Emergency Task Force
On Unsheltered Homelessness

Recommendations to Mayor Murray

December 2014

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Mayor Ed Murray
Mayor's Emergency Task Force on Unsheltered Homelessness
October – December 2014

Since 2010, the number of unsheltered people who are homeless on the streets in Seattle has increased by 30 percent. Seattle's efforts to address this crisis must and will be integrated with regional strategies to reduce homelessness in the long-term; however, there are immediate and urgent steps the City should consider to provide short-term solutions that may help more individuals or families from sleeping on the streets this winter.

To this end, Mayor Murray convened an Emergency Task Force on Unsheltered Homelessness to bring together divergent viewpoints and experiences to identify some immediate, short-term action steps for the Mayor's consideration.

SCOPE

This Emergency Task Force is part of a three-pronged strategy Mayor Murray outlined to address the continuum of housing and homeless service needs in the city:

1) Emergency Task Force on Unsheltered Homelessness
    - Short-term solutions requiring non-budgetary policy changes, or minimal budget-impact strategies; recommendations to be delivered to the Mayor on December 15, 2014.
2) Assessment of Investments in Existing Homeless/Human Services
    - Analysis of current HSD investments and community landscape, to identify gaps local/national best & promising practices; Assessment and Implementation Plan due March 2015.
3) Housing Affordability and Livability Advisory Committee
    - Recommendations focused on long-term housing financing and integrated planning strategies to increase affordable housing opportunities, including homeless housing; due May 2015.

Placed in this broader context, the Emergency Task Force was purposefully narrow in scope, focused in on the following areas:

- Current city approach and policy towards legal encampments, including but not limited to, consideration of where they are allowed, the City's role in facilitating new siting, and neighborhood notification processes; and
- "Out of the box" or "on the shelf but innovative" ideas for increasing shelter capacity that will have minimal budgetary impact. This may include, but is not limited to, exploring use of City assets like community centers or other facilities.

Additionally, during the first meeting, the group unanimously agreed that they would add an additional charge, since these short-term ideas also facilitated thinking with respect to more long-term solutions to the issue of homelessness. With that in mind, and with the Mayor's approval, they added the following third task:

- Identify larger scale and/or longer-term ideas to meet needs that might be considered by members or the City in future or related efforts.

MEMBERSHIP

Deputy Mayor Hyeok Kim chaired this task force, and Alice Shobe, Executive Director of Building Changes, contributed in-kind facilitation services. As directed by Mayor Murray, the membership reflected diverse perspectives with leadership from the housing/homelessness services sector, funders, neighborhood and business districts, faith community, and self-advocates.

The task force was staffed by the Mayor's Office of Policy and Innovation, City Budget Office, and the Human Services Department, with participation by the additional following departments: Department of Planning and Development, Department of Parks and Recreation, Seattle Police Department, Seattle Department of Transportation, Department of Neighborhoods, Facilities and Administration Services, and Seattle Public Libraries. City Council Central Staff was also invited to attend each full group Task Force meeting in order to provide updates to City Councilmembers.

TIMELINE

The task force met over two months in five large group meetings and several smaller work group sessions. They held a mix of public and private work sessions and met on the following dates:

Friday, October 23rd
Thursday, November 6th
Tuesday, November 18th
Monday, December 8th
Thursday, December 11th

PROCESS

Through facilitation provided by Building Changes Executive Director, Alice Shobe, the group brainstormed possible solutions and then through a mix of small group work, individual input, and City facilitated meetings and technical support, they narrowed their proposals to a select few that they felt put forth their best thinking to answer the Mayor's three charges and were also the most actionable, would impact the highest number of people, could be quickly implementable, and would make the best use of available resources.

FINAL RECOMMENDATIONS

The following proposals are the recommendations that Deputy Mayor Kim, along with Task Force members, presented to the Mayor on December 15, 2014. Proposals fell into two main categories: 1) Expanded Shelter Capacity and 2) Encampments.

Expanded Shelter Capacity

1. Youth Shelter and Outreach Expansion
2. City Facilities as Shelters
3. Shelter Toolkit for Churches/Organizations
4. Regionalize Shelter Investments
5. Streamline DPD Permitting Process

Encampments

6. Encampment Ordinance
7. Encampment Funding
8. Small Houses

It should be noted, that when surveyed, task force members identified the following three recommendations as their top priorities:

#1 – City Facilities as Shelters
#2 – Encampment Ordinance
#3 – Youth Shelter and Outreach Expansion

ADDITIONAL CONTEXT

Much of the homelessness task force's work focused on immediate steps that the City could take to help the greatest number of unsheltered homeless people into safer environments, but the task force also discussed many ideas that did not rise to the level of immediately increasing capacity. For instance task force members were very concerned about better linking employment, social services, and medical and dental services to individuals staying in encampments or in shelters, but weighed these important strategies against the Mayor's charge to the task force.

Several ideas also focused on amplifying private or business support for some of these strategies to combat homelessness, including utilizing new social media strategies like crowdfunding. In discussing these ideas, task force members decided that the city should be a strong partner, but leading the charge on this kind of public awareness campaign might be better left to private partners. Ultimately, the task force felt that this necessary shift in language and in community responsiveness should rest first with the community themselves as the messengers in redefining the narrative of homelessness as one of compassion and kindness.

There was also discussion of the Mayor classifying the current high level of need in our community as a State of Emergency. As task force members put it, "If 3,000 residents were left homeless due to a natural disaster, elected officials would declare a State of Emergency and move immediately to address this crisis." Due to logistical implications for activating this type of high alert, the task force decided that this crisis of need should instead be used as a framing measure to highlight the urgency inherent in the current level of this city-wide crisis.

Another area of discussion was around better and more quickly linking homeless families to permanent housing, whether from legal encampments or from shelters. There was recognition that the majority of the proposals put forward were not long-term solutions to the current need problem, and in looking toward truly addressing the level of need that exists in Seattle, additional capacity and access to affordable housing was an area of great importance.

Other task force members expressed caution that efforts to create new shelter capacity do not neglect the need for clear pathways to permanent housing. This included discussion of the need for greater coordinated assessment to link individuals with case managers who could help them move toward permanent housing as quickly as possible.

With respect to housing, the task force put forth a proposal on small houses as an option to house homeless individuals, as some other cities have done recently (particularly nearby municipalities, Olympia, WA, and Portland, OR.) Although they recognize that this proposal is likely a more long-term option, they would like the City consider its implementation, and specifically evaluate possible coordination opportunities with King County and the Committee to End Homelessness, as the County Council recently requested a report on the potential for micro-housing as an option to provide low-cost housing to those who are homeless.

All of the above concerns and ideas were very important to task force members, but the individual proposals were not determined to be within the scope of the task force as outlined by Mayor Murray.

In the following pages then, are the final recommendations to the Mayor as put forward by a majority opinion of the members of the task force.

Membership of the Mayor's Emergency Task Force on Unsheltered Homelessness:

Lydia Albert,
Board of Parks Commissioners

Lamar Campbell,
Mockingbird Society Youth Network

Mary Ann DeVry,
West Seattle Interfaith Network

Dee Dunbar,
Friends of Lewis Park

Alison Eisinger,
Seattle/King County Coalition On Homelessness

Anitra Freeman,
SHARE/WHEEL

Melinda Giovengo,
YouthCare

Bill Hallerman,
Catholic Community Services

Tim Harris,
Real Change

Rex Hohlbein,
Facing Homelessness

Sharon Lee,
Low Income Housing Institute

Louise Little,
University District Partnership

Nicole Macri,
Downtown Emergency Services Center

Pastor Robert Manaway,
Tabernacle Missionary Baptist Church

Vince Matulionis,
United Way

Katy Miller,
United States Interagency Council on Homelessness

Melanie Neufeld,
Seattle Mennonite Church

Quynh Pham,
Seattle Chinatown International District Preservation and Development Authority

Mark Putnam,
Committee to End Homelessness

Michael Ramos,
Church Council of Greater Seattle

Jon Scholes,
Downtown Seattle Association

Leslie Smith,
Pioneer Square Alliance

Trai Williams,
Mockingbird Society Youth Network

Appendix A:

Transmittal Letter from Task Force Members to Mayor Murray

December 15, 2015

Dear Mayor Murray:

Thank you for inviting us to serve as members of your Emergency Task Force on Unsheltered Homelessness. We agree with you: far too many people are without shelter in our city, and this is a gravely urgent situation. Seattle must respond with immediate and bold action. We are grateful to you for providing the opportunity for us to work together and put forward some of our best ideas for immediate solutions. We share your administration's desire to help prevent individuals and families from sleeping on city streets, in our doorways and parks, under our bridges, and on our buses. Implementing these recommendations will help get as many people off the streets as possible, and will leverage the existing services and networks that are funded by public and private dollars.

We intend these recommendations to make life better, safer, and healthier for large numbers of people in our community. Meeting people's basic needs better helps everyone, and helps make Seattle a place we are proud to call home. But these recommendations do not replace working towards what we all know people need: homes.

Our Task Force was limited to sixty days: we are eager to underscore and support the importance of connecting this work with that of your Housing Affordability and Livability Advisory (HALA) Committee. We hope that there may be specific opportunities within the work of the HALA Committee to ensure that it takes into account the extent to which increased housing costs and the crucial lack of affordable housing contribute to homelessness, and make it increasingly difficult for people to secure and keep housing after having experienced homelessness.

In transmitting these recommendations, we respectfully and urgently offer our own call to action to you, Mr. Mayor, and to the members of the Seattle City Council, and everyone who lives and works in our city. Our recommendations represent actions you can take quickly to alleviate suffering for people across our city tonight. By working closely with the Seattle City Council to build on the city's 2015-16 budget investments, and engaging the broader community to take action, you can reduce the number of people outside this winter.

<u>Recommendations:</u>

1. You asked us to address the city's current approach and policy towards legal encampments, including but not limited to, consideration of where they are allowed, the City's role in facilitating new siting, and neighborhood notification processes.

➔ **We recommend that Seattle permit organized legal camps to be sited on public land or privately-owned, non-religious property.** We believe that the city should support and stabilize the existing camps, and can play a helpful role in siting camps, and in ensuring good communication with neighbors and partner organizations. Several well-run organized camps have operated at the same time within Seattle for a number of years. The city can help address what is currently a limiting factor: available appropriate land on which to site organized camps.

2. You asked us to explore “out of the box” or “on the shelf but innovative” ideas for increasing shelter capacity that will have minimal budgetary impact. This may include, but is not limited to, exploring use of City assets like community centers or other facilities.

➔ **We recommend that Seattle open city-owned property, including but not limited to community centers, for use as shelters. We specifically recommend that the city take initial steps to open additional spaces by January 15, 2015.** This recommendation is intended to leverage existing city resources, and ensure that the whole city is engaged in responding to this crisis. We recommend that staff identify city-owned buildings that can be used for indoor shelter both in the short-term (without requiring improvements) and over longer periods (which may necessitate improvements), and evaluate city property for use as sites for legal encampments and safe parking options. Seattle’s existing emergency response and disaster readiness plan offers a useful starting point.

Many Task Force members noted that increasing shelter capacity and connecting people to resources will necessitate additional resources. Even minimalist shelter requires infrastructure, and building on current programs is the most cost-effective way to expand capacity. Sustainable program models that offer more than brief respite from the outdoors are preferable; there is a lot of experience to draw upon in our city, and a willingness to do more with appropriate support.

3. We gave ourselves a third charge, as you know: to identify larger scale or longer term ideas that could help to meet the needs of people who are homeless outside.

Several recommendations (including some that it was not possible to explore in depth in the 60 days) relate to these larger ideas and proposals. Important additional context is in the appendix. This reflects significant issues raised during our discussions, which relate to all of our recommendations and to on-going work. Beyond immediate survival and shelter, these factors must be addressed: assistance securing housing and accessing benefits; support for employment, education, and training for people who are homeless; and the intersection of health and access to health care with homelessness. We trust that you and other partners will consider these issues and integrate these creative and practical ideas.

Mr. Mayor, we thank you for your leadership and honesty in describing the current situation in our city as an emergency. You are in a unique position to communicate what Seattle needs. Local government has a primary responsibility for leadership in answering crises. And, we see shared responsibility across our city and our region to make helping our neighbors in need not just a shared value but a clear policy and budget priority. We believe that if you call upon the private sector, schools and universities, faith communities, and neighborhood groups, and commit to leveraging public resources, you will inspire the strong partnerships and public goodwill needed to make a significant and lasting difference. From the edge of Shoreline to West Seattle, from Rainier Beach to northeast Seattle, and from Pioneer Square to the University District, we see people who need shelter and housing.

We want to underscore the value of connecting our Task Force recommendations to the regional strategies of the Committee to End Homelessness in King County, and to the strong commitments reflected in your additions

to the city's biennial budget. We encourage you to seek opportunities to engage other jurisdictions in dialogue and action. There is strong potential within these recommendations for partnerships with other cities, and with the King County Executive and King County Council: publically-owned property across the region could be identified and leveraged to respond to the crisis of homelessness. Seattle can engage in conversations about shared regional responsibility and deliberate regional responses to the crisis of unsheltered homelessness, and can lead by example.

We pledge to continue our work within our own organizations, neighborhoods, and community and political networks to advance these recommendations in the new year. We have much to be proud of in our city, and much more good work to do.

Signed,

Members of Mayor Murray's Emergency Task Force on Unsheltered Homelessness

Lydia Albert
Rev. Robert Manaway and Heather Clark, Tabernacle Missionary Baptist Church
MaryAnne deVry, Westside Interfaith Network
Alison Eisinger, Seattle-King County Coalition on Homelessness
Bill Hallerman, Catholic Community Services of Western Washington
Tim Harris
Sharon Lee
Louise Little
Nicole Macri, Downtown Emergency Service Center
Vince Matulonis, United Way of King County
Melanie Neufeld
Quynh Pham
Mark Putnam
Michael Ramos, Church Council of Greater Seattle
Jon Scholes
Leslie Smith, The Alliance for Pioneer Square

Appendix B:
Final Recommended Proposals

OBJECTIVE	**Engage Homeless Young Adults Who Are Fearful Of or Reluctant To Seek Services**
DESCRIPTION	Adult service facilities may be intimidating to and/or unsafe for young adults. However, with over 300 unsheltered and unstably housed youth and young adults in King County and only 65 young adult shelter beds in Seattle, during the coldest months of the year many young people face tough decisions about how to stay safe and warm if they cannot access shelter. This pushes young people into illegal encampments, which may offer a modicum of safety over sleeping outside alone, or into survival sex for a place to stay. Homeless youth and young adults require specific interventions designed to engage them, earn their trust, and meet their immediate needs for safety, food, shelter, and hygiene supplies and facilities. When these needs are met, they can begin to engage more deeply in services to help them move off the streets, including case management, and education and employment opportunities. We propose several critical improvements to the youth and young adult system, ranging from low- to no-cost fixes to existing adult resources to make them more accessible for young adults, to expanding winter shelter options in different locations across the city. The specific proposal includes: • Creating shelter beds in a pet-friendly facility that could potentially also allow couples to apply together for a spot. This would help keep young people off the streets, out of encampments, and expand available options for young people during the coldest months of the year. • Creating shelter beds in South Seattle with a longer-term stay (21-30 days) rather than a nightly lotto. This would provide a space for youth and young adults in South Seattle, primarily youth and young adults of color, to seek shelter in a welcoming, safe environment. • Setting aside beds in an existing day shelter as spots for young adults who work overnight and need a safe place to sleep during the day. • Designating hours at hygiene centers like Urban Rest Stop each day for youth and young adults to use showers and other facilities which they are reluctant to access when sharing with older adults. Many homeless youth have fled abuse and neglect at home, and sharing such intimate spaces with adults feels unsafe. • Adding two peer outreach workers to existing outreach teams at YYA providers to engage young people living on the streets, via regular trips to areas where young people congregate, such as Westlake, The Ave, near Garfield high school, and along 23rd Avenue South and Rainier Avenue. This would provide employment opportunities to currently or formerly homeless YYA and help young people who are reluctant to access services address their barriers to service with a peer rather than an adult. These outreach workers could also be available during hours at adult hygiene centers designated for youth, to provide connections to youth services.
# TO BE SERVED	Count Us In, King County's annual point-in-time youth and young adult homelessness count, identified 124 unsheltered youth and young adults, and an additional 193 youth and young adults imminently at risk of losing housing. These youth are at extremely high risk for violence on the streets or engaging in survival sex to stay housed. Expanded shelter and basic services options would take steps to allow these 317 youth and young adults to meet basic survival needs and connect to services that will help them regain stability. Based on the proposed budget, we estimate the proposed services to have daily capacities as follows: Pet-friendly young adult shelter: 15 young adults per night. South Seattle Shelter: 10 young adults per night. Day-shelter: 2 young adults per day. Hygiene centers: 2 hours per day Monday through Sunday serving 50 young people each week. Peer outreach: Outreach will contact an average of 15 youth and young adults per week (3 outreach trips per week and a minimum of 5 YYA contacted).
TOTAL COST Staffing Operating Services	**Adding winter shelter capacity as a starting point:** ***Pet-friendly shelter (Example site: PSKS) 6-month cost*** Staffing (.25 FTE shelter manager and necessary overnight staff): $49,200 Food and supplies: $3,250 Administrative overhead/rent: $9,441 **Pet-friendly Shelter Total $61,891** ***South Seattle Shelter (Example site: Rainier Beach United Methodist Church) 6-month cost*** Staffing (.20 FTE shelter manager and necessary overnight staff): $51,906 Food and supplies: $2,200 Administrative overhead/rent: $3,500 per month* **Rainier Beach Shelter Total: $75,106** *We are in conversation with this potential partner about hosting a shelter. Actual cost may be lower, or a different location could be secured. PSKS is able to leverage existing staff resources and a secured space, whereas a shelter in South Seattle would be a new enterprise and potentially incur higher costs. **Designated beds and hours:** Unknown cost **Expanding outreach capacity:**

