ months after the implementation</th>
<th>2nd Quarter Update</th>
<th>3rd Quarter Update</th>
<th>4th Quarter Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 14th, 2022</td>
<td>380</td>
<td>430</td>
<td>430</td>
<td>462</td>
<td>362**</td>
</tr>
<tr>
<td>March 14th, 2023</td>
<td>112</td>
<td>112</td>
<td>112</td>
<td>112</td>
<td>112</td>
</tr>
<tr>
<td>June 13th, 2023</td>
<td>648</td>
<td>620*</td>
<td>620</td>
<td>620</td>
<td>620</td>
</tr>
<tr>
<td>September 12th, 2023</td>
<td>0</td>
<td>0</td>
<td>40</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td>Today</td>
<td>1140</td>
<td>1162</td>
<td>1202</td>
<td>1234</td>
<td>1134</td>
</tr>
</tbody>
</table>

*Permanent shelter decreased in response to post Covid-19 and adjusted for operational ability.
**Aspen Court shelter standdown.

#### 311 Requests Related to Homelessness

<table>
<thead>
<tr>
<th>Prohibited Areas</th>
<th>3 ½ months before the implementation</th>
<th>3 ½ months after the implementation</th>
<th>2nd Quarter Update</th>
<th>3rd Quarter Update</th>
<th>4th Quarter Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request for Outreach</td>
<td>1134</td>
<td>770</td>
<td>856</td>
<td>941</td>
<td>712</td>
</tr>
<tr>
<td>General Complaints about Homelessness</td>
<td>170</td>
<td>134</td>
<td>124</td>
<td>113</td>
<td>77</td>
</tr>
<tr>
<td>Illegal Dumping</td>
<td>181</td>
<td>141</td>
<td>90</td>
<td>76</td>
<td>46</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>46</td>
<td>37</td>
<td>19</td>
<td>20</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>1531</td>
<td>1082</td>
<td>1089</td>
<td>1150</td>
<td>847</td>
</tr>
<tr>
<td>Citywide Total</td>
<td>2126</td>
<td>1675</td>
<td>1800</td>
<td>1676</td>
<td>1261</td>
</tr>
</tbody>
</table>
Implementation of TMC 8.19

311 Requests Related to Homelessness

Non-Prohibited Areas

<table>
<thead>
<tr>
<th></th>
<th>3 months before the implementation</th>
<th>3 months after the implementation</th>
<th>2nd Quarter Update</th>
<th>3rd Quarter Update</th>
<th>4th Quarter Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request for Outreach</td>
<td>August 1st-November 30th, 2022</td>
<td>Nov. 15th, 2022– Feb 28th, 2023</td>
<td>March 1st, 2023– May 31st, 2023</td>
<td>June 1st, 2023– August 31st, 2023</td>
<td>Sept. 1st, 2023– Nov. 30th, 2023</td>
</tr>
<tr>
<td>General Complaints about Homelessness Issues</td>
<td>441</td>
<td>387</td>
<td>515</td>
<td>412</td>
<td>424</td>
</tr>
<tr>
<td>Illegal Dumping</td>
<td>68</td>
<td>88</td>
<td>121</td>
<td>70</td>
<td>63</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>77</td>
<td>97</td>
<td>61</td>
<td>34</td>
<td>17</td>
</tr>
<tr>
<td>Total</td>
<td>595</td>
<td>593</td>
<td>711</td>
<td>526</td>
<td>514</td>
</tr>
<tr>
<td>Citywide Total</td>
<td>2126</td>
<td>1675</td>
<td>1800</td>
<td>1676</td>
<td>1361</td>
</tr>
</tbody>
</table>

Prohibited Areas

- Decrease in “Request for Outreach” by 24% since last update
- Decrease in “General Complaint about Homelessness Issues” by 32% since last update
- Decrease in “Illegal Dumping” by 39% since last update
- Overall, a decrease in 311 request within prohibited areas by 26% since last update

Non-Prohibited Areas

- Increase in “Request for Outreach” by 3% since last update
- Decrease in “General Complaint about Homelessness Issues” by 10%
- Decrease in “Illegal Dumping” by 50%
- Overall, a slight increase in 311 request within non prohibited areas by 2%

