



# Meeting Agenda

## City Council

City Hall  
601 4th Avenue E  
Olympia, WA 98501

Information: 360.753.8244

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**Tuesday, February 11, 2020**

**5:30 PM**

**Council Chambers**

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### Study Session

**1. ROLL CALL**

**2. BUSINESS ITEM**

**2.A**     [20-0125](#)     Homeless Response Plan Community Workgroup Discussion

Attachments:    [Engage Olympia Website](#)  
                          [Process & Engagement Summary](#)  
                          [Draft Homeless Response Plan](#)

**3. ADJOURNMENT**

*The City of Olympia is committed to the non-discriminatory treatment of all persons in employment and the delivery of services and resources. If you require accommodation for your attendance at the City Council meeting, please contact the Council's Executive Assistant at 360.753.8244 at least 48 hours in advance of the meeting. For hearing impaired, please contact us by dialing the Washington State Relay Service at 7-1-1 or 1.800.833.6384.*



## City Council

### Homeless Response Plan Community Workgroup Discussion

**Agenda Date:** 2/11/2020  
**Agenda Item Number:** 2.A  
**File Number:**20-0125

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**Type:** study session **Version:** 1 **Status:** Study Session

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#### **Title**

Homeless Response Plan Community Workgroup Discussion

#### **Recommended Action**

##### **Committee Recommendation:**

Not referred to a committee.

##### **City Manager Recommendation:**

Receive the draft Homeless Response Plan from the Community Work Group and discuss the Work Group's experience with the process. Briefing only; No action requested.

#### **Report**

##### **Issue:**

Whether to receive the draft Homeless Response Plan from the Community Work Group

##### **Staff Contact:**

Stacey Ray, Senior Planner, Office of Performance & Innovation, 360.753.8046  
Amy Buckler, Strategic Projects Manager, CPD, 360.570.5847

##### **Presenter(s):**

Stacey Ray, Senior Planner, Office of Performance & Innovation  
Amy Buckler, Strategic Projects Manager, Community Planning & Development  
Kim Adney, Community Work Group Member  
Grace Burkhart, Community Work Group Member  
Elsbeth (Eli) Charno, Community Work Group Member  
Scott Clifthorne, Community Work Group Member  
Robert Coit, Community Work Group Member  
Jennifer Davis, Community Work Group Member  
Amy Evans, Community Work Group Member  
Derek Harris, Community Work Group Member  
Meg Martin, Community Work Group Member  
Selena Rodocker, Community Work Group Member  
Ally Upton, Community Work Group Member

**Background and Analysis:**

January 2019, staff proposed a Participatory Leadership approach to developing a Homeless Response Plan. This approach was designed to identify community-based solutions to homelessness through intentional learning together, constructive dialogue, and fostering trust. City Council agreed that this was the right approach to engage the whole community in the response, cultivate stronger regional partnerships, and build overall community resiliency.

In March 2019, the City began the process with a goal to identify long-term strategies, actions, measures and partnerships to respond to the homelessness crisis. This included planning for the needs of residents, visitors, business owners and individuals experiencing homelessness. In keeping with a Participatory Leadership approach, this process was hosted and shepherded by a Community Work Group (Work Group) made up of 11 community members who brought a diverse set of perspectives and experiences. Visit Engage Olympia to learn more about the Work Group members (See Attachment).

Over the course of three distinct phases, the Work Group heard from more than 700 community members and key stakeholders through 20 different workshops, focus groups, listening sessions, community conversations, and more than 640 online survey participants. Attached is a summary of the outreach and engagement process.

At this stage, the Work Group has fulfilled their role, and is ready to formally hand-off the draft Homeless Response Plan (Plan) to City Council (See Attachment). In January, staff provided City Council with a high-level overview of the process and the resulting draft plan at their annual retreat; however, this is an opportunity for Councilmembers to hear directly from the Community Work Group about their role, what they learned through this experience, and how the community's voice is reflected in the Plan.

At the meeting, staff will provide an overview of the process used to develop the Plan and highlight significant elements of the Plan. This will be followed by a facilitated panel discussion with Community Work Group members, and time for Councilmembers and Community Work Group members to ask questions and discuss the process and Plan.

**Neighborhood/Community Interests (if known):**

The public has a high degree of interest in the City's response to homelessness. An overview of the process, and summaries of community input received throughout the process are available on EngageOlympia.com.