	2 peer outreach interns (12 hours per week at minimum wage) = $13,160 Supervision .2 FTE supervisor time: $5,600 **Street Outreach Total: $18,760** **TOTAL YYA INVESTMENT: $155,757**
DURATION OF PROJECT	Ongoing; shelters would operate as soon as funds become available (tentative January 2015) and run through April 2015, and then each November through April thereafter. Thus, we include costs associated with six months of winter shelter in 2015 in this budget.
ANTICIPATED OUTCOMES	1) During the coldest winter months, fewer young adults will sleep outside. 2) Youth and young adults of color who are disproportionately represented among the homeless population will have greater access to emergency shelter, more proximate to their community. 3) Youth who are unable to sleep inside due to current shelter barriers and limited capacity will have greater access to shelter. 4) Youth and young adults who work night shifts and need a safe place to sleep during the day when most emergency shelters are closed will have dedicated beds in an existing facility and the opportunity to connect to additional resources. 5) Young adults will have greater access to hygiene supplies and facilities during the day, improving the health and sanitation situation at illegal encampments. 6) Peer outreach workers will provide referrals & resources to YYA living on the streets and in illegal encampments. These youth will be more engaged with service providers.
POTENTIAL PARTNERS	LIHI's Urban Rest Stop for designated hours. Catholic Community Services for day shelter options. PSKS could provide shelter for PSKS participants and accept referrals from ROOTS and YouthCare when they are over capacity. Rainier Beach United Methodist Church is a potential site for a South Seattle shelter. YouthCare, PSKS, New Horizons and other youth providers are possible sites for the workers. The Northwest Network is a potential training partner to ensure shelter staff understand the needs of LGBTQ youth.
RISKS AND CHALLENGES	Earning the trust of youth and young adults, especially those who haven't been connected to services before, is a challenging process. Peer outreach workers, while skilled, will need supervision from experienced social workers in order to effectively engage the hardest-to-reach youth. Partnering with trusted organizations like PSKS, YouthCare, and ROOTS to encourage youth to attend will mitigate that risk.
POLICY CONSIDERATIONS	None.
ACTION STEPS	1. Determine feasibility of designating 2 beds at CCS for YYA. Begin referring clients who need safe spaces to sleep during the day. 2. YYA workgroup meet with LIHI staff at Urban Rest Stop to determine feasibility of designating certain hours for YYA. 3. PSKS obtain approval from board of directors and ramp up shelter staff. 4. Identify potential operating partners for South Seattle shelter and peer outreach workers. 5. Communicate these new resources to the YYA providers so they can begin referring youth.
PROPOSAL RESOURCES	City Staff: Sola Plumacher, HSD Task Force Member(s): Lamar Campbell, Bill Hallerman, Alison Eisinger, Quynh Pham, Melinda Giovengo, Trai Williams

How does the proposal respond to the Call to Action? ❷

ACTIONABLE	☒ YES	☐ NO	☐ TBD
IMPACT	☒ HIGH # SERVED	☐ MEDIUM # SERVED	☐ LOW # SERVED
TIMELINE	☒ IMMEDIATELY	☒ 1ST QUARTER 2015	☐ LONG TERM
COST	☐ NO COST	☒ LOW COST	☐ COST TBD

OBJECTIVE	**Use City-owned facilities to provide overnight and day services for a variety of populations**
DESCRIPTION	• Utilize city-wide city-controlled facilities (including downtown) {our group specifically did not state close to services, because we note that there are people in neighborhoods that may not be service-rich, but where there is need. We noted that people are currently travelling to opportunities and services as needed, and that depending on where shelter is available they will, perhaps with assistance in the form of bus tickets or access to the new low income Metro fare, continue to travel as needed} to provide safe, respectful, low-barrier spaces to sleep, eat and maintain hygiene. • Facilities to be considered should allow for multiple configurations dependent on population to be served i.e. singles, couples, pets, young adults and families. The spaces to be considered should include but not be limited to community centers and parks facilities. All City-owned properties (including bare lots and parking lots) should be evaluated for this proposal. • Spaces considered should have access to toilet facilities and large open spaces for sleeping quarters. Ideally, space would be available on-site for storage for bedding, emergency supplies, etc. and for preparation or serving of meals; access would be for 10-12 hours overnight, and shower facilities would be available. However, accommodations and compromises can be made in these areas.
# TO BE SERVED	750 -1000 individuals – *Multiple sites could potentially target multiple and/or underserved groups (i.e., single men, single women, families with children, YYA, couples, people who have pets). Overnight parking could be allowed, with access to toilets and any on-site services (food, showers, assistance with benefits, housing, etc.) with limited additional cost where an indoor shelter is also located.*
TOTAL COST Staffing Operating Services	*Estimate 20 sites, roughly 50 – 100 individuals per site, 365 days per year* 20 sites @ $305,906 per site = $6,118,120 ***Cost estimate based on actual expenses for Salvation Army winter shelter at City Hall.* In addition to the paid staff, we anticipate that community volunteers may be able to have a role in assisting or supplementing. We acknowledge that there will be some additional costs in this model related to utilities and maintenance to support the use of these city-owned facilities. ***Example:*** DESC Connections basement shelter can currently serve 900 per year (38 a night) or 1,300 per year (if relocated to a better facility that could handle 75 a night). 3.0 FTE = $130,000
DURATION OF PROJECT	Ongoing <u>and</u> Seasonal options. This process might be phased in, beginning with a small number of sites and increasing to create additional shelter capacity over time.
ANTICIPATED OUTCOMES	Develop a system-wide proposal that would increase shelter capacity. This proposal could be implemented at multiple centers in a variety of models, with multiple community partners to shelter approximately 650 – 1000 individuals nightly.
POTENTIAL PARTNERS	Parks, City Light, HSD, DPD, DON, SDOT, non-profit service providers, UW, Community and Faith-based groups, local businesses
RISKS AND CHALLENGES	• Current and projected activities (including fee-generating activities) at some city-owned facilities may influence the timing or seasonal availability of those facilities for certain types of shelter. • Where are people before and after shelter operating hours? • identify and prepare for neighborhood placement challenges
POLICY CONSIDERATIONS	• Possible changes to Community Center program models need to be reviewed, including the possible effect of use of centers for shelter on revenue-generating activities. • Department Director Rules need to be reviewed regarding permitting, use of space, modifications. • Permitting and coding issues need to be assessed per site; time-limited or short-term use of space may be possible without significant permitting or code issues, but over time, these may need to be addressed (example of sprinkler system at Fire Station 39 – O.K. for short-term use, but long-term, infrastructure improvements would be needed). • Explore use of parking lots and vacant land in addition to facilities.
ACTION STEPS	• Assess City-owned facilities and property for feasibility. • Use existing Emergency Operations Plan and designated emergency use facilities. • Assess insurance requirements and liability protections for city facilities.
PROPOSAL RESOURCES	City Staff: Chris Potter, FAS; Mike Podowski, DPD Task Force Member(s): Lydia Albert, Mary Anne DeVry, Ailson Eisinger, Anitra Freeman, Nicole Macri, Quynh Pham, Mark Putnam, Michael Ramos, Jon Scholes, Leslie Smith

How does the proposal respond to the Call to Action? ❶ ❷ ❸			
ACTIONABLE	☒ YES	☐ NO	☒ TBD
IMPACT	☒ HIGH # SERVED	☐ MEDIUM # SERVED	☐ LOW # SERVED
TIMELINE	☒ IMMEDIATELY	☒ 1ST QUARTER 2015	☒ LONG TERM
COST	☐ NO COST	☒ LOW COST	☒ COST TBD

OBJECTIVE	**Create tool kit for churches and private owners to create shelter space**
DESCRIPTION	Non-profit organizations (especially churches), will provide shelter services to the homeless community, but churches need tools (e.g. policies and procedures, funding, etc.) to comply with City standards to provide such services and access to additional resources provided by the City or provider agencies (e.g. Case management, System connection, Assessment). Incentives might also be offered to encourage churches and private land owners to get involved (e.g., covering insurance liability).
# TO BE SERVED	Multiple potential supporters could serve multiple potential individuals.
TOTAL COST Staffing Operating Services	*Utilize existing data on costs, staffing needs, case studies to create models for new hosts to emulate.* In most churches a minimum of two paid staff and volunteers would be able to monitor an adult population through the night. Operation hours could range from 6 AM to 6 PM; 5-6 days a week. The services provided by the church could range from hot coffee, water, a sandwich or soup, a sleeping space and a breakfast before the day gets started. ***Example:*** Reference project that Bill Hallerman mentioned
DURATION OF PROJECT	Ongoing, seasonal (October-February), and Severe Weather options
ANTICIPATED OUTCOMES	• More homeless individuals will have a safe, warm, and welcoming shelter experience through some of the worst days of Fall and Winter in the Pacific NW • Community/neighborhoods are more supportive of addressing homelessness • System-wide proposal that could be applied at multiple centers/scenarios with multiple community partners
POTENTIAL PARTNERS	HSD, Parks, current City contractors, Community and Faith-based groups, local food banks, Costco, Sam's Club, Sleep Country, REI, & North Face (for clothes)
RISKS AND CHALLENGES	• If properly staffed the risks are minimum. Churches may have to secure additional liability insurance coverage to protect in case of assaults, sexual abuse and misconduct, physical harm, etc. • The challenges would be to provide equal services to individuals, and to establish and maintain working relationships with project partners for goods and services.
POLICY CONSIDERATIONS	None for tool kit specifically; policy considerations arise for individual spaces.
ACTION STEPS	• Partner with HSD and local provider to receive list of shelter and permit requirements. • Draft requirements list with HSD to create tool kit.
PROPOSAL RESOURCES	City Staff: Sola Plumacher, HSD Task Force Member(s): Anitra Freeman, Bill Hallerman, Sharon Lee, Pastor Manaway

How does the proposal respond to the Call to Action? ❷			
ACTIONABLE	☒ YES	☐ NO	☐ TBD
IMPACT	☐ HIGH # SERVED	☒ MEDIUM # SERVED	☐ LOW # SERVED
TIMELINE	☒ IMMEDIATELY	☐ 1ST QUARTER 2015	☐ LONG TERM
COST	☒ NO COST	☒ LOW COST	☐ COST TBD

OBJECTIVE	**Regionalize Shelter investments**
DESCRIPTION	Create transition fund with multiple partners to incentivize suburban city investments in adding new and expanded shelter capacity around the region. (*Similar to Mayor's Regional Partnership Fund for Metro bus services?*) Consolidated & Coordinated funding along with a common Capacity/Siting approach will help to truly focus the effort to end homelessness as a County-wide effort, and make our region better situated to pursue other funding sources.
# TO BE SERVED	*TBD* individuals/couples/YYA/families
TOTAL COST Staffing Operating Services	**UWKC** RFP released concurrently • That tries to match City ($175,000)
DURATION OF PROJECT	January 2015 – December 2015
ANTICIPATED OUTCOMES	• Increase number of shelter beds throughout the region. • Regain capacity for City residents in shelter in city. • Regain capacity for City investment in shelter in city.

POTENTIAL PARTNERS	Lead: **CEH w/ UWKC and City as lead funders**
	Opportunities to explore:
	– Federal Way: Mayor committed to Day Shelter
	  ○ Issues – siting, $
	– Eastside (Redmond, Bellevue): ARCH, need men & women shelter, FOY shelter
	  ○ Issues – Need site
	– Kent: Kent Hope, City of Kent, UGM
	  ○ Issues – siting of day center for men
	– Renton: REACH
	  ○ Issues – have site, need $ for staff
	– Auburn: AYR?
	– Burien
	– North Bend

RISKS AND CHALLENGES	• Utilizing City of Seattle dollars to support infrastructure development in other communities may not be palatable to City taxpayers. • Siting shelters in suburban areas is a challenge
POLICY CONSIDERATIONS	• Regionalized funding strategy will need to be developed in alignment with CEH
ACTION STEPS	1) UWKC to determine its investment amount 2) CEH to do outreach to suburban cities (*this has begun, Mark met with suburban city managers last week*) 3) City to determine the ordinance for this funding and restrictions (e.g., will match be required? How much?) 4) Procure proposals from suburban cities (January)
PROPOSAL RESOURCES	City Staff: Jason Johnson, HSD Task Force Member(s): Alison Eisinger, Bill Hallerman, Nicole Macri, Katy Miller, Mark Putnam

How does the proposal respond to the Call to Action? ❷ ❸			
ACTIONABLE	☐ YES	☐ NO	☒ TBD
IMPACT	☐ HIGH # SERVED	☐ MEDIUM # SERVED	☐ LOW # SERVED
TIMELINE	☐ IMMEDIATELY	☐ 1ST QUARTER 2015	☒ LONG TERM
COST	☐ NO COST	☐ LOW COST	☒ COST TBD

OBJECTIVE	**DPD to make permitting simple and easy for crisis response shelters.** *****Part of Proposals #1 & #6***
DESCRIPTION	• Explore encampment legislation as model • Explore flexibility in meeting building and fire codes (life-safety)and use the least restrictive/costly means to achieve life-safety standards • Apply lessons learned from recent examples including Safe Haven at Goodwill and Mary's Place at 1235 Jackson St. • Explore multiple methods for allowing– ordinance; interpretations/rules; other • Look for solution for cold weather shelter for women & children (also aspect of "no camping" rule) • Explore approach for vacant lots • Explore "temporary use" land use permit for shelters • Reconvene DPD/SFD staff to talk about min. necessary changes/upgrades + lower cost methods • Maintain good neighbor approach • Current temporary use = 6 months to a year
# TO BE SERVED	750-100 ppl
TOTAL COST Staffing Operating Services	Minimal impact to DPD staffing costs
DURATION OF PROJECT	Ongoing
ANTICIPATED OUTCOMES	Expedite the permitting process for emergency response shelters, which may also lead to cost savings
POTENTIAL PARTNERS	DPD, shelter hosts *Add examples to costs?*
RISKS AND CHALLENGES	• Life safety features to be provided will vary depending on the number of people to be sheltered, the condition of the building to be occupied and the duration of the shelter use.
POLICY CONSIDERATIONS	Land Use Seek to allow shelter use in zones that allow a range of uses, including institutions, which is the category typically used for shelters. Life Safety • Shelter occupants may be safer in a building than they would be without any shelter at all. • Some minimum level/reasonable degree of safety should be provided. *Other City policies (i.e. related to human services or parks use) may provide further guidance.*
ACTION STEPS	DPD and SFD staff to explore and make recommendations for land use and life safety standards and alternatives to assist in meeting the objective of this Proposal #11.
PROPOSAL RESOURCES	City Staff: Mike Podowski, DPD Task Force Member(s): Anitra Freeman, Tim Harris, Michael Ramos

How does the proposal respond to the Call to Action? 2 3			
ACTIONABLE	☒ YES	☐ NO	☐ TBD
IMPACT	☒ HIGH # SERVED	☐ MEDIUM # SERVED	☐ LOW # SERVED
TIMELINE	☒ IMMEDIATELY	☒ 1ST QUARTER 2015	☐ LONG TERM
COST	☐ NO COST	☒ LOW COST	☐ COST TBD

OBJECTIVE	**Expand and define City policy and role in siting homeless encampments**
DESCRIPTION	Propose changes to City ordinance(s) to allow a provider organization or private party with experience managing shelter, low-income housing, homeless encampments, or a direct human services provider to host an encampment on public or private property. Locations should be considered in all zones across the City. Sites should be allowed to operate for 12 months with the option for a 6-month extension. Sites should be within walking distance of ½ mile to transit. A written Operations Plan should be required from the encampment operator, addressing site management, maintenance, and security. Plan requirements are listed in an adopted by DPD Director's Rule. A Type 1 Master Use Permit with no notice or opportunity to appeal to city hearing examiner. Lot size should be 5000 square feet or 100 square feet per adult. One mile minimum between each encampment location throughout the City. Encampment site lot line must be 20 feet from residentially-zoned lot. Screening required along all boundaries except on public street. Encampment operator shall observe all requirements of the Public Health Department, same as SMC Section 23.42.054 standards for sites owned or operated by religious organizations. Officials of Public Health Dept., Fire Dept., DPD and Land Owner. To be allowed to inspect outdoor and plainly visible areas with no prior notice. Operator, host, and/or City staff would engage in timely community outreach with neighborhood(s).
# TO BE SERVED	100 individuals per site with up to 7 sites. Exclusions would include unaccompanied minor children under the age of 18.
TOTAL COST Staffing Operating Services	*Dependent on location and community partners*
DURATION OF PROJECT	Immediate implementation using existing encampments, with on-going potential for new encampments.
ANTICIPATED OUTCOMES	• City policy is updated to reflect current state of need
POTENTIAL PARTNERS	Parks, Community and non-profit groups, SDOT, SCL, FAS, private businesses
RISKS AND CHALLENGES	• Timeline/Political realities for a new City Council ordinance/update, code changes • How do we address long-term stayers? • Notification, communication with neighborhoods
POLICY CONSIDERATIONS	• What is a host? What is an operator? How are these roles separate from a landowner? • Review changes needed to SDOT, Parks and DPD Director's Rules regarding camping, structures • SPD response guidelines • Does this change the City's policy/response to unauthorized encampments?
ACTION STEPS	• Identify Director's rules to change • Assign City personnel
PROPOSAL RESOURCES	City Staff: Chris Potter, FAS; Mike Podowski, DPD Task Force Member(s): Lydia Albert, Alison Eisinger, Anitra Freeman, Bill Hallerman, Tim Harris, Louise Little, Nicole Macri, Michael Ramos

How does the proposal respond to the Call to Action? ❶ ❷ ❸			
ACTIONABLE	☒ YES	☐ NO	☐ TBD
IMPACT	☒ HIGH # SERVED	☐ MEDIUM # SERVED	☐ LOW # SERVED
TIMELINE	☐ IMMEDIATELY	☒ 1ST QUARTER 2015	☐ LONG TERM
COST	☐ NO COST	☒ LOW COST	☒ COST TBD

OBJECTIVE	**Provide City funding for encampment operations**
DESCRIPTION	Transitional encampments are a necessary part of Seattle's response to the crisis of high numbers of unsheltered homeless people. Organized, group encampments are a first step out of isolation into community, increased access to services, and a path to housing stability. Public land and financial support will increase the number of otherwise unsheltered people living in safe, sanitary and neighborly encampments. The notification process for encampments should be similar to that in the City of Seattle/SHARE/WHEEL/El Centro de la Raza Consent Decree. Site and operating criteria set forth in Seattle's Religious Encampment Ordinance should be adhered to. Criteria for evaluating management organizations and proposals for funding and land should be based on the "6 Key Elements of an Effective Organized Interim Survival Mechanism Partnership" Template approved by the Single Adult Advisory Committee of the Committee to End Homelessness in King County.
# TO BE SERVED	By stabilizing existing organized Seattle encampments and supporting several more, up to 500 people could have safe shelter each night throughout 2015. (This is 750+ individuals per year.)
TOTAL COST Staffing Operating Services	Current City budget includes $100K in 2015 for encampments. Desire for more encampments sites (up to 5?) and increased funding. ---- ***Example:*** SHARE/WHEEL Encampments have a yearly operating cost of approximately $75K per year for a 100-person capacity encampment. This is a bed night cost of less than $2.50 per person per bed-night. Through use of the resources of existing encampment operators, utilization of public land, and negotiation of large scale long-term contracts for basic utilities (water, porta-potties, electricity, garbage), costs may be brought down.
DURATION OF PROJECT	Immediate implementation using existing encampments, with on-going potential for new encampments.
ANTICIPATED OUTCOMES	• Encampments can be a first step in the Housing First model, providing a safe place for people to go and a stable base from which to move on. • Couples and families can stay together. • Peer support and peer information network improves progress toward self-sufficiency. • Reduce number of unsanctioned encampments and costs for sweeps/enforcement. • Reduce number of people dying on the streets.
POTENTIAL PARTNERS	• Religious organizations • Public land owners including the City of Seattle and its departments and agencies (such as Parks and Recreation, Department of Transportation, Utilities, FAS, the Seattle School District, and the Port of Seattle), King County, Sound Transit, Metro, WSDOT • Private owners of land not currently in development • Neighbors (both as individuals and in organized neighborhood associations)
RISKS AND CHALLENGES	
POLICY CONSIDERATIONS	• Encampments can be placed on public land immediately by Religious Organizations who are given control of the public land in exchange for hosting an encampment and community center. • Ongoing planning is necessary to line up future encampment sites as land initially used becomes unavailable. • Locations should be citywide and accessible to services, transit, etc. • DPD: make permitting process faster and simpler, applying the least restrictive means necessary to meet essential health and safety requirements • Short-term, crisis response for people to enter the 'housing system' • Could City absorb cost of a combined contract for Waste Management?
ACTION STEPS	• Ask for detailed budget from current camps • Ask for cost estimate from the City for Waste Management, etc.
PROPOSAL RESOURCES	City Staff: Sola Plumacher, HSD Task Force Member(s): Mary Anne DeVry, Anitra Freeman, Tim Harris, Sharon Lee

