

# Safe Sites for All

## *Strategic Homeless Response Plan – Tacoma/Pierce County*

These strategies will:

- Focus on equity, kindness, compassion and accountability – with the goal of making a safer community for all (residents, business owners, individuals experiencing homelessness and visitors).
- Identify current gaps in services.
- Will work closely with the larger community and be quick to respond to the needs of the community.
- Be fluid and flexible. This is not a structural progression process that requires individuals to move from Strategy 1 to 2, to 3. People can immediately move to the program they want/need.
- Use a Built for Zero type model.
- Focus on equity for all – especially on our BIPOC community, ensuring services are easily accessible for all.
- These strategies will support the current system by identifying, engaging and enrolling many of our most vulnerable and entering them into coordinated entry by truly meeting people where they are at (camps, streets, bridges, etc.) – it will parallel current system with connection/touch points at key spots.
- We will genuinely hear the voice of individuals – not only hear them, but listen to them and let them tell us what they want and need – what will work for them.
- We will work to use diversion techniques whenever possible to quickly stabilize and connect individuals and families to alternate housing options – freeing up time, space and services for those most in need.
- We will be flexible with identifying what is working and what is not. We will look to increase strategies that are working, and swiftly eliminate ones that are not.

### **Sheltering Options**

*We need to be willing to not only hear the voice of those experiencing homelessness, but listen to it, and let this voice guide our service model and interventions. With this in mind, we have come up with the following sheltering options for individuals experiencing homelessness. Most are not conventional sheltering strategies. Some can be set-up inside while others, will be set-up in an outdoor, managed setting. Some individuals prefer an outdoor setting for numerous reasons. For most, stabilization, engagement in services and trust will change this and get them back inside. But for the immediate and emergent response, we need to meet people where they are, at this moment. We need to learn from what is working and increase/implement this around our community.*

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### **Strategy 1-Immediate Response**

#### **Transition/Stability Sites (2-3 sites)**

- Serve between 20-40 individuals
- Singles or couples
- No children – no one under 18 years old
- Animals allowed
- Low-barrier/harm reduction
- Outdoor setting
- Strategically placed in low-impact area
- Potential for site hosts (living onsite – paid a stipend)
- Option for individuals currently living in unmanaged/unsafe encampments
- 2-Phases (provide individuals the opportunity to self-select, model success and flow through the site – everyone has the same opportunities)
  - *Phase 1 - Entry - Tent*
  - *Phase 2 - Container unit/tiny house/pallet house*
- Partners/Stakeholders
  - City of Tacoma (surplus property)
  - Downtown BIA/Business Community
  - WSDOT (surplus properties, commuter parking lots off I-5)
  - Port of Tacoma
- Annual Cost - \$400k - per site
  - Staffing - \$325k - per site
  - Site setup – Varies
    - Containers (5units @ \$15k) - \$75k
    - Hygiene Unit (1) - \$80k
    - Tent/tarp/pallet structure (20) - \$10-20k
    - Infrastructure - \$25k +

#### **Safe Parking Network (4 sites) - Serve 5-15 per site**

- Singles, couples and families
- Possible faith-based partnerships
- Cars would agree to enroll in car camping program agreement and requirements
- Staff would work with individuals to get their vehicles registered and running
- Connection to coordinated entry and other services
- Temporary and time limited (assessment and extensions possible) These sites will work with healthcare providers to administer COVID-19 vaccination/testing onsite
- Partners/Stakeholders
  - Faith Based Organizations
  - Tacoma School District
  - Local Colleges (Evergreen, Bates, UWT, UPS)
  - City of Tacoma (surplus property)
  - Pierce County (surplus property)
  - Pierce County Health Department
  - Metro Parks (surplus property)
  - Private parking lot owners

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- WSDOT (surplus properties, commuter parking lots off I-5)
- Annual Cost - \$200k –
  - Staffing - \$50k- per site (varies)
  - Site setup – \$5-10k per site (varies)

### **HUB Sites - Outdoor Hygiene Centers (1-2 locations)**

- Strategically placed in low impact, high use locations (near existing large encampments)
- Individuals will have access to essential hygiene services
  - Bathroom
  - Showers
  - Laundry
- Individuals will have access to fresh water
- Individuals will have access to safe and secure storage for their valuables/belongings (limit to amount of stuff)
- These sites will work with healthcare providers to administer COVID-19 vaccination/testing onsite
- Partners/Stakeholders
  - City of Tacoma (surplus property)
  - Pierce County (surplus property)
  - Pierce County Health Department
  - Hospitals/Medical Providers
  - Metro Parks (surplus property)
  - Downtown BIA/Business Community
  - WSDOT (surplus properties, commuter parking lots off I-5)
  - Military/JBLM
  - Private property owner
- Annual Cost - \$250k - per site
  - Staffing - \$200k- per site (varies)
  - Site setup – \$125k
    - Hygiene Unit - \$80k
    - Laundry Unit - \$20k
    - Secure Storage Container - \$5k
    - Private Meeting Space - \$10k
    - Infrastructure - \$10k