**Options:**

Information only. No action requested.

**Financial Impact:**

This process is being completed by City staff using base department budgets. In addition, the City Council directed \$30,000 of Council goal money to support the public engagement process.

**Attachments:**

Engage Olympia Website  
Process and Outreach Summary

Draft Homeless Response Plan



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# Olympia's Homeless Response



Who is Homeless and Why? [Watch later](#) [Share](#)

## Who is Homeless and Why?

**Presented by:** Amy Buckler, Strategic Projects Manager



## Immediate, emergency actions

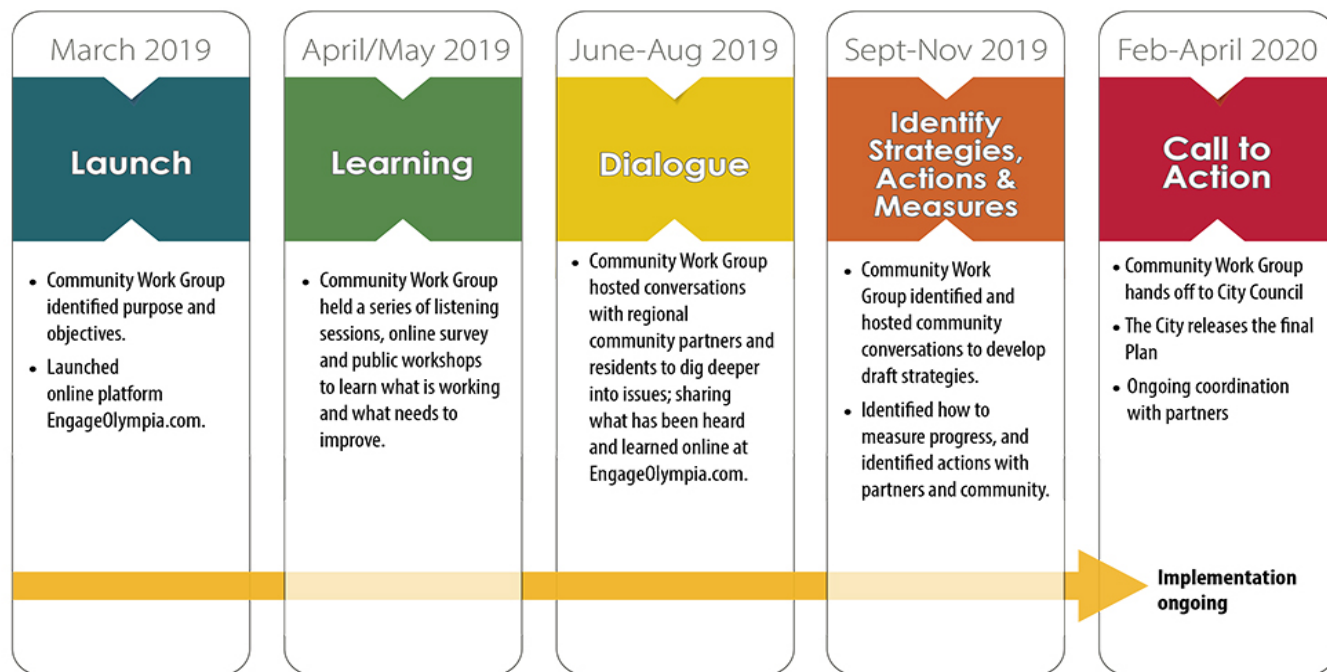
Homelessness affects all of Thurston County, but is most visible within the urban hub of downtown Olympia. In July 2018, the Olympia City Council declared a public health emergency related to homelessness. Doing so enables the City to respond to the needs in the community more quickly.

The City is addressing the immediate, emergency needs with a variety of actions and strategies including:

- Mitigation Site(s);
- the Plum Street Tiny House Village;
- a City & Faith Community Pilot Partnership;
- Expansion of 24/7 shelter options;

- Mobile Crisis Response and Familiar Faces teams;
- Secure storage for homeless individuals' belongings; and
- a Rapid Response Team that monitors City-owned property to prevent new unmanaged encampments.