How does the proposal respond to the Call to Action? ❶			
ACTIONABLE	☒ YES	☐ NO	☐ TBD
IMPACT	☒ HIGH # SERVED	☐ MEDIUM # SERVED	☐ LOW # SERVED
TIMELINE	☐ IMMEDIATELY	☒ 1ST QUARTER 2015	☐ LONG TERM
COST	☐ NO COST	☐ LOW COST	☒ COST TBD

OBJECTIVE	**Building on the small scale housing idea**
DESCRIPTION	Explore incentives that would pay for "roof/walls"? Building on the small scale housing idea (e.g., sites in Olympia & Portland).
# TO BE SERVED	50 small houses
TOTAL COST Staffing Operating Services	Figures gathered from similar developments in geographically close areas. *Quixote Village, Thurston County publically $ tribal funded 30 small units* Total costs = • Total village cost was $3.05 million (includes all development costs, infrastructure, materials, labor, the community building, permits, fees, required road improvements, donated land and services etc.) *Dignity Village, Portland OR. Privately funded 60 small units* Total costs = • Total village cost is $73,166 operations and permitting
DURATION OF PROJECT	Long term
ANTICIPATED OUTCOMES	• Create alternative housing options for people who are homeless. • Define path from encampment community to transitional/subsidized housing.
POTENTIAL PARTNERS	Explore partnerships with architects, private landowners, Habitat for Humanity, etc.
RISKS AND CHALLENGES	• Acquiring piece of land suitable for establishment inside Seattle city limits. • Adequate funding. • Neighborhood approval.
POLICY CONSIDERATIONS	• Small scale houses/homeless villages do not readily meet building codes. (Raise units 18 inches from the ground to prevent rodents) • Single room occupancy regulations.
PROPOSAL RESOURCES	City Staff: Mike Podowski, DPD | Task Force Member(s): Sharon Lee *Rex Hohlbein?*

How does the proposal respond to the Call to Action? ❸			
ACTIONABLE	☐ YES	☐ NO	☒ TBD
IMPACT	☐ HIGH # SERVED	☒ MEDIUM # SERVED	☐ LOW # SERVED
TIMELINE	☐ IMMEDIATELY	☐ 1ST QUARTER 2015	☒ LONG TERM
COST	☐ NO COST	☐ LOW COST	☒ COST TBD

Appendix C:

Task Force Meeting Notes

Notes from October 23, 2014 Meeting of the Mayor's Emergency Task Force on Unsheltered Homelessness

Call to Action

Mayor Murray welcomed the group to its first meeting with a few words, pointing out that the task force's membership reflects diverse perspectives from those who serve and advocate for homeless people, provide program funding, represent diverse communities of faith, neighborhoods, and businesses, as well as individuals who themselves have experienced homelessness. Seattle makes an annual investment of around $9 million for 2,390 shelter beds, but the homeless population in Seattle continues to outpace space available in shelters. "We're trying to figure out what is the right thing to do," he said. "We won't all agree on everything."

After addressing the minimum wage, his next priority is to address the affordability crisis in our city. This includes addressing housing from homeless individuals to working parents with children, and is the subject of another group of stakeholders he has brought together. Part of addressing this priority also includes tasking the Human Services Department director with looking at how resources and funding can be better utilized and distributed; and an additional part includes this group.

The mayor has charged this emergency task force with two specific goals: 1) recommend an approach and policy toward legal encampments; and 2) identify "out of the box" or "on the shelf but innovative" ideas to increase shelter capacity that can be implemented quickly and with minimal budget impact.

Member Introductions

Deputy Mayor Hyeok Kim, who will be chairing the task force, thanked the Mayor for stopping by to welcome everyone and reminded members that this will be a 60-day task force "looking for solutions… that can be swiftly implemented."

Alice Shobe, Executive Director of Building Changes, will be serving in the role of a neutral facilitator for the group, although she pointed out that she brings more than 20 years of experience in homelessness, housing, philanthropy, and community development fields to her work role. She asked each member to introduce themselves and answer the question, "**What role(s) do you play?**"

Nicole Macri is Director of Housing at the Downtown Emergency Service Center (DESC), which works to end the homelessness of vulnerable people, particularly those living with serious mental or addictive illnesses. DESC acts as a service provider, shelter, and outreach provider. She is also a Governing Board rep to the Committee to End Homelessness (CEH).

Tim Harris has served as Founding Director of *Real Change* for 20 years, which publishes a newspaper that focuses on poverty, homelessness, and social justice and runs distribution through employment of street vendors. Almost all of these vendors are currently or formerly homeless individuals, and "a majority do not utilize traditional shelters."

Rex Hohlbein is a trained architect who started a Facebook page called "Homeless in Seattle" and is the Founding Executive Director of Facing Homelessness, a non-profit with a mission "to remove the negative stereotype against those living on our streets" by encouraging community and conversations.

Leslie Smith has been Executive Director of the Alliance for Pioneer Square for the past six years. She has held leadership positions in nonprofits, academic and government settings, and brings more than 25 years of managerial leadership, community building, and organizational development experience.

Melinda Giovengo became Executive Director of YouthCare in 2006, but has worked for the agency for over 25 years, as a case manager and program manager, developing and implementing programs for high school dropouts and homeless youth.

Mark Putnam recently became the Director of the Committee to End Homelessness (CEH), a broad coalition of government, business, faith communities, nonprofits, and homeless advocates working together to implement the Ten Year Plan to End Homelessness in King County. CEH also serves as a HUD "Continuum of Care" for King County. Previously, he spent over 15 years with Building Changes working on issues of cross systems collaboration and plans to end youth and young adult homelessness.

Michael Ramos is the Executive Director of the Church Council of Greater Seattle. They are a Founding Member of the Ten Year Plan to End Homelessness, and strong advocates for the right of religious groups to house the homeless and provide direct service.

Jon Scholes is Vice President of Advocacy & Economic Development at the Downtown Seattle Association (DSA), which helps fund several programs addressing homelessness including an outreach team and a mental health professional located at Union Gospel Mission.

Heather Clark is attending on behalf of Pastor Robert Manaway of Tabernacle Missionary Baptist Church, which recently hosted Nickelsville in the Central District.

Quynh Pham represents the Seattle Chinatown International District Preservation and Development Authority (SCIDpda), a neighborhood-based community developer.

Melanie Neufeld is the Pastor for Community Ministry at Seattle Mennonite Church, specifically serving people experiencing homelessness in Lake City, and helps to facilitate the Lake City Task Force on Homelessness.

Anitra Freeman serves as President of the Board of Directors of SHARE and Executive Committee member of WHEEL. She is a fierce advocate on homeless issues and has personally experienced homelessness.

Mercedes Elizalde is attending on behalf of Sharon Lee, Executive Director of the Low income Housing Institute (LIHI), which owns and operates housing for the benefit of low-income, homeless and formerly homeless people, owns and operates the Urban Rest Stop hygiene facility, and provides other direct services.

Mary Anne deVry is attending on behalf of the Westside Interfaith Network (WIN), a group of churches in the West Seattle-White Center area who are working together to provide help and services for people in need throughout our community.

Mandy Erwiler is attending as a young adult consumer from The Mockingbird Society. She has been a foster kid for five years and was previously homeless herself.

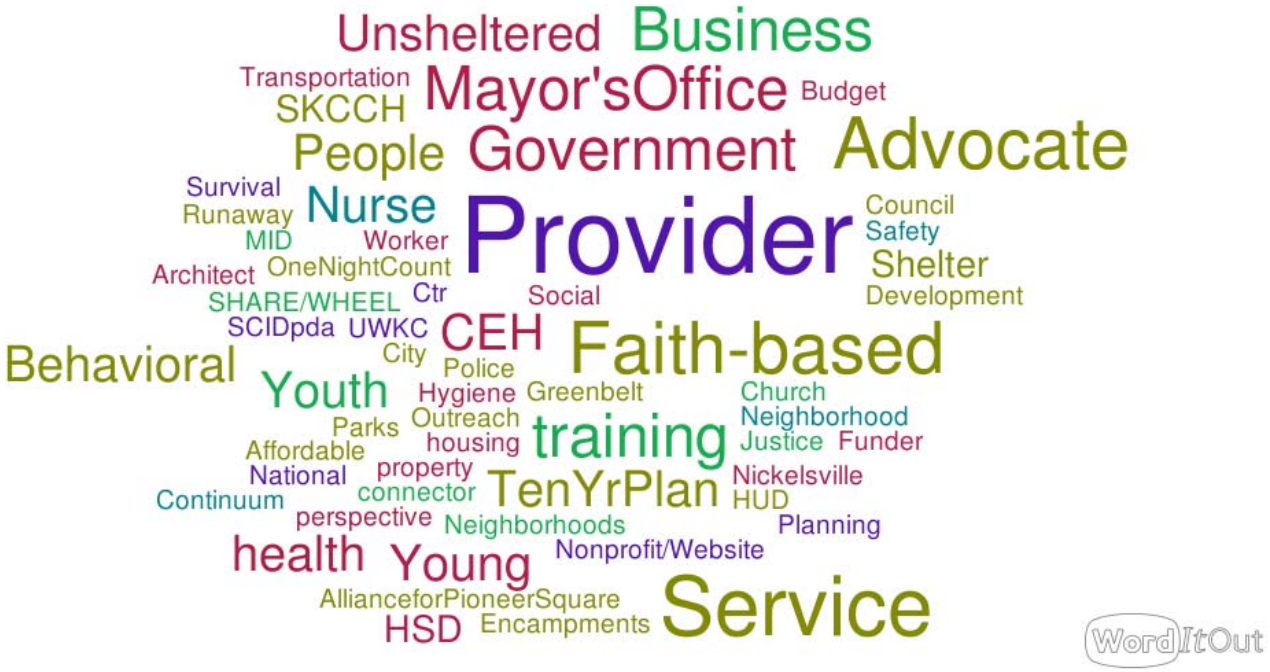
Lamar Campbell is also attending as a young adult consumer and advocate from The Mockingbird Society.

Sara Levin is attending on behalf of Vince Matulionis, from United Way, one of the largest local funders.

Alison Eisinger is Executive Director of the Seattle/King County Coalition on Homelessness (SKCCH), a membership-based coalition which does not provide any direct services to homeless individuals but serves in an advocacy role on budget and policy decisions.

Katy Miller is a Regional Coordinator on the National Initiatives team at the United States Interagency Council on Homelessness (USICH), so she is able to bring to the table information on what is happening around the country and how other communities have addressed these issues as well as her 19 years of experience working in human services in Seattle and King County.

Bill Hallerman is King County Agency Director for Catholic Community Services of Western Washington (CCSWW), which provides an extensive network of shelter, transitional housing, day center, and other services throughout Washington State along with services in other areas serving children, youth, families, seniors, and people with disabilities.



(*Word cloud based on oral answers given during this portion of the meeting – http://worditout.com*)

Member Proposals

Task force members were then given the task of working in pairs to brainstorm proposals for "Out of the Box" and "On the Shelf" ideas which might address the Call to Action. Proposals were written on large pieces of paper to be posted on the walls in the meeting room. The results have been captured below and roughly grouped under some broad categories:

Encampments

- CREATE CULTURE of KINDNESS to get us ALL INVOLVED.
- Need encampments ASAP before winter – to give – safety
  – sense of community
  – social services
- Camp residents should agree to comply with social service help
- Have DSHS & Public Health mobile units come to camp
- Suggest use public-owned properties (they can be leased to faith-based groups)
- Expand shelters in public buildings
- Make unsanctioned encampments safer/more supported
- Private, public and church land (not just church land)
- Private land should be regulated the same as church land has been
- Funding – trash, portolet, electricity, clean water

- Immediate Action – Approve Tent City 3 to be sponsored and stay in its current location, no need to move, sponsor on board
- Shift away from a complaint-based response to a constructive helping response

Youth

- Simplify paperwork and access to shelter and housing
- Coordinated entry (FHC) slowly process
- How can requirements support entry rather than adding more regulations?
- Instead of adding a layer of paperwork, coordinate by getting more agencies together in ONE SPACE (like the Federal Bdg!)

Youth & Family

- More HYYA shelter beds
- Flexible $ for engagement activities (Day Job) (Shelter incentives)
- Medical outreach expand in Seattle for harm reduction (i.e. needle exchange, abcess care) paired w/ Outreach/CM/SWAT team focused on youth encampments, ACCESS to shelter
- Put/reinvest 100K of Pro/Youth to Rapid-Rehousing for Young Families 18-25
- Youth-based options for emergency/winter shelter
- case management & services specifically for youth in winter shelters – Outside of Seattle –
- Breakfast @ Shelters

Public Property

- Expand Subsidized Housing – Targeting unsheltered homeless w/ some income
- Flexible funds w/ outreach staff (MID – Band – Needs)
  - On street
  - Existing shelters
  - Tent cities/car camps
- Support long term shelter users to move into housing quickly (vets have $) to connect to help!
- Open public property for vehicle parking for those living in cars & RV's
- Use Community Centers & other public buildings; allow camps on public lands – don't only use religious resources
  - Close to transportation & other community services
- QUESTION: What role do cultural & language considerations play in this issue?
- Utilize City Community Centers to shelter & for provision of services
- City to provide funding for churches / non-profits to provide services and/or shelter
- City of Seattle starts a Go Fund Me site for winter months. Give citizens a chance to give & feel good about it. Everyone wants to HELP!!
- Crisis response recommendations – implement (don't reinvent the wheel)
  - Long-term stayers
  - Navigators w/ flexible $ to help unsheltered move to safety
- City to provide space, funding for small scale housing structures (e.g., sites in Olympia & Portland)

Shelters

- Paradigm Shift – Organized Camps as asset rather than tolerated problem.
  - Work to support efforts outside Seattle
  - Provide support to bring out strengths and cover some basic expenses
  - Create support for deeper community support partnerships
  - Create political will by supporting energy & advocacy of self-organized homeless
  - Support new emerging leadership

- Better utilize public/community spaces (for all unsheltered pops)
- Include early morning meal options
- Seattle Public Library – change sleeping policy (KC Public Library got rid of no sleeping policy)
- Emergency Shelter
  - More use of public property (Ex. N.W. rooms of Seattle Center, every year/every night, Oct. 1 – March 31st
- Immediate action/no funds needed – Approve WHEEL Women's Winter Shelter
- Utilize public/private/faith capacity (buildings, lots, etc) for shelter
- Utilize public/private partnership (seek private $ to match)
- Regionalize funding approach for shelter. Create transition fund with multiple partners [City, County, UWay, etc] to incentivize suburban city investment in shelter around the region. Opens capacity for City investment in shelter in city.
- Increase safe shelter for families/children
- More units to allow pets & couples
- Clean and sober options
- Meth treatment
- Capacity building of neighborhoods to provide services: shelter, hygiene services
  - Need $, spaces, training, staff

Host homes/Shared housing

- Making use of DADUs as transitional housing. No cost to city, income $400.00 per mo. For landlord AND an integrated SOLUTION.
- Pilot subsidy for homeowners (single family homeowners) to take people in.
- Foster opportunities for shared living opportunities (roommates, renting a room, communal living, etc)

Media/Communication

- Media blitz to create AWARENESS and move towards involvement
- Intentionally notify homeless people of resources & services available, not just word of mouth
- More emphasis on Family Connect & resources to help people to reconnect to Support Networks
- Better ways to connect people to available resources, including housing (i.e., difficulty getting people assessed through the vulnerability assess. tool (VHT)

Other

- Go back to previous proposals that were not released to find out why they were not released.
- Change SPL sleeping policies
- Provide leadership for addressing at a Regional Level
  - Within city neighborhoods
  - Across King County
- Go beyond the bare bones! (Ex., funding shelters for more than overnight, Hot meals, storage).

Participants were asked to take a brief amount of time to review the proposals (while they were posted on the walls in the meeting room) and to consider the following questions:

1) Does it address the Call to Action?
2) Is it specific enough? Or does it need more work?

Ground Rules / Tools

Discussion paused to check-in that all members are on-board with the Mayor's Call to Action as he outlined it in his Welcome (above). It is estimated that City Council would be comfortable adding $250-500,000 in additional funding as a budget placeholder for 2015. Some questions and concerns were raised:

- Mary Anne: Isn't our task to move the most people into housing in the most affordable way in the least amount of time?
- Melinda asked if the task force will be addressing the definition of "legal encampments" and proposing a decision on whether this is a responsible solution
- Alison reiterated that the group is being asked to consider near-term solutions, with minimal budgetary action and/or in-kind donations. However, to really impact the needs of individuals living outside will require millions of dollars. If this is going to be a 60-day task force, everyone must be clear that we will not address that here.
- Mandy is concerned that encampments still leave people outside
- Anitra asked that the group capture ideas for longer-term, higher cost issues and solutions to be worked on later
- Michael responded to the Mayor's Call to Action by calling on him to be willing to exercise his executive authority to support the work of this task force.
- Mark reminded everyone that the Mayor's Proposed Budget already calls for support of some of the proposals already agreed to by some of the members around this table.
- Leslie requested that everyone not assume that the City is the only funder here, thus limiting the group's ideas. Are there other ways to bring in money and resources?

There was agreement from several members to focus on the Mayor's Call to Action but not limit the ideas. Additionally, **ALL MEMBERS agreed that they could be on-board with the two goals that the Mayor called for with the addition of a third goal to the Call to Action – capture larger scale and/or longer-term ideas to meet needs that might be considered by members or future gatherings**.

Harvesting History

Alice asked the group to consider the posted proposals again. Are the category titles reasonable? Are individual ideas posted under appropriate categories?

She then asked if any members had history or background knowledge that s/he could provide with regard to one of the categories that might demonstrate some lessons learned or critical ideas raised by previous groups or leaders. Several members volunteered to stand up for each category.

Melinda (*Youth*): When we open more shelter beds, they get filled, and we have positive outcomes.

Tim (*Shelter*): Organized, regulated encampments are part of the solution, but keep them simple and not regulated by the city.

Anitra (*Youth & Family*): Coordinating groups and simplifying access improves outcomes and leverages resources. A previous Mayor brought agencies together like this and made change happen.

Nicole (*Other*): Four consecutive administrations have tried to address these issues, and each has come to the conclusion that homelessness is a regional problem that is bigger than any one city can solve by itself.

HSD staff were asked if to provide some data on the number and type of shelter beds located in the county and where they are currently located.

