




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

**City Council Study Session**  
**December 19<sup>th</sup>, 2023**

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# Overview

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

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## Inclement Weather Response

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

**Total Additional Capacity    170**

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## Implementation of TMC 8.19

Since November 15 <sup>th</sup>	March 14 <sup>th</sup> Update	June 13 <sup>th</sup> Update	September 12 <sup>th</sup> Update	December 19 <sup>th</sup> Update	Total
Encampment Removals	23	39	39	60	161
Encampment Removals in prohibited areas	23	31	36	50	140
Debris Removed	480k lbs.	+550k lbs.	+300k lbs.	+270k lbs.	1,600,000 lbs.
<b>Outreach Stats</b>					
Contacts Made	645	831	998	697	3,171
Interested in Services	396 (61%)	438 (53%)	496 (50%)	350 (50%)	1,680
Placed in Shelter	71 (11%)	52 (6%)	80 (8%)	88 (13%)	291

No arrests preformed under TMC 8.19

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# Implementation of TMC 8.19

## Homeless Engagement Alternative Liaison Team Outreach Stats

	3 ½ months before the implementation	3 ½ months after the implementation	June 13th Update	September 12th Update	December 19 <sup>th</sup> Update	
<b>Prohibited Areas</b>	Aug. 1st, 2022- Nov. 14th, 2022	Nov. 15th, 2022- Feb. 28th, 2023	March 1 <sup>st</sup> , 2023- May 31 <sup>st</sup> , 2023	June 1 <sup>st</sup> , 2023- August 31 <sup>st</sup> , 2023	Sept. 1 <sup>st</sup> , 2023- Nov. 30 <sup>th</sup> , 2023	Total after implementation
Offered Services	194	501	443	721	475	2,334
Accepted Services	95	322	233	353	330	1,333
Acceptance Rate	49%	64%	54%	49%	69%	57%
<b>Non- Prohibited Areas</b>	Aug. 1 <sup>st</sup> , 2022- Nov. 14 <sup>th</sup> , 2022	Nov. 15 <sup>th</sup> , 2022- Feb. 28 <sup>th</sup> , 2023	March 1 <sup>st</sup> , 2023- May 31 <sup>st</sup> , 2023	June 1 <sup>st</sup> , 2023- August 31 <sup>st</sup> , 2023	Sept. 1 <sup>st</sup> , 2023- Nov. 30 <sup>th</sup> , 2023	Total after implementation
Offered Services	208	144	388	277	223	1,240
Accepted Services	110	74	205	143	108	640
Acceptance Rate	53%	51%	53%	52%	48%	52%

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# 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%

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Information collected beginning June 2023

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# Implementation of TMC 8.19


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

	3 ½ months before the implementation	3 ½ months after the implementation	2 <sup>nd</sup> Quarter Update	3 <sup>rd</sup> Quarter Update	4 <sup>th</sup> Quarter Update
Dates	November 14 <sup>th</sup> 2022	March 14 <sup>th</sup> 2023	June 13 <sup>th</sup> 2023	September 12 <sup>th</sup> 2023	Today
Emergency Shelters	380	430	430	462	362**
Temporary Shelters	112	112	112	112	112
Permanent Shelters	648	620*	620	620	620
Safe Parking	0	0	40	40	40
<b>Total</b>	<b>1140</b>	<b>1162</b>	<b>1202</b>	<b>1234</b>	<b>1134</b>

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

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# Implementation of TMC 8.19


## 311 Requests Related to Homelessness

### Prohibited Areas

	3 ½ months before the implementation	3 ½ months after the implementation	2 <sup>nd</sup> Quarter Update	3 <sup>rd</sup> Quarter Update	4 <sup>th</sup> Quarter Update
	August 1 <sup>st</sup> -November 14 <sup>th</sup> , 2022	Nov. 15 <sup>th</sup> , 2022- Feb 28 <sup>th</sup> , 2023	March 1 <sup>st</sup> , 2023- May 31 <sup>st</sup> , 2023	June 1 <sup>st</sup> , 2023- August 31 <sup>st</sup> , 2023	Sept. 1 <sup>st</sup> , 2023- Nov. 30 <sup>th</sup> , 2023
Request for Outreach	1134	770	856	941	712
General Complaints about Homelessness Issues	170	134	124	113	77
Illegal Dumping	181	141	90	76	46
Miscellaneous	46	37	19	20	12
<b>Total</b>	<b>1531</b>	<b>1082</b>	<b>1089</b>	<b>1150</b>	<b>847</b>
<b>Citywide Total</b>	<b>2126</b>	<b>1675</b>	<b>1800</b>	<b>1676</b>	<b>1361</b>

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# Implementation of TMC 8.19