Learn more about all of our homeless response actions at [olympiawa.gov/homelessness](https://olympiawa.gov/homelessness) and sign up for email updates at [olympiawa.gov/subscribe](https://olympiawa.gov/subscribe).



## Long-term strategies & actions

In March 2019, the City began a process to identify how we, as a regional community, will respond (in the long-term) to the homelessness crisis. This includes planning for the needs of residents, visitors, business owners and individuals experiencing homelessness.

The public engagement part of this process is now complete. Over the course of 20 different events and workshops, the Community Work Group heard from over 700 community members (including at least 50 different community organizations). Over 600 community members contributed input via online surveys. You can find summaries of what we've heard throughout this process in the Document Library.

## What's next?

In February, the Community Work Group will meet with the City Council to present a Homeless Response Plan that represents what they heard from the community. The Plan is a strategic way forward for addressing homelessness and its impacts on our community, and includes three focus areas:

- Streamlining rapid response and wrap-around services;
- Expanding affordable housing and prevention; and
- Increasing public health and safety.

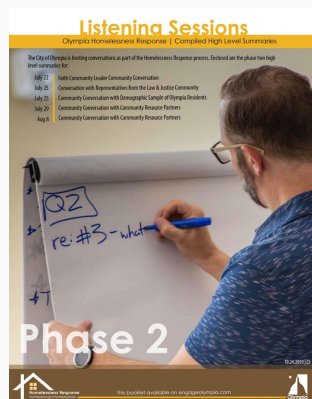
The City will continue to further develop the plan by:

- Identifying specific actions that the City will take lead on and timelines, including actions already underway;
- Working with key stakeholders and possible partner organizations to identify partner-led actions and timelines; and
- Identifying metrics to help us track and report on our progress over time

A final Homeless Response Plan will be available in April.

## What We've Heard: Phase 2

3 months ago



This summer, the City held several community conversations as part of the Homeless Response Plan process. [This packet](#) includes high-level summaries of what we heard at the following meetings:

- July 22 - Faith Community Leaders
- July 25 - Representatives of the Law & Justice Community
- July 25 - Demographic Sample of Olympia Residents
- July 29 - Community Resource Partners
- August 8 - Community Resource Partners

## 4th Avenue Bridge Clean Up Halted

4 months ago



The City of Olympia will not clean up the encampment under the 4th Avenue Bridge as planned for Wednesday, Sept. 11. Following a vote of the Olympia City Council during its Sept. 10, 2019, business meeting, the City will delay the cleanup of the unsanctioned encampment until “a comparable, safe and appropriate alternative location is available” according to the Council motion.

On Sept. 10, First Christian Church stepped forward to work with the campers. The Rev. Amy LaCroix said the congregation would meet regularly with the bridge campers to support their efforts toward self-governance. The City is hopeful that other...

[Continue reading](#)

## 4th Avenue Bridge Encampment to be Cleared

6 months ago



On Tuesday, Aug. 20, the City of Olympia notified campers under the 4th Avenue Bridge that the City would clean up the encampment on Wednesday, Sept. 11, and camping would no longer happen under the bridge.

The City has been consistent and open with its concerns about the safety and public health risks posed by the unsanctioned camping in that area. The Department of Ecology has warned of the risk of water contamination from human waste. Testing had shown fecal coliform bacteria in the waters nearby. The City has worried about damage being done to the bridge infrastructure by campers digging...

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## What We've Heard So Far

6 months ago



*Between March 28 and June 30, 2019, the City convened several community listening sessions and focus groups with a wide variety of community members. Participants at each session were asked for their input on several questions, some examples include: how are you impacted by the homelessness crisis; what would it look like to successfully address homelessness in Olympia; and what should we, as a community, do to address this crisis.*

*View summaries for each below.*

- *March 28: [Community Resource Providers Listening Session](#)*
- *April 18: [Downtown Community Listening Session](#)*
- *April 20: [Community Workshop at Olympia High School](#)*
- *May 4: [Community Workshop at Capital High School](#)*
- *May 29: [City Employees Listening Session](#)*
- *May 31: [Downtown Property Owners Focus group](#)*
- *June 3: [Plum Street Village Residents Listening Session](#)*
- *June 6: [Downtown Business Focus Group](#)*
- *June 10: [Individuals Experiencing Homelessness Listening Session](#)*
- *June 30: [Evergreen Christian Community Listening Session](#)*

## 2828 Martin Way

7 months ago



The City purchased 2828 Martin Way with [Home Fund](#) revenue in July 2018. Through a partnership between Interfaith Works and the Low Income Housing Institute, 60 new shelter beds and 60 supportive housing apartments will be built at the site.