[The following was provided *after* the meeting:]

There are currently 2,645 emergency shelter beds operating throughout King County for single adults, families and youth/young adults. As of 2013, there were 1,854 emergency shelter beds operated in the City of Seattle alone, representing just over 70% of the total shelter beds available. 91% of the total beds (1850) for single

adults throughout King County are located in the City of Seattle. These figures do not reflect fluctuations/ increases due to use of motel vouchers and severe weather shelter.

Melanie (*Host homes/Shared housing*): We are learning by experience that severe weather, unplanned shelter is problematic to organize and properly staff, and we need to document procedures and connect staff to resources in order to do it right. "Capacity blossomed with predictability." Predictability was good for both volunteers and those being served.

Alison (*Shelter*): Complaint-based response[???]
Rex (*Public property*): We have learned the power of social media, community, and offering easy ways for the public to get involved.

Michael (*Encampments*): Faith-based communities have had a crucial role in supporting encampments and are more successful when the city is actively involved in partnership.

Action Commitments
Alice promised everyone that these proposals and comments would be compiled for future discussion by the group, but in order to be respectful of time, she asked everyone to wrap up this meeting by committing to one action that s/he would take before the next meeting of this task force.

Mandy: I will update the person I am covering for today.

Sara: I will bring Vince up-to-speed, and we will look at ways to better align United Way's funding with the City's funding priorities.

Alison: I will be attending tonight's City Council budget hearing and commit to bring this group more on the history of encampments in this area.

Katy: I will work to bring information on how other communities have created solutions for encampments.

Tim: Real Change will deliver to City Council tonight 5,000 signatures from our OutsideIN petition to make 1,000 homeless people safer by next year.

Rex: I will commit to broaden this conversation through the use of social media and gather some research on options for using DADUs to address homelessness.

Leslie: Talk to more people about thinking "outside of the box."

Hyeok: Update the Mayor and let him know that this task force has added a third item to his Call to Action.

Mark: Commit to bringing those ideas captured by this group in that third Call to Action item to the Committee to End Homelessness for inclusion in its strategic planning.

Michael: Support WHEEL in finding space for its winter shelter and seeing Tent City 3 secured.

Jon: The Downtown Seattle Association will sign on to a letter to City Council with folks around this table regarding the city's proposed budget for human services.

Quynh commits to represent community voices.

Anitra will work with Rex to flesh out the Go Fund Me proposal.

Mercedes will advocate to City Council for additional funding to the Urban Rest Stop.

Mary Anne will continue to work on community-building.

Appendix

*****Pre-prepared proposals ("homework") submitted by individual participants at the end of the meeting***

➔ **Proposal #1**

City officials could start an intense media program with the goal of making Seattlites feel they want to be part of a collective solution for all these unsheltered homeless people they see everywhere. The goal of this proposal is to educate the public about homelessness—personalize it—and create a broad base of community support for actions undertaken to provide shelter for all these people.

This media program could include human interest stories of people who are homeless; but more importantly, the media could give stories of people who are involved in providing meals, have helped another person get on their feet, given donations, repaired someone's car or given their personal expertise. Stories can be about faith-based groups who are sheltering the homeless; and other groups may feel they could do this, too. We should show how two small elderly congregations—with minimal resources--are able to make a significant difference by working together.

A program like this could include an approach similar to "it takes a village to raise a child," whereby Seattlites are encouraged to feel part of a collective "working together" to make this a better city for everyone. The media slant could be something like "Each day a new way you can make a difference in someone's life." Most people do care about other people, but simply do not know how to do it. Media stories should include specific ideas as to what a person can do or give, list donation needs & places to drop them off, give internet links or phone numbers to tell people how to become involved.

Cost for this proposal would be minimal.

The benefits would be significant. A media program can stimulate "free" donations of time, talents and tangible donations of money and "things" which are needed to get homeless people sheltered. It would educate the community. Involvement of the community will make Seattle an even better city in which to live. Providing such a program would be a benefit to the media industry itself. Also, most citizens like hear human-interest good news and they like to support local needs and people.

This is a good time of the year to start a media program. Thanksgiving and Christmas is a time people focus on giving to help others,

Proposal #2

The city could increase utilization of the current Road to Housing program and greatly reduce the number of homeless people who live unsheltered in vehicles. Based on the One Night Count statistics, approximately 1/3 of homeless people live in vehicles. One way to move a significant number of vehicle-housed people into a safe environment would be to allow vehicles to stay on city-owned property, such as the former Sunny Jim plant. If necessary, to by-pass current city ordinances, the city could lease their properties to faith-based groups. Also, as part of this proposal, it is suggested that the city not tow or boot cars the police suspect are used for housing, to give them repeated warnings and information about Road to Housing, and to grant leniency (or forgiveness) of tickets for unauthorized parking and expired license tabs. (Or the city could set up an "interest-free, pay later program" whereby people could pay when they are stably employed and housed.)

The cost of this proposal to the city would be minimal-to-moderate. The city would need to increase the funding and services for Road to Housing. Even so, this proposal could be cost-effective because most vehicle-housed people should be able to move rapidly into stable jobs and housing (have car, driver's license, usually more recently homeless).

Some benefits of this proposal are that these people will be in a safer environment, be connected with other people for a sense of community and peer support, have access to internet for jobs, housing, or other services and have case management. Such an encampment also offers a convenient location for faith-based groups and the community to support through donations and interaction.

Concurrent with this proposal, we should increase encouragement of faith-based groups to allow vehicles to stay on church property within the Road to Housing Program. Preferably this would be a person-to-person contact whereby all the support and benefits are explained and questions from the church can be answered. However, even if these contacts are effective, it will not get a significant number of vehicle-housed people off the streets. The reason: many urban churches do not have off-street parking areas; and, even if those churches that do have parking lots chose to give up 2-4 spaces, it will not significantly reduce the number of homeless people living in vehicles.

Proposal #3

Organized Group Encampments - Despite the fact that no one wants encampments of homeless people, the reality is that this strategy can move the greatest number of unsheltered homeless people into a safe environment in the shortest amount of time and at the least cost. This proposal suggests the city utilize some of the city-owned property for a camp site, such as Discovery Park or the fire department training camp; or the city could lease their property to faith-based groups to host the site. Part of this proposal includes having residents agree to working with social services agencies and establishing time-oriented-goals for income stability and housing. To facilitate this goal, it is proposed that the mobile units of DSHS and Public Health Dept. come to the camp 1 day/week to guide residents to apply for SSI/SSDI/vet benefits/ other income sources, to consult for job training/employment/mental & physical health resources, etc. Residents will be held accountable for completing forms and keeping appointments that are needed to get resources. These encampments would have: over-sight by a group who has had experience in running a camp, codes of conduct (no violence, no drugs or alcohol); have an arbitration committee to work with residents & surrounding community; access to water, sani-cans, garbage dumpsters, electricity to charge cell-phones and laptops; have participation of all residents in assigned duties.

The cost would be minimal: sani-cans, dumpsters, water, electricity, additional cost to DSHS and Public Health Dept. It is possible that businesses could be enlisted to donate material and labor to make the site more habitable.

There are many benefits: safety; connecting with other residents to build self-esteem and give peer-to-peer support; interaction with the community as they bring donations, meals, classes, etc.; provide on-site internet and phone access necessary to apply for jobs, housing, medical care, etc., which is a great benefit to a group that lacks cell phones or cars/bus fares; they can be processed through social services faster, versus travelling distances to random appointments; residents will have the ability to keep clean and therefore fit back into society more readily. (Living in the greenbelts or concrete caves rapidly isolates the homeless when they become dirty, they are ostracized by other people and their self-esteem deteriorates.)

Proposal #4

The city could promote and facilitate faith-based groups in sheltering homeless people via programs such as Mary's Place, SHARE and WHEEL. It is more cost-effective and faster to incorporate faith-based groups into those programs; so that should be encouraged. Yet, the reality is that a significant portion of homeless people state they will not be part of the downtown homeless systems; they are more fearful of the downtown shelter systems than they are of living in the greenbelts or concrete caves; also, many of them have been "barred" for various reasons—often for reasons not associated with violence or substance abuse. Therefore, it would be ideal to also have satellites of those established programs located in community areas around the city. Possibly these satellites could be housed in local community centers and Day Shelter Supportive Services could be housed there, too.

Cost of increasing the number of faith-based groups into the established downtown programs would be minimal. The cost of establishing satellite centers would be moderate, mainly for Day Shelter staff; but they would still be cost-effective

compared to the long-term costs of having prolonged unsheltered people in our city. There would be no cost for over-night sheltering since they would stay in churches.

Benefits of this type of sheltering are: supportive care from congregations and from their peers; access to needed social services and case management; usually people are allowed to stay in these programs for a longer period of time and are more stable, more likely to stay securely housed after they leave the program.

➔ **Proposals from Facing Homelessness – Rex Hohlbein**

We have a serious priority problem in Seattle - (*fix priorities and you fix homelessness*)

- What are we teaching our children by being okay with people suffering on our streets? Can we really hope for a more beautiful future if we don't lead with compassion? We must create a community where it is not okay to have those without basic needs. Every single person must be sheltered; this must be a priority for a compassionate community.
- To do this, government, nonprofit organizations, and religious institutions need to teach kindness through action and marketing messaging. The City of Seattle needs a kindness marketing message campaign; it should be a line-item on the budget. We need to see this message of kindness on the website, in speeches, on buses, etc.

Kindness as top priority in Seattle - (*'kindness' or your own compassionate word*)

- We start by prioritizing human basic needs. Government leads by example.
- We work to get everyone in our community to be involved. Right now there is a gross disconnect. We recognize that we are a healthier happier community when we reach out and give service, we find purpose. The vast bulk of the work on the issue of homelessness is being done by government, nonprofit organizations, and religious institutions. This work needs to be supported by everyone in the community; we need to make use of the vast resources and stored empathy that resides there. (*example - Homeless in Seattle Facebook community*)
- We make an immediate plea to the community for ideas, for donating potential buildings and sites, and for financial assistance. It is shameful that our city government has its hands tied because of budget when there is so much wealth in this city. We need to get smarter about bringing that wealth into the conversation.

Action Items

- We message constantly to the community that housing everyone is the right thing to do.
- Read Craig Rennebohm's book, 'Souls in the Hands of a Tender God".
- We create programs that bring us together. Most current solutions for housing place folks that are in need in one location, such as large new transitional housing buildings or Tent Cities. While these do provide necessary housing, they still separate out, there is no inclusion or integration, which means there is little learning about each other. We need to teach how to connect with each other, how to find our compassion. We need to find solutions that integrate.
- The City of Seattle runs a GoFundMe site from November - February, basically through the winter to raise money. (*example - ideas, time, and money raised on Homeless in Seattle FB site*)
- The City of Seattle provides as many tent encampments as needed to get everyone inside in the short term beginning now. Our Mayor announces to the community that this is of the highest priority, that we need everyone to step forward with not only compassion and understanding but also with resources, both material and financial. In other words, we ask everyone to get involved because we no longer will accept people suffering outside.
- We implement a backyard small house transitional housing program, making use of DADU zoning. In short, we have small prefab well-insulated houses built and delivered to backyards with alley or driveway access. Structures are placed on pin-piles with male/female connectors and hooked to house utilities. Structures would be built by private donations, grant money, and in-kind services; there would be no cost to the City of Seattle or the landlord. The City of Seattle would expedite permit processing. Tenants would first go through a program such as the (6) month stay at The Sophia Way that would act as a screening and preparing period. The tenant would be asked to pay a monthly rent well below market rate, let's say $350 a month. Benefit to the landlord, who has no cost incurred, would receive extra income and have a way to give back, to be doing something for another human being. (*The number one statement told to Homeless in Seattle over the last four years has been, "Thank you for giving me a way to be of help."*) The beautiful thing about this idea is the potential for integration. The tenant might tend a vegetable garden, or fix bikes, or walk dogs, or teach guitar, or any number of other activities being integrated into a neighborhood and finding a path to a normal life.
- Immediately STOP impounding vehicles that are homes for the homeless.

- Visit Homeless in Seattle on Facebook and get involved!

➔ **Pastor Manaway – TMBC recommendations**

Proposals: (within current p/p)

1. Does the City have a clear concise profile of what it is looking for in a potential service-providing partner? If not, have the City develop clear partner profiles for who in the city will partner with. If so, how can the profile information be accessed?
2. Have the City evaluate its current policies and procedures and be honest about what has worked and did not work. From these takeaways devise a more realistic policy and procedures.
3. Go back and redress the failure to implement the RFI that was purposed prior, why was it stopped and how to make it work.
4. The RFP developed by the HSD but never released—go back to see why it wasn't released.
5. Intentionally notify the homeless population about what services, & resources are available to them.
6. Intentionally partner with and fund non-profit organizations that have demonstrated they have done the work.
7. Find ways to engage the health professional community to provide in-kind and pro-bonno services to the homeless population.

Proposals: (outside the box)

1. Find more non-profits/businesses that can use their space to store people's belongings.
2. Have mobile health clinics.
3. Provide grants or other kinds of support to non-profit organizations who provide these kinds of ongoing services to homeless individuals.

➔ **Sharon Lee – LIHI Notes**

Immediate Actions

Tent Cities

- City and county to pay for utilities, honey buckets, trash collection, insurance, etc. This is very cost effective.
- City to reimburse churches for lost parking lot revenue to host tent cities.
- City, county and United Way to pay the cost of case management services and hotels vouchers to expand the YWCA Late Night Program to house vulnerable families with infants and young children showing up at night at Nickelsville.

Churches and community spaces

- Mayor to take a lead and raise $500,000 from private sector and foundations to set up Winter Warming Centers and provide incentives to churches and private owners to open up community space for overnight shelters for families--so no family has to sleep out in the cold. Funds would help offset utilities, staffing and other costs.
- Mayor and Parks to identify 2 to 4 Parks community centers to provide overnight shelter. Community Centers are ideal as they have bathrooms and showers.

No Empty Shelter Beds Campaign

- Have common sense and effective not solution to fill empty shelter beds in the evenings and weekends (that does not involve FHC).

Encampment Ordinance:

- LIHI had an excellent experience with Nickelsville being on our 12,000 SF site in the Central Area and we thank Rev. Manaway from the Tabernacle Missionary Baptist Church for hosting NV for a year. NV was a good neighbor and the place was safe and protected the many families with children who ended up there. We had the support of Jackson Place Community Council and other organizations.

- There were several objections to Nick Licata's ordinance by SHARE but we should improve on it.

- If LIHI or any other private land owner would like to host a tent encampment why shouldn't we be allowed to do so as long as we pass health and safety concerns? DPD and Public Health comes out to inspect. We make sure we

have fire extinguishers, trash, honey buckets, rodent control, water, etc. If noise, security, or other concerns arise there are existing ways to address this by calling police, etc.

- One question is what zoning would be allowed in. I think it should be as unrestricted as possible.

- Allow in all commercial, industrial and residential zones. We need an ordinance that allows for tent cities on private and public lands (without needing church sponsorship).

- LIHI developed a model legal agreement that allows tent cities to operate safely. This addresses insurance, house rules, legal protections, etc. We are willing to share with people. This was done with attorney Mark Kantor.

- A big success was that LIHI was able to move over 50 homeless families and individuals into our housing from NV, including chronically homeless people, veterans, the mentally ill and those who are highly vulnerable. This is a model for future partnerships.

Funding:

- LIHI would like a commitment from the city to invest funding for taskforce recommendations *(this was addressed during the meeting)*

Priorities:

- City priories should complement the needs of the city and federal government polices (they should not duplicate federal policies. The issue of McKinney funds and the URS as well as the Sobering Center and other programs that may be affected in coming years. The city should commit to fund and support programs that will no longer be federal priority because they are still local priorities.

Notes from November 6, 2014 Meeting of the Mayor's Emergency Task Force on Unsheltered Homelessness

Welcome & Introductions

Deputy Mayor Hyeok Kim, as chair of the task force, welcomed members back for the second meeting and extended a special welcome to new members or those who were unable to participate in the initial meeting and proposed using today's meeting to narrow down and refine specific recommendations that address the Call to Action that everyone had previously agree upon, which is listed at the bottom of the agenda.

Alice Shobe introduced herself to the new members and the public in attendance, and reminded the group that she will be serving in the role of a neutral facilitator for the task force, but that as Executive Director of Building Changes she "is not neutral about the work we want to accomplish here." She asked new participants to introduce themselves and the role/hats they are wearing and for others to give their names and a reflection from the last meeting or brief update on the action commitment they had made.

Attendees included the following:

- Nicole Macri, Director of Housing at the Downtown Emergency Service Center (DESC)
- Rex Hohlbein, a trained architect who started a Facebook page called "Homeless in Seattle" and Founding Executive Director of Facing Homelessness
- Leslie Smith, Executive Director of the Alliance for Pioneer Square
- Mark Putnam, Director of the Committee to End Homelessness (CEH)
- Michael Ramos, Executive Director of the Church Council of Greater Seattle
- Jon Scholes, Vice President of Advocacy & Economic Development at the Downtown Seattle Association (DSA)
- Quynh Pham, representing the Seattle Chinatown International District Preservation and Development Authority (SCIDpda)
- Melanie Neufeld, Pastor for Community Ministry at Seattle Mennonite Church in Lake City, and participant in the Lake City Task Force on Homelessness
- Anitra Freeman, President of the Board of Directors of SHARE and Executive Committee member of WHEEL
- Mary Anne DeVry, attending on behalf of the Westside Interfaith Network (WIN), a group of churches in the West Seattle-White Center area
- Lamar Campbell, a young adult consumer from The Mockingbird Society
- Trai Williams, also attending as an advocate from The Mockingbird Society
- Alison Eisinger, Executive Director of the Seattle/King County Coalition on Homelessness (SKCCH)
- Katy Miller, Regional Coordinator on the National Initiatives team at the United States Interagency Council on Homelessness (USICH)
- Pastor Robert Manaway of Tabernacle Missionary Baptist Church, which recently hosted Nickelsville in the Central District
- Louise Little, CEO of the University Book Store, and Co-Chair of the University District Partnership
- Sharon Lee, Executive Director of the Low income Housing Institute (LIHI), which owns and operates housing for the benefit of low-income, homeless and formerly homeless people, and operates the Urban Rest Stop hygiene facility
- Vince Matulionis, from United Way

- Ruth Blaw, Director of the James W. Ray Orion Center, attending on behalf of Melinda Giovengo, Executive Director of YouthCare
- Flo Beaumont, attending on behalf of Bill Hallerman, King County Agency Director for Catholic Community Services of Western Washington (CCSWW)
- Lydia Albert, from the Seattle Board of Park Commissioners
- Tim Harris, Founding Director of *Real Change*
- *Additional City staff attended from the Mayor's Office and the Legislative, Human Services, Neighborhoods, Parks, Planning & Development, Police, and Transportation Departments.*

Harvesting History & Insight from Members

Alice thanked everyone for sharing their reflections because "almost everyone did what they said they were going to do." She then reviewed the three items in the Task Force**'s Call to Action** which were agreed to by all members in the previous meeting:

1. Recommend city approach and policy towards legal encampments, including but not limited to, consideration of where they are allowed, the City's role in facilitating new siting, and neighborhood notification processes.

2. Recommend "Out of the box" or "on the shelf but innovative" ideas for increasing shelter capacity that will have minimal budgetary impact. This may include, but is not limited to, exploring use of City assets like community centers or other facilities.