City Wide Total

- Overall, a decrease in 311 request related to homelessness by 19% since last quarter

12/19/2023
Implementation of TMC 8.19

South Sound 911 Safety Stats

<table>
<thead>
<tr>
<th>Prohibited Areas</th>
<th>3 ½ months before the implementation</th>
<th>3 ½ months after the implementation</th>
<th>2nd Quarter Update</th>
<th>3rd Quarter Update</th>
<th>4th Quarter Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Calls for Services</td>
<td>34,361 (+1,120)</td>
<td>35,481 (+10,810)</td>
<td>46,271 (+3,897)</td>
<td>50,168 (-5,689)</td>
<td></td>
</tr>
</tbody>
</table>

Staffing levels of the HEAL Team

<table>
<thead>
<tr>
<th>Prohibited Areas</th>
<th>3 ½ months before the implementation</th>
<th>3 ½ months after the implementation</th>
<th>2nd Quarter Update</th>
<th>3rd Quarter Update</th>
<th>4th Quarter Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of HEAL FTEs</td>
<td>4</td>
<td>5</td>
<td>7</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Number of Budgeted HEAL FTEs</td>
<td>5</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Estimate of Hours at Full Capacity*</td>
<td>2960</td>
<td>3736</td>
<td>3368</td>
<td>3584</td>
<td>3776</td>
</tr>
<tr>
<td>Number of Hours worked by HEAL*</td>
<td>2120 (72%)</td>
<td>2672 (72%)</td>
<td>3031 (90%)</td>
<td>3360 (94%)</td>
<td>3456 (92%)</td>
</tr>
</tbody>
</table>

*Number does not include Onboarding, Trainings, Holidays, and Time-off
Implementation of TMC 8.19

Enforcement of the TMC 8.19

- No infractions issued, no fines issued, and no arrests performed under TMC 8.19

Racial and Ethnicity Demographics

Outreach Breakdown

<table>
<thead>
<tr>
<th>November 14th – Present</th>
<th>American Indian or Alaska Native</th>
<th>Asian</th>
<th>Black or African American</th>
<th>Native Hawaiian or Other Pacific Islander</th>
<th>White</th>
<th>Two or more of the racial categories</th>
<th>Unknown or Some other Race</th>
<th>Hispanic</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Outreach</td>
<td>116 (4%)</td>
<td>32(1%)</td>
<td>1008 (32%)</td>
<td>28 (&lt;1%)</td>
<td>1770 (56%)</td>
<td>16 (&lt;1%)</td>
<td>11 (&lt;1%)</td>
<td>181 (6%)</td>
<td>3,171</td>
</tr>
<tr>
<td>City of Tacoma population</td>
<td>2%</td>
<td>9%</td>
<td>11%</td>
<td>1%</td>
<td>63%</td>
<td>11%</td>
<td>4%</td>
<td>12%</td>
<td></td>
</tr>
<tr>
<td>Difference</td>
<td>+2%</td>
<td>-9%</td>
<td>+21%</td>
<td>0%</td>
<td>-7%</td>
<td>+10%</td>
<td>-3%</td>
<td>-4%</td>
<td></td>
</tr>
<tr>
<td>City of Tacoma Homeless Shelter System (HMIS)</td>
<td>4%</td>
<td>2%</td>
<td>23%</td>
<td>4%</td>
<td>48%</td>
<td>14%</td>
<td>5%</td>
<td>13%</td>
<td></td>
</tr>
<tr>
<td>2023- Point-in-Time Count</td>
<td>6%</td>
<td>2%</td>
<td>22%</td>
<td>3%</td>
<td>49%</td>
<td>3%</td>
<td>14%</td>
<td>11%</td>
<td>1613</td>
</tr>
</tbody>
</table>
# Shelter Update

Forging Path Community
- Opened on November 15th, 2022
- 100 residents served through November 2023
- 20 residents have exited into housing
- 34% of resident exiting into housing

Tacoma Emergency Micro-Shelter (TEMS) 4
- Shelter standdown in June 2024 and transition to 35th and Pacific Ave (Forging Path Community)
- Request for Proposal project to be released in Summer of 2024

