



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">• Leverage resources and assign clear implementation responsibilities.• Identify performance measures and communicate progress to the community.• Identify appropriate, region-wide locations for services outside downtown.• Continue to support emergency response services and mitigation sites.• Align funding sources and jointly lobby for more state and federal assistance.				
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">• Ensure partners are accurately submitting data in coordinated-entry.• Provide coordinated-entry training for agencies and distribute analysis results.• Increase resources to expedite and expand coordinated entry enrollments.• Improve data collection, analysis, management and reporting.				
1.3	Expand temporary shelter or other supported site capacity to transition people out of encampments.	<ul style="list-style-type: none">• Locate additional emergency and temporary shelter sites outside downtown.• Increase wrap-around services at mitigation and other supported sites.• 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.• Establish a respite center for the ill or those unable to care for themselves.• Work regionally to establish clear zoning code pathways (and remove other barriers) to allow for siting and establishing temporary shelter.• Increase access to hygiene services (bathrooms, shower, laundry, etc.)				

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"> 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. Prohibit and respond to predatory behavior, open fires, environmental pollution, structural damage, and waste accumulation on public and private property. Identify appropriate campsite support and/or steward options. Establish expectations/consequences for temporary encampments. Consider a permit pathway for private property owners to temporarily allow people to shelter on their land. 				
1.5	Follow a fair and orderly process for removing encampments.	<ul style="list-style-type: none"> 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. Minimize re-traumatization during camp removal. Ensure people in encampments are engaged by organizations that provide shelters, transitional and rapid rehousing options. Provide ample advance warning, and consistent communication and procedures so people have an opportunity to relocate their belongings. Provide additional secure storage space so people can protect belongings. Enforce the City's RV camping management policy. Coordinate with State to facilitate management, clean-up, property clearing. 				
1.6	Increase access to substance abuse and mental illness treatment facilities and services locally.	<ul style="list-style-type: none"> Seek opportunities to establish treatment centers in all major Thurston cities. Seek state and federal assistance to develop treatment centers. Pursue public-private partnerships to increase treatment facilities. Create dedicated place(s) where emergency responders can bring people to safely detox or de-escalate from a mental health crisis. Provide ongoing support for graduates of treatment programs to reduce relapse rates. 				

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

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

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

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">• Focus police on reduction and resolution of violent, property and narcotics crime.• Expand crisis response, peer navigator and outreach – e.g. Mobile Crisis Response Unit, Familiar Faces, Ambassadors et al.• Train peer navigators and volunteers to assist with non-emergency mental health and medical response (including de-escalation).• Ensure coordination and consistency among outreach workers from various organizations.				
3.2	Enforce laws that are designed to protect our community and all community members.	<ul style="list-style-type: none">• Within authority, enforce person and property crimes through arrest/citation.• Enforce laws within our authority related to illegal substances.• Identify strategies to prevent activities that are or might cause environmental contamination.• Increase police / safety patrols downtown and other impacted neighborhoods.• Ensure coordination and consistency among police and private security.				
3.3	Expand therapeutic court system to help rehabilitate low-level offenders while holding them accountable.	<ul style="list-style-type: none">• 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.• 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.• Expand options for immediate drug treatment and detox to increase success of therapeutic courts in dealing with drug related offenses.• Establish mediation for homeless individuals to address minor disagreements.				
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"> • Monitor and prevent camps from establishing on city owned property, unless site is specifically sanctioned and supported (e.g., a mitigation site). • Provide technical assistance to private property owners with encampment activity on their property. • Coordinate with public agencies to develop management plans for properties. • Share information and procedures with peer jurisdictions to help create consistent approaches. 				
3.5	Provide support to businesses and property owners to help address the impacts of adverse behaviors.	<ul style="list-style-type: none"> • Create a funding program to mitigate impacts of vandalism that is easy and quick to access. • Work with the faith community to support feeding programs while reducing the impacts (e.g., loss of visitor parking, garbage) in downtown. • Use environmental design to facilitate safety (needle disposal, alley lighting). • Provide training in de-escalation training, best practices for limiting adverse behaviors, who to call for help, and trauma-informed care. • Develop tailored good neighbor policies for all facilities that provide homeless services. • Provide opportunities for business/property owners to interact with police, crisis response and outreach workers to build trust and identify solutions. 				
3.6	Establish an inclusive, common set of agreed upon standards for respecting one another downtown.	<ul style="list-style-type: none"> • 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. • Find creative ways to promote the standards and feature artistic renditions throughout downtown. 				
STRATEGY #	STRATEGY	POTENTIAL IMPLEMENTATION APPROACHES	Lead/Partners	2020-21	22-24	2025+

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