3. Identify larger scale and/or longer-term ideas to meet needs that might be considered by members or the City in future or related efforts.

Hyeok shared Mayor Murray's expressed appreciation for the group's improvement made to the Call to Action by adding the third item.

Alice then asked if members had considered the proposals that were gathered in the previous meeting and included in the minutes, and then invited individuals to share any additional history or context that would help in developing those proposals within their breakout groups.

Member Proposals

Alice next asked members to divide into three breakout groups – one table each to address proposals as part of the Action Items – and to follow the Principles of the "Open Space" Process as they discussed and refined proposals which could be submitted as a recommendation from this task force. Some invited City staff were asked to join the groups to facilitate, take notes and/or share their expertise.

City approach and policy to Encampments

- Anitra presented a pre-prepared proposal from SHARE asking the Mayor's Unsheltered Homeless Task Force to Recommend:
  1) Support for Encampments Material Needs: Honey Buckets, Dumpsters, Supplies, Moving Costs
  2) Provide Public Land for Encampments as allowed by the Seattle Religious Encampment Ordinance
  3) Allow all new Indoor Shelters to Open as in the past – meeting health and safety concerns by the least restrictive means
- Could a church or other faith-based group lease the Sunny Jim site (or other public land)?
- What if Outreach to new encampments focused on meeting health and safety standards so that campers could STAY rather than on offering services to campers who leave the location?
- Change the Outreach focus from Tent -> Housing to Tent-permanent
- Paradigm Shift – Organized Camps as asset rather than tolerated problem

- Could the City request use of DSHS's Mobile Community Services Office or Public Health's mobile medical unit, or create something similar to bring services directly to encampments?
- Expand use of indoor spaces as temporary shelters?
- If we use public land for encampments, what does that look like?
  - → How does the City find the balance between community supportive vs. non-supportive concerns?
  - → What is the definition of "public land"?
  - → Anitra says there is precedent for the City hosting encampments on public land, such as Tent City 3 at the old fire station in Lake City
  - → Neighborhood notification, community meeting
  - → This group can only define for city-owned/-controlled properties
- Broker public-private partnerships (i.e., for materials, supplies)
- Help from Mayor to seek private fundraising and grant support
- Concerns about crime, litter, maintenance of habitat, etc. need to be mitigated
- City should have a centralized resource to coordinate funding/service provision/permits/etc.
- Organize forums to educate the public about encampments/homeless
  - ~ City-facilitated? Or led by community groups?
- Allow neighborhoods to apply for Matching Grants/funds to support these types of activities?
- City support for language-appropriate, cultural outreach
- ***Keep It Simple!***

❖ **Proposal #1**

Release RFP for homeless encampment!
Use public land & financially support encampments proposals (City $)
It is proposed that City develops a combined contract for waste management in encampments.
Possibly having a contract for large numbers would decrease costs for individual porta-potties/dumpsters/etc.

***6 votes** – *Willing to be involved: Anitra, Mary Anne, Robert & Sharon*

❖ **Proposal #2**

It is proposed that mobile units of DSHS & Public Health Dept. come to camp 1 day/week (or biweekly) so residents can access services -- & enable them to readily gets jobs/housing/ benefits. Residents pledge to be accountable for accessing resources & services.

***3 votes** – *Willing to be involved: Mary Anne*

❖ **Proposal #3**

Coordination of Response of Resources.
Private funding pool to support grants to organizations supporting encampments.

***2 votes** – *Willing to be involved: Louise*

❖ **Proposal #4**

Work in Advance - Proactive Community Engagement.
Community Education
Location Identification and engaging The Community in Decisions

***1 vote**

❖ **Proposal #5**

Hire residents to keep the area beautiful & support the neighborhood

*No votes

"Out of the box" or "on the shelf but innovative" ideas for increasing shelter capacity

- Use of public land / Donations needed: land & utilities
  - → Small housing units w/management
  - → Costs: minimal, utility costs?
  - → Army Corps of Engineers
- Available sites – Terminal 5
  - → Low conflict sites
- No vacancy shelter beds – family/children
  - → Tent City & Nickelsville use vacant shelter beds
  - → No $ → Operation Nightwatch
- Belltown Community Center
  - → Crisis response family shelter
  - → Mary's Place
- Need a full city assessment on vacant sites/buildings for shelter
  - → Staffing challenge, AM cleanup, showers
  - → Find community center partnerships
  - → Transition from emergency response to serving the needs of homeless individuals
  - → Laurel Heights [*Edit: Loyal Heights Community Center? Or Laurelhurst neighborhood?*]
  - → DESC 38 bed to 75 comm. ctr.
  - → Conservation [Corps]
- Change framework to identifying homelessness as emergency response (City & County)
- Mayor solicit private $ - corporations
- Provide clearer guidelines/training for faith-based groups to host encampments/homeless services

[*Edit: Create a permitting toolkit. Regionalize.*]

- Tacoma church – provided services
- UD churches losing parking $, city subsidies
- CC provide $ to regionalize homeless services
  - → Capacity/siting obstacles
  - → Create funds for other cities
  - → $200 th – switch to KC for other cities
  - → ↘ $ pot for other cities

  [*Edit: Create transition fund with multiple partners to incentivize suburban city investment in shelter around the region. Opens capacity for City investment in shelter in city.*]
- Flexible $ to move into housing
- Move shelter occupants to housing
  - → Flexible funding
  - → Nicole's proposal
  - → Housing barriers, longer subsidies

❖ **Proposal #6**
Work with Parks on Community centers and partnerships for operations (Belltown & Green Lake Community Centers) ***18 votes** – *Willing to be involved: Lydia (as liaison to Staff/Board), Jon (and DSA), Alison, Mary Anne, Melanie, Michael, Sharon & Trai*
❖ **Proposal #7**
Create tool kit for churches & private owners to create shelter space. Provide resources/ incentives.

Build capacity of Provider groups to support Faith Based orgs./community
- Housing resources
- Outreach
- Case management/System connection/Assessment

***12 votes** – *Willing to be involved: Rex, Robert, Trai & Vince*

❖ **Proposal #8**

Mayor declares State of Emergency and calls Biz Leaders to fund major initiative – Mayor to make weekly calls

***7 votes** – *Willing to be involved: Michael, Robert, Sharon & Vince*

❖ **Proposal #9**

Flexible funds to divert & move people to housing → $2.5m for 2015 (most already secured)

***3 votes** – *Willing to be involved: Katy, Mark, Nicole & Sharon*

❖ **Proposal #10**

100% occupancy for shelter beds! Fill beds at night and weekends. (Now 88% for family shelters)

***2 votes**

❖ **Proposal #11**

DPD to make permitting easy for crisis response shelters. Make this simple and easy.

***1 vote**

❖ **Proposal #12**

Regionalizing Shelter investment:
- Siting approach
- Consolidated & Coordinated funding
- Incentives for smaller KC cities to shelter people

***1 vote**

❖ **Proposal #13**

Urgently move long-term shelter users (25% of shelter stayers use 75% of shelter bed nights) to permanent housing (rent or units) – Vets have $!

***1 vote**

❖ **Proposal #14**

ID public land & Buildings for tent cities, overnight shelter (especially facilities underused in 24 hr period

***1 vote**

❖ **Proposal #15**

Shift some resources to the Seattle Conservation Corps

*No votes

❖ **Proposal #16**

Expand Hotel vouchers and case management – No homeless families sleeping on the street!

*No votes

Long-Term/Large-Scale Ideas [This group combined flip chart ideas and proposals]

- Infrastructure (private & public) use for restrooms & shelters – Parks
- Need more affordable housing

❖ **Proposal #17**

Daytime/24 hour Shelter (for people who work/school during un-traditional hours)

- Fund programs that offer 24 hour programming/access.

What level of involvement does the Business Community have?

- $
- Advocacy
- PR & communication
- Access to restrooms

***5 votes** – *Willing to be involved: Alison & Trai*

❖ **Proposal #18**

Safe, sustainable encampment policy. Provide funding/guidance/support for churches / non-profits to provide services.

***1 vote** – *Willing to be involved: Mary Anne*

❖ **Proposal #19**

Can there be incentives that would pay for "roof/walls"? Building on the small scale housing idea (e.g., sites in Olympia & Portland).

***1 vote** – *Willing to be involved: Rex*

❖ **Proposal #20**

Large scale marketing/media endeavor based on compassion/kindness; and how to get involved.

*No votes

❖ **Proposal #21**

750-1,000 people inside

- Set a 2-4 year funding goal for long-term housing & stability
- Leverage City/County facilities for shelter and storage and day centers. (Community Centers)
- Take $ from activities such as SPD/Parks response and into shelter
- What is the $ impact/resource need? Look @ other shelter programs and Red Cross shelter costs.

*No votes

- "Backyard shelters" – small houses that can be built in people's backyards. $ for support to land owners.
- Storage spaces for homeless (lockers)

Participants were asked to take a brief moment to share any questions about the refined proposals posted on the wall or any insights gained from their group discussion:

- We will create more public goodwill if we are *pro*active, not reactive.
- Much could be gained by coordinating contracts, centralizing resources, streamlining contacts, etc.
- I am humbled by the amount of unaddressed needs in the face of so many available resources
- Fund infrastructure support
- Kudos to Parks staff, and especially Dan Johnson, Parks Division Director, for their openness and frank dialogue in discussing how Parks facilities might be utilized to address these proposals
- Some members are interested in having the Mayor label and address this crisis as a "State of Emergency" with that level of attention by the media and all parts of City government
- I wish the City Council could be here to hear the creativity in the room
- Communal shelter for families?
    - Hotel for emergency one-time
- Please clarify the proposals for use of Community Centers as "overnight," or when not in use
    - Yes, considering
- Where in these refined proposals are the needs of special groups being addressed (i.e., youth, families, LGBT, etc.)?
    - Group 1: No; 2: No, but can be tailored; 3: Yes
- Will the Mayor's Office consider the broader picture?
    - This task force has a narrow scope
    - 2nd step to look at City's investments
    - 3rd step is the Affordability Committee
    - King County Strategic Plan
- I am concerned about "neighborhood grants" to help pay for encampments. Encampments must be *self*-managed, not City-managed
- These proposals involve $: How will they be aligned with City process?
    - Council's budget process finishes next Friday, but the city can approve placeholder funds for this work with details to be determined later before release of the funds.

Task Force members were then provided with three Post-It "ballots" and asked to vote on the top proposals the group should consider going forward. Additional sticky notes were provided to "add your name if you or your organization are willing to be involved" in planning and working on the proposal. Some interim meetings or work might need to be scheduled to finalize details before the next group meeting.

Action Commitments & Closing

Alice promised everyone that these proposals and comments would be compiled for future discussion by the group, but in order to be respectful of time, she asked everyone to wrap up this meeting by committing to one action that s/he would take before the next meeting of this task force.

Parks staff were asked to provide a draft list of available facilities for use under some of these proposals

Next time, let's narrow the scope of impact: increase the specificity of people and time and specific places.

Appendix

Pre-prepared proposal handed out in the meeting by Sharon Lee, LIHI

PRIORITY ACTION: NO VACANT SHELTER BEDS THIS WINTER!

AFTER HOURS POLICY FOR EMPTY SHELTER BEDS

THIS IS A NO COST SOLUTION!

Rationale:

For most of the year, Bianca's Place family shelter has had twenty to thirty shelter beds vacant each night. **Emergency shelters for families in Seattle are only 88% occupied.** Many of these shelters have to take referrals from Family Housing Connections (FHC). The exact number of empty shelter beds is not known until late evenings and weekends after the FHC referral office has closed. A family may say on the phone that they will accept a bed and not show up.

This results in the morally reprehensible situation of shelter beds across Seattle and King County remaining vacant with no means of filling them. Thus a corresponding number of homeless families end up sleeping on the streets. LIHI has been unable to refer homeless and vulnerable families with infants from Nickelsville to empty beds at Bianca's Place. There needs to be a way for homeless shelters to fill those beds outside of FHC to ensure that resources are utilized and the maximum number of homeless families is sheltered. **We should avoid having empty shelter beds for families with children.**

Policy:

When a shelter provider is unable to receive a referral from FHC of an applicant who meets the specific eligibility requirement(s} AND falls within the HUD category one definition of homelessness due to FHC referral office being closed, the provider may fill that unit outside of the FHC process for those specific beds/instances only. It is the responsibility ofthe program to meet all applicable funding and contractual requirements related to eligibility (definition of homeless, etc.).

Procedure:

1. The shelter provider will call Nickelsville and other tent cities and inform them of the number of beds available that night.

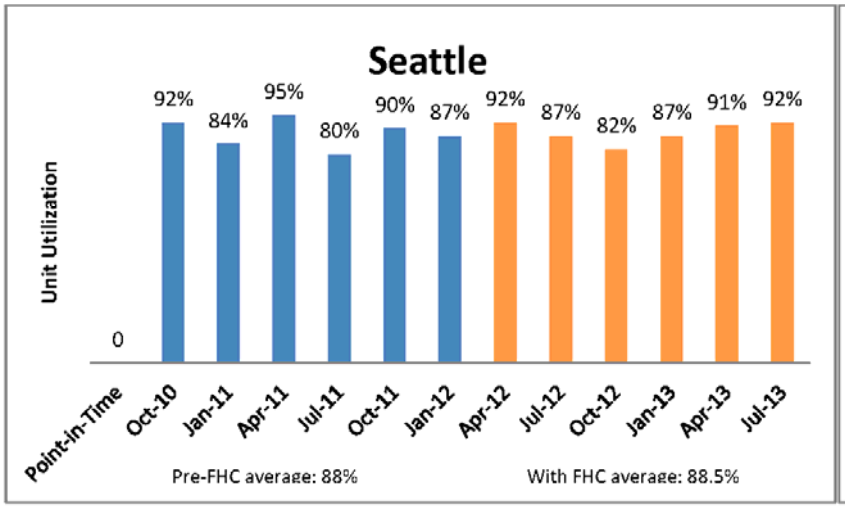
2. Nickelsville/tent cities will relay this information immediately to all families registered in its site and waiting outside of its site.

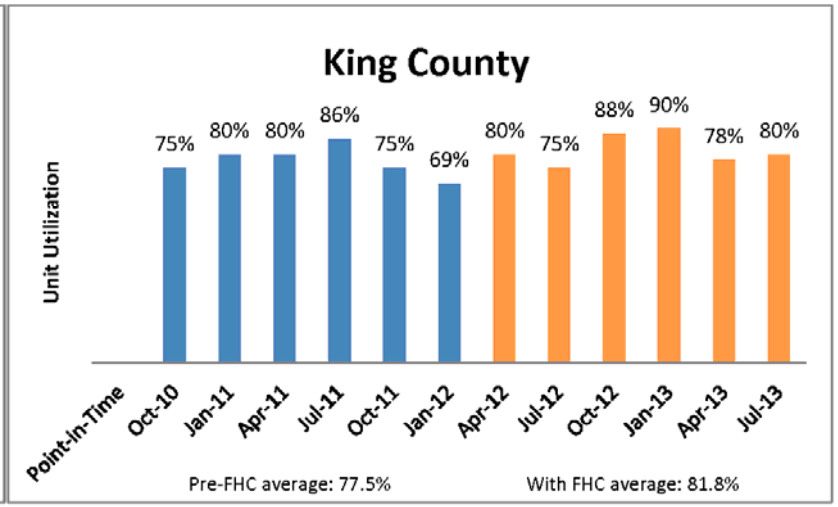
3. The shelter provider will be told how many families and the number of members within each family that will be sent to the shelter.

4. The shelter provider will ask the family to sign a Release of Information for FHC and return that along with the External Fill Tracking Sheet to FHC.

Family Housing Connection
Launched April 2012

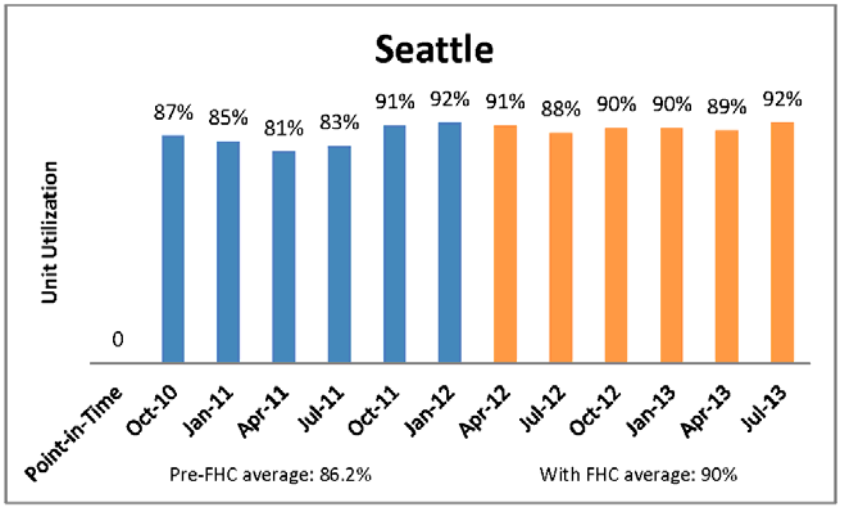
Emergency Shelter Programs Serving Families - AHAR Unit Utilization

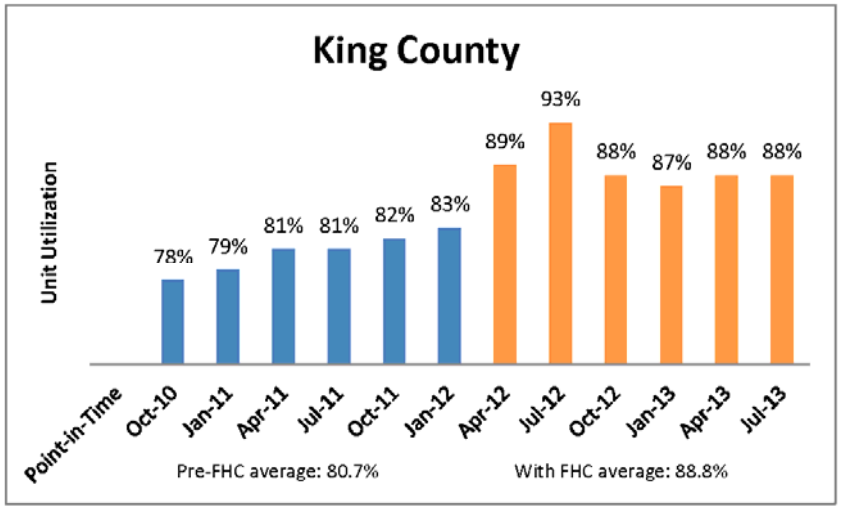




Note: Some units were off-line during Jan-2012.