Aspen Court
- Shelter standdown on December 31st, 2023
- Conversion to Permanent Supportive Housing anticipated to be completed by the end of 2024

Beacon Young Adult Shelter
- New operator: Valeo Vocation
- Phase 2 Improvements (In process)
  - Anticipated to be completed by 4th quarter 2024

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## Homeless Strategy
Ensure Affordable Housing

**Goal 1 Objectives**

- Objective 1.1: Create more housing for more people
- Objective 1.2: Preserve existing affordable housing
- Objective 1.3: Help people stay in their homes and communities
- Objective 1.4: Reduce barriers for people who often experience them

**Previous**

- Create flexibility in contracting so providers can address various barriers
- Leveraged publicly and partner-owned land for affordable housing (AHAS 1.4)
- Increased prevention services and funding for people who are on the verge of homelessness (CPEH 3.1)
- Integrated culturally competent and trauma informed practices into new and existing programs (AHAS 2.5)

**Immediate (<1 year)**

- Create a range of resources for households experiencing a housing crisis (AHAS 4.2) (Short-Term)

**Short-Term (1-2 years)**

- Increase support for Workforce Development and Financial Empowerment program (CPEH 4.6 & 3.4)
- Earmark a portion of new or expanded sources of local funding to provide support services in new development (AHAS 4.4) (Long-Term)

**Long-Term (3-5 years)**

- Streamline processes for households applying for and using rental assistance (AHAS 4.1)

Access Services and Support

**Goal 2 Objectives**

- Objective 2.1: Provide access to hygiene, outreach, and seasonal weather shelter for unhoused residents of Tacoma.
- Objective 2.2: Streamline access to services through improved tracking and coordination to support unhoused residents in Tacoma.
- Objective 2.3: Deploy targeted strategies to reduce barriers and increase access for priority populations to shelter, treatment and permanent housing.
- Objective 2.4: Collaborate with community and businesses to mitigate the impacts of homelessness.

**Previous**

- Hire additional Program Development Specialists for the HEAL Team.
- Eliminate known barriers to accessing shelter.
- Establish strategic outreach schedule with HEAL Team and service providers. (Immediate)
- Directly fund expansion of detox for immediate access to treatment facilities. (Short-Term)

**Immediate (<1 year)**

- Create a ‘By-Name List’. (CPEH 5.1) (Short-Term)
- Develop a targeted approach for BIPOC populations from homelessness into sustainable housing
- Coordinate internal and external partners before people exit facilities into homelessness.
- Visual Dashboard to track fluidity of services and shelters access (CPEH 5.8)

**Short-Term (1-2 years)**

- Implement protocol to strengthen the referral process to shelter and services (CPEH 2.3)
- Create and implement outreach processes and capacity that allows for on-demand services
- Collect and analyze quantitative and qualitative data from those with lived experience.
- Continue to work with local stakeholders to collaborate and develop solutions for supportive housing units in Tacoma/Pierce County.
- Support existing providers to expand permanent supportive housing programs (CPEH 6) (Long-Term)

**Long-Term (3-5 years)**

- Implement racial equity assessments to address disparities and support anti-racist transformation.
- Create new permanent supportive housing units for those exiting homelessness with dedicated units for BIPOC.
Goal 3 Objectives

- **Objective 3.1:** Ensure adequate shelter capacity through diversity of shelter models.
- **Objective 3.2:** Support Faith-based and non-profit organizations shelter capacity and ability to provide access to everyone.
- **Objective 3.3:** Reduce barriers to shelter for all individuals experiencing homelessness including Black, Indigenous and people of color (BIPOC); Lesbian, Gay, Bi-Sexual, Transgender, Queer, Intersex, Asexual/Allies, and more (LGBTQIA+); Youth and Young Adults, and those that are differently abled.