[Learn more about the project...](#)





## Setting it Straight: Wheeler Encampment

9 months ago



The City has been hearing community frustration and anger about the large unsanctioned encampment currently on Wheeler Ave. This encampment is actually on State-owned property, specifically on Washington Department of Transportation (DOT) right of way.

Because we are not the property owners, the City of Olympia does not have jurisdiction to address the Wheeler encampment and residents should address any concerns to the DOT.

There is an unsanctioned camp on City-owned property (referred to as the Nickerson property) near the Wheeler encampment. Due to limited resources, the City is not yet prepared to fully address this unsanctioned...

[Continue reading](#)

## Community Stakeholder Interviews

9 months ago



The City contracted with The Athena Group to conduct confidential interviews with 20 local stakeholders to help better understand how to effectively respond to homelessness and its impacts on the city. The stakeholders represented a diverse range of community interests, including law and justice, business and economy, current and formerly homeless individuals, the faith community, elected officials, local residents and families, and homelessness advocates and service providers. [Read the summary...](#)

## 4th Ave Bridge Encampment Update

10 months ago



Long term, it is the City's intent to completely remove the encampment under the 4th Avenue Bridge. We are currently working to build the partnerships, summon the resources and develop a plan for how to do so.

In the meantime, for the short-term, we are taking interim measures to address the health and safety concerns of the community, City and Department of Ecology.

- The City is in the process of shrinking the footprint of the unsanctioned camp under the 4<sup>th</sup> Avenue Bridge.
- Notice is being given to those campers that continue to stay in fragile areas of the bridge...

[Continue reading](#)

## Setting it Straight: Plum Street Village Placements

11 months ago



We're hearing that members of the community are not clear on how residents are placed into the Plum Street Tiny House Village.

Unlike other models of tiny home villages in the community, the Plum Street Village was never designed or staffed to be a long-term, supportive housing option. For example, the Village does not have medical resources to care for residents who cannot physically care for themselves.

In designing the Plum Street tiny house model, the City worked with and made commitments to the surrounding neighbors and businesses. And we took advantage of the lessons learned by LIHI (who are...

[Continue reading](#)

## State Ave Encampment Removal

11 months ago



The unsanctioned encampment in the City parking lot on State Avenue was removed and on Tuesday, March 5. Over 20 people who were staying there chose to move to the City's managed Mitigation Site.

The lot will remain fenced for the rest of the month. It will go back to being a leased parking lot the first week of April.

Previous

1

2

Next

**REGISTER**

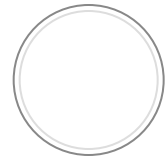
**to get involved!**

**Who's listening**

### Kellie Purce Braseth

Strategic Communications Director  
City of Olympia

Email [kbraseth@ci.olympia.wa.us](mailto:kbraseth@ci.olympia.wa.us)



### Amy Buckler

Downtown Programs Manager  
City of Olympia

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### Stacey Ray

Senior Planner  
City of Olympia

Email [sray@ci.olympia.wa.us](mailto:sray@ci.olympia.wa.us)



## Timeline



### **Project Launch: March 2019**

Community Work Group starts meeting. Identifies purpose and objectives.



### **Learning: April/May**

A series of listening sessions, focus groups and public workshops to learn what is working and what needs to improve.



### **Dialogue: June-Aug**

Community Work Group hosts conversations with regional community partners and residents to dig deeper into issues; share what has been heard and learned.



### **Identify Strategies, Actions & Measures: Sept-Nov**

Community Work Group identifies, shares and hosts community conversations to further develop draft strategies and actions. Community Work Group identifies how to measure progress, and identifies actions with partners and community.



### **Call to Action: Feb-April 2020 2020**

Community Work Group hands off to City Council.

## Meet the Community Work Group



The Community Work Group is made up of individuals who bring a diverse set of perspectives and experiences that will help shape the Homeless Response Plan process.