Transitional Housing Programs Serving Families - AHAR Unit Utilization





Source: Annual Homeless Assessment Report (AHAR) Seattle/King County 2011, 2012, 2013 (Federal Fiscal Year Oct-Sept); regional breakout required by AHAR

Parking Lot (*some ideas not carried forward from previous meeting*)

- Expand Subsidized Housing – Targeting unsheltered homeless w/ some income
- Open public property for vehicle parking for those living in cars & RV's
- City of Seattle starts a Go Fund Me site for winter months. Give citizens a chance to give & feel good about it. Everyone wants to HELP!!
- Foster opportunities for shared living opportunities (roommates, renting a room, communal living, etc)
- Intentionally notify homeless people of resources & services available, not just word of mouth
- More emphasis on Family Connect & resources to help people to reconnect to Support Networks
- Go beyond the bare bones! (Ex., funding shelters for more than overnight, Hot meals, storage).
- Include early morning meal options/Breakfast @ Shelters
- More units to allow pets & couples
- Clean and sober options/Meth treatment
- Seattle Public Library – change sleeping policy (KC Public Library got rid of no sleeping policy)
- Put/reinvest 100K of Pro/Youth to Rapid-Rehousing for Young Families 18-25
- More HYYA shelter beds/Youth-based options for emergency/winter shelter
- case management & services specifically for youth in winter shelters – Outside of Seattle –
- Immediate Action – Approve Tent City 3 to be sponsored and stay in its current location, no need to move, sponsor on board
- Immediate action/no funds needed – Approve WHEEL Women's Winter Shelter
- Instead of adding a layer of paperwork, coordinate by getting more agencies together in ONE SPACE (like the Federal Bdg!)

Notes from November 18, 2014 Meeting of the Mayor's Emergency Task Force on Unsheltered Homelessness

Welcome & Introductions

Maggie Thompson, from the Mayor's Office, welcomed members back for the third meeting and informed everyone that Deputy Mayor Hyeok Kim would be arriving late from another meeting.

Alice Shobe introduced herself to the members and the public in attendance, and reminded the group that she will be serving in the role of a neutral facilitator for the task force. She reviewed the day's agenda (with some modifications) and asked everyone to take some time to review the packet of proposals prepared for consideration during this meeting (*see attachment*) and to think about what makes a strong proposal, and which items might members be willing to develop further during today's meeting.

Refining Proposals Steps

1. READ SILENTLY
2. ORGANIZE PROPOSALS TO DISCUSS TOGETHER/ VOLUNTEER TO LEAD
3. SMALL GROUPS FORMED
4. WORK ON TASKS

Strong Proposals

1. ACTIONABLE
2. SERVES A LOT OF PEOPLE/MEETS NEEDS
3. IMPLEMENTABLE IN EARLY 2015
4. WITHIN AVAILABLE RESOURCES

Alice asked members to briefly introduce themselves. Attendees included the following:

- Lydia Albert, Seattle Board of Park Commissioners
- Lamar Campbell and Trai Williams, young adult advocates from The Mockingbird Society
- Mary Anne DeVry, Westside Interfaith Network
- Dee Dunbar, Beacon Hill community member
- Alison Eisinger, Seattle/King County Coalition on Homelessness (SKCCH)
- Anitra Freeman, SHARE/WHEEL
- Melinda Giovengo, YouthCare
- Bill Hallerman, Catholic Community Services of Western Washington (CCSWW)
- Tim Harris, *Real Change*
- Sharon Lee, Low income Housing Institute (LIHI)
- Louise Little, University Book Store and University District Partnership
- Nicole Macri, Downtown Emergency Service Center (DESC)
- Pastor Robert Manaway, Tabernacle Missionary Baptist Church
- Vince Matulionis, United Way
- Melanie Neufeld, Seattle Mennonite Church and Lake City Task Force on Homelessness
- Mark Putnam, Committee to End Homelessness
- Jon Scholes, Downtown Seattle Association (DSA)
- Leslie Smith, Alliance for Pioneer Square
- *Additional City staff attended from the Mayor's Office and the Finance and Administration, Human Services, Legislative, Library, Neighborhoods, Parks, Planning & Development, Police, and Transportation Departments.*

Alison requested more help and expertise from City staff on refining some of these proposals, such as #1A which requires some specific legislative considerations and cost estimates. Others agreed, with a request to have a Dept. of Planning & Development briefing offered to members that might detail some of the City's current or previous concerns with encampment policy and the City's ability to move forward with the proposed ordinance language offered by Councilmember Licata last year.

Budget Update – Lisa Mueller, City Budget Office

Lisa provided a quick update on what the Mayor submitted in his budget for Homelessness Services next year, City Council budget discussions last week, and what the Council has proposed to add to the budget for approval.

Homelessness Services Base Budget-$19 Million – This includes homeless prevention, intervention, and housing stabilization/supportive services. In addition to the Human Services Department budget, the Office of Housing provides approximately $25 million annually in capital funding for the production, and preservation of affordable housing, a significant portion of which supports homelessness housing projects.

Mayor's Budget Highlights-$1.4 Million

- Rapid Rehousing for Single Adults ($600,000)
- Housing Navigation and Rental Assistance for Long-Term Shelter Stayers ($400,000)
- Day and Hygiene Services Backfill ($200,000)
- Homeless Outreach and Stabilization ($200,000)*

Council Adds-$970,000

- Address Unsheltered Homelessness Task Force recommendations ($200,000)* [GS 60-1-A-1]
- Incentivize Regional Partnerships to Develop Homeless Shelter ($200,000)* [GS 61-1-A-1]
- Homeless Youth Street Outreach ($150,000)* [GS 63-1-A-1]
- Day and Hygiene Services Backfill ($200,000) [GS 72-1-A-1]
- Low-Barrier Women's Homeless Shelter ($120,000) [GS 77-1-A-1]
- Transitional Encampments ($100,000) [GS 78-1-A-1]

**Indicates One-Time Funding*

SLI 80-1-A-1 Assessment of City owned Property for Host Locations for Shelters

SLI 73-1-A-1 Locker Program for People Experiencing Homelessness

Council voted Friday on all of the Green Sheets (*PDFs linked above*) and their final vote on the budget should take place on Monday, November 24, 2014.

A couple of members inquired if the Task Force's proposals could also drive how some of these Council adds to Human Services funding get awarded. Staff responded that this would depend upon whether the funds are targeted to specific requests already made for the funding by existing providers/contracts or if the money is expected to be allocated in an open funding process.

Refining Proposals & Report-out

Alice next asked members to divide into small groups, based on those who had volunteered to lead work on specific proposals (or groups of proposals). City staff were invited to join the groups to take notes and/or share their expertise.

Afterwards, groups reported out on some of their progress in developing the proposals further:

Proposal #11 – DPD to make permitting simple and easy for crisis response shelters.

Proposal #22 – Meet the shelter needs of families living homeless
Proposal #24 – No empty shelter beds in Seattle & King County

- Use encampment legislation as model
- Approach: on sites w/established use – 'shelter' could be accessory = no permit
- Explore ability to site "temporary use" & not have to meet current codes (life-safety). O.K. as land use in any/most [out]comes
- Explore methods – ordinance; interpretations/rules; other
- Look for solution for cold weather shelter for women & children (also an aspect of "no camping" rule)
- Explore approach for vacant lots
- Explore temp. use permit for residential use/shelter
- Reconvene DPD safety code staff (& Fire Dept.) to talk about min. necessary changes/upgrades + lower cost methods
- Maintain good neighbor approach
- Coordinated Entry policy exception for self-referral.
- [Temporary use = 6 months to a year]
- Secure $ for operation (on-site staffing) & some capital (washer/dryer)

NEW Proposal #25 for Youth/Young Adults

1) ↑ emergency shelter beds
    a. [Peace for the Streets by Kids from the Streets] (PSKS)?
        i. Young people w/pets
        ii. Age-flexible
    b. No youth (winter) emergency shelter beds
    c. [Rapid Re-Housing] $600,00 in budget
        i. w/support
        ii. w/counseling services
2) Day Shelters for people who work overnight – or | | | [??]
    a. Higher barrier
3) (Illegal) Encampments – getting youth connected
    a. Incentive model
4) Peer Outreach workers
    a. Also cheap
5) Youth hygiene center
    a. YMCAs?

Proposal #12 – Regionalize Shelter investments.

- Release RFP (UWKC) ASAP
    - That tries to match City ($175 million)
    - *TBD, will know more this week*
- Determine City of Seattle Council Add and how/when it can complement
- CEH works with cities, partners around County to raise more funding

Lead: CEH w/ UWKC and City as lead funders

- Federal Way
    - Partners – Mayor committed to Day Shelter
    - Issues – siting, $
- Eastside (Redmond, Bellevue)
    - Partners – ARCH, need men & women shelter, FOY shelter
    - Issues – Need site
- Kent
    - Partners – Kent Hope, City of Kent, UGM

    - Issues – siting of day center for men
- Renton
    - Partners – REACH
    - Issues – have site, need $ for staff
- Auburn
    - AYR?
- Burien
- North Bend

Action Steps:

1) Get info on what costs of existing encampments are and where limited City funding can be most effective
2) Ramos, Hohlbein, Hasnis, et all explore crowdsourcing idea to develop longer term sustainability
3) Begin gathering info on timeline toward expansion of encampments to public land (Proposal #1a)
    a. Use $100,000 to stabilize existing groups
    b. Develop longer term funding/sustainability
    c. Work toward expansion of model building on these steps

Proposal #1b – To develop an RFP outline for the costs of encampments on public/private land.
Proposal #3 & 4 combined – Champion public/private funding pool to support grants to groups hosting encampments using crowd funding model.

- Ask for private sector loaned exec to assist with staffing crowd funding model
- Develop central contract for Waste Management
- Separate the $100,000 for operations/staffing from City centralized contracting with Waste Management, utilities, etc.
- <u>Initial</u> $100,000
- Required in proposal
    - 501(c)3
    - Operate camps now
    - Have insurance
    - To use public land must have religious sponsor
    - Or encampment is on religious property
- Ask for detailed budget from current camps
- Ask for cost estimate from the City for Waste Management, etc.

Proposal #7 – Create tool kit for churches & private owners to create shelter space.
What is needed to have a shelter at a church? What are the standards/expectations for having a shelter? How much space is needed for a church to have a temporary shelter located at their site? What kind of space is needed to have a temporary shelter? How much staff is needed? What policies/procedures need to be in place prior to a church having a temporary shelter at their location?

Since these would be churches make sure they have a non-profit organization that can do the social services of the church without being in conflict of have a church receive public funding.

Recommendation is to have someone from the City assigned to provide "case management" to the churches and individuals staying at the churches to inform them of other resources. Also the case manager could be a resource to the church to inform them of resources available to the churches.

Have the City representative pull together all of the stakeholders in the city to create what should be in the 'tool kit'. Tool kit could include:

- Readiness assessment

- What are the space requirements
- What policies/procedures are needed

Find the different churches that would be interested in having temporary shelters at their locations and create a cohort of sorts to be able to learn from each other, and share what is/has worked, and what is not/has not worked.

Next Steps:
- Create toolkit with readiness assessment, policy & procedures
- Work w/ City
- Find partners within the city departments and non-profits
- Address the potential risks and challenges

Proposal #6 – Provide overnight shelter in City-owned facilities serving a variety of populations.
Next Steps:
- Staff at OEM, HSD, Parks provide specific info re: available places
- Bring group together 1st week of December
- ↑ urgency
- Immediate use of City property for overnight

Proposal #26 –
Action Steps:
- Set aside RRH $ → YYA
- Flex funding peer outreach
- Partners open shelter during day for YYA w/animals

Proposal #11 – DPD to make permitting simple and easy for crisis response shelters.
- No permit approach w/ DPD
- Temp. use concept
- Cold weather shelter

Proposal #12 – Action Items
- United Way funding: RFP
- City Council add
- CEH seeks additional sources

Proposal #1b,3,4 – Action Items
- Immediate use look
- Crowd funding ↑ $
- 1a long term
  Next Steps:
- Cost info
- Workgroup: crowd source
- Get info for 1a proposal
- City contract costs

Members expressed frustration over proposals (like #1a) that require much more detail from City staff (rather than task force members) to move forward in more detail.

Hyeok reiterated that the Mayor is looking for policy direction(s) from this task force in its recommendations, and not necessarily draft language for an ordinance or RFP.

Some members responded that they are seeking enough specifics in the proposals to be clear about what they are calling on the Mayor to do. Several are very interested in possibly two proposed DPD briefings – to work on Proposals #1a & #6.

Next Steps

1) TODAY: "Strong" Proposal definition
2) Task Force submits best thinking to City staff by Wednesday, November 26th
3) City staff add technical insight/info to proposals
4) Email updated drafts of proposals to task force members on Friday, December 5th
5) At fourth Task Force meeting on December 8th identify the strongest proposals to forward to the Mayor.

The final products from this Task Force will be the strongest proposals that are identified and shared… but ALL other ideas should move forward as recommendations for additional consideration.

Appendix

***Pre-prepared proposal handed out in the meeting by Sharon Lee, LIHI**

OBJECTIVE	No Empty Shelter Beds in Seattle & King County
DESCRIPTION	System improvement is needed to fully utilize existing shelters for families with children. Family shelters currently only 81 - 88% occupied.
# TO BE SERVED	12 – 19% increase in shelter use for homeless families.
TOTAL COST Staffing Operating Services	No-cost solution for referrals as shelters are already staffed. Transportation costs needed by families.
DURATION OF PROJECT	One year pilot to fill all empty beds by making referrals in evenings and weekends outside of FHC.
ANTICIPATED OUTCOMES	100% occupancy of family shelter beds.
POTENTIAL PARTNERS	Nickelsville, YWCA, Kids Plus, 211, HSD, shelter operators.
RISKS AND CHALLENGES	No risks.
POLICY CONSIDERATIONS	Emergency crisis response needed to fill empty shelter beds on evenings and weekends outside of FHC.

Parking Lot (*proposals not carried forward or absorbed into others from previous meeting*)

❖ **Proposal #10**

100% occupancy for shelter beds! Fill beds at night and weekends. (Now 88% for family shelters)

***2 votes**

❖ **Proposal #14**

ID public land & Buildings for tent cities, overnight shelter (especially facilities underused in 24 hr period

***1 vote**

❖ **Proposal #17**

Daytime/24 hour Shelter (for people who work/school during un-traditional hours)

- Fund programs that offer 24 hour programming/access.

What level of involvement does the Business Community have?

- $
- Advocacy
- PR & communication
- Access to restrooms

***5 votes** – *Willing to be involved: Alison & Trai*

❖ **Proposal #18**

Safe, sustainable encampment policy. Provide funding/guidance/support for churches / non-profits to provide services.

***1 vote** – *Willing to be involved: Mary Anne*

❖ **Proposal #21**

750-1,000 people inside

- Set a 2-4 year funding goal for long-term housing & stability
- Leverage City/County facilities for shelter and storage and day centers. (Community Centers)
- Take $ from activities such as SPD/Parks response and into shelter
- What is the $ impact/resource need? Look @ other shelter programs and Red Cross shelter costs.

*No votes

Notes from December 8, 2014 Meeting of the Mayor's Emergency Task Force on Unsheltered Homelessness

Welcome & Additional Context

Task Force Chair, Deputy Mayor Hyeok Kim welcomed everyone to the final scheduled meeting of the group, thanking everyone for their hard work and especially those who joined in the small groups who held additional interim working sessions with City staff to develop some of the draft proposals further for consideration in today's meeting. In her role as Chair of this Committee, she plans to brief the Mayor on the Task Force recommendations on December 15, 2014 from 11:15am – 12:15pm here in the Norman B. Rice Room in the Mayor's Office at City Hall.

Hyeok has tasked participating City staff to finalize the proposals based on the input received today. Members will see a City staff member named on each of the proposals in the packet today (*see additional attachment*) who will serve as the lead, although a proposal may cover multiple departments and involve other City staff. The written report to the Mayor will have two components: the proposals recommended by this group and any additional written comments that Task Force members wish to submit in an Appendix. All members are invited to attend the briefing on December 15th and there will be opportunity for some members to provide additional input/comment.

SKCCH has also requested a 30-minute Council briefing and Alison has prepared an initial draft of a cover letter that she would like members to contribute to for submission as a cover letter to the Task Force report. Alice believes that this is a critical opportunity for members "to say what City staff cannot say."

Member Introductions

Facilitator Alice Shobe asked members to briefly introduce themselves and their affiliation, and to answer the following questions: We've discussed a lot of possibilities during the last three meetings. What are you feeling most hopeful about? What feels most challenging? Attendees included the following:

- Lydia Albert, Seattle Board of Park Commissioners
- Lamar Campbell and Trai Williams, young adult advocates from The Mockingbird Society
- Mary Anne DeVry, Westside Interfaith Network
- Alison Eisinger, Seattle/King County Coalition on Homelessness (SKCCH)
- Anitra Freeman, SHARE/WHEEL
- Melinda Giovengo, YouthCare
- Bill Hallerman, Catholic Community Services of Western Washington (CCSWW)
- Tim Harris, *Real Change*
- Sharon Lee, Low Income Housing Institute (LIHI)
- Louise Little, University Book Store and University District Partnership
- Nicole Macri, Downtown Emergency Service Center (DESC)
- Heather Clark, for Pastor Robert Manaway, Tabernacle Missionary Baptist Church
- Vince Matulionis, United Way
- Katy Miller, United States Interagency Council on Homelessness (USICH)
- Melanie Neufeld, Seattle Mennonite Church and Lake City Task Force on Homelessness
- Quynh Pham, Seattle Chinatown International District Preservation & Development Authority
- Mark Putnam, Committee to End Homelessness
- Michael Ramos, Church Council of Greater Seattle
- Jon Scholes, Downtown Seattle Association (DSA)
- Leslie Smith, Alliance for Pioneer Square
- Quynh Pham, Seattle Chinatown International District Preservation & Development Authority
- *Additional City staff attended from the Mayor's Office and the Budget, Finance and Administration, Human Services, Legislative, Library, Neighborhoods, Parks, Planning & Development, Police, and Transportation Departments.*

Some of the responses offered, included the following:

- "I am hopeful to see so many people who share a common cause… I'm challenged, though, to see where this will actually lead."
- We face challenges around creating more permanent housing options.
- I am hopeful we can implement new strategies.
- New opportunities to partner with each other and with the City.
- "I am hopeful about the new relationships that we've made and the welcome role churches have to play in this issue."
- Vince shared that it is "encouraging and reassuring to see the level of commitment from City staff in supporting this work" but it is also "challenging that we have been at this point before" and it is going to be difficult to take that next step. Several other members agreed with his thank you to City staff, as well as the challenges before the group to navigate political calculations and move to the practical.
- I am hopeful about being at the table to provide a neighborhood voice and role.
- "It is heartwarming to see how much work everyone has been putting into this."
- I am hopeful we can have an immediate impact with some of these proposals [by January].
- I am hopeful we are going to be able to move some more people indoors, but our challenge is to start ending homelessness by moving more people into permanent housing.
- "I am grateful to see the unsheltered crisis getting the attention it deserves."
- Challenged by the numbers of homeless families still on the street… and the "urgency of tonight's crisis."
- I am hopeful that this collaboration and conversation will continue even after the work of this Task Force is completed… and the opportunity to issue our own Call to Action.
- "Don't let the perfect be the enemy of the good" [as we review these draft proposals].
- I am hopeful that we are taking "the scope and the scale of this crisis" seriously, and challenged that we can make the changes needed to reduce the numbers in the upcoming annual One Night Count.