Previous

- Contracted with new providers and implemented new shelter models that targeted priority populations and reduced barriers to accessing shelter.
- Modified existing temporary shelter regulations to allow for more Faith-based and Non-profit organizations to provide additional shelter beds.
- Supported Faith-based and Non-profit organizations with the permitting process and funding for homeless shelters.
- Published weekly reporting on shelter bed utilization, capacity, and availability (PCCP 2.6)
- Coordinate shelter providers to create accessible intake services in partnership with HEAL Team (PCCP 4.2) (Immediate)
- Increase shelter staff workforce by prioritizing funding for training academy (Immediate)

**Immediate (<1 year)**

- Prioritize access to behavioral health services by including it in all shelter provider contracts (CPEH 5.4)
- Published daily and month reporting on shelter bed utilization, capacity, and availability (CPEH 2.6)
- Expand permanent shelter capacity with existing providers and shelters (Short-Term)

**Short-Term (1-2 years)**

- Continue to engage with targeted populations to identify needs and find alternative solutions and providers.
- Standardize training with providers in Diversity, Equity, and Inclusion.

**Long-Term (3-5 years)**

- Prioritize funding for existing shelters to expand day services and resources for people who are experiencing homelessness.

Shelter system offers a safe and dignified experience

Goal 4 Objectives

- **Objective 4.1:** Ensure access to services that feel welcoming and dignified and reflect the City’s commitment to ensuring evidence-based models that are antiracist and trauma informed.
- **Objective 4.2:** Ensure the system of supports includes welcoming and culturally appropriate mental and behavioral health services, including substance-use supports.
- **Objective 4.3:** Ensure the system of supports includes transportation, education, financial, employment, and recreational services that empower individuals to thrive.

Previous

- Collaborated and align with Pierce County on MHSUD tax system and interventions.
- Built in training and technical assistance for funded providers and NCIS Department staff.
- Established rental assistance program that targets BIPOC residents facing economic hardships (AHAS 4.1)
- Address residents who entered the therapeutic mental health court and have become homeless while incarcerated.
- Increased food access program.
- Coordinate and centralize outreach service during encampment removals. (Immediate)
- Increase Temporary Financial Assistance (Immediate)

**Immediate (<1 year)**

- Prioritize funding that provide tailored interventions that reduce racial disparities (CPEH Goal 2)
- Prioritize programming to direct trauma-informed care treatment and interventions.
- Collect data and disaggregated racial demographics and collaborate with systems (CPEH 4.5)
- Invest in direct MHSUD interventions that meet best practice standards.
- Enhance Housing Navigation programs
Goal 4 Objectives

- Objective 4.1: Ensure access to services that feel welcoming and dignified and reflect the City’s commitment to ensuring evidence-based models that are antiracist and trauma informed.
- Objective 4.2: Ensure the system of supports includes welcoming and culturally appropriate mental and behavioral health services, including substance-use supports.
- Objective 4.3: Ensure the system of supports includes transportation, education, financial, employment, and recreational services that empower individuals to thrive.

Short-Term (1-2 years)

- Address racial disparities and disproportionalities in behavioral health, mental health, and substance use disorder treatment models. (AHAS 4.1)
- Increase tenant relocation program (AHAS 3.2)
- Increase access to treatment facilities for substance use disorder—including emergency rooms, in-patient treatment supports.
- Increase access to mental health services (CPEH 5.4)
- Increase Legal Service programs

Long-Term (3-5 years)

- Create more capacity for in-patient treatment for mental health and substance use disorder that are dignified and culturally responsive.

Goal 5 Objectives

- Objective 5.1: Increase the number of permanent and stable housing opportunities for people experiencing homelessness.
- Objective 5.2: Ensure adequate supportive services for permanent and stable housing opportunities.
- Objective 5.3: Streamline access and reduce disproportionalities to permanent and stable housing placement with targeted strategies that address barriers experienced by priority populations*.

Access to permanent, stable housing

- Acquisition of Aspen Court to use for Permanent Supportive Housing long-term

Short-Term (1-2 years)

- Rapid rehousing programs to help quickly find permanent housing through a tailored package of rental assistance (CPEH 6.2)
- Support existing service and shelters providers transition into providing housing and housing services to maintain continuum of care.
- Increase services to enhance life skills and maintain adequate housing.
- Divert funding for Permanent Supportive Housing services to support new units
- Target funding for transitional housing programs to address the transition from/to permanent housing.

Long-Term (3-5 years)

- Expand and diversify housing models to help address needs and barriers for people who are homeless.
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