[Read their stories...](#)

## Document Library

-  [What We've Heard: Phase 2 Feedback \(combined\) \(927 KB\) \(pdf\)](#)
-  [What We've Heard: Phase 1 Feedback \(combined\) \(1.9 MB\) \(pdf\)](#)
-  [Community Stakeholder Interviews \(422 KB\) \(pdf\)](#)
-  [Thurston Co Homeless 5-year Plan \(3.48 MB\) \(pdf\)](#)
-  [Thurston County HMIS Data Report](#)
-  [Thurston County Homeless Census Report \(includes School District data\)](#)
-  [Thurston Thrives Regional Housing Summit Materials](#)
-  [Drivers of Homelessness in Washington State \(Dept. of Commerce video\)](#)
-  [Thurston Regional Planning Council Statistics](#)

[more..](#)

## Email Updates







### STAY INFORMED

Subscribe for email updates on the City's homelessness response efforts.

[olympiawa.gov/subscribe](https://olympiawa.gov/subscribe)

## Document Library

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-  [Thurston Co Homeless 5-year Plan \(3.48 MB\) \(pdf\)](#)

[more..](#)

Workshops, Focus Groups and Listening Sessions Summary including Participating Partners

## Learning Phase

- March 28  
**Community Resource Partners**
- April 18  
**Downtown Community**
- April 20  
**Public Workshops**
- May 4  
**Public Workshops**
- May 29  
**City Employees**
- May 31  
**Downtown Property Owners**
- June 3  
**Residents of Plum St Village**
- June 6  
**Downtown Business Owners**
- June 10  
**Guests of Community Care Center**
- June 30  
**Evergreen Christian Community**
- June  
**Online Survey: Experiences**

## Dialogue Phase

- July 22  
**Faith Community Leaders**
- July 25  
**Law & Justice Representatives**
- July 25  
**Olympia Residents (Demographic Sample)**
- July 29  
**Community Resource Partners**
- Aug 8  
**Community Resource Partners**

## Identify Strategies & Actions

- Oct 8  
**Community Resource Partners & Faith Leaders**
- Oct 14  
**Coalition of Neighborhoods**
- Oct 26  
**Public Workshop**
- Nov 2  
**Public Workshop**
- Nov 14  
**Guests of the Community Care Center**
- Nov  
**Online Survey: Strategies & Actions**

Over 700 meeting participants  
640 online survey respondents  
8,424 unique visitors to EngageOlympia.com

## Participating Community Resource Partners

- Athena Group
- Boys and Girls Club
- Build A Bus
- Capital Medical Center
- Capital Recovery Center
- Catholic Community Services
- CHOICE
- Community Action Council
- Community Care Center
- Community Youth Services
- Concerned Clergy
- Crisis Response Unit (CRU)
- Dept. of Health & Social Services
- Downtown Ambassadors
- Economic Development Council
- EGYHOP
- Experience Olympia Board
- Faith Communities (various)
- Familiar Faces
- Family Education & Support Services
- Family Support Center
- Habitat for Humanity
- Hands on Children's Museum
- Homes First
- Housing Authority
- Intercity Transit
- Just Housing
- Low Income Housing Institute
- Olympia Downtown Alliance
- Olympia Fire Department
- Olympia Free Clinic
- Olympia School District
- OPD Walking Patrol
- PacMT Workforce
- Parking Business & Improvement Area
- PiPE
- Pizza Klatch
- Popinjay
- Providence Foundation Board
- Quixote Communities
- Sidewalk
- South Puget Sound Community College
- Stonewall Youth
- The Evergreen State College
- Thriftway
- Thurston County Chamber of Commerce
- Thurston County Food Bank
- Thurston County Homeless Services
- Thurston County Prosecutors Office
- Thurston Thrives
- Timberland Regional Library
- Union Gospel Mission
- United Way Board
- Valley View Medical Center
- Veteran's Administration
- Virgil Adams Real Estate
- Visitor & Convention Board
- WA Business Bank
- West Olympia Business Association
- West Olympia Rotary
- YMCA