Criteria to Determine if Proposals Respond to Call to Action

ACTIONABLE – IMPACT – TIMELINE – COST

Alice reminded everyone that Staff had added four criteria to the bottom of the draft proposals to quickly rate how each one responded to the Mayor's call to Action agreed upon by the group. Are there any other criteria that should be added?

Some brief discussion and comment followed. How could a particular proposal be moved to "YES"? What is "practically" vs. "politically" actionable? Does a proposal depend on other players or other systems? Does actionable depend on whether a proposal requires Executive authority vs. City Council, or both?

There was some debate about whether or not to remove "actionable" as a criterion, but it was ultimately decided to keep the proposal framework as-is. No other criteria were put forward by the group, although it was agreed to also indicate whether each proposal responded to one, two or all three of the Call to Action Priority items. There was a suggestion of designating whether a proposal is actionable by the mayor or others, in order to be more specific.

The group also agreed that it was inappropriate in this context to recommend any proposal that addresses items for the benefit of a specific group or agency. Proposals should recommend broad initiatives and changes. Recommendations to address specific groups and constituencies could be made as part of the narrative or risks and challenges. In a similar manner, any specifically named agencies or programs should be clearly marked as examples drawn on to provide supporting data to assist in estimating total costs, numbers to be served, etc.

Proposal Review

Alice next asked members to review the packet of proposals and mark the ones (with Post-its) for which they are willing to be named as a significant contributor/resource for next steps. After that exercise, the group began to discuss each proposal together (beginning with the ones which had the most contributors) in order to secure agreement on criteria ratings and attempt to drive toward final recommendations.

Before proceeding, the group agreed that Proposal #3-4 on Crowd Funding should be grouped separately as one with enthusiastic support from Task Force members (and private groups) who believe it could be implemented without using City resources and/or as part of a Call to Action to *other* sectors of the community.

Proposal #20 on Community Kindness was also placed into that separate group as an "Endorsed" proposal for action by *others* and not by City staff and resources.

Staff took extensive notes to ensure that comments and additional information were gathered for revising the proposals as the group reviewed each one.

Discussion of Cover Letter (*in the midst of reviewing Proposal #8*)

Some Task Force members expressed concern that more time is needed or an additional meeting to complete this work. They feel rushed to move some proposals forward without more discussion, and are concerned about contributing to a group cover letter that endorses recommended proposals if they/their organization is opposed to one or more proposals. Does all of this have to be completed for presentation to the Mayor by next Monday?

Hyeok heard the concerns being raised and proposed two possible solutions: a) expand Monday's briefing to a two-hour meeting block and reschedule the Mayor to a later date, or b) try to get as many members together as possible on Thursday afternoon this week.

After some discussion, approximately two-thirds of the members present indicated they should be able to make a Thursday afternoon meeting, December 11, 2014 from 2:30-4:30pm. At that time, Task Force members would review remaining proposals and a draft of Alison's cover letter. Mark and Louise agreed to assist further with the letter.

Allocating City Council's $200,000 & Closing

After agreeing to an additional fifth meeting, the group decided to use its remaining short amount of time today to stimulate thinking about ways the City Council could allocate the $200,000 recently earmarked in next year's budget for recommendations from this Task Force.

Alison suggested that this money is "under City Council authority, not the Mayor" and that the group should press for more resources to be allocated by the Mayor.

Anitra suggested that some time should be spent to identify items in these proposals that are already funded by the City Council through other allocations, or that could be.

Tim felt it was important for members not to limit themselves to such a small amount of funding.
Jon expressed his belief that additional time to discuss these proposals and prioritize them will help to inform where the $200,000 could best be spent.

Before adjourning, several members expressed feeling hopeful still, and grateful that this group has accomplished so much to address the Mayor's Call to Action in such a short period of time.

Parking Lot

❖ **Proposal #9**

Flexible funds to divert & move people to housing → $2.5m for 2015 (most already secured)
Underway ***3 votes**

❖ **Proposal #13**

Urgently move long-term shelter users (25% of shelter stayers use 75% of shelter bed nights) to permanent housing (rent or units) – Vets have $! ***1 vote**

❖ **Proposal #15**

Shift some resources to the Seattle Conservation Corps *No votes

❖ **Proposal #16**

Expand Hotel vouchers and case management – No homeless families sleeping on the street!
*No votes

❖ **Proposal #17**

OBJECTIVE	**Fund programs that offer 24-hour programming/access.**
DESCRIPTION	There is a need for more programs with flexible schedules to provide services to homeless folks outside of the traditional evening hours. For people who work/attend school at nights, there is a need for Daytime or non-traditional hour shelter spaces. The current 'in late, out early' schedule is also not conducive to starting off a day with a healthy meal or providing adequate spaces to store belongings while going to work or school.

❖ **Proposal #24**

OBJECTIVE	**No Empty Shelter Beds in Seattle & King County**
DESCRIPTION	System improvement is needed to fully utilize existing shelters for families with children. Family shelters currently only 81 - 88% occupied. • Use encampment legislation as model • Approach: on sites w/established use – 'shelter' could be accessory = <u>no permit</u> • Explore ability to site "temporary use" & not have to meet current codes (life-safety). O.K. as land use in any/most [out]comes • Explore methods – ordinance; interpretations/rules; other • Look for solution for cold weather shelter for women & children (also an aspect of "no camping" rule)

	• Explore temp. use permit for residential use/shelter • Reconvene DPD safety code staff (& Fire Dept.) to talk about min. necessary changes/upgrades + lower cost methods • Maintain good neighbor approach • Coordinated Entry policy exception for self-referral. • Secure $ for operation (on-site staffing) & some capital (washer/dryer)

Appendix D:
Additional Information

- Letter from YouthCare and Mockingbird Society Task Force Members to Mayor Murray

- Additional Draft Proposals from Task Force

- Committee to End Homelessness Crisis Response Materials

The Mockingbird Society
Building a world-class foster care system

YOUTHCARE
Homeless youth ◆ Off the streets ◆ Preparing for life

December 11, 2014

City of Seattle Mayor Edward Murray
City Hall
600 4th AV, Floor 7
Seattle, WA 98104

Dear Mayor Murray,

On behalf of the most vulnerable youth and young adults in Seattle, we wish to thank you for your leadership in convening the Emergency Task Force on Unsheltered Homelessness. Our organizations, The Mockingbird Society and YouthCare, have been honored to represent youth and young adults on the Task Force. In addition, our youth advocates have appreciated the opportunity to provide insight at the decision-making table.

We have collaborated closely with these young people to develop a youth-focused proposal that is low-cost, actionable, and ready for immediate implementation. The proposal also addresses your call to action to find innovative ideas for increasing shelter capacity, and it identifies larger-scale needs that we believe the City should consider moving forward.

Specifically, we propose adding shelter beds and supportive services to help the young people who most need support connect with critical resources. The youths' recommendations also address the unmet needs of young people of color who are disproportionately represented among homeless youth and young adults in Seattle.

The solutions that we propose will help make youth and young adult homelessness in Seattle a rare, brief, and one-time occurrence. In addition, these measures will help prevent these young people from experiencing chronic homelessness as adults.

Our youth believe that this proposal will best meet the needs of their unsheltered peers. We hope that you will consider their ideas among the top priorities put forth by the Task Force. Thank you again for your support of our most vulnerable young people in Seattle. Please do not hesitate to contact us or the young people if you have any questions or need any additional information.

Sincerely,

Jim Theofelis
Executive Director
The Mockingbird Society

Melinda Giovengo, Ph.D.
Melinda Giovengo
Executive Director
YouthCare

Montrai Williams
Sr. Network Representative
The Mockingbird Society

Shallamar Campbell
YAEH Representative
The Mockingbird Society

mockingbirdsociety.org
206.323.KIDS (5437)
2100 24th Ave S, Suite 246
Seattle, Washington 98144

OBJECTIVE	**Request that mobile units of DSHS & Public Health Dept. come to sanctioned encampments**		
DESCRIPTION	The City should request use of DSHS's Mobile Community Services Office or Public Health's mobile medical unit, or create something similar to bring services directly to encampments, so residents can access services and enable them to readily get jobs/housing/benefits/etc.		
# TO BE SERVED	100-250 individuals/family members per week (or biweekly)		
TOTAL COST Staffing Operating Services	***DSHS:*** No current capacity, except perhaps one Friday a month. An additional mobile unit will cost ~$350,000 based on current capital expense models. To add service every other Friday = $75,000/year for staffing and expenses		
DURATION OF PROJECT	Quick implementation with on-going potential		
ANTICIPATED OUTCOMES	Leverages city/county/state regional/agency resources to ensure that people have access to benefit programs (temporary food assistance, cash assistance, SSI/SSDI applications) and health services.		
POTENTIAL PARTNERS	King County, United Way, other funders, DSHS, Community and Faith-based groups, private businesses		
RISKS AND CHALLENGES	DSHS mobile unit is utilized throughout the PNW region and travels to several counties including, King, Snohomish, Kitsap, Skagit, Grays Harbors and Island.		
POLICY CONSIDERATIONS	DSHS Service not controlled by entities not governed by the City. Public Health Mobile medical will need expansion in increase capacity.		
ACTION STEPS	Work with DSHS and Public Health to explore options for scheduling.		
POTENTIAL RESOURCES	City Staff: Sola Plumacher, HSD	Task Force Member(s):	Mary Anne DeVry Sharon Lee Louise Little
How does the proposal respond to the Call to Action? ❸			
ACTIONABLE	☐ YES	☐ NO	☒ TBD
IMPACT	☐ HIGH # SERVED	☒ MEDIUM # SERVED	☐ LOW # SERVED
TIMELINE	☐ IMMEDIATELY	☒ 1ST QUARTER 2015	☒ LONG TERM
COST	☐ NO COST	☒ LOW COST	☒ COST TBD

OBJECTIVE	**Champion public/private funding pool to support grants to groups hosting encampments using crowd funding model.** *****Complementary to Proposal #20?***
DESCRIPTION	• City to seek private fundraising and grant support by brokering innovative funding models for public-private partnerships to be used as a resource to coordinate a grant pool for funding/service provision/permits/etc. • Set fundraising goal at $500,000 – Anticipate a non-governmental entity as the fund manager • Current system feels very fractured, with many organizations doing great work but serving only a specific need, population or time frame. Centralizing the information would help pull all of this together to create easy access and perhaps create some continuity in service, coordinate funding/contracts/permits/etc. It would also help build awareness in the greater community.
# TO BE SERVED	500-750 individuals and family members
TOTAL COST Staffing Operating Services	**$50,000** .5 FTE to manage marketing/social media blitz, coordination and administration of grants *Ask for private sector loaned exec to assist with staffing crowd funding model?*
DURATION OF PROJECT	1-3 months
ANTICIPATED OUTCOMES	• More support – both financial and political – will allow more groups and organizations to serve as encampment hosts and serve more individuals. • Centralized contact/common forms/shared or group services contracts/etc. will help to bring consistency, stability and cost savings. • Reduce opposition and number of complaints from neighborhoods. • Increase knowledge and understanding about homelessness in Seattle.
POTENTIAL PARTNERS	King County, United Way, other funders, Community and Faith-based groups, private businesses Help from Mayor to seek private fundraising and grant support
RISKS AND CHALLENGES	Management and oversight for this type of funding model is unexplored for the City.
POLICY CONSIDERATIONS	• Allow neighborhoods to apply for Matching Grants/funds to support these types of activities? • Grant Committee to help evaluate awards?
ACTION STEPS	• Identify organization willing to loan staff or sponsor effort
PROPOSAL RESOURCES	City Staff: Jesse Perrin, MOS Task Force Member(s):

How does the proposal respond to the Call to Action?			
ACTIONABLE	☐ YES	☐ NO	
IMPACT	☐ HIGH # SERVED	☐ MEDIUM # SERVED	☒ LOW # SERVED
TIMELINE	☐ IMMEDIATELY	☒ 1ST QUARTER 2015	☐ LONG TERM
COST	☐ NO COST	☒ LOW COST	☐ COST TBD

OBJECTIVE	**Employment Program for Homeless Individuals in Encampments**	
DESCRIPTION	• Provide employment opportunities to campers through the brokering of public-private partnerships (i.e., for materials, supplies) in area(s) surrounding encampments to beautify & support the neighborhood • Partner with City departments who currently complete street/neighborhood cleanings/upkeep	
# TO BE SERVED	*TBD*	
TOTAL COST Staffing Operating Services	.5 FTE program oversight .25 FTE per encampment	
DURATION OF PROJECT	Long-term	
ANTICIPATED OUTCOMES	• Beautify areas hosting encampments • Reduce opposition and number of complaints from neighborhoods. • Increased private support – political and financial – for addressing homelessness.	
POTENTIAL PARTNERS	Parks, SDOT, SCL, SPU, FAS, SPD	
RISKS AND CHALLENGES	• Workers' liability challenges • Union challenges	
POLICY CONSIDERATIONS	• Displacing City union jobs? • Volunteer groups/programs? • Creating new apprenticeship program(s)?	
ACTION STEPS	Explore true cost Explore legal challenges	
PROPOSAL RESOURCES	City Staff: Dan Johnson, Parks Barbara Gray, SDOT	Task Force Member(s): Melinda Giovengo

How does the proposal respond to the Call to Action?			
ACTIONABLE	☐ YES	☐ NO	☒ TBD
IMPACT	☐ HIGH # SERVED	☐ MEDIUM # SERVED	☒ LOW # SERVED
TIMELINE	☐ IMMEDIATELY	☐ 1ST QUARTER 2015	☒ LONG TERM
COST	☐ NO COST	☐ LOW COST	☒ COST TBD

OBJECTIVE	**Creating "assessment and triage centers" to increase shelter capacity in city-owned or other suitable spaces**
DESCRIPTION	• Develop a model to work with shelter funders in the region to pilot or launch "assessment and triage centers", based on a model in Western Massachusetts and in other areas of the country: http://www.telegram.com/article/20131110/NEWS/311109938 • Since the shelter spaces that are currently available are not open long enough to provide housing placement or services this solution could provide either extended hours, added shelter staff, or a mobile model where everyone who enters the shelter is assigned a contact or person that will assess and follow-up with them to help move them towards permanent housing. • These contacts (call them outreach workers, case managers, etc.) will have access to flexible funding (provided in part through UWKC) to help either divert them from shelter all-together or move them quickly from shelter to permanent housing. The "assessment and triage centers" would not work outside of the current homeless system, but act as sites for the assessment and triage process that will be taking place through coordinated entry for single adults (currently under development). • The assessment and triage centers will have three primary goals: 1) to bring people inside to sleep or divert them from homelessness all-together, 2) provide assessment for housing, and 3) triage or link people to permanent housing as quickly as possible.
# TO BE SERVED	750 -1000 individuals – *Multiple sites could potentially target multiple and/or underserved groups (i.e., single men, single women, families with children, YYA, couples, people who have pets, etc.)*
TOTAL COST Staffing Operating Services	Utilize United Way and City-funded program model for housing navigation
DURATION OF PROJECT	Long term
ANTICIPATED OUTCOMES	Decrease length of shelter stay Increase access to longer term housing options
POTENTIAL PARTNERS	United Way of King County, DESC SAMSA program, 25 Cities Initiative
RISKS AND CHALLENGES	New model hasn't been tested as effective, but is a promising practice
POLICY CONSIDERATIONS	
ACTION STEPS	Leveraging other regional partners to increase sites outside of Seattle city limits
PROPOSAL RESOURCES	City Staff: Sola Plumacher, HSD Task Force Member(s): Sharon Lee, Katy Miller

How does the proposal respond to the Call to Action?

ACTIONABLE	☒ YES	☐ NO	☐ TBD
IMPACT	☐ HIGH # SERVED	☒ MEDIUM # SERVED	☐ LOW # SERVED
TIMELINE	☐ IMMEDIATELY	☐ 1ST QUARTER 2015	☒ LONG TERM
COST	☐ NO COST	☐ LOW COST	☒ COST TBD

Emergency Task Force on Unsheltered Homelessness
Proposal #8 - State of Emergency

OBJECTIVE	**Mayor declares State of Emergency and calls Business Leaders to fund major initiative** ***declares "crisis"? "dire epidemic"?*** *****split into separate PR campaign (#20) vs. Actual emergency (#6a)? 1b?***		
DESCRIPTION	• If 3,000 residents were left homeless due to a natural disaster, elected officials would declare a state of emergency and move immediately to address the crisis and get help to these individuals and families • Communicates urgency of situation heading into Winter • Mayor to make weekly calls (to business leaders? Press? Others?) Yes! And meetings, speeches • Media blitz to create AWARENESS and move towards involvement		
# TO BE SERVED	TBD		
TOTAL COST Staffing Operating Services	Funding needed? Private/business donors?		
DURATION OF PROJECT	Immediate		
ANTICIPATED OUTCOMES	Create a shift in the ways in which we respond to homelessness as a city-wide crisis.		
POTENTIAL PARTNERS	Business communities, City Councilmembers, Media, Office of Emergency Management		
RISKS AND CHALLENGES	Legalities of declaring 'State of Emergency' require government and its entities to respond in a specific way; city government would have to respond following Emergency Management guidelines		
POLICY CONSIDERATIONS	State of Emergency has specific policies to address a natural disaster or crisis; focus on different response systems to create cultural shift		
ACTION STEPS	Contact Department of Emergency Management and identify what a 'State of Emergency' would mean in Seattle		
PROPOSAL RESOURCES	City Staff: Maggie Thompson, MOS	Task Force Member(s):	Lydia Albert Mary Anne DeVry Sharon Lee Nicole Macri Mark Putnam

How does the proposal respond to the Call to Action?			
ACTIONABLE	☐ YES	☐ NO	☒ TBD
IMPACT	☒ HIGH # SERVED	☐ MEDIUM # SERVED	☐ LOW # SERVED
TIMELINE	☒ IMMEDIATELY	☒ 1ST QUARTER 2015	☐ LONG TERM
COST	☒ NO COST	☐ LOW COST	☒ COST TBD