## 311 Requests Related to Homelessness

**Non- Prohibited Areas**

	3 ½ months before the implementation	3 ½ months after the implementation	2 <sup>nd</sup> Quarter Update	3 <sup>rd</sup> Quarter Update	4 <sup>th</sup> Quarter Update
	August 1 <sup>st</sup> -November 14 <sup>th</sup> , 2022	Nov. 15 <sup>th</sup> , 2022- Feb 28 <sup>th</sup> , 2023	March 1 <sup>st</sup> , 2023- May 31 <sup>st</sup> , 2023	June 1 <sup>st</sup> , 2023- August 31 <sup>st</sup> , 2023	Sept. 1 <sup>st</sup> , 2023- Nov. 30 <sup>th</sup> , 2023
Request for Outreach	441	387	515	412	424
General Complaints about Homelessness Issues	68	88	121	70	63
Illegal Dumping	77	97	61	34	17
Miscellaneous	9	21	14	10	10
<b>Total</b>	<b>595</b>	<b>593</b>	<b>711</b>	<b>526</b>	<b>514</b>
<b>Citywide Total</b>	<b>2126</b>	<b>1675</b>	<b>1800</b>	<b>1676</b>	<b>1361</b>

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# Implementation of TMC 8.19

## 311 Requests Related to Homelessness

**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

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# Implementation of TMC 8.19

## South Sound 911 Safety Stats

Prohibited Areas	3 ½ months <u>before</u> the implementation	3 ½ months <u>after</u> the implementation	2nd Quarter Update	3rd Quarter Update	4th Quarter Update
Dates	Aug. 1st, 2022- Nov. 14th, 2022	Nov. 15th, 2022- Feb. 28th, 2023	March 1 <sup>st</sup> , 2023- May 31 <sup>st</sup> , 2023	June 1 <sup>st</sup> , 2023- August 31 <sup>st</sup> , 2023	Sept. 1 <sup>st</sup> , 2023- Nov. 30 <sup>th</sup> , 2023
Total Calls for Services	34,361	35,481 (+1,120)	46,271 (+10,810)	50,168 (+3,897)	44,479 (-5,689)

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# Implementation of TMC 8.19


## Staffing levels of the HEAL Team

Prohibited Areas	3 ½ months <u>before</u> the implementation	3 ½ months <u>after</u> the implementation	2nd Quarter Update	3rd Quarter Update	4th Quarter Update
Dates	Aug. 1st, 2022- Nov. 14th, 2022	Nov. 15th, 2022- Feb. 28th, 2023	March 1 <sup>st</sup> , 2023- May 31 <sup>st</sup> , 2023	June 1 <sup>st</sup> , 2023- August 31 <sup>st</sup> , 2023	September 1 <sup>st</sup> , 2023- November 30 <sup>th</sup> , 2023
Number of HEAL FTEs	4	5	7	8	8
Number of Budgeted HEAL FTEs	5	8	8	8	8
Estimate of Hours at Full Capacity*	2960	3736	3368	3584	3776
Number of Hours worked by HEAL*	2120 (72%)	2672 (72%)	3031 (90%)	3360 (94%)	3456 (92%)

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\*Number does not include Onboarding, Trainings, Holidays, and Time-off

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## 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

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## Racial and Ethnicity Demographics

### Outreach Breakdown

November 14th – Present	American Indian or Alaska Native	Asian	Black or African American	Native Hawaiian or Other Pacific Islander	White	Two or more of the racial categories	Unknown or Some other Race	Hispanic	Total
Total Outreach	116(4%)	32(1%)	1008 (32%)	28 (<1%)	1779 (56%)	16 (<1%)	11 (<1%)	181 (6%)	3,171
City of Tacoma population	2%	9%	11%	1%	63%	11%	4%	12%	
<b>Difference</b>	<b>+2%</b>	<b>-8%</b>	<b>+21%</b>	<b>0%</b>	<b>-7%</b>	<b>+10%</b>	<b>-3%</b>	<b>-6%</b>	
City of Tacoma Homeless Shelter System (HMIS)	4%	2%	23%	4%	48%	14%	5%	13%	
2023- Point-in-Time Count	6%	2%	22%	3%	49%	3%	14%	11%	1613


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SEAL OF THE CITY OF TACOMA

# 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 35<sup>th</sup> and Pacific Ave (Forging Path Community)
  - Request for Proposal project to be released in Summer of 2024
- Aspen Court**
  - Shelter standdown on December 31<sup>st</sup>, 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 4<sup>th</sup> quarter 2024



Forging Path Community Shelter: 35<sup>th</sup> and Pacific Ave

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SEAL OF THE CITY OF TACOMA

# Homeless Strategy

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## Ensure Affordable Housing

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### 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)

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## Access Services and Support

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### 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.

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## Shelter system offers a safe and dignified experience



### 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.

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## Continuum of tailored supports



### 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 NCS 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

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## Continuum of tailored supports

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### 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.

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## Access to permanent, stable housing

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### 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\*.

**Previous**

- 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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## **Homeless Services and Strategy Update**

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December 19<sup>th</sup>, 2023**