# Homeless Response Plan | Strategies and Potential Implementation Approaches

Focus Area #1: Streamline and enhance rapid-response and wrap-around services			Actions, Lead/Partners	Timeline		
STRATEGY #	STRATEGY	POTENTIAL IMPLEMENTATION APPROACHES	Lead/Partners	2020-21	22-24	2025+
1.1	Coordinate with peer jurisdictions to implement Thurston County's Homeless Crisis Response Plan.	<ul style="list-style-type: none"> <li>Leverage resources and assign clear implementation responsibilities.</li> <li>Identify performance measures and communicate progress to the community.</li> <li>Identify appropriate, region-wide locations for services outside downtown.</li> <li>Continue to support emergency response services and mitigation sites.</li> <li>Align funding sources and jointly lobby for more state and federal assistance.</li> </ul>				
1.2	Simplify and increase use of the coordinated entry system to improve our ability to track, identify solutions and ensure successful outcomes.	<ul style="list-style-type: none"> <li>Ensure partners are accurately submitting data in coordinated-entry.</li> <li>Provide coordinated-entry training for agencies and distribute analysis results.</li> <li>Increase resources to expedite and expand coordinated entry enrollments.</li> <li>Improve data collection, analysis, management and reporting.</li> </ul>				
1.3	Expand temporary shelter or other supported site capacity to transition people out of encampments.	<ul style="list-style-type: none"> <li>Locate additional emergency and temporary shelter sites outside downtown.</li> <li>Increase wrap-around services at mitigation and other supported sites.</li> <li>Develop a 24/7 navigation center with onsite support to facilitate individual solutions and access to temporary shelter or permanent housing options per guidelines in Strategy 1.1.</li> <li>Establish a respite center for the ill or those unable to care for themselves.</li> <li>Work regionally to establish clear zoning code pathways (and remove other barriers) to allow for siting and establishing temporary shelter.</li> <li>Increase access to hygiene services (bathrooms, shower, laundry, etc.)</li> </ul>				

STRATEGY #	STRATEGY	POTENTIAL IMPLEMENTATION APPROACHES	Lead/Partners	2020-21	22-24	2025+
1.4	Provide interim oversight and support for existing encampments.	<ul style="list-style-type: none"> <li>• Expand the ability of outreach workers to monitor and actively build relationships with people in encampments to connect them to safer shelter options and other services.</li> <li>• Prohibit and respond to predatory behavior, open fires, environmental pollution, structural damage, and waste accumulation on public and private property.</li> <li>• Identify appropriate campsite support and/or steward options.</li> <li>• Establish expectations/consequences for temporary encampments.</li> <li>• Consider a permit pathway for private property owners to temporarily allow people to shelter on their land.</li> </ul>				
1.5	Follow a fair and orderly process for removing encampments.	<ul style="list-style-type: none"> <li>• Develop, adhere to and communicate transparent criteria for determining if and when camps must be removed, and consistent step-by-step procedures for removing encampments.</li> <li>• Minimize re-traumatization during camp removal.</li> <li>• Ensure people in encampments are engaged by organizations that provide shelters, transitional and rapid rehousing options.</li> <li>• Provide ample advance warning, and consistent communication and procedures so people have an opportunity to relocate their belongings.</li> <li>• Provide additional secure storage space so people can protect belongings.</li> <li>• Enforce the City’s RV camping management policy.</li> <li>• Coordinate with State to facilitate management, clean-up, property clearing.</li> </ul>				
1.6	Increase access to substance abuse and mental illness treatment facilities and services locally.	<ul style="list-style-type: none"> <li>• Seek opportunities to establish treatment centers in all major Thurston cities.</li> <li>• Seek state and federal assistance to develop treatment centers.</li> <li>• Pursue public-private partnerships to increase treatment facilities.</li> <li>• Create dedicated place(s) where emergency responders can bring people to safely detox or de-escalate from a mental health crisis.</li> <li>• Provide ongoing support for graduates of treatment programs to reduce relapse rates.</li> </ul>				