OBJECTIVE	**Large scale marketing/media endeavor based on compassion/kindness; and how to get involved**
DESCRIPTION	While it is mandatory that we respond immediately to the 'crisis' needs of those currently unsheltered in our city, we also need to lay the ground work for a more comprehensive and sustainable long-term approach in caring for and giving service to those without basic needs being met. Currently we have given over the task of ending homelessness to government, non-profits, and religious institutions. If we are going to end homelessness we need to bring 'all' of the community into this conversation and participation. We need to tap into the stored reservoir of empathy that exists in our community. Begin at the base of the issue of homelessness. Ask the question, "Why should someone living in a home care about, and ultimately do something for, someone living outside?" If we can provide that answer to each person living inside in Seattle, overnight everyone gets involved, overnight we have the resources and resolve to end homelessness, overnight we have support for the good work government, non-profits, and religious institutions are doing. Every person wants to get involved in this issue because ultimately this issue is about each of us. The most common comment I have heard over the last four years from the Homeless in Seattle community is, "Thank you for showing us a way to get involved." People want to end homelessness; we just need to provide a path for them to do so. The Mayor said, "I want Seattle to be a model city on this issue of homelessness." Let's do it. Start educating the public on this issue from a compassion perspective. Start with dismantling the negative stereotype, show the humanity of this issue, show the depth of suffering along with the incredible beauty of each person. Make this issue personal and real as a means for creating a healthy beautiful city. If corporations can market to us on how to get excited for and give value to material objects for purchase, certainly we can market the intrinsic value each person has as a means to ending homelessness. We have to switch priorities; we need to make it obvious that people are more valuable than things. We know this already, we just don't act on it. Create a 'Culture of Kindness". This is a long conversation that would involve professionals across the board. This is doable. We just need to want to do it, to see the value in it. Imagine living in a city known for kindness. City can take the lead on seeking private fundraising and grant support by brokering innovative funding models for public-private partnerships to be used as a resource to coordinate a grant pool for funding/service provision/permits/etc. Set fundraising goal at $500,000 – Anticipate a non-profit as the fund manager.
# TO BE SERVED	• Everyone is to be served. Not trying to be flip here, but part of the paradigm shift is that we need to stop thinking of 'US helping THEM'. We help ourselves when we reach out to serve others. • One danger of measuring 'numbers of' is that we continue seeing the issue as a statistic. Ultimately this issue needs to move from the head to the heart.
TOTAL COST Staffing Operating Services	• Funding for homelessness has been so difficult because as a culture we just don't see the value. If we can show the value of caring for people, the money would follow easily. • It is difficult to spend a dollar on marketing for future change when it could go to a bed or roof now. To solve homelessness we need to have an all-in endeavor. If we value the lives of those living outside, we will need to re-prioritize budget and do both, beds now and marketing for roofs later. • Through social media we find money outside of the traditional tax system. The tax payer sees money as having been taken from them while the donor sees money as having been given by them; this empowers each of us to give and get involved.
DURATION OF PROJECT	Ongoing
ANTICIPATED OUTCOMES	• The ripple effect of getting the community involved in a large scale manner would be hard to predict. For starters, programs in place would get the needed support and new exciting programs would emerge from the collective creative energy of the community. • Other social issues within in the city would benefit from this 'Culture of Kindness'. • Seattle would become a 'Model City' as the Mayor envisioned. Other cities around the world would be watching, learning. Kind people would move here. • More support – both financial and political – will allow more groups and organizations to serve as encampment hosts and serve more individuals. • Reduce opposition and number of complaints from neighborhoods. • Increase knowledge and understanding about homelessness in Seattle.
POTENTIAL PARTNERS	• As a marketing/ media endeavor the 'message' and the how to circulate that message would be most important. Like the "green" movement, the "kindness" movement could become *hip*, the thing to do. Partners could join based on merit, etc. • Everyone on the Task Force would bring their world of knowledge and influence as partners. The Church Council of Greater Seattle, *Real Change*, and the Committee to End Homelessness would be the first folks I would talk with if charged to move this thought forward. • All media, specifically social media, would want to be employed. • Push the message through by finding the beauty in each person, each moment. Do this through ART, make this primarily an artist marketing project. • Volunteers. This is ultimately where the campaign needs to reside, with each person living here finding a way to get involved, to volunteer, taking ownership in making this place beautiful.

	• King County, United Way, other funders, Community and Faith-based groups, private businesses • Help from Mayor to seek private fundraising and grant support		
RISKS AND CHALLENGES			
POLICY CONSIDERATIONS	• None		
ACTION STEPS	• Meet with the Mayor immediately to find what he means by "Seattle being a model city." • Form a small volunteer group to define a proposal for moving forward. • Build support. Assemble list of media, both local and national, wanting to be involved with this project. Include also a list of artists, graphic designers, marketing companies, print shops, etc. wanting to be involved with this project. • Start an on-line and on-street signing for those living in our city that want to see Seattle create a "Culture of Kindness". Create a buzz! • Seek private funding. If the proposal is bold, centers on the idea of kindness, has a detailed plan with solid partners, has the Mayor and Council backing, and community signatures, then the money will flow in. I know I appear naive, but I have seen extreme generosity on this issue on the Homeless in Seattle site and I am seeing it now with or nonprofit Facing Homelessness.		
PROPOSAL RESOURCES	City Staff: Jesse Perrin, MOS	Task Force Member(s):	Rex Hohlbein Quynh Pham Mark Putnam?

How does the proposal respond to the Call to Action? ❸			
ACTIONABLE	☐ YES	☐ NO	☒ TBD – ***Not by City!***
IMPACT	☐ HIGH # SERVED	☐ MEDIUM # SERVED	☒ LOW # SERVED
TIMELINE	☐ IMMEDIATELY	☒ 1ST QUARTER 2015	☒ LONG TERM
COST	☐ NO COST	☐ LOW COST	☒ COST TBD

OBJECTIVE	**Emergency Response for Homeless families.** Homeless families, especially those with infants, young or sick children, should not being living unsheltered on the streets. The hotel voucher program should have the capacity to expand and contract based on need and weather conditions.
DESCRIPTION	There is a shortage of shelter beds for homeless families as there are over 500 homeless families on the streets and only about 280 shelter beds. Families find themselves homeless during the day, evenings and weekends. Aside from Nickelsville and the YWCA Late Night program, no other services are available in the evenings and weekends that can provide emergency shelter in Seattle. 211 shuts down. FHC is not open and does not handle crisis response. It takes 3 weeks to get an appointment for intake only and then a homeless family is put at the back of a long wait list. Unfortunately, the Y's Late Night Program at capacity can only help 40 families staying in hotels. This should be expanded in winter time and when young children and those who are medically fragile are in need of shelter. HSD should allow program expansion by providing additional funds for hotel stays and associated case management support. The Public Health Dept. Kids Plus program should operate at night and be able to put vulnerable families in hotels.
# TO BE SERVED	- 200 to 300 homeless families with children, including very young and medically fragile children. - Many immigrant/refugee families and families of color. - Many large families including those with 4 to 8 children that many shelters cannot serve.
TOTAL COST Staffing Operating Services	Proposed budget of $200,000 to start. HSD and YWCA to provide costs for hotel vouchers and staffing. Hotel stays are $50 - $120 per night depending on room size and location. LIHI and other nonprofits have existing case management staff that may be willing to case manage some families and need help with the hotel costs.

DURATION OF PROJECT	Immediate implementation as hotel rooms are readily available. Sometimes a hotel room is only needed for a few days.
ANTICIPATED OUTCOMES	Keep homeless families safe and healthy. Have an expandable program that can flex based on need and weather condition. Keep families together.
POTENTIAL PARTNERS	HSD, YWCA, Kids Plus, LIHI, Nickelsville and many nonprofits
RISKS AND CHALLENGES	No risks, only positive results.
POLICY CONSIDERATIONS	City Council stated a policy that no families should be left unsheltered on the streets of Seattle

OBJECTIVE	**To Help Churches and Nonprofits Open Overnight Shelters & Warming Centers**
DESCRIPTION	Many faith-based institutions and nonprofits have a mission to help people in need. They often have underutilized buildings and space that can be used during evenings and overnight for sheltering homeless families, and individuals. This is especially needed in wintertime. However, many smaller churches and nonprofits cannot afford to take on the full responsibility for paying for heat, utilities, insurance, staffing and supplies. This proposal will complement the Proposal #7, creating a tool kit for churches and private owners to create shelter space, and Proposal #11, DPD to make permitting simple and easy for crisis response shelters. Matching funds or partial funding will be provided by the city to faith-based and nonprofit organizations to leverage their resources/volunteers to enable more crisis response shelters and warming centers to open up. This would target homeless young adults, families, singles and couples. Applications will be taken on a rolling basis.
# TO BE SERVED	400 people served with an estimated 40 people at 10 different sites. Separate sites serving homeless young adults and families with children.
TOTAL COST Staffing Operating Services	Ranging from as low as $20,000 for one site to cover partial cost of utilities, staff and insurance for 4-6 months. Request for $200,000 to $400,000 for 10 sites.

Emergency Task Force on Unsheltered Homelessness
Proposal Template

DURATION OF PROJECT	Immediate implementation possible. A number of churches have indicated their interest this winter.
ANTICIPATED OUTCOMES	- 400 men, women, children and young adults have a warm place to stay - Fewer sick people unsheltered on the streets - Fewer people dying from violence or exposure - One Night Count will show a significant decrease
POTENTIAL PARTNERS	HSD, churches, nonprofits, DPD, DON
RISKS AND CHALLENGES	- Too many churches might come forward! - Work with DON on community notification - Sufficient volunteers are needed for staffing the shelters & warming centers - Short term solution until more permanent housing gets built
POLICY CONSIDERATIONS	- HSD to find a quick way to assess proposals and award funds - DPD to move quickly to inspect space and grant temporary use permits

COMMITTEE TO
END HOMELESSNESS
KING COUNTY

CEH Countywide "Crisis Response"/Unsheltered Homeless Strategies Update

- This Spring, the CEH Governing Board and Interagency Council formed a task force to develop recommendations for to respond to the crisis of unsheltered homelessness
    - Four "Crisis Response" strategies were developed, and many have been partially funded/supported with new funding:
        1. Flexible funds for people on streets and in cars to move off streets and on a pathway to housing (including Rapid Rehousing)
            - 2015 increase over 2014: $2,525,000
            - Sources: City/Mayor's budget; King County, United Way, Federal (VA and HUD); *City and United Way funding are not fully confirmed*
            - Outcome expected: permanently house **600 households**
        2. Support Long-Term Shelter-Stayers to move to permanent housing (rent plus services)
            - 2015 increase over 2014: $4,720,000
            - Sources: City/Mayor's Budget; United Way, Federal (HUD and SAMSHA); *City and United way funding are not fully confirmed*
            - Outcome expected: permanently house about **400 households**
        3. Increase shelter capacity
            - 2015: TBD
            - Sources: Cities, County, United Way
        4. Increase support for interim survival mechanisms
            - 2015: TBD
            - Sources: TBD
- The City's efforts have the opportunity to be leveraged by many countywide sources by aligning its strategies with the those that CEH and its regional partners developed just a few months ago, and have been raising funding to implement
- We need to build on programs that are showing promise, and yet haven't been scaled up
- These include rental assistance programs (that have funding) and yet about 1,000 people have a difficult time finding a landlord to rent to them. This is particularly true of units in Seattle.
    - CEH, in partnership with United Way, the Housing Authorities, the City, County, and nonprofits have launched a campaign – One Home (www.onehomekc.org) – to find landlords. Incentives such as funds to pay for damage or lost rent and 24/7 assistance with tenants are offered.
- Bottom line – more than 2,000 unsheltered households could be served by existing programs, and even more through new ideas of the Mayor's Unsheltered Task Force:
    - The 1,000 would-be renters currently looking find a unit
    - 1,000 more find permanent housing through the first 2 "crisis response" strategies
    - How many more can we get inside through these 4 strategies?

(This document was presented to the CEH Interagency Council on June 2, 2014. It provides a summary of the 4 recommendations approved by CEH for improving our community's crisis response for single adults experiencing homelessness.)

Update to the Interagency Council for
Strengthening the Crisis Response System
from the Single Adult Work Group

Overview:

Every day large numbers individuals and families in our community go unsheltered. At this time our community simply does not have the shelter capacity to meet the need. The goal of the Seattle/King County's Crisis Response System is to help meet the immediate needs of individuals and families who are unsheltered through increasing the capacity to move people quickly from the streets into a setting that provides safety and stability, and where they can begin the process of moving into long-term housing.

The IAC has approved the following recommendations. This paper summarizes the strategies and potential costs and impacts.

1. *Create a flexible short-term assistance fund for outreach staff to use to assist unsheltered individuals to move from the street and on to the pathway to housing.*
2. *Support long-term shelter stayers to move to more appropriate housing through the provision of rental subsidies and support services.*
3. *Increase shelter capacity by expanding existing shelters. Maintain existing shelter capacity to prevent a net loss of shelter beds. Focus on a regional response to shelter needs.*
4. *Increase support and public education for interim survival mechanisms that bring people out of the elements.*

Crisis Response Recommendation #1

Create a flexible short-term assistance fund for outreach staff to use to assist unsheltered individuals to move from the street and on to the pathway to housing.

Program Description:

The flexible short-term assistance fund provides a new tool that outreach workers can use to help individuals make the transition from the street into a safer and more stable environment. The intent is to provide outreach staff with the autonomy, authority, and the resources necessary to move people off the streets now. Outreach staff will work together and will function as "housing e entrepreneurs." Funders and providers will work together on the specifics of program design to ensure the development of a robust tool that works for agency staff.

The flexible funds program is person-centered and allows outreach workers to meet the unique needs of the individuals with whom they are working at a given point in time. These funds will also allow the community to leverage existing program resources to produce a greater impact. Assistance can range from rental deposits to help people moving into a new apartment, assistance reconnecting with family in other communities, or help with car repairs or other barriers preventing people from transitioning off of the streets.

The estimated launch date is January 2015.

The flexible funds program will focus on:

1. Providing agency outreach staff with a flexible tool they can use to assist families and individuals;

2. Providing shelter staff with access to funds to assist clients to move quickly from shelter into housing;

3. Providing flexible financial assistance that can be used to emphasize a creative "what will it take" approach to get people off the streets and on a pathway into housing even when there is no expectation of long-term or deep rental assistance; and

4. Close collaboration with the Landlord Liaison Project to identify potential housing options.

Estimated Costs: $500,000 per year for 2 years

Estimated Impact: Avg cost per individual = $4,000.
Program goal is 75% stable at 12 months

<u>Crisis Response Recommendation #2</u>

Support long-term shelter stayers to move to more appropriate housing through the provision of rental subsidies and support services.

Program Description:

In 2013 the Single Adult Shelter Task Force identified a cohort of individuals in the shelter system who were utilizing shelters for exceptionally long periods of time. Long-Term Shelter Stayers (LTSS) make up 26% of local shelter users but consume 74% of all shelter bed nights.

The **Long-Term Stayers (LTS) Work Group** was formed in 2013 to implement a recommendation of the CEH Single Adult Shelter Task Force to *focus outreach and resources to reduce long-term stays* in order to increase shelter capacity. The LTS Work Group focused on a cohort of 277 individuals with some of the longest stays, and set a goal to move 100 of them into housing in 2013. The placements were anticipated to be in existing homeless-designated housing units as they became available, and in three new buildings scheduled to open in 2013. Due to delays in project openings, progress was assessed after first quarter 2014: 85 people identified via HMIS were housed, plus 9 additional people identified by housing agencies.

Providing access to rental subsidies and associated services is another tool that providers can use to assist LTS to move out of shelter and into settings that are more appropriate for the individual. This recommendation includes access to rental assistance funds, as well as funds to assist with move-in costs, arrearages and furnishings.

Currently, an opportunity exists to pair this rental subsidy and services program recommendation with a new effort to address the needs of LTS who have significant behavioral health disorders. DESC has submitted a proposal to SAMHSA for a 3-year project that aims to serve and house a total of 135 clients. Housing units have been committed to that project.

While this funding is not a certainty, the model is strong and can help move significant numbers of long-term stayers out of shelter. Therefore, based on feedback from the **LTS Workgroup**, alignment with the DESC/SAMHSA grant proposal is recommended.

More specifically, if SAMHSA funding is awarded, these dollars should be used to fund services to assist clients with the transition into housing and linkages to other mainstream services to ensure long-term stability. If SAMHSA funds are not awarded, these funds should be utilized to provide rental subsidy in order to execute the model described by DESC in their proposal.

This recommendation creates the possibility of leveraging significant federal dollars to achieve greater impacts for clients, as well as moving significant numbers long-term stayers out of the shelter system into more appropriate housing. Do note that in most cases individuals in this program will have significant barriers to independence and will require long-term housing supports and likely some on-going access to services.

The continued development and implementation of this recommendation will occur with guidance from the LTS Work Group.

Estimated Costs:

$2,000 One-time move-in costs, including staff support, deposits & furnishings
$10,000 Annual rental assistance @ $842 per month (avg of Studio & 1-BR FMRs)

Estimated Impact: An additional 20 LTS moved into housing yearly

Total Recommended Program Budget: $250,000 per year

Crisis Response Recommendation #3

Increase shelter capacity by expanding existing shelters. Maintain existing shelter capacity to prevent a net loss of shelter beds. Focus on a regional response to shelter needs.

Program Description:

Every day large numbers of individuals and families in our community go unsheltered. At this time our community simply does not have the shelter capacity to meet the need. Strategies to make the shelter system more efficient by decreasing lengths of stay, and effective, by focusing on providing individuals a pathway to housing will ultimately allow our community to better meet the needs of unsheltered people. However, such system improvements will take time to execute. Significant emphasis must be placed on maintaining existing shelters to help ensure no net loss of emergency shelter.

In the interim, strategies that increase shelter capacity include:

1. Expanding existing winter and severe weather shelters;
2. Supporting efforts outside of the City of Seattle to increase shelter capacity; and,
3. Supporting faith-based and other community-based efforts to provide shelter.

Recommendations:

1. Prevent net loss of shelter beds by maintaining existing shelter capacity.
2. Focus on expanding existing time-limited winter and severe weather shelters.
3. Support the expansion of existing shelter where additional resources could potentially add shelter beds.
4. Support regional efforts to establish new shelter.
5. Where appropriate (what is definition of appropriate here? Provide funding to enhance services to help create a pathway to housing.

Next Steps:

1. Catalog county-wide summary of opportunities to expand shelter capacity including: existing time-limited shelters, potential new shelters, and opportunities to increase capacity at existing shelters;
2. Identify underutilized community assets that might be able to be used for shelters including vacant properties and government- owned buildings.

Estimated Costs: Costs vary widely, and are dependent on shelter model, types of services provided, location, etc.

Crisis Response "Recommendation #4:
Increase support and public education for interim survival mechanisms that bring people out of the elements.

Program Description

Interim Survival Mechanisms are strategies that provide a short-term support to people experiencing crisis and living unsheltered in our communities, and can be grouped into two categories: (1) Tent Encampments and (2) Vehicle Parking, both of which are organized programs operating in the County. In addition, there are unsanctioned encampments and individual encampments. Similarly, there are unsanctioned or clustered parking groups, and individual parkers.

The Single Adult Advisory Group and an Interim Survival Mechanism subgroup have met and discussed plans for increasing support and public education throughout the County for interim survival mechanisms. They have discussed successes and challenges, from the perspectives of encampment and parking programs and host cities, churches, and businesses. Through these discussions, several key elements of effective partnerships for operating organized encampments and parking programs have emerged in draft form. These include the provision of basic assets (such as land and utilities), a management plan, dependable organization for large scale programs, community relationships, public education about organized encampments and parking programs, and pathways to services and housing.

Estimated Costs: Potential costs include land, utilities, and transportation.

Next Steps:

The Single Adult Advisory Group has agreed on the following next steps:

1. Develop a catalog of currently operating organized and unsanctioned encampments and parking programs, with location, program details, outcomes, and costs where available.

2. Develop a document for use in partnership building, community relationship building and public education. The document, already in draft form, will include a summary of Interim Survival Mechanisms, local programs/practices, key elements of effective partnerships, and key stakeholders to involve in partnerships.

3. To successfully sustain existing partnerships, and build new ones, outreach to partners in government, faith community, and business community is needed.