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### **Strategy 2 – Stabilization and Engagement**

#### **Engagement Sites**

- Serve 20-40 per site
- Singles and couples
- Enrollment in services, including coordinated entry
- Various forms of alternative outdoor sheltering
  - Shelter Solution units (\$5k per unit)
  - Pallet shelters (\$10k per unit)
  - Tiny houses (\$5k per unit)
  - Fortified tents (\$2-5k per unit)
- Provide basic structure, increased rules at the engagement sites, continue to engage individuals and connect to housing and employment services.
- Partners/Stakeholders
  - City of Tacoma (surplus property)
  - Pierce County (surplus property)
  - Pierce County Health Department
  - Private parking lot owners
  - WSDOT (surplus properties, hotspot areas)
- Annual Cost - \$450k –
  - Staffing - \$350k- per site (varies)
  - Site setup – \$20-50k per site (varies)

#### **Tiny House Villages (2-4 sites)**

- Serve 15-30 per site
- Singles or couples
- Potential family sites
- Enrollment in coordinated entry
- Weekly case management/housing navigation meeting
- Goal to stabilize, create community and transition into permanent housing
- Annual Cost - \$600k - per site (dependent on size)
  - Staffing - \$375k - per site
  - Site setup - Varies
    - Tiny houses (20-40 units @ \$5k) - \$100-200k
    - Hygiene unit (1) - \$80k
    - Infrastructure - \$100k +

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### **Strategy 3 – Interim and Affordable Permanent Housing**

#### **Affordable Housing Options**

- Continue to identify opportunities to partner with developers on new projects
- Work closely with the local housing authorities
- Work with Habitat for Humanity to incentivize new projects
- Use new federal funding to partner with social service providers to create new permanent and permanent supportive housing units
- Identify strategic opportunities to increase shared housing in our community

#### **Hotel Purchase or Hotel Room Vouchers**

- Purchase Hotel/Motel
- Rent out hotel rooms (20-40 per site)
- Singles, couples and families
- Enrollment in coordinated entry
- Engagement in other services
- Weekly case management/housing navigation meeting
- Goal to stabilize, create community and transition into permanent housing
- Annual Cost - Varies
  - Staffing - varies
  - Other costs - \$70-80k per room

#### **Employment Housing (1 site)**

- Serve 20 per site
- Singles or couples (families?)
- Employment or enrollment in an employment program required
- Checking/savings account required (staff will assist)
- Stabilize and prepare to get back into permanent housing
- These units would be turned over quickly
- Various forms of alternative outdoor sheltering
  - Shelter Solution units (\$5k per unit)
  - Pallet shelters (\$10k per unit)
  - Tiny houses (\$5k per unit)
- Provide basic structure, staffing would be limited
- Rely on self-governance
- Partners/Stakeholders
  - City of Tacoma (surplus property)
  - Pierce County (surplus property)
  - Other jurisdictions
  - Faith Based Organizations
  - Pierce County Health Department
  - Private parking lot owners
  - WSDOT (surplus properties, hotspot areas)
- Annual Cost - \$450k –
  - Staffing - \$40k- per site (varies)

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- Site setup – \$100-200k per site (varies)
- Revenue from rent would offset staffing and overhead costs

### **Faith Based Tiny House Pilot Project (1-4 sites) – 5-10 per site**

- Singles, couples or small families
- Enrollment prioritization tailored to church identified demographic
- Weekly case management/housing navigation meeting
- Goal to engage our faith-based partners and increase our shelter and housing stock
- Create community and transition into permanent housing
- Various forms of alternative outdoor sheltering
  - Shelter Solution units (\$5k per unit)
  - Pallet shelters (\$10k per unit)
  - Tiny houses (\$5k per unit)
  - Fortified tents (\$2-5k per unit)
- Provide basic structure, increased rules at the engagement sites, continue to engage individuals and connect to housing and employment services.
- Partners/Stakeholders
  - City of Tacoma (surplus property)
  - Pierce County (surplus property)
  - Pierce County Health Department
  - Private parking lot owners
  - WSDOT (surplus properties, hotspot areas)
- Annual Cost - \$450k –
  - Staffing - \$50-75k- per site (varies)
  - Site setup – \$50-100k per site (varies)

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### **Potential Properties for Sites (temporary or permanent)**

- Fawcett – Randall Townsend Parking Lot
- Tacoma Avenue Site
- Morgan Motel
- Hotels/Motels throughout City/County
- Port of Tacoma – various locations (explore locations and options)
- Stability Site location
- Tacoma Public Utility surplus properties
- City of Tacoma surplus properties
- Pierce County surplus properties
- South Tacoma – Pacific Avenue Site (explore locations and options)
- 35<sup>th</sup> and Pacific Avenue Site (the Gulch Site)
- Private properties sitting vacant
- State properties
- WSDOT Commuter Parking lots (multiple lots along I-5)
- Metro Parks properties
- Faith-Based properties
- City of Fife properties
- Tacoma Housing Authority properties