STRATEGY #	STRATEGY	POTENTIAL IMPLEMENTATION APPROACHES	Lead/Partners	2020-21	22-24	2025+
		<ul style="list-style-type: none"> <li>Align treatment programs and procedures with State and local Opioid Response Plans.</li> </ul>				
1.7	<p>Prioritize pathways to economic opportunity that help people find longer-term security.</p>	<ul style="list-style-type: none"> <li>Provide case management to help people overcome barriers to employment – e.g. securing an ID card, addressing outstanding warrants or fines, obtaining a high school diploma or GED.</li> <li>Coordinate with Workforce Council, Chambers, Colleges and other partners that can help connect people to training and/or employment.</li> <li>Leverage abilities and insights of social service agencies to develop pathway programs and identify appropriate strategies for connecting target audiences.</li> <li>Ensure programs are inclusive and appropriate for diverse populations, ages.</li> <li>Reduce panhandling by creating low-barrier, creative employment opportunities that helps people earn income without impacting other community members.</li> </ul>				
1.8	<p>Identify and promote opportunities for organizations and individuals to contribute to priority homeless response needs or projects</p>	<ul style="list-style-type: none"> <li>Develop a central web portal that links potential donors and volunteers with local organizations.</li> <li>Identify programs that provide basic needs that are priorities for public giving.</li> <li>Provide skill-building, de-escalation and other related training to the community.</li> </ul>				

Focus Area #2: Expand affordable housing options and homelessness prevention			*Lead/Partners	Timeline		
STRATEGY #	STRATEGY	POTENTIAL IMPLEMENTATION APPROACHES	Lead/Partners	2020-21	22-24	2025+
2.1	Build a continuum of housing to meet diverse needs and income levels.	<ul style="list-style-type: none"> <li>• Develop a community-wide affordable housing action plan.</li> <li>• Leveraging the City’s Home Fund, build 300 new units of supported and affordable housing within the next 5 years (2020-24).</li> <li>• Over the next five years, create more permanent supportive housing.</li> <li>• Reduce costs and other barriers to building more housing stock of all types.</li> <li>• Incorporate creative housing options (e.g. ADU, shared-housing, boarding, etc.).</li> <li>• Focus on rehabilitation of existing buildings as well as new construction.</li> <li>• Expand housing options that support sobriety (recovery housing).</li> <li>• Expand ADA-accessible housing stock.</li> </ul>				
2.2	Increase partnerships and diversify funding to support construction of new affordable housing.	<ul style="list-style-type: none"> <li>• Engage peer cities and key agencies in housing funding and location strategies.</li> <li>• Seek State and Federal assistance to increase supply of low-income housing.</li> <li>• Adjust policies and codes to facilitate affordable housing construction.</li> <li>• Develop private sector partnerships to leverage additional affordable housing opportunities.</li> <li>• Host or invite the private sector to innovate (i.e., Issue an affordable housing RFP to solicit creative ideas ).</li> </ul>				
2.3	Implement policies that help people locate housing and remain housed.	<ul style="list-style-type: none"> <li>• Increase diversion funding to more quickly house those who are able to sustain their housing independently.</li> <li>• Consider rent subsidies, first-month/last-month bridge loans, etc.</li> <li>• Facilitate access to housing for at-risk and marginalized populations.</li> <li>• Develop emergency assistance resources for people at-risk of losing housing.</li> </ul>				

STRATEGY #	STRATEGY	POTENTIAL IMPLEMENTATION APPROACHES	Lead/Partners	2020-21	22-24	2025+
		<ul style="list-style-type: none"> <li>• Increase funding for family reunification to relocate people with home and family.</li> <li>• Work with the Housing Authority to develop strategic housing solutions.</li> </ul>				
2.4	Increase education, training and resources that help people avoid or recover from homelessness.	<ul style="list-style-type: none"> <li>• Remove barriers to transportation and provide transportation where essential.</li> <li>• Increase financial literacy.</li> <li>• Expand access to personal counseling services.</li> <li>• Enhance career pathway education beginning in middle and high school years.</li> <li>• Promote the availability of increased access to college education and technical certification training programs that lead to higher-wage occupations.</li> <li>• Provide landlords and tenants rights information.</li> </ul>				
2.5	Develop an economic development strategy that addresses all income levels.	<ul style="list-style-type: none"> <li>• Expand mentorship programs for youth.</li> <li>• Provide broader awareness about the longer-term costs associated with leaving poverty unaddressed.</li> <li>• Develop and promote employment opportunities for youth.</li> <li>• Consider entrepreneurial programs like “Piece by Piece” operating in Los Angeles.</li> <li>• Support findings and strategies recommended by community partners focused on developing education and training pathways to career development and financial stability for students</li> </ul>				

Focus Area #3: Increase public health and safety			*Lead/Partners	Timeline		
STRATEGY #	STRATEGY	POTENTIAL IMPLEMENTATION APPROACHES	Lead/Partners	2020-21	22-24	2025+
3.1	Increase trauma-informed outreach workers.	<ul style="list-style-type: none"> <li>Focus police on reduction and resolution of violent, property and narcotics crime.</li> <li>Expand crisis response, peer navigator and outreach – e.g. Mobile Crisis Response Unit, Familiar Faces, Ambassadors et al.</li> <li>Train peer navigators and volunteers to assist with non-emergency mental health and medical response (including de-escalation).</li> <li>Ensure coordination and consistency among outreach workers from various organizations.</li> </ul>				
3.2	Enforce laws that are designed to protect our community and all community members.	<ul style="list-style-type: none"> <li>Within authority, enforce person and property crimes through arrest/citation.</li> <li>Enforce laws within our authority related to illegal substances.</li> <li>Identify strategies to prevent activities that are or might cause environmental contamination.</li> <li>Increase police / safety patrols downtown and other impacted neighborhoods.</li> <li>Ensure coordination and consistency among police and private security.</li> </ul>				
3.3	Expand therapeutic court system to help rehabilitate low-level offenders while holding them accountable.	<ul style="list-style-type: none"> <li>Develop a Homeless Court, within the Community Court structure, to offer defendants charged with low-level offenses an opportunity to have case dismissed if they link to services and follow individualized plan approved by judge.</li> <li>Provide court dates at time of infraction to improve accountability, increase opportunities for offenders to connect to services in lieu of jail and reduce warrants that create barriers to housing.</li> <li>Expand options for immediate drug treatment and detox to increase success of therapeutic courts in dealing with drug related offenses.</li> <li>Establish mediation for homeless individuals to address minor disagreements.</li> </ul>				
STRATEGY #	STRATEGY	POTENTIAL IMPLEMENTATION APPROACHES	Lead/Partners	2020-21	22-24	2025+

3.4	Prevent and remove new encampments before they establish.	<ul style="list-style-type: none"> <li>• Monitor and prevent camps from establishing on city owned property, unless site is specifically sanctioned and supported (e.g., a mitigation site).</li> <li>• Provide technical assistance to private property owners with encampment activity on their property.</li> <li>• Coordinate with public agencies to develop management plans for properties.</li> <li>• Share information and procedures with peer jurisdictions to help create consistent approaches.</li> </ul>				
3.5	Provide support to businesses and property owners to help address the impacts of adverse behaviors.	<ul style="list-style-type: none"> <li>• Create a funding program to mitigate impacts of vandalism that is easy and quick to access.</li> <li>• Work with the faith community to support feeding programs while reducing the impacts (e.g., loss of visitor parking, garbage) in downtown.</li> <li>• Use environmental design to facilitate safety (needle disposal, alley lighting).</li> <li>• Provide training in de-escalation training, best practices for limiting adverse behaviors, who to call for help, and trauma-informed care.</li> <li>• Develop tailored good neighbor policies for all facilities that provide homeless services.</li> <li>• Provide opportunities for business/property owners to interact with police, crisis response and outreach workers to build trust and identify solutions.</li> </ul>				
3.6	Establish an inclusive, common set of agreed upon standards for respecting one another downtown.	<ul style="list-style-type: none"> <li>• Include people experiencing homelessness, downtown visitors, property owners, businesses, workers, people uncomfortable coming downtown, law enforcement, service providers, artists, etc. in the process to develop the standards.</li> <li>• Find creative ways to promote the standards and feature artistic renditions throughout downtown.</li> </ul>				
STRATEGY #	STRATEGY	POTENTIAL IMPLEMENTATION APPROACHES	Lead/Partners	2020-21	22-24	2025+

<p><b>3.7</b></p>	<p>Provide ongoing opportunities for community engagement and education related to homelessness.</p>	<ul style="list-style-type: none"> <li>• Report regularly to the community about what is being done and progress being made (i.e., radio, social media, annual events).</li> <li>• Educate on the causes of homelessness and ensure people understand homelessness and adverse behaviors are often separate issues.</li> <li>• Increase government and social service interaction with neighborhoods to share information, build trust, identify solutions and leverage resources.</li> <li>• Provide opportunities for housed and unhoused community members to talk to and learn from each other.</li> <li>• Identify / promote ways public and private sector can address homelessness.</li> </ul